

CAFOD Management Response to the Final Evaluation of Central Sulawesi Earthquake and Tsunami Programme
June 2020

In September 2018, CAFOD together with the Disasters Emergency Committee (DEC), launched an emergency appeal in response to the Central Sulawesi Earthquake and Tsunami. Prior to this emergency, CAFOD did not have an on-going presence in Indonesia.

CAFOD's response to the Central Sulawesi Earthquake and Tsunami (funded by a combination of funds from the DEC Appeal, CAFOD Appeal and other donors) is being implemented by three partners: CRS (Catholic Relief Services), KARINA (Caritas Indonesia) and Caritas Switzerland. All three partners are members of Caritas Internationalis, a confederation of 165 Catholic relief, development and social service organisations operating in over 200 countries and territories worldwide.

The overall purpose of the final evaluation is to reflect on CAFOD's Programme for the Central Sulawesi Earthquake and Tsunami, learn lessons and ensure accountability to donors, partners and project participants. The evaluation will assess implementation and results vis-à-vis OECD/DAC criteria, Sphere Standards and Core Humanitarian Standards. Findings from the final evaluation are intended to inform future programming.

The objectives of the final evaluation were:

1. To objectively assess the effectiveness, efficiency, relevance, impact and sustainability of CAFOD's Phase 1 and 2 DEC-funded projects,
2. To assess how CAFOD's Phase 1 and 2 projects engaged the affected population and the application/adherence to commitments of the Core Humanitarian Standards and SPHERE standards,
3. To identify examples of good practices, challenges, lessons learned and critical gaps in the project implementation with the focus of providing recommendations for program quality improvement in future project, as well as for general organizational learning,
4. To reflect on CAFOD's wider programme and portfolio for this emergency in terms of the complementarity of projects and partners as well as CAFOD's role and added value in the response, and
5. To identify specific lessons for CAFOD's future work with partners in large-scale rapid onset emergencies.

The consolidated response to selected recommendations is provided in the table below:

	Recommendations	Accept/ Partially accept/ Reject	CAFOD/CRS Response
1	<p>Partner Agreements: Establish strategic collaboration agreements with national partners pre-disaster, including multiple scenarios and standard protocols for once a disaster occurs. Train partners on appeal/donor requirements and policies (e.g. DEC).</p>	Accept	<p>One of the advantages of being a member of Caritas Internationalis (CI) means that CAFOD is able to reach out and collaborate with national and international CI partners in almost every country in the world. When disaster strikes CAFOD’s CI partners are at the forefront of our response. Even in countries where we do not have ongoing partnerships and projects, like Indonesia, being part of CI means that we already have a strong foundation from which we can easily form new strategic partnerships. Depending on the scale of our response and funds available we may expand our partner portfolio to include non-CI partners - as we have done in the past in many large-scale emergency responses, e.g. Philippines and Nepal.</p> <p>CAFOD’s way of working is based on the principle of partnership, which allows us to focus on fostering long-term relationships with partners in selected priority countries. Part of our strategy is building collaborations with a wide variety of partners within these countries. We are currently working with CAFOD’s country teams on developing emergency preparedness plans which take into account different scenarios and the capacity of our partners to respond, and which comply to a set of management standards set-out by CI. Through this work we are able, in some contexts, to work directly with national Caritas partner to raise CI Appeals when requested. CAFOD agrees that this type of prepositioning is essential and should continue to be mainstreamed across teams.</p> <p>Core to Catholic Relief Services’ guiding principles is that of subsidiarity—that local organizations and communities who are closest to the challenges of poverty are also the architects of their own development. CRS believes that strengthening the capacity of local partner organizations—whether they are faith based or secular—is important for advancing the localization agenda in humanitarian response. CRS is committed to a long-term process of</p>

			<p>organizational development, which includes advancing the localization agenda and strengthening the capacities of local partners.</p> <p>Building on a history of investments in local capacity (through interventions such as Preparing to Excel in Emergency Response) CRS will continue build partner capacity through best practices with technical expertise to professionalize knowledge, skills and attitudes of local emergency first responders. For example, CRS has launched the Homes and Communities initiative which strives to enhance the adoption, diffusion and application of market-based approaches for improved, locally owned post-disaster shelter programming by local organizations. CRS agrees with the recommendation that national partners should be engaged before a disaster in strategic initiatives to improve their response capacity, including protocol development and training.</p>
2	<p>Partner Capacity Building: Develop a preparedness accompaniment package for partners (specifically Caritas network) in disaster risk reduction and emergency response as well as organizational readiness (i.e. financial management, protection mainstreaming) to demonstrate possible synergies with CAFOD. Based on self-assessment process of each partner, support them to develop a preparedness action plan.</p>	Accept	<p>A structured approach to capacity assessment and strengthening is important and CAFOD aims to incorporate this as a component in all of our emergency responses. CAFOD has been working extensively in the past few years on developing and implementing a tailored package of capacity support to partners, based on a self-assessment - which combines organisational and technical capacity around emergency preparedness and response. In several past large-scale emergencies we have also been able to provide specialised technical support on areas which we have a particular expertise, mainly WASH and Protection Mainstreaming.</p> <p>CRS believes that capacity strengthening should be tailor-made, based on self-declared needs assessments by partners. Past, current and future partnerships and capacity strengthening initiatives for local emergency first responders recognize different pillars of professionalization, including financial and institutional systems, human resources management and adherence to SPHERE and CHS</p>

			standards. An example of this is the Strengthening Partners in Protection against Sexual Exploitation and Abuse (SPSEA) project providing direct capacity building support to national organizations in Indonesia to operationalize policies, systems and structures needed to effectively prevent and address issues of sexual exploitation and abuse (SEA) within the organizations and the communities they serve.
3	Partner MEAL: Develop key performance indicators for systematically measuring and improving partner quantitative and qualitative gains in protection, safeguarding, inclusion, and PSEA. Communicate clear data collection guidelines with national partners, including data collection tools, requirements, and end uses of data collection.	Accept	<p>A support package for partners around MEAL- with a specific focus on targeting and analysis has been developed as part of CAFOD's work on SADI (Safety, Access, Dignity and Inclusion) and is currently being rolled out with partners.</p> <p>In addition, CRS as part of the SPSEA (Strengthening Partners' Protection Against Sexual Abuse and Exploitation through Protection Mainstreaming) is working directly with ten of its local partner organizations to improve their organizational and programmatic capacity to protect the personal safety and dignity of men, women, boys and girls from disaster-prone communities. CRS developed assessment and accompaniment tools to help measure the progress of each organization towards more robust protection and inclusion measures and is benchmarking that progress with 21 custom indicators.</p>
4	Programme Design Provide capacity development on technical skills on donor relations and proposal development in pre-disaster phases. Involve local partners and disaster affected communities in the design and planning at a very early stage.	Accept	<p>CAFOD strongly advocates for providing partners with support around project design, donor relationships and proposal writing - especially in the interim periods between large-scale emergencies. CAFOD's Project Development and Funding Officers work to support partners on proposal writing and facilitate access to bids on a regular basis – part of this initiative has included supporting smaller national partners to submit proposals for funding using institutional funding templates in order to help familiarize them with institutional funding standards and requirements.</p> <p>Whenever possible, CRS will engage local partners in needs assessment at the beginning of a response so that they can contribute to the programme design from the beginning. Breaking</p>

			down barriers that keep local institutions from engaging in the grand bargain process include proactively seeking their input and supporting local partners and their networks in program design, proposal development and donor relations.
	Selection of Findings	Accept/ Partially accept/ Reject	CAFOD/CRS Response
1	<p>Partnership:</p> <ul style="list-style-type: none"> • International partners worked through a localized approach and prioritized building local capacities. • Pre-existing relationships contributed to success of partnerships. • Partners’ existing capacity enabled fast and quality implementation. • Synergies between DEC programme and Emergency Appeal partnerships happened on an ad hoc basis. 	Accept	<p>Developing strong and lasting relationships with partners is at the core of CAFOD’s International work. For the Sulawesi Emergency Response CAFOD was able to swiftly form partnerships in a context where we had no ongoing projects or partnerships - due to our links within the CI confederation (KARINA) and successful long-term relationships developed with other partners over multiple past emergencies (CRS and CACH). By nature, the DEC Programme and CAFOD Appeal Programme are different – both in terms of how the funding is structured and delivered as well the reporting requirements and overall partner capacity. Our Appeal funds enable flexibility in terms of partner selection and timeframes – in larger emergency responses this has meant that we were also able to work directly with non-caritas national partners. When possible, we aim to create links and synergies between the DEC and CAFOD Appeal partners- however, given the smaller scale of the Sulawesi response this was mostly evident in the peer learning activities which were organised by CAFOD’s Protection specialist.</p> <p>CRS’ PEER project and other pre-Central Sulawesi initiatives contributed to local partners being able to respond effectively and efficiently. CRS plans to continue to work with its partners from the Central Sulawesi response in future emergencies and through capacity strengthening initiatives.</p>
2	<p>Programme Quality:</p>	Accept	Cash continues to gain prevalence as a modality for humanitarian agencies to help people meet multiple and diverse needs in the wake

	<ul style="list-style-type: none"> • Assessments and design successfully identified and planned for relevant needs, coverage, capacities, and context of disaster affected communities. • Cash-based approach to shelter and latrines was well-received by communities and considered good practice by the shelter sub-cluster. • Selection criteria of target groups was informed by the voices of affected communities. • Limited assessment was conducted on the needs of an indigenous community. 		<p>of a crisis. Cash has provided affected communities with the dignity of choice and has been used effectively to meet SPHERE and build back safer principles in achieving shelter and latrine outcomes. Internally, CRS continues to review promising and best practices to continue to learn from past experiences and improve future programming. Market and needs assessments are important for establishing the most relevant modality and beneficiary preferences. CRS used community committees and feedback mechanisms in selecting beneficiaries. CRS recognizes that while mechanisms were in place for accountability and monitoring, data collected lacked comprehensive and accurate data about specific indigenous groups and how local socio-cultural conditions may affect the program. Future programs will consider specific conditions and needs of these groups. CRS underlines the importance of strong technical accompaniment and community buy-in and ownership throughout planning and implementation as critical success factors for meeting quality shelter that are empowering and enable people to build, adequate and durable houses that reflect the needs of their owners.</p>
3	<p>Accountability and Protection:</p> <ul style="list-style-type: none"> • Accountability and protection were prioritized by DEC programme partners. • Feedback and complaint mechanisms were a key strength of the programme. • Feedback and complaint mechanisms were dependent on partner capacity and varied. • Protection mainstreaming was a successful intervention and a common thread across DEC and CI appeal partners, bringing greater cohesion to CAFOD’s overall response. • DEC partners had processes in place to identify and involve at-risk groups across the programme cycle. 	Accept	<p>Accountability and Protection are prioritised across all CAFOD’s projects and programmes. Our expertise around Protection Mainstreaming has enabled us to provide support to partners on what it means to have safe, accessible dignified and inclusive programming. This included a dynamic interactive approach comprising of training, site visits and debrief activities, bringing together partners to reflect on their experiences and share learning from the emergency response. Based on partner feedback from previous emergencies we prioritised peer-to-peer learning and linking-up of partners from both DEC and CAFOD Appeal programmes to share challenges, coping methods and experiences.</p> <p>CRS has prioritized effective feedback mechanisms to ensure greater accountability to program beneficiaries across all our emergency responses. In Central Sulawesi CRS worked with partners to train staff and set up feedback mechanisms locally. At an institutional level, CRS – through its SPSEA project – is investing in</p>

protection mainstreaming and the application of feedback mechanisms, referrals and community engagement to achieve optimal performance driving dignity for beneficiaries. CRS recognizes a need to take local context and culture into account to ensure that specific needs of indigenous communities are considered.