Revised Final Version
Based on Discussion with OCD on June 20

Project Terminal Evaluation Report

GMMA READY Project

Enhancing Greater Metro Manila's
Institutional Capacities for Effective Disaster/ Climate Risk Management
towards Sustainable Development Project

Atlas ID 00061036

Evaluation time frame: March 1 – May 31, 2016

Date of Submission: June 10, 2016

Conducted by:

NICASIO ANGELO J. AGUSTIN
National Consultant

Executive Summary

a. Project Summary Table

Project Title:	Enhancing Greater Metro Manila's Institutional Capacities for Effective Disaster /Climate Risk Management towards Sustainable Development Project or GMMA READY Project
UNDAF Outcome(s):	Increased capacity of stakeholders to protect/enhance the quality of the environment and sustainably manage natural resources, with the poor and vulnerable groups, especially women and children, enabled to prepare for and cope with the impacts of environmental emergencies.
Expected CP Outcome(s):	Key stakeholders are better able to manage the country's environment and natural resources, develop and use sustainable energy sources, cope with the impacts of environmental emergencies and maintain sustainable development
Expected Outputs:	a. GMMA's vulnerabilities to disaster and climate change risks assessed b. Priority disaster/climate risk mitigation actions for GMMA such as formulation and testing of an integrated contingency plan and establishment of early warning systems developed and implemented c. Competencies of GMMA LGUs and critical partners to mainstream DRM/CRM into local planning and regulatory processes enhanced d. Mainstreaming DRM/CRM into local land use/development plan(s) and regulatory processes of Metro Manila and selected GMMA LGUs demonstrated e. Knowledge management system, including a vigorous Community of Practice (CoP) on DRM/CRM established
Donor Partner:	Australian Government through the then Australian Agency for International Development (AusAID), now the Department of Foreign Affairs and Trade (DFAT)
Implementing Partner:	National Disaster Risk Reduction and Management Council (NDRRMC) - Office of Civil Defense (OCD)
Responsible Partners:	a. Philippine Institute of Volcanology and Seismology (PHIVOLCS) b. Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA) c. National Mapping and Resource Information Authority (NAMRIA) d. Mines and Geosciences Bureau (MGB) e. Housing and Land Use Regulatory Board (HLURB)

	f. Metro Manila Development Authority (MMDA) g. Climate Change Commission (CCC) h. National Economic and Development Authority (NEDA)

b. Project Description

The Project Enhancing Greater Metro Manila's Institutional Capacities for Effective Disaster/Climate Risk Management towards Sustainable Development (GMMA-READY Project) aims to reduce the vulnerability of the Grater Metro Manila Area (GMMA) to natural hazards and increase its resilience by strengthening the institutional capacities of the local government units (LGUs), concerned national government agencies (NGAs), academic institutions and civil society organizations to manage disaster and climate change risks.

It attempts to achieve such outcome by: (a) assessing the GMMA's vulnerabilities to disaster and climate change risks; (b) developing and implementing priority disaster and climate risk mitigation actions for GMMA such as formulation and testing of an integrated contingency plan and establishment of early warning systems; (c) enhancing the competencies of GMMA LGUs and critical partners to mainstreaming of disaster and climate risk management (DRM/CRM) into local planning and regulatory processes; (d) demonstrating the mainstreaming of DRM/CRM into local land use and development plans; and (e) establishing knowledge management system, including a vigorous Community of Practice (CoP), on DRM/CRM.

The project was envisioned to achieve all the results over a period of three (3) years and expected to improve mechanisms and protocols on DRM/CRM. The project covers Metro Manila and the provinces of Rizal, Bulacan, Cavite and Laguna.

c. Evaluation Rating Table

Based on the results of the assessment, it can be gleaned that the project has performed well as presented in the succeeding ratings of the various project outcome dimensions:

Dimension	Rating	Rating Description
Outcome	Highly Satisfactory (HS)	The project had no shortcomings in the achievement of its objectives and expected outputs
Effectiveness	Highly Satisfactory (HS)	The project had no shortcomings in putting in the right interventions

Efficiency	Highly Satisfactory (HS)	The project had no shortcomings in properly executing interventions
M&E	Highly Satisfactory (HS)	The project had no shortcomings in monitoring and evaluation of project progress and status, and that proper solutions were properly undertaken to address implementation challenges
IE&A Execution	Highly Satisfactory (HS)	The project had no shortcomings in the execution of I&EA for the project and its components
Sustainability	Likely (L)	Negligible risks to sustainability
Relevance	Relevant (R)	Project intervention/s is/are necessary
Impacts	Significant (S)	Impacts of the project as of the time of evaluation are greatly felt

d. Conclusions, Lessons and Recommendations

On corrective actions for the design, implementation, monitoring and evaluation of the project. Based on the evaluation of the project, the following conclusions could be derived: (a) the design of the project is in order, clear and logical given immediate objectives; (b) some difficulties experienced by responsible partners and critical stakeholders during project implementation (e.g., limited political will, limited support, indifference and reluctance) are the function of IE&A. Given this, IE&A should be seen as major entry point for the project rather than a result of the various activities conducted and the outputs generated by the project. Gaining support for and promoting ownership of the project by agencies, local governments, communities and residents should be a requisite, deliberate undertaking of this and similar projects; and (c) on monitoring and evaluation, adjustments to work plans, and approvals thereof, should be documented in a change log for easy tracking of changes and deviations. Hence, justification at the end line would be easier to formulate.

On actions to follow up or reinforce initial benefits from the project. The project was able to accomplish its deliverables and generated all the expected outputs. Some actions are, however, necessary to reinforce initial benefits derived from the project and to ensure that the objectives of the project are wholly met. These are: (a) approval of some CLUPs and ZOs; (b) continuous review and enhancement of contingency plans of local government units; (c) popularization of the Guidebook on the Formulation of CLUP; (d) popularization of the technical outputs of CSCAND agencies, e.g., hazard maps and the Atlas on the west and east valley faults; (e) popularization and furtherance of the CoP; (f) derive policies from DRM/CRM-sensitive CLUPs and contingency plans CPs) to improve regulatory

regime at the local level; (g) engage communities in the upkeep and regular maintenance of CBEWS and the allocation of funds by the local governments for the purpose; (h) strengthen local DRRM councils and offices through regular capacity enhancement programs; (i) continuous conduct of IE&A activities especially at the community level; (j) undertake studies on the economic valuation of risk events at various scenarios; and (k) increase efforts on climate risk management especially at the community level.

On proposals for future directions underlining main objectives. The following proposals are put forward to improve the design and approach of projects with similar objectives in the future: (a) institutionalization and strengthening of local DRRM councils and offices by providing adequate regular plantilla positions and incentives to employees and equipping them with facilities and equipment that are useful and responsive during times of emergencies; (b) assistance to local DRRM councils and offices on the judicious use of LDRRM Fund; (c) review of the Procurement Law and engage the Commission on Audit (COA) to facilitate the process of procuring essential supplies and goods during disaster and emergency situations; (d) strengthen regulatory processes at the local level making them more DRM/CRM-sensitive; (e) increase participation and enhance capacities of private sector groups, i.e., business, academe and civil society organizations, in responding to the challenges of disasters and climate change; (f) the national government – through the NDRRMC-OCD – should create a special project on DRM/CRM that adopts and replicates the GMMA-READY Project in highly urbanized cities and other urbanized and calamity-vulnerable areas and provide annual appropriations through the General Appropriation Acts (GAA) of the country; (g) the government should endeavor to roll out the processes and approaches employed in the project in local government planning and regulatory processes; and (h) creation of a National Disaster Risk Management Authority (NDRMA), renaming NDRRMC-OCD and further strengthening the CSCAND agencies and capacitating LGUs.

On best practices in addressing issues relating to relevance, performance and success of the project. Some of the best practices that could be extracted from the implementation experiences of the project include:

a. Output-based management and financing for project components. This allowed flexibility on the part of the responsible partners in adjusting and customizing activities that fit the requirements for the production or generation of intended outputs.

b. Interdependence instead of compartmentalization of project components. Responsible partners worked closely together in all components of the project because their inputs were deemed important. It promotes functional effectiveness and cost-efficiency.

c. Local manufacturer for CBEWS. This lessened the cost of production and manufacturing, installation of and the provision of after-sale services for

CBEWS. This also allowed the development of local innovators and scientists. The replication of these CBEWS in other parts of the country would be easier and less expensive.

Table of Contents

List of Tables

List of Figures

Acronyms and Abbreviations

AusAID	Australian Agency for International Development
BCPR	Bureau for Crisis Prevention and Recovery
CBEWS	Community-based Early Warning System
CCA	Climate Change Act
CCA	Climate Change Adaptation
CCC	Climate Change Commission
CIDA	Canadian International Development Assistance
CLGU	City Local Government Unit
CLUP	Comprehensive Land Use Plan
COA	Commission on Audit
CoP	Community of Practice
CP	Contingency Plan
CPAP	Country Programme Action Plan
CPDC	City Planning and Development Coordinator
CPDO	City Planning and Development Office
CRM	Climate Risk Management
CSCAND	Collective Strengthening of Community Awareness for Natural Disaster
DAS	Philippines-Australia Development Assistance Strategy for 2007-2011
DFAT	Department of Foreign Affair and Trade
DILG	Department of the Interior and Local Government
DOH	Department of Health
DOST	Department of Science and Technology
DPWH	Department of Public Works and Highways
DRM	Disaster Risk Management
DRRMC	Disaster Risk Reduction and Management Council
DRRMO	Disaster Risk Reduction and Management Office
EIL	Earthquake Induced Landslide
EMB	Environmental Management Bureau

EWD	Early Warning Device
FCOS	Flood Control Operation System
FGD	Focus Group Discussion
GAA	General Appropriation Act
GAP	Geohazard Assessment Program
GIA	Geomorphic Impact Assessment
GIA	Grant-in-Aid
GIM	Geohazard Impact Model
GIS	Geographic Information System
GR	Ground Rapture
GS	Ground Shaking
GMMA	Greater Metro Manila Area
GMMA READY	Enhancing Greater Metro Manila's Institutional Capacities for Effective Disaster/Climate Risk Management towards Sustainable Development
H&V	Hazard and Vulnerability
HLURB	Housing and Land Use Regulatory Board
IE&A	Information, Education and Advocacy
IEC	Information and Education Campaign
IfSAR	Interferometric Synthetic Aperture Radar
IP	Implementing Partner
ISSP	Information Systems Strategic Plan
KII	Key Informant Interview
KOICA	Korean International Cooperation Agency
KM	Knowledge Management
LDRRM	Local Disaster Risk Reduction and Management
LGU	Local Government Unit
LiDAR	Light Detection and Ranging
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MGB	Mines and Geosciences Bureau
MM	Metropolitan Manila

MMA	Metropolitan Manila Area
MMDA	Metro Manila Development Authority
MMEIRS	Metro Manila Earthquake Impact Reduction Study
MMRPFP	Metro Manila Regional Physical Framework Plan
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MLGU	Municipal Local Government Unit
MPDC	Municipal Planning and Development Coordinator
MPDO	Municipal Planning and Development Office
MTPDP	Medium-Term Philippine Development Plan: 2004-2010
NAMRIA	National Mapping and Resource Information Authority
NDCC	National Disaster Coordinating Council
NDRMA	National Disaster Risk Management Authority
NDRRMC	National Disaster Risk Reduction and Management Council
NEDA	National Economic and Development Authority
NFPP	National Framework for Physical Planning: 2000-2030
NGA	National Government Agency
NOAH	Nationwide Operational Assessment of Hazards
OCD	Office of Civil Defense
OCHA	Office of Coordination and Humanitarian Affairs
PAGASA	Philippine Atmospheric, Geophysical and Astronomical Services Administration
PA	Project Assurance
PDRRMA	Philippine Disaster Risk Reduction and Management Act
PHIVOLCS	Philippine Institute of Volcanology and Seismology
PIA	Philippine Information Agency
PLGU	Provincial Local Government Unit
PNP	Philippine National Police
PMD	Project Management Division
PMO	Project Management Office
PPDC	Provincial Planning and Development Coordinator
PPDO	Provincial Planning and Development Office

REDAS	Rapid Earthquake Disaster Assessment System
REINA	Real, Infanta and General Nakar
RIL	Rain Induced Landslide
RP	Responsible Partner
RPFP	Regional Physical Framework Plan
SNAP	Strategic National Action Plan
SPOT	Satellite Pour l'Observation de la Terre
SS	Storm Surge
TOR	Terms of Reference
TS	Tropical Storm
UN	United Nations
UNCCA	UN Common Country Assessment
UNDAF	UN Development Assistance Framework (UNDAF)
UNDP	United Nations Development Programme
ZO	Zoning Ordinance

Main Report

I. Introduction

1.1 Context of the evaluation

This terminal evaluation report was prepared as a requisite step in the formal closure of the "Enhancing Greater Metro Manila's Institutional Capacities for Effective Disaster /Climate Risk Management towards Sustainable Development Project," most commonly known as GMMA READY Project, following a 3-year implementation period.

By contractual agreement between the United Nations Development Programme (UNDP) and the Office of Civil Defense (OCD) as the primary implementing entity for the project, the project has ended in March 31, 2016. A two-month extension was accorded to give way for the conduct of this terminal evaluation.

On March 30, 2016, the UNDP commissioned the services of a National Consultant to expedite the conduct of this terminal evaluation. The Terms of Reference (TOR) for the engagement is attached as ***Annex 1*** to this report.

1.2 Purpose of the evaluation

The objectives of the evaluation are to assess the achievement of project results, draw lessons and good practices that can both improve the sustainability of benefits from the project and aid in the overall enhancement of UNDP and GOP programming.

Specifically, the terminal evaluation was designed to:

a. Assess Project Results. The final evaluation assesses the achievement of the project's objective, outputs and outcomes and provides ratings for the targeted objective and outcomes and the extent to which they were achieved.

b. Assess Sustainability of Project Outcomes. The final evaluation assesses the likelihood of sustainability of outcomes at project termination, and provide a rating for this.

c. Assess the Project's Catalytic Role/Partnerships and Replicability. The final evaluation also describes any catalytic or replication effect of the project.

d. Assess the Project's Monitoring and Evaluation System. The final evaluation assesses whether the project met the minimum requirements for project design of M&E and the implementation of the Project M&E plan.

e. Assess Processes that Affected Attainment of Project Results. The assessment describes the adaptive management practices and management arrangements employed in the project and determine how such hindered or facilitated the implementation of the project.

f. Identify lessons and provide recommendations for future actions. The evaluation presents lessons and recommendations on all aspects of the project.

1.3 Approach and conceptual evaluation framework

The evaluation was guided by a simple conceptual framework (a systems approach), as presented below:

Input/Activity	Throughput	Output
Project Documents Project's monitoring system	• Review of project design and results framework • Comparative Analysis of Project Targets and Project Accomplishments	• Assessment of Project's Progress towards Results which include assessment of project design and project progress to date • Assessment of the project M & E system
Conduct of Field Visits, KIIs and FGDs guided by a set of questionnaires, discussion guides, rating forms and tracking tools for results	• Consolidation and processing • Generation of best practices, lessons and recommendations	• Assessment of relevance, efficiency, effectiveness, sustainability and impact of adaptive management processes (work planning, finance, monitoring systems, risk management and reporting) • Assessment of the effectiveness of overall project management, decision-making processes and execution of project activities • Assessment of relevance, effectiveness and efficiency of project evolving and emerging outcomes • List of positive and negative actual and anticipated impacts or emerging long-term effects of the project • Best practices and lessons from the project • Assessment on the establishment of a community of practice
Initial results of assessment on (a) progress towards results; (b) adaptive	Consolidation and processing	• Assessment of sustainability of project outcomes, risks and contextual factors in the areas of finance, socio-political,

Input/Activity	Throughput	Output
management; and (c) management arrangements and processes		institutional and governance, and environment. • Assessment of the catalytic role and replicability of the project and significant project interventions • A set of recommendations in improving project design and implementation for guidance of UNDP and GOP programming

1.4 Major evaluation activities

To achieve its objectives, the evaluation entailed the review of documents relating to the design, progress and achievements of the project; conduct of a series of key informants interview and focus group discussions; conduct of project site visits; and administration of rating survey.

The review of documents was intended to check the completeness of information and documents to enable the conduct of thorough and evidence-based assessment of project performance. Indicative assessment and accounting of project targets vis-à-vis performance were undertaken. This stage also enabled the identification of information gaps. ***Annex 2*** of this report presents the list of documents reviewed for the evaluation.

The conduct of project site visits, series of interview and focus group discussions was intended to: (a) document physical manifestations of project outputs (e.g., early warning signals and devices, IEC materials, etc.); (b) gather additional documents on targets and accomplishments (e.g., MOUs/MOAs, knowledge products); (c) conduct face-to-face interview with partners and other collaborators (e.g., non-government representatives in local DRRM councils) to generate information on project outcomes and impacts; (d) administer questionnaires and rating forms which are intended to assess relevance, efficiency, effectiveness, sustainability and impact of specific project interventions introduced; (e) validate and clarify information from the desk/document review; and (f) allow specific groups to raise issues and concerns as well as to share best practices (procedures and processes) in implementing and executing project interventions.

Annex 3 presents the itinerary in the conduct of evaluation activities. In particular, ***Annex 4*** presents the list of officers and staff who were interviewed and who participated in the focus group discussions in different areas and project sites. The conduct of interview and focus group discussions was facilitated through a set of guide questions, as presented in ***Annex 5***. A summary result of responses to the interview and focus group discussions are presented in ***Annex 6***. It should be noted that in the conduct of some focus group discussions, the guide questions were sent

out in advance to prepare the participants and ensure that if ever they attend, they would have something substantive to share in the discussion. Some participants submitted the accomplished guide questions while some who were unable to attend simply emailed their responses to the Consultant.

In some interviews, the questions were focused on three major items only, namely: (a) progress towards results; (b) adaptive management practices of the project; and (c) management arrangements employed by the project. The results of the interview are presented in ***Annex 7***.

Table 1 shows the number of participants to the interview and focus group discussions broken down by activity, location and gender.

Table 1.
Number of Participants in Interview and Focus Group Discussions

Activity	No. of Participants		
	Male	Female	Total
Interview	6	5	11
Focus group discussion in Bulacan	14	8	22
Focus group discussion in Barangay Lambac, Mabitac, Laguna	14	14	28
Focus group discussion in Sta. Maria, Laguna	14	2	26
Focus group discussion for the members of Metro Manila DRRM Council	4	3	7
Focus group discussion for responsible partners	4	11	15
Focus group discussion for local government units in Metro Manila	20	10	30
Total	**66**	**53**	**139**

The evaluation rating survey was administered to 49 selected participants from responsible partners (12), members of provincial (8) and municipal/city (18) DRRM councils, and local community leaders and barangay folks (11) during the conduct of interview and focus group discussions. The evaluation rating survey form, as presented in ***Annex 8***, covers the following dimensions: outcome, effectiveness, efficiency, M&E, IE&A execution, relevance, sustainability, and impact. Out of the 49 respondents, only 25 representatives from responsible partners, local DRRM councils and community leaders were selected to respond to the dimensions on effectiveness, efficiency, M&E and IE&A execution. The results of the evaluation rating for the various dimensions are presented in ***Annex 9***.

The 49 respondents to the evaluation rating survey and their affiliation can be seen in ***Figure 1***.

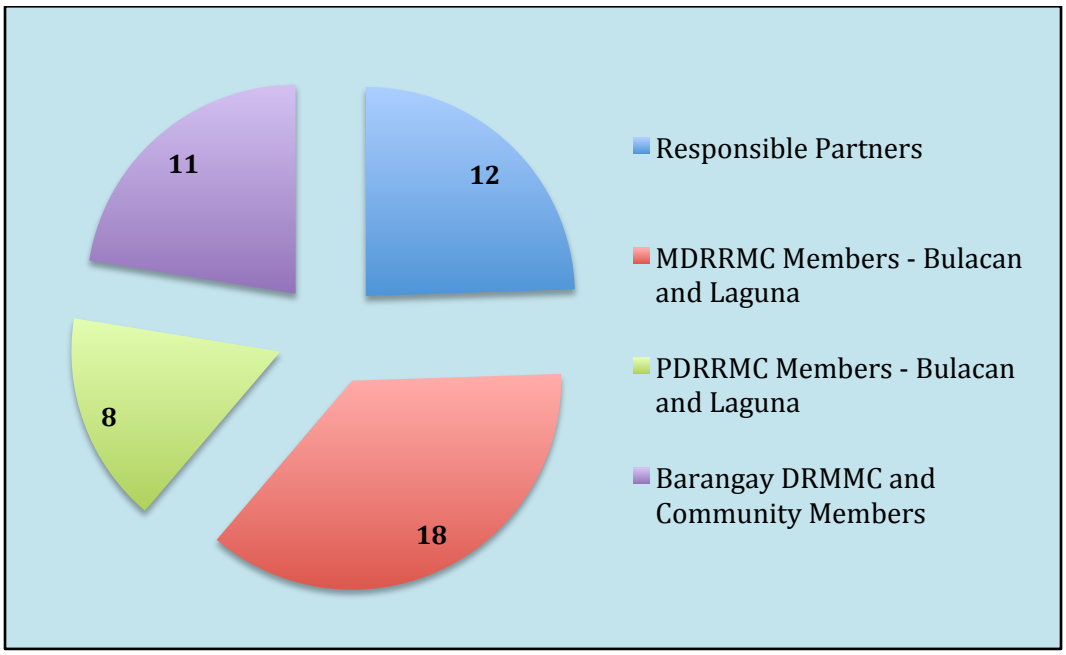

Figure 1.
Respondents to the Evaluation Rating Survey

1.5 Structure of the Terminal Evaluation Report

This evaluation report is composed of 4 parts. Part one is the introduction. This part includes a narrative on the purpose of the evaluation, scope and methodology employed in the evaluation.

Part 2 provides the project description and development context, the project start and duration, the problems that the project sought to address, the immediate and development objectives of the project, the baseline indicators established for the project, the main stakeholders, and the project's expected results

Part 3 presents the findings of the evaluation in terms of the following: (a) project design and formulation; (b) analysis of results framework (project logic/strategy and indicators); (c) assumptions and risks; (d) lessons from other relevant projects (e.g., same focal area) incorporated into project design; (e) planned stakeholder participation; (f) UNDP's comparative advantage in sponsoring the project; and (g) linkages between project and other interventions within the sector.

In addition, this part of the report also presents findings on project Implementation in the areas of: (a) adaptive management (changes to the project design and project outputs during implementation); (b) partnership arrangements (with relevant stakeholders involved in the country/region); (c) feedback from M&E activities used for adaptive management; (d) project finance; (e) monitoring and evaluation; (f) design at entry and implementation; and (g) UNDP and implementing partner implementation and execution, coordination, and operational issues.

Other major portion of Part 3 is the presentation of the overall results (attainment of objectives) of the project and some discussions on the perceived relevance, effectiveness and efficiency of the project, sustainability concerns, and evolving impacts of the project.

Part 4 of the report presents the lessons, conclusions and recommendations which are categorized into four (4) major items, to wit: (a) corrective actions for the design, implementation, monitoring and evaluation of the project; (b) actions to follow up or reinforce initial benefits from the project; (c) proposals for future directions underlining main objectives; and (d) some best practices in addressing issues relating to relevance, performance, and success.

II. The GMMA READY Project

2.1 Project description and development context

The Project Enhancing Greater Metro Manila's Institutional Capacities for Effective Disaster/Climate Risk Management towards Sustainable Development (GMMA-READY Project) aims to reduce the vulnerability of the Grater Metro Manila Area (GMMA) to natural hazards and increase its resilience by strengthening the institutional capacities of the local government units (LGUs), concerned national government agencies (NGAs), academic institutions and civil society organizations to manage disaster and climate change risks.

It attempts to achieve such outcome by: (a) assessing the GMMA's vulnerabilities to disaster and climate change risks; (b) developing and implementing priority disaster and climate risk mitigation actions for GMMA such as formulation and testing of an integrated contingency plan and establishment of early warning systems; (c) enhancing the competencies of GMMA LGUs and critical partners to mainstreaming of disaster and climate risk management (DRM/CRM) into local planning and regulatory processes; (d) demonstrating the mainstreaming of DRM/CRM into local land use and development plans; and (e) establishing knowledge management system, including a vigorous Community of Practice (CoP), on DRM/CRM.

The project was envisioned to achieve all the results over a period of three (3) years and expected to improve mechanisms and protocols on DRM/CRM. The project covers Metro Manila and the provinces of Rizal, Bulacan, Cavite and Laguna.

2.2 Project start and duration

The project was initially intended for implementation from April 1, 2011 to March 31, 2014. Inasmuch as the project was only able to take off from the ground in 2012, the end line was moved to December 2015, then, later on extended up to March 31, 2016.

2.3 Problems that the project sought to address[1]

As a country situated in the Pacific Ring of Fire, the Philippines is prone to the impacts of natural hazards. Its metropolitan centers (e.g., Metro Manila, Metro Cebu, Metro Davao) with their dense and increasing population and associated problems like increasing unsafe settlements and infrastructure, are considered to be increasingly vulnerable to the threat of natural disasters. Typhoons, which visit the Philippines at an average of 20 times a year, cause considerable damage to properties and injury to many people in the country's urban centers like Metro

[1] Culled from GMMA READY Project Document, UNDP, 2011.

Manila. Increasing construction and informal settlements, including organic, uncontrolled growth and development near hazardous areas, have also made the mega-cities like Metro Manila, highly vulnerable to natural disasters. The country's vulnerability to natural hazards have been recognized in the 2004 UN Common Country Assessment (CCA) for the Philippines, which was subsequently translated into specific outcomes and response measures in the 2005-2009 UN Development Assistance Framework (UNDAF) and the 2005-2009 United Nations Development Programme's (UNDP) Country Programme Action Plan (CPAP). The risk of meteorological disasters is expected to increase even more with the onset of climate change. Tropical Storm Ketsana (TS Ondoy) simply underscored this fact when it brought rains which caused massive flooding and unprecedented damage. The climate scenarios generated by PAGASA for 2020 and 2050 also seem to indicate the probability of increased precipitation compared to baseline (2000) data.

Metropolitan Manila, with its population of about 12 million in its 636 square kilometer land area is considered the most vulnerable among the country's metropolis to multi-hazards, including flooding. As one of the largest and most complex urban regions in Southeast Asia, it is the center of political, economic and cultural activities in the country and host to major government agencies, educational and cultural centers. Through the years, Metro Manila has grown to an agglomeration of 16 cities and one municipality. As is true of many other cities in developing nations, Metro Manila has undergone a steady trend of urbanization.

Typhoon Ondoy which traversed Metro Manila and nearby localities was not strong by conventional standards but managed to cause devastation at levels that have never been seen in the Philippines for a long time. It caught Metro Manila by surprise and underscored the vulnerability of the Metropolis and surrounding environs to disaster risks, especially those spawned by meteorological hazards like typhoons. It also emphasized the gaps in terms of disaster risk management, especially mitigating measures such as early warning systems, and operational integrated contingency plan and functional disaster coordinating mechanisms from the barangay to the metropolitan region level.

Moreover, PAGASA's weather forecasting accuracy is severely constrained by limited instrumentalities such as the very small number of Doppler radars throughout the country including Metro Manila. The Ondoy experience showed that an early lead time for the forecast and an appropriate severe weather event monitoring system that provides real-time data could have forestalled the catastrophe which hit Metro Manila.

Further, the pronounced absence of timely and effective response simply showcased the severe lack of preparedness by the local government units, including the Metro Manila Development Authority (MMDA), to deal with large scale natural hazards such as TS Ondoy and forestall disasters. Aon the community side, the local populace didn't seem to have been informed, much less trained, to cope with this

kind of situation or event. There was confusion and even panic when the floodwaters started to rise and spread because of the continuous rains.

With other natural disaster threats such as earthquakes looming in the horizon, Metro Manila cannot continue the "business as usual" practice of not factoring disaster risks into its planning, programming and implementation activities. It is very critical for the capacities of the various development and risk management actors in the metropolis and surrounding environs to be enhanced immediately to forestall future catastrophes, especially with the projected impacts of climate change. Corolarily, the capacities of national government agencies such as PAGASA and PHIVOLCS, among others, should likewise to enhanced to enable them to supply the needed risk information and technical advice to these local actors in a timely manner for informed and rational decisions in times of emergencies.

In the medium to long-term periods, there is a need to deal decisively with factors which aggravate the risks from multi-hazards like Metro Manila's rapidly deteriorating environmental condition, especially air and water pollution and solid waste, among others. Socio-economic related problems like the proliferation of informal settlements in danger zones and the poverty situation which generally increase vulnerabilities to the impacts of natural hazards, should be re-examined and strategies drawn up as part of a comprehensive approach to Metro Manila's redevelopment. This can be undertaken in the context of preparing for coping with climate change impacts, solidly anchored on a vulnerability and adaptation analysis and disaster/climate risk management measures mainstreamed into the LGUs' comprehensive land use and development plans and regulatory processes.

2.4 Immediate and development objectives of the project

Metropolitan Manila, with its population of about 12 million in its 636 square kilometer land area is considered the most vulnerable among the country's metropolitan centers to multi-hazards, including flooding. The risk of meteorological disasters is expected to increase even more with the onset of climate change.

The GMMA READY Project aims to decrease the vulnerability of the Greater Metro Manila Area (GMMA) to natural hazards and increase their resilience, by strengthening the institutional capacities of the local government units, concerned national government agencies, academic institutions and civil society organizations to manage disaster and climate change risks. At the national level, the project aims to institutionalize and standardize Disaster Risk Management (DRM) measures and processes, while at the local level, it aims to empower the most vulnerable cities and municipalities in the Philippines and to enable communities to prepare DRM plans and to integrate them into their respective land use and development plans.

2.5 Baseline Indicators established

The project was intended to achieve results that would improve and enhance the capacities of institutions engaged in DRM/CRM both at the national and sub-national levels. Based on the project document, the baseline as well as results indicators are presented in ***Table 2***.

Table 2.
Baseline and Results Indicators for the Project

Intended Outputs	Baseline	Indicators
Output 1: Disaster and climate risk vulnerabilities assessed	MMEIRS Study, Initial National Communication on Climate Change	Number of hazard/risk maps produced for GMMA. Number of vulnerability and adaptation assessment reports produced for GMMA.
Output 2: Priority disaster and climate risk mitigation actions for GMMA developed and implemented	FCOS which was setup to mitigate flooding of the Pasig-Marikina since 1993	Percent increase over baseline in number of CBEWS established and operational in priority sites; percent increase over baseline in preparedness capacity of GMMA by end of project
Output 3: Competencies of GMMA LGUs and critical partners (NGAs, academe, professional associations) to mainstream DRM/CRM into local planning and regulatory processes enhanced	Some LGUs with competency on preparedness and response but not on DRR in general	Percent increase over baseline competency of LGUs and partners (including sectoral and risk agencies) on mainstreaming DRM/CRM into GMMA planning and regulatory processes)
Output 4: DRM/CRM mainstreaming demonstrated in local land use and development plans and regulatory processes of Metro Manila and other selected GMMA LGUs	Existing and use and development plans do not reflect disaster/climate risks and risk management options	Percent increase over baseline of plans and regulatory processes exhibiting risk based strategies
Output 5: D/CRM Knowledge Management System and/or Community of Practice established	Integrated disaster/ climate risk management and CoP non-existent for GMMA	Integrated disaster/ climate risk management and CoP in place and operational by end of project

2.6 Main stakeholders

The implementation of the GMMA READY Project is a collaborative endeavor between and among a number of national and sub-national agencies, local government units (LGUs) and civil society organizations with the National Disaster Risk Reduction and Management Council (NDRRMC) – Office of Civil Defense (OCD) as Implementing Partner (IP) and the following agencies as Responsible Partners (RPs) with DILG and NEDA as Cooperating Agencies:

a. Philippine Institute of Volcanology and Seismology (PHIVOLCS)
b. Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA)
c. National Mapping and Resource Information Authority (NAMRIA)
d. Mines and Geosciences Bureau (MGB)
e. Housing and Land Use Regulatory Board (HLURB)
f. Metro Manila Development Authority (MMDA)
g. Climate Change Commission (CCC)

The Project aims to increase institutional capacities of key local and national risk management actors towards a disaster /climate resilient GMMA. The project has as coverage: Metro Manila in the national capital region and the contiguous provinces of Laguna, Cavite and Rizal in Region IVA, and the province of Bulacan in Region III.

2.7 Expected Results

The project was designed to attain five (5) key outputs, namely:

a. Expected Output 1: GMMA's vulnerabilities to disaster and climate change risks assessed

b. Expected Output 2: Priority disaster/climate risk mitigation actions for GMMA such as formulation and testing of an integrated contingency plan and establishment of early warning systems developed and implemented

c. Expected Output 3: Competencies of GMMA LGUs and critical partners to mainstream DRM/CRM into local planning and regulatory processes enhanced

d. Expected Output 4: Mainstreaming DRM/CRM into local land use/development plan(s) and regulatory processes of Metro Manila and selected GMMA LGUs demonstrated

e. Expected Output 5: Knowledge management system, including a vigorous Community of Practice (CoP) on DRM/CRM established

III. Findings

3.1 Project Design / Formulation

a. Analysis of Results Framework (Project logic /strategy/Indicators)

The project was intended to address the capacity gaps identified in the project document, and as discussed in item 2.3 in the preceding chapter of this report, specifically for both at the institutional and individual levels of key players on DRM/CRM in the GMMA. By addressing policy development, planning and programming requirements of the concerned institutions and improving the competencies on DRM/CRM of the concerned individuals, including community leaders, the project was expected to put in place a GMMA wide institutional network which is able to address the risks posed by the multi-hazards, including those from climate change.

The project was designed to respond to national priorities as enunciated in various development policy documents. Among these key policy documents are: (a) Medium-Term Philippine Development Plan (MTPDP): 2004-2010, which outlines the importance of emergency assistance and disaster mitigation projects and a Geohazard Assessment Program to reduce risks and agriculture; (b) National Framework for Physical Planning (NFPP): 2000-2030, which declares that permanent hazard areas should not be used for any development activities; (c) Philippine Strategic National Action Plan (SNAP) on DRR, which prioritizes the identification, assessment and monitoring of disaster risks, and the enhancement of early warning, as well as the integration of DRM and CRM in development planning and decision-making processes; and (d) the Philippine Disaster Risk Reduction and Management Act and the Climate Change Act, which highlight the need to harmonize DRM and Climate Change Adaptation (CCA) and mainstream these in development sectors.

The project was also aligned to the priorities of its funding institutions – the then Australian Agency for International Development (AusAID), and the United Nations Development Programme (UNDP). Specifically, the project was meant to help AusAID achieve specific provisions of the Philippines-Australia Development Assistance Strategy (DAS) for 2007-2011. One of the key risks identified in the implementation of the Strategy was "natural disasters and shocks that set back development prospects, change development priorities, and interrupt implementation of aid programs."

The project was also envisioned to contribute to the relevant outcome(s) identified in the United Nations Development Assistance Framework (UNDAF) and the UNDP Country Programme Action Plan (CPAP) by contributing to reduced vulnerabilities of affected population and sectors through enhanced regional (GMMA) and national capacities on DRM/CRM. It was also intended to help achieve

the country's commitments to the Millennium Development Goal (MDG) on the empowerment of women by ensuring the incorporation of gender perspectives in its various outputs and activities. With this as an intention, the project is expected to give emphasis on gender sensitive concerns especially in the capacity building and protection of women, including the children and the elderly, in the event of disasters and other emergency situation.

The alignment of the project's outcome with the priority thrust of AusAID (now DFAT) and the UNDP could be best seen in ***Figure 2***.

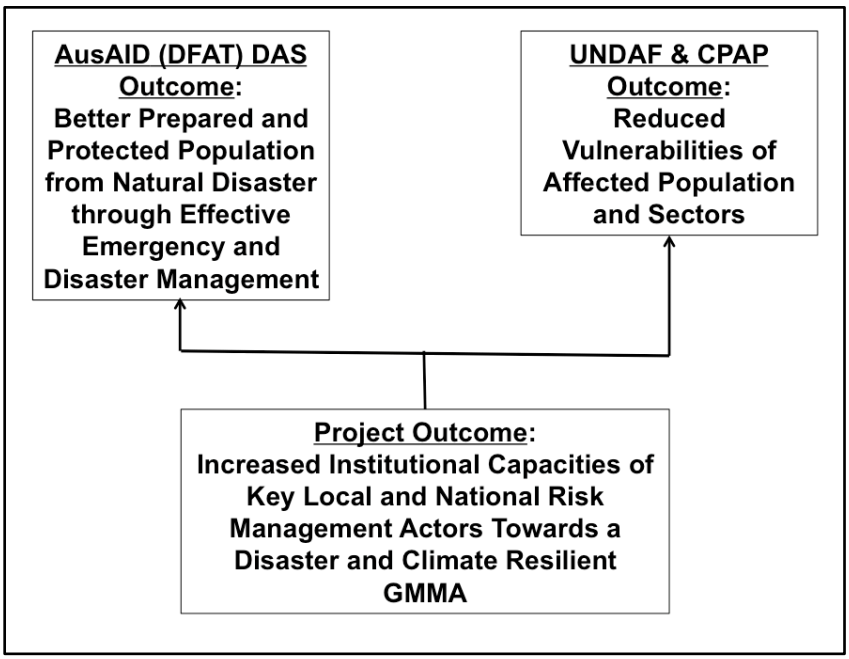

Figure 2.
Alignment of GMMA READY Project with AusAID (DFAT) and UNDP

The project intended outcome "Increased institutional capacities of key local and national risk management actors towards a disaster and climate resilient GMMA" is fully and wholly considered in the design of the project particularly in the identification of its five (5) major expected outputs. The achievement of the outcome, which is not too far-fetched, would in turn lead to the attainment of project impacts aligned to the results that UNDP envisions for the improvement of the country's management and development of its environment and natural resources. As further illustrated in ***Figure 3***, the immediate project impacts would lead to further long-term impacts on better management of resources, promotion on the development and use of sustainable energy sources, and resiliency in dealing with environment emergencies.

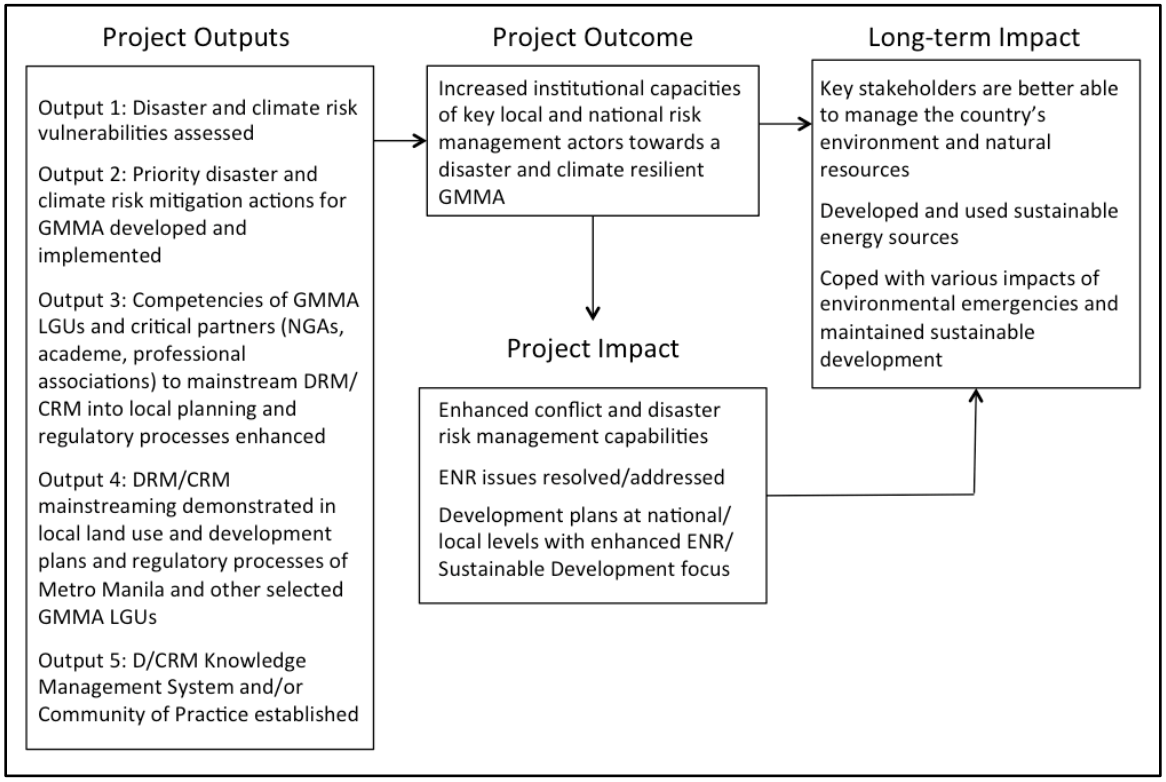

Figure 3.
Results Framework of the GMMA READY Project

It can be observed however that the long-term impacts of the project would extend beyond better management of the country's environment and natural resources. Long-term impacts would include physical, economic and social security which would in turn lay a solid, strong and robust foundation for sustainable growth and development.

The design of the project likewise clearly set indicators in measuring and ensuring that the intended or expected outputs are attained at the end of the project. Specific project activities revolved around these indicators for the whole duration of project implementation. The indicators are simple and clear; hence, they adequately serve as guide and source of direction in project management, monitoring and evaluation of project achievements.

Table 3 presents the list of indicators per intended or expected output of the project.

Table 3.
Project Output Indicators

Intended Outputs	Indicators
Output 1: Disaster and climate risk vulnerabilities assessed	Number of hazard/risk maps produced for GMMA. Number of vulnerability and adaptation assessment reports produced for GMMA.
Output 2: Priority disaster and climate risk mitigation actions for GMMA developed and implemented	Percent increase over baseline in number of CBEWS established and operational in priority sites; percent increase over baseline in preparedness capacity of GMMA by end of project
Output 3: Competencies of GMMA LGUs and critical partners (NGAs, academe, professional associations) to mainstream DRM/CRM into local planning and regulatory processes enhanced	Percent increase over baseline competency of LGUs and partners (including sectoral and risk agencies) on mainstreaming DRM/CRM into GMMA planning and regulatory processes)
Output 4: DRM/CRM mainstreaming demonstrated in local land use and development plans and regulatory processes of Metro Manila and other selected GMMA LGUs	Percent increase over baseline of plans and regulatory processes exhibiting risk based strategies
Output 5: D/CRM Knowledge Management System and/or Community of Practice established	Integrated disaster/ climate risk management and CoP in place and operational by end of project

Further scrutiny of the project outputs and output indicators suggests that the intended or expected outputs are not to be seen as individual, separate and independent outputs; neither could they be treated as linear in sequence. Rather, they are interrelated and interdependent outputs. Output 1, however, serves as the trigger or the entry for the successful achievement of other outputs of the project.

While the linkages of one output to the others are clear and logical, there are specific items or outputs or milestones that could be added to further clarify their connections and relationships. In the implementation of the project, these links were made apparent and could be highlighted as achievements or immediate outcomes of the project.

Given the foregoing narratives on the intended outcome, expected outputs and output indicators as well as the linkages and interrelationships of the different outputs plus other significant achievements of the project, the Theory of Change (or Change Logic) for the project is thus presented in ***Figure 4***.

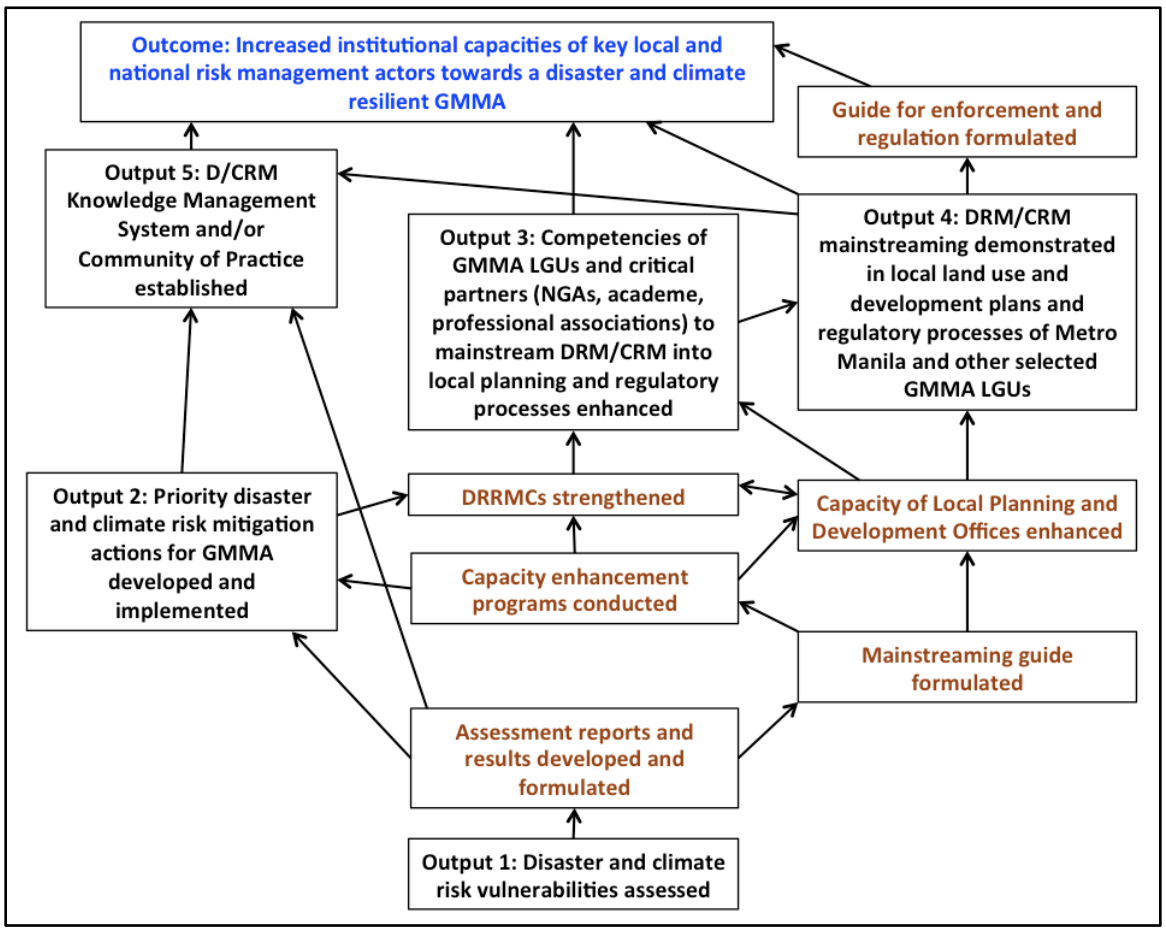

Figure 4.
The Theory of Change for the GMMA READY Project

It should be noted that there are six (6) items added to the Theory of Change, three (3) were distinctly part of the design and they also have indicators of achievement (as can be seen later in the report), namely: (a) assessment reports and results development and formulated; (b) mainstreaming guide formulated; and (c) capacity enhancement programs conducted. The three (3) others, to wit: (a) DRRMCs strengthened; (b) capacity of Local Planning and Development Offices (LPDO) enhanced (which goes beyond the formulation of CLUP and ZO); and (c) guide for enforcement and regulation formulated, may need to have indictors to ensure that the connection to the intended outcome are fully achieved. Note further that this suggestion is only intended to clarify the Theory of Change and the overall

design of the project and it is not also meant that this has to be done before the project could be closed.

Possible indicators for the three (3) items are presented in ***Table 4***.

Table 4.
Other Outputs and Results of the Project

Outputs/Results	Verifiable Indicators
DRRMCs strengthened	• Work plans formulated • LDRRM Fund allocated • Resources for the operation of the DRRMC are made available
Capacity of Local Planning and Development Offices enhanced	• Facilities and equipment are made available • Level of technical competency enhanced • Analytical and technical writing skills developed
Guide for enforcement and regulation formulated	• Processes in securing zoning and locational clearance streamlined and aligned to DRM/CRM criteria • Considerations for the issuance of building permit and certificate of occupancy are aligned with DRM/CRM criteria • Property assessment and valuation is aligned with DRM/CRM criteria

b. Assumptions and Risks

The implementation of the project, particularly the successful conduct and phasing of activities carefully considered critical assumptions and risks. These are presented in ***Table 5***. Note that these assumptions and risks are not preconditions neither the input requirements for the achievement of intended outputs; rather, they are factors beyond the control of the project which could either facilitate or hinder, respectively, the delivery of the intended outputs.

Table 5.
Critical Assumptions and Risks for the Project

Output/Component	Assumptions in the Achievement of Outputs	Risks that Hinder the Achievement of Outputs
Output 1: Disaster and climate risk vulnerabilities assessed	• Information and data from previous related projects are made available • Expertise and capacities of risk assessment agencies are the same as the baseline period	• Other competing priorities of risk assessment agencies
Output 2: Priority disaster and climate risk mitigation actions for GMMA developed and implemented	• Materials for the manufacturing of equipment and facilities are locally available, adequate and accessible • Local expertise is available	• Technical and technological glitches
Output 3: Competencies of GMMA LGUs and critical partners (NGAs, academe, professional associations) to mainstream DRM/CRM into local planning and regulatory processes enhanced	• Engagement of local governments remains the same despite possible change of leadership at the local level (2013 local elections) • Counterpart funds and resources from LGUs and critical partners are available, adequate and accessible • Technical personnel and staff of LGUs are available for training and other capacity enhancement programs	• Conflicting priorities of GMMA LGUs and critical partners • Other priorities of local chief executives • Absence or limited material and manpower support from LGUs and critical partners
Output 4: DRM/CRM mainstreaming demonstrated in local land use and development plans and regulatory processes of Metro Manila and other selected GMMA LGUs		
Output 5: D/CRM Knowledge Management System and/or Community of Practice established	• Infrastructure support is available • Related knowledge products at the various agencies are accessible and are shared	• Obsolete information of agencies • Technical and technological glitches

c. Lessons from other relevant projects (e.g., same focal area) incorporated into project design

The project was developed taking off from various initiatives introduced in the past. A big chunk of the project was derived from the outputs CSCAND

agencies, individually and as a group, most particularly in hazard mapping which was done in pieces through the years.

As early as the 80s, PHIVOLCS started to produce hazard maps. In the 90s, NAMRIA initiated the use of remote sensing technology (the use of sensors, typically from aircrafts or satellites, in obtaining information about areas from a distance) in making topographic maps which PAGASA then used for hazard mapping. Hazards were determined by the features or key elements present in an area. Hazard maps were produced in low-resolution covering only a few areas.

In early 2000s, PHIVOLCS developed the Rapid Earthquake Damage Assessment System (REDAS) through a Grant-in-Aid (GIA) from its mother agency, the Department of Science and Technology (DOST). The REDAS is a simulation software that has the capability to simulate earthquake hazard scenarios for any given earthquake. It allows users to generate hazard (ground shaking, liquefaction, earthquake-induced landslide and tsunami) and risk maps immediately after a quake. Disaster managers, local planners, and policy makers, who need to include earthquake hazards in local development plans, are the target users of the software.

The four typhoons that flooded parts of the Philippines especially Infanta, Real and General Nakar in Quezon, killing at least 1,000 people in the later part of 2004 led the formation of the CSCAND agencies which immediately convened to help the flooded areas. The CSCAND agencies started the REINA project. One of the components of the project was hazard mapping of flood, storm surge, landslide, and earthquake in Quezon province.

From the REINA Project, hazard mapping scaled up to 27 more provinces, those determined to be high-risk were included as targets of what became known as the READY Project. The provinces covered by READY included: Zamboanga Sibugay, Rizal, Zamboanga del Sur, Ilocos Norte, Isabela, Bohol, Aurora, Cavite, Pampanga, Laguna, Northern Samar, Eastern Samar, Zambales, Antique, Iloilo, Ilocos Sur, Benguet, Catanduanes, Abra, Quirino, Agusan del Sur, Nueva Vizcaya, Cagayan, Southern Leyte, Leyte, Surigao del Sur and Surigao del Norte.

The project produced high-resolution (scales of 1:50,000 and 1:10,000) provincial, city and municipal level maps through air photos from radars such as the European Remote Sensing satellites and Satellite Pour l'Observation de la Terre (SPOT) or Earth observation satellite.

The project, which was funded by the UNDP and the AusAID, determined the depth of different hazards present in an area.

In the same period (the first decade of the 21st century), the MGB also initiated its National Geohazard Assessment and Mapping Program to prevent disasters such as the Cherry Hills subdivision landslide in 1999.

From indicative maps at a scale of 1:250,000 that determined which areas should be prioritized for geohazard mapping with the help of Geographic Information Systems (GIS) technology, MGB created barangay level maps nationwide at a scale of 1:50,000 showing the areas that are susceptible to landslide and flood.

The maps produced were given to the local government units for planning references and were integrated with the READY Project.

Also in the same period, PHIVOLCS conducted tsunami hazards assessment nationwide, funded by the AusAID and released tsunami hazard maps. PHIVOLCS also started providing REDAS training and software to different provinces, cities, municipalities and government institutions to mainstream disaster risk reduction in development plans. The READY hazard maps were also incorporated into the REDAS software.

Given these initiatives, the CSCAND agencies started the Greater Metro Manila Risk Assessment Project Risk Analysis Project (GMMA-RAP), a 3-year project funded by the AusAID through the UNDP. This project allowed agencies to create maps that determine the depth of hazards present in an area, the extent and the frequency of hazards, and also the worst case scenario through modeling. Light Detection and Ranging (LiDAR) technology, which captures high-resolution images on the ground is used in data-gathering. GMMA-RAP focuses on Metro Manila only, but also includes portions of Bulacan, Rizal, Cavite and Laguna.

Responding to Aquino's instructions, the DOST launched the Nationwide Operational Assessment of Hazards (Project NOAH) on July 6, 2012. The project was designed to help solve existing problems caused by ill-informed decision during disasters. The project involves detailed barangay level landslide, flood, and storm surge inundation maps that identify safe areas for people through the use of LiDAR and Interferometric Synthetic Aperture Radar (IfSAR) that capture high-resolution topographies.

It is through these gains and achievements in the past that served as the foundation for the design and implementation of the GMMA READY Project.

d. Planned stakeholder participation

The project was designed for implementation through collaboration of national government agencies, risk assessment agencies or the CSCAND agencies, local government units, and other professional and academic institutions.

The OCD/NDRRMC provided the lead, with the PMD of the OCD as the focal unit for coordination and operation.

Critical to the implementation of the project was the involvement of other CSCAND agencies. Without the CSCAND agencies, the generation of outputs would have not been made possible. The CSCAND agencies were, however, very grateful to the project for providing opportunity for them to not only contribute to the success of the project but also to enhance their technical capacities and allow them to do more than what they could normally accomplish without the project.

The outputs of the CSCAND agencies were used in mainstreaming activities as well as in enhancing competencies of selected agencies, other critical partners and local government units – from the province to the municipal or city level and down to the community and barangay level.

Figure 5 presents an illustration of the interaction of the various project partners.

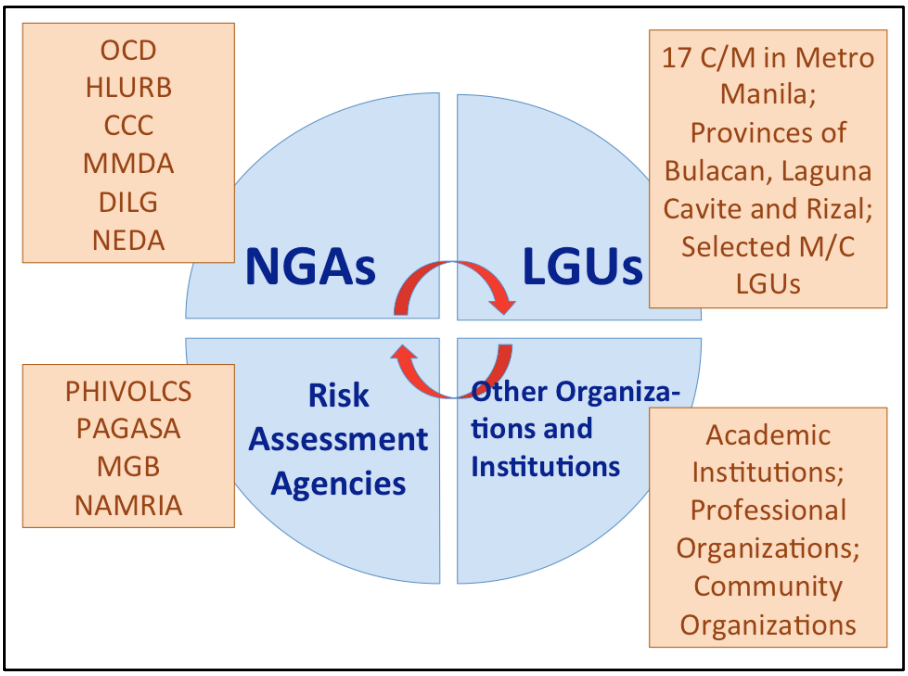

Figure 5.
Arrangement of Key Project Partners

e. UNDP comparative advantage

Disaster reduction has been a key component of UNDP efforts in crisis prevention and recovery. UNDP first allocated core resources for disaster preparedness in 1989, with an approved policy framework aimed 'to stimulate the interest and actions needed to create comprehensive disaster preparedness plans,

strategies and structures and to promote disaster mitigation activities within the context of development planning and implementation'.

The United Nations General Assembly has transferred to UNDP, the responsibilities of the Emergency Relief Coordinator for operational activities concerning natural disaster mitigation, prevention and preparedness. Furthermore, the UNDP Bureau for Crisis Prevention and Recovery (BCPR) has made considerable progress in developing an implementation framework that adds value to on-going activities in disaster reduction. While much has been achieved, much remains to be done if disaster loss is not to jeopardize the achievement of the Millennium Development Goals (MDGs).

The linkages between development and disaster risk are not difficult to visualize. Any development activity has the potential to either increase or reduce disaster risk. Disaster risk is not inevitable, but on the contrary can be managed and reduced through appropriate development actions.

The UNDP Environment Portfolio has been, for years, supporting disaster reduction initiatives of the Government of the Philippines at the national and local levels. UNDP has been working with PHIVOLCS, MGB, PAGASA and selected local government units in the following areas: (a) multi-hazard mapping; (b) community-based disaster preparedness; (c) community-based early warning system. UNDP has, likewise, produced film, TV and radio plugs on earthquakes and floods in partnership with the Philippine Information Agency (PIA).

In the arena of disaster response, UNDP has been working closely with the UN Office for the Coordination of Humanitarian Affairs (UN OCHA) to immediately respond to communities affected by natural disasters (especially typhoons and rain-induced landslides in the past two years). As an example, the UNDP with funds from the OCHA developed the project entitled "Strengthening the Disaster Preparedness Capacities of the Municipalities of Real, Infanta and [General] Nakar" or REINA Project.

The REINA project, started March 2005, was designed to prepare the community for disaster in different aspects. Specifically, UNDP assisted the government in, among others, hazard mapping and establishing community based disaster management systems. Through the project, a multi-agency group called CSCAND, a subcommittee of the then National Disaster Coordinating Council (NDCC), developed the hazard maps. It is the first time that the three agencies – PAGASA, MGB and PHIVOLCS – worked together in developing hazard maps.

UNDP has been extensively involved in other related projects that took off from that initiative.

f. Linkages between project and other interventions within the sector

The project worked closely with and complemented other related initiatives in the GMMA. Overlaps were accordingly avoided and duplications were adequately addressed. A system of complementation had been drawn up through the OCD and the CSCAND agencies such that resources for the project and other related initiatives were maximized.

Linkages and complementation between and among the project and other programs and existing projects could be seen more clearly in ***Table 6***.

Table 6.
Linkages and Complementation with Other Related Programs and Initiatives

Other Programs/Initiatives	Linkages and Complementation
1. Pilot urban reconstruction program of AusAID:	• Focused on Taguig City. • Activity alignment in the areas of risk analysis, comprehensive land use planning and community-based disaster risk management. • Coordination and complementation were ensured through the CSCAND agencies.
• Risk Analysis Project	• Complementation was in the area of enhancing the knowledge and skills of NDRRMDC and CSCAND agencies on earthquake, flood and tropical cyclone severe wind risk analysis. • Outputs of the RAP were used in the GMMA READY Project especially the risk and vulnerability assessments.
• Comprehensive Land Use Planning	• Components 3 and 4 drew heavily on the methodology and results of the AusAID-NEDA-UNDP Project "Integrating DRR-CCA into Local Development Planning and Decision-Making Processes." • Drawing from the lessons in Taguig City, the Guidebook was further enhanced in the project with the formulation of Guidebook for Sustainable Comprehensive Land Use Planning for HLURB.
• Community-based disaster risk management	• Taking off from the activity implemented by the Philippine Red Cross in Taguig City, the project tackled the broader need of the government and Metro Manila on early warning, and supported GMMA LGUs in preparing contingency plans.
2. Australia-Philippines	• Sharing of information and capacities from Australian agencies in the areas of natural hazard

Technical Linkages Program, and Enhancing Risk Analysis Capacities of Philippine Technical Agencies	risk analysis, cyclone forecasting, vulnerability assessment and climate change scenario development. • Philippine technical agencies shared information on innovations and lessons from the implementation of key DRM and climate change initiatives, as well as experiences in forging innovative partnership.
3. Canadian International Development Assistance (CIDA)-UNDP Project: Building Community Resilience and Strengthening Local Government Capacities for Recovery and Disaster Risk Management	• Capacities developed through the CIDA-UNDP project were applied in the GMMA READY project particularly in the areas of capacity assessment on community-based vulnerability assessment, development and conduct of customized training modules, and collection of data for hazard mapping.
4. World Bank's Master Plan on Flood Control Mitigation for Metro Manila	• Participation of the project in discussions and in drawing up proposals and recommendations. • Results of the Plan were significantly considered in the generation of outputs and in the implementation of activities of the project.
5. KOIKA-supported early warning system	• Sharing of information on the establishment of automatic weather stations, water level gauging stations, rainfall and flood forecasting system and control, warning posts along Marikina River, and development of maintenance program for facilities.

g. Management Arrangement

Project implementation was a collaborative endeavor between and among a number of national and sub-national agencies, local government units and civil society organizations. The Implementing Agency with over-all responsibility for the timely and cost-effective implementation of project activities is the OCD, on behalf of the NDRRMC. The MMDA, the DOST through its PHIVOLCS and PAGASA, the DENR through its MGB and NAMRIA, as well as the CCC, HLURB and NEDA acted as Responsible Partners. The DILG, the Leagues of Cities and Municipalities, the DENR-Environmental Management Bureau (EMB) and the Laguna Lake Development Authority (LLDA) were also engaged in specific activities on issues under their jurisdiction.

The organizational structure is depicted in **Figure 6.**

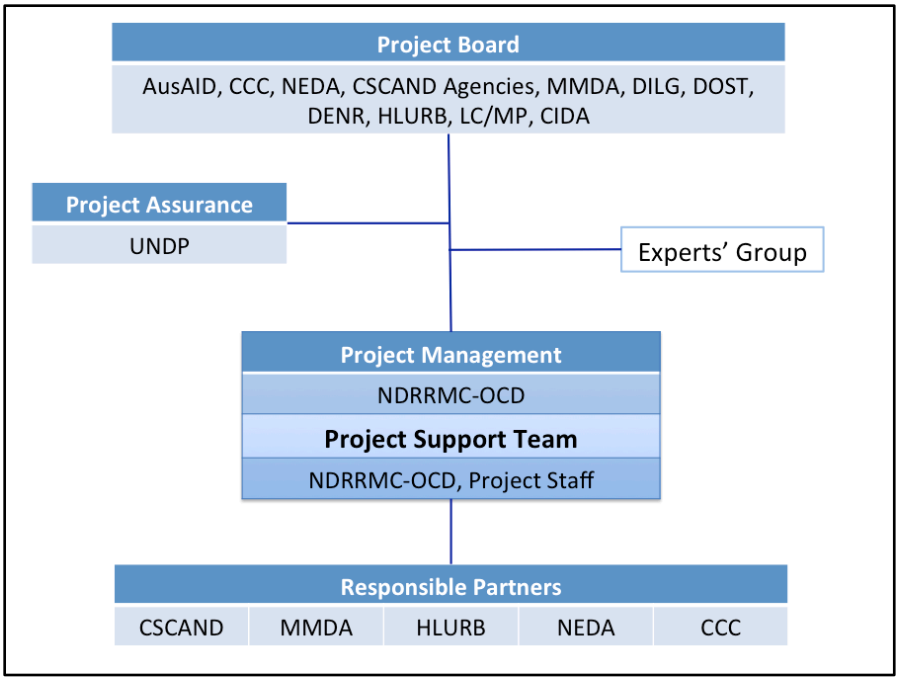

Figure 6.
Project Organizational Structure

The Project Board, previously referred as the Project Executive Group or the Project Steering Committee or the Tripartite Committee, was responsible for making management decisions for the project by consensus, when guidance is required by the Project Manager. This group was consulted by the Project Manager throughout the implementation of the project especially for issues and challenges needing decisions and directions.

As designed, the Project Board convened at least twice a year with one meeting dedicated for an Annual Review to review the project performance and approve project annual plans and authorize any major deviation from project approved plans – annual plans or otherwise. The Project Board served as the authority that signs off the completion of each plan or work plan. It also performed oversight functions. The Project Board was chaired by NDRRMC-OCD and co-chaired by UNDP.

The Project Assurance (PA) was performed by UNDP. Its main role supported the Project Board by carrying out objective and independent project oversight and monitoring functions, and ensuring that appropriate project management milestones are managed and completed.

The NDRRMC-OCD, being the Implementing Partner, was fully responsible and accountable for managing the project, achieving each component outputs, and for the effective use and disposition of project resources. The

NDRRMC-OCD, through the Project Management Division (PMD), followed effective process and financial management practices, as mandated by the UNDP.

The Responsible Partners (RPs) were identified based on an assessment of their technical, financial, managerial and administrative capacities that will be – and actually were – needed for the project by the Implementing Partner to undertake a particular component or activity of the project. While the RPs were made responsible in delivering component outputs and in managing their respective activities, the IP, through the PMD/PMO, remained fully responsible and accountable to the Project Board and to UNDP.

3.2 Project Implementation

a. Adaptive management (changes to the project design and project outputs during implementation)

Based on the results of the interview and focus group discussions conduct, it was reported that the project was very flexible in terms of phasing and timing of activities without compromising the delivery of the five (5) expected outputs. Likewise, the responsible partners were giving enough flexibility and liberty to identify and implement critical activities. Throughout the duration of the project, responsible partners could drop activities that are no longer necessary even if they were initially identified in the annual work plan or they could adopt new activities even if they were not identified in the annual work plan provided that the implementing partner was duly informed and that approval was issued.

There were some unavoidable incidences of delays in the implementation of activities and in the achievement of intended results and specific outputs which called for the adjustment of work plan and targets as well as the adoption of catch-up strategies. At the end of the project, however, it was noted that all the commitments of the project at the start had all been achieved.

Funds allocated to responsible partners were determined based on their requirements for the generation of outputs and not solely dependent on the requirements for the conduct of activities. According to the interviewees and participants to the interview and focus group discussions, the output-based budgeting for the project could be considered a major factor for the success of the project. While there were several budget realignments done, the total amount allocated for each of the expected outputs were not affected. If at all, they were very minimal.

The annual work planning and budgeting exercises and regular meetings that the project's implementing partner conducted were venues for adjustments, monitoring of project performance and an opportunity for the issuance of direction and guidance in succeeding periods of project implementation. In these sessions,

further clarifications on project details and specifications were made which enabled all partners to synchronize and align their activities to one another. Decisions were arrived at through consensus among partners or through agreement between two (2) concerned partners.

Interviewees reported that the implementing partner has ably handled conflicts of opinions and disagreements among partners through informal conversations and dialogues. Three (3) major factors that contributed in effectively managing project challenges were also mentioned, to wit: (a) management competency of OCD, particularly the PMO, in dealing with problems; (b) PMO served as project coordinator and facilitator rather than as an oversight regulator; and (c) PMO was very pragmatic in coming up with decisions, solutions and interventions.

It was also reported that PMO regularly visits the partners for informal discussions on project performance at agency level, for problem-solving and trouble shooting, and for partnership-building. It was mentioned that these visits were effective in boosting partners' morale as well as in fostering camaraderie and teamwork.

b. Partnership arrangements (with relevant stakeholders involved in the country/region)

The project was designed to involve government agencies, local government units, local communities, civil society organizations and the academe in the Greater Metro Manila Area.

At the helm of the project is the OCD serving as the primary implementing agency. Responsible partner agencies are clustered according to the five (5) intended outputs of the project. ***Table 7*** presents the clustering of the various project partners.

Table 7.
Engagement of Partners in the Delivery of Project Outputs

Output/Component	Partners
Output 1: Disaster and climate risk vulnerabilities assessed	OCD, CSCAND Agencies (NAMRIA, MGB, PAGASA, PHIVOLCS)
Output 2: Priority disaster and climate risk mitigation actions for GMMA developed and implemented	OCD, MGB, PAGASA, PHIVOLCS, Provincial governments of Bulacan, Laguna, Cavite and Rizal, selected municipalities and barangays in the provinces of Bulacan, Laguna, Cavite and Rizal.

Output 3: Competencies of GMMA LGUs and critical partners (NGAs, academe, professional associations) to mainstream DRM/CRM into local planning and regulatory processes enhanced	OCD, CSCAND agencies, CCC, selected academic institutions
Output 4: DRM/CRM mainstreaming demonstrated in local land use and development plans and regulatory processes of Metro Manila and other selected GMMA LGUs	HLURB, MMDA, selected local government units of Metro Manila, CSCAND agencies
Output 5: D/CRM Knowledge Management System and/or Community of Practice established	CCC, implementing agency and responsible partners, selected academic institutions.

Complementing Table 7 is ***Figure 7*** that illustrates the flow of command from the implementing partners down to the responsible partners and down further to selected LGU partners of the projects and the pilot barangays and communities. It should be noted that although the illustration looks very hierarchical, project operation during implementation was quite seamless. The illustration, thus, only presents the functional relationships among the different players or stakeholders in the project. It could be seen from the figure that OCD is at the helm, which is expected to provide leadership, coordination and direction to all other partners of the project. It worked closely with other CSCAND agencies for technical inputs as well as outputs, which both served as the main engine for project start-up and follow through activities.

It can be seen in the figure that the project extensively involved pilot barangays and communities. This was meant as a way of mainstreaming vulnerable groups on efforts that are intended to prepare and help them in times of emergencies and disasters. Their knowledge and awareness of existing local conditions and situations also served as valuable inputs in coming up with the various technical outputs of the project. Likewise, it was also through the local communities where application of documented best practices and technical knowhow would be validated and given more credence.

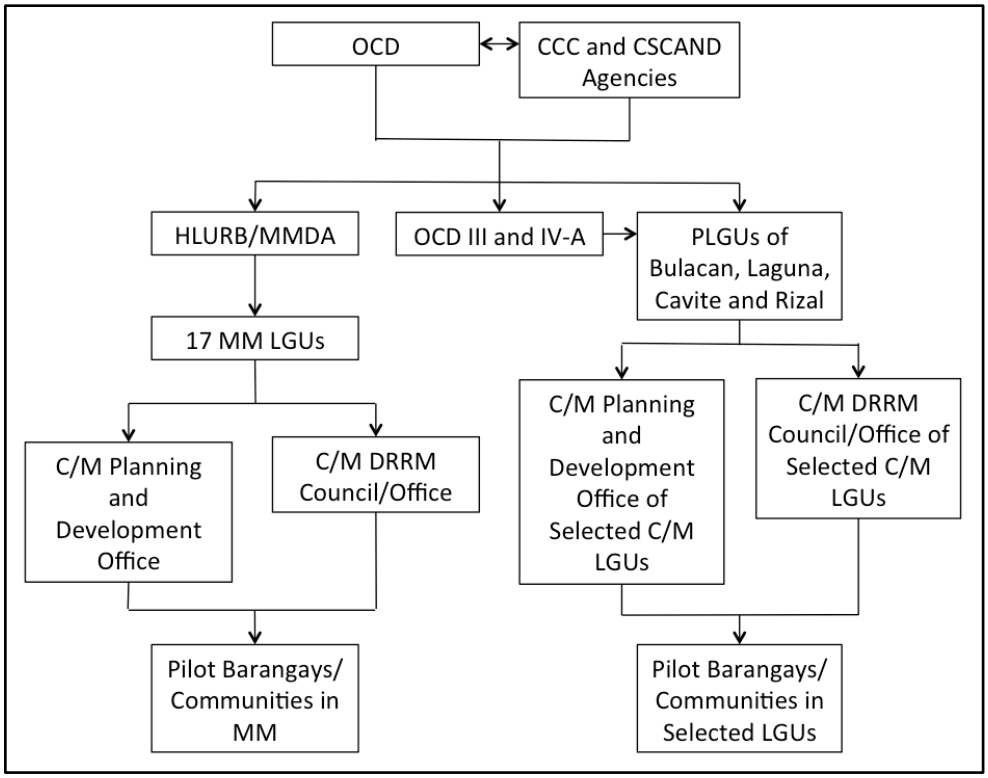

Figure 7.
Engagement of Project Partners and Stakeholders

c. Feedback from M&E activities used for adaptive management

The project has a monitoring and evaluation plan which was intended to track the performance, progress and status of the project at various periods. Target activities and outputs were set each year with corresponding indicative budget requirements.

The conduct of M&E was done through: (a) the submission of progress reports by the responsible partners; (b) site or field visits; (c) regular meetings; and (d) annual work planning and budgeting. Results of M&E activities were used to adjust targets and as the basis for the releases of funds to responsible partners.

Adjustments to targets were made and arrived at through a process of continuous dialogue and consultation between the implementing partner and concerned responsible partners. As mentioned by the respondents, this mode of transaction between the lead, on one hand, and the participating agencies, on the other, had proved to be most effective and efficient. It promoted trust and confidence from both parties.

To resolve delays in implementation, the implementing partner had resorted to various modes and approaches: (a) problem-solving and trouble shooting; (b) gap-filling; and (c) catch-up plan. While these functions are traditional considered part of the general concept of management, recent literature indicates that these are some of the evolving approaches in M&E wherein problems in implementation are addressed and solutions are promptly adopted.

Rather than as a one-shot regular undertaking, the implementing partner undertook M&E on a continuous basis, not as a deliberate activity but as a management tool for the project to achieve greater results and to avoid implementation slippages.

d. Project Finance

The function of financial management for the project was performed by the OCD through its regular financial and accounting system. It was facilitated by the PMD or PMO for the project.

As reported during the interview, there had been no major problems related to the funding requirements of responsible partners. They said, in particular, that their funding requests were acted promptly by OCD. For liquidation and reimbursements, they further cited and commended the facilitative and responsive role of the PMO, without compromising existing rules and regulations in government financial and accounting systems.

The relationship between UNDP and OCD/PMO in terms of fund management was described as smooth and non-problematic. UNDP was very supportive and facilitative on the needs and requirements of the project. In this project, OCD/PMO had proved its unquestionable reliability in handling funds for development projects.

As of the end of May 2016, it was reported that the total fund utilization rate of the project was 98.84% with a total amount of USD 29,946.14 unexpended balance out of the total USD 2,588,448.91 allocated to the project.

Table 8 presents the financial status of the project.

Table 8.
Financial Status of the Project, as of end of May 2016
(in USD)

Output	Budget (ProDoc)	Financial Target	Financial Delivery	Fund Utilization Rate
Output 1: Disaster and climate risk vulnerabilities assessed	520,000.00	1,527,810.63	1,497,864.48	98.04%
Output 2: Priority disaster and climate risk mitigation actions for GMMA developed and implemented	600,000.00	415,029.36	415,029.36	100%
Output 3: Competencies of GMMA LGUs and critical partners (NGAs, academe, professional associations) to mainstream DRM/CRM into local planning and regulatory processes enhanced	400,000.00	190,576.20	190,576.20	100%
Output 4: DRM/CRM mainstreaming demonstrated in local land use and development plans and regulatory processes of Metro Manila and other selected GMMA LGUs	200,000.00	284,966.96	284,966.96	100%
Output 5: D/CRM Knowledge Management System and/or Community of Practice established	300,000.00	170,065.77	170,065.77	100%
Total	2,020,000.00	2,588,448.91	2,558,502.77	98.84%

e. Design at entry and implementation

The project required the generation of distinct yet interrelated outputs. The process could be described as iterative and dynamic, not necessarily and absolutely sequential. However, activities were phased according to their

dependencies such that requisite activities were put forward first. Based on the design and the actual implementation, the sequencing of activities was done for the whole project first, then for the specific output groups or components second. It was apparent from the annual work plans that targeting and timing of activities was done in the most practical and operational sense.

Figure 8 presents the interrelatedness of the different components of the project. The conduct of assessment of disaster and climate risk vulnerabilities was, however, deemed to be the priority to start the whole project. From this, the other components of the project eventually followed.

It should be noted that component 5 should and must link all the different components of the project and not to be considered as their by-product. Viewed as a continuous effort, the different components get and provide information into component 5 through the Community of Practice.

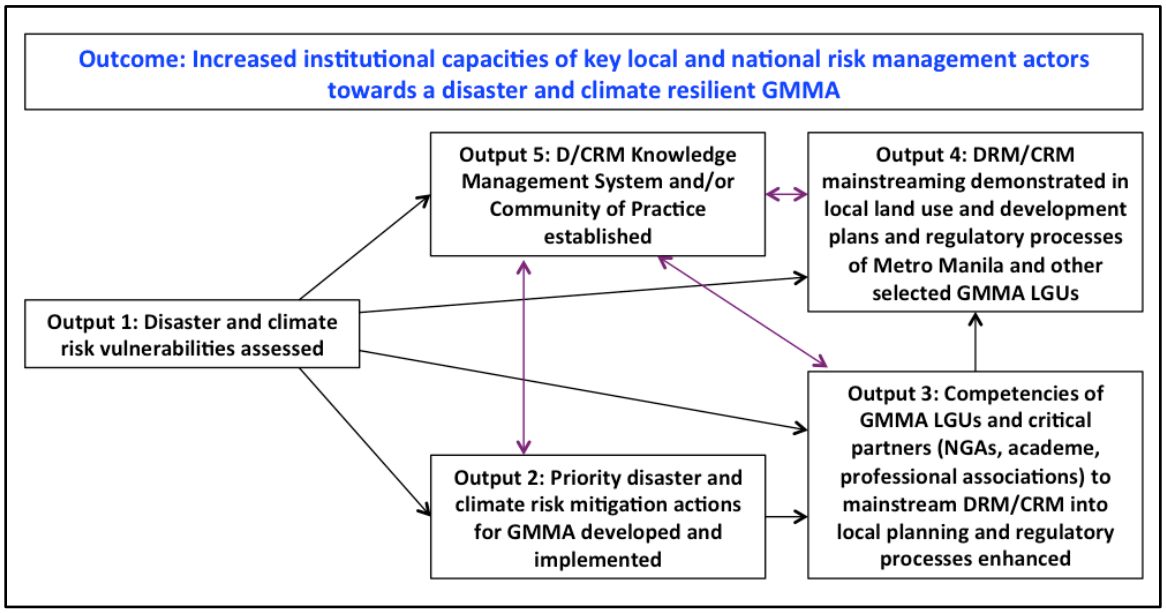

Figure 8.
Entry and Implementation Design

Interviewees mentioned that the design and objectives of the project were very clear from the start, and this contributed to the success of the project during implementation. Some LGUs in Metro Manila, however, mentioned that the project was unclear at the start simply because it a new thing, a new one; something that they were not used to or not familiar with. They claimed, however, that they eventually got the idea what the project was all about through their constant participation and involvement in project activities, particularly the trainings, seminars, workshops and writeshops. They also shared that, as the project

progressed, they appreciated the intentions, the activities, the outputs generated by the project, and the benefits that their offices or agencies were deriving from the project.

f. UNDP and Implementing Partner implementation/execution, coordination, and operational issues

There were no issues raised on either UNDP or the implementing partner or both on any aspect of the project.

Responsible partners, however, shared issues that they encountered and affected their involvement as well as the performance of their offices in the project. These include the following:

(i) Reluctance of some local government officials to participate in the project. Some technical representatives of LGUs in Metro Manila said that they felt the reluctance of and low level of appreciation and support from their superiors, and this had affected their performance in the project, such as the delivery of outputs and participation in activities.

(ii) Competing priorities and conflicting schedules from their offices vis-a-vis the activities of the project. Some representatives from responsible partners mentioned that they were unable to participate in some major activities of the project because of their workload in their respective offices. While they were able to send their alternates when they were not available, they found it difficult to ensure continuity; hence, such affected their overall performance in the project.

(iii) Limited or absence of regular plantilla positions for DRRM offices. Some representatives raised their concern that employees trained do not have security of tenure; hence, they could go anytime. This might affect the sustainability of the project.

(iv) No additional incentives for personnel. Most employees trained at the local level are on temporary or casual employment status; some were hired on a job order basis. As such, they do not have additional incentives which might eventually and adversely affect their level of commitment.

(v) Delays due to changes of leadership right after the local elections in 2013. Some activities were held in abeyance because the change in leadership. Concerned LGUs had to orient/re-orient

their new set of officials about the project, and sought their approval for continued participation of their offices to the project.

(vi) Shifting assignments of staff. Some offices encountered changing their representatives to attend project's activities. Relatedly, they also had to cope with delays brought about by re-training of new staff to take over vacated posts of re-assigned staff previously working for the project.

(vii) Limited people support. Some local partners reported that they encountered difficulty in mobilizing the participation of people in critical activities of the project at the community level. It was further reported that similar situation was true at the local government level where there seemed to have reluctance and indifference on the part of some departments and offices to participate in activities of the project.

(viii) Low political will of some government agencies and local government units. Some representatives shared that the participation of some government agencies and local government units was a mere token lacking with zest and passion. It was also observed that inputs were very minimal and unexpectedly inferior compared to what they could really provide.

(ix) Reluctance of some agencies to share their information. Some activities were delayed and outputs not delivered for some components of the project because concerned agencies were not willing to share their data and information.

(x) Limited availability of funds and policies that can support the project. Some representatives raised their concern that their respective agencies or offices could not provide funds for their activities. In terms of policies, the representatives reported the lack of priority thrusts and direction related to DRM/CRM from their agencies and offices that would support the objectives of the project. Hence, their involvement and participation in the project became limited.

(xi) Internal inefficiencies brought about by stringent office protocols, rules and regulation especially in securing travel orders and approval of requests for specific staff to attend project activities.

(xii) Writing skills of LGUs and their willingness to write and deliver outputs. Some outputs of participant-LGUs were not delivered simply because of the inability of LGU representatives to write

and their attitude to learn and produce results, in particular, the formulation of CLUPs and Contingency Plans.

(xiii) Indifference of some communities on the impact of the project. Some communities showed reluctance and doubt on the impact, effectiveness and sustainability of the project, as reported by respondents. In particular, the conduct of community emergency drills was not perceived as relevant in actual times of disasters.

(xiv) Unavailability of some technical experts during scheduled training and workshops. Some trainings and workshops had to be postponed and rescheduled because of the unavailability of technical experts from responsible agencies. Hence, delivery of outputs was likewise delayed.

(xv) Delays on the "final delivery" of early warning devices. PAGASA mentioned that while the early warning devices had been established on the ground much earlier, they were for a time not operational and functional. Time and again, PAGASA would make follow-ups with the contractor for repair and to check the installation. At the time of the evaluation, the contractor had checked and fixed some devices.

(xvi) Counterpart funds of offices were limited; not programmed. Few offices and LGUs had limited funds to support the project because such had not been budgeted, allocated or programmed.

(xvii) Changing schedules of activities. Some representatives found it hard to cope with the demands of the project because of changing of activities such as trainings, workshops and writeshops. This was compounded by conflicting schedules they had in their respective offices.

(xviii) Activities were too time consuming. It was opined that project activities were too time consuming, almost eating much on participants' official time. They said that the project seemed to have become a regular task of their agencies or offices.

Obsolete and outdated equipment (radio) of PNP for rescue and emergencies. The representatives from PNP expressed the effectiveness of their equipment, particularly their obsolete radios, in times of disasters and emergencies. While this concern did not affect the agency's participation in the project, it was believed to have an impact in ensuring that the project would attain its outcome.

3.3 Project Results

a. Overall results (attainment of objectives)

As of end of May 2016, the project has significantly achieved results – both intended and unintended. Among others, the results that could be attributed to the project are the following: (a) building of awareness on DRM and CRM at various levels of governance, but most particularly at the community level; (b) generation of knowledge and information which could be used by agencies as well as to coordinate efforts among agencies and other partner-institutions; and (c) enhancement of capacities, especially of the CSCAND agencies, MMDA and HLURB in the areas of mainstreaming DRM/CRM in local development plans and regulatory processes.

More significantly, the project has achieved its set objectives and generated the outputs it committed to deliver by the end of the project.

Table 9 shows the level of accomplishment of the project per expected output.

Table 9.
Level of Accomplishment of the Project per Expected Output

Expected Output	Level of Accomplishment
Output 1: Disaster and climate risk vulnerabilities assessed	101.4%
Output 2: Priority disaster and climate risk mitigation actions for GMMA developed and implemented	120.80%
Output 3: Competencies of GMMA LGUs and critical partners (NGAs, academe, professional associations) to mainstream DRM/CRM into local planning and regulatory processes enhanced	100%
Output 4: DRM/CRM mainstreaming demonstrated in local land use and development plans and regulatory processes of Metro Manila and other selected GMMA LGUs	100%
Output 5: D/CRM Knowledge Management System and/or Community of Practice established	100%

For expected output 1 which is the assessment of disaster and climate risk vulnerabilities, the project was able to exceed its targets.

Table 10 presents the accomplishment of the project for output or component 1.

Table 10.
Project Accomplishments for Output 1

Activities		Target		Accomplish-ment
		Description/Coverage	Number	
1.1	Consolidated multi-hazard data/information, climate scenarios (baseline 2020, 2050) and disaggregated socio-economic data sets for GMMA	Consolidated multi-hazard data/information for Metro Manila and 4 provinces (5) and climate scenario and disaggregated socio-economic/health data sets for selected GMMA LGUs (3)	8	8 (100%)
1.2	Boundaries of Metro Manila and Bulacan Province validated	Metro Manila and Bulacan	17 cities/ muns. and 1 province	18 (100%)
1.3	Enhanced flood, landslide and storm surge hazard maps	Hazard maps	206 cities/ muns.	206 (100%)
		Flood (17 cities/muns.) RIL (10 cities/muns.) SS (7 cities) in MM @1:5K scale	*34 C/M*	*34 C/M (100%)*
		Flood (49 in Bulacan, Cavite, Laguna and Rizal) @1:50K scale	*49 C/M*	*49 C/M (100%)*
		RIL (66 in Bulacan, Cavite, Laguna and Rizal) by MGB @1:50K scale	*66 C/M*	*66 C/M (100%)*
		Flood (51 in Bulacan, Cavite, Laguna and Rizal) @1:10K scale	*51 C/M*	*51 C/M (100%)*
		RIL (6 cities and muns. in Rizal and Bulacan)	*6 C/M*	*6 C/M (100%)*

		@1:10K scale		
1.4	Updated seismic/ geologic hazard maps	Hazard maps	228	228 (100%)
		Multi-hazard maps (GR-6, GS-17, EIL-5, Liquefaction-17 and Tsunami-9) produced for MM @ 1:5K scale	*54 C/M*	*54 (100%)*
		Multi-hazard maps (GR-13 in Laguna and Cavite, GS-53 in Laguna and Cavite, and Tsunami-17 in Cavite and Bulacan) @ 1:10K scale	*83 C/M*	*83 (100%)*
		Multi-hazard maps (GS-38 in Bulacan and Rizal, Liquefaction-36 in Bulacan and Rizal, and EIL-17 in Bulacan and Rizal) @ 1:50K scale.	*91 C/M*	*91 (100%)*
1.5	Enhanced flood, landslide and storm surge hazard maps/ updated seismic and geologic hazard maps	Printed multi-hazard maps	1,024 hard copies and 151 e-copies	1,184 hardcopies and 151 e-copies (114%)
		HYDROMET	484 hard copies and 86 e-copies	484 hard copies and 86 e-copies (100%)
		Flood, RIL and SS in MM @1:5K scale (127 sheets x 2 sets)	*254 sheets*	*254 sheets (100%)*
		Flood/RIL in 4 provinces by MGB @1:50K scale (115 sheets x 2 sets)	*230 sheets*	*230 sheets (100%)*
		Flood in 4 provinces @ 1:10K and RIL in 2 provinces @1:10K scale (68 sets in e-copy)	*68 sheets*	*68 sheets (100%)*
		SEISMIC	540 hard copies and 83 e-copies	700 hard copies and 83 e-copies (127%)
		Multi-hazard maps (GR, GS, EIL, Liquefaction and Tsunami) produced for MM @1:5K scale (179 sheets x 2 sets)	*358 sheets*	*358 sheets (100%)*

		Multi-hazard maps (GS, Liquefaction and EIL) produced for Bulacan and Rizal at 1:50K scale (91 sheets x 2 sets)	*182 sheets*	*342 sheets (188%)*
		Multi-hazard maps (GR, GS and Tsunami) produced for Bulacan, Cavite, Laguna and Rizal @ 1:10K scale (83 sheets)	*83 sheets (e-copy)*	*83 sheets (100%)*
		Additional outputs: Compilation of GMMA READY Hazard Maps in A3 paper		20 copies
1.6	Enhanced REDAS as a multi-hazard/ risk assessment tool		3	3 (100%)
		Enhanced REDAS module, exposure data base and risk maps/ data for Bulacan, Cavite, Laguna and Rizal	*1 EQ module applied in 4 provinces*	*1 (100%)*
		Severe wind hazard/risk assessment module	*1 module*	*1 (100%)*
		Flood hazard/risk assessment module	*1 module*	*1 (100%)*
1.7	Geomorphic impact assessment models for SS, flood and landslide		3 models applied in 12 sites	**Table 15.** models applied in 12 sites (100%)
		GIM model for landslide applied in 1 site (Antipolo)	*1 model applied in 1 site*	*1 model applied in 1 site (100%)*
		GIM flood for storm surge (7 MM LGUs and Obando, Bulacan)	*1 model applied in 8 sites*	*1 model applied in 8 sites (100%)*
		GIM model for flood (3 LGUs of Cavite)	*1 model applied in 3 sites*	*1 model applied in 3 sites (100%)*
1.8	Valley Fault System Atlas	Produced and reproduced (1,000 copies) and launched	1 atlas, reproduced to 1,000	1 atlas, reproduced to 1,000 (100%)
1.9	Vulnerability and adaptation assessment on impact of climate change in health and socio-economic sectors of target Metro Manila cities		9	9 (100%)
		V&A assessment reports	6	6

		for San Juan, Marikina and Pasig; Individual V&A assessment reports (health and socio-econ.)		(100%)
		Integrated V&A assessment reports for health and socio-economic sectors for 3 cities: Marikina, San Juan and Pasig.	3	3 (100%)
1.10	GMMA-wide information Education and Communication Campaign	Actual conduct of IEC and IEC documentation reports: 17 MM cities/ municipalities and the provinces of Bulacan, Cavite, Laguna and Rizal	21/21	21/21 (100%)

For output or component 2, the level of performance was 98.3%. The slippage was attributed to the delays in the approval of contingency plans in selected pilot LGUs in the GMMA.

Table 11 presents the level of accomplishment for output or component 2 which is priority disaster and climate risk mitigation actions for GMMA developed and implemented.

Table 11.
Project Accomplishments for Output 2

Activities		Target		Accomplish-ment
		Description	**No.**	
2.1	CBEWS on flood, land slide, tsunami an storm surge established and corresponding monitoring teams trained		46 sites	46 sites (100%)
		13 ARG, 15 WLG and 4 data centers in Bulacan, Cavite, Laguna and Rizal and 2 data centers at PAGASA and NDRRMC	*34 sites*	*34 sites (100)*
		CBEWS on tsunami in 6 sites (MM, Bulacan and Cavite)	*6 sites*	*6 sites (100%)*
		CBEWS on storm surge in 4 sites (MM, Bulacan and Cavite)	*4 sites*	*4 sites*
		CBEWS on RIL in QC and Antipolo, Rizal	*2 sites*	*2 sites*

2.2	Individual and integrated contingency plans on flooding and earthquake formulated, tested and approved			128%
	Individual CPs on flooding and earthquake formulated, tested and approved	*17 LGUs with formulated (F), tested (T) and approved (A) individual contingency plans on flood*	*17 – F* *17 – T* *17 – A*	*27 – F* *26 – T* *21 – A* *(145%)*
		17 LGUs with formulated, tested and approved individual contingency plans on earthquake	*17 – F* *17 – T* *17 – A*	*21 – F* *21 – T* *15 – A* *(111%)*
2.3	Integrated contingency plan on earthquake formulated, tested and approved		*1*	*3* *(300%)*
		Formulated, tested, approved and launched integrated contingency plan for Metro Manila	*1*	*1* *(100%)*
		Provincial Contingency Plan on earthquake and flooding for Bulacan	*1*	*2* *(200%)*

For component or output 3, the project registered a level of accomplishment of 99.5%. Although the project has exceeded its targets in most items under this component, the 0.05% slippage could be attributed to the non-completion of the initial draft of the report on the capacity needs assessment and competency development implementation evaluation.

Table 12 presents the accomplishment of the project for output 3.

Table 12.
Project Accomplishments for Output 3

Activities		Target		Accomplish-ment
		Description	**No.**	
3.1	Capacity needs assessment and competency development implementation evaluation report		1 report	1 report (100%)
3.2	Capacity development trainings conducted for at least 40 LGUs and partners		42 (30% of GMMA LGUs and partner)	127 LGUs and partners (302%)
	GIS trainings for IP/RPs and MMDA			4 trainings
	REDAS Trainings for IP/RPs, P/C/MLGUs, academic institutions and other partners			6 trainings

For output or component 4, the project reported 99.33% accomplishment of its targets. As of the evaluation period, terminal reports are being completed and finalized.

Table 13 presents the accomplishment of the project for output or component 4.

Table 13.
Project Accomplishments for Output 4

Activities		Target		Accomplish-ment
		Description	No.	
4.1	8 LGUs with DRR/CCA enhanced Comprehensive Land Use Plans and Zoning Ordinances		8 CLUPs, 8 Zoning Ordinances	8 CLUPs, 8 Zoning Ordinances (100%)
4.2	DRR/CCA Sensitivity of Metro Manila Regional Physical Framework Plan Assessment Report		1 Assessment Report	1 Assessment Report (100%)
4.3	Terminal Reports		2	2 (100%)

For output or component 5, the project accomplished 99.75% of its target for the whole project duration. While it was able to conduct IEC caravans in five (5) venues, the coverage and reach could be further expanded.

Table 14 shows the performance of the project for output or component 5 on KM and CoP.

Table 14
Project Accomplishments for Output 5

Activities		Target		Accomplish-ment
		Description	No.	
5.1	KM-CoP design	Pre-tested and finalized	1 website	1 website (100%)
5.2	KM-CoP Operational	Users' Manual formulated	1	1 (100%)
		CSCAND and other partners trained (IP/RPs and selected	4 trainings	3 trainings (100%)

		LGUs and partners): website and website features; website operation, pre-testing of users' manual; uploading of articles, presentation and finalization of the enhanced website operation		
		Cleared documents uploaded: all IP/RPs with uploaded documents	8 documents	8 documents (100%)
5.3	KM-CoP institutionalized	Communication plan formulated	1	1 (100%)
		1 KM-CoP brochure and various collaterals developed	6	6 (100%)
		IEC Caravan conducted in 4 venues (MM, provinces of Bulacan, Cavite, Laguna and Rzal)	4	4 (100%)
		KM-CoP launched	1	1 (100%)
		Terminal Report with sustainability plan including IEC documentation	1	1 (initial) (100%)

b. Relevance, Effectiveness & Efficiency, Country ownership, Mainstreaming, Sustainability, Impact

The results of the evaluation rating survey indicated an excellent performance of the project in terms of its outcomes, effectiveness, efficiency, M&E, IE&A Execution, relevance, sustainability and impact. The results of the survey as presented in ***Annex 9*** are summarized in ***Table 15***.

Table 15.
Summary of Evaluation Rating for the Project

Dimension	Rating	Rating Description
Outcome	Highly Satisfactory (HS)	The project had no shortcomings in the achievement of its objectives and expected outputs
Effectiveness	Highly Satisfactory (HS)	The project had no shortcomings in putting in the right interventions
Efficiency	Highly Satisfactory (HS)	The project had no shortcomings in properly executing interventions

M&E	Highly Satisfactory (HS)	The project had no shortcomings in monitoring and evaluation of project progress and status, and that proper solutions were properly undertaken to address implementation challenges
IE&A Execution	Highly Satisfactory (HS)	The project had no shortcomings in the execution of I&EA for the project and its components
Sustainability	Likely (L)	Negligible risks to sustainability
Relevance	Relevant ®	Project intervention/s is/are necessary
Impacts	Significant (S)	Impacts of the project as of the time of evaluation are greatly felt

In addition to the ratings provided by interviewees and respondents, some qualitative information and insights were likewise provided.

On the **outcomes** of the project, the CSCAND agencies mentioned that the project had enabled them to do more than what they could normally deliver given the existing capacities of their offices. While the outputs they generated for the project are part of their mandated functions, the project had allowed them to fast track the delivery of outputs. Likewise, they were inspired to see the usefulness of their outputs for the benefit of vulnerable communities. The project also provided them the opportunity to produce hazard maps and other information in bigger scales which they thought are more useful and relevant to communities. Further, they said that the experience they gained from the project would provide them the model and the right approach in producing similar outputs for other areas in the country.

As for HLURB, the project had enabled the agency to come closer to the LGUs which is actually its mandate. The project provided the opportunity for HLURB to share its technical expertise and in helping LGUs prepare their CLUPs and ZOs, as well as for the agency to revisit and enhance its technical capacities.

For MMDA, the project is seen as a vehicle for the agency to revive its competencies in GIS application in planning and decision-making. Moreover, it allowed the agency to brush up its engagement with LGUs in land use planning and zoning.

For local governments, the formulation of contingency plans enabled them to get the seal of good local governance award from the DILG specifically for disaster preparedness.

It terms of **effectiveness, efficiency** and **relevance**, the project was seen as a vehicle in delivering what were necessary at this time in the most judicious and prudent manner. The production of hazard maps, the preparation of CLUPs and ZOs, the installation of early warning devices, and the review and reformulation of local contingency plans are some of the urgent activities that agencies and local government units had been trying to accomplish yet could not do so because of other priorities of their offices and their limited skills and technical knowhow. The project laid the foundation in which critical follow-through activities could be undertaken.

For monitoring and evaluation (**M&E**), the project employed this not only to track the progress of the project and the performance of other duty bearers but as a tool in overall management of the project. Key to the M&E were the activities and outputs plus the budget allocated for each of the components of the project. Beyond these, however, M&E-related activities were done by the implementing partner as means in solving problems and challenges as well as finding solutions to such even at an agency or local level.

In terms of **IE&A** execution, the project ably developed a higher level of awareness (than the baseline) at all levels – agency, local government, barangay and community residents. This led to the formulation of cleared policies, action plans and contingency plans that are responsive to disaster events and emergencies. It allowed duty bearers to become more aware of their strengths, their needs and requirements during emergency situations, and their capacities to perform their tasks. It likewise advanced their level of commitment and support to related activities.

For **sustainability**, the gains of the project could be replicated, mainstreamed and scaled up given the following conditions: (a) strict allocation and judicious use of the local DRRM fund; (b) institutionalization of local DRRM councils and offices; and (c) continuous conduct of EI&A activities.

On **impacts**, the mainstreaming of DRM/CRM in planning and regulatory processes opened other avenues to improve the performance of government agencies and local government units. Specific policies and regulatory measures are envisioned to be formulated, issued and enforced in the immediate term, which would in turn results to the promotion of well-being and quality life for communities, particularly the vulnerable groups, and to the maintenance and protection of the integrity of the environment.

IV. Lessons, Conclusions and Recommendations

4.1. Corrective actions for the design, implementation, monitoring and evaluation of the project

Based on the evaluation of the project, the following conclusions could be derived:

a. The design of the project is in order, clear and logical given immediate objectives.

b. Some difficulties experienced by responsible partners and critical stakeholders during project implementation (e.g., limited political will, limited support, indifference and reluctance) are the function of IE&A. Given this, IE&A should be seen as major entry point for the project rather than a result of the various activities conducted and the outputs generated by the project. Gaining support for and promoting ownership of the project by agencies, local governments, communities and residents should be a requisite, deliberate undertaking of this and similar projects.

c. On monitoring and evaluation, adjustments to work plans, and approvals thereof, should be documented in a change log for easy tracking of changes and deviations. Hence, justification at the end line would be easier to formulate.

4.2. Actions to follow up or reinforce initial benefits from the project

The project was able to accomplish its deliverables and generated all the expected outputs. Some actions are, however, necessary to reinforce initial benefits derived from the project and to ensure that the objectives of the project are wholly met. These are:

a. Approval of some CLUPs and ZOs

b. Continuous review and enhancement of contingency plans of local government units

c. Popularization of the Guidebook on the Formulation of CLUP

d. Popularization of the technical outputs of CSCAND agencies, e.g., hazard maps and the Atlas on the West and East Valley Faults

e. Popularization and furtherance of the Community of Practice

f. Derive policies from DRM/CRM-sensitive CLUPs and Contingency Plans to improve regulatory regime at the local level

g. Engage communities in the upkeep and regular maintenance of CBEWS and the allocation of funds by the local governments for the purpose

h. Strengthen local DRRM councils and offices through regular capacity enhancement programs

i. Continuous conduct of IE&A activities especially at the community level

j. Undertake studies on the economic valuation of risk events at various scenarios

k. Increase efforts on climate risk management especially at the community level

4.3. Proposals for future directions underlining main objectives

The following proposals are put forward to improve the design and approach of projects with similar objectives in the future:

a. Institutionalization and strengthening of local DRRM councils and offices by providing adequate regular plantilla positions and incentives to employees and equipping with facilities and equipment that are useful and responsive during times of emergencies

b. Assistance to local DRRM councils and offices on the judicious use of LDRRM Fund

c. Review of the Procurement Law and engage the Commission on Audit (COA) to facilitate the process of procuring essential supplies and goods during disaster and emergency situations

d. Strengthen regulatory processes at the local level making them more DRM/CRM-sensitive

e. Increase participation and enhance capacities of private sector groups, i.e., business, academe and civil society organizations, in responding to the challenges of disasters and climate change

f. Pushing further items **a** and **b** above, the national government – through the NDRRMC-OCD – should create a special project on DRM/CRM that adopts and replicates the GMMA-READY Project in highly urbanized cities and other urbanized and calamity-vulnerable areas in the country and

provide annual appropriations through the succeeding General Appropriation Acts (GAA) of the country.

g. Corollarily, the government should endeavor to roll out and mainstream the processes and approaches employed in the project in local government planning and regulatory processes

h. Summing all up, these proposals call for the creation of a National Disaster Risk Management Authority (NDRMA), renaming NDRRMC-OCD and further strengthening the CSCAND agencies and capacitating LGUs

4.4. Best and worst practices in addressing issues relating to relevance, performance and success

Some of the best practices that could be extracted from the implementation experiences of the project include:

a. Output-based financing for project components. This allowed flexibility on the part of the responsible partners in adjusting and customizing activities that fit the requirements for the production or generation of intended outputs.

b. Interdependence instead of compartmentalization of project components. Responsible partners worked closely together in all components of the project because their inputs were deemed important. It promotes functional effectiveness and cost-efficiency.

c. Local manufacturer for CBEWS. This lessened the cost of production and manufacturing, installation of and the provision of after-sale services for CBEWS. This also allowed the development local innovators and scientists. The replication of these CBEWS in other parts of the country would be easier and less expensive.

Annexes

Annex 1
Terms of Reference (TOR)

TERMINAL EVALUATION CONTRACTOR FOR GMMA READY PROJECT

PROJECT TITLE

Enhancing Greater Metro Manila's Institutional Capacities for Effective Disaster /Climate Risk Management towards Sustainable Development or GMMA READY Project

PROJECT DESCRIPTION

The implementation of the GMMA READY Project is a collaborative endeavour between and among a number of national and sub-national agencies, local government units (LGUs) and civil society organizations with the National Disaster Risk Reduction and Management Council (NDRRMC) - Office of Civil Defense (OCD) as Implementing Partner (IP) and the following agencies as Responsible Partners (RPs) with DILG and NEDA as Cooperating Agencies:

1. Philippine Institute of Volcanology and Seismology (PHIVOLCS)
2. Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA)
3. National Mapping and Resource Information Authority (NAMRIA)
4. Mines and Geosciences Bureau (MGB)
5. Housing and Land Use Regulatory Board (HLURB)
6. Metro Manila Development Authority (MMDA)
7. Climate Change Commission (CCC)

The Project aims to increase institutional capacities of key local and national risk management actors towards a disaster /climate resilient GMMA. The project has as coverage : Metro Manila in the national capital region and the contiguous provinces of Laguna, Cavite and Rizal in Region IVA and Bulacan in Region III.

The project is expected to be achieved through the systematic and integrated implementation and attainment of five (5) key outputs:

- Expected Output 1: GMMA's vulnerabilities to disaster and climate change risks assessed;
- Expected Output 2: Priority disaster/climate risk mitigation actions for GMMA such as formulation and testing of an integrated contingency plan and establishment of early warning systems developed and implemented;
- Expected Output 3: Competencies of GMMA LGUs and critical partners to mainstream DRM/CRM into local planning and regulatory processes enhanced;
- Expected Output 4: Mainstreaming DRM/CRM into local land use/development plan(s) and regulatory processes of Metro Manila and selected GMMA LGUs demonstrated; and
- Expected Output 5: Knowledge management system, including a vigorous Community of Practice on Disaster/Climate Risk Management established.

The objectives of the evaluation are to assess the achievement of project results, draw lessons and good practices that can both improve the sustainability of benefits from this project, aid in the overall enhancement of UNDP and GOP programming.

SCOPE OF WORK

Specifically, the terminal evaluation should be able to:

1. Assess Project Results.

The final evaluation will assess achievement of the project's objective, outputs and outcomes and provide ratings for the targeted objective and outcomes and the extent to which they were achieved. The evaluation will also assess if the project has led to any other short term or long term positive or negative consequences. While assessing a project's results, the final evaluation will seek to determine the extent of achievement and shortcomings in reaching the project's objective as stated in the project document and also indicate if there were any changes and whether those changes were approved. If the project did not establish a baseline (initial conditions), the evaluator should seek to estimate the baseline condition so that achievements and results can be properly established.

Assessment of project outcomes should be a priority. Outcomes could include but are not restricted to stronger institutional capacities, higher public awareness (when leading to changes of behavior), and transformed policy frameworks or markets. An assessment of early or emerging impact should also be determined, if possible. The evaluator should assess project results using indicators and relevant tracking tools.

To determine the level of achievement of the project's objective and outcomes, the evaluation will be undertaken using the following criteria: **Relevance, Efficiency and Effectiveness**

The evaluation of relevancy, effectiveness and efficiency will be as objective as possible and will include sufficient and convincing empirical evidence. Ideally, the project monitoring system should deliver quantifiable information that can lead to a robust assessment of the project's effectiveness and efficiency. In rating the project's outcomes, relevance and effectiveness will be considered as critical criteria.

The evaluator will also assess other results of the project, including positive and negative actual (or anticipated) impacts or emerging long-term effects of a project. However, given the long term nature of impacts, it might not be possible for the evaluator to identify or fully assess them. Evaluator will, nonetheless, indicate the steps to be taken to assess long-term project impacts, e.g. impacts on local populations, especially the vulnerable like women, children and the elderly; replication effects and other local effects.

- Capacity Development. The effects of Project activities on strengthening the capacities of the IP, other responsible partners, concerned peoples'/community based organization (s); and concerned local government unit(s) will be assessed.
- Leverage. An assessment of the Project's effectiveness in leveraging funds that

would influence larger projects or broader policies to support its goal should also be made.

- Awareness Raising. The Project's contribution to raising awareness on environmental issues, as well as its contribution to promoting policy or advocacy activities and collaboration among communities will be assessed.
- Gender Mainstreaming. The Project's contribution to mainstreaming gender perspective will be assessed. Financial Delivery. The following table should be completed to provide a summary of the planned and actual activities of the project as well as the expenditures up to the present.

2. **Assess Sustainability of Project Outcomes.** The final evaluation will assess the likelihood of sustainability of outcomes at project termination, and provide a rating for this. Sustainability will be understood as the likelihood of continued benefits after the project ends. The sustainability assessment will give special attention to analysis of the risks that are likely to affect the persistence of project outcomes. The sustainability assessment should also explain how other important contextual factors that are not outcomes of the project will affect sustainability. The following dimensions or aspects of sustainability will be addressed: **a) Financial, b) Socio –political, c) Institutional framework and governance, and d) Environmental .**

3. **Assess the Project's Catalytic Role / Partnerships and Replicability.** The final evaluation will also describe any catalytic or replication effect of the project. If no effects are identified, the evaluation will describe the catalytic or replication actions that the project carried out. Indicators for catalytic or replication effect would include partnerships established, IEC activities carried-out, local level acceptance and understanding of project, local level behavioral changes, if any, should be noted.

4. **Assess the Project's Monitoring and Evaluation System.** The final evaluation will assess whether the project met the minimum requirements for project design of M&E and the implementation of the Project M&E plan. Projects must have adequate budget for execution of the M&E plan, and provide adequate resources during implementation of the M&E plan. Project managers are also expected to use the information generated by the M&E system during project implementation to adapt and improve the project. The final evaluation report will include separate assessments of the achievements and shortcomings of the project M&E plan and of implementation of the M&E plan.

5. **Assess Processes that Affected Attainment of Project Results.** It is suggested that the evaluator also considers the following issues affecting project implementation and attainment of project results, when relevant. Evaluators are not expected to provide ratings or separate assessment on the following issues but may consider them while assessing the performance and results: **a) Preparation and readiness; b) Country ownership; c) Stakeholders involvement ; d) Financial planning; e) Implementing/Executing Agency's supervision and backstopping; f) Co-financing and Project Outcomes and Sustainability; and g) Delays and Project Outcomes and Sustainability.**

6. **Identify lessons and provide recommendations for future actions.** The evaluator will present lessons and recommendations in the final evaluation report on all aspects of the project that they consider relevant. The evaluator will be expected to give special

attention to analyzing lessons and proposing recommendations on aspects related to factors that contributed or hindered: attainment of project objectives, sustainability of project benefits, innovation, catalytic effect and replication, and project monitoring and evaluation. Evaluator should seek to provide a few well formulated lessons applicable to the type of project at hand or to UNDP E&E overall portfolio. Final evaluations should not be undertaken with the motive of appraisal, preparation, or justification, for a follow-up phase. Wherever possible, the final evaluation report should include examples of good practices for other projects in a focal area, country or region.

To determine the level of achievement of the project's objective and outcomes, the evaluation will be undertaken using the following criteria: Relevance, Efficiency, Effectiveness, sustainability and impact. Refer to TOR ANNEX 2 for set of questions covering each of the criteria. The evaluator may amend, complete, and submit the matrix as part of the inception report and as annex to the final report.

The evaluation must provide evidenced based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with responsible partners and other stakeholders of the project through UNDP, OCD and Project Team. The evaluator is expected to conduct field visits to project sites in the cities and municipality of Metro Manila and the provinces of Bulacan in Regions III and Rizal, Laguna, Cavite in region IVA. Interviews will be held with the following LGUs, individuals and agencies at a minimum. List and contact numbers shall be provided by the project team during the inception meeting:

1. Team Managers or representatives from the Responsible Partners
2. CPDCs/DRRMOs of LGUs (17 MM an
3. OCD PMD staff
4. National Program Director, Project Manager, Assistant Project Manager
5. UNDP representative
6. Representatives from other partners

The evaluator will review all relevant sources of information, such as the Project Document, Project Annual and Quarterly reports, project budget revisions, progress reports, project files. List of documents for the review of the evaluator is attached in ANNEX 1.

The evaluation findings of the evaluation will be based on the following:
1. A desk review of project documents including, but not limited to
2. Field visits to GMMA READY -supported projects/areas
3. Telephone and face-to-face interviews with intended users for the project outputs and other stakeholders involved with the project. As appropriate, these interviews could be combined with email questionnaires.
4. KIIs and FGD

EXPECTED OUTPUTS AND DELIVERABLES

The Evaluator is expected to deliver the following:

1. Inception Report. This is to be submitted by the evaluator before going into full- pledged data collection exercise. The inception report details what is evaluated and why, how each of the evaluation questions will be answered by way of: proposed methods,

proposed data sources including data collection procedures. The evaluator shall also indicate in the inception report the proposed schedule of tasks, activities and deliverables and the evaluators' team member assigned for each of the task/deliverable. The inception report provides the programme unit and evaluators with an opportunity that they share same understanding about the evaluation and clarify any issues and concerns.

2. Initial Findings for Presentation to Project Management and UNDP. Towards the end of the exercise, the Evaluator will discuss its preliminary key findings and recommendations with the programme principals (OCD and UNDP) and present these at a key stakeholders' meeting participated in by the responsible partners, selected local government units and beneficiary organizations. The Consultant shall use this feedback mechanism to finalize the report.

3. Draft Final Report. The evaluator shall provide the programme principals (OCD and UNDP) with the draft final report for review.

4. Terminal Evaluation Report. All outputs are subject to the review and final approval of the contracting party.

Deliverables	Target Due Dates	Review and Approvals Required
Inception Report	within the 2nd week after contract signing	OCD and UNDP
Draft Evaluation Report (Initial)	Within the 3rd week after inception meeting	
Draft Final Report	Within one week after Initial Evaluation Report	
Terminal Evaluation Report	Within one week after the Draft Final Report	

INSTITUTIONAL ARRANGEMENT

UNDP is the principal responsible for managing the evaluation. The Project team/OCD PMD will be responsible for liaising with the Evaluator to set up stakeholders interview and field visits with the following :

1. Team Managers or representatives from the Responsible Partners
2. CPDCs/DRRMOs of LGUs
3. OCD PMD staff
4. National Program Director, Project Manager, Assistant Project Manager
5. UNDP representative
6. Representatives from other partners

The consultant shall provide his/her own computers, cameras, communication during the entire contract duration. Computers, projectors, camera and other equipment to be used during the inception meeting shall be provided by the Project.

DURATION OF WORK

The evaluation is expected to be completed within a period of two (2) months.

Activity	Timing							
	Month 1				Month 2			
	Wk1	Wk2	Wk3	Wk4	W5	Wk6	Wk7	Wk8
Preparation								
Evaluation Mission								
Draft Evaluation Report								
Final Report								

The Project expects the Consultant to give an estimated lead time of two weeks for the RP and the IP to review outputs and give comments on the report outputs.

DUTY STATION

The Consultant shall have as his/her duly station for the contract duration at the OCD – Project Management Division. In pursuit of his/her other relevant activities, the Consultant is expected to travel to the Project areas /sites and offices of other concerned agencies *(**Annex 2** List of areas or sites to be visited).*

The Consultant is not required to report regularly at their duty station/location.

QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR

a) Master's degree (PhD an advantage) in Development Management, Economics, Social Sciences, Community Development and or other related fields
b) At least seven (7) years of progressively responsible experience in development research, evaluation of development programmes, or project management, preferably in areas related to basic services, livelihood, governance, peace and conflict resolution, humanitarian assistance, internal displacement or community development
c) Demonstrate familiarity with the UN System and managing donor-financed projects will be given preference.
d) Previous experience with results based monitoring and evaluation methodologies, technical knowledge in the targeted focal area/s.
e) Proven ability to write high-quality technical reports

SCOPE OF PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

The total cost for this project is a lump sum amount to include all costs such as professional fee, travel and meeting costs, and overhead costs, among others.

The schedule of payment will be as follows:

Tranche	% of Total Contract Cost	Documentation Requirements
Ist	20%	Upon signing of Contract/Terms of Reference
2nd	20%	Upon submission and acceptance by OCD of the approved Inception Report
3rd	20%	Upon submission and acceptance by OCD of the Draft Terminal Evaluation Report by OCD
4th	40%	Upon submission and acceptance by OCD of Final Terminal Evaluation Report and process documentation report
TOTAL	100%	

CRITERIA FOR SELECTION OF THE BEST OFFER

The Technical and Financial proposals shall comprise 70% and 30% respectively, of the evaluation criteria.

Technical proposal (70%)

The Technical proposal shall be comprised by the following documents :

1.CV of the Evaluator
2.Plan of Approach and Methodology

The Technical proposal shall be evaluated based on the following criteria:

1.Background and experience of Evaluator……. 30%
2. Plan of Approach and Methodology …….. 70%

The Plan of Approach and Methodology should be a comprehensive narrative explaining in detail how the Evaluator plans to undertake the assignment, proposed list of respondents and data-collection methods, detailed work plan, framework and working outline of the evaluation report.

In the beginning of the assignment, an inception meeting will be held to discuss, revise and finalize the Plan of Approach and Methodology.

Financial Proposal (30%)

The Financial Proposal should be all-inclusive covering professional fees, travel expenses, supplies and all other related expenses.

DOCUMENTS TO BE SUBMITTED BY APPLICANTS

The preferred contents and presentation of the offer shall be as follows :

a. Duly accomplished **Letter of Confirmation of Interest and Availability**
b. **Personal CV,** indication all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
c. **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, on how they will approach and complete the assignment.
d. **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided:
- the number of days required for the assessment
- the applicant should state the number of areas that the proposal covers

TOR ANNEXES

ANNEX 1: List of Project Documents to be reviewed by the evaluators.

a) Project Document
b) Annual and Quarterly reports
c) Approved WFPs
d) MOAs
e) Notes from PMB Meetings
d) Project related Knowledge Products and other materials such as CLUPs produced;

ANNEX 2. List of Project sites and required travel time:

Methodology	Agencies/ Persons to be evaluated		Location		Required Travel Time
FGD	IP and RPs	Team Managers, representatives from technical and finance	Quezon City		Half day
FGD	PLGUs and Assisted MLGUs and Barangays				
	Bulacan	PDRRMO and MDRRMOs of assisted MLGUs	PDRRMO, Malolos, Bulacan	With Travel to concerned province and 2 barangays with CBEWS on flooding and one site with CBEWS on Tsunami	3 days
	Cavite	PDRRMO and MDRRMOs of assisted MLGUs	PDRRMO, Trece Martirez, Cavite		3 days

	Laguna	PDRRMO and MDRRMOs of assisted MLGUs	PDRRMO, Sta Cruz, Laguna	With Travel to concerned province and 2 barangays with CBEWS on flooding	2 .5 days
	Rizal	PDRRMO and MDRRMOs of assisted MLGUs	PDRRMO, Rizal		2.5 days
FGD	Assisted MM LGUs	CPDO and other members of CLUP Team	Muntinlupa		One day each
		CPDO and other members of CP and V&A Teams	San Juan		Half day
FGD	Assisted MM LGUs	CPDO, DRRMO and other member of CP and CLUP Teams	Paranaque		One day
		CPDO, DRRMO and other member of CP and CLUP Teams	Las Pinas		One day
Interview	Partners Agencies	DPWH DSWD DILG	Manila Manila QC		Half day Half day Half day

ANNEX 3. Evaluation Questions

Evaluation Criteria	**Questions**	**Indicators**	**Sources**
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels			
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			

ANNEX 4. Rating

Rating Scales		
Rating for Outcomes, Effectiveness, Efficiency, M&E, I&EA Execution	Sustainability ratings	Relevance ratings
6: Highly Satisfactory (HS): The project had no	4. Likely (L):	2. Relevant (R)

shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency 5: Satisfactory (S): There were only minor shortcomings 4: Moderately Satisfactory (MS):there were moderate shortcomings 3. Moderately Unsatisfactory (MU): the project had significant shortcomings 2. Unsatisfactory (U): there were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency 1. Highly Unsatisfactory (HU): The project had severe Shortcomings	negligible risks to sustainability 3. Moderately Likely (ML):moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	1.. Not relevant (NR) Impact Ratings: 3. Significant (S) 2. Minimal (M) 1. Negligible (N)

ANNEX 5. Evaluation Report Outline

i. Opening page:
Title of Project, Project IDs, Evaluation time frame and date of evaluation, regions included in the report, operational/strategic program, implementing and responsible partners, other project partners, evaluation team members and acknowledgement

ii. Executive Summary:
Project Summary Table, Project Description (brief), Evaluation Rating Table, Summary of conclusions, recommendations and lessons
iii. Acronyms and Abbreviations

1. Introduction
Purpose of the evaluation, Scope & Methodology, Structure of the evaluation report

2. Project description and development context
Project start and duration, Problems that the project sought to address, Immediate and development objectives of the project, Baseline Indicators established, Main stakeholders, Expected Results

3. Findings
In addition to a descriptive assessment, all criteria marked with must be rated :

3.1 Project Design / Formulation

Analysis of Results Framework (Project logic /strategy; Indicators); Assumptions and Risks; Lessons from other relevant projects (e.g., same focal area) incorporated into project design; Planned stakeholder participation; Replication approach; UNDP comparative

advantage; linkages between project and other interventions within the sector; Management arrangements

3.2 Project Implementation

Adaptive management (changes to the project design and project outputs during implementation),
Partnership arrangements (with relevant stakeholders involved in the country/region), Feedback from M&E activities used for adaptive management, Project Finance: Monitoring and evaluation: design at entry and implementation; UNDP and Implementing Partner implementation / execution , coordination, and operational issues

3.3 Project Results

Overall results (attainment of objectives) ,Relevance, Effectiveness & Efficiency ,Country ownership, Mainstreaming, Sustainability , Impact.

4. Conclusions, Recommendations & Lessons

Corrective actions for the design, implementation, monitoring and evaluation of the project, Actions to follow up or reinforce initial benefits from the project, Proposals for future directions underlining main objectives, Best and worst practices in addressing issues relating to relevance, performance and success

5. ANNEXES

TOR, Itinerary, List of persons interviewed, Summary of field visits, List of documents reviewed
Evaluation Question Matrix, Questionnaire used and summary of results, Evaluation Consultant Agreement Form, Evaluation Process Documentation report

ANNEX 6. Evaluation Consultant Code of Conduct Agreement

Evaluator:
1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.

2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.

3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.

4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should

consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.

5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.

6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.

7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System
Name of Consultant: _____
I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.
Signed at *(place)* on *date*
Signature: _____

Annex 2
List of Documents Reviewed

i. Approved project document containing a brief description of the results framework for the project

ii. Work plans and targets

iii. Samples of project's knowledge products

iv. Terminal Report of HLURB

v. Terminal Report of NAMRIA

vi. Terminal Report of MGB

vii. Terminal Report of PHIVOLCS

viii. Terminal Report of PAGASA

ix. Terminal Report of MMDA

x. Articles and documents on past and on-going related or similar projects (sourced from the internet)

Annex 3
Itinerary: Schedule and Type of Activity Conducted

Date/Time	Type of Activity	Group of Participants/Area
April 8, 2016; 9:00 a.m.	Interview	OCD
April 14, 2016; 1:30 p.m.	Interview	PAGASA
April 15, 2016; 10:00 a.m.	Interview	HLURB
April 15, 2016; 2:00 p.m.	Interview	NAMRIA
April 18, 2016; 1:30 p.m.	Interview	CCC
May 5, 2016; 9:00 a.m.	Site Visit	Operations Center, PDRRMO, Malolos, Bulacan
May 5, 2016; 9:30 a.m.	Focus Group Discussion	LGU partners in Bulacan
May 5, 2016; 2:30 a.m.	Site Visit	Tsunami Warning Siren, Obando, Bulacan
May 6, 2016; 9:00 a.m.	Site Visit	Water Level Station, Brgy. Llarak, Siniloan River, Siniloan, Laguna
May 6, 2016; 9:30 a.m.	Site Visit	MDRRMO of Mabitac, Laguna
May 6, 2016; 10:00 a.m.	Focus Group Discussion	Stakeholders in Famy and Mabitac, Laguna
May 6, 2016; 12:00 nn.	Site Visit	Water Level Station, Brgy. Numero, Mabitac, Laguna
May 6, 2016; 2:00 p.m.	Site Visit	MDRRMO of Sta. Maria, Laguna
May 6, 2016; 2:30 p.m.	Site Visit	Water Level Station, Brgy. Coralan, Sta. Maria, Laguna
May 6, 2016; 3:30 p.m.	Focus Group Discussion	Stakeholders in Sta. Maria, Laguna
May 10, 2016; 2:00 p.m.	Interview	UNDP
May 24, 2016; 9:00 – 11:00 a.m.	Focus Group Discussion	Members of Metro Manila DRRM Council
May 24, 2016; 11:00 a.m. – 2:00 p.m.	Focus Group Discussion	Project Implementing Partners
May 24, 2016; 2:00 p.m. – 5:00 p.m.	Focus Group Discussion	Metro Manila LGUs

Annex 4
Participants to the Series of Interview and Focus Group Discussions

Officials Interviewed

	Name	Gender	Office
1.	Evelyn Sagun	F	PMD-OCD
2.	Oskar Cruz	M	HMD-PAGASA
3.	Maximo Peralta	M	HMD-PAGASA
4.	Socrates Raat, Jr.	M	HMD-PAGASA
5.	Mario Miclat	M	HMD-PAGASA
6.	Roy Badilla	M	HMD-PAGASA
7.	Sheila Schneider	F	HMD-PAGASA
8.	Lena Vergara	F	HLURB
9.	John SF Fabic	M	GISMB-NAMRIA
10.	Rosal H. Dolanas	F	GISMB-NAMRIA
11.	Donna Lyne Sanida	F	CCC
12.	Rjay Mercado	M	CCC
13.	Amelia Supetran	F	UNDP
14.	Imee Manal	F	UNDP
15.	Charmion Reyes	F	UNDP

FGD Participants, by Group and Location

LGU partners in Bulacan
Hiyas Convention Center, City of Malolos, Bulacan
May 5, 2016; 9:30 a.m

	Name	Gender	Office
1.	Jerson Resurrecion	M	SMART
2.	Andrea Mateo	F	SMART
3.	Joseph Belcon	M	SMART
4.	Ameerha Ortega	F	OCD III
5.	Rita Claire Libiran	F	PDRRMO Bulacan
6.	Raul Agustin	M	PDRRMO Bulacan
7.	Carl Lorenze de Leon	M	PDRRMO Bulacan
8.	Lamberto Silvestre Sr.	M	PDRRMO Bulacan
9.	Bryan Velasco	M	PDRRMO Bulacan
10.	Jennifer Ongleo	F	PDRRMO Bulacan
11.	Jerry Villoso	M	MDRRMO Obando
12.	Paulito Mendoza	M	MDRRMO Obando

13.	Rhea Ann Oronce	F	MDRRMO Obando
14.	Pia D. Pedro	F	CDRRMO Malolos
15.	Antonio Sapasap, Jr.	M	CDRRMO Malolos
16.	Edgar Rodriguez	M	CDRRMO Malolos
17.	Arnel Penuller	M	CDRRMO Malolos
18.	Gina Tolentino-Ayson	F	CDRRMO SJDM
19.	Margaritte Lynn G. Martinez	F	CDRRMO SJDM
20.	Loreto Bodiao, Jr.	M	CDRRMO SJDM
21.	Remilio Bautista	M	PAGASA
22.	Maximo Peralta	M	PAGASA
23.	Alvin Mendez	M	OCD
24.	Evelyn Sagun	F	OCD

Stakeholders in Famy and Mabitac, Laguna
Barangay Hall, Barangay Lambac, Mabitac, Laguna
May 6, 2016; 10:00 a.m.

	Name	Gender	Office
1.	Mariveth Razon	F	MDRRMO Famy
2.	Jane Karen Abary	F	MDRRMO Famy
3.	Katrina D. Vergara	F	Office of Mun. Mayor, Famy
4.	Gerwin Jolo	M	PDRRMO Laguna
5.	Jeartuel Javier	M	PDRRMO Laguna
6.	Manny Artitchea	M	MDRRMO Mabitac
7.	Racquel Destura	F	MDRRMO Mabitac
8.	Marcos Bocacao, Sr.	M	MDRRMO Mabitac
9.	Rafael Martin Aguilar	M	MDRRMO Mabitac
10.	Allan Pedron	M	MDRRMO Mabitac
11.	Wilson Peret	M	Brgy Lambac
12.	Henrico Ortiz	M	Brgy Lambac
13.	Alfonso Pascedan	M	Brgy Lambac
14.	Aileen Kalualhatian	F	Brgy Lambac
15.	Maryrose Rubiabas	F	Brgy Lambac
16.	Cherry Tan	F	Brgy Lambac
17.	Glenda Hermosura	F	Brgy Lambac
18.	Rodolfo Oribo	M	Brgy Lambac
19.	Amy Bocacao	F	Brgy Lambac
20.	Sarah Katigbac	F	Brgy Lambac
21.	Astral Lopez	F	Brgy Lambac
22.	Marilou Malihan	F	Brgy Lambac
23.	Consolacion Lonnesa	F	Brgy Lambac
24.	Rosalinda Raz	F	Brgy Lambac
25.	Richard Palomique	M	Brgy Lambac
26.	Raymond Banaag	M	Brgy Lambac
27.	Remilio Bautista	M	PAGASA

28.	Maximo Peralta	M	PAGASA
29.	Lorenzo Haveria	M	OCD IV-A
30.	Jayson Jacob	M	OCD IV-A
31.	Alvin Mendez	M	OCD
32.	Evelyn Sagun	F	OCD

Stakeholders in Sta. Maria, Laguna
Barangay Hall, Barangay Coralan, Sta. Maria, Laguna
May 6, 2016; 3:00 p.m.

	Name	Gender	Office
1.	Arturo Bonifacio	M	MDRRMO Sta. Maria
2.	Jay de Chavez	M	MDRRMO Sta. Maria
3.	Gerwin Jolo	M	PDRRMO Laguna
4.	Jeartuel Javier	M	PDRRMO Laguna
5.	Jimson Evagelista	M	PDRRMO Laguna
6.	Renato Pontipedra	M	Brgy. Coralan, Sta. Maria
7.	Romeo Panganiban	M	Brgy. Coralan, Sta. Maria
8.	Narciso Katigbak	M	Brgy. Coralan, Sta. Maria
9.	Antonio Lalusin	M	Brgy. Coralan, Sta. Maria
10.	Cecilia Bonifacio	F	Brgy. Coralan, Sta. Maria
11.	Reynante dela Cruz	M	Brgy. Coralan, Sta. Maria
12.	Fernando Tampis	M	Brgy. Calangay, Sta. Maria
13.	Romulo Bautista	M	Brgy. Calangay, Sta. Maria
14.	Ruben Villanueva	M	Brgy. Calangay, Sta. Maria
15.	Wilfredo Aranda	M	Brgy. Calangay, Sta. Maria
16.	Leonardo Garcia	M	Brgy. Calangay, Sta. Maria
17.	Virgilio Cornejo	M	Brgy. Calangay, Sta. Maria
18.	Juanito Harina	M	Brgy. Calangay, Sta. Maria
19.	Florentina dela Cruz	F	Brgy. Inayapan, Sta. Maria
20.	Justo Masalonga	M	Brgy. Inayapan, Sta. Maria
21.	Pedro Marasigan	M	Brgy. Inayapan, Sta. Maria
22.	Edwin Padilla	M	Brgy. Inayapan, Sta. Maria
23.	Freddie Manalo	M	Brgy. Inayapan, Sta. Maria
24.	Welfredo Laluniyo	M	Brgy. Inayapan, Sta. Maria
25.	Remilio Bautista	M	PAGASA
26.	Maximo Peralta	M	PAGASA
27.	Lorenzo Haveria	M	OCD IV-A
28.	Jayson Jacob	M	OCD IV-A
29.	Alvin Mendez	M	OCD
30.	Evelyn Sagun	F	OCD

Members of Metro Manila DRRM Council
OCD Conference Hall, Camp Aguinaldo, Quezon City
May 24, 2016; 9:00 – 11:00 a.m.

	Name	Gender	Office
1.	Jose Mari Castro, MD	M	DOH-NCR
2.	Mylyn dela Cruz	F	DOH-NCR
3.	Rosela V. Astudilo	F	DOH-NCR
4.	Manuel Gonzales	M	MMDA
5.	Eduardo Santos	M	DPWH-NCR
6.	Jocelyn Cepeda	F	PNP-NCRPO
7.	Noel Bunag	M	PNP-NCRPO

Implementing Partners
OCD Conference Hall, Camp Aguinaldo, Quezon City
May 24, 2016; 11:00 a.m. – 2:00 p.m.

	Name	Gender	Office
1.	Erlinton Olavere	M	PHIVOLCS
2.	Ma. Elenita Consto	F	MGB
3.	Jocelyn Villanueva	F	MGB
4.	Precilla L. Brucal	F	HLURB
5.	John Vher Soriano	M	HLURB
6.	Lena Vergara	F	HLURB
7.	Rosal Dolanas	F	NAMRIA
8.	John Fabic	M	NAMRIA
9.	Ma. Josefina Faulan	F	MMDA
10.	Oshean Lee Ganorita	M	MMDA
11.	Shiela Gail Satura-Quingco	F	MMDA
12.	Luisa Anoganega	F	MMDA
13.	Aiere Margarette Lozada	F	MMDA
14.	Edna Conda	F	OCD-NCR
15.	Donna Sanidad	F	CCC

Metro Manila LGUs
OCD Conference Hall, Camp Aguinaldo, Quezon City
May 24, 2016; 11:00 a.m. – 2:00 p.m.

	Name	Gender	Office
1.	Ian Dennis Cruz	M	CPDO Las Pinas City
2.	Armando Aguilar	M	CPDO Las Pinas City
3.	Alfred Pascual	M	CPDO Las Pinas City
4.	Bryan Dularte	M	CPDO Las Pinas City
5.	Janrose Bravo	F	Las Pinas City DRRMO
6.	Dennis Reyes	M	Las Pinas City DRRMO
7.	Jan Javilinar	M	Las Pinas City DRRMO

8.	Cindy Garcia	F	QC DRRMO
9.	Daisy A. Flores	F	QC DRRMO
10.	Matthew Bermudo	M	San Juan DRRMO
11.	Cyril Gonzalodo	M	Muntinlupa DRRMO
12.	Jeffrey Lomonitad	M	Muntinlupa DRRMO
13.	Jose David Adriano	M	LGU Muntinlupa
14.	May Ladica	F	LGU Muntinlupa
15.	Arnaldo Antonio	M	Valenzuela City DRRMO
16.	Aurora Ciego	F	Caloocan City Planning
17.	Jonathan Himala	M	Caloocan City Planning
18.	Vivian Roque	F	Caloocan City DRRMO
19.	Caroline Viray	F	Mandaluyong City DRRMO
20.	Jedgard Cabrera	M	Malabon City DRRMO
21.	Leomar dela Cruz	M	Malabon City DRRMO
22.	Solomon Manzano	m	Malabon City DRRMO
23.	Jose Damian	M	CPDCO Paranaque
24.	Zareena Lamberte	F	DRRMO Paranaque
25.	Romeo Pascual	M	CPDO Navotas City
26.	Marlyn Lazaro	F	CPDO Navotas City
27.	Daniel Francis Pascual	M	CPDO Navotas City
28.	Pepito Sammago	M	CPDO Navotas City
29.	Xiera Rose	F	OCD-NDRRMO

Annex 5
Guide Questions to Interview and Focus Group Discussions

1. Are the objectives of the project clear? Have you ever had any problem understanding it?

   _____
   _____
   _____

2. Is the design of the project clear?

   _____
   _____
   _____

3. How would you assess the participation of your Agency in the Project? What were the problems or constraints that you have encountered, if any?

   _____
   _____
   _____
   _____

4. What were the specific activities your Agency participated in or outputs it has delivered for the Project?

   _____
   _____
   _____

5. From your perspective, has the Project attained its objectives and delivered its committed outputs? Why or why not?

   _____
   _____
   _____

6. What were the factors that contributed to the success of the Project?

   _____
   _____
   _____

7. What were the hindering factors in the implementation of the project?

   _____
   _____
   _____

8. What mechanisms that had been or should be put in place or should be maintain so that the gains of the project could be sustained?

_____
_____
_____

9. What mechanisms that had been or should be put in place or should be maintain so that the gains of the project could be replicated?

_____
_____
_____

10. Please provide additional comments, if any, on any aspect of the Project, its implementation, and its overall management mechanisms and procedures.

_____
_____
_____
_____
_____

Annex 6
Summary of Responses to Interview and Focus Group Discussions

Are the objectives of the project clear? Have you ever had any problem understanding it?
• The objectives of the project which are embodied in outputs 1 and 5 of the project document are clear. • Yes. • The objectives of the project are clear. We do not have any problem understanding it. • Yes and No. No because the support of the Department for this project is not sufficient because of the funds that we are receiving are limited. • Clear especially the objectives of the Oplan Yakal Plus, and the intents of formulating the contingency plan for Metro Manila. • Everything is clear. • Component 4 on mainstreaming is clear. • Original project document is also clear. My agency signed it. • Clear objectives of the project. • No issues on the objectives of the project. • The objectives of the project are clear, even the community can use the information material easily, especially if they will be aught on the reason and the proper understanding of it. • The design and objectives are clear. • The project drew the members of the DRRMC (for QC) closer and enhanced camaraderie. • At the start of the project, the project document and the objectives of the project were not clear, but as time goes by, they became clearer. This is because the project is a new thing to us and to the LGU. • Initially, it was not clear and very difficult to understand. Eventually, it became clearer and easier to understand what the project intends to accomplish. • Not clear at the start. • Yes, but at first it wasn't. Since we participated in the project only by 2/3, if I'm not mistaken; we won't have any idea of the extent of the project. • The Project's (GMMA READY) objectives were clear and we don't have any problem understanding it.

Is the design of the project clear?
• Yes. • Yes, the design of the project is very clear and self-explanatory. • Everything is clear. • My agency focused on the project document for guidance. • The design of the project is clear that it can help us (LGU) to learn and to make up management plan before a major incident or hazard hit a certain area of our AOR. • Yes, but only towards the end of the project. • Having been chosen as one of the pilot cities to do the Mainstreaming of DRR/CCA in the CLUP, it was a bit difficult at the start since the guidelines for the preparation was not yet available during that time. But as we go along the project, we learned to appreciate and understand it and came up with the expected result. Technical assistance and logistical support was provided by our partner the MMDA as well as from other agencies involved in the GMMA READY Project.

How would you assess the participation of your Agency in the Project? What were the problems or constraints that you have encountered, if any?
• MGB has been participating actively in all the activities of the GMMA READY project. Some specific setbacks were encountered specifically logistical problems in the IEC activities but these were all taken care of which the assistance of the NDRRMC. Problems in paper work were addressed by hiring an assistant who was eventually absorbed by MGB. • NAMRIA was able to meet the necessary technical support for the project, i.e., technical staff, training, and data. However, one the constraints encountered is the availability of updated base maps for the project area. • Our agency has a very important role in formulating this GMMA READY Project, by providing important data, information and documents. This will help our agency to prepare for the Big One, plan what needs to be planned, involve our partners/stakeholders, and other regions that will help/augment during said disaster. • Constraint: RA 9184 – Procurement Law, especially during actual disasters. • Oplan Yakal Plus • Formulation and updating of the contingency plan for Metro Manila. • Constraints: Level of participation of some agencies was low; there's the reluctance of some agencies in getting their agencies involved in the project; there was still a need to push them to act (kulit). • Some agencies cannot understand; they want to do things by themselves alone, even if specific roles and responsibilities have already been delineated. • Radios available at the agency (PNP) are limited, outdated and antiquated; these may not be able to respond to the needs when disasters occur. • Constraint: Competing and conflicting schedules, demands and work at the office.

- Bigger scale of maps is not available. This could have made outputs more accurate.
- Collaboration with HLURB in the conduct of activities of my agency. My agency provided technical assistance in the delivery of land use component, together with HLURB. We had to divide the work by chapter to facilitate the formulation of plans.
- At MMDA, DRRM is still being developed. The original design have to be redone to take into consideration the sharing of responsibility between MMDA and HLURB. Funding had also been shared.
- Involvement includes participation in meetings, seminars and project activities.
- Direct encounter with NAMRIA and other CSCAND agencies.
- Constraints: LGUs cannot interpret maps; how to put gains on the ground.
- Problem encountered: problems raised got no feedback from OCD/PMO; communication protocols especially with bosses for major project concerns were not properly observed; sometimes, agencies need formal communication from OCD/PMO for proper channeling, but OCD/PMO preferred informal channels, i.e., emails, which may not be a bit proper for key officials of the agencies.
- There had been delays in the release of funds which rendered some LGUs and the MMDA unable to conduct their activities.
- Agency (MMDA) used its funds to support activities when funds are not released on time; there had been occasions where funds spent by agencies were not reimbursed on time.
- Problem: the request for salary increase of personnel came or was given a go by PMO much later; the highlights of the meeting when this concern was raised came 5 months later, hence, action was delayed.
- By means of a thorough IEC at the community level.
- Problems are minimal such as how to communicate to the community on how it would be rolled out to them.
- Productive engagement in the preparation of IEC and seminars.
- Problem: how to communicate GMMA READY at the community level.
- Agency/office willing to advance funds or use own resources.
- Strong camaraderie of members from the LGU.
- Outputs required were delivered.
- Participation of the council (local DRRMC) was difficult because things were not clear. Schedules were conflicting; difficulty in coordination; no cohesion; and hard to incorporate new information and data into existing plans.
- Difficulties: formulation of plans with new guidelines, new set of data.
- Formation of DRRMC/O at the LGU is a new thing; quite difficult at first. Limited personnel. Office is yet to be institutionalized.
- Preparation of CP and CLUP.
- Office was engaged in meetings, trainings and in coordinating activities at the community level.
- Trainings done were down to earth; rolled down to the community level; appreciation was vital, especially at the homeowners' level.

- Office was engaged in the preparation of CLUP and CP (LGU). The project (PMO) has been very helpful and facilitative. Technical review of outputs was extended by MMDA and HLURB – they were also very helpful.
- Hazard Maps were useful – they helped us (LGU) in getting a seal of governance from DILG, particularly for disaster preparedness.
- Office was engaged in trainings, seminars and workshops. Because of conflicting workloads of staff, different personnel were sent to attend these; hence, there was a bit a problem of continuity. But the good thing, more staff were trained.
- Because the process is new, staff were confused at the start.
- Data and information needed for the preparation of plans were not yet available at the start; no basis yet for risk assessment.
- Work was facilitated with the assistance of MMDA and HLURB.
- Full support of the office.
- Constraints and problems: shifting assignments of staff.
- Constraining factor: long time in securing travel orders at the agency level. Strict policies of the office.
- Space in the office is limited.
- Budgetary constraints in duplicating and cascading the project down to the barangay and community.
- Information constraints such as in the flood modelling, Paranaque wasn't part of the flood study. Like south cities, our flood risk maps were not very detailed. But we made po.
- Our agency fully participated in project from our top management as well as with all the offices/departments involved. In fact, we are very thankful for the support we got from the project. The only constraint we have is the time factor, like how we were going divide our time in doing the project and at the same time in doing our regular/official tasks.

What were the specific activities your Agency participated in or outputs it has delivered for the Project?
• 100% accomplishment of outputs required (MGB) • Provision of base map of Metro Manila and the provinces of Bulacan, Rizal, Laguna and Cavite including the validation of barangay boundaries • Layouting of printing of hazard maps • Provision of GIS training to implementing partners • List of hospitals, government and private • Policies, protocols and guidelines • List of manpower, logistics and approximate amount needed • List of possible responding regions • Earthquake drills and development of Oplan Yakal Plus. • Preparation of contingency plan for Metro Manila. • The formulation of the quadrants; engagement of private, international;

establishment of respond protocols; clustering of LGUs and agencies.
- MMDA assisted 2 LGUs for the formulation of CLUP; and assisted 17 other municipalities in some activities on mainstreaming. The Guidelines on DRRM was useful.
- Pilot LGUs assigned to MMDA were selected through a set of criteria.
- Constraint: the project demanded as big amount of time to the agency; competed with other priorities of LGUs and other requirements of DILG; and too difficult to participate in activities (workshops) conducted outside Metro Manila.
- Formulation of land use plans.
- Formulation of supplemental guidelines on land use plan formulation; provided assistance to LGUs in the preparation of Zoning Ordinances that incorporated DRM and CCA; LGUs have to learn techniques.
- HLURB moved closer to LGUs.
- Installation of tsunami sirens; touched based with the communities.
- Installation of KM-CoP linked to 150 cities.IEC caravan.
- Attendance to TWG meetings and seminars and conduct IEC at the community level,
- Formulation of different strategies that GMMA READY Project needs.
- Preparation of CLUP, integrating DRM and CRM. Inputs on risk assessment. Allowed innovation in the preparation of zoning ordinance.
- Contingency plan completed.
- We participated in the creation of risk maps as well as the hazard and vulnerability assessment. From here, outputs were the contingency plans and comprehensive land use plan (on-going) that is CCA/DRRM sensitive.
- We (CPDO) are the lead department in crafting the DRR/CCA Mainstreamed CLUP and Zoning Ordinance and we also partnered with the Local Disaster Risk Reduction and Management Office (LDRRMO) in crafting our city's Contingency Plan for Earthquake and Flood.

From your perspective, has the Project attained its objectives and delivered its committed outputs? Why or why not?
• Early warning devices were produced – by Filipino manufacturer. • Yes, MGB has attained its objectives and delivered its committed outputs. • Yes. • I think we attained its objectives and delivered its committed outputs because all of the resources of every responding agency are included in the plan and they commit themselves in mobilizing this if needed. • Coordination/collaboration is clearly indicated in this Project, as well as who will be the responsible and responding agencies and regions. • Yes, it triggered the awareness. • Yes, and it also provided a learning opportunity for the technical staff of the agency, especially in land use planning. Likewise, the management got involved in

the process.
- Guidelines were more on DRM and not so much on CCA.
- Capacitated LGUs; enabling CLUPs with DRRM and CCA parameters.
- Yes the project attained its purpose, the achievement of every LGU to have a zero casualty or on its most minimal moves that the project is so effective.
- Participation of homeowners' association.
- Yes, the outputs have succeeded its objectives. Outputs have not only produced meaningful plans but it has increased awareness.
- Yes it did, the project supported us in every aspect of the planning process from the very start up to completion of the plans. The project provided us with all the necessary technical and logistic support.

What were the factors that contributed to the success of the Project?
• Guidance and support of NDRRMC. • Availability of technical personnel during the initial phase of the project which involved actual mapping activities • Support from the regional offices of MGB, particularly Regions 3 and 4A. • PMO's efficiency • Factors contributed to the success of this project are the following: (a) participation of all government agencies and LGUs; and (b) their commitment to help and share what we have in our department. • Participation of all concerned agencies and LGUs. • Strong coordination; continuous monitoring of activities and the conduct of activities, meetings and conferences which all involved private sector, national government agencies and LGUs. • Awareness, effective campaign, information and education campaign activities. • Coordination, collaboration and camaraderie among agencies. • Formulation and implementation of activities together by agencies. • Effective information and feedback to superiors; hence, getting the necessary management support. • Commitment of personnel. • Sharing of information. • Political will of OCD and partner agencies. • Willingness of some government officials to use their discretionary funds to support activities of the project. • Cooperation among concerned agencies, e.g., HLURB and MMDA, in land use planning. • Fund availability; funds were made available by OCD. • Availability of technical assistance: CSCAND agencies; risk analysis and the REDAS. • Overall management of the project by OCD; fast down load of funds to agencies; provision of equipment – printers, plotters, inks, papers and other supplies and

materials; procurement processes made easy.
- Cooperation of agencies and LGUs
- GMMA project has a good reputation among key officials; hence, top management officials easily and favorably considered requests for engagements.
- Strong support and partnership with and among the CSCAND agencies.
- CSCAND agencies are easy to get support from even beyond their TOR in the project.
- PMO very helpful and supportive; provided assistance in coordinating with LGUs; financial requirements for activities were responded to.
- Fund management practice is commendable = output-based rather than by activity. Agencies were given elbow rooms and lee ways to manage their own funds for as long as they deliver the outputs expected of them.
- Some LGUs provided "equity" to the project in terms of materials and personnel.
- Neat handling of the project by the PMO; PMO has been on hands-on mode throughout the implementation of the project; PMO established rapport with the agencies and LGUs.
- The proper dissemination, coordination and cooperation of all stakeholders have contributed tit e success of the project.
- Flexible processes
- Close relationship – PMO and LGUs; and members of the DRRMC (QC).
- Willingness of members to use their own resources (vehicles).
- Evelyn Sagun very facilitative.
- Agency/office willing to spend money or advance funds.
- Guidelines are comprehensive; very useful.
- Engagement of homeowners' associations
- Awareness of other agencies.
- Synchronized activities among agencies.
- Complementation among members of the local council.
- Full support of the office.
- Data are made available – hazard and vulnerability.
- Proactive stance of the local government (QC).
- Willingness to shell out funds for activities.
- Availability of disaster funds at the local level. 5% of the local budget.
- Initiative of the barangays in providing funds and equipment for community use.
- Engagement of NGO to maintain the facilities provided (Portrero, Malabon).
- Political will.
- Existing department – the Department of Order and Safety
- Permanent personnel manning the office.
- Willingness of the city to invest (QC).
- Passion.
- Participation of LGUs and unwavering support of project proponents.
- The partnership, acceptance, willingness and commitment of all parties involved contributed to the success of the project. The partnership between the GMMA READY through its partner agencies such as the MMDA. HLURB, OCD etc. and the

LGUs made the project possible. The acceptance that we are facing the "real" challenge of natural disasters and climate change and that we have to do something about it. The willingness to participate in the project and the commitment to finish and implement the final outputs.

What were the hindering factors in the implementation of the project?

- Inability of the contractor in delivering the facilities (warning devices) needed on time.
- There were actually no hindering factors although problems related to compliance were encountered, e.g., meeting of deadlines for the conduct of some activities or submission of reports on time. This was an effect of the exodus of technical personnel to the private sector and other government agencies during the latter part of the project.
- Sometimes, CSCAND staff are not available during meetings and activities of the project.
- Time consuming (need almost full-time support)
- The hindering factors are the time schedule of each agency during the workshops/writeshops and different people attending/representing during the formulation of this project.
- Limited political will.
- Insufficient information from other agencies.
- Reluctance of some government agencies and LGUs to participate.
- Weak political will of some government agencies and LGUs.
- Bulk of work in the office. Low level of commitment of some people in the office.
- Mode of employment of personnel trained – job order/casual – 50%.
- No benefits for personnel hired under job order.
- Scheduling of activities – not fixed; changing.
- 10-day rule for travel orders to get signed by approving authority.
- People support is limited; likewise, limited pool of experts to tap for the implementation of activities.
- Too many meetings and demands coming from the different components.
- Writing skills of LGUs
- Delays due to changes of leadership at the LGU level after the local elections in 2013.
- Counterparts of LGUs were not programmed; hence, at some points, not provided; some LGUs are resistant to cooperate.
- The only hindering factor is how to make the community believe that the project will be useful to them.
- COA and the procurement process.
- No additional remunerations.
- LGU difficulties: write-up, will power to do things up, other tasks in their offices, not attentive during trainings, not too serious during training.

- Limited availability of funds and policies that can support the project as well as political will.
- We would like to think of it more as "challenges" rather than hindering factors. One would be the "political will" in implementing the project. Second is the acceptance of all the stakeholders once the project is implemented.

What mechanisms that had been or should be put in place or should be maintain so that the gains of the project could be sustained?
• Continuous IEC and capability enhancement of LGUs • Continuous updating of the 1:5,000 scale susceptibility maps of GMMA • Continuous cooperation among CSCAND agencies on DRRM projects, such as the improvement of the REDAS module on floods, and later on landslides, and various aspects in hazard risk analysis (including exposure database development, vulnerability studies). • Science-based V and A (methodology) to produce the thematic maps for use by LGUs • The mechanisms that should be put in place or should be maintained so that the gains of the project could be sustained are regularly reviewing and updating of the plan (contingency plan) if there is a need to amend or add in the plan, especially the directory part; testing its applicability and accuracy during the quarterly earthquake drills and by giving copies to all concerned agencies. • Regular practice and meetings and review of plans. • Outsource equipment from private sector. • Enter into MOA with private sector for the immediate provision of supplies during emergencies without necessarily going through the procurement process as provided by the Procurement Law. • Continuous training of personnel on rescue and evacuation. • Further develop the sense of nationalism. • Regular updating of plans. • Increase political will – especially at the local level. • Review and amend contingency plan, when necessary. • Proper endorsement of outgoing leadership to the incoming one. • Involve Commission of Audit so that rules can be made more responsive during times of emergencies. • Dissemination of information and outputs of the project. • Provision of more funds for the procurement of supplies and materials and to provide allowances for personnel. • Review of contingency plans of LGUs, and undertake revision when necessary. • Continuous conduct of simulation exercises. • Turn over of all documents to assisted LGUs. • Ensure radio inter-operationability among responding agencies and LGUs. • Improve communication exchange among agencies.

- LGUs to take on the responsibility for maintenance of installed facilities; e.g., changing of batteries and providing for loads.
- Installation of signages
- Institutionalization of project gains at the national level.
- Establishment of full-time department to coordinate the activities.
- Passage of law or policy to implement similar activities at all levels of government.
- Inclusion of "adaptation strategy" as one of the mechanisms to counter the effects of disaster. This should be explored, especially in the guidelines.
- Data and information should be shared through the CCC and the ICTO of DOST.
- Geo-tag all information generated by the CCC under the project. Link to the Phil Geoportal
- Revival of GIS at MMDA.
- Continue KM-CoP; further promote the CoP; more interactive linkages of agencies through the CoP.
- CCC needs to invest on computers and other IT equipment (maintenance), continuous training of personnel, transfer of knowledge, engagement of top management.
- Equipment/facility installed by PHIVOLCS, e.g., tsunami siren, will be maintained by LGUs with oversight and supervision of PHIVOLCS.
- Updating of the contingency plan of each barangay
- Continuous training and seminar at the community level.
- Involvement of barangay in disaster preparedness.
- Mainstream CLUP and CP as continuing activity of the council (local DRRMC).
- Continue to use data (H&V) in the formulation of LCCAP at the barangay and residential levels.
- Strengthen barangay level on DRRM. Deepening of appreciation. Provide assistance.
- Consider the integration of engineering and DRRM, especially in terms of water catchment, road elevation, retrofitting and regulation of structures as well as in other related ordinances.
- Involve the office of the Building Official.
- Promote community adaptation and resiliency to disaster since it might already be hard to relocate them.
- Undertake audit of infrastructure and their fit to the Big One.
- Upgrading of knowledge – science-based.
- Community PPAs, better system for disbursing of funds, and implementation of policies to support program.
- The projects, CLUP and CP shouldn't stop upon its completion, it must be implemented and after certain period of time revisited, update or revise if necessary.

What mechanisms that had been or should be put in place or should be maintain so that the gains of the project could be replicated?
• Conduct of mapping on a 1:5,000 scale in the provinces of Rizal, Laguna and Cavite • Full blown IEC using 1:10K maps • Share results of Geomorphic Impact Assessment with the regional offices of MGB • Encourage LGUs to install landslide warning signages in high-risk areas • "Momentum" to replicate the production of thematic maps for all LGUs of the country. • Proper endorsement to the incoming new administration like NDRRMC Usec or Chairman, MMDRRMC-in-charge, concerned government agencies' incoming secretaries, among others. • Replicate. • Production of bigger scale maps. • Inclusion of GIS in the ISSPs of national government agencies. • Provision of guidelines for horizontal evaluation – beyond pilot areas; as well as for vertical evaluation. • Assessing the GMMA's vulnerabilities to disaster and climate change risks. • Go beyond pilot barangays; venture into new barangays, say 5 barangay each year. • Review of RA 10121; inform stakeholders on the results of the review and do amendments. Ensure relevance. • Review law and policy on disaster vis-à-vis the actual requirements of LGUs. And the government as a whole. • Align the law or policy to the requirements of government, particularly the audit bodies (COA). • Popularization of the guidebook. As it is now, it's very technical. • Review the modules of trainings. Make them more responsive and effective. • Same as above and if possible project to be mandated so as to avoid negative impacts of political will. • Accomplishments made with the implementation of the projects as well as the projects itself should be promoted, highlighted and shared. It may be done with use of IEC materials or with the help of the quadmedia.

Please provide additional comments, if any, on any aspect of the Project, its implementation, and its overall management mechanisms and procedures.
• The output-based mode of implementation as embodied in the Memorandum of Agreement among UNDP, OCD as implementing partner and other CSCAND agencies as responsible partners is commendable, and proved to be effective in achieving the desired outputs of the project. • Seek means to build back better and fast. Time is of the essence (in times of disaster).

- Contingency plan is effective if it could be translated down to the grassroots.
- Consider the integration of engineering and DRRM
- Other departments play a vital role; thus, they need to be involved, e.g., DepED and DSWD/CSWD, particularly in terms of evacuation management.
- Federation of all schools with DRRM councils; conduct of training.
- Evaluation of drills conducted in the past; continue the conduct of training to enhance capacities. Schools can serve as evaluators.
- Schools can focus in the conduct of incident command system training.
- The project has helped in the introduction of other initiatives at the local level, e.g., local government's implementation of pumping stations, relocation of settlers, H&V signals and alarm facilities.
- Vehicles provided by the project are not used for project activities or trips related to the project.
- We are very grateful for the project since it has aided us in activities and outputs that would have otherwise taken years/decades to accomplish. It has given us invaluable report especially in DRR/CCA initiatives. We look forward to other projects that we may participate in in the future.

Annex 7
Consolidated Comments Raised in the Interview

A. Progress towards Results

- Deliverables were completed although there were several extensions in the project implementation period.
- Although the facilities are installed and tested, the MOA for maintenance and repair are beyond. The facilities are located in barangays and are not accessible to municipality or MDRRMO for maintenance.
- With the termination of the project and its sustainability will rely on the concerned LGU, hopefully with its transition period and even beyond can still avail assistance from GMMA READY or other concerned agencies. We have not yet put into test the capability or performance of some installed equipment, like water level sensor, rain gauges since there's no major disaster yet (hopefully ay wala na nga), so we can't yet attest to their effectiveness.
- Improvement on the data transmission; should be provided to the local level (city/municipality/barangay levels)
- Monitoring data should also be seen on internet and website
- The Commission in relation to other agencies still has more work to be sone in order to realize its ultimate goal of having an effective KM-COP.
- It still needs to coordinate continuously with agencies to be able to deliver timely, relevant and accurate information to its stakeholders.
- Honestly, project for me did "exceed"…
- It is hard to generalize between other project components.

B. Adaptive Management

- There were delays in the releases of few last tranches, despite follow-ups, and without appropriate advise from the PMO.
- The "minutes of meeting" to support the increase in the salary of Research Assistants was received almost 5 months after; thus, the salary adjustment was not effected immediately.
- Positive point is the flexibility of the Project, in general, in terms of "work program's revision given the actual situation at the local level affecting project implementation
- The facilities are installed at the barangay and not at MDRRMO office. The system must be the possession of the MDRRMO host.
- Most of the projects were all well planned, well funded as well, constant monitoring especially the status of Contingency Plan in all LGUs in Bulacan. As to CBEWS, the equipment are not well functioning (sometimes, there's no reading even if it's raining).

- Mode of transmission is centralized at the provincial level, access to data nor the information and monitoring should also be provided at the city level.
- The project facilitated convergence through the KM-COP.
- Infrastructure – webhost fund
- People – CCP Administration

C. Management Arrangement

- The project must be installed nearer MDRRMO for maintenance and inspection – for EC sirens/early warning system.
- Project management were successful, well focus on the implementation and execution of all projects in the province.
- The durability, effectiveness and accuracy of the project is yet to be prove since the project is just starting and no major nor severe disaster (typhoon and flood) occur in the area.
- The PMO team constantly coordinates to the Commission and to all agencies so that deliverables are met. The PMO head coordinated closely with the CCC to ensure quality outputs are delivered.

Annex 8
Project Evaluation Rating and Survey Forms

Rating for Outcomes (Achievement of project objectives and expected outputs)

Rating Scale	Description
6: Highly Satisfactory (HS)	The project had no shortcomings in the achievement of its objectives and expected outputs
5: Satisfactory (S)	There were only minor shortcomings
4: Moderately Satisfactory (MS)	There were moderate shortcomings
3. Moderately Unsatisfactory (MU)	The project had significant shortcomings
2. Unsatisfactory (U)	There were major shortcomings in the achievement of project objectives and expected outputs
1. Highly Unsatisfactory (HU)	The project had severe shortcomings

Rating: _____
Comments, if any:

Rating for Effectiveness (The project interventions are right ones)

Rating Scale	Description
6: Highly Satisfactory (HS)	The project had no shortcomings in putting in the right interventions
5: Satisfactory (S)	There were only minor shortcomings
4: Moderately Satisfactory (MS)	There were moderate shortcomings
3. Moderately Unsatisfactory (MU)	The project had significant shortcomings
2. Unsatisfactory (U)	There were major shortcomings in putting in the right interventions
1. Highly Unsatisfactory (HU)	The project had severe shortcomings

Rating: _____
Comments, if any:

Rating for Efficiency (The project interventions were executed properly)

Rating Scale	Description
6: Highly Satisfactory (HS)	The project had no shortcomings in properly executing interventions
5: Satisfactory (S)	There were only minor shortcomings
4: Moderately Satisfactory (MS)	There were moderate shortcomings
3. Moderately Unsatisfactory (MU)	The project had significant shortcomings
2. Unsatisfactory (U)	There were major shortcomings in properly executing interventions
1. Highly Unsatisfactory (HU)	The project had severe shortcomings

Rating: _____
Comments, if any:

Rating for M&E

Rating Scale	Description
6: Highly Satisfactory (HS)	The project had no shortcomings in monitoring and evaluation of project progress and status, and that proper solutions were properly undertaken to address implementation challenges
5: Satisfactory (S)	There were only minor shortcomings
4: Moderately Satisfactory (MS)	There were moderate shortcomings
3. Moderately Unsatisfactory (MU)	The project had significant shortcomings
2. Unsatisfactory (U)	There were major shortcomings in monitoring and evaluation of project progress and status, and that proper solutions were properly undertaken to address implementation challenges
1. Highly Unsatisfactory (HU)	The project had severe shortcomings

Rating: _____
Comments, if any:

Rating for I&EA Execution

Rating Scale	Description
6: Highly Satisfactory (HS)	The project had no shortcomings in the execution of I&EA for the project and its components
5: Satisfactory (S)	There were only minor shortcomings
4: Moderately Satisfactory (MS)	There were moderate shortcomings
3. Moderately Unsatisfactory (MU)	The project had significant shortcomings
2. Unsatisfactory (U)	There were major shortcomings in the execution of I&EA for the project and its components
1. Highly Unsatisfactory (HU)	The project had severe shortcomings

Rating: _____
Comments, if any:

Sustainability Ratings

Rating Scale	Description
4. Likely (L):	Negligible risks to sustainability
3. Moderately Likely (ML):	Moderate risks
2. Moderately Unlikely (MU):	Significant risks
1. Unlikely (U):	Severe risks

Rating: _____
Comments, if any:

Relevance Ratings

Rating Scale	Description
2. Relevant (R)	Project intervention/s is/are necessary
1. Not relevant (NR)	Project intervention/s is/are not necessary

Rating: _____
Comments, if any:

Impact Ratings

Rating Scale	Description
3. Significant (S)	Impacts of the project as of the time of evaluation are greatly felt
2. Minimal (M)	Impacts of the project as of the time of evaluation are felt but not substantially
1. Negligible (N)	Impacts of the project as of the time of evaluation could hardly be felt

Rating: _____
Comments, if any:

Annex 9
Summary of Project Evaluation Ratings and Comments

Rating for Outcomes (Achievement of project objectives and expected outputs)

Rating Scale	Frequency	Percent Distribution
6: Highly Satisfactory (HS)	23	92
5: Satisfactory (S)	1	4
4: Moderately Satisfactory (MS)	1	4
3. Moderately Unsatisfactory (MU)	0	0
2. Unsatisfactory (U)	0	0
1. Highly Unsatisfactory (HU)	0	0
Total	**25**	**100**

Comments:

- the project delivered all its commitments
- all agencies participated and provided all inputs
- components delivered their outputs

Rating for Effectiveness (The project interventions are right ones)

Rating Scale	Frequency	Percent Distribution
6: Highly Satisfactory (HS)	22	88
5: Satisfactory (S)	2	8
4: Moderately Satisfactory (MS)	1	4
3. Moderately Unsatisfactory (MU)	0	0
2. Unsatisfactory (U)	0	0
1. Highly Unsatisfactory (HU)	0	0
Total	**25**	**100**

Comments:

- the project was seen as a vehicle in delivering what were necessary at this time in the most judicious and prudent manner.
- the production of hazard maps, the preparation of CLUPs and ZOs, the installation of early warning devices, and the review and reformulation of local contingency plans are some of the urgent activities that agencies and local government units had been trying to accomplish yet could not do so because of other priorities of their offices and their limited skills and technical knowhow.
- the project laid the foundation in which critical follow-through activities could be undertaken.

Rating for Efficiency (The project interventions were executed properly)

Rating Scale	Frequency	Percent Distribution
6: Highly Satisfactory (HS)	20	80
5: Satisfactory (S)	3	12
4: Moderately Satisfactory (MS)	1	4

3. Moderately Unsatisfactory (MU)	1	4
2. Unsatisfactory (U)	0	0
1. Highly Unsatisfactory (HU)	0	0
Total	**25**	**100**

Comments:

- the project had enabled us to do more than what we could normally deliver given the existing capacities of our offices.
- the outputs we generated for the project are part of our mandated functions but the project had allowed us to fast track the delivery of outputs.
- the project inspired us to see the usefulness of our outputs for the benefit of vulnerable communities.
- the project also provided us the opportunity to produce hazard maps and other information in bigger scales which we thought are more useful and relevant to communities.
- the project had enabled the agency to come closer to the LGUs which is actually its mandate.
- the project provided the opportunity for the agency to share its technical expertise and in helping LGUs prepare their CLUPs and ZOs, as well as for the agency to revisit and enhance its technical capacities.
- the project is seen as a vehicle for the agency to revive its competencies in GIS application in planning and decision-making.

Rating for M&E

Rating Scale	Frequency	Percent Distribution
6: Highly Satisfactory (HS)	20	80
5: Satisfactory (S)	2	8
4: Moderately Satisfactory (MS)	2	8
3. Moderately Unsatisfactory (MU)	1	4
2. Unsatisfactory (U)	0	0
1. Highly Unsatisfactory (HU)	0	0
Total	**25**	**100**

Comments:

- the project employed M&E not only to track the progress of the project and the performance of other duty bearers but as a tool in overall management of the project.
- Monitoring of activities and outputs plus the budget allocated for each of the components of the project.
- M&E-related activities were done by the implementing partner as means in solving problems and challenges as well as in finding solutions to such even at an agency or local level.

Rating for I&EA Execution

Rating Scale	Frequency	Percent Distribution
6: Highly Satisfactory (HS)	23	92
5: Satisfactory (S)	1	4
4: Moderately Satisfactory (MS)	1	4
3. Moderately Unsatisfactory (MU)	0	0
2. Unsatisfactory (U)	0	0
1. Highly Unsatisfactory (HU)	0	0
Total	**25**	**100**

Comments:

- the project ably developed a higher level of awareness (than the baseline) at all levels – agency, local government, barangay and community residents.
- the awareness heightened led to the formulation of cleared policies, action plans and contingency plans that are responsive to disaster events and emergencies.
- duty bearers become more aware of their strengths, their needs and requirements during emergency situations, and their capacities to perform their tasks.
- it advanced level of commitment and support to related activities.

Sustainability Ratings

Rating Scale	Frequency	Percent Distribution
4. Likely (L):	45	92
3. Moderately Likely (ML):	3	6
2. Moderately Unlikely (MU):	1	2
1. Unlikely (U):	0	0
Total	**49**	**100**

Comments:

- allocation and use of the local DRRM fund
- institutionalization of local DRRM councils and offices
- continuous conduct of EI&A activities.

Relevance Ratings

Rating Scale	Frequency	Percent Distribution
2. Relevant (R)	49	100
1. Not relevant (NR)	0	0
Total	**49**	**100**

Comments:

- part of our mandated functions
- fast track delivery of outputs expected from agencies.
- The project output: maps in bigger scales are more useful and relevant to communities.
- the formulation of contingency plans enabled us to get the seal of good local governance award from the DILG specifically for disaster preparedness

Impact Ratings

Rating Scale	Frequency	Percent Distribution
3. Significant (S)	46	94
2. Minimal (M)	3	6
1. Negligible (N)	0	0
Total	**49**	**100**

Comments:

- the mainstreaming of DRM/CRM in planning and regulatory processes opened other avenues to improve the performance of government agencies and local government units.
- specific policies and regulatory measures are envisioned to be formulated, issued and enforced in the immediate term, which would in turn results to the promotion of well-being and quality life for communities, particularly the vulnerable groups, and to the maintenance and protection of the integrity of the environment.