Assessing Vulnerabilities of Women and Children, Exposed to Disaster: The Philippine Experience

by

Lina V. Castro
Interim Deputy National Statistician

Fifth Global Forum on Gender Statistics
Aguascalientes, Mexico
3-5 November 2014
Outline of Presentation

I. Introduction

II. Various Assessments Done by NGOs
   b. ACTIONAID
   c. Assessing Needs After the Super Typhoon: Results From a Random Household Survey, by IGARAPÉ INSTITUTE

III. Statistical Implications and Efforts of the Philippine Statistics Authority (PSA)

IV. Concluding Remarks
I. Introduction

- At 10:00 am on 6th November Super Typhoon Haiyan (named Yolanda locally) entered the Philippines Area of Responsibility (PAR)

- The typhoon intensified as it entered the Easter Visayas region.

- The Government of the Philippines (GoP) through its Disaster Response Operations Monitoring and Information Centre (DROMIC) reported that a total of 13,067,342 individuals across 10,701 Barangays in the Central Philippines were affected by Typhoon Haiyan.

- Of the affected population, a total of 4,00,965 individuals were displaced by Haiyan; with 94,310 displaced to formal evacuation centres, and 3,906,654 displaced in other locations (26/11/2013).

- DROMIC currently reports 1,127,041 houses as having been damaged, of which 548,793 were totally destroyed by Typhoon. (DSWD 17/12/13)
I. Introduction

• Report: The ChildFund

  o In the early morning of November 8\textsuperscript{th}, 2013 a 500km diameter typhoon named ‘yolanda’ (international name Haiyan) made landfall in the eastern Philippines, with average wind speeds of 315kph.

  o Despite extensive advance preparations including the evacuation of 792,000 people from 37 provinces, the typhoon’s ferocity has left a path of destruction in the Visayas region.

  o The worst hit areas include the islands of Samar, Leyte, Cebu, Bohol and Iloilo.

  o The UNOCHA situation report of November 19\textsuperscript{th}, 2013 indicates that \textbf{13.2 million people} are affected, and over \textbf{4.4 million people displaced}, with over 90 percent living in makeshift shelters and the rest in evacuation centers.

  o According to the NDRRMC* on Monday December 16\textsuperscript{th}, \textbf{6,069 people} have been killed, \textbf{1,613} are still missing and \textbf{27,468} are suffering from injuries.

* National Disaster Risk Reduction Management Council (government)
II. Various Assessments Done by NGOs

a. Child Protection and Education Cluster Joint Needs Assessment – Philippines 2014*

a.1 The Child Protection Working Group (CPWG) and Global Education Cluster launched a joint assessment in the Philippines in March 2014 to assess sector activities on the L3 emergency response to Typhoon Haiyan (Yolanda in the Philippines).

Objectives:
• Determine the scale of the needs and protection risks for children affected by typhoon Yolanda
• Identify reasons for children being excluded from accessing education (including ECCD and in particular specific vulnerable groups)
• Gain feedback from Key Informants on the current Child Protection and Education response

The assessment was implemented in Regions VI and VII of the Philippines, the areas most affected by the typhoon.
II. Various Assessments Done by NGOs

a.2 Methodology

• The joint assessment utilized the following techniques for data collection:
  – Desk research comprising a secondary data review
  – Key Informant (KI) interviews with community and school informants
  – Direct observations in barangays
II. Various Assessments Done by NGOs

a.3 Psychosocial Distress and Community Support Mechanism

• Behavior Change Amongst Boys and Girls
  – In 80% of barangays, respondents reported changes in children’s behaviors.
  
• Type of behavior changes are boys and girls experiencing:
  – Fear of wind and rain was the most frequent response, with 90% of barangays reporting this change in girls, and 84% for boys. Uncontrollable crying and screaming was reported by 68% of barangays as a change occurring in girls, and 55% as a change in boy’s behavior.
  – In addition, unwillingness to go to school was reported by 17% of barangays regarding girl’s change in behavior, and 15% of barangays regarding boys.
  – When comparing changes in behavior in urban as opposed to rural locations, most answers show little difference. In urban areas, a larger percentage of barangays reported aggression amongst girls (18% of urban areas and 4% of rural areas) and boys (16% of urban barangays and 4% of rural barangays). In rural areas, a larger percentage of barangays reported uncontrollable crying and screaming (51%) and sadness (15%) amongst boys than in urban areas (38% and 7% respectively).

  – When comparing displacement as opposed to non-IDP sites, the fear of wind and rain, sadness, and unusual crying and screaming are all more frequently reported in barangays with displacement for both boys and girls than in non-IDP sites.
II. Various Assessments Done by NGOs

a.3 Psychosocial Distress and Community Support Mechanism

• Causes of stress for boys and girls since Yolanda

  – The primary causes of stress amongst both boys and girls in barangays were reported as lack of food and lack of shelter (more than 83% of all barangays reporting these stresses). Losing belongings was also reported as a source of stress in 18% of barangays for girls and 21% for boys. Girls in 14% of barangays were reported to be stressed by domestic chores, as opposed to boys, in just 4% of barangays.

  – Girls in 22% of barangays are reported as stressed by lack of hygiene/sanitation, as are boys in 15% of barangays. (Multiple answers allowed).

  – Support for boys and girls experiencing stress: In 93% of barangays for boys and 92% of barangays for girls, respondents said that parents can best support girls and boys experiencing problems or stress. Barangay captains and peer groups, as well as other relatives, were also sources of support mentioned in 22%-32% of barangays.
II. Various Assessments Done by NGOs

a.4 Access to Services

• **External Support**
  - In 100% of barangays visited, adults and children reported receiving some form of external support. In 89% of barangays, the support was reported to come from the Social Welfare Department, and in 90% of barangays, from the humanitarian community (the 89% receiving support from DSWD and 90% from the humanitarian community are not necessarily the same). This indicates that barangays receiving support from these sources may be overrepresented in this assessment.
  - 40% of barangays also report adults and children receiving support from the church. (Multiple responses allowed)

• **Children with less access to services**
  - 55% of barangays said that there were children with less access to basic services. In 56% of those barangays, children excluded from services were reported to be children from poor households. In 19% of barangays reporting children with less access to basic services, these were children with a disability.

• **Additional activities**
  - 79% of barangays reported that there are people capable of organizing recreational and/or educational activities for children, 67% of which mentioned teaching, 71% organizing collective children’s activities, and 20% for keeping children safe.
II. Various Assessments Done by NGOs

a.5 Unaccompanied and Separated Children (UASC) and Care for UASC

• Separated Children

- 32% of barangays reported separated children (divided by region, 33% in Region VIII and 29% in Region VI). There were higher percentages of urban barangays with separated children, and slightly higher rates of barangays with displacement that also reported separated children (45%, while 25% of non-IDP sites reported separated children).

- Of 32% of barangays with separated children, 56% of barangays said that the main cause of separation was losing caregivers or children due to death. In 31% of the barangays, the main cause was reported to be caregivers voluntarily sending children to live with extended family/friends. This voluntary decision often resulted from caregivers leaving children while they searched for livelihood.

- 17% of total barangays said that there were young children and infants separated and 6% of barangays said that separated children were mostly under 5 years old. Most 68%, said that separated children were mostly between 5 and 14 years old.
II. Various Assessments Done by NGOs

a.6 Dangers and Injuries, Physical Violence and Other Harmful Practices

• Deaths and Injuries to Children
  - 56% of barangays reported that between 1 and 5 children were killed or injured after the typhoon. 19% of barangays reported between 11 and 20 deaths/injuries. Most barangays reporting this information acquired it through personal observation (69%).

• Physical risks children face
  - In the majority of barangays, 70%, respondents said that children are at risk of environmental risks outside the home. These included flooding, hanging wires, dangers in the road, and other dangerous infrastructure. Relatedly, car accidents were a risk mentioned in 38% of barangays.
  
  - In 59% of barangays, early pregnancy was reported as risk children face. Anecdotally, assessors said that early marriage was not ever mentioned by respondents, but that respondents reported increases in early pregnancy since the typhoon (anecdotally, key informants acknowledged early pregnancy as a risk pre-existing Typhoon Yolanda).
  
  - Other forms of child abuse were reported as risks for children in 20% of barangays, and sexual violence specifically in 6%.
II. Various Assessments Done by NGOs

a.6 Dangers and Injuries, Physical Violence and Other Harmful Practices

- Physical risks children face
  - In 6% of barangays, criminal acts were reported. Children’s involvement in these is detailed below.
  - In results by urban and rural locations, the risks are comparable, with the key exception that sexual violence and harmful traditional practices are only reported in rural barangays (10% and 4% respectively), not only any urban barangays. Car accidents and abuse at home are reported slightly more frequently in urban barangays.

- Children Committing Acts of Violence
  - 36% of barangays reported children are committing acts of violence in the community. In extrapolating by strata, a higher percentage of urban barangays reported children committing acts of violence (47%) than rural barangays(28%).
  - In the 36% of barangays reporting children are committing acts of violence, **looting/pillaging** was reported in 83% of those. This may reference the period immediately following Yolanda, as opposed to an ongoing issue.
II. Various Assessments Done by NGOs

a.6 Dangers and Injuries, Physical Violence and Other Harmful Practices

- Children Committing Acts of Violence
  - Gang activities were reported by 40% of those barangays reporting children committing acts of violence. Gang membership was reported as well via other questions in the questionnaire, for example, gang members were a specific group identified as not attending school, and in one community, was listed as a form of harsh/dangerous labor in communities.
  
  - The type of violence children participated in was similar amongst urban and rural barangays as well as barangays with and without schools.
II. Various Assessments Done by NGOs

a.7 Sexual Violence

- 12% of barangays reported that there have been increases in sexual violence since Typhoon Yolanda.

- In general, with regard to sexual violence pre and post Yolanda, 40% of barangays report that children under 14 are most often targeted by sexual violence. 47% said that children over 14 are mostly targeted and 13% of barangays said that there was no difference in age group targeted.

- 96% of barangays said that more girls than boys are affected by sexual violence.

- Support for children affected by sexual violence
  - When asked about actions to take of there was a case of sexual violence, 32% of barangays reported that sexual violence never occurs. Sexual violence questions were phrased as hypotheticals in these cases, to enable the assessment to gather information about the types of systems in place to support survivors of sexual violence.
  
  - In addition to 32% saying that sexual violence does not happen in the community, 87% of barangays would report the case to police or community justice systems and 77% to community social workers. This usually was the barangay captain, and the DSWD. 7% of barangays said they would take the child to the health center. (Multiple answers allowed)
  
  - 85% of barangays report that a child would seek help if he or she was a victim of sexual violence, almost always a parent. 98% of barangays said that there are services for victims of sexual violence in their barangays and 99% of them said that children can also seek help there. These are possibly the barangay captain and DSWD.
II. Various Assessments Done by NGOs

b. ACTIONAID*

b.1 Summary

- 14.1 million people affected; 6155 people dead, 1785 missing, 4.1 million families displaced, 1.1 million houses damaged (OCHA SitRep, 3 January 2014)

- 44 provinces of 9 regions; the worst affected are Region VI-Easter Visayas; Region VII-Central Visayas; Region VIII-Western Visayas
II. Various Assessments Done by NGOs

b.2 Priority needs

- Temporary shelter
- Food till the next harvest in April or August in different Provinces
- Cash, in the hands of women, to meet immediate needs so that they make the choice on how it is spent whether it be hygiene kits, seeds, school supplies, etc.
- Psycho-social support in the coming months
- Seeds for rice, corn and vegetables to be given in December and January to assist early recovery
- Small livestock to revive their local economy and nutrition levels
- School supplies, uniforms and schools to be reopened
- Preventive health system to be revived
- Reassurance on personal safety
- Material that is coming in whether it is shelter material or food does not appear to meet the actual need in all areas visited. Relief appears to be quite slow in coming. OCHA Sit Rep No. 23 dt 13/Dec/2013 says “Significant humanitarian needs remain despite signs of recovery in some areas”
- Improved information and people’s participation in the aid process
II. Various Assessments Done by NGOs

b.3 Policy issues that have emerged so far

- Alternate economic activities till fishing and farming are revived
- Ensure equitable access to land and ownership in women’s names for those who are relocated due to 40m no build zone
- Strengthening of resilience and adapting to climate change in fragile areas
  - Offer safe housing designs-practical to live in as well as using locally available material
- Strengthening of capacity of local governance units as well as other collectives, co-operatives, groups or community based organisations in the area
- Ensure information and awareness about government support and compensation packages
- Ensure information and accountability in the response process
II. Various Assessments Done by NGOs

b.4 Methodology

- Action Aid used a variety of tools including group discussion, interview with small groups (it was impossible to get a person alone), participatory tools such as daily activity schedule, seasonal diagram, mapping and discussions around identifying the most vulnerable. The majority of persons spoken to were women. There were some men present (about 10%) and they were active participants.

b.5 Summary of needs

1. Most of the families are still without adequate shelter and are out in the sun and rain. Shelter kits for temporary shelter have been distributed to about 12% of those who are affected. Temporary shelter is an immediate need, either in the form of shelter repair kits or cash to buy materials.

2. Food supplies that are being routed at the barangay level through the barangay Captains are being distributed to all the families in the barangay equally. Food is being calculated and distributed per family rather than per person. This means that the larger families are getting lesser food per person. Communities have stocks of between one and two weeks of food. It is not clear if they will continue to receive relief beyond that, and people expressed concern about what would happen when government relief distributions cease.
II. Various Assessments Done by NGOs

b.5 Summary of needs

3. Cash needs to be available in women’s hands so that they are able to prioritise needs and make purchases for themselves.

4. While the need for psycho-social support was not identified by the women we spoke to, it was evident in their brief references to issues of safety, security and feeling of fear.

5. There is an urgent need to revive fishing through replacing boats and equipment. Those who currently do not own boats could be formed into collectives or co-operatives so that we do not encourage over fishing by giving boats to every fisherman.

b.6 Women’s right to information¹

• Health problem became more evident, especially for pregnant women and lactating mothers.

• In workshop discussions with local partners, there was a general belief that rates of violence against women are higher than what the official statistics indicate.

¹ Anecdotal
II. Various Assessments Done by NGOs

b.6 Women’s right to information

- Reasons for low reporting rates include: social stigmas or feelings of shame; the idea that violence within the family is a private matters; women’s economic dependence on husbands or family members etc. Further investigation is required to understand the scale of violence against women and the risks of increasing violence and exploitation in the post disaster context.

- Women appeared to be active participants in receiving relief material. All the queues that we saw where relief was being distributed, was dominated by women.

- On the surface, there appears to be equality between women and men. However, when we ask women what work they do, most of them say that they are housewives looking after babies. Only those with paid employment say that they work. As always, while looking at their daily schedule of activities, the reality emerges. Women are active partners in all economic activities. The only activities they do not do are going to fishing on the boats and ploughing the land. Men also take part in all household activities such as fetching water and firewood, looking after the children, etc., but do not appear to do the cooking or washing.

- NGO groups work with women’s groups at the barangay level. There is a gender committee at the barangay level that gets 5% of the budget.

---

1 Anecdotal
II. Various Assessments Done by NGOs

b.7 Policy implication

- Ownership of assets to be jointly in women’s names
- Limited livelihood options for women-contribution of women to the economy
- Age at marriage for girls and reproductive rights
- Food relief meeting Nutrition standards per person and not being calculated per family (Sphere Standards)
- Availability of information so as to allay fears and increase sense of security
- Availability of information regarding entitlements-food, shelter, compensation for livelihoods lost
- Equal wages for equal work, and ensuring women’s work is valued equally particularly in cash for work schemes
- Revival of health system for pregnant women, lactating mothers and senior citizens
II. Various Assessments Done by NGOs

b.8 Implication

- Need to have women in communities come together for regular meetings
  - To access information and share it
  - To share problems and provide comfort to each other
  - To discuss possible solutions
  - Form collectives for economic activities
  - To ensure delivery of health services
  - To ensure girls and boys stay in school

- Need for capacity building of women in leadership roles so they operate at maximum potential

- In Palaypay, the families do not own the land. They take it on lease - the land ranges from $\frac{1}{2}$ a unit to 3 units. All women said that they do not work, that they are only housewives. However, when probed, they do all the farming activities except ploughing.
II. Various Assessments Done by NGOs

c. Assessing Needs After the Super Typhoon: Results From a Random Household Survey in Samar, Leyte, Cebu, Iloilo, Capiz, Aklan, and Palawan, by IGARAPÉ INSTITUTE

c.1 Summary

• A research team conducted a post-disaster assessment in the Philippines within weeks of a Typhoon Haiyan (Yolanda).

• The household survey involved a random sample of 4,366 households (Covering a total 20,524 individuals and a response rate of 83.2%) in Samar, Leyte, Cebu, Iloilo, Capiz, Aklan, and Palawan.

• The study assessed access to remittances, damage to property, food security, access to water, attitudes toward service providers and victimization.

• It found pronounced differences in vulnerability between urban and rural households. For example, half of all households experience hunger following the natural disaster, with urban households more than 8.97 times more likely to be food secure than rural households.

• Moreover, urban households were more likely to receive remittances than rural households, and those receiving support were 4.72 times more likely to be food secure.

• And notwithstanding widespread reports of looting, just 10% reported looting— with rural residents more affected than their urban counterparts. The survey sheds light on the early needs and risks confronting survivors and can inform recovery efforts.
II. Various Assessments Done by NGOs

c.2 A selection of key findings

- Though gender-based violence outside the household was less frequently reported than in other post-disaster environments, physical and emotional abuse by intimate partners was a concern with 11.3% of all women saying they had been physically abused since the typhoon;

- Sexual assault and harassment appear to be lower than reported in other post-disaster environments. None of the survey respondents reported being subjected to a sexual assault or attempted sexual assault during the evacuation process or in the weeks after Yolanda;

- The greater risk factors for intimate partner violence included being forced to relocate living places multiple times, living in a crowded environment, being from a rural area, and experiencing hunger. Staying with relatives, engaging in daily prayer, and having a male partner who was attempting to work were associated with lower rates of such victimization;

- An overlooked need during and after disasters relates to female reproductive and hygiene care. Few women stated that they had access to feminine hygiene supplies and most women who were sexually active stated that they did not have access to birth control.
II. Various Assessments Done by NGOs

c.3 Women’s Issues

Table 1. Women’s Concerns Regarding Children and Personal Issues (n=2094)

<table>
<thead>
<tr>
<th>Concern</th>
<th>Percentage (Number)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of childcare is hampering my ability to care for household members, meet our basic needs, and find resources</td>
<td>19.7% (414)</td>
</tr>
<tr>
<td>Our family is experiencing a lot more conflict and we are arguing more now than we did before Yolanda</td>
<td>32.8% (686)</td>
</tr>
<tr>
<td>I’m concerned because I don’t have access to the feminine hygiene products I need</td>
<td>87.8% (1839)</td>
</tr>
<tr>
<td>I’m concerned because I don’t have access to birth control medication or other types of contraception</td>
<td>47.9% (1002)</td>
</tr>
<tr>
<td>As a woman I feel safe in the place where I’m staying right now.</td>
<td>84.8% (1776)</td>
</tr>
<tr>
<td>The children in my household are safe in the place where we are staying right now; I’m not afraid that someone is going to mistreat them or molest them</td>
<td>82.0% (1717)</td>
</tr>
<tr>
<td>Violence against women has increased since Yolanda.</td>
<td>8.6% (181)</td>
</tr>
<tr>
<td>Since Yolanda, I experienced being harassed or intimidated sexually by a man.</td>
<td>1.3% (27)</td>
</tr>
</tbody>
</table>
### II. Various Assessments Done by NGOs

c.3 Women’s Issues

Table 2. Intimate Partner Violence (IPV) Before and After Yolanda (n=2094)

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage (N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced physical abuse by an intimate partner in the 12 months prior to Yolanda.</td>
<td>14.6% (306)</td>
</tr>
<tr>
<td>Experienced physical abuse by an intimate partner since Yolanda</td>
<td>11.3% (237)</td>
</tr>
<tr>
<td>Percentage of those who experienced physical abuse by an intimate partner before Yolanda who also experienced physical abuse by an intimate partner after Yolanda</td>
<td>77.5% (237)</td>
</tr>
<tr>
<td>Experienced emotional abuse by an intimate partner since Yolanda</td>
<td>18.8% (394)</td>
</tr>
<tr>
<td>Percentage of those who experienced physical abuse by an intimate partner in the 12 months prior to Yolanda who also experienced emotional abuse by an intimate partner after Yolanda.</td>
<td>82.0% (251)</td>
</tr>
</tbody>
</table>
II. Various Assessments Done by NGOs

c.4 Remarks

- Information about gender-based violence including a domestic violence screening instrument was used with all female respondents.

- Nearly 15% indicated that they had been subjected to physical abuse by an intimate partner in the previous year.

- These physical altercations most commonly occurred during arguments or disputes; the most common topic of dispute reported by female respondents was regarding parenting.

- Women who reported Intimate Partner Violence (IPV) during the previous year were significantly more likely to report an incident of physical abuse after Yolanda.

- The greatest risk factors for IPV were being forced to relocate living places multiple times, living in a crowded environment, being from a rural area, and experiencing hunger.

- Staying with relatives, engaging in daily prayer, and having a male partner who was attempting to work were associated with lower rates of IPV among women who reported previous incidents of victimization.
III. Efforts of the Philippine Statistics Authority (PSA)

1. Statistical Implications/Sampling Frame Development for Calamity Affected Areas

a) The result of the disaster made the current 2003 Master Sample obsolete and 2012 CAF results unusable as list frame for the new Master Sample

b) The quarterly Labor Force Survey (LFS) was recommended not to be conducted in the entire region VIII in January round of 2014. The LFS was also not conducted in the subsequent three rounds of 2014.

1 Census of Agriculture and Fisheries
III. Efforts of the Philippine Statistics Authority (PSA)

Sampling Frame Development for Calamity Affected Areas

Sampling Frame Structure

Target population

Not included in sampling frame

Unreachable Areas

Listing of Households from 2012 CAF

Frame population

Least Accessible Barangays (LABs)

“Yolanda” and “Pablo” Affected Areas

Problem:
Without a “New” List Frame

Unreachable Areas

Listing of Households from 2012 CAF

Least Accessible Barangays (LABs)
III. Efforts of the Philippine Statistics Authority (PSA)

Sampling Frame Development for Calamity Affected Areas

• In March 2014, The through NEDA proposed the conduct of Multiple Indicator Survey (MIS) in Yolanda Affected Areas¹

¹ A pilot Census was conducted instead
III. Efforts of the Philippine Statistics Authority (PSA)

425 barangays in 26 municipalities were extremely affected.
III. Efforts of the Philippine Statistics Authority (PSA)

• A new sampling frame has to be created, specifically for the calamity affected areas, due to the very large number of households displaced by the typhoon. The old listing of Households for the affected provinces is no longer usable.
III. Efforts of the Philippine Statistics Authority (PSA)

PSA Activities

- Pilot Census including listing operations was done in the calamity affected areas with the following items asked:
  - Demographics
  - For all 15 years old and over:
    - Usual activity/occupation before typhoon Yolanda
    - Have job or business after typhoon
    - Household is residing in a temporary relocation area
    - Type of building/housing unit in the temporary relocation area
    - Usual place of previous residence
    - Intention to reside in previous residence
## III. Efforts of the Philippine Statistics Authority (PSA)

### Timeline of the Conduct of Pilot Census

<table>
<thead>
<tr>
<th>Major Activity</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beginning</td>
</tr>
<tr>
<td>GPS Mapping</td>
<td>May 2014</td>
</tr>
<tr>
<td>Enumeration</td>
<td>August 2014</td>
</tr>
<tr>
<td>Census Processing</td>
<td>September 2014</td>
</tr>
<tr>
<td>Evaluation of Results and Report Writing</td>
<td>November 2014</td>
</tr>
</tbody>
</table>

### Timeline of the Conduct PSU/SSU formation (For Calamity Affected Areas in Eastern Samar, Samar (Western), Leyte, Cebu, Davao Oriental)

<table>
<thead>
<tr>
<th>Major Activity</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beginning</td>
</tr>
<tr>
<td>EA delineation</td>
<td>November 2014</td>
</tr>
<tr>
<td>PSU frame formation</td>
<td>December 2014</td>
</tr>
<tr>
<td>SSU frame formation</td>
<td>December 2014</td>
</tr>
</tbody>
</table>
IV. Concluding Remarks

The country’s statistical system should be prepared to respond to emerging concerns, in providing

- the right information
- done at the right time
- to the right people
Mabuhay and Thank you!