



PHILIPPINE RED CROSS

PHILIPPINE RED CROSS
National Headquarters

Mailing Address: 37 EDSA corner Boni Avenue, Mandaluyong City
Trunk Line: (+632) 8790-2300
Email Address: prc@redcross.org.ph
Website: www.redcross.org.ph

16 December 2024

APPROVED / DISAPPROVED
Date: *[Signature]*
DR. GWENDOLYN T. PANG
Secretary General

FOR THE SECRETARY GENERAL

THRU : Manager, International Relations and Strategic Partnerships Office
FROM : Typhoon Odette Evaluation Management Team
SUBJECT : Endorsement of the Typhoon Odette "Rai" Emergency Operation Evaluation Report

Send: Jan. 10, 25

DMS MEMO No.: 2025-01-01

In reference to the joint evaluation commissioned by the Philippine Red Cross (PRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC) for the Typhoon Odette (Rai) Emergency Operation, the Evaluation Management Team is pleased to formally submit the **Final Evaluation Report** for your review and endorsement.

The evaluation aimed to assess the efficiency, effectiveness, and sustainability of the operation while identifying strengths, weaknesses, best practices, and lessons learned. It further sought to support PRC's capacity development and provide actionable recommendations to enhance future emergency operations and response preparedness.

The findings and recommendations outlined in the report are intended to serve as a strategic guide for PRC, IFRC, and Partner National Societies (PNS) in improving future disaster response efforts and strengthening preparedness initiatives.

We greatly appreciate your continued support and leadership in advancing the Philippine Red Cross's mission to deliver timely and effective humanitarian aid to communities in need.

Attached to this memo is a copy of the Final Evaluation Report.

Thank you very much.

[Signature]
CRISELDA LONGGA

[Signature]
GOPAL MUKHERJEE



Always First, Always Ready, Always There.

IFRC and PRC

**Final Evaluation for
Typhoon Rai (Odette) MDRPH045**

**Evaluation Report
1 April 2024**

Evaluation Team:

Maryjane Flor S. Patulilic, IFRC PMER Consultant

Elaine Manzon, OIC for PRC-DMS MEAL and IM Unit

Charisse Alcantara, IFRC PMER Officer

Marky Yaung, Program Adviser of American Red Cross

Rohini Indran, APRO PMER Officer



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Acronyms

BARECOM	Barangay Recovery Committee
CEA	Community Engagement and Accountability
CGI	Corrugated Galvanized Iron
CMLP	Community-Managed Livelihoods Program
DA	Department of Agriculture
DRR	Disaster Risk Reduction
DSWD	Department of Social Welfare and Development
DTI	Department of Trade and Industry
ESA	Emergency Shelter Assistance
FGD	Focus Group Discussion
HLA	Household Livelihoods Assistance
IFRC	International Federation of Red Cross and Red Crescent Societies
KII	Key Informant Interview
LGU	Local Government Unit
MOU	Memorandum of Understanding
NDRRMC	National Disaster Risk Reduction and Management Council
NGAs	National Government Agencies
NHQ	National Headquarter
OpCen	Operations Center
PGI	Protection, Gender and Inclusion
PRC	Philippine Red Cross
PSS	Psychosocial Support
PWD	Person with disability
RCRC	Red Cross and Red Crescent
RDANA	Rapid Disaster Assessment and Needs Analysis
SRA	Shelter Repair Assistance
WASH	Water, Sanitation, and Hygiene

Introduction

1. Evaluation Background

Typhoon Rai, also known as Odette, struck the Philippines on December 16, 2021, causing extensive damage and hardship to vulnerable communities already grappling with the challenges of the ongoing COVID-19 pandemic. The typhoon made its first landfall in Siargao Island, Surigao del Norte, Caraga region, and became the strongest storm to hit the country that year, with gusts reaching 270 km/h and sustained winds of 195 km/h at its centre. Rai traversed the Philippine archipelago, making nine landfalls in various areas, including Surigao del Norte, Dinagat Islands, Southern Leyte, Bohol, Cebu, Negros Oriental, and Palawan. It was estimated that almost 3 million families or more than 10 million people were affected in 10,264 barangays in Regions V, VI, VII, VIII, IX, X, XI, MIMAROPA and Caraga.

PRC heightened its readiness and activated National Headquarters and regional chapters in anticipation of Typhoon Rai's landfall by December 13. Staff and volunteers were deployed for evacuations, search and rescue, assessments, relief, welfare, health, and water sanitation and hygiene (WASH) initiatives. PRC warehouses were activated to mobilize prepositioned stocks for immediate relief efforts. Chapters dispatched ambulance teams for first aid and medical transport, while PRC Emergency Response Units (ERU) volunteers and rescue equipment were sent to address emergency needs and conduct rescue and clearance operations.

An emergency appeal with a timeframe of two years was launched. The overall Federation wide funding required to support the Philippine Red Cross (PRC) is CHF 26 million (USD 28.3 million/EUR 25 million). Priority needs resulting from the devastation caused by Typhoon Rai include food, water, shelter, protection, health, and water sanitation and hygiene (WASH).

At the end of the Typhoon Rai Emergency Operation, the PRC, with support from IFRC, commissioned a final evaluation. This evaluation seeks to assess the overall performance of the Typhoon Rai operation, highlighting strengths, weaknesses, best practices, and lessons learned. It will evaluate the efficiency, effectiveness, and sustainability of operational management, interventions, and contributions to the capacity development of the PRC.

Geographical Location of the Study

The final evaluation will cover the following geographical focused-areas in the provinces of Bohol, Cebu, Palawan, Southern Leyte and Surigao. The focused areas represent locations where a substantial portion of the program was implemented, encompassing activities from relief to recovery phases.

2. Evaluation Purpose, Scope and Objectives

Purpose

The National Society of Philippine Red Cross and the International Federation of Red Cross Red Crescent Societies (IFRC) seek to evaluate the efficiency, effectiveness and sustainability of the Rai response operation and identify key lessons learned for improved programming, and to inform strategic policy and planning.

The consolidated final reports provide an analysis of the strengths, weaknesses, best practices and lessons learnt of the project against the criteria of efficiency, effectiveness, and sustainability, and provide recommendations for further development of project design, delivery, quality and resourcing of future operations. The evaluation serves an accountability purpose, but it is also a

formative evaluation supporting the PRC in the further development of their future programmes and related processes.

Scope and evaluation objectives

The evaluation covered the period from the beginning of relief interventions to the end of recovery interventions. The evaluation considered CEA and PGI components. It also examined the livelihoods and basic needs program. The evaluators considered learnings from evaluations of previous operations of PRC. It will also consider the accomplishment, monitoring data results and coordination mechanisms of other operations that were ongoing at the same time.

The objective of this evaluation is to provide an overview of the progress and impact of the Typhoon Rai emergency operation in a single document, including challenges on implementation at both community and PRC level. This final evaluation reports offers both strategic and activity-based recommendations for the improvement of the future recovery interventions. More specifically, the evaluation aims to:

1. Assess the relevance and appropriateness of the key intervention areas from emergency response up to recovery.
2. Assess the effectiveness of the assessment, planning, coordination, and management mechanisms employed during the typhoon response and recovery operations, including CEA, PSS for humanitarian workers and health caravans.
3. Assess the efficiency of the response and recovery operations in terms of logistics, resource mobilization, and the timeliness and delivery of interventions.
4. Assess the sustainability of recovery interventions in the affected communities and the chapter's capacity to respond to disasters of a similar scale.

3. Evaluation Criteria and Questions

As per the TOR, the following are the evaluation criteria by which this evaluation was conducted:

- 1) Relevance of the intervention in terms of providing and meeting the needs of people being supported.
- 2) Effectiveness of the interventions in delivering quality services with minimum resources.
- 3) Efficiency of the management and systemic mechanisms and strategies employed for the intervention, assessing the accomplishment or expected achievement of its objectives and results, with consideration for any variations in outcomes among different groups.
- 4) Sustainability of the interventions in developing the organizational capacity of PRC and enhancing the resilience of assisted people against future hazards.

The following are the questions aligned to the evaluation criteria for this evaluation:

Relevance

1. How well did the interventions identify and address the specific needs of the most vulnerable individuals, including women, men, boys, and girls, within the affected population?
2. How did project staff, volunteers, and LGU view the comprehensiveness package of services – training, equipping, and mobilization – offered to or directed towards them?
3. How were the PRC cross-cutting issues of gender equality, disability inclusion, child protection, and climate change adaptation been integrated into project planning, implementation, and monitoring?
4. Was the assistance provided appropriate and sufficient to meet intended needs?
5. Were intervention strategies and priorities in line with local customs and practices of the affected population?

6. Were beneficiary selection processes and targets adequate according to the identified needs?

Efficiency

1. Was the capacity of the human resource system enough to fulfil the needs of the interventions and beneficiaries? Were personnel skills utilized in an efficient and effective manner?
2. Was there adequate and relevant staffing including: a) decisions concerning the number of staff members needed, where, when, with what competences, at what levels, and at required availability and b) decision-making chain regarding staffing?
3. What were the deviations and modification of response during pandemic situations and national election or other major events?
4. Did the lesson learned workshop result in PRC addressing the identified capacity and operational gaps for the recovery phase?
5. Was the operation able to develop a realistic capacity enhancement plan, follow it and report positive impact of the same on the actual capacity of PRC at different levels?
6. Are objectives clear to you? Were they properly conveyed? How did you know the objectives?
7. Were you involved/consulted in all of the process- from assessment, targeting, selection, distribution until monitoring?

Effectiveness

1. To what extent were the project objectives (expected outputs and outcomes) met?
2. How satisfied with the performance and process are the project beneficiaries (families and community)? Have they been able to influence the project if they wanted to?
3. What are the viewpoints and conclusions of project staff and volunteers' and other stakeholders involved in the implementation in relation to the performance of the project? What are the main successes, failures, lessons learnt and best practices from the project from their perspective?
4. Was the participation of the stakeholders adequate throughout the project?
5. Were adequate tracking systems in place to ensure transparency and accountability?
6. Were complaints/feedback mechanisms put in place for community questions and concerns to be answered? What were the concerns raised by communities during the intervention? Was the Community Engagement and Accountability Plan effective enough to promote participation among stakeholders, beneficiaries, and residents?
7. Was there adequate time and effort invested for the integration of interventions across the different operation sectors?

Sustainability

1. Are there evidences suggesting that the operation outcomes are likely to sustain and what are the methods of measuring the same in future?
2. Did the operation strengthen the local disaster preparedness and response capacities (including community resilience to disasters and crises)?
3. Did the interventions result in enhanced institutional capacity of the PRC province and below chapters, in terms of:
4. Ability to implement recovery programmes, with minimum support.
5. Ability to prepare for and respond to disasters in a timely, efficient, and coordinated manner; and
6. Ability to mobilize communities at risk to cope with future disasters

7. Did the support of the IFRC strengthen and complement the response of local PRC chapters and coping mechanisms, or hinder them?
8. Did the support provided to affected communities enable them to enhance their resilience to withstand possible future Typhoon and other hazards?

4. Methodologies

The assessment adopted a participatory approach, ensuring active involvement of PRC staff, volunteers, beneficiaries, and various stakeholders, including LGUs, NGAs, Humanitarian working groups, and other key actors. The team adhered to PRC's ethical standards throughout the evaluation. Primarily, qualitative data, supplemented by some quantitative data from the PRC field team and community, were collected.

The following methods were utilised:

1. Desk Review

A desktop study was done which aims to gather pertinent background information for the review, being provided by PRC and IFRC. Additional materials, such as sitreps, operation updates, strategy documents, assessments, and various communication materials, post distribution monitoring results were acquired and examined during the review process (*see Annex I for the lists of documents during desktop review*).

2. Key informant interviews:

The team conducted interviews with key stakeholders, both in-person and remotely, including representatives from PRC – both at the National Headquarters and chapter, IFRC, and other partners. Key informants, identified based on their involvement in the response, these individuals include individuals from IFRC, RC/RC Movement partners, local authorities, and external actors (*KII lists can be found in Annex I*).

The evaluation team created a matrix to outline the questions necessary to answer the evaluation queries. *Please refer to Annex III for details.*

3. On-site focus group discussion (FGD)

A FGD was organized to collect qualitative data through group interaction and discussion, utilizing semi-structured guide questions. The FGD was conducted with chapter staff and volunteers, members of the barangay council and members of the BARECOM. Approximately 8 to 10 individuals, were chosen for their diversity and direct involvement in the project.

4. Sampling strategy

Purposive sampling was applied to select the individual for the KII considering all aspects of review scope and different layers of engagement i.e., PRC and IFRC.

Similar approach was done in identify provinces to be visited for field visit and observation, where most affected areas. A combination of operational areas where response and recovery operation has been heavily concentrated were identified, these are the provinces of Bohol, Cebu, Palawan, Southern Leyte and Surigao del Norte (including Siargao Island).

5. Site Visits and Observation

Evaluators conducted field visits to directly observe and interview beneficiaries as part

of the program evaluation. Some of the project sites were also visited such as the shelter relocation, and community-managed livelihood programs.

6. Validation and Lessons Learned Workshop

This methodology will involve staff both from chapters and NHQ who are part of the operation. IFRC, partners and other relevant stakeholders were also invited to assess and validate the outcomes, processes, and experiences of the operation.

During the validation and lesson learned workshop, findings and recommendation was presented to the participants.

5. Data collection limitations

The scope of the evaluation started from the relief operation. Given the two-year timeframe since its initiation, some key information during interviews have been forgotten by the respondents.

Considering the geographical location of the operational areas, some pre identified people for the KII was not interviewed; others were not available during the field visit. There were also gap in terms of coordination in remote areas since some chapters have lost their access to volunteers and other counterparts.

6. Findings

Relevance and appropriateness

1. Relevance and appropriateness of the operations in identifying and addressing the specific needs of the most vulnerable individuals

Both external and internal stakeholders, including the Provincial LGU, highlighted a wide range of support provided by PRC/IFRC, such as shelter tool kits, food packs, non-food items (NFI), psychosocial support (PSS), nutrition, water, sanitation, hygiene (WASH) items, livelihood assistance, and disaster risk reduction (DRR) equipment. Feedback also indicates that the support provided had a positive impact, with participants reporting reduced trauma and improved well-being. The Provincial LGU also recognized the effectiveness of PRC's interventions in addressing the needs of the affected population, suggesting that PRC's efforts were well-aligned with the actual needs on the ground.

This comprehensive support demonstrates a thorough approach to addressing the diverse needs of vulnerable individuals. Additionally, stakeholders recognized that interventions were highly relevant, specific, and directly addressed the needs of individuals and communities. They appreciated the focus on identifying and meeting the specific needs of vulnerable populations, considering factors such as gender, age, and geographical location. Efforts were made to reach remote and inaccessible areas. Despite some challenges and limitations, overall, the community felt that their needs were met, and the support provided was useful and appropriate.

Both external respondents and chapter staff/volunteers felt that the operation has effectively attended to immediate needs of the communities. While these interventions have met the immediate requirements of affected individuals, most of the respondents felt that there are additional unmet needs.

In the case of Dinagat Island, the assessment highlighted a significant demand for cash assistance and livelihood support, stressing the importance of addressing long-term recovery and sustainable rehabilitation efforts, given its status as one of the hardest-hit provinces by Typhoon Odette. After 2 years, Dinagat Island's livelihood (farmers and fisherfolks) is still in the recovery phase.

A major challenge was the prolonged delay in distributing the Corrugated Galvanized Iron (CGI), lasting almost a year. Timely aid delivery is crucial, especially for vulnerable groups like children, seniors, and pregnant women. Despite delays, the quality of CGI provided by PRC was praised for its durability compared to materials from other organizations. However, due to limited resources, 30-50% of beneficiaries were unable to install CGI immediately, lacking funds for additional sheets and construction workers.

In terms of coverage, the poorest of the poor were prioritized for support. House-to-house validation and criteria-based selection processes were employed to identify beneficiaries, targeting the most vulnerable individuals.

2. Comprehensiveness of services – training, equipping, and mobilization

The feedback from LGUs, communities, and internal stakeholders emphasized the significance of coordination and partnerships in providing complete services. Collaboration among stakeholders was effective, leading to a holistic approach in meeting community needs. Different actors contributed to fill assistance gaps when necessary. During emergencies, PRC's aid complemented that of other organizations, indicating a collaborative effort to address all needs.

For the Emergency shelter assistance, the LGUs highlighted the need for more comprehensive assistance, suggesting that while ESA addresses a critical need for emergency shelter, supplementing it with additional resources could enhance its effectiveness and comprehensiveness, particularly in situations where affected individuals lack the means to purchase other necessary materials themselves.

The majority of external respondents and chapters expressed satisfaction with the Red Cross service, noting its comprehensive approach in meeting the needs of families. Suggestions were made to include essential items like medicines and undergarments. Training programs were recommended for both external respondents and chapters, focusing on preparedness and response. Enhancement of response and recovery training at the chapter level was also highlighted.

In addition to immediate relief, the PRC provided training programs, especially in livelihood skills, in collaboration with government agencies like the Department of Agriculture, and Department of Trade and Industry. This approach was perceived as comprehensive by project staff, volunteers, and LGUs. These services aimed not only at provision but also at equipping individuals for long-term sustainability. Linkaging and coordination with LGUs and other organizations ensured comprehensive support as they might offer other complementary support. Challenges such as logistical issues and limited resources affected the adequacy of support, especially in shelter assistance and livelihood programs. However, beneficiaries felt empowered by the new learnings, particularly in livelihood programs.

3. Integration of PRC cross-cutting issues of gender equality, disability inclusion, child protection, and climate change adaptation into project planning, implementation, and monitoring

External stakeholders emphasized the importance of inclusive support delivery, ensuring the needs of everyone. Feedback indicated that efforts were made to identify and prioritize vulnerable groups, such as senior citizens, PWDs, and solo parents, in the distribution of assistance. Additionally, measures were taken to ensure equal representation and access to support, regardless of gender or disability status. Moreover, stakeholders emphasized the absence of discrimination in support distribution, highlighting efforts to ensure equal access to assistance across different demographic groups. The majority of respondents emphasized the presence of priority lanes during the distribution process at evacuation centers and during the implementation.

However, despite this lack of discrimination, there was a noticeable gap in the provision of specific initiatives targeting women's groups or addressing gender-specific needs. But it is also worth noting that while there were no specific initiatives for women, activities and assistance for children were observed.

Many external respondents had been proactive in engaging by sharing pre-existing data on vulnerable groups with the Red Cross Chapter, providing essential insights for the selection process carried out by barangays and the PRC. However, feedback from many external respondents and chapter members suggested that the BARECOM selection process could have been further optimized. Specifically, by allowing chapter staff and BARECOM adequate time for revalidation, the process could have been more effective. Concerns were raised regarding the selection of beneficiaries, with indications that some individuals chosen may not have been the most vulnerable, underscoring the importance of thorough assessment and validation processes in ensuring targeted assistance reaches those most in need.

Gender role adaptation: a noteworthy situation arose where female volunteers, due to their higher representation in the chapter and the availability of male volunteers for other tasks, took on traditionally male-led activities such as water tankering. Despite the tasks typically being associated with men, female volunteers successfully led and conducted these activities, demonstrating adaptability and capability beyond traditional gender roles.

Climate change adaptation wasn't explicitly mentioned but could be inferred from efforts to provide sustainable livelihood programs and disaster preparedness training.

4. Relevance to the strategies and priorities in line with local customs and practices

Intervention strategies and priorities generally aligned with local customs and practices of the affected population. Beneficiary selection processes involved consultation with barangay officials and consideration of local customs and practices. Collaboration with local government units and validation of information from community sources ensured relevance and alignment with local needs and practices. However, there were occasional challenges such as accessibility issues in reaching certain communities initially.

5. Beneficiary selection processes and targeting

Selection criteria included factors such as extent of damage, economic status, and vulnerability. Barangay committees and local government units were involved in data collection and validation. House-to-house validation and criteria-based selection processes were employed to identify beneficiaries, targeting the most vulnerable individuals. Some concerns were raised about fairness and inclusivity in the selection process because PRC did validations independently and could use more transparency with barangay officials. Despite efforts, there were occasional challenges such as incomplete data or exclusions, but generally, the selection process was perceived as fair and transparent.

On the contrary, there were cases where external respondents and chapter members raised concerns about the selection process for beneficiaries. They noted that the BARECOM often chose individuals based on proximity or personal connections rather than vulnerability. The timeframe for selection was seen as too short, limiting thorough re-validation of beneficiaries. There were also issues with CGI distribution criteria, with reports of duplicated assistance and aid being concentrated in certain households, leaving others, particularly those with severe damage, without support. The process lacked proper re-validation procedures, leading to gaps in information and assessment. It is important to allow adequate time for accurate recipient selection to ensure targeted aid reaches those in genuine need. The communities were selected through BARECOM, based on assessment reports from Chapters RDANA and MSWDO. The expeditious management decision regarding distribution, such as CGI, was brief, resulting in a limited timeframe for thorough beneficiary selection and re-validation.

Efficiency

While there have been some operational improvements since Typhoon Yolanda, the response to Typhoon Odette could and should have been much smoother. Comparisons were made as both these disasters were of significant magnitude in a relatively close timespan. During Odette, evacuations were carried out positively resulting in less loss of lives, but the unexpected escalation of the typhoon's scale caused massive destruction of shelter.

Despite receiving less resources and being of smaller degree, Odette's wider geographical coverage made the operation appear more chaotic compared to Yolanda. The logistical hindrance due to geographic locations of the affected areas which were not able and/or were hard to access added to the challenge. Some chapters have the capacity and resources for emergency response and some need support from non-affected chapters which were difficult to coordinate under the circumstances. The deployment of experienced staff to affected chapters have provided ease for the operation. An added challenge in the operations were disrupted communication channels which hindered information gathering from the field to chapters and to the HQ.

1. Mobilization of inputs (funds, people, materials and time) to produce the expected results

a. Resources

Considering the Philippines' archipelago, there is an urgent need to decentralise PRC's hubs and strengthen regional and sub offices with personnel, assets, equipment, etc.

Relying solely on centralized support from headquarters hinders PRC chapters to be able to respond swiftly on the various islands.

The issue of CGIs which were extremely delayed in delivery affected a lot of processes and caused undue stress amongst staff and partners. As per previous operations, after a typhoon strikes, ESA is typically provided to beneficiaries, following the protocol established during disasters like Yolanda, which staff members are familiar with. However, when Odette hit, initial assessments revealed widespread loss of roofing and the need to procure CGIs were decided. However, during these operations, the management decided to deviate from the ESA practice used during Haiyan and instead, opted to distribute CGI sheets.

The CGI sheets that were decided upon with a certain thickness 0.50mm and quantity were, unfortunately, not ready stocks in PRC's or partner warehouses. The available stock of CGIs during Odette was insufficient, with 10 sheets needed per home. This shortage necessitated sourcing additional stock from abroad, resulting in delays.

Distribution of the stocks took approximately six months to arrive due to tedious procurement processes, specifications of the goods needed and challenges stemming from access issues and the geographical dispersion of affected populations. These delays not only hindered the response phase but also impeded the subsequent recovery efforts. Additionally, obtaining approvals and logistical clearance due to the pandemic further delayed the process. Cargo services and ports were also overwhelmed with aid goods by various humanitarian actors responding to the typhoon and pandemic.

Once the sourcing and procurement of the CGIs were sorted, an additional challenge ensued. The CGIs procured were heavy and required additional lumber for proper installation. Engineers advised that using CGIs without sufficient lumber could cause the structure to collapse which posed risks to beneficiaries. This added to the complication.

The delay in distribution meant that some beneficiaries had already repaired their houses by the time CGIs arrived approximately six months later, necessitating a reassessment of needs. Thus, there was mixed feedback from chapters regarding the effectiveness of CGIs. In Palawan, it was even recommended to discontinue ESA due to difficulty in delivering to the location and the significant delay in timeline.

The provision of CGI to communities in remote areas, where traditional materials like *nipah* leaves are commonly used, requires careful reconsideration. These communities are unaccustomed to handling heavy CGI materials. Additionally, by the time the goods were delivered, communities had already constructed frameworks for their homes. As such, the received heavy CGIs were unsuitable for their fragile structures in place. Consequently, the communities opted to sell the CGIs for cash, as they were unable to utilize them effectively in their current circumstances.

If the CGIs arrived on time, there could have been an opportunity for sensitization efforts within the communities to highlight the advantages of using CGI and to facilitate their proper utilization. Unfortunately, in addition to the delayed delivery, the available lumber was inadequate, and there was no provision for additional funds to procure more. To mitigate this issue in future, it is recommended that adequate lumber be provided alongside CGIs or cash grants be offered to allow beneficiaries to purchase necessary materials.

The CGI was also provided during Typhoon Rolly and identified similar challenges of logistics and comprehensiveness. However, the lessons learned were not addressed in time as there were overlaps in operations between Rolly and Odette. Efforts are currently underway to draft guidelines on ESA with a technical working group formed post Odette.

Strengthening of preparedness, moving PRC from response to preparedness, is key. PRC should not just be a responsive organization but shift their focus to preparedness. There is a need to invest in equipment and capacity building of chapter services and volunteers on the ground to be response ready by investing in preparedness projects e.g. anticipatory projects, investment in DRR, developmental livelihood projects, cash distribution, etc. Resource mobilization should also be improved, and partnerships established with major suppliers such as shipping companies, heavy equipment partners, warehouses, logistics and other private sector service providers beforehand, preferably locally and at chapter levels, to ease logistics during an emergency.

If there is an alert for a potential disaster, chapters should submit pre-disaster Plan of Action and preposition supplies locally and beforehand to improve planning and preparedness. This would be more cost effective and logistically more convenient. PRC must consider stockpiling partner warehouses which are easier to access with resources like, for example, ESA items at the IFRC warehouse in Malaysia.

The delay of the distribution made an implication in terms of donor reporting. This might cause some reputational issues in terms of timeliness of donor reporting and accountability.

During interviews, the chapter mentioned that there was no clear guidance or go signal from the NHQ when they can start or proceed for the recovery program. This has caused multiple challenges in the field, since the time they had to start the roll-out of the program was very constrained. There was not enough social preparation in the field for the recovery operation.

There were numerous challenges in the full shelter program in Cebu. Even if the operation has ended, construction of the relocation site is still on-going, affecting the timeliness of the program in terms of meeting its deadline. Another add on challenge was the topography of the relocation site. Because of the steep terrain of the area, site development took time. More added infrastructure such as railings, retaining walls, concreting of pathways were added on the things that PRC needed to build in the relocation site, to ensure safety of the residents. This has added additional costs for the program, which were not originally part of the budget plan.

In the future, PRC needs to consider the topography of the area should it go for relocation site development. With consideration of the needs, delivery of services and budget implication – whether it will be cost effective.

At the end of the whole Typhoon Odette operation, the teams are still trying to deliver deadlines particularly in DRR, CMLP and Full Shelter activities. There was no time to have exit strategy planning, involving concerned stakeholders such as the program recipients and local government counterparts.

b. Human resource (staff and volunteers)

Staff currently juggle multiple operations simultaneously. It has been proposed that operations surpassing an identified significant amount to hire dedicated personnel to focus solely on one operation, like a task force, similar to the approach used during Yolanda.

Establishing specialized structures for larger operations could enhance focus on response and delivery. This has been suggested before but unfortunately, this has not materialized, possibly due to management's assumption that staff can manage regardless of workload. Consequently, this oversight has led to burnout and feelings of being undervalued and underpaid within the organization thus resulting in staff resignation.

c. Processes (finance)

PRC tends to give out a lot of working advances during an emergency but getting liquidation takes time which is a challenge for accounting/reporting, causing a bottleneck during operations. Also, due to multiple ongoing emergencies, returning of unspent funds to donors takes time. Staff members are reminded through notices to promptly return any outstanding funds. Finance department sends up to three notices, and in the event of non-compliance, the matter is escalated to HR for further action. Consequences may include termination, suspension, or salary deductions for those involved.

However, in some cases, staff are given very light penalties by being suspended for only two days or transferred to another chapter. This encourages staff to repeat the practice and enables an unhealthy culture. Stern action needs to be enforced. When it comes to management of money, utilizing the principle of being a "humanitarian" organization should not be applied and strict action needs to be taken. There is a need to implement firm action against non-compliance of finance-related issues. Information sharing in an open manner on data, finances, reporting and identified wrongdoings (if any) with partners need to be implemented for transparency and accountability as there has been no audit for five years and no known whistleblower processes.

Additionally, it is recommended that orientations are organized on bookkeeping for finance persons, staff and/or volunteers, at chapter levels. As there are multiple donors and reporting formats, there was a discussion by the previous Financial Director and IFRC to run a finance training with all chapters and bookkeepers to have a uniform reporting system which includes templates, reporting standards and deadlines. However, this has not materialized.

On the other hand, it was reported that the finance department took time in reverting finance related concerns to staff deployed in the field. This has resulted for deployed staff to spend their own money once they are not able to secure the necessary financial attachment, considering that it has been a long time since their deployment.

There were also feedbacks from chapters that there were some delays in downloading the budget to chapters, this has resulted in chapters using chapter's funds to cover the operational cost related to Odette operation. There should be an open line between chapters and NHQ finance for transparency purposes.

Interviews show that deployed staff and volunteers struggle to obtain meal receipts in the field, diverting their focus from operational activities to searching for receipt providers, often unavailable in remote areas. To ease this burden, it is recommended to review the per diem policy of PRC and create a policy which is staff-friendly.

d. Assets (vehicles)

Failure to budget for and run post-emergency repair and maintenance on equipment poses a significant risk. This was demonstrated by incidents of faulty tanker and ambulance malfunction upon deployment during Odette which disrupted services upon deployment. Establishing a budget line for maintenance and ensuring maintenance is carried out is needed to ensure operational readiness during future emergencies.

2. Quality of the management of the project, including planning, monitoring and reporting, resource and personnel management, cooperation, coordination and communication

Due to the various factors which caused delays to PRC's response, the process of transitioning from response to recovery phase lacked clarity, leading to some assistance ineffective during specific phases. This is specifically evident in the issue of delayed roofing which was deemed irrelevant when finally delivered.

It's imperative for the PRC to adhere closely to guidelines and SOPs to ensure a structured approach to deliverables, timely decision-making, and expedited determination of aid allocation. Approved guidelines/SOPs for all units need to be finalised and implemented. With approved guidelines, it would be easier for staff to follow and deliver standard, immediate needs when an emergency happens.

Currently, there needs to be a memo approved for various processes which are tedious and time consuming. There are some concerns from chapters that there needs to be approvals provided from HQ for certain action to be taken in the field which could delay deliverables. There is a need to streamline response processes and, technical focals and chapters need to be given the authority for decision-making during emergencies as per guidelines. It would be beneficial for the staff to receive support from top management, allowing them to make decisions autonomously.

PRC's response must be more dynamic during emergencies. PRC needs to preposition before an emergency and prepare for improvisation of response as needed after impact. PRCs traditional processes of obtaining a memo for approvals need to be reviewed as it is a tedious process which contributes to delay and frustration for implementers. Simplifying approval processes can significantly enhance efficiency and enable quicker responses to changing needs. Urgent improvements and streamlining are imperative, especially during emergencies, to expedite decision-making and ensure a rapid and effective response on the ground.

During times of emergency, various requests for reports from NHQ are issued irregularly, placing undue operational strain on field personnel. Rather than directing their efforts solely towards response efforts, they are compelled to fulfilling other reporting requirements, despite having already submitted reports to the Operations Center (OpCen). It is imperative to reflect on this situation and establish a cohesive reporting framework to streamline processes effectively.

3. Sectoral integration

Detailed and rapid assessment for relevant data at the onset of an emergency is crucial to determine PRC's response. Current processes need to be strengthened and staff

need to be better equipped to establish initial needs. From a chapter's perspective, the current assessment is too tedious and time consuming and there needs to be a revision of the tool to enable staff and volunteers to capture only pertinent data. The process of assessment and reporting has perhaps become more complex over time with technology and the requirement for a lot of information which may not be needed to serve the purpose. Observation skills on-site of the aftermath should be included as a tool for verification, not just depending on data from LGU.

Subsequently, a more efficient information management system of data from the ground is needed to collect, centralise and translate into useful information. Data needs to be systematically shared amongst units and partners for transparency and for response planning from all parties. This will also avoid the incidence of various units reaching out to the same beneficiaries' multiple times for repeated information which is tedious for staff and draining for beneficiaries.

Daily and/or weekly coordination with chapters for information sharing, updates and to address concerns from the field is ongoing and commendable, this helps maintain effective communication channels with chapters, facilitating efficient problem-solving of issues faced by chapters.

Coordination and working mechanisms with LGUs and local organisations are generally good but could be strengthened in some chapters, as needed, considering political concerns and relationships in the various areas. Although PRC is actively involved in the national Disaster Management Council, partnerships and coordinating mechanisms can be strengthened as PRC has a strong voice in the humanitarian sector and should be utilised for advocacy effectively.

Information sharing amongst units, gathering and streamlining of data from the ground and getting a pool of volunteers trained for documentation during a disaster needs to be enhanced. Local chapters should utilise social media more for communications and to reach beneficiaries and to advertise the good work by chapters.

PRC is well skilled at community selection using CEA via BARECOM to map and select vulnerable beneficiaries. PRC is also strong in implementing PGI and it is well incorporated in response activities. However, documentation and highlighting of good practices of PGI and CEA needs to be strengthened.

Feedback mechanisms are introduced in early recovery when cash and relief kits are provided with feedback boxes, hotlines and welfare desks. However, documentation for types of feedback received and action taken by PRC needs to be improved.

Also, post-implementation feedback from communities on emergency response activities such as WASH, welfare, health, NFIs, and ESA require enhanced monitoring and evaluation. This is important to validate the effectiveness of responses provided by PRC.

4. Coordination (PRC, IFRC, other Movement partners, clusters, and local authorities)

IFRC is urged to continue to deploy experienced surge and technical support during emergencies. There is also a need to intensify its efforts by offering more comprehensive training programs, conducting simulation exercises, and aiding in the development and funding of preparedness plans at all levels at the PRC. PRC will also benefit from IFRC in stockpiling warehouses and to assist in managing procurement and logistical processes.

5. Project deviations and modification of response due to external factors (pandemic situations and national election or other major events)

Some operational delays happened considering that the emergency operation happened during the pandemic. Covid-19 travel restrictions and obtaining clearance due to the pandemic was an added limitation during the operations. Staff had to test negative before and after deployment adding to unexpected logistical planning and costs for quarantine which sometimes was not budgeted for. This also affected manpower availability, putting expectations on available staff. Even though PRC has strong COVID 19 Health protocol, there was an instance where a staff from NHQ traveled to the field without following the established health protocol, which exposed the field team to the virus and had to undergo quarantine - delaying some activities.

Moreover, frequent alterations to delivery schedules have disrupted coordination processes and resulted in wasted expenditures on organizing these deliveries. This has also placed pressure on chapter staff and volunteers, as they bear the responsibility of explaining these changes to partners and beneficiaries.

Further, the pandemic has slowed down the procurement processes. Some of the factors which caused the disruptions include the supply chains, logistical challenges, and increased demand for certain items, especially the CGIs.

In terms of surge support, the IFRC was challenged in terms of allowing surge people to be in the country considering the travel restrictions. There were also competing priorities in terms of emergency operations, globally - both for funding and surge support.

6. Development of a realistic capacity enhancement plan

There is an opportunity to improve the orientation program for new recruits at PRC by reinstating a more comprehensive approach, similar to past practices where orientations spanned seven days for new hires. PRC is now strict with the number of days a staff is deployed to affected areas which is an improvement from previous operations. This helps to reduce burnout and for mental health.

Upon return briefings, which are more a technical discussion, are held. PSS support is available but not enforced so some staff do not go through a psychosocial process due to busy schedules which leads to burnout before the next operations. This support needs to be made compulsory and is recommended done by an external service provider/neutral party.

Volunteer appreciation needs to be implemented to thank volunteers and boost them as their support is always needed for emergencies. Staff and volunteer retention with sustainable activities needs to be enhanced with appreciation, training and sharing of evaluation learnings. Duty of care to volunteers and staff deployed during emergencies need to be enhanced.

7. Staff involvement in decision making process and knowledge about the project's objectives

At times, PRC's response has been ad hoc and deviates from established priorities, as management seeks involvement in various sectors, such as war issues, that are not

outlined in the PRC's Strategic Plan. This inconsistency in adherence to the plan has resulted in a lack of funding availability for these ad hoc activities. Some activities in SP are not relevant anymore, hence new focus may be needed. Being flexible to needs by management is good but adds pressure to staff to deliver. Although PRC is adaptive to changing context, this can sometimes cause confusion especially at chapter levels if not explained or documented well.

Effectiveness

1. Meeting the project objectives (expected outputs and outcomes)

To date, the IFRC Emergency Appeal, which seeks CHF 20 million, is 38.5 per cent funded (excluding in-kind donations). Which also translates to low funding coverage for the Federation-wide target of CHF 26 million. Below is the overall target of PRC versus its actual accomplishment. Low accomplishment is directly related to low funding coverage.

Sector	Target	Accomplished	Percentage
Food	20,000 Families / 100,000 individuals	143,728 individuals	143%
Non-Food Items	20,000 Families / 100,000 individuals	9,171 families or 45,855 individuals	46%
WASH	40,000 families or 200,000 individuals	349,750 individuals	175%
Cash	29,900 Families / 149,500 individuals	14,686 families	49%
Welfare	120,000 individuals	22,561 individuals	19%
Emergency Shelter	29,900 Families/149,500 individuals	9,171 families	31%

It is noteworthy that Typhoon Odette occurred amid the ongoing pandemic. The decrease in funding could likely be attributed to the emergence of other competing emergency situations on a global scale.

2. Satisfaction on the performance and process by the recipients

Both project recipients and external partners (like government agencies) were very satisfied with the performance of PRC, especially the swift delivery of their emergency response. External partners have uploaded the logistics capacity and delivery of services, especially the fast distribution of relief items right after the disaster. They also praised the selection criteria being set by the PRC in identification of beneficiaries in terms of shelter and livelihoods. They view that PRC is following the bottom-up approach in identifying the needs from the ground.

PRC chapters have shown strong coordination and collaboration with different government agencies, as this was apparent during the interviews with government

stakeholders. However, DSWD has suggested that PRC, as well as other agencies, share their response plan, not just the report, in order to have a coherence on the response.

3. Project staff and volunteers' and other stakeholders view point about the implementation in relation to the performance of the project

Most of the staff and volunteers were satisfied with the overall performance of the operation. There are some recommendations among staff to better equip volunteers in the height of emergency response. These include capacity building, project orientation and technical guidance among volunteers considering the quick turnaround of deployed staff. A planning workshop should be done to delineate roles and responsibility, as well as the direction of the program should be clear to everyone. During interviews, volunteers revealed that some of them were deployed without proper orientation and training, and they have to learn and grasp everything along the implementation.

4. Participation of the stakeholders throughout the project

Relevant government agencies, like the national agencies of DSWD and NDRRMC, down to local government units and agencies such as MSWDO, MDRRMO, up to the barangay level have been involved, consulted and informed about the project implementation of PRC. There was complementation of assets in times of need, e.g. it was the Danao, Bohol LGU who have mobilized their vehicles to help PRC in collecting the relief items from Tagbilaran port going to their town.

In the situation of setting up shelters in Alegria and building a relocation site, there's a requirement for closer and ongoing coordination with the LGU to ensure more active cooperation. Despite a memorandum of agreement between PRC and the LGU, the LGU has highlighted some challenges at the relocation site, emphasizing the need for PRC to prioritize site safety, especially given the area's topography. The LGU has made recommendations for site development, but these are actually part of their responsibilities outlined in the MOU.

Reflecting from previous operations, such as Haiyan, there are obligations from LGU which were not materialized after PRC ended its program. A very good example was the case in San Remegio relocation site in Cebu, where LGU is supposed to construct a drainage facility. To date, this has not materialized and residents are now experiencing flooding in the area during the rainy season.

5. Tracking systems in place to ensure transparency and accountability

Although the PRC has coordinated with relevant government agencies on the response activities they will be targeting, they have expressed that PRC did not provide them with data in terms of coverage and reached, e.g. the total number of people reached, from which area and what type of support they have provided.

6. Community engagement and accountability

For the response operation, feedback boxes are visible in some locations, e.g. in the relocation site of Alegria. But the main connection between PRC and communities are the members of the BARECOM and volunteers who are always present in the field. In terms of feedback, they relay them directly and make on spot resolution should it be directly actionable, otherwise it would be escalated to the project staff. No data was collected

whether there is a clear recording and monitoring of all the feedback received through the feedback boxes.

In terms of engagement, the creation of group chat among project staff and members of the BARECOM is seen to be an effective means of communication, information dissemination, relaying of feedback and grievances from the community. In one of the interviews in Bohol, a representative from the MDRRMO, also suggested having open line access to the Bohol chapter so they can easily reach PRC both in peace times and emergency situations.

7. Time and effort invested for sectoral/services integration

Sectoral integration varies in different operational locations. For example, in the case of the relocation site in Alegria, Cebu, there are sanitation plans prepared by the WASH team which were not incorporated in the site development plan. Furthermore, in Talibon, Bohol, relocated individuals hail from coastal areas and engage in informal settlements, where open defecation is part of their cultural practices. There has been a lack of adequate orientation or education on hygiene. Consequently, neighbouring communities have raised concerns about the open defecation practices of individuals from the relocation site.

Regarding logistics services, there have been instances where clear consultations were lacking among various services regarding budget allocation for vehicle maintenance. Additionally, there were cases where Logistics Service was not properly informed about the timing for withdrawing deployed vehicles, leading to issues with vehicle management/maintenance in certain instances. It was suggested that it will be the fleet service which will manage all the vehicles with funding from emergency operations to ensure both corrective maintenance and preventive maintenance.

Sustainability

1. Evidences suggesting that the operation outcomes are likely to sustain

The majority of external respondents and chapters suggest that the support extended to Dinagat Island has primarily focused on emergency response rather than recovery efforts. Despite this, feedback from external respondents, particularly at the municipal and provincial levels, the aid provided by the Philippine Red Cross specifically corrugated galvanized iron (roofing) supplied by the Philippine Red Cross stands out for its superior thickness and quality compared to roofing materials provided by other organizations. This durability and higher quality have been evident, even after a year, the roofing material remains intact on community structures, effectively fulfilling its purpose. This longevity and resilience showed that the Philippine Red Cross's roofing assistance has proven sustainable and capable of withstanding the harsh conditions posed by recurring typhoons.

In the case of the CMLP program in Talibon, Bohol, a special office called Municipal Poverty Reduction Action Office, has been instrumental in ensuring the sustainable organized associations. The close coordination of the PRC chapter to this office, along with capacity building activity conducted through the partnership with DTI and DA, serves to enhance linkages and facilitate access to pertinent government agencies for further support.

On the contrary, for some areas, the chapter and local government units have expressed their concern that there was not enough time for social preparation. Social preparation is crucial to ensure that recipients of the program, like the community managed livelihood program, will build ownership and for the sustainability of the program. It is essential to consider enough time for social preparation activities when doing recovery related activities.

2. Strengthening of local disaster preparedness and response capacities (including community resilience to disasters and crises)

In terms of disaster preparedness, the feedback from external respondents at the municipal and provincial levels suggests that there's room for improvement. They highlighted that simply claiming the Philippine Red Cross (PRC) has strengthened its disaster preparedness may not be enough. It is suggested to conduct more training sessions on preparedness and response in collaboration with the MDRRMO to effectively implement preparedness measures within communities.

In the case of Dinagat Island, since it is isolated and lacks a physical PRC chapter/branch in the province, establishing a chapter in the province could greatly benefit the local government's MDRRMO and the community. This would enable collaborative efforts to provide support, share expertise, and deliver essential training on first aid, basic life support, and other preparedness measures to the communities. While some external respondents viewed the existing support from the Red Cross as adequate in terms of community enhancement and resilience, it is recommended to go beyond just orientation sessions. Most external respondents felt that the assistance provided by the Red Cross to the communities in Dinagat Island was inadequate in terms of improving community resilience. This was largely since the support mainly consisted of orientation and awareness programs (typhoon preparedness and illness prevention), which were considered insufficient by many respondents.

In addition, many of external respondents felt that for the communities to truly build resilience against future typhoons considering Dinagat Island is facing the Pacific Ring of Fire, having a dedicated Red Cross chapter on the island can empower and capacitate community members effectively. This physical presence can offer continuous support, training programs such as DRR activities and drill, and resources to bolster the communities' resilience efforts.

At chapter level, the volunteers expressed a clear need for enhanced training in response and recovery procedures. They emphasized that such training is crucial to bolstering their capacity to effectively implement disaster response strategies and meet the diverse needs of the community. By acquiring additional skills and knowledge through targeted training programs, volunteers believe they can better navigate complex emergency situations and provide timely, efficient support to individuals and groups affected by crises. This highlights the volunteers' commitment to continuously improving their readiness and capabilities in serving the community during challenging times in the future.

Given the turnover of leadership at the barangay level, providing orientation to new officials would be advantageous to ensure their awareness of the program, particularly regarding Disaster Risk Reduction (DRR) initiatives. It is often observed that newly elected officials lack familiarity with DRR activities within their jurisdiction, focusing more on

appreciating the equipment received rather than understanding the necessity to update their Barangay Disaster Risk Reduction and Management (BDRRM) Plan based on Vulnerability and Capacity Assessment (VCA) outcomes.

3. Enhancement of institutional capacity of the PRC province and chapters

At the chapter level, volunteers recognized the necessity for reinforced capabilities through increased training in response and recovery practices. This additional training is seen as vital in enhancing their proficiency in executing disaster response efforts and catering to the requirements of the community effectively.

Moreover, a significant number of external respondents and the chapter's project staff believed that establishing a dedicated Red Cross sub-chapter in Dinagat Island is important for enabling the communities to strengthen their resilience to upcoming typhoons. The same case in Cebu. It is also recommended to establish a sub-chapter/office in the southern part of the province to have better coverage especially in far-flung areas.

This on-site Red Cross presence could empower local residents by providing ongoing assistance, organizing training initiatives like disaster risk reduction activities and drills, and supplying necessary resources to enhance the community's resilience initiatives. Coordination and representation of PRC in the LGU meeting should be visible.

4. Outcome on the support provided to affected communities; whether it enables them to enhance their resilience to withstand possible future Typhoon and other hazards

The majority of respondents, consisting of both external and internal stakeholders, shared common insights regarding the support provided in Dinagat Island. Most of them expressed that there is room for improvement by implementing community programs focusing on resilience and preparedness. Additionally, they highlighted the importance of capacitating communities with the assistance and support of the Philippine Red Cross (PRC) to enhance their ability to cope with challenges effectively.

One notable suggestion that emerged from the feedback is the necessity of establishing a branch or chapter of the PRC in Dinagat Island. This local presence would not only facilitate swifter responses to emergencies but also ensure sustained support for community programs and initiatives aimed at building resilience and preparedness.

Furthermore, most of the respondents emphasized the urgency of addressing the communities' needs for enhanced preparedness and resilience. While immediate assistance is crucial, the significance of equipping communities with the knowledge and resources to withstand future calamities effectively. Despite previous efforts such as providing orientation on disaster preparedness and preventing illnesses and vector-borne diseases, it was noted that these initiatives, although helpful, were not comprehensive enough to prepare the communities adequately for future typhoons and disasters.

Conclusion

Overall, with consideration of wide geographical coverage and how big the operation was, in general, the implementation of the emergency operation was successful. There are areas which can be replicated as best practices and there are aspects that needs improvement. The priorities to reach the most vulnerable have been largely met. Majority of the stakeholders interviewed during

the evaluation expressed appreciation for and satisfaction with the operation. There were also strong coordination and collaboration between the project implementer and the local government units.

There were some limitations and challenges in the operations in terms of different support services related activities such as logistics, finance and human resources. It is worth mentioning that special attention should be given to these areas to further improve efficiency of program implementation.

Further, it is worthy to note the big role and contribution from the project staff, both from the chapter and national headquarters level. The success of the emergency operation was through and concerted efforts between PRC, IFRC and Movement partners, most especially those who have in-country presence such as American Red Cross and German Red Cross.

Recommendations

This section details the key recommendations from the final evaluation. These recommendations were formulated through careful consideration of collective feedback and suggestions obtained from interviews and the validation workshop. The workshop convened key stakeholders' integral to the program's implementation process.

Theme	Recommendation	Key findings related to the recommendation
CEA	Revisit CEA guideline and provide some best practices and examples of CEA initiatives to be cascaded to services and chapters. e.g social media usage, creation of group chats. Creation of CEA feedback mechanism, properly responded/addressed and ensuring that the loop is complete (feedback collection -responding-reporting) for NHQ and chapters	In terms of CEA, information sharing amongst units, gathering and streamlining of data from the ground and getting a pool of volunteers trained for documentation during a disaster needs to be enhanced. Feedback mechanisms such as feedback boxes were in place, but there were concerns about the accessibility and effectiveness of these channels.
CEA	Produce evidence-based and documentation for CEA and PGI practices	PRC demonstrates adeptness in community selection through CEA, utilizing the BARECOM to identify and prioritize vulnerable beneficiaries effectively. Moreover, PRC exhibits proficiency in implementing the PGI, which seamlessly integrates into its response activities. However, there is a notable opportunity for improvement in the documentation and promotion of best practices related to PGI and CEA, ensuring that these methodologies are comprehensively captured and disseminated for wider understanding and replication.
Coordination	Enhance PRC coordination with stakeholders by ensuring timely sharing of reports and activity plans, fostering collaboration, and considering an exit strategy. PRC should share its response plan with the Cluster to improve	Ongoing efforts, like coordination with barangay councils, contribute to sustaining outcomes. PRC chapters have shown strong coordination and collaboration with different government agencies. PRC has coordinated with relevant government agencies on the response activities they will be

Theme	Recommendation	Key findings related to the recommendation
	synergy among partners and streamline response efforts effectively.	targeting. However, there are feedbacks that PRC is only sharing accomplishments, and does not include the comprehensive response plan. PRC did not provide LGU with data in terms of coverage and reached, e.g. the total number of people reached, from which area and what type of support they have provided.
Disaster response procedure	Simplifying approval processes can significantly enhance efficiency and enable quicker responses to changing needs. Identify key people for signatories - this is to both hasten the signatory process and there will be more accountability from the side of those who will sign. The management to consider the use of master memo instead of mandating individual memos for every activity across all operations.	PRC's traditional processes of obtaining a memo for approvals need to be reviewed as it is a tedious process which contributes to delay and frustration for implementers.
Disaster response procedure	Review and finalization of operations manual for disaster response with consideration of the following: <ul style="list-style-type: none"> ● Inclusion of exit strategy/planning in plan of action ● Include social preparation in the planning process ● Include clear guidelines in terms of transitioning from emergency phase to recovery phase 	Efforts were well-coordinated among stakeholders, facilitating a holistic response with different factors contributing to fill gaps in assistance where necessary. Further, PRC service delivery is now becoming a model to some LGUs and national agencies. They are getting inspiration from PRC in doing emergency response, e.g. national agencies and other LGUs would like to establish warehouses to preposition their stocks, model for ambulance vehicle.
Disaster response procedure	Replicate or cascade at the chapter level the "Red Alert Activation" practice at NHQ level. This will form basis in the enhancement of chapter's business continuity plan.	There is a need to further improve the disaster activation at chapter level, with clear delineation of roles and responsibilities among different services.

Theme	Recommendation	Key findings related to the recommendation
Disaster response procedure	Strict compliance on distribution plan; streamline response processes and allow technical focal and chapters the authority for decision-making during emergencies as per guidelines	Frequent alterations to delivery schedules have disrupted coordination processes and resulted in wasted expenditures on organizing these deliveries. This has also placed pressure on chapter staff and volunteers, as they bear the responsibility of explaining these changes to partners and beneficiaries. The process lacked proper re-validation procedures due to tight deadlines, hindering thorough assessment and beneficiary identification, stressing the importance of allowing adequate time for accurate recipient selection.
Disaster risk reduction	The key recommendations encompass the following: organize regular trainings to expand the facilitator pool; reassess timing and sequencing of DRR activities for better implementation; tailor a DRR activity model for emergency operations, considering time constraints; prioritize activities with set timelines in the review process; mobilize resources and trainers from nearby chapters for DRR activities; address location-specific needs; establish a comprehensive pool of facilitators and instructors; and clarify the recovery timeframe to ensure community ownership and prompt initiation of developmental activities.	The Disaster Risk Reduction (DRR) activities are highly valued by communities in vulnerable locations, yet implementation delays have hindered their full potential. However, there were challenges in mobilizing trained facilitators for Disaster Preparedness and Risk Reduction (DPRR) trainings have been encountered, highlighting the need for streamlined processes and enhanced capacity building efforts.
Disaster risk reduction	Recommendations for enhancing disaster risk reduction (DRR) efforts include allocating time for exit strategy planning and hand-over activities, ensuring alignment between DRR activities and the programs of Local Government Units (LGUs) and the PRC. The NHQ should establish a monitoring tool or mechanism for chapters to oversee the implementation and sustainability of DRR	Given the turnover of leadership at the barangay level, providing orientation to new officials would be advantageous to ensure their awareness of the program, particularly regarding Disaster Risk Reduction (DRR) initiatives.

Theme	Recommendation	Key findings related to the recommendation
	<p>programs at the barangay and LGU levels. It's crucial to include DRR activities in barangay Disaster Risk Reduction and Management (DRRM) plans, supported by an Executive Order from the LGU for sustainability. Pairing emergency DRR with developmental projects or funds ensures continuous programming. NHQ should be capacitated in grants management and maintain clear Scope of Works (SOWs) for project stages. Collaboration between DRR programs must be identified to avoid duplication and ensure complementarity. Empowering barangay communities through the establishment of project committees, monitoring teams, Disaster Risk Reduction Officers (DRROs), barangay officials, and other Civil Society Organizations (CSOs) fosters a multisectoral approach for sustainability. Introducing PRC's DRR-related activities is essential to raise awareness and engagement.</p>	
Health	<p>Review the health caravan implementation guideline in terms of timing in the delivery of the service.</p>	<p>The community generally perceived the health caravan as relevant. However, they would have preferred it to be conducted when they were at the evacuation center, as that was when they felt they needed it the most.</p>
Deployment	<p>Always ensure to send quality/functional assets and experienced personnel.</p>	<p>Deployment of humanitarian caravans consists of trained personnel and assets is seen as beneficial by the chapter.</p>
Assessment	<p>Conduct a comprehensive needs assessment training for NHQ and chapter staff, as the majority of the staff are new. Further, there is a need to finalized the review of RDANA tool to be explained during the needs assessment training.</p>	<p>Detailed and rapid assessment for relevant data at the onset of an emergency is crucial to determine PRC's response. Current processes need to be strengthened and staff need to be better equipped to establish initial needs. The process of assessment and reporting has perhaps become more complex</p>

Theme	Recommendation	Key findings related to the recommendation
		<p>over time with technology and the requirement for a lot of information which may not be needed to serve the purpose. Observation skills on-site of the aftermath should be included as a tool for verification, not just depending on data from LGU.</p>
Reporting	<p>Establish a cohesive reporting framework to streamline processes effectively.</p> <ul style="list-style-type: none"> ● Systematic sharing of data with partners ● Create a sectoral standard reporting template ● Integrated internal reporting system ● OpCen will assist in revamping various reporting templates, consolidating them into a cohesive format. 	<p>During times of emergency, various requests for reports from NHQ are issued irregularly, placing undue operational strain on field personnel. Rather than directing their efforts solely towards response efforts, they are compelled to fulfilling other reporting requirements, despite having already submitted reports to the Operations Center (OpCen).</p>
BARECOM	<p>It is recommended to improve orientation sessions for both barangay council and BARECOM members. These sessions should include detailed discussions on the purpose, criteria (including both exclusion and inclusion factors), processes, and the importance of close coordination. Additionally, criteria for selecting BARECOM members should be clearly defined, ensuring that any materials used for communication are easily understandable. Sustainability and retention of BARECOM members should also be taken into account. Moreover, BARECOM should be empowered by the chapter as co-implementers of projects to enhance their sense of ownership. Reinforcement of the roles and functions of BARECOM is also crucial for effective collaboration.</p>	<p>While the community and LGU support the creation of BARECOM and its involvement in the selection process, there are some misunderstandings among certain barangay council and BARECOM members. Some barangay council members feel excluded and believe they are not involved enough, especially in decision-making. Additionally, some BARECOM members do not fully understand their roles, which leads to a limited understanding of the overall process, such as the HLA process.</p>

Theme	Recommendation	Key findings related to the recommendation
Livelihoods	<p>It is recommended to maintain continuous communication and coordination with LGUs and other organizations to explore potential complementary support. Regularly review the business continuity plan on an annual basis to ensure its effectiveness. PRC should establish partnerships with government line agencies for ongoing updates and enhancements of training programs, extending collaboration to private sectors as well. Implement Memoranda of Agreement (MOA) at both national and local levels to provide clear references for local operations. Develop an exit strategy in coordination with partners, clarifying their roles post-implementation. Further, it is recommended to implement a peer learning approach such as "Lakbay Aral" to introduce government programs to communities effectively. PRC should design comprehensive livelihood programs utilizing local resources and incorporating marketing strategies. Approval of the Disaster Management System (DMS) Standard Operating Procedures (SOP) should serve as the guiding framework for project mechanisms. Additionally, consider implementing supplemental project activities or programs initiated either by the NHQ or chapters to enhance project outcomes.</p>	<p>PRC provided training programs, especially in livelihood skills, in collaboration with government agencies like the Department of Agriculture, and Department of Trade and Industry. This approach was perceived as comprehensive by project staff, volunteers, and LGUs. These services aimed not only at provision but also at equipping individuals for long-term sustainability.</p>
Chapter Development	<p>Explore the possibility of establishing a sub-chapter in Dinagat Island. There is a need to consider an establishment of a satellite office Southern Cebu, example in Alegria, to keep volunteers active around the area. However, there is a need to take into account their operational costs and economic capabilities. There is a</p>	<p>Significant number of external respondents and the chapter's project staff believed that establishing a PRC sub-chapter in Dinagat Island and satellite office in Southern Cebu will be beneficial.</p>

Theme	Recommendation	Key findings related to the recommendation
	need to assess the economic and financial viability of the area to support services like Disaster Management Systems (DMS), Emergency Response Units (ERU), Safety, and Water, Sanitation, and Hygiene (WASH).	For Cebu province, the City of Carcar and City of Naga can now accommodate the southern part of Cebu, as outlined in an approved memorandum.
Targeting	During project briefings, it is essential to incorporate the rubrics for the geotargeting process, support allocation, and targeting into the Disaster Management System (DMS). There is a necessity for clearer discussions among chapters regarding the rationale behind identifying priority areas for recovery intervention activities.	During interviews, the assessment emphasized a substantial demand for cash assistance and livelihood support in Dinagat Island, underscoring the necessity of prioritizing long-term recovery and sustainable rehabilitation efforts. This highlights the importance of targeting specific areas for recovery-related interventions within Dinagat Island.
Relief activity	There is a need to bolster the CEA loop by actively involving all stakeholders. This could involve implementing regular feedback mechanisms, conducting community consultations, and ensuring transparent communication channels. Additionally, there should be an intensified effort to preposition items, assets, and equipment in regional hubs. It's imperative to ensure that these prepositioned assets are both sufficient in quantity and fully functional to effectively respond to emergency situations. Regular assessments and maintenance checks should be conducted to guarantee readiness and reliability.	Feedback suggests that PRC identified beneficiaries based on needs, with interventions tailored to address those needs. While the quality of support received was generally satisfactory, there were instances of delay or inadequacy due to geographical challenges or resource availability.
Resource mobilization	Resource mobilization should also be improved, and partnerships established with major suppliers such as shipping companies, heavy equipment partners, warehouses, logistics and other private sector service	Delays in stock distribution were primarily attributed to cumbersome procurement procedures, specific goods requirements, access challenges, and the dispersed nature of affected populations, impacting both response and recovery efforts. Moreover, logistical hurdles compounded by the

Theme	Recommendation	Key findings related to the recommendation
	providers beforehand, preferably locally and at chapter levels, to ease logistics during an emergency.	pandemic and congestion at ports further hindered timely distribution.
Shelter	Finalized the shelter implementation guideline, including shelter relocation program. Further, in the future, PRC needs to consider the topography of the area should it go for relocation site development. With consideration of the needs, delivery of services and budget implication – whether it will be cost effective.	<p>Close and ongoing coordination with the LGU is essential for setting up shelters in Alegria and establishing a relocation site. Despite a memorandum of agreement between PRC and the LGU, challenges have been raised regarding site safety, particularly concerning the area's topography. Recommendations for site development made by the LGU are part of their responsibilities outlined in the MOU.</p> <p>Past experiences, such as in Haiyan operations, reveal unfulfilled obligations from LGUs after PRC's program ends, exemplified by the case of the San Remegio relocation site in Cebu, where the LGU was responsible for constructing drainage facilities, which have yet to be completed, resulting in flooding during the rainy season for residents.</p>
Shelter	To make the CGI more effective and comprehensive, additional items like lumber for framing and shelter tool kits should be included with the CGI. It is also recommended to consider local procurement of items for distribution or prepositioning CGI in advance to mitigate delays in distribution. This approach can help expedite the response and ensure that the necessary supplies are readily available when needed, thereby addressing concerns about distribution delays.	The CGI is relevant and appropriate for the affected population's needs, especially since shelter is crucial. However, for emergency use, it must be provided in a timely manner. Concerns regarding comprehensiveness arise, particularly in the early stages, due to a lack of capacity to provide essential shelter materials such as lumber and others necessary retrofitting materials.
Surge Support	IFRC is urged to continue to deploy experienced surge and technical support personnel during emergencies.	There is a need to deploy experienced surge and technical support during operations.

Theme	Recommendation	Key findings related to the recommendation
Welfare	<p>Integrate Psychosocial Support (PSS) into the mission cycle planning process to ensure consistent provision of support services during deployments. This involves embedding PSS considerations into every phase of mission planning, from assessment to implementation and evaluation. Regular evaluations and assessments should be conducted to measure the effectiveness of PSS initiatives and pinpoint areas for improvement. Additionally, comprehensive training programs should be developed for all humanitarian workers, emphasizing the significance of PSS and equipping them with the necessary skills to implement it effectively in their operations.</p> <p>PSS should be encouraged and is recommended done by an external service provider/neutral party.</p>	<p>The implementation of Psychological Support Services (PSS) for humanitarian workers remains inconsistent. Some chapters have successfully organized PSS programs for their personnel, facilitated by the National Headquarters (NHQ), while others have not. Additionally, certain chapters have independently conducted PSS sessions, sometimes even before concluding the mission of deployed personnel.</p> <p>On the other hand, return briefings discussion is more on the technical aspect. PSS support is available but not enforced so some staff do not go through a psychosocial process due to busy schedules which leads to burnout before the next operations.</p>
<p>Below are some findings and recommendations related to support services which have affected the efficiency of project implementation.</p>		
Finance	<p>There is a need to implement a certification process verifying that chapters have submitted their liquidations and are devoid of financial obligations, especially if the finance department cannot issue a demand notice within a specific timeframe. This certification would provide assurance of compliance. Additionally, there should be a reinforcement of Standard Operating Procedures (SOP) for liquidation submissions. The designated implementing office should centrally receive all liquidations from chapters and staff for validation, meticulously comparing planned budgets with actual expenditures to ensure accuracy and accountability in financial reporting.</p>	<p>There are challenges in effectively managing working advances and ensuring timely liquidation during emergencies, leading to operational bottlenecks.</p>

Theme	Recommendation	Key findings related to the recommendation
Finance	There is a need to rigorously enforce HR policies, ensuring they are integral to regular staff and volunteer orientations. Additionally, firm action must be taken against non-compliance with finance-related matters. It is imperative to enforce consequences for staff failing to provide documentation to liquidate working advances promptly, as this impacts reporting accuracy, future disbursements, and fosters a culture of unaccountability. By implementing stringent measures, accountability and adherence to financial protocols can be upheld effectively across the organization.	There are inconsistent penalties for non-compliances too, e.g. use of funds outside the approved plan.
Finance	Organize comprehensive orientations on bookkeeping for finance personnel, staff, and volunteers at chapter levels. These orientations should cover essential aspects of financial management to ensure uniform understanding and adherence to best practices. Furthermore, convening meetings with partners and the Philippine Red Cross (PRC) is crucial to establish minimum reporting requirements collaboratively. This includes discussing standardized attachments for liquidations to streamline reporting processes and enhance transparency. By implementing these measures, consistency in financial management practices can be achieved, promoting efficiency and accountability across the organization and its partners.	There are multiple donors and reporting attachments which may have caused some confusion among personnel when doing liquidations.
Finance	Finance department to develop a procedural framework outlining specific timeframes for reviewing liquidations. For instance, Finance should establish a clear deadline, such as issuing a notice of compliance within one month	Finance department took time in reverting finance related concerns to staff deployed in the field. This has resulted for deployed staff to spend their own money once they are not able to secure the necessary financial attachment,

Theme	Recommendation	Key findings related to the recommendation
	after receiving the vouchers. This structured approach ensures timely processing of financial documentation, promotes accountability, and facilitates smoother workflow throughout the organization. By adhering to defined timelines, Finance can enhance efficiency in handling liquidations, thereby improving overall financial management practices.	considering that it has been a long time since their deployment.
Finance	There is a need to conduct a thorough review of financial procedures and processes to identify any existing gaps and address potential delays.	There were some delays in downloading the budget to chapters. This has resulted for chapters to use chapter's fund to cover the operational cost related to Odette operation.
Human Resource	Re-enforced the policy about "no training/orientation, no deployment" among staff and volunteers. Provide a comprehensive training package for new hired staff and volunteers	Staff recommend improving volunteer readiness during emergency responses. It's suggested to organize a planning workshop to clarify roles, responsibilities, and program objectives for everyone involved. Volunteers expressed during interviews that some were deployed without sufficient orientation or training, leading them to learn on the job during implementation.
Human Resource	Enhance and acknowledge the contributions of staff and volunteers: develop guidelines for recognizing the efforts of PRC personnel and volunteers during emergency situations and responses.	PRC staff and volunteers were generally perceived as skilled, efficient, and well-organized in program implementation, despite some delays and challenges.
Human Resource	Allocate sufficient resources to hire dedicated personnel solely focused on individual operations exceeding a predetermined threshold, adopting a task force model similar to the approach utilized during Yolanda. This entails establishing a specialized pool of staff for emergency task forces, comprising both technical experts and support staff such as finance, logistics, and	Stretched manpower who are handling multiple operations at the same time.

Theme	Recommendation	Key findings related to the recommendation
	administration. This dedicated team structure ensures focused attention and efficient delivery during critical operations, enhancing overall effectiveness and response capabilities.	
Human Resource	<p>Immediate: PRC can consider crafting a memo to allow non-issuance of receipts for the duration of the whole emergency operation.</p> <p>Long-term: There is a need to review the per diem policy of PRC and create a policy which are staff-friendly. Increase per diem rate and provision of the whole amount without requiring receipts.</p>	Deployed staff and volunteers struggle to obtain meal receipts in the field, diverting their focus from operational activities to searching for receipt providers, often unavailable in remote areas.
Logistics	Decentralize PRC's hubs and strengthen regional and sub offices with personnel, assets, equipment, etc.	Relying solely on centralized support from headquarters hinders PRC chapters to be able to respond swiftly on the various islands.
Logistics	Allocate a budget specifically for maintenance and ensure that maintenance tasks are promptly executed as necessary to maintain operational readiness for future emergencies.	Failure to budget for and run post-emergency repair and maintenance on equipment poses a significant risk. This was demonstrated by incidents of faulty tanker and ambulance malfunction upon deployment during Odette which disrupted services upon deployment.

Annex I: Desk review documents

- IFRC Typhoon Odette Emergency Appeal. December 2021
- DMS Manual
- Philippine Red Cross Emergency and Disaster Response Policy and Standard Operating Procedure Manual
- PRC DMS DISASTER PREPAREDNESS FRAMEWORK MODEL
- PRC DMS Disaster Risk Red Bridging the Recovery Program Reduction and Management
- DRR Minimum Package Guidelines
- PRC DMS Livelihoods Guidelines
- Health Caravan Guidelines
- IFRC Typhoon Odette Operations Updates 1-5
- IFRC Typhoon Odette Operations Update No 5. August 2023
- IFRC Typhoon Odette Operations Update No 4. February 2023
- IFRC Typhoon Odette Operations Update No 2. January 2022
- IFRC Typhoon Odette Operations Update No 1. January 2022
- IFRC Typhoon Odette Revised Operational Strategy. April 2022
- IFRC Typhoon Odette Operational Strategy. December 2021
- PRC Typhoon Odette Plan of Action
- Typhoon Odette Internal Review Document. 2022

Annex II: Lists of interviewees

No	Name	Designation	Office
1	Omar Amonoy	Engineer, IFRC Philippines	IFRC Philippines
2	Criselda Longga	Manager	PRC DMS
3	Mc. Robert Rebuta	Disaster Recovery Unit Head	PRC DMS
4	Ian Cagayan	Livelihood Technical Officer	PRC DMS
5	Steven Villena	DRR Project Coordinator	PRC DMS
6	Ellaine Luzada	Cash and Voucher Unit Head	PRC DMS
7	Christen Joy Salem	Supply Officer	PRC DMS
8	Steven Laranjo	DRR Technical Officer	PRC DMS
9	Jelina Bernardo	Volunteer	PRC DMS
10	John Chris Nicolas	Technical Officer	PRC DMS
11	Ma. Jessilou Morigo	Manager	Welfare Services
12	Lester Calma	WASH Engineer	WASH
13	Jaylord Abrigado	Manager	Safety Services
14	Leonardo Ebajo	Unit Head	ERU/SSO
15	Ken Aracan	Manager	OPCEN
16	Norwina Eclarinal	Manager	IRSPO
17	Eduardo Buena	Manager	Logistic
18	Alwin Baltazar	Manager	Fleet
19	Hinkleylou Mesina	Unit Head	Accounting
20	Layla Obtinalla	Executive Assistant	Communications
21	Florame Magalong	Manager	Chapter Development
22	Joseph Fernandez	Chapter Administrator	PRC North Cotabato
23	Gopal Mukherjee	Programme Coordinator	IFRC Philippines
24	Meenakshinathan Ramalingampillai		German Red Cross
25	Richard Villena	Movement Coop Coordinator	ICRC

Lists of interviews at chapter level during field work activity

Province		Leyte		Cebu	
Date	Day	Municipality	Barangay	Municipality	Barangay
12-Feb	0	ARRIVAL OF THE ETT		ARRIVAL OF THE ETT	
13-Feb	Day 1	KII PDRRMO, PSWD, PAO, Philpost, BFAR		KII PDRRMO, PSWD, PAO, Philpost, BFAR	
		KII Chapter CA, CSR-DMS FGD: Odette Chapter Staff and Volunteers		KII Chapter CA, CSR-DMS FGD: Odette Chapter Staff and Volunteers	
		Maasin City KII: MDRRMO, MDSWDO	Abgao FGD: Barangay Council	Cebu City KII.	Inayawan FGD: Barangay Council

			Cansirong FGD: Barangay Council	MDRRMO, MDSWDO	
			St. Joseph College (Maasin City)		
14-Fe b	Day 2	Macrohon KII: MDRRMO, MDSWDO, MAO	Mabini FGD: Barangay Council, BARECOM	City of Naga KII: MDRRMO, MDSWDO	Inoburan FGD: Barangay Council
		Malitbog KII: MDRRMO, MDSWDO, MAO	Aurora FGD: Barangay Council, BARECOM	Talisay City KII: MDRRMO, MDSWDO	Dumlog FGD: Barangay Council
			New Katipunan FGD: Barangay Council, BARECOM	Mandaue City KII: MDRRMO, MDSWDO	Jagobiao FGD: Barangay Council
			Sta. Cruz FGD: Barangay Council, BARECOM		
15-Fe b	Day 3	St. Bernard KII: MDRRMO, MDSWDO	Himbangan FGD: Barangay Council	Alcoy KII: MDRRMO, MSWDO, MAO	Pugalo FGD: Barangay Council, BARECOM
			Hindag-an FGD: Barangay Council		Madridejos FGD: Barangay Council, BARECOM
		Liloan KII: MDRRMO, MDSWDO	Amaga FGD: Barangay Council	Alegria KII: MDRRMO, MSWDO, MAO, Mayor's Office	Poblacion FGD: Barangay Council, BARECOM
			Anilao FGD: Barangay Council		
16-Fe b	Back to NHQ				

Province		Surigao del Norte				Palawan	
Date	Day	Municipality / City	Barangay	Municipality / City	Barangay	Municipality / City	Barangay
Feb 18		Manila to Surigao Del Norte		Manila to Surigao Del Norte			
Feb 19	Day 0	Surigao Mainland to Dinagat Island		KII PDRRMO, PSWD, Philpost (Surigao Del Norte)		ARRIVAL OF THE ETT	
				KII Chapter CA, CSR-DMS FGD: Odette Chapter Staffa and Volunteers			

Feb 20	Day 1			Surigao City KII: MDRRMO, MDSWDO	Danao FGD: Barangay Council		
					San Roque FGD: Barangay Council		
					Washington FGD: Barangay Council		
		KII PDRRMO, PSWD, Philpost (Province of Dinagat)		Balite FGD: Barangay Council	KII PDRRMO, PSWD, PAO, Philpost, PHO, BFAR		
FGD: Odette Chapter Staff and Volunteers		KII Chapter CA, CSR-DMS FGD: Odette Chapter Staff and Volunteers					
Feb 20	Day 1	Dinagat KII: MDRRMO, MDSWDO	New Mabuhay FGD: Barangay Council	San Francisco KII: MDRRMO, MDSWDO	Honrado FGD: Barangay Council	Puerto Princesa KII: MDRRMO, MSWDO, MHO	Lucbuan FGD: Barangay Council, Health Center
							Maruyogon FGD: Barangay Council, Health Center
							Langogan FGD: Barangay Council
Feb 21	Day 2	Basilisa KII: MDRRMO, MDSWDO	Ferdinand FGD: Barangay Council	Travel from Mainland to Siargao (Morning Sched)	Roxas KII: MDRRMO, MSWDO		Malcampo FGD: Barangay Council
		Cagdianao KII: MDRRMO, MDSWDO	Laguna FGD: Barangay Council				Minara FGD: Barangay Council
							New Cuyo FGD: Barangay Council

Feb 22	Da y 3	Travel from Dinagat to Surigao Mainland	Burgos KII: MDRRMO, MDSWDO	Poblacion 1 FGD: Barangay Council	Dumaran KII: MDRRMO, MSWDO, MAO	Bacao FGD: Barangay Council, BARECOM
			San Benito KII: MDRRMO, MDSWDO	Nuevo Campo FGD: Barangay Council		Bohol FGD: Barangay Council
				Talisay FGD: Barangay Council		Calasag FGD: Barangay Council, BARECOM
						San Juan FGD: Barangay Council, BARECOM
Feb 23	Da y 4	Travel from Surigao to Manila		Travel from Palawan to Manila		

Date	Day	Municipality	Barangay
19-Feb	Day 0	ARRIVAL OF THE ETT	
20-Feb	Day 1	KII PDRRMO, PSWD, PAO, Philpost, BFAR	
		KII Bohol Chapter CA, CSR-DMS FGD: Odette Chapter Staffa and Volunteers	
21-Feb	Day 2	Tagbilaran KII: MDRRMO, MDSWDO	J.A Clarin FGD: Barangay Council
		Buenavista KII: MDRRMO, MDSWDO, MAO	Nueva Granada FGD: Barangay Council
			Panghagban FGD: Barangay Council
			Putingbato FGD: Barangay Council, BARECOM
Danao KII: MDRRMO, MDSWDO	San Miguel FGD: Barangay Council		
	Taming FGD: Barangay Council		
22-Feb	Day 3	Talibon KII: MDRRMO, MDSWDO, MAO, DTI, Mayor's Office	Busalian FGD: Barangay Council
23-Feb	Back to NHQ		

Annex III: Evaluation Matrix

The evaluation matrix below shows the evaluation questions and sub-questions needed to gather the required information for the evaluation objectives. It also outlines the primary sources of information and the tools used for data collection.

Criteria	Questions	Objective	Measurement/indicator	Source of information	Data collection methods
Relevance	1. How well were the interventions identified and how well it addressed the specific needs of vulnerable individuals, considering gender, age, and other demographic factors within the affected population?	Objective 1	PDM results	PDM results	Desk Review, KII, FGD
Relevance	2. How did project staff, volunteers, and LGU view the comprehensiveness package of services – training, equipping, and mobilization – offered to or directed towards them?	Objective 1	Good feedbacks	Interview	KII
Relevance	3. How were the PRC cross-cutting issues of gender equality, disability inclusion, child protection, and climate change adaptation been integrated into project planning, implementation, and monitoring?	Objective 1 and 2	Inclusion of gender considerations in programme design documents.	PGI and DRR related documentation	KII, FGD
Relevance	4. Was the assistance provided appropriate and sufficient to meet intended needs?	Objective 1	Good feedbacks	PDM results, good feedbacks	Desk Review, KII, FGD
Relevance	5. Were intervention strategies and priorities in line with local customs and practices of the affected population?	Objective 1	Good feedbacks	Feedbacks	KII, FGD
Relevance	6. Were beneficiary selection processes and targets adequate according to the identified needs?	Objective 1	Good feedbacks	Project report, feedbacks	Desk Review, KII, FGD

Criteria	Questions	Objective	Measurement/indicator	Source of information	Data collection methods
Efficiency	1. How well were the inputs (funds, people, materials and time) used to produce results? Were the inputs appropriate to produce the expected results?	Objective 3	- Funding levels. - Staffing levels and gaps over time. - Training and capacity report.	Operations Update Report, funding level	Desk Review
Efficiency	2. What is the quality of the management of the project, including planning, monitoring and reporting, resource and personnel management, cooperation, coordination and communication?	Objective 3	- If system is in place for planning, monitoring and reporting - Financial situation and management - HR management report - Good feedback from partners	Project document,	Desk Review, KII, FGD
Efficiency	5. How were programme activities managed and coordinated, particularly between PRC, IFRC, other Movement partners, clusters, and local authorities?	Objective 3	Positive feedback from relevant stakeholders	Interview	KII
Efficiency	6. Was the capacity of the human resource system enough to fulfil the needs of the interventions and beneficiaries? Were personnel skills utilized in an efficient and effective manner?	Objective 3	Training and capacity building reports	Interview	KII
Efficiency	8. What were the deviations and modification of response during pandemic situations and national election or other major events?	Objective 3	- Timely delivery of support to the most affected target population	Project document, interview	Desk review, KII, FGD
Efficiency	10. Was the operation able to develop a realistic capacity enhancement plan, follow it and reported positive impact of the same on the actual capacity of PRC at different levels?	Objective 3		Project document, interview	Desk review, KII

Criteria	Questions	Objective	Measurement/indicator	Source of information	Data collection methods
Effectiveness	1. To what extent were the project objectives (expected outputs and outcomes) met?	Objective 2	- Project report with target vs accomplishment	Project report, interview	Desk review, KII, FGD
Effectiveness	2. How satisfied with the performance and process are the project beneficiaries (families and community)? Have they been able to influence the project if they wanted to?	Objective 2	Positive feedbacks from PDM Results and interviews	PDM, interview	Desk Review, KII, FGD
Effectiveness	3. What are the viewpoints and conclusions of project staff and volunteers' and other stakeholders involved in the implementation in relation to the performance of the project? What are the main successes, failures, lessons learnt and best practices from the project from their perspective?	Objective 2	Positive feedback	Interview	KII
Effectiveness	4. Was the participation of the stakeholders adequate throughout the project?	Objective 2	Coordination reports and attendance to meetings	Project report, interview	Desk review, KII
Effectiveness	5. Were adequate tracking systems in place to ensure transparency and accountability?	Objective 2	Feedback mechanisms in place at all levels, especially at barangay level	Project report, interview	Desk review, KII
Effectiveness	6. Were complaints/feedback mechanisms put in place for community questions and concerns to be answered? What were the concerns raised by communities during the intervention? Was the Community Engagement and Accountability Plan effective enough to promote participation	Objective 2	Feedback mechanisms in place at all levels, especially at barangay level	Project report, interview	Desk Review, KII, FGD

Criteria	Questions	Objective	Measurement/indicator	Source of information	Data collection methods
	among stakeholders, beneficiaries, and residents?				
Effectiveness	7. Was there adequate time and effort invested for the integration of interventions across the different operation sectors?	Objective 2	- Sectoral meetings and convergence	Project report, interview	Desk review, KII
Sustainability	1. Are there evidences suggesting that the operation outcomes are likely to sustain and what are the methods of measuring the same in future?	Objective 4	Linkaging and partnership with local government units	Project report, interview	Desk review, KII
Sustainability	2. Did the operation strengthen the local disaster preparedness and response capacities (including community resilience to disasters and crises)?	Objective 4	- DRR SOPs are in place or are being improved - Relationship and cooperation with local authorities like PDRRMO	Project report, interview	Desk review, KII
Sustainability	3. Did the interventions result in enhanced institutional capacity of the PRC province and below chapters, in terms of: - Ability to implement recovery programmes, with minimum support. - Ability to prepare for and respond to disasters in a timely, efficient, and coordinated manner; and - Ability to mobilize communities at risk to cope with future disasters	Objective 4	Improved disaster management	Project report, interview	Desk review, KII

Criteria	Questions	Objective	Measurement/indicator	Source of information	Data collection methods
Sustainability	7. Did the support of the IFRC strengthen and complement the response of local PRC chapters and coping mechanisms, or hinder them?	Objective 4	- Level of collaboration between IFRC and PRC in the field. - Satisfaction levels amongst PRC Chapter operational staff. - Good feedbacks	Project report, interview	Desk review, KII
Sustainability	8. Did the support provided to affected communities enable them to enhance their resilience to withstand possible future Typhoon and other hazards?	Objective 4	Good feedbacks, DRR knowledge of the community	Project report, interview	Desk review, KII, FGD
General	1. What worked well? What are the best practices you have done in the implementation?	Objectives 2,3,4	Successful implementation of the targets	Project report, interview	Desk review, KII, FGD
General	2. What did not work well? What are the major challenges encountered in the implementation of the project?	Objectives 2,3,4		Project report, interview	Desk review, KII, FGD
General	3. What is your recommendation for the PRC to improve the services we provided to the affected beneficiaries of the disaster?	Objectives 2,3,4		Interview	Desk review, KII, FGD

Annex IV: Semi-structured questionnaires

Below are the semi-structured questionnaires used during the interviews and focus group discussion with internal stakeholders. During interviews, interviewees explained the objective and purpose of the activity. The interview usually takes 45 minutes up to 1hour and 30 minutes.

Criteria	Questions	Questions for PRC personnel
Opening	1. What was your role in the IFRC/PRC response /organization? Shelter /NFIs, Food Distribution, Cash, WASH, PSS, DRR, Livelihood, support services?	
Opening	2. How long were you involved for? Where were you based?	
Relevance	1. How well were the interventions identified and how well it addressed the specific needs of vulnerable individuals, considering gender, age, and other demographic factors within the affected population?	1. What needs do you think the support met? 2. Have needs changed over time? Did the support change?
Relevance	2. How did project staff, volunteers, and LGU view the comprehensiveness package of services – training, equipping, and mobilization – offered to or directed towards them?	1. For the staff, was the support provided to you comprehensive/ enough in order to deliver the required services?
Relevance (PGI)	3. How were the PRC cross-cutting issues of gender equality, disability inclusion, child protection, and climate change adaptation been integrated into project planning, implementation, and monitoring?	1. Was a gender, protection and inclusion analysis undertaken prior to the disaster to inform gender inclusive programming? 2. What GPI specific approaches were used in the programme design? 3. What internal or external factors facilitated or constrained gender dimensions? 4. Who do you think the support has supported the most? Men, Women, Children? 5. What measures were taken to meet the specific needs of men, women, girls, boys, and the disabled? 6. Were women consulted to identify the most appropriate support to meet their specific needs? 7. What specific initiatives were targeted for women? Girls? Disabled? 8. Were equal amounts of funding spent on men or women, or were women prioritised? 9. How did the response increase protection aspects in the communities?

Relevance	4. Was the assistance provided appropriate and sufficient to meet intended needs?	<ol style="list-style-type: none"> 1. What priority needs do you think were not supported? 2. On what information was the response planned? 3. For the people supported, do you think that PRC was able to provide them with enough/comprehensive assistance/support?
Relevance	5. Were intervention strategies and priorities in line with local customs and practices of the affected population?	<ol style="list-style-type: none"> 1. What humanitarian principles were utilised during programme design and implementation?
Relevance (Coverage)	6. Were beneficiary selection processes and targets adequate according to the identified needs?	<ol style="list-style-type: none"> 1. How were communities selected? On what basis? 2. How did this fit in the sectoral cluster “Who? What? Where? When?” analysis? 3. Were there any areas omitted from the response? Why? 4. Have any groups or people been excluded from the support provided? 5. How can this be done better?
Efficiency	<ol style="list-style-type: none"> 1. How well were the inputs (funds, people, materials and time) used to produce results? Were the inputs appropriate to produce the expected results? 	<ol style="list-style-type: none"> 1. How efficient was the logistics system in procuring, transporting, and distributing supplies to the affected areas? 2. How timely were the response and recovery interventions delivered? Were there any challenges and delays? 3. How fast were resources mobilized to address emergency needs?
Efficiency	2. What is the quality of the management of the project, including planning, monitoring and reporting, resource and personnel management, cooperation, coordination and communication?	<ol style="list-style-type: none"> 1. How many volunteers and staff? What are their tasks? (Ratio of volunteers, and houses) What are your resources? 2. Were you involved/consulted in all of the process- from assessment, targeting, selection, distribution until monitoring? 3. How quickly PRC was able to respond? 4. For health caravan activity: do you think the health caravan activity was timely? Was it still relevant even if the emergency phase has passed? How was the coordination between PRC and local MHU? Was there any overlapping of activities? 5. For PSS for the humanitarian activity, how efficient are we in implementing the activity amongst personnel/staff? What were the challenges? What were the best practices?

Efficiency	3. How were programme activities managed and coordinated, particularly between PRC, IFRC, other Movement partners, clusters, and local authorities?	<ol style="list-style-type: none"> 1. How well have PNSs, IFRC and the PRC coordinated at the field level? HQ level? 2. How were the PNSs coordinated? Were coordination objectives clearly set? Achieved? 3. How well has the response integrated the priorities of the IFRC/ PRC and the PNSs
Efficiency	4. Was the capacity of the human resource system enough to fulfil the needs of the interventions and beneficiaries? Were personnel skills utilized in an efficient and effective manner?	<ol style="list-style-type: none"> 1. Was a PRC capacity building plan or strategy established? How was this put together? 2. What specific activities or trainings have been undertaken for the PRC HQ or Chapter staff? Was capacity building done for both programmatic and support service staff? HQ and Chapter?
Efficiency	5. What were the deviations and modification of response during pandemic situations and national election or other major events?	<ol style="list-style-type: none"> 1. Are objectives clear to you? Were they properly conveyed? How did you know the objectives? 2. Was there any deviation from PRC SOP in project implementation? To what degree? 3. Was the operation able to develop a realistic capacity enhancement plan, follow it and reported positive impact of the same on the actual capacity of PRC at different levels?
Efficiency	6. How do you perceived the timing and transition of different interventions provided from emergency response to early recovery? Was it too soon, too late why? Relief (In-kind & Cash) ESA, CGI, LLH, SRA, FSA, HLA, CSG, CMLP, DRR (PASSA VCA)	<ol style="list-style-type: none"> 1. How do you perceived the timing and transition of different interventions provided from emergency response to early recovery? Was it too soon, too late why? Relief (In-kind & Cash) ESA, CGI, LLH, SRA, FSA, HLA, CSG, CMLP, DRR (PASSA VCA)
Effectiveness	1. To what extent were the project objectives (expected outputs and outcomes) met?	<ol style="list-style-type: none"> 1. How well has the response been led and managed? Who has done this? 2. What have been the evident improvements at community level in terms of health, livelihoods? Food security, WASH? How is this measured? 3. Have resilience or preparedness levels been improved? How is this measured? 4. How effective was the assessment method in identifying needs of the affected communities? 5. How well did the coordination mechanisms facilitate working among different stakeholders? 6. How well were the monitoring mechanisms for the interventions?

Effectiveness	3. What are the viewpoints and conclusions of project staff and volunteers' and other stakeholders involved in the implementation in relation to the performance of the project? What are the main successes, failures, lessons learnt and best practices from the project from their perspective?	1. What do you think about the performance of the whole operation? What are the main successes, failures, lessons learnt and best practices from the project from their perspective? 2. How effective was the program in implementing project activities such as PSS for humanitarian workers and health caravans?
Effectiveness	4. Was the participation of the stakeholders adequate throughout the project?	1. How well did PRC coordinate with the local govt? National govt?
Effectiveness	5. Were adequate tracking systems in place to ensure transparency and accountability?	1. Have monthly or quarterly reports been produced that indicate progress to date, highlighting successes, failures and challenges? 2. What effect has the monitoring and evaluation activities had on improving programmatic activities? 3. Have regular PDM reports been produced? 4. What lessons learnt activities have been undertaken? What effect did they have?
Effectiveness (CEA)	6. Were complaints/feedback mechanisms put in place for community questions and concerns to be answered? What were the concerns raised by communities during the intervention? Was the Community Engagement and Accountability Plan effective enough to promote participation among stakeholders, beneficiaries, and residents?	1. Was a road map for accountability agreed with the management team at the outset of the response? 2. How involved were the community (men, women and disabled) in deciding what support was provided and how this was implemented? 3. How did you track this was happening? 4. Were there any problems when engaging communities? 5. Was there a confidential complaints procedure put in place that was easily accessible? 6. What did beneficiaries normally complain about? 7. How was feedback documented, and what were the follow up protocols for the complaint's mechanism? How were records managed? Who monitored follow up? 8. How else could communities contact the RC? Did this lead to any changes? 9. Were any changes undertaken as a result of the feedback process? 10. What method of communication worked best?
Effectiveness	7. Was there adequate time and effort invested for the integration of interventions across the different operation sectors?	Have annual sectoral plans been established? How was progress monitored?

Sustainability	1. Are there evidences suggesting that the operation outcomes are likely to sustain and what are the methods of measuring the same in future?	1. Was there an exit plan prior to closing the project? Were adequate tracking systems in place to ensure program continuity?
Sustainability	2. Did the operation strengthen the local disaster preparedness and response capacities (including community resilience to disasters and crises)?	
Sustainability	3. Did the interventions result in enhanced institutional capacity of the PRC province and below chapters, in terms of: - Ability to implement recovery programmes, with minimum support. - Ability to prepare for and respond to disasters in a timely, efficient, and coordinated manner; and - Ability to mobilize communities at risk to cope with future disasters	
Sustainability	4. Did the support of the IFRC and partners strengthen and complement the response of local PRC chapters and coping mechanisms, or hinder them?	
Sustainability	5. Did the support provided to affected communities enable them to enhance their resilience to withstand possible future Typhoon and other hazards?	
General	1. What worked well? What are the best practices you have done in the implementation?	
General	2. What did not work well? What are the major challenges encountered in the implementation of the project?	
General	3. What is your recommendation for the PRC to improve the services we provided to the affected beneficiaries of the disaster?	

Below are the semi-structured questionnaires used during the interviews and focus group discussion with external stakeholders. During interviews, interviewees explained the objective and purpose of the activity. The interview usually takes 45 minutes up to 1hour and 30 minutes.

Criteria	Questions	Sub-questions
Opening	How many of you are there in your family? Parents? Kids?	
Opening	What support did you receive from PRC/IFRC? Food rations, Cash, Shelter, NFI, PSS, Nutrition, WASH?	
Relevance	1.How well were the interventions identified and how well it addressed the specific needs of vulnerable individuals, considering gender, age, and other demographic factors within the affected population?	1. What needs of yours did/does this support meet? 2. Have your needs changed over time? Did the support change?
Relevance (PGI)	3. How were the PRC cross-cutting issues of gender equality, disability inclusion, child protection, and climate change adaptation been integrated into project planning, implementation, and monitoring?	1. Who do you think the support has supported the most? Men, Women, Children? 2. If/As a woman do you feel you have been listened to /had an input into the support provided? 3. What measures were taken to meet the specific needs of men, women, girls, boys, and the disabled? 4. Has the response empowered women in the communities? 5. Have you had any problems receiving the support? 6. Were women included in the livelihoods and other programmes? 7. If/As a woman did you feel safe at the distribution points? 8. Do you feel the most vulnerable groups (women, children, people with disabilities etc.) were equally represented by the groups?
Relevance	4. Was the assistance provided appropriate and sufficient to meet intended needs?	1. Was the support provided in such a way that it was easily usable? Did you receive cash? Were markets available locally where you could spend it? 2. What did you think of the quality of items/support received? 3. What proportion of your needs was provided by IFRC/PRC? A little/some/most/all? 4. What aspect of the support you received was the most important? 5. What priority needs do you think you have that were not supported?

Relevance	5. Were intervention strategies and priorities in line with local customs and practices of the affected population?	1. Were these items typical of what you would normally use?
Relevance (Coverage)	6. Were beneficiary selection processes and targets adequate according to the identified needs?	<p>1. How were beneficiaries selected? Were the poorest people in the community always included?</p> <p>2. Do you think the most vulnerable/poorest HHs /communities were selected for support?</p> <p>3. Do you know of any targeting criteria that has been used to decide who to support and who not to? Can you mention any?</p> <p>4. Do you think the barangay committees were involved enough in the beneficiary selection process?</p> <p>5. Are you aware of how the selection criteria were set and who was eligible for support?</p> <p>6. Has any groups or people been excluded from the support provided?</p> <p>7. Did IFRC/Red Cross miss out any members of your community who needed the support? Did others not need it?</p> <p>8. Are all settlements in this area supported? Do you know of any who don't receive any support?</p>
Efficiency	1. How well were the inputs (funds, people, materials and time) used to produce results? Were the inputs appropriate to produce the expected results?	<p>1. Did you receive support soon after you were displaced?</p> <p>2. Were projects implemented finished on time?</p> <p>3. Was food/cash support provided as scheduled? Were there any gaps?</p> <p>4. How efficient was the logistics system in procuring, transporting, and distributing supplies to the affected areas?</p> <p>5. How timely were the response and recovery interventions delivered? Were there any challenges and delays?</p> <p>6. How fast were resources mobilized to address emergency needs?</p>
Efficiency	2. What is the quality of the management of the project, including planning, monitoring and reporting, resource and personnel management, cooperation, coordination and communication?	<p>1. Were you involved/consulted during targeting, selection, and distribution?</p> <p>2. How was the coordination between your office and the PRC?</p> <p>3. For health caravan activity: do you think the health caravan activity was timely? Was it still relevant even if the emergency phase has passed? How was the coordination between PRC and local MHU? Was there any overlapping of activities?</p>

Efficiency	4. Was the capacity of the human resource system enough to fulfil the needs of the interventions and beneficiaries? Were personnel skills utilized in an efficient and effective manner?	1. How did PRC staff manage the implementation of the program? Were they skilled and efficient?
Efficiency	5. What were the deviations and modification of response during pandemic situations and national election or other major events?	1. How did the different situations like pandemic, election and other major events affected the delivery of services of PRC? 2. Was the operation able to develop a realistic capacity enhancement plan, follow it and reported positive impact of the same on the actual capacity of PRC at different levels?
Effectiveness	1. To what extent were the project objectives (expected outputs and outcomes) met?	1. How effective was the assessment method in identifying needs of the affected communities? 2. How well did the coordination mechanisms facilitate working among different stakeholders? 3. How well were the monitoring mechanisms for the interventions?
Effectiveness (CEA)	6. Were complaints/feedback mechanisms put in place for community questions and concerns to be answered? What were the concerns raised by communities during the intervention? Was the Community Engagement and Accountability Plan effective enough to promote participation among stakeholders, beneficiaries, and residents?	1. How involved were your community (men, women and disabled) in deciding what support was provided and how this was implemented? 2. Were there any difficulties for the communities as a result of their involvement? 3. Were there a confidential feedback mechanism put in place that was easily accessible for you / your community? Who did you talk to if you had a problem? What other communication channels existed? Radio/ SMS etc.? How well did they work? Did you understand them? 4. What did you normally complain about? 5. How else could you communicate with the Red Cross? 6. Did you manage to push for any changes that you wanted? 7. Was this system easily accessible? Was your complaint followed up on? Were you informed of the outcome?
Sustainability	1. Are there evidences suggesting that the operation outcomes are likely to sustain and what are the methods of measuring the same in future?	1. Are there evidences suggesting that the operation outcomes are likely to sustain and what are the methods of measuring the same in future?
Sustainability	2. Did the operation strengthen the local disaster preparedness and response capacities (including community resilience to disasters and crises)?	2. Did the operation strengthen the local disaster preparedness and response capacities (including community resilience to disasters and crises)?

Sustainability	8. Did the support provided to affected communities enable them to enhance their resilience to withstand possible future Typhoon and other hazards?	8. Did the support provided to affected communities enable them to enhance their resilience to withstand possible future Typhoon and other hazards?
General	1. What worked well? What are the best practices you have done in the implementation?	
General	2. What did not work well? What are the major challenges encountered in the implementation of the project?	
General	3. What is your recommendation for the PRC to improve the services we provided to the affected beneficiaries of the disaster?	

Annex V: PRC Action Planning

Following the lesson learned and validation workshop, a key outcome is the creation of an action plan. All participants in the activity have contributed to the development of this plan. Here is the proposed action plan.

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
1	CEA	In terms of CEA, information sharing amongst units, gathering and streamlining of data from the ground and getting a pool of volunteers trained for documentation during a disaster needs to be enhanced. Feedback mechanisms such as feedback	Revisit CEA guideline and provide some best practices and examples of CEA initiatives to be cascaded to services and chapters. e.g social media usage, creation of group chats. Creation of CEA feedback mechanism, properly responded/addressed and ensuring that the loop is complete (feedback collection	Efficiency	Immediate to medium term	1. Hiring of CEA Officer, KM Officer, PMEAL Manager and Staff 2. Creation of CEA Technical Working Group 3. Documentation of CEA Guidelines, Forms and Process Flows 4. Trainings on CEA and Mobile Collection Tools (Kobo, ODK) 5. Identification	1. HR, PMEAL 2. OSG, PMEAL 3. PMEAL, CEA-TWG 4. PMEAL, CEA-TWG 5. Chapter Administrators, NHQ Managers				1. Q2 2024 2. Q2 2024 3. up to Q1 2025 4. Q4 2025 5. Q2 2024	1. MRF, Budget, Hiring Memo 2. Implementation Memo 3. Budget, Approval Memo for Validation activities, Kobo/ODK 4. Budget, Trainers /CEA Experts,

¹ Immediate, Medium-term, Long-term

² R - Responsible; A - Accountable; C - Consulted; and I - Informed

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		boxes were in place, but there were concerns about the accessibility and effectiveness of these channels.	-responding-reporting) for NHQ and chapters			of CEA Focal Persons for every chapter and services						Phones 5. Memo, Nomination Forms, Chat Groups
2	CEA and PGI	PRC demonstrates adeptness in community selection through CEA, utilizing the BARECOM to identify and prioritize vulnerable beneficiaries effectively. Moreover, PRC exhibits proficiency in implementing the PGI, which seamlessly	Produce evidence-based and documentation for CEA and PGI practices	Efficiency		1. Hiring of KM Officer 2. Stock tacking of evidences and experiences of CEA activities	1. HR, PMEAL 2. KM Officer				1. Q2 2024 2. Q4 2024	1. MRF, Budget, Hiring Memo 2. Chat group of CEA focal persons, Google Drive, Laptops



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		integrates into its response activities. However, there is a notable opportunity for improvement in the documentation and promotion of best practices related to PGI and CEA, ensuring that these methodologies are comprehensively captured and disseminated for wider understanding and replication.										



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
3	Coordination	Ongoing efforts, like coordination with barangay councils, contribute to sustaining outcomes. PRC chapters have shown strong coordination and collaboration with different government agencies. PRC has coordinated with relevant government agencies on the response activities they will be targeting. However, there are feedbacks that PRC is	Enhance PRC coordination with stakeholders by ensuring timely sharing of reports and activity plans, fostering collaboration, and considering an exit strategy. PRC should share its response plan with the Cluster to improve synergy among partners and streamline response efforts effectively.	Sustainability and Effectiveness	Medium term	<ol style="list-style-type: none"> 1. Identification of information to be collected and shared to external stakeholders 2. Develop revised templates for internal reports and reports to be shared 3. Orientation and train PRC staff on reports 4. Finalize Data Sharing, IM Guidelines and Response Taxonomy Policy 5. Finalize Data Privacy Policy 6. Hire Data Privacy 	<ol style="list-style-type: none"> 1. DMS, OpCen, OSG 2. DMS, OpCen 3. DMS, OpCen 4. DMS, OpCen, Comms, OSG, Services 5. OSG, IT, Legal 6. HR, OSG 				<ol style="list-style-type: none"> 1. Q2 2024 2. Q2 2024 3. Q1 2025 4. Q1 2025 5. Q1 2025 6. Q2 2024 	<ol style="list-style-type: none"> 1. Consultative Meetings, Budget 2. Memo, Servers 3. Budget, Memo, Travel Orders 4. Budget, Memo 5. Budget, Memo 6. MRF, Budget, Hiring Memo

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		only sharing accomplishments, and does not include the comprehensive response plan. PRC did not provide LGU with data in terms of coverage and reached, e.g. the total number of people reached, from which area and what type of support they have provided.				Protection Officer						



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
4	Disaster response procedure	PRC's traditional processes of obtaining a memo for approvals need to be reviewed as it is a tedious process which contributes to delay and frustration for implementers.	Simplifying approval processes can significantly enhance efficiency and enable quicker responses to changing needs. Identify key people for signatories - this is to both hasten the signatory process and there will be more accountability from the side of those who will sign. The management to consider the use of master memo instead of mandating individual memos for every activity	Efficiency	Immediate	Ongoing - look for existing document DMS to recommend Admin/Finance flow during disaster operations (supported by "ongoing" document, LLW recommendation) Approval and Circulation of Policy	DRCS Criselda Longga				Before the next operation this 2024	Necessary Documents Manpower Management

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			across all operations.									
5	Disaster response procedure	Efforts were well-coordinated among stakeholders, facilitating a holistic response with different actors contributing to fill gaps in assistance where necessary.	Review and finalization of operations manual for disaster response with consideration of the following: - Inclusion of exit strategy/planning in plan of action - Include social preparation in the planning process - Include clear guidelines in terms of transitioning from emergency phase to recovery phase	Efficiency and Sustainability	Medium-term	Review and Update DM Manual and Emergency Response SOP Annex: Services SOP Approval and Circulation of DM Manual and SOP	DMS PRC Services				2024 - Annexing, Review and Updating Mid 2025 - Approval and Circulation	Budget Consultation Write shops

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
6	Disaster response procedure	Efforts were well-coordinated among stakeholders, facilitating a holistic response with different factors contributing to fill gaps in assistance where necessary. Further, PRC service delivery is now becoming a model to some LGUs and national agencies. They are getting inspiration from PRC in doing emergency response, e.g.	Review and finalization of operations manual for disaster response with consideration of the following: <ul style="list-style-type: none"> • Inclusion of exit strategy/planning in plan of action • Include social preparation in the planning process • Include clear guidelines in terms of transitioning from emergency phase to recovery phase 	Efficiency								



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		national agencies and other LGUs would like to establish warehouses to preposition their stocks, model for ambulance vehicle.										
7	Disaster response procedure	There is a need to further improve the disaster activation at chapter level, with clear delineation of roles and responsibilities among different services.	Replicate or cascade at the chapter level the "Red Alert Activation" practice at NHQ level. This will form basis in the enhancement of chapter's business continuity plan.	Efficiency	Immediate	Endorsement of "Alert Level Activation" through ADMIN MEMO -Conduct orientation with the chapters	DMS Criselda Longga				Within 6 months	Memo Manpower

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
8	DRR	The Disaster Risk Reduction (DRR) activities are highly valued by communities in vulnerable locations, yet implementation delays have hindered their full potential. However, there were challenges in mobilizing trained facilitators for Disaster Preparedness and Risk Reduction (DPRR) trainings have been encountered, highlighting	The key recommendations encompass the following: organize regular trainings to expand the facilitator pool; reassess timing and sequencing of DRR activities for better implementation; tailor a DRR activity model for emergency operations, considering time constraints; prioritize activities with set timelines in the review process; mobilize resources and trainers from	Relevance	Medium-term	Assessment for alignment of DRR Minimum Package to contextualized local government's processes and PPPs Endorsement of DRR Minimum Package to OSG Approval and Dissemination of DRR Minimum Package to chapters through ADMIN MEMO Updating of DRR Programming	DPRR Steven Laranjo				Mid 2024 to 2026	HR Budget Document

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		the need for streamlined processes and enhanced capacity building efforts.	nearby chapters for DRR activities; address location-specific needs; establish a comprehensive pool of facilitators and instructors; and clarify the recovery timeframe to ensure community ownership and prompt initiation of developmental activities.			fit to Recovery Phase; MUST be included in DM MANUAL Hire personnel focused on cascading DMS LADDERIZED TRAINING PROGRAM/Capacity Building						
9	DRR	Given the turnover of leadership at the barangay level, providing orientation to new officials would be	Recommendations for enhancing disaster risk reduction (DRR) efforts include allocating time for exit	Sustainability	Medium-term	Endorsement of DRR Minimum Package to OSG Approval and Dissemination of DRR	DPRR Steven Laranjo				Mid 2024 to 2026	Budget Chapters



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		advantageous to ensure their awareness of the program, particularly regarding Disaster Risk Reduction (DRR) initiatives.	strategy planning and hand-over activities, ensuring alignment between DRR activities and the programs of Local Government Units (LGUs) and the PRC. The NHQ should establish a monitoring tool or mechanism for chapters to oversee the implementation and sustainability of DRR programs at the barangay and LGU levels. It's crucial to			<p>Minimum Package to chapters through ADMIN MEMO</p> <p>Updating of DRR Programming fit to Recovery Phase; MUST be included in DM MANUAL</p> <p>Hire personnel focused on cascading DMS LADDERIZED TRAINING PROGRAM/Capacity Building</p>						

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			include DRR activities in barangay Disaster Risk Reduction and Management (DRRM) plans, supported by an Executive Order from the LGU for sustainability. Pairing emergency DRR with developmental projects or funds ensures continuous programming. NHQ should be capacitated in grants management and maintain clear Scope of Works (SOWs) for project stages. Collaboration									



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			between DRR programs must be identified to avoid duplication and ensure complementarity. Empowering barangay communities through the establishment of project committees, monitoring teams, Disaster Risk Reduction Officers (DRROs), barangay officials, and other Civil Society Organizations (CSOs) fosters a multisectoral approach for sustainability.									



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			Introducing PRC's DRR-related activities is essential to raise awareness and engagement.									
10	Health	The community generally perceived the health caravan as relevant. However, they would have preferred it to be conducted when they were at the evacuation center, as that was when they felt they needed it the most.	Review the health caravan implementation guideline in terms of timing in the delivery of the service.	Relevance and Efficiency	immediate (Ongoing)	Review/Update and disseminate Health Caravan Guidelines to chapters	Health				Within 6 months	

1 1	Deployment	Deployment of humanitarian caravans consists of trained personnel and assets is seen as beneficial by the chapter.	Always ensure to send quality/functional assets and experienced personnel.	Effectiveness	Medium-term	<p>Welfare</p> <ul style="list-style-type: none"> - to strengthen timely repairs/maintenance and replenishment of consumable items to be prepared for next deployment. -regular orientation/trainings for welfare staff and volunteers preparation for deployment <p>WASH</p> <ul style="list-style-type: none"> -Conduct sets of trainings related to emergencies and regular times -Perform hub/storage assessment to have an updated inventory of assets and 	Health, Welfare, Wash & safety				1 - 2 year	<p>Welfare</p> <ul style="list-style-type: none"> -Budget for repairs, replenishment of items and trainings <p>Health</p> <ul style="list-style-type: none"> -Budget for procurement of medicines and medical supplies <p>WASH</p> <ul style="list-style-type: none"> -Adequate budget for the maintenance, trainings and procurement of WASH items.
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No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
						<p>identify items that are need replacement. -Prepositioning/assignment of assets across the country with complete deployment items for timely and efficient WASH interventions.</p> <p>HEALTH - Ensure sending of pre-positioned medicines and supplies to chapters, and regular conduct of orientation to medical corps and health volunteers</p>						<p>Safety - Budget allocation for the following * Medical Supplies (equipment) * Medical Supplies (consumables) * Regular Monitoring of Ambulance Unit (PMS, Comprehensive Checklist, Vehicle Checklist,</p>

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
						<p>SAFETY SERVICES</p> <ul style="list-style-type: none"> - All ambulance units are equipped (medical equipment and supplies-consumables), road-worthy and response-ready. - enhancement training for the volunteers (first aiders and EMS Personnel) for possible deployment/augmentation - review the Circular Memo and Department Memo released by the Safety 						<ul style="list-style-type: none"> Ambulance Unit Profile, Equipment Inventory) - Database for the trained volunteers



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
						Services for reference and guidance						
1 2	Assessment	Detailed and rapid assessment for relevant data at the onset of an emergency is crucial to determine PRC's response. Current processes need to be strengthened and staff need to be better equipped to establish initial needs. The process of assessment and reporting has perhaps become more complex over time with	Conduct a comprehensive needs assessment training for NHQ and chapter staff, as the majority of the staff are new. Further, there is a need to finalized the review of RDANA tool to be explained during the needs assessment training.	Efficiency	MEDIUM TERM	1. Revise RDANA Forms 2. Finalize Data Analytical Framework	1. DMS, OpCen, Services 2. DMS, OpCen				1. Q4 2024 2. Q4 2024	1. Servers 2. Memo



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		technology and the requirement for a lot of information which may not be needed to serve the purpose. Observation skills on-site of the aftermath should be included as a tool for verification, not just depending on data from LGU.										



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
13	Reporting	During times of emergency, various requests for reports from NHQ are issued irregularly, placing undue operational strain on field personnel. Rather than directing their efforts solely towards response efforts, they are compelled to fulfilling other reporting requirements, despite having already submitted reports to the Operations	Establish a cohesive reporting framework to streamline processes effectively. <ul style="list-style-type: none"> • Systematic sharing of data with partners • Create a sectoral standard reporting template • Integrated internal reporting system • OpCen will assist in revamping various reporting templates, consolidating them into a cohesive format. 	Efficiency	MEDIUM TERM	<ol style="list-style-type: none"> 1. Identification of information to be collected and shared to external stakeholders 2. Develop revised templates for internal reports and reports to be shared 3. Orientation and train PRC staff on reports 4. Finalize Data Sharing, IM Guidelines and Response Taxonomy Policy 5. Finalize Data Privacy Policy 6. Hire Data Privacy 	<ol style="list-style-type: none"> 1. DMS, OpCen, OSG 2. DMS, OpCen 3. DMS, OpCen 4. DMS, OpCen, Comms, OSG, Services 5. OSG, IT, Legal 6. HR, OSG 				<ol style="list-style-type: none"> 1. Q2 2024 2. Q2 2024 3. Q1 2025 4. Q1 2025 5. Q1 2025 6. Q2 2024 	<ol style="list-style-type: none"> 1. Consultative Meetings, Budget 2. Memo, Servers 3. Budget, Memo, Travel Orders 4. Budget, Memo 5. Budget, Memo 6. MRF, Budget, Hiring Memo

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		Center (OpCen).				Protection Officer						
14	BARECOM	While the community and LGU support the creation of BARECOM and its involvement in the selection process, there are some misunderstandings among certain barangay council and BARECOM members. Some barangay council members feel excluded and believe they are not involved enough,	It is recommended to improve orientation sessions for both barangay council and BARECOM members. These sessions should include detailed discussions on the purpose, criteria (including both exclusion and inclusion factors), processes, and the importance of close coordination. Additionally, criteria for selecting BARECOM	Relevance and Efficiency	Immediate	Strengthen CEA Approval and Dissemination of Livelihood Guideline	DRECLan Cagayan				Within this year	Guidelines Chapters



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		especially in decision-making. Additionally, some BARECOM members do not fully understand their roles, which leads to a limited understanding of the overall process, such as the HLA process.	members should be clearly defined, ensuring that any materials used for communication are easily understandable. Sustainability and retention of BARECOM members should also be taken into account. Moreover, BARECOM should be empowered by the chapter as co-implementers of projects to enhance their sense of ownership. Reinforcement of the roles									

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			and functions of BARECOM is also crucial for effective collaboration.									



15	Livelihoods	<p>PRC provided training programs, especially in livelihood skills, in collaboration with government agencies like the Department of Agriculture, and Department of Trade and Industry. This approach was perceived as comprehensive by project staff, volunteers, and LGUs. These services aimed not only at provision but also at equipping individuals for</p>	<p>It is recommended to maintain continuous communication and coordination with LGUs and other organizations to explore potential complementary support. Regularly review the business continuity plan on an annual basis to ensure its effectiveness. PRC should establish partnerships with government line agencies for ongoing updates and enhancements of training programs, extending</p>	Sustainability		In practice						
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No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		long-term sustainability.	collaboration to private sectors as well. Implement Memoranda of Agreement (MOA) at both national and local levels to provide clear references for local operations. Develop an exit strategy in coordination with partners, clarifying their roles post-implementation. Further, it is recommended to implement a peer learning approach such as "Lakbay Aral" to introduce government									

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			<p>programs to communities effectively. PRC should design comprehensive livelihood programs utilizing local resources and incorporating marketing strategies. Approval of the Disaster Management System (DMS) Standard Operating Procedures (SOP) should serve as the guiding framework for project mechanisms. Additionally, consider implementing supplemental</p>									



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			project activities or programs initiated either by the NHQ or chapters to enhance project outcomes.									
16	Management	At times, PRC's response has been ad hoc and deviates from established priorities, as management seeks involvement in various sectors, such as war issues, that are not outlined in the PRC's Strategic Plan. This inconsistency in adherence	Management decision to focus on its strategic priorities	Efficiency	Long term	One PRC Plan			Services, Office, Chapter	Disseminate to all services and offices, Chapters		this should be under the management at HQ



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		to the plan has resulted in a lack of funding availability for these ad hoc activities. Some activities in SP are not relevant anymore, hence new focus may be needed. Being flexible to needs by management is good but adds pressure to staff to deliver. Although PRC is adaptive to changing context, this can sometimes cause confusion										



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		especially at chapter levels if not explained or documented well.										
17	Disaster response procedure	Frequent alterations to delivery schedules have disrupted coordination processes and resulted in wasted expenditures on organizing these deliveries. This has also placed pressure on chapter staff and volunteers, as they bear the responsibility of explaining these changes	Strict compliance on distribution plan; streamline response processes and allow technical focal and chapters the authority for decision-making during emergencies as per guidelines	Efficiency	Immediate	Endorsement of Distribution plan to OSG, OC Guide on assistance distribution and cancellation	DMS and Services Chapters Partners	Within this year				Chapter Document

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		to partners and beneficiaries. The process lacked proper re-validation procedures due to tight deadlines, hindering thorough assessment and beneficiary identification, stressing the importance of allowing adequate time for accurate recipient selection.										



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18	Chapter Development	Significant number of external respondents and the chapter's project staff believed that establishing a PRC sub-chapter in Dinagat Island and satellite office in Southern Cebu will be beneficial. For Cebu province, the City of Carcar and City of Naga can now accommodate the southern part of Cebu, as outlined in an approved memorandum .	Explore the possibility of establishing a sub-chapter in Dinagat Island. There is a need to consider an establishment of a satellite office Southern Cebu, example in Alegria, to keep volunteers active around the area. However, there is a need to take into account their operational costs and economic capabilities. There is a need to assess the economic and financial viability of the	Sustainability	Long term	- Review current partnership (south Cebu) and conduct feasibility study (Dinagat island)	ChapDev t	Cebu Chapter and Surigao Del Norte	Chap Devt ASG's LGU's		March 2025 (Cebu) March 2026 (Dinagat Island)	Meetings Construction Staffing

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			area to support services like Disaster Management Systems (DMS), Emergency Response Units (ERU), Safety, and Water, Sanitation, and Hygiene (WASH).									
19	PGI	Inconsistent efforts were observed in involving women and prioritizing their needs, but activities for children were noted.	Consider during planning of what gender specific assistance is identified in the assessments	Relevance	Immediate	Mainstream PGI through emphasizing on our assessment forms, reorientation on PGI policy (Services and chapters)	All services				within 6 months	technical support, budget for training and orientation on how to mainstream PGI
20	Targeting	During interviews, the	During project briefings, it is essential to	Relevance	Medium-term	Approval and Circulation of	DMS	Mid 2025				Documents Training

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		assessment emphasized a substantial demand for cash assistance and livelihood support in Dinagat Island, underscoring the necessity of prioritizing long-term recovery and sustainable rehabilitation efforts. This highlights the importance of targeting specific areas for recovery-related interventions within Dinagat Island.	incorporate the rubrics for the geotargeting process, support allocation, and targeting into the Disaster Management System (DMS). There is a necessity for clearer discussions among chapters regarding the rationale behind identifying priority areas for recovery intervention activities.			DM Manual, DNA and SOP						

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
21	Relief	Feedback suggests that PRC identified beneficiaries based on needs, with interventions tailored to address those needs. While the quality of support received was generally satisfactory, there were instances of delay or inadequacy due to geographical challenges or resource availability.	There is a need to bolster the CEA loop by actively involving all stakeholders. This could involve implementing regular feedback mechanisms, conducting community consultations, and ensuring transparent communication channels. Additionally, there should be an intensified effort to preposition items, assets, and equipment in regional hubs. It's imperative to	Relevance	Medium-term	Hire CEA Focal Contextualize PRC CEA in Emergencies Identify RO/CEA focal at chapter level	HR PMEAL	2024 - 2025				Manpower Budget Document

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			ensure that these prepositioned assets are both sufficient in quantity and fully functional to effectively respond to emergency situations. Regular assessments and maintenance checks should be conducted to guarantee readiness and reliability.									



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22	Resource Mobilization	Delays in stock distribution were primarily attributed to cumbersome procurement procedures, specific goods requirements, access challenges, and the dispersed nature of affected populations, impacting both response and recovery efforts. Moreover, logistical hurdles compounded by the pandemic and congestion at ports further	Resource mobilization should also be improved, and partnerships established with major suppliers such as shipping companies, heavy equipment partners, warehouses, logistics and other private sector service providers beforehand, preferably locally and at chapter levels, to ease logistics during an emergency.	Efficiency	Long term	Programming and Digitalization including stocking and, MOA etc. Creation of MOU templates to be distributed to chapters	Chapter Administrator SG	Chap Devt ASG: Corporate and Program Development	NHQ Chapter Services and Offices	Disseminate to all services and offices, Chapters	March 2025(within 1 year) start of partnerships and shall be continued	Meetings, MOA signing meals etc

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		hindered timely distribution.										
23	Shelter	Close and ongoing coordination with the LGU is essential for setting up shelters in Alegria and establishing a relocation site. Despite a memorandum of agreement between PRC and the LGU, challenges have been raised regarding site safety, particularly concerning the area's topography. Recommendations for site development	Finalized the shelter implementation guideline, including shelter relocation program. Further, in the future, PRC needs to consider the topography of the area should it go for relocation site development. With consideration of the needs, delivery of services and budget implication - whether it will be cost effective.	Effectiveness and efficiency	Medium-term	Finalize Shelter guideline Endorsement, Approval and Circulation, Dissemination of Shelter guideline to chapters thru ADMIN MEMO	Journel Torres Marissa Santos DMS IFRC / Shelter Cluster	Ongoing 2024 - 2025				Guideline Manpower Chapters



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		<p>made by the LGU are part of their responsibilities outlined in the MOU.</p> <p>Past experiences, such as in Haiyan operations, reveal unfulfilled obligations from LGUs after PRC's program ends, exemplified by the case of the San Remegio relocation site in Cebu, where the LGU was responsible for constructing drainage</p>										



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		facilities, which have yet to be completed, resulting in flooding during the rainy season for residents.										
24	Shelter	The CGI is relevant and appropriate for the affected population's needs, especially since shelter is crucial. However, for emergency use, it must be provided in a timely manner. Concerns regarding comprehensiveness arise, particularly in	To make the CGI more effective and comprehensive, additional items like lumber for framing and shelter tool kits should be included with the CGI. It's also recommended to consider local procurement of items for distribution or prepositioning CGI in advance	Relevance and Efficiency	Medium-term	Finalize Shelter guideline Endorsement, Approval and Circulation, Dissemination of Shelter guideline to chapters thru ADMIN MEMO	Journel Torres Marissa Santos DMS IFRC / Shelter Cluster	Ongoing 2024 - 2025				Guideline Manpower Chapters



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		the early stages, due to a lack of capacity to provide essential shelter materials such as lumber and others necessary retrofitting materials.	to mitigate delays in distribution. This approach can help expedite the response and ensure that the necessary supplies are readily available when needed, thereby addressing concerns about distribution delays.									
25	Shelter	Issues arose regarding criteria for CGI distribution and concentration of aid within households, sometimes overlooking		Relevance	Medium-term	Finalize Shelter guideline Endorsement, Approval and Circulation, Dissemination of Shelter guideline to chapters thru	Journel Torres Marissa Santos DMS IFRC / Shelter Cluster	Ongoing 2024 - 2025				Guideline Manpower Chapters



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		the most vulnerable.				ADMIN MEMO						
26	Shelter	CGI material supplied by PRC stood out for its exceptional quality. In comparison to materials provided by other organizations, the CGI supplied by PRC stood out for its superior thickness and durability, emphasizing its durability and utility in supporting affected communities.	The CGI items provided were very high quality	Effectiveness	Medium-term	Finalize Shelter guideline Endorsement, Approval and Circulation, Dissemination of Shelter guideline to chapters thru ADMIN MEMO	Journel Torres Marissa Santos DMS IFRC / Shelter Cluster	Ongoing 2024 - 2025				Guideline Manpower Chapters

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
27	Welfare	The implementation of Psychological Support Services (PSS) for humanitarian workers remains inconsistent. Some chapters have successfully organized PSS programs for their personnel, facilitated by the National Headquarters (NHQ), while others have not. Additionally, certain chapters have independently conducted PSS sessions,	Integrate Psychosocial Support (PSS) into the mission cycle planning process to ensure consistent provision of support services during deployments. This involves embedding PSS considerations into every phase of mission planning, from assessment to implementation and evaluation. Regular evaluations and assessments should be	Relevance	Immediate (ongoing)	-Revision and updating of existing guidelines to be rolled out to the chapters - formation of MHPSS committee to review, improve and develop existing MHPSS program	Welfare				within 6 months	Budget for consultancy, trainings and printing of IEC materials -seek technical support from IFRC MHPSS if needed

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		<p>sometimes even before concluding the mission of deployed personnel.</p> <p>On the other hand, return briefings discussion is more on the technical aspect. PSS support is available but not enforced so some staff do not go through a psychosocial process due to busy schedules which leads to burnout before the next operations.</p>	<p>conducted to measure the effectiveness of PSS initiatives and pinpoint areas for improvement. Additionally, comprehensive training programs should be developed for all humanitarian workers, emphasizing the significance of PSS and equipping them with the necessary skills to implement it effectively in their operations.</p>									

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			PSS should be encouraged and is recommended done by an external service provider/neutral party.									
28	Finance	There are challenges in effectively managing working advances and ensuring timely liquidation during emergencies, leading to operational bottlenecks.	There is a need to implement a certification process verifying that chapters have submitted their liquidations and are devoid of financial obligations, especially if the finance department cannot issue a demand notice within a specific timeframe. This		Immediate	-The spearhead implementing office of a specific project must acknowledge that they receive the set of vouchers. -Must come up with a monitoring tool where chapters, offices and the lead office have access. This monitoring tool should	-Spearhead office				45444	-PRC Finance, finance/admin personnel of each service

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			certification would provide assurance of compliance. Additionally, there should be a reinforcement of Standard Operating Procedures (SOP) for liquidation submissions. The designated implementing office should centrally receive all liquidations from chapters and staff for validation, meticulously comparing planned budgets with actual expenditures			help the relevant personnel know how was received at spearhead office as liquidation, how much was endorsed to relevant services, and how much was submitted to PRC Accounting. -This tool should also show how much was accounted for by PRC Accounting.						

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			to ensure accuracy and accountability in financial reporting.									
29	Finance	There are inconsistent penalties for non-compliances too, e.g. use of funds outside the approved plan.	There is a need to rigorously enforce HR policies, ensuring they are integral to regular staff and volunteer orientations. Additionally, firm action must be taken against non-compliance with finance-related matters. It is imperative to enforce consequences for staff failing to provide documentation to liquidate working	Efficiency	Immediate	<p>Re-visit/revise HR & Finance policy for proper elevations of issue/s and its sanction/s.</p> <p>Follow the strictest procedure?</p> <p>Revisit the due date for submission of liquidations.</p> <p>Establish a lead time and deadline for compliance and returned vouchers.</p> <p>Conduct FTT</p>					45444	-Funds (Proper Orientation) -Fill in the positions of the concerned office/s



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			advances promptly, as this impacts reporting accuracy, future disbursements, and fosters a culture of unaccountability. By implementing stringent measures, accountability and adherence to financial protocols can be upheld effectively across the organization.			Update the finance policies and requirements						



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
30	Finance	There are multiple donors and reporting attachments which may have caused some confusion among personnel when doing liquidations.	Organize comprehensive orientations on bookkeeping for finance personnel, staff, and volunteers at chapter levels. These orientations should cover essential aspects of financial management to ensure uniform understanding and adherence to best practices. Furthermore, convening meetings with partners and the Philippine Red Cross (PRC) is crucial	Efficiency	Immediate	-Meeting with PRC Finance, IFRC, ICRC and PNS	PRC Finance				45383	Staff

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			to establish minimum reporting requirements collaboratively. This includes discussing standardized attachments for liquidations to streamline reporting processes and enhance transparency. By implementing these measures, consistency in financial management practices can be achieved, promoting efficiency and accountability across the organization									



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			and its partners.									
31	Finance	Finance department took time in reverting finance related concerns to staff deployed in the field. This has resulted for deployed staff to spend their own money once they are not able to secure the necessary financial attachment, considering that it has been a long time since their deployment.	Finance department to develop a procedural framework outlining specific timeframes for reviewing liquidations. For instance, Finance should establish a clear deadline, such as issuing a notice of compliance within one month after receiving the vouchers. This structured approach ensures timely processing of financial documentation, promotes	Efficiency	Immediate	Re-visit/revise HR & Finance policy for proper elevations of issue/s and its sanction/s.	Finance Director /HR Director with approval from the management				45444	-Funds (Proper Orientation) -Fill in the positions of the concerned office/s



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			accountability, and facilitates smoother workflow throughout the organization. By adhering to defined timelines, Finance can enhance efficiency in handling liquidations, thereby improving overall financial management practices.									
32	Finance	There were some delays in downloading the budget to chapters. This has resulted for chapters to use	There is a need to review financial procedures and financial process	Efficiency	Immediate	-Assign or hire a skilled and experienced person who will review and assist to enhance the financial procedures	SMT				45444	Manpower



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		chapter's fund to cover the operational cost related to Odette operation.										
33	Human Resource	<ul style="list-style-type: none"> - There are some recommendations among staff to better equip volunteers in the height of emergency response. - A planning workshop should be done to delineate roles and responsibility, as well as the direction of the program should be clear to everyone. - During 	<ul style="list-style-type: none"> - Re-enforced the policy about "no training/orientation, no deployment" among staff and volunteers. Provide a comprehensive training package for new hired staff and volunteers 	Efficiency	Immediate	review and update the existing documents (Admin Memo 111, series of 2010) on volunteer and staff deployment protocols	VS-Volunteer to initiate HR: Staff to initiate	VS-Volunteer to initiate HR: Staff to initiate	Services, Office, Chapter	Disseminate to all services and offices, Chapters through Admin Memo	until 3rd quarter of 2024	Desk review and Meetings: Meals if needed



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		interviews, volunteers revealed that some of them were deployed without proper orientation and training, and they have to learn and grasp everything along the implementation.										
34	Human Resource	PRC staff and volunteers were generally perceived as skilled, efficient, and well-organized in program implementation, despite some delays	Enhance and acknowledge the contributions of staff and volunteers: develop guidelines for recognizing the efforts of PRC personnel and volunteers during	Efficiency	Medium-term-long term	review and update the existing documents on volunteer and staff recognition and finalize guidelines	VS-Volunteer to initiate HR: Staff to initiate	OSG	Services, Office, Chapter	Disseminate to all services and offices, Chapters	March 2025 (within 1 year)	Desk reviews, workshops (Meals, accommodation, supplies, venue charging etc)



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		and challenges.	emergency situations and responses.							through Admin Memo		
35	Human Resource	Stretched manpower who are handling multiple operations at the same time.	Allocate sufficient resources to hire dedicated personnel solely focused on individual operations exceeding a predetermined threshold, adopting a task force model similar to the approach utilized during Yolanda. This entails establishing a specialized pool of staff for emergency task forces, comprising	Efficiency	Long-term	Identify and collate trained staff from different chapter and offices that can be deployed immediately (roster) Conduct regular training for disaster operation for Operation Coordinators, Finance, Logs (core surge team)	DMS	Chapter Development	Services, Offices, Chapter	Services, Offices, Chapter	Roster : immediate Training in 2 years' time	Training activities



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
			both technical experts and support staff such as finance, logistics, and administration. This dedicated team structure ensures focused attention and efficient delivery during critical operations, enhancing overall effectiveness and response capabilities.									



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
36	Human Resource	Deployed staff and volunteers struggle to obtain meal receipts in the field, diverting their focus from operational activities to searching for receipt providers, often unavailable in remote areas.	Immediate: PRC can consider crafting a memo to allow non-issuance of receipts for the duration of the emergency operation.	Efficiency	Immediate	Immediate: Crafting a Admin memo containing what are the exceptions to be considered in the general rule of the financial policy on having official receipt as source of verification) especially that there will be emergencies in next coming months and we cannot wait for the per diem policy	ASG for Corporate Business Development	HR Finance Admin Chapter Devt	Services, Office, Chapter	Disseminate to all services and offices, Chapters through Admin Memo	until 3rd quarter of 2024	

No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
37	Human Resources	Deployed staff and volunteers struggle to obtain meal receipts in the field, diverting their focus from operational activities to searching for receipt providers, often unavailable in remote areas.	Longterm: There is a need to review the per diem policy of PRC and create a policy which are staff-friendly. Increase per diem rate and provision of the whole amount without requiring receipts.	Efficiency	Medium term	Scoping study and explore other organization per diem policy considering inflation, humanitarian consideration, welfare and health being of staff Review and Update the Per diem Policy	SG	ASG for Corporate Business Development HR Finance Admin Chapter Devt	Services, Offices, Chapter	Disseminate to all services and offices, Chapters through Admin Memo	March 2025 (within 1 year)	
38	Human Resource	- Return briefings discussion is more on the technical aspect. - PSS support is available but not enforced so some staff do	HR to include in their HR policy to make PSS activity as essential provision for deployed staff, reinforced staff and volunteers appreciation	Efficiency	Medium term	Guidelines for PSS for Humanitarian Workers	Welfare	Welfare	Services, Offices, Chapter	Disseminate to all services and offices, Cha	March 2025 (within 1 year)	Desk review and Workshop Printing of guidelines



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		not go through a psychosocial process due to busy schedules which leads to burnout before the next operations. This support/service should be encouraged and is recommended done by an external service provider/neutral party.	activity. - To provide wide range of support/assistance on the PSS for Humanitarian workers e.g. Counseling, Health breaks, R and R.								pters through Admin Memo	
39	Logistics	Relying solely on centralized support from headquarters hinders PRC chapters to be able to respond	Decentralise PRC's hubs and strengthen regional and sub offices with personnel,	Efficiency	Medium	-Revisit warehouse system -Revisit procurement process		-Logistics Manager				Staff



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
		swiftly on the various islands.	assets, equipment, etc.									
40	Logistics	Failure to budget for and run post-emergency repair and maintenance on equipment poses a significant risk. This was demonstrated by incidents of faulty tanker and ambulance malfunction upon deployment during Odette which disrupted services upon deployment.	Allocate a budget specifically for maintenance and ensure that maintenance tasks are promptly executed as necessary to maintain operational readiness for future emergencies.	Efficiency	Long-term	<ul style="list-style-type: none"> -Proper budgeting for rehabilitation of assets utilize in each operation - establish a robust monitoring system for the assets - know what to deploy where - review the repair schedule and approval policies for maintenance and repair - ensure that repair and maintenance 						Budget



No	Theme	Findings	Recommendations	Criteria	Tagging ¹	Actions to be taken	R ²	A	C	I	Timeline (deadline)	Resources Needed
						costs should be included						

