

# Typhoon Haiyan Response 6-Month Report



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## ii. Affirmation

Except as acknowledged by the references in this paper to other authors and publications, the management report (and monitoring data that informed it) described herein consists of our own work, undertaken to update partners and advance learning to improve programme design and implementation, as part of the requirements of World Vision's Design, Monitoring and Evaluation Learning System.

Primary quantitative and qualitative data collected throughout the monitoring and reporting process remain the property of the communities and families described in this document. Information and data must be used only with their consent.

Typhoon Haiyan Emergency Response Team  
August 2014

### iii. Glossary

AAP	Accountability to Affected Populations	DME	Design, Monitoring & Evaluation
ACAPS	Assessment Capacities Project	DRR	Disaster Risk Reduction
ADH	Aktion Deutschland (Germany)	DRRMC	Disaster Risk Reduction & Management Council
ADP	Area Development Programme	EMS	Emergency Management System
ASEAN	Association of Southeast Asian Nations	EASO	East Asia Regional Office
A-TiP	Anti-Trafficking in Persons	ERPF	Emergency Response and Preparedness Fund
BFAR	Bureau of Fisheries & Aquatic Resources	FAO	Food and Agriculture Organization
BPAT	Barangay Prioritisation Assessment Tool	GC	Global Centre
CCA	Climate Change Adaptation	GIS	Geographic Information System
CFS	Child Friendly Space	GMaT	Grants Management Tool
CLTS	Community-led Total Sanitation	HA	Humanitarian Accountability
CoMSCA	Community Managed Savings & Credit Association	HAO	Humanitarian Accountability Officer
CPWV	Child Protection Working Group	HAP	Humanitarian Accountability Partnership
CRC	Community Recovery Committee	HEA	Humanitarian & Emergency Affairs
CSO	Civil Society Organisation	HKSAR	The Government of the Hong Kong Special Administrative Region
CVA	Citizen Voice in Action	IASC	Inter-Agency Standing Committee
CwC	Communication with Communities	ICT	Information & Communications Technology
DEC	Disasters Emergency Committee (UK)	IDPs	Internally Displaced Persons
DFAT	Department of Foreign Affairs & Trade (Australia)	IEC	Information, Education and Communication
DFATD	Department of Foreign Affairs, Trade & Development (Canada)	IM	Information Management
DFID	Department For International Development	INGOs	International Non-Government Organisations
IOM	International Organisation for Migration	SAPO	South Asia & Pacific Regional Office
ITT	Indicator Tracking Table	SHO	The Cooperating Aid Agencies (the Netherlands)

LDR	Labour Distribution Report	SO	Support Office
LGUs	Local Government Units	TESDA	Technical Education and Skills Development Authority
MIRA	Multi Cluster Initial Rapid Assessment	THERT	Typhoon Haiyan Emergency Response Team
NDRRMC	National Disaster Risk Reduction and Management Council	TIP	Trafficking In Persons
NFI	Non-food items	UN	United Nations
NO	National Office	UNDAC	United Nations Disaster Assessment and Coordination
OAM	Overview of Affected Municipalities	UNDP	United Nations Development Programme
OPARR	Office of the Presidential Assistant for Rehabilitation and Recovery	UNDSS	United Nations Department for Safety and Security
OCS	Office of Corporate Security	UNICEF	United Nations Children's Fund
OCHA	United Nations Office for the Coordination of Humanitarian Affairs	UNISDR	United Nations International Strategy for Disaster Reduction
P&C	People & Culture	WASH	Water, Sanitation and Hygiene
PAF	Program Accountability Framework	WAYCS	Women and Young Child Space
PCA	Philippines Coconut Authority	WV	World Vision
PMT	Progress Monitoring Tool	WVDF	World Vision Development Foundation
PNS	Private Non-Sponsorship		
PO	People's Organisation		
PSEA	Prevention of Sexual Exploitation and Abuse		
RDMT	Regional Disaster Management Team		
RTE	Real Time Evaluation		

## i. Executive Summary

Six months on from when Typhoon Haiyan hit the Philippines at 4.40 am on 8 November 2013, the face of Visayas, the central region of the country, has been irrevocably altered. While recovery has begun and life for sections of the impacted population has regained some semblance of normalcy, the impact of the typhoon has left vast areas of the Visayas area struggling to recover. 14.1 million people across 44 provinces were affected, with 4.1 million people displaced, 6,201 people killed, and 1,785 missing. In addition, 1.1 million houses were either partially or totally damaged, 33 million coconut trees (a major source of livelihoods) were destroyed, and the livelihoods of 5.9 million workers were destroyed or disrupted<sup>1</sup>. While the full scale of economic impact of the typhoon for the Philippines may not be fully known for years to come, current estimates sit at approximately USD13 billion (according to UNISDR).



Following the declaration of a CAT III Global Response on the 10<sup>th</sup> of November 2013 and the considerable mobilisation of Partnership and World Vision Development Foundation (WVDF) resources, staff, knowledge and experience, the current period of the Response is characterised by transition: from emergency relief to recovery, from deployed staff to a longer-term, more stable workforce and to a period of deeper engagement between the Response and the National Office to ensure greater alignment between our goals and priorities.

With the end of the emergency relief phase – where WV provided relief commodities to meet the immediate needs of affected households across 566 barangays in 48 municipalities in 7 provinces – the recovery phase began on 1 February 2014 and will continue through to 30 September 2014. The recovery phase consists of a multi-sector approach to support household-level needs in Shelter, WASH and Livelihoods, and community-level needs in Education, Health, WASH and other community infrastructure. The geographical focus of the Response was narrowed to 12 municipalities, with 14,000 families targeted for assistance to support them in building back better lives. Families are being provided with shelter materials, tools and trainings to support them in rebuilding their homes stronger and with greater resilience, along with the materials required to rebuild household latrines to provide improved sanitation facilities and hygiene behaviour change knowledge and marketing. Livelihoods are being restored through agricultural support and support for alternative livelihood development. Community facilities including water supply systems, schools and health centres are being rebuilt and rehabilitated, and ongoing immediate cash support is being provided through Cash-For-Work opportunities. All these activities are designed to assist families and communities to increase their resiliency and reduce their vulnerability to the impacts of future disasters, which are inevitable in one of the most disaster-prone countries in the world.

The total budget for this Response is USD67,661,278. The Response has, so far, benefitted 766,180 people during the Relief Phase and 35,475 people during the Recovery Phase.

<sup>1</sup> UN OCHA Situation Report No.34 (as of 28 January 2014)

## v. Context Overview

When the category 5 Typhoon Haiyan made landfall in the Philippines on 8 November 2013, it passed through the Visayas group of islands, home to 17 million people. Haiyan, the most powerful storm in 2013 and one of the most powerful typhoons of all time, caused widespread damage to and loss of life, shelter, livelihoods and productive infrastructure across Central, Eastern and Western Visayas, and most seriously impacting populations located along the coastal and inland areas of Leyte and Samar, the northern tip of Cebu, and Panay, home to an estimated 4 million people.

Over the past 6 months, WV has been working in three major geographical areas:

1. Cebu Island's provincial capital is Cebu City. Cebu is the 4<sup>th</sup> most populated province in the Philippines, and Cebu City boasts strong commerce, trade, education and industry. Cebu City served as the Response hub, due to its central location to all affected regions. The northern area of Cebu, about 3-4 hours drive from Cebu City, was directly hit by Typhoon Haiyan, with the largely agricultural and fisher folk population sustaining significant damage from the high winds and precipitation.
2. Panay Island, located to the northwest of Cebu, is in Western Visayas. The island is the second largest rice producer in the country, and with the typhoon striking between two planting seasons, crops ready to be harvested and those just planted were damaged, seriously impacting the livelihoods of much of the population. Further, damage to fishing boats and other assets, as well as the damage caused by an oil spill in the eastern province of Estancia, significantly impacted the livelihoods of those living on the coast.
3. East of Cebu sits Leyte and Samar, the two provinces hardest hit by Typhoon Haiyan, and two of the poorest provinces in the country, with a poverty incidence of 37.4%. The coastal regions of these islands support a strong presence of fisher folk, while the rich fertile inland regions support rice growers and other agrarians such as coconut farmers. In 2012 the Philippines exported 1.5 million metric tons of coconut products, much of it from Leyte and Samar. The UN's FAO reports 33 million coconut trees were lost during the typhoon, and with much of the population relying on coconut farming in one form or another for their livelihoods, and with coconut trees taking up to 7 years to become productive once planted, a large proportion of the population of Leyte and Samar will require alternative livelihoods in the coming years to meet their basic needs. Tacloban, the provincial capital of Leyte, was one of the worst hit areas. A densely populated coastal city, Tacloban was hit by a massive storm surge, which reached 7 metres in height and went up to 1km inland in places, causing massive destruction, similar to that caused by a tsunami.

It has now been over six months since Typhoon Haiyan hit the Philippines, and while there is evidence of ongoing recovery across all affected regions, significant challenges remain. Affected populations are largely dependent on seasonable and unsustainable income sources such as casual labour, subsistence farming and fishing, coconut farming, as well as the sale of seafood, agricultural produce and livestock, and since Haiyan there has been a significant decrease in the sale of seafood, agricultural produce and livestock across all zones. Given the lack of immediate long-term livelihood options, there is an inclination for affected populations to resort to seasonal and unsustainable sources of income like non-agricultural casual labour, remittances, NGO and government aid, borrowing money, as well as food/cash for work.

While the Shelter Cluster has found that many households have been able to repair or rebuild their homes to a point where they will provide protection from inclement weather, many of these houses have been built back to a lower standard than before Typhoon Haiyan and will not be able to withstand a major storm. Further, six months on, there are still people living in decaying emergency shelters, and who are unable to build more sustainable housing without further assistance. Challenges are also present in accessing good quality building materials to enable families to rebuild their homes, leading to inferior quality materials being used and lower quality housing as a result.

While the WASH cluster surpassed the humanitarian targets set during the relief phase through the provision of emergency WASH supplies including water kits and hygiene kits, critical needs remain, particularly in relation to the rehabilitation of damaged water supply systems. While many of the current WASH needs are relate to pre-typhoon issues linked to poverty and low levels of investment in WASH infrastructure, Typhoon Haiyan exacerbated these problems and increased the need for external support in meeting basic WASH needs in many communities.

Many Local Government Units (LGUs) were seriously impacted by Haiyan, and their lack of resources is hindering the delivery of basic services and recovery planning in affected municipalities. Over 2,500 schools across the Visayas were totally or partially damaged by the typhoon – 6,000 classrooms were destroyed and 14,500 classrooms were damaged. While classes have resumed, many schools are operating double shifts to accommodate students or are continuing classes in damaged classrooms. Further, an increase in the number of households with children not attending school has been observed, which can be linked to a lack of household capacity to provide for education needs such as daily transportation, school fees, uniforms, and school supplies.



# Programme Profile

<b>Programme name</b>	<b>Typhoon Haiyan Emergency Response</b>
<b>Programme number</b>	01640
<b>List of contributing projects</b>	Typhoon Haiyan Emergency Response – Private (#201072) Typhoon Haiyan Emergency Response – GIK (#201204) Typhoon Haiyan Emergency Response – Grants (#201205) Typhoon Haiyan Emergency Response – Food Programming (#201206) Unconditional Cash Transfer for Typhoon Haiyan Affected (#201352)
<b>Sectors</b>	Shelter, Livelihoods, WASH, NFIs, Health, Food, Education, Protection (including Child Protection)
<b>Project Locations</b>	<b>Region 6</b> – Iloilo Province (Estancia, Bingawan, Baruta Viejo, Banate, Concepcion and Sara), Antique Province (Laua-an, Barbaza, Bugasong and Valderama), Aklan Province (Batan, Altavas, New Washington, Malinao, Madalag, Tangalan, Nabas, Libacao and Ibajay), and Capiz Province (Panit-an, Maayon, Pres. Roxas, Pilar, Sigma, Dao, Jamidan and Cuatero) <b>Region 7</b> – Cebu Province (Tabogon, Daanbantayan, Medellin and Bogo City) <b>Region 8</b> – Leyte Province (Ormoc, Villaba, Albuera, Merida, Tacloban, Julita, Tabon-tabon, Mayorga, Dulag, Dagami, Tanauan, Tolosa, Alang-alang, and Matag-ob) and Samar Province (Santa Rita)
<b>Target population</b>	Relief Phase (10 Nov 13 – 31 Jan 14) – 750,000 people Recovery Phase (1 Feb 14 – 30 Sep 14) – 100,000 people
<b>Beneficiaries reached</b>	Relief Phase – 766,180 people (102.16% of target population) Recovery Phase – 35,475 people (35.48% of target population)
<b>Duration of programme</b>	Relief & Recovery - 8 November 2013 to 31 December 2014 Rehabilitation - 1 January 2015 to 31 December 2016
<b>Reporting period</b>	8 November 2013 to 30 April 2014

<b>Funding Source</b>	<p><b>Private Non-Sponsorship:</b> WV Australia, WV Austria, WV Canada, WV Chile, WV Development Foundation (Philippines), WV Finland, WV France, WV Germany, WV Hong Kong, WV Indonesia, WV Ireland, WV Italy*, WV Japan, WV Korea, WV Malaysia, WV New Zealand, WV Singapore, WV Spain, WV Switzerland, WV Taiwan, WV Thailand, WV United Kingdom, WV United States</p> <p><b>Grants:</b> Department for International Development (UK); Disasters Emergency Committee (UK); Irish Aid, Department of Foreign Affairs, Trade &amp; Development (Canada); Department of Foreign Affairs &amp; Trade (Australia); The Government of the Hong Kong Special Administrative Region; Disaster Response Partnership (New Zealand); The Cooperating Aid Agencies – SHO (Netherlands); Aktion Deutschland Hilft – ADH (Germany); UNICEF; WFP; Fundacion Caja Navarra (Spain); We Are Water (Spain); Ajuntament de Terrassa (Spain); Generalitat de Catalunya (Spain); Catalan Foundation for Development (Spain); USAID; Samsung Total; Korean Donors Association; TaiwanICDF</p>
<b>Budget</b>	<p>USD17,000,000 – Relief Phase (9 November 2013 to 30 April 2014)*</p> <p>USD33,097,426– Recovery Phase (1 February 2014 to 30 September 2014)</p> <p>USD17,563,852 – Rehabilitation &amp; Transition Phase (1 October 2014 to 31 December 2014)</p>
<b>Total Programme Funding</b>	USD67,661,278
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\* While the Recovery Phase began on 1 February 2014, there was some overlap with the Relief Phase, with activities to meet the urgent and priority needs of target communities under this phase continuing until 30 April 2014.



# PROGRAMME PROGRESS

## 2.1 Narrative Summary of Progress

During the **Relief Phase of the Response**, the following key achievements were reached in meeting the immediate and life-saving needs of target communities:

Activity	Families Reached	Individuals Reached	Expenditure USD
Output 1.1 – Provide support for shelter rehabilitation and meeting immediate needs of families in target areas			
Distribution of Shelter Kits	17,796 households	88,980 individuals	327,306
Distribution of NFI Kits	55,454 households	277,270 individuals	1,268,030
Distribution of Kitchen Kits	6,854 households	34,270 individuals	28,003
Output 1.2 – Improved community access to safe water sources, appropriate sanitation facilities, and hygiene promotion activities			
Distribution of water purification kits	37,576 households	187,880 individuals	191,334
Distribution of hygiene kits & replenishment kits	53,755 households	268,775 individuals	1,892,129
Distribution of student hygiene kits		18,000 students	104,494
Output 1.3 – Improved access to safe and child friendly learning environments for children			
Child Friendly Spaces – 59 established		21,813 children	353,638
Distribution of solar lamps with phone charging capacity	18,883 households	94,415 individuals	423,853
Output 1.4 – Improved access to adequate and appropriate health facilities and services for communities			
Women And Young Child Spaces – 14 established		2,256 women 2,318 children	170,4843
Output 1.6 – Food and cash distributed to affected families to improve food security			
Distribution of food kits	45,883 households	229,415 individuals	1,999,055
World Food Programme General Food Distributions – 5,354 metric tonnes of rice	82,133 households	410,665 individuals	2,479,609
Unconditional Cash Transfer	14,217 households	71,085 individuals	1,612,311
Output 4.1 – Communities and families (including children) are sensitized on relevant programme information in a timely, accessible and accurate manner			
Humanitarian broadcasting through Radyo Abante		10,000 individuals	49,534

Output I.1 – Provide support for shelter rehabilitation and meeting immediate needs of families in target areas

*Distribution of Shelter Materials and Shelter Tool Kits*

One of the most devastating impacts of Typhoon Haiyan on communities across the Visayas was the damage caused to homes and other structures – 1.1 million houses were damaged by the typhoon, of which 550,000 were completely destroyed. This left families exposed to the elements and increased their levels of vulnerability, particularly with ongoing inclement weather. In order to meet the ongoing shelter needs of families, the overwhelming majority of which wish to rebuild their damaged homes, shelter materials (including roofing sheets, lumber, plywood, and nails) and tool kits are being distributed. They are designed to replace weaker materials and to further support households to expand their homes. The families receiving the shelter materials and tool kits will undertake the construction activities themselves, and oversight, advice, and limited support will be provided to these families to assist them as they rebuild their homes.



**The budget for this activity is USD5,371,000; the expenditures to-date are USD3,124,920. This activity is ongoing and has reached 34,670 people (6,934 families) to date. When completed, it is anticipated that this activity will have reached 65,500 individuals (13,100 families).**

*Build Back Better Workshops*

While the provision of shelter materials and tools provides vulnerable households with the materials required to undertake the reconstruction of their homes, it is the desire of the response to also assist these families to reduce their vulnerability to future disasters. Build Back Better workshops have been run in each of the target barangays, which families receiving the shelter materials were required to attend. These workshops were designed to build the capacity of those households who are undertaking the repairs to their shelter themselves, to build stronger, more disaster-resistant housing. At these workshops, families were trained on construction best practice, providing them with the skills and knowledge necessary to mainstream DRR principles in construction, and resulting in more resilient housing construction.



**The budget for this activity is USD48,750; the expenditures to-date are USD25,751. This activity is ongoing. 100 Build Back Better workshops have been conducted to date, with approximately 11,113 individuals participating. When completed, it is anticipated that this activity will have reached 65,500 individuals (13,100 families).**

### *Reconstruction of homes for the most vulnerable*

To meet the needs of the most vulnerable families in target communities, it was recognised that not all targeted families will have someone able to undertake construction activities to repair their homes. These families include the elderly, female-headed households, child-headed households, and people living with a disability. These families (approximately 6.5%) of the households targeted for shelter interventions, will receive a full shelter package, including shelter materials and the professional labour required to complete the construction works. The homes to be built have been designed with disaster risk reduction principles in mind to improve the resiliency of construction in the face of future typhoons and other disasters, and meet the minimum standards prescribed by the SPHERE standards.



**The budget for this activity is USD1,620,000; there are no expenditures to-date. This activity is ongoing; when completed, it is anticipated that this activity will have reached 4,500 individuals (900 families).**

### *Training and equipment for carpenters*

Due to the level and breadth of destruction to homes and other buildings across the Response zones, the demand for skilled carpenters to undertake construction work is high. In partnership with TESDA, World Vision is supporting the training and equipping of carpenters to increase the number of suitably qualified, skilled and equipped carpenters available on the market, who will also be able to work with World Vision on the reconstruction of homes for the most vulnerable families.



**The budget for this activity is USD45,000; there are no expenditures to-date. This activity is ongoing, with 45 carpenters trained to date; when completed, it is anticipated that this activity will have reached 300 individuals.**

## Output 1.2 – Improved community access to safe water sources, appropriate sanitation facilities, and hygiene promotion activities

### *Household WASH (with shelter)*

When Typhoon Haiyan hit, not only did it cause massive damage to homes across Visayas, but it also caused significant damage to household latrines and WASH facilities. To encourage an integrated humanitarian approach aiming to improve household living conditions and decrease public health risks, it has been recommended by both the Shelter and WASH clusters that household WASH interventions, and specifically household latrine repair and rehabilitation, be paired with shelter interventions. In accordance with this recommendation, and in conjunction with the shelter activities outlined above, World Vision will be providing families with the materials required to repair and rebuild their household latrine, including materials for privacy screens. For the most vulnerable families, support in the form of construction labour will also be provided to enable construction of the latrines. In addition to the provision of latrine kits and labour to the most vulnerable families, World Vision will also be constructing septic tanks for these families to provide a complete sanitation package.



**The budget for this activity is USD1,300,000. This activity has not yet started, but when completed, it is anticipated that this activity will have reached 70,000 individuals (14,000 families).**

### *Household WASH (UNICEF funding)*

In addition to the latrine kits being distributed in conjunction with the shelter activities, World Vision has also partnered with UNICEF to provide latrine kits to 2,600 vulnerable families to provide them with the materials they need to be able to undertake the repair and rehabilitation of their household latrines.

**The budget for this activity is USD182,000; there are no expenditures to-date. This activity is ongoing, with 190 latrine kits distributed to date; when completed, it is anticipated that this activity will have reached 13,000 people (2,600 families).**

### *Hygiene Promotion/CLTS/PHATS training*

While the provision of latrine kits is important in enabling families to improve and maintain their personal hygiene, it is insufficient alone to lead to long-lasting, community wide improvements in hygiene practices. Hygiene promotion and behaviour change campaigns, including CLTS and PHATS, are being undertaken in target municipalities to encourage enduring change and improvements in health and hygiene practices at both the household and community levels, reduce the incidence of open defecation, and reduce the spread of disease.



**The budget for this activity is USD52,800; expenditures to-date are USD18,333. This activity is ongoing, with 35 PHATS trainings and 18 hygiene promotion activities in schools and health facilities undertaken; when completed, it is anticipated that this activity will have reached 147,723 people.**

#### *WASH in Schools and Health Facilities*

WASH facilities in schools and health facilities were hard hit by Typhoon Haiyan, with many schools and health facilities left with badly damaged or completely destroyed toilet and hand washing facilities. World Vision has been working in schools and health facilities to rehabilitate, repair, and rebuild WASH facilities, providing students and teachers with a safer and healthier learning environment and communities with healthier and more hygienic health facilities, and lessening the risk of the spread of disease in communities.



**The budget for this activity is USD430,000; the expenditures to-date are USD3,468. This activity is ongoing and so far WASH facilities in 8 schools and 5 health facilities have been rehabilitated. When completed, it is anticipated that this activity will have reached 44,645 people.**

#### *Rehabilitation of Water Supply Systems*

Following Typhoon Haiyan, community water systems across target municipalities sustained damage, consequently reducing access to clean water for affected communities, resulting in people using contaminated sources and reducing water consumption for non-essential activities. To address this need, World Vision is undertaking the rehabilitation of Level 1, Level 2 and Level 3 water supply systems, to improve community access to safe and sustainable water sources.

**The budget for this activity is USD388,000; the expenditures to-date are USD36,839. This activity is ongoing and has resulted in the rehabilitation of 2 water systems to date, benefitting approximately 7,550 people; when completed, this activity will result in the rehabilitation of 69 water supply systems and will reach 45,000 people.**

### Output 1.3 – Improved access to safe and child-friendly learning environments for children

#### *Repair and reconstruction of school classrooms*

When Typhoon Haiyan hit the Philippines, it caused unprecedented levels of damage to both private and



public infrastructure, with significant numbers of school classrooms and other buildings damaged or destroyed. This has disrupted the education of students across all target areas, with schools having to run double shifts to accommodate students, and in some schools classes have continued in damaged and unsafe classrooms. To address this need, World Vision is undertaking the repair and reconstruction of classrooms and other school facilities in 22 schools across the three Response zones.

Assessments of target schools have been undertaken, and Memorandums of Agreement have been entered into with the Department of Education and the relevant LGUs. Reconstruction and repair activities will commence shortly. In the meantime, tents are being provided to the target schools to provide temporary learning spaces to enable classes to continue while repairs and reconstruction is being undertaken.

**The budget for this activity is USD2,640,000; there are no expenditures to-date. This activity is ongoing, and when completed, this activity will benefit an estimated 4,699 students and teachers in 22 schools.**

#### *Distribution of Learner's Kits, Teacher's Kits, and Day Care Centre Kits*



When Typhoon Haiyan hit, teachers and students lost their educational and school materials, impacting their ability to return to school and effectively teach and learn, particularly as the most vulnerable lack the financial resources to be able to replace lost and damaged educational materials.

To support students and teachers, World Vision will be distributing learner's kits, teacher's kits, and day care centre kits, which will provide the essential educational materials to replace those lost in the typhoon.

**The budget for this activity is USD130,124; the expenditures to-date are USD42,848. This activity is ongoing and has reached 2,319 students, 115 teachers and 13 day care centres to date; when completed, this activity will benefit an estimated 7,014 schools students, 251 teachers, and 22 day care centres.**

## Output 1.4 Improved access to adequate and appropriate health facilities and services for communities

### *Repair and reconstruction of health facilities*

Many health care facilities sustained damaged during Typhoon Haiyan, reducing the access of



communities to functioning health care services at a time when many were at their most vulnerable. World Vision is undertaking the repair and reconstruction of health facilities to not only restore, but to also improve the health facilities in target communities. The reconstruction activities are designed with DRR principles in mind to improve the strength and resiliency of these facilities in the face of future disasters.

**The budget for this activity is USD1,200,000; the expenditures to-date are USD36,681. This activity is ongoing, with 5 health facilities repaired to date; when completed it is anticipated that 20 health facilities will be repaired, benefitting approximately 34,105 people.**

### *Replacement of medical equipment and micronutrient supplementation*

When the health care facilities were damaged by the typhoon, so too was the medical equipment of these facilities. To support the full functionality of the health care centres being repaired, as well as additional barangay health facilities, World Vision is also providing equipment for obstetric and maternal health care and nutritional assessments, and other medical supplies. To further support target health facilities in their provision of quality health care services to communities, World Vision will be providing them with micronutrient supplements and the supplies necessary to maintain routine de-worming for children.

**The budget for this activity is USD410,952; the expenditures to-date are USD12,792. This activity is ongoing, with medical equipment having been provided to 5 facilities to date; when completed it is anticipated that 20 health facilities will receive medical equipment, micronutrient supplements and support for de-worming, and an additional 39 health facilities will receive anthropomorphic tools for nutritional assessments and other medical supplies, benefitting approximately 79,288 people.**

### *Trainings and health promotion*

To increase the capacity of health care workers, as well as the community more broadly, World Vision is providing support for trainings and IEC materials. Psychological first aid training will be provided to 400 participants, including health care workers and community members. Training on infant and young child feeding practices will be provided to 360 health workers and 450 mothers, and IEC health promotion materials will be provided to the 59 health facilities being targeted with medical equipment.



**The budget for these activities is USD105,714; expenditures to date are USD14,323. These activities are ongoing: health promotion IEC materials have been distributed to 29 health facilities, and 223 individuals have been trained in infant and young child feeding practices. When completed it is anticipated that this activity will benefit approximately 1,210 people.**

### [Output 1.5 – Increased community engagement in the rehabilitation of basic services](#)

#### *Cash For Work*

Increasing community involvement and engagement in the rehabilitation of public and community facilities,



including WASH, health, education and livelihood facilities, is important for encouraging community ownership of and participation in the process. Cash for work has, where appropriate, been integrated across all sectors to provide target households with a means to actively participate in the rebuilding of their communities, as well as encouraging further economic recovery and supporting livelihoods. Cash for work provides communities with an immediate cash injection, providing households with the cash they need to meet their immediate basic needs. This tends

to be spent in their local market place, supporting the short-term economic recovery of local businesses and the broader community. The projects to be completed as part of cash for work are selected by the community, and also contribute to the economic and social recovery of the communities. Activities which have been undertaken as part of cash for work have included drainage clearance, dike improvement, communal gardens, deep well improvement, road clearing and rehabilitation, clearance of debris from schools, coastal shoreline clean up, canal rehabilitation, and tree planting and mangrove rehabilitation.

**The budget for this activity is USD1,742,915; expenditures to date are USD61,145. This activity is ongoing, with 7,095 people participating in Cash For Work to date; when completed it is estimated that 8,500 will have participated in Cash For Work, benefitting up to 42,500 people.**

### [Output 1.7 – Families \(including children\) living in temporary settlements or evacuation sites within Tacloban City are provided with support](#)

#### *Looking Forward – Recovery Phase Activities*

Plans for Tacloban City are currently being finalised. The activities and geographical locations will be based on current needs assessments, the government plan for the city, and cluster coordination. WV is working closely with the local government to ensure our plans are aligned with government relocation and recovery planning.

### [Output 2.1 – Increased productivity and income-generation capacity for typhoon-affected families involved in agriculture, including farm labourers](#)

Over the past months, planning for and design of the agricultural activities has been ongoing, with a new Livelihoods Manager coming onboard, and a clearer picture of the long term needs of target communities obtained. Agriculture forms the basis of the livelihoods of a large portion of the affected population in WV's operational areas, and many households sustained the loss of or interruption to their livelihoods due to the impact of Typhoon Haiyan. Community assessments and discussions with key groups have assisted in determining the most beneficial interventions, and at the same time highlighted some of the challenges related to supporting agriculture in the target areas, including land rights and tenure issues. To support the recovery of agriculture-based



livelihoods, a package of training and input distribution activities has been developed. These include training farmers on sustainable crop production techniques, organic natural fertilizer production, principles and practices of intercropping, seed multiplication and replication, and livestock husbandry, as well as distribution of crop and vegetable seeds, small livestock (poultry and pigs), and feed packs. These interventions will improve incomes to enable households to access the resources needed to meet food, education and health expenses.

**The budget for these activities is USD484,927; expenditures to-date are USD3,500. These activities are planned, and once completed it is anticipated that they will benefit an estimated 15,900 people.**

#### [Output 2.2 – Increased productivity and income-generation capacity for typhoon-affected families involved in fisheries](#)

In coastal target communities, many households relied on fishing for their livelihoods. When the typhoon hit, it caused significant damage to fishing boats, nets and other equipment, and significantly disrupted the main livelihood activities of many households. In the coming months, WV will provide support for the restoration of livelihoods by replacing fishing nets, and through conducting relevant trainings on fisheries and aquaculture.

**The budget for these activities is USD40,630; there are no expenditures to-date. These activities are planned, and once completed it is anticipated that they will benefit an estimated 3,250 people.**

#### [Output 2.3 – Facilitated the creation of alternative livelihoods through the provision of opportunities for skills training and necessary supplies in coordination with the government, private sector and educational institutions](#)

With the widespread damage caused by Typhoon Haiyan, many sources of livelihoods are no longer viable, or will not be viable for a number of years, leaving households searching for alternative livelihoods to meet their basic needs. In conjunction with TESDA and other training agencies, World Vision will facilitate the provision of basic skill-based training in viable alternative livelihood activities for those families wishing to establish a new livelihood source, either through employment or self-employment, and including entrepreneurship development training. To support the establishment and recovery of microenterprises, enterprise start-up kits will also be provided. In conjunction with CEV and Vision Fund, affordable microfinance services are being tailored to the recovery context, and will be made available to qualifying small business to support economic recovery and job creation in target communities. WV will also work with communities to form new Community Managed Savings and Credit Associations (CoMSCAs), as well as supporting the revival of those CoMSCAs impacted by the Typhoon to encourage ongoing community economic recovery.



**The budget for these activities is USD857,944; there are no expenditures to date. These activities are planned, and once completed it is anticipated that they will benefit an estimated 6,000 people.**

### Output 3.1 – Multi-sector stakeholders engaged to coordinate recovery efforts

#### *Looking Forward – Recovery Phase Activities*

WV recognises the importance of coordinating with a range of stakeholders in undertaking recovery efforts. Throughout the Recovery Phase, WV will work with LGUs, affected communities, and different WV Response sectors to ensure that our recovery activities are driven by community need, supported by LGUs, and achieve maximum impact. Consultations and assessments with LGUs are ongoing to determine current levels of disaster preparedness, and planning is underway for a comprehensive DRR programme.



### Output 3.2 – Support provided for LGUs to adopt disaster management mechanisms and promote A-TiP

It is recognised that natural disasters can increase the push factors for trafficking in persons (TIP), particularly in areas already prone to this insidious activity. With funding from USAID, World Vision is providing, in conjunction with livelihoods activities, awareness raising on trafficking risks, reporting and referral mechanisms, and training on strategies for self-protection both at the barangay and municipal levels. Further, World Vision will seek to mobilize and build the capacity of existing informal and formal protection resources available in target areas to improve their capacity to identify, report, and refer potential trafficking cases.

**The budget for these activities is USD443,285. These activities are planned, and once completed it is anticipated that they will benefit an estimated 5,530 people.**

### Output 4.1 – Communities and families (including children) are sensitized on relevant programme information in a timely, accessible and accurate manner

#### *Humanitarian broadcasting through Radyo Abante (DEC)*

During an emergency, access to relevant, reliable information is vital for affected communities. During the Relief Phase of the Response, WV entered into a partnership with Radyo Abante 98.7 FM, an emergency humanitarian radio broadcaster established in Tacloban immediately after Typhoon Haiyan hit. This supports humanitarian broadcasting and the dissemination of up-to-date, crucial and relevant information on the humanitarian response and recovery, as well as provides a forum for feedback on the humanitarian response from affected communities. This partnership has continued into the Recovery Phase. Radyo Abante will continue to provide accurate and up-to-date information about the recovery process to communities, and funding will also be used for studio equipment, broadcast software and equipment, training for citizen journalism, and radio purchase and distribution. WV will also contribute to radio shows on

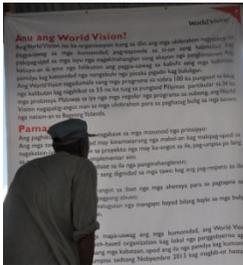


Humanitarian Accountability, Build Back Better workshops, the weekly shelter panel and a planned WASH panel. Radyo Abante broadcasts reach a 40-kilometre radius from its centre point in Tacloban City, covering areas up to Carigara and Dulag in Leyte and even Giporlos in Samar. Based on the text messages received by Radyo Abante, it is estimated that it reaches over 30% of the population within the 40-kilometre radius, and in Leyte it is estimated that it reaches up to 223,380 people.

**The budget for this activity is USD100,000; expenditures to date are USD49,534. This activity is ongoing and has reached an estimated 10,000 people to date. Once completed, it will benefit an estimated 15,000 people.**

*Production of information for the Response program and information boards established at project sites*

To ensure that communities are provided with relevant programme information and are kept informed of Response plans and activities, the Accountability team, both during the relief and Recovery Phases, has been and will continue to provide communities with relevant information, in appropriate formats, and within a timely manner. Information materials, including information tarpaulins about WV, community feedback mechanisms, and the Red Cross Code of Conduct, as well as IEC materials, have been provided in 84 barangays during the first six months of the Response.



*Conduct orientation on HAP, SPHERE, and PSEA standards*

Throughout the duration of the Response, orientations for staff and other key stakeholders have been undertaken and will continue to be held on HAP and Sphere standards, to ensure that minimum humanitarian standards (including accountability) are met. PSEA training has been provided to all staff.

[Output 4.2 – Communities and families \(including children\) are consulted and participating throughout the Response program cycle](#)

*Support the beneficiary selection process*

World Vision has undertaken a comprehensive beneficiary selection process to identify the beneficiaries for the core Recovery Phase activities of Shelter, WASH, and Livelihoods. This involved substantive community consultation, participation, and feedback, and has resulted in a beneficiary list which has the support and agreement of target communities. Approximately 20,000 households were consulted through the process to determine a final list of 12,000 most vulnerable households. To support the beneficiary selection process, 331 individuals from target barangays were chosen by their communities to serve as part of the beneficiary selection committees. This process contributed to people’s better understanding of the process and stronger support from the communities, and while this was a rigorous and intensive process, the small number of comments about the process received from communities through feedback mechanisms indicates a high degree of acceptance of the final beneficiary lists by communities. Communities reported that this process led to improved targeting and greater community ownership of decisions, improving community trust and reducing impressions of bias.



#### *Coordinated community consultation*

As the key stakeholders in WV's Response activities, communities and families must be consulted and involved in the full program cycle. To facilitate this, the Humanitarian Accountability team has been and will continue to the sectors to conduct coordinated consultations with communities.

#### Output 4.3 – Communities and families (including children) provide informed feedback about the Response activities of World Vision through appropriate Complaint and Response Mechanisms

*Establish and maintain suggestion boxes, help desks, frontline SMS and other complaint and response mechanisms, and establish and maintain a database of community feedback and complaints*

Communities and families are not passive beneficiaries of Response activities. WV is committed to



providing them with the means necessary to enable them to provide feedback on and complaints about Response activities. Throughout the first 6 months, 38 staff were trained to manage help desks, 306 staff were oriented on CRM and humanitarian accountability, and 51 feedback boxes and 4 frontline SMS systems (1 for each zone) were established, along with a database of feedback and complaints, and these will continue to be maintained. The feedback provided has been used to help improve WV's activities and processes, and will continue to do so throughout the Response.

*Support and establish community recovery committees to facilitate accountability processes*

Over the past 6 months, World Vision has been working to establish and support community recovery committees to facilitate accountability processes, and has been training community recovery committees and mobilizers on complaint response mechanisms. This support will continue throughout the duration of the Response.

#### Output 4.4 – DME system is established

Over the past 6 months, World Vision has been undertaken the BPAT, and been involved in the Children's MIRA and MIRA 2. An extensive and successful baseline has been completed across the Recovery Phase geographical zones, including community validation of the results and a baseline dissemination workshop in which approximately 80 representatives from the Response, Support Offices, and EASO, participated. The purpose of the baseline was to measure the starting point of key goal and outcome indicators in the target population, and to refine the programme design and activities according to community feedback. It represented a significant undertaking for the Response, with 1,350 households completing a survey, 253 children participating in focus group discussions, and 597 children completing the Emergency Development Assets Profile, a questionnaire which provides a glimpse into the well-being and current vulnerabilities of children. A Real Time Evaluation (RTE) was also completed in April, which provided an opportunity for past and present representatives from the Response, Support Offices, other National Offices, and EASO, to reflect on the successes and challenges of the Response to date to inform future planning of the Response. The RTE focused on the timeliness, relevance, accountability, management effectiveness, connectedness and sustainability, and coverage of the Response. Four hundred and thirty-three people were consulted in the field through focus group discussions and interviews, and over 78 WV staff from across the partnership were consulted through

online surveys and interviews. The findings of the RTE were presented at a validation workshop in April in Cebu, which was attended by 63 stakeholders from across the WV partnership. The baseline and RTE reports are available on WV Central and WV Relief.

## 2.2 Significant Change Story

### How World Vision is making sure it reaches the most vulnerable

Beneficiary selection is one of the most important components of an emergency response – determining



who receives assistance and who does not, whilst managing community expectations. Our successes in beneficiary selection have resulted in the final list of beneficiaries being considered to be fair and broadly accepted by target communities. An example of this is the case of Norma, a single mother of four, whose house and livelihood were destroyed by the typhoon. Lacking income, her two oldest children dropped out of school; her two youngest remained in Grades 1 and 2, but Norma is unsure of their future.

Since the typhoon, they have been squatting in a nearby home, but will have to move out once the homeowners return. “Sometimes, my kids ask me to buy food – rice with a little fish – I always have no money,” Norma said. She lost her job in a coconut processing plant and she and her family are relying on a meagre income of PHP30 (USD0.66) a day from odd jobs. Based on her current circumstances, Norma did not understand why she had not been selected for WV interventions in her community. “I don’t know why we weren’t selected,” she said, referring to the first draft beneficiary list. “It hurts,” she said.

WV’s beneficiary selection process consists of four steps:

- 1) Meeting with barangay leaders and community representatives to explain the programme, beneficiary selection process and criteria.
- 2) Household information is posted in a public place for all to look at and ensure the information is correct. A community meeting is held to discuss it and solicit comments. People are encouraged to provide feedback through text messaging, suggestion boxes or face-to-face meetings.
- 3) A draft beneficiary list is developed and feedback on it is then solicited again. WV then engages in a house-to-house verification to ensure that no one is missed. Depending on the community, we saw a 20-40 percent change in beneficiaries. It was through this verification that WV staff met Norma, who explained her situation and submitted it in a suggestion box.
- 4) After the verification and feedback, the final beneficiary list is posted and presented at a community meeting where WV staff and community leaders explain how it was determined. “Because the community was involved in the process and had the opportunity to give feedback, there is generally broad acceptance of the final beneficiary list,” said Catherine Green, Humanitarian Accountability Manager

When WV met Norma again, she hadn't slept in two nights – it had been raining and the tarpaulin covering her roof was no longer effective. “When it rains outside, it rains inside as well,” she said. But the exhaustion didn't show when she walked up to the barangay hall. There, she beamed as she pointed to her name on the list. “I am so thankful, so happy,” she said. She would be receiving shelter materials – tools, wood and roofing steel – and joining WV's Cash-for-Work interventions. “I can't wait to have a better home: I want my children to sleep well,” she said, “From the Cash-for-Work, I will use half to buy clothes for my children and pay for their schooling and I will use the other half to buy us some fish and rice.”



### 2.3 Table of beneficiaries and locations

Many beneficiaries received more than one form of support. In order to minimise double counting, the grant total number of beneficiaries was calculated by adding up the highest number of beneficiaries across all activities by location. The number of individual beneficiaries (rather than families) was calculated based on an average family size of five people. The actual number of beneficiaries may be higher.

#### Overall Summary

[Relief Phase \(10 November 2013 – 30 April 2014\)](#)

<b>Geographic Reach</b>				<b>Food</b>	<b>General Food Distribution</b>
3	7	48	533	45,883	82,133
Regions	Provinces	Municipalities	Villages	Families	Families

<b>153,236</b>	<b>Families Reached</b>	<b>Metric Tonnes of Rice</b>	<b>NFI</b>
<b>766,180</b>	<b>People Reached</b> (102.16% of target)	5,354	55,454
			Families

<b>WASH</b>	<b>Shelter</b>	<b>Child Friendly Spaces</b>	<b>Children in CFS</b>	<b>Unconditional Cash Transfer</b>	<b>Unconditional Cash Transfer</b>
53,755	17,796	59	21,813	14,217	67,493,400
Families	Families			Families	Pesos

<b>Women &amp; Young Child Spaces</b>	14	<b>Pregnant &amp; Lactating Women</b>	1,740	<b>Children 0-59 Months</b>	2,318
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Recovery Phase (1 February – 8 May 2014- 30 September 2014)

<b>Geographic Reach</b>				<b>Build Back Better Workshops</b>	<b>Build Back Better Participants</b>
3 Regions	3 Provinces	12 Municipalities	107 Villages	100 workshops	11,113 Individuals

7,095 Families	<b>Families Reached</b>	<b>Shelter Materials &amp; Tool Kits</b>	<b>Learner Kits</b>
35,475 People	<b>People Reached</b> (35.48% of target)		

<b>Cash For Work</b>	7,095 Families	6,934 Families	2,319 Students
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<b>Teacher Kits</b>	<b>Health Facilities Repaired</b>	<b>WASH Facilities Repaired in Schools &amp; Clinics</b>	<b>Hygiene Promotion &amp; PHaTS Trainings</b>	<b>Water Supply Systems Rehabilitated</b>
115 Teachers	5	13	53	2



# Response Management

### 3. Response Management

The Emergency Relief Phase was characterised by rapid expansion: intense growth through efforts of both global and national staff allowed for the establishment of an efficient and effective response institution. The Recovery Phase can then be described as a period of stabilisation and consolidation. We continue to stretch ourselves, but must also contend with the need to formalise and solidify what we have built: policies must be formulated, long-term staffing ensured and work norms inculcated.

As we enter this period, we are increasing our integration with the NO. As our pace becomes more intentional, the NO is now joining with the Global Response team to discuss and plan for the transition from a global response to a longer-term national response. There is no longer talk of 'strategic alignment'; now we are working on 'joint strategy formation'. The Response also needs to adapt its approach to coincide with the NO move to LEAP 3.0 in order to facilitate a smooth transition. This brings its own set of unique challenges that we are grappling with together – how can a Response, whose purpose is to fulfil its programme goal, contribute effectively to the workforce planning and business development of an entity whose objectives stretch far beyond the needs in the field? How do our organisational goals dovetail with the lives of our beneficiaries? Nevertheless we stride forward: creating a joint vision for the future for not only the affected people but also for World Vision in the Philippines.

The Response has now – together with the rest of the humanitarian community – fully established itself in its new headquarters in Tacloban City. All its zonal and satellite offices are also completely operational. But we are seeking to not only improve our physical working environment but also our systemic issues as well. The Typhoon Haiyan Response is a six-month-old organisation which needs to improve its processes and procedures that are second nature to more established parts of the Partnership. We have the broader history and experience of World Vision to draw from, but this must be contextualised in a way that is considerate of our staff – a challenge in any circumstance. The twin engines of livelihoods and reconstruction continue churning to move us forward; and though those further away might no longer hear it as clearly, the roar of Response machinery is still very much audible here on the ground.

The Response is now – necessarily – different. We are more deliberate and less harried than what we were, but there still remains an overwhelming optimism that we will not only surmount our current challenges but also use the solid foundations we have built as a springboard for our next push into Rehabilitation.

### 3.1 Way Forward

The first six months of the Response saw the Response move from the Relief Phase, which began on 8 November 2013 and continued through to 31 January 2014 (although some Relief Phase activities continued to the end of April 2014), into the Recovery Phase, which began 1 February 2014 and will last until 31 December 2014. The broad geographic area of the Relief Phase was narrowed down to 12 municipalities during the Recovery Phase, and the Response transitioned from distribution-focused relief activities to a more integrated and nuanced recovery programme that continues to ensure that the basic needs of communities are met, while strengthening resilience and supporting their self-recovery efforts.

We have also consolidated our planning for WV's work in Tacloban City, the most severely-affected area. Viable solutions eluded us for the majority of the Response – due to a continuously evolving situation. No-build zones were changed to no-dwelling zones, which have now been discarded in favour of hazard mapping. However, both the national and city governments have recently decided on their own plans. The settling of the proverbial dust still means that the Response will have to navigate a maze of housing, land and property rights; but the deployment of the GRRT Shelter Advisor and Livelihoods Advisor has resulted in the development of an urban infill programme which the Response and the NO have agreed upon. The Response will target informal settlers on small parcels of urban land and support them with disaster-resistant housing and livelihoods. Though complicated – as it will involve case-by-case negotiations with landowners – this approach will prevent the further displacement of affected people and the resultant socioeconomic issues.

In addition to the above, the following will also be key aspects of the way forward for the Response:

1. The Typhoon Haiyan Response will launch joint programmes together with the NO. These include in the sectors of Health, Advocacy and DRR. This will allow both entities to grow and use their respective strengths to bring added value to our work with communities
2. The DRR and Advocacy strategies have also been completed and will specifically focus on building government capacity and build demand at the household and community levels for more disaster-resistant interventions.
3. We will focus on innovative programmes – the Response, GC and WVDF have jointly speculated on the iCash Learning Hub which will hopefully help increase our menu of available cash approaches.
4. The Response will also focus on building the capacity of its staff, in order to ensure that unsatisfactory results do not continue.

**The Recovery Phase began on 1 February 2014 and will conclude on 31 December 2014. The budget for the Recovery Phase is USD33,097,426. The Rehabilitation Phase is anticipated to begin in 1 October 2014, and currently has a budget of USD17,563,852.**

## 3.2 Cross-cutting Themes

### Gender

WV recognizes the need to ensure women have access to and are included in all Response activities.



Therefore, the Response aimed to mainstream gender in all project design and implementation. In considering appropriate alternative livelihoods trainings, care has been taken to ensure that vocational training options desired by women have been included in the training options. In Cash For Work, activities are identified for which both men and women can participate, and results have shown that nearly 40% of participants are women. The Response will continue ensuring gender is mainstreamed throughout the life of the Response,

and that gender analysis is undertaken when planning interventions, especially related to livelihoods.

### Environment and CCA

Climate change plays a significant role in the amount and severity of the disasters that affect the Philippines. As climatic patterns shift, and what was previously considered as extreme weather is now the “new normal”, the Response will not only take into account how the climate is expected to change in the Philippines when it considers its recovery activities – especially in agriculture – but it will also pay much attention to its ecological footprint and seek to minimise its environmental impact. The Response will seek to set the stage for longer-term climate change adaptations such as community watershed management and the sustainable use of land through its activities in Shelter, WASH and Livelihoods.

### Humanitarian Protection and Child Protection

WV recognizes that individuals, families and communities affected by disasters are at particular risk of deliberate deprivation, neglect, discrimination, and other human rights abuses. In applying the “Minimum Agency Standards for Integrating Humanitarian Protection”, the Response ensures the humanitarian response is safe and accessible to vulnerable groups.

As a child-focused organization, child protection is a key element in all WV programming. WV has a strict Child Protection Policy and Code of Conduct observed by all staff and volunteers, with mandatory child protection orientation. WV is also committed to mainstreaming child protection in every emergency programme.

### Do No Harm

The Response utilises a Do-No-Harm/Local Capacities for Peace approach to ensure any assistance provided to communities does not create or exacerbate tension, but rather connects men and women, as well as groups of different ethnic or religious backgrounds. It has been especially important in relation to Recovery Phase beneficiary selection process. Inclusion/exclusion from beneficiary lists is generally a topic that has received most questions and feedback from targeted communities through the established feedback mechanisms. Any feedback has been dealt with accordingly, and high satisfaction with the beneficiary selection process in communities has been noted. Furthermore, while political alliances are important in Filipino society, they need to be separated from the humanitarian assistance.

Hence, WV has put a focus on accountability and transparency towards beneficiaries and staff by establishing feedback mechanisms, conducting post distribution monitoring, validating beneficiary lists received from local governments, and ensuring relevant departments have enough resources to conduct their work. Feedback mechanisms have also been set up for WV staff to ensure there are forums to express concerns and give feedback.

#### *Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA)*

The Philippines is one of the most disaster-prone countries on Earth: it experiences earthquakes, floods, typhoons, volcanic eruptions, as well as man-made conflict. A lot of work has already been done by WVDF in DRR, which the Response intends to build on – especially child-focused DRR. Through shelter and other reconstruction activities, the Response has been working with LGUs, other agencies and communities to literally build back better, with stronger materials and better building practices. It will also promote disaster-resistant practices such as community preparedness and increase resiliency through the strengthening of capacities and income-generating potential of the affected populations.



#### *Cash-Based Programming*

Due to the availability of functioning markets and strong infrastructure to support them, cash-based programming has the potential to be highly effective in the Philippine context. Cash For Work programming has been integrated across all sectors and has been used to support the rehabilitation of community infrastructure, including WASH facilities and livelihoods infrastructure, as well as drainage clearance and debris removal. The Response views cash-based programming (whether through vouchers for materials or actual cash transfers) as cutting across all our Recovery Phase activities and will continue to use it as an approach to achieve our goals in the sectors of Shelter, WASH, Education, Health, and Livelihoods. Ongoing monitoring and learning is required to develop a better understanding of the implications of our cash-based programming approaches – as well as those of the other actors in the humanitarian community.

### 3.3 Programmes

#### 3.3.1 Accountability



The Typhoon Haiyan Emergency Response is the first Category III response where Humanitarian Accountability (HA) was built into the response from the beginning. Information sharing and complaints and feedback mechanisms were quickly established, and a HA focal point was deployed to the Response. The Typhoon Haiyan Communication with Communities (CwC)/Accountability to Affected Populations (AAP) coordination groups highlighted that, along with UNDAC, WV was one of the first agencies to deploy assessment teams to affected areas, and that WV was one of the few agencies that had questions related to CwC/AAP in the needs assessment tool. By the six month mark, WV was the co-chair of the AAP working groups in Tacloban and Roxas, working with OCHA to bring together agencies committed to HA and coordinating the production of a twice-monthly consolidated community feedback analysis from all participating agencies. This consolidated feedback is elevated to Cluster Coordinators and is also tabled at Inter-Cluster Coordination meetings and the Humanitarian Country Team meetings.

#### **Information is vital**

An ongoing HA success that WV is supporting is Radyo Abante, a humanitarian radio station established as a two-way communication source for communities within a 40km radius of the station in Tacloban. WV established the 'Accountability Hour', a weekly radio program raising awareness of people's rights in relation to humanitarian agencies working in their communities, and which is now hosted by different humanitarian agencies committed to HA. Program themes have included PSEA, geographic and household level prioritization, feedback mechanisms, and the Red Cross Code of Conduct. WV staff also regularly use Radyo Abante to communicate to communities about Response activities, including live broadcasts for the 'Build Back Better' workshops, and WV supported the 'Back To School Program' with UNICEF. Radyo Abante will continue operations to the end of 2014, and a key activity will be Citizen Journalism Training.

## Closing the Loop – Community Feedback Mechanism

The systems for collecting and responding to community feedback have been increasingly systemised and processes high volumes (with an average of 500 feedbacks per month in some zones). Feedback is reported on a regular basis to Operations and other relevant teams such as Advocacy. A dedicated Community Feedback Assistant has now been employed in each zone to process the community feedback received via help desks, feedback boxes, Frontline SMS and information methods (such as one-on-one conversations with staff in the field).



The feedback is logged and categorized according to sector, location, theme and impact. On a fortnightly basis, the community feedback is presented in a series of graphs that, along with analysis, point to the trends and opportunities for program quality improvement. Community members who use the Feedback Mechanisms report positive outcomes and responsiveness from staff.

*“We know that WV listens to many from this barangay who raised concerns. We know that those who sent SMS about their concerns received replies. We also know that there were a number who had put written complaints in the Feedback Box that they were excluded on the first list for shelter, and after the actual visit to their damaged house, they were included in the updated list” (FGD, Women)*

### Beneficiary Selection

The HA Team led the Recovery Phase participatory beneficiary selection processes. Approximately 20,000 households were consulted through the process to determine a final list of 12,000 most vulnerable households. Based on community feedback, general assemblies, and frontline SMS, there was a 30-40% change in household information from the initial beneficiary lists. This was a rigorous process, but one that paid off. In distributions to date, there have only been 4-5 comments about beneficiary selection registered at Help Desks, indicating a high degree of acceptance of the final beneficiary lists which received community sign-off at general assemblies. Communities reported that this process led to improved targeting and greater community ownership of decisions, improving community trust and reducing impressions of bias.

### If it’s not measured, it’s not done

Based on the premise that ‘if it’s not measured, it’s not done’, HA has been embedded as its own outcome in the Response log frame. This is the first time the impact of HA measures on response programme quality will be measured. HA was also incorporated in the Baseline Evaluation conducted in March, and the Real Time Evaluation conducted in April, creating space for HA throughout the whole Response, and providing a blueprint for the HA work to be done beyond the six month mark.

## **Looking Forward**

Information gaps for communities can be improved, with communities expressing a need to know more about activity timelines, quality standards, who WV is, and staff code of conduct. The HA team will conduct an 'information audit' to ensure that communities have the information they need in a form that suits them. The HA team will work with municipal teams to ensure coordination of community consultations and to develop suitable methods for sharing consultation and evaluation results with communities. HA Officers will work with Team Leaders to go through the Program Accountability Framework (PAF) Self Assessment for each Response municipality, with the outcomes providing an action plan for improving HA practices. Community Recovery Committees (CRCs) will be developed in every barangay, which will work with the Sector and HA teams to build their capacity in holding WV accountable to the high HA standards that WV has set itself in this Response. The HA team will work with the CRCs and communities to re-visit community feedback mechanisms in their community and assess how they are being used, if there are other ways communities want to give feedback, and also orient communities on their rights to give feedback and receive a response. Finally, the HA team will work to further systematise the capture and reporting of community feedback, including exploring mechanisms for capturing informal feedback, improving the community feedback register so that it better meets the needs of Response teams, and developing business processes and timelines to track responses.

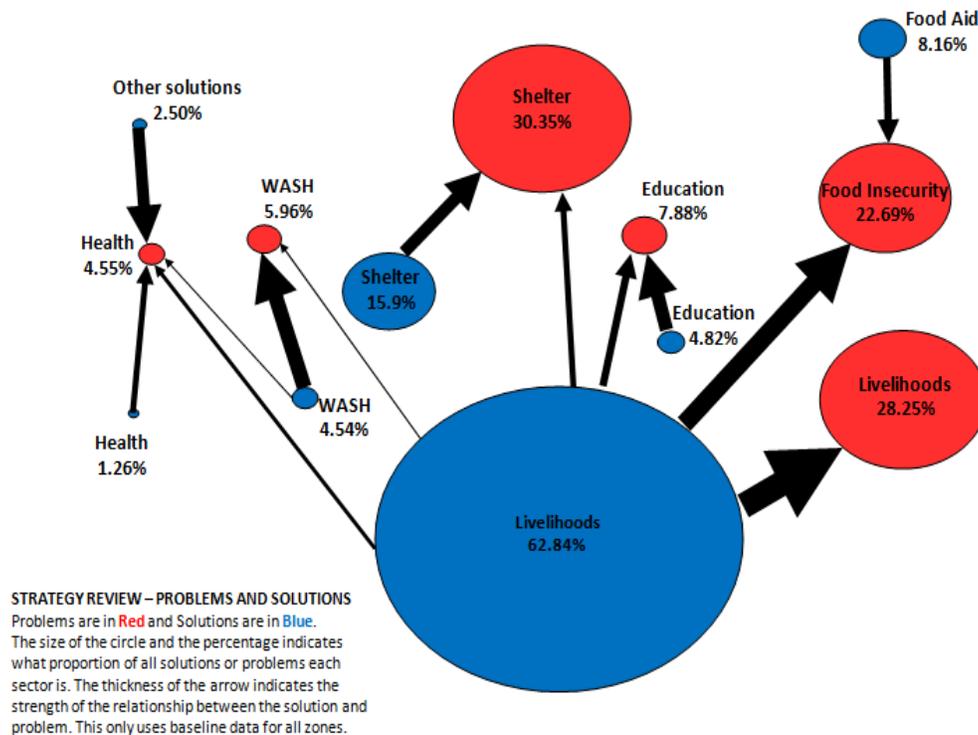
### 3.3.2 DME

## ACHIEVEMENTS

### Baseline Process

A comprehensive baseline process was conducted during March 2014, with the primary intent to measure outcome level resilience indicators in the Recovery Phase operational areas to use as program guidance and as comparison for the end of program evaluation. The process gathered responses from 1,350 households for the survey, with 596 youth aged 11-17 years old completing the Emergency Development Assets Profile survey, and 253 girls and boys participating in Focus Group Discussions. The responses from both adults and children provided valuable insight into the resilience capacities and vulnerabilities of typhoon-affected families, which is the primary lens for the response programming.

The baseline survey asked participants to identify and describe the priority problems they currently face to allow the Response to confirm priorities and stated outcomes, and to gain insight into the nature and extent of the issues faced by communities and households. Both children and households identified shelter, livelihoods and income, food security and education as the top four problems (though in varying order); these were followed by WASH, health, and other problems. These priorities align closely with the Response priorities for the Recovery Phase, which is using a multi-sector approach to support household-level needs in shelter, WASH and livelihoods, and community-level needs in education, WASH and other community infrastructure such as health facilities. Through the baseline, we were able to develop a range of products that allowed us to review the priority problems and solutions across the affected areas we serve in order to better align our programming to the needs:



### **Real Time Evaluation (RTE)**

WV is committed to assessing and improving the quality of its humanitarian programs, so to create space for the emergency response team to “step back” from its work, WV undertook a Real Time Evaluation (RTE). The RTE was conducted over late April and early May. The objective was to review the response using the HEA learning and Evaluation Criteria and focused on what works and what needs immediate change to better respond to the needs of the affected population. The RTE also put special focus on strengthening our livelihoods programming. The DME team led and coordinated the RTE process, and the validation workshop in Cebu was attended by a wide range of current and past Response members, the WVDF senior leadership team, Support Offices, EASO and CEV. Through the process, the following recommendations were generated (a report on progress towards the realisation of these recommendations can be found in the annexes):



1. The Response should support WVDF to identify and prepare appropriate pre-positioned stocks and supply chain measures for future typhoons.
2. The Response should consider options for other stakeholders to support genuinely needy families who do not meet the WV shelter selection criteria.
3. Clarification and communication is needed to explain how WV's integrated approach will work to staff and to beneficiaries
4. Development of a more detailed livelihoods strategy – including a timeframe, with particular attention to encouraging resilience through alternative livelihoods and small grants or loans.
5. Indicative long term planning for the Response should be undertaken as soon as practical.
6. An internal communications strategy is developed to improve the availability and understanding of key program information within the Haiyan response and WVDF.
7. Response leadership should work to communicate to staff on the roles and responsibilities of units and key individuals within the program. This should also include clarification of support functions and processes such as finance, HR and logistics.
8. The Response and WVDF should work together to produce an induction pack for incoming national and international staff. This should be the basis of briefings for new staff, providing a better understanding of World Vision, and its identity and purpose as well as its role in responding to Typhoon Haiyan.
9. P&C and Response Management should find ways of communicating more clearly on HR procedures and processes – and of allowing staff feedback on them.

10. The Response should develop and implement a DRR strategy for the early recovery and rehabilitation phases of the program.
11. As part of its planning for the recovery and rehabilitation stages, WV should articulate how it will support children and how its impact will be measured.

### **Beneficiary Selection Process**

The DME team supported the rigorous beneficiary selection process which concluded in May 2014. While helping to develop the beneficiary information sheet, the DME team also initiated the verification process, where 30% of shortlisted beneficiaries were verified through a survey which helped to determine confidence in the beneficiary list provided by the community, and also enabled the following:

- Cross-checking beneficiary information for issues of inclusion/exclusion for appropriate action
- Gathering feedback on the selection process to identify areas for improvement
- Determining to what extent the accountability structure and mechanism set in place worked
- Providing recommendations as to how to proceed with the finalization of the beneficiary list based on the data/information gathered through the survey

### **Challenges**

The DME challenges have evolved as the Response transitions from relief to recovery. Staffing has remained a challenge, with limited qualified applicants to match vacant roles under the current salary scheme. This has also impacted on the finalisation of the M&E plan and monitoring tools. Difficulties were encountered in the consolidation of distribution figures and matching with grants, and measures are being put into place to reduce this problem in the future. Further development of clear and defined business processes within Programmes and Operations in relation to reporting need to be established.

### **Looking Forward**

With the baseline process conducted, the strategy will be revised based on the baseline results, which will also require realignment of the Response logical framework and the M&E Plan to ensure consistency. The development of monitoring tools is completed and post-distribution monitoring is moving ahead despite our manpower issues. The hiring of staff remains a priority. Coordination with the Response, and more specifically within the Programmes department, will be strengthened, and DME will work closely with WVDF on HEA DME processes and the development of technical approaches.

### 3.3.3 Information Management

The past six months has been an ongoing reflection, learning, discovery and innovation process for Information Management. To date, IM was able to (A) Develop prioritization framework and tools to aid evidence-based decision-making; (B) Contribute to Organizational/Humanitarian learning and improvement; (C) Reinforce coordination networks within the response through a structured monitoring, reporting and feedback system; (D) Support information management for grants and (E) Establish a secure document management system that serves as a historical database of the Response.

#### *A. Developed prioritization framework and tools to aid evidence-based decision-making*

The development of the Overview of Affected Municipalities (OAM) and the Barangay Prioritization and Allocation Tool (BPAT) paved the way for household level beneficiary selection which was concluded in May and provided an undisputed rationale of the Response's priority locations for recovery phase. The RTE team recommended that these geographic targeting tools be adopted in a number of existing WV processes for the following reasons: (1) the tools were proven to be correct and trustworthy in identifying and prioritizing areas most affected by the disaster; in turn, this informed WV's decision to focus its relief and recovery efforts in a number of municipalities and barangays; (2) clear, commonly understood and evidence based results were generated in a prompt and inexpensive manner; (3) results of the tools were widely accepted by local government units and line agencies, community leaders and beneficiaries as evidenced by the low number of complaints against the results of the selection process; and (4) the tools are based on principles that, when properly contextualized and customized, serve purposes other than the identification and prioritization of areas most affected by a super-typhoon. For more details, please see appendices: *Suggested enhancements to the case study of BPAT and OAM*.

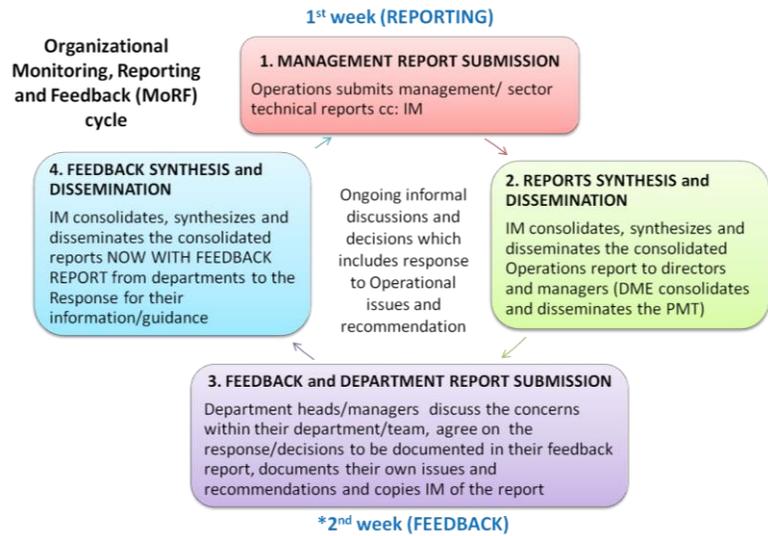
#### *B. Contributed to Organizational/Humanitarian learning and improvement*

The OAM was featured in the Assessment Capacities Project's (ACAPS) review of composite measures in emergencies, which scrutinized the OAM and tools prepared by OCHA, the Protection Cluster and one other organization. The study proposed alternative formulations for composite measures and made recommendations on how to improve the process in future rapid assessments. This review will be used to update ACAPS' document on the use of composite measures in emergencies released in 2011, and is now featured in ACAPS' website. IM will also improve the OAM based on recommendations in the report. For details, please refer to the appendices: *ACAPS review of composite measures - Philippines*.

#### *C. Facilitated coordination through establishment of monitoring, reporting and feedback system (MoRFS)*

The Response's geographical sprawl can make it difficult to grasp what is happening across the Response. Many issues remain undocumented and unresolved until they become a significant risk. This is a lesson from the Relief Phase. Thus, the MoRFS was developed to provide a standardized and structured way of coordination, ensure that staff are held accountable in providing evidence of their work and ensure that management decisions are informed by operational realities. The MoRFS facilitates the flow of information from field staff through to senior management and back to all Response staff, with hopes of ensuring that all staff are informed about the progress of the Response, the challenges faced, and the gaps to be addressed. Thus, everyone has a stake in corporate accountability, transparency, organizational learning and operational improvement (See *diagram below*).

Unclear lines of reporting and coordination, as well as timely submission of reports given the significant tasks on field, were some of the challenges. However, senior management support in rolling out the system facilitated its success. The MoRFs proved to be a contributing factor in identifying symptoms of weak coordination and served as a structured mechanism for teams to coordinate/collaborate and for management to take responsive actions to operational issues and concerns. IM has also facilitated monthly context monitoring to support Operations.



*\*This overlaps with the week for submission of Fortnightly accomplishments and plans – which, for Operations serves as the 1<sup>st</sup> week of reporting cycle*

#### D. Supported information management for Grants

The Grants Management Tool (GMaT) and Progress Monitoring Tool (PMT) was developed in consultation with Programming to support effective monitoring and management of all grants and in tracking of funding status using one tool. For details, see appendices: *GMaT and PMT*

#### E. Established a secure document management system that serves as a historical database of the Response.

The Typhoon Haiyan Sharepoint site was launched on April 14 in collaboration with ICT. All key documents of the Response are now secured and backed up through the site. There remain challenges in accessing the site such as (a) poor internet connectivity; (b) site browser compatibility issues; and (c) Response staff capacity to use the Sharepoint site as it is a new system developed for the Response. Action points to resolve these has been discussed with ICT and the following will be done to address gaps : (a) Improvement of internet facilities in all zones especially in Tacloban headquarters office; (b) ICT staff per zone will provide technical support to all zonal staff; and (c) sensitization and orientation of staff on Haiyan Sharepoint site use in agreement with department heads.

#### Looking Forward

As the foundations of organizational monitoring, reporting and management feedback system are now in place, IM can focus on evidence-based context reviews and analysis on a monthly basis to support regular programming and operational decisions. IM will continue providing technical support to departments/teams responsible in maintaining the systems - Operations for their reporting system; DME for PMT and the logframe Indicator Tracking Table (ITT) development; and Programming for GMaT improvement and maintenance. IM will continue active involvement in the IM working group and coordination meetings, especially as the humanitarian clusters are moving towards transition to the newly mandated government coordination mechanism - Office of the Presidential Assistant for Rehabilitation and Recovery (OPARR).

## 3.4 Liaison

### 3.4.1 Stakeholder relations

Throughout the first 6 months of the Response, WV deliberately strengthened its partnerships with key stakeholders, including government bodies, local organisations, and faith-based organisations, at the barangay, municipal, provincial and national levels, while maintaining engagement with UN agencies and other INGOs. Partnerships with LGUs and national government agencies have been established and defined through Memorandums of Agreement (MOAs), which clarify partnership roles and responsibilities, and enhance accountability. MOAs have been signed with the Department of Education, the Department of Health, and the Technical Education and Skills Development Authority (TESDA). In the UN cluster system, WV maintains active participation in the following clusters: Accountability to Affected Populations (AAP) (which WV leads), Emergency Shelter, Food Security and Agriculture, Health, Nutrition, Child Protection, Gender Based Violence, Water Sanitation and Hygiene, Education and Early Recovery and Livelihood.



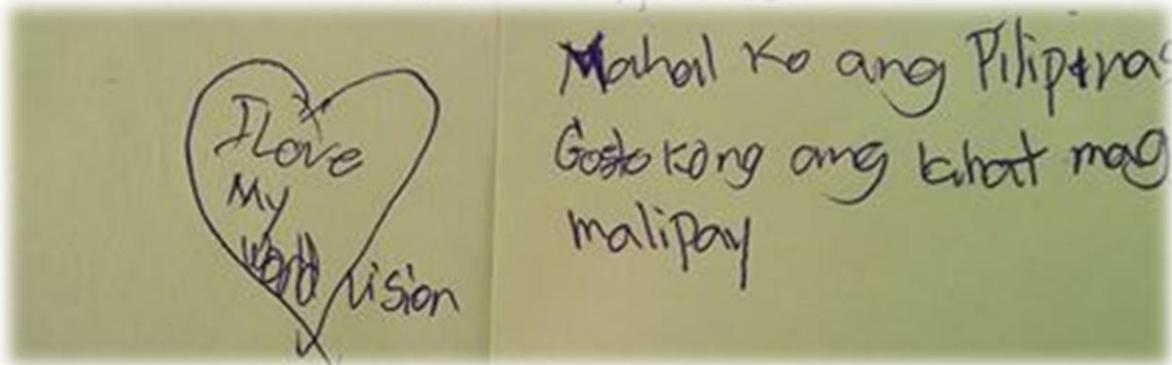
At the National level, key stakeholders meeting have been held with Government representatives from Canada, the United States of America, the United Kingdom, Australia, New Zealand, Ireland, and Germany, as well as the European Union's Department of Humanitarian Aid and the Asian Development Bank. These meetings have enabled WV to improve our understanding of stakeholder expectations, and have provided opportunities to explore other forms of partnership and funding models to enhance Haiyan response interventions.

Inter-agency cooperation continues to play a major role in meeting SPHERE standards and ensuring a quality emergency response. At the National level, WV is actively involved in coordination activities with other humanitarian agencies around disaster risk management and accountability. WV was one of the organizers of the National CSO Summit entitled "Local Voices and Participation as the Key to Building Resilience", which consolidated the voices of more than 90 local CSO and PO with regards to the recovery and rehabilitation of Haiyan-affected areas. Likewise, WV participated in the Alliance of SPHERE Advocates in the Philippines, ensuring INGO's compliance to SPHERE standards, and co-lead the Asia Pacific Group of ASEAN Disaster Management and Emergency Response with Oxfam. In cooperation with Plan International, Save the Children, and UNICEF, WV has pursued the recommendations of the Children's MIRA in LGUs, UN Clusters and NGO network meetings.

#### **Key Challenges**

Staff turnover continues to be a challenge for liaison work both at the zonal and national levels, and can be particularly challenging in ensuring consistent representation at the Clusters is maintained. As the UN Cluster functions will gradually be assumed by Government agencies, WV will need to position staff for cluster participation to ensure continuity in communication, information sharing, and coordination. There is also a need to strengthen the feedback of cluster information and agreements to Operations and other Response departments.

### 3.4.2 Advocacy



#### Key advocacy accomplishments include the following:

- Over the first 6 months of the Response, WV has led the AAP Cluster. AAP processes and methodologies continue to strengthen community voice, action and participation in the Response, and community feedback has been used to improve partnership with and governance of local government units.
- Organisation of and participation in the national CSO Summit entitled "Local Voices and Participation as the Key to Building Resilience". Recommendations were presented to Under Secretary Panadero of the DILG, Under Secretary Del Rosario of the NDRRMC, and Jock Paul of UN OCHA. The summit provided opportunity for further consultations with these agencies in the future, and agencies were invited to participate in the sunset review of the Disaster Risk Reduction Management Act.
- Facilitated dialogue between the internally displaced people (IDPs) in Estancia, Iloilo, and key stakeholders from the LGU and other humanitarian actors to consolidate recovery plans and to clarify pressing issues. Coordination with LGUs, IOM and UNOCHA was undertaken to ensure that IDPs who were to move into bunkhouses will have access to basic services, and consultations with IDPs were undertaken by the Municipal Team Leader and the HA Officer.
- Involvement with the Child Protection Working Group (CPWG) in Panay resulted in WV participating in the Multi Sectors Data Gathering among IDPs, which UNOCHA led. As a focus group discussion facilitator, WV was able to gather significant data for advocacy mapping. On 8 May 2014, the CPWG conducted a Child Rights Learning Event at the bunkhouses in Estancia, where WV facilitated a Child Rights Awareness Exercise for children aged 9-15 years, and their output was presented to the Estancia LGU.
- Engagement of CVA monitors and the conduct of CVA training in target communities.
- WV called on OCHA to develop a mapping of military and civilian defence assets in the Philippines, resulting in OCHA providing an overview through the IASC Emergency Directors.
- WV has also shared its various policy positions with the UN Clusters, national NGO coalitions and the relevant Ministries of the Government of the Philippines.

#### Plans for the next three months:

1. Full roll out of CVA of DRR for the next months including formation of CVA core team
2. Intensify local level advocacy for key advocacy issues such as the No Dwelling Zone policy.
3. Regular release of statement papers and policy briefs on identified issues.
4. Intensify internal advocacy around issues facing our beneficiaries through active programming.

### 3.4.3 Communications

#### Media Engagement

Six months on, while media interest in Typhoon Haiyan and the transition to recovery has slowed, the focus on quality and timely programming has increased. The Response has maintained media visibility with major news channels including the BBC, Australia's ABC and Open House, the Huffington Post, Devex, The Christian Today, The Guardian and Canada's CBC. The concerted efforts of media and communications teams from SOs, SAPO and EASO, and funding partners like DEC, have promoted WV's work and supported information dissemination through social media including Facebook,



Twitter, YouTube, Yammer, LinkedIn and Instagram. The Response's online presence has also provided opportunities with local online media such as Rappler ([www.rappler.com](http://www.rappler.com)), which has almost a million followers in the Philippines and other countries, and which published WV's Haiyan stories during April and May 2014. During the 6 month anniversary, WV participated in "live reporting" through social media to continue to highlight the work of WV and ongoing needs of Haiyan-affected communities.

#### Communications Resources

Over 100 resources were produced by Communications for the 6 Months On campaign. The resources were released in April 2014, and were linked with UN International Days campaigns to increase the audience reached. During these campaigns, WV engaged in content sharing with WVDF's social media team, reaching their 100,000 plus followers. Weekly posts were generated in SOs social media that garnered thousands of "likes" and positive feedback. The Six Months On video has generated positive interest globally, with over 1,000 views over 3 days. The video was featured in SO and external sites, including DEC, the WVI Haiyan Page, the Huffington Post, and Christian Today. The 6-months press release was published in Reuters, Alertnet, ReliefWeb, GMA TV website, WVI and the Philippine News Agency's (PNA) website. These resources are available on wvrelief and Sharefile, and have been given special feature on Connections and wvcentral. Video resources, including sector-specific videos such as Shelter, Education, and DRR, are available on the World Vision Haiyan Response YouTube Channel<sup>2</sup>.

<sup>2</sup> <http://www.youtube.com/channel/UCiHI6RSGtSmMCNjF2quDWrQ>

## Visits and Internal Updates

After an initial rush of visitors over the first three months, visits have slowed. Advance requests for visits from SOs and external agencies, including DEC with the independent film-maker Truthloader, for the one-year anniversary, have been made. (Note: Visits from November 2013 to February 2014 are in the Three Months On report). An internal communications plan has been developed to ensure Response staff from all operational zones are informed of the progress of Response activities, and are equipped to be informed communicators about the Response. The communications team has made use of existing resources to creatively communicate the Response progress, such as the email system, zonal bulletin boards, devotion and assembly times, social media and meetings.

*“Really impressive World Vision team here in Tacloban; involving communities in aid effort, thinking things through & joining work up.” - @decappeal (Disasters Emergency Committee Twitter feed, 5/12/2014*



Typhoon Haiyan: 6 Months On | World Vision

[Watch Here](#)



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## 3.5 Support Services

### 3.5.1 People and Culture

After the initial human resource activities during the first 90 days of the Response, focusing on local and international recruitment, workforce planning, staff care, capacity development and developing staff guidelines, the priorities for P&C shifted its priorities to the following:

- Staff engagement to secure the right candidates for each vacant role.
- Attracting external candidates with necessary specialised skill sets.
- Facilitating capacity building initiatives such as coaching and shadowing to build the expertise of WVDF staff.
- Performance Management measures and leadership development to strengthen WVDF capacity in preparation for the transition phase.
- Ensuring compliance with all relevant national labour laws and work norms.
- Conducting a “Pulse check” of staff in the Response and establishing feedback mechanisms to ensure that the views of staff are heard and brought to the attention of Response management.
- Correct compensation and benefits for Response Staff.
- Ensuring ongoing staff care of WVDF and Haiyan staff.

#### I. Staff Engagement

The Response has engaged over 1,000 staff over the course of the first six months. The workforce has been composed of WVDF seconded staff, WVI secondments/deployments, international consultants, international contracted staff, and national contracted staff. The following is an overview of the staff engaged in the response over the past 6 months:

Workforce Type	Inactive	Active	Total
Hired National Staff (77 Project based + 342 Contract)	316	419	735
International Hired Staff	3	18	21
WVDF Deployed Staff (short-term)	233	0	233
WVDF Seconded Staff	18	62	80
WVI Deployed/Seconded International Staff	88	7	95
International Consultants	11	5	16
Total # of workforce engaged in Haiyan Response	669	511	1180

## 2. Staff Care

The following provides an overview of the various staff care activities.

- Critical Incident Stress Management (CISM) interventions done with the Emergency Response Team.
- Integration of Christian Commitment through weekly devotions in each zone.
- Continuous debriefing for individuals or group/teams.
- Celebrations of birthdays and special occasions, assisting staff during medical emergencies, and hospital/home visitation during illness.
- CISM training was conducted, with 27 staff trained as Peer Supporters and 5 staff undertaking a refresher course.
- Staff Care Fund (Housing Assistance) for Staff affected by Typhoon Haiyan.

## 3. Capacity Building

Over the years, WVDF staff have been involved in various emergency responses, although this Response was the first response where WVDF has utilized WVI resources. There is an intention to engage the over 200 WVDF staff seconded to the Response to build capacity not only in WVDF, but also in SAPO, RDMT, GTRN and GSCN. Many new contract staff have been engaged in the Response at the supervisory levels, and some are managing staff for the first time, making it critical to develop their capacity in people management, communication and other areas. The Capacity Building Plan for the Response has included performance management, leadership development, and competency development.



## 4. Response Guidelines

In consultation with the Response leadership, P&C has developed the following for the Response:

- Orientation Package
- WVDF Typhoon Haiyan Emergency Response Implementing Guidelines – International Staff Contracted to the Typhoon Haiyan Emergency.
- Guideline on working hours

### 3.5.2 Supply Chain Management

Over the past 6 months, logistics has been established in all Response zones to provide critical support for the movement of goods and services. With the reduction of target areas in the Recovery Phase, logistics cells have been established in Tacloban and Ormoc in Leyte and Roxas in Panay, with the logistics hub in Cebu City to coordinate the logistics operations across Visayas.

#### Challenges

One of the biggest challenges faced by Logistics has been the difficulties faced in finding sufficiently qualified procurement staff to meet the needs of such a large scale humanitarian response, with increasingly technical procurement requirements of the reconstruction activities. This has hindered the ability of Logistics to serve the Response as well as it would have liked, but concerted efforts are ongoing to fully staff the department with suitably qualified staff.



Another difficulty faced by Logistics has been inadequate procurement planning due to a number of factors. Last minute, urgent procurement requests have resulted in delays for other purchases, often resulting in higher costs. This lack of planning has hindered the development of a sourcing strategy, which in turn has meant that Logistics has faced significant challenges in meeting the growing procurement and logistic needs of the Response.

There were also a number of external challenges faced by Supply Chain Management including challenges in sourcing, difficulties in finding contractors and quality materials.

#### Successes

While the Logistics team experienced some significant challenges, some significant successes were also achieved during the first six months of the Response. A move from deployed staff to permanent staff helped to ensure continuity in the logistics operation. A logistics information database was established, allowing the Logistics team to more effectively undertake their role.

### 3.5.3 Security

#### **Key Achievements**

During the first two weeks of the Response, the security team and structure was established under the leadership of David Richards from SAPO. Country Risk Rating and Security Risk Assessment were established in the operational zones, and the Security Department facilitated the search for three WV staff unaccounted for in Tacloban. Support was also provided to first responders in Tacloban, who were thought to be short of food and water. Further, networks and alliances were established with UNDSS, other INGOs and local support groups.

In the following months, the Security Department established protocols and standard operating procedures on fleet management, Cash-For-Work (risk analysis) and vehicle and staff tracking. A crisis management simulation was held for the Response Senior Management Team. Security support was provided in all zones through the establishment of safe and secure bases for the teams in each zone, and security guidance was provided to zonal managers on how to set up crisis management teams and undertake the necessary planning.

#### **Key Challenges**

While one of the enabling factors the Response has experienced has been an environment which has been relatively free from security risks, apart from environmental risks, this does not mean that the Response has been free from security challenges. These have included establishing a strong security team in line with the Office of Corporate Security (OCS) policy, working and managing staff who lack an understanding of security risk management and associated policies, and the non-integration of risk management in the design, planning and implementation process of the Response.

#### **Looking Forward**

Over the coming months, the Security Department will be undertaking orientation with staff about OCS security policy; security training, first and BLS for zonal managers and their teams; and reporting and Core Security Requirements evaluations.

## 3.6 Financial Resources

### Accomplishments

The Finance department was established within the first few days of Typhoon Haiyan hitting the Visayas, and staff turnover has been minimal. Key to this has been secondments from WVDF. From the beginning a major achievement for the Finance Department has been effective grant management and accounting for twenty grants, as well as timely reporting from the early weeks and months of the Response. Grant management is challenging in a Global Response setting, with multiple donors and a changing context; however almost all grants which have concluded during the first six months have been closed out with negligible under spending. The Finance Department has also adopted a flexible approach in its provision of support to operations, while at the same time maintaining the essential internal controls. Finance conducted a “Road Show” earlier in the Response, and more recently a “Finance Caravan” to explain to Haiyan staff the requirements and expectations around advances, liquidations, payments, LDRs, etc, as well as to provide an orientation regarding grants, budgets, and the chart of accounts. These workshops were presented in all four zones. Capacity building of Finance Department has included staff participating in seven workshops, primarily focused around grants and donor requirements. Although no audits have yet been carried out, a review performed by Manila Consulting on behalf of UNICEF rated WV’s Haiyan Finance as low risk in all eight categories examined.

### Challenges

One key challenge has been the struggled to recruit sufficient staff on a timely basis for our expanding zonal offices. Also in relation to staffing, high levels of staff turnover in other Response departments has had an impact on Finance, particularly around continuity of knowledge and relationships. The rapidly changing context of the Response presented some unique challenges. One such challenge was the initial difficulty for Operations and Programmes to define Response locations and activities, which delayed the finalisation of the Relief and the Recovery Budgets. Another was the need to amend grants due to the inability to implement original grant plans resulting from changing context and needs in communities. Other challenges faced by the Finance Department arose out of the nature of the Response, with a high level of procurement and the associated risks. The commercial context in many Response areas has meant that many locations have been virtually operating as cash economies during these months. Further, accurately forecasting funding available for the Response was hampered by difficulties experience in obtaining accurate figures from Support Offices for private non sponsorship funds.

### Looking forward

Our most critical need is to fully staff our structure, particularly in the zones. We will continue to support Operations, and work closely with Programmes for effective grant management. We will charge costs to grants where appropriate to preserve as much private funding for the Rehabilitation Phase as possible. The Partnership has announced a tighter month end reporting time frame for all NOs effective July, and compliance with this will be a challenge. There are some areas such as LDRs and Fixed Assets registers which we need to ensure are fully up to date. The next three to six months will see audits of the Response, and we will use these as an opportunity to learn and enhance our performance.

## Funding Matrix

SO	Donor	Funding Type	Proposal Status	PBAS #	FY14		
					Confirmed (USD)	Committed on PBAS (USD)	Total projected (USD)
UK	DFID	Grant	Approved	201205	901,000	901,000	901,000
IRELAND	Irish Aid	Grant	Approved	201205	320,354	320,354	320,354
CANADA	DFATD 1	Grant	Approved	201205	1,749,216	1,749,216	1,749,216
CANADA	DFATD 2	Grant	Approved	201205	2,989,472	2,989,472	2,989,472
HONGKONG	HKSAR	Grant	Approved	201205	1,097,586	1,097,586	1,097,586
UK	DEC	Grant	Approved	201205	5,343,071	3,022,769	5,343,071
AUSTRALIA	DFAT	Grant	Approved	201205	972,938	972,938	972,938
NEW ZEALAND	Disaster Response Partnership (NZ)	Grant	Approved	201205	361,725	361,725	361,725
SPAIN	TBA	Grant	Approved	201205	92,560	92,560	92,560
NETHERLANDS	SHO	Grant	Approved	201205	851,084	851,084	851,084
GERMANY	ADH	Grant	Approved	201205	9,900,000	-	9,900,000
PHILIPPINES	UNICEF	Grant	For Revision	201205	700,000	-	700,000
KOREA	SAMSUNG (Korea)	Grant	For Revision	201205	98,087	98,087	98,087
KOREA	Korean Donor Association	Grant	For Revision	201205	508,138	508,138	508,138
USA	USAID	Grant	Approved	201205	443,285	-	443,285
FPMG	WFP	Grant	Approved	201206	1,046,077	829,399	1,046,077
FPMG	WFP	Grant	Approved	201205	1,814,264	1,296,807	1,814,264
TAIWAN	ICDF (Taiwan)	Grant	Approved	201205	1,179,752	-	1,179,752
GERMANY	Government of Germany	Grant	Submitted		-	-	300,000
SPAIN	Catalan	Grant	Approved	201205	81,417	81,417	81,417
AUSTRIA	Vienna City Council	Grant	Submitted	201205	-	-	120,000
IRELAND	Irish Aid	Grant	Approved	201205	520,000	-	520,000
UK	DFID	Grant	Approved	201205	-	-	142,000
CANADA		PNS		201072	4,000,000	2,500,000	4,000,000
HONG KONG		PNS		201072	1,700,000	1,700,000	1,700,000
US		PNS		201072	13,800,000	5,000,000	13,800,000
KOREA		PNS		201072	500,000	500,000	500,000
AUSTRALIA		PNS		201072	7,100,000	4,500,000	7,100,000
TAIWAN		PNS		201072	500,000	500,000	500,000

SINGAPORE		PNS		201072	601,000	601,000	601,000
PHILIPPINES		PNS		201072	400,000	400,000	1,000,000
JAPAN		PNS		201072	280,000	280,000	280,000
SWITZERLAND		PNS		201072	500,000	500,000	500,000
SPAIN		PNS		201072	10,000		10,000
FINLAND		PNS		291072	60,000	60,000	60,000
GERMANY		PNS		291072	1,600,000	1,000,000	1,600,000
INDONESIA		PNS		291072	10,000	10,000	10,000
MALAYSIA		PNS		291072	400,000	400,000	400,000
NEW ZEALAND		PNS		291072	800,000	100,000	800,000
UK		PNS		291072	800,000	800,000	800,000
FRANCE		PNS		291072	34,180	34,180	34,180
IRELAND		PNS		291072	48,000	48,000	48,000
THAILAND		PNS		291072	485,000	485,000	485,000
ITALY		PNS		291072			3,000
AUSTRIA		PNS		291072	80,000	80,000	80,000
CHILE		PNS		291072	5,462		5,462
GC	EPRF	PNS		201072		-	
	DFID	GIK			524,980		524,980
	Food	GIK			2,452,630		2,452,630

	Confirmed (USD)	Committed on PBAS (USD)	Total projected (USD)
<b>Grants Total</b>	30,970,026	15,172,552	31,112,026
<b>PNS Total</b>	33,713,642	19,498,180	34,316,642
<b>GIK Total</b>	2,977,610	-	2,977,610
<b>Proposal</b>		-	420,000
<b>TOTAL</b>	67,661,278	34,670,732	68,826,278

## Report on Expenditure

Item	Quantity	Beneficiaries*	6-month expenditures
Outcome 1: Typhoon-affected families and communities have improved living conditions and access to basic services			
<u>Output 1.1 – Provide support for shelter rehabilitation and meeting immediate needs of families in target areas</u>			
Beneficiary selection		70,000	21,877
TESDA training for carpenter	300	300	2,053
Build Back Better Workshop	75	65,500	25,751
Shelter Kit	13,100 - Recovery 17,796 - Relief	65,500 - Recovery 88,980 - Relief	1,913,135
Shelter Tool Kits	13,100	65,500	1,539,091
Provide technical support in shelter construction to vulnerable households	13,100	65,500	588
NFI Kits	55,454	277,270	1,268,030
Kitchen Kit	6,854	34,270	28,003
Distribution cost for Shelter Commodities			578,085
<u>Output 1.2. Improved community access to safe water sources, appropriate sanitation facilities, &amp; hygiene promotion activities</u>			
WASH assessment	10		1,988
Strengthening LGU by conducting trainings	10		592
Water systems (L1, L2 & L3)	69	45,000	36,839
WASH in schools	31	6,604	3,468
Debris removal			2,048
Hygiene Promotion/ CLTS/PHATS training	66	147,723	18,333
Water Purification Kit	37,576	187,880	191,334

Hygiene Kit	53,755	268,775	1,892,129
Hygiene kits for students	17,777	17,777	104,494
Distribution cost of WASH commodities			266,377
<b>Output 1.3. Improved access to safe and child-friendly learning environments for children</b>			
Number of CFS	59	21,813	353,638
Provision of solar lamps	20,000	100,000	423,853
School kits	251	4,699	11,847
Construct temporary learning spaces in tandem with permanent school reconstruction	22	4,699	8,127
Learners' kit	7,014	7,014	31,001
Conduct training to stakeholders on education and day care issues in emergency	4		6,092
Support the back-to-school campaign	22	4,699	1,552
Distribution Cost of Education commodities (e.g. learner's kits, school kits)			5,217
<b>Output 1.4. Improved access to adequate and appropriate health facilities and services for community</b>			
WAYCS	14	4,068	114,249
Breastfeeding Kits	1,740	1,740	12,476
Baby Kits	1,475	1,475	39,820
Clean delivery kit	1,134	1,134	3,197
Health Assessment			740
Provide assistance for the repair or reconstruction of health facilities	20	34,105	36,681
Provide necessary equipment and supplies for health facilities (e.g. tools for obstetric/ maternal care, anthropometric tools etc.)	59	79,288	12,792

IEC Materials	59	79,288	2,952
ToT on infant and young child feeding practices	19	1,209	11,371
Distribution cost of Health commodities			42,654
<b>Output 1.5. Increased community engagement in the rehabilitation of basic services</b>			
CFW start-up and site monitoring	8,500	42,500	2,640
CFW payment	8,500	42,500	58,505
<b>Output 1.6. Food and cash distributed to affected families to improve food security</b>			
Emergency food kits	45,883	229,415	1,999,055
General Food Distribution	82,133	410,665	2,479,609
Conditional Cash Transfer	14,217	71,085	1,612,311
Distribution cost of food			545,262
<b>Outcome 2: Typhoon-affected families and communities have restored affected livelihoods and increased capital and asset base</b>			
<b>Output 2.1. Increased productivity and income-generation capacity for typhoon-affected families involved in agriculture, including farm labourers</b>			
Provide support to livelihood recovery including seed and livestock distribution		20,000	3,445
Training on the principles of intercropping practices		1,260	55
<b>Outcome 3: LGU's capacity in disaster preparedness, coordination, management and anti-trafficking in persons (ATIP) promotion is strengthened</b>			
No activity has been carried out yet			
<b>Outcome 4: Typhoon-affected communities, families including children are empowered to inform World Vision Response programming</b>			
<b>Output 4.1. Communities, families including children are sensitized relevant programme information in a timely, accessible and accurate manner</b>			
Provide information through First Response Radio broadcast		15,000	49,534

Produce information materials for the Response Program in conjunction with Sectors	75	147,723	184
<b>Output 4.2. Communities, families including children are consulted and participating throughout the response program cycle (assessment, design, monitoring and evaluation)</b>			
Conduct orientation for staffs and community mobilizers on cluster endorsed beneficiary selection processes	75	147,723	1,089
<b>Output 4.3. Communities, families including children provide informed feedback about response activities of World Vision through appropriate Complaint and Response Mechanism (CRM)</b>			
Set up suggestion boxes, held desks, frontline SMS and other complaint response mechanism	1	147,723	40
<b>Output 4.4. DME system is established</b>			
Assessment, Baseline and Real Time Evaluation			34,032
Direct Project Implementation Cost			3,701,677
Technical and Program Support Cost			2,411,697
<b>Grand Total</b>			<b>21,911,606</b>

## Annexes

### Annex 1 – ACAPS Review of Composite Measures

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mpositeMeasures\_Phi

### Annex 2 – Suggested Enhancements to the BPAT and OAM

Suggested  
enhancements to the

### Annex 3 – Grants Management Tool

Grants Management  
Tool.xlsm

### Annex 4 – Reporting and Feedback Flowchart

Reporting and  
Feedback flowchart -

### Annex 5 – Management Report

WV Haiyan Report  
Cycle No. 2 with Feed

### Annex 6 – Progress Monitoring Tool

Progress Monitoring  
Tool #4.xlsm

### Annex 7 – Report on Progress of RTE Recommendations

RTE progress on  
recommendations.doc

