EVALUATION REPORT

OXFAM AUSTRALIA DISASTER READY:

SOLOMON ISLANDS, VANUATU & TIMOR-LESTE

OXFAM
Australia

ACKNOWLEDGEMENTS

Photo: Glen Pakoa/Oxfam in Vanuatu

EXECUTIVE SUMMARY

Disaster READY, a five-year program that is implemented by Australia Humanitarian Partnership (AHP) partners, and funded by the Australian Government, is Australia's largest-ever investment in disaster preparedness in the Pacific and Timor-Leste to-date. It aims to strengthen local humanitarian capability so that at-risk communities are better able to locally respond to and recover from rapid and slow-onset disasters. Oxfam's contribution to the goals of Disaster READY is in Solomon Islands, Vanuatu, and Timor-Leste, where it has worked closely with local partners and provincial and national disaster management authorities to deliver its goal and objectives.

As the five-year Disaster READY program is approaching its end in June 2022 and a follow-on program is under development, Oxfam commissioned IRMA to carry out an evaluation to provide findings and recommendations for the new program design. This evaluation took place between February and May 2022. Following discussions with each of the country teams on what aspects of implementation they wished to learn from, IRMA and Oxfam agreed to focus on how the partnership model Oxfam developed for this program has influenced its relevance, effectiveness, impact, efficiency, and sustainability.

IRMA applied a methodology that was tailored to the current Covid-19 pandemic context and limited the availability of secondary data. Fifty interviews with key informants from Oxfam, its partners, governmental authorities, and communities, most of which were conducted virtually, was the main data collection method. This was complemented by a verbally-administered perceptions survey of the same sample. Preliminary findings were then presented, validated, and modified in a virtual workshop with staff from the three country offices, some partners, and key members of Oxfam's regional team.

IRMA found that Oxfam's Disaster READY program was well-suited to the disaster risk contexts of the Pacific and Timor-Leste. Its focus on developing readiness for rapid-onset disasters in Vanuatu and Solomon Islands was relevant to the regional hazard-scape, as was its modified design for slow-onset hazards in Timor-Leste. In all three countries, the program's sustained investment in inclusive preparedness and focus on strengthening the connections between communities and provincial governments addressed persistent gaps in previous disaster risk reduction (DRR) programming. In addition, the program design, including the cash transfer pilot component, was strongly aligned with national governments' policies and priorities.

The partnership model developed and employed by the program was highly relevant to the gaps in coordination between communities and provincial authorities, and to localisation goals within the humanitarian sector. It enabled Oxfam to provide technical and financial support to organisations that have the responsibility and capacity to meet local communities' needs. It also enabled specialist organisations to provide technical leadership on disability-inclusive DRR and strengthen local, national, and international partner NGOs' capacities in this area. The partnership model also deliberately engaged communities and their leadership in DRR strategies, as their ownership is fundamental to sustainability.

The program could have been more relevant if it had aimed to delivered services that were equally appropriate for slow-onset hazards and the effects of climate change, including climate change awareness activities. It could also have done more to address the need for ongoing investment in small-scale risk reduction projects in communities, which previous preparedness and DRR programming have often failed to provide.

Almost all program activities were implemented, despite the interruptions caused by the Covid-19 pandemic and subsequent restrictions. Delays in implementation had more to do with failed recruitments and staff turnover rather than external factors.

Across the three countries, the program achieved its objective of enabling communities to become better prepared for rapid and, to a lesser extent, slow-onset disasters. Overall, they have a fuller understanding of risk, are better organised in committees to manage such risks and are more connected with governmental authorities. The program and partnership model have both contributed to furthering DRR objectives in a protective manner, highlighting the unmet needs and rights of women and people with disabilities to fully participate in initiatives that directly concern them. Nevertheless, women and people with disabilities are still under-represented in community disaster management structures and sometimes overlooked in responses. A longer investment is needed to change people's attitudes to gender and disability-inclusive DRR and to ensure that humanitarian actors fully incorporate equity into their policies and practices.

Coordination between provincial governmental authorities and communities has improved significantly as a result of the program, but it is still not reliable or sufficient. To sustainably change the way communities and governments work together, authorities need to be appropriately trained, resourced, and accountable, and communities need to be organised and capable of claiming the rights of all their members. The project's achievements are 'a good start' but need to become embedded at all levels.

The partnership model has played a crucial role in the accomplishments to date. It has facilitated coordination between national NGOs and their international partners and given a much-needed impetus to the localisation of humanitarian leadership. In Timor Leste in particular, local, and national NGOs have gained in terms of influence on the humanitarian system, which appears to be at least partly attributable to Oxfam's country-specific commitment to transformational partnership practices.

In all countries the disaster READY program was implemented efficiently, drawing on the combined energies, capacity, and expertise of the partners in the partnership arrangement. In general, the AHP partners have coordinated well within countries, although as a result of lack of funding and/or time, they have missed some opportunities for cross-country learning. In Timor Leste, Oxfam and other AHP partners invested additional funds to enable them to achieve disability inclusion and learning objectives that were not deemed feasible within the project budget.

The coverage of the project was low in terms of communities directly benefiting, which raises questions about whether Oxfam and other partners should have focused more on increasing the demonstrative value, for potential replication by the government or other actors. In this regard, the cash transfer pilot projects showed the feasibility, efficiency, and appropriateness of this modality for preparedness as well as response.

After this phase of the project ends, the disaster management and disability-inclusion capacities that have been built, and the increased sense of ownership of disaster preparedness among communities, government units and local NGOs will offer a strong foundation for Phase 2. Nevertheless, the longer-term sustainability of these

achievements would not be likely without Phase 2, because the preparedness plans of community committees remain unfunded and without concrete actions to implement the committees could stop functioning. Examples of potentially sustainable committees within this project include those that have also set up Savings and Loans groups, as they have a reason to remain organised and make plans to improve their lives. On a strategic level, disaster preparedness projects such as Disaster READY also need to contribute to creating an enabling environment for communities to leverage dependable funding from provincial or national budgets. In this sense, Disaster READY Phase two offers a unique opportunity to consolidate early results and adapt the project's objectives and approach to scale up its impact.

SPECIFICALLY, OXFAM IS RECOMMENDED TO:

1 **Develop communities' and authorities' understanding of slow-onset disasters and other effects of climate change** by including these topics in training sessions. Support them to expand their risk assessments to include these risks and actions to manage them.

2 **Expand the scope of support to target communities** with established disaster management committees and approved action plans, to include small-scale risk reduction and climate change adaptation initiatives, fundraising/proposal-writing skills, and advocacy and relationship-building with other relevant ministries, such as Water, Food Security, Women, etc.

3 **Aim far beyond the traditional approach of INGO-supported CBDRM,** in which communities learn about and assess risks, then make plans that often cannot be implemented due to lack of funding. Use the next five years of AHP to focus on changing the ways national stakeholders in risk reduction work together, rather than on micro-level results.

4 **Engage an entity to research mechanisms in national budgets and/or donor support through which communities can apply for and access finance** for the implementation of community plans. Provide the necessary technical support (through partnerships where possible) to communities to submit applications, implement accountably, and report in accordance with requirements. If possible, engage national or regional companies to conduct the research and provide technical support.

5   Ramp up activities to increase coordination and collaboration between government, partners, and communities, from municipal and provincial to national levels. These could include workshops on roles and responsibilities for disaster preparedness in general and in Phase 2, as well as participation in meetings of the humanitarian system. Engage people of all ages, genders, and abilities, ensuring that youth are not overlooked.

6   Use AHP Disaster READY to drive forward transformational partnerships that genuinely aim for local leadership. Bring partners together to discuss what partnership model and approach they want. Use the Disaster READY model and the Oxfam Timor Leste model for inspiration and to provoke discussion.

7   Ensure all stakeholders understand that inclusion must go beyond awareness and participation. Encourage them to co-create monitoring systems that include indicators to measure decision-making and direct benefits to women, people with disabilities, children, and youth. Simultaneously, develop a strategy to incorporate disability inclusion into partners' processes and 'core business', with clear indicators of achievement.

8   Scale up cash transfer programming in other communities and for anticipatory action and preparedness. Use documented learning and case studies from current/recent pilots to continue to raise awareness of the feasibility of CTP for preparedness and response.

9   Advocate for DFAT to increase the budget for AHP Disaster READY Phase 2, to ensure quality and proper exit strategies. Simultaneously, allocate a greater proportion of AHP Disaster READY resources to partners. This aligns with Oxfam partnership principles and the localisation agenda.

10   Prioritise recruitment, induction, upskilling, and retention of staff in Oxfam and its partners for the start of Phase 2, to avoid repeating Phase 1 issues of slow/patchy performance due to human resources gaps.

11   Document, share and leverage learning from the programme to inform future scale-up of the program. Rather than trying to include more communities with limited or reduced funding, focus on embedding learning in the participating governmental institutions, and on enabling target communities to become models and advocates that others can learn from.

12   Set up savings and loan schemes in target communities, with connections to the disaster management committees and DRR plans. Link 'Savings and Loans' meetings with meetings of the disaster preparedness/management committee, to provide an impetus for disaster management committees to continue to function as well as new options for improving household resilience and livelihoods.

CONTENTS

1. CONTEXT

This section describes the context of the Disaster READY program being evaluated, including the program background, Oxfam's overall contribution to the program, the evaluation purpose, and its constraints.

1.1 BACKGROUND

Disaster READY, a five-year program that is implemented by Australia Humanitarian Partnership (AHP) partners funded by DFAT, is Australia's largest-ever investment in disaster preparedness in the Pacific and Timor-Leste.

Disaster READY's theory of change (see Figure 1) proposes that five complementary lines of action, each with its own objective, will strengthen local humanitarian capability in preparedness in the Pacific and Timor-Leste so that communities are better able to locally respond to and recover from rapid and slow-onset disasters.

The program promotes the localisation of DRM with a commitment to ensuring vulnerable groups, including women, people with disabilities and children, are included and accounted for in disaster preparedness, management, and risk reduction activities.

Like many other programs over the past two years, Disaster READY has faced the restrictions of the COVID-19 pandemic. Nevertheless, all implementing partners have succeeded in continuing implementation by adapting timelines, procedures, and protocols.

1.2 OXFAM AUSTRALIA'S CONTRIBUTION TO DISASTER READY

Oxfam leads one of the implementing consortia of Disaster READY. Its partners are Oxfam in Timor, Oxfam in the Solomon Islands, Oxfam in Vanuatu, CBM, Habitat for Humanity (HFH) and Australian Broadcasting Corporation International Development (ABC ID).

Oxfam and its partners' long-term goal is to equip communities with the skills, tools, and resources to be prepared, respond to, and recover from rapid and slow-onset disasters. In the Solomon Islands and in Vanuatu, activities have focused on community-based disaster risk reduction (CBDRR) activities and cash transfer to affected communities using blockchain technology. In Timor-Leste, Oxfam has focused solely on CBDRR.

Oxfam in Solomon Island has one local partner, Oxfam in Vanuatu has two local partners while Oxfam in Timor has eight local partners who deliver the activities of the program in close cooperation with Oxfam. All three Oxfam country teams have worked on strengthening the capacities of the provincial and national disaster management authorities.

1.3 EVALUATION OF OXFAM AUSTRALIA'S DISASTER READY PROGRAM

As the five-year Disaster READY program is approaching its end in June 2022 and a follow-on program is under development, Oxfam commissioned IRMA to carry out an evaluation to provide findings and recommendations for the new program design. This evaluation took place between February and May 2022.

The main audience of the evaluation is Oxfam (Australia, Vanuatu, Solomon Islands, Timor Leste, and Oxfam in the Pacific), while the secondary audience is the Oxfam consortium partners (CBM, Habitat for Humanity, ABC ID), in-country partners, as well as the AHP Support Unit and the Australian government. Oxfam will also share the findings and recommendations with the local partners such as local government actors and civil society partners.

Photo: Kathy Richards/Oxfam in Timor-Leste.
Oxfam staff left to right: Adelino Freitas, Julio Freitas, Joao Corbafo, Valerio Madiera

2. DISASTER READY PROGRAM OVERVIEW

This section provides an overview of the Disaster READY program. This includes the intended impacts and outcomes of the program, program locations, participants, partners and stakeholders, and the overall program budget.

2.1 IMPACT & OBJECTIVES

Oxfam's program, like all Disaster READY programs, aims to achieve the following impact and objectives:

Impact: Strengthened local humanitarian capacity in preparedness in the Pacific and Timor Leste so that communities are better able to locally respond to and recover from rapid- and slow-onset disasters.

Objective 1: Communities are better prepared for rapid and slow-onset disasters

1.1 Communities understand likely hazards and risks and have knowledge, skills, and resources to manage these

1.2 Community disaster mechanisms are prepared for and respond to rapid- and slow-onset disasters

1.3 Communities understand and seek support from sub-national government planning and budget processes and other funding sources to prepare for and respond to disasters

1.4 Women, men, people with disabilities and children demand, access, understand and act on early warning information for rapid- and slow-onset disasters

Objective 2: The rights and needs of women, people with disabilities, youth and children are being met in disaster preparedness and response at all levels

2.1 Increased representation and capacity of women, people with disabilities, youth and children in disaster committees and planning processes, particularly at community and sub-national levels

2.2 Humanitarian operating practices, procedures, policies, laws, and tools from community to national level incorporate and are responsive to the rights and needs of women, people with disabilities, youth, and children

2.3 All community members, including men and boys, faith leaders, other community leaders, and government staff address the barriers that prevent women, people with disabilities, youth, and children from having their rights and needs met in disaster preparedness and response

2.4 AHP NGOs apply more inclusive approaches in their internal and external preparedness and response planning

Objective 3: Government, NGOs, the private sector, and communities coordinate more effectively for inclusive disaster preparedness and response

3.1 National and sub-national disaster committees are functioning

3.2 Sub-national governments are better able to respond to community needs during rapid- and slow-onset disasters

3.3 Evacuation centres, including schools, churches, and other community facilities, are safe and accessible for women, people with disabilities and children

3.4 Improved two-way communications between communities and government for preparedness, early warnings, disaster impact and response

3.5 Cash transfer and logistics preparedness processes developed through regional platforms are adapted to and operational in some countries

Objective 4: National NGOs and faith-based organisations have more influence and capacity in the country's humanitarian system

4.1 National NGOs and faith-based organisations are better represented in national and sub-national disaster coordination mechanisms

4.2 National NGOs and faith-based organisations have improved organisational capacity for disaster preparedness and response, including policies, processes, equipment, and distribution systems

4.3 National NGOs have greater influence with respect to INGOs and the countries' humanitarian systems

Objective 5: AHP NGOs work effectively together and with other relevant stakeholders

5.1 AHP NGOs are well-coordinated and engaging with the government, Red Cross, women's and other NGOs, and donors

5.2 AHP NGOs are using shared services to champion inclusive approaches and demonstrate and share impact

5.3 AHP NGOs are using good practices from humanitarian programs to mainstream disaster preparedness and risk reduction into their other non-Disaster READY work

Photo: Glen Pakoa/Oxfam in Vanuatu

2.2   LOCATIONS

Oxfam's Program has been implemented in Vanuatu, Solomon Islands and Timor Leste in the following locations.

Table 1: Disaster READY Program Locations

Country	Local area	Communities
Vanuatu: 6 Areas Councils and 26 communities	Efate Island: Tanvasoka Area Council	Matantopua; Tamasali 1; Tamasali 2; Koko-reko; Kawariki; Tekapu 1; Lumauri; Takapu 2; Eranorango sector 1 & 2
	Efate Island: Pango Area Council	Pango zones 1, 2, 3 and 4
	Efate island: Eratap Area Council	Eratap village; Tamanu; Teoma Bush
	Ifra Island Area Council	Ifra island; Woraulua
	Epi Island: Varmaul Area Council	Mabfilau; Burumba; Rovoliu; Brisbane; Bongovio; Jumasume
	Epi Island: Vermali Area Council	Ruwo; Yopuna
Solomon Islands: 3 provinces and 15 communities	Malaita Province	Anololo; Oibolal; Dadaesalu; Baunani; Bira
	Guadalcanal Province	Kolosulu; Tenabuti; Bokasughu; Nagho; Kuma
	Temotu Province	Vengir; Otamongi; Matu; Kalabay; Bimbir
Timor Leste: 2 municipalities and 6 communities	Covalima municipality	Lour Village; Matai Village; Lalawa Village
	Oecusse municipality	Costa Village; Lifau Village; Boboteto Village

2.3   PARTICIPANTS

According to monitoring reports from September 2021, the Disaster READY Program had reached 31,318 individuals (51% male, 49% female).

Table 2. Documented recipients and participants of the Disaster READY Program

Country	Men and Boys	Women and Girls
Solomon Islands	3,294	3,173
Timor-Leste	1,630	1,237
Vanuatu	11,106	10,878
Total	**16,030**	**15,288**

2.4   BUDGET

The total budget for Oxfam's Disaster READY Program (over five years) is 5.5 million AUD.

Photo: Glen Pakoa/Oxfam in Vanuatu

2.5   PARTNERS & STAKEHOLDERS

Oxfam's Disaster READY Program engages with a wide range of partners and stakeholders. These are:

Table 3. Documented stakeholders and participants of the Disaster READY Program

Oxfam teams	NGO partners	Government and national-level stakeholders	Other local and community stakeholders
• Oxfam in Vanuatu Disaster READY program team (CBDRR and cash teams) • Oxfam in Solomon Islands Disaster READY program team (CBDRR and cash team) • Oxfam in the Pacific Climate Justice Lead and Humanitarian Lead and or other relevant staff • Oxfam in Timor Leste Disaster READY program team • Oxfam Australia Humanitarian Lead, Climate Justice Lead, AHP Lead	• Habitat For Humanity Australia and the HFH consultants in Vanuatu and Solomon Islands • CBM Australia, Pacific Disability Forum, People with Disability Solomon Islands (PWDSI), Vanuatu Disabled Peoples Advocacy (VDPA) • Australian Broadcasting Corporation International Development (ABC ID) • Wan Smol Bag (Vanuatu) • •	• Provincial Disaster Management Offices in Shefa Province and Vanuatu National Disaster Management Office • Provincial Disaster Management Offices in Guadalcanal, Temotu and Malaita and Solomon Islands National Disaster Management Office • Solomon Islands • Meteorological Office • Solomon Islands National Disaster Coordination Clusters Solomon Islands Alliance of Humanitarian NGOs network • Vanuatu NGO coordination and humanitarian response network	• Timor Leste local partners • Oxfam Vanuatu local partners for the cash program component • Representatives from the Village Disaster Climate Risk Committees and the communities in the Solomon Islands • Representatives from the Community Disaster and Climate Change Committees and communities • Representatives from communities benefitting from cash intervention in Vanuatu

Photo: Glen Pakoa/Oxfam in Vanuatu

2.6 PARTNERSHIP MODEL

Oxfam's partnership model for its AHP Disaster READY program in the Pacific and Timor Leste is a combination of elements required by the terms of reference of the AHP funding envelope and those that Oxfam has chosen for this program and others. These elements can be described as 'hard' (official and structural) and 'soft' (value-based and ways of working).

The hard elements include:

The consortium that Oxfam created in each country, including national and local NGOs in each country and the international/Australian NGOs that provide technical support. The consortium is how Oxfam and AHP intend to implement localisation strategies and commitments, by empowering and enabling leadership by the local and national NGOs within it. It is represented by the dotted green oval shape and intersects the broader partnership circle, as shown in the figure below.

The external AHP structure is comprised of the AHP program, steering committee and country committee, each of which is multi-stakeholder and is comprised of the most relevant organisations. It has a Shared Services Support unit that provides support to all actors in the Oxfam-led consortium, and is connected to multiple other structures including the other consortia of this program. It is represented by the dotted orange rectangles and lines in the figure below.

The partnership is the group of entities that agreed to implement the Disaster READY together, interacting regularly and providing mutual support to ensure that they reach shared goals. It consists of Oxfam, the NGOs in Oxfam's consortium, the government in each country, and the target communities to implement the program together. The partnership includes resource flows (money, technical support, staff deployment, and in-kind assistance) from Oxfam to all other partners, to support achievement of defined objectives. Each partner has a specific role in implementation, which was discussed and agreed with Oxfam during the formation of the partnership. The partnership is represented by the solid green circle and the joined hands in the figure below.

The soft elements are the principles that underpin Oxfam's approach to partnership.

They include commitments to pursuing justice and overcoming poverty; an acknowledgement of the added value of diversity among partners; commitments to respect each other as autonomous entities accountable to some shared and some different stakeholders; an intention to ensure clarity of roles within the partnership, and an intention to learn together from the common endeavor. Each principle is represented by a coloured ribbon in the figure below. In Timor Leste, Oxfam has co-developed supplementary principles (concerning collaboration, mutual respect, fairness, creativity, participatory and community focus) with its partners, as part of a transformational partnership strategy. They are referred to in the sections of the evaluation that relate to the achievements of Disaster READY in Timor Leste but are not shown in the overall partnership model as they are country-specific.

PARTNERSHIP MODEL

HP Disaster Ready $

AHP Disster READY Steering Committe

AHP Country Committee

AHP Support Unit

Government: national & sub-national

Oxfam-led AHP Consortium

OXFAM

I/N/LNGOs

Communities

JUSTICE & NO POVERTY

DIVERSITY & ADDED VALUE

RESPECT & AUTONOMY

ACCOUNTABILITY TO OTHERS

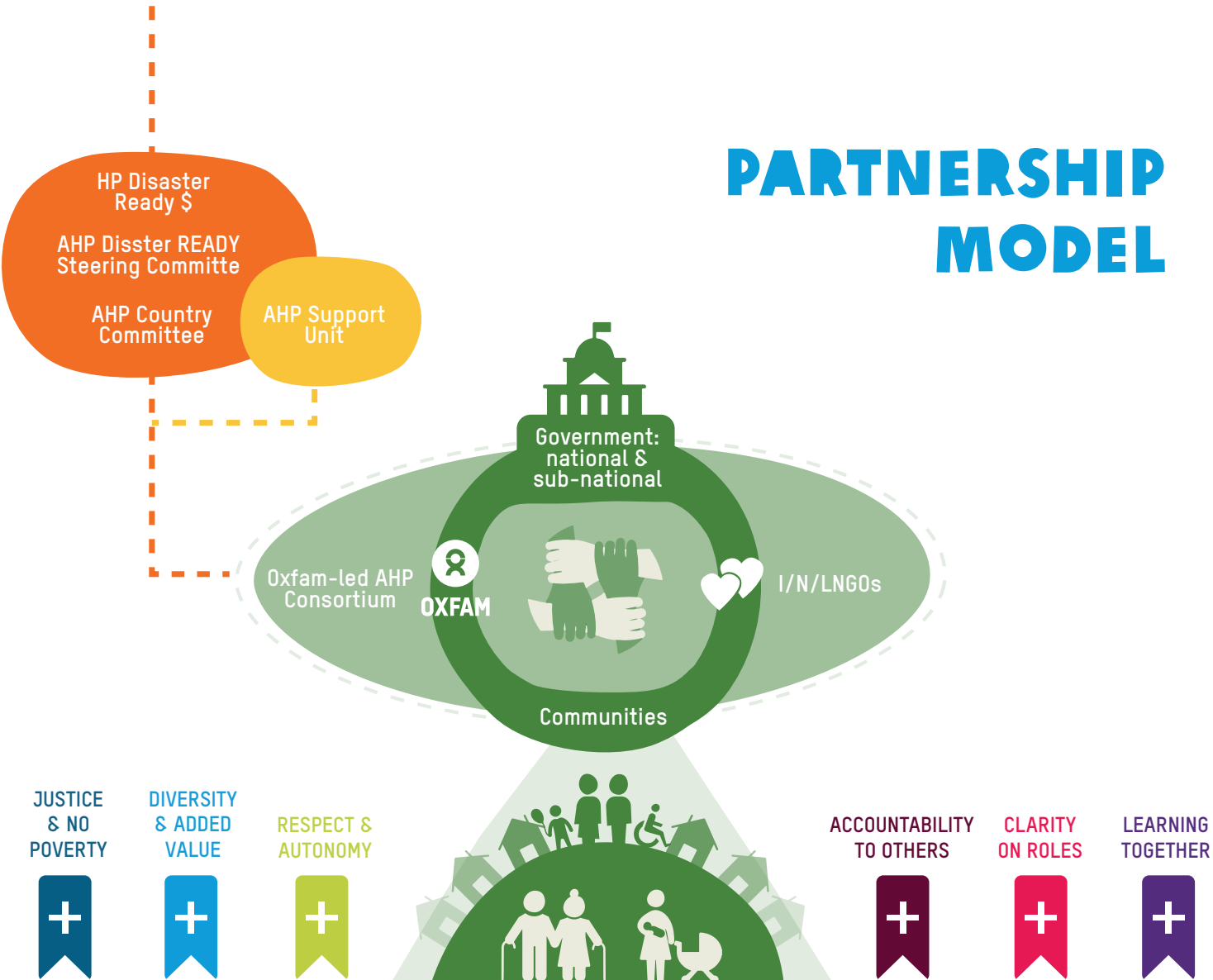CLARITY ON ROLES

LEARNING TOGETHER

Figure 1: Oxfam's partnership model, as perceived and constructed by the evaluation team

Photo: Glen Pakoa/Oxfam in Vanuatu

3. EVALUATION APPROACH & METHODOLOGY

This section describes the context of the Disaster READY program being evaluated, including the program background, Oxfam's overall contribution to the program, the evaluation purpose, and its constraints.

3.1 GENERAL APPROACH

Following discussions with each of the country programs, IRMA used a partnership lens to conduct the evaluation, looking at how partnerships have influenced the results and valuing diverse partners' perspectives as some of the main inputs to inform the evaluation. The selection of this approach was informed by country office inputs.

Timor-Leste management has firmly stated a preference for the evaluation to focus on partnerships because other plans are already in place for the overall evaluation. In addition, the team is already over-stretched with concurrent evaluations and implementation and does not want to burden community members with multiple, simultaneous consultation processes.

Solomon Islands is currently in a COVID-19 lockdown in which travel is extremely limited and gatherings are not permitted. In addition, the team expressed that a partnership focus would be of greatest value in this transition from Phase 1 to Phase 2, because it is the 'direction of travel' of the program and of the humanitarian and development sectors in general.

In Vanuatu, while local data collection is possible (and could therefore provide a community-level perspective within a classic evaluation framework), the team expressed interest in focusing on the partnerships to be further developed in Phase 2.

Full sets of baselines and monthly/quarterly monitoring data were not collected from communities as planned in the Solomon Islands and Vanuatu, making it difficult to track changes from the community perspective through program implementation. The approach still examines relevance, effectiveness & impact, efficiency, and sustainability, and attempts to provide findings related to all stated objectives and outcomes. Using a 'partnership lens' provides a coherent, overarching framework that gives emphasis to the views of all entities involved in partnerships, from Oxfam Australia to contractual partners, to government and community levels. To construct the current partnership model, we use Oxfam's partnership principles and seek to complement it with all partners' understanding of partnership.

3.2 EVALUATION FRAMEWORK

IRMA uses the following framework, which addresses the five DAC criteria listed in the evaluation Terms of Reference. In columns 2-6, the 'x' denotes which types (quantitative and qualitative) and sources of data were consulted. Questions requiring quantified responses are integrated into the KII guides.

Criteria and key questions/ Sources	Internal and partner docs on partnership	Existing monitoring data	KIIs and survey with contractual partners	KIIs and survey with government	KIIs and survey with	KIIs and survey with community leaders
RELEVANCE						
1. To what extent was the partnership model (between AHP partners, and Oxfam and local partners and stakeholders) relevant for addressing identified needs and gaps in disaster readiness and local humanitarian leadership in the project countries?	x		x	x	x	x
1.1 To what extent did the partnership model align with and support DRR policies and priorities in the project countries?	x		x	x	x	
1.2 To what extent was the partnership model relevant to existing capacities (and vulnerabilities) for self-organisation in the target communities?	x		x	x	x	x
1.2 To what extent was it relevant to the capacities and needs of all partners?	x		x	x	x	
2. How could it have been more relevant?	x		x	x	x	
EFFECTIVENESS & IMPACT						
3. To what extent did Oxfam and partners implement the planned activities (including number, gender and profile of beneficiaries, and geographic coverage) in Timor Leste, Vanuatu, and the Solomon Islands?		x	x		x	
4. To what extent did the activities conducted by the Oxfam teams and partners in Timor Leste, Vanuatu, and the Solomon Islands and by the ABC ID contribute to achieving the overall Disaster READY outcomes and objectives in an inclusive and protective manner (1-5 below)? Objective 1: Communities are better prepared for rapid and slow-onset disasters. Objective 2: The rights and needs of women, people with disabilities, youth and children are being met in disaster preparedness and response at all levels. Objective 3: Government, NGOs, the private sector, and communities coordinate more effectively for inclusive disaster preparedness and response. Objective 4: National NGOs and faith-based organisations have more influence and capacity in the country humanitarian system. Objective 5: AHP NGOs work effectively together and with other relevant stakeholders		x	x	x	x	x
5. How did the partnership model contribute to these results?	x		x	x	x	x
6. How could the program have been more effective and impactful, while working through national and local partnerships?			x	x	x	x
EFFICIENCY						
7. To what extent has Oxfam's partnership model contributed to efficient, coordinated, and complementary activities with other local, national and international actors?	x	x	x	x	x	x
8. How could greater efficiency, coordination and complementarity have been achieved, while working through national and local partnerships?			x	x	x	x
SUSTAINABILITY						
9. What areas of the program require further engagement to become sustainable and fully led and managed by national and local actors?	x	x	x	x	x	x
10. How can the Disaster READY program plan for this?			x	x	x	

3.3 INSTRUMENTS

Due to restrictions on collecting primary data, virtual interviews with key informants were the main method used to collect data. This was supplemented with a program-wide online workshop to validate the initial findings. Detailed interview questionnaires are in the annex.

3.4 ORGANISATION OF DATA COLLECTION

Most interviews were set up and held virtually, except for those conducted in Timor Leste, where a local data collector was hired to undertake interviews in the local language, and a small number in Vanuatu where a local staff member interviewed a small number of community leaders. Overall, 50 interviews were conducted, 38% of which were with women. All interviews that were held in person observed Oxfam's COVID-19 protocols. Detailed KII information is in the annex.

A list of contacts of key informants (representing the stakeholders, partners, and community leaders) was provided by Oxfam. We strived to establish a gender balance across key informants, requesting additional/alternative contacts if the initial sample was not balanced.

3.5 DATA STORAGE

IRMA has stored, protected, and will dispose of data according to the requirements of DFAT and Oxfam. In addition:

Verbal consent was sought at the start of each interview

Each person was provided (either verbally or by email/text) contact details to report any concerns about the interview process
All interviews were audio-recorded unless the participant requested otherwise.

3.6 ANALYSIS & REPORTING

All key informant interviews (KIIs) have been transcribed and entered into MAXQDA, a qualitative data analysis software. An initial coding system was developed based on the key questions and enhanced to include new codes that reflected unanticipated themes and concepts during the coding process. The content and volume of coded segments were used to answer the key questions.

Initial findings and tentative conclusions have been presented to Oxfam and its partners for feedback, debate, and participatory validation in an online workshop.

Country	Community leaders	Government	Oxfam	Partners	Total
Vanuatu	6	2	5	3	16
Solomon Islands	4	2	5	2	13
Timor Leste	6	3	1	2	12
Regional/ global	-	-	3	6	9
TOTAL	16	7	14	13	50

Table 5: Key informant interviews

3.7 EVALUATION CONSTRAINTS

Three main constraints affected this evaluation, as outlined below:

The evaluation was conducted between January and May 2022, which is precisely when COVID-19 cases in the Pacific Islands began to rise at concerning rates, and when new lockdowns were implemented in Vanuatu and the Solomon Islands. This situation led Oxfam and the evaluation team to reconsider the prospects for face to face data collection, including in communities, and eventually to the decision to conduct most interviews remotely/virtually. This significantly affected the duration of the data collection period, as multiple communications were required to establish contact and conduct interviews over Zoom, WhatsApp or on the phone. It also resulted in a smaller sample size than if the evaluation had been done in person, even though the evaluation team managed to complete 50 interviews.

The focus of the evaluation also changed during the inception period. After hearing and reading about the many learning and M&E initiatives that were ongoing in Oxfam's Disaster READY program despite its advanced stage, it was decided to focus on the contribution of the partnership model to the program's achievements. Given that Oxfam's Disaster READY partnership model was not fully documented, the evaluation team had to produce their own analysis and description of it, to explore in the evaluation.

The set of documents provided by Oxfam for the document review was incomplete. Not all annual reports for all countries were made available, monitoring records were weak in all countries, and periodic progress and expenditure reports were missing. This led the evaluation team to propose an adaptation to the methodology, to give more emphasis to the key informant interviews and hold a validation workshop to triangulate interview and survey results with live reactions to preliminary findings.

Despite these challenging constraints, the evaluation team completed the evaluation with a high level of stakeholder participation, and various levels of review. We are confident that the results expressed in this report accurately convey the opinions and perspectives shared by the main groups of stakeholders: Oxfam staff, partner staff, governmental staff, community leaders, and others outside the countries concerned.

Photo: Reginald Ramos/Oxfam in Timor-Leste .

Abilio from Oxfam in Timor-Leste's local partner, Ra'es Hadomi Timor Oan, conducts an interview in Suco Bairo Pité as part of the community assessment following the Dili floods that occurred in 13 March 2020.

Photo: Glen Pakoa/Oxfam in Vanuatu

YUMI MAS RERE LONG
TSUNAMI

YUMI MAS RERE LONG
FLAD

Yumi mas rere blo wan longfala
DRAE TAEM

4. FINDINGS

This section provides the key findings of the evaluation looking at how partnerships have influenced the results across relevance, effectiveness & impact, efficiency, and sustainability.

4.1   RELEVANCE

Key questions:

To what extent was the partnership model relevant for addressing identified needs and gaps?

To what extent did the program align with country DRR policies and priorities?

How could the program have been more relevant?

SUMMARY

The program was highly relevant to community needs

The program aligned with country DRR policies and priorities

In Solomon Islands and Vanuatu, more emphasis on slow-onset hazards and climate change could have increased relevance

The scale and reach of the program did not match the vast needs of community disaster preparedness needs and gaps

Financing for committees to undertake ongoing preparedness activities could have increased the program's relevance.

Relevance to communities' need

Somewhat 2.6%
Mostly 34.2%
Highly 63.2%
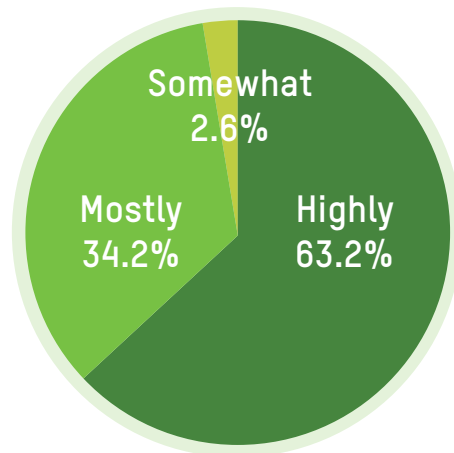
Relevance of the partnership model

Somewhat 15.2%
Mostly 30.3%
Highly 54.5%
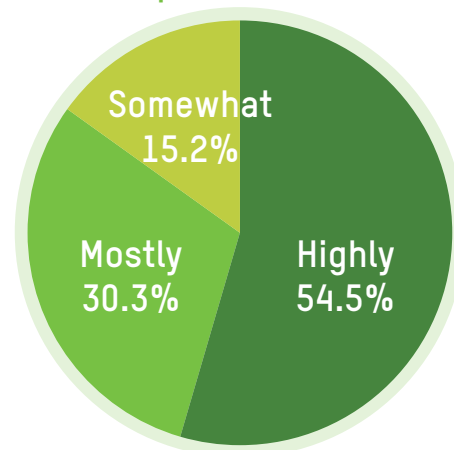
VANUATU

The AHP Disaster-READY program established for Vanuatu was well-suited to the country's high exposure to rapid onset hazards and the need for ongoing and targeted investment in disaster risk reduction.

This program has built on previous programs and projects that targeted natural hazards, community resilience building, and linkages with government agencies at different levels. Vanuatu is one of the most vulnerable countries in the world to climate change and disaster risks. The island nation experiences cyclones, storm surges, landslides, flooding, and droughts, which may become more intense because of climate change. Vanuatu is also highly exposed to geophysical threats such as volcanic eruptions, earthquakes, and tsunamis, as well as human, animal and plant diseases, and human-caused disasters. Disaster preparedness from local to national levels is, therefore, essential. Key informants noted that despite progress in previous projects, there were still gaps in community disaster preparedness and linkages between Community Disaster and Climate Change Committees (CDCCCs) that the Disaster READY project aimed to address.

"Before the [Disaster READY] program, there was not enough communication between NGOs and governments around disaster preparedness."

Government representative, Vanuatu

For communities, new CDCCCs have been highly relevant for supporting greater disaster preparedness. Coupled with training, simulation, and emergency kits, CDCCCs have addressed a large gap in local knowledge of disaster preparedness and response and have built community member capacities,

building greater collective capacity overall. As a result, communities have taken more ownership over disaster planning and response which helped during Tropical Cyclone Harald and COVID-19 responses.

The partnership model used fostered shared values and vision, diversity and added value to the program, and while there were limited partners (Wan Smolbag and Vanuatu Society for People with Disabilities), these partners shared the vision and values of the program and added value and relevance to the program due to their deep community connections and expertise in disability inclusion respectively. Learning together was another key feature of the partnership model that was relevant to the program, with both partners stating that Oxfam sought to strengthen the institutional capacity of their organisations. For Example, Wan Smolbag explained that not only had they learned about disaster risk reduction from partnering with Oxfam, but that Oxfam had increased its capacity to support urban communities by partnering with and learning from Wan Smolbag. The partnership model, however, could have been more relevant if it has been explicitly socialised with partners and contextualised to country needs. It is not clear why this did not occur, however, this may have been because not enough emphasis was placed on the importance of the model in the project's theory of change.

Relevance to communities' need

- Somewhat 9.1%
- Mostly 36.4%
- Highly 54.5%
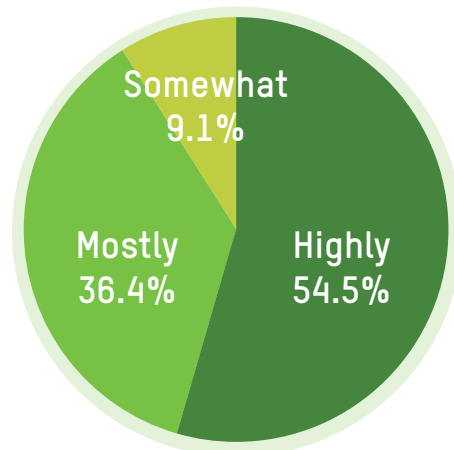
Relevance of the model
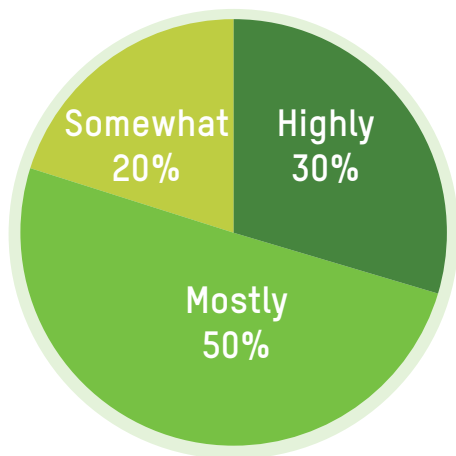
Quantitative results confirm the qualitative findings: the program was highly relevant to communities' needs, and the partnership model was largely relevant.

The piloting and rollout of cash transfer programming was highly relevant to the Vanuatu context, given the frequency of disasters. Not only did cash transfers provide those affected by a disaster with support to recover, the way in which the model was implemented meant that participants had freedom of choice in what cash was used for, making it more tailored and relevant to participant needs. This contrasts with the traditional model of providing a standardised package of non-financial items, which does not consider individual household needs. Cash transfers are also quick and more transparent which aligns with the government's desire to act quickly after a disaster and to do so in a way that is open.

The Disaster READY program is well aligned with government policies and priorities, including the National Sustainable Development Plan (2016-2030), in particular the aspiration of enhanced resilience and adaptive capacity to climate change and natural disasters. It is also highly aligned and contributes to the Vanuatu Climate Change and Disaster Risk Reduction Policy (2016-

2030). This policy envisions a country that is resilient to the impacts of climate change and disaster risks, a goal that is very similar to that of the Disaster READY program. The program also supports the National Gender Equality Policy (2015-2019), and the National Disability Inclusive Development Policy (2018-2025), both of which aim to increase the inclusion and equality of women and people with disability in Vanuatu society.

The program could have been more relevant in several ways. First, while there was a massive need for CDCCCs in communities, many communities have broader needs in terms of livelihood preparedness, which some informants said could have been included in the program. This is because, for some, their livelihoods are being affected by hazards, with little to no adaptation strategies, which can become a disaster for their families. Second, access to clean water is an issue in many communities where the program operated, but this was not included in the program. Without fulfilment of this basic right, which affects them daily, it is hard for community members to engage in disaster preparedness. Third, the program could have been more cognisant of the needs of people with disabilities and undertaken a more detailed analysis which would have increased their participation and their ability to affect decision-making. The program could have been more relevant if it has spent more time understanding local and traditional knowledge. Some informants perceived that there was too much emphasis on external knowledge and that this was prioritised over local knowledge when the program could have benefitted from a process to better co-create knowledge. Last, the program tended to prioritise fast-onset hazards over slow-onsets ones. While this may have been a necessary prioritisation, the prevalence of the more insidious impacts of climate change warrant time spent to understand these in community preparedness to ensure community resilience over longer timeframes.

SOLOMON ISLANDS

According to all sources, Oxfam's Disaster-READY program in the Solomon Islands was well-suited to the country's high exposure to rapid onset hazards and need for ongoing and targeted investment in DRR. It also was well aligned with institutional arrangements for disaster management stipulated in the 2018 Disaster Management Act, the country's first national-level disaster management law that included provincial level responsibilities.

By design, Oxfam's partnership model aimed to address systemic and chronic challenges to DRR in the Solomon Islands, such as weak links between the provincial government and communities, and the lack of functioning community committees in many areas, despite years of community-level DRM projects. To boost government capacity for outreach and to facilitate these linkages, the model included funding for additional staff for the disaster management entities in the provinces where the program was implemented.

"The government's capacity to reach out to communities is low. They don't have enough capacity in terms of human resources and finance. But with this project the village disaster plans can be easily connected to the provincial level, right up to the national level and vice versa."

Oxfam staff member, Solomon Islands

In itself, the creation of a multi-stakeholder partnership model aimed to challenge the common belief that INGOs will continuously support communities for DRR and disaster response, which is thought to have created dependency on INGOs instead of developing accountability from the government. The

composition of the model (i.e. with a national NGO and government entities as Oxfam's partners) also sought to strengthen local institutional capacities and leadership, particularly on the issue of disability inclusion, an issue on which Solomon Islanders' level of awareness is very low. This approach not only aligns with the Grand Bargain commitments to localisation, but also to pre-Sendai inter-agency arrangements to ensure Disability-inclusive DRR and Oxfam's signature of the Disability Charter. For these reasons, the majority of stakeholders consulted for this evaluation considered the model very or mostly relevant to contextual needs.

Relevance to communities' need

Mostly 41.6%
Highly 58.3%

Relevance of the model

Somewhat 12.5%
Mostly 25%
Highly 62.5%
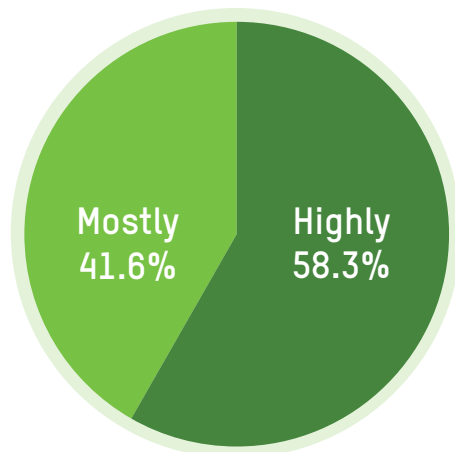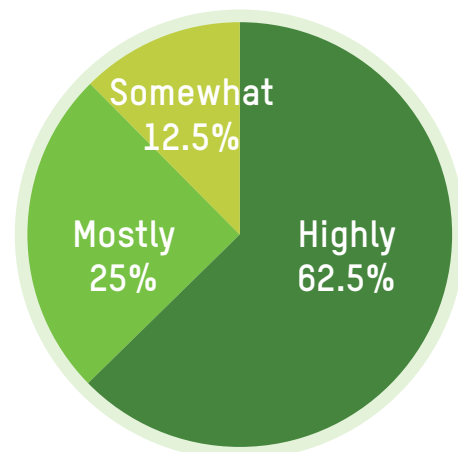
Almost half of the stakeholders consulted indicated that the model could have been more relevant if it had given similar emphasis to slow-onset hazards and effects of climate change, which would have required the participation of other governmental entities responsible for food security and social protection, for example. Although Oxfam Safe Families project team is on the Gender in Emergencies Sub-Committee and works closely with the Ministry of Women, Youth and Family Affairs, o0ne stakeholder also queried why the the Ministry of Women was not involved as a partner alongside the disaster management entities.

Photo: Ivan Utahenua
AHP Disaster READY -
Oibola Simulation Exercise SEP2021

TIMOR LESTE

In Timor Leste the AHP program design was slightly different to that of Vanuatu and Solomon Islands. Firstly, it had a stronger emphasis on slow-onset hazards to align with the country's risk profile. Secondly, it focused more on enabling implementation of the communities' action plans for DRR, because the foundations and relationships for government and community-level collaboration on preparedness were already in place; several stakeholders commented that the DNRG regularly provided information on disasters to communities, but access to training and funds for both parties limited what they could do to face the situation or reduce their risks.

Oxfam's program and partnership model filled these gaps by providing communities and local NGOs with training on disaster management and risk reduction, as well as funds to carry out small-scale disaster mitigation works. The training also had a strong focus on disability-inclusion in disaster response and DRR, which was an identified skills and awareness gap among DRM-mandated entities and organisations in Timor-Leste.

"We have received information from the DRM Directorate of Ministry of Social Solidarity on how to protect and do prevention in the traditional manners, for instance, to plant trees close to the river. We also get some information regarding landslides and flooding. We know how to report when it comes to disasters."

Community leader, Timor Leste

Several staff members and partners highlighted that Oxfam Timor's own evolving approach to partnership was what made it particularly relevant and gave the AHP partnership model most of its value. Oxfam Timor's commitment to localisation and its clear intention to build the capacity of communities, civil society and government to lead on disaster preparedness was already known and appreciated by the partners engaged in this program. As reflected in the survey results show in Figure X, partners' perceptions of the relevance of the program and the model were still strong at the end of Phase 1.

The program's exit strategy was the only area mentioned as lacking in relevance. Some stakeholders regret that the AHP Disaster READY design did not focus more on strengthing the capacities of communities and the government to access funding for DRR and climate change adaptation after the program ends, and feel strongly that this should be a priority for Phase 2

Relevance to communities' need

Mostly
9.1%

Highly
90.9%

Relevance of the model

Mostly
9.1

Highly
90.9%
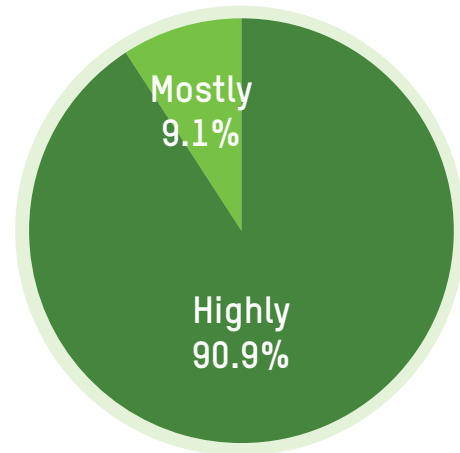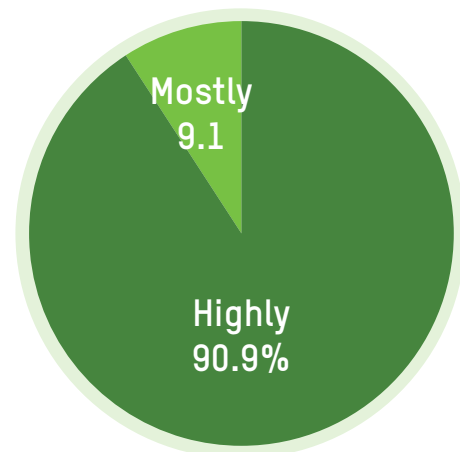
Photo: Glen Pakoa/Oxfam in Vanuatu

Image: Sarah Doyle/OxfamAUS . Luganville, Vanuatu: Ambae Chief, Selwyn.

4.2 EFFECTIVENESS & IMPACT

According to all sources, Oxfam's Disaster-

Key questions:

To what extent did Oxfam and partners implement the planned activities?

To what extent did activities contribute to the overall Disaster READY outcomes and objectives in an inclusive and protective manner?

How and to what extent did the partnership model contribute to these results?

SUMMARY

The program increased community knowledge and understanding of hazards and risks, and they are better prepared for fast-and slow-onset disasters

Communities are leading disaster preparedness efforts and increased their self-organisation

Committees are better connected with local/municipal/provincial government, but much still to do

Women are participating but not always decision-making; people with disabilities are not often doing either; youth and children were not targeted or specifically benefited

The partnership model is a key success factor but was not always used explicitly

Coordination is largely effective but there is room for improvement, especially in Vanuatu and the Solomon Islands

National NGOs have more capacity and some influence on country humanitarian systems.

Preparedness for Rapid-onset

Same 6%
Much More 39.4%
More 54.5%

Preparedness for Slow-onset

Less 15.6%
Much More 18.75%
Same 21.9%
More 43.75%

Rights and needs of women

Not Met 11.4%
Occasionally 28.6%
Sometimes 60%

Rights and needs of PWD

Not Met 9.1%
Fully 9.1%
Occasionally 42.4%
Sometimes 39.4%

Rights and needs of Children & Youth

Not Met 6.25%
Occasionally 12.5%
Fully 18.75%
Sometimes 62.5%
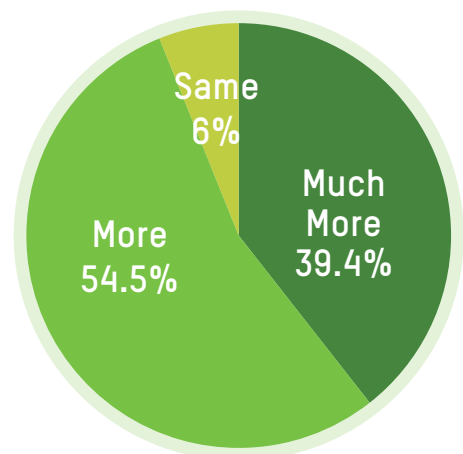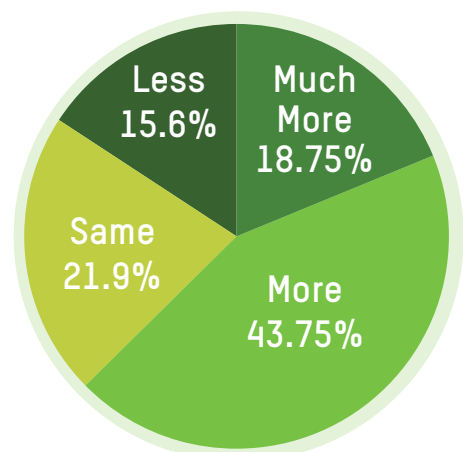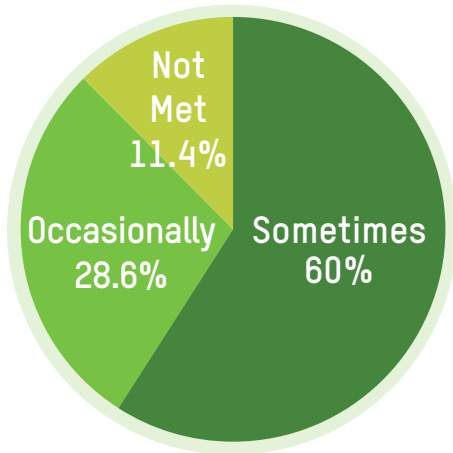
VANUATU

Overall, the Disaster READY program in Vanuatu implemented activities as planned. This included setting up CDCCCs – from awareness-raising, training, and simulations to linking them with government, and registration. However, there were some delays in implementation due to staff recruitment gaps, delays in tranches to partners, as well as gaps in monitoring of the project overall, such as the baseline and regular visits to communities. Cash transfer programming fared better with piloting and testing taking place largely as planned, as well as its use in several responses (Santo Tropical Cyclone Harald, Tanna volcanic ash fall, Efate COVID-19).
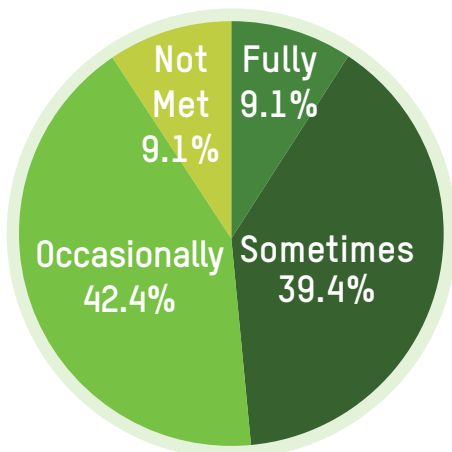
Outcome 1: Communities are better prepared for rapid- and slow-onset disasters

As a result of the Disaster READY program in Vanuatu, communities have a better understanding of and are more prepared for the likely hazards and risks affecting them. This includes knowledge about cyclones, earthquakes, volcanic eruptions, tsunamis (rapid-onset); floods, droughts, and climate change impacts (slow-onset). CDCCCs have been a major contributor to this with committees taking the lead for disaster preparedness and response in communities. However, the program has focused more on fast-onset than slow-onset hazards despite the prevalence of the more insidious impacts of climate change. This may be due to the large number of fast-onset disasters that Vanuatu has experienced in the last five years. Improving people's understanding of the linkages between disaster risk reduction and climate change adaptation will likely support a better appreciation of the variety of slow- and fast-onset hazards that Vanuatu is likely to experience with more intensity and frequency in the future.
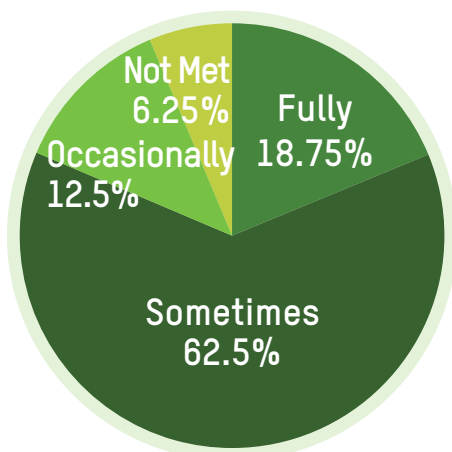
Quantitative results confirm the bias towards fast-onset, with preparedness for fast-onset

perceived to have improved by approximately 90 per cent, whereas perception of preparedness for slow-onset reduced by over 20%.

CDCCC's understand when to activate their disaster plans... when a cyclone is approaching, they know what to do.

Oxfam staff member Vanuatu

Improvements in preparedness for fast-onset disasters has occurred despite limited resources to manage hazards and risks. While the program has provided training for CDCCCs in disaster preparedness and responses, hazard and risk awareness sessions for community members, simulations of various disaster events, and supported greater linkages between committees and government staff, CDCCCs do not have their own resources to implement plans in the longer term. CDCCCs are also voluntary, and members come and go. Lack of financing and the voluntary nature of committees impacts significantly on their ability to maintain activities during peacetime.

Cash transfer processes developed through the program have been highly effective and used in several responses including Cyclone Harold, COVID-19, and the Tanna volcanic ashfall. Cash transfers have not only been a success in providing the necessary assistance to recipients post-disaster, but they have also helped restore dignity to those affected by affording them the choice of what to purchase to best suit their household needs.

"Without access to ongoing finance to fund our activities, some of the longer-term work cannot happen."

Community leader, Vanuatu

Preparedness for Rapid-onset

Same 9.1%
Much More 36.4%
More 54.5%

Preparedness for Slow-onset

Less 22.2%
More 33.3%
Same 44.5%
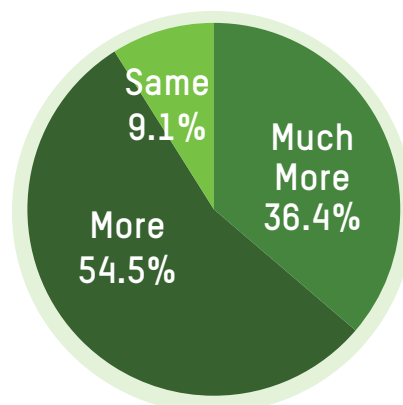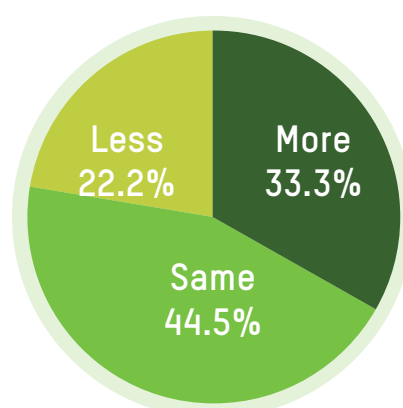
"Communities were initially sceptical of cash programming, but it's fast and gives them more choice. It gives people back their dignity."

Oxfam Staff member, Vanuatu

Outcome 2: The rights and needs of women, people with disabilities, youth and children are met in disaster preparedness & response

There is increased representation of women, people with disabilities, youth, and children in CDCCCs as representation from different groups is mandated in their structure. Women have widely participated in Disaster READY activities from training and simulations to the setup and administration of CDCCCs. The program has also conducted child protection and gender equality training to complement

CDCCC activities. However, what is less clear is the extent to which women's participation has led to increased decision-making opportunities or their needs being fully met.

Improvements are being made in supporting disability inclusion (such as the appointment and funding of a disability-inclusive DRR adviser at the Vanuatu Disabled Peoples Association (VDPA) to support disability inclusion activities across Oxfam and all consortium members. Similarly, there are examples of barriers to participation being addressed (for example, the construction of an accessible path for people with mobility impairments to access community assets), but it is unclear how widespread these types of actions are. However, some key informants said that there are only a limited number of people with disabilities whose needs are being fully met.

Children and youth have been included in CDCCCs and their activities, for example, as members or participants in training and simulations. What is less clear is how participation has affected their decision-making capabilities.

Quantitative results on the extent to which the rights and needs of children have been met in Vanuatu show that there is room for improvement. No key informants stated that the rights and needs of any group were fully met: approximately half stated that the rights and needs of women and people with disability were sometimes met, and approximately 75% of informants stated that the rights and needs of youth

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We aim for 50 percent representation of women in CDCCCs but sometimes this is exceeded because people see women as more trustworthy. They think of everyone, not just themselves."

Oxfam staff member, Vanuatu

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and children were met. Almost a third of informants said that the rights and need of women were not met at all.

Key informants reported that although attempts were made within the program to be more inclusive, and the best intentions were in place,, there has been insufficient focus on inclusion in programming, and mainstreaming efforts may have been lost in the overall demands of the program.

Outcome 3: Government, NGOs, the private sector, and communities coordinate more effectively for inclusive disaster preparedness and response

Overall, the program has helped national, provincial disaster committees, and Area Councils to function better to respond to community needs during rapid- and slow-onset disasters. Cash transfer programming has seen increased collaboration with the private sector.

"The needs of people with disability are still being overlooked. While most [people with disability] are willing to participate, many cannot. Stigma still exists, and resources to support participation are limited."

Partner representative, Vanuatu

However, most key informants said that coordination has not improved to the extent required and that coordination between governments and communities is still a challenge. NGOs still have the most contact with communities rather than governments, and one key informant went so far as to say that the national government is largely invisible to most communities except during disaster responses. One example is

Rights and needs of women

Not Met 30%
Sometimes 50%
Occasionally 20%

Rights and needs of PWD

Not Met 10%
Sometimes 50%
Occasionally 40%

Rights and needs of Children & Youth

Not Met 11.1%
Occasionally 11.1%
Sometimes 77.8%
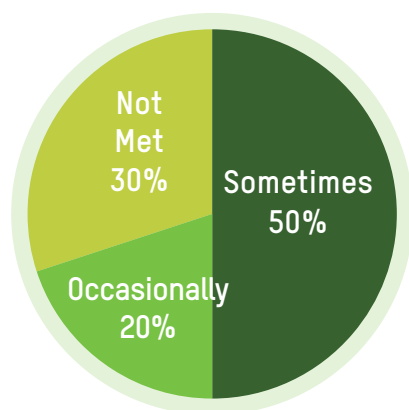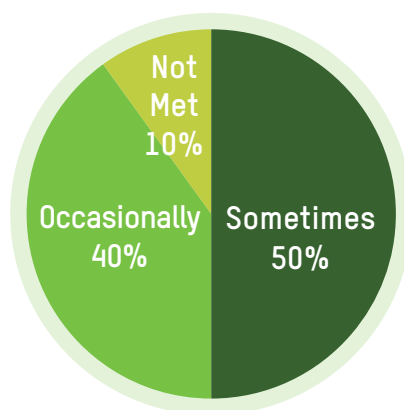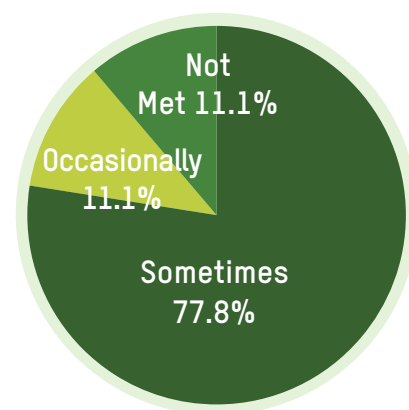
evacuation centres, which have been slated in several communities, but still not built. Of those that do exist there is very little evidence that they have been retrofitted to be safe and accessible for women, people with disabilities, and children.

Outcome 4: National NGOs and churches have more influence and capacity in country humanitarian system

Oxfam has supported and worked with Wan Smolbag and the VDPA as part of this program. Their relationship with Wan Smolbag has lasted more than a decade. Prior to this partnership, Wan Smolbag did not have the capacity to support communities in disaster risk reduction, whereas now, Wan Smolbag is now considered a national actor in DRR and has grown in capacity and reach, working in multiple provinces to support disaster preparedness with communities. Wan Smolbag is represented in sub-national disaster coordination mechanisms. As a result of the program, VDPA has a dedicated disability-inclusive DRR adviser, which would not have happened otherwise, but as this is a relatively new position it is too difficult to say how this has impacted on influencing Vanuatu's humanitarian system.

"The NDMO is not doing its job properly. Evacuation Centres are still not up to standard."

Oxfam staff member, Vanuatu

Outcome 5: AHP NGOs work effectively together and with other relevant stakeholders

The Disaster READY program in Vanuatu is made up of a consortium of INGOS. These include CARE Australia, World Vision Australia, Oxfam Australia, Plan International Australia, Caritas Australia/CAN DO, and Save the Children Australia. Relationships between consortium members has been volatile at times, with disagreements over some program elements and competition between organisations in relation to response activations. Ways of working differ between some INGOs, with some directly implementing and others working through local partners.

The lived experience of localisation has also been challenging at times. Oxfam staff stated that the dominance of expat staff in consortium meetings (at one point only Oxfam had a national Country Director, with all other organisations employing expat staff) meant that some individuals felt that their views were not valued as much as others, which affected group cohesion and trust. There was also tension around funding for disaster activations which caused competition between different agencies, undermining collaboration efforts in the overall program. Relationships have improved significantly since a partnership brokering process was undertaken. This has included more productive consortium meetings and greater collaboration on Disaster READY activites, including shared services.

> "Without Oxfam funding and support, Wan Smolbag wouldn't have the skills in disaster risk reduction we have now."

Partner representative, Vanuatu

The use of shared services to champion inclusive approaches has been a key feature of the program, with Oxfam leading on disability-inclusion. However, many informants stated that more emphasis should be placed on shared services and that they had been under-utilised.

The partnership model has contributed positively to the results of the program. The principle of autonomy and independence for communities and partners was most often cited by key informants.

Commitment to joint learning, shared vision, and values, as well as transparency and mutual accountability, was also mentioned. These principles have supported greater collaboration and learning and local leadership. Working as part of a consortium through partnership has helped with increased influencing capacity in the humanitarian system, but there is still a long way to go. Some key informants noted that while the partnership model was well understood within the AHP consortium, some staff outside the consortium were not aware of its existence, which was a missed opportunity. The partnership model despite its achievements, however, was unable to address some ongoing conflicts in communities. While these were not necessarily linked to the program itself (most related to long-standing governance of land issues), there was a view that the program could have worked hard to arbitrate issues.

Cash transfer programming was supported by the partnership model. Working through partners meant that their skills in cash transfer programming have been built and strengthened so that this work can be implemented in other areas. However, political acceptance of cash transfer programming has taken time, with some parts of the government wary of this type of innovation and its impact on ni-Vanuatu culture. This is because people are used to receiving non-financial items after a disaster. Cash transfer, therefore, takes time to understand and accept. The principle of joint learning, transparency and mutual accountability have been important principles in the success of cash transfer programming.

> "The kinds of activities Oxfam promoted and the way they were undertaken has given people in the community a sense of ownership in disaster preparedness."

Partner representative, Vanuatu

Photo: Glen Pakoa/Oxfam in Vanuatu

SOLOMON ISLANDS

Oxfam's Disaster READY program had a slow start in Solomon Islands, mainly due to human resources gaps beyond Honiara. After these gaps were filled implementation gathered pace and by the end of the program most activities had been implemented. These included setting up Disaster Committees, supporting them to map their risks and produce action plans for preparedness and response, and testing plans and overall readiness through simulation exercises.

At the time of this evaluation eight out of fifteen planned simulation exercises had taken place and the remaining seven were scheduled for before the end of Phase 1. Although it is common in many DP programs to end with a simulation exercise, a better practice would be to implement simulations periodically and dedicate sufficient time for lessons to be collected, discussed and acted upon within the duration of the program.

Outcome 1: Communities are better prepared for rapid- and slow-onset disasters

There is consensus among stakeholders that the targeted communities are better prepared for rapid onset disasters than before the program began. Community leaders unanimously attribute this to the training and knowledge they received through Oxfam's program. In addition to the results of simulated disasters, real hazard events such as localised flooding have shown encouraging signs of achievements with communities passing on information and reacting quickly and protecting their belongings in an organised manner. Community members highlighted the need for preparedness assistance to go beyond the Disaster READY focus on knowledge and skills. In some communities there are no evacuation centres or shelters, so despite receiving warnings and gathering basic supplies, people have no choice but to remain in their homes or go into the hills.

Oxfam staff agreed it was unfortunate that the program did not include the means to address this gap. All stakeholders consulted emphasised the need for further improvements to coordination between communities and government, starting with basic requirements such as regular information-sharing meetings. Preparedness for slow-onset hazards was not a focus of the program in Solomon Islands, which explains why over one quarter of stakeholders consulted felt that they were no more, or less prepared for them than before the program began. Even so, around half of survey respondents felt that the improved level of organisation in communities would also help them deal better with slow-onset hazards

Preparedness for Rapid-onset
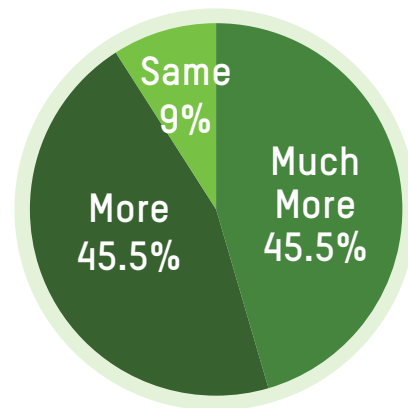
Preparedness for Slow-onset
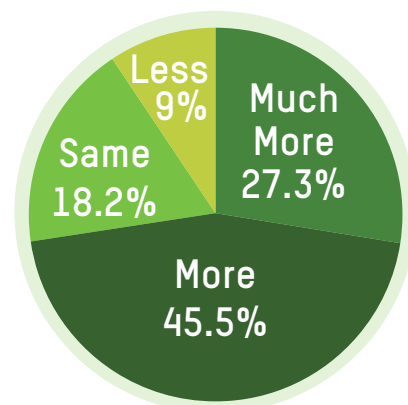
"Before, when disasters came, we didn't know what to do. We just waited and then after it came, we had a big struggle. Now we have warnings and when we hear them, we inform people in the community to prepare. We prepare our house, store water, and get things like matches, food, and our radios ready."

Community leader, Solomon Islands

Outcome 2: The rights and needs of women, people with disabilities, youth and children are met in disaster preparedness & response

All stakeholders in the Solomon Islands program recognise the enormity of the challenge to meet women's rights and needs in what was described as "a culture of a big man system, where we have male dominant leadership in terms of decision making." Small but notable changes to women's rights that

"Leadership and making decisions are some things that we are yet to really actually get."

Female community leader, Solomon Islands

have been brought about by the program include women participating in training and developing skills such as risk assessment and action-planning and being present and speaking in decision-making fora. However, it is still rare to find women leading the public decision-making processes on disaster preparedness in their communities and there is also still a way to go in terms of disaster responses meeting women's needs. Women consulted for this evaluation commented that sanitary protection is often not adequately included in NFI kits, partly because the humanitarian actors who lead the assessments do not acknowledge or understand their needs.

There is strong consensus across stakeholders that efforts to promote the rights and specific needs in disasters of people with disabilities were a highlight of the program, but much more still needs to be done to address the historical stigma and gap. Oxfam staff acknowledged the stellar work of the disability inclusion disaster risk reduction partner, PWDSI, in ensuring that the voices of people with disabilities are heard and emphasised the value of the partnership model for championing disability inclusion.

Nevertheless, all stakeholders recognise that the effects of these activities are not yet fully felt at the field level. The OPDs working with the target communities noted that people with disability are still not able to access many services, including in disasters, and that

Rights and needs of women

Occasionally 33.3%
Sometimes 66.7%

Rights and needs of PWD

Not Met 20%
Sometimes 30%
Occasionally 50%

Rights and needs of Children & Youth

Not Met 9.1%
Fully 9.1%
Occasionally 18.2%
Sometimes 63.6%
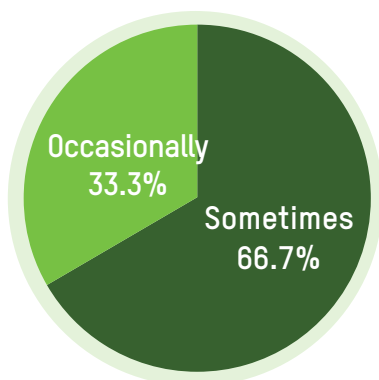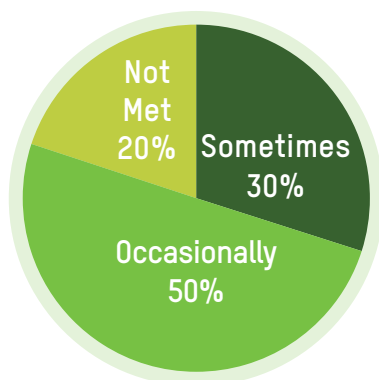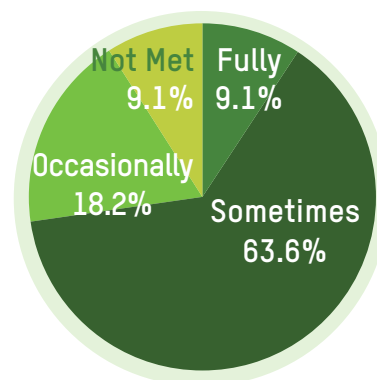
> "People don't consider disabled people as possible members of disaster committees or any role in disasters."
>
> Partner representative, Solomon Islands

they are still left out of the DM committees and leadership roles because of the biased views that most people hold. In addition, governmental authorities have not yet fully taken on board what disability-inclusive DRR means. Once they do, preparedness information, early warning messages and disaster response facilities and services will be provided in more accessible ways (for example, with sign language, accommodations for people with mobility limitations and physically impairments, and so on).

Children and youth were treated like any other community member in AHP DR in the Solomon Islands, without any specific targeting, incentives, design, or accommodations. As a result, it is likely that their specific rights and needs were not met, although the lack of monitoring or awareness of this issue prevents further exploration. When consulted for this evaluation, several stakeholders referred to children and youth as "engaged", "energetic", "participating" and "involved like any other community member" but were somewhat surprised to be asked about their rights and needs as they considered these topics to be out of the scope of Oxfam's program and within the scope of Disaster READY child-mandated organisations, like Plan International. A few noted that while some young people are confident, many do not speak up out of respect for elders, even if they have ideas and needs, and that in Phase 2 Oxfam and its partners should take that into consideration and involve them more meaningfully.

Outcome 3: Government, NGOs, the private sector, and communities coordinate more effectively for inclusive disaster preparedness and response

Coordination on disaster preparedness between governmental, non-governmental and community-level stakeholders has seen significant improvements in the Solomon Islands since the program began. Placing staff members in the PDMO is widely regarded as beneficial in terms of increasing visibility of community preparedness within government and brokering knowledge in both directions. The trainings and coordination meetings organised by Oxfam have been appreciated by all and are seen as being fundamental to establishing and nurturing the partnership.

However, all non-governmental and civil society stakeholders in the AHP DR program consider that coordination between communities and government is still "an area of concern". Face to face communication opportunities are not common, and communication using cell phones is difficult. Not all responsibility for this lies with the government as some are better structured than others, which makes it easier for them to interact with people and institutions outside the community.

It was strongly suggested that in Phase 2 the provincial government should create more opportunities for communities to come to the provincial offices, and that government officials should visit communities more, respond more consistently to their attempts to communicate, and become a more dependable partner.

Outcome 4 & 5: National NGOs and churches have more influence and capacity in country humanitarian system; AHP NGOs work effectively together and with other relevant stakeholders
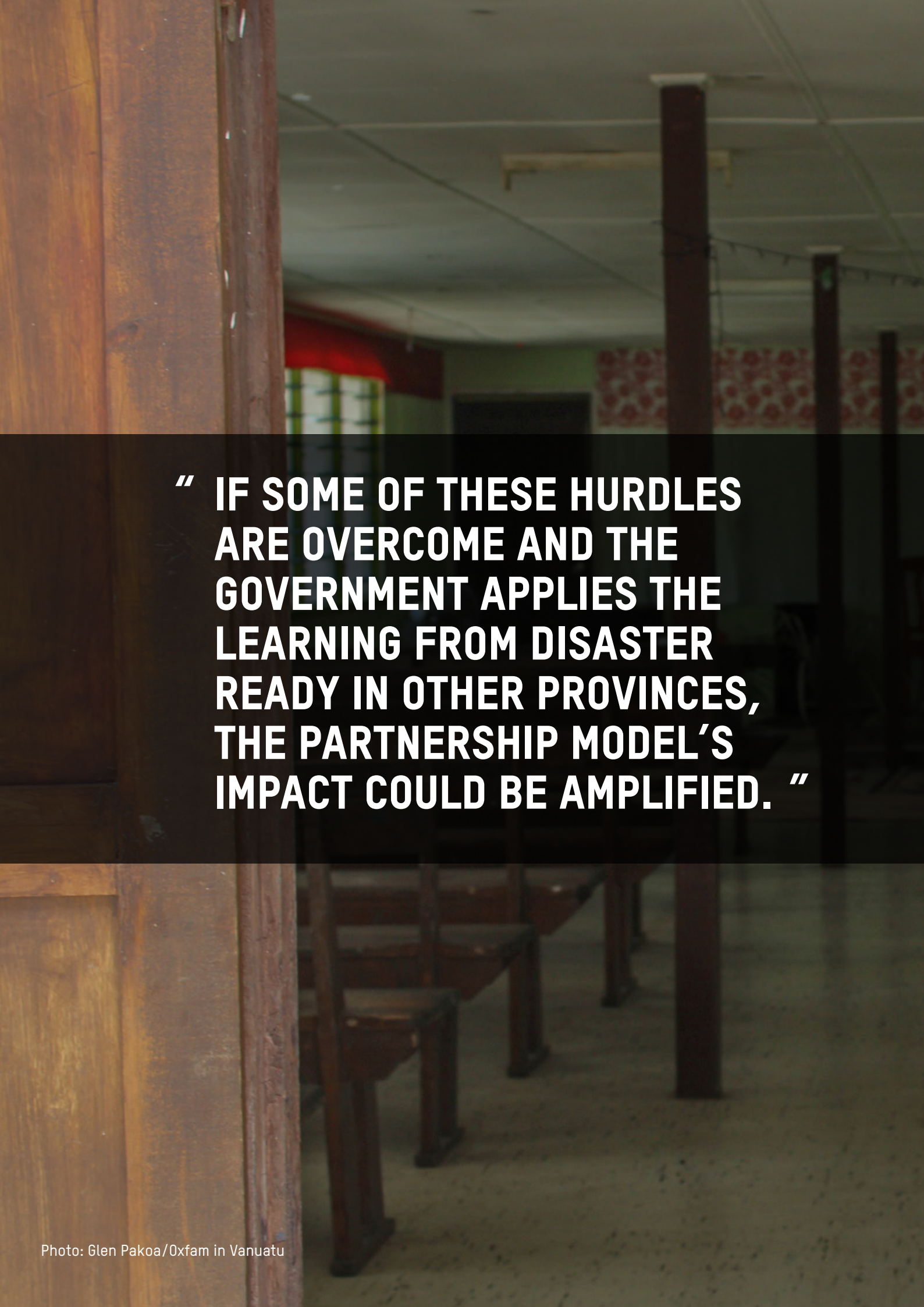
The Disaster READY consortium in the Solomon Islands includes Oxfam Australia, World Vision Australia, Caritas Australia/CAN DO, Care Australia and Plan International Australia. Their

interactions appear to have been positive and collaborative, particularly in relation to their commitment to disability-inclusive DRR. They support the same disability-specialist partner, PWDSI, and have effectively drawn on its expertise for training and advisory support in a relatively coordinated manner. This has elevated PWDSI's profile in the country and increased its influence on a wide range of disability-inclusion issues, not only disaster preparedness and management.

Despite this sudden increase in demand for their services, PWDSI representatives remain focused on their goal to promote and advocate for disabled persons' rights, rather than to be a subcontracted administrator that is expected to manage all disability-related issues. They are adamant that in Phase 2 Oxfam and other ANGO partners will need to apply what they have learned in Phase 1 to integrate disability inclusion into their own operations rather than relying on their specialist partner to provide on-tap advice whenever needed.

Oxfam did not partner with any other local NGOS but coordinated effectively with the Red Cross to give communities access to training on first aid in disaster response.

The partnership model, based on the different capacities and spheres of influence, has worked well, and made a significant contribution to the results of the program. The partnership in the Solomon Islands has been based on capacity building rather than materials, which has been both a challenge and an achievement. Historically in the Solomons, when people hear of Oxfam and INGOs they expect tangible things. While Disaster READY has been a clear effort to move away from a colonial dependency model and to support local leadership, it also has some practical gaps that affect results (for example, lack of evacuation centres). Thanks to the partnership, disability inclusion has made visible progress, and Oxfam's commitment to both gender and disability inclusion has highlighted intersectionality. To achieve more, current stakeholders need to become advocates of this approach.

One partner commented that the communities are both beneficiaries and implementers, highlighting the efforts of Oxfam and others to make DRR community-driven while recognising that it will take longer than one 5-year cycle. All stakeholders agree that stronger and more inclusive community structures are also needed for greater impact. Oxfam has worked better with the government than in previous programs, largely due to placing a resource within the PDMO via an agreement with the NDMO. One achievement is that the program has operated within and strengthened the national disaster management plan. Nevertheless, the weakest link in the partnership appears to be the provincial government, due to its lack of resources and fluctuating responsiveness. Community members still do not see governmental authorities as active partners. They note that the government issues early warning messages, but in most communities where Oxfam worked, the government presence was low. It should be noted that this may also be due to decisions to direct government resources to where INGOs are not, hence it is to some extent an unintended outcome of the partnership model.

The government-community coordination and partnership still need a lot of work. According to various informants, stronger communication and greater clarity of roles is needed for each to assume their responsibilities and know for which they can hold the other accountable. Also, basic support to assist their functioning, such as a stipend for committee members who participate in meetings or attend training, is lacking. In order to avoid recreating dependencies on INGOs, this should be provided by the government, especially as the disaster committees in communities are essentially the most local level of governance for DRM. If some of these hurdles are overcome and the government applies the learning from Disaster READY in other provinces, the partnership model's impact could be amplified.

" IF SOME OF THESE HURDLES ARE OVERCOME AND THE GOVERNMENT APPLIES THE LEARNING FROM DISASTER READY IN OTHER PROVINCES, THE PARTNERSHIP MODEL'S IMPACT COULD BE AMPLIFIED. "

Photo: Glen Pakoa/Oxfam in Vanuatu

TIMOR LESTE

Oxfam's AHP Disaster READY program was fully implemented in Timor Leste, despite a hiatus caused by the COVID-19 pandemic and the need to deprioritise activities for a short period time to respond to the impacts of Cyclone Seroja. As of April 2022, in some communities, simulation exercises were still to be held, but the team was confident that the learning would be identified and acted upon because Oxfam will continue in many of the same communities in Phase 2.

"During COVID all of the consortium pivoted so the Disaster READY activities stopped in many cases or were sort of put to the side. Amazingly, we've been able to sort of pick them up again and hit all our targets before the end of the program."

Oxfam staff member, Timor Leste

Outcome 1: Communities are better prepared for rapid- and slow-onset disasters

Compared with Solomons and Vanuatu, more stakeholders of Oxfam's AHP DR program in Timor Leste consider the targeted communities better prepared for both rapid and slow-onset disasters as a result of their engagement in the program. The key to this has been a combination of 'hard' and 'soft' activities such as establishing and training SDMCs, creating risk maps for their areas, action-planning and implementing plans to reduce risk, and physical mitigation projects. For example, in one community the program involved building local gabions to protect farms and houses from river flooding, which is increasingly frequent due to climate change, and in another it involved tree planting.

Oxfam's role in establishing SDMCs was much appreciated by communities, partly because it enabled them to speed up the normally bureaucratic process of officially registering the committees, and partly because Oxfam and its partners did not stop at merely setting up SDMCs, they also provided training and support for risk reduction.

Outcome 2: The rights and needs of women, people with disabilities, youth and children are met in disaster preparedness & response

All stakeholders agreed that women have participated equally in the capacity building at village level (Suco) and are on the disaster management committee where they hold

Preparedness for Rapid-onset

More 60%
Much More 40%

Preparedness for Slow-onset

Less 18.2%
Much More 27.3%
Same 9%
More 45.5%
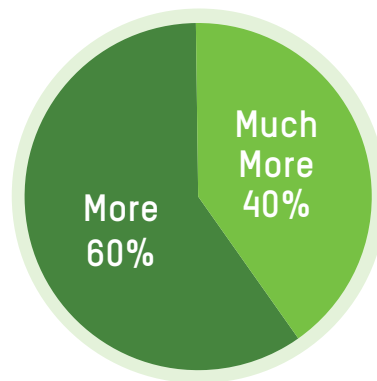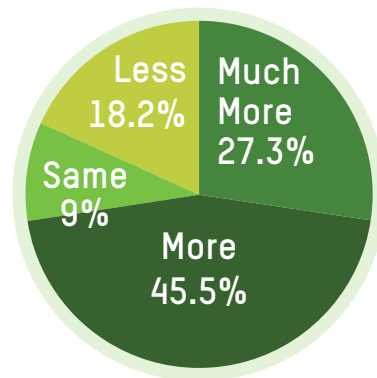
"We are proud to have Oxfam here in Oecusse because with their support the Disaster Management Committees were established."

Community leader, Timor Leste

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decision-making power alongside their male counterparts. This is a clear achievement in terms of gender and participation and is at least partially attributable to the program, because communities were required to have a certain number of women on the committees. However, there is more to be done before their rights and needs may be considered met across all locations especially in disaster responses. This indicates that for whatever reason, the women who hold decision-making power in the communities are either not aware of women's needs or are being overruled or squeezed out by male members. This requires further exploration to understand how phase 2 can help.

As noted in Section 4.3, the consortium in Timor Leste invested their own Disaster READY budget to ensure that technical support on disability-inclusive DRR was

strong and available whenever needed from RHTO, with the clear objective of enabling all partners to assume accountability for disability inclusion. Over the five years of implementation, this capacity-building approach to disability inclusive DRR paid dividends and resulted in ownership of disability inclusion by Oxfam and other AHP partners.

> **"We all recognised that RHTO were responsible for ensuring inclusion, but it took time for each implementing organisation to become responsible for it."**
>
> Oxfam staff member, Timor Leste

In some places, there was good representation of people with disabilities on the disaster management committee, such as in Costa where two female committee members have impairments but are not prevented from representing the community and encouraging others to do so. Unfortunately, this is not yet the norm, as indicated by the very mixed results of the survey. Much greater investment in DiDRR will be needed before people with disabilities can feel that their needs and rights are met in and by their communities.

> **"Women's needs and rights are not all met in disaster preparedness and responses. I can say this because I see the assessments done by the project's community leaders and only the general household needs are listed there, not those that are specific to women. In the evacuation centres, we see women, men, and children all accessing one or two toilets."**
>
> Community leader, Timor Leste

As in the other countries, youth and children's rights and participation were

Rights and needs of women

Not Met 9.1%
Occasionally 18.2%
Sometimes 72.7%

Rights and needs of PWD

Occasionally 30%
Fully 30%
Sometimes 40%

Rights and needs of Children & Youth

Sometimes 50%
Fully 50%
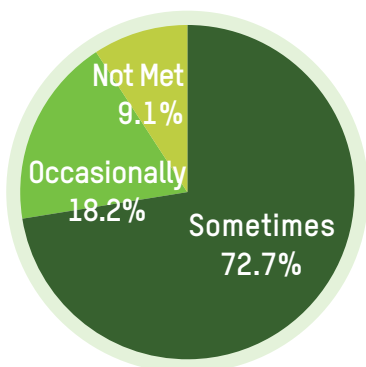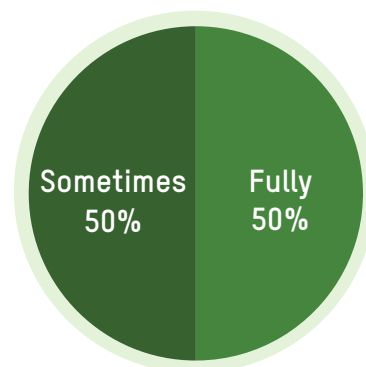
not a specific focus of Oxfam's program. Stakeholders noted that they were included in distributions of food and non-food items and had access to shelter and education in shelters while displaced from their homes. In some communities, youth worked voluntarily to support the Village/Suco Disaster Management Committee (SDMC), but in others, they were much less engaged. Although Shared Services provided training on safeguarding, it appears that insufficient attention was given to children's and youths' needs and rights, possibly because they were considered the domain of child-centred organisations in the AH Partnership such as Plan International.

Outcome 3 & 4: : Government, NGOs, the private sector, and communities coordinate more effectively for inclusive disaster preparedness and response; National NGOs and churches have more influence and capacity in the country humanitarian system

AHP Disaster READY in Timor Leste has made a notable contribution to advancing Oxfam's strategic intent to strengthen civil society organisations to be leaders in disaster and risk management. Over the five years, not only has Oxfam witnessed its NGO partners for Disaster READY becoming more influential, but also demonstrating increasingly effective coordination with other actors.

It is very likely that this achievement is attributable to the partnership model that Oxfam in Timor Leste has developed and implemented, which is more akin to a network than a series of one-way partnerships with Oxfam. The partners feel that they have a partnership among themselves and draw on each other's expertise and support. It is also likely to be due to Oxfam's ongoing capacity-building processes and deliberate efforts for programs to be represented by partners (rather than by Oxfam staff) and avoid protagonism, including in the humanitarian cluster system.

> "In the disasters and activations that have happened during this time, including COVID, these partners are being drawn on by municipal governments to act in Task Forces and are called on for responses. They're really being seen as key players so that's really positive."
>
> Oxfam staff member, Timor Leste

Outcome 5: AHP NGOs work effectively together and with other relevant stakeholders

There were no major problems between AHP partners while implementing the DR activities, and coordination was effective in terms of agreeing on areas that required additional investment, such as disability inclusion technical support and learning. As the other ANGOs implemented directly, Oxfam found it slightly frustrating to have to constantly remind them that it needed to include its partners in any decisions, training, and plans. Overall, Oxfam's partnership approach for Timor Leste was both the foundation for the model that Oxfam applied in the Disaster READY program and reinforced by it. As that approach is based on partnership principles that place the emphasis on equity, it was well suited to the aim of this program. The network of partners created by Oxfam has made a strong contribution to achieving the program's objectives, as did both the placement of an additional resource at the municipal level and the participation of a partner with specific expertise in disability inclusion.

4.3 EFFICIENCY

KEY QUESTIONS:

To what extent did the partnership model contribute to efficient, coordinated, and complementary activities with other local, national, and international actors?

How could greater efficiency, coordination and complementarity have been achieved while working through national and local partnerships?

SUMMARY

The partnership model supported the program to achieve more through collaboration than could have been achieved independently

Funding was insufficient for the scale and depth required of the program.

Human resources in government and partner organisations supported efficiency in Vanuatu and Solomon Islands

Staff recruitment and retention caused delays in Vanuatu and Solomon Islands.

Coordination

Some 16.1%
Always good 38.7%
Usually Good 45.2%

Organisation

Sometimes Difficult 6.9%
Always Helped 41.4%
Usually Helped 51.7%

VANUATU
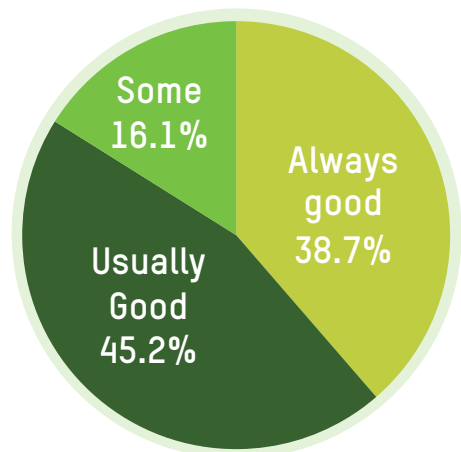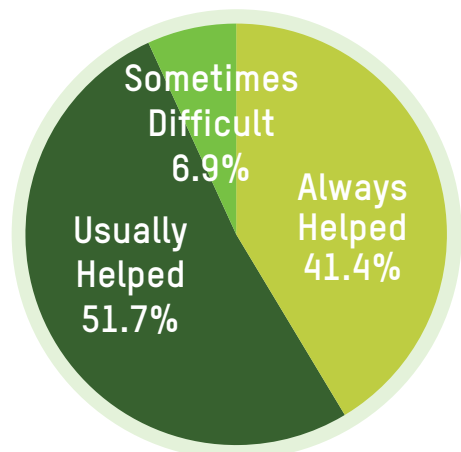
The partnership model was a key contributor to the efficiency, coordination, and complementarity of activities in the program. A shared vision between Oxfam and partners created efficiencies in terms of how engagement with community members happened, for example, the use of participatory approaches to develop community disaster management plans. Working together for a common goal but building on the unique capabilities of partners meant that combined efforts were achieved more efficiently, with each partner responsible for the delivery of different activities, but in an overall combined program framework. Partnerships were built on a clear understanding of the program's aims and the model for implementation and backed up by a partnership agreement. A commitment to joint learning was a feature of the program, not just among Oxfam partners, but across the consortium, with joint program reporting and learning taking place regularly.

"There are 72 Area Councils in Vanuatu, so we need thousands of CDCCCs. This requires a national-level program with many more resources."

Oxfam staff member, Vanuatu

Improvements in efficiencies could have been achieved with some modifications to the program. First, despite the widely accepted need for CDCCCs to be established and maintained in all provinces across Vanuatu, this program did not have sufficient funding for this need. In fact, the funding provided vis-à-vis the national need was small ($1.425 in total or $285,000 per year on average). Funding for this type of programming in the past has been larger, with previous programs in 2012-2014 and

2014-2017 averaging $800,000 and $510,000 per year respectively. A recently approved Green Climate Fund project, which includes disaster preparedness (along with climate change adaptation more broadly) has an average annual budget of USD4.3m. This type of grant, while much more comprehensive and integrated in nature, is a recognition of the massive need to scale up disaster and climate change resilience in Vanuatu.

"We didn't visit communities enough. In the past, we used to undertake regular visits with partners for monitoring, but this hasn't happened as much."

Oxfam staff member, Vanuatu

With additional funding, the program could have reached additional communities and increased efficiencies in programming. Second, despite the tremendous amount of effort in setting up CDCCCs, there has been insufficient focus on the enabling environment to support the implementation of actions identified in community disaster plans. This implies that some of the efforts in setting up CDCCCs may be undermined if committees are unable to carry out ongoing activities. Third, to support not only efficiencies in program design and delivery, as well as the localisation agenda, the program should have allocated more resources to partner organisations. Both partner organisation informants stated that they struggled to undertake the necessary activities with limited resources and that placing resources with partners could have supported greater program efficiency. Last, issues with staff recruitment and retention caused gaps in program management and the efficient implementation of activities, as well as monitoring and reporting. Gaps in staffing put extra pressure on existing

staff who were forced to take on additional responsibilities, in many cases without adequate induction or ongoing support. This was further impacted by a change process at Oxfam in the Pacific, which resulted in country-level changes. For example, the replacement of the Country Director with a Country Coordinator resulted in a lack of high-level leadership, which cascaded to the Disaster READY program, causing inefficiencies. On more than one occasion it also caused delays in the receipt of tranches by partners, causing large delays in the implementation of activities, and some frustrations by partners with Oxfam.

Quantitative results confirm the qualitative findings: the partnership model was a key contributor to the program's efficiency with more than three-quarters of informants stating that the way in which the program was organised either always helped or usually helped. Coordination between Oxfam and national and local partners, while good overall, has room for improvement.

Organisation

Some-times Difficult 20%
Always Helped 10%
Usually Helped 70%

Coordination

Some 37.5%
Always good 37.5%
Usually Good 25%

SOLOMON ISLANDS

Stakeholders in the Solomon Islands agreed that working in partnership usually contributed to efficiency, effectiveness, and complementarity. As one partner commented "it's not a kind of a program that one organisation can implement". This approach constituted a change of direction for Oxfam in the Solomons, where it had previously implemented preparedness and response programmes directly. Staff commented that mapping potential stakeholders and involving them in the design stage was a new approach which took more time than expected but was worthwhile in terms of directing the available resources to the most appropriate entities.

Working collaboratively was key to this. As we have observed, meaningful resourcing that targets institutional arrangements at the community, provincial and national levels improve the efficiency of efforts for preparedness and response."

Oxfam staff member, Solomon Islands

The model included two innovative features that intended to bring about changes in the way organisations operate through targeted placement of additional human resources. The first of these features – the funding of three DP officers at the provincial disaster management authorities with responsibility for promoting linkages with target communities – enabled the community committees in the Solomon Islands to be officially approved in a timely manner, and for trainings and simulations to be implemented. It was also moderately successful in terms of increasing communication between beneficiary communities and the provincial authorities. Stakeholders agree that this was efficient and complementary, and somewhat effective.
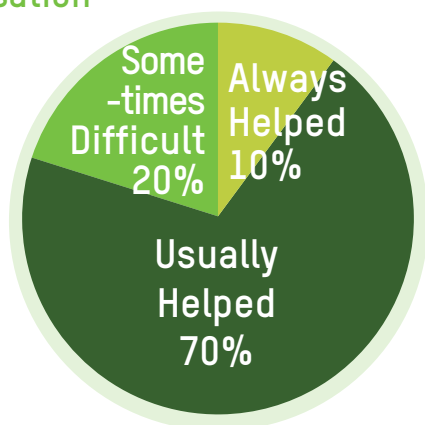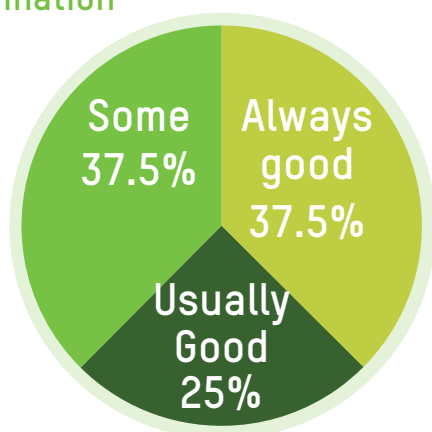
The second innovative feature was the funding of an additional Advisor at the Pacific Disability Forum, whose role was to support the DPOs that which were national-level partners for Oxfam in the Solomon Islands and other countries. Although this arrangement was expected to be an efficient way of boosting DPOs' capacity, it created pressure on them to achieve more without additional human resources at the 'point of delivery'. A more sustainable balance of efficiency and impact could have been achieved by also increasing the capacity of the national DPO partners.

On a strategic level, all types of stakeholders expressed concern over the low coverage of AHP DR in terms of the number of communities that directly benefited. AHP funding appears to have been spread very thinly across multiple levels, with laudable ambitions for changes in the way institutions operate and coordinate but with quite limited numbers of direct beneficiaries. The plans for leveraging this approach and scaling up impact are not clear, but there is still an opportunity to do so in Phase 2.

"We are instrumental in training, capacity building and providing resources to all the AHP partners who need the engagement of the DPO, DRR officer or focal point much more, but what we can do is limited as we don't have the time and didn't have an increase of members."

Disabled People's Organisation representative, Solomon Islands

Organisation

Always Helped 22.2%

Usually Helped 77.8%

Coordination

Some 18.2%

Usually Good 81.8%
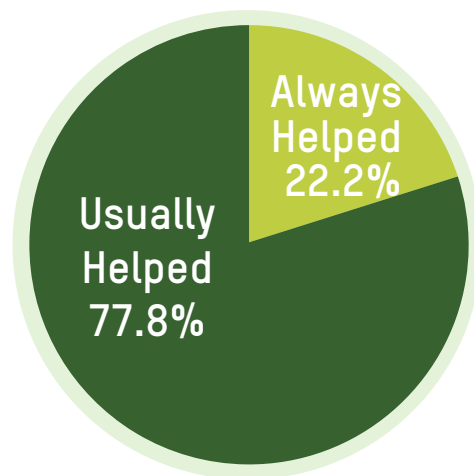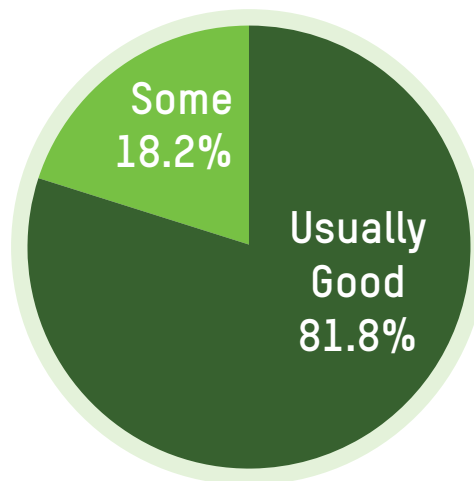
TIMOR LESTE

The partnership model in Timor Leste benefited from an approach by the country program that emphasises equity and values the autonomy of each partner while working towards shared goals. As indicated by survey results, the way in which the program was organised and delivered between partners met with widespread satisfaction, and coordination between the National, provincial, and municipal Civil Protection authorities and other partners was almost always considered good. In addition, the training and other technical support Oxfam provided was widely regarded as complementary of the capacities of other local and national actors and offering added value.

"AHP DR is 43 million across five years but it's split between six ANGOs plus all the organisations within those Australian consortiums, then the country level consortiums… It's consortium heavy and there are real questions about value for money."

Oxfam staff member, Timor Leste

Organisation

Always Helped

Coordination

Usually Good 10%

Always Good 90%

Oxfam in Timor Leste took a different approach to efficiency than Vanuatu and the Solomon Islands. It considered the resources provided by AHP to be insufficient for what they expected to achieve and decided to supplement them part-way through implementation with resources from other sources. In Year 3, for example, Oxfam and other consortium members in Timor Leste pooled funds to recruit to an additional staff member based in the municipality to be able to provide more consistent technical support on disability inclusion to them. They also invested considerably more in learning than what the Shared Services budget provided. In general, Oxfam staff and partners in Timor Leste felt that the Support Unit did not provide the type and volume of support they expected in relation to the budget it required. Based on the experience of TL, AHP DR Phase 2 needs to provide national and sub-national actors with a larger proportion of the overall budget and reduce the multi-layered out-of-country management.

Photo: Glen Pakoa/Oxfam in Vanuatu

4.4 SUSTAINABILITY

KEY QUESTIONS:

Which areas of the program require further engagement to become sustainable and fully led and managed by national and local actors?

How can Disaster READY Phase 2 plan for greater sustainability?

SUMMARY

Investments in capacity strengthening, improved governance structures and increased local ownership of disaster preparedness have all supported sustainability

Savings and loans groups in Timor Leste support sustainability

Despite progress made, many ongoing activities of committees are unlikely to continue long-term due to the voluntary nature of community committees coupled with a lack of financial resources to support the implementation of action plans

Connections with all levels of government are not yet strong enough to be sustained long-term without further support

Roles, responsibilities, and ownership of disaster preparedness while improved is likely to deteriorate without further support.

Sustainability

Pie chart: Not at All 6.25%, A few 34.4%, All 31.25%, Most 28.1%

VANUATU
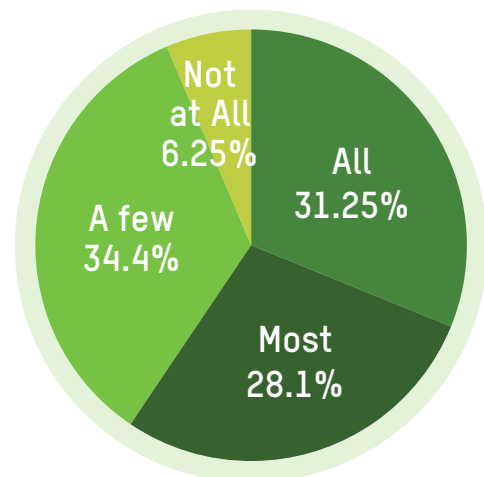
In terms of sustainability of program achievements, investments in capacity strengthening, improved governance structures and increased local ownership of disaster preparedness have all supported sustainability.

CDCCCs are largely sustainable in terms of their basic structures. This includes their function as committees, even though members come and go regularly. Overall, CDCCCs are likely to be able to sustain sufficient knowledge and skills to support disaster preparedness in communities because of training, simulations and the materials provided (for example, first aid kits and noticeboards). They are better linked to Area Councils and the Provincial Disaster Office, and this improves their chances of existing and functioning beyond program boundaries. All CDCCCs are registered with the government. And where CDCCCs exist, there is good representation from community members – women, youth, and people with disabilities – which helps with ongoing issues that need attention in the communities. Activities that are likely to continue without Disaster READY support include regular meetings of committees to discuss ongoing issues of concern, some informal training and knowledge sharing between committee members and small preparedness measures that do not require financial resources.

"We cannot meet the demand of communities. Closer relationships with government and local leadership are needed so cash transfer programming can be used in other provinces."

Oxfam staff member, Vanuatu

The successful uptake of, and demand for, cash transfer programming makes it more sustainable. Already it has been used in multiple responses and has prompted Oxfam to move away from the provision of non-financial items in disaster response. It has the potential to not only be used in all disaster responses going forward but be used to support disaster preparedness, as well as broader social protection outcomes for the most vulnerable.

However, many aspects of the program are unlikely to continue without additional investment. Simulations are unlikely to take place without additional financial support due to a lack of financial resources within CDCCCs and the government. The implementation of actions within community disaster plans that require financial resources is also in doubt as CDCCCs do not have budgets. This is the largest sustainability concern for CDCCCs and community disaster preparedness. While CDCCCs have invested considerable time and effort in the development of these plans, many actions require financial resources to implement. Some CDCCCs have undertaken fundraising activities (for example, one CDCCC in Pango built a 200-metre bitumen road for evacuation purposes) but this is adhoc and not a model that can be taken up in all communities, especially those who are very poor. CDCCCs are also voluntary, which means that time spent in a CDCCC entails sacrifices elsewhere. For some, the benefits of being in CDCCC do not outweigh their other responsibilities.

Some communities are also more connected to Oxfam and partners than to the government, which has implications for the sustainability of program gains. Over-reliance on Oxfam to address a range of community needs means that, at times, it

has taken up the space of government. And while it was the intention of this program to primarily support community needs, while also linking communities with government, the Vanuatu government (at all levels) requires capacity strengthening to fulfil its obligations to the people of Vanuatu. If the government is unable to fulfil these duties, communities will always rely on NGOs like Oxfam. Of course, this is a long-term process and not achievable within the five-year timeframe of this program. As indicated by the results of the survey, almost one-third of informants consider 'most' activities are sustainable, while two-thirds stating that 'a few' activities are sustainable without ongoing support.

For the second phase of the project, sustainability could be enhanced in several ways. First, collaboration with the government should be strengthened bilaterally and via the consortium to ensure the program and the broader Australian Humanitarian Partnership is considered a core partner in decision-making, planning and operations. Second, new, and existing CDCCCs should be supported with a small amount of finance, coupled with ongoing capacity strengthening and linkages with duty bearers, to support greater ownership

"CDCCCs are voluntary. Any time spent on CDCC work takes us away from our livelihood."

Community leader, Vanuatu

of programming building on the work already completed. CDCCCs should also be supported to access other grants and climate finance so that they can self-fund activities. The

Vanuatu Climate Action Network could be a possible partner for this work (they have a sister project with Oxfam working on climate finance funded by the Australian NGO Cooperation Program (ANCP). Other ANCP projects could also be a source of funding to support food security and livelihood issues identified by key informants.

Sustainability
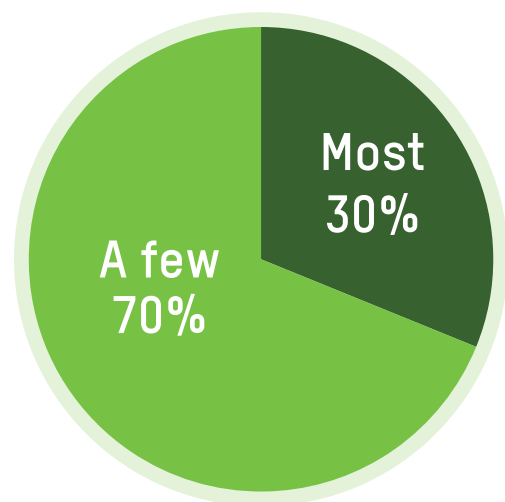
Pie chart: Most 30%, A few 70%

SOLOMON ISLANDS

Stakeholders in the Solomon Islands are aware that the progress that has been made during Disaster READY Phase 1 is a foundation for disaster preparedness, not a situation in which disaster risk is adequately managed and gradually reduced. As indicated by their responses to the survey, at least half think that the impact of Oxfam's Disaster READY program in the Solomons would be limited without a Phase 2. The following priorities for further engagement were highlighted by the various groups of stakeholders:

Community leaders and the PDM want more simulations to maintain their level of preparedness, and training on how to access government or other funding for ongoing DRR activities.

"What is advisable for them is to utilize the knowledge and skills that Oxfam has taught them, and to maintain their network connections with the provincial disaster office in the province. And the provincial DMO should be sharing the information with the national government, so that in the near future, when a disaster happens, it easy to structure the coordination from the top level down to the community level and vice versa."

Oxfam staff member, Solomon Islands

Oxfam's partner for disability inclusion, PWDSI, stressed that partners need to rely less on the DPOs for disability advice, and take more ownership of the process and results. Another partner emphasised the need for the communities to take ownership of what they have already been provided, maintain it and build on it, so that the government can go on helping other communities.

Oxfam staff highlighted the need to clarify roles and responsibilities now that the relationships have been established, with the purpose of increasing accountability and promoting local leadership. They also highlighted the need to engage the national government more deliberately in the implementation, as a way to increase commitment and potentially increasing national ambitions for disaster management. In this way, all stakeholders will be in a stronger position to take ownership and leadership of their respective parts. Oxfam's view is that if they can maintain a good working relationship, and effective communication between the different governance levels, there are prospects for sustainability.

Sustainability

Not at All 20%
All 10%
A few 30%
Most 40%
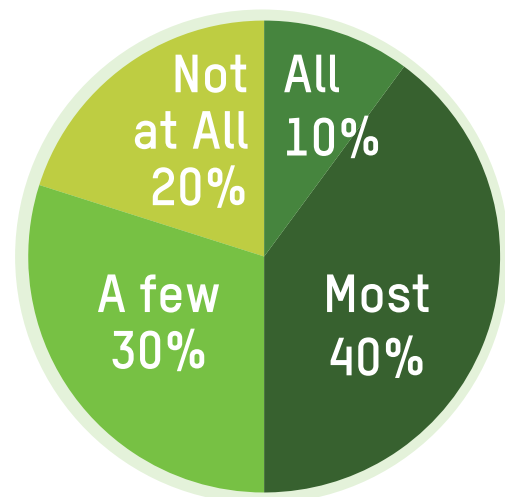
TIMOR LESTE

The vast majority of stakeholders consulted in Timor Leste believe that all the positive results and strong connections between the partners in the program will continue beyond the funding period. This confidence in sustainability is partly due to the fact that relationships between communities and governmental authorities were already functioning before the Disaster READY program, and partly attributable to the strong belief among stakeholders that Oxfam's partnership model is conducive to the development of local leadership.

Additionally, Oxfam's work on Savings and Loans groups, has helped to give the Development Councils groups something to continue to meet about: meetings are an entry point for talking about disaster issues and following up on community action plans. This highlights the potential for integrating DRM into development programmes.

"How do you keep this stuff running? If there are no resources, what's the incentive or means to keep those community action plans running?"

Oxfam staff member, Timor Leste

Within Oxfam, however, there is a concern about how to sustain achievement in the longer-term, unless alternative sources of funding within the country are identified and tapped. Oxfam Timor Leste has been exploring this issue by assisting and guiding sub-committees within communities to develop proposals for donors, at least one of which has secured support. This example of success offers hope for Phase 2 if it can be replicated and scaled up with other communities.

Sustainability

Most
10%

All
90%
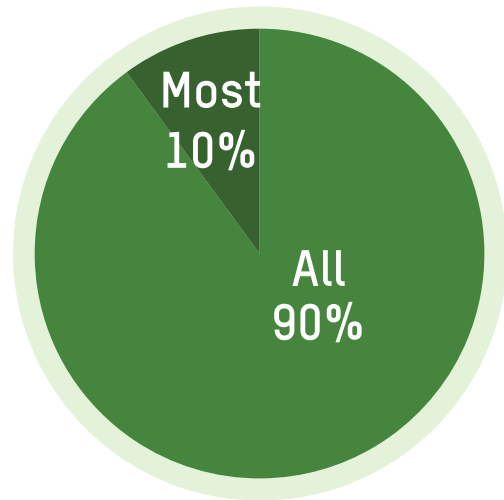
Photo: Glen Pakoa/Oxfam in Vanuatu

Image: Ivan Utahenua, 2021. AHP Disaster READY - Oibola Simulation Exercise

5. CONCLUSION

Oxfam's Disaster READY program was well-suited to the disaster risk contexts of the Pacific and Timor-Leste. Its focus on developing readiness for rapid-onset disasters in Vanuatu and Solomon Islands was relevant to the regional hazard-scape, as was its modified design for slow-onset hazards in Timor-Leste. In all three countries, the program's sustained investment in inclusive preparedness and focus on strengthening the connections between communities and provincial governments addressed persistent gaps in previous disaster risk reduction programming. In addition, the program design, including the cash transfer pilot component, was strongly aligned with national governments' policies and priorities.

The partnership model developed and employed by the program was highly relevant to the gaps in coordination between communities and provincial authorities, and to localisation goals within the humanitarian sector. It enabled Oxfam to provide technical and financial support to organisations that have the responsibility and capacity to meet local communities' needs. It also enabled specialist organisations to provide technical leadership on disability-inclusive DRR and strengthen local, national and international partner NGOs capacities in this area. The partnership model also deliberately engaged communities and their leadership in DRR strategies, as their buy-in is fundamental to sustainability.

The program could have been more relevant if it had aimed to delivered services that were equally appropriate for slow-onset hazards and the effects of climate change, including climate change awareness activities. It could also have done more to address the need for ongoing investment in small-scale risk reduction projects in communities, which previous preparedness and DRR programming have often failed to provide.

Almost all program activities were implemented, despite the interruptions caused by the Covid-19 pandemic and subsequent restrictions. Delays in implementation had more to do with failed recruitments and staff turnover rather than external factors. Across the three countries, the program achieved its objective of enabling communities to become better prepared for rapid and, to a lesser extent, slow-onset disasters. Overall, they have a fuller understanding of risk, are better organized in committees to manage such risks, and are more connected with governmental authorities. The program and partnership model have both contributed to furthering DRR objectives in a protective manner, highlighting the unmet needs and rights of women and people with disabilities to fully participate in initiatives that directly concern them. Nevertheless, women and people with disabilities are still under-represented in community disaster managment structures and sometimes overlooked in responses. A longer investment is needed to change people's attitudes to gender and disability-inclusive DRR and to ensure that humanitarian actors fully incorporate equity into their policies and practices.

Coordination between provincial governmental authorities and communities has improved significantly as a result of the program, but it is still not reliable or sufficient. To really change the way communities and governments work together, authorities need to be appropriately trained, resourced and accountable, and communities need to be organised and capable of claiming the

rights of all their members. The project's achievements are 'a good start' but need to become embedded at all levels.

The partnership model has played a crucial role in the accomplishments to date. It has facilitated coordination between national NGOs and their international partners, and given a much-needed impetus to localisation of humanitarian leadership. In Timor Leste in particular, local and national NGOs have gained in terms of influence on the humanitarian system, which appears to be at least partly attributable to Oxfam's country-specific commitment to transformational partnership practices.

In all countries the Disaster READY program was implemented efficiently, drawing on the combined energies, capacity and expertise of the partners in the partnership arrangement. In general, the AHP partners have coordinated well within countries, although as a result of lack of funding and/or time, they have missed some opportunities for cross-country learning. In Timor Leste, Oxfam and other AHP partners invested additional funds to enable them to achieve disability-inclusion and learning objectives that were not deemed feasible within the project budget.

The coverage of the project was low in terms of communities directly benefited, which raises questions about whether Oxfam and other partners should have focused more on increasing the demonstrative value, for potential replication by the government or other actors. In this regard, the cash transfer pilot projects showed the feasibility, efficiency and appropriateness of this modality for preparedness as well as response. After this Phase of the project ends, the

disaster management and disability-inclusion capacities that have been built, and the increased sense of ownership of disaster preparedness among communities, government units and local NGOs will offer a strong foundation for Phase 2. Nevertheless, the longer-term sustainability of these achievements would not be likely without a Phase 2, because the preparedness plans of community committees remain unfunded and without concrete actions to implement the committees could stop functioning. Examples of potentially sustainable committees within this project include those that have also set up Savings and Loans groups, as they have a reason to remain organised and make plans to improve their lives. On a strategic level, however, disaster preparedness projects such as Disaster READY also need to contribute to creating an enabling environment for communities to leverage dependable funding from provincial or national budgets. In this sense, Disaster READY Phase two offers a unique opportunity to consolidate early results and adapt the project's objectives and approach to scale up its impact.

6. RECOMMENDATIONS

SPECIFICALLY, OXFAM IS RECOMMENDED TO:

1 **Develop communities' and authorities' understanding of slow-onset disasters and other effects of climate change** by including these topics in training sessions. Support them to expand their risk assessments to include these risks and actions to manage them.

2 **Expand the scope of support to target communities** with established disaster management committees and approved action plans, to include small-scale risk reduction and climate change adaptation initiatives, fundraising/proposal-writing skills, and advocacy and relationship-building with other relevant ministries, such as Water, Food Security, Women, etc.

3 **Aim far beyond the traditional approach of INGO-supported CBDRM,** in which communities learn about and assess risks, then make plans that often cannot be implemented due to lack of funding. Use the next five years of AHP to focus on changing the ways national stakeholders in risk reduction work together, rather than on micro-level results.

4 **Engage an entity to research mechanisms in national budgets and/or donor support through which communities can apply for and access finance** for the implementation of community plans. Provide the necessary technical support (through partnerships where possible) to communities to submit applications, implement accountably, and report in accordance with requirements. If possible, engage national or regional companies to conduct the research and provide technical support.

5 **Ramp up activities to increase coordination and collaboration between government, partners, and communities,** from municipal and provincial to national levels. These could include workshops on roles and responsibilities for disaster preparedness in general and in Phase 2, as well as participation in meetings of the humanitarian system. Engage people of all ages, genders, and abilities, ensuring that youth are not overlooked.

6 **Use AHP Disaster READY to drive forward transformational partnerships that genuinely aim for local leadership.** Bring partners together to discuss what partnership model and approach they want. Use the Disaster READY model and the Oxfam Timor Leste model for inspiration and to provoke discussion.

7   **Ensure all stakeholders understand that inclusion must go beyond awareness and participation.** Encourage them to co-create monitoring systems that include indicators to measure decision-making and direct benefits to women, people with disabilities, children, and youth. Simultaneously, develop a strategy to incorporate disability inclusion into partners' processes and 'core business', with clear indicators of achievement.

8   **Scale up cash transfer programming in other communities and for anticipatory action and preparedness.** Use documented learning and case studies from current/recent pilots to continue to raise awareness of the feasibility of CTP for preparedness and response.

9   Advocate for DFAT to **increase the budget for AHP Disaster READY Phase 2, to ensure quality and proper exit strategies. Simultaneously, allocate a greater proportion of AHP Disaster READY resources to partners**. This aligns with Oxfam partnership principles and the localisation agenda.

10 **Prioritise recruitment, induction, upskilling, and retention of staff** in Oxfam and its partners for the start of Phase 2, to avoid repeating Phase 1 issues of slow/patchy performance due to human resources gaps.

11 **Document, share and leverage learning** from the programme to inform future scale-up of the program. Rather than trying to include more communities with limited or reduced funding, focus on embedding learning in the participating governmental institutions, and on enabling target communities to become models and advocates that others can learn from.

12 **Set up savings and loan schemes in target communities**, with connections to the disaster management committees and DRR plans. Link 'Savings and Loans' meetings with meetings of the disaster preparedness/management committee, to provide an impetus for disaster management committees to continue to function as well as new options for improving household resilience and livelihoods.

6.1 ANNEXES

DISASTER READY PROGRAM THEORY OF CHANGE

Strengthened local humanitarian capability is prepardness in the Pacific and Timor-leste

→ so that communities are better able to locally respond to and recover from rapid-and slow-onset disasters

OUTCOMES

| Communities are better prepared for rapid and slow onset disasters | Government, NGOs, the private sector and communities coordinate more effectively | National NGOs and faith based organisations have more influence and capacity in the country | AHP NGOs work effectively together and with other relevant stakeholders |

The rights and needs of women, people with disabilities, youth and children are being met in disaster preparedness and response at all levels

ACTIVITIES

- There is strong engagement of, and leadership by, local populations including women and people with disability

- Activity plans include locally-focused, inclusive activities with local partners ad linked to government and other stakeholders.

- AHPNGOs are appropriately supported by ANGOs so their organisational capacity is strengthened sustainably

- AHP NGOs and their partners monitor, reflect, learn and adapt to experience, feedback, and changes in context

PROGRAM LOCATIONS

Figures 2 and 3: Vanuatu project locations and communities
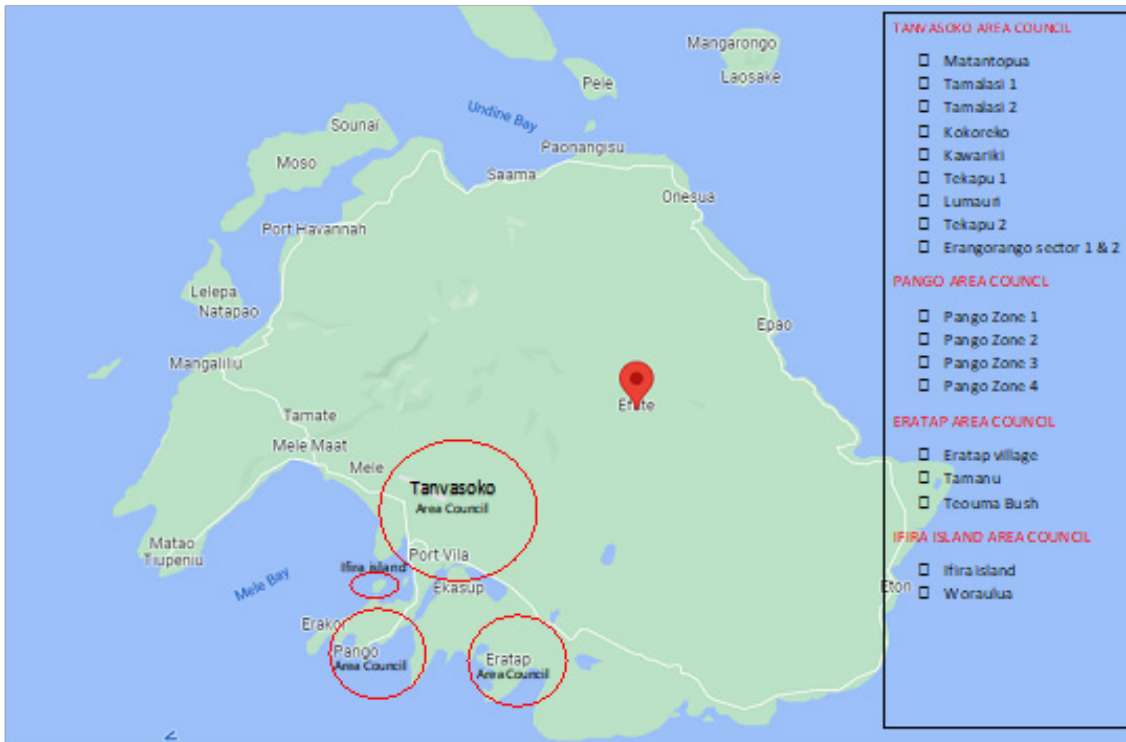
Figure 2

Figure 3

Figure 4. Solomon Islands project locations and communities

Province	Total Number of Communities
Malaita	1. Anololo Village
	2. Oibola Village
	3. Dadaesalu Village
	4. Baunani Village
	5. Bira Village
Guadalc anal	6. Kolosulu Village
	7. Tenabuti Village
	8. Bokasughu Village
	9. Nagho Village
	10. Kuma Village
Temotu	11. Vengir Village
	12. Otamongi Village
	13. Matu Village
	14. Kalabay Village
	15. Bimbir Village
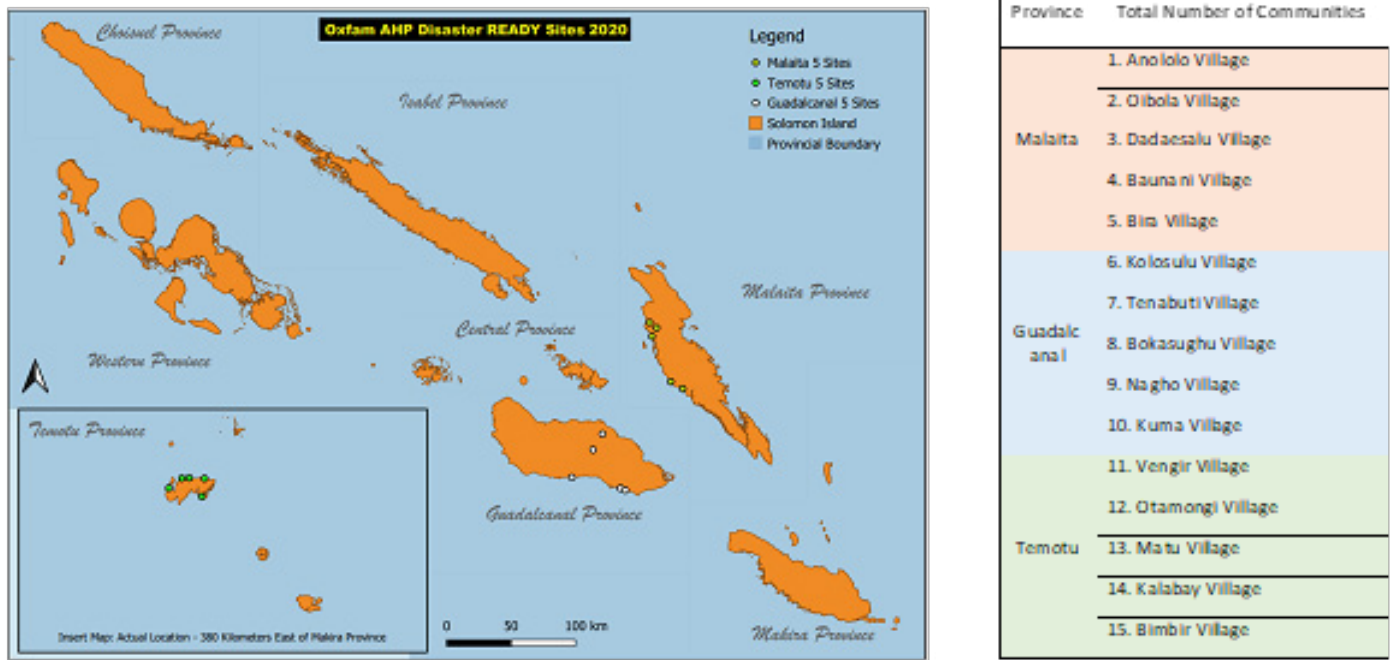
Figure 5. Timor-Leste project locations and communities

Photo: Glen Pakoa/Oxfam in Vanuatu

Criteria and key questions	Community leaders	Government	Oxfam/AHP partners	Contractual partners
RELEVANCE				
1. To what extent was the partnership model (between AHP partners, and Oxfam and local partners and stakeholders) relevant for addressing identified needs and gaps in disaster readiness and local humanitarian leadership in the project countries?	a. How would you describe your community's preparedness for disasters before this project* started? (probe gaps/needs) b. Among those you have mentioned, what were the greatest needs (priorities)? c. Is the Disaster ready project relevant to those needs and priorities of your community in relation to disasters? In what ways is the project relevant? d. What 'score' out of 4 would you give to how relevant the project is to your community's needs: 1 = not relevant, 2 = somewhat relevant, 3 = mostly relevant, 4 = highly relevant e. How could the project be more relevant?	a. How would you describe governmental preparedness for disasters before this project started? (probe gaps/needs) b. Among those you have just mentioned, which were the greatest needs (priorities)? c. Is the Disaster ready project relevant to those needs and priorities of government in relation to disasters? d. What 'score' out of 4 would you give to how relevant the project is to the government's needs: 1 = not relevant, 2 = somewhat relevant, 3 = mostly relevant, 4 = highly relevant e. How could the project be more relevant?	What were the priority gaps and needs in disaster readiness, that led to this project design? Considering all these gaps/needs, how relevant was the project? 1 = not relevant, 2 = somewhat relevant, 3 = mostly relevant, 4 = highly relevant In what ways is the DR project relevant to needs? How could it be more relevant?	What were the priority gaps and needs in disaster readiness, that led to this project design? Considering all these gaps/needs, how relevant was the project? 1 = not relevant, 2 = somewhat relevant, 3 = mostly relevant, 4 = highly relevant In what ways is the DR project relevant to needs? How could it be more relevant?
1.1 To what extent did the partnership model align with and support DRR policies and priorities in the project countries?	N/A	a. Present the partnership model (way of implementing) and ask: In what ways is this way of implementing a project in line with DRR policies and priorities in your country?	a. Present the Present the partnership model (way of implementing) and ask: In what ways is this way of implementing a project in line with DRR policies and priorities in X country?	a. Present the partnership model (way of implementing) and ask: In what ways is this way of implementing a project in line with DRR policies and priorities in x country?
1.2 To what extent was the partnership model relevant to existing capacities (and vulnerabilities) for self-organisation in the target communities?	a. Was the way the project was implemented (add details of partnerships/ relations between stakeholders) helpful for self-organisation in the community? b. What was most helpful? c. What was least helpful? d. What 'score' out of 4 would you give to that (how helpful for self-organisation was the way the program was implemented)? 1 = not helpful, 2 = somewhat helpful, 3 = mostly helpful, 4 = very helpful) e. What, if anything, would you change or improve about the way it was implemented, to provide better support for self-organisation?	a. Did the way in which the project was implemented help communities become more organised to prepare and respond to disaster needs and priorities? How? b. What was most helpful? c. What was least helpful? d. On a scale of 1–4, how helpful was the way the program was implemented (Quant: Please provide score between 1 and 4: 1 = not helpful, 2 = somewhat helpful, 3 = mostly helpful, 4 = very helpful) e. What, if anything, would you change or improve about the way it was implemented, to provide better support for government and community preparedness?	In what ways was the project and partnership model you developed suited or relevant to addressing those needs and priorities? On a scale of 1–4, how helpful was the partnership model for community organisation: (Quant: Please provide score between 1 and 4: 1 = not helpful, 2 = somewhat helpful, 3 = mostly helpful, 4 = very helpful) What, if anything, would you change or improve about the way it was implemented, to provide better support for self-organisation?	In what ways was the project and partnership model you were part of, suited or relevant to addressing those needs and priorities? On a scale of 1–4, how helpful was the partnership model for community organisation: (Quant: Please provide score between 1 and 4: 1 = not helpful, 2 = somewhat helpful, 3 = mostly helpful, 4 = very helpful) What, if anything, would you change or improve about the way it was implemented, to provide better support for self-organisation?

Evaluation Question				
1.3 To what extent was it relevant to the capacities and needs of all partners?	N/A		N/A	a. At the start of the project, what were the main capacities and needs of all partners? Please provide examples for the various partners b. On a scale of 1–4, how relevant was the partnership model to the capacities and needs of all partners?: (Quant: Please provide score between 1 and 4: 1 = not helpful, 2 = somewhat helpful, 3 = mostly helpful, 4 = very helpful)	a. At the start of the project, what were the main capacities and needs of all partners? Please provide examples for the various partners b. On a scale of 1–4, how relevant was the partnership model to the capacities and needs of all partners?: (Quant: Please provide score between 1 and 4: 1 = not helpful, 2 = somewhat helpful, 3 = mostly helpful, 4 = very helpful)
2. How could it have been more relevant?	N/A		N/A	a. What, if anything, would you change about the model, to make it more relevant?	a. What, if anything, would you change about the model, to make it more relevant?

EFFECTIVENESS & IMPACT

Criteria and key questions	Community leaders	Government	Oxfam/AHP partners	Contractual partners
3. To what extent did Oxfam and partners implement the planned activities (including number, gender and profile of beneficiaries, and geographic coverage) in Timor Leste, Vanuatu, and the Solomon Islands?	N/A	N/A	To what extent were activities implemented as planned? What was changed, and why?	To what extent were activities implemented as planned? What was changed, and why?
4. To what extent did the activities conducted by the Oxfam teams and partners in Timor Leste, Vanuatu, and the Solomon Islands and by the ABC ID contribute to achieving the overall Disaster READY outcomes and objectives in an inclusive and protective manner (1–5 below)?	a. In your opinion, is your community better prepared for rapid onset disasters (like typhoons etc.) now, compared to before the project started?	a. In your opinion, are communities better prepared for rapid onset disasters (like typhoons etc.) now, compared to before the project started?	a. In your opinion, are target communities better prepared for rapid onset disasters (like typhoons etc.) now, compared to before the project started?	a. In your opinion, are target communities better prepared for rapid onset disasters (like typhoons etc.) now, compared to before the project started?
Objective 1: Communities are better prepared for rapid and slow-onset disasters	b. What score would you give out of 4: 1 = less prepared, 2 = no change since 2017, 3 = more prepared than 2017; 4 = much more prepared than 2017/before the project started?	b. What score would you give out of 4: 1 = less prepared, 2 = no change since 2017, 3 = more prepared than 2017; 4 = much more prepared than 2017/before the project started?	b. What score would you give out of 4: 1 = less prepared, 2 = no change since 2017, 3 = more prepared than 2017; 4 = much more prepared than 2017/before the project started?	b. What score would you give out of 4: 1 = less prepared, 2 = no change since 2017, 3 = more prepared than 2017; 4 = much more prepared than 2017/before the project started?
Objective 2: The rights and needs of women, people with disabilities, youth and children are being met in disaster preparedness and response at all levels	c. Can you please provide an example for why you have given that score (re rapid onset disasters)?	c. Can you please provide an example for why you have given that score (re rapid onset disasters)?	c. Can you please provide an example for why you have given that score (re rapid onset disasters)?	c. Can you please provide an example for why you have given that score (re rapid onset disasters)?
Objective 3: Government, NGOs, the private sector, and communities coordinate more effectively for inclusive disaster preparedness and response	d. In your opinion, is your community better prepared for slow-onset disasters (like drought, etc.) now, compared to before the project started?	d. In your opinion, are communities better prepared for slow-onset disasters (like drought, etc.) now, compared to before the project started?	d. In your opinion, are target communities better prepared for slow-onset disasters (like drought, etc.) now, compared to before the project started?	d. In your opinion, are target communities better prepared for slow-onset disasters (like drought, etc.) now, compared to before the project started?
Objective 4: National NGOs and faith-based organisations have more influence and capacity in the country humanitarian system	e. What score would you give out of 4: 1 = less prepared, 2 = no change since 2017, 3 = more prepared than 2017; 4 = much more prepared than 2017/before the project started?	e. What score would you give out of 4: 1 = less prepared, 2 = no change since 2017, 3 = more prepared than 2017; 4 = much more prepared than 2017/before the project started?	e. What score would you give out of 4: 1 = less prepared, 2 = no change since 2017, 3 = more prepared than 2017; 4 = much more prepared than 2017/before the project started?	e. What score would you give out of 4: 1 = less prepared, 2 = no change since 2017, 3 = more prepared than 2017; 4 = much more prepared than 2017/before the project started?
Objective 5: AHP NGOs work effectively together and with other relevant stakeholders	f. Can you please provide an example for why you have that score (for slow-onset disasters)?	f. Can you please provide an example for why you have given that score (for slow-onset disasters)?	f. Can you please provide an example for why you have given that score (for slow-onset disasters)?	f. Can you please provide an example for why you have given that score (for slow-onset disasters)?
	g. In your opinion, are the rights and needs of women being met in disaster preparedness and response?	g. In your opinion, are the rights and needs of women being met in disaster preparedness and response?	g. In your opinion, are the rights and needs of women being met in disaster preparedness and response?	g. In your opinion, are the rights and needs of women being met in disaster preparedness and response?
	h. Would you say: 1 = rights and needs not met, 2 = rights and needs occasionally met, 3 = rights and needs sometimes met, 4 rights and needs fully met	h. Would you say: 1 = rights and needs not met, 2 = rights and needs occasionally met, 3 = rights and needs sometimes met, 4 rights and needs fully met	h. Would you say: 1 = rights and needs not met, 2 = rights and needs occasionally met, 3 = rights and needs sometimes met, 4 rights and needs fully	h. Would you say: 1 = rights and needs not met, 2 = rights and needs occasionally met, 3 = rights and needs sometimes met, 4 rights and needs fully met
				i. Can you please provide an example of how rights and needs of women are being/ not being met in disaster preparedness and response?

Column 1

j. In your opinion, are the rights and needs of people with disabilities being met in disaster preparedness and response?

k. Would you say: 1 = rights and needs not met, 2 = rights and needs occasionally met, 3 = rights and needs sometimes met, 4 rights and needs fully met

l. Can you please provide an example of how rights and needs of people with disabilities are being/ not being met in disaster preparedness and response?

m. In your opinion, are the rights and needs of youth and children being met in disaster preparedness and response?

n. Would you say: 1 = rights and needs not met, 2 = rights and needs occasionally met, 3 = rights and needs sometimes met, 4 rights and needs fully met

o. Can you please provide an example of how rights and needs of youth and children are being/ not being met in disaster preparedness and response?

p. In your opinion, how well are the communities, government and project staff coordinating now on preparedness and response?

q. What score would you give out of 4: 1 = very little/no coordination; 2 = some coordination; 3 = usually good coordination; 4 = always good coordination

Column 2

i. Can you please provide an example of how rights and needs of women are being/ not being met in disaster preparedness and response?

j. In your opinion, are the rights and needs of people with disabilities being met in disaster preparedness and response?

k. Would you say: 1 = rights and needs not met, 2 = rights and needs occasionally met, 3 = rights and needs sometimes met, 4 rights and needs fully met

l. Can you please provide an example of how rights and needs of people with disabilities are being/ not being met in disaster preparedness and response?

m. In your opinion, are the rights and needs of youth and children being met in disaster preparedness and response?

n. Would you say: 1 = rights and needs not met, 2 = rights and needs occasionally met, 3 = rights and needs sometimes met, 4 rights and needs fully met

o. Can you please provide an example of how rights and needs of youth and children are being/ not being met in disaster preparedness and response?

p. In your opinion, how well are the communities, government and project staff coordinating now on preparedness and response?

q. What score would you give out of 4: 1 = very little/no coordination; 2 = some coordination; 3 = usually good coordination; 4 = always good coordination

Column 3

i. Can you please provide an example of how rights and needs of women are being/ not being met in disaster preparedness and response?

j. In your opinion, are the rights and needs of people with disabilities being met in disaster preparedness and response?

k. Would you say: 1 = rights and needs not met, 2 = rights and needs occasionally met, 3 = rights and needs sometimes met, 4 rights and needs fully met

l. Can you please provide an example of how rights and needs of people with disabilities are being/ not being met in disaster preparedness and response?

m. In your opinion, are the rights and needs of youth and children being met in disaster preparedness and response?

n. Would you say: 1 = rights and needs not met, 2 = rights and needs occasionally met, 3 = rights and needs sometimes met, 4 rights and needs fully met

o. Can you please provide an example of how rights and needs of youth and children are being/ not being met in disaster preparedness and response?

p. In your opinion, how well are the community, government and project staff coordinating now on preparedness and response?

q. What score would you give out of 4: 1 = very little/no coordination; 2 = some coordination; 3 = usually good coordination; 4 = always good coordination

Column 4

i. Can you please provide an example of how rights and needs of women are being/ not being met in disaster preparedness and response?

j. In your opinion, are the rights and needs of people with disabilities being met in disaster preparedness and response?

k. Would you say: 1 = rights and needs not met, 2 = rights and needs occasionally met, 3 = rights and needs sometimes met, 4 rights and needs fully met

l. Can you please provide an example of how rights and needs of people with disabilities are being/ not being met in disaster preparedness and response?

m. In your opinion, are the rights and needs of youth and children being met in disaster preparedness and response?

n. Would you say: 1 = rights and needs not met, 2 = rights and needs occasionally met, 3 = rights and needs sometimes met, 4 rights and needs fully met

o. Can you please provide an example of how rights and needs of youth and children are being/ not being met in disaster preparedness and response?

p. In your opinion, how well are the community, government and project staff coordinating now on preparedness and response?

q. What score would you give out of 4: 1 = very little/no coordination; 2 = some coordination; 3 = usually good coordination; 4 = always good coordination

Criteria and key questions	Community leaders	Government	Oxfam/AHP partners	Contractual partners
5. How did the partnership model contribute to these results?	See 5.	a. What aspects of the partnership model contribute to these results?	What aspects of the partnership model contribute to these results?	What aspects of the partnership model contribute to these results?
6. How could the project have been more effective and impactful, while working through national and local partnerships?	See 5.	b. How could the project have been more effective and impactful, while working through national and local partnerships?	How could the project have been more effective and impactful, while working through national and local partnerships?	How could the project have been more effective and impactful, while working through national and local partnerships?

EFFICIENCY

Criteria and key questions	Community leaders	Government	Oxfam/AHP partners	Contractual partners
7. To what extent has Oxfam's partnership model contributed to efficient, coordinated, and complementary activities with other local, national and international actors?	a. In your opinion, did the way the project was organised (add partnership model details) help or hinder the results you already mentioned? b. Can you please provide an example for your answer? c. Would you say overall... 1= The way the project was organised made it very difficult to achieve results; (2) sometimes made it difficult; (3) usually helped us to achieve results; (4) always helped us to achieve results.	a. In your opinion, did the way the project was organised (add partnership model details) help or hinder the results you already mentioned? b. Can you please provide an example for your answer? c. Would you say overall... 1= The way the project was organised made it very difficult to achieve results; (2) sometimes made it difficult; (3) usually helped us to achieve results; (4) always helped us to achieve results.	a. In your opinion, did the way the project was organised (add partnership model details) help or hinder the results you already mentioned? b. Can you please provide an example for your answer? c. Would you say overall... 1= The way the project was organised made it very difficult to achieve results; (2) sometimes made it difficult; (3) usually helped us to achieve results; (4) always helped us to achieve results.	In your opinion, did the way the project was organised between partners help or hinder the results you already mentioned? d. Can you please provide an example for your answer? e. Would you say overall... 1= The way the project was organised made it very difficult to achieve results; (2) sometimes made it difficult; (3) usually helped us to achieve results; (4) always helped us to achieve results.
8. How could greater efficiency, co-ordination and complementarity have been achieved, while working through national and local partnerships?	f. How could the way the project was organised be improved in the future?	g. How could the way the project was organised be improved in the future?	a. How could the way the project was coordinated be improved in the future? b. How could the partnership model be improved to increase collaboration, learning and action between national and local actors?	How could the way the project was coordinated be improved in the future? How could the partnership model be improved to increase collaboration, learning and action between national and local actors?

SUSTAINABILITY

Criteria and key questions	Community leaders	Government	Oxfam/AHP partners	Contractual partners
g. What areas of the project require further engagement to become sustainable and fully led and managed by national and local actors?	a. If the project ended next month, do you think your community and local government could maintain the level of preparedness you have achieved? b. Would you say: (1) not at all, (2) only a few aspects; (3) most aspects, (4) all aspects c. What do you think could be maintained by your community and local government? d. What do you think might not be maintained by your community and local government?	e. If the project ended next month, do you think communities and local government could maintain the level of preparedness you have achieved? f. Would you say: (1) not at all, (2) only a few aspects; (3) most aspects, (4) all aspects g. What do you think could be maintained by communities and local government? h. What do you think might not be maintained by communities and local government?	a. If the project ended next month, do you think the community and local government could maintain the level of preparedness you have achieved? b. Would you say: (1) not at all, (2) only a few aspects; (3) most aspects, (4) all aspects c. What do you think could be maintained by the communities and local government? i. What do you think might not be maintained by your community and local government?	a. If the project ended next month, do you think the community and local government could maintain the level of preparedness you have achieved? b. Would you say: (1) not at all, (2) only a few aspects; (3) most aspects, (4) all aspect? c. What do you think could be maintained by the communities and local government? j. What do you think might not be maintained by communities and local government?
How can the Disaster READY project plan for this?	k. If the project was extended, how could it support the community and got fully take on management preparedness	l. If the project was extended, how could it support the community and got fully take on management preparedness	a. If the project was extended, how could it support the community and government fully take on management preparedness? b. What processes and mechanisms should be put in place ahead of the second phase of the project?	a. If the project was extended, how could it support communities and government fully take on management preparedness? b. What processes and mechanisms should be put in place ahead of the second phase of the project?

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