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Building Community Resilience and Strengthening Local Government Capacities for Recovery and Disaster Risk Management or RESILIENCE Project

Terminal Evaluation

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ACRONYMS/ABBREVIATIONS

ADRC	Asian Disaster Reduction Center
APR	Annual Progress Report
AWP	Annual Work Plan
CBDRM	Community Based Disaster Risk Management
CBMS	Community Based Monitoring System
CCA	Climate Change Adaptation
CCC	Climate Change Commission
CLUP	Comprehensive Land Use Plan
CIDA	Canadian International Development Agency
COA	Commission on Audit
CP	Contingency Plan
CPDO	City Planning and Development Office
CSCAND	Collective Strengthening of Community Awareness on Natural Disasters
CSO	Civil Society Organization
DAC	Development Assistance Committee
DBM	Department of Budget and Management
DENR	Department of Environment and Natural Resources
DILG	Department of the Interior and Local Government
DND	Department of National Defense
DOST	Department of Science and Technology
DRR	Disaster Risk Reduction
DRRM	Disaster Risk Reduction and Management
EFCOS	Effective Flood Control Operation System
EWS	Early Warning System
FEWS	Flood Early Warning System
FGD	Focus Group Discussion
GAD	Gender and Development
GDP	Gross Domestic Product
GPS	Global Positioning System
HFA	Hyogo Framework for Action
HLURB	Housing and Land Use Regulatory Board
IEC	Information, Education, Communication
JMC	Joint Memorandum Circular
KII	Key Informant Interview
KOICA	Korean International Cooperation Agency
LCE	Local Chief Executive
LCP	League of Cities of the Philippines
LDRRMC	Local Disaster Risk Reduction and Management Council
LDRRMF	Local Disaster Risk Reduction and Management Fund
LDRRMO	Local Disaster Risk Reduction and Management Office

LDRRMP	Local Disaster Risk Reduction and Management Plan
LGU	Local Government Unit
LMP	League of Municipalities of the Philippines
MDG	Millennium Development Goal
MGB	Mines and GeoSciences Bureau
MIS	Management Information System
MMDA	Metropolitan Manila Development Authority
NAMRIA	National Mapping and Resource Information Authority
NCR	National Capital Region
NDCC	National Disaster Coordinating Council
NDRRMC	National Disaster Risk Reduction and Management Council
NDRRMP	National Disaster Risk Reduction and Management Plan
NEDA	National Economic and Development Authority
NEDA-RDCS	NEDA-Regional Development Coordination Staff
NGO	Non-Government Organization
NOAH	Nationwide Operational Assessment of Hazards
OCD	Office of Civil Defense
ODA	Official Development Assistance
PAGASA	Philippine Atmospheric, Geophysical and Astronomical Services Administration
PCW	Philippine Commission on Women (formerly the National Commission on the Role of Filipino Women)
PDNA	Post-Disaster Needs Assessment
PHIVOLCS	Philippine Institute of Volcanology and Seismology
PME	Project Monitoring and Evaluation
PMT	Project Management Team
R.A.	Republic Act
READY Project	Hazard Mapping and Assessment for Effective Community Based Disaster Risk Management
REDAS	Rapid Earthquake Damage Assessment System
SB	Sangguniang Bayan
SNAP	Strategic National Action Plan
SWOC	Strengths, Weaknesses, Opportunities and Challenges
ToR	Terms of Reference
TS	Tropical Storm
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

1.0 Executive Summary

1.1 Brief description of project

The RESILIENCE project aims to contribute to national efforts to build community resilience and reduce vulnerability to natural hazards by enhancing capacities of LGUs and other stakeholders towards good governance in Disaster Risk Reduction and Management (DRRM). It has three main complementary components—policy development, capacity enhancement and improved coordination—that contribute to enhancing the resilience of communities against the effects of calamities and disasters. The proposed project complements existing projects and programs on disaster risk reduction and climate change adaptation.

The set of activities to be pursued towards accomplishment of the project outcome and outputs include: 1. Inventory, assessment and harmonization of existing policies, programs, mechanisms and resources that address DRRM issues as well as an institutional review of the various agencies involved in DRRM; 2. Capacity development on good governance in DRRM that will help the claim holders and duty bearers to acquire perspectives, skills and tools that will enable them to generate enabling policies and facilitate the integration of DRRM into community and city-wide development planning processes; and, 3. Policy dialogues and knowledge sharing sessions towards the development and eventual establishment of an inter-LGU, multi-stakeholder, river basin-wide DRRM governance framework and structure.

1.2 Context and purpose of the evaluation

The terminal evaluation aimed to:

1.2.1 Assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, and pilot barangays), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement.

1.2.2 Assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

1.2.3 Assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

1.2.4 Analyze **factors that influenced the achievement of results** and assess **clear links** among outcomes, outputs and activities;

1.2.5 Assess the **relevance and effectiveness of the project's**

partnership strategies and identify **innovative strategies, methodologies and approaches**;

1.2.6 Draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive DRRM;

1.2.7 Determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs; and,

1.2.8 Identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

1.3 Main Conclusions, Lessons Learned and Recommendations

In the midst of the localization of the new national legislation for DRRM and CCA, the RESILIENCE Project as a pilot project, contributed to an enhanced level of awareness for a paradigm shift to a more proactive approach to disasters, encompassing all aspects of DRRM and a collaborative approach that goes beyond political boundaries.

In terms of policy enhancement, the project contributed to the need to integrate DRRM into local development planning and budgeting processes –especially the CLUPs. An exposure database survey, from the Exposure Database Module (EDM) of REDAS, was initiated with the participation of LGUs, CSCAND agencies, cooperating partners, and local volunteers. This helped LGUs develop their internal capacity and facilitated linkages, including the volunteer sector to gather information on their localities' exposure to different types of hazards. This data was utilized not only in the enhanced CLUP formulation but also for the updating and enhancement of the contingency plans for flood and earthquake risks of each LGU also undertaken during the project.

The project also assisted the LGUs in the formulation of LDRRMPs in accordance with the NDRRMP. Workshops were conducted analysing the present situation with efforts to include a gender sensitive approach to DRRM. *This could have been further developed with the conduct of a gender analysis at the beginning of the project.* When translated into LDRRMPs these were expanded into the specific needs of women with regards to evacuation/camp management providing distinct spaces for women and children. The draft LDRRMPs are complete and are awaiting approval and integration into the 2014 Annual Investment Plans. Similarly the finalization of the CLUPs is still in process.

The project also contributed to the drafting of the JMC for the utilization of the LDRRMF and also assisted in the drafting of a JMC on LDRRMO creation and institutionalization.

This component provided the critical foundation of an enabling localized policy and planning environment for DRRM initiatives.

In terms of capacity enhancement, many strategies were utilized including orientations, trainings, learning visits, drills that tested contingency plans, school fairs, development of IEC materials, and provision of FEWS and response equipment. A community based and participatory approach was employed to the capacity enhancement component. This component was developed with the conduct of a capacity assessment at the beginning of the project to assist in the formulation of capacity development strategies for the LGUs. The RESILIENCE project contributed to the development of capacity of other stakeholders, apart from the LGUs, which included the barangay leaders and sector representatives, the business/private sector representatives (managers and security officers who attended trainings), school heads, teachers and students, the local and national media, and UN agency representatives who attended the gender-responsive DRRM trainings.

A training manual was produced for this component and can be used by other LGUs and sectors and can contribute to the education provisions within R.A. 10121 for LGUs and the Civil Service Sector.

The main impact stated for the RESILIENCE project is that of enhanced awareness/knowledge with regards to DRRM and assisting the paradigm shift from a reactive managing disasters approach to a more proactive disaster risk reduction approach.

In terms of partnerships, the project built upon existing networks and further enhanced them with knowledge sharing sessions. The mechanism for sustaining the initiatives and the partnerships is via a MOA that details clearly the roles and responsibilities of all partners, together with accountability mechanisms. The MOA was formulated towards the end of project and has not been signed by all partners.

If the project is to be assessed purely on planned outputs and outcomes then there are only a few unfinished items. However the purpose of this evaluation was to go beyond a mere input-output assessment. Although with a 2-year project it is too soon to assess impact, the evaluation has surfaced a richness of lessons learned during the implementation of the RESILIENCE project in terms of project design, implementation and management. As a pilot project this is to be expected and should be used as a guide for future projects of a similar nature.

2. Introduction

2.1 Country development context in terms of DRRM

The Philippines ranked third most at risk out of the 173 countries evaluated by the World Risk Index in 2012 (World Risk Report 2012). The Index stresses that not only the magnitude of frequency of a natural event should be considered but also the social, economic and ecological factors characterizing a country, looking at exposure to natural hazards, susceptibility, coping capacities, and adaptive capacities. Whether natural hazards will turn into disasters depends not only on the intensity of an event but is also crucially determined by a society's level of development.

In 2009, the Philippines had the most number of floods and storms than any other country in Asia (ADRC, 2009), indicating a high level of exposure to natural hazards. Storms, landslides or earthquakes—and sometimes a combination of all three at once displace as many as eight million people every year, according to an Asian Development Bank study released in 2008. Moreover, the disasters seem to be increasing in intensity and occurring more frequently, even as development in the Philippines has suffered major setbacks due to the destruction of infrastructure and human lives arising from chronic natural disasters.

Yet to be fully recognized and addressed are the underlying causes of people's vulnerability. For years, disaster risk reduction (DRR) in the Philippines has focused more on efforts around disaster preparedness and response and not so much in identifying the hazard-prone areas and risk factors which contribute to people's exposure and susceptibility to disasters; incorporating risk analysis to development plans; and building people's capacities towards disaster risk reduction. Although DRR has been gaining attention among peoples and institutions, a complete paradigm shift from "disasters as an immediate product of hazards" to "disasters as a function of people's vulnerability" has not yet fully happened. Also, converging disaster risk reduction and climate change adaptation (CCA) remains to be a challenge, both in understanding, and mainstreaming into plans and policies, including institutional mechanisms. Lastly, gaps in terms of increased knowledge, understanding and capacities remain and cause a big challenge for the country in terms of disaster risk reduction and management (DRRM)[1].

Because of the country's susceptibility to natural and human-induced disasters, efforts have been made for the past several years to build people's capacities and resilience to disasters. This is in line with the country's commitment to achieve the targets set by the Millennium Development Goals (MDGs) and its commitment to build resilient communities as expressed by its adoption of the

[1] NDRRMP. 2011

Hyogo Framework for Action (HFA) in 2005. The HFA was formulated and adopted by 168 governments at the World Conference on Disaster Reduction held in Kobe, Japan and is aimed at building the resilience of nations and communities to disasters and reducing vulnerabilities and risks to hazards. It aims to have (a) effective integration of disaster risk considerations into sustainable development policies, planning and programming at all levels – disaster prevention, mitigation, preparedness and vulnerability reduction; (b) development and strengthening of institutions, mechanisms and capacities at all levels; and (c) systematic incorporation of risk reduction approaches into the design and implementation of emergency preparedness, response and recovery programmes in the reconstruction of affected communities.

On June 21, 2010, through Executive Order Number 888, the Strategic National Action Plan (SNAP) on DRR 2009-2019, was adopted by then President Gloria Macapagal Arroyo. The SNAP is a *road map* indicating the vision and strategic objectives on disaster risk reduction of the country and was based on (a) an assessment of the disaster risks, vulnerability, and capacity; (b) gap analysis that identifies and maps out significant on-going initiatives; and (c) DRR activities based on the HFA that are considered by stakeholders as achievable priorities for country, with adequate relevant resources and capacity for implementation over the next three to ten years.

Its development and implementation were based on two guiding principles, namely:

1. DRR is directly linked to poverty alleviation and sustainable development; and
2. DRR entails the participation of various stakeholders in order to mainstream DRR in relevant sectors in the society.

Consistent with the global commitment to HFA, the Philippine SNAP aims to build the resilience of communities to disasters in order to *"reduce disaster losses in lives, in the social, economic and environmental assets of communities and countries."*

The SNAP was used as a basis for the deliberations for a new DRR law in the Philippines. The National DRRM Act of the Philippines was passed into law on May 10, 2010 and paved the way for the need to ***"adopt a disaster risk reduction and management approach that is holistic, comprehensive, integrated, and proactive in lessening the socio-economic and environmental impacts of disasters including climate change, and promote the involvement and participation of all sectors and all stakeholders concerned, at all levels, especially the local community."*** The Act provides for the development of policies and plans and the implementation of actions and measures pertaining to all aspects of disaster risk reduction and management, including good governance, risk assessment and early warning, knowledge

building and awareness raising, reducing underlying risk factors, and preparedness for effective response and early recovery.

DRR has gained a lot of attention and momentum in the country over the past several years. Numerous projects and activities have been undertaken by various Philippine stakeholders and agencies in DRRM. However, threats remain. Disasters and people's risk to disasters are still present.

2.2 Project history and background

When Tropical Storm (TS) Ondoy (international name Ketsana) hit the Philippines on September 26, 2009, the ensuing flood caused extensive damage to the central part of Luzon, including Metro Manila and neighboring Rizal province. During a 12-hour period, the rainfall was recorded as approximately 450mm, an extremely rare occurrence. According to the National Disaster Coordinating Council (NDCC), TS Ondoy brought an estimated damage of US$87.4 million to public infrastructure and US$153.05 million to agriculture. Around 4.1 million people or 820,000 families were affected by the storm.

Tropical storm Ondoy was quickly followed by typhoon Pepeng (international name Parma). From October 3-9, 2009, the storm crossed over Central and Northern Luzon three times bringing powerful winds with gusts of up to 230 km/h and an extended period of heavy rains, with cumulative rainfall amounts exceeding 1,000mm in some areas. Pepeng was followed by tropical storm Santi (international name Mirinae) on 31 October, which completed a rare record of three intense weather events to hit Luzon within a period of just over a month.

This succession of weather disturbances over a short period significantly strained the country's resources and capacity to respond to these crises. It has been estimated that the various storms caused substantial damage and losses equivalent to about 2.7 percent of GDP. The official death toll from the floods was 956 persons with assessment data showing that over 9.3 million people were affected severely, out of an estimated population of 43.2 million living in the affected areas. At the height of the crisis, public officials, including the Chair of the National Disaster Coordinating Council, acknowledged that Marikina, Cainta, and Pasig were the most threatened by floodwaters. Flood maps developed in the aftermath of the typhoons also showed that the floodwaters took a long time to recede in these areas. Apart from being among the worst affected by the flooding, these areas are located in a common ecosystem, the Marikina-Pasig-river basin and its major tributaries—and are also located in the Valley Fault System. Recent research suggests that the probability of a major earthquake occurring could lead to yet another catastrophic event. Given their location that exposes them to both flood and earthquake risks, these areas are strategic zones in which sustainable Disaster Risk Reduction and Management (DRRM) solutions are seen to be most urgent and needed. Assessment missions conducted by UN agencies to these areas immediately following the flooding

from tropical storm Ondoy, as well as follow-up missions conducted by UNDP in January 2010 established the need to strengthen local capacities for DRRM. Local government officials expressed keen interest in obtaining additional expertise in strategic DRRM planning that incorporates climate change adaptation, poverty alleviation and good governance. UNDP support was requested in making these disaster risks more understandable to and better addressed by decision-makers.

While the Philippines has an existing disaster response mechanism in place, the extensive flooding caused by storms Ondoy, Pepeng, and Santi in 2009 highlighted the inadequacies of the current structure. Some of the flood-affected localities had disaster and emergency response units and programs in place. But even these proved ineffective and deficient in the face of the huge volume and sudden rise of floodwaters. It also became apparent that communications and coordination between the disaster response units needed more fine-tuning. Moreover, the enforcement of existing local policies and ordinances on the resettlement of people living in danger zones was evidently weak given the number of displaced families and communities. Overall, there was an acute lack of preparedness in the response to the disasters, which only served to underscore the vulnerability of Metro Manila to disaster risks. The gaps in the disaster response indicate that local governance mechanisms, particularly in relation to disaster risk reduction, require some re-thinking and restructuring, needing a paradigm shift from disaster response to preparedness, mitigation and prevention.

There are current opportunities towards addressing the gaps and restructuring the mechanisms from a disaster response focus to a preparedness, prevention and mitigation perspective. At the national level, Republic Act 10121 or the DRRM Law was enacted on 27 May 2010. This law has set the stage for the transition towards a holistic, comprehensive, integrated, and proactive disaster risk reduction and management approach in lessening the socio-economic and environmental impacts of disasters including climate change. In essence, the DRRM Law mandates the development, promotion, and implementation of a comprehensive National Disaster Risk Reduction and Management Plan (NDRRMP) that aims to strengthen the capacity of the National Government and the local government units (LGUs), together with partner stakeholders, to build the disaster resilience of communities, and to institutionalize arrangements and measures for reducing disaster risks, including projected climate risks, and enhancing disaster preparedness and response capabilities at all levels.

There has been general recognition of the need to fully integrate DRRM in local governance. The important role of LGUs in DRRM has been highlighted in some UNDP-supported projects and interventions, including the Hazard Mapping and Assessment for Effective Community-Based Disaster Risk Management (READY Project) which produced multi-hazard maps of 27 high risk provinces and the 'Mainstreaming Disaster Risk Management into Subnational Planning' project

developed by the National Economic and Development Authority (NEDA) which came out with guidelines to help local governments integrate DRRM into their development planning processes.

The RESILIENCE project aims to contribute to national efforts to build community resilience and reduce vulnerability to natural hazards by enhancing capacities of LGUs and other stakeholders towards good governance in Disaster Risk Reduction and Management (DRRM). It has three main complementary components—policy development, capacity enhancement and improved coordination—that contribute to enhancing the resilience of communities against the effects of calamities and disasters. The proposed project complements existing projects and programs on disaster risk reduction and climate change adaptation.

The set of activities to be pursued towards accomplishment of the project outcome and outputs include: 1. Inventory, assessment and harmonization of existing policies, programs, mechanisms and resources that address DRRM issues as well as an institutional review of the various agencies involved in DRRM; 2. Capacity development on good governance in DRRM that will help the claim holders and duty bearers to acquire perspectives, skills and tools that will enable them to generate enabling policies and facilitate the integration of DRRM into community and city-wide development planning processes; and, 3. Policy dialogues and knowledge sharing sessions towards the development and eventual establishment of an inter-LGU, multi-stakeholder, river basin-wide DRRM governance framework and structure.

2.3 Key stakeholders of the project

For the implementation of this project, the key partners were the Office of Civil Defense (OCD), the Local Government Units (LGUs) of the cities of Marikina and Pasig and the municipality of Cainta, which are also the primary beneficiaries, as well as the League of Cities of the Philippines (LCP) and the Collective Strengthening of Community Awareness on Natural Disasters (CSCAND) agencies (Department of Science and Technology (DOST) – PAGASA (Philippine Atmospheric, Geophysical and Astronomical Services Administration); DOST-PHIVOLCS (Philippine Institute of Volcanology and Seismology); Department of Environment and Natural Resources (DENR) – MGB (Mines and Geosciences Bureau); NAMRIA (National Mapping and Resource Information Authority); together with the OCD). Existing linkages between national and local disaster management mechanisms, existing partnerships of UNDP with the NDRRMC, the MMDA, scientific institutions, Non-Government Organizations (NGOs) and Civil Society Organizations (CSOs), academic institutions as well as other relevant national government agencies (MMDA – Metropolitan Manila Development Authority; HLURB - Housing and Land Use Regulatory Board; PCW – Philippine Commission on Women; DILG – Department of the Interior and Local Government) will be strengthened.

2.4 Results expected

The project expected to contribute to the attainment of sustainable and LGU context-driven DRRM solutions in the Marikina-Pasig-Cainta river basin principally through policy development, capacity enhancement, and improved coordination, as indicated in its planned outputs below.

In pursuing policy development, the project expected to support the strategic role of LGUs in enacting DRRM-sensitive policies and plans, ensuring people's participation, accountability and partnership with various stakeholders such as civil society and the private sector. Policy interventions were expected to promote responsiveness to gender-related issues, and the sustainability and institutionalization of DRRM solutions.

Interventions for capacity enhancement were in terms of planning and implementing DRRM interventions to avoid long-term consequences (e.g. rebuilding houses in danger zones), and in balancing competing interests taking into account resource scarcity, poverty alleviation, gender equality and social inclusion.

The project expected to promote strengthened collaboration among stakeholders within and amongst the target LGUs, and expected to support the strengthening of institutional links between the LGUs and relevant government agencies, especially the NDRRMC and the Collective Strengthening of Community Awareness on Natural Disasters (CSCAND) agencies.

Guided by the new DRRM Law, and informed by existing mandates for disaster mitigation/response under the Local Government Code, the project sought to establish an inter-LGU policy cooperation framework that encourages a shift from disaster response to disaster risk reduction and recovery (focused on preparation/planning).

Cognizant of the special needs of women and children during natural disasters, and supportive of the achievement of MDG goals that contribute to the promotion of the rights and welfare of women, the project adopted a gender strategy that included the participation of women in decision-making, organizing and training towards disaster preparedness and effective local responses to natural disasters.

Expected Outputs and Outcomes

The main outcome that the project sought to achieve was: Strengthened community resilience to the effects of natural hazards and disaster risks in Marikina, Pasig and Cainta.

Three outputs were expected to lead to the attainment of the project's outcome:

I. Increased capacity of target LGUs to integrate DRRM issues/concerns in policies and programs
II. Enhanced awareness, competencies and skills of communities, local governments and other stakeholders on recovery and gender-responsive DRRM
III. Multi-sectoral partnerships and collaboration for recovery and gender responsive DRRM are established and strengthened

2.5 Purpose of the evaluation

Within the TOR this consultancy has the following objectives:

Objectives of the Terminal Evaluation

- To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, and media), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

- To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

- To assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

- To analyze **factors that influenced the achievement of results** and assess **clear links** among outcomes, outputs and activities;

- To assess the **relevance and effectiveness of the project's partnership strategies** and identify **innovative strategies, methodologies and approaches**;

- To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive DRRM;

- To determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs; and,
- To identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

The above objectives for the terminal evaluation are coherent with the Development Assistance Committee's (DAC's) criteria for evaluation of development projects. These criteria include assessing the efficiency, effectiveness, impact, relevance and appropriateness, sustainability, coherence, brokerage/coordination and complementation of actions/process undertaken but also allows room to ask the why of interventions to deepen the evaluation.

2.6 Methodology of the Evaluation

The first step of the evaluation was the collection of data/reports that have been produced for the RESILIENCE project. These were collected via email requests to the relevant personnel within the OCD/UNDP, and included the following (but not limited to):

a) RESILIENCE Project Document;
b) Annual Progress Reports;
c) Annual Work Plan;
d) Gender Strategy Paper;
e) Inventory and Rapid Assessment of DRRM Capacities, Policies, and Programs of the LGUs of Pasig, Marikina and Cainta (UNDP, Donna Mitzi Lagdameo); &
f) CIDA Environment and Gender Advisers Monitoring Notes

Together with supporting documents:

g) UNDP Policy Guidelines: Gender mainstreaming, practical guidelines on institutionalizing gender-sensitive risk assessments and implementing gender-sensitive early warning systems, gender-sensitive indicators to monitor progress in mainstreaming a gender equality perspective in DRRM;
h) Eight-Point Agenda: Practical, Positive Outcomes for Women and Girls in Crisis, particularly the agenda to Promote gender equality in disaster risk reduction and value women's knowledge and experience; &
i) Harmonized Gender and Development Guidelines for Project Development, Implementation, Monitoring and Evaluation, that was developed by the NEDA, the Philippine Commission on Women (formerly the National Commission on the Role of Filipino Women) (PCW) and the Official Development Assistance – Gender and Development (ODA-GAD) network, can also be used to integrate gender concerns into the project.

These were analysed to determine the key stakeholders involved (Table 1), geographical location, and to produce a list of guide questions for the key

informant interviews centered around the objectives of the terminal evaluation. The results of the data analysis were utilized to finalize the inception report and in preparation for the inception meeting to finalize the design and methodology of the terminal evaluation.

Interviews were organized with key informants within the project areas of intervention and ocular inspections of project sites. These were distributed between team members who then submitted their reports for collation of the main terminal evaluation report.

Table 1: Key Informants/Agencies

Implementing Partner	**Responsible Partners**	**Marikina City**	**Pasig City**	**Municipality of Cainta**	**Other Stakeholders**[2]
OCD	LGU Marikina City	LGU: LCE, SB	LGU: LCE, SB	LGU: LCE, SB	Regional DILG & OCD Directors[3]: NCR & 4-A
	LGU Pasig City	Community leaders	Community leaders	Community leaders	NEDA-RDCS
	LGU Municipality of Cainta	CSOs	CSOs	CSOs	MMDA
	LCP	Government Agencies	Government Agencies	Government Agencies	HLURB
	CSCAND Agencies: DENR-MGB, PHIVOLCS, PAGASA, NAMRIA				
					PCW[3]
					National Press Corp[3]
					Media Groups[3]

[2] As listed in the project document. Level of involvement to be determined
[3] Unavailable for interview

Guide Questions:

1. To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives (LCEs, LGU personnel, pilot barangays, and media), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

   1.1 How was the project formulated
   1.2 Who participated in the formulation of the project
   1.3 How far has the project achieved the intended project outcomes and outputs
      1.3.1 What have been the results local and national
      1.3.2 Were there any changes in project design, outcomes and outputs over the duration of the project and why
      1.3.3 Are there unexpected or additional outcomes

   1.4 What were the monitoring processes for the indicators and accomplishments; how was the project monitored
   1.5 Has community resilience to natural disasters been enhanced and how
   1.6 Has vulnerability to natural hazards and climate change impacts been reduced and how
   1.7 Were natural ecosystems restored
   1.8 How far has the project worked towards climate change adaptation
   1.9 How did the project build upon the READY project, NEDA guidelines & any other complementary projects; complementation and coherence of approaches
   1.10 Were DRRM sensitive policies and plans developed
   1.11 Were these integrated into local development planning and budgeting processes

2. To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

   2.1 How has the project contributed to the development of a gender responsive DRRM
   2.2 How were gender results achieved and monitored
   2.3 Were gender sensitive indicators to monitor progress in mainstreaming a gender equality perspective in DRRM developed
   2.4 What gender support mechanisms were developed
   2.5 How were women's roles analysed and recognized

3. To assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

   3.1 Were the projects resources effective and efficient
      3.1.1 Human
      3.1.2 Physical
      3.1.3 Financial

   3.2 How and what were the PME mechanisms developed for the above

4. To analyze **factors that influenced the achievement of results** and assess **clear links** among outcomes, outputs and activities;

   4.1 What factors influenced the achievement of results
   4.2 Were the links clear between components and individual outcomes, outputs and activities
   4.3 How did the Project Management Team (PMT) operate to ensure clear links were understood by component assigned staff

5. To assess the **relevance and effectiveness of the project's partnership strategies** and identify **innovative strategies, methodologies and approaches**;

   5.1 How were the partnerships developed
   5.2 What were the 'buy-in' factors
   5.3 What were the partnership strategies
   5.4 Were there clear roles and responsibilities established and how
   5.5 Were these relevant and effective
   5.6 Were accountability mechanisms established and institutionalized
   5.7 How were the partnerships maintained over the project duration:
      5.7.1 Were they all maintained;
      5.7.2 Were new partnerships developed along the course of the project – how were these identified
   5.8 How often were policy dialogues and knowledge sharing sessions held:
      5.8.1 On which topics (how were they identified),
      5.8.2 Who attended (how were participants selected),
      5.8.3 How was the knowledge utilized – how effective were they

6. To determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs;

6.1 How were national capacities developed
6.2 How were local capacities developed
6.3 How were these measured (was there a capacity assessment)
6.4 How far did the project achieve the following:
- 6.4.1 Capacity enhancement – institutional strengthening, establishment of coordination mechanisms, planning and implementing DRRM initiatives, balancing competing interests, strengthened collaboration and institutional links
- 6.4.2 Improved coordination
- 6.4.3 Multi-hazard planning
- 6.4.4 Comprehensive approach for DRRM
- 6.4.5 Empower whole community in mitigating and responding to impacts of disasters – DRRM trainings
- 6.4.6 Inter-LGU policy cooperation framework
- 6.4.7 Hazard risk assessment review
- 6.4.8 Inventory of existing programs
- 6.4.9 Gender strategy
- 6.4.10 Capacity, vulnerability and risk assessments incl. institutional and resource assessments
- 6.4.11 Early Warning System (EWS), mapping equipment, e.g. Global Positioning System (GPS), computers, hazard risk assessment software
- 6.4.12 Hazard exposure database
- 6.4.13 CBDRM trainings
- 6.4.14 Training community-based, gender-responsive early warning teams, which could later form the backbone of the DRRM network
- 6.4.15 People-centered EWS established, consisting of capacity enhancement in: a) Governance and Institutional Arrangements; b) Risk Knowledge; c) Monitoring and Warning System; d) Dissemination and Communication; e) Response Capacity; and f) Gender responsiveness.
- 6.4.16 Knowledge products and dissemination

7. To identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

   7.1 What were the challenges in implementation
   7.2 What were the challenges in management

8. To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive

DRRM;

8.1 What lessons were learned regarding:
- 8.1.1 Implementation
- 8.1.2 Management

8.2 What were the innovative strategies that were established

8.3 What worked well / enabling factors / success stories that could be shared to others

8.4 What did not work well / hindering factors

8.5 What challenges remain

8.6 What were cross-cutting issues and how were these managed and monitored

8.7 What are the sustainability measures /mechanisms in place

8.8 How were these developed during the project

8.9 Was an inter-LGU, multi-stakeholder, river basin wide DRRM governance framework and structure established

8.10 If so, how does this relate to the Alliance of Seven

8.11 What is the added value of this approach and equally it's limitations

8.12 Would you recommend replication of this project

8.12.1 Would you recommend any changes

8.13 Any further recommendations

3. Findings

3.1 Project Formulation

3.1.1 Conceptualization/Design

The devastating impacts of Tropical Storm (TS) Ondoy highlighted the need for strengthening capacities for DRRM. This was also reflected in the Post-Disaster Needs Assessment (PDNA) produced soon after the disaster by the government, multi-sectoral groups, development partners, Asian Development Bank, European Commission, United Nations and the World Bank Group in it's recommendations especially for:

- Mainstream DRRM into local governance, planning, and budgeting systems;
- Strengthen Community-Based DRM (CBDRM) to deal with disasters on the ground;
- Provide DRRM information in a form that is useful for communities and local governments; &
- Prepare for a wide range of hazard scenarios

Building on these recommendations the UNDP Philippines formulated a proposal for the worst hit cities and municipalities of Metro Manila by TS Ondoy. It integrated the principle stated in the PDNA that:

'Correcting the failures that amplified the impacts of Ondoy and Pepeng will require a new level of commitment and collaboration but is achievable. The LGUs of Metro Manila will need to work together better. The national government will need to support LGUs by devolving resources as well as responsibility, putting into practice the principle of subsidiarity more consistently. At the same time, government, the private sector, and civil society will need to work together, adopting more participatory approaches that bring stakeholders together to define shared vision for development.'

In an effort to realize the level of collaboration needed the UNDP identified the League of Cities of the Philippines (LCP) as its main implementing partner.

UNDP submitted the proposal to CIDA for co-funding with the UNDP. The project was considered under CIDA's Sustainable Economic Growth strategy because of the extent of devastation and the need to manage the extent of damage and to be better prepared. The extent of media coverage of the events of 2009 and the recommendations within the PDNA made such a project priority for funding.

During the time of project consideration the DRRM law was being deliberated upon in the House of Representatives. Upon passage, the law states clearly the role of the Office of Civil Defense (OCD) in DRRM. There was a workshop with the LCP, OCD and NEDA in 2010 to finalize the design and plan. Approval of the

project came late 2010 incorporating the change of implementing partner from LCP to OCD.

3.1.2 Stakeholder participation

The project was conceptualized by the UNDP in the last quarter of 2009: post-TS Ondoy. Original discussions were with the UNDP and the LCP as the implementing partner – initially for disseminating practices and Information, Education and Communication materials (IEC) to other LGUs not originally covered by the project. The Official Development Assistance (ODA) for the project was approved early 2010, but with the passage of R.A. 10121, which emphasizes the role of OCD for DRRM, the LCP as implementing partner was reassessed.

There were further negotiations and consultation meetings during 2010, towards August-December with the OCD, and September for meetings with the LGUs. These consultations discussed the project documentation and solicited feedback. The project document was also sent to NEDA and the CSCAND agencies to seek comments. These agencies (OCD, 3 LGUs, CSCAND, and NEDA) then became part of the project board during implementation.

3.1.3 Capacity assessment

The project is entitled "Building Community Resilience and Strengthening Local Government Capacities for Recovery and Disaster Risk Management". Capacity building is integral to all three components of the project. To be able to build upon capacities, an assessment of existing capacities was included in all three components of the project logframe namely:

Component 1:	Increased capacity of target LGUs to integrate DRRM issues/concerns in policies and programs
Indicative Activity:	Consolidate existing **inventory of policies, programs, mechanisms, and resources that address DRRM issues** and develop knowledge products.
Component 2:	Enhanced awareness, competencies and skills of communities, local governments and other stakeholders on recovery and gender-responsive DRRM
Indicative Activity:	Gather gender specific data and statistics on impact of disasters, **carry out vulnerability, risk and capacity assessments that incorporate gender analysis** and develop gender-sensitive indicators to monitor and measure progress.
Component 3:	Multisectoral partnerships and collaboration for recovery and

gender responsive DRRM are established and strengthened

Indicative Activity: **Assess current DRRM capacities** and mutual aid arrangements between the LGUs.

These initial capacity assessments can be used as a baseline upon which to measure the level they have been strengthened by the project towards resilience.

3.2 Project Implementation

3.2.1 Implementation approach

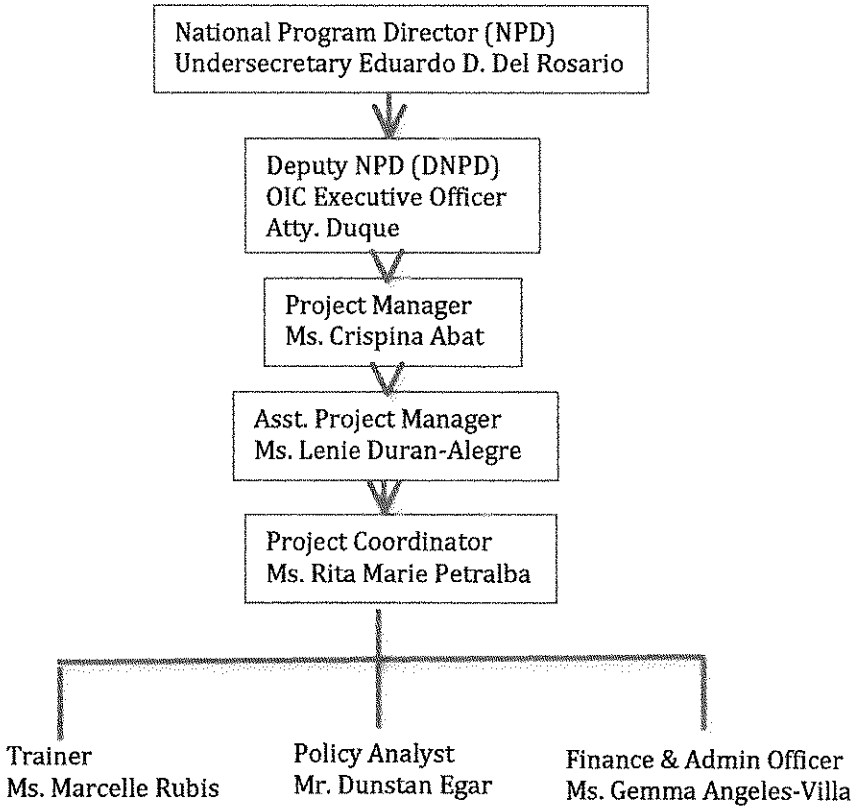
The project adopted a river basin approach to the attainment of sustainable and LGU context-driven DRRM solutions in the Marikina-Pasig-Cainta river basin principally through policy development, capacity enhancement, and improved coordination, as indicated in its planned outputs. By considering the common ecosystem of the three target areas (Marikina City, Pasig City, and the Municipality of Cainta), the project supported the LGUs in examining hazards that affect their population and their major industries and built upon existing capacities and initiatives towards a gender responsive policy environment that integrated DRR and CCA.

By addressing common hazards of historic floods, increasing frequency of extreme weather events, climate change and major earthquake generators, where impacts occur across jurisdictional boundaries the need for cooperation across LGUs was strengthened. The inter-LGU cooperation schemes accommodated other LGUs within the river basin towards the development of a comprehensive approach for DRRM that was guided by the R.A. 10121 and informed by existing mandates under the Local Government Code.

A further ten (10) areas were included in the project late 2012 on the basis of strategic locations for flood early warning systems (FEWS) and included the Province of Rizal, Antipolo City, Municipalities of Rodriguez, San Mateo and Taytay in Rizal Province, Caloocan City, Malabon City, Mandaluyong City, Quezon City and Valenzuela City.

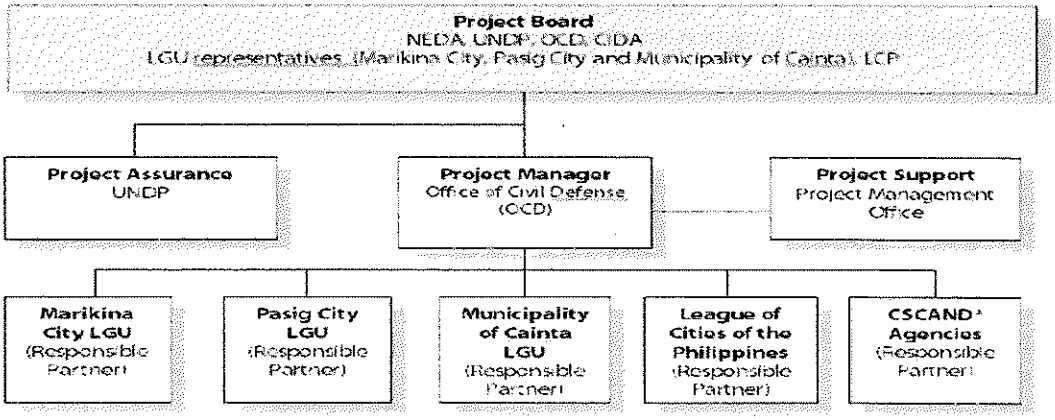
The project implementation was guided by the following management structure (Figure 1):

Figure 1. RESILIENCE PROJECT MANAGEMENT OFFICE STRUCTURE



The Project Management Office worked together with a project management board of key stakeholders in the project in the following project organizational structure (Figure 2):

Figure 2. **Project Organization Structure**



* *CSCAND or Collective Strengthening of Community Awareness on Natural Disaster agencies include the following: Mines and GeoSciences Bureau (MGB); Philippine Institute of Volcanology and Seismology (PHIVOLCS);Philippine Atmospheric, Geophysical, Astronomical Services Administration (PAGASA) and the National Mapping and Resource Information Authority (NAMRIA).*

3.2.2 Monitoring and Evaluation strategies

The UNDP has set systems for monitoring within its National Implementation Mechanism which sets guidelines for record management, process of procurement and supplier engagement, together with physical progress monitoring.

The Project Management Team (PMT) met 2 or 3 times a month to coordinate activities and for updates of schedules and progress of implementation, which formed the basis of the Annual Progress Reports (APRs). The PMT conducted reporting of accomplishments through regular meetings of the implementing agencies and partner agencies. Plans, programming and expenses were always reviewed by the implementing agencies. There were also project board meetings where the annual progress reports were presented and the Annual Work Plan (AWP) was finalized.

The annual work plan became the basis for project spot checks for a) financial and admin (in preparation for the annual Commission on Audit (COA) audit); and b) project, technical and programme, were also conducted twice a year. The first two spot checks were conducted by a private firm: Isla Lipana, and then future spot checks were conducted by a team from UNDP with the OCD. These spot checks assessed coherence to the project document and the yearly work plans (AWPs) and to prepare for the next annual work plan. Findings of the spot checks were incorporated into the project in the course of implementation.

The management would report on the progress every year to Canadian International Development Agency (CIDA) who also conducted yearly monitoring visits by their CIDA Gender Adviser and Environment Adviser. CIDA would then report back to Canada through the project team leader. If issues arose then the team would work together to address them.

3.2.3 Financial planning

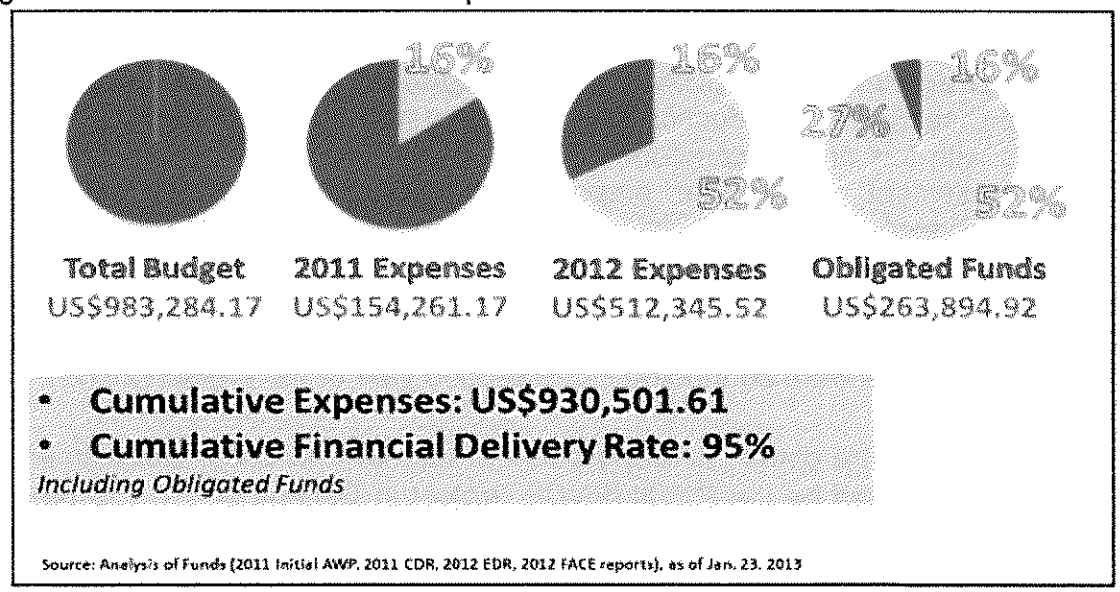
The overall project financial planning was set during the project design and finalization. The project was originally designed with counterpart funding from the UNDP but due to the economic crisis and pressure on available DRRM funds due to other disasters, the whole project design was fully funded by CIDA. UNDP, at the time of project closure, provided minimal funds to shoulder selected end-of-project costs. The Government of the Philippines also provided a counterpart through technical expertise and physical resources.

The following figure (Figure 3) shows the planned expenditures together with the actual expenditures for 2011 and 2012. The low financial utilization rate in 2011 was mainly due to the slow acquisition rate of the response and early warning

equipment scheduled for 2011, which in turn was due to the thorough process established for identifying the most appropriate equipment which included a review of existing equipment, production of a guideline list of equipment, and consultations with the partners on what should be prioritized, together with area surveys for establishment of flood early warning systems. Proposals for equipment were submitted by the LGUs to the project management team for review and consultation with the project board. The procurement proposal was submitted to the UNDP in June 2012, which after review as per procurement process guidelines submitted it the UNDP regional office for approval. The approval was granted to the supplier in December 2012. The final two (2) flood early warning systems were installed at Timberland (San Mateo), and Bagong Nayon (Antipolo), in June 2013.

The thorough process, whilst delaying the utilization of funds, ensured that the most appropriate systems were purchased and deployed strategically for the river basin approach of the project.

Figure 3. Planned versus actual expenditures



A good case of transparency is the utilization of project funds since all implementing agencies were part in the planning and programming of project funds, together with the development of a catch-up plan for fund utilization detailing how the project aimed to improve financial performance. The PMT together with the agencies worked together in programming and monitoring of expenses.

The two (2) COA audits resulted in an overall satisfactory assessment and unqualified opinion favoring the project.

3.2.4 Stakeholder participation

From the onset, the OCD was the implementing partner as the RESILIENCE project was in line with their previous and existing programs on DRRM. The Regional OCD were also involved and participated actively during the project. Responsible partners of the RESILIENCE project were the CSCAND agencies, LCP, and the three LGUs.

Partnerships developed during the project formulation phase continued into the implementation phase, especially with the three (3) LGUs with an Inventory and Rapid Assessment of Disaster Risk Reduction and Management Capacities, Policies and Programmes of the LGUs of Pasig, Marikina and Cainta, during the first year which further refined the direction of the capacity building aspect of the project.

The project was able to develop good working relations among the LGUs and agencies involved.

The CSCAND agencies were involved with ***Component 1***, for the development of the Local Disaster Risk Reduction and Management Plans (LDRRMPs). Their involvement with this project component began in earnest in 2011 with trainings on risk assessment, earthquake preparedness, Rapid Earthquake Damage Assessment System (REDAS) training, climate change orientations, and flood early warning systems. NAMRIA provided the base maps for the Resilience project needed for the Contingency Plans (CPs) and the Comprehensive Land Use Plans (CLUPs). The workshops to prepare the draft LDRRMPs and CLUPs, together with the CPs were conducted in the second year of the project (2012).

To further enhance the plans the Department of Interior and Local Government (DILG) was first invited by the RESILIENCE Project in December 2011 to be a resource speaker on the Gender Responsive DRRM. The DILG is the vice chair of the NDRRMC for disaster preparedness and are responsible for strengthening local government capability aimed towards the effective delivery of basic services to the citizenry as mandated by R.A. 6975 and thereby play a crucial role in localizing the provisions in R.A. 10121 e.g. mainstreaming DRRM into the local development planning and budgeting processes and sustaining DRRM initiatives at the local level.

The Metropolitan Manila Development Authority (MMDA), responsible for development planning, transport and traffic management, solid waste management, flood control, public safety, and urban renewal, zoning and land use planning within the Metropolitan Manila area, MMDA actively participated during the policy dialogues and knowledge sharing sessions. They also co-

facilitated the DRRM mainstreaming as a resource agency especially during the comprehensive land use planning process.

For the latter, there were guidelines for the production of CLUPs developed by the Housing and Land Use Regulatory Board (HLURB) but there were no guidelines available for the mainstreaming of DRRM into the CLUPs. Before RESILIENCE only Makati City had a DRRM enhanced CLUP out of the 17 LGUs in the National Capital Region. This was through the own initiative of the LGU who hired consultants for the process. With just one example available for mainstreaming DRRM into the CLUPs the expected outputs were unclear in the beginning but formulation meetings were held to develop the goals and objectives for the guidelines. NEDA assisted in developing simple procedures, which were reviewed by the HLURB. The HLURB also became involved with the development and enhancement of the CLUPs within component 1 of the RESILIENCE project.

Policy dialogues and writeshops were conducted throughout 2011-2012. The participation of agencies such as DBM and COA assisted the development of the JMC on the utilization of the LDRRMF. These agencies readily expressed their interest for the project and participated whenever invited.

For ***Component 2*** the participating stakeholders included members from LGU departments, community leaders, business/private sectors, media, school teachers and students.

The different leagues (LCP, LMP) supported the project implementation, particularly in information dissemination.

For the early warning systems, MMDA drew on its EFCOS project for the project's installation of EWS, with PAGASA identifying the sites and areas for the EWS. Consultations regarding the design, meetings with the LGUs, procurement of the equipment, installation and FEWS training were conducted from 2012-2013.

For ***Component 3***, the participating stakeholders included all thirteen LGUs, especially the local chief executives and the DRRM Officers, together with the La Liga Policy Institute (a Non-Government Organization (NGO)) as the secretariat of the Alliance of Seven.

3.2.5 Capacity assessment and development

This was a major feature of the project, and an Inventory and Rapid Assessment of Disaster Risk Reduction and Management Capacities, Policies and Programmes of the LGUs of Pasig, Marikina and Cainta was conducted at the start of the project to guide the development of the trainings to be provided. Training needs assessment for gender sensitive DRRM training was conducted with the three LGUs. The results further refined the development of the content of the trainings provided.

Table 2. Capacity Assessment and Development

Inventory & Rapid Assessment		**Recommendations**	**RESILIENCE Project Capacity Building Activities (Accomplished)**
Municipality of Cainta			
Strengths	***Weaknesses***		
Partnerships with private sector		- To have joint contingency (including EWS and other disaster preparedness) plans and other formal arrangements with connecting LGUs; & - Build on initial partnerships	- REDAS Training; - Communications Planning; - Meetings with MMDA and Alliance of 7 as platform for sharing; - Inter-LGU sharing sessions; - Establishment of the Metro Manila-Rizal Network - Local Contingency Plans formulated; & - Provision of response equipment
Partnerships with various local groups for DRR			
	DRR/M and CCA not mainstreamed in local plans	- Basic orientation and training programmes on DRRM and CCA; - Capacity and awareness building, including planning and identification of specific steps on the how's and what's of DRR and gender as it applies to the LGU. This should also include activities that will ensure the presence of disaggregated information for women and men in order to come up with specific interventions for	- Policy Dialogues; - Orientation on NEDA Guidelines on Mainstreaming DRR/CCA into Sub-National Development, Physical Framework and Land Use Planning; - Meetings with partners on methodology of CLUP enhancement; - Multi-hazard maps printed and used in Gender Responsive DRRM Trainings for barangays, LDRRMP, CP and CLUP workshops - Gender-responsive DRRM Trainings; - Workshops on enhancing zoning ordinances of the LGUs;

Inventory & Rapid Assessment		Recommendations	RESILIENCE Project Capacity Building Activities (Accomplished)
		specific gender orientations; - Capacity building on mainstreaming and institutionalizing DRRM into local development plans and programmes coupled with training on risk analysis and scientific information (on climate and rainfall changes) and risk analysis and mapping; & - Revisit the LGUs policies and programs and plan accordingly using the DRRM and CCA mainstreaming approach	- Workshops for integrating DRRM into enhanced CLUPs; - Provision of Equipment (Laptops, Desktop and Accessories, Video Capture Tools, and Global Positioning System (GPS) units) for the application of the REDAS software (including building of exposure database); - Local DRRM Plans and Contingency Plans formulated; - IEC training program; - Brochure and posters development and distribution; - Learning visits in Gawad Kalasag awardee LGUs; - Community orientation on flood and earthquake-related hazards; - Flood and Earthquake drills; - Development of EWS design, equipment and location; & - EWS orientations and training
	Lack of DRR related activities of the MDRRMC – most on response and relief operations	- Build the internal capacities of local staff especially those with specific functions for DRRM; MDRRMC to have short, medium and long term planning and financial programming. Part of this is the institutionalization of the permanent DRRM Office as mandated by RA 10121, which in turn will be the convergence point of DRRM related activities in the municipality; & - Review and update the local contingency	- Checklist of DRRM Standards; - Policy on DRRM office creation approved in Cainta LGU; & - Local DRRM Plans and Contingency Plans formulated with the participation of the LDRRMC members

Inventory & Rapid Assessment		Recommendations	RESILIENCE Project Capacity Building Activities (Accomplished)
		plans	
	Relies heavily on the calamity fund and IRA on majority of DRRM activities	- Proper planning can be done, including fund sourcing, complementation of activities and partnerships; & - Development of clear-cut DRR advocacy plans	- IEC training program; - Formulation of the LDRRMP indicating activities, sources of fund (including the utilization of the LDRRMF)
City of Marikina			
Strengths	***Weaknesses***		
Extensive and operational Earthquake Preparedness Plan			
Rescue 161			Augmentation of search and rescue capability thru the provision of collapsed structure response equipment and tools
CDRRMC is active and fully functioning			
Fund sourcing programs and projects			
DRRM policies and programmes are aligned to other local plans		- Policy review to understand and shift to DRRM; - Capacity building on risk mapping and analysis and on what needs to be done to address underlying vulnerabilities to complement current programs; - Clear set of systems and processes; - Mainstreaming DRR and CCA into local development plans including the land use plan; & - Documentation of the case stories to share experiential learnings	- Policy Dialogues; - Orientation on NEDA Guidelines on Mainstreaming DRR/CCA into Sub-National Development, Physical Framework and Land Use Planning; - Meetings with partners on methodology of CLUP enhancement; - Multi-hazard maps printed and used in Gender Responsive DRRM Trainings for barangays, LDRRMP, CP and CLUP workshops - Checklist of DRRM Standards; - REDAS Training; - Exposure Database survey - Gender-responsive DRRM Trainings;

Inventory & Rapid Assessment		Recommendations	RESILIENCE Project Capacity Building Activities (Accomplished)
			- Workshops on enhancing zoning ordinances of the LGUs; - Workshops for integrating DRRM into enhanced CLUPs; - Provision of Equipment (Laptops, Desktop and Accessories, Video Capture Tools, and Global Positioning System (GPS) units) for the application of the REDAS software (including building of exposure database); - Local DRRM Plans and Contingency Plans formulated; - IEC training program; - Brochure and posters development and distribution; - Learning visits in Gawad Kalasag awardee LGUs; - Community orientation on flood and earthquake-related hazards; & - Flood and Earthquake drills;
	CCA programs	Establishment of policies linking and/or converging issues on climate change adaptation, DRR, environment and governance; Capacity building on 'new' risks;	
	Capacity on flood induced disasters	- Risk assessment combining science and human factors (and perceptions); - Capacity building on early warning systems including understanding and mapping the hazard; monitoring and forecasting impending events; processing and disseminating understandable warnings to	- Communications Planning; - Meetings with MMDA and Alliance of 7 as platform for sharing; - Inter-LGU sharing sessions; - Development of EWS design, equipment and location; - EWS orientations and training; & - Provision of response equipment and one (1) rain guage station

Inventory & Rapid Assessment		Recommendations	RESILIENCE Project Capacity Building Activities (Accomplished)
		authorities and the population; and undertaking appropriate and timely actions in response to warnings; - Flood risk mapping; & - Inter-LGU and other partners (through stakeholder mapping) coordination and partnerships	
City of Pasig			
Strengths	***Weaknesses***		
Institutionalized rescue team (Pasig Rescue)		Replicate in the barangays	Augmentation of search and rescue capability thru the provision of response equipment for flood and earthquake
Fully functional C3 (Command, Communications and Control) Center			
Climate Change Adaptation Programs (Pasig Green)		Creation of a Climate Change Task Force and linking it closer toward DRR and CC action and capacity advocacy and awareness	
	DRR/M is more focused on disaster preparedness and response	- Shift from DM to DRRM through capacity building and mainstreaming and convergence of CCA and DRRM programming at the local level; - Capacity building on provisions of RA 10121, institutionalization of DRRMO, mainstreaming of DRR-CCA into local planning, functions and roles of CDRRMC;	- Policy Dialogues; - Orientation on NEDA Guidelines on Mainstreaming DRR/CCA into Sub-National Development, Physical Framework and Land Use Planning; - Meetings with partners on methodology of CLUP enhancement; - Multi-hazard maps printed and used in Gender Responsive DRRM Trainings for barangays, LDRRMP, CP and CLUP workshops; - Checklist of DRRM Standards;

Inventory & Rapid Assessment		Recommendations	RESILIENCE Project Capacity Building Activities (Accomplished)
		- Capacity and awareness building, including planning and identification of specific steps on the how's and what's of DRR and gender as it applies to the LGU. This should also include activities that will ensure the presence of disaggregated information for women and men in order to come up with specific interventions for specific gender orientations; - Gender focal person within the CDRRMC; - Capacity building on the use of a participatory capacities and vulnerabilities assessment to complement the hazard maps to complement existing initiatives of the LGU; - Enactment of relevant ordinances to support the current programs and bring them closer to DRR; - Capacity building on fund sourcing for DRRM related activities; - Knowledge sharing on the existing good practices - Joint capacity building activities and role identification workshops with related national line agencies, LGUs and other stakeholders; & - Mapping of stakeholder competencies that	- REDAS Training; - Exposure Database survey - Communications Planning; - Gender-responsive DRRM Trainings; - Meetings with MMDA and Alliance of 7 as platform for sharing; - Inter-LGU sharing sessions; - Workshops on enhancing zoning ordinances of the LGUs; - Workshops for integrating DRRM into enhanced CLUPs; - Provision of Equipment (Laptops, Desktop, and Accessories, Video Capture Tools, and Global Positioning System (GPS) units) for the application of the REDAS software (including building of exposure database); - Local DRRM Plans and Contingency Plans formulated; - IEC training program; - Brochure and posters development and distribution; - Learning visits in Gawad Kalasag awardee LGUs; - Community orientation on flood and earthquake-related hazards; - Flood and Earthquake drills; - Development of EWS design, equipment and location; & - EWS orientations and training

Inventory & Rapid Assessment		Recommendations	RESILIENCE Project Capacity Building Activities (Accomplished)
		can be used by the LGU in partnership	
Common to all Three Areas			
Strengths	***Weaknesses***		
Presence of leadership vision and steer towards DRR/M and CCA			
Recovery plans have been initiated/started especially in terms of preparedness and mitigation			
	Need for capacity building on DRRM (although different for each LGU)		- Policy Dialogues; - Checklist of DRRM Standards; - Policy guidelines developed at the national level; - Formulated LDRRMP manual, Gender Response DRRM Training manual, and posters; - Multi-hazard maps printed and used in Gender Responsive DRRM Trainings for LGUs, barangays, business/ private sector, local media, and teachers - LDRRMP, CP and CLUP workshops - Workshops on enhancing zoning ordinances of the LGUs; & - Workshops for integrating DRRM into enhanced CLUPs
	Institutionalization of a working and effective Local Flood Early Warning System		- Communications Planning; - Development of EWS design, equipment and location; - EWS orientations and training; - Flood drill; & - Establishment of the Metro Manila-Rizal Network where EWS role and responsibilities, protocols, of

Inventory & Rapid Assessment		Recommendations	RESILIENCE Project Capacity Building Activities (Accomplished)
			different partners are outlined
	Lack of equipment for disaster preparedness and response		- Provision of Equipment (Laptops, Desktop, and Accessories, Video Capture Tools, and Global Positioning System (GPS) units) for the application of the REDAS software (including building of exposure database); & - Provision of response equipment
	Non-familiarity on the provisions and application of RA 10121		- Local DRRM Plans and Contingency Plans formulated; - Policy dialogues at national and local levels; & - Development of JMCs for LDRRMO Institutionalization and LDRRMF utilization
	DRR-CCA Convergence (principles and programs)		- Orientation on NEDA Guidelines on Mainstreaming DRR/CCA into Sub-National Development, Physical Framework and Land Use Planning
	Partnerships with other LGUs and other national line agencies		- Policy Dialogues; - Meetings with MMDA and Alliance of 7 as platform for sharing; & - Inter-LGU sharing sessions; & -Establishment of the Metro Manila-Rizal Network
	Understanding of and preparing for urban disasters and DRRM		- REDAS Training; - IEC training program; - Brochure and posters development and distribution; - Learning visits in Gawad Kalasag awardee LGUs; - Community orientation on flood and earthquake-related hazards; & - Flood and Earthquake drills
	Identification of the different roles and responsibilities men and women		- Gender Indicators developed; - Gender-responsive DRRM Trainings; & - Integrating gender

Inventory & Rapid Assessment		Recommendations	RESILIENCE Project Capacity Building Activities (Accomplished)
	play from each of the departments and/or sector in DRRM		concerns in the LDRRMP and CP

For integrating DRRM into local development planning and budgeting processes an orientation on NEDA Guidelines on Mainstreaming DRR/CCA into Sub-National Development, Physical Framework and Land Use Planning was provided to the LGUs. However, since this is intended for use at sub-national levels (provincial), it could not be directly translated into local city and municipal level planning processes and therefore meetings were conducted, initially with NEDA, for the development of local level guidelines for the enhancement of the CLUPs, to inform the capability building process. This was also enhanced with orientations on DRRM and Climate Change and Risk Assessment and Analysis. A review of the LGUs existing policies and strategies was conducted to assess possible entry points for integrating DRRM and CCA. Gender-responsive DRRM trainings were also conducted with the three LGUs, together with the development of a set of gender indicators to ensure that the enhanced plans were gender responsive. The trainings (process and outputs) that tested the integration process were documented to become the basis of the guidelines and training manual development.

As can be seen in the table above (Table 2) many of the trainings overlapped among the three LGUs. Where this occurred joint training sessions were conducted which also aided the partnerships between stakeholders in the project. The joint trainings were followed up with individual LGU sessions: on-the-job trainings and coaching sessions.

Inter-LGU sharing sessions also took place to consolidate learnings for DRRM across LGUs. There was a deepening of understanding and knowledge with respect to DRR and the proactiveness needed. Capacities of all personnel assigned were enhanced with the project trainings and field activities they were involved.

At the local level, coordination mechanism among the LGUs was established, and their linkage with national agencies was strengthened.

4. Results

4.1 Impact

Reduced Vulnerability to Natural Hazards and Climate Change

Within the description and the strategy of the RESILIENCE project document, the project seeks to contribute to overall efforts to build community resilience to natural disasters and help reduce their vulnerability to natural hazards and climate change impacts.

For a 2-year project it is too soon to state if it contributed to reduced vulnerability. Models for the LGUs are still evolving, but there was a deepening of understanding of the need for proactiveness. From the analysis of the initial TNAs there was very little awareness on DRR – more on response. The project has influenced awareness for preparedness, prevention and mitigation.

The project did contribute to building resilience within the 3 LGUs and should be seen as a pilot for replicating with other areas. The community based approach, with pilot barangays within the 3 LGUs directly benefitted the local level e.g. in barangay San Roque, Cainta, they were able to conduct gender responsive drills through the project. They also formulated their own action plan utilizing their own budget. The pilot barangays in Pasig and Marikina Cities also gained a heightened awareness of DRRM through the conduct of gender responsive drills and trainings for disaster planning. The project helped in developing a local ordinance creating the Cainta Municipal DRRM Office (CMDRRMO). It also aided the LGUs in the designation of DRRM Officers in Marikina City and the Municipality of Cainta. Whilst designated personnel are critical to DRRM initiatives, the project also raised awareness of all sectors/offices within the LGU to the importance of preparedness, prevention and mitigation within their roles and functions and highlighted the essence of a family of plans (all plans produced by an LGU) as contributing towards DRRM.

One factor to compensate for it being a pilot would be with Component 1 – Policy. A national level guideline for utilizing the LDRRMF was developed with the OCD, DILG and DBM through policy dialogues and writeshops organized by the RESILIENCE project – which influenced the recently signed Joint Memorandum Circular No. 2013-1, on the Allocation and Utilization of the Local Disaster Risk Reduction and Management Fund (LDRRMF), signed on March 25, 2013. The project produced documentation process on the experience undergone in the integration of DRRM and CCA for the enhancement of CLUPs. This will be shared as an important reference material to MMDA, and HLURB which is the agency mandated to develop the guidelines on mainstreaming

DRRM into the CLUPs. The project also developed a Local DRRM Planning Manual which aims to guide other LGUs, with the guidance of OCD and other relevant agencies, to formulate their respective LDRRMPs.

Climate change adaptation was well incorporated into the project through the guidelines for the utilization of the LDRRMF which noted projects and activities for integration of climate change adaptation with DRRM under the section on disaster prevention and mitigation (Section 5.1). Trainings provided also introduced climate change concepts including climate change scenarios; differences between climate change adaptation and mitigation, and climate funding, and provisions of R.A. 9729. The gender responsive LDRRMP formulation, which the project initiated included consideration of climate change impacts discussed by the Climate Change Commission (CCC) and Climate Change scenarios discussed by PAGASA. Climate change was also integrated with the hazard mapping to give a crude risk assessment integrating DRRM and CC.

The outcomes of the project were tested with Habagat (although Habagat was on a different scale to that of TS Ondoy) and the following had improved with all 3 LGUs:

- Preparedness and response to natural disasters through the provision of flood early warning systems coupled with the development of the communications plan. Loss of lives was lowered due to timely dissemination of information.
- Testing of contingency plans – pre-emptive evacuation took place at the household level that were at high risk of flooding and evacuation centers were gender responsive *i.e. giving priority to people with special needs, children, women and elderly, segregated comfort rooms for women and men.*
- Prevention and mitigation through the process of enhancing the CLUP and formulating the LDRRMP – areas of high risk and hazard scenarios were identified, and an exposure database was being created.
- Capacity building for different sectors: LGUs and schools; and media as a conduit of information; as DRRM is a multi-stakeholder responsibility
- IEC materials assisted in awareness raising: beforehand posters that had been developed either described the hazard only or the 'what-to-do's' before, during and after an event. The IEC materials developed by the project contained all in one easy to read poster.

Testimonies collected during the interviews also attest to the above:

'Tropical Storm Ondoy's experience has heightened people and community's

awareness on disasters but the Resilience project has further solidified this as case in point during Habagat's onslaught where there were lesser or zero casualties. People have become proactive to warnings. And during flood drills, it was now second nature for them to prepare and bring the GO Pack'[4].

'Communication and collaboration among LGUs has improved and there is a shift from response and rescue to mitigation and prevention'.

With the above it can be reported that the RESILIENCE project did indeed build capacities that contributed to enhancing resilience.

Natural Ecosystems Restored

Within the project document it states:

'it is important for the project to adopt risk reduction measures that will incorporate actions to restore ecosystems. The key to implementing an ecosystem approach is integrating this framework in the inter-LGU DRRM structure that would be established under Components 2 and 3.
As a method for sustaining or restoring natural systems, the ecosystem approach is goal driven and is based on a collaboratively developed vision of desired future conditions that integrates ecological, economic, and social factors. In this project, the ecosystem is the Marikina, Cainta, Pasig and Laguna Lake Ecosystem, where geographic boundaries can be drawn around an interacting area of concern, i.e. flooding or earthquakes shall be the main planning framework of DRRM activities.
The project will be implemented in a manner that is consistent with the principles of sustainable environments and economies. It will entail ways of bringing together divergent, stakeholder interests into a coordinated plan of action with a well-defined purpose. It also makes use of sound science as a basis for decisions made to both plan and implement the intended actions. The development of DRRM interventions are also foreseen to result in policy changes, especially at the local levels, that impact on how the communities manage their environment and adapt to climate change effects'.

Whilst natural ecosystems were not restored directly, the degradation of the environment, especially siltation of rivers and issues with solid waste management were cited as triggering factors for floods within the enhancement of the contingency plans. Within the DRRM enhanced CLUP workshops, initial outputs from all three LGUs cited necessary environmental restoration initiatives

[4] An emergency pack containing essential items such as but not limited to: food, water, flashlight, batteries, first aid kit etc.

as mitigation and adaptation measures. Such initiatives included: tree planting and maintenance, well managed commnuity based environment management projects, solid waste management practices coordinated across LGUs in an effort to declog waterways. The inter-LGU coordination will be facilitated by the partnerships developed by the RESILIENCE project and strengthened under Component 3 that has resulted in a Memorandum of Agreement for the Metro Manila-Rizal Network involving the LGUs and agencies involved in this project

The above environmental strategies are also cited within the LDRRMPs developed with the RESILIENCE project under the thematic area of prevention and mitigation, especially solid waste management and desilting activities of the riverways.

Gender Responsive DRRM

Gender responsive targets were set in as much as how does each hazard impact on men and women. Gender indicators were developed and the project produced a gender paper. Gender responsiveness was tested especially during drills which exposed gaps but also inherent knowledge. SWOC (Strengths, Weaknesses, Opportunities and Challenges) analyses were conducted which included gender specific indicators (gender disaggregated data). The outputs of which were then incorporated into the plans developed. These were developed with experts on policy frameworks for women, from the Philippine Commission on Women. Gender responsive DRRM trainings included sessions on what is gender and the Philippine context, together with policy frameworks for gender in DRRM, and community based gender in DRRM approaches and strategies. Capacity has been enhanced within each LGU for DRRM and gender & development.

Each activity gathered and included gender disaggregated data and gender responsiveness was reiterated with each activity i.e. early warning systems (EWS), evacuation/camp management considerations within the contingency plans. The roles of women and the recognition of such was built into the plans together with those of elderly and PWDs especially with Marikina.

There was a proactiveness of this project to integrate gender. For example within Marikina: because of the gender sensitivity/analysis trainings there was a change of perspective with regards to management of evacuation centers;

The integration of gender into LDRRMPs could have been further enhanced with an in-depth gender analysis, although the methodology on how to conduct such analyses were included as part of the trainings for LDRRMP formulation. The trainings also included the active participation of the local gender and

development (GAD) offices. Their interaction with the project and partners will help sustain efforts to make the local plans gender responsive.

Component Status

For Component 1: Policy Development and Enhancement – this was completed in 2012 with the last activity to enhance the CLUPs to integrate DRRM held in September 2012. A framework was produced with 12 steps for integration of CCA/DRR into the CLUPs by the PMT and this was reviewed and edited by the HLURB. Guidelines for integration are also in further development with another project (Zero CLUP Backlog project).
So far the status of the CLUPs produced by the project are as follows:

Marikina: still needing socio-economic and basic data;
Cainta: draft
Pasig: draft

Within a monitoring report by the environment advisor of CIDA it was cited that:

'the Project agreed that for this component the key deliverable/output of the projects would be:

- draft revised CLUPs (integrated DRM considerations) of 3 partner LGUs;
- draft LDRRMP for 3 partner LGUs;

At the immediate level, the Project has agreed to complete and deliver the following:

- approved local ordinance creating an LGU DRRM office with designated staff;
- reallocation/utilization of LGU partners of 5% calamity fund (now the LDRRMF) in the annual investment plan (AIP) starting 2012 towards mitigation and prevention response and/or identification of mitigation and prevention programmes in the LGUs comprehensive development plans (CDP)[5]'.

This was also reflected in the annual work plan for 2012.

The pioneer set of activities for the development of gender responsive LDRRMPs

[5] Once the LDRRMPs are finalized and approved the corresponding budget can be integrated into the AIPs

were finalized in February 2013 for the three LGUs with the help of the regional offices of the OCD. The plans and corresponding budgets are awaiting approval and integration into the annual investment plans for 2014. During the process of developing the plans initiatives for DRRM were already identified and integrated within the 2013 AIP. Auditing processes by the COA will assess how well they are allocating and utilizing the budget for the developed DRRM Plans. The process of developing the LDRRMPs was documented and used as a basis for the production of a manual to guide all LGUs in LDRRMP formulation in accordance with the NDRRMP. The manual is in the final stages of editing.

The project assisted in the drafting of the JMC for the LDRRMF utilization which was signed by the DND, DBM and DILG at a national summit for local chief executives on DRRM held in March 2013 (JMC 2013-1).

It also assisted in the drafting of a JMC on LDRRMO creation and institutionalization. Policy writeshops were conducted with the three LGUs to enhance local policies focusing on the institutionalization of the City/Municipality DRRM Office and the allocation of funds, qualified and competent human resource, physical office and equipment for the office. For the Municipality of Cainta, this resulted in an SB resolution creating the MDRRM Office, organizing the LDRRMC and creating plantilla positions for the DRRM Office being passed. Plantilla positions included the LDRRM Officer and 4 Civil Defense Officers with SG 24, 18, 15 and 11. So far, the MDRRM Officer has just been concurred last March 2013. For Marikina, it resulted in an ordinance creating the CDRRMC and also assisted in the designation of a LDRRM Officer.

Also under this component, an exposure database survey, from the Exposure Database Module (EDM) of REDAS, was initiated with the participation of LGUs, CSCAND agencies, cooperating partners, and local volunteers. With the use of REDAS software and the equipment provided by the project, including computers, video capture tools, and GPS equipment, project stakeholders were able to translate the knowledge and skills they gained from the REDAS training into practical application. This exercise helped LGUs develop their internal capacity and facilitated linkages, including the volunteer sector to gather information on their localities' exposure to different types of hazards. This data was utilized not only in the enhanced CLUP formulation but also for the updating and enhancement of the contingency plans for flood and earthquake risks of each LGU also undertaken during the project.

This component provided the critical foundation of an enabling localized policy and planning environment for DRRM initiatives, and achieved the expected output of increased capacity of LGUs to integrate DRRM issues and concerns into their policies and programs.

For Component 2: Building Capacities for Local Government Units and Other Stakeholders – only the FEWS trainings was still ongoing up to the first week of March 2013.

Trainings were developed and refined with the outputs and recommendations from the Inventory and Rapid Assessment of Disaster Risk Reduction and Management Capacities, Policies and Programmes of the LGUs of Pasig, Marikina and Cainta (refer to Table 2) and the training needs assessments of LGUs, barangays, local business sector and the media groups. Completed trainings include: communications planning workshops; IEC materials development (brochures, posters); gender responsive DRRM trainings for LGUs, barangays, schools, and media groups; 2 learning visits in Gawad Kalasag awardee LGUs; community orientations earthquake related hazards and earthquake drills; and school fairs to raise the awareness of DRRM with students and teachers and the surrounding communities.

A training manual was produced for this component and is with the publisher for final lay-outing. This manual can be used by other LGUs and sectors and can contribute to the education provisions within R.A. 10121 for LGUs and the Civil Service Sector.

For the community based flood early warning systems – this was subcontracted to provide 22 rain gauges, 1 water level station, and 1 data center station. Each LGU has been trained to utilize the data and maintain the equipment. Each area also received response equipment: e.g. suits, thermal cameras for collapsed structures, etc. Proposals for the equipment were prepared in accordance to a checklist of DRRM standards developed by the project upon consultation with the partners. Delivery of all response equipment to all LGUs was completed by end of June 2013.

This component provided the basis for enhancing awareness of DRRM and assisted in the paradigm shift from a reactive managing disasters approach to a more proactive disaster risk reduction approach, as reflected in the expected output of: Communities, local governments and other stakeholders have enhanced awareness, competencies and skills on recovery and gender-responsive DRRM. These enhanced competencies and skills were also utilized in Component 1.

The provision of flood early warning systems in strategic locations within the Pasig-Marikina-Tullahan River Basin will ensure real time data monitoring from upstream to downstream and enhance disaster preparedness mechanisms with effective communications between all partners.

For Component 3: Improved Coordination and Partnerships – this included partnerships between LGUs and national agencies which resulted in a multi-stakeholder collaboration formalized through a MOA. The good working relations among the LGUs helped in the achievement of this components expected outcome: Multi-sectoral partnerships and collaboration for recovery and gender responsive DRR/M are established and strengthened and the project objectives. Before, the LGUs blamed each other during flooding, now they are working together to solve the problems and are helping each other. RESILIENCE project activities gave the LGUs the venue to interact, resolve inter-LGU issues and work together, especially through the joint training sessions and inter-LGU sharing sessions.

This component also worked with the partners towards addressing the challenge of popularizing technical terms into layman's terms especially with regards to the hazard data and maps where understanding and agreements were reached on the technical terms at the barangay level. This aided the community's participation and the grassroots' involvement on DRR drills.

Networks with schools were also formed within the 3 barangays including the hosting of school fairs with interactive games to promote DRRM.

The project also partnered with Region 1 DILG, DPWH, DSWD for cross-trainings.

4.2 Effectiveness/Efficiency

In the original timeframe – the project should have started soon after TS Ondoy in 2010, but did not start until 2011. The timeframe was then extended twice. The project was originally to end in December 2011, then extended until December 2012, then March 2013.

Human resources – Sufficient.
The finance/admin staff resigned in Oct 2011 and was not replaced until August 2012. The responsibilities were shared among the remaining staff with help from the PMO. The Project Management Office was supplemented by organic staff from the OCD until all positions were filled.

The project management team (PMT) were seen to deal mainly with coordination of activities, an important and time-consuming task when coordinating schedules of the different stakeholders involved in the project: national agencies, LGUs, regional directors of OCD and DILG; for the implementation of project activities. Although activities were planned in advance if there were changes or conflict of

schedules the readjustment for maximum participation sometimes resulted in communications for activities arriving at the last minute and sometimes did not reach management levels for the confirmation of staff participation. The PMT were also directly involved in the implementation of the activities and were also learning from the partners.

Physical resources – Sufficient and effective.
The process for identifying and designating the equipment both for the flood early warning systems and response equipment was thorough and entailed detailed consultations with all sectors to ensure maximum coverage for the river basin approach (including the addition of a further 10 LGUs). Consultations for the flood early warning systems were conducted with the project partners, OCD and PAGASA to maximise the resource allocation within the RESILIENCE project and to avoid overlap with other projects that were also deploying FEWS. An example of this was when the Pasig City LGU requested that EWS be set-up in the inner creeks of the city through the RESILIENCE project, but this did not materialize as Pasig City was also covered with FEWS from a KOICA-supported project.

For the response equipment, consultations were conducted with the LGUs and agencies involved with disaster response to prepare a guideline for response equipment identification and prioritization. Proposals following these guidelines came from the LGUs and were submitted to the OCD, with feedback given by UNDP. They were also discussed with the Project Board during the Annual Work Planning meeting at the beginning of the year. Only one proposal was turned down – that for a disaster response vehicle as this was not allowed under the rules of the project. All LGUs received disaster response equipment.

Financial resources – Sufficient
The project resources were sufficient in terms of the range of interventions given and used effectively and efficiently. The allocation for each intervention was done in consultation with the 3 LGUs. There was effective use of money allocated as this stayed with the OCD for full project implementation – no separate downloading of money on a per activity/agency involvement basis. Most of the activities were implemented due to the diligence of expenditures so the project was able to save and stretch resources.

There was a low utilization rate in the first year of the project mainly due to the long process of equipment identification and subsequent purchase. All the implementing agencies were part in the planning and programming of project funds, together with the development of a catch-up plan for fund utilization detailing how the project aimed to improve financial performance. The PMT

together with the agencies worked together in programming and monitoring of expenses.
The two (2) COA audits resulted in an overall satisfactory assessment and unqualified opinion favoring the project.

4.3 Relevance and Appropriateness

The partners saw the relevance of the project for Building Community Resilience and Strengthening Local Government Capacities for Recovery and Disaster Risk Management as each activity had a preparatory meeting with full participation of each of the three LGUs and the agencies involved. A consensus was reached on roles and responsibilities for each activity of the project components. Annual meetings were also held between the implementing and responsible partners to assess progress, achievement of outputs and contribution to the project's objectives.

The relevance of the enhancement of the enabling policy environment to integrate DRRM/CCA came at a time where a new national law had been approved for DRRM (R.A. 10121) and also for climate change (R.A. 9729) and the project contributed to the localization of the provisions of the DRRM law (production of LDRRMPs, assisting in the drafting of the JMC for LDRRMF utilization, integrating DRRM and CCA into local development planning and budgeting processes; creation of LDRRMOs).

The capacity building activities for the LGUs, private sector and media were informed by the Inventory and Rapid Assessment of Disaster Risk Reduction and Management Capacities, Policies and Programmes of the LGUs of Pasig, Marikina and Cainta (refer to Table 2) and a review of the participants existing capacities and gaps (reviewed through TNAs) and mandates to ensure appropriateness to the needs of the LGUs and supported the need for heightened awareness of DRRM to contribute to the paradigm shift to a more proactive approach to disasters by their prevention and mitigation.

The RESILIENCE Project went direct to the cities and municipalities with a very 'hands-on' approach and established multi-stakeholder partnerships (both vertical and horizontal) within a river basin context.

4.4 Partnership Strategies

Consensus building on roles and responsibilities carried through to the MOA. The MOA defines roles and responsibilities to maintain the partnerships. The

inclusion of another ten LGUs was planned in 2012 but implemented only towards the latter part and within 2013, mainly for component 2 for strategic deployment of flood early warning systems within the river basin area and also for component 3 for partnership across the river basin wide approach.

There was already partnership before the Resilience project. There was the Alliance of 6, now Alliance of 7 where the same LGUs in the Resilience project work together in other related projects and trainings. And then the Resilience project network with the 3 focus areas Pasig City, Marikina City and Cainta was later expanded into the Metro Manila – Rizal Network with other National Agencies which focuses on the EWS, response resources, land uses (waste management, informal settlers and other land use policies), and coordination. All of the Alliance of 7 members are members of the Metro Manila – Rizal Network. The Resilience project has ultimately strengthened the Alliance.

The thirteen LGUs are in close contact with the DILG, OCD, MMDA, and HLURB for reporting mechanisms so the partnership strategies expand beyond a horizontal inter-LGU level of collaboration to also include a vertical collaboration.

4.5 Complementation of Approaches/Coherence

UNDP

At the proposal stage, the project needed to be more organized and holistic with clear connections to other projects highlighted e.g. GMMA READY. This however, was in the context of post disaster where many agencies are supporting recovery and rehabilitation efforts with the principle of 'build back better', to prevent and mitigate future disasters. For the UNDP, these projects are all within the environment and CPR units. A inter-unit project appraisal committee within the UNDP conducted a joint exercise to assess the coherence and scheduling between projects to minimize overlap during implementation.

OCD

This was also conducted by the OCD planning unit as all ODA inflows are really coordinated by the OCD, including the screening of equipment provisions (as the KOICA project was also providing EWS equipment), to elimate duplication and ensure complementation. Each year there was a NDRRMC Projects Planning workshop organized by the OCD and participated by CSCAND agencies, and other partner agencies (in 2012, MMDA and HLURB participated) to try to harmonize all DRRM interventions. The OCD has access to all DRR projects and therefore the synergy between all.

RESILIENCE Project

The RESILIENCE Project utilized and built on existing materials produced by other projects. The knowledge products, processes established, and lessons learnt from the RESILIENCE project can benefit future projects e.g. GMMA READY for which the CLUP component will start in May. The outputs of the RESILIENCE project will not only help future projects, but also other LGUs in the country to localize the R.A. 10121. The JMC on LDRRMF Utilization benefits all LGUs. The LDRRMP materials produced were already used by other OCD Regional Offices, outside of the project coverage, to facilitate the development of LDRRMPs in other LGUs. The improvements cited in the Contingency Planning process was also suggested to OCD, so that it can better enhance the formulation of contingency plans in other LGUs in the country.

At the time of the RESILIENCE project, the CSCAND agencies were already handling 3 projects. For harmonizing, the agencies tried to assign individual focal persons per project, but sometimes they overlapped especially with NAMRIA and MGB.

There was coordination during the project with the league of DRRMOs and also with the A7. All the members of the A7 are members of the Metro Manila – Rizal Network formed from the partnerships developed during the RESILIENCE project and therefore a crucial part in the sustainability of the project.

The synergy has been helped by the DRRM law and the clarity the law provided.

4.6 Contribution to Capacity Development

The RESILIENCE Project has contributed to capacity development through the PMO-OCD, especially with trainings from the CSCAND agencies, provision of equipment, and development of IEC materials, together with development of national level policy guidelines, local DRRM policies, formulation of the LDRRMPs and CPs, and the review and enhancement of the CLUPs. For the enhancement of the CLUPs, the HLURB standard practice for training LGUs in CLUP formulation consists of 4 modules within the span of 1 year to allow the LGUs time for data gathering and analysis between modules, with coaching from HLURB. With the RESILIENCE project only 2 trainings were given (2 modules per training) in the span of 2 months (July 30-Aug 3, 2012; & Sep 5-7, 2012) as it only concentrated on integrating DRRM into the CLUPs and not the whole CLUP formulation. Resilience has had a positive contribution on the status of the LGU planning structures and planning staff's capacities to integrate DRR and CCA especially with regards to the CLUP process. However further capacity

development regarding the preparation of the hazard maps would enhance the data utilization and analysis at the local level and further improve the content of the CLUP.

Inter-LGU sharing sessions identified common issues to all three LGUs which included: waste management; integrated EWS; sharing of response resources; harmonization of land use policies; river encroachment and informal setters; and structural and non-structural flood and earthquake mitigation measures. The sessions provided a venue to share knowledge and existing practices to address the issues together with areas for collaboration. Some of the LGUs were already doing Resilience related activities long before the project was implemented which enriched the inter-LGU sharing sessions.

Learning visits were included in the second year of the project to 1 municipality (St. Bernard, Leyte), 1 province (Leyte), 1 city (Bayawan City, Negros Oriental) that had enhanced DRRM measures implemented. Learning visits in LGUs and communities demonstrating excellence in DRRM were conducted to provide a forum for discussion, exchange and learning among different LGUs with the aim of improving understanding on the commonalities and differences of reducing and managing disaster risks in different localities (rural and urban); and, enriching the interchange of innovative ideas and good practices on gender-responsive DRRM.

Capacities at the local level were enhanced and developed especially on the technical aspect and the DRRMO were empowered.

The capacity development strategies addressed the capacity gaps of the LGUs as identified during the Inventory and Rapid Assessment of Disaster Risk Reduction and Management Capacities, Policies and Programmes of the LGUs of Pasig, Marikina and Cainta and built on the collective capacity strengths within the partnerships. There is an on-going utilization of knowledge through the partnerships formed.

'The policy writeshop conducted by the RESILIENCE became a major input to the localization of the DRRM. Immediately after the workshop in December 2012, an SB resolution (through the initiative of Councilor Danny Cruz who worked on it during the Christmas break) creating the MDRRM Office, organizing the LDRRMC and creating plantilla positions for the DRRM Office, was passed. Plantilla positions included the MDRRM Officer and 4 Civil Defense Officers with SG 24, 18, 15 and 11. So far, the MDRRM Officer has just been concurred last March 2013.'

'Local capacities in the maintenance of EWS were developed and most especially skills on CBDRRM and community-based hazard mapping validated by CSCAND members in barangays for worst-case scenarios e.g. projection of water levels. These were conducted with reference to Ondoy through suceptability mapping. CSCAND agencies made these from historical data and also projected forecasts. The multi-hazard approach was included in the contingency plans. All the validated hazard maps were consolidated by PHIVOLCS and were provided to the LGUs'.

The RESILIENCE project also contributed to the development of capacity of other stakeholders, apart from the LGUs, which included the barangay leaders and sector representatives, the business/private sector representatives (managers and security officers who attended trainings), school heads, teachers and students, the local and national media, and UN agency representatives who attended the gender-responsive DRRM trainings.

'Another major achievement at the local level of the Resilience project is the community participation in all pilot barangays especially in the contingency planning workshops.'

4.7 Sustainability

The main sustainability mechanisms for the project depended on

a) policy enhancement; &
b) partnership strategies and institutional strengthening

These were covered by Components 1 and 3 respectively.

For policy enhancement, the national level guidelines (LDRRMF utilization), local level policies (creation and institutionalization of DRRMO), and local level DRRM Plans are approved. However, policy enhancement is still in progress from the integration of the approved LDRRMP budget requirements into the annual investment plan, to the finalization and approval of the CLUPs. The policies will now have to wait until after the 2013 elections and the elected officials are sworn into office in July. This is also highlighted in the risk log of the project document as the first risk detailed. However there is a commitment from the DILG, together with the leagues, to orientate the new administrations, if needed, to the RESILIENCE Project and on the process conducted on policy enhancement.

The partnership strategies were enhanced towards the end of the project with the inclusion of a further ten LGUs and the crafting of a MOA detailing the roles and responsibilities, together with the accountability mechanisms of the partnership. However, not all LGUs have signed the MOA as it was in process with the Sangunniang Bayan who have to approve the MOA before the Mayor can sign. This was in process before the elections and therefore is in the same status as the policy enhancement.

5. Lessons Learned

5.1 Enabling Factors and their maximization

- The LGUs and communities were exposed to the devastating effect of a natural disaster so not much effort was required to convince the LCE of the need for the project. The context was paramount in people's minds and so there was an openness for implementation. All departments of the LGU are now involved in DRRM.

- Willingness to participate and share by all stakeholders.

- Enabling policy environment: R.A. 10121.

- There were established and existing working relationships present between OCD and other CSCAND agencies (taking off from the READY Project).

- Strong leadership of the OCD and their role of coordination especially with the CSCAND agencies to conduct trainings etc. The dedication of the OCD personnel assigned to the project helped in achieving the intended results. OCD personnel demonstrated high level of commitment in their involvement with the project and OCD's long experience in implementing DRRM programs and projects also facilitated the achievement of results.

- Multi-stakeholder, river basin wide approach was adopted with a clear attempt to coordinate across areas with common hazards among the 13 LGUs, national government agencies and an NGO.

- The partnerships between LGUs that were formed during joint training sessions were maximised with a MOA detailing roles and responsibilities, together with accountability mechanisms of the partnership. The detailed MOA aims to sustain the partnership and coordination among LGUs of the RESILIENCE project. The DILG, together with the leagues has committed to orientate LCEs regarding the roles and responsibilities of the partnership as per the MOA.

- Trainings for staff not only on data collection but also on how to maintain the Early Warning Systems.

- The capability building aspect went beyond just trainings to cover policies and plans, the institutionalization of DRRMOs, utilization of the LDRRMF, and increased awareness of the process of mainstreaming DRR concerns into the CLUP. This was maximised by the process documentation to

produce guidelines and manuals for future reference and use.

- Gender-responsive aspect of the project – this was stated within the aims of the project and not just as a cross cutting issue.

- In the course of the implementation, UNDP allowed the project to incorporate revisions in the schedule of implementation considering the challenges that cropped up.

5.2 Hindering Factors/Challenges and Solutions

Challenges in Implementation:

When the project started there were no guidelines available for the integration of DRR/CCA into the CLUPs so these had to be developed alongside the review of existing documents. Similarly, the hazard maps, risk assessments etc, which are vital inputs to CLUP enhancement and the formulation were also developed with the project. This added a time factor that had not necessarily been considered in the design but was incorporated during implementation with revisions of the project schedules.

There was too much within the components for such a limited project time and LGU activities were not considered in scheduling – the inception workshop should have included the LGUs to correct this.

The flow of activities between components was good, but there was little time between for debriefing or evaluation of activities. Reflection time for enhancement was lacking and should have been incorporated into the timeframe of activities.

The process of documentation, especially for the plans, took a long time. The OCD-PMT provided assistance to the LGUs.

There was a gap in the process especially on how to institute sustainability where the creation of the MOA should had been introduced first at the onset of the project and been an ongoing activity to developed as the network strengthened, instead of having it near the end of project life. This created a challenge regarding the lack of time after the finalization of the contents of the MOA for deliberation and approval by the SBs – needed before the Mayors could sign, plus the constraints encountered considering that it coincided with election period.

Another challenge is the continuity of the project if the present LCEs will be changed after the midterm elections – however the DILG, together with the leagues, has committed to assist in this regard.

Challenges in Management:

The initial project activities had to establish strong working relations with the LGUs in order for the project not to be seen as an additional burden and for focal persons to be identified/appointed. Focal persons with the agencies also had to be established and the rotation of such added a challenge for effective communication and scheduling of activities. It was suggested a pre-project phase would have been useful.

The original timeframe – the project should have started soon after TS Ondoy in 2010, but did not start until 2011. The timeframe was then extended twice. The project was originally to end in December 2011, then extended until December 2012, then March 2013.

Also at that time (soon after TS Ondoy) and the revamping of the structure of the OCD, there was a challenge of ODA management of the OCD in terms of absorbative capacity.The influx of money/resources after TS Ondoy threw off the system on how to manage this. Donors also lacked harmonizing of initiatives.
The challenges experienced with the RESILIENCE Project can become opportunities for future projects e.g. GMMA READY Project

5.3 Good, Replicable and/or Innovative practices

The gender-responsive aspect of the project was stated within the aims of the project and not just as a cross cutting issue. A gender strategy paper was developed at the onset of the project which aided the integration of gender into DRRM and incorporation into all aspects of this project. Gender trainings also highlighted that gender analysis should not just cover the differing needs and roles of women and men as a whole, but also be completed for each vulnerable group/sector e.g. the differing needs and roles of women and men within the PWD sector etc.

The process of formulating gender responsive Local DRRM Plans was an innovative practice as there were no guidelines for this due to the recent approval of the R.A. 10121 and subsequent development of the NDRRM Framework and Plan. Documentation of the workshops to formulate the plans did not only concentrate on output documentation but also process documentation that was the basis for the production of a manual to guide all LGUs in LDRRMP

formulation in accordance with the NDRRMP.

Similarly the process documentation of the project was developed into guidelines for the integration of DRRM into the CLUPs that will undergo further enhancement by the HLURB during the GMMA READY project.

The Inventory and Rapid Assessment of Disaster Risk Reduction and Management Capacities, Policies and Programmes of the LGUs of Pasig, Marikina and Cainta, conducted at the beginning of this project, provided a gap analysis that informed the capacity development strategies undertaken by the RESILIENCE Project. Capacity assessments and gap analyses were not new to the project partners but no activity had developed to meet the gaps and build capacities, unlike this project.

The project training modules and the methodology of modules were developed during the participatory workshops conducted by this project. Once finalized these can be utilized by other communities and LGUs for the replication of the process of capability building for DRRM. The capability building aspect of the project went beyond trainings and incorporated various forms including coaching and mentoring, school fairs, production of posters and brochures etc. and involved different sectors of the communities from LGUs, barangays, private sector/businesses, school teachers and students, and media.

Installation of Flood Early Warning Systems (FEWS) with barangay level teams trained on utilization and maintenance, adopted a river basin wide approach to provide upstream-downstream monitoring and warnings for flood events. Beforehand, flood early warning systems were 'in-situ' i.e. river level gauges monitored by one area to provide information to residents within that area. With a river basin wide coverage information can be relayed from upstream areas e.g. as to the impact of heavy rainfall on the volume of water and flow within the river systems, to downstream areas to provide more time for preparedness. Regularly monitoring (not just during times of hazard events) can also provide critical data on changes within the river systems over seasons.

The multi-stakeholder, river basin wide approach developed both horizontal and vertical level partnerships that will be formalized by a MOA detailing clearly the roles and responsibilities and accountability mechanisms. There was a clear attempt to coordinate across areas with common hazards.

5.4 Replication

The replication of project activities such as trainings, augmentation of early warning systems etc. have already been initiated by some LGUs themselves, using their own resources. This can be seen in the Local DRRM Plans and ongoing activities and programs.

Replication of Local DRRM Planning process using the materials developed under the RESILIENCE project was also done in other OCD Regions such as Region IV-A, Region I, and CAR (as stated in the 2012 APR).

There is therefore, interest to replicate this project. UNDP is looking to consult with other regional offices of UNDP regarding this, together with disseminating results/knowledge products (brochures, posters, manuals) of the project to the DILG, and the Leagues.

Any replication needs to incorporate the lessons learned from this pilot project.

6. Conclusions

In the midst of the localization of new national legislation for DRRM and CCA, the RESILIENCE Project as a pilot project, contributed to an enhanced level of awareness for a paradigm shift to a more proactive approach to disasters, encompassing all aspects of DRRM and a collaborative approach that goes beyond jurisdictional boundaries.

In terms of policy enhancement, the project contributed to the need to integrate DRRM into local development planning and budgeting processes –especially the CLUPs. An exposure database survey, from the Exposure Database Module (EDM) of REDAS, was initiated with the participation of LGUs, CSCAND agencies, cooperating partners, and local volunteers. This helped LGUs develop their internal capacity and facilitated linkages, including the volunteer sector to gather information on their localities' exposure to different types of hazards. This data was utilized not only in the enhanced CLUP formulation but also for the updating and enhancement of the contingency plans for flood and earthquake risks of each LGU also undertaken during the project.

The project also assisted the LGUs in the formulation of LDRRMPs in accordance with the NDRRMP. Workshops were conducted analysing the present situation with efforts to include a gender sensitive approach to DRRM. *This could have been further developed with the conduct of a gender analysis at the beginning of the project.* When translated into LDRRMPs these were expanded into the specific needs of women with regards to evacuation/camp management providing distinct spaces for women and children. The draft

LDRRMPs are complete and are awaiting approval and integration into the 2014 Annual Investment Plans. Similarly the the finalization of the CLUPs is still in process.

The project also contributed to the drafting of the JMC for the utilization of the LDRRMF and also assisted in the drafting of a JMC on LDRRMO creation and institutionalization.

This component provided the critical foundation of an enabling localized policy and planning environment for DRRM initiatives.

In terms of capacity enhancement, many strategies were utilized including orientations, trainings, learning visits, drills that tested contingency plans, school fairs, development of IEC materials, and provsion of FEWS and response equipment. A community based and participatory approach was employed to the capacity enhancement component. This component was developed with the conduct of a capacity assessment at the beginning of the project to assist in the formulation of capacity development strategies for the LGUs. The RESILIENCE project contributed to the development of capacity of other stakeholders, apart from the LGUs, which included the barangay leaders and sector representatives, the business/private sector representatives (managers and security officers who attended trainings), school heads, teachers and students, the local and national media, and UN agency representatives who attended the gender-responsive DRRM trainings.

Training manuals were produced for this component and can be used by other LGUs and sectors and can contribute to the education provisions within R.A. 10121 for LGUs and the Civil Service Sector.

The main impact stated for the RESILIENCE project is that of enhanced awareness/knowledge with regards to DRRM and assisting the paradigm shift from a reactive managing disasters approach to a more proactive disaster risk reduction approach.

In terms of partnerships, the project built upon existing networks and further enhanced them with knowledge sharing sessions. The mechanism for sustaining the initiatives and the partnerships is via a MOA that details clearly the roles and responsibilities of all partners, together with accountability mechanisms. The MOA was formulated towards the end of project and has not been signed by all partners.

If the project is to be assessed purely on planned outputs and outcomes then there are only a few unfinished items. However the purpose of this evaluation was to go beyond a mere input-output assessment. Although with a 2-year

project it is too soon to assess impact, the evaluation has surfaced a richess of lessons learned during the implementation of the RESILIENCE project in terms of project design, implementation and management. As a pilot project this is to be expected and should be used as a guide for future projects of a similar nature.

7. Recommendations

Replication would be recommended if the lessons learned are incorporated, together with:

For a project of this scope a period of 3 years is recommended to include a pre-project preparation phase. Within this preparatory phase it is suggested to include the initial formulation with all partners of the project – including cooperating partners. It is also recommended that during this phase all data requirements, situational analyses, and equipments required are identified and made available for the start of the implementation phase. This phase would be assisted by the technical knowledge of the requirements for implementation of the project management team who would facilitate the process.

During the implementation phase for the component on Policy Development and Enhancement it is recommended that:

- All the policies developed and enhanced by the project are supported through to approval and integration into the annual investment plans;
- Conflicting interests when it comes to land use need to be fully resolved during the process of formulation/enhancement of land use policies and zoning ordinance for them to be effective and enforceable; &
- Although the RESILIENCE project work towards this by assisting in the drafting of a JMC for the creation of DRRMOs, there is still a need for the institutionalization of the local DRRMOs with plantilla positions. The DRRMO would then become the focal unit to take care of the hazard exposure data base when turned over to the LGU, with the support of other departments like the MIS and Engineering Office

For the component on Building Capacities for Local Government Units and Other Stakeholders it is recommended that there is:

- A Training of Trainers at the local level of implementation which can lead the replication and roll out of trainings to communities and to other government employees. This would also assist the formulation of plans down to the barangay level;
- Solicit feedback from the participants during and after a training to further enhance training design;
- A topic/module on resource mobilization (project development) should be incorporated on the capacity building component of the project;

- Establishment of a knowledge management system as repository of information, data and modules;
- The harmonization of existing EWS like KOICA, PAGASA, EFCOS and NOAH together with the analysis of the technical data they are providing the LGUs and help in translating these into layman's term and deliver into the communities. Although the RESILIENCE project worked towards localizing technical terms there is still a need for further translation of scientific/technical knowledge to layman terms for easier integration with local knowledge.

For the component on Improved Coordination and Partnerships the following are recommended:

- Collaboration and coordination of all is essential;
- To enhance this project updates, implementation progress, and changes could be communicated with cooperating partners, that are not part of the monitoring and evaluation system, via newsletters, project web page or the like.

For Sustainability of the gains made during the RESILIENCE Project, the following are recommended:

- Completion of the CLUP and the MOA and localization of the maps and data to be user friendly especially for local planners. Analysis and how to make use of the data and maps taught by technical people to enable participants to re-echo trainings to co-workers and other offices through a series of trainings under the LGU;
-The IEC materials and advocacy are as important as the MOA for sustainability. There is a need to continue the workshops beyond the project life; &
- Sustain the Metro Manila - Rizal Network having the DILG as secretariat after the Resilience project ends.

One of the enabling factors for the implementation of this project from project funding through to uptake by stakeholders was the fact that the area had just been devastated by a natural disaster. The question was therefore asked how can areas that have not been experienced this trigger factor adopt a more proactive approach to DRRM. The conclusion reached by the stakeholders in this project was to develop localized risk scenarios as a pre-entry activity, together with emphasis on existing mandates provided by law.

8. Annexes

8.1 Project Documents: Objectives, Logframe

Table 2: Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resources Framework:
Key actors are better able to prevent, manage and resolve conflict, respond to crisis and post crisis situations, and build an enabling policy environment for peace and human security
Outcome indicator(s):
Development plans at national/local levels with enhanced sustainable development focus
Applicable Key Result Area (from 2008-11 Strategic Plan):
Enhancing conflict and disaster risk management capabilities
Partnership Strategy: Implementation of this project will be undertaken through partnership with the Office of Civil Defense (OCD), the local government units of Marikina City, Pasig City and the Municipality of Malolos, the League of Cities of the Philippines (LCP), CSCAND Agencies (PHIVOLCS, PAGASA, MGB and NAMRIA) and interested donors like CIDA
Project Title and ID (ATLAS Award ID):

Outputs	SMART Outputs	Implementing Partner/ Responsible Partner	Indicative activities for each Output	Resource allocation and indicative time frame (000 US$)		
				Y1	Y2	Total
Output 1: Increased capacity of target LGAs to integrate DRRM mainstreaming in policies and programs **Indicator(s):** No. and type of local development plans, policies and programs effectively integrating gender-sensitive DRRM issues and concerns developed by year 2 No. and type of DRRM programs, procedures and guidelines developed **Baseline:** DRR mainstreaming methodology guidelines for sub-national physical and development plans available; CLUPs/LDPs not yet DRRM based	No. and description of ordinances, resolutions and plans Updated or revised contingency plans Evidence of LGU initiatives to integrate DRRM issues and concerns in CLUPs/LDPs	CLUPC/OCD/PHIVOLCS/CSCAND Agencies	1. Consolidate existing inventory of policies, programs, mechanisms and initiatives that address DRRM issues and develop knowledge products 2. Conduct multi-agency policy assessment and review 3. Initiate policy dialogues to assess and harmonize policies and implementing regulations on DRRM, national and local 4. Facilitate workshops for the integration of DRRM concerns in the local MTDP/CLUP 5. Facilitate development of new policies on DRRM based on sound policy assessments and current national emphasis 6. Conduct strategic planning workshops for an integrated basin- wide and gender sensitive recovery and disaster risk management system and recovery program	179,782.61	140,217.40	320,000.01

Output 2: Enhanced awareness, competencies and skills of communities, local governments and other stakeholders on recovery and gender responsive DRRM **Indicator(s)**: Level of public participation, men and women in DRRM policy development; Level of confidence of LGU staff to apply gender analysis in DRRM policy development **Baseline**: Disaster response strategies + extensive disaster risk reduction approaches + a contingency planning & early warning in practice in many localities, climate adaptation strategies to current climate variability being practiced by some communities	• No. and quality of baseline study reports • No. of staff per LGU trained on recovery and DRRM • No. of SB's GU legislative members trained • No. of mainstreamed training modules for recovery and DRRM capacity development • Community-based quick reaction early warning and rescue teams organized in high-risk communities • No. of gender-responsive DRRM knowledge products developed and implemented • Advocacy materials that can help prepare the LGUs for technical capacity building on DRRM	DILG, DSWD, DOST, CSCAND Agencies	1 Gather gender-specific data and statistics on impact of disasters, carry out vulnerability, risk and capacity assessments that incorporate gender analysis and develop gender-sensitive indicators to monitor and measure progress. 2 Conduct gender sensitive trainings on DRRM 3 Conduct workshops on best practices and gender-sensitive indicators for business studies in DRRM 4 Conduct context-driven, needs-based DRRM policy development sessions for Sangguniang Bayan and Barangays 5 Conduct context-driven, needs-based DRRM orientation sessions for the executive units and other stakeholders 6 Conduct context-driven, needs-based DRRM orientation with response-based stakeholders 7 Conduct DRRM capacity enhancement sessions on CBA-LENS 8 Facilitate the development of operative mechanisms and systems in putting up the City DRRM system 9 Organize and train gender sensitive community-based quick reaction early warning and rescue teams in high-risk communities 10 Develop Community-Based DRRM incorporating EWS systems and protocols 11 Establish a river basin-wide integrated gender sensitive early warning system 12 Conduct vertical preparedness drills 13 Promote awareness of the public and media on the gender related vulnerabilities and capacities in disasters and gender specific needs and concerns in DRRM 14 Knowledge Management	329,347.82	370,652.18	700,000.00
Output 3: Enhanced partnerships and collaboration for recovery and gender responsive DRRM are established and strengthened **Indicator(s)**: No. and type of LGU partnerships with private entity and CSOs for gender responsive DRRM; Type of partnerships established for recovery and rehabilitation that takes into account the needs and capacities of women **Baseline**: To be determined	• No. and type of horizontal and vertical communication and cooperation linkages and processes established among the 3 LGUs and with key stakeholders • No. of signed partnership agreements on DRRM • Updated or revised TORs, roles and responsibilities of all concerned in the multi-sector DRRM structures • No. of agreements between the LGUs and schools in their respective areas	DILG, DSWD, DOST, CSCAND Agencies	1 Facilitate dialogue between LGUs and other stakeholders to facilitate convergence of targeted interventions 2 Assess current DRRM capacities and mutual aid arrangements between the LGUs 3 Conduct inter-LGU sharing sessions on DRRM 4 Establish links with existing partnerships and programs on DRRM such as the READY Project and the JICA initiative on Integrating Disaster Risk Reduction and Climate Change Adaptation in Local Development Planning and Decision-Making Processes 5 Initiate the development of multi-stakeholder DRRM structures in the LGU 6 Integrate enforcement of policies on DRRM in school activities and curricula 7 Establish a multi-stakeholder, basin-wide disaster response network	101,456.02	117,043.47	218,499.95
Project Management Support					76,983.02	68,043.47	145,026.51
Plus 7% UNDP recovery costs of general operating costs (Can$1M or US$ 950,000*7%)					66,300.00		66,300.00
				Grand Total	**754,071.97**	**695,956.52**	**1,450,026.50**

8.2 Itinerary

Interview Schedules:

26th March:	RESILIENCE Project Management Team Venue – RESILIENCE Office
3rd April am:	Implementing and Responsible Partners: CSCAND Agencies. Venue – OCD
3rd April pm:	Implementing and Responsible Partners: LGU Focal Persons Venue – OCD
	Implementing and Responsible Partners: OCD Venue – OCD
4th April am:	Other Stakeholders: MMDA, DILG Directors: NCR & 4-A Venue – OCD
4th April pm:	Other Stakeholders: NEDA-RDCS Venue – OCD
8th April:	Pasig City UNDP
10th April:	Municipality of Cainta HLURB
11th April:	Marikina City
15th April	CIDA LCP

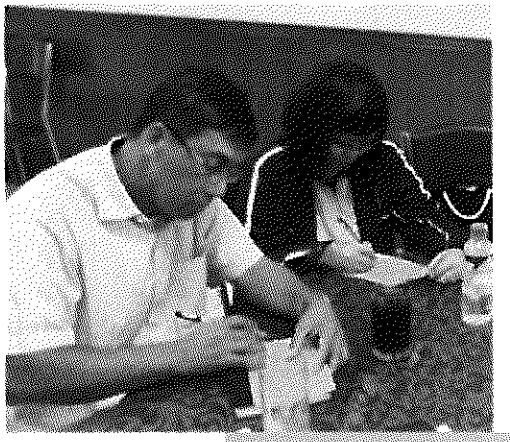
8.3 List of persons interviewed

NAME	ORGANIZATION	DESIGNATION	CONTACT #	EMAIL	DATE OF INTERVIEW
Marcelle Rubis	Project Management Team	Trainer	09189245808	mgrubis@gmail.com	26 March 2013
Dunstan Egar	Project Management Team	Policy Analyst	09068012994	dunstanegar2012@gmail,com	
Gemma A. Villa	Project Management Team	Finance/Admin Officer	09184200760	gemma_angelesvilla@yahoo.com	
Rita Petralba	Project Management Team	Project Coordinator	09153613848	rita.petralba@gmail.com	
Renato Solidum	Director	Phivolcs	09178419215	rusolidum@phivolcs.dost.gov.ph	3 April 2013
Ma. Mylene Villegas	Chief SRS	Phivolcs	09088686108	mylene_villegas@yahoo.com	
Ma. Paz Montano	ISA II	NAMRIA	09336643346	mpblagaday@yahoo.com	
Susan Espinueva	Chief HRD	PAGASA	09395117916	shenry112293@yahoo.com	
Jocelyn C. Villanueva	Sr. Science Resource Specialist	DENR-MGB	09282713054	jocayvillanueva@yahoo.com	
Crispina B. Abat	OCD	Program Manager/ Chief Prevention and Mitigation Div; and Preparedness Director	09178210682	crispinab.abat@yahoo.com	3 April 2013
Marlita B. Sumaoang	OCD	Civil Defense Assistant; NDRRM Service	09152522191	marlita_sumaoang@yahoo.com	
Anna Lisa D. Orallo	OCD	Civil Defense Officer; NDRRM Service	09062098477	nadj_37@yahoo.com	
Nenette Villanueva	LGU-Rizal	PO II	09279375281	rerethzamora@yahoo.com	3 April 2013
Marvin Yahoo Soriano	LGU-Pasig		09184531901	bossvin1717@yahoo.com	
Joey Marco	LGU-Antipolo City	CDRRMO	09086406478	mayorjoey78@yahoo.com	
Armin J. Cemeno	LGU-Antipolo City				
Kristin Roxas	LGU-Marikina	OIC, DRRMO	09274210073	kristinroxas.25@gmail.com	
Michael Zurbano	LGU-Marikina	Staff, MCDRRMO	09174726960		
Dino C. Lagos	DILG Reg. IV	LGOO IV	09177515905	lagos_dino@yahoo.com	4 April 2013
Shiela Satura	MMDA	PO III	09261102016	shielagailsatura@gmail.com	
Mary Helene V. Alzona	MMDA	PO II	09178809221	mdps_mmda@yahoo.com	
Desi James	DILG-NCR	LGOO III	09228017277	bernardineros@yahoo.com	

NAME	ORGANIZATION	DESIGNATION	CONTACT #	EMAIL	DATE OF INTERVIEW
Bernardino					
Ross de Leon	NEDA	Sr. Econ Dev.t Specialist	6310945 loc. 1209	Ndeleon@neda.gov.ph	4 April 2013
Ritchie Van C. Angeles	DRRMO	City of Pasig	6430000; 09478908361	rescue211@yahoo.com	8 April 2013
Allendri B. Angeles	SWMO / Mayor's Task Force on Climate Change Mitigation	City of Pasig	6431111 loc 480	allen.SWMO@yahoo.com	
Anthony de la Cruz	Programme Associate	UNDP	9010280	anthony.delacruz@undp.org	8 April 2013
Evelyn D. Gatchalian	HLURB	HHRO V	9297798	evelyn143umc@yahoo.com	10 April 2013
Emma C. Ulep	HLURB	HHRO VI	9297798	e_ulep@yahoo.com	
Annabelle F. Guanzon	HLURB	HHRO V	9297798	seareh1259@yahoo.com	
Magdalena S. Vegar	HLURB	HHRO VI	7103534	lena_siergar@yahoo.com	
Nora Diaz	HLURB	Director – PDG	9297798	norahd56@yahoo.com	
Angelo Aposto	LGU-Cainta	LDRRMO	09172065761	angelojose67@yahoo.com	10 April 2013
J. L. Culion	MHO, Cainta	OIC	09084491900		
Benjie Molina	Brgy San Roque, Cainta	Brgy Kagawad	09165433017		
Virgilio R. Ayhon	Dep-Ed	San Juan Elementary School, Cainta	09183657440	nonoy_195995@yaoo.com	
Joel Cosino	Brgy San Roque, Cainta	Brgy Kagawad	09475482200		
Mirasol Lomboy	Brgy San Roque, Cainta	Brgy Secretary	09392002342		
Consuelo Cuyugan	Brgy San Roque, Cainta		09324515858		
Michael Marin	LGU-Marikina	Sr. Transport Reg. Officer	09493591487	michael_om02 0380@yahoo.com	11 April 2013
Kristin Roxas	DRRMO Marikina	OIC, Marikina DRRMO	09274210073	kristinroxas.25@gmail.com	
Ednie Dula	CHO-HEMS		09219728003	ednie161@yahoo.com	
Engr. Allan Diega	LGU-Marikina	Chief	09182511984	allandiega@yahoo.com	
Michael Zurbano	LGU-Marikina	Clerk	09174726960		
Gloria Buena-ventura	LGU-Marikina	City Envi Officer	09153911774	gcbuenaventura@yahoo.com	
Engr. Nerlisa D. Palomar	LGU-Marikina	Housing and Homesite Regulation Officer V	6829571; 09198224698	gelisa1805@yahoo.com	

NAME	ORGANIZATION	DESIGNATION	CONTACT #	EMAIL	DATE OF INTERVIEW
Raymond E. Aquino	LGU-Marikina	Marikina Settlements Officer (MSO); Draftsman III	6462317; 09212071227	raymond_20805@yahoo.com	
Third Espero	LCP	Head, Special Projects Unit	09284719314	third.lcp@gmail.com	15 April
Alvidon Asis	LCP	Envi Unit Head	09179971336	alvidon.lcp@gmail.com	
Myrna Jarillas	CIDA	Senior Program Officer	8579139	Myrna.jarillas@international.gc.ca	15 April 2013

CSCAND Agencies: Wednesday April 3 am



LGUs: Wednesday April 3 pm

NGAs: Thursday April 4 am

Pasig City: Monday April 8

Municipality of Cainta: Wednesday April 10

Marikina City: Thursday April 11

8.4 Summary of Field Visits

Not all the guide questions are applicable to all stakeholders either because the stakeholders interviewed were not involved in all the program components and/or present in all the RESILIENCE program activities conducted.

Project Management Team (PMT): 26th March 2013

1. To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, media, and business sector), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

1.1 How was the project formulated

The project was formulated between the UNDP and the LCP.

1.2 Who participated in the formulation of the project

There was an inception workshop with the agencies in 2010 to finalize the design and plan. The project was approved late 2010 and incorporated the change of the implementing partner from LCP to OCD.

1.3 How far has the project achieved the intended project outcomes and outputs

1.3.1 What have been the results local and national

For Component 1: Policy – this was completed in 2012 with the last activity to enhance the CLUPs held in September 2012. Validation and finalization of CLUPs is still in process. Draft LDRRMPs were finalized February 2013 for 3 LGUs with the help of the regional offices of the OCD. The project also assisted in the drafting of the JMC for the LDRRMF utilization through policy dialogues and writeshops.

For Component 2: Capability Building – trainings were still ongoing upto the first week of March 2013 with the EWS training. The gender responsive DRRM module for the training manual was still pending as of end March 2013, due to difficulties with follow-up.
Each area will receive response equipment: e.g. suits, thermal cameras for collapsed structures, amounting to P2M per area – these are on order but awaiting delivery as of last week March 2013.

For Flood EWS – this was subcontracted to provide 22 rain guages and 1 water level station. 10 have been installed at the time of interview. All LGUs have been trained to maintain the equipment.
A training manual and IEC materials were also produced.
Learning visits were also conducted with LGUs to St. Bernard; Bayawan City and Leyte province.

For Component 3: Partnerships – this included partnerships with national agencies which resulted in a multi-stakeholder MOA creating the Metro Manila – Rizal Network. Networks were also formed with schools especially within the 3 pilot barangays including the hosting of school fairs with interactive games. The project also partnered with Region 1 DILG, DPWH, DSWD.

1.3.2 Were there any changes in project design, outcomes and outputs over the duration of the project and why

None.

1.3.3 Are there unexpected or additional outcomes

MOA for the Metro Manila – Rizal Network.

1.4 What were the monitoring processes for the indicators and accomplishments; how was the project monitored

The project was monitored using UNDP guidelines. The PMT met 2 or 3 times a month to coordinate activities and for updates of schedules and implementation. Each year there was a DRRM project planning session.

1.5 Has community resilience to natural disasters been enhanced and how
1.6 Has vulnerability to natural hazards and climate change impacts been reduced and how

Through: preparedness and communication protocols; adaptation measures and response mechanisms.
From the analysis of the initial TNAs there was very little awareness on DRR – more on response. The project has influenced awareness for prevention and mitigation.
There has been evident change within the LGUs with regards to handling of responsibilities; with full awareness of what DRRM means in terms of responsbilities and work within the LGU. Capacity has been enhanced within each LGU for DRRM and gender & development.
At the community level there has also been positive impacts e.g. in barangay

San Roque, Cainta, they conducted gender responsive drills. They also forumlated their own action plan utilizing their own budget.

1.7 Were natural ecosystems restored

Not directly, but there is a possibility through the enhanced awareness for prevention and mitigation.

1.8 How far has the project worked towards climate change adaptation

The LDRRMP formulation included consideration of climate change impacts as discussed by the CCC and the CC scenarios as discussed by PAGASA.
Climate change was also integrated with the hazard mapping to give a crude risk assessment integrating DRRM and CC.

1.9 How did the project build upon the READY project, NEDA guidelines & any other complemetary projects; complementation and coherence of approaches

At the time of the RESILIENCE project, the CSCAND agencies were already handling 3 projects. For harmonizing, the agencies tried to assign individual focal persons per project, but sometimes they overlapped especially with NAMRIA and MGB.
Each year there was a DRRM project planning session to assist in maintaining coherence.

1.10 Were DRRM sensitive policies and plans developed

As for 1.8.

1.11 Were these integrated into local development planning and budgeting processes

Still awaiting approval of plans and budgets. (On further discussion it was revealed that the original plans for the project were amended to produce draft plans).

2 To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

2.1 How has the project contributed to the development of a gender responsive DRRM
2.2 How were gender results achieved and monitored

2.3 Were gender sensitive indicators to monitor progress in mainstreaming a gender equality perspective in DRRM developed
2.4 What gender support mechanisms were developed
2.5 How were women's roles analysed and recognized

Gender responsive targets were set in as much as how each hazard impacts on men and women. Indicators were developed. Gender responsiveness was tested especially during drills which exposed gaps but also inherent knowledge. SWOC analyses were conducted which included gender specific indicators, the outputs of which were then incorporated into the plans. These were developed with experts on policy frameworks for women, from the Philippine Commission on Women.
Each activity included gender disaggregated data and gender responsiveness was reiterated with each activity i.e. EWS, evacuation/camp management. The roles of women and the recognition of such was built into the plans together with those of elderly and PWDs especially with Marikina.
However, no in-depth gender analysis was conducted.

3 To assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

3.1 Were the projects resources effective and efficient
3.1.1 Human
3.1.2 Physical
3.1.3 Financial

Human resources – OK but stretched. The finance/admin staff resigned in Oct 2011 and was not replaced until August 2012. The responsibilities were shared among the remaing staff with help from the PMO.

Physical resources – OK but challenge with transportation. OCD had committed but there was no dedicated project vehicle and therefore dependant on usage with regards to schedules of other departments. A great proportion of the budget went to transportation.

Financial resources – challenge for utilization in first half of the project as there was a long procurement rate and delivery times. Learning visits were conducted as a catch-up activity.

4 To analyze **factors that influenced the achievement of results** and assess **clear links** among outcomes, outputs and activities;

4.1 What factors influenced the achievement of results

4.2 Were the links clear between components and individual outcomes, outputs and activities
4.3 How did the PMT operate to ensure clear links were understood by component assigned staff

Regular meetings were conducted, schedules permitting.

5 To assess the **relevance and effectiveness of the project's partnership strategies** and identify **innovative strategies, methodologies and approaches**;

5.1 How were the partnerships developed

The partners saw the relevance and potential effectivity of the project. Each workshop had a preparatory meeting with the involved partners, with full activeness of each based on their capacities (reviewed through TNAs) and mandates. A consensus was reached on roles and responsibilities.

5.2 What were the 'buy-in' factors
5.3 What were the partnership strategies

Consensus building on roles and responsibilities carried through to the MOA for the Metro Manila – Rizal Network.

5.4 Were there clear roles and responsibilities established and how

As above.

5.5 Were these relevant and effective
5.6 Were accountability mechanisms established and institutionalized
5.7 How were the partnerships maintained over the project duration:
5.7.1 Were they all maintained;
5.7.2 Were new partnerships developed along the course of the project – how were these identified

NEDA was an active partner in the beginning but not so much towards the end.

5.8 How often were policy dialogues and knowledge sharing sessions held:
5.8.1 On which topics (how were they identified),
5.8.2 Who attended (how were participants selected),
5.8.3 How was the knowledge utilized – how effective were they

Knowledge sharing sessions were identified during inter-LGU sharing sessions. Those identified included: waste management; good practice sharing; integrated

EWS; sharing of response resources; harmonization of land use policies; informal setters; and structural and non-structural flood mitigation measures. There is an on-going utilization of knowledge through the partnerships formed.

6 To determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs;

6.1 How were national capacities developed
6.2 How were local capacities developed
6.3 How were these measured (was there a capacity assessment)

There was no capacity assessment but there was a TNA conducted and the results were incorporated into the activities and flow of the project[6].

6.4 How far did the project achieve the following:
- 6.4.1 Capacity enhancement – institutional strengthening, establishment of coordination mechanisms, planning and implementing DRRM initiatives, balancing competing interests, strengthened collaboration and insti links
- 6.4.2 Improved coordination
- 6.4.3 Multi-hazard planning
- 6.4.4 Comprehensive approach for DRRM
- 6.4.5 Empower whole community in mitigating and responding to impacts of disasters – DRRM trainings
- 6.4.6 Inter-LGU policy cooperation framework
- 6.4.7 Hazard risk assessment review
- 6.4.8 Inventory of existing programs
- 6.4.9 Gender strategy
- 6.4.10 Capacity, vulnerability and risk assessments incl. insti and resource assessments
- 6.4.11 EWS, mapping equipment, e,g, GPS, computers, hazard risk assessment software
- 6.4.12 Hazard exposure database

Consists of actual land use map and hazard maps. Risk maps and database still in process.

- 6.4.13 CBDRM trainings
- 6.4.14 Training community-based, gender-responsive early warning

[6] A capacity assessment had been conducted by a UNDP Consultant for the 3 LGUs as basis for program planning.

teams, which could later form the backbone of the DRRM network

6.4.15 People-centered EWS established, consisting of capacity enhancement in: a) Governance and Institutional Arrangements; b) Risk Knowledge; c) Monitoring and Warning System; d) Dissemination and Communication; e) Response Capacity; and f) Gender responsiveness.

6.4.16 Knowledge products and dissemination

All of the above were achieved in line with the project document.

7 To identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

7.1 What were the challenges in implementation

7.2 What were the challenges in management

Challenges in Implementation:
There was too much within the components for such a limited project time and LGU activities were not considered in scheduling – the inception workshop should have included the LGUs to correct this.
The flow of activities between components was OK, but there was little time between for debriefing and evaluation of activities. Reflection time for enhancement was lacking
Documentation took a long time – tasked to the LGUs, especially for the plans.
Conflict of schedules between projects – need for regular coordinating meetings within the PMO.

Other challenges included:
Time; SB approval of MOA especially with election time; Cainta not yet approved CLUP updating; Political Will; No guidelines in the beginning and no time to wait for them to be developed so made use of existing; disasters – adjustments to timings.

Challenges in Management:
Focal person rotation;
Scheduling with agencies;
LGU scheduling;
Initially no focal persons or DRRMOs within LGUs so seen as additional burden;
OICs appointed after dialogues with the LCEs; &
Capacities to absorb all activities.

8 To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive DRRM;

8.1 What lessons were learned regarding:
8.1.1 Implementation
8.1.2 Management

For a project of this scope a period of 3 years is recommended.
For procurement – there is a need to identify equipment beforehand.
Collaboration of all is essential.
Detailed situational analysis/data requirements should be available beforehand.

8.2 What were the innovative strategies that were established

MOA;
Partnerships;
Gap analysis – there had been a gap analysis before but no activity to meet the gaps unlike this project;
Integrating gender into DRRM;
School fairs;
Mass communication; &
LDRRMP formulation.

8.3 What worked well / enabling factors / success stories that could be shared to others

As for 8.2

8.4 What did not work well / hindering factors

As for 7

8.5 What challenges remain
8.6 What were cross-cutting issues and how were these managed and monitored
8.7 What are the sustainability measures /mechanisms in place

MOA for the Metro Manila – Rizal network detailing roles and responsibilities of the partnership.
The Mayors of the 3 pilot LGUs were part of the project board and also that contained within the MOA. The first board meeting with respect to the MOA has

still to be held but is expected by June.
Not just trainings but policies and plans and the institutionalization of DRRMOs.
The DILG has committed to orientate LCEs (after elections) regarding the roles and responsibilities of the partnership as per the MOA.
All departments of LGU now involved in DRRM.

8.8 How were these developed during the project
8.9 Was a inter-LGU, multi-stakeholder, river basin wide DRRM governance framework and structure established
8.10 If so, how does this relate to the A7

There was collaboration during the project with the Metro Manila - Rizal network and coordination with the Alliance of Seven (7). There has also been open coordination through the league of DRRMOs.

8.11 What is the added value of this approach and equally it's limitations
8.12 Would you recommend replication of this project
8.12.1 Would you recommend any changes

Replication would be recommended if the lessons learned are incorporated, together with training of trainors at the local level of implementation.

CSCAND Agencies (PHIVOLCS, PAGASA, NAMRIA): 3rd April 2013

1. To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, media, and business sector), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

   1.1 How was the project formulated
   1.2 Who participated in the formulation of the project

CSCAND were not involved in the formulation of the RESILIENCE Project. The project was formulated between the LCP and UNDP.

The CSCAND agencies were invited by the OCD on the second year during implementation - 2011. When the project funds were available and there were schedules to assist the 3 LGUs under the Resilience project, PHIVOLCS agreed to be involved because it was very related to what they wanted to do at that time and in the very near future for background to a risk assessment project in Metro Manila beyond the GMMA READY. The RESILIENCE Project was also very similar but not overlapping to their proposed agencies mandates and activities. It was part of their activities such as the earthquake preparedness, gather data base on building location which complemented the Resilience project.
PAGASA joined because it's their mandate and they agreed to be part of the project. Some of the LGUs had already established flood early warning systems such as CCTVs etc. There is also the existing EFCOS project of MMDA, and also the project NOAH, which all complement the Resilience project and these have no duplication of efforts.
NAMRIA were needed for the base maps for the CLUP and contingency plans. and being member of CSCAND they provided and printed the maps for the Resilience project.

Community participation is a very important component of the RESILIENCE and was introduced through community drills. The data the national agencies provided were important to enhance the contingency plans of the communities. Multi-hazard drills on flood, earthquake could be conducted especially in consideration of the routes to the evacuation centers, but it is important to start on a single hazard scenario.

1.4 What were the monitoring processes for the indicators and accomplishments; how was the project monitored

CSCAND members were not involved in the monitoring of the RESILIENCE project - only in the trainings, drills and CLUP processes as resource agencies but not in the monitoring. It was the OCD-PMT who is doing the monitoring.

1.5 Has community resilience to natural disasters been enhanced
1.6 Has vulnerability to natural hazards and climate change impacts been reduced and how

Cainta initiative in awareness campaign on DRRM through organizing and conducting a DRRM forum through the LGU together with a volunteer group - private sector partnership launched in Sta Lucia mall in the municipality with village organizations.

Community drills were conducted in RESILIENCE pilot barangays namely, Brgys. Nangka, Marikina, Ilog, Pasig City and San Isidro, with the involvement of the barangay LGUs, CSCAND members: PAGASA, PHIVOLCS, and schools. The LGU and MMDA invited the communities and the other CSCAND agencies served as observers and evaluators depending on the scenario. Community drills were also conducted in schools.

Every activity tended to raise the awareness and preparedness of the communities but the overall impact of combined effort could be provided by OCD-PMT.

Scientific data such as hazard maps were interpreted at the household level in the communities, together with the sharing of the risk assessment product, and exposure data gathered. LGUs could maintain and update this from the trainings on REDAS and the software provided.

1.9 How did the project build upon the READY project, NEDA guidelines & any other complemetary projects; complementation and coherence of approaches

The Resilience project could help the other projects by having the LGUs perform tasks that the data later on could be used in the other projects or vice versa such as the goal in earthquake risk assessment to establish the exposure data base – location of buildings, descriptions of buildings, details of the buildings and if the participating cities and towns can do that in the RESILIENCE Project it can be shared with other projects thus ensuring complementation of strategies.

The RESILIENCE Project can be seen as an integrative initiative to all existing projects such as PAGASA's flood warning system (EWS) and ongoing initiatives set up by LGUs after Ondoy, such as CCTVs along the rivers, together with Project NOAH through the UNDP-GMMA READY not only in Metro Manila but in neighboring provinces, and the Effective Flood Control System (EFCOS) existing with the MMDA. The CSCAND agencies have integrated the projects, KOICA, EFCOS, NOAH, and part of the Resilience project within their activities to ensure no duplication but more of complementation of activities.

PHIVOLCS recognized the importance of community drills and participation in all type of preparedness on hazards. Even with the improvement of technology, the knowledge the community gets from this should be converted into actions which should be correct and practiced through the drills.
PAGASA – during Habagat last year, there was simultaneous monitoring of flood by EFCOS and NOAH and gave different data - a difference of 2 metres. This was confusing. But now there is already an incorporated protocol followed by LGUs, the standard methodology set up by project READY which standardizing the EWS.
Local Government Units are receptive especially in the project areas, Marikina, Pasig and Cainta. How far and effective are the drills/training in the people's consciousness? MARIKINA: LGUs and the people acknowledge the need of the drills and incorporated them in their plans. There is active participation but before the RESILIENCE project most LGUs focused on expensive CCTV installations and not on river-basin approach. In Marikina's case, interest is high because of the "fault" exposure but not in Pasig and Cainta.
Recommendation: case of improving the next drill.
Problems: the sirens must be improved and enhanced; & Cainta DRRM plan needs upgrading and enhancement and is lagging behind Pasig City and Marikina.

2. To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

The gender–responsive DRRM is integrated in the training modules aside from having a separate training for gender and development. Resource persons were sourced from different organizations.

3. To assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

For the CSCAND there is no problem with resources as the REDAS training, equipment, both software and hardware were given for free as per the agency's mandate.

EWS for flooding, and response equipments were given for all areas, and they understood their role for security, and maintenance. It was clear.

Human resources were over stretched.

Expenses were sufficient as per mandated to take on as lead agency.

5 To assess the **relevance and effectiveness of the project's partnership strategies** and identify **innovative strategies, methodologies and approaches**;

The City – Municipality approach is one innovation, making sure that information be integrated in LGUs contingency and land use plans, and ensuring that planning officers were also directly related in project implementation. There are a lot of 'hands on' activities in the project to support the trainings.

The data analysis needed for the integration into the plans was very textual but the translation of the data into maps provided a very visual representation of the data which was easier to use.

Output – incorporated gender overlays on maps, and integrated other demographic statistics on vulnerable sectors in the contingency plans. This is an achievement.

IEC activities for the media is another innovation. This provided an opportunity to impart and explain to different sectors/people the information on hazards, warning and protocols not only locally but also nationally. CSCAND agencies were involved in the production of IEC materials to make the information flow more accessible.

6. To determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs;

LGUs, and communities were very interested and actively participated.
Before the project there was a focus on CCTVs when talking about EWS not only in LGUs but also in NAs, discounting the data of say, rainfall upstream, thus the inculcation of the river basin approach with actual monitoring, forecasting and prediction, together with communicating the message and most importantly people's response based on the message. Level of awareness is now high.

On earthquake drills, in Marikina, people were receptive during the drills because the fault was shown.
In Pasig City, only mild and not that high level of awareness and it depends on

the area. If they see that hazards are more likely to occur in their area, participation is high. And in Cainta, because there is no fault, participation is low which is not a good perception. Cainta needs improvement, they are lagging behind in terms of Resilience achievement of targets like formulating documents but it was Cainta which was the first to institutionalize the DRRMO officer while Marikina had yet to establish a DRRMO.

7. To identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

Resilience project is different from other projects handled by CSCAND, as the intent was to build up the resilience of the communities which needed the devotion of a lot of time and people. This needed the commitment from agencies to devote at least 1 person per activity and send appropriate personnel, a specialist and not just a generalist. Only NAMRIA maintained the same people devoted to the project but the rest could not due to multiplework. Involved agencies which sent different people in different activities, conducted debriefing and updating after each activity. But there is no such problem for activities which CSCAND members are lead because they devoted people. Other activities which CSCAND members have a support role, they have to send their representatives e.g. for the CLUP and contingency planning.

The limitation has always been the number of employees.

For the EWS devices the LGUs were receptive and cooperative in the RESILIENCE project and we utilized the MMDA for good coordination.

Recommendation:

In future similar activities, when technical agencies had given the background on the hazards, on the risks, on the maps, they still needed to be present always throughout the project. The lead organization should take over even without the presence of the technical agencies because this is a special project. Just like if the HLURB being the lead in the CLUP, there is no need for the presence other organizations and in the case of the OCD in developing the contingency plans.

8. To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive DRRM;

For replication – yes but with some modifications i.e. adjust it to the locality; technical organizations will not always be present; Trainers' training; and training

of people that will continue the activities within the project.

The law requires other areas to replicate projects like RESILIENCE though they are not hit by disasters of the magnitude of Ondoy. People should imagine the possible disaster that could affect them in the very near future. The real time scenario should not be based only on hazards but for the possible impact. The REDAS software and data base exposure module has given the LGUs the tools to get the possible impact.

a. Any further recommendations

Sustainability:

The role of OCD, HLURB, DILG, CLUP and CSCAND Agencies should be continued. There should be an annual budget allocation to sustain the initiatives. LGUs in other areas should replicate especially the hazard drills, institutionalizing the contingency and DRRM plans.

Office of Civil Defense: 3rd April 2013

1. To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, media, and business sector), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

    1.1 How was the project formulated
    1.2 Who participated in the formulation of the project

The RESILIENCE project was conceptualized after the onslaught of Tropical Storm Ondoy in 2009. The Office of Civil Defense was part of the group that formulated the project.

    1.3 How far has the project achieved the intended project outcomes and outputs
        1.3.1 What have been the results local and national

The project has achieved many results, and it would be good to continue the project in present areas and replicate in other areas. The LGUs of the pilot areas would be grateful of the accomplishments of the projects.

Among the project outputs was providing guidelines in the establishment of DRRM Office and designation of a DRRM Officer in the 3 municipalities. The project also provided guidelines in local DRRM fund utilization. Through the project, different agencies such as DBM, COA and others met to come-up with a joint memorandum circular on the utilization of DRRM fund, which guided not only the 3 cities prioritized by the project but also the other 13 cities and municipalities in Metro Manila and Rizal.

Other outputs include IEC, formulation of manuals and the numerous activities conducted.

Counterpart of OCD – OCD personnel assigned to the project, use of office space and equipments.

    1.4 What were the monitoring processes for the indicators and accomplishments; how was the project monitored

The PMT conducted regular reporting of accomplishments. There was a regular meeting of the implementing agencies and partner agencies. Plans, programming and expenses were always reviewed by the implementing agencies.

A good case of transparency was in the utilization of project funds since all implementing agencies were part in the planning and programming of project funds, and there's no room for malversation of funds.

1.5 Has community resilience to natural disasters been enhanced and how
1.6 Has vulnerability to natural hazards and climate change impacts been reduced and how
1.7 Were natural ecosystems restored

Though it's early to say that the 3 pilot communities had achieved resiliency, they were able to enhance activities for preparedness. An increased level of awareness can also be observed.

1.8 How far has the project worked towards climate change adaptation

A representative from the Climate Change Commission was always invited during major activities. Climate change concerns were also integrated in contingency planning and the formulation of CLUP.

2. To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

2.1 How has the project contributed to the development of a gender responsive DRRM
2.2 How were gender results achieved and monitored
2.3 Were gender sensitive indicators to monitor progress in mainstreaming a gender equality perspective in DRRM developed
2.4 What gender support mechanisms were developed
2.5 How were women's roles analysed and recognized

Gender is incorporated in the project. The gender training provided a lot of insights to the participants, with resource persons who showed expertise in the field.

3. To assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

3.1 Were the projects resources effective and efficient
3.1.1 Human
3.1.2 Physical
3.1.3 Financial

Regarding financial management, it was ensured that the project funds went to

their intended purpose. The PMT together with the agencies worked together in the programming and monitoring of expenses. With regards to timeliness, resources were delivered on time.

The limited number of PMT members was complemented by the OCD personnel assigned to the project.

3.2 How and what were the PME mechanisms developed for the above

For the PME mechanism on resource management, the implementing and partner agencies meet to discuss programming and reprogramming of project expenditures.

4. To analyze **factors that influenced the achievement of results** and assess **clear links** among outcomes, outputs and activities;

4.1 What factors influenced the achievement of results

The good working relations among the LGUs helped in the achievement of project objectives. Before, the LGUs blamed each other during flooding, now they are working together to solve the problem and are helping each other. RESILIENCE project activities gave the LGUs venue to interact, resolve inter-LGU issues and work together.

The dedication not only of the PMT but also OCD personnel assigned to the project also helped in achieving the intended results. OCD personnel demonstrated a high level of commitment in their involvement with the project.

OCD's long experience in implementing DRRM programs and projects also facilitated the achievement of results.

4.2 Were the links clear between components and individual outcomes, outputs and activities

4.3 How did the PMT operate to ensure clear links were understood by component assigned staff

The project and its components were presented to the PMT and OCD personnel at the start and eventually the PMT and OCD personnel could discuss the project to other people and agencies. They readily give briefings about the project if needed.

5. To assess the **relevance and effectiveness of the project's partnership strategies** and identify **innovative strategies, methodologies and approaches**;

5.1 How were the partnerships developed
5.2 What were the 'buy-in' factors
5.3 What were the partnership strategies
5.4 Were there clear roles and responsibilities established and how

The project was able to develop good working relations among the LGUs and agencies involved. Being part of the NDRRM Council, the agencies already knew their roles and responsibilities.

5.5 How were the partnerships maintained over the project duration:
5.5.1 Were they all maintained;
5.5.2 Were new partnerships developed along the course of the project – how were these identified

All the partners at the onset of the project were sustained until project end.

Non-implementing agencies such as DBM, COA and others also participated in the project. If invited for activities, these agencies readily expressed their interest and participated.

The different leagues (LCP, LMP) supported the project implementation, particularly in information dissemination.

A network (Metro Manila - Rizal Network) was also formed because of the project. A MOA was formulated defining the roles of members of the network.

At the onset, OCD joined the partnership as a main implementor since it has the capacity to implement the project. RESILIENCE was also in line with their previous and existing programs on DRRM.

6. To determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs;

6.1 How were national capacities developed
6.2 How were local capacities developed
6.3 How were these measured (was there a capacity assessment)
6.4 How far did the project achieve the following:
6.4.1 Capacity enhancement – institutional strengthening, establishment of coordination mechanisms, planning and implementing DRRM initiatives, balancing competing interests, strengthened collaboration and insti links
6.4.2 Improved coordination
6.4.3 Multi-hazard planning

6.4.4 Comprehensive approach for DRRM
6.4.5 Empower whole community in mitigating and responding to impacts of disasters – DRRM trainings
6.4.6 Inter-LGU policy cooperation framework
6.4.7 Hazard risk assessment review
6.4.8 Inventory of existing programs
6.4.9 Gender strategy
6.4.10 Capacity, vulnerability and risk assessments incl. insti and resource assessments
6.4.11 EWS, mapping equipment, e,g, GPS, computers, hazard risk assessment software
6.4.12 Hazard exposure database

Consists of actual land use map and hazard maps. Risk maps and database still in process.

6.4.13 CBDRM trainings
6.4.14 Training community-based, gender-responsive early warning teams, which could later form the backbone of the DRRM network
6.4.15 People-centered EWS established, consisting of capacity enhancement in: a) Governance and Institutional Arrangements; b) Risk Knowledge; c) Monitoring and Warning System; d) Dissemination and Communication; e) Response Capacity; and f) Gender responsiveness.
6.4.16 Knowledge products and dissemination

Capacities of OCD personnel assigned increased with the trainings they got and their involvement in field activities.

At the local level, coordination mechanisms among the LGUs were established, and their linkage with national agencies was strengthened.

7. To identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

7.1 What were the challenges in implementation
7.2 What were the challenges in management

The OCD did not see any major problems during project implementation. The only temporary challenge was the lack of finance and administrative staff of the PMT, but this was resolved by OCD absorbing this function. It even strengthened the capacity of the OCD personnel assigned to the task.

8. To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive DRRM;

8.1 What lessons were learned regarding:
- 8.1.1 Implementation
- 8.1.2 Management

The OCD has reservations if the project can be sustained. It is hoped though that the barangay, city and municipal LGUs will continue the project.

Innovations include participatory approaches in activities. The OCD/PMT ensured this even in their communications, indicating to LGUs whom to invite for the project activities. Integration of gender was also an innovative approach. Involvement of children in drills conducting it during school fairs was a good approach.

The pilot communities were requesting the OCD that the project be continued in their area. The OCD was able to develop a good working relation with these communities.

It would also be good to replicate the project in other localities so that what has been achieved in the 3 RESILIENCE areas can be done in other provinces, cities, municipalities and barangays.
The *OCD is advocating for replication in other areas, with OCD as main actor.*

LGU Focal Persons: Rizal Province, Pasig, Antipolo, and Marikina Cities: 3rd April 2013

1. To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, media, and business sector), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

    1.1 How was the project formulated
    1.2 Who participated in the formulation of the project

The three original project areas started the project in June 2011 and expanded with 10 other LGUs in October 2012. Pasig City was involved from the very beginning and in the actual project design while the rest of the expansion areas got involved in the 2nd year and during the conduct of the 2nd Inter-LGU forum.

The final event of the project was the MOA signing, though not yet signed, was a big achievement of the project. Even without the signed MOA, the LGUs have executed all the activities in the Resilience project.

    1.3.3 Are there unexpected or additional outcomes

The MOA is an additional and unexpected output of the Resilience project because of the need to formalize the network from the original 3 focus and pilot areas to expansion into 13 municipalities and cities.

    1.4 What were the monitoring processes for the indicators and accomplishments; how was the project monitored

A monitoring system for the Resilience project is included in the MOA.

    1.9 How did the project build upon the READY project, NEDA guidelines & any other complemetary projects; complementation and coherence of approaches

The Resilience project complemented previous and existing projects like KOICA, READY, NOAH, EFCOS and there is harmonization.

2. To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

Gender responsive DRRM was incorporated in all plans including contingency plans for different kinds of hazards and at all stages including pre, during and post disaster, especially with regards the special needs of the vulnerable sectors and the role of women e.g. separate comfort rooms for women and men in evacuation centers. There are provisions in the evacuation centers for those with special needs - not only of the mentally challenged, elderly, gender, religion, and lactating and pregnant women.

3. To assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

3.1 Were the projects resources effective and efficient
- 3.1.1 Human
- 3.1.2 Physical
- 3.1.3 Financial

These were seen to be sufficient.

5. To assess the **relevance and effectiveness of the project's partnership strategies** and identify **innovative strategies, methodologies and approaches**;

There was already partnerships formed before the Resilience project. There was the Alliance of 6, now Alliance of 7 where the same people in the Resilience project worked together in other related projects and trainings. The Alliance of 7 focuses on the watershed protection and not so much on the sharing of resources. The Resilience project network with the 3 focus areas of Pasig City, Marikina City and the Municipality of Cainta was later expanded into the 'Network of 13' known later as Metro Manila – Rizal Network together with other National Agencies and focuses on the EWS, and coordination. Most of the Alliance of 7 members are members of the Metro Manila - Rizal Network. The Resilience project has strengthened the Alliance.

Antipolo City LDRRMO suggested that PCSO be invited into the Metro Manila-Rizal Network and have them provide an ambulance with the logo of all 13 municipalities and cities which the network could share showing unity, coordination and as a symbol of projection. This would also encourage other non member municipalities to replicate such practice. This could be a recommendation to further project the network.

The network has a communication protocol and it is recommended that resource mobilization should be considered for sustainability. LCEs who will be re-elected should appoint the LDRRMOs as a core for the network.
The LCP, the League of Municipalities and the DILG were designated as Secretariat for the Metro Manila - Rizal Network to sustain some of the activities of the Resilience project. The LCP had already verbally committed but still have to wait for the actual conduct of the orientation for the newly elected LCEs by July. But there has to be an E.O. from the DILG designating them as a permanent secretariat and written agreements for the 13 LGUs that would help facilitate the continuation of the activities of the Resilience Project.

One major challenge for the project is if the newly elected LCEs will not sign the MOA. Another is the authority of the LDRRMO who are executing the contract thus the need for an E.O. designating them as focal person in the Resilience project. It is also recommended that a monthly report and status of the equipments given by the project be submitted to the secretariat e.g are the equipments properly maintained. It is suggested further that a JMC be circulated by the DILG, and OCD designating LCP, LMP, DILG and OCD as secretariat.

After the MOA signing facilitation, a meeting of the Resilience Board has not pushed through to tackle not only the resource mapping for sustainability but all other concerns of the project. A finance and human resource mobilization plan is lacking. It was recommended that a core group from LCEs who will be re-elected be formed and mobilized to identify activities for the network. But for the initial physical maintenance of the equipments, the LGUs has set aside a minimal Php 10,000.00 budget a year allotted in their DRRMO.

6. To determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs;

    6.1 How were national capacities developed
    6.2 How were local capacities developed
    6.3 How were these measured (was there a capacity assessment)

The LGUs became more grounded in the communities through the trainings and hands on hazard drills. Awareness on DRRM increased among the different stakeholders especially the communities. It also deepened the staff commitment and it became a venue of sharing of experiences and ideas on enhancing practices amongst the stakeholders.

Local capacities in the maintenance of EWS were developed and most especially skills on CBDRRM and community-based hazard mapping which were validated

by the CSCAND members in the barangays for the worst case scenario e.g. projection of water level before the CLUP conduct. These were conducted with reference to Ondoy through suceptability mapping. The CSCAND agencies made these from historical data and forecasts. The multi-hazard approach was included in the contingency plans. All the validated hazard maps were consolidated by PHIVOLCs and were made available to the LGUs.

The Risk Analysis Project (RAP) validated the earthquake fault/ground shaking in Marikina using an instrument installed in the area. The RAP project is producing new maps with the worst case scenario projections which were included in the contingency plan. It has also passed an E.O. creating a TWG concentrating on this.

Another major achievement at the local level of the Resilience project is the community participation in all pilot barangays in the contingency planning.

7. To identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

Some major challenges remain to be the external budget after the Resilience project because the MOA has not been signed and there is a potential problem for the coordination of activities. There is a potential challenge of convening the network after the Resilience project without the MOA signed. But as a recommendation the NCR DILG, the PDRRMO and League of Municipalities and Cities could convene the network.

There is also the lack of a repeater system in the EWS.

The LDRRMO in Marikina still has no office and encountered the problem of COA questioning the budget for civil works for the construction of the DRRMO office because it was not included in the disaster risk reduction management activities.

The loopholes in the LDRRMF is another challenge because LGUs has a lot of limitations in using the fund.

8. To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive DRRM;

The final activity of the Resilience project was the crafting of the MOA but the majority of the 13 signatories has not signed because of the election ban and

majority of the major LGU stakeholders have no authority to enter and sign the MOA. The MOA spent much time on the details of the Board of Trustees. The majority of the LGUs in the 13 expanded cities and municipalities has not complied into the signing. The principals, the mayors did not attend the signing except for Marikina.

It is recommended that after the 2013 midterm elections, the LCEs should be convened again through the Metro Manila – Rizal Network because some of the incumbent LCEs may not be coming back as well as the LDRRMO who are co-terminus and they have to be oriented on the project and for its sustainability. If no MOA will be signed, there will be no coordination amongst the Resilience project stakeholders. LGUs should designate focal persons for the continuance of the project and have monthly updating of the equipments to be submitted to the Secretariat.

One flaw in the project implementation is the failure to foresee that there will be a network to be established for the 13 expanded LGUs and cities. If this was done 2 months before the elections, the problem could have been arrested through the signed MOA. It is further recommended that DILG circulate an MC for the LDRRMO as a permanent position and designation of DILG, LCP as the Secretariat for the project and an orientation be conducted on July 2013.

There are many area specific learnings notably from the trainings and drills conducted. Preparedness, response, mitigation and recovery were emphasized and were integrated in the developed plans. There was a paradigm shift from response to prevention and mitigation, and preparedness. The Resilience project help establish certain communication protocols through the installed EWS such as water level, rain gauge, signal and siren in real time transmitting standard and harmonized hazard data base for flood EWS.

Replication of the project in other areas is recommended to be conducted through the NCR DILG.

Recommendations:

- The harmonization of existing EWS like KOICA, PAGASA, EFCOS and NOAH together with the analysis of the technical data they are providing the LGUs and help in translating these into layman's term and deliver to the communities.
- There is a challenge to popularize science based terminologies into layman's term.
- Multi-hazard maps, and multi-hazard scenarios like flooding, fire to be included in their contingency plans.

NGAs: DILG NCR, DILG IV, and MMDA: 4th April 2013

1. To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, media, and business sector), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

    1.1 How was the project formulated
    1.2 Who participated in the formulation of the project

MMDA was not involved in the project formulation, but was part of the project implementation.

For DILG, it got involved in December 2011 as resource speaker for gender responsive DRRM.

    1.3 How far has the project achieved the intended project outcomes and outputs
        1.3.1 What have been the results local and national

MMDA co-facilitated the DRRM mainstreaming workshops as a resource agency during the CLUP planning process. Before RESILIENCE only Makati City had a DRRM enhanced CLUP out of the 17 LGUs in NCR. This was through the own initiative of the LGU who hired consultants for the process.

Through the project, Marikina and Pasig started enhancing their CLUP also, though MMDA is still waiting for the results from these LGUs. There are DRRM mainstreaming guidelines. The project utilized the HLURB CLUP guidelines as a basis to integrate DRRM. They could not utilize the NEDA guidelines fully since it is for subnational levels (regional and provincial).

Although Resilience has a parallel program with MMDA on the DRRM mainstreaming on CLUP, the project's major contribution is the enhancement of DRRM responsive plans. The 3 focused areas of the project namely Pasig City, Municipality of Cainta and Marikina City have not finalized their CLUP enhanced plans.

MMDA tapped its EFCOS project for the project's installation of EWS. PAGASA identified the sites and areas for the EWS. And there is coherence with the other programs.

Another major contribution of the Resilience project is the community's participation, the grassroots' involvement on DRR drills and the common

understanding and agreement of the barangays on the technical terms of the hazard data and maps BUT there remains the challenge of popularizing it more to layman's terms.

A substantial number of participants were mobilized during activities even without receiving compensation.

1.3.2 Were there any changes in project design, outcomes and outputs over the duration of the project and why

1.3.3 Are there unexpected or additional outcomes

There were no major changes in the project design that adopted the river basin approach. One diversion of the project was the expansion of project coverage from the original 3 pilot Cities and Municipalities to include a further 10 LGUs which were given equipments.

1.4 What were the monitoring processes for the indicators and accomplishments; how was the project monitored

For monitoring processes, the national agencies were not involved in actual monitoring but results were presented to them for information.

1.5 Has community resilience to natural disasters been enhanced and how

After T.S. Ondoy, knowledge and awareness of people on disaster increased. This was considerably solidified by the RESILIENCE project. During Habagat, there were significantly less casualties. People readily listened and followed advisories from authorities. People have become pro-active to warnings especially in Marikina City. And during flood drills, it was now second nature for them to prepare and bring the GO Pack.

The communities were also able to establish a communication network. Though not directly the result of the project, LGUs and agencies were able to form camaraderie's because of the meetings and activities conducted by the project and this directly translated into the Metro Manila – Rizal Network.

Communication and collaboration among LGUs has improved and there is a shift from response and rescue to mitigation and prevention within activities.

1.6 Has vulnerability to natural hazards and climate change impacts been reduced and how

The problem is people living in waterways. How can we balance relocation and CLUP regarding this concern.

1.8 How far has the project worked towards climate change adaptation

On climate change adaptation: the project was more focussed on DRRM and not so much on CCA. There are no guidelines yet in mainstreaming CCA.

A local climate change action planning workshop was just conducted and are awaiting feedback to implement the 2nd phase of the workshop.

A MOA was signed among various stakeholders, and a Metro Manila - Rizal Network was formed. The DILG will serve as secretariat for this network.

Even the president was moved by the results of the RESILIENCE project compelling him to start a sustainable watershed program. This is equivalent to the river basin approach of RESILIENCE and will complement the Ecotown program.

Unexpected results - during the first meetings, the EWS equipments were intended for the 3 LGUs, but later it already included other LGUs. The other LGUs also became part of the project including Rizal towns.

1.10 Were DRRM sensitive policies and plans developed
1.11 Were these integrated into local development planning and budgeting processes

As for 1.3.1

2. To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

PCW was invited to provide the inputs on the gender responsive DRR by the DILG. It was later on incorporated in the hazard drills wherein the needs of the most vulnerable sectors such as elders, children, women, the physically challenged were considered. There is segregation of the women and men in the evacuation centers but there is a need to include gender indicators especially on plans.

They observed though that after a flood drill in Marikina City, transport of elderly and women were not prioritized.

The agencies considered that most of the heads of planning departments are women a good gender indicator.

3. To assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

   3.1 Were the projects resources effective and efficient
      3.1.1 Human
      3.1.2 Physical
      3.1.3 Financial

Within the agencies they did not consider the RESILIENCE project as additional work. Human resources, particularly the PMT should have more technical expertise and skills on facilitation and coordination because the project needed more direction setting with partners, however, they felt at ease working with RESILIENCE people.
Financial resources for the project were enough and were used effectively and efficiently.

There were no problems encountered in the logistical aspect of the program for all target EWS equipments were procured and given to partner LGUs and were a substantial resource from the project.

4. To analyze **factors that influenced the achievement of results** and assess **clear links** among outcomes, outputs and activities;

   4.1 What factors influenced the achievement of results
   4.2 Were the links clear between components and individual outcomes, outputs and activities
   4.3 How did the PMT operate to ensure clear links were understood by component assigned staff

The communication system established facilitated the achievement of results.
Refer also to Q. 1.

5. To assess the **relevance and effectiveness of the project's partnership strategies** and identify **innovative strategies, methodologies and approaches**;

MMDA is a cooperating partner of the RESILIENCE project. It was also a co-facilitator/resource speaker in several trainings. Initially MMDA did not see the project in cohesion with other DRR related projects when it was tapped for the CLUP processes and the Inter-LGA, Inter-LGU dialogues - MMDA was active during the Policy dialogues and knowledge sharing.

It also goes with the components of the Resilience project what with the involvement of different people in the different activities. But these

misconceptions disappeared once they were involved in the formulation of the MOA among LGUs and agencies. It was also part in establishing connectivity of the deployed EWS with existing EFCOS.

The involvement and participation of the Regional OCD is one big factor and example for the success of the Resilience project.

One recommendation is for the OCD and PAGASA to monitor protection and maintenance of the installed EWS together with the LGUs.

DILG: The MOA crafted should be sustained, signed and communicated to the new LCEs to be elected in the coming 2013 midterm polls. The roles and the responsibilities should be clear in the MOA to influence the incoming LCEs.

The Metro Manila - Rizal Network structure and the LDRRMO are to play a crucial part in the sustainability of the project.

6. To determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs;

Refer to Q. 1

7. To identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

    7.1 What were the challenges in implementation
    7.2 What were the challenges in management

A common issue was the release of DRRM funds. There is a conflict between COA and DILG policies. Punong barangays not "guided" on how to utilize DRRM allocation.

There was initially a problem with the political aspect between and within LGUs *(LCEs and the Sanggunian)* and the commitment of the LGUs to the DRRM enhanced CLUP process. There was also a failure on the Resilience project team to orient the LCEs and Council on what actual document to be produced but during implementation the RESILIENCE project was able to overcome this and got the support of LGUs.

RESILIENCE project has a plan to release a manual.

OCD should be clearing house for coming up with DRRM planning tool/template

and for maintaining coherence.

8. To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive DRRM;

   8.1 What lessons were learned regarding:
      8.1.1 Implementation
      8.1.2 Management

The project team should have a good working knowledge on various aspects of the project. During open forums, the moderator should be capable and more assertive, i.e. there were instances that a certain topic had been dragging.

On sustainability mechanisms, the IEC materials and advocacies would help sustain the gains of the project.

The different workshops should continue and be replicated.

Standards and guidelines should also be established. The JMC would be crucial for this. The LDRRM planning manual (separate from contingency planning) should be formulated.

The security of tenure of DRRM officers should also be established - the LDRRMO should be mandated as a permanent position for the project to be sustainable.

The MOA among agencies and LGUs is also a sustainability mechanism. It will stand even after the elections. It was discussed during the drafting how to make it binding. The signing was even witnessed by DRRM officers.

Sustain the Metro Manila - Rizal Network having the DILG as secretariat after the Resilience project ends.

Land Use Policies should be ironed out in order for DRR be effective and mainstreamed.

There should be harmonization of LDRRM policies both at the national and local level.

There should be a focal unit or person to take care of the hazard exposure data base when turned over to the LGU while the OCD has the responsibility of dissemination.

NEDA: 4th April 2013

1. To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, media, and business sector), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

1.1 How was the project formulated
1.2 Who participated in the formulation of the project
1.3 How far has the project achieved the intended project outcomes and outputs
1.3.1 What have been the results local and national

The NEDA was part of the RESILIENCE project board. The agency was asked for comments in drafting of the project design

NEDA's involvement with the project was limited to attending 2 project board meetings. It was not part of the implementation process. The agency received invitation to activities but declined to attend if they would have no major contribution.

The NEDA mandate is subnational and provincial, not LGU level. Lessons from RESILIENCE was not inputted in the NEDA guidelines since it is too early in the implementation, and it was at a different level.

1.4 What were the monitoring processes for the indicators and accomplishments; how was the project monitored

NEDA not part of monitoring processes.

1.5 Has community resilience to natural disasters been enhanced and how
1.6 Has vulnerability to natural hazards and climate change impacts been reduced and how

The IEC and trainings would have helped the communities achieve resilience.

1.9 How did the project build upon the READY project, NEDA guidelines & any other complemetary projects; complementation and coherence of approaches

Refer to Q. 1.3

2. To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

   2.1 How has the project contributed to the development of a gender responsive DRRM
   2.2 How were gender results achieved and monitored
   2.3 Were gender sensitive indicators to monitor progress in mainstreaming a gender equality perspective in DRRM developed
   2.4 What gender support mechanisms were developed
   2.5 How were women's roles analysed and recognized

The communities were supposed to produce CLUP's incorporating gender concerns. In the meetings attended by NEDA, gender was highlighted during presentations. NEDA also understood that resource persons on gender were invited in the project activities.

With regards to incorporating gender in NEDA guidelines, it mentions vulnerable sectors so women are included but also children, elders and person with disabilities.

3. To assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

   3.1 Were the projects resources effective and efficient
      3.1.1 Human
      3.1.2 Physical
      3.1.3 Financial

NEDA cannot make conclusions on the management of resources since they were only presented figures during meetings.

A comment on human resource management, the OCD should have involved the local planners (CPDCs and MPDCs) in project implementation.

4. To analyze **factors that influenced the achievement of results** and assess **clear links** among outcomes, outputs and activities;

   4.1 What factors influenced the achievement of results
   4.2 Were the links clear between components and individual outcomes, outputs and activities
   4.3 How did the PMT operate to ensure clear links were understood by component assigned staff

Good partnerships among the project team with the 3 LGUs facilitated the achievement of results.

5. To assess the **relevance and effectiveness of the project's partnership strategies** and identify **innovative strategies, methodologies and approaches**;

   5.1 How were the partnerships developed

The OCD can be the focal agency to maintain the flow of information among LGUS and agencies, building on partnerships developed during the project.

6. To determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs;

   6.1 How were national capacities developed
   6.2 How were local capacities developed
   6.3 How were these measured (was there a capacity assessment)

Refer to Q. 1

7. To identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

   7.1 What were the challenges in implementation
   7.2 What were the challenges in management

No information on challenges.

8. To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive DRRM;

On sustainability, there should be a discussion among LGUs and agencies on how to maintain the EWS equipment.

On partnerships, it is in the hands of the LGUs on how to sustain it.

The project is relevant and timely.

Considering the capacities of LGU, they need the technical support of national agencies.

On replication, since the memory of disasters is still fresh, take advantage of it. In convincing an area with no major disasters to act as a trigger factor, present what happened in other places that can also happened to them. Show them maps indicating the susceptibility of their areas.

Other aspects of the project that should be replicated include putting EWS in all river areas. Mainstreaming DRRM in CLUP and capacitating LGUs should also be replicated.

Pasig City: 8th April 2013

1. To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, media, and business sector), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

    1.1 How was the project formulated
    1.2 Who participated in the formulation of the project

The Pasig LGU was invited for the formulation of the RESILIENCE project, wherein its expertise in DRRM was shared (refer to section below: Pasig City and DRRM). The LGU agreed to be part of the project since it is in line with the things they are doing on DRRM.

    1.3 How far has the project achieved the intended project outcomes and outputs
        1.3.1 What have been the results local and national

In 2011 and 2012, RESILIENCE and EMI made impact on the city with the many trainings and activities conducted. Among the value-added by RESILIENCE to the city was the linkage with the agencies "that matter".

RESILIENCE also facilitated the integration of DRRM in the city's CLUP formulation. Now for its last "viewing", the city hoped to pass an ordinance for and approve the CLUP in the next council.

2. To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

Pasig's dedicated evacuation centers are designed to be gender responsive. Another aspect of Pasig showing that it is serious on gender concerns was the establishment of GAD center headed and managed by Maribel Eusebio, Mayor Bobby Eusebio's wife.

5. To assess the **relevance and effectiveness of the project's partnership strategies** and identify **innovative strategies, methodologies and approaches**;

The DRRMO believes that a formal structure is not necessary since inter-LGU coordination is already provided in the local government code, though it is also strengthened if there will be formal structure such as a Metro Manila - Rizal Network.

Through the RESILIENCE project, coordination among the 3 LGUs was strengthened. A working relation was established. Sharing of knowledge also happened during major activities.

Pasig City shares its resources technical expertise not only with the 3 LGUs but also with other areas in the country, including Cagayan de Oro in Mindanao and Pililla in Rizal.

7. To identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

   7.1 What were the challenges in implementation
   7.2 What were the challenges in management

The Pasig LGU requested that EWS be set-up in the inner creeks of the city through the RESILIENCE project, but this did not materialize (EWS had been provided to Pasig City through other projects so to maximize the projects resources and not to duplicate efforts the other LGUs were prioritized).

The back to back trainings and activities was another problem raised in terms of hectic schedules.

8. To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive DRRM;

   8.1 What lessons were learned regarding:
      8.1.1 Implementation
      8.1.2 Management

The DRRM Officer was straightforward in saying that projects such as RESILIENCE if replicated in other areas will only be sustained if they have DRRM Office and Officer.

Pasig City and DRRM

The Pasig City LGU is already advanced in implementation DRRM programs and projects even before the entry of the RESILIENCE project. Keeping the LGU in "tip-top shape" on DRRM was the contribution of the RESILIENCE project to the city.

The LGUs programs and projects include IEC and capacity building on DRRM. The LGU has various media in its IEC for DRRM. It utilizes a public address (PA)

system during the daily rounds of garbage trucks. It also has another PA system within the city hall and other areas. Posters, pamphlets and other materials are also distributed. TV monitors in the city hall also show audiovisual presentations on DRRM. The city even hired professional advertising agencies for the production of its IEC materials.

On capacity building, the DRRM staff of the LGU had undergone basic and advanced trainings, including first responders courses. They also provided courses with realistic simulation of disasters. Last September 2012, the LGU inaugurated its Rescue, Emergency Disaster (RED) training center. The center provides training courses to the people of Pasig for free. The courses and the facilities are also offered to other LGUs and organizations at subsidized rates.

The LGU conducts regular drills year round – fire and earthquake drills (including schools) during the 1st quarter of the year, earthquake drills on the 2nd quarter, flood drills on the 3rd quarter, combined drills on the 4th quarter.

Demonstrating that the LGU is really serious on DRRM, it has invested much on facilities, equipments and infrastructures as part of its DRRM program. Pasig City has a state-of-the-art Command, Control and Communication (C3) Center under the DRRMO. The Pasig C3 has capability to remotely monitor and coordinate disaster response and rescue operations using video streams transmitted from the 165 CCTV cameras installed in critical areas in and around the city. They are planning to make more investments by installing at least 60 more CCTVs in the city. The RED training center also serves as a back-up command center. A third back-up is a mobile command van with CCTV and radio links.

The RED training center was among the facilities put up by the LGU for DRRM. The center is also the staging ground for disasters. Rescue vehicles, equipments and supplies are on the ready in the center. Aside from RED training center, the LGUs constructed multi-purpose buildings in the barangays. Dedicated evacuation centers were also established.

Other infrastructure and facilities constructed and established were dikes, canals and pumping station. Another project relevant to DRRM is the dredging of waterways. The solid waste management program of the LGU, including the no plastic/Styrofoam ordinance also helped mitigate disaster.

UNDP: 8th April 2013

1. To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, media, and business sector), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

    1.1 How was the project formulated &
    1.2 Who participated in the formulation of the project

The project was conceptualized last quarter 2009: post-Ketsana.
Original discussions were with the UNDP and the LCP as the implementing partner – initially identified for their role and capacity in disseminating practices & IEC to other LGUs not originially covered by the project. The ODA for the project was approved early 2010, but with the passage of R.A. 101021, which emphasizes more the role of OCD for DRRM, the LCP as implementing partner was reassessed.
There were further negotiations and consultations during 2010 – towards August-December with the OCD and September for meetings with the LGUs. These consultations discussed the project documentation and solicited feedback. The project document was also sent to NEDA and the CSCAND agencies to seek comments.
These agencies (OCD, 3 LGUs, CSCAND, and NEDA) became part of the project board.

    1.3 How far has the project achieved the intended project outcomes and outputs
        1.3.1 What have been the results local and national

It went far enough for building resilience within the 3 LGUs, but the project should be seen as a pilot for replicating with other areas. The community based approach, with pilot barangays within the 3 LGUs directly benefitted the local level. One factor to compensate for it being a pilot would be with Component 1 – Policy. A joint memorandum circular (JMC) for utilizing the LDRRMF was developed with the OCD, DILG and DBM. Also national guidelines for incorporating DRRM into the CLUPs are being developed.

        1.3.2 Were there any changes in project design, outcomes and outputs over the duration of the project and why

The change in implementing parter as a result of the passage of R.A. 10121,

from LCP to OCD.
The inclusion of the other 10 LGUs was planned in 2012 but implemented only towards the latter part and within 2013, mainly for component 3 – partnership for a river basin wide approach.

1.3.3 Are there unexpected or additional outcomes

MOA signing for coordination between all 13 LGUs

1.4 What were the monitoring processes for the indicators and accomplishments; how was the project monitored

The UNDP has set systems for monitoring within it's national project implementation manual. Spot checks for a) financial and admin; and b) project, technical and programme, were also conducted twice a year by a team from UNDP with the OCD. These spot checks assessed coherence to the project document and the yearly work plans (AWPs) and to prepare for the next annual work plan.
There were also project board meetings to finalise the AWPs.

1.5 Has community resilience to natural disasters been enhanced and how

At a community level through the community based approach and trainings given, together with the policy measures – integrating DRRM into the CLUP.

1.6 Has vulnerability to natural hazards and climate change impacts been reduced and how

As above

1.7 Were natural ecosystems restored

Not directly, but there is possibility within the river basin coordination mechanisms for this.

1.8 How far has the project worked towards climate change adaptation

Climate change adaptation was well incorporated into the project through the JMC for the utilization of the LDRRMF which noted funding provisions under R.A. 9729 (Climate Change Act of 2009) and the local climate change fund. Trainings provided also introduced climate change concepts including climate change scenarios, differences between climate change adaptation and mitigation, climate funding, and the provisions of R.A. 9729.

1.9 How did the project build upon the READY project, NEDA guidelines & any other complemetary projects; complementation and coherence of approaches

For the UNDP, these projects are all within the environment unit. A project appraisal committee within the UNDP conducted a joint exercise to assess the coherence and scheduling between projects to minimize overlap. This was also conducted by the OCD as all ODA inflows are really coordinated by the OCD, including the screening of equipment, as the KOICA project was also providing EWS equipment, to eliminate duplication and ensure complementation. The OCD revamped it's structure and the planning unit was responsible to ensure coherence.

2. To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

   2.1 How has the project contributed to the development of a gender responsive DRRM
   2.2 How were gender results achieved and monitored
   2.3 Were gender sensitive indicators to monitor progress in mainstreaming a gender equality perspective in DRRM developed
   2.4 What gender support mechanisms were developed
   2.5 How were women's roles analysed and recognized

Gender responsive DRRM trainings included sessions on what is gender within the Philippine context. Gender indicators were developed and the project produced a gender paper.

3. To assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

   3.1 Were the projects resources effective and efficient
      3.1.1 Human
      3.1.2 Physical
      3.1.3 Financial

The project resources were sufficient in terms of the range of interventions given. The allocation for each intervention was done in consultation with the 3 LGUs. The proposals for the equipment came from the LGUs submitted to the OCD, with feedback given by UNDP. They were also discussed with the Project Board during the Annual Work Planning meeting at the beginning of the year. Only one proposal was turned down – that for a disaster response vehicle as this was not

allowed under the rules of the project. All LGUs received disaster response equipment – standardized by the project from a list of equipment.
There was effective use of money allocated as this stayed with the OCD for full project implementation – no separate downloading of money on a per activity/agency involvement basis.

In terms of human resources, personnel were deployed to fill the staffing positions required by the project. The Project Management Office was supplemented by organic staff from the OCD until all positions were filled i.e. admin and finance.

3.2 How and what were the PME mechanisms developed for the above

As for 1.4

4. To analyze **factors that influenced the achievement of results** and assess **clear links** among outcomes, outputs and activities;

4.1 What factors influenced the achievement of results

a) LGUs exposed to natural disaster so not much effort was required to convince the LCE of the need for the project; &
b) Strong leadership of the OCD and their role of coordination especially with the CSCAND agencies to conduct trainings etc.

4.2 Were the links clear between components and individual outcomes, outputs and activities
4.3 How did the PMT operate to ensure clear links were understood by component assigned staff

Coordinated by the PMO and the OCD, together with project board meeting and annual work planning sessions

5. To assess the **relevance and effectiveness of the project's partnership strategies** and identify **innovative strategies, methodologies and approaches**;

5.1 How were the partnerships developed
5.2 What were the 'buy-in' factors
5.3 What were the partnership strategies
5.4 Were there clear roles and responsibilities established and how
5.5 Were these relevant and effective
5.6 Were accountability mechanisms established and institutionalized

5.7 How were the partnerships maintained over the project duration:
  5.7.1 Were they all maintained;
  5.7.2 Were new partnerships developed along the course of the project – how were these identified

A river basin wide approach was utilized among the 13 LGUs. Roles and responsbilities, together with accountability mechanisms are detailed in a MOA to sustain the partnership and coordination among LGUs of the RESILIENCE project.

6. To determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs;

6.1 How were national capacities developed
6.2 How were local capacities developed
6.3 How were these measured (was there a capacity assessment)
6.4 How far did the project achieve the following:
  6.4.1 Capacity enhancement – institutional strengthening, establishment of coordination mechanisms, planning and implementing DRRM initiatives, balancing competing interests, strengthened collaboration and insti links
  6.4.2 Improved coordination
  6.4.3 Multi-hazard planning
  6.4.4 Comprehensive approach for DRRM
  6.4.5 Empower whole community in mitigating and responding to impacts of disasters – DRRM trainings
  6.4.6 Inter-LGU policy cooperation framework
  6.4.7 Hazard risk assessment review
  6.4.8 Inventory of existing programs
  6.4.9 Gender strategy
  6.4.10 Capacity, vulnerability and risk assessments incl. insti and resource assessments
  6.4.11 EWS, mapping equipment, e,g, GPS, computers, hazard risk assessment software
  6.4.12 Hazard exposure database
  6.4.13 CBDRM trainings
  6.4.14 Training community-based, gender-responsive early warning teams, which could later form the backbone of the DRRM network
  6.4.15 People-centered EWS established, consisting of capacity enhancement in: a) Governance and Institutional Arrangements; b) Risk Knowledge; c) Monitoring and Warning System; d) Dissemination and Communication; e) Response Capacity; and f)

Gender responsiveness.

6.4.16 Knowledge products and dissemination

Yes somewhat, through the PMO and the OCD especially with trainings from the CSCAND agencies, provision of equipment, and development of IEC materials, together with policy enhancement of CLUPs and DRRMPs

7. To identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

7.1 What were the challenges in implementation
7.2 What were the challenges in management

The original timeframe was extended twice

8. To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive DRRM;

8.1 What lessons were learned regarding:
8.1.1 Implementation
8.1.2 Management

As per 8.4

8.2 What were the innovative strategies that were established

Inter-LGU, river basin wide approach
Clear attempt to coordinate across areas with common hazards
Gender-responsive aspect of the project – this was stated within the aims of the project and not just as a cross cutting issue.
Training modules
Analysis within each vulnerable group/sector

8.3 What worked well / enabling factors / success stories that could be shared to others

The outcomes of the project were tested with Habagat (although Habagat was on a different scale to that of TS Ondoy) and the following had improved with all 3 LGUs:

Preparedness and response to natural disasters through the provision of flood

early warning systems
Testing of contingency plans
Prevention and mitigation through the policy component: CLUP/DRRMP
Capacity building for different sectors: LGUs and schools; and media as a conduit of information; as DRRM is a multi-stakeholder responsibility
MOA signing for coordination
IEC materials

8.4 What did not work well / hindering factors

The original timeframe – the project should have started soon after TS Ondoy in 2010, but did not start until 2011
The timeframe was then extended twice. The project was originally to end in December 2011, then extended until December 2012, then March 2013.

Also at that time (soon after TS Ondoy) and the revamping of the structure of the OCD, there was a challenge of ODA management of the OCD in terms of absorbative capacity.

8.7 What are the sustainability measures /mechanisms in place

The guidelines and manuals for policy enhancement and utilization of the LDRRMF; together with the MOA for coordination between LGUs
Trainings for staff to maintain the Early Warning Systems

8.8 How were these developed during the project

The policy enhancement was developed with the project through component 1. The MOA and addition of 10 LGUs came towards the end of project

8.9 Was a inter-LGU, multi-stakeholder, river basin wide DRRM governance framework and structure established
8.11 What is the added value of this approach and equally it's limitations

Through the MOA

8.12 Would you recommend replication of this project
8.12.1 Would you recommend any changes

Recommended for replication, and the IEC materials produced by the RESILIENCE project could help with this.

Municipality of Cainta: 10th April 2013

1. To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, media, and business sector), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

    1.1 How was the project formulated
    1.2 Who participated in the formulation of the project

The Cainta LGU was not involved in project formulation. The OCD presented the project orientation to the LGU. Since the project design was already defined, the Cainta LGU was not part in the decision-making.

    1.3 How far has the project achieved the intended project outcomes and outputs
        1.3.1 What have been the results local and national

In Cainta, a LDRRM Council was formed involving all sectors - barangays, schools/DepEd, PNP, fire marshals, BJMP, MENRO, and health. Each member sector came up with their own DRR plans. All schools have DRR Officers and conducts quarterly drills. The schools hosted the earthquake drills.

The policy writeshop conducted by the RESILIENCE project became a major input to the localization of DRRM. Immediately after the workshop in December 2012, an SB resolution (through the initiative of Councilor Danny Cruz who worked on it during the Christmas break) creating the MDRRM Office, organizing the LDRRMC and creating plantilla positions for the DRRM Office was passed. Plantilla positions included the LDRRM Officer and 4 Civil Defense Officers with SG 24, 18, 15 and 11. So far, the MDRRM Officer has just been concurred last March 2013.

The LGU commissioned a consultant for the formulation of CLUP. At this stage, the LGU was already in Module IV (spatial) part of the CLUP formulation. Mainstreaming DRRM in the CLUP is also part of the process.

    1.5 Has community resilience to natural disasters been enhanced and how
    1.4 Has vulnerability to natural hazards and climate change impacts been reduced and how

On achieving community resilience, the LGU already had existing programs but these were enhanced through the project. For example, through the CLUP they

were able to identify hazardous areas. They were able to consider these in implementing concrete measures.

In case of Barangay San Roque, though they have the equipments they lack training. The drills conducted made them aware of what to do during disasters. They were also able to identify their weaknesses in equipments and knowledge/skills.

The RESILIENCE Project also served as a venue for the sharing of resources among LGUs. A communication system was also established among the LGUs. The DRRM Officer highlighted that his most effective early warning system is Tintin (Kristin Roxas of Marikina). Cainta is downstream of Marikina. He can always call Tintin anytime even at late hours that provides information on water level during heavy rains that give them ample time to prepare.

2. To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

    2.1 How has the project contributed to the development of a gender responsive DRRM
    2.2 How were gender results achieved and monitored
    2.3 Were gender sensitive indicators to monitor progress in mainstreaming a gender equality perspective in DRRM developed
    2.4 What gender support mechanisms were developed
    2.5 How were women's roles analysed and recognized

GAD training and gender planning was conducted in the pilot barangay (San Roque). This translated to clear programs. It was reflected in the barangay disaster risk reduction and management plan.

3. To assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

    3.1 Were the projects resources effective and efficient
        3.1.1 Human
        3.1.2 Physical
        3.1.3 Financial

The Cainta LGU gave the RESILIENCE project high marks on the management of resources. In particular human resources. They considered that the PMT performed well and provided assistance even beyond the parameters of the project. They provided coaching to the LGU.

"Kung walang RESILIENCE 'di ko alam kung saan magsisimula sa DRR", (if not for the RESILIENCE project, I would not know where to start with DRR) said the DRRMO.

5. To assess the **relevance and effectiveness of the project's partnership strategies** and identify **innovative strategies, methodologies and approaches**;

The MDRRM Officer was not part of the LGU during T.S. Ondoy. He was part of AKSON BAYAN, a citizens' movement in Cainta. After T.S. Ondoy, he became part of organizing the Save Cainta Movement.

When REDAS was introduced by the project, it provided a tool for enhancing the CLUP. The MDRRMO joined the REDAS team to enhance the CLUP but not the whole DRRM. The RESILIENCE project introduced the DRRM framework to the LGU. There was a need for a person to lead DRR and he was recruited for this. He became active on DRR because of the RESILIENCE project.

He initiated the formation of partnerships among the different sectors and institutionalized this through the establishment of LDRRM Council. Each member has defined roles and responsibilities. MENRO inclusion in the council is not mandatory but he invited the office to be a member. Even involvement of BJMP is not mandatory but the office was made a part of the council, recognizing that during disasters, inmates are vulnerable.

6. To determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs;

As per sections 1 and 5 above

7. To identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

   7.1 What were the challenges in implementation
   7.2 What were the challenges in management

Among the challenges elaborated during the discussion was the concern of the Emergency Medical Team (EMT). Emergency medical services is a major component of DRRM. The incidence of the 10 leading causes of mortality would be greatly reduced if there is an effective emergency medical system. As of now, the EMT has problems with security of tenure and lack of equipments. Though they have trained volunteers, they don't have the equipments to respond to medical emergencies.

From the point of view of the barangay LGU another challenge was, despite the IEC and trainings, there are still people who would not listen.

Lack of equipments was another challenge faced by the barangay, but they said it would not hamper them to respond to disaster since they can utilize alternatives e.g. long sturdy rope and inner tubes.

8. To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive DRRM;

The institutionalization of the DRRMO would sustain the gains of the project. Even if there will be change in leadership, the office with plantilla staff is there. Of the 14 municipalities of Rizal province, only Cainta has plantilla staff for the DRRM Office.

HLURB: 10th April 2013

1. To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, media, and business sector), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

1.1 How was the project formulated

By the UNDP.

1.2 Who participated in the formulation of the project

Meetings were held before implementation of the project. The first few meetings concentrated with the CSCAND agecies, then HLURB became involved to discuss the aspects for the CLUP (originally MMDA).

1.3 How far has the project achieved the intended project outcomes and outputs

1.3.1 What have been the results local and national

A framework was produced with 12 steps for integration of CCA/DRR into CLUPs by the PMT and this was reviewed and edited by the HLURB. Guidelines for integration are also in development with another project (Zero CLUP Backlag project).

So far the CLUPs produced by the project are awaiting finalization:

Marikina: still needing socio-economic and basic data;
Cainta: draft
Pasig: draft

The project worked towards DRR by increasing awareness.

1.3.2 Were there any changes in project design, outcomes and outputs over the duration of the project and why

Original meetings to discuss the CLUP included the need to review existing CLUPs of the LGUs but then this was changed to trainings on CLUP integrating DRR/CCA including process documentation as at that point in time there were no

guidelines for integration.

1.4 What were the monitoring processes for the indicators and accomplishments; how was the project monitored

HLURB not involved in project monitoring.

1.5 Has community resilience to natural disasters been enhanced and how
1.6 Has vulnerability to natural hazards and climate change impacts been reduced and how
1.7 Were natural ecosystems restored
1.8 How far has the project worked towards climate change adaptation
1.9 How did the project build upon the READY project, NEDA guidelines & any other complemetary projects; complementation and coherence of approaches

The RESILIENCE project utilized existing materials produced by other projects; and lessons learnt from the RESILIENCE project can benefit future projects e.g. GMMA/READY for which the CLUP component will start in May.

1.10 Were DRRM sensitive policies and plans developed
1.11 Were these integrated into local development planning and budgeting processes

DRRM integrated into the CLUPs and DRRMPs and guidelines to do this were developed during project implementation through the process documentation.

2. To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

2.1 How has the project contributed to the development of a gender responsive DRRM
2.2 How were gender results achieved and monitored
2.3 Were gender sensitive indicators to monitor progress in mainstreaming a gender equality perspective in DRRM developed
2.4 What gender support mechanisms were developed
2.5 How were women's roles analysed and recognized

Trainings were given on gender aspects especially with regard to the LDRRMP, but not in the CLUP.

3. To assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

3.1 Were the projects resources effective and efficient
- 3.1.1 Human
- 3.1.2 Physical
- 3.1.3 Financial

The project management team were ok with coordination apart from communications for activities that were last minute and sometimes did not reach management for staff commitment. The PMT also were learning from the partners.

3.2 How and what were the PME mechanisms developed for the above

No concrete outputs told to the agencies, that were not part of the project board.

4. To analyze **factors that influenced the achievement of results** and assess **clear links** among outcomes, outputs and activities;

4.1 What factors influenced the achievement of results

The RESILIENCE Project went direct to the cities and municipalities with a very 'hands-on' approach

4.2 Were the links clear between components and individual outcomes, outputs and activities

In the beginning the expected outputs were not clear to the HLURB, but meetings were held to formulate the goals and objectives for enhancing CLUPs. NEDA assisted in developing simple procedures and the HLURB developed guidelines for the CLUP but these were both part of internal agency projects.
Overall the project focussed mainly on capacity development/building that carried throughout the three components of the project.

5. To assess the **relevance and effectiveness of the project's partnership strategies** and identify **innovative strategies, methodologies and approaches**;

5.1 How were the partnerships developed

HLURB partnered with the project with regards to CLUP, however the standard processes of HLURB were adapted to fit the project timeframe.

5.2 What were the 'buy-in' factors

Part of HLURB mandate.

5.3 What were the partnership strategies
5.4 Were there clear roles and responsibilities established and how

Under Component 1: policy – it was clear that the CSCAND agencies were responsible for the LDRRMP and the HLURB that of CLUP.

5.5 Were these relevant and effective
5.6 Were accountability mechanisms established and institutionalized
5.7 How were the partnerships maintained over the project duration:
  5.7.1 Were they all maintained;
  5.7.2 Were new partnerships developed along the course of the project – how were these identified

There needed to be better coordination between agencies for the project activities.

6. To determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs;

6.1 How were national capacities developed
6.2 How were local capacities developed
6.3 How were these measured (was there a capacity assessment)
6.4 How far did the project achieve the following:
  6.4.1 Capacity enhancement – institutional strengthening, establishment of coordination mechanisms, planning and implementing DRRM initiatives, balancing competing interests, strengthened collaboration and insti links
  6.4.2 Improved coordination
  6.4.3 Multi-hazard planning

6.4.4 Comprehensive approach for DRRM
6.4.5 Empower whole community in mitigating and responding to impacts of disasters – DRRM trainings
6.4.6 Inter-LGU policy cooperation framework
6.4.7 Hazard risk assessment review
6.4.8 Inventory of existing programs
6.4.9 Gender strategy
6.4.10 Capacity, vulnerability and risk assessments incl. insti and resource assessments
6.4.11 EWS, mapping equipment, e,g, GPS, computers, hazard risk assessment software
6.4.12 Hazard exposure database
6.4.13 CBDRM trainings
6.4.14 Training community-based, gender-responsive early warning teams, which could later form the backbone of the DRRM network
6.4.15 People-centered EWS established, consisting of capacity enhancement in: a) Governance and Institutional Arrangements; b) Risk Knowledge; c) Monitoring and Warning System; d) Dissemination and Communication; e) Response Capacity; and f) Gender responsiveness.
6.4.16 Knowledge products and dissemination

Trainings for CLUP formulation were condensed for the enhancement with DRRM integration. Draft CLUPs are still being finalized.

7. To identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

7.1 What were the challenges in implementation
7.2 What were the challenges in management

The HLURB standard practice for training LGUs in CLUP formulation consists of 4 modules within the span of 1 year to allow the LGUs time for data gathering and analysis between modules, with coaching from HLURB. However, with the RESILIENCE project only 2 trainings were given (2 modules per training) in the span of 2 months (July 30-Aug 3, 2012; & Sep 5-7, 2012). The condensing of the timeframe and trainings, together with when the RESILIENCE project was launched the agencies were not ready with the data/maps needed e.g. hazard characteristics, risk assessments etc., affected the output.

8. To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive

DRRM;

8.1 What lessons were learned regarding:
- 8.1.1 Implementation
- 8.1.2 Management

Preparation time should be built into the project;
The challenges experienced with the RESILIENCE Project can become opportunities for future projects e.g. GMMA;
The management of the project should have some technical background, together with the requirements for implementation.

8.2 What were the innovative strategies that were established

Installation of Flood Early Warning Systems (FEWS) with barangay level teams trained on utilization and maintenance;
Preparedness; &
Methodology of modules.

8.3 What worked well / enabling factors / success stories that could be shared to others

Increased awareness of the process of mainstreaming DRR concerns into the CLUP; &
Willingness to participate and share by all stakeholders

8.4 What did not work well / hindering factors

The approach used assumed a zero level start (in the context of a new law, structures etc) and could have maximized/utilized further existing initiatives.

8.5 What challenges remain
8.6 What were cross-cutting issues and how were these managed and monitored
8.7 What are the sustainability measures /mechanisms in place
8.8 How were these developed during the project
8.9 Was a inter-LGU, multi-stakeholder, river basin wide DRRM governance framework and structure established
8.10 If so, how does this relate to the A7
8.11 What is the added value of this approach and equally it's limitations
8.12 Would you recommend replication of this project
- 8.12.1 Would you recommend any changes

For replication: only if all data requirements for project implementation are ready beforehand. The concept and objectives of the project are good but the manner of implementation needs to be enhanced e.g.:

Bigger initial formulation meeting;
Pre-project preparation time to be built-in;
More coordination between agencies; &
Need to translate scientific/technical knowledge to layman terms.

Marikina LGU, DRRMO, Private Sector: 11th April 2013

1. To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, media, and business sector), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

Marikina had been part of the RESILIENCE project since the very beginning and was selected because it was severely affected by T.S. Ondoy. It became a pilot for DRRM and had undergone a series of trainings funded by the RESILIENCE project. It was a support to the existing LGU initiatives implemented after T.S. Ondoy, and it has strengthened the existing plans and assisted in policy formulation such as an ordinance creating LDRRMC.

The R.A. 10121 or DRRM law had been followed and policies were crafted and institutionalized. There was mainstreaming of CCA and Gender Responsive DRR in the CLUP. Local ordinances complemented the DRRM law and the data base from other projects were utilized in the CLUP and contingency planning. The RESILIENCE project led to technical capacity building like hazard mapping - in the identification of hazards, which became a helpful tool to planning. It also helped in the coordination with the National Agencies and networking with neighboring LGUs.

The RESILIENCE project has provided software and equipments for DRRM and it is the task of the LGUs to allocate budget for the hardware maintenance.

The communities became more aware to the installed alert system and they already knew what to expect and do. Evacuation bags were ready and at the evacuation center, people already knew what to do e.g. like the 1 skip meal. Designated areas for evacuees are well organized and managed.

2. To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

The RESILIENCE project further strengthened the gender-responsive DRRM already existing before the project through counterpart local legislations. These were being observed in evacuation centers during relief operations i.e. giving priority to people with special needs, children, women and elderly, segregated comfort rooms for women and men.

A Gender and Development (GAD) focal person sits as member of the DRRM

Council.

3. To assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

The national agencies were a multiplier for the PMT especially the CSCAND members whose expertise in different fields were maximized by the project.

There was a weakness in coordination and organizing on the part of the PMT especially the timing. Communications were usually late. Facilitation and handling of trainings and policy writeshop output analysis and critiquing were also weak points for the team but the trainings did instill camaraderie.

The collapse structure box for the evacuation centers were replenished and all the equipments like laptops with GPS and the software on the rapid exposure data base were provided by the project. The DRR, Engineering, MIS and CPDO-CBMS were optimized by the project. Video-capture tools were installed in vehicles and the EWS in Antipolo and Montalban and in Marikina at the City Health Office. There is however, 1 EWS in Marikina intended for Cainta which is 1 1/2 hrs and 6 EWS in Montalban, Rizal and 5 EWS in Antipolo for Marikina.

5. To assess the **relevance and effectiveness of the project's partnership strategies** and identify **innovative strategies, methodologies and approaches**;

The Alliance of 7 already existed before the RESILIENCE project and it helped establish the Metro Manila - Rizal Network and formulated a MOA creating an organizational structure and deepened the collaborative efforts like the sharing of resources and experiences of the network which expanded into an alliance of 13 municipalities and cities.

Sealing the partnership or covenant among LGUs with similar vulnerabilities and the belief that one cannot exist alone and that the LCEs should be involved is a major outcome of the RESILIENCE project. At first, it was a venue of outdoing each other but later on utilized to the maximum on sharing resources, experiences and helping each other. It will also helped in strengthening the local capacities especially the LGUs.

It is recommended that an E.O. for the creation of a TWG for sectors be crafted - taking off from the RESILIENCE project, that will focus on the contingency plans.

6. To determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs;

The Marikina Local Government Unit, the Barangay Local Goverment Units and the communities' awareness on disaster preparedness, response, adaptation and mitigation were heightened through the trainings and drills conducted in the communities and schools.

The LGU and other stakeholders' capacity on hazard mapping and risk exposure data use were enhanced especially in CLUP and contingency planning processes.

7. To identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

Some challenges in the project especially in mainstreaming DRR in the land use plan are the dynamics in local politics and the limited resources. The priorities in CLUP formulation is the housing land use and the creation of the local housing board.

8. To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive DRRM;

The family disaster plan is an innovation, which includes pre-emptive evacuations, despite absence of policies. Recommendations include: relief on property tax till 2015 for land use; houses retrofitted for those that can afford to do so; waste management - but there are still many who are hard headed and throw their wastes on creeks; and police to secure the properties being abandoned - there should be security plan and additional personnel. The office of rescue 161 has a staff compliment-in-charge of 38, but in the response office, there are only 6 personnel with no security of tenure.

There was a shift from disaster response to DRR that can be attributed to the learnings from the capability building in this area.

8.12 Any further recommendations

With all the trainings provided by the RESILIENCE project, a physical manifestation of these should be actualized and it should seize the moment while knowledge gained is still fresh.

The disaster manual for the LGU already in existence before T.S. Ondoy needs to be updated.

Integrating the DRR in the CLUP: at present there is no zoning ordinance. Policies like local ordinances are needed in the planning process to be sustainable.

Trainings could be replicated and rolled out to communities and to all government employees to assist the barangays formulate their own DRRM plans. This could be done through technical people and those trained under the RESILIENCE project to re-echo trainings to co-workers and other offices through series of trainings under the LGU.

A DRRMO office should be established and legislation for permanent positions for personnel to be assigned in the LDRRMO.

Lessons:

When doing a seminar-training on land use, facilitators should have working knowledge and skills on contingency planning. They should be sensitive to culture, needs and interest of participants.

Replication:

Refine the training program and get feedback from participants and be fitted to participants' needs. After a training solicit feedback.

On land use – GMMA-READY is in the process of enhancement and updating of maps.

Marikina to share experience in land use.

LCP: 15th April 2013

1. To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, media, and business sector), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

There was already the program/project design when the LCP got involved in the project but were even consulted at times during the start of the implementation.

As far as LCP is concerned, the suggestions/recommendations and adjustment in the project design they did suggest were not considered as the project went on or implemented. There was a gap in the process especially on how to institute sustainability e.g. the MOA should had been established earlier, instead of having it near the end of project life, which is important to the LGUs involved because they will be the ones to sustain it.

The LCP was unaware of any regular monitoring and clear cut indicators on the part of the management team.

The community's awareness to natural disasters were enhanced through the effective IECs produced and on the drills conducted on the ground.

Although the T.S. Ondoy experience had a big influence on the cities and LGUs in response to disasters especially flooding, the RESILIENCE project also brought them to the next level on how to deal with it (disasters) – that is climate change adaptation and mitigation.

The project built on the existing disaster response and risk reduction and management practices but, whether there is a RESILIENCE project or not, the Cities and LGUs will embrace programs mentioned above because of the guidelines and mandate for them from the DRRM law and CCA policy.

As far as the LCP looked at it (coherence and complementation), duplication of efforts and some related activities were unavoidable. This leads to resources not being maximized.

The HLURB, which had been part and always present since the very beginning of the CLUP process seems to have an overlapping intervention with that of the OCD. The RESILIENCE project adopted the guidelines of HLRUB.

DRRM sensitive policies and plans were developed through the CLUP but unfortunately not yet completed as of the interview. Instead of the OCD as the main facilitator/mover of the CLUP planning process, the HLURB should be the one involved because they were rightfully involved on this.

LCP was not involved in the following targets of the RESILIENCE project: Flood Early Warning System, drills, and trainings.

2. To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

LCP was not involved with these activities or they failed to participate because of their unavailability during its conduct.

3. To assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

Additional technical staff should have been included in the project design especially on the monitoring aspect of the project.

Funds for trainings and equipments were enough and targets were delivered.

4. To analyze **factors that influenced the achievement of results** and assess **clear links** among outcomes, outputs and activities;

When you evaluate the result of the project in its totality, it did not achieve its objective in terms of sustainability measures, in terms of structure and the completed and approved CLUPs[7] of the LGUs and Cities.

5. To assess the **relevance and effectiveness of the project's partnership strategies** and identify **innovative strategies, methodologies and approaches**;

Roles and responsibilities amongst the signatories/member organizations stipulated in the MOA were clear and the LCP had a major involvement with its crafting. But it should have been established earlier in the project life where the "buy-in" component of partners especially with LGUs/Cities should have been given emphasis.

Policy dialogues were attended by the LCP but not all because of the conflict of

[7] The target for the CLUPs and LDRRMPs was adjusted in the second year of implementation to produce only draft plans.

schedules (too tight) for their already over-stretched staff.

6. To determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs;

Capacities at the local level were enhanced and developed especially on the technical aspect and the DRRMO's were empowered but the level of effectiveness especially to some of the LCEs was not totally realized because for some of the LGUs and cities, they were already doing RESILIENCE related activities long before the project was implemented.

In terms of what would be the content of the CLUP, and the preparation of the hazard maps together with relevant data coming from these maps, the RESILIENCE project had a positive contribution. But much has still to be improved on the data utilization and analysis.

7. To identify **challenges in implementation and management**, and determine **effectiveness of actions taken**.

There was a challenge with the technical capacities of the OCD-PMT staff aside from being under staffed, to deliver the target outputs promised in the RESILIENCE project.

There was no dedicated monitoring and evaluation staff to keep track on the progress of the project and the project adopted a per quarter assessment of expected activities.

8. To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive DRRM;

The IEC component and the capacitation of the DRRMOs is replicable but not the project on its entirety because it was not completed especially the CLUPs and the proposed sustainability mechanism for the LGU - the established structure of which would have been cemented if the MOA was signed.

8.12 Any further recommendations

The CLUP and MOA should be completed and signed respectively.There should be a mapping of all DRRM related projects in the areas of implementation so as not to have duplication of efforts and resources maximization.

Completion of the CLUP and the MOA and localization of the maps and data to be user friendly especially for local planners. Analysis and how to make use of the data and maps should be taught.

Establishment of a PME structure and monitoring plan to keep track of the project development.

Establishment of a knowledge management system as repository of information, data and modules.

Recommendation for sustainability:

On the structure and secretariat after the OCD – PMT ceased to be the facilitating mechanism.

> There should be a rotating secretariat other than the proposed Metro Manila - Rizal structure with a separate office: the budget for which must be clear. Proposed for the "PALMA" model (more on the infrastructure like farm to market road projects) like structure where a board will be locally organized.
>
> Expansion of membership from the original 3 focused cities of Marikina, Pasig and Cainta to 13 as project area intervention and as a sustainability mechanism is not encouraged by the LCP.

On the resources and sources of funds for sustainability .

> There should be an endowment fund. A topic/module on resource mobilization (project development) should be incorporated on the capacity building component of the project. A series of activities should be done beyond the project timetable. The new set of Local Chief Executives should be oriented on the project after the May midterm elections including the potential sources of funds.

CIDA: 15th April 2013

1. To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, media, and business sector), and government agencies which are Responsible and Cooperating partners towards the **achievement of intended project outcomes and outputs**, and if not, determine whether there has been progress made towards their achievement;

    1.1 How was the project formulated

The project was formulated under CIDA's Sustainable Economic Growth strategy because of the extent of devastation and the need to manage the extent of damage and to be better prepared. The extent of media coverage of the events of 2009 and the recommendations within the PDNA made the project easy to advocate for.

    1.2 Who participated in the formulation of the project

The UNDP handled the initial start-up phase initially with the LCP and then the OCD. Meetings were held with the OCD to level off on the project concept.

    1.3 How far has the project achieved the intended project outcomes and outputs
        1.3.1 What have been the results local and national

The RESILIENCE project influenced the development of CLUP's and strategic plans, together with macro plans at the local level, and guidelines crafted by HLURB for LDRRMC/Os.

        1.3.2 Were there any changes in project design, outcomes and outputs over the duration of the project and why

The UNDP made the decsion to change the implementing partner from the LCP to the OCD with the approval of CIDA. One proposal for EWS equipment for an emergency vehicle was not approved.

    1.4 What were the monitoring processes for the indicators and accomplishments; how was the project monitored

The UNDP National Implementation Mechanism was used as the monitoring system for the project.. Monitoring was conducted by the UNDP and the Project

Management Board. The management would report on the progress every year to CIDA who would then report back to Canada through the project team leader. If issues arose then the team would work together to address them.

1.5 Has community resilience to natural disasters been enhanced and how
1.6 Has vulnerability to natural hazards and climate change impacts been reduced and how

For the scope of the project – only 3 LGUs is too limited to state if it contributed to more preparedness and decrease the impact of disasters. Models for LGUs is still evolving, but there was a deepening of understanding of the need for proactiveness.

1.7 Were natural ecosystems restored
1.8 How far has the project worked towards climate change adaptation
1.9 How did the project build upon the READY project, NEDA guidelines & any other complemetary projects; complementation and coherence of approaches

The OCD has access to all DRR projects and therefore the synergy between all. The project results have been utilized by the GMMA/READY project.
The synergy has been helped by the DRRM law and the clarity the law provided.

1.10 Were DRRM sensitive policies and plans developed
1.11 Were these integrated into local development planning and budgeting processes

Yes

2. To assess how the project was able to contribute to the **development of a gender-responsive DRRM** and assess the gender results achieved;

2.1 How has the project contributed to the development of a gender responsive DRRM
2.2 How were gender results achieved and monitored
2.3 Were gender sensitive indicators to monitor progress in mainstreaming a gender equality perspective in DRRM developed
2.4 What gender support mechanisms were developed
2.5 How were women's roles analysed and recognized

Introduction of gender responsiveness to DRR. Before this there had been a lack of studies on the intersections of gender and other initiatives. There was a proactiveness of this project to integrate gender. In actual results:

For Marikina: because of the gender sensitivity trainings there was a

change of perspective with regards to management of evacuation centers;

For Pasig: uptake was different due to present initiatives of the LGU with regards to GAD and it's separate office – difficult to translate into individual actions and mainstreaming

However, there was no gender analysis undertaken by this project.

3. To assess the **effective and efficient use of the project's resources** in achieving the outputs and outcomes;

3.1 Were the projects resources effective and efficient
- 3.1.1 Human
- 3.1.2 Physical
- 3.1.3 Financial

The COA audit has just been completed with no negative findings. Resources provided were sufficient for the project including disaster response equipment and early warning systems.

With regards to financial matters, the designated amount of resources from UNDP to counterpart CIDA funds fell through because of the financial crisis and other disasters diverting the available resources. The project therefore was fully implemented with CIDA funds. Most of the activities were implemented due to the diligence of expenditures e.g. using LGU conference rooms free of charge so able to save and stretch resources.

3.2 How and what were the PME mechanisms developed for the above

As per 1.4

4. To analyze **factors that influenced the achievement of results** and assess **clear links** among outcomes, outputs and activities;

4.1 What factors influenced the achievement of results

a) The context was paramount in people's minds and so there was an openness for implementation
b) Enabling policy environment: R.A. 10121
c) Media coverage

The people in the community were more ready.

6. To determine **national and local capacities developed** and the **level of participation** of stakeholders in the achievement of the outcomes and outputs;

6.1 How were national capacities developed
6.2 How were local capacities developed
6.3 How were these measured (was there a capacity assessment)

With the onset of the Habagat there was seen to be better preparedness because of some of the interventions of the project.

6.4 How far did the project achieve the following:
- 6.4.1 Capacity enhancement – institutional strengthening, establishment of coordination mechanisms, planning and implementing DRRM initiatives, balancing competing interests, strengthened collaboration and insti links
- 6.4.2 Improved coordination
- 6.4.3 Multi-hazard planning
- 6.4.4 Comprehensive approach for DRRM
- 6.4.5 Empower whole community in mitigating and responding to impacts of disasters – DRRM trainings
- 6.4.6 Inter-LGU policy cooperation framework
- 6.4.7 Hazard risk assessment review
- 6.4.8 Inventory of existing programs
- 6.4.9 Gender strategy
- 6.4.10 Capacity, vulnerability and risk assessments incl. insti and resource assessments
- 6.4.11 EWS, mapping equipment, e,g, GPS, computers, hazard risk assessment software
- 6.4.12 Hazard exposure database
- 6.4.13 CBDRM trainings
- 6.4.14 Training community-based, gender-responsive early warning teams, which could later form the backbone of the DRRM network
- 6.4.15 People-centered EWS established, consisting of capacity enhancement in: a) Governance and Institutional Arrangements; b) Risk Knowledge; c) Monitoring and Warning System; d) Dissemination and Communication; e) Response Capacity; and f) Gender responsiveness.
- 6.4.16 Knowledge products and dissemination

There was a deepening of understanding and knowledge with respect to DRR and the proactiveness needed.

8. To draw up **lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations** on appropriate project strategies to improve future programming on gender-responsive DRRM;

8.1 What lessons were learned regarding:
- 8.1.1 Implementation
- 8.1.2 Management

8.2 What were the innovative strategies that were established

The introduction of gender responsiveness to DRR was innovative. Before this there had been a lack of studies on the intersections of gender and other initiatives. There was a proactiveness of this project to integrate gender. In actual results:

For Marikina: because of the gender sensitivity trainings there was a change of perspective with regards to management of evacuation centers;

For Pasig: uptake was different due to present initiatives of the LGU with regards to GAD and it's separate office – difficult to translate into individual actions and mainstreaming

8.3 What worked well / enabling factors / success stories that could be shared to others

Partnerships. In the beginning there were heated discussions between all stakeholders and LGUs as they were on 'different pages' and territorial/each to their own. The project saw a shift to seeing how connected they need to be to survive which resulted in the MOA signing in support of the partnership in terms of resources and planning. Other innovative strategies included the river basin approach and working with media as beneficiaries of the project.

8.4 What did not work well / hindering factors

The influx of money/resources after T.S. Ondoy 'threw off' the system on how to manage this. Donors also lacked harmonizing of initiatives.

8.5 What challenges remain

8.6 What were cross-cutting issues and how were these managed and monitored

8.7 What are the sustainability measures /mechanisms in place

The MOA defines roles and responsibilities to maintain the partnerships.
The processes undertaken were formulated into a manual of operations to

govern DRRMO operations – process documentation.
Auditing processes by the COA will assess how well they are spending money on the developed DRRM Plans.
The 3 LGUs are in close contact with the OCD, MMDA, and HLURB for reporting mechanisms so not just at an inter-LGU level.

8.8 How were these developed during the project

Through the partnerships developed during the project between the agencies and LGUs – an example of enhanced partnerships developed by the RESILIENCE project is that the DILG has requested the DRRMOs to serve as trainors.

8.9 Was a inter-LGU, multi-stakeholder, river basin wide DRRM governance framework and structure established

Partnerships. The project saw a shift within the LGUs to seeing how connected they need to be to survive. This was supported by a MOA signing in support of the partnership in terms of resources and planning.

8.11 What is the added value of this approach and equally it's limitations
8.12 Would you recommend replication of this project

There is interest to replicate this project. UNDP is looking to consult with other regional offices of UNDP regarding this, together with disseminating results/knowledge products (brochures, posters, manuals) of the project to the DILG, leagues.

8.12.1 Would you recommend any changes

The project needs to be more organized and holistic with clear connections to other projects highlighted e.g. GMMA/READY at the proposal stage.

8.4.a *Testimonies for the Project*

"Sustain partnerships with all involved stakeholders through proper coordination, arrangements, clear understanding of roles, and proper preparation. Also emphasize benefits/incentives of the project to all involved."

"Never go to a battle without your bullets and guns – in short be ready always!"
N

"Resilience Project will be beneficial to LGUs if introduced, implemented/managed as it is intended to be!" Belle Guauzon

"Know your goals and objectives of the project. Stakeholders should be informed on their role to attain the desired output of the project. A planning workshop is necessary for the whole project team/stakeholders." Emma

"Resilience next step is renewal...to go to the next level or maybe a resurgence of a much improved society, mindset and consciousness"

"Plan for disaster in your area. No one can make a good plan – it's you alone. Know your risk now, rescue may not come right away!" Lena

"Gusto nyo bang matulungan and lugar at mga tao ninyo na maging handa, ligtas at panatag?" Dino

"Resilience is achieved not just by preparing and responding to disasters but also keeping the passion alive and burning to continuously influence others to action."
Marcelle

"Nagawa naming, sara magawa ninyo din." Nen

"Don't get caught flat-footed...Take this [project]!"

"Building Community Resilience begins with small steps of gender sensitive and gender responsive DRRM, and a Resilient Society is formed by bigger steps of collaboration." Dunstan

"WE CARE (for your safety), YOU CARE (maging handa sa kalamidad)?" Yahoo

"Learn the tools developed by the RESILIENCE Project to become a disaster resilient community and attain zero casualty when disaster strikes."
Crispina B. Abat, OCD

"Are you prepared? Or You're Done?! Tapos na kami, kayo naman!" MC

"Involvement and commitment of leaders in the facilitation of plans and programs for community development and to achieve the goal to be a resilient one."

"The Project gives you a lever big enough, so you can move your world from Risk to Resilience" Rita

"This is what LGUs need to increase resilience. The project approach is multi-hazard and multi-stakeholder. It not only disseminates scientific information – it ensured information increased awareness therein knowledge gained by LGUs is translated to action."

"How can you be disaster resilient? Answer: Get the RESILIENCE Project!" MC

"Every town and city are prone to hazards, which can bring death and significant damages to properties and can even negate the economic gains. What happened to Marikina, Cainta and Pasig during Tropical Cyclone Ondoy is a lesson that all towns and cities must learn and what they did after the disaster, all towns and cities must replicate. These areas were not prepared for the large scale or worst case scenarios and they only realized their unpreparedness when Ondoy happened. After, together with national agencies and local organizations, they have incorporated not only the hazards but also impact information on their preparedness eventually imagining possible disasters, contingency, and comprehensive land use plans, enabling them to have the capacity to be more resilient to future disasters.
Learn and act – not repeat the "mistakes" experienced by these cities, learn and act to be more proactive so your towns and cities will be resilient to future hazards in your areas." Renato Solidum

"How would you like experiencing the impacts of storm Ondoy in Metro Manila, Sendong in CDO and Iligan City and Pablo in Comval & Davao del Norte?
These events (natural events) aggravated by man-made activities provided us with hard lessons, wake-up calls and most of all claimed thousand of lives of Filipinos. With the implementation of the RESILIENCE Project which enhanced the innovation brought about by technology, commitment and active participation of LGUs, technical expertise of our national agencies, private sector, academe and NGOs, I can say that 'Ondoy' is a thing of the past. With heightened awareness and preparedness of LGUs in Metro Manila and a concrete and updated plan, Metro Manila is resilient more than ever from the impacts of natural disasters, even against the backdrop of a changing climate." CSCAND

"Since disasters and climate change is really an actual and urgent matter for LGUs to think about efficient measures and mainstreaming of efforts and then actual commitment to undergo this process. Gone are the days of status quo. LGUs must be proactive in building community resiliency in all aspects in the locality, taking off from national legislations and frameworks even outside of Metro Manila. Disasters

and climate change do not choose its victims. LGUs must take immediate actions." May

"In the component of CLUP mainstreaming, DRR & CCA can be or should be replicated because through R.A. 10121 and the NCCAP, requires all local governments to mainstream their CLUP in DRR & CCA. Also in the Local Government Code that requires all LGUs to submit or update their CLUP at least every 10 years (maximum) so it's a must." Sheila

"Being RESILIENT is not only a matter of having the right resources, it is a state of mind.. a discipline...
The Project ROCKS!

R – Resilient Communities
O – Overlap of boundaries
C – Collaboration
K – Knowledge sharing
S – Sustaining efforts" Gemma

"Initiatives under the RESILIENCE Project such as mainstreaming of DRR in land use plans, putting up early warning systems and advocating DRRM are activities which should be implemented in other parts of the country. The lessons learned from the project may be used in related initiatives in other areas as reference for further enhancement."

"A resilient community:

- Having trained / equipped the 3 pilot LGUs with the knowledge / tools on resiliency, the aim for zero casualty can be achieved in times of emergency.
- IEC materials raise awareness
- Strengthened relationships / good working relations between and among community is evident." OCD

"The RESILIENCE Project is a team effort of different government agencies to disseminate to the public the different mitigating measures that should be adapted before, during and after a particular geohazard. The said project was implemented in Pasig, Marikina and Cainta in collaboration with the different CSCAND agencies. The project made the constituents of these places more aware and more informed on how to prevent or mitigate the impacts of these geohazards in their lives. This project should be replicated in other areas to further disseminate the information and mitigating measures that should be done to prevent disasters in their area. Increased awareness is needed to save more lives in their respective areas."

"A lot of disasters have been happening nowadays and would be happening in the future and there are a lot of LGUs and communities that needs to be guided in order to prepare and be guided in order to prepare to be resilient if these disasters happen. The RESILIENCE Project has helped a lot in raising the awareness of the

three pilot LGUs in natural disaster and DRRM, capacitated the said LGUs in coming up with a DRR enhanced CLUP and CPs. And these plans would be converted into action and properly implemented it would seriously produce a disaster resilient community. And if this project would be multiplied to other LGUs DRR action would also be multiplied within these LGUS."

"For a calamity high risk area like Marikina City, the RESILIENCE Project is the answer. THe benefits are long-term, not only in terms of readiness and adaptability, but in resiliency as well. The RESILIENCE Project: timely, relevant, sensitive and life saving. GO FOR IT". GC Buenaventura

"Ang resiliency program na ginawa at patuloy na ginagawa ng Bayan ng Cainta ay malaking tulong sa community sa paraang awareness at kamalayan. Ang bayan ng Cainta ay handang-handa sa mga disaster gaya ng Ondoy at Habagat. Ang kahandaan ng LDRRMC-Cainta ay maaaring ipagmalaki sa mga karatig bayan kagaya ng Taytay at Angono, kung kayat pwede ito ibahagi sa mga bayang mabanggit upang sila rin ay magkaroon ng kamalayan na natatamo ng Bayan ng Cainta".

Dr. Virgilio R. Ayhon

8.5 List of documents reviewed

Draft CDRRMP. Marikina City

Draft MDRRMP. Municipality of Cainta

Draft CDRRMP. Pasig City

Initial Contingency Planning Workshop Outputs. Marikina City

Initial Contingency Planning Workshop Outputs. Municipality of Cainta

Initial Contingency Planning Workshop Outputs. Pasig City

Inventory and Rapid Assessment of Disaster Risk Reduction and Management Capacities, Policies and Programmes of the LGUs of Pasig, Marikina and Cainta. UNDP

Metro Manila – Rizal Network Memorandum of Agreement. PMO

RESILIENCE Project Gender Adviser Monitoring Report. January 2012. CIDA

RESILIENCE Project Annual Work Plan. 2012. PMO

RESILIENCE Project Environmental Adviser Monitoring Report. September 2012. CIDA

8.6 List of publications

Eight-Point Agenda: Practical, Positive Outcomes for Women and Girls in Crisis, particularly the agenda to Promote gender equality in disaster risk reduction and value women's knowledge and experience

Gender mainstreaming, practical guidelines on institutionalizing gender-sensitive risk assessments and implementing gender-sensitive early warning systems, gender-sensitive indicators to monitor progress in mainstreaming a gender equality perspective in DRRM. UNDP Policy Guidelines

Harmonized Gender and Development Guidelines for Project Development, Implementation, Monitoring and Evaluation. NEDA, PCW, ODA-GAD network

Mainstreaming Disaster Risk Management into Subnational Planning' project developed by the National Economic and Development Authority. NEDA

Natural Disaster Data Book. 2009. ADRC

Post-Disaster Needs Assessment. 2010. Asian Development Bank, European Commission, United Nations, World Bank Group

The DAC Principles for the Evaluation of Development Assistance. 1991. OECD

World Risk Report. 2012. United Nations University – Institute for Environment and Human Security, The Nature Conservancy

8.7 Evaluation TOR

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date of Advertisement Period : 23 January to 03 February 2013
Title of Assignment / Services Required : Project Terminal Evaluation
Period of assignment/services (if applicable) : 01 February to 25 March 2013
Project Title / Work Context : "Building Community Resilience and Strengthening Local Government Capacities for Recovery and Disaster Risk Management or RESILIENCE Project"
Project Implementing Partner : Office of Civil Defense (OCD)
Deadline for Submission of CV/Proposal : 03 February 2013
Proposal for the Assignment must be sent to :

The Procurement Team
United Nations Development Programme
30/F Yuchengco Tower, RCBC Plaza
6819 Ayala Ave. cor. Sen. Gil Puyat Ave.
1200 Makati City, Metro Manila
Email address : procurement.ph@undp.org / registry.ph@undp.org

Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail indicated above. UNDP Philippines will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

Softcopies of the Project Document of the "**Building Community Resilience and Strengthening Local Government Capacities for Recovery and Disaster Risk Management or RESILIENCE Project**" and template for the Financial Proposal may be requested at the above-mentioned email address. No specific format is required for the Technical Proposal.

1. BACKGROUND

The extensive flooding in 2009 from successive Typhoons Ketsana, Parma, and Mirinae highlighted inadequacies of the current disaster management structures and capacities. It also bared weak enforcement of existing local policies and ordinances on the resettlement of people living in risk areas. Generally, the lack of disaster preparedness during this period underscored the high level of vulnerability against hazards, particularly of urban communities.

To help address identified needs in Disaster Risk Reduction and Management (DRRM), the project "Building Community Resilience and Strengthening Local Government Capacities for Recovery and Disaster Risk Management or RESILIENCE Project" has been implemented by the National Disaster Risk Reduction and Management Council (NDRRMC) through the Office of Civil Defense (OCD) in collaboration with responsible partners including the Collective Strengthening of Community Awareness on Natural Disasters (CSCAND) agencies, League of Cities of the Philippines (LCP) and the Local Government Units (LGUs) of Pasig City, Marikina City and the Municipality of Cainta, Rizal where the project is implemented. This is supported by the United Nations Development Programme (UNDP) and Canadian International Development Agency (CIDA). The project is implemented from January 2011 to March 2013.

The RESILIENCE Project is scheduled to end on March 2013. UNDP, on behalf of OCD, is looking for a high-caliber Evaluator who will carry out the project's terminal evaluation.

Objectives of the Project: To strengthen LGU capacities in DRRM towards building community resilience to disasters and reducing vulnerability to natural hazards

Key Components of the Project:

1. Strengthening the Policy Environment for DRRM
2. Building Capacities of LGUs and other stakeholders
3. Improved Coordination and Partnerships
4. Project Management

Objectives of the Terminal Evaluation

1 To assess the contributions of the RESILIENCE Project in the partner LGUs (including local chief executives, LGU personnel, pilot barangays, media, and business sector), and government agencies which are Responsible and Cooperating partners towards the achievement of intended project outcomes and outputs, and if not, determine whether there has been progress made towards their achievement;

2 To assess how the project was able to contribute to the development of a gender-responsive DRRM and assess the gender results achieved;

3 To assess the effective and efficient use of the project's resources in achieving the outputs and outcomes;

4 To analyze factors that influenced the achievement of results and assess clear links among outcomes, outputs and activities;

5 To assess the relevance and effectiveness of the project's partnership strategies and identify innovative strategies, methodologies and approaches;

6 To draw up lessons learned, good, replicable and/or innovative practices, cross-cutting issues and recommendations on appropriate project strategies to improve future programming on gender-responsive DRRM;

7 To determine national and local capacities developed and the level of participation of stakeholders in the achievement of the outcomes and outputs; and,

8 To identify challenges in implementation and management, and determine effectiveness of actions taken.

The standard Development Assistance Committee (DAC) criteria (i.e. efficiency, effectiveness, impact, relevance and appropriateness, sustainability, coherence, brokerage/coordination and complementation) for the evaluation of the development programmes will be used. The evaluation will also assess the contributions of the project to the UN Development Assistance Framework (UNDAF) 2005-2011 and UNDP Country Programme Action Plan 2005-2011.

2. SCOPE OF WORK, RESPONSIBILITIES AND OTHER CONDITIONS

The main task of the Evaluator will be to carry out the Terminal Evaluation of the RESILIENCE Project.

Upon submission of the draft Report to OCD, the Evaluator is required to make a presentation before an audience composed of representatives from the OCD, UNDP, CIDA, and the Responsible and Cooperating Partners, document the proceedings of this meeting, and subsequently incorporate comments into the Final Report.

The Evaluator will be contracted by UNDP. They are, however, directly accountable to OCD. A review group will be convened by UNDP and the OCD which will be tasked to provide comments and suggestions or additional inputs to enhance the Final Report.

The project shall be output-based. He/she will be required to form a team with 3-5 members to help in the conduct of evaluation. The Evaluator may not be required to report on a daily basis to OCD.

The PMO shall, however, regularly monitor the activities of the Evaluator to ensure compliance with contract agreements, conditions and deliverables of the project. The Evaluator shall prepare a work schedule indicating various activities, expected outputs and deliverables to be completed within a maximum duration of 2 months.

This will be a 2-month engagement with the following milestones:

Deliverables	Indicative Completion Date
Submission of detailed work plan, methodology, framework and working outline	8 February 2013
First draft Evaluation Report	28 February 2013
Review of the draft (review group)	06 March 2013
Second draft and Presentation of results to review group and project stakeholders including project board	15 March 2013
Submission of Final Report	25 March 2013

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

a. Must have at least a Master's Degree and formal training in Disaster Risk Reduction and Management, environmental management, urban and regional planning, development studies, natural and social sciences, or related fields;

b. At least 5 years of work experience in Disaster Risk Reduction and Management, early recovery/rehabilitation, humanitarian aid, governance initiatives, environmental management or related fields, with substantial involvement in evaluation, research, documentation and gender mainstreaming;

c. Close familiarity and working relationships with key stakeholders, an advantage; and,

d. Published work and related studies on evaluating DRRM projects, an advantage.

4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

The Technical and Financial proposals shall comprise 80% and 20%, 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, including the roles and responsibilities of his/her team members, 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.

The project has approximately three (3) main project sites including Pasig City, Marikina City and the Municipality of Cainta, Rizal for most activities, and thirteen (13) project sites in NCR and Rizal Province for the community-based flood early warning activity in particular.

Financial proposal (30%)

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

6. SCHEDULE OF PAYMENT

The timing and schedule of payment are as follows:

Percentage		Timing of Payment and documentation requirements
1st payment	(20%)	Upon signing of Contract/TOR
2nd payment	(30%)	Upon submission of first draft of the Evaluation Report and upon acceptance and approval of the same by OCD/UNDP
3rd payment	(30%)	Upon submission of the second draft of the Evaluation Report and upon acceptance and approval of the same by OCD/UNDP
4th payment	(20%)	Upon submission of the final version of the Evaluation Report and upon acceptance and approval of the same by OCD/UNDP

8.8 CV of Consultant/Team Leader

Permanent Address: 10, Londonderry Rd., Heysham, Nr. Morecambe, Lancs. LA3 2UT, UK, although based in SE Asia for the past 16 years. Currently residing in Quezon City, Metro Manila Area, Philippines

Tel: +639278510633;
Email: fishdoc_uk@yahoo.com

Sharon E. Taylor

Personal Details:

Date of Birth: 14th July 1969
Marital Status: Single
Nationality: British

Secondary Education

1980–1987 Heysham High School, Morecambe, UK

- General Certificate of Education Ordinary Level (11)

Biology, Mathematics, Physics, Chemistry, Human Biology, Geography, Home Economics, General Studies, English Language, English Literature, French

- General Certificate of Education Advanced Level (4)

Biology, Mathematics, Chemistry, General Studies

Further Education

1987–1990 University of Liverpool UK

- Bachelor of Science Honours Degree: Marine Biology

1990–1994 University of Birmingham UK

- Doctor of Philosophy: Comparative Fish Physiology: A Comparative Study of the Strategies for Adaptation to Seasonal Temperature

Work Experience

2009-present PRRM-National Office, Quezon City, Metro Manila Area, ***Philippines***

Assistant Director, PRRM-CBIS

- Provide technical assistance in areas of climate change and disaster risk reduction, natural resource management, and training management
- Establishing a post-graduate and undergraduate degree course for a PRRM-PWU **School of Rural Reconstruction and Sustainable Development**
- Conduct relevant research
- Copy edited Social Watch Philippines MDG Mid-Term Shadow Report
- Involved in the management of PRRM's **climate and disaster risk reduction programs**, namely:
  - Coordinating the vulnerability and adaptation component together with the early warning systems component of the Marikina Watershed Integrated Resource Development Alliance planning workshops for disaster risk reduction
  - Involved in the development of the National Framework Strategy for Climate Change, the National Climate Change Action Plan, the National Disaster Risk Reduction and Management Framework, and the National Disaster Risk Reduction and Management Plan
  - Member of the Advisory Committee for the Views from the Frontline: a grassroots survey of the accomplishments of the Hyogo Framework of Action for Disaster Risk Reduction
  - the Second National Communication on Climate Change to the UNFCCC: Vulnerability and Adaptation Assessment Component for

GEF, UNDP & DENR, which aims to provide valuable information and inputs towards mainstreaming climate change adaptation into the national policy and planning. Important economic sectors included in the assessment are: Agriculture and Food Security, Coastal Sector, Watersheds (Water Resources and Forestry) and Human Health. Integrative aspects of social, cultural and gender analysis were also included. The method and tools were also applied in three pilot sites: Albay, Bohol and Surigao del Norte. This also resulted in the production of a toolkit on Vulnerability and Adaptation assessments to be used by LGUs

- Assisted the president of PRRM in the agriculture working group for the ACCBIO project to produce a strategy framework that will assist in the formulation of National Action Plans for Adaptation for the Philippines, managed by the DENR and supported by GTZ
- Co-managed the ProVention Consortium funded project: Integrating CCA and DRR into the Local Development Planning Process
- Co-Lead-Convenor of the Disaster Risk Reduction Network Philippines (DRRNet Phils) – involved in actively lobbying for the passage of the DRRM Act 2010 and the localization
- Invited resource person for workshops on Climate Change and Agriculture; Climate Change and Fisheries; Climate Change and Disaster Risk Reduction (PNCC, Social Watch Philippines etc)
- Co-producing a series of AVP's on climate change and land degradation (with DA-BSWM); climate change: vulnerabilities and adaptation (for the SNC); climate change and coastal resources;
- Conduct of vulnerability and adaptation assessments of areas covered by PRRM and their impact on NRM and poverty reduction programs of PRRM
- Assist the CBIS Director in the day to day management of the unit
- Networking
- Project Development
- Publication development
- Monitoring and Evaluation of CBIS
- Developing and conducting education and training activities, including production of training manuals

2007-2009 PRRM-National Office, Quezon City, Metro Manila Area, ***Philippines***

Development Education Specialist

- Involved in the management of PRRM's **climate and disaster risk reduction programs**, namely: the Second National Communication on Climate Change to the UNFCCC: Vulnerability and Adaptation Assessment Component; and the ProVention Consortium funded project: Integrating CCA and DRR into the Local Development Planning Process
- Co-convenor of the Disaster Risk Reduction Network Philippines (DRRNet Phils) – involved in actively lobbying for the DRRM Bill
- Provide technical assistance in areas of natural resource management, disaster risk reduction and management, and training management
- Conduct relevant research
- Developing curriculum; education modules; and learning material
- Implementing PRRM's education program
- Co-developing the monitoring and evaluation system for the education program
- Helping shape learning methodologies

- Resource Generation and project development

2001–2006 VSO-Philippines: P.E.A.C.E. (formerly TOSCADAR)
Iligan City, Mindanao, ***Philippines***

Programme Assistant

- Helping shape and implement the 'other capability building opportunities for partners' component including organizing & facilitating workshops, study tours and the organizational capacity assessment - the latter is a set of participatory tools to assess the full development needs of the organization; and **disaster preparedness in the face of armed conflicts**
- Conducted **gender advocacy** trainings for peace builders
- Undertook **formation and strengthening of Disaster Preparedness & Management Teams** in both Lanao del Sur and Lanao del Norte
- Managed a USIP funded project on **Culture of Peace workshops** for the youth
- Tasked with the development and implementation of the **Peacebuilding advocacy** plan.
- Co-developing the monitoring and evaluation system of VSO-TOSCADAR/P.E.A.C.E. - the programme was assessed annually on an impact assessment level and lessons learned were fed into the planning stage for the next year. Within the duration of this programme, not only have participatory tools been developed to monitor and evaluate needs of partners but also the programme as a whole, which has led to institutional learnings of VSO worldwide. To this extent I have attended several trainings and courses on monitoring and evaluation techniques.
- I have also been involved in the preparation of VSO-Philippines Country Strategic Plan for the next 5 years of which peace building is one of its strategic aims
- Assisting the programme manager in placement development and support to VSO-TOSCADAR/P.E.A.C.E volunteers including placement assessments, placement visits, in-country training including volunteers placed with the Mt. Kitanglad National Park in Bukidnon an NGO (LAFCCOD) in Lanao del Norte concentrating on establishing community based marine protected areas;
- Assisting the project officer in screening project proposals;
- Finance management: monitoring budget expenditure and future projections;
- Within the first year of TOSCADAR I was also responsible for the day to day finance and admin management.
- I have also been involved in the preparation of proposals for funding by the EC; British Embassy and also by CAFOD.
- In the absence of the programme manager/officer acted as person responsible for day-to-day welfare of staff and volunteers within the programme.
- Assisting in the development of the security monitoring system;

1997–2001 PRRM-Marinduque Branch Office Marinduque, ***Philippines***

Coastal Resource Management Associate (VSO Volunteer)

- Provided technical advice for the direction setting/development and implementation of the **Community-Based Coastal Resource Management Programme** (covered 37 barangays in 5 municipalities) including supervising/coaching CRM counterparts/community extension volunteers. Assisted in the development of a watershed

protection programme integrating upland, lowland and coastal projects

- Increased **gender awareness** throughout the programme by developing and conducting GST's for the staff, and gender profiling in 21 communities as part of an **Integrated Skills for Women in Development Programme**.
- Assisted in the development and conduct of a national gender conference
- Identified possible fund-raising/income generating projects.
- **Socio-economic (via PRA; fish catch monitoring & gender analysis tools) and resource analysis (of coral reefs and mangrove forests)** were conducted not only to provide a solid basis for the program activities and intervention but also as a venue for establishment and co-management of marine reserve (2 municipal level marine reserves covering a total of 84 sq. km) and also mangrove reserves.
- Assisted in the **empowerment of local communities**, the NGO, LGU and line agencies to sustain these projects including conducting awareness raising sessions, trainings and lobbying for legal recognition of the projects.
- **Capability building activities** of the communities include fish warden training, paralegal training, organizational management, leadership training, CRM training, fish catch monitoring and illegal fishing monitoring – the latter 2 being effective monitoring and evaluation tools for CRM projects. Integrated within this is the capability to draft resolutions and lobby for legal recognition of the projects and issues facing the communities.
- Documentation of the CB-CRM intervention has resulted in the production of several case studies and a concept paper for a CRM learning centre within the province, together with semestral reports for international funding agencies.
- A challenging duty was **conflict resolution** regarding a mining incident on the island that put the local communities, local government units and the mining company at odds. This was being achieved by trying to keep open dialogue (with the NGO perceived as mediator) and critiquing all relevant documents to provide unbiased information to all.
- During this time I was also on a VSO advisory group to promote sharing of knowledge and best practices on a regional basis for natural resource management through community based conservation projects(Philippines, Thailand and Indonesia)

1995-1997 Khulna University, Khulna, ***Bangladesh***

Assistant Professor Marine Biology Discipline (VSO Volunteer)

- Teaching development including updating teaching methodologies
- Curriculum and course development within the local context
- Research development for both staff and students.
- Assisting in the development of a British Council link programme between Khulna University and the University of Wales on **sustainable ecological monitoring of mangrove ecosystems** (in this case the Sundarbans – the world's largest single tract of mangrove forest).
- I also coached colleagues in English as the University was applying for recognition as an International Centre of Excellence with regards to its work within the Sundarbans.

1994-1995 Birmingham University, Birmingham, ***UK***

Research Assistant

- Involved in research on **temperature adaptation** within marine isopods including 6 weeks work at the ***Bodega Bay Marine Laboratory, University of California-Davis***.

1991-1994 Birmingham University, Birmingham, ***UK***

Training Officer / Diving Officer

- Held overall responsibility for all club diving activities of over 100 divers
- Coordinated diving and training activities of the club
- ensured adequate diving opportunities were provided for all members (including organising dive trips and encouraging others to organise such trips)
- Endorsed training qualifications and kept accurate records of training
- Monitored training and diving standards

Consultancy Experience:

- May 2012 – October 2012: Vulnerability and Adaptation Assessment for the Socio-Economic; and Coastal and Marine sectors of the Ecotown project of the Climate Change Commission in Siargao Island and Palawan.
- Apr 2011 – Aug 2011: Institutional Development Expert for the **MDG-F 1656 Joint Programme: Strengthening the Philippines' Institutional Capacity to Adapt to Climate Change:** Capacity Assessment and Development of Capacity Development Strategy for Climate Change Adaptation in the Philippines-Phase II. NEDA, UNDP.
- Mar 2010 – Jun 2010: DRM Specialist for the Design of the Community Based Disaster Risk Management Component of the Metro Manila Reconstruction and Rehabilitation Program for AusAID
- Oct 2008 – Apr 2010: Team Leader for the Socio-Economic Analysis of the Second National Communication on Climate Change to the UNFCCC: Vulnerability and Adaptation Assessment Component for GEF, UNDP & DENR, which provides valuable information and inputs towards mainstreaming climate change adaptation into the national policy and planning. The method and tools were also applied in three pilot sites: Albay, Bohol and Surigao del Norte. This also resulted in the production of a toolkit on Vulnerability and Adaptation assessments to be used by LGUs

Additional Skills

Administration, good time management, team-work, computer literate (word-processing, spreadsheets, powerpoint presentations, e-mail), typing, language skills, teaching, training, first aid, full car driving license.

Languages

English: First language
French & German: Basic understanding.
Bengali: Working knowledge of spoken and reading; basic knowledge of writing.
Tagalog: Working knowledge of spoken and reading; basic knowledge of writing.
Visayan: Working knowledge of spoken and reading; basic knowledge of writing.
Maranao: Very basic

Interests

Development work, scuba-diving, reading
I am a member of the British Sub-Aqua Club and qualified to the level of B.S.A.C. Advanced Diver and B.S.A.C. Advanced Instructor. Through this club I have attained a licence as a VHF Marine Radio Operator and an Oxygen Administrator, and have attained chartwork, boathandling, first aid for divers and lifesaving supplementary qualifications. Scuba diving has led to my main leisure (and also professional) interest – that of underwater photography.

Publications

- Taylor, S.E., S. Egginton, and E.W. Taylor. 1996. Seasonal temperature acclimatization of rainbow trout: cardiovascular and morphometric influences on maximum sustainable exercise level. J. Exp. Biol. 199: 835-845.
- Taylor, E.W., Egginton, S, Taylor, S.E. and Butler, P.J. (1997). Factors which limit swimming performance at different temperatures. In: *Global Warming: Implications for Freshwater and Marine Fish.* (C.M. Wood and D. G. McDonald, Eds.) Cambridge University Press. 105-133
- TAYLOR , S.E., EGGINGTON, E.W., FRANKLIN , C.E. & JOHNSTON, I.A. (1999). **Estimation of intracellular pH in muscle of fishes from different thermal environments.** J. Therm. Biology 24, 199-208.

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