

**Development Operational Plan 2013**

**Philippines**

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| **PROGRAMME INFORMATION** | | |
| **Implementing host National Society: Philippine Red Cross** | **Geographical coverage: Philippines** | |
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| **Number of people to be reached: 100,000** | | |
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| **Business Line:** | | **Budget 2013**  **(in CHF):** |
| **1 – “To raise humanitarian standards”** | | 25,000 |
| **2 – “To grow Red Cross Red Crescent services for vulnerable people”** | | 215,000 |
| **3 – “To strengthen the specific Red Cross Red Crescent contribution to development”** | | 150,000 |
| **4 – “To heighten Red Cross Red Crescent influence and support for our work”** | | 10,000 |
| **5 – “To deepen our tradition of togetherness through joint working and accountability”** | | 50,000 |
| **Total annual budget:** | | **450,000** |
| **Partner National Societies:** | | |
| **Australian Red Cross**  **German Red Cross**  **The Netherlands Red Cross**  **Spanish Red Cross** | | |
| **Other partner organisations:** | | |
| **International Committee of the Red Cross** | | |

## 1. Executive Summary

The Philippines – comprising 7,000 islands – are considered a middle-income country, ranked 112 out of 187 in the [human development report 2011](http://hdr.undp.org/en/media/HDR_2011_EN_Table1.pdf), with a human development index value of 0.644. Poverty is predominant in rural areas and in informal urban settlements. This Southeast Asia nation is one of the most disaster-prone in the world and is hit by an average of 20 typhoons every year and related natural disasters such as landslides and floods. Furthermore, diseases, including tuberculosis, malaria, dengue, measles, HIV and AIDS, continue to pose significant challenges. The country’s population density and extreme poverty worsen the situation, making residents more vulnerable to man-made disasters, natural disasters and health emergencies.

Given PRC’s response to frequent disasters in the country, for years now, IFRC has been supporting the National Society in implementing relief and recovery operations. Capacity building and organizational development components have formed part of the operations, albeit on a small scale. Over time, the National Society has gained extensive experience and knowledge in undertaking massive relief and recovery programmes.

Though significant funding is received for emergency response, only modest funding is obtained for initiatives aimed at enhancing PRC’s capacity to deliver long-term programmes. In this regard, the IFRC launched its first annual appeal for the Philippines in 2008. Since then, the National Society has undertaken several long-term programmes, albeit on a small scale. These include programmes aimed at strengthening disaster response and preparedness capacities at the institutional level, and disaster preparedness, mitigation and risk reduction at the community level. Health and care programmes have focused mainly on first aid, community health, HIV and AIDS, and hygiene promotion.

Organizational development support has extended to financial management, leadership development, and volunteer management – the latter, through an initiative dubbed ‘Red Cross 143’, through which PRC targets to have at least 44 skilled, trained and well-equipped volunteers [1 team leader and 43 members] in each of the 42,000 *barangays* (villages) of the nation. Exposition of the Red Cross Red Crescent Fundamental Principles and humanitarian values is integral to all programmes.

While long-term programme work relies heavily on international support, IFRC’s long-term appeal for Philippines has elicited little interest from donors over the past years, with the modest resources available for organizational preparedness and development being carry-over funds from previous emergency appeals. Scaled-up long-term programming and organizational development support is necessary for the sustainability of PRC’s capacity to fulfill its mission and to deliver on its humanitarian mandate.

**2. The Operation**

Over the next couple of years, IFRC will scale up its support to PRC as regards delivering services as mandated by the ‘Philippine Red Cross Act of 2009’. In a bid to enhance focused support for longer-term programmes, starting May 2012 the country office was bolstered with a safety and resilience coordinator. The coordinator is working closely with PRC in developing a resilience framework, which will promote an integrated approach to programming, with the view of growing Red Cross Red Crescent services for vulnerable people.

The steering framework for PRC will be ‘Philippine Red Cross Strategy 2012-2016’, whose theme is working together to do more, do better, and reach further. The vision outlined in that strategy is for PRC *to be the foremost humanitarian volunteer organization, in services provided and number of people served*. In its new strategy, the National Society identifies four goals:

* Significantly reducing the impact of disasters, climate change, public health emergencies and illnesses on the most affected families and communities;
* Improving health and well-being at the individual, family and community levels;
* Reducing unnecessary suffering from armed conflict and from other forms of violence, and;
* Ensuring that the Philippine Red Cross is a well-functioning National Society.

In adopting the New Strategy, PRC is demonstrating the relevance of its promise to be *always first* (to plan, predict, prepare and practice), *always ready* (with trained volunteers, supplies and logistics) and *always there* (present nationwide, to deliver at the time the assistance is needed). IFRC support to PRC will be based on actual needs of the National Society and communities.

Through IFRC support, the National Society will strive to realize the strategic aims, enabling actions and the business model relating to IFRC Strategy 2020, consistently with the Secretariat objectives. Through the inter-linked components, the National Society will not only bolster its capacity to deliver services, but also strengthen local communities and their coping mechanisms, thereby contributing to the three outcomes of Strategy 2020: *save lives, protect livelihoods, and strengthen recovery from disaster and crises*; *enable healthy and safe*, and; *promote social inclusion and a culture of non-violence and peace*.

***Business Line 1 – “To raise humanitarian standards”***

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| **Objectives** | **Project**  **Code** | **Targets for 2013** |
| **Outcome 1 (Competence enhancement):** Qualifications and competences of leadership and staff improved to establish a sustainable organization. | | |
| **Output 1.1:** Senior managers access management training opportunities. | *OD PPH010* | *Target: By end of 2013, 20% of directors and senior managers have accessed management-training opportunities available in and/or outside the country.* |

**Business Line 2 – “To grow Red Cross Red Crescent services for vulnerable people”**

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| **Outcome 1 (Business continuity planning):** Capacity of PRC to anticipate and plan for exposure to internal and external threats developed. | | |
| **Output 1.1:** PRC develops a business continuity plan that identifies internal and external threats and highlights ways of ensuring effective prevention and recovery. | *DM PPH008* | *Target: By end of 2013, the process of establishing a business continuity plan has been initiated.* |
| **Outcome 2 (Disaster management planning):** Ability of PRC to anticipate and plan for disasters, to mitigate their impact on vulnerable communities, improved. | | |
| **Output 2.1:** Standard operating procedures of PRC updated, adopted and pre-tested. | *DM PPH008* | *Target: By end of 2013, the National Society has updated, adopted and pre-tested its standard operating procedures.* |
| **Output 2.2:** PRC prepares contingency plans and strengthens response capabilities at chapter and community levels. | *DM PPH008* | *Target: By end of 2013, the National Society has finalized its contingency plans.* |
| **Outcome 3 (Organizational preparedness):** Capacity in skilled human resources and relevant material resources for effective delivery of disaster, health and welfare services improved. | | |
| **Output 3.1:** Adequate, diverse, gender-balanced staff and volunteers for emergency, disaster, health, and welfare action recruited, trained, retained and managed. | *DM PPH008* | *Target: By end of 2013, at least 6 chapters have an adequate number of staff and active volunteers who have received relevant orientation.* |
| **Output 3.2:** Minimum-standard equipment, facilities and items for immediate delivery of disaster, health and welfare services provided and managed. | *DM PPH008* | *Target: By end of 2013, the National Society headquarters and at least 4 chapters supported to obtain essential equipment.* |
| **Outcome 4 (Integrated community disaster preparedness):** Local communities and institutions are better prepared for, mitigate, and respond to disasters. | | |
| **Output 4.1:** Communities, teachers and students provided with knowledge on hazard awareness and assisted to translate hazard maps produced by early warning institutions. | *DM PPH008* | *Target: By end of 2013, local communities, and teachers and students in learning institutions in 4 chapters are able to conduct vulnerability capacity assessments.* |
| **Output 4.2:** Communities supported to develop action plans and to implement basic mitigation activities at local community level. | *DM PPH008* | *Target: By end of 2013, local communities in 4 chapters develop disaster action plans.* |
| **Output 4.3:** Teachers and students in selected schools assisted to develop action plans and to implement basic mitigation activities at school level. | *DM PPH008* | *Target: By end of 2013, teachers and students in learning institutions in 4 chapters develop school-level disaster action plans.* |
| **Outcome 5 (Community health):** Increased capacity of communities to respond to health and injury priorities during disasters, health emergencies and normal times. | | |
| **Output 5.1:** Communities improve knowledge and practices related to five common causes of morbidity and mortality as identified during assessments. | *PPH009* | *Target: By end of 2013, local communities in 4 chapters are able to conduct baseline assessments, identify priority health problems, develop community health action plans, and undertake health education sessions and activities on what to do before, during, and after identified health problems.* |
| **Output 5.2:** Targeted communities supported to develop epidemic preparedness plans and to implement basic mitigation activities. | *PPH009* | *Target: By end of 2013, local communities in 4 chapters are able to conduct baseline assessments, identify potential health epidemics, develop epidemic preparedness plans, present the plans to respective rural health units, and link the plans to their community disaster action plans.* |
| **Output 5.3:** Awareness of health emergencies in targeted communities improved. | *PPH009* | *Target: By end of 2013, local communities in 4 chapters have undertaken health in disaster and emergency (HIDE) education sessions and organized activities – relating to their epidemic preparedness plans – on what to do before, during, and after HIDE problems.* |

***Business Line 3 – “To strengthen the specific Red Cross Red Crescent contribution to development”***

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| **Objectives** | **Project**  **Code** | **Targets for 2013** |
| **Outcome 1 (Resilience framework):** PRC develops and adopts a resilience framework for programming. | | |
| **Output 1.1:** A resilience framework integrating relevant programming components developed | *PPH010* | *Target: By end of 2013, PRC initiated the process of developing a resilience framework outlining the organization’s approach to resilience programming.* |
| **Outcome 2 (Cash-based programming development):** Capacity of PRC to implement programmes using cash-based methodologies developed. | | |
| **Output 2.1:** National society provided with technical support, enabled to pilot and assisted to institutionalize cash-based programming. | *PPH010* | *Target: By end of 2013, PRC supported to develop cash-based programming standard operating procedures and guidelines.* |
| **Outcome 3 (Support service development):** Structures, systems, processes and mechanisms necessary for delivery of services and accountability improved. | | |
| **Output 3.1:** Capacity of PRC’s communications unit to project a positive image, messaging and brand of the National Society enhanced. | *PPH010* | *Target: By end of 2013, PRC supported to update its communications plan/strategy.* |
| **Output 3.2:** Financial management systems, procedures and guidelines of PRC improved. | *PPH010* | *Target: By end of 2013, PRC financial management procedures, guidelines and manual have been approved.* |
| **Output 3.3:** PRC reviews and develops job descriptions for critical positions in accordance with its staffing needs. | *PPH010* | *Target: By end of 2013, PRC has reviewed/developed job descriptions for 20% of its critical positions.* |
| **Output 3.4:** Capacity of PRC in logistics core areas of procurement, warehousing, transport and fleet management improved. | *PPH010* | *Target: By end of 2013, PRC has adopted a new logistics manual.* |
| **Outcome 4 (Chapter development): Base units of PRC strengthened to deliver services during disasters, health emergencies and normal times.** | | |
| **Output 4.1:** Selected PRC chapters upgraded. | *PPH010* | *Target: By end of 2013, 4 PRC chapters supported to go one grade higher in the National Society’s chapter grading scale.* |
| **Outcome 5 (Governance support): Governance of PRC supported to uphold integrity.** | | |
| **Output 5.1:** Members of PRC governance receive ongoing support related to performing their role. | *PPH010* | *Target: By end of 2013, steps have been taken towards organizing a mid-term review to determine progress relating to implementation of the National Society’s Strategy 2012-2016.* |

***Business Line 4 – “To heighten Red Cross Red Crescent influence and support for our work”***

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| **Objectives** | **Project**  **Code** | **Targets for 2013** |
| **Outcome 1 (International disaster response laws, rules and principles):** Legal preparedness for international disaster relief and initial recovery assistance enhanced. | | |
| **Output 1.1:** Continued engagement with the authorities strengthens domestic laws and policies relating to regulation of international disaster relief and initial recovery assistance. | *PPH011* | *Target: By end of 2013, progress has been made towards strengthened domestic policies and regulations relating to international disaster relief and initial recovery assistance, thus enhancing assistance to vulnerable people.* |
| **Outcome 2 (Advocacy):** Access to safer land by communities living in disaster-prone areas promoted and increased. | | |
| **Output 2.1:** Continued engagement with authorities and stakeholders leads to availability of land to resettle communities living in disaster-prone areas. | *PPH011* | *Target: By end of 2013, continued engagements with national and local authorities enable allocation of land sites for disaster-displaced communities that lived in disaster-prone areas, thus better outcomes for vulnerable people.* |
| **Outcome 3 (Principles and values):** Awareness of the fundamental principles and values of PRC contributes to building inclusion and tolerance. | | |
| **Output 3.1:** Dissemination of fundamental principles and values of the International Red Cross Red Crescent Movement contributes to positive behaviour change among the people reached with services. | *PPH011* | *Target: By end of 2013, the International Red Cross Red Crescent Movement principles and values are integrated and promoted across all programmes, contributing to increased tolerance and respect for diversity.* |

***Business Line 5 – “To deepen our tradition of togetherness through joint working and accountability”***

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| **Objectives** | **Project**  **Code** | **Targets for 2013** |
| **Outcome 1 (Coordination):** Cooperation mechanisms that take into account the contributions, complementary capacities and resources of partners enhanced. | | |
| **Output 1.1:** PRC supported to fulfill its commitment to the Federation-wide planning and reporting system. | *PPH007* | *By end of 2013, PRC has started providing inputs into the Federation-wide planning and reporting system.* |
| **Output 1.2:** Plans and actions of IFRC-supported programmes coordinated with Movement partners and external actors to achieve higher value from Red Cross work. | *PPH007* | *Target: By end of 2013, through better coordination with Movement partners and external actors, PRC has accessed and used best practices and latest tools to strengthen programmes, services and capacities.* |
| **Output 1.3:** The IFRC country office fulfills its emergency shelter cluster coordination commitments. | *PPH007* | *Target: By end of 2013, a shelter cluster focal person has been recruited and provided with necessary orientation.* |

## 3. Programme support strategy

**3.1 Finance**

The IFRC country office has two finance officers responsible for all finance and accounting processes in the country office, ensuring overall compliance to IFRC’s financial procedures and policies, and providing financial support to the country representative and to the National Society to ensure smooth running of the finance and accounting functions.

**3.2 Administration**

The IFRC country office has an administrative assistant working with the country representative to provide support for broader administrative functions and to support the country representative as required, including the coordination of activities with relevant departments of PRC.

**3.3 Planning, monitoring, evaluation and reporting (PMER)**

Planning, monitoring, evaluation and reporting will be significant aspects in the management and implementation of all core programme areas. The IFRC country office has supported PRC in developing assessment, monitoring and reporting formats, which have already been put to use by the National Society. The use of standardized approaches and appropriate tools such as vulnerability and capacity assessments (VCAs) and the better programming initiative (BPI) will ensure the quality and appropriateness of the programmes.

The country office will facilitate documentation of best practices across the different programmes. Replication of best practices by PRC will promote efficiency and ensure appropriate service delivery. Support will extend to reviewing different monitoring tools to suit current trends in programming. Internal and external assessments, reviews, and evaluations will also be carried out. Their recommendations will be taken into consideration to improve the programmes. Where required, support will be sought from the Southeast Asia regional office in Bangkok and the Asia Pacific zone office in Kuala Lumpur.

**3.4 Resource mobilization**

Thus far, financial support to long-term programmes has been made possible through funds carried over from previous emergency appeals. Potential funding opportunities are being pursued – at regional level – with the Australian Agency for International Development (AusAID) and the Canadian International Development Agency (CIDA). The partners who have provided consistent support funding support to PRC are listed in the table below.

**Table: Current support from Red Cross Red Crescent and other partners to PRC**

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| --- | --- | --- | --- | --- | --- | --- |
| **Partners** | **Disaster Response** | **DRR** | **Health** | **Watsan** | **OD** | **RFL** |
| **Multilateral partner National Societies through IFRC:** | | | | | | |
| American RC | **** |  |  |  |  |  |
| Australian RC | **** |  |  |  |  |  |
| Austrian RC | **** |  |  |  |  |  |
| British RC | **** |  |  |  |  |  |
| Canadian RC | **** |  |  |  |  |  |
| Danish RC | **** |  |  |  |  |  |
| Finnish RC | **** |  |  |  |  |  |
| Hong Kong branch of the RC of China | **** |  |  |  |  |  |
| Icelandic RC | **** |  |  |  |  |  |
| Irish RC | **** |  |  |  |  |  |
| Japanese RC | **** |  |  |  |  |  |
| Luxembourg RC | **** |  |  |  |  |  |
| New Zealand RC | **** |  |  |  |  |  |
| Norwegian RC | **** |  |  |  |  |  |
| RC of the Islamic Republic of Iran | **** |  |  |  |  |  |
| RC of Monaco | **** |  |  |  |  |  |
| Swedish RC | **** |  |  |  |  |  |
| Netherlands RC | **** |  |  |  |  |  |
| Republic of Korea RC | **** |  |  |  |  |  |
| **Other multilateral partners through IFRC:** | | | | | | |
| DFID |  |  | **** | **** | **** |  |
| USAID/OFDA |  | **** |  |  | **** |  |
| DG ECHO | **** |  |  |  |  |  |
| **Bilateral partner National Societies:** | | | | | | |
| Australian RC |  | **** |  |  | **** |  |
| Finnish RC | **** | **** | **** |  |  |  |
| German RC | **** | **** |  |  |  |  |
| Japanese RC |  |  | **** |  |  |  |
| Netherlands RC |  | **** |  |  |  |  |
| Singapore RC | **** |  |  |  |  |  |
| Spanish RC | **** | **** | **** | **** |  |  |
| Qatar RC | **** |  | **** |  |  |  |
| **Other bilateral partners:** | | | | | | |
| AusAID | **** |  |  |  | **** |  |
| DIPECHO |  | **** |  |  |  |  |
| ICRC | **** |  | **** | **** | **** | **** |
| USAID | **** |  |  |  |  |  |

**3.5 IT**

The IFRC country office outsourced an IT consultant for a week who dealt with Internet connection, software and hardware problems. The consultant was then absorbed into the country office team as an organizational development officer and continued to perform the IT role alongside programme support.

**3.6 Communications**

The IFRC communications officer coordinates with the PRC communications department for any write-ups, press releases, photos and videos needed in projecting the image of the Red Cross Red Crescent Movement

with media, partners, private and public sector and the public in general. These materials usually contain updates on any activities carried out by the National Society.

**3.7 Human resources**

In ‘normal’ times, IFRC is represented in the Philippines by a country representative, with a safety and resilience coordinator covering the technical aspects. The two are backed up by a small team of national focal persons for administration, finance, communications, reporting, logistics, programme and organizational development. The team supports the Philippine Red Cross (PRC) in developing, implementing and monitoring long-term programmes. Following the effects of major disasters, delegates specializing in operations coordination, shelter, relief, recovery, field support, finance and administration, logistics are engaged – based on the technical support most needed on the ground – to scale-up IFRC’s support to PRC. The country office is supported by IFRC’s Southeast Asia regional office, based in Bangkok, as well as relevant units of the Asia Pacific zone office.

**3.8 Logistics**

The IFRC logistics team supports that of PRC’s. The IFRC’s in-country logistics team – which comprises one logistics delegate and two logistics officers –facilitates the immediate release of pre-positioned stocks and assists in organizing transportation of items in times of disaster and emergencies. In ‘normal times’, the team also supports PRC with regard to fleet management, procurement, and warehousing.

**4. Monitoring and evaluation**

IFRC will monitor the intervention to analyze key achievements and challenges. The head of country office will have oversight responsibility for monitoring, and will be supported by the health and care manager of the Southeast Asia regional office and the organizational development unit of the Asia Pacific zone office. Directors of respective PRC services and departments as well as senior management and project staff of PRC will also be involved in project monitoring as their support and active participation is crucial for successful implementation. It is worth noting that existing internal systems within PRC are not entirely adequate for proper internal controls as the National Society finds it challenging to respond accurately and in a timely manner not only to donor reporting needs, but also to fulfill its own management reporting needs. IFRC will use this intervention to support building the reporting capacity of participating PRC departments and chapters. This will be done separately by putting in place key processes that impact cost- effectiveness, efficiency, and accountability as well as training for key project staff. PMER staff of the IFRC country office will organize training as well as skills and knowledge sharing for PRC focal points. However, for organization-wide inculcation within PRC, PMER functions will need to be institutionalized through formal inclusion in the organizational structure and priorities.

## 5. Budget summary

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| --- | --- | --- | --- | --- | --- |
|  | | **Project code** | **2013** | **2014-2015** | **Total** |
| **BL 1. Humanitarian Standards** | |  | **25,000** | **50,000** | **75,000** |
| Outcome 1: | Qualifications and competences of leadership and staff improved to establish a sustainable organization. | PPH010 | 25,000 | 50,000 | **75,000** |
| **BL 2. Grow services for vulnerable people** | |  | **215,000** | **430,000** | **645,000** |
| Outcome 1: | Capacity of PRC to anticipate and plan for exposure to internal and external threats developed. | PPH008 | 10,000 | 20,000 | **30,000** |
| Outcome 2: | Ability of PRC is improved in predicting and planning for disasters, to mitigate their impact on vulnerable communities | PPH008 | 80,000 | 160,000 | **240,000** |
| Outcome 3: | Capacity in skilled human resources and relevant material resources for effective delivery of disaster, health and welfare services improved. | PPH008 | 50,000 | 100,000 | **150,000** |
| Outcome 4: | Local communities and institutions are better prepared for, mitigate, and respond to disasters. | PPH008 | 50,000 | 100,000 | **150,000** |
| Outcome 5: | Increased capacity of communities to respond to health and injury priorities during disasters, health emergencies and normal times. | PPH010 | 25,000 | 50,000 | **75,000** |
| **BL 3. Contribution to development** | |  | **150,000** | **300,000** | **450,000** |
| Outcome 1: | PRC develops and adopts a resilience framework for programming | PPH009 | 50,000 | 100,000 | **150,000** |
| Outcome 2: | Capacity of PRC to implement programmes using cash-based methodologies developed. | PPH010 | 10,000 | 20,000 | **30,000** |
| Outcome 3: | Structures, systems, processes and mechanisms necessary for delivery of services and accountability improved. | PPH008 | 35,000 | 70,000 | **105,000** |
| Outcome 4: | Base units of PRC strengthened to deliver services during disasters, health emergencies and normal times. | PPH008 | 50,000 | 100,000 | **150,000** |
| Outcome 5: | Governance of PRC supported to uphold integrity. | PPH009 | 5,000 | 10,000 | **15,000** |
| **BL 4. Heighten influence and support** | |  | **10,000** | **20,000** | **30,000** |
| Outcome 1: | Legal preparedness for international disaster relief and initial recovery assistance enhanced. | PPH011 | 5,000 | 10,000 | **15,000** |
| Outcome 2: | Access to safer land by communities living in disaster-prone areas promoted and increased. | PPH011 | 3,000 | 6,000 | **9,000** |
| Outcome 3: | Awareness of the fundamental principles and values of the International Red Cross Red Crescent Movement contributes to building inclusion and tolerance. | PPH011 | 2,000 | 4,000 | **6,000** |
| **BL 5. Joint working and accountability** | |  | **50,000** | **100,000** | **150,000** |
| Outcome 1: | Cooperation mechanisms that take into account the contributions, complementary capacities and resources of partners is enhanced. | PPH007 | 50,000 | 100,000 | **150,000** |
| **Total Budget** | |  | **450,000** | **900,000** | **1,350,000** |

## 6. Annexes *(Use attached formats/templates)*

Available upon request

1. Log frames

2. Resource mobilization plan

3. Workshops and training plan

4. Personnel plan

5. Vehicle plan

6. Detailed budget