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LIST OF ACRONYMS

| | |
|-----------|--|
| AFMS | Administrative and Financial Management Service |
| APB | Annual Plan and Budget |
| BSC | Balanced Scorecard |
| CBTS | Capacity-Building and Training Service |
| CCA | Climate Change Adaptation |
| COA | Commission on Audit |
| CP | Contingency Plan |
| CSO | Civil Society Organization |
| DAP | Development Academy of the Philippines |
| DBM | Department of Budget and Management |
| DND | Department of National Defense |
| DRRM | Disaster Risk Reduction and Management |
| DSWD | Department of Social Welfare and Development |
| EOC | Emergency Operations Center |
| FIs | Food Item |
| FMD | Financial Management Division |
| GOCCs | Government Owned or Controlled Corporations |
| GSD | General Services Division |
| HRMDD | Human Resource Management and Development Division |
| ICS | Incident Command System |
| ICT | Information and Communications Technology |
| ICTD | Information and Communications Technology Division |
| IMT | Incident Management Team |
| LGUs | Local Government Units |
| LIFMD | Logistics, Interoperability and Force Management Division |
| MLEs | Medium and Large Enterprises |
| NDRRMF | National Disaster Risk Reduction and Management Fund |
| NFIs | Non-Food Items |
| NGAs | National Government Agencies |
| OCD | Office of Civil Defense |
| OpCen | Operations Center |
| OP | Office of the President |
| OPIF | Organizational Performance Indicator Framework |
| OS | Operations Service |
| OSSP | Organizational Structure and Staffing Pattern |
| PAO | Public Affairs Office |
| PCP | Public Service Continuity Plan |
| PDNA | Post Disaster Needs Assessment |
| PDPS | Policy Development and Planning Service |
| PPBER | Program Performance and Budget Execution Review |
| PREXC | Program Expenditure Classification |
| PRIME HRM | Program to Institutionalize Meritocracy and Excellence in Human Resource Management |
| QRF | Quick Response Fund |
| RDANA | Rapid Damage Assessment and Needs Analysis |
| RDT | Rapid Deployment Team |
| ROs | Regional Offices |

| | |
|------|---|
| RRMS | Rehabilitation and Recovery Management Service |
| SWOT | Strengths, Weaknesses, Opportunities and Threats |
| TAT | Technical Assistance Team |
| TWG | Technical Working Group |



EXECUTIVE SUMMARY

The Office of Civil Defense (OCD), as the implementing arm of the National Disaster Risk Reduction and Management Council, shall have the primary mission of administering a comprehensive national civil defense and disaster risk reduction and management program by providing leadership in the continuous development of strategic and systematic approaches as well as measures to reduce the vulnerabilities and risks to hazards and manage the consequences of disasters.¹

The OCD 2020-2022 Strategic Plan was formulated to align with the intents of R.A. 10121 and embark on a journey towards quality and performance excellence, as it pursues its mandate on the administration of a comprehensive national civil defense and disaster risk reduction and management program. This was produced through a series of activities that internally and externally assessed its environment; revisited the mission, vision and core values; crafted the strategy map and scorecard; and, identified possible programs and projects.

Rapid environment scanning workshop was also conducted to provide opportunity for officers to assess the previous years' organizational performance and suggest new critical programs and projects. Clean-up and consultative sessions were facilitated to further refine the initial outputs of the strategic planning workshop. The results of this exercise are contained in the **OCD 2020-2022 Strategic Plan**.

Determined to become a fully capacitated agency that leads the implementation of an integrated civil defense and DRRM Program, nine (9) strategic objectives were determined to attain the four thematic perspectives as follows:

| Thematic Perspectives | Strategic Objectives |
|---------------------------------|--|
| Stakeholders Perspective | SO1. Enhanced capacities on DRRM and Civil Defense of LGUs |
| | SO2. Strengthened engagements with Partners |
| | SO3. Adequately assisted disaster-affected communities and individuals |
| Internal Process Perspective | SO4. Enhanced administrative processes |
| | SO5. Improved operational processes |
| | SO6. Standardized operations and delivery of services |
| Learning and Growth Perspective | SO7. Enhanced competency of workforce |
| | SO8. Improved operational capacity |
| Financial Perspective | SO9. Enhanced efficiency and effectiveness of financial resources management |

¹ <http://www.ocd.gov.ph/about-ocd/mandate-mission-and-vision.html>

Thirty-three (33) performance indicators/measures with their end-of-plan success indicators² were identified to operationalize the nine (9) strategic objectives.

| Strategic Objectives | End-of-Plan Success Indicators |
|---|---|
| SO1. Enhanced capacities on DRRM and Civil Defense of LGUs | a. 5,869 DRRMO Officers/Staff and 20% increase (from 2019) of volunteer groups capacitated |
| | b. 80% satisfactory rating from stakeholders |
| | c. 100% of LDRRMP of P/C/M reviewed and evaluated |
| | d. 1715 (or 100%) Local DRRM Offices assessed |
| SO2. Strengthened engagements with Partners | e. 271 Council Resolutions/Circulars approved and issued which covers the four thematic areas |
| | f. 265 recognized and acknowledged partners |
| | g. 108 sustained engagements and new forged partnerships |
| | h. 100% of NGAs and GOCCs (Central) with PCP or CP and 21% increase (from 2021) of private organizations trained in DRRM |
| SO3. Adequately assisted Disaster-affected communities and individuals | i. 100% of disaster risk management operations supported (RDTs, FIs and NFIs) |
| | j. 100% of project proposal/request processed |
| | k. 100% of qualified beneficiaries provided with assistance |
| SO4. Enhanced administrative processes | l. Reduction in turn-around time of administrative processes (APB, PPBer, Policy Development) |
| | m. 100% compliance to liquidation standards (or instructions) |
| | n. 100% of grievance cases resolved at the level of OCD |
| | o. 100% of procurement transactions awarded within the timeline |
| SO5. Improved operational processes | p. Decreased in response (turnaround) time of OpCen and other operational processes |
| SO6. Standardized operation & delivery of services | q. 12 organizational processes documented and internally audited |
| | r. 40 policy guidelines developed, reviewed and updated |
| | s. Recognized for PRIME HRM Level 3 |
| | t. 2 operational processes ISO-certified |
| SO7. Enhanced competency of the OCD workforce | u. 80% of Rank-and-File employees, and 100% of Senior Leaders (3rd level) and Middle Managers provided with appropriate Learning & Development Intervention |
| | v. 100% of employees undergone competency assessment |
| | w. 80% of employees who have met their required competency level |
| SO8. Improved operational capacity | x. 1,518 of requested plantilla positions approved by the DBM |
| | y. 95% of authorized plantilla positions filled |
| | z. 16 ICT systems and 3,326 equipment established and updated |

² These represent the cumulative or additive targets for F.Y. 2020- 2022 depending on the nature of the performance measure

| Strategic Objectives | End-of-Plan Success Indicators |
|---|--|
| | aa. 18 Regional Offices, 16 warehouses, and 1 Training Institute owned and functional |
| SO9. Enhanced efficiency and effectiveness of financial resources management | bb. 100% funds obligated and paid |
| | cc. 100% of Periodic Financial Reports Submitted on time |
| | dd. 80% reduction of recurring COA audit recommendations |
| | ee. 50% of fully implemented COA audit recommendations |

In order to achieve these strategic objectives, eleven (11) major initiatives were identified by the OCD top management for implementation in the succeeding three (3) consecutive years:

1. Pillars Program
2. Parangal Program
3. Tuloy Buhay Program
4. Progress Enhancement of Performance Leading to Effective, Efficient and Quality Services (PEOPLE-QS)
5. Advance Government Activity on Procurement (AGA-Procurement)
6. WAZ UP (Warning & Alert Zoning in Unison Program)
7. Four (4)-Part Program for the Enhancement of OCD’s Disaster Response Operations or 4PEDRO
8. Organizational Structure Enhancement Program
9. Information Systems Services and Applications Program
10. Facilities Improvement Program
11. Financial Management Enhancement Program (FMEP)

Part I: Introduction



BACKGROUND

It is a key function of the state to uphold the people's constitutional rights to life and property by addressing the root causes of vulnerabilities to disasters, strengthening the country's institutional capacity for disaster risk reduction and management and building the resilience of local communities to disasters including climate change impacts. Under the current administration of President Rodrigo Duterte, there is a repeated underscoring *“to carry out a consistent and fortified calamity defense program to ensure the country's sustainable development and inclusive growth through strategic and systematic approaches to disaster prevention and mitigation”*³.

The Office of Civil Defense (OCD), an attached bureau of the Department of National Defense (DND), has the primary mission of administering a comprehensive national civil defense and disaster risk reduction and management program by providing leadership in the continuous development of strategic and systematic approaches as well as measures to reduce the vulnerabilities and risks to hazards and manage the consequences of disasters.

To continuously enhance its capacity to be more effective and efficient in the delivery of its mandates, OCD identified the need to develop a medium-term strategic plan as it adapts itself amidst the changes in political and leadership landscapes. It identified the need to develop a medium-term strategic plan that will describe where the organization is right now in terms of their programs and interventions; where they want to go; and the course of actions needed to guide them in defining their strategic medium-term directions. Pertinent in developing a well-defined and evidence-based plan is to undertake a systematic performance assessment that would look into agency's various organizational dimensions. This will allow the agency to determine the appropriate strategies and responsive interventions in addressing organizational issues and concerns and help in the sustained enhancement of the agency's operations in order to deliver its products and/or services that meet customer/client needs and requirements.

The **OCD 2020-2022 Strategic Plan** was crafted to guide the agency in fulfilling its mandate as the State's administrator of a comprehensive national civil defense and disaster risk reduction and management program, aiming towards the vision of becoming a fully capacitated agency that leads the implementation of an integrated civil defense and DRRM Program.



PLANNING FRAMEWORK AND METHODOLOGY

The planning process utilized the Program Expenditure Classification (PREXC) and the Balanced Scorecard (BSC) System as the government's current performance management framework.

The PREXC is a reform of the Organizational Performance Indicator Framework (OPIF) that restructures the nation's budget by grouping activities and projects under major programs or key strategies. Through this innovation, the government was able to assign performance targets—both outputs and outcomes—at the level of programs. This way, the direct link between strategies,

³ <http://manilastandard.net/news/national/285191/duterte-presses-creation-of-ddr-during-bicol-visit.html>

budgets and intended results will be clearer and program monitoring and evaluation can provide evidence-based assessments.

Balanced Scorecard on the other hand, is an integrated framework for describing strategy through the use of linked performance measures in different balanced perspectives – Customer or Stakeholders, Internal Process, Learning and Growth, and Financial. BSC acts as a measurement system, strategic management system, and a communication tool.

- *Customer/Stakeholder perspective* focuses on the organization’s articulation of its value proposition for its critical customers and clients. It contains measures that “identify the customer and market segments in which the organization will serve and the measures of the organization delivery unit’s performance in these targeted segments”. It is concerned with what kinds of customers an organization has, what the needs of those customers are and how best to align the internal processes to meet those needs.
- *Internal Process/Process Excellence perspective* deals with how managers view the business processes of the organization in which it must excel”. Managers use this perspective to ensure that the internal business processes meet customers' needs and expectations in an effective and efficient manner.
- *Learning and Growth perspective* identifies the infrastructure that the organization must build to create long-term growth and improvement. It comes from three principal sources: people, systems, and organizational procedures.
- *Financial perspective* summarizes “the readily measurable economic consequences of actions already taken”.

The intervention process was done through experiential and active participation of both the top management and relevant unit heads. Adult-learning strategies including plenary and small group discussions, workshops, assignments, and plenary presentations were utilized.

Pre-work activities were undertaken to produce critical outputs used during the four-day strategic planning conference conducted last March 19-22, 2019 at Alta ‘D Hotel, Tagaytay City. Results of the rapid performance review and SWOT identification were incorporated in the actual strategic planning workshop to provide opportunity for officers to assess the previous year’s organizational performance and thereafter suggest recommendations for improvement and identify appropriate programs and projects.

Post-workshop handholding sessions were provided by the Development Academy of the Philippines’ Technical Assistance Team (DAP-TAT) to assist OCD-Technical Working Group in the review, enhancement and finalization of the different outputs of the planning intervention.

To further illustrate how the planning intervention was done, Figure 1 captures the major activities and the outputs produced.

Figure 1



Part II: Situational Analysis



RAPID PERFORMANCE REVIEW

An assessment of the current situation of the OCD as an organization based on actual experiences jumpstarted the planning activity. It was aimed at defining its current situation as input in the formulation of its strategic directions. It was designed to initially identify the organization's strengths, weaknesses, opportunities and threats through its operating and support service, and regional offices.

Workshop participants were asked to assess their organizational performance from 2016-2018 along different functional areas. To guide them in this activity, the following questions were asked:

- What are the KEY PERFORMANCE INDICATORS of the agency?
- What is the attainment LEVEL of each indicator?
- What is the performance TREND of each indicator?
- What were the helping and hindering factors in the performance?
- What are the possible recommendations to improve performance?

These questions were intended to assess the extent by which programs and projects follow the directives, statutes, regulations, mandated performance standards and other formal expectations, and validate and surface insights gained and lessons learned from the promotion and adoption of strategies, methodologies and technologies.

Responses and outputs from the rapid performance review were consolidated and analyzed and used by the participants in the initial identification of strengths, weaknesses, opportunities and threats of the organization, and in the identification of the agency's strategic initiatives.



SWOT IDENTIFICATION

The session was intended to identify internal and external factors in the delivery of the OCD current strategies. It was able to initially identify and validate its strengths, weaknesses, opportunities and threats as an organization and was able to appreciate the assessment results vis-à-vis the four perspectives of the balanced scorecard.

- *Strengths* refer to attributes of the organization that are helpful to achieving the objective. It is a distinctive competence when it gives the organization a comparative advantage to deliver its mandate.
- *Weaknesses* refer to attributes of the organization that are harmful to achieving the objective. A weakness is a limitation or deficiency in one or more resources or competencies that impedes the organization's effective performance.
- *Opportunities* represent external conditions that are helpful to achieving objective.
- *Threats* are major unfavorable situation in an organizational environment. Threats are key impediments to the organization's current or desired position.

Inputs from the Rapid Performance Review were used to serve as the initial basis of the assigned group and later validated by the rest of planning participants. Initially identified facilitating factors

were used as reference for strengths and opportunities while hindering factors for weaknesses and threats.

To guide the participants in a focused and holistic approach in analyzing its environment, they were encouraged to use “lens” on internally and externally assessing the agency’s environment: McKinsey’s 7S for internal assessment and PESTLE (plus Security) for external assessment.

The following were identified as the OCD’s **strengths**:

- S1. Strong Legal basis and other DRR related policies, laws, national development plans (national, international)
- S2. Dedicated and committed personnel
- S3. Availability of regular funding, emergency funds, donations
- S4. Structured organization (national to local level)
- S5. Standardized format structures for ICS, CP, 24/7 operations
- S6. Strong and equipped sister bureau
- S7. Availability of physical infrastructure
- S8. Availability of basic ICT infrastructure

However, the perceived **areas for improvement** include:

- W1. Absence of established human resource management system
- W2. Limited personnel development/retention program
- W3. Weak internal processes and systems
- W4. Lack of knowledge management system
- W5. Inadequate facilities, equipment and mobility
- W6. Inadequate technological advancement
- W7. Poor coordination with other stakeholders in the implementation of DRRM efforts
- W8. Poor technical assistance to the LGUs in the mainstreaming of DRRM efforts
- W9. Absence of enabling policy to bridge DRRM and CCA efforts
- W10. Weak administrative and support service in the regional office
- W11. Poor and inefficient procurement system

Opportunities from the external environment that are helpful to achieve the objectives of the agency were also identified. These include:

- O1. Proposed expansion of plantilla positions
- O2. Updating of NDRRM and NCCA Plan
- O3. Engagement to DRRM Global and Regional platforms
- O4. Availability of DRRM-related S & T initiatives

- O5. Upgrading from Bureau to Department
- O6. Recruitment of more competent personnel
- O7. Implementation of PREXC
- O8. Availability of foreign trainings and studies
- O9. Presence of partner agencies
- O10. Organized N/L DRRMC

The following were identified as **threats** from external environment which could do damage to the agency's performance.

- T1. Change of leadership at the national and subnational level in the sustainability of DRRM efforts
- T2. Increasing intensity and occurrence of disaster

Part III: Strategic Directions



GUIDING PRINCIPLES

The mission and vision statements encapsulate the general direction the agency wants to take. It serves as a guide not only to its managers and personnel but most importantly to the public and stakeholders as to what they should expect from OCD.

Mission statement defines the core purpose of the organization. It also reflects the employees' motivation for engaging in the organization's work. It clarifies the true purpose of the organization and articulates it to all stakeholders.

Referring on the existing statutes and relevant issuances, the OCD, as the implementing arm of the National Disaster Risk Reduction and Management Council an attached bureau of the Department of National Defense, serves as the State's administrator of a comprehensive national civil defense and disaster risk reduction and management program. This was further espoused in its restated mission⁴ below.

MISSION

To administer a comprehensive civil defense and disaster risk reduction and management program towards a safer and resilient community.

⁴The previous mission statement of OCD was stated as follow: *To provide leadership and administration of a comprehensive national civil defense and disaster risk reduction and management program.* (Reference: <http://ocd.gov.ph/index.php/mandate-mission-and-vision>). Workshop participants were asked to revisit their mission statement ensuring that three basic elements are present: primary/core products and services; primary clients or customer; and, long-term outcomes determining success.

As a government agency, OCD puts premium on the following core values that will serve as the underlying principles to guide and direct the way the agency performs.

| Core Values | Definitions | Behavioral Indicators |
|------------------------|--|--|
| Excellence | ✓ Achieving highest quality results by outstanding execution and continuous improvement in performing our mandates | <ul style="list-style-type: none"> – We perform our tasks over and above what is expected from us. – We execute duties and responsibilities seamlessly. – We pursue exceptional ideas and innovative strategies in managing resources. |
| Professionalism | ✓ Performing our mandates with competence and accountability as servant leaders | <ul style="list-style-type: none"> – We perform our duties with proficiency and diligence. – We observe proper conduct and decorum at all times. – We are answerable for our decisions and actions made. |
| Integrity | ✓ Possessing strong moral principles and uprightness of character | <ul style="list-style-type: none"> – We serve with utmost credibility and trustworthiness – We do the right things right even when no one is watching – We adhere to the highest ethical standards, at all times |
| Commitment | ✓ Dedicating ourselves to deliver quality services | <ul style="list-style-type: none"> – We are willing to provide services beyond the call of duty. – We perform our mandated tasks effectively and efficiently. – We, on our own volition, act and respond without expecting recognition. |

These values represent the deeply held beliefs of the OCD and are encouraged to be demonstrated through the day-to-day behavior of its officers and employees.

Meanwhile, vision represents the desired state to which the agency commits itself. It bridges the organization’s reason for being as reflected in the mission, the values which represent the organizational culture, and the strategy that will be put into action to reach the desired future state. The OCD restated its vision⁵ as:

VISION

By 2022, OCD is a fully capacitated agency that leads the implementation of an integrated civil defense and DRRM Program.

⁵ The previous vision statement of OCD was stated as follow: *A center of excellence in disaster risk reduction and management by 2020.* (Reference: <http://ocd.gov.ph/index.php/mandate-mission-and-vision>). Workshop participants were asked to revisit their vision statement ensuring that three basic elements are present: a timeline for execution, a quantified success indicator, and definition of niche.

The revisited and recrafted vision and mission statements were operationalized through the crafting of strategic objectives. It represents the broad priorities that were agreed and adopted by the organization in recognition of its operating environment.⁶ It also refers to the overall directional areas the organization will pursue to achieve its mission and vision.

To ensure a holistic and balanced approach of the institution, the strategic objectives crafted represent the four perspectives of customer/stakeholder, internal processes, learning and organizational growth, and finance.

Nine (9) strategic objectives were crafted to represent the broad priorities and are adopted by OCD for the next three years in recognition of its operating environment and in pursuit of its vision.

The OCD engages and satisfies its stakeholders with the following strategic objectives:

SO1. Enhanced capacities on DRRM and Civil Defense of LGUs

SO2. Strengthened engagements with Partners

SO3. Adequately assisted disaster-affected communities and individuals

The OCD excels on its core processes that are at par with global standards and best practices with the following strategic objectives:

SO4. Enhanced administrative processes

SO5. Improved operational processes

SO6. Standardized operations and delivery of services

The OCD equips the organization (people capital, information capital, & organizational capital) with the tools, competencies and values that are necessary to be responsive to a changing environment with these objectives:

SO7. Enhanced competency of workforce

SO8. Improved operational capacity

The OCD allocates the needed resources and exercises fiduciary responsibility in managing it efficiently through this objective:

SO9. Enhanced efficiency and effectiveness of financial resources management

Consolidating all these, the following page illustrates the OCD Strategy Map (Fiscal Year 2020-2022) which details the agency's nine strategic objectives along four organizational perspectives.

⁶ Paul R. Niven, *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies*, John Wiley & Sons Inc., p.133

Strategy Map

VISION

“By 2022, OCD is a fully capacitated agency that leads the implementation of an integrated civil defense and DRRM Program”

MISSION

“To administer a comprehensive civil defense and disaster risk reduction and management program towards a safer and resilient community.”

CORE VALUES

Excellence. *Achieving highest quality results by outstanding execution and continuous improvement in performing our mandates*

Professionalism. *Performing our mandates with competence and accountability as servant leaders*

Integrity. *Possessing strong moral principles and uprightness of character*

Commitment. *Dedicating ourselves to deliver quality services*

SO1. Enhanced capacities on DRRM and Civil Defense of LGUs

SO2. Strengthened engagements with Partners

SO3. Adequately assisted disaster-affected communities and individuals

SO4. Enhanced administrative processes

SO5. Improved operational processes

SO6. Standardized operations and delivery of services

SO7. Enhanced competency of workforce

SO8. Improved operational capacity

SO9. Enhanced efficiency and effectiveness of financial resources management

STAKEHOLDERS

INTERNAL PROCESS

LEARNING & GROWTH

FINANCIAL

Performance Scorecard

Performance measures were formulated primarily to gauge the feasibility of the strategic objectives. These are numerical information that quantify inputs, outputs and performance dimensions of processes, products, services and overall outcomes. It helps the management and employees to understand where they are, which way they are going and how far they are from where they want to be. It also operationalizes the formulated strategic objective thus yearly performance targets are herein identified for three (3) fiscal years starting from F.Y. 2020 to F.Y. 2022.

| Perspective | STRATEGIC OBJECTIVES | PERFORMANCE MEASURES | Responsible Delivery Unit/s | BASELINE (2018) | TARGETS | | |
|---|--|---|-----------------------------|----------------------------|------------------------|------------------------|------------------------|
| | | | | | 2020 | 2021 | 2022 |
| STAKEHOLDERS | SO1. Enhanced capacities on DRRM and Civil Defense of LGUs | PM1. Percentage of LDRRMOs and volunteer groups capacitated | | | | | |
| | | a. DRRM Officers/staff | CBTS/ROs | Program will start in 2020 | 1663 | 1912 | 2294 |
| | | b. Recognized Volunteer Groups | OS/ROs | No Data | 10% increase from 2019 | 15% increase from 2019 | 20% increase from 2019 |
| | | PM2. Percentage of satisfactory rating from stakeholders | CBTS/ROs | Will be determined in 2019 | 70% | 75% | 80% |
| | | PM3. Percentage of LDRRMP of the P/C/M reviewed and evaluated | ROs | 53% (911/1715) | 100% | 100% | 100% |
| | | PM4. Percentage of Local DRRM Offices assessed | PDPS/ROs | 82 (GK Awardee) | 76% (1296/1715) | 87% (1476/1715) | 100% (1715/1715) |
| | SO2. Strengthened engagements with Partners | PM5. Number of Council Resolutions/ Circulars approved and issued covers the four thematic areas | PDPS/ROs | 72 | 81 | 90 | 100 |
| | | PM6. Number of recognized and acknowledged partners | PDPS/ROs | 157 | 175 | 211 | 265 |
| PM7. Number of sustained engagements and new forged partnerships | | PDPS/ CBTS/ROs | 27 | 66 | 87 | 108 | |
| | PM8. Percentage of Organizations capacitated | | | | | | |

| Perspective | STRATEGIC OBJECTIVES | PERFORMANCE MEASURES | Responsible Delivery Unit/s | BASELINE (2018) | TARGETS | | |
|-------------|---|--|-----------------------------|-----------------|---------|----------------------------|----------------------------|
| | | | | | 2020 | 2021 | 2022 |
| | | <ul style="list-style-type: none"> National Government Agencies (NGAs) – Central Office/ Department | CBTS | No Data | 30% | 60% | 100% |
| | | <ul style="list-style-type: none"> GOCCs (excluding Water Districts) – Head Offices | CBTS | No Data | 30% | 60% | 100% |
| | | <ul style="list-style-type: none"> Service Providers (utilities) | ROs | No Data | 30% | 2020 Target + 10% increase | 2021 Target + 15% increase |
| | | <ul style="list-style-type: none"> MLEs (e.g. SM, Ayala) | ROs | No Data | 30% | 2020 Target + 10% increase | 2021 Target + 15% increase |
| | | <ul style="list-style-type: none"> CSOs (as accredited by DSWD, etc.) | ROs | No Data | 30% | 2020 Target + 10% increase | 2021 Target + 15% increase |
| | SO3. Adequately assisted disaster-affected communities and individuals | PM9. Percentage of disaster risk management operations supported <ul style="list-style-type: none"> Activation and Deployment of EOCs, RDTs (IMT, etc.) Provision of FIs and NFIs | OS/ROs | No Data | 100% | 100% | 100% |
| | | PM10. Percentage of project proposal/ request processed | RRMS/ ROs | No Data | 85% | 90% | 95% |
| | | PM11. Percentage of qualified beneficiaries endorsed for assistance provision | RRMS/ ROs | No Data | 100% | 100% | 100% |
| | | PM12. Percentage of disaster risk management operations supported | OS/ROs | No Data | 100% | 100% | 100% |
| | | | | | | | |

| Perspective | STRATEGIC OBJECTIVES | PERFORMANCE MEASURES | Responsible Delivery Unit/s | BASELINE (2018) | TARGETS | | |
|------------------|--|--|-----------------------------|-----------------|--|---|--|
| | | | | | 2020 | 2021 | 2022 |
| INTERNAL PROCESS | SO4. Enhanced administrative processes | PM13. Percentage reduction in turn-around time of administrative processes | | | | | |
| | | • APB | PDPS | No Data | Approved indicative APB three months before the start of the fiscal year | Approved indicative APB four months before the start of the fiscal year | Approved indicative APB six months before the start of the fiscal year |
| | | • PPBER | AFMS | No Data | Submitted on time based on DND deadline | Submitted a week before DND deadline | Submitted two week before the deadline |
| | | • Policy Development | All Services | No Data | Submitted final draft based on deadline | Submitted final draft based on deadline | Submitted final draft based on deadline |
| | | PM14. Percentage compliance to liquidation standards (or instructions) | All Services | No Data | 100% | 100% | 100% |
| | | PM15. Percentage of Grievance cases resolved at the level of OCD | AFMS | No Data | 100% | 100% | 100% |
| | | PM16. Percentage of procurement transactions awarded within the timeline | AFMS | 69.11% | 75% | 90% | 100% |
| | SO5. Improved operational processes | PM17. Response time of operational processes | | | | | |
| | | • Request for transportation Support of the affected Regional Offices and NDRRMC Member Agencies | LIFMD | 2 days | 6 hours | 3 hours | 1 hour |
| | | • Deployment of Emergency Communication Team during "down time communication" | ICTD/ LIFMD | 12 hours | 10 hours | 9 hours | 8 hours |

| Perspective | STRATEGIC OBJECTIVES | PERFORMANCE MEASURES | Responsible Delivery Unit/s | BASELINE (2018) | TARGETS | | |
|-------------|----------------------|--|-------------------------------|-----------------|-----------------|-----------------|-----------------|
| | | | | | 2020 | 2021 | 2022 |
| | | <ul style="list-style-type: none"> Distribution of NFI (upon receipt of the goods) | LIFMD, AFMS-GSD | 15 working days | 10 working days | 7 working days | 5 working days |
| | | <ul style="list-style-type: none"> QRF (Supplemental) | 24/7 OPCEN, ICTD, LIFMD, AFMS | 15 days | 7 working days | 6 working days | 5 working days |
| | | <ul style="list-style-type: none"> Warning Message sent through Telco | 24/7 OPCEN | 20 mins | 15 mins | 10 mins | 5 mins |
| | | <ul style="list-style-type: none"> Request for emergency assistance facilitated by LIFMD <ul style="list-style-type: none"> a. Internal OCD b. NDRRMC-member | LIFMD | 3 days | 2 days | 1 day | 1 day |
| | | <ul style="list-style-type: none"> Pooling and Deployment of RDANA Team for large-scale disasters (national intervention) (With proper PPEs equipped) | LIFMD | 48 hours | 36 hours | 24 hours | 8 hours |
| | | <ul style="list-style-type: none"> Training Development | CBTS | No Data | 10 months | 8 months | 6 months |
| | | <ul style="list-style-type: none"> Technical Assistance | All Services/ROs | No Data | 30 working days | 25 Working days | 20 working days |
| | | <ul style="list-style-type: none"> Disaster Reports Initial/Incident Report | OS/ROs | 72 hours | 48 hours | 48 hours | 24 hours |
| | | <ul style="list-style-type: none"> Final/Terminal Report | OS/ROs | 24 months | 12 months | 12 months | 6 months |
| | | <ul style="list-style-type: none"> RDANA Report | OS/ROs | 14 days | 11 days | 7 days | 3 days |
| | | <ul style="list-style-type: none"> PDNA Report | RRMS/ROs | 12 months | 10 months | 8 months | 6 months |
| | | <ul style="list-style-type: none"> Resolution of NDRRM Fund request (either endorsement to | RRMS | 6 months | 4 months | 3 months | 2 months |

| Perspective | STRATEGIC OBJECTIVES | PERFORMANCE MEASURES | Responsible Delivery Unit/s | BASELINE (2018) | TARGETS | | |
|--|---|---|----------------------------------|--|----------------------|-----------------------------------|------------------------|
| | | | | | 2020 | 2021 | 2022 |
| Learning and Growth | | OP or denied/expired) | | | | | |
| | | <ul style="list-style-type: none"> Monitoring and Evaluation Report of NDRRMF Projects | RRMS | 30 days after the visit | 25 days | 20 days | 15 days |
| | SO6. Standardized operation and delivery of services | PM18. Number of organizational processes documented and internally audited | PDPS, ROs and concerned Services | On-going finalization of documentation | 4 | 4 | 4 |
| | | PM19. Number of policies and guidelines developed, reviewed and updated | All Services | 7 | 13 | 13 | 14 |
| | | PM20. PRIME HRM Accreditation | AFMS-HRMDD | N/A | Awarded with Level 2 | Assisted and Assessed for Level 3 | Recognized for Level 3 |
| | | PM21. Number of operational processes ISO-certified | PDPS and concerned Services | N/A | 0 | 1 | 2 |
| SO7. Enhanced competency of the OCD workforce | PM22. Percentage of employees provided with appropriate Learning & Development Intervention | | | | | | |
| | <ul style="list-style-type: none"> Rank & File employees provided with Learning & Development Intervention | AFMS-HRMDD, CBTS | No Data | 50% | 65% | 80% | |
| | <ul style="list-style-type: none"> Senior Leaders (3rd level) and Middle Managers provided with leadership development trainings | AFMS-HRMDD, CBTS | No Data | 100% | 100% | 100% | |
| | PM23. Percentage of employees undergone competency assessment | AFMS-HRMDD | No Data | 100% | 100% | 100% | |

| Perspective | STRATEGIC OBJECTIVES | PERFORMANCE MEASURES | Responsible Delivery Unit/s | BASELINE (2018) | TARGETS | | |
|---------------------------------------|---|---|-----------------------------|--------------------------------------|----------------------------------|----------------------------|-------------------|
| | | | | | 2020 | 2021 | 2022 |
| SO8. Improved operational capacity | | PM24. Percentage of employees who have met their required competency level | AFMS-HRMDD | No Data | 50% | 65% | 80% |
| | | PM25. Number of requested plantilla positions approved by the DBM | AFMS-HRMDD, OSSP TWG | Not Applicable | 1,072 | 1,518 | 1,518 |
| | | PM26. Percentage of authorized plantilla positions filled | AFMS-HRMDD | 71.58% | 85% | 90% | 95% |
| | | PM27. Number of ICT systems and equipment established and updated | | | | | |
| | | • Systems | ICTD, LIFMD | 10 | 12 | 14 | 16 |
| | | • Equipment | ICTD, LIFMD | 2171 | 2458 | 2744 | 3326 |
| | | PM28. Number of OCD-owned and functional physical facilities | | | | | |
| | | • Central and Regional Offices | AFMS | 6 (CO-3, R2, R5, R9) 2019 – R1 | 12 (+CARAGA, R7, R10, R6, CO) | 16 (+R11, R12, R4B, R8) | 18 (+R4A, CAR) |
| | | • Warehouses | AFMS/ OS | 4 (CO, R2, R5, R9) | 8 (+R2, R3, R8, CARAGA) | 12 | 16 |
| | | • Training Institutes | CBTS | Master Plan Development (2019) | Master Plan Budget Approval | Construction | Operational |
| | | PM29. Percentage of serviceable equipment (except ICT) | PDPS/ CBTS/ OS/ROs | No Data | 70% | 85% | 95% |
| FINANCIAL | SO9. Enhanced efficiency and effectiveness of financial resources management | PM30. Percentage of funds obligated and paid | | | | | |
| | | • Obligated | AFMS | 97% | 100% | 100% | 100% |
| | | • Paid | AFMS | 100% | 100% | 100% | 100% |
| | | PM31. Percentage of Periodic Financial Reports Submitted on time | AFMS | 100% | 100% | 100% | 100% |
| | | PM32. Percentage reduction of recurring COA audit observations | AFMS | No Baseline | 50% | 75% | 80% |
| | PM33. Percentage of fully implemented COA | AFMS/ ROs | No Data | 50% | 50% | 50% | |

| Perspective | STRATEGIC OBJECTIVES | PERFORMANCE MEASURES | Responsible Delivery Unit/s | BASELINE (2018) | TARGETS | | |
|-------------|----------------------|-----------------------|-----------------------------|-----------------|---------|------|------|
| | | | | | 2020 | 2021 | 2022 |
| | | audit recommendations | | | | | |

Part IV: Strategic Initiatives

In order to operationalize the strategic objectives and realize the targets set by OCD, different strategic initiatives were identified. In the BSC framework, strategic initiatives are the action projects needed to help the organization be successful in attaining its strategic objectives. They are of importance to the whole organization, and are far reaching. In the conventional planning framework, it refers to the more commonly known flagship programs and projects. It is an effort by the OCD to bridge the gap between the current performance and targeted future performance of the OCD.

The OCD intends to carry out a total of eleven (11) major strategic initiatives:

1. Pillars Program
2. Parangal Program
3. Tuloy Buhay Program
4. Progress Enhancement of Performance Leading to Effective, Efficient and Quality Services (PEOPLE-QS)
5. Advance Government Activity on Procurement (AGA-Procurement)
6. WAZ UP (Warning & Alert Zoning in Unison Program)
7. Four (4)-Part Program for the Enhancement of OCD's Disaster Response Operations or 4PEDRO
8. Organizational Structure Enhancement Program
9. Information Systems Services and Applications Program
10. Facilities Improvement Program
11. Financial Management Enhancement Program (FMEP)

Summary of these strategic initiatives which include objectives, key milestones and outputs, and components (if applicable) are discussed on the succeeding pages.

Strategic Initiative 1: Pillars Program

Objectives: The initiative aims to:

- a. Capacitate P/C/M LDRRM Officers/Training Officers/DRRM Council Members, accredited Volunteer Groups and other stakeholders.
- b. Review and evaluate the LDRRMPs of P/C/M.
- c. Assess the Local DRRM Offices and the government hospitals in LGUs.
- d. Develop, enhance, print, re-print and disseminate IEC materials to stakeholders.

Key Milestones and Outputs: The key deliverables and activities of the program include:

- Development and Implementation of Curriculum for Basic and Advanced DRRM/Civil Defense course
- Review and Evaluation of Guidelines/Checklist for Local DRRM Planning
- Development of Assessment Guidelines/Checklist for the assessment of Local DRRM offices
- Constitute a Technical Team for assessment of government hospitals in LGUs
- IEC Materials developed, enhanced, printed, re-printed and disseminated

Components: The program has the following elements:

- Tanglaw Program
- Gabay Program
- Kaalaman Program

Strategic Objectives Addressed: The program will contribute to the attainment of the following strategic objectives:

- SO1. Enhanced capacities on DRRM and Civil Defense of LGUs
- SO2. Strengthened engagements with Partners

Program Champion: CBTS with PDPS, OS, RRMS and PAO

Strategic Initiative 2: Parangal Program

Objectives: The initiative aims to aims to provide incentivize and ensure sustainability of existing partnership and forge new engagements and development various databases to ensure recording of all resolutions crafted and approved.

Key Milestones and Outputs: The key deliverables and activities of the program include:

- Development of Standard Template for Resolutions / Circulars / Memorandum / Minutes or Highlights of the Meeting
- Development of Database of Resolutions, Circulars, memoranda issued and approved
- Development of Training Modules on Protocols and parliamentary procedures for the members of the Secretariat
- Conduct of GK Impact Assessment
- Conduct of partnership activities

Strategic Objectives Addressed: The program will contribute to the attainment of SO2. Strengthened engagements with Partners.

Program Champion: PDPS with AFMS, CBTS, OS, and RRMS

Strategic Initiative 3: Tuloy Buhay Program

Objectives: The initiative aims to provide timely and adequate assistance to disaster affected communities and individuals. This involves the processing of project proposals, requests, and endorsement of qualified beneficiaries for assistance provision.

Key Milestones and Outputs: The key deliverables and activities of the program include:

- Development of Survey Form in determining the satisfactory rating of stakeholders
- Validated and Evaluated 2019 Project Requests (RPVET)

Strategic Objectives Addressed: The program will contribute to the attainment of SO3. Adequately assisted disaster-affected communities and individuals.

Program Champion: RRMS with AFMS and OS

Strategic Initiative 4: Progress Enhancement of Performance Leading to Effective, Efficient and Quality Services (PEOPLE-QS)

Objectives: The initiative aims to:

- a. Ensure standardization of core processes and the provision of quality service.
- b. Promote continual improvement in organizational processes and the entire system which will result to increased client satisfaction.
- c. Develop policies, plans, programs and processes in compliance with the provisions RA 10121 and other existing laws.
- d. Elevate the HR Management Systems and Processes from Traditional to Process defined and Integrated Level.

Key Milestones and Outputs: The key deliverables and activities of the program include:

- CSC Approved OCD PRIME-HRM Action Plan and Policies on RSP, L&D, PM, and R&R
- Implementation of HRM policies, systems, and processes under Level 3 indicators base on the approved action plan
- Conduct of Competency Assessment
- Updated HR records for validation of CSC (e.g. 201 files, leave cards)
- Development, Review and/or Updating of Policy Guidelines on Administrative and Operational Processes
- QMS Documentation, Approval, Internal Audit, Third Party Audit
- Development of National Prevention and Mitigation Plan
- Review and updating of the OCD Strategic Plan

Components: The program has the following elements:

- Policies, Plans, Programs and Processes Review and Updating (4Ps Review and Updating)
- Quality Management System Standardization Program
- CSC PRIME Accreditation

Strategic Objectives Addressed: The program will contribute to the attainment of the following strategic objectives:

- SO4. Enhanced administrative processes
- SO5. Improved operational processes
- SO6. Standardized operations and delivery of services

Program Champion: AFMS with PDPS, CBTS, OS and RRMS

Strategic Initiative 5: Advance Government Activity on Procurement (AGA-Procurement)

Objectives: The initiative aims to:

- a. Fast-track the procurement of goods and services necessary for the implementation of OCD’s PAPs.
- b. Realize the early procurement guidance AO 25 s. 2011.

Key Milestones and Outputs: The key deliverables and activities of the program include:

- Issuance of APP Development Guidelines FY 2021
- Conduct of APP formulation workshop by ROs and CO
- Conduct of centralized APP workshop

Strategic Objectives Addressed: The program will contribute to the attainment of the following strategic objectives:

- SO4. Enhanced administrative processes
- SO9. Enhanced efficiency and effectiveness of financial resources management

Program Champion: AFMS

Strategic Initiative 6: WAZ UP (Warning & Alert Zoning in Unison Program)

Objectives: The initiative aims to develop the standards on Operation Center Communication Protocol on Alert and Early Warning. Likewise, it intends to formulate the framework on the development of national public warning system that will enhance the delivery of early warning messages at all levels.

Key Milestones and Outputs: The key deliverables and activities of the program include:

- JMC between NDRRMC-OCD and DICT-NTC shall be issued relative to the standards of cell broadcast compliant mobile devices
- Planning workshop of the TWG/TMG for the development of standard, framework and JMC
- Formulation workshop of the standard and framework

Strategic Objectives Addressed: The program will contribute to the attainment of SO5. Improved operational processes.

Program Champion: OS

Strategic Initiative 7: Four (4)-Part Program for the Enhancement of OCD’s Disaster Response Operations (4PEDRO)

Objectives: The initiative aims to:

- a. Strengthen the capability of OCD to assist in the request for transportation support of the NDRRMC Member Agencies during disaster response to post-disaster operations.
- b. Improve OCD’s capability in the provision of non-food items to the OCD Regional Offices as form of prepositioning or as augmentation in preparation or for actual response operations.
- c. Improve the operational process of the RDANA teams on the submission of disaster assessment reports to support the response operations in disaster-affected areas.
- d. Improve the tracking and monitoring on the utilization of the Quick Response Fund at all levels of the disaster response operations.

Key Milestones and Outputs: The key deliverables and activities of the program include:

- Development of Logistics Cluster Operational Guidelines
- Conduct of Regional Logistics Capacity Assessment
- Conduct of market research for the procurement of specific NFIs unique to the Region
- Conduct of Warehouse management workshop
- Conduct of the KOBO Toolbox training in relation to the use of RDANA forms (1-day training)
- Creation of a Quick Response Fund (QRF) Monitoring Technical Working Group
- Workshop/writeshop on the development of Quick Response Fun (QRF) policy and protocols

Components: The program has the following elements:

- Humanitarian Emergency Relief Management for Enhanced Support Services (HERMES)
- Allocation of Emergency Non-Food Items to OCD Regional Offices (ATHENA)
- Enhancement of the Rapid Damage Assessment and Needs Analysis (RDANA) Report Submission to the Operations Service; and (EROS)
- Quick Response Fund (QRF) Handling and Utilization Design for Emergency Situations (HADES)

Strategic Objectives Addressed: The program will contribute to the attainment of SO5. Improved operational processes.

Program Champion: OS with AFMS

Strategic Initiative 8: Organizational Structure Enhancement Program (OSEP)

Objectives: The initiative aims to:

- a. Enhance the current OCD organizational structure and staffing pattern.
- b. Increase fill-up rate.
- c. Develop succession plan/career development plan.
- d. Strengthen recruitment process.

Key Milestones and Outputs: The key deliverables and activities of the program include:

-

Strategic Objectives Addressed: The program will contribute to the attainment of the following strategic objectives:

- SO4. Enhanced administrative processes
- SO5. Improved operational processes
- SO8. Improved operational capacity

Program Champion: AFMS

Strategic Initiative 9: Information Systems Services and Applications Program (ISSAP)

Objectives: The initiative aims to provide efficient and effective information and communications technology systems and equipment for OCD as well as stakeholders that can be used for administrative and operational concerns of the Office.

Key Milestones and Outputs: The key deliverables and activities of the program include:

- Human Resource Management Information System
- Planning and Budgeting Information Management System
- DRRM Project Monitoring System
- Asset Management System
- Document Management System
- IT Help Desk System

Strategic Objectives Addressed: The program will contribute to the attainment of the following strategic objectives:

- SO4. Enhanced administrative processes
- SO5. Improved operational processes

- SO6. Standardized operations and delivery of services
- SO8. Improved operational capacity

Program Champion: OS with AFMS and RRMS

Strategic Initiative 10: Facilities Improvement Program (FIP)

Objectives: The initiative aims to establish functional OCD Regional Offices, warehouses, and training institutes to aid improvement in the operational capacity of OCD.

Key Milestones and Outputs: The key deliverables and activities of the program include:

- Conduct of scoping and site survey
- Development of Site Plan and Building Design
- Conduct of Facilities Management and Maintenance Training for OCD personnel
- Approval of Training Institute Master Development Plan
- Construction of Main Building, Building and Operation and Maintenance Center, Training Center, Hostel (Phase 1) and Simulation Center (Phase 2)

Components: The program has the following elements:

- Establishment of OCD Regional Offices and warehouses
- Operationalization of Training Institute

Strategic Objectives Addressed: The program will contribute to the attainment of SO8. Improved operational capacity

Program Champion: AFMS with OS

Strategic Initiative 11: Financial Management Enhancement Program (FMEP)

Objectives: The initiative aims to:

- a. Strengthen OCD procurement system resulting to efficient and effective obligation and disbursement of funds; prompt submission of financial compliance reports and reduction of recurring audit recommendation and allocation of budget based on regional absorptive capacities and peculiarities.
- b. Fully implement decentralization of procurement process (including required staffing complement).
- c. Fully implement COA audit recommendations.
- d. Completely reduce recurring COA audit recommendations.

Key Milestones and Outputs: The key deliverables and activities of the program include:

- Creation of an FPR Team to review and recommend process improvements on OCD's financial transactions

- Conduct Integrity Internal and External Integrity Survey
- Development of OCD Integrity Enhancement Plan
- IEC Materials developed, enhanced, printed, re-printed and disseminated

Components: The program has the following elements:

- Financial Process Review (FPR) Program
- FCEP (Financial Capability Enhancement Program)

Strategic Objectives Addressed: The program will contribute to the attainment of the following strategic objectives:

- SO4. Enhanced administrative processes
- SO9. Enhanced efficiency and effectiveness of financial resources management

Program Champion: AFMS

Part V: Moving Forward and Beyond

The formulation of **OCD 2020-2022 Strategic Plan** can be considered as an initiative itself on the part of the Agency and its current leadership. Substantial resources and efforts have been allocated and used to ensure the relevance of OCD by revisiting the organization's mission, vision, core values and translating it into tangible objective and measures. The formulated plan shall guide the Agency to the path it wants to take and provide concise summary of the key success factors of the organization and facilitate the alignment of its operations with the overall strategy.

However, the real challenge lies in the execution of the plan. The Agency may have formulated its strategy map and scorecard that clarifies the strategic objectives but the true success depends on its strategic implementation. Crucial to its implementation is the cascading of the strategic plan and the formulation of implementing guidelines of the major offices and units. This contributes to the development of common and shared understanding of justified strategies, measures and target among our officers and stakeholders. This serves as the starting point to communicate the strategic objectives for both the executives of OCD and our front-line workers whose performance is ultimately responsible for reaching these goals. Regular monitoring, evaluation and obtaining feedback will be conducted to assess the effectiveness and track progress of the implementation of plan.

The plan must evolve over time, as the organizational environment and its capabilities change. OCD should be aware of the changing political, economic, social, cultural and technological changes and advancement to ensure the relevance of the plan. Events may unfold faster than what was projected during the planning period. Initially identified programs and projects may not be complete to fully achieve the goals stated in the plan and require developing additional initiatives. New measures or performance indicators may be required to fully assess the continuously changing nature of the agency. On the other hand, achievement of targets may be fast tracked due to external conditions and stakeholder's demand. The plan is not intended to project the future completely and perfectly. However, it should not remain stagnant but instead become a platform for continuous improvement in service delivery and propel the Agency to become supportive of the national development agenda and responsive to the new roles and functions it may assume in civil defence and DRRM.