End of Grant Evaluation: NCCTRC, QFES, FRNSW

FINAL REPORT

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ALINEA INTERNATIONAL

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ABBREVIATIONS

ACRONYM	EXPANSION
AUSMAT	Australian Medical Assistance Team
DFAT	Department of Foreign Affairs and Trade
DART	Disaster Assistance Response Teams
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EOPO	End of Program Outcome
FRNSW	Fire and Rescue NSW
GEDSI	Gender Equality, Disability and Social Inclusion
HMIMMS	Hospital Major Incident Medical Management and Support
INSARAG	International Search and Rescue Advisory Group
MMIMS	Major Incident Medical Management and Support
NCCTRC	National Critical Care and Trauma Response Centre
NDMO	National Disaster Management Office
NGO	Non-Government Organisation
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
PNGFS	Papua New Guinea Fire Service
PIEMA	Pacific Islands Emergency Management Alliance
PSEAH	Preventing Sexual Exploitation, Abuse and Harassment
QFES	Queensland Fire and Emergency Services
RSIPF-FRS	Royal Solomon Islands Police Force – Fire & Rescue Service
TOC	Theory of Change
TOR	Terms of Reference
UCC	USAR Coordination Cell
USAR	Urban Search and Rescue

EXECUTIVE SUMMARY

The Australian Department of Foreign Affairs and Trade (DFAT) provides a wide range of humanitarian support services globally, with a particular focus on the Indo-Pacific region. Australia draws upon a comprehensive suite of specialist resources as critical partners to the region in disaster preparedness, response and recovery including the National Critical Care and Trauma Response Centre (NCCTRC), Queensland Fire and Emergency Services (QFES) and Fire and Rescue New South Wales (FRNSW). In addition to their emergency response mandates, these services provide capacity-building assistance to partner country governments in the Indo-Pacific region through training, advisory services, and mentorship:

- NCCTRC provides support to increase the preparedness of health systems in the region to respond to humanitarian emergencies.
- QFES and FRNSW support partner country governments to strengthen National Disaster Management Organisations (NDMOs) and other local emergency response partners to respond to disasters.

Effectiveness: **Capacity building assistance to partner country governments is being delivered effectively** by grant partners and is valued and appreciated by its recipients. There is emerging evidence that where **a training course is linked to longer-term mentoring or 'twinning' there is greater uptake** and application of skills gained by trainees. The planned and scheduled training courses are also demonstrating sound results in terms of strengthened partner capacity. All three grant partners have **built constructive and valued relationships with their partners**. **Engagement strategies are needed** to ensure the effectiveness of the capacity building assistance. This involves each grant partner mapping their stakeholders at the beginning of the year, tracking their engagement throughout the year, and re-mapping stakeholders at the end of the year. Through this process, grant partners will evaluate how effective they were at engaging their stakeholders, considering who they engaged and how they went about this.

Efficiency: Investment **activities have mostly been delivered on time and within budget**, with relatively successful pivots to accommodate COVID-19 travel restrictions. There is good evidence of a cohesive and complementary partnership between FRNSW and QFES DARTs, and sound engagement with regional and international bodies. There has been an **under-investment in program management resources** for all three grant partners. The new investment designs need to explore opportunities to scale activities to maximise numbers of participants.

Monitoring and Evaluation: The **monitoring and evaluation (M&E) system for all three grant partners is under-developed and not suited for gathering results at outcome or impact levels**. All three grant partners demonstrate strong commitment to principled humanitarian capacity building and are proud of their achievements. This provides a good foundation to build on in a new investment design.

Relevance: Whilst there is evidence of the links between capacity building programs to regional and global mechanisms and initiatives, there is little qualitative impact data available on work in this area. There is an opportunity for **DFAT to take a more prominent role in bringing the different humanitarian capacity building investments together under one program strategy**.

Consideration of thematic priorities such as **gender equality and disability inclusion** are relatively rudimentary and there is scope for these areas to be addressed more comprehensively within the capacity building assistance framework. Whilst there is evidence of more balanced participation in grant activities e.g., between men and women, there is a need for more sophisticated approaches to GEDSI in any new designs.

The **original investment design document is disconnected from the implementation of the grants** with partners focused on the grant agreements as the foundation for their work. This may be due to staff turnover

or limited grant partner involvement in the original design process. It is recommended the new design processes take a co-design approach between DFAT and the grant partners.

Overall, grant partners have established a sound foundation for emergency response capacity strengthening programs, which can continue to develop in a new phase. Grant partners should feel encouraged to continue to develop their programs for ODA eligible partner countries.

RECOMMENDATIONS

1. DFAT to develop a program strategy for all humanitarian capacity building investments.

2. DFAT and grant partners to take a co-design approach to the next investment designs. Future investment designs should:
   a. include a monitoring and evaluation (M&E) framework and system that is practical and resourced to meet DFAT's standards;
   b. consider and embed DFAT's thematic priorities and policies for gender equality, disability and social inclusion (GEDSI), child protection and prevention of sexual exploitation, harassment and abuse (PSEAH);
   c. include an engagement strategy to better facilitate partner countries to join the program activities;
   d. delineate more clearly between the deployable mechanisms (AUSMAT, AUS-1 DART, AUS-2 DART), the capacity building which may take place within a deployment and the stand alone capacity building programs;
   e. include a program management strategy for each grant partner with an appropriate level of resources available for program reporting, communications, risk management and monitoring.

3. Establish stronger relationships between DFAT and each grant partner through increased resourcing for program management and governance. This would include:
   a. regular communication between the Executive Director of NCCTRC and the Commissioners of QFES and FRNSW with senior DFAT humanitarian staff to discuss delivery of humanitarian capacity assistance.
   b. facilitation of peer learning mechanisms to enable the grant partners to meet DFAT's program management expectations.

INTRODUCTION

BACKGROUND

The Australian Department of Foreign Affairs and Trade (DFAT) provides a wide range of humanitarian assistance globally, with a particular focus on the Indo-Pacific region. Australia draws upon a comprehensive suite of specialist resources as critical partners to the region in disaster preparedness, response and recovery including the National Critical Care and Trauma Response Centre (NCCTRC), Queensland Fire and Emergency Services (QFES) and Fire and Rescue New South Wales (FRNSW). In addition to their emergency response mandates, these services provide capacity-building assistance to partner country governments in the Indo-Pacific region through training, advisory services, and mentorship:

➢ NCCTRC provides support to increase the preparedness of health systems in the region to respond to humanitarian emergencies.

➢ QFES and FRNSW support partner country governments to strengthen National Disaster Management Organisations (NDMOs) and other local emergency response partners to respond to disasters.

DFAT has direct grant agreements with NCCTRC, QFES and FRNSW to provide these services. The current grant agreement with NCCTRC spans six years, from 5 October 2017 to 30 June 2023, with a total value of AUD 2.4 million. A total of AUD 5.7 million has been granted to QFES and FRNSW over the duration of the grant agreements (AUD 2.85 million each) between 1 July 2017 to 30 June 2023.

DFAT has commissioned this independent evaluation of the NCCTRC, QFES and FRNSW grant agreements to assess progress and outcomes in relation to the investments in capacity-building and relationship management. The evaluation examines the extent to which the grant partners in-country and remote capacity-building activities fulfilled the objectives of the grant agreements. The evaluation also examines how the relationships and communications between DFAT, its partners, and partner governments in the region contributed to fulfilling these objectives. This evaluation does not assess the respective specialist capability deployments because these services are covered under separate agreements with DFAT.

PURPOSE

This evaluation serves dual purposes for DFAT:

➢ To account for Australia's investment in providing capacity-building assistance to partner country governments, and

➢ To improve the content and direction of future grant agreements.

The evaluation will provide DFAT decision-makers with high quality performance information that can be used to inform management decisions, including DFAT's future engagement with the grant partners.

SCOPE

The evaluation scope covers the lifetime of each grant agreement. It focuses on measuring the effectiveness, efficiency, relevance, and monitoring and evaluation (M&E) aspects of the programs. It also

identifies lessons learned during the current grant period and provides recommendations for future grant agreements. The evaluation assessed the extent to which the grant partners:

  i.   Have achieved the intended results over the lifetime of the investment (effectiveness).
  ii.   Make efficient use of the resources (efficiency).
  iii. Have established a system to generate consistent and credible information for decision-making (PME).

The evaluation scope includes examination of the current program design; to assess it is fit for purpose in responding to a changing and increasingly complex humanitarian landscape, both now and going forward (relevance).

METHODOLOGY

DOCUMENT REVIEW

Data was collected through a thematic analysis of the key grant documents, particularly the original investment design document (IDD), grant agreements (including amendments) annual reports, email communications, DFAT's investment monitoring reports (IMR), as well as DFAT policy and strategy documents. The team has prioritised the review of material according to materiality and relevance, with an initial focus on the IDD, grant agreement and reporting. A total of 89 documents were provided to the Evaluation Team for review and analysis.

SURVEY

A perception survey was designed and distributed to NCCTRC, QFES and FRNSW staff and external stakeholders. Comprising two sections, the first section of the survey collected quantitative and categorical data on the demographic characteristics of the respondents. The second section collected more quantitative responses and qualitative data on their perceptions and experience on the effectiveness, efficiency, and relevance of the grant agreements. Survey results are explored in each of the grant partner sections. There were some delays in the initial distribution of the survey to staff (FRNSW) and external stakeholders (QFES and FRNSW), due to the evaluation Terms of Reference (TOR) amendment and approval process.

KEY INFORMANT INTERVIEWS

Inception discussions took place with key personnel from DFAT, NCCTRC, QFES and FRNSW who are responsible for the grant agreements. Upon receipt of internal and external stakeholder lists, the Evaluation Team interviewed a total number of 23 stakeholders. This is a slightly smaller sample than is optimal for an evaluation of this scope. Interviews were transcribed, retained, and coded against the evaluation criteria.

THEORY OF CHANGE

Based on review of the original IDD, the Evaluation Team designed a retrospective theory of change (ToC) to develop and situate the outcomes hierarchy suggested by the design. This was to assist in exploring the effectiveness, efficiency, and relevance aspects of the evaluation, and potentially to inform any future design of a monitoring, evaluation, and learning (MEL) framework. The draft ToC is found below at Diagram 1.

Diagram 1: Draft Theory of Change for Emergency Capacity Building Investment

	The Mechanism	Capacity Development	International and Regional Engagement
End of Investment Outcomes	Effective and appropriate Australian USAR and medical response capabilities are deployed on request within 48 hours.	Australia has strengthened USAR and medical response capacities in the Indo-Pacific region.	Australia's network of humanitarian response agencies benefit from and influence improved practices and standards for USAR and medical response in Australia, regionally and globally.
Outcomes Hierarchy	There is readiness to deploy a coordinated response within 48 hours in line with international standards.	Receiving countries are increasingly effective in disaster response in their own country and as a part of a regional or bilateral response.	There are strong relationships and engagement across relevant regional bodies and bilateral agencies that work collaboratively in strengthening and standardising response systems and capability.
	There are relevant technical capabilities to respond to the most common disaster profiles in the Indo-Pacific.	Receiving countries and regional bodies have increased knowledge, skills and networks to draw upon for disaster response.	Australia contributes to and encourages an enabling environment for international, regional, and bilateral continuous improvement of knowledge, skills and standards for humanitarian response.
	USAR and AusMAT have well-aligned preparedness activities to meet Australia's geographic, programmatic and policy priorities in the region.	AusMAT and USAR teams deployed to the region comprise relevant soft skills to effectively build capacity. Capacity development activities are relevant, diverse, and align with Australia's geographic, programmatic and policy priorities.	Australia agencies identify, complement, and coordinate with other regional and national initiatives.
	There is compliance with DFAT standards for disability, protection, gender and cross-cultural effectiveness.	USAR and AusMAT have institutional arrangements bilaterally and regionally that support ongoing capacity development for emergency response.	Australia promotes gender, disability and social inclusion, protection, and cross-cultural effectiveness in its engagements and relationships.

LIMITATIONS

The evaluation process was delayed due to amendments in the original TOR that, in turn, led to delays in the submission of the stakeholder list. This hampered the circulation of the surveys and the number of key informant interviews (KIIs) the Evaluation Team was able to undertake prior to the time of writing of this report. As a result, the Evaluation Team has primarily relied upon an analysis of documents provided by DFAT, to compile this report.

The NCCTRC commissioned an independent review of its regional engagement program proximate to this evaluation, resulting in duplication of some stakeholder consultations. The Evaluation Team observed that

stakeholders were experiencing a degree of "consultation-fatigue", however this has been overcome by clarifying the differences of purpose between the two processes. Focusing on forward-looking aspects and recommendations resulted in improved uptake of interviews, however it is recommended this report be read in conjunction with the NCCTRC Regional Engagement Program Evaluation Report[1] ('Pandanus Review').

The Evaluation Team found limitations in the data collection since several data presented on the performance for QFES and FRNSW are potentially skewed for the analysis which warrants methodological concerns. For example, the team only received 5 survey responses from QFES partners, consisting of 3 global partners, one counterpart and one country partner. In the annual reports, there are 3 country partners in the Pacific and 9 country partners in Southeast and East Asia indicated. Ideally, the team should have received data from 11 additional country partners to verify the data presented in the annual reports. There were similar issues with FRNSW, the team only received 4 survey responses from their partners, consisting of 3 counterparts and one country partner. The annual reports showed that FRNSW identified 4 country partners in the Pacific and 2 country partners in Southeast Asia. The key informant interviews have also been limited on the QFES and FRNSW side, with only one country partner interviewed from QFES and FRNSW sides respectively. For future evaluations of a similar scope, longer inception meetings may be required to better communicate evaluation standards and expected engagement from grant partners.

In the presentation of these findings and recommendations, the Evaluation Team notes the impact of travel and other COVID-19 restrictions on the implementation of the grant agreement activities. Whilst grant partners were able to adapt by incorporating new methods for remote and online delivery, evaluation data collection and analysis indicates there has been an impact on the continuity of technical capacity building activities which are reliant on sustained, in-person connections. It is to the credit of all three grant partners that they have been able to innovatively adapt their capacity building programs during a sustained period of uncertainty and maintained positive and trusted relationships with their country and regional partners.

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[1] Harrison, N., Tickle, R., & Harrison, S. (2022), NCCTRC Regional Engagement Program Evaluation Report, Pandanus Evaluation, Prepared for the National Critical Care and Trauma Response Centre

Key Findings

1. Capacity building assistance to partner country governments is being delivered effectively by NCCTRC (despite COVID-19 challenges) and is valued and appreciated by its recipients. Train the Trainer approaches are particularly valued.
2. There is emerging evidence of QFES and FRNSW delivering effective capacity building assistance to the Papua New Guinea Fire Service (QFES) and the Royal Solomon Islands Police Force - Fire and Rescue Service (FRNSW) which is valued and appreciated by these partners.
3. There is emerging evidence that where a training course is linked to longer-term mentoring or 'twinning' there is greater uptake and application of skills gained by trainees. The planned and scheduled training courses are also demonstrating more evidence of strengthened capacity by partners.
4. All three grant partners have built constructive and valued relationships with their partners.
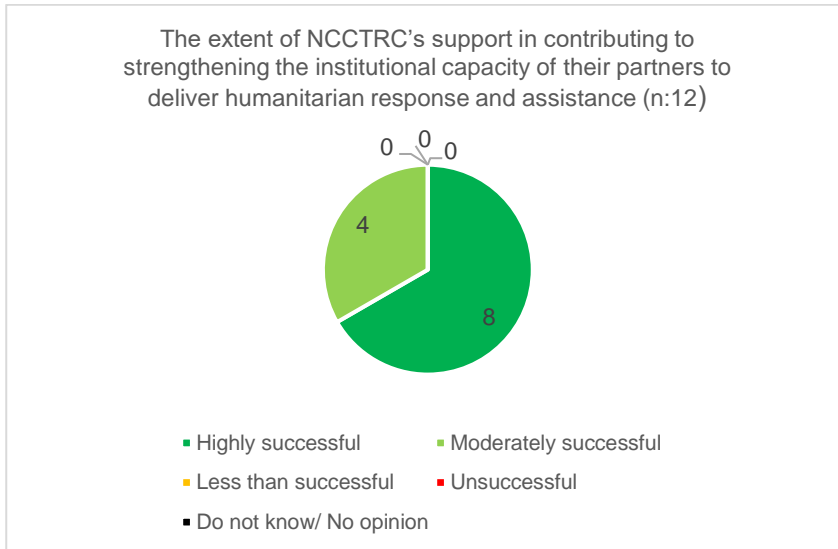
NCCTRC (AUSMAT)

The Evaluation Team found evidence that partner government capacity has been strengthened through the provision of training and mentoring for local doctors, nurses, and other medical professionals in the Indo-Pacific region, enabling them to better respond to emergencies. This has also inspired the emergence of communities of practice in the region. The Major Incident Medical Management and Support (MIMMS) and Hospital Major Incident Medical Management and Support (HMIMMS) courses were consistently highlighted as valued activities. The below diagrams shows that approximately 75% of stakeholder respondents rated NCCTRC delivery of capacity-building activities for disease/pandemic and other disaster response to be highly effective. Whilst 67% of respondents indicated NCCTRC's activities have strengthened their ability to deliver humanitarian assistance.

Diagram 2: Effectiveness of capacity-building activities for disaster response
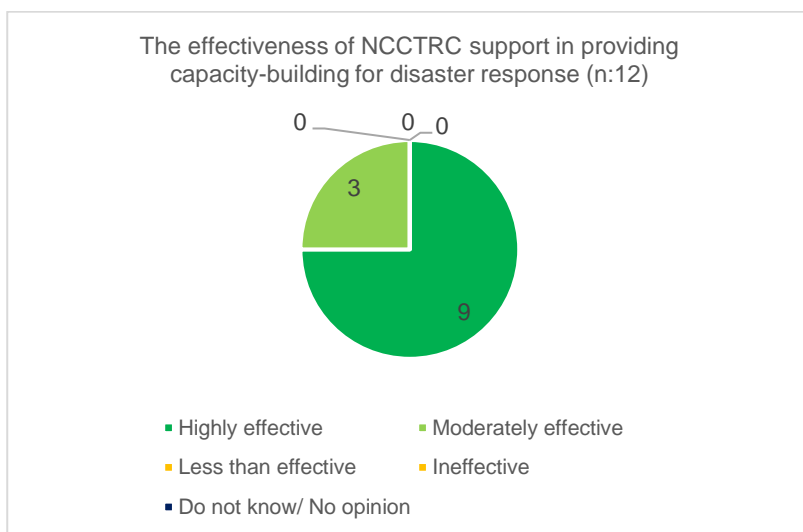
"NCCTRC / AUSMAT has been highly instrumental in coordinating and assisting in our national emergency responses. We are highly indebted for all the support and capacity building rendered by NCCTRC to our nation". (Survey response)
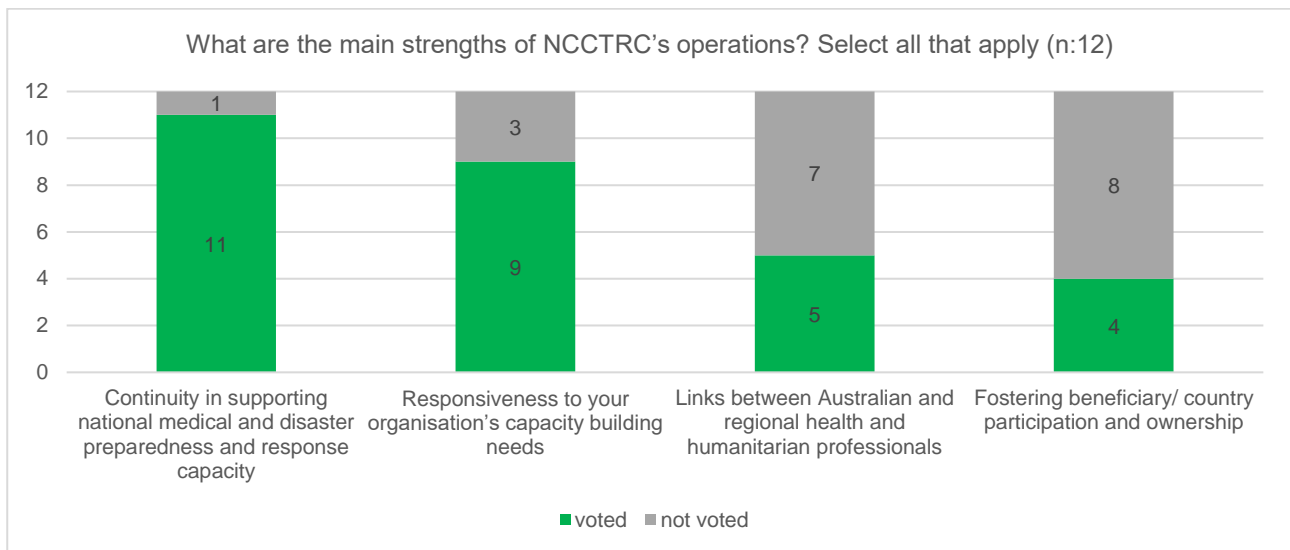
Diagram 3: NCCTRC institutional strengthening activities

The extent of NCCTRC's support in contributing to strengthening the institutional capacity of their partners to deliver humanitarian response and assistance (n:12)

- Highly successful
- Moderately successful
- Less than successful
- Unsuccessful
- Do not know/ No opinion

Survey respondents and KIIs highly valued the NCCTRC program of capacity building in delivering continuity of tailored support to medical and disaster preparedness and response. Respondents noted that the program has increased their understanding of global standards and how they may better align with these. Some interview respondents indicated the short-term nature of the training may need more consideration. There is an opportunity for NCCTRC to link their capacity building activities to longer term health systems strengthening through DFAT at Post. A more minor comment was regarding the certification and approvals for the NCCTRC team to deploy, it was noted that a pre-certification arrangement may provide greater efficiency, although this needs to be investigated further with NCCTRC staff.
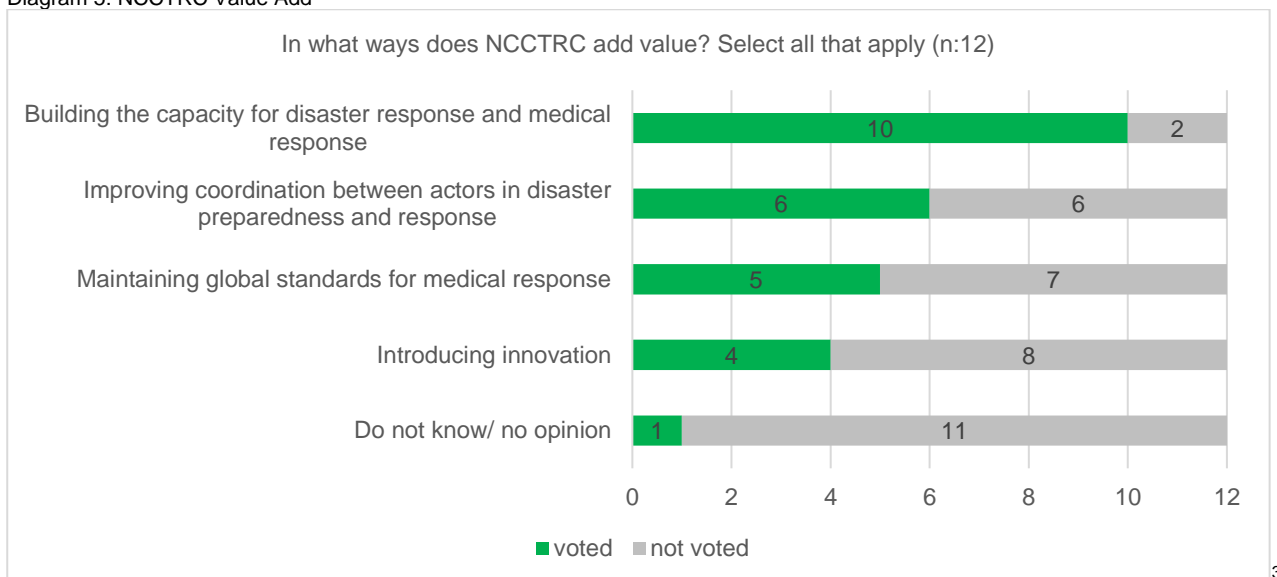
"The assistance to the Health Emergency Operation Centre (HEOC) was tremendous. The guidance in co-ordination and deployment was vital". (Survey response)

Diagram 4: NCCTRC Strengths[2]

What are the main strengths of NCCTRC's operations? Select all that apply (n:12)

(Stacked bar chart, values shown as voted / not voted)
- Continuity in supporting national medical and disaster preparedness and response capacity: voted 11, not voted 1
- Responsiveness to your organisation's capacity building needs: voted 9, not voted 3
- Links between Australian and regional health and humanitarian professionals: voted 5, not voted 7
- Fostering beneficiary/ country participation and ownership: voted 4, not voted 8

■ voted ■ not voted

The findings from the interviews indicated one of the key strengths of NCCTRC's support is their continued engagement over the years. The findings from the survey also demonstrate NCCTRC's effective engagement with the country partners through the continuous support provided and responsiveness to capacity building needs. Whilst there is sound evidence of effective relationships and partnerships between NCCTRC and partner countries, the evaluation observes these are vested in a group of individual staff and may become unstable should those staff leave. It will be important to institutionalise these relationships in the future investment, possibly by building on the results of the Pandanus review and this evaluation. A focus on transparency of available budget with partners and enabling partners to set priorities, will likely enhance relationships and country-level investment in future programs.

Diagram 5: NCCTRC Value Add

In what ways does NCCTRC add value? Select all that apply (n:12)

(Horizontal stacked bar chart, values shown as voted / not voted)
- Building the capacity for disaster response and medical response: voted 10, not voted 2
- Improving coordination between actors in disaster preparedness and response: voted 6, not voted 6
- Maintaining global standards for medical response: voted 5, not voted 7
- Introducing innovation: voted 4, not voted 8
- Do not know/ no opinion: voted 1, not voted 11

■ voted ■ not voted

There is an effective working relationship between NCCTRC and DFAT but it requires sustained attention to ensure it delivers optimum partnership results. Several respondents noted that the turnover of DFAT Program Managers creates challenges for grant partners in terms of institutional memory, knowledge, and

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[2] The survey respondents could select multiple items without having to rank them.
[3] The survey respondents could select multiple items without having to rank them.

priorities. Both DFAT and NCCTRC have acknowledged communication and governance arrangements could be improved and are committed to their strengthening.

QFES (AUS-1 DART)

Few key informant interviews with QFES external stakeholders took place during the evaluation due to limited stakeholders being identified. Whilst being mindful to de-identify respondents with such a small sample, data from the interviews show a high value and appreciation for the training and mentoring being provided by QFES, as well as the effectiveness of their partnerships. Respondents from the Papua New Guinea Fire Service (PNGFS) particularly appreciated the mentoring and opportunities for "*ride-alongs*" with the QFES teams. The donation of fire trucks and equipment was also seen by respondents as a positive contribution to strengthening their capability. There is a demand to extend services across PNG and a good opportunity for QFES' capacity building programs to expand. It was observed that PNGFS now has a better understanding of global standards and is looking to apply these through policy reform, an area where QFES advice and support would be welcome. Survey data indicates a high level of satisfaction (80%) with the effectiveness of QFES' capacity building activities.

Data from surveys and interviews demonstrates QFES' effective engagement and commitment to the International Search and Rescue Advisory Group (INSARAG). Respondents indicated that QFES is willing to learn, adopt and share the globally accepted guidance and methodology, as well as contributing to and participating in the development of the guidelines, especially in the Urban Search and Rescue (USAR) technical working groups. QFES representatives are involved in 3 of the 9 INSARAG working groups, leading a peer review group to classify teams that are due for reclassification or classification.

As illustrated in the diagram below, QFES support has been effective (80% rated highly effective, 20% rated moderately effective) in providing capacity building for disaster response. The main strengths of QFES' operations are their responsiveness to their partner's capacity building needs, links between Australia and the global INSARAG network and their capability in fostering country partnerships. The survey also indicated there is a need to build continuity in supporting national disaster preparedness and response capacity. This finding is confirmed in the interviews as an improvement that should be made on the engagement strategy with country partners. While involving country partners through conference and working group meetings might be strategic, continuous engagement should be undertaken to open opportunities for collaboration and building stronger relationships, while communicating the QFES capabilities to support the country partners. QFES stakeholders acknowledged that building capacity for disaster response, improving coordination and maintaining the global standards for humanitarian response are all value-added features of AUS-1 DART.

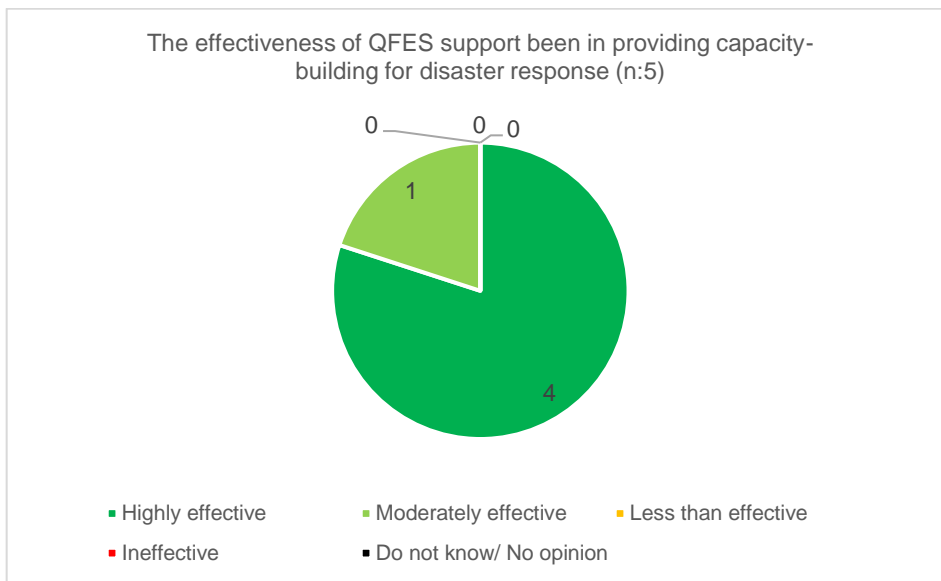Diagram 6: Effectiveness of QFES capacity building activities

The effectiveness of QFES support been in providing capacity-building for disaster response (n:5)

0 — 0 — 0

1

4

- Highly effective
- Moderately effective
- Less than effective
- Ineffective
- Do not know/ No opinion

Diagram 7: QFES institutional strengthening activities

The extent of QFES's support in contributing to strengthening the institutional capacity of their partners to deliver humanitarian response and assistance (n:5)

0 — 0 — 0 — 0

5

- Highly successful
- Moderately successful
- Less than successful
- Unsuccessful
- Do not know/ No opinion
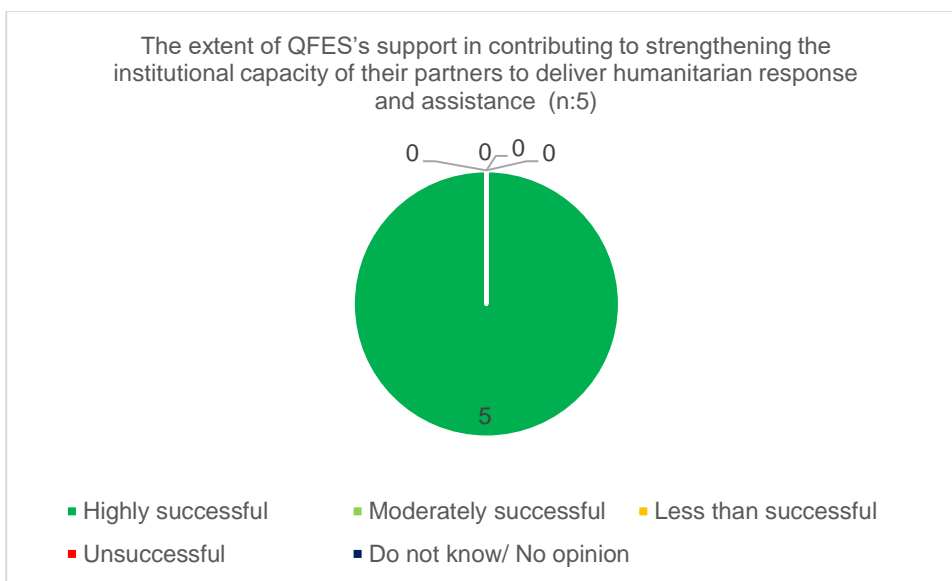
Diagram 8: QFES' operational strengths[4]

What are the main strengths of QFES' operations? Select all that apply (n:5)

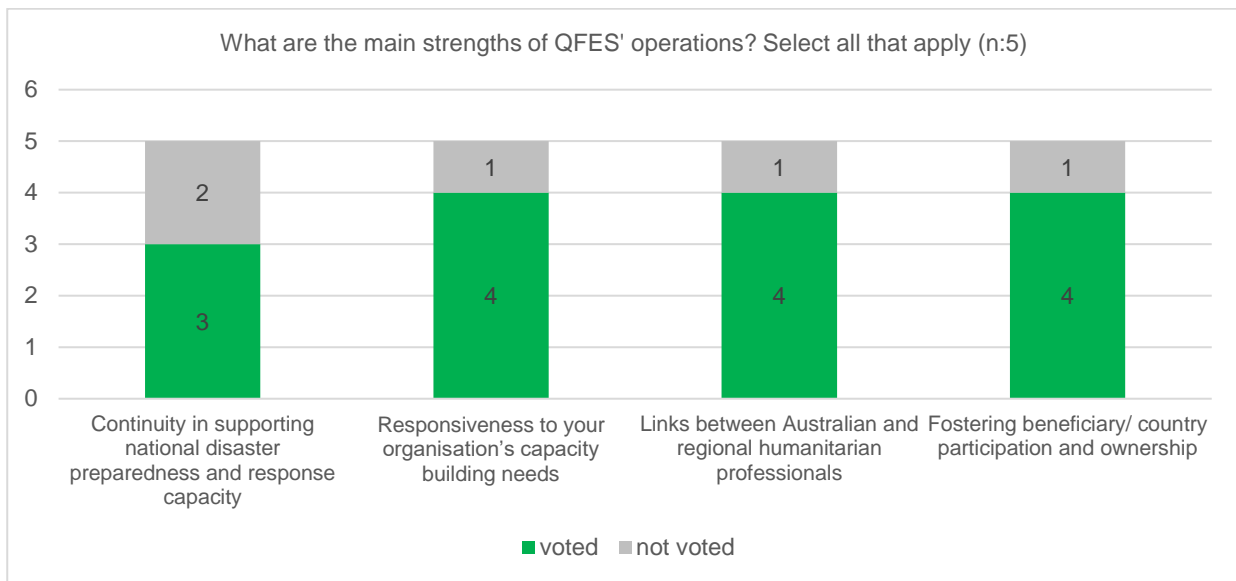Diagram 9: QFES Value add[5]

In what ways does QFES add value? Select all that apply (n:5)
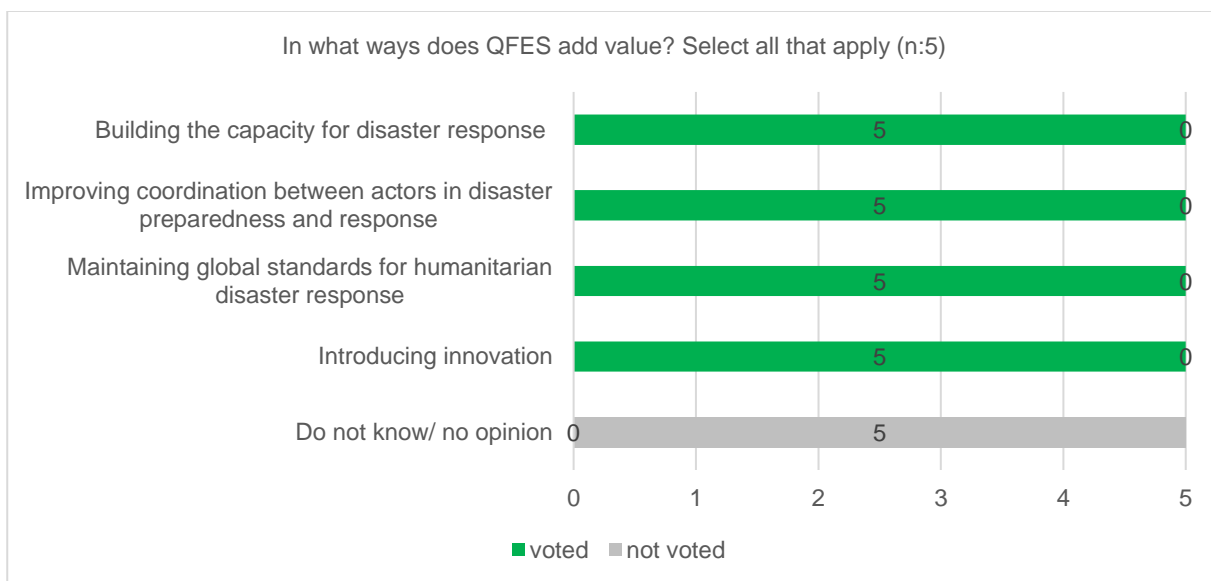
There is an effective working relationship between QFES and DFAT that requires sustained investment. The evaluation observes there is a disconnect between the grant agreement and the reporting requirements, particularly around the capacity building activities delivered to ODA eligible countries such as PNG. Awareness of capacity building activities undertaken through the grant could be better provided to Post, Desk and visiting Australian Government officials. This could include site visits, briefings, and other opportunities to raise awareness of the work of QFES.

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[4] The survey respondents could select multiple items without having to rank them.
[5] The survey respondents could select multiple items without having to rank them.

FRNSW (AUS-2 DART)

The Evaluation Team interviewed one external FRNSW stakeholder, connected to their work with the Royal Solomon Islands Police Force – Fire & Rescue Services (RSIPF-FRS). The interviewee noted FRNSW had selected a very good person who works very well with the local fire service. FRNSW staff have a genuine interest in trying to lift capability and possess the skills to adapt and transfer knowledge and experience.

It was observed that FRNSW personnel need to find a balance between being an advisor, as well as being more operational in terms of the training and equipment. A good balance was being maintained between those two responsibilities. The identification and donation of fire and other hazard response equipment was also highlighted in the interview as being welcomed by the Solomon Islands fire and rescue service. It was estimated between 50 – 60 members of the RSIPF-FRS have benefitted from the training programs.

As seen in diagram 9 below, respondents rated FRNSW's capacity building support as successful, with all responses recorded highly successful and moderately successful. There is an effective working relationship between FRNSW and DFAT that requires sustained investment. The evaluation observes there is a disconnect between the grant agreement and the reporting requirements, particularly around the capacity building activities delivered to ODA eligible countries such as the Solomon Islands.

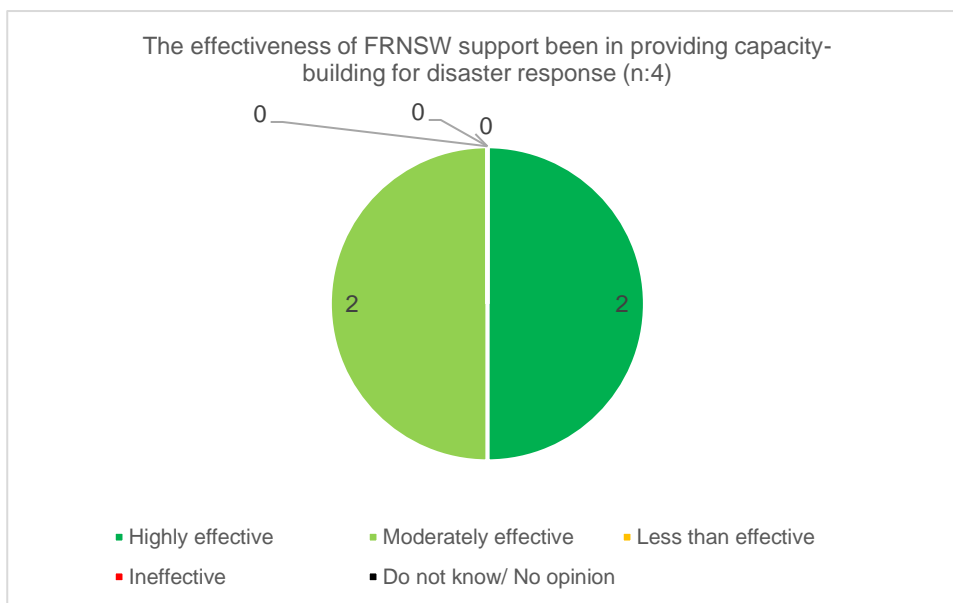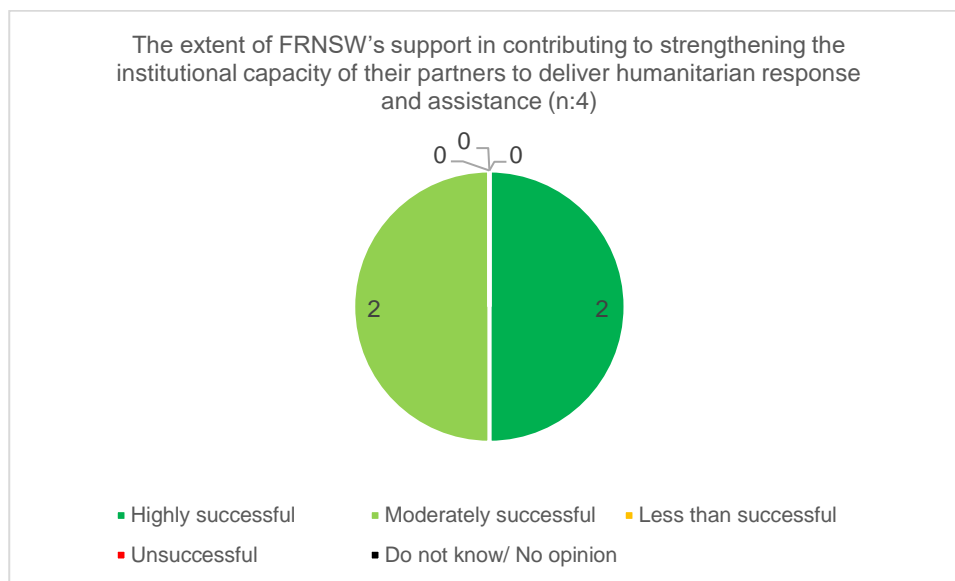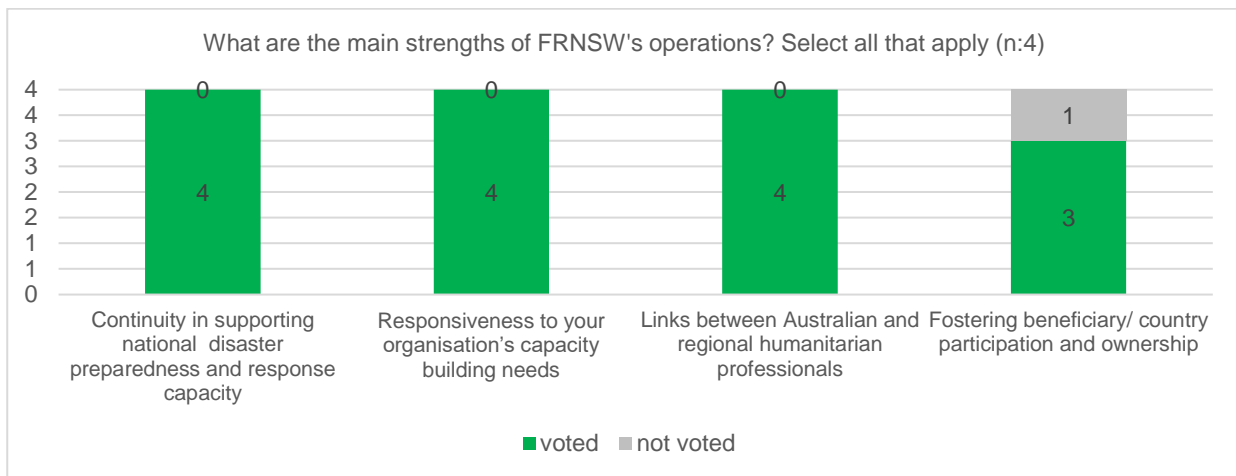Diagram 10: Effectiveness of FRNSW capacity building activities

The effectiveness of FRNSW support been in providing capacity-building for disaster response (n:4)

- Highly effective
- Moderately effective
- Less than effective
- Ineffective
- Do not know/ No opinion

Diagram 11: FRNSW institutional strengthening activities

The extent of FRNSW's support in contributing to strengthening the institutional capacity of their partners to deliver humanitarian response and assistance (n:4)

- ■ Highly successful
- ■ Moderately successful
- ■ Less than successful
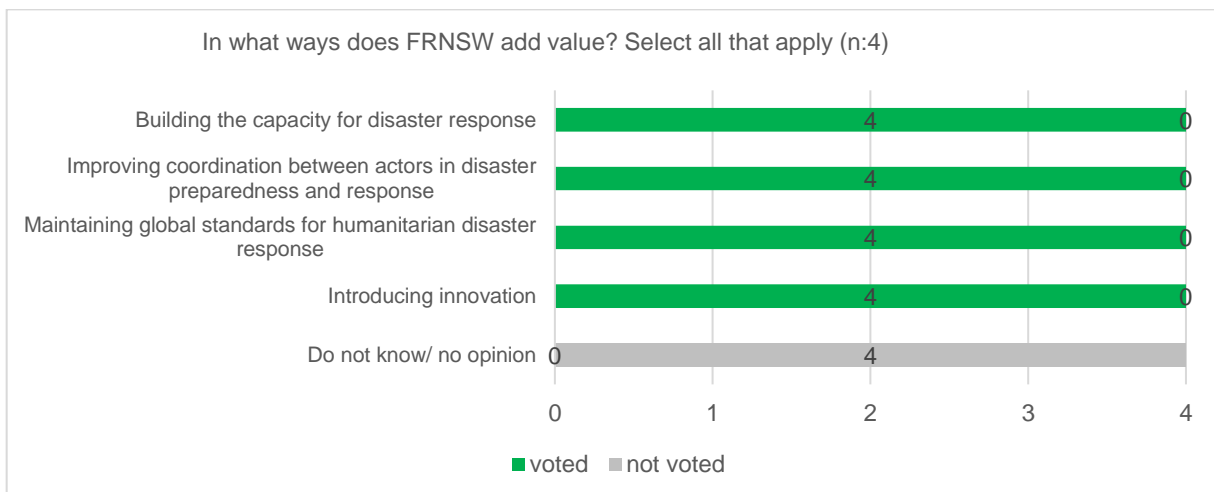- ■ Unsuccessful
- ■ Do not know/ No opinion

The survey findings showed that FRNSW could improve in fostering country partnerships and ownership (see diagram 10). Our interview findings also suggest that FRNSW should pay particular attention to their engagement strategy to build stronger relationships and open more opportunities for collaboration. An area that needs improvement is on communicating the FRNSW menu of capabilities to stakeholders, both DFAT and country partners in Indo-Pacific region. DFAT could support this by establishing governance arrangements that would allow grant partners to engage on a regular basis with senior DFAT decision makers, to discuss the capabilities available to deliver humanitarian assistance (KII 22). This governance arrangement would also help DFAT to have visibility of the menu of capabilities offered by the DART team to deliver humanitarian assistance when disasters hit the Indo-Pacific region and the rest of the world, discuss opportunities to build the capacity of targeted country partners and explain DFAT's standards for M&E and thematic priorities, and how these can be met.

Diagram 12: FRNSW operational strengths[6]

What are the main strengths of FRNSW's operations? Select all that apply (n:4)

Category	voted	not voted
Continuity in supporting national disaster preparedness and response capacity	4	0
Responsiveness to your organisation's capacity building needs	4	0
Links between Australian and regional humanitarian professionals	4	0
Fostering beneficiary/ country participation and ownership	3	1

"The activities have been successful, but we keep missing opportunities to include and promote the capacity building opportunities across the whole humanitarian sector including - government, NGO's, private sector, volunteer agencies and community-based organisations. Australia Assists partners, AHP partners, key stakeholders in the Asia-Pacific region - SPC, PIEMA, Disaster Ready partners etc". (Survey response)

Diagram 11: FRNSW value add

In what ways does FRNSW add value? Select all that apply (n:4)

Category	voted	not voted
Building the capacity for disaster response	4	0
Improving coordination between actors in disaster preparedness and response	4	0
Maintaining global standards for humanitarian disaster response	4	0
Introducing innovation	4	0
Do not know/ no opinion	0	4

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[6] The survey respondents could select multiple items without having to rank them.

Key Findings

1. Investment activities have mostly been delivered on time and within budget, with relatively successful pivots to accommodate COVID-19 travel restrictions.
2. There is good evidence of a cohesive and complementary partnership between FRNSW and QFES DARTs, and sound engagement with regional and international bodies.
3. There has been an under-investment in program management resources for all three grant partners' programs.
4. The new investment designs need to explore opportunities to scale activities to maximise numbers of participants.

NCCTRC

As noted in the Limitations section, COVID-19 related travel restrictions necessitated adjustments to planned training programs. NCCTRC has adjusted where necessary and successfully pivoted the programs to online training. However, respondents have highlighted that online training is not as effective as in-person training and ongoing relationship strengthening.

Investment activities have been delivered on time and within the existing budget envelope. There are some emerging questions around whether the investment is delivering impact at scale and maximising the number of participants in courses.

In terms of internal NCCTRC resources to effectively deliver the program, more investment is needed. As noted in the Performance and M&E section below, the M&E functions have been under-resourced and there is scope for taking a more cohesive approach to overall program management. As an example, support for reporting functions would alleviate a burden that is currently sitting with the deployed AUSMAT staff. This could also assist in greater attention to GEDSI considerations and other key DFAT priorities and policies.

QFES & FRNSW

The evaluation has chosen to combine the findings of QFES and FRNSW in considering efficiency as there has been sound evidence of their coherence and complementarity.

Findings:

1. AUS-1 and AUS-2 are valued partners and assist each other to maintain capability in a mutual assistance program that benefits both teams and the Australian Government capability for international USAR response.
2. The current two teams within Australia are highly regarded internationally and provide exceptional Australian response capability for use at immediate notice, with little cost to the Australian Government to maintain the capability.
3. AUS-1 and AUS-2 have engaged to provide a joint capability for capacity building on a global scale. Both teams maintain a key role on multiple INSARAG working groups to develop capacity and international standards for international responses. AUS-1 and AUS-2 have joined to provide assistance and instruction to multiple international teams for the development of consistent global standards, including the delivery of the AUS-1 lead USAR Coordination Cell (UCC) Course for Asia-Pacific teams, and the National UCC Course for Australian jurisdictions in 2022.

4. Both AUS-2 and AUS-1 have represented Australia on multiple INSARAG working groups for the development of new international standards, with exceptionally positive results.
5. AUS-1 and AUS-2 have worked closely to develop opportunities for both teams to expand local capability, including the engagement of all Australian states and territories in the delivery of the first national UCC Course in 2022. This development of local capability is a key requirement of the grant agreement that both teams have worked hard to achieve.
6. AUS-1 and AUS-2 have developed good working relationships with other delivery partners including DFAT's Humanitarian Logistics provider and AUSMAT. Both Australian DART teams maintain close relationships with the Humanitarian Logistics provider, and both teams have had opportunities to assist AUSMAT in deployments.
7. Both teams have delivered their activities on time and on budget amidst challenges related to supply chain issues due to COVID and the increased costs of goods and transportation.
8. Any new design should consider further strengthening of logistics capability for both teams so that DART logistics personnel are able to further assist AUSMAT deployments. An increase in access to AUSMAT training would provide an increased capability for the trained Logistics officers to engage with AUSMAT deployment teams.

Our current funding was formed on the basis of Australia having a capability to respond to disasters. A future funding model that clearly identifies a portion for team preparedness and a portion for capacity development would allow for a more flexible approach. (Survey response)

Like NCCTRC, COVID-19 related travel restrictions necessitated adjustments to planned training programs, resulting in some online delivery from FRNSW and QFES. However, respondents have highlighted that online training is not as effective as in-person training and ongoing relationship strengthening.

Investment activities have been delivered on time and within the existing budget envelope. There are some emerging questions around whether the investment is delivering impact at scale and maximising the possible number of participants.

In terms of internal FRNSW and QFES resources to effectively deliver the program, more investment is needed. As noted in the M&E section below, the M&E functions have been under-resourced and there is scope for taking a more cohesive approach to overall program management. As an example, support for reporting functions would alleviate a burden that is currently sitting with the Team Leaders for AUS-1 and AUS-2 DARTs. This could also assist in greater attention to GEDSI considerations and other key DFAT standards, priorities and policies.

FINDINGS: MONITORING AND EVALUATION

Key Findings

1. The monitoring and evaluation (M&E) system for all three grant partners is under-developed and not suited for gathering results at outcome or impact levels.
2. All three grant partners demonstrate strong commitment to principled humanitarian capacity building. This provides a good foundation to build on in a new investment design.

NCCTRC, QFES AND FRNSW

The monitoring and evaluation (M&E) system for all three grant partners is under-developed and not suited for gathering results at outcome or impact levels. The goals and end-of-program outcomes are clearly articulated, but progress towards their achievement has not been mapped and assessed consistently. No baselines were constructed across the three grant programs, with agreed and consistent indicators developed that would be fit for purpose.

A fit-for-purpose M&E framework and plan for these grants needs to consider the different nature and expected outcomes of humanitarian response and long-term development. There is a tension between fulfilling immediate humanitarian imperatives of saving lives and alleviating suffering through the deployment mechanisms, while capacity building programs, by their nature, are long term and take time to demonstrate impact. The M&E framework needs to situate the programs along that spectrum with indicators tailored to measure the outcomes achieved and strike the right balance between meeting immediate needs, whilst also working towards longer-term capacity outcomes per the grant agreements.

The Evaluation Team observes there is limited evidence of mutual accountability or joint assessment of program progress that is inclusive of country partners and provides for using partner systems where appropriate, particularly related to FRNSW and QFES activities. NCCTRC has demonstrated initiative in looking to embed such approaches at later stages of the investment and through the Pandanus review. This step is important to ensure that outputs and outcomes achieved can be verified by the partners. Taking this approach would also strengthen localisation and partnership outcomes.

The Evaluation Team can find no evidence of dedicated individual(s) allocated responsibility for M&E activities such as reporting and implementing the M&E. Much of this responsibility seems to rest with Team Leaders and there are substantive questions as to whether they have the resources to do so (time, resources, and experience).

In reviewing the narrative reports, the Evaluation Team notes there is a reasonable level of detail regarding activities and how these link and support achievement of the grant objectives. It is clear the activities are relevant and being delivered to regional partners. The Evaluation Team found that the reporting data is quite granular and focused at output level; this can be limiting in assessing the longer-term impact of a capacity building program. While NCCTRC has conducted an internal review, there have been no specific efforts generated by FRNSW and QFES to capture evidence at the outcomes level. This implies a lack of dedicated resources to implement an M&E system that meets DFAT standards.

The Evaluation Team notes the grant partners' concern regarding the reporting mechanism and template. One respondent noted that the templates seemed more suited to non-government organisations that have in-house M&E capability and are proficient in generating grant reports that meet DFAT's requirements.

Learning has not been embedded in the program as part of M&E systems. The key informant interviews acknowledge that there are noticeable improvements in the capacity of partner agencies (demonstrated at

international exercises) following the completion of capacity building activities/courses. However, there is limited additional data to verify learning uptake.

As in all program implementation, DFAT has the responsibility of providing guidance and support in ensuring the veracity of M&E systems. Noting the limitations of M&E experience within all three grant partners, DFAT should consider how it might better resource M&E support to grant partners.

FINDINGS: RELEVANCE

Key Findings

1. Whilst there is evidence of the links between capacity building programs to regional and global mechanisms and initiatives, there is little qualitative impact data available on work in this area.
2. There is an opportunity for DFAT to take a more prominent role in bringing their different humanitarian capacity building investments together under one program strategy.
3. Consideration of thematic priorities such as gender equality and disability inclusion are relatively rudimentary and there is scope for these areas to be addressed more comprehensively within the capacity building assistance framework. Whilst there is evidence of more balanced participation e.g., between men and women, there is a need for more sophisticated approaches to GEDSI in new designs.
4. The original investment design document is disconnected from the implementation of the grants with partners focused on the grant agreements as the foundation for their work. This may be due to staff turnover or limited grant partner involvement in the original design process. It is recommended that the new design processes take a co-design approach between DFAT and the grant partners.

NCCTRC

Diagram 12: Relevance of NCCTRC support
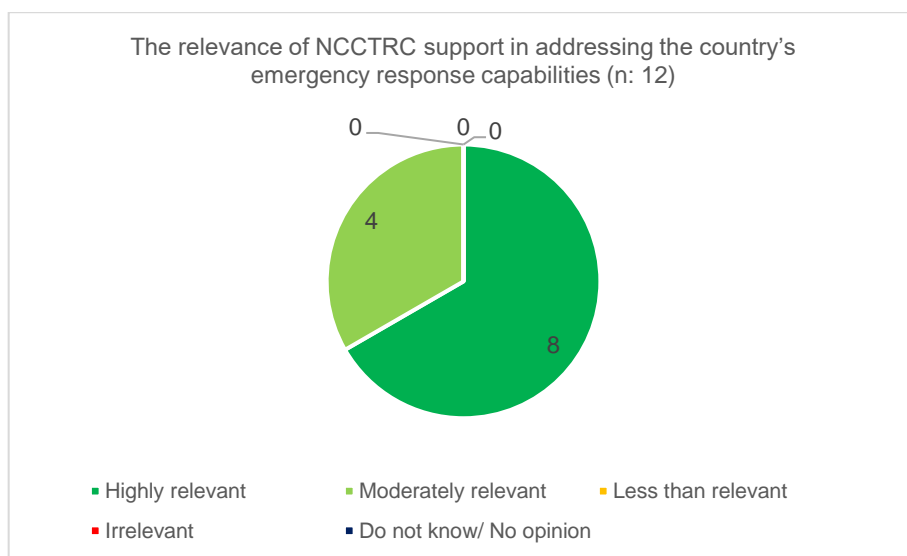
NCCTRC have continued to provide ongoing remote support during COVID-19 and will continue to support us as we venture towards building our own national Emergency Medical Technicians (EMT) team. (Survey response)

In reviewing the narrative reports, the Evaluation Team notes that there is a good level of detail on NCCTRC's activities and how these link to and support achievement of the grant objectives. It is clear the activities are relevant and being delivered well to regional partners. The reporting data also 'lifts' from the activity to consider longer term outcomes at the country-level. This contributes to a more complete picture of how the emergency response capacity building program is progressing and having an impact.

Interviews note a high level of value and appreciation for the capacity building work NCCTRC has undertaken through its grant agreement. This is linked to the most recent deployments of AUSMAT teams to assist governments in the region with their response to the COVID-19 pandemic. Interview respondents highlight the relevance of the training being delivered, along with the skills, experience, and contextual knowledge the NCCTRC staff bring to the capacity building program. The relevance of the major incident medical management and support (MIMMS) training has been consistently highlighted in interviews. It is also evident NCCTRC has forged effective partnerships with several ministries of health in the Indo-Pacific region and maintains good communication with DFAT Posts.

"NCCTRC performs well on capability building and had a good sense of our policy objectives in the region."

On GEDSI: 83% of the respondents note that gender equality, disability and social inclusion considerations have been applied in the capacity-building activities.
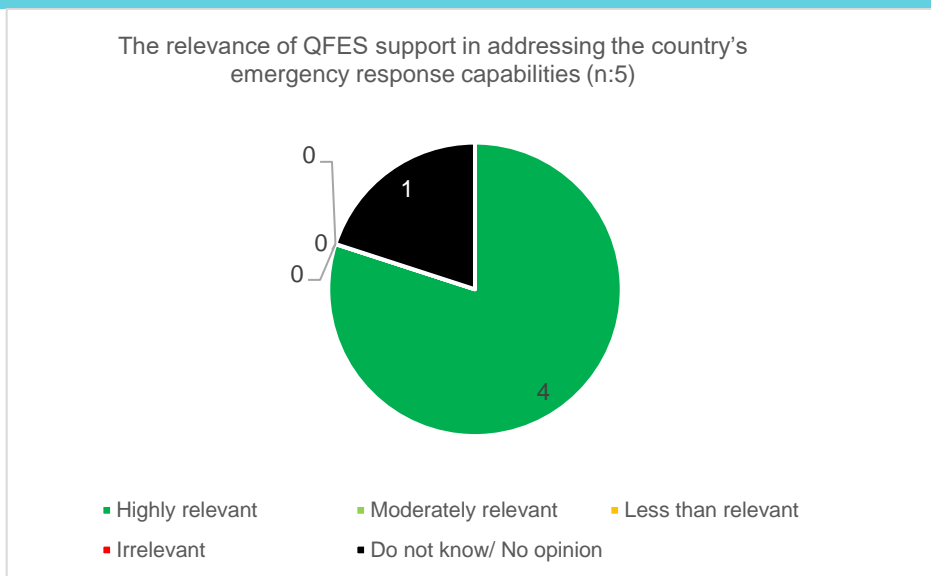
Diagram 13: NCCTRC'S GEDSI Approach
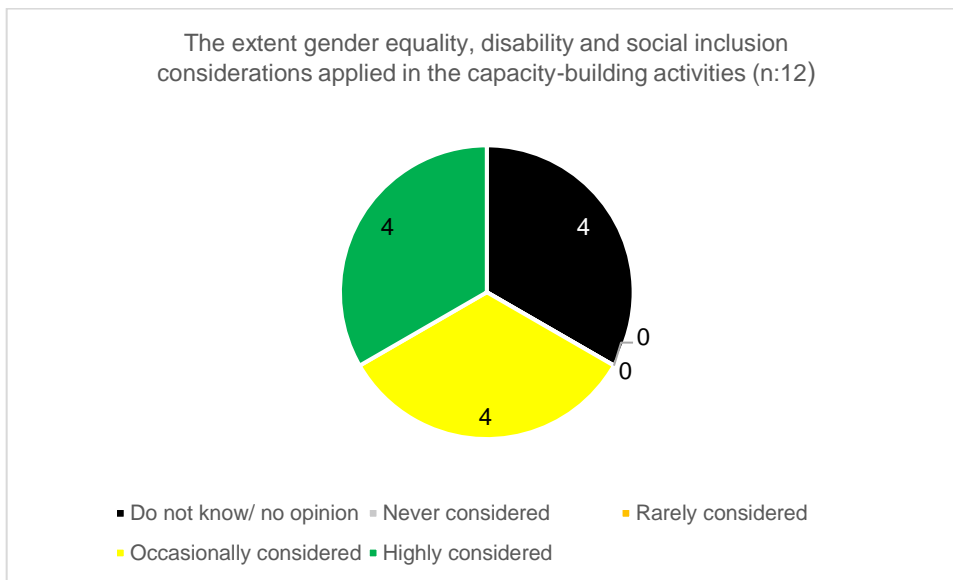
NCCTRC / AUSMAT have always maintained the highest standards of professionalism, even when deploying on the ground, ever respective of our local customs and processes. (Survey response)
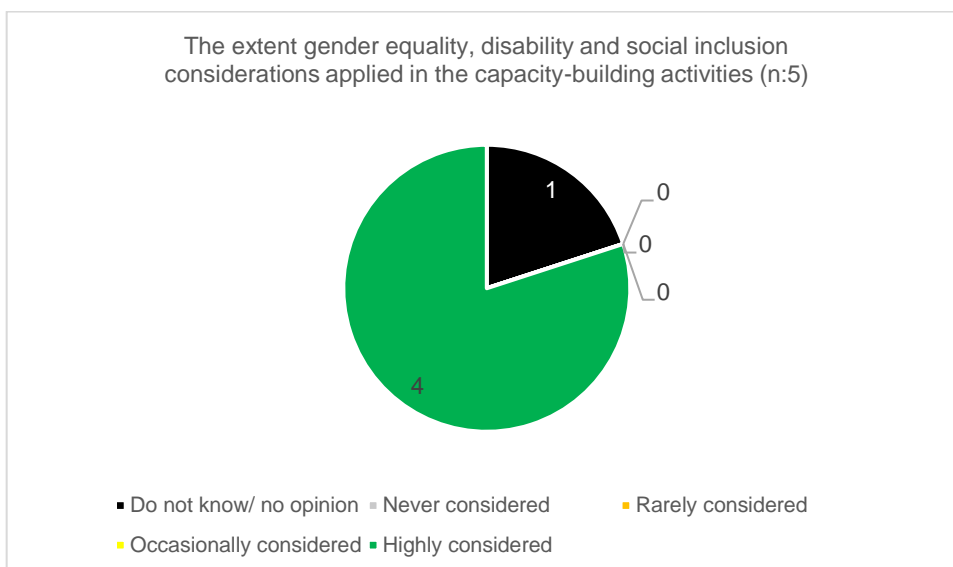
QFES

Diagram 14: Relevance of QFES support

AUS-1 DART has been very actively engaged in disaster preparedness at all levels from the community first responders, national responders in the fire and emergency services, and operate in accordance to INSARAG's global quality standards. (Survey response)

The relevance of QFES support in addressing the country's emergency response capabilities (n:5)

- Highly relevant
- Moderately relevant
- Less than relevant
- Irrelevant
- Do not know/ No opinion

Linkages with FRNSW are described well in reporting, including how the two DART teams can leverage capacity building opportunities. QFES highlights its engagement with various regional and international mechanisms (e.g., INSARAG, PIEMA) and some of DFAT's regional humanitarian investments. The quality of the reporting could be enhanced by greater consideration of challenges and lessons learned.

Diagram 15: QFES GEDSI Approach

The extent gender equality, disability and social inclusion considerations applied in the capacity-building activities (n:5)

- Do not know/ no opinion
- Never considered
- Rarely considered
- Occasionally considered
- Highly considered

Together with AUS-2, AUS-1 has successfully introduced the UN-based PSEAH to deployable staff. (Survey response)
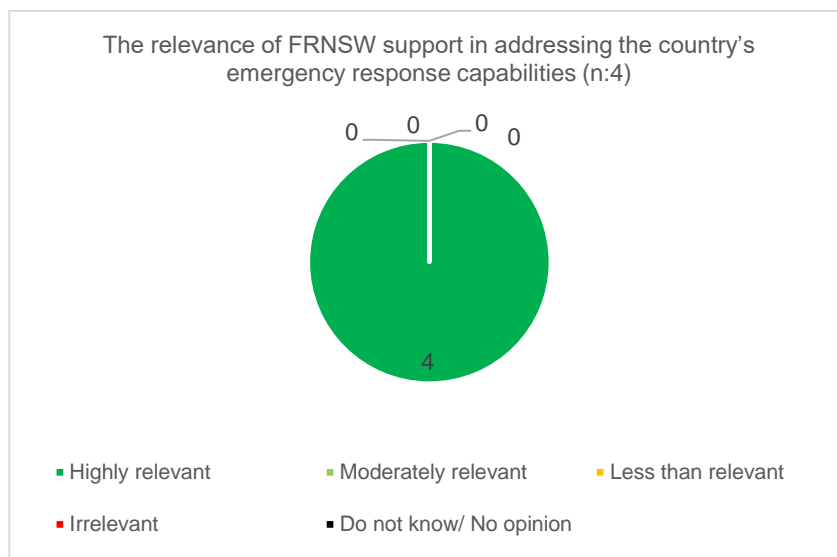
QFES demonstrates consideration of key thematic priorities such as gender equality, disability inclusion, localisation, and climate change by ensuring that women, people with disabilities and other vulnerable groups are equitably represented in capacity building activities. QFES reaffirmed that the AUS-1 DART training program includes cultural awareness, prevention of sexual exploitation, abuse, and harassment (PSEAH), and gender and diversity training, to ensure that all team members are cognisant of the needs of persons living with disability and vulnerable groups when they are involved in humanitarian operations. However, they also mentioned this is an area that needs further development. The leadership provided by DFAT and National Emergency Management Agency (NEMA) personnel in the QFES team provides a direct access portal to the Australian Government for assistance and official notification of concerns. The close relationships between the state and federal partners in the team ensures that representation is equitable.

PNG Fire Service noted that they have created a position responsible for gender equality and currently employ 7 women firefighters, including the deputy chief fire officer.

FRNSW

Linkages between FRNSW and other grant partners (e.g., QFES) and regional and international mechanisms (e.g., INSARAG, PIEMA) are regularly reported on, primarily by noting key meetings and other events. The quality of the reporting could be enhanced by greater consideration of challenges and lessons learned.

Diagram 16: Relevance of FRNSW support

The relevance of FRNSW support in addressing the country's emergency response capabilities (n:4)

- Highly relevant
- Moderately relevant
- Less than relevant
- Irrelevant
- Do not know/ No opinion

AUS-2 is a valued partner in international response and works very closely with the AUS-1 DART team to maintain a continuous internationally deployable Disaster Assistance capability for Australia. The current two teams within Australia are highly regarded internationally and provide exceptional Australian response capability for use at immediate notice, with little cost to the Federal Government to maintain the capability. (Survey response)

FRNSW noted there is a need to better communicate the menu of capabilities they offer, including to DFAT and other potential donors. For example, it is not widely known that FRNSW and QFES have a broad range of capabilities (see Annex 2 and 3) and can deploy within 48 hours. Survey responses suggested FRNSW needs to conduct an analysis of capacity building activities available across the Asia Pacific region and ascertain the requirements, interests and need to build particular capabilities and fill gaps. This should be across all sectors/clusters, including Disaster Risk Reduction and Climate Change Adaptation so FRNSW could fill the gap and offer relevant support based on their capabilities.

Diagram 17: FRNSW's GEDSI Approach
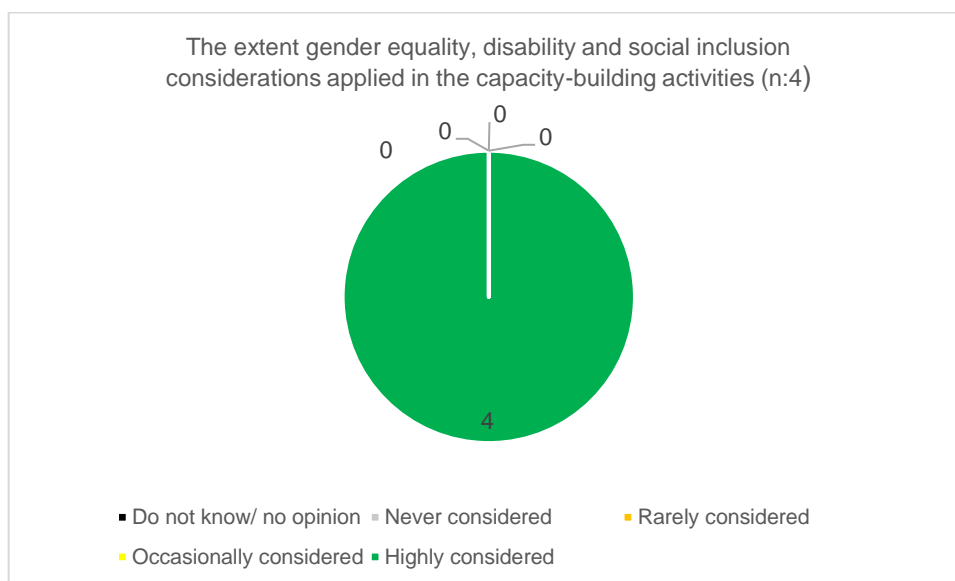
Although the survey results demonstrated positive GEDSI approaches, the document review found that GEDSI knowledge and application needs to be improved. An improvement has been made by creating a module for social protection (including child protection, PSEAH and disability protection) for deployable staff. However, there is a need to mainstream GEDSI approaches so deployable staff understand how they approach GEDSI in emergencies.

Both AUS-1 and AUS-2 DART could deliver country partners a range of capabilities, such as:

- Rapid GEDSI assessments
- Learning how to analyse sex-/age-/disability-disaggregated data meaningfully
- Designing GEDSI-sensitive responses for preparedness and response phases.

ANNEX 1 - FRNSW CAPACITY STRENGTHENING OF NATIONAL AND REGIONAL PARTNERS IN RESPONSE AND PREPAREDNESS CAPABILITIES

Capability preparedness and response for:

- USAR Heavy, Medium, and Light teams
- Technical Rescue (High Angle Rescue, Confined Space & Trench Rescue, Swiftwater Rescue)
- HazMat and Scientific Branch response
- Bushfire response
- Incident Management Teams.
- Operations Camp and Logistics
  support teams.
- Emergency Management advice and response
- Communications base and deployable radio communications.
- Management of OSOCC, RDC, UCC.

Training, learning and development programs for:

- USAR CAT 1
- USAR CAT II
- High Angle Rescue
- Trench and Confined Space Rescue
- Swiftwater Rescue
- Breathing Apparatus
- Hazardous materials response
- Incident management (including command and control)
- Aviation firefighting
- Recruit level firefighting

Area	Activities conducted under the grant agreement (July 2017 to November 2022)	Evidence of increased partner government capacity due to the support provided (Additional data provided by FRNSW)
Pacific Solomon Islands	o Pre-incident planning for critical infrastructure in February 2019 o One permanent FRNSW member on secondment to the Australian Federal Police (AFP) as capability and project officer in the emergency management space. o One permanent member provided to assist with training the National Emergency Response Team (NERT) and developing the Emergency Management Road Map in conjunction with the Pacific Community (SPC) and PIEMA. o One member assisting the AFP and Royal Solomons Islands Police Force in developing the Solomon Islands Police Development Program with their portfolio in that project being emergency management, USAR and humanitarian response.	Enhanced capability of the SI Fire Agency in Incident Management, road crash rescue, urban search and rescue, and hazmat. Numbers of members trained would not be available until mid-January 2023.

Area	Activities conducted under the grant agreement (July 2017 to November 2022)	Evidence of increased partner government capacity due to the support provided (Additional data provided by FRNSW)
Pacific Papua New Guinea	o Two team members reporting to AUSMAT undertaking a logistics role supporting COVID medical facilities within PNG.	The enhancement of the PNG local health unit in the medical treatment of covid patients and prevention measures.
Pacific Kingdom of Tonga	A small FRNSW team of hazmat, remotely piloted aviation systems (RPAS) and GIS mapping experts deployed to Tonga following the eruption of the Hunga Tonga–Hunga Ha'apai underwater volcano and subsequent tsunami. They provided the following support: o Investigated four islands for asbestos contamination. o Provided a detailed report to DFAT for forwarding to the local government o Provided asbestos awareness training to local agencies. o Gifted supplies of PPE suitable for use in managing asbestos contamination to local agencies. o Established communication lines with local agencies to provide ongoing support.	Intelligence to support the timely, efficient, and safe removal of waste. Enhanced safe working procedures of local authorities in the management of asbestos related products. The numbers of personnel trained, and equipment shared is outlined within the after-action review.
Southeast Asia The Philippines	o Capacity Development Audit in Philippines in July 2017	
Southeast Asia Thailand	o Mentoring for Thailand DDPM Medium USAR Team in in November 2017 o UCC and RDC Awareness courses in July 2018 and February 2019 o Regional Earthquake Exercise site preparation in June 2019	An understanding of the complexities of maintaining a INSARAG accredited international response team. Recognising the benefits of other INSARAG supported programs such as the National Accreditation Program. Enhanced capacity of the DDPM to efficiently and effectively receive and dispatch international USAR response.

ANNEX 2 - QFES CAPACITY STRENGTHENING OF NATIONAL AND REGIONAL PARTNERS IN RESPONSE AND PREPAREDNESS CAPABILITIES

Capability preparedness and response for:

- USAR Heavy, Medium, and Light teams
- Technical Rescue (High Angle Rescue, Confined Space & Trench Rescue, Swiftwater Rescue)
- HazMat and Scientific Branch response
- Bushfire response
- Incident Management Teams.
- Operations Camp and Logistics
  support teams.
- Emergency Management advice and response
- Communications base and deployable radio communications.
- Management of OSOCC, RDC, UCC.
- Drone reconnaissance, search and damage assessment.

Training, learning and development programs for:

- USAR CAT 1
- USAR CAT II
- High Angle Rescue
- Trench and Confined Space Rescue
- Swiftwater Rescue
- Breathing Apparatus
- Hazardous materials response
- Incident management (including command and control)
- Aviation firefighting
- Recruit level firefighting

Area	Capacity building activities conducted under the grant agreement (July 2017 to November 2022)	Evidence of increased partner government capacity due to the support provided (Please give examples)
Pacific Papua New Guinea	o Provided AIIMS Awareness training to the Senior Executive of PNG Fire Service. o Provided 5 x 16 hour AIIMS courses to personnel from multiple agencies in PNG to broaden the National emergency response coordination capability. o Delivered Fire Investigation training to 23 candidates from the Papua New Guinea Fire Service in December 2019. o Online training and mentoring for members of the PNG fire service during the pandemic. o Sponsorship, training and extended support of three candidates in the Advanced Diploma Fire Investigation program through QFES and the Canberra Institute of Technology.	o Trained the Senior Officers in the overall concept, value and availability of incident command structures in the context of disasters. o Trained PNG personnel in the specifics of incident command including Operations, Planning and Logistics to significantly and directly enhance the countries disaster response capacity. o 23 extra PNG fire investigators to provide expertise that can lead to the prevention of future fires in PNG. o 3 further, more highly skilled fire investigators, who will provide capacity in the FI research and education for capacity building.

Area	Capacity building activities conducted under the grant agreement (July 2017 to November 2022)	Evidence of increased partner government capacity due to the support provided (Please give examples)
Pacific Solomon Islands	o Hosted one representative from the Solomon Islands during Tropical Cyclone Debbie (2017) to provide information and mentoring, and to assist with plans for the development and coordination of disaster response activities in the Solomon Islands.	o Provided valuable firsthand operational experience, planning information, disaster management arrangements structure and Command structure doctrine to senior country representative to take back for country disaster management development.
Pacific New Zealand	New Zealand: o AUS-1 is including the NZL-1 team in the planned UCC Course to be undertaken in Brisbane from 30 April – 3 May 2018 o Two AUS-1 staff attended the USAR instructor's workshop on New Zealand to build trans-Tasman relationships, networks and joint operational awareness consistent with the AFAC and INSARAG arrangements. o Provided 1 logistics classifier and one UC observer to attend the annual NZL-1 USAR exercise in October 2019, providing assistance and direct feedback for the exercise in the lead up to the 2020 NZL-1 IER. o Provided one USAR engineer to attend a USAR engineer standard course in Auckland in November 2019, assisting cross training of engineers from both teams o AUS-1 continues to engage with NZL-1 on the IMWG for the development of the ICMS system of data capture for USAR operations.	o AUS-1 and NZL-1 routinely collaborate and share education, policy, procedure and other doctrine and lessons learnt toward enhanced capacity of both our countries.
Southeast Asia and East Asia Indonesia	o AUS-1 was represented by one team leader at the annual USAR Team Leader's meeting in Bali in November 2017. o AUS-1 has continued to engage with the Indonesian USAR capability to develop the Asia Pacific Regional Plan for 2020-24.	o The AUS-1 representative assisted Indonesia to further develop and lead global advances in the INSARAG methodology to assist in national capacity development. o Australia's focus on protection and child welfare has been a consistent focus for development, with this topic maintained as a key developmental activity in the regional plan.
Philippines	o AUS-1 invited a contingent from the Philippines government to attend the planned UCC in Brisbane from 30 April – 3 May 2018.	o The personnel invited used the training to better understand international USAR response and coordination under the INSARAG guidelines. This provided essential in country capacity to coordinate international USAR teams in response activities during disasters.
Malaysia	o AUS-1 provided a contingent of facilitators and participants to attend the annual Asia –Pacific	o AUS-1 provision of facilitators provided the basis to mentor Malaysian personnel in the nuances of

Area	Capacity building activities conducted under the grant agreement (July 2017 to November 2022)	Evidence of increased partner government capacity due to the support provided (Please give examples)
	Earthquake Exercise in Putrajaya, Malaysia in October 2017. o AUS-1 supported the annual Asia-Pacific regional meeting in Putrajaya, Malaysia in October 2017.	major exercise management and in doing so increasing their internal capacity to enhance disaster response. o Do to AUS-1s high level of competency and experience in disaster response methodologies, AUS-1 participants coach their ODA country peers during exercises to share knowledge across the region.
Thailand	o AUS-1 invited a contingent from the Thailand government to attend the planned UCC in Brisbane from 30 April – 3 May 2018. o AUS-1 co-led the delivery of an OSOCC and RDC Awareness course with UN OCHA ROAP and AUS-2 to 27 participants of the Thailand Government Departments: Ministry of Defence, Ministry of Public Health and Department of Disaster Prevention and Mitigation (DDPM) from 9 – 13 July 2018. o AUS-1 co-led the delivery of an RDC and UCC Awareness course with UN OCHA ROAP and AUS-2 to 27 participants of the Thailand Government Departments: Ministry of Defence, Ministry of Public Health and Department of Disaster Prevention and Mitigation (DDPM) from 25 February – 1 March 2019. o AUS-1 provided a team of five personnel to attend the 2019 Asia Pacific Earthquake Exercise in Chang Mai, Thailand in December 2019. This team comprised 2 EXCON personnel and three team members to represent Australia and lead the development and progression of the exercise that was hosted by Thailand.	o The personnel invited used the training to better understand international USAR response and coordination under the INSARAG guidelines. This provided essential in country capacity to coordinate international USAR teams in response activities during disasters. o Provided discussion exercises, walk throughs, role play and data collection of UN and INSARAG methodologies for disaster response and international assistance as DDPM prepares to assess and develop a National USAR Medium capacity. Linking with Thailand DDPM existing plans and considerations of receiving and coordinating assistance. o Provided discussion exercises, walk throughs, role play, data collection and team tasks of UN and INSARAG methodologies for disaster response and international assistance as DDPM continues to assess and develop a National USAR Medium capacity, while considering an international deployable capacity. Strengthening and reinforcing prior awareness course learnings and outcomes, while introducing more complex layers of coordination and reporting. o
Singapore	o AUS-1 involved the SIN-1 team in the planned UCC Course to be undertaken in Brisbane from 30 April – 3 May 2018. o SGP-1 engaged with AUS-1 to assist Sri Lanka to develop options for future advancement of Sri Lanka's USAR capability.	• The personnel invited used the training to better understand international USAR response and coordination under the INSARAG guidelines. This provided essential in country capacity to coordinate international USAR teams in response activities during disasters. • Sri Lanka's capacity was enhanced through the sharing of corporate knowledge, doctrine, policy and training documentation.

Area	Capacity building activities conducted under the grant agreement (July 2017 to November 2022)	Evidence of increased partner government capacity due to the support provided (Please give examples)
India	o AUS-1 provided the Team Leader for the Capacity Assessment Mission for the Indian Government's National Disaster Response Force (NDRF) in September 2019.	The positive engagement has resulted in early discussion for the AUS-1 DART team's availability to assist with developing and mentoring the first Indian NDRF USAR team in future years. While this is future focused it will certainly embolden the Indian governments hierarchy to take on the opportunity to enhance the countries capabilities.
Sri Lanka	o AUS-1 engaged in two video conferences to assist the Sri-Lankan government to build capability for the development of a USAR capability.	Early discussions have indicated a strong desire for the development of capability and capacity, and AUS-1 remains ready to assist as appropriate.
China (PRC)	o The AUS-1 DART team was the Mentor to the CISAR (CHN-1) USAR team for their IER exercise in 2019. o The CHN-1 IER required the participation of an INSARAG Classifier from the AUS-1 team, who provided peer review and assessment of the CHN-1 team during this second IER for the team. o China undertook a UCC training course in July 2019, with AUS-1 providing 2 UCC Instructors and the IER Team Mentor toward the training initiative. This international collaboration saw AUS-1 personnel instructing both teams from China, plus South Korea, Singapore, Japan and Philippines.	o The Australian mentor has undertaken considerable engagement with the CHN-1 team over recent years in the build up to the IER. This international mentoring builds capacity through the sharing of lessons learnt through our own certification / recertification processes.

ANNEX 3 – STAKEHOLDER PERCEPTION SURVEY OF NCCTRC, QFES & FRNSW PERFORMANCE

INTRODUCTION

Alinea International has been engaged by DFAT to undertake an independent end of grant evaluation of the NCCTRC, QFES and FRNSW grant agreements for International Emergency Response Capacity-Building.

NCCTRC, QFES, and FRNSW partners and partner governments involved are kindly requested to support evaluation in order to account for Australia's investment in providing capacity-building assistance to partner country governments, and to improve what future grant agreements can achieve.

Thank you for participating in our survey. Your feedback is important.

DEMOGRAPHIC QUESTIONS

1. Name
2. What is your gender?
   - Female
   - Male
   - Prefer not to respond
   - Other (specify): _____

3. Do you have any of these conditions?
   - difficulty seeing, even if wearing glasses
   - difficulty hearing, even if using a hearing aid
   - difficulty walking or climbing steps
   - difficulty remembering or concentrating
   - difficulty (with self-care such as) washing all over or dressing
   - difficulty communicating, for example understanding or being understood
   - none of the above

4. Your organisation: _____

5. What is your position in the organisation? _____

6. As we are currently evaluating NCCTRC, QFES & FRNSW support to your organization, could you please mention which of these organizations has worked with you:
   - NCCTRC
   - QFES
   - FRNSW

7. How relevant has NCCTRC / QFES / FRNSW's support been in addressing the country's emergency response capabilities?
   - Highly relevant
   - Moderately relevant
   - Less than relevant
   - Irrelevant
   - Do not know/ no opinion

   Any comment:

8. How effective has NCCTRC / QFES / FRNSW's support been in providing capacity-building for disaster response?
- o Highly effective
- o Moderately effective
- o Less than effective
- o Not effective at all
- o Do not know/ no opinion

Any comment:

9. How successful has NCCTRC / QFES / FRNSW's support been in contributing to strengthening the institutional capacity of your organisation to deliver humanitarian response and assistance more effectively?
- o Highly successful
- o Moderately successful
- o Less than successful
- o Unsuccessful
- o Do not know/ no opinion

Other (please specify)

10. What do you perceive to be the main strength(s) of NCCTRC / QFES / FRNSW's operations? (Select all that apply)
- o Responsiveness to your organisation's capacity building needs
- o Continuity in supporting national medical and disaster preparedness and response capacity
- o Links between Australian and regional health and humanitarian professionals
- o Fostering beneficiary/ country participation and ownership
- o Do not know/ no opinion
- o Other (please specify): _____

11. In what ways does NCCTRC / QFES / FRNSW add value? (Select all that apply)
- o Maintaining global standards for Urban Search and Rescue (USAR) and medical response
- o Improving coordination between actors in disaster preparedness and response
- o Building the capacity for disaster response and medical response
- o Introducing innovation
- o Do not know/ no opinion
- o Other (please specify) : _____

12. To what extent have gender equality, disability and social inclusion considerations been applied in the capacity-building activities? (e.g., the use of sex and disability disaggregated data, consideration on tailoring capacity-building activities for women/men; people with /without disability; other vulnerable groups)
- o Highly considered
- o Occasionally considered
- o Rarely considered
- o Never considered
- o Do not know/ no opinion
- o Other (please specify):_____

13. To what extent have the staff of NCCTRC / QFES / FRNSW demonstrated adherence to the code of conduct and ethics during their interactions with you and others in your organisation?
- o   All of the time
- o   Most of the time
- o   Some of the time
- o   None of the time
- o   Do not know/ no opinion

Comment or concerns you may have: _____

14. To what extent have the activities conducted been properly coordinated with your organisation?
- o   Highly coordinated
- o   Moderately coordinated
- o   Some coordination problems
- o   Serious coordination problems
- o   Do not know/ no opinion

Comment: _____

15. How successful have NCCTRC / QFES / FRNSW's efforts been in partnering with other development partners in the country (e.g., government agencies, donors, private sector groups, civil society, and nongovernment organizations)?
- o   Highly successful
- o   Moderately successful
- o   Less than successful
- o   Unsuccessful
- o   Do not know/ no opinion

Comment: _____

16. What has been achieved as the result of your partnership with NCCTRC, QFES or FRNSW?
_____

17. What are the areas of improvement in your partnership with NCCTRC, QFES or FRNSW?
_____

18. Any further comment and suggestion you may have in your interaction with NCCTRC, QFES or FRNSW?
_____

ANNEX 4 – KEY INFORMANT INTERVIEW QUESTIONS

Internal Stakeholders (DFAT)

1. Please briefly describe your engagement with the design and/or implementation of the grant agreements for NCCTRC, QFES and FRNSW.
2. What have been the key successes of this investment/program? What were the less successful aspects?
3. Do you see evidence of increased partner government capacity to lead emergency responses? (Please give examples).
4. How does this investment fit within DFAT's broader humanitarian programming and policies? Where are the gaps and overlaps?
5. Is the current investment design and contract fit for purpose? If not, what adjustments do you recommend?
6. Does the design and contract allow the investment to adapt and respond to emerging humanitarian response issues? How has this evolved since the original design?
7. How effectively have the grant partners delivered the investment, particularly in terms of timeliness and cost-effectiveness?
8. Were you satisfied with the investment's M&E system? Did the reporting meet DFAT's quality standards? Where are the gaps and challenges?
9. Are you aware of the extent to which consideration of environmental sustainability (climate change) and gender equality, disability and social inclusion (GEDSI) have been included in the investment activities? What evidence is there e.g., strategies, mainstreaming approaches, policies, practices?
10. What improvements would you recommend DFAT make in the final period of the investment?
11. What improvements should DFAT make for any potential investments in future programs?

External Stakeholders

Grant Partners: NCCTRC, QFES, FRNSW

1. Please briefly describe your engagement with the design and/or implementation of the grant agreements for [Select One: NCCTRC / QFES / FRNSW.]
2. What have been the key successes of this investment/program? What were the less successful aspects?
3. Do you see evidence of increased partner government capacity to lead emergency responses? (Please give examples).
4. Is the current investment design and contract fit for purpose? If not, what adjustments do you recommend?
5. Does the design and contract allow the investment to adapt and respond to emerging humanitarian response issues? How has this evolved since the original design?
6. How appropriate and effective has the relationship with DFAT been? What improvements are needed to create a more effective governance mechanism?
7. How have you ensured the investment is delivered in a timely and cost-effective way? Do you have specific examples/ evidence of good use of time and resources resulting in a positive return on investment e.g., maximising numbers of beneficiaries?
8. Did the MEL system provide reliable and credible data? How did you use this data for program learning and adaptation? Where are the gaps and challenges?
9. How has the investment included the consideration of environmental sustainability (climate change) and gender equality, disability and social inclusion (GEDSI)? What evidence is there e.g., strategies, mainstreaming approaches, policies, practices? What was challenging about this?
10. What improvements would you recommend be made in the final period of the investment?

11. How do you envision the program after 2023? Would it look exactly the same or would it be different? If different, could you please describe how/why?

Partner Governments (including Training Recipients)

1. Please briefly describe your engagement with the NCCTRC / QFES / FRNSW program.
2. How effective do you think the support provided by the program has been in strengthening capacity for emergency response and national response systems? Have they coordinated well with yourself and other actors? What ways could they improve?
3. Can you please describe what you see as the key successes or strengths of the program, and areas where it could be improved.
4. In your opinion, does program align with the government priority needs you have identified? Are there ways it could better align?
5. On DFAT humanitarian response to sudden and slow-onset disasters, protracted crises: could Australia's assistance better complement that of other donors, in [country] and regionally to respond to sudden and slow-onset disasters, protracted crises?
6. How has the program included consideration of environmental sustainability (climate change) and gender equality, disability and social inclusion (GEDSI)? What evidence have you seen e.g., strategies, mainstreaming approaches, policies, practices? What was challenging about this?
7. Do you have any suggestions for improvements or efficiencies in any future program?

Other Key Stakeholders (Australian government, UN agencies, Pacific Regional Organisations)

1. Please briefly describe your engagement with the NCCTRC / QFES / FRNSW.
2. How effective do you think the support provided by the program has been in strengthening capacity for emergency response and national response systems in [country/region]? Have they coordinated well with yourself and other actors? What ways could they improve?
3. Can you please describe what you see as the key successes or strengths of the program, and areas where it could be improved.
4. How has the program supported national leadership and local ownership (government authorities, civil society and national organisations)? Can you give specific examples? Are there ways this can be improved?
5. What do you see as the successes or strengths of Australia's support and engagement in strengthening emergency response capacity? Can you suggest ways that this could be improved?
6. Could Australia's assistance better complement that of other donors, in [country] and regionally?
7. Are there any examples where the program has been particularly important or influential? Ineffective? Are there any issues that you feel Australia would be particularly well placed and effective to advocate for?