

**Terminal Evaluation Report
on Disaster Risk Reduction and Management
Capacity Enhancement Project
In the Philippines**

October 2014

Japan International Cooperation Agency

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Abbreviation

ADRC	Asia Disaster Reduction Center
AIP	Annual Investment Plan
APB	Annual Plans and Budget
CBDRRM	Community Based Disaster Risk Reduction and Management
CDA	Civil Defense Administrator
CDDA	Civil Defense Deputy Administrator
CDETP	Civil Defense Education and Training Program on DRRM
CDEXO	Civil Defense Executive Officer
CDP	Center for Disaster Preparedness
CEIT	Communication, Electronics and Information Technology
CIDA	Canadian International Development Agency
CLUP	Comprehensive Land Use Plan
C/P	Counterpart
CP	Contingency Plan
CSO	Civil Society Organization
DBM	Department of Budget and Management
DENR	Department of Environment and Natural Resources
DND	Department of National Defense
DOH	Department of Health
DOST	Department of Science and Technology
DILG	Department of the Interior and Local Government
DPWH	Department of Public Works and Highways
DRRM	Disaster Risk Reduction and Management
DRRM-CEP	Disaster Risk Reduction and Management Capacity Enhancement Project
DRRMF	Disaster Risk Reduction and Management Framework
DRRMO	Disaster Risk Reduction and Management Office
DSWD	Department of Social Welfare and Development
GIS	Geographic Information System
GOJ	Government of Japan
GOP	Government of Philippines
HRMD	Human Resource Management and Development
HRD	Human Resource Development
ICT	Information and Communication Technology
IRR	Implementing Rules and Regulations
IMS	Information Management System
JCC	Joint Coordinating Committee
JMC	Joint Memorandum Circular
JFY	Japanese Fiscal Year
JICA	Japan International Cooperation Agency
JPY	Japanese Yen
LCEs	Local Chief Executives
LDRRMPs	Local Disaster Risk Reduction and Management Plans
LDRRMOs	Local Disaster Risk Reduction and Management Offices
LGA	Local Government Academy, DILG
LGU	Local Government Unit
LMP	Leagues of Municipalities of the Philippines
LPP	Leagues of Provinces of the Philippines
MDM	Management of the Dead and Missing
M/M	Minutes of Meetings
MLIT	Ministry of Land, Infrastructure, Transport and Tourism - Japan
MPDC	Municipal Planning and Development Coordinator
MSWDO	Municipal Social Welfare and Development Officer
MTPDP	Medium Term Philippine Development Plan

NAMRIA	National Mapping and Resource Information Authority, DENR
NCR	National Capital Region
NEDA	National Economic Development Authority
NDRP	National Disaster Response Plan
NDRRMC	National Disaster Risk Reduction and Management Council
NDRRMETP	National Disaster Risk Reduction and Management Education and Training Plan
NDRRMF	National Disaster Risk Reduction and Management Framework
NDRRMS	National Disaster Risk Reduction and Management Service
NDRRMP	National Disaster Risk Reduction and Management Plan
NGA	National Government Agency
NOAH	Nationwide Operational Assessment of Hazards
NSRC	National Service Reserve Corps
OASPP	Office of the Assistant Secretary for Plans and Programs
OCD	Office of Civil Defense
OIC	Officer-in-Charge
OECD-DAC	Organization for Economic Co-operation and Development - Development Assistance Committee
OSSP	Organizational Structure and Staffing Pattern
PAGASA	Philippine Atmospheric, Geophysical & Astronomical Services Administration
PDM	Project Design Matrix
PDRA	Pre-Disaster Risk Assessment
PDRRMC	Provincial Disaster Risk Reduction Management Council
PHIVOLCS	Philippine Institute of Volcanology and Seismology
PhP	Philippine Peso
PIA	Philippines Information Agency
PO	Plan of Operation
PPA	Programs, Projects and Activities
R/D	Record of Discussions
RDRRMP	Regional Disaster Risk Reduction and Management Plan
SB	Sangguniang Bayan
SMS	Short Message Service
SOPs	Standard Operating Procedures
TCP	Technical Cooperation Project
TIs	Training Institutes
TOT	Training of Trainers
TMG	Technical Management Group
TWG	Technical Working Group
ULAP	Union of Local Authorities of the Philippines
UN-OCHA	United Nations Office for the Coordination of Humanitarian Affairs

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Terminal Evaluation Summary Sheet

1 Outline of the Project	
Country: Republic of the Philippines	Project Title: Disaster Risk Reduction and Management Capacity Enhancement Project in the Philippines
Thematic Area: Disaster Management	
Division in Charge: Disaster Management Team II, Global Environment Department, JICA	Cooperation Scheme: Technical Cooperation Project
Project Period: March 2012 ~ March 2015	Total Cost: 4.3 million Japanese Yen
Supporting Organization in Japan: MLIT (Ministry of Land, Infrastructure, Transport and Tourism), Cabinet Office, etc.	Counterpart Agency: OCD (Office of Civil Defense) in DND (Department of National Defense)
1.1 Background of the Project <p>The Republic of the Philippines is one of the very vulnerable countries to various natural disasters in Southeast Asia, such as floods, typhoons, landslides, earthquakes, volcanic eruptions and storm surge. Recently the Government of the Philippines (GOP) shifted its policy and approach from post disaster response to proactive disaster management, focusing on mitigation and preparedness.</p> <p>It is in this context that the Disaster Risk Reduction and Management (DRRM) Act of 2010 (RA No.10121) was enacted in May 2010, creating a legal framework where a new approach, Disaster Risk Reduction and Management (DRRM), was introduced. Under the DRRM Act, the National Disaster Risk Reduction and Management Council (NDRRMC), the highest policy-making body, is required to develop the National Disaster Risk Reduction and Management Plan (NDRRMP) and the Disaster Risk Reduction and Management Framework (NDRRMF). Moreover, the National DRRMC Act calls for the creation of the Local Disaster Risk Reduction and Management Offices (DRRMOs) and for the DRRMOs of the local government units (LGUs) to develop their respective Local DRRM Plans (LDRRMPs) for the implementation of DRRM activities.</p> <p>In order to expedite DRRM activities under the new framework, it is necessary to strengthen the capacity of the Office of Civil Defense (OCD), which is appointed as the central and leading organization for DRRM activities and as the secretariat of the NDRRMC. Under this circumstance, the Government of the Philippines (GOP) requested the Government of Japan (GOJ) for a technical assistance. In response, the GOJ, through JICA, is supporting OCD to implement the <i>Disaster Risk Reduction and Management Capacity Enhancement Project</i> or DRRM-CEP (hereinafter referred to as “the Project”) from March 2012 to March 2015 under JICA’s Technical Cooperation Program (TCP). In compliance with the provision of the Record of Discussions (R/D) signed on 28 October 2011, JICA and Filipino authorities concerned jointly conducted the terminal evaluation of the Project in October 2014, six months before the expiry of the project cooperation between JICA and OCD on the Project. The mid-term review evaluation of the Project was conducted in October 2013.</p>	
1.2 Project Overview <p>1) Overall Goal DRMM activities conducted by organizations of the Government of the Philippines (GOP) are improved.</p> <p>2) Project Purpose Capacity on DRRM of OCD is strengthened.</p> <p>3) Output 1. Planning and implementing capacity of OCD on DRRM is strengthened. 2. DRRM activities, including information management, are standardized. 3. DRRM education and training system and capacity is strengthened. 4. Support system to Community Based Disaster Risk Reduction and Management (CBDRRM) is strengthened.</p> <p>4) Inputs (Japanese Side) Expert: 15 experts on short-term basis from March 2012 to the present. Provision of equipment: equipment for IMS (Information Management System) such as server computer and GIS software. Counterpart Training: two times (June 2013 and May 2014) for 19 OCD counterparts and stakeholders. Local cost: total 70.4 million Japanese Yen from March 2012 to the present, including professional fees of local consultants, salaries of local staff, local travel/rent-a-car, training related expenses.</p>	

(Philippine Side)		
Counterpart: Project Director (Civil Defense Administrator of OCD), Project Manager (Civil Defense Executive Officer of OCD), and staff from OCD's divisions, namely, Plans and Programs Division, Operation Division, CEIT (Communication, Electronics and Information Technology) Division, National DRRM Service, Human Resources Management and Development Division, Education and Training Division, Regional Office II and III.		
Counterpart Budget: expenses for workshop for developing OCD Operation Manual and explanation of the NDRP (National Disaster Response Plan).		
2 Evaluation Team		
Member of the Evaluation Team	Ms. Concepcion R. Ornopia	OIC (Officer-in-Charge), Internal Audit Office, OCD
	Ms. Mara Gerona	OASPP (Office of Assistant Secretary for Plans and Programs), DND
	Mr. Eugene G. Eugenio	OASPP, DND
	Mr. Masafumi NAGAISHI	Senior Advisor to the Director General, Global Environment Department, JICA
	Mr. Takaaki KUSAKABE	OCD Policy Advisor (Disaster Risk Reduction and Management)
	Mr. Shintaro AKIYAMA	Disaster Management Team II, Global Environment Department, JICA
	Mr. Hiroyuki OKUDA	Tekizaitekisho, LLC
	Mr. Rey Gerona	In-house Consultant, JICA Philippine Office
Ms. Catherine Palanca	JICA Philippine Office	
Evaluation Period	20 September – 10 October 2014	Type of Evaluation: Terminal Evaluation
3 Project Performance		
3.1 Achievements of Outputs		
Output 1: Planning and implementing capacity of OCD on DRRM is strengthened.		
1) Cagayan Valley Regional DRRM Plan (2013-2019) was developed following the style of NDRRMP and processes promoted by the Project. The Cagayan Valley RDRRMP was approved by the RDRRM Council in August 2013.		
2) Four LGUs (Local Government Units) in Region II were selected as pilot LGUs for the Project to support the development of Local DRRM Plans of the four pilot LGUs. Formulated following the template and processes promoted by the Project, Local DRRMPs of Alcala Municipality, Isabela Province, and Ilagan City were already approved by the local DRRM Council. The draft PDRRMP of Cagayan Province was also finalized (hence the input of the Project was completed) through a series of workshop/meetings, and this is expected to be approved by PDRRMC soon.		
3) Checklist and Assessment Form as a monitoring tool of formulation/implantation of LDRRMPs (local DRRM plans) was prepared in excel format. To finalize the Checklist and Assessment Form, the collection of LDRRMPs from various LGUs is ongoing.		
4) Regarding the suggestions for Sunset Review of RA10121, so far there is little progress on its development. The Project will continue to collect existing local DRRM plans of LGUs nation-wide, and finalize draft Checklist and Assessment Form, and will conduct a knowledge-sharing workshop. Through these activities, the Project will write suggestions for Sunset Review and improvement of NDRRMP.		
Output 2: DRRM activities, including information management, are standardized.		
1) National Disaster Response Plan (NDRP) for Hydro-Meteorological Disaster was developed, then approved on 11 June 2014 at NDRRMC. A hand-over ceremony of NDRP to DSWD (Department of Social Welfare and Development), which is responsible for one of the four pillars of NDRRMP, namely Disaster Response, was held on 30 June 2014. The draft of NDRP for Earthquake and Tsunami is currently being prepared.		
2) Draft OCD Operations Manual for Response (March 2014) was developed, which is applicable to the current structure of OCD dependent on the interim OSSP (Organizational Structure and Staffing Pattern) prepared in 2013. The draft Operations Manual still needs to be improved and substantiated.		
3) The project developed a proto-type IMS (Information Management System) integrating GIS techniques. IMS encompasses three databases (responders, incident data, and historical disasters). The Project is working on the improvement of the system, which is rather slow in its operability through internet at		

present.

- 4) Implementation exercise for NDRP on hydro-meteorological disaster and the Operation Manual with IMS was planned, but replaced with actual preparedness and response activities for Typhoon Glenda in July 2014 with 2-day evaluation workshop on 31 July – 1 August.

Output 3: DRRM education and training system and capacity is strengthened.

- 1) Draft design of National DRRM Education and Training Plan (NDRRMETP) was developed and approved in July 2014 by CDA (Civil Defense Administrator). The project is currently substantiating the NDRRMETP.
- 2) Priority training modules for DRRM Training Institutes (TIs) were developed for the following four priority groups (Local Chief Executives, National Government Agencies, Private Sector, and Community), and pilot training activities based on the modules were conducted. These modules, which still need to be finalized and approved, will be an integral part of the NDRRMETP.
- 3) Draft design of Civil Defense Education and Training Program (CDETP) on DRRM was developed and approved by CDA. CDETP was drafted at three levels (basic level, advanced level, and for executive), substantiated and pilot tested.

Output 4: Support system to CBDRRM is strengthened.

- 1) Draft Concept Paper of CBDRRM National Policy was prepared by the Project. Basic Instructor's Guide for CBDRRM training course was also drafted. To evaluate the Concept Paper, Basic Instructor's Guide and training course, pilot testing of TOT (Training of Trainers) on CBDRRM were conducted in 2014 in Bataan Province (Balanga City and Morong Municipality).
- 2) The Action/Implementation Plan has been incorporated in the draft DBDRRM Concept Paper where budget and institutionalization mechanism is enumerated. The Concept Paper will be translated to a NDRMC Memorandum Circular.

3.2 Achievements of Project Purpose

With the progress of delivering Output 1, 2, 3 and 4 as summarized above, it can be concluded that OCD has remarkably improved its capacity through the implementation of the Project. During the Project, capacity development has taken place at organizational level (developing procedures, policies, system) as well as at individual level (gaining knowledge, skills and experiences). With respect to the organizational capacity, specific procedures and policies were developed as tangible/physical outputs as listed below.

	Already Authorized	Yet to be Authorized
Output 1	1. Regional DRRM Plan of Region-II 2. Isabela Province DRRM Plan 3. Ilagan City DRRM Plan 4. Alcala Municipality DRRM Plan 5. Regional DPPM Plans of other 15 regions	1. Cagayan Province DRRM Plan 2. Checklist and Assessment Form (M&E tool)
Output 2	6. NDRP on Hydro-meteorological Disaster	3. NDRP on Earthquake and Tsunami 4. OCD Operations Manual for Response
Output 3	-	5. National DRRM Education and Training Plan (Its draft design was already approved.) 6. Four priority training modules for DRRM TIs 7. Civil Defense Education and Training Program (Its draft design was already approved.)
Output 4	-	8. Concept Paper of CBDRRM National Policy 9. Basic Instructor's Guide 10. Action Plan for CBDRRM activities

Specific system and programs were also developed as tangible/physical outputs as listed below.

	Ready for Operation	Yet to be made ready
Output 1	-	1. Checklist and Assessment Form (M&E tool)
Output 2	1. IMS (Information Management System) 2. New cluster groupings (in NDRP)	2. OCD Operations Manual for Response
Output 3	3. Four priority training modules for DRRM TIs	3. Civil Defense Education and Training Program
Output 4	4. Basic Instructor's Guide	4. CBDRRM National Policy

Apparently, there many tangible outputs which need to be finalized and approved for the next six months. The Project have yet to carry out remaining activities such as substantiating plans, improving the tool/system, conducting training/drill, organizing evaluation workshop/meeting, consulting relevant authorities and consolidating feedback. Carrying out all these activities may require extra efforts, considering that activities usually become slow in November, December and January. By preparing a specific work plan for the next six months and expediting remaining activities to secure the delivery of these outputs, however, the Project still has a good potential to attain the intended Project Purpose by March 2015.

3.3 Progress toward Overall Goal

The Overall Goal is the improvement of DRRM activities and operations conducted by organizations of the Government of the Philippines (GOP). There are some cases mentioned during the terminal evaluation where the developed capacity of OCD has turned into improved actions of OCD that were actually observed by disaster related agencies, in particular its coordination and linking capacity with relevant organizations in response to recent natural disasters (typhoon Glenda in July 2014, typhoon Louise in August 2014, and typhoon Mario in September 2014). The advancement towards attaining overall goal based on the achievements of the Project, however, is still limited at present.

4 Review Based on the 5 Criteria

4.1 Relevance

Relevance of the Project remains high.

- 1) The relevance of the Project to the policy of Philippine government, in terms of DRRM with long-term perspective, has been evaluated as high throughout the cooperation period. The Project has been aligned with these government policies such as Philippine Development Plan 2011-2016, Republic Act No. 10121, National DRRM Framework, and National DRRM Plan.
- 2) The Project continues to meet the needs/expectation of implementing agency, OCD. During its implantation, the Project made some changes and adjustments of project activities in response to the need of OCD, thereby remaining effective in serving its Purpose. For example, the NDRRMP was developed and approved by the initiative of OCD in February 2012 before the beginning of the Project in March 2012, hence the Project shifted its focus on DRRM planning to the formulation of RDRRMP and LDRRMPs instead of NDRRMP.
- 3) The Project continues to be in line with Japan's Country Assistant Policy for the Philippines (dated April 2012), where disaster prevention is one of its eight programs under the prioritized areas of support, which includes natural disaster risk reduction and management.

4.2 Effectiveness

Effectiveness of the Project is medium.

- 1) The Project is evaluated medium in terms of its effectiveness. The Project has significantly contributed to the strengthening of OCD's capacity on DRRM, but has not fully achieved any of the set indicators at Output and Project Purpose level. This is partly because most of the indicators are requiring the approval of the outputs by relevant authorities which are sometimes beyond the influence of the Project, and also because some activities are behind the schedule due to OCD activities being affected by frequent occurrence of natural disasters.
- 2) One of a significant indication of capacity development at organization level should be the establishment of a suitable and effective organizational structure. This has not taken place yet as the deliberation on OSSP continues, which is a constraint the Project has encountered while developing relevant plans, manual and modules, not to mention resulting frequent change of counterpart personnel. For example, OCD plans to establish its own Training Institutes (TIs): 1 in Manila, 1 in Cebu and 1 in Davao. The operationalization of the TIs, however, has not taken place yet. In the meantime, The DRRM priority training modules which are initially to be prepared for TIs, then, have been prepared for the Education and Training Division by the Project in conformity with such transitional situations.
- 3) With respect to CBDRRM, various government agencies, LGUs, and NGOs have already conduct CBDRRM-related trainings using different contents. The Project is leading the standardization process of these various CBDRRM activities by developing CBDRRM national policy which will contain (1) the concept paper, (2) the instructor's guide with the training course, and (3) the action plan. It was mentioned at the interview that the confidence of OCD and LGU staff in making presentations and delivering lectures on CBDRRM was increased through the TOT trainings.
- 4) The establishment of IMS undertaken by the project is expected to provide reliable disaster statistics,

which is an essential basis for effective DRRM activities such as assessing risks, planning effective measures by learning from past disaster experiences, and offering better response based on available information on disaster situations. When experiencing recent typhoons such as Yolanda (November 2013) and Glenda (July 2014), OCD has recognized the importance of making such database available, and more essentially, continuing it updated by adding new data and information as well as sustaining it in stable operation.

4.3 Efficiency

Efficiency of the Project is medium.

- 1) The Project is evaluated as medium in term of its efficiency. This is mainly because of some constraints which have affected the project implementation as some activities are behind the schedule. These constraints includes the frequent change of OCD counterpart as well as frequent occurrences of disasters (such as Earthquake Bohol in October 2013, Typhoon Yolanda in November 2013 and Typhoon Glenda in July 2014, etc.) to which OCD has needed to attend. These constraints were mentioned not only by OCD counterparts but also indicated by JCC member organizations.
- 2) Inputs to the Project from the Japanese side such as the dispatch of experts and training in Japan were appropriately conducted in general, except for the change of chief advisor on the Japanese side during the course. Inputs from the Japanese side includes the service and facilitation by local consultants attached to each outputs.
- 3) Inputs from the Philippines side were the assignment of counterparts and operational budget for project implementation. The Philippine team in the Project is represented by the CDA, CDEXO and the OCD staff distributed or assigned per Output. The CDA and CDEXO are appointed positions in the OCD and were changed 3 and 2 times since the project started in 2012, respectively. The OCD counterparts are distributed and assigned per Output and undertake project activities. Many of the counterparts, however, were transferred or re-assigned to Outputs other than they were previously assigned during the cooperation period.

4.4 Impact

Impact of the Project is medium-high.

- 1) The most important impact is the advancement towards achieving the Overall Goal, *DRRM activities conducted by organizations of the GOP are improved*, which is expected to be attained 3 to 5 years after the cooperation period. At present, the indication of progress towards the Overall Goal based on project's achievements is still limited, but there were some observations of OCD's improved activities from those who were interviewed during the terminal evaluation as already described above (e.g. OCD's coordination and linking actions with relevant organizations in response to recent natural disasters were improved.)
- 2) There are some impacts directly extended from project activities on LDRRMPs. OCD-Region II counterparts trained by the Project assisted the municipal DRRM office of Aparri Municipality in formulating their municipal DRRM plan using the template and processes promoted by the Project (assistance of OCD-Region II included lectures and facilitation of workshops, meetings and write-shops). The formulation of Aparri MDRRMP was completed in November 2013, endorsed by the municipal DRRM council, and approved by the municipal Sangguniang in June 2014.
- 3) Approval of NDRP on Hydro-meteorological Disasters at NDRRMC on 11 June 2014 has also caused some direct impacts, one of which is the reorganization of Response Cluster structures. Now, there are 12 response clusters under the supervision of DSWD, where OCD shall lead two clusters, Logistics and Emergency Telecommunications. With the reorganization of the cluster, each agency is now focused on its specific roles. This has made the coordination and response more efficient.

4.5 Sustainability

The prospect of sustainability of the Project is medium.

- 1) From the institutional point of view, the sustainability of the OCD activities is high. Project activities on planning, operations, education and training, and CBDRRM are fully aligned with the mandate of OCD, which was firmly confirmed by CDA during the terminal evaluation.
- 2) From technical point of view, it is likely that OCD staff will have little difficulty in continuing and developing activities on planning, operation, education & training, and CBDRRM. One concern indicated, however, is the maintenance and stable operation of IMS. At present, the system is mainly operated by the JICA team (Japanese experts and local consultants). If the technical capacity of OCD is assessed not adequate enough for maintaining the system for themselves, hiring or contracting a IT professional should

<p>be considered, who can be based in OCD and keep the system in operation, even during an emergency situation such as typhoons.</p> <p>3) From the capacity of human resources viewpoint, it is uncertain when the OSSP is finalized and staffing of OCD is consolidated. At present, the number of OCD staff is 416 (147 at main office and 269 at regional offices), among which 180 are working on a contractual basis. In spite of increasing load of work after the launching of RA10121, the number of OCD staff almost remains the same over the past years and shortage of staff is widely indicated during the terminal evaluation.</p> <p>4) From financial viewpoint, the prospect of sustainability is also assessed as medium. OCD has already borne some of local costs necessary for project activities, most of which are planning, coordination and monitoring. Continuation of these activities is not expected to require large amount of extra budget since they can be incorporated into current, regular duties of each division (except for the maintenance of IMS). More importantly, new activities are expected to be undertaken by LGUs such as the preparation and upgrading of LDRRMPs with participatory and consultative process and possibly utilizing the LDRRMP template. For the purpose, LGUs can consider utilizing their respective local DRRM funds to which each LGU is required to allocate 5% of its budget.</p>
<p>4.6 Factors that have promoted or hindered the implementation of project</p> <p>1) Promoting factors indicated are:</p> <ul style="list-style-type: none"> • communication access is easy since the project office, where Japanese experts and local consultants are at work on daily basis, is located at the 3rd floor of OCD; • strong commitment and support for CBDRRM activities by Local Chief Executives in Region III as well as active engagement of the OCD regional office and cooperation of LDRRMO in pilot LGUs in Region II; and • Good initiative of OCD to expedite the Project by developing NDRRMP before the beginning of the Project, and by holding regional summits (in June-September 2013 organized by each OCD regional office for provincial DRRM officers), as well as assisting a knowledge sharing workshop at the occasion of regular regional directors' meetings. <p>2) Hindering factors indicated are:</p> <ul style="list-style-type: none"> • reorganization of OCD structures in 2013, frequent change of counterpart personnel, and delay of establishing TIs, all of which may be related to the ongoing OSSP deliberation. For example, replacements of key participating members both on Philippine and Japanese side required additional time to clarify the scope of work and to readjust the work plan; • multiple duties of OCD on alert status including the operation of Disaster Operation Center, to which OCD renders its service when typhoons and other disasters occur; and • understaffing with only 416 personnel for entire OCD nationwide, and now proposing a total staff of 1,500 in the new OSSP.
<p>5 Results of the Terminal Evaluation</p>
<p>5.1 Conclusion</p> <p>The relevance of the Project remains high, aligned with government policy on disaster risk reduction management and OCD's mandate. The effectiveness of the Project is medium as the Project has significantly contributed to the strengthening of OCD's capacity on DRRM, but finalization and approval of some project outputs still needs to be expedited during the remain cooperation period in order to achieve the set Project Purpose. The efficiency of the Project is assessed medium because of some constraints which have adversely affected the efficient project implementation. The impact of the Project is assessed as medium-high because there are some remarkable impacts already observed, but progress towards the Overall Goal based on the achievements of the Project is still limited. The prospect of sustainability is medium at present in terms of institutional, technical, financial, as well as human resources perspective, but this could be improved once the prolonged deliberation of OSSP is concluded and OCD's organizational structure and staffing are properly arranged.</p>
<p>5.2 Recommendations</p> <p>1) Completion of remaining project activities</p> <p>The Project should clarify the plan of operation for the remaining cooperation period to ensure the completion of remaining project activities to deliver the intended tangible outputs.</p> <p>2) Follow-up and monitoring the approval of outputs</p> <p>The approval of some intended tangible outputs would be beyond the influence of the Project and may not</p>

be achieved during the cooperation period. In considering such cases, a monitoring plan to verify its completion until final approval should be considered by OCD as its own activities or by the Project by assigning personnel. The finalization of OSSP should be also closely monitored in order to sustain the relevance of some project outputs.

3) Continuous improvement of project outputs with OCD's own initiative

Most documents and system developed by the Project are "living" outputs that requires continual improvement and revision as and when necessary in accordance with changing situations. It may be necessary for OCD to revise some documents such as OCD Operations Manual, DRRM priority training modules for TIs, and CDETP when OSSP is finalized. Even before the finalization of OSSP, OCD can improve/adjust the priority training modules, CDETP, and CBDRRM concept paper with Basic Instructors' Guide through monitoring and adaptive management cycle. For example, the cascade cycle of TOT was conducted only once as pilot testing during the Project implementation. It will be much beneficial when the experiences and results of the first cycle is used to improve the 2nd cascade cycle of TOT.

4) Extension and dissemination of good practices of the Project to other areas

In the Project, the formulation of LDRRMPs and promotion for CBDRRM were conducted as pilot activities in Region II and Region III, respectively, at selected LGUs. The good practices and experience in the pilot LGUs should be expanded to other LGUs, too. Some recommendations that can be considered are: utilizing regular occasions of OCD Senior Leaders' Conference where directors of OCD regional offices convene at the OCD head office; Local DRRM Offices being given a regular/ permanent (plantilla) position to ensure professionalism and continuity of DRRM program, project and activities; drafting of a Joint Memorandum Circular for adoption and implementation of a standard plan and training manuals; adopting measures to assure sustainability of the project with efficient utilization of 5% DRRM funds and 20 % Development fund from the national down to the lowest level of governance.

5) Strengthening technical capacity of OCD

In addition to developing plans, manual, guidelines, and system on DRRM which was undertaken by the Project, it is pointed out that OCD staff still needs technical capacity, capability and credibility as specialists on DRRM. At individual level, this can be promoted by increasing individual skills/knowledge through trainings. At organizational level, OCD can also consider recruiting new staff specialized on certain technical areas (e.g. respective disasters of typhoon, volcano, and earthquake, as well as information technology including IMS) or exchanging personnel with other professional/technical institutes such as PAGASA (Philippine Atmospheric, Geophysical & Astronomical Service Administration) and PHIVOLCS (Philippine Institute of Volcanology and Seismology).

6) Promoting coordination of disaster-related organizations

Increased coordinating capacity of OCD as a result of project intervention has already been noticed by some disaster-related organizations. In order to achieve the Overall goal, it is essential for OCD to strengthen this capacity as the OCD administer of NDRRMC. NDRRMC consists of about 40 member organizations, half of which are national government agencies. In addition, in order to promote the extension and dissemination of DRRM activities to LGUs, the coordination with DILG is also important.

7) Localizing the outputs/results of the Project on DRRM activities

The Project targeted strengthening the capacity of OCD, and successfully the coordinating capacity of OCD has been enhanced due to the Project. By utilizing the policies, tools and coordinating capacity gained during the Project, it should be applied at the region and local level for further improvement of the DRRM system as a whole in the Philippines, such as NDRP/Regional DRP, IMS, DRRM plans and CBDRRM. Also, OCD should utilize training frameworks which was formulated during the project.

8) Ensuring appropriate number of staff

In spite of increasing load of work after the launching of RA10121, the number of OCD staff remains almost the same and shortage of staff is widely indicated during the terminal evaluation. While recognizing the ongoing OSSP discussion, OCD still needs to make continued efforts to secure appropriate number of staff to fulfill its mandate and also to carry out the recommendations above.

5.3 Lessons Learnt

1) Capacity Assessment

Conducting a capacity assessment of OCD was proposed in the preliminary survey report dated December 2010 as well as in the mid-term review report dated October 2013. The baseline survey was conducted in the 1st year of the Project. Due to the change of pilot regions and LGUs during the course of the project implementation, however, the activity of carrying out the end-line survey has disappeared. There is no plan

for the Project to conduct another capacity assessment during the remaining period. This is partly attributed to the undertaking of a capacity assessment survey has not been explicitly described in the PDM. In a project aiming at the strengthening of capacity, conducting a capacity assessment should be included as an activity in PDM in order to evaluate the results of intervention/contribution of technical cooperation. Regarding the contents and structure of capacity assessment, precedent examples of not only disaster management, but also other areas such as education and health can be used as reference.

2) Activity that can synthesize each outputs to improve the DRRM system as a whole

The Project has focused on the four specific, prioritized areas for OCD's capacity enhancement (i.e. planning, operations, education and training, and CBDRRM). As a result of this project design with specific focus, the Project has rather a compartmentalized set-up, and the implementation of pilot activities also tends to be fragmented. (For example, Output 1 is pilot implemented in Region II while Output 4 is pilot implemented in III.) In order to address this issue, inter-component meetings have been conducted by the Project to secure smooth horizontal coordination of project activities. Not only individual outputs on DRRM but also a cross-cutting component to improve the DRRM system as a whole can be included in the PDM.

3) Appropriateness of the Indicator

The Project has not fully achieved its indicators at present partly because most indicators require approval of outputs from relevant authorities. There was actually discussion once before whether or not including "approval" of the plan/policy into indicators was too demanding for the Project. At the same time, positive effects of including "approval" into the indicators are also apparent such as promoting activity progress, ensuring the contents of outputs, and causing impacts as the outputs are authorized and official. It should be discussed carefully whether the approval of outputs can be included in project activities or it is an external factor/an important assumption to project activities.

Chapter 1: Outline of the Joint Terminal Evaluation

1.1 Background

The Republic of the Philippines is one of the very vulnerable countries to various natural disasters in Southeast Asia, such as floods, typhoons, landslides, earthquakes, volcanic eruptions and storm surge. Recently the Government of the Philippines (GOP) shifted its policy and approach from post disaster response to proactive disaster management, focusing on mitigation and preparedness.

It is in this context that the Disaster Risk Reduction and Management (DRRM) Act of 2010 (RA No.10121) was enacted in May 2010, creating a legal framework where a new approach, Disaster Risk Reduction and Management (DRRM), was introduced. Under the DRRM Act, the National Disaster Risk Reduction and Management Council (NDRRMC), the highest policy-making body, is required to develop the National Disaster Risk Reduction and Management Plan (NDRRMP) and the Disaster Risk Reduction and Management Framework (NDRRMF). Moreover, the National DRRMC Act calls for the creation of the Local Disaster Risk Reduction and Management Offices (DRRMOs) and for the DRRMOs of the local government units (LGUs) to develop their respective Local DRRM Plans (LDRRMPs) for the implementation of DRRM activities.

In order to expedite DRRM activities under the new framework, it is necessary to strengthen the capacity of the Office of Civil Defense (OCD), which is appointed as the central and leading organization for DRRM activities and as the secretariat of the NDRRMC. Under this circumstance, the Government of the Philippines (GOP) requested the Government of Japan (GOJ) for a technical assistance. In response, the GOJ, through JICA, is supporting OCD to implement the *Disaster Risk Reduction and Management Capacity Enhancement Project* or DRRM-CEP (hereinafter referred to as “the Project”) from March 2012 to March 2015 under JICA’s Technical Cooperation Program (TCP). In compliance with the provision of the Record of Discussions (R/D) signed on 28 October 2011, JICA and Filipino authorities concerned jointly conducted the terminal evaluation of the Project, six months before the expiry of the project cooperation between JICA and OCD on the Project. The mid-term review evaluation of the Project was conducted in October 2013.

1.2 Outline of the Project

According to the PDM Version 3.0 dated on 7 February 2014, the outline of the Project is as follows. PDM and PO are shown in Appendix 1 and Appendix 2, respectively.

(Overall Goal)

DRRM activities conducted by organizations of the Government of the Philippines (GOP) are improved.

(Project Purpose)

Capacity on DRRM of OCD is strengthened.

(Output)

1. Planning and implementing capacity of OCD on DRRM is strengthened.
2. DRRM activities, including information management, are standardized.
3. DRRM education and training system and capacity is strengthened.
4. Support system to Community Based Disaster Risk Reduction and Management (CBDRRM) is strengthened.

(Project Duration)

March 2012 to March 2015 (3 years)

(Implementing Agency)

Office of Civil Defense (OCD) – Department of National Defense (DND)

1.3 Objectives of the Joint Terminal Evaluation

The objectives of the joint terminal evaluation are to:

- 1) confirm the actual inputs and activities, implementation process, the degree of achievements of the outputs, and the prospects of achieving the project purpose and overall goal according to PDM;
- 2) assess the Project from the five evaluation criteria - Relevance, Effectiveness, Efficiency, Impact, and Sustainability – based on the JICA’s guideline for project evaluation; and
- 3) make recommendations on measures to be taken during and beyond the remaining cooperation period in consultation with agencies concerned, and draw lessons that can be learned from the project experience for planning and implementing similar technical cooperation projects in the future.

1.4 Members of the Joint Evaluation Team

The joint terminal evaluation team (hereinafter referred to as “the Team”) was organized with the following members from both the Philippine and Japanese side.

1) Philippine side

Name	Position	Organization
Ms. Concepcion R. Ornopia	Evaluation	OIC, Internal Audit Office, OCD
Ms. Mara Gerona	Evaluation	Planning Officer, OASPP, DND
Mr. Eugene G. Eugenio	Evaluation	Planning Officer, OASPP, DND

2) Japanese side

Name	Position	Organization
Mr. Masafumi NAGAISHI	Leader	Senior Advisor to the Director General, Global Environment Department, JICA
Mr. Takaaki KUSAKABE	Disaster Policy	OCD Policy Advisor (Disaster Risk Reduction and Management)
Mr. Shintaro AKIYAMA	Survey Planning	Disaster Management Division II, Global Environment Department, JICA
Mr. Hiroyuki OKUDA	Evaluation and Analysis	Tekizaitekisho, LLC
Mr. Rey Gerona	Evaluation Planning	In-house Consultant, JICA Philippine Office
Ms. Catherine Palanca	Evaluation Planning	JICA Philippine Office

1.5 Schedule of the Mission

The joint terminal evaluation was conducted from 22 September to 10 October 2014. The schedule is attached as Appendix 3.

1.6 Methodology of the Joint Terminal Evaluation

The joint terminal evaluation is carried out in accordance with “the JICA New Guideline for Project Evaluation, Ver. 1 (June 2010)”, which mainly follows “the Principles for Evaluation of Development Assistance, 1991” issued by OECD-DAC. The Project Design Matrix ver.3.0 dated on 7 February 2014 is used as the basic reference point for the evaluation.

As a framework to collect relevant data and information as prescribed in the JICA guideline, two types of grid – the evaluation grid and the result grid – were prepared in reference to reports and documents on the Project. Japanese expert team provided information and data for the result grid, and Philippine counterparts were requested to fill out a questionnaire which was developed based on the evaluation grid. The joint evaluation team interviewed those who had been involved in the Project, and findings and information from reports, interviews, questionnaire survey and site visits were collected and analyzed in the grids. The list of interviewees is attached as Appendix 4.

The Team confirmed the achievements, assessed the Project based on the five evaluation criteria, made recommendations, and drew lessons learned.

The criteria used for the evaluation are the following: relevance, effectiveness, efficiency, impact and sustainability.

Criteria	Explanation
Relevance	Relevance is reviewed by the validity of the Project Purpose and Overall Goal in light of the Philippines’ development policies and needs as well as Japanese cooperation policy.
Effectiveness	Effectiveness is assessed to what extent the Project has achieved its Project Purpose, clarifying the relationship between the Project Purpose and Outputs.

Efficiency	Efficiency is analyzed with emphasis on the relationship between Outputs and Inputs in terms of timing, quality, and quantity.
Impact	Impact examines direct effects extended by the Project, mainly the advancement towards achieving the Overall Goal. The analysis also includes positive/negative and expected/unexpected influence caused by the Project.
Sustainability	Prospect of sustainability is analyzed from institutional, financial, technical, and human resource viewpoints by examining the extent to which the achievements of the Project will be sustained after the Project is completed.

Chapter 2: Achievements of the Project

2.1 Results of Inputs

(Japanese side)

2.1.1 Dispatch of Experts

The Project started with the dispatch of Japanese experts in March 2012. Since then until October 2014, 15 experts were dispatched on short-term basis, totaling 2,605 days, in the fields of disaster management planning, CBDRRM, DRRM operation, human resource development, local DRRM planning, DRRM technology, and information management system. The Japanese experts come from the Japanese consulting companies and organization of Oriental Consultants Co. Ltd., CTI Engineering International Co.Ltd., Pacific Consultants Co.Ltd., and Asian Disaster Reduction Center (ADRC). (Appendix 5)

2.1.2 Provision of equipment

To facilitate activities for Output 2, equipment for IMS (Information Management System) was procured in September 2013 such as a server computer, desktop computer with GIS software and an A0-size plotter. The equipment was installed at the CEIT (Communication, Electronics and Information Technology) section in OCD central office. (Appendix 6)

2.1.3 Trainings in Japan

Country focused training was conducted two times (June 2013 and May 2014), and a total of 19 counterparts from OCD visited disaster-related national institutions in Japan and local governments affected by 2011 Great East Japan Earthquake, such as MLIT (Ministry of Land, Infrastructure, Transport and Tourism), Cabinet Office, Kamaishi City, and Ishinomiaki City. (Appendix 7)

2.1.4 Local Cost

The Japanese side has provided a part of local operational budget to carry out project activities. The expenses include local travel/rent-a-car, salaries of local staff, professional fees of local consultants, training related expenses, equipment and communication, totaling 70.4 million JPY from March 2012 to August 2014.

The figures in 2014 are still tentative. (Appendix 9)

(Philippine side)

2.1.5 Assignment of counterparts

According to the signed R/D, the Undersecretary/CDA (Civil Defense Administrator) is the project director responsible for the overall administration and implementation of the Project, and the CDEXO (Civil Defense Executive Officer) is the project manager responsible for managerial matters and day-to-day project operation. CDEXO is also the chairperson of the JICA committee (i.e., OCD counterpart team leader) who reviews, supervises and makes decisions on the Project as well on matters pertaining to the assignment of the JICA policy advisor dispatched to OCD.

The Project has four Outputs, and staff from five divisions and Regional Offices are engaged in the Project (Appendix 8)

Output	OCD divisions in charge (number of C/P)
(Output 1) Planning and implementing capacity of OCD on DRRM is strengthened.	<ul style="list-style-type: none">• Plans and Programs Division (6)• Region II (1)
(Output 2) DRRM activities, including information management, are standardized.	<ul style="list-style-type: none">• Operations Division (3)• CEIT (Communication, Electronics and Information Technology) Division (2)• NDRRMS (1)• Region X (1)
(Output 3) DRRM education and training system and capacity is strengthened.	<ul style="list-style-type: none">• HRMD (Human Resources Management and Development) Division (2)• Education and Training Division (3)• Region III (1)
(Output 4) Support system to CBDRRM is strengthened.	<ul style="list-style-type: none">• Education and Training Division (2)• NDRRMS (National Disaster Risk Reduction and Management Service)(2)• Region VII (1)

2.1.6 Counterpart Budget

The Philippine side provided budget for workshops for developing the OCD Operations Manual and explanation of the NDRP in Region XI, VII and II. These budgets were borne by each regional office for venues and central office for transportation. (Appendix 9)

2.1.7 Project Office

An office space is provided by OCD to the project. The office, located at the 4th floor of OCD building, houses the Japanese experts, project staff and local consultants.

2.2 Progress in Achieving Expected Outputs

The progress of the Project to date is tabulated in detail in accordance with each Output and Project Purpose, and corresponding Indicators. (Appendix 10)

2.2.1 Output 1: Planning and implementing capacity of OCD on DRRM is strengthened

- 1) Cagayan Valley Regional DRRM Plan (2013-2019) was developed following the style of NDRRMP and processes promoted by the Project. The Cagayan Valley RDRRMP was approved by the RDRRM Council in August 2013. The project was supposed to support the formulation of RDRRMPs for other regions during the first year of the Project but OCD ordered immediate formulation of RDRRMPs so all OCD regional offices formulated their RDRRMPs. As of October 2014, RDRRMPs of all regions have been formulated and approved except for 1 region, NCR (National Capital Region (Metro Manila)).
- 2) Four LGUs (Local Government Units) in Region II were selected as pilot LGUs for the Project to support the development of Local DRRM Plans of the four pilot LGUs. Formulated following the template and processes promoted by the Project, Local DRRMPs of Alcala Municipality, Isabela Province, and Ilagan City were already approved by the local DRRM Council. The draft PDRRMP of Cagayan Province was also finalized (hence the input of the Project was completed) through a series of workshop/meetings, and this is expected to be approved by PDRRMC soon.

Pilot LGUs in Region II	Local DRRM Plan	Approval by Local DRRM Council	Adoption by Sangguniang for PPA in AIP
Province of Cagayan	Draft PDRRMP (2014-2019)	finalized and endorsed on 30 September 2014 for approval of PDRRMC and provincial Sangguniang.	
Municipality of Alcala (Province of Cagayan)	MDRRMP (2014-2019)	Approved	Adopted (15 September 2014)
Province of Isabela	PDRRMP (2014-2019)	Approved (10 June 2014)	Adopted (17 September 2014) (on Local DRRM Fund of unexpended balances of 2012 & 2013)
City of Ilagan (Province of Isabela)	CDRRMP (2015-2020)	Approved (23 July 2014)	Not yet

- 3) Checklist and Assessment Form as a monitoring tool of formulation/implantation of LDRRMPs was prepared (in Excel format). To finalize the Checklist and Assessment Form, the collection of LDRRMPs from various LGUs is ongoing (4 out of targeted 29 LGUs in Cagayan province and 12 out of the targeted 35 LGUs in Isabela province were collected in Region II). The Project plans to collect LDRRMPs of Region II, III, V, VII and X and to evaluate them against the form. Results of the pilot-testing are to be utilized for its finalization, during which DILG (Department of the Interior and Local Government) and NDRRMC Technical Management Group will be consulted.
- 4) Regarding the suggestions for Sunset Review of Republic Act 10121 (Philippine Disaster Risk Reduction

and Management Act), so far there is little progress on its development. The project conducted a knowledge-sharing workshop in Manila on the LDRRMP planning on 12 September 2013. OCD conducted the IRR review meeting for Mindanao cluster on 26-27 August 2014, and is planning of conducting similar workshops for Luzon cluster, Visayas cluster and at the central level. In addition, the project continues to collect existing local DRRM plans of LGUs nation-wide, and to compare the collected plans against the draft Checklist and Assessment Form introduced by the Project. The Project will write suggestions for Sunset Review and improvement of NDRRMP based on the result of above activities by the Project and OCD.

2.2.2 Output 2: DRRM activities, including information management, are standardized

- 1) National Disaster Response Plan (NDRP) for Hydro-Meteorological Disaster was developed, then approved on 11 June 2014 at NDRRMC. NDRP specifies roles/responsibilities of government agencies in disaster responses to avoid duplication of roles, and provides clear guidance to these agencies what to do during the response phase. A hand-over ceremony of NDRP to DSWD (Department of Social Welfare and Development), which is responsible for one of the four pillars of NDRRMP, namely Disaster Response, was held on 30 June 2014. The NDRRMC has not issued a Memorandum of Circular yet. The draft of NDRP for Earthquake and Tsunami is currently being prepared, incorporating the results of Technical Management Group (TMG) workshop on 30 September – 1 October 2014 to which the draft was subjected.
- 2) Draft OCD Operations Manual for Response (March 2014) was developed, which is applicable to the current structure of OCD dependent on the interim OSSP (Organizational Structure and Staffing Pattern) prepared in 2013. The draft Operations Manual still needs to be improved and substantiated. If OSSP is finalized during the cooperation period, the draft Operations Manual will be revised accordingly. If not, the draft Operation Manual will be approved as the “interim” OCD Operations Manual.
- 3) Before the Project, there was already a database system (e.g., EMIS, Calamidat.ph, SAHANA) which contained historical data and responders data on disasters, but was only operational until 2008 for various constraints. The project conducted a review of the existing system and developed a proto-type IMS (Information Management System) integrating GIS techniques. IMS encompasses three databases (responders, incident data, and historical disasters); its URL is 121.127.9.130/ocdims/. At present, the display of incident data by way of GIS situation mapping is available for stand-alone computer but not available through internet webpage (121.127.9.130/ocdims/) yet. The limited disaster historical data during 1972 -2009 stored in Calamidat.ph was imported to IMS. The responder database is notably being fulfilled. The Project is also working on the improvement of the system, which is rather slow in its operability through internet at present. Training sessions on IMS and GIS were held total three times for OCD staff in 2013 and 2014. The website is not yet linked to OCD website.
- 4) Implementation exercise for NDRP on hydro-meteorological disaster and the Operation Manual with IMS was planned, but replaced with actual preparedness and response activities for Typhoon Glenda in

July 2014 with 2-day evaluation workshop on 31 July – 1 August. The 2nd drill to evaluate NDRP for Earthquake and Tsunami, involving other agencies, is scheduled in November 2014.

2.2.3 Output 3: DRRM education and training system and capacity is strengthened

- 1) Draft design of National DRRM Education and Training Plan (NDRRMETP) was developed and approved in July 2014 by CDA (Civil Defense Administrator). The project is currently substantiating the NDRRMETP, and plans to conduct activities such as write-hops and workshops in order to finalize and polish all training modules (LCEs, NGAs, Private Sector, and Community) and NDRRM Education and Training Plan before adaptation and submission for approval of CDA. (The plan could be re-titled as a “program” in the course of discussion and finalization.)
- 2) Priority training modules for DRRM Training Institutes (TIs) were developed for the following four priority groups, and pilot training activities based on the modules were conducted. These modules, which still need to be finalized and approved, are integral part of the NDRRMETP.
 - Module 1: Local Chief Executive and LDRRMOs (pilot training on 12-13 February 2014)
 - Module 2: National Government Agencies (pilot training on 24-26 September 2014)
 - Module 3: Private Sector (pilot training on 28-29 August 2014)
 - Module 4: Community (see Output 4 for pilot TOT trainings)
- 3) Draft design of Civil Defense Education and Training Program (CDETP) on DRRM was developed and approved by CDA. CDETP was drafted at three levels, substantiated and pilot tested as follows. Then, consultation workshop of CDETP Working Committee was held on 10-12 September towards the finalization of the Program.
 - Level 1: Basic (pilot training on 27 February -1 March 2013, and 4 – 15 August 2013)
 - Level 2: Advanced (pilot training on 22-25 July 2014 on contingency planning)
 - Level 3: Executive (pilot training was conducted by OCD)

2.2.4 Output 4: Support system to CBDRRM is strengthened

- 1) Draft Concept Paper of CBDRRM National Policy was prepared by the Project and introduced to a small TMG selected for CBDRRM. Basic Instructor’s Guide for CBDRRM training course was also drafted in English and Filipino. To evaluate the Concept Paper, Basic Instructor’s Guide and training course, pilot testing of TOT training on CBDRRM were conducted in 2014 in Bataan Province (Balanga City and Morong Municipality) in Region III after a series of internal meetings. The draft Concept Paper will be presented to a TMG for preparedness on 7 October 2014 for the review and finalization.
 - TOT 1: 7-11 July 2014 attended by 27 officers from OCD (HQ and Region III and GARAGA office), NDRRMC member organizations (DOST-PHIVOLCS, DOST-PAGASA, DILG, NEDA (Central and Region III), DSWD), NAMRIA, DENR, DOH and DRRNET (represented by World Vision).

- TOT 2: 11-15 August 2014 attended by 15 officers from OCD (Central and Region III), NEDA (Central and Region III), DOST-PAGASA, DILG, World Vision and CDP, who had attended TOT 1, as trainers; and 28 people from Bataan PDRRMO, Balanga CDRRMO, and Morong MDRRMO as trainees.
 - TOT 3: 8-12 September 2014
 - TOT 3-1 Barangay Tortugas in Balanga City, attended by 8 officers from OCD (Central and Region III), DOH (Region III), NEDA (Region III) and CDP, as evaluators and mentors, 7 officers from Balanga City and Bataan Province, as Trainers, and 16 participants from Barangay Tortugas, as trainees.
 - TOT 3-2 Barangay Sabang in Morong Municipality, attended by 8 officers from OCD (Central and Region III), NEDA, DILG (Region III), DOST-PAGASA and CDP, as evaluators, 6 officers from Morong Municipality and Bataan Province, as Trainers, and 20 participants from Barangay Sabang as trainees.
 - Community Activity:
 - CA 2 Barangay Tortugas in Balanga City, 2-4 October 2014, attended by 10 officers from OCD (Central and Region III), DOH (Region III), Bataan Province and Balanga City and CDP, as evaluators and mentors, 7 officers from Barangay Tortugas as trainers, and 35 participants from Barangay Tortugas as trainees.
 - CA 1 Barangay Sabang in Morong Municipality, 3-5 October 2014. Attended by 11 officers from OCD (Central and Region III), DOST-PAGASA, Bataan Province and Morong Municipality, as evaluators and mentors. 6 officers from Barangay Sabang, as trainers, and 27 participants from Barangay Sabang as trainees.
- 2) The Action/Implementation Plan is incorporated in the draft DBDRRM Concept Paper where budget and institutionalization mechanism is enumerated. Said Concept Paper will be translated to a NDRRMC Memorandum Circular. Subsequently, DILG will prepare a corresponding Department (DILG) Memorandum Order to the LGUs for institutionalization and implantation in their respective AOR.

2.2.5 Achievement of Output Indicators

The Project has so far delivered the four outputs as summarized above. The level of achievement is assessed based on the Indicators. Among the 14 indicators set at the output level, the Project has almost achieved 5 indicators, partially achieved 8 indicators, and hardly achieved 1 indicator.

No	Indicator	Assessment and Current Status	
1-1	Suggestions for Sunset Review of RA 10121 and improvement of NDRRMP on LGU's DRRM activities based on project experiences are prepared.	Hardly Achieved	Suggestions have yet to be developed.
1-2	RDRRMPs at all Regions (17 Regions) are formulated and approved.	Almost Achieved	All RDRRMPs were approved except for the one for NCR.

1-3	LDRRMPs for pilot LGUs in Region II are formulated and approved.	Almost Achieved	The drafts of all four LDRRMPs were finalized, and three of them were already approved by local DRRM Council.
1-4	Monitoring tools/sheet of LDRRMPs and LDRRMOs for LGUs is developed.	Partially Achieved	Checklist and Assessment Form is yet to be pilot-tested, consulted, and finalized.
2-1	NDRPs for Hydro-Meteorological, Earthquake and Tsunami Disasters are approved.	Partially Achieved	NDRP for Hydro-Meteorological Disaster was approved, while NDRP on Earthquake and Tsunami is yet to be developed.
2-2	OCD Operations Manual for Response is approved.	Partially Achieved	Draft OCD Operations Manuals were developed which is applicable to the current OCD structure.
2-3	IMS (Databases of Responder, Incident and Historical Disaster) at the Central and Regional Offices is approved.	Partially Achieved	IMS needs to be substantiated, improved and approved.
2-4	24 ICT staff are trained for IMS. (CO: 7 and Ros 17)	Partially Achieved	More training are planned, in particular for Ros.
2-5	Drills for NDRP, Operations Manual and IMS are implemented.	Partially Achieved	Another drill is scheduled in November 2014.
3-1	NDRRMETP is finalized and approved by the OCD top management.	Partially Achieved	NDRRMETP needs to be substantiated, finalized and approved. (Draft design was already approved by CDA in July 2014)
3-2	Priority training modules for DRRM TIs are finalized and approved by OCD.	Almost Achieved	Four training modules need to be finalized and approved.
3-3	Civil Defense Education and Training Program is developed and approved by the OCD top management.	Almost Achieved	CDETP needs to be finalized and approved. (Draft design was already approved by CDA in July 2014)
4-1	CBDRRM National Policy (Concept Paper), Basic Instructor's Guide and Training Course are presented to NDRRMC TMG-Preparedness for finalization and are approved by the Chairperson of NDRRMC.	Almost Achieved	Draft Concept Paper and pilot-tested Basic Instructor's Guide (including training course) need to be finalized and approved.
4-2	Action plan to implement and monitor/evaluate CBDRRM activities are prepared for/by the national and regional levels.	Partially Achieved	Action Plan as a part of the Concept Paper which is for final presentation to the full TMG for Disaster Preparedness and translation to NDRRMC Policy

Six indicators assessed as “almost achieved” indicates that project activities relating to the indicator have been almost completed, and the approval of outputs (e.g., plans, manual, guideline) by authorities are being expected. For example, with respect to Indicator 1-3, the drafts of all the four LDRRMPs of pilot LGUs (Isabela Province, Alcala Municipality, Cagayan Province, Ilagan City) were finalized, and only one of which is waiting for the approval of local DRRM council (the other three were already approved.) Other examples are Indicator 2-2, and 3-2, where the development of OCD Operations Manual and DRRM training modules

will be completed, but their approval could be pending on the finalization of OCD organizational structure (i.e., Organizational Structure and Staffing Pattern (OSSP)) and establishment of Training Institutes.

Concerning the seven indicators “partially achieved”, the Project have some remaining activities to carry out for the finalization and approval of outputs, such as substantiating plans, improving the tool/system, conducting training/drill, organizing evaluation workshop/meeting, consulting relevant authorities and consolidating feedback. Carrying out all these activities may require extra efforts. Indicator 1-1 is assessed “hardly achieved” because little progress has been made on the development of suggestions for Sunset Review of Republic Act 10121. The Project plans to conduct a knowledge sharing workshop among OCD regional directors in order to finalize a monitoring tool, and to prepare some recommendations for the Sunset Review by incorporating project activities and experiences.

2.3 Prospect of Achieving the Project Purpose

2.3.1 Progress towards the Project Purpose

Project Purpose is the strengthening of the capacity of OCD on DRRM. Before the signing of R/D in October 2011, the preparatory survey for the Project was conducted three times (25 Feb – 6 Mar 2010, 28 Jul – 3 Sep 2010, 1 Nov – 19 Nov 2010), through which it was decided that the Project should focus on the following four prioritized areas for OCD’s capacity enhancement, while the Policy Advisor attached to OCD would examine and address more specific, particular needs in order to raise the overall OCD’s DRRM capacity up from the bottom.

- (1) Planning and implementing capacity on DRRM through the planning activity of NDRRMP and implementation of measures mentioned in NDRRMP.
- (2) Standardization of DRRM activities including information management for enhancing the capacity of decision making in DRRM and disaster response activities.
- (3) Formulation of human resource development plan for DRRM to meet with increasing needs of human resources.
- (4) Development of guidelines and implanting of pilot activities for establishment and promotion of the supporting system to CBDRM.

With the progress of delivering Output 1, 2, 3 and 4 as summarized above, it can be concluded that, at each of the four prioritized areas above that correspond to each output 1 – 4, OCD has remarkably improved its capacity through the implementation of the Project. (It should be noted, however, that the (1) above was replaced with the planning activities of local DRRM plans, instead of National DRRM plan.)

During the Project, capacity development has taken place at organizational level (developing procedures, policies, system) as well as at individual level (gaining knowledge, skills and experiences). With respect to the organizational capacity, specific procedures and policies were developed as tangible/physical outputs as listed below. (As for the capacity development at individual level, some cases observed during the terminal evaluation are described later under the section of Effectiveness.)

	Already Authorized	Yet to be Authorized
Output 1	1. Regional DRRM Plan of Region-II 2. Isabela Province DRRM Plan 3. Ilagan City DRRM Plan 4. Alcala Municipality DRRM Plan 5. Regional DPPM Plans of other 15 regions	1. Cagayan Province DRRM Plan 2. Checklist and Assessment Form (M&E tool)
Output 2	6. NDRP on Hydro-meteorological Disaster	3. NDRP on Earthquake and Tsunami 4. OCD Operations Manual for Response
Output 3	-	5. National DRRM Education and Training Plan (Its draft design was already approved.) 6. Four priority training modules for DRRM TIs 7. Civil Defense Education and Training Program (Its draft design was already approved.)
Output 4	-	8. Concept Paper of CBDRRM National Policy 9. Basic Instructor's Guide 10. Action Plan for CBDRRM activities

Specific system and programs were also developed as tangible/physical outputs as listed below. It should be noted, at the same time, that one of a significant indication of capacity development at organization level is the establishment of a suitable and effective organizational structure. This is not included in the project activities, and is currently ongoing as the finalization of OSSP outside of the Project. The development of procedures, plans, and system are carried out based on the current OCD structure dependent of the interim OSSP.

	Ready for Operation	Yet to be made ready
Output 1	-	1. Checklist and Assessment Form (M&E tool)
Output 2	1. IMS (Information Management System) 2. New cluster groupings (in NDRP)	2. OCD Operations Manual for Response
Output 3	3. Four priority training modules for DRRM TIs	3. Civil Defense Education and Training Program
Output 4	4. Basic Instructor's Guide	4. CBDRRM National Policy

Apparently, there many tangible outputs which need to be finalized and approved for the next six months. The Project have yet to carry out remaining activities such as substantiating plans, improving the tool/system, conducting training/drill, organizing evaluation workshop/meeting, consulting relevant authorities and consolidating feedback. Carrying out all these activities may require extra efforts, considering that activities usually become slow in November, December and January. By preparing a specific work plan for the next six months and expediting remaining activities to secure the delivery of these outputs, however, the Project still has a good potential to attain the intended Project Purpose by March 2015. It should be noted that one of external factors that will affect project implementation is the occurrences of natural disasters to which OCD has to render its services.

2.3.2 Achievement of Project Purpose Indicator

There are two project purpose indicators set in the PDM: 1) plans, manuals and guidelines prepared through the project are authorized; and 2) concepts, systems and programs prepared through the project are ready for operation. As listed above, regarding the first indicator, 6 plans were already authorized by duly constituted entities (national or local DRRMC), while 10 of plans, tool, program, manual, guideline and policy paper have yet to be authorized by relevant authorities (national or local DRRMC, OCD executive). Regarding the second indicator, 4 of the system, concept and program are ready for operations, while 3 of them have yet to be developed and finalized. There is duplication between Indicator 1 and Indicator 2 such as OCD Operations Manual and four priority training modules because they are not authorized yet, but can be ready for operation.

No	Indicator	Assessment and Current Status	
1	Plans, manuals and guidelines prepared through the project are authorized.	Partially Achieved	As summarized in the table above.
2	Concepts, systems and programs prepared through the project are ready for operation.	Partially Achieved	As summarized in the table above

2.4 Progress towards the Overall Goal

The Overall Goal is the improvement of DRRM activities and operations conducted by organizations of the Government of the Philippines (GOP). There are some cases mentioned during the terminal evaluation where the developed capacity of OCD has turned into improved actions of OCD that were actually observed by disaster related agencies, in particular its coordination and linking capacity with relevant organizations in response to recent natural disasters (typhoon Glenda in July 2014, typhoon Louise in August 2014, and typhoon Mario in September 2014). The advancement towards attaining overall goal based on the achievements of the Project, however, is still limited at present.

According to the PDM, the achievement of the project's Overall Goal is indicated by the "implementation of the sunset review", "upgrading of the LDRRMPs of all LGUs", the "regular updating in OCD's M&E system of the utilization of DRRM funds by other organizations", the "implementation of the activities of DRRM plans, manuals and guidelines prepared through the project", and the "operationalization of the concepts, systems and programs prepared through the project".

The Project is still in the process of collecting suggestions for the sunset review which is expected to be conducted by Philippine Congress next year. The Project successfully upgraded the DRRM plans in pilot Region and LGUs (RDRRMP of Region II, PDRRMPs of Cagayan and Isabela Provinces, CDRRMP of Ilagan and MDRRMP of Alcala Municipality using a plan template.) The municipality of Aparri, also in Cagayan Province, whose representatives attended the plan formulation workshops and training for Cagayan Province, formulated its MDRRMP using the plan template. However, it will take a long time to upgrade the

local DRRM plans of all LGUs using the plan template unless a Joint Memorandum Circular by NDRRMC and DILG enjoining LGUs to adopt the template is made available. There is not much progress done yet on the updating of OCD's M&E system for the utilization of DRRM funds by other organizations. The plans, manuals and guidelines as well as the concepts, systems and programs prepared by the project have yet to be finalized and authorized.

2.5 Implementation Process

In March 2013, OCD central office was reorganized into eight divisions and NDRRM Service was newly established. The Project has four Outputs, and at present staff members from six divisions (Plans and Programs Division, Operations Division, CEIT Division, HRMD Division, Education and Training Division, and NDRRM Service) are engaged in the Project. CDEXO is the project manager and the focal person of OCD for the cooperation/intervention of JICA that includes not only the Project but also the Policy Advisor attached to OCD. Co-chair agencies of NDRRMC, namely DOST (Department of Science and Technology), DILG (Department of the Interior and Local Government), DSWD (Department of Social Welfare and Development), and NEDA (National Economic and Development Authority), are also member of JCC meeting.

Chapter 3: Review by the Five Criteria

3.1 Relevance

Relevance of the Project remains high.

- 1) The relevance of the Project to the policy of Philippine government, in terms of natural disaster risk reduction and management (DRRM) with long-term perspective, has been evaluated as high throughout the cooperation period. The Philippine Development Plan 2011-2016 continues to be the overarching guide for Philippines' policies and sustainable development. Republic Act No. 10121, or *Philippine Disaster Risk Reduction and Management Act of 2010*, established the National DRRM Council in 2010, which is administered by OCD under the chair of DND, and vice chairs of DILG, DSWD, DOST, and NEDA. The RA10121 also provides for the National DRRM Framework (approved in 2011 in alignment with DRRM principles and multi-hazard approach) and institutionalizes the National DRRM Plan (launching in 2012 to strengthen the capacity of the national government and LGUs together with partner stakeholders). The Project has been aligned with these government policies, aiming at the capacity strengthening of OCD in the areas of DRRM planning, operations, education and training as well as CBDRRM.

Law, Plan, Policies	Responsible Organizations	OCD's role described therein
RA 10121	Approved at the House of Representatives, and the Senate on 27 May 2010.	Rule 7 of IRR (Implementing Rules and Regulations), RA10121 prescribes OCD's mandate, power and functions (such as formulation, implementation and monitoring of NDRRMP) and staffing requirements. (Rule 8 of IRR also describes National DRRM Training Institutes' purpose, training programs, location and organizational structure.)
National DRRM Framework	Adopted by NDRRMC on 16 June 2011	- (NDRRMF is to develop common understanding DRRM such as disaster risk profile, development context, policy context, international commitment, the paradigm shift, and the national DRRM framework with four aspects and strategies.)
National DRRM Plan	Authored by NDRRMC TMG, and approved by NDRRMC in February 2012	OCD is to conduct monitoring & evaluation on DRRM (also develop standard monitoring & evaluation template); to ensure that the physical framework, social, economic and environmental plans of LGUs are consistent with NDRRMP; to review and evaluate LDRRMPs; to conduct Post-Disaster Needs Assessment (PDNA).
Regional DRRM Plan	Coordinated/ facilitated by OCD central & regional office, and approved by RDRRMC (chaired by OCD Regional Director)	OCD is the lead agency to conduct CBDRRM and CCA assessment, mapping, analysis and monitoring; to equip communities with necessary skills and capability to cope with impacts of disasters; to carry out immediate and adequate needs and damages assessment in disaster stricken areas; to mobilize SARR groups, to provide social services to identified recipients.
Local DRRM Plan	Developed by LDRRM Offices, and approved by LDRRM Council	OCD Region II is an implementing partner mainly to instill community awareness & preparedness on DRRM, as well as in the areas of response, and rehabilitation & recovery.
NDRP on Hydro-Meteorological Disaster	Developed by OCD (supported and cooperated mainly by DSWD), and approved by NDRRMC on 30 June 2014.	Specific task of OCD is to facilitate coordination, mobilize resources for response and information management including communications; to head the Logistics cluster and the Emergency Telecommunications cluster; to manage the disaster Operations Center.

- 2) The Project continues to meet the needs/expectation of implementing agency, OCD. During its implantation, the Project made some changes and adjustments of project activities in response to the need of OCD, thereby remaining effective in serving its Purpose. For example, the NDRRMP was developed and approved by the initiative of OCD in February 2012 before the beginning of the Project in March 2012, hence the Project shifted its focus on DRRM planning to the formulation of RDRRMP and LDRRMPs instead. Also, the Project has been adaptable to the changes of OCD organizational structure (e.g., OCD central office was reorganized into eight divisions and NDRRM Service was newly established in March 2013.) The finalization of OCD organizational structure by way of OSSP still has been prolonged in deliberation, including the staring-up of the three Training Institutes. The Project

therefore has developed outputs such as draft OCD Operations Manual and National DRRM Education & Training Plan (as well as priority training modules) which are applicable to the current, interim OCD structure.

- 3) The Project continues to be in line with Japan's Country Assistant Policy for the Philippines (dated April 2012), where disaster prevention is one of its eight programs under the prioritized areas of support, which includes natural disaster risk reduction and management.

3.2 Effectiveness

Effectiveness of the Project is medium

- 1) The Project is evaluated medium in terms of its effectiveness. The Project has significantly contributed to the strengthening of OCD's capacity on DRRM, but has not fully achieved any of the set indicators at Output and Project Purpose level. This is partly because most of the indicators are requiring the approval of the outputs by relevant authorities which are sometimes beyond the influence of the Project, and also because some activities are behind the schedule due to OCD activities being affected by frequent occurrence of natural disasters. Among the 14 output indicators, the Project has almost achieved 5, partially achieved 8, and hardly achieved 1 indicator(s). The 2 project purpose indicators have also been only partially achieved. It is noted, however, that there were discussion once before that including "approval" of the plan/policy into the indicators were too demanding for the Project (e.g. Provincial, municipal and city Sangguniang are beyond the influence of the Project). At the same time, positive effects of including "approval" into the indicators are also apparent (e.g. This inclusion has promoted activity progress, ensured the contents of outputs, and caused impacts at the national level as in the case of NDRP on Hydro-meteorological disaster.)
- 2) Also in relation to the achievement of indicators, it should be noted that some outputs not being approved yet does not necessarily mean that their activities have been inactive. For example, Ilagan City has obtained the city DRRM council's approval on Local DRRM Plan in time to secure Local DRRM Fund but that plan is only for 2014 fiscal year. In contrast, Cagayan Province couldn't get approval in time but tried to examine the contents of DRRM Plan by Technical Working Group. This shows processing Local DRRM Plan within the time limit does not always indicate a good performance of local DRRM offices. Instead of only looking at the approval status of outputs, the process of formulating plans towards the approval, and capacity development taken place during the process also should be recognized.
- 3) As already described before, one of a significant indication of capacity development at organization level should be the establishment of a suitable and effective organizational structure. This has not taken place yet as the deliberation on OSSP continues, which is a constraint the Project has encountered while developing relevant plans, manual and modules, not to mention resulting frequent change of counterpart personnel. For example, OCD plans to establish its own Training Institutes (TIs): 1 in Luzon, 1 in Cebu and 1 in Davao. OCD already has complete architectural drawings for the TIs but their physical construction has not been realized yet. The budget for the construction has not yet been included in the

annual budget allocation plan of DND. In the meantime, the functions and activities of the TIs are carried out by OCD's Education and Training Division. The DRRM priority training modules which are initially to be prepared for TIs, then, has been prepared by the Project in conformity with such transitional situations.

- 4) Further relating to the capacity development of OCD, some agencies have already noticed the improved coordination of OCD in responding to disasters such as typhoon Glenda (July 2014), Louise (August 2014), and Mario (September 2014). This is consistent with the OCD Operations Division mentioning that the chapter of "response cluster" of NDRP (which was approved by NDRRMC in July 2014) on hydro-meteorological disaster were particularly useful and most referred to while responding to these typhoons. At the preliminary survey in 2010 where the four priority areas (planning, operations, HR development, CBDRM) were identified for the Project, the strengthening of horizontal and vertical coordination by OCD was highlighted as one of OCD's capacity development needs. Through the Project, the capacity of OCD, in particular on coordination, has already been strengthened at noticeable level.
- 5) Many DRRM related agencies' partners commented that OCD had made remarkable improvement on coordination during project period. But they also mentioned OCD counterparts are still needed capacity, capability and credibility as specialists on DRRM.
- 6) As for capacity development at individual level, many examples on technology transfer from Japanese inputs to OCD staff were mentioned during the termination evaluation on what they had learned in the Project.

Output	Major Learning and Activities in the Project
Component 1 (Planning)	<ul style="list-style-type: none"> • Facilitation and moderation skills (in conducting workshop and write shop.) • Presentation and speaking skills (on occasions such as the OCD regional directors' summit.) • Eagerness to promote DRRM activities based on actual disaster experience (from the training in Japan). • Enhanced knowledge on strategic approach in terms of M&E system and formulation of PPAs. • Promotes awareness on DRRM activities particularly on risk assessments and planning process. • Active participation/support from other stakeholders. • Facilitation on harmonization of all plans from national to local plans • Importance of prescribed standard template as tool/references to the DRRM planning formulation.
Component 2 (Operation)	<ul style="list-style-type: none"> • Importance of engaging concerned agencies and clarification of their role/responsibility (in developing NDRP) • Continual improvement of the plan (from the training in Japan)
Component 3 (Education & Training)	<ul style="list-style-type: none"> • Involvement of private sector and volunteer in DRRM, and some of best practices (from the training in Japan)
Component 4 (CBDRM)	<ul style="list-style-type: none"> • Concept and contents of CBDRM and systematic implementation processes of CBDRM activities • Facilitating and moderating skills shared from local Filipino consultants of the Project. • With above, NDRRMS was able to conduct activities with more responsibility.

- 7) With respect to CBDRRM, various government agencies, LGUs, and NGOs have already conduct CBDRRM-related trainings using different contents. Offices of DILG (e.g., NBOO, BLGD and LGA) also conduct related trainings using different training modules or contents and different number of training hours or days. The Project is leading the standardization process of these various CDBRRM activities by developing CBDRRM national policy which will contain (1) the concept paper, (2) the instructor's guide with the training course, and (3) the action plan. The project is expecting to secure the approval of these documents by March 2015. It was mentioned at the interview that the confidence of OCD and LGU staff in making presentations and delivering lectures on CBDRRM was increased through the TOT trainings. Trained barangay officials (Tortugas and Sabang) was able to produce initial IEC materials on their own such as BDRRMC organizational structure, evacuation lay-out maps not drawn to scale.
- 8) The establishment of IMS undertaken by the project is expected to provide reliable disaster statistics, which is an essential basis for effective DRRM activities such as assessing risks, planning effective measures by learning from past disaster experiences, and offering better response based on available information on disaster situations. When experiencing recent typhoons such as Yolanda (November 2013) and Glenda (July 2014), OCD has recognized the importance of making such database available, and more essentially, continuing it updated by adding new data and information as well as sustaining it in stable operation.
- 9) Followings are the recommendation made at the mid-term review in October 2013, and their response in the Project to the present.

Area	Recommendation	Response
1. Project Management	The alignment of project's implementation structure with the OCD's organizational structure, and continuous assignment of C/Ps	After the Mid-term review in October 2013, there were changes in 2014 of CDA, responsible counterpart of Output 1 and Output 3.
	Cross sectional monthly counterpart meetings participated by all counterparts involved in project's four components.	Cross sectional counterpart meetings were conducted regularly. 1 st (12 Aug 2013), 2 nd (30 Aug 2013), 3 rd (27 Sep 2013), 4 th (4 Nov 2013), 5 th (13 Dec 2013), 4 th (21 Jan 2014), Kick-Off 3 rd Year (9 Jun 2014), 1 st in 3 rd Year (14 Jul 2014)
	Capacity assessment at the end of the project	The capacity assessment was already proposed at the preliminary survey report dated December 2010. The baseline survey was conducted at a region, but due to the change of pilot regions, there is no plan to conduct an end-line survey during the project implementation period.
2. Planning	OCD's support to LGUs to upgrade LDRRMPs utilizing the experiences of pilot LGUs in Region II. The Promotion and dissemination of	The non-pilot LGU, Aparri and Peñablanca municipality was supported by OCD Region II for the development of MDRRMPs (template, facilitation of workshop/meeting).

	good practices learned in Region II to other regions.	The OCD Region II shared the experience at the knowledge sharing workshop with directors of OCD regional offices, conducted in September 2013 on the occasion of regular OCD Senior Leaders' Conference. Next knowledge sharing workshop is scheduled.
	Clarification of the scope of the Sunset review of RA 10121, and that of M&E of the NDRRMP, RDRRMPs and LDRRMPs.	Activities on developing scope of the Sunset Review have not started yet.
3. Operations	Preparation of NDRP on earthquake and tsunami in addition to hydro-meteorological disasters.	NDRP on earthquake and tsunami was prepared and submitted to a TMG workshop on 30 September – 1 October 2014.
	Efforts of OCD to ensure the approval of NDRP (on hydro Meteorological disaster) by NDRRMC.	NDPR on hydro-meteorological disaster was approved in June 2014 at NDRRMC.
4. Training	OCD is to set a timetable of the operationalization plan of TI and its strategy on how to standardize training and education programs	Operationalization of TIs depends on the finalization of OSSP still being deliberated by DND, and beyond the influence of the Project.
	OCD is to seek cooperation with other training provider and government agencies.	In 2014, OCD had meetings on NDRRMETP with CSC (Civil Service Commission) for the training to National Government Agencies (NGAs) and DILG for the training to LGUs which are responsible for the capacity development for NGAs and LGUs. Development of accrediting system is one of ideas being considered by OCD.
5. CBDRRM	Clarification of the role/responsibility of stakeholders in the Concept Paper for CBDRRM.	Role and responsibility of related agencies were clarified in the concept paper.
	Institutionalization of measures on how to use risk information available to C/M LGUs to implement CBDRRM activities.	Utilization of existing risk maps and invitation of officers from technical agencies to the CBDRRM activity were written in the concept paper.
	Collaboration with relevant agencies to ensure the sustainability of CBDRRM.	DILG is one of the most important agencies for the sustainability of CBDRRM activity. The activities are being conducted in cooperation with DILG.

10) With respect to the scope of the Project, based on the responses of target respondents involved in the project who accomplished the survey questionnaire, crossly validated through interview conducted by the evaluation team, it can be concluded that:

- Planning and implementing capacity of OCD on DRRM is enhanced through the conduct of DRRM activities and operations applicable to a given situation;
- Community Based DRRM education and training is strengthened through actual application of modules adopted to a given scenario in a certain locality during disasters;

- DRRM activities and operations conducted by various organizations of the Philippine Government are improved with the full coordination and active participation of LDRRMOs and the community, strategies are adopted to motivate communities cooperation and support;
- Success of the project primarily lies when there is unity of Purpose, enough resources and manpower with technical know-how and a strong political will of the crafters and implementers of project.

11) Also regarding the scope of the Project, observation includes the following:

- Expected deliverables and outputs of component 1 and 4 will be achieved within six (6) months before the end of the project;
- Achievement of output 2 and 3 is uncertain as it depends on the approval of the OSSP to fulfill its mandated task and function under RA 10121;
- There is close coordination, cooperation, support and harmonious relationship between OCD and the multi-sector stakeholders with the JICA experts and consultants. Participative and consultative dialogue and workshop on sharing best practices is periodically hold in areas piloted;
- Even Non-pilot areas (City of Aparri) DRRM Plan is formulated approved by the Council and adopted by the law-making body (SB). LDRRMOs and LCEs realized its importance and commit to roll-it out to the lowest level of society (barangay).

3.3 Efficiency

Efficiency of the Project is medium

- 1) The Project is evaluated as medium in term of its efficiency. This is mainly because of some constraints which have affected the project implementation as some activities are behind the schedule. These constraints includes the frequent change of OCD counterpart as well as frequent occurrences of disasters (such as Earthquake Bohol in October 2013, Typhoon Yolanda in November 2013 and Typhoon Glenda in July 2014, etc.) to which OCD has needed to attend. These constraints were mentioned not only by OCD counterparts but also indicated by JCC member organizations.
- 2) Inputs to the Project from the Japanese side such as the dispatch of experts and training in Japan were appropriately conducted in general, except for the change of chief advisor on the Japanese side during the course. Inputs from the Japanese side includes the service and facilitation by local consultants attached to each outputs. The Japanese experts are dispatched to the project intermittently, and continuous technology transfer to the Philippine counterparts is limited. To address this situation, the Project has hired local consultants per Output to transfer technology to OCD counterparts. In addition, the project hired local staff to undertake daily coordination, administrative and logistics activities. Altogether, they represent the JICA team in the Project.

- 3) Inputs from the Philippines side were the assignment of counterparts and operational budget for project implementation. The Philippine team in the Project is represented by the CDA, CDEXO and the OCD staff distributed or assigned per Output. The CDA and CDEXO are appointed positions in the OCD and were changed 3 and 2 times since the project started in 2012, respectively. The OCD counterparts are distributed and assigned per Output and undertake project activities. While there were not much staff turn-overs, many of the counterparts were transferred or re-assigned to Outputs other than they were previously assigned.
- 4) The communication between the JICA team and the Philippine team was good as indicated as one of promoting factors. The JCC meeting was held constantly, total 7 times to date. Because of project's compartmentalized set-up, the implementation of pilot activities is also fragmented. For example, Output 1 is pilot implemented in Region II while Output 4 is pilot implemented in Bataan province in Region III. Inter-component meetings, however, were conducted to secure smooth horizontal coordination of project activities.

No.	Date	Agenda	Participants
1 st JCC	18 Apr 2012	Official commencement	OCD, PHIVOLCS, PAGASA, DILG, DSWD, NEDA, LPP, LMP, ULAP (and DPWH, PIA were recommended as JCC members)
2 nd JCC	3 Aug 2012	Approval of PDM ver2	OCD, PHIVOLCS, PAGASA, DILG, DSWD, NEDA, LPP
3 rd JCC	14 Nov 2012	Monitoring the progress and on IMS development	OCD, DILG, NEDA, LPP, LMP, ULAP
4 th JCC	22 Feb 2013	Achievement of the 1 st year with	OCD, NEDA, PHIVOLCS, DSWD, LPP, DPWH
5 th JCC	18 Oct 2013	Mid-term review	OCD, PAGASA, LMP, ULAP, GHQ&HEC, NEDA, PHIVOLCS, LGA(DILG)
6 th JCC	7 Feb 2014	Approval of PDM ver3	PAGASA, ULAP, LMP, OCD, NEDA, LPP
7 th JCC	20 Aug 2014	Monitoring the progress	OCD, PHIVOLCS, DILG, LGA, DSWD, NEDA
8 th JCC	10 Oct 2014	Terminal Evaluation	

- 5) Promoting factors indicated are:
- communication access is easy since the project office, where Japanese experts and local consultants are at work on daily basis, is located at the 3rd floor of OCD;
 - strong commitment and support for CBDRRM activities by Local Chief Executives in Region III (i.e., Governor of Bataan Province, Mayor of Balanga City and Mayor of Morong Municipality) as well as active engagement of the OCD regional office and cooperation of LDRRMO in pilot LGUs in Region II (Cagayan Province, Alcala Municipality, Isabela Province, Ilagan City); and
 - Good initiative of OCD to expedite the Project by developing NDRRMP before the beginning of the Project, and by holding regional summits (in June-September 2013 organized by each OCD regional office for provincial DRRM officers), as well as assisting a knowledge sharing workshop at the occasion of regular regional directors' meetings.

6) Hindering factors indicated are:

- reorganization of OCD structures in 2013, frequent change of counterpart personnel, and delay of establishing TIs, all of which may be related to the ongoing OSSP deliberation. For example, replacements of key participating members both on Philippine and Japanese side required additional time to clarify the scope of work and to readjust the work plan;
- multiple duties of OCD on alert status including the operation of Disaster Operation Center, to which OCD renders its service when typhoons and other disasters occur (e.g., Earthquake Bohol in October 2013, Typhoon Yolanda in November 2013 and Typhoon Glenda in July 2014); and
- understaffing with only 300 personnel for entire OCD nationwide, and now proposing a total staff of 1,500 in the new OSSP.

7) Japanese side has set out the Basic Approach for effective/efficient implementation of the Project and technology transfer. The results of the approach is summarized as below.

Basic Approach	Item	Results
1. Fostering of ownership of the project and strengthen capacities matched to existing capacities	1-1. Sharing the results among OCD	Ownership by the counterpart members has been fostered to some extent by holding the periodical counterpart meetings and the presentation of the progress of activity by the counterpart members. However, the frequent changes of the counterpart members and the responses to the frequent disasters have been the hindering factors.
	1-2. Promote position of OCD as central agency for DRRM activities	The project selected the activities which would involve the related agencies. OCD has played a primary role for the implementation of those activities. OCD's initiatives have been positively appreciated by other agencies in the case for the NDRP development.
2. Closely cooperate with Philippines Government Agencies and Various Other Parties	2-1. Cooperate with other DRRM related agencies and share results	Since the project activities had to be implemented in cooperation with other DRRM related agencies, it might not be necessary to highlight this item as one of the basic policies.
	2-2. Avoid duplicated activities with other donors and cooperate to promote effectiveness through cooperation	The project activities were selected by considering the other donor's activities carefully. During the project also, some of the activities related to the project were examined carefully. For example, regarding the information management system which was planned to be installed by IBM in the second year of the project, the relation with the IMS in this project was repeatedly discussed to avoid the duplication.
	2-3. Input from other JICA projects concerning disaster management	The input from other JICA projects is limited, though the "Flood Hazard Mapping Manual" was utilized in the project activities and the information was shared with the project on Area BCP. On the other hand, one of the counterpart members was dispatched to the seminar organized by the other JICA project held in Myanmar as a resource person.
	2-4. Cooperation with the JICA long-term expert for effective implementation	JICA long-term expert has been involved in the project activities, counterpart meeting and JCC etc.

3. Maintain Flexibility for implementation the work	Expected outputs have been achieved efficiently by deciding the detailed project activities at several months after the commencement of the project and by reviewing the activity schedule flexibly according to the policy of OCD. However, frequent changes of CDA were unexpected.
4. Support based on Japanese knowledge and technology	The policies, plans and guidelines developed in the project were developed based on those in Japan, and the similar experience in other countries. Especially the structure of DRRM plans in Japan was understood by some of the counterpart members, and the experience of past disaster such as East Japan Earthquake and Tsunami was introduced at the seminar etc. The places to visit during the training program in Japan were selected from the point of places which are related to the project activities

3.4 Impact

Impact of the Project is medium-high.

- 1) The most important impact is the advancement towards achieving the Overall Goal, *DRRM activities conducted by organizations of the GOP are improved*, which is expected to be attained 3 to 5 years after the cooperation period. At present, the indication of progress towards the Overall Goal based on project's achievements is still limited, but there were some observations of OCD's improved activities from those who were interviewed during the terminal evaluation as already described above (e.g. OCD's coordination and linking actions with relevant organizations in response to recent natural disasters were improved.)
- 2) There are some impacts directly extended from project activities on LDRRMPs. OCD-Region II counterparts trained by the Project assisted the municipal DRRM office of Aparri Municipality in formulating their municipal DRRM plan using the template and processes promoted by the Project (assistance of OCD-Region II included lectures and facilitation of workshops, meetings and write-shops). The formulation of Aparri MDRRMP was completed in November 2013, endorsed by the municipal DRRM council, and approved by the municipal Sangguniang in June 2014. Likewise, Peñablanca DRRMO in cooperation with Region II plans to prepare next LDRRMP adopting the template and similar consultative processes. Peñablanca has its own LDRRMP since 1990 based on their own format and the one for 2014 was already approved by LDRRMC and Sangguniang. Peñablanca DRRMO realizes following the template would require more analysis, meetings, time and efforts than using their own format in preparing the LDRRMP.
- 3) Approval of NDRP on Hydro-meteorological Disasters at NDRRMC on 11 June 2014 has also caused some direct impacts, one of which is the reorganization of Response Cluster structures. Now, there are 12 response clusters under the supervision of DSWD, where OCD shall lead two clusters, Logistics and

Emergency Telecommunications, and DILG shall lead the Management of the Dead and Missing (MDM) cluster which was previously led by Department of Health. With the reorganization of the cluster, each agency is now focused on its specific roles. This has made the coordination and response more efficient.

- 4) Also in relation to the reorganization of the cluster, each cluster is requested to prepare a comprehensive operational guideline in line with the policy, role and responsibility prescribed in NDRP. DILG already started developing the operational guideline for MDM cluster. Also, DILG is promoting the formulation of local disaster response plans by LGUs. This initiative is, however, still needs to be adjusted and aligned with the development of contingency plans for regional or lower level LGUs, which has already been undertaken by UN agencies.
- 5) Based on the project experiences, some OCD counterparts were invited to international conferences and made presentations on DRRM initiatives in the Philippines, e.g., at the 6th Asian Ministerial Conference on Disaster Risk Reduction in Bangkok on 22-26 June 2014, and the annual seminar of the JICA project in Myanmar “Establishment of End to End Early Warning System for natural Disaster” on 8 July 2014.

3.5 Sustainability

The prospect of sustainability of the Project is medium.

- 1) From the institutional point of view, the sustainability of the OCD activities is high. Project activities on planning, operations, education and training, and CBDRRM are fully aligned with the mandate of OCD, which was firmly confirmed by CDA during the terminal evaluation. Technology transfer through the Project and consequent outputs are appreciated as invaluable, which OCD intends to utilize and disseminate to other areas. As already noted as one of remarkable impacts, the recognition by other organizations on OCD’s improved coordination can also contribute to their continued capacity development in the long run.
- 2) From technical point of view, it is likely that OCD staff will have little difficulty in continuing and developing activities on planning, operation, education & training, and CBDRM. One concern indicated, however, is the maintenance and stable operation of IMS. At present, the system is mainly operated by the JICA team (Japanese experts and local consultants). If the technical capacity of OCD is assessed not adequate enough for maintaining the system for themselves, hiring or contracting a IT professional should be considered, who can be based in OCD and keep the system in operation, even during an emergency situation such as typhoons. IMS is also expected to contribute to PDRA, which OCD is actively promoting as its own initiative.
- 3) From the capacity of human resources viewpoint, frequent changing of focal persons is identified as a constraint that the Project has encountered during the implementation. It is uncertain when the OSSP is finalized and staffing of OCD is consolidated. It is noted that the OCD itself cannot hire official personnel. At present, the number of OCD staff is 416 (147 at main office and 269 at regional offices), among which 180 are working on a contractual basis. The additional budget to continue the contract of

these staff was approved only at the end of September 2014, thereby these staff is able to work until the end of December 2014. In spite of increasing load of work after the launching of RA10121, the number of OCD staff remains the same over the past years and shortage of staff is widely indicated during the terminal evaluation. The proposed OSSP includes the increase the number of staff to 1,500.

- 4) From financial viewpoint, the prospect of sustainability is also assessed as medium. OCD has already borne some of local costs necessary for project activities, most of which are planning, coordination and monitoring. Continuation of these activities is not expected to require large amount of extra budget since they can be incorporated into current, regular duties of each division (except for the maintenance of IMS). More importantly, new activities are expected to be undertaken by LGUs such as the preparation and upgrading of LDRRMPs with participatory and consultative process and possibly utilizing the LDRRMP template. For the purpose, LGUs can consider utilizing their respective local DRRM funds to which each LGU is required to allocate 5% of its budget. OCD has already programmed and budgeted CBDRRM Capacity Enhancement in 2015 Annual Budget.

Chapter 4 Results of the Joint Terminal Evaluation

4.1 Conclusion

The relevance of the Project remains high, aligned with government policy on disaster risk reduction management and OCD's mandate. The effectiveness of the Project is medium as the Project has significantly contributed to the strengthening of OCD's capacity on DRRM, but finalization and approval of some project outputs still needs to be expedited during the remain cooperation period in order to achieve the set Project Purpose. The efficiency of the Project is assessed medium because of some constraints which have adversary affected the efficient project implementation. The impact of the Project is assessed as medium-high because there are some remarkable impacts already observed, but progress towards the Overall Goal based on the achievements of the Project is still limited. The prospect of sustainability is medium at present in terms of institutional, technical, financial, as well as human resources perspective, but this could be improved once the prolonged deliberation of OSSP is concluded and OCD's organizational structure and staffing are properly arranged.

4.2 Recommendations

Recommendations on measures to be taken by the Project and OCD during and beyond the remaining cooperation period in consultation with agencies concerned are as follows.

1) Completion of remaining project activities

The Project is to clarify the plan of operation for the remaining cooperation period to ensure the completion of remaining project activities to deliver the intended tangible outputs.

(Output 1) Checklist and Assessment Form (M&E tool), Suggestion for the Sunset Review of RA10120

(Output 2) NDRP on Earthquake and Tsunami, OCD Operations Manual for Response, IMS (Information Management System)

(Output 3) National DRRM Education and Training Plan, Four priority training modules for DRRM TIs, Civil Defense Education and Training Program

(Output 4) Concept Paper of CBDRRM National Policy, Basic Instructor's Guide, Action Plan for CBDRRM activities

2) Follow-up and monitoring the approval of outputs

The approval of some intended tangible outputs as listed above would be beyond the influence of the Project and may not be achieved during the cooperation period. In considering such cases, a monitoring plan to verify its completion until final approval should be considered by OCD as its own activities or by the

Project by assigning personnel. The finalization of OSSP should be also closely monitored in order to sustain the relevance of some project outputs.

3) Continuous improvement of project outputs with OCD's own initiative

Most documents and system developed by the Project are “living” outputs that requires continual improvement and revision as and when necessary in accordance with changing situations. It may be necessary for OCD to revise some documents such as OCD Operations Manual, DRRM priority training modules for TIs, and CDETP when OSSP is finalized. Even before the finalization of OSSP, OCD can improve/adjust the priority training modules, CDETP, and CBDRRM concept paper with Basic Instructors' Guide through monitoring and adaptive management cycle. For example, the cascade cycle of TOT was conducted only once as pilot testing during the Project implementation. It will be much beneficial when the experiences and results of the first cycle is used to improve the 2nd cascade cycle of TOT.

4) Extension and dissemination of good practices of the Project to other areas

In the Project, the formulation of LDRRMPs and promotion for CBDRRM were conducted as pilot activities in Region II and Region III, respectively, at selected LGUs. The good practices and experience in the pilot LGUs should be expanded to other LGUs, too. Some recommendations that can be considered are:

- utilizing regular occasions of OCD Senior Leaders' Conference where directors of OCD regional offices convene at the OCD head office two-three times a year;
- Local DRRM Offices being given a regular/ permanent (plantilla) position to ensure professionalism and continuity of DRRM program, project and activities;
- drafting of a Joint Memorandum Circular approved by DRRMC for adoption and implementation of a standard plan and training manuals;
- adopting measures to assure sustainability of the project with efficient utilization of 5% DRRM funds and 20 % Development fund from the national down to the lowest level of governance.

In addition, considering the Filipino culture, deeper and realistic monitoring of the project in piloted areas should be initiated through constant dialogues and periodic visits of the JICA experts with OCD personnel to promote a closer rapport and building confidence between them and the stakeholders.

5) Strengthening technical capacity of OCD

In addition to developing plans, manual, guidelines, and system on DRRM which was undertaken by the Project, it is pointed out that OCD staff still needs technical capacity, capability and credibility as specialists on DRRM. At individual level, this can be promoted by increasing individual skills/knowledge through trainings. At organizational level, OCD can also consider recruiting new staff specialized on certain technical areas (e.g. respective disasters of typhoon, volcano, and earthquake, as well as information

technology including IMS) or exchanging personnel with other professional/technical institutes such as PAGASA and PHIVOLCS.

6) Promoting coordination of disaster-related organizations

Increased coordinating capacity of OCD as a result of project intervention has already been noticed by some disaster-related organizations. In order to achieve the Overall goal, it is essential for OCD to strengthen this capacity as the OCD administer of NDRRMC under the chair of DND, and vice chairs of DILG, DSWD, DOST, and NEDA. NDRRMC consists of about 40 member organizations, half of which are national government agencies. In addition, in order to promote the extension and dissemination of DRRM activities to LGUs, the coordination with DILG is also important.

7) Localizing the outputs/results of the Project on DRRM activities

The DRRM-CEP targeted strengthening the capacity of Office of Civil Defense, and successfully the coordinating capacity of OCD has been enhanced due to the Project. By utilizing the policies, tools and coordinating capacity gained during the DRRM-CEP, it should be applied at the region and local level for further improvement of the DRRM system as a whole in the Philippines, such as NDRP/Regional DRP, IMS, DRRM plans and CBDRRM. Also, OCD should utilize training frameworks which was formulated during the project.

8) Ensuring appropriate number of staff

In spite of increasing load of work after the launching of RA10121, the number of OCD staff remains almost the same and shortage of staff is widely indicated during the terminal evaluation. While recognizing the ongoing OSSP discussion, OCD still needs to make continued efforts to secure appropriate number of staff to fulfill its mandate and also to carry out the recommendations above.

Making representation to fast-track approval of OCD Organizational Structure and Staffing Pattern (OSSP) to accomplish expanded functions of OCD under RA 10121 can be considered.

4.3 Lessons learned

Lessons learned drawn from experiences of the Project for ongoing or future similar technical cooperation projects are as follows.

1) Capacity Assessment

Conducting a capacity assessment of OCD was proposed in the preliminary survey report dated December 2010 as well as in the mid-term review report dated October 2013. The baseline survey was conducted in the 1st year of the Project. Due to the change of pilot regions and LGUs during the course of the project implementation, however, the activity of carrying out the end-line survey has disappeared. There is

no plan for the Project to conduct another capacity assessment during the remaining period. This is partly attributed to the undertaking of a capacity assessment survey has not been explicitly described in the PDM. In a project aiming at the strengthening of capacity, conducting a capacity assessment should be included as an activity in PDM in order to evaluate the results of intervention/contribution of technical cooperation. Regarding the contents and structure of capacity assessment, precedent examples of not only disaster management, but also other areas such as education and health can be used as reference.

2) Activity that can synthesize each outputs to improve the DRRM system as a whole

The Project has focused on the four specific, prioritized areas for OCD's capacity enhancement (i.e. planning, operations, education and training, and CBDRRM). As a result of this project design with specific focus, the Project has rather a compartmentalized set-up, and the implementation of pilot activities also tends to be fragmentized. (For example, Output 1 is pilot implemented in Region II while Output 4 is pilot implemented in III.) In order to address this issue, inter-component meetings have been conducted by the Project to secure smooth horizontal coordination of project activities. Not only individual outputs on DRRM but also a cross-cutting component to improve the DRRM system as a whole can be included in the PDM.

3) Appropriateness of the Indicator

The Project has not fully achieved its indicators at present partly because most indicators require approval of outputs from relevant authorities. There was actually discussion once before whether or not including "approval" of the plan/policy into indicators was too demanding for the Project. At the same time, positive effects of including "approval" into the indicators are also apparent such as promoting activity progress, ensuring the contents of outputs, and causing impacts as the outputs are authorized and official. It should be discussed carefully whether the approval of outputs can be included in project activities or an external factor/an important assumption to project activities.

There is a realization derived after a thorough dialogue and discussion between the evaluation team and local Disaster Risk Reduction Officers of the piloted areas realizing that DRRM Council is the approving authority of DRRM Plans to be adopted by the Sangguniang Bayan for budgetary purposes only.

Appendixes

- A.1 Revised Project Design Matrix
- A.2 Plan of Operation
- A.3 Schedule of Terminal Evaluation
- A.4 List of Interviewees
- A.5 Dispatch of Japanese Experts
- A.6 Provision of Equipment
- A.7 Counterpart Training
- A.8 Assignment of Counterparts
- A.9 Operation Budget
- A.10 Result Grid (Achievement of Indicators)
- A.11 Evaluation Grid in accordance with the 5 Criteria
- A.12 Signed Minutes of Meeting

Appendix 1: Revised Project Design Matrix

Project Name: Disaster Risk Reduction and Management (DRRM) Capacity Enhancement Project
Target Area: Philippines
Implementing Agency: Office of Civil Defense (OCD)

Duration: 2012 – 2015 (3 years)
Target Group: OCD staff

Version 3.0
Date: 07 February 2014

Narrative Summary		Objectively Verifiable Indicators	Means of Verifications	Important Assumptions
Overall Goal DRRM activities conducted by organizations of the Government of the Philippines (GOP) are improved.	Project Purpose Capacity on DRRM of OCD is strengthened.	<ul style="list-style-type: none"> Sunset Review of RA10121 is implemented. LDRRMPs of all LGUs are upgraded. Utilization of DRRMPs by other organizations is regularly updated in OCD's M&E system. DRRM activities on plans, manuals and guidelines prepared through the project are implemented. (*1) The concepts, systems and programs prepared through the project are operationalized. (*2) 	<ul style="list-style-type: none"> Report of Sunset Review Monitoring sheet Activity reports / Annual Reports of relevant agencies Disaster Situation Reports Surveys and interviews with relevant GOP organizations 	<ul style="list-style-type: none"> Policy direction of GOP on DRRM continues and NDRRMP is legislated. Necessary budget for DRRM activities based on NDRRMP are secured. Relevant GOP organizations conduct appropriate DRRM activities.
		<ul style="list-style-type: none"> Plans, manuals and guidelines prepared through the project are authorized. Concepts, systems and programs prepared through the project are ready for operation. 	<ul style="list-style-type: none"> Minutes of NDRRMC-TMGs Reports and documents by OCD OCD's Annual Report Surveys and interviews with relevant GOP organizations 	
Outputs: 1. Planning and implementing capacity of OCD on DRRM is strengthened.	2. DRRM activities, including information management, are standardized.	<ul style="list-style-type: none"> Suggestions for Sunset Review of RA 10121 and improvement of NDRRMP on LGU's DRRM activities based on project experiences are prepared. RDRRMPs at all Regions (17 Regions) are formulated and approved. LDRRMPs for pilot LGUs in Region II are formulated and approved. Monitoring tools/sheet of LDRRMPs and LDRRMOs for LGUs is developed 	<ul style="list-style-type: none"> Checklist / Monitoring sheet Project Progress Report Documents issued by OCD Resolution of RDRRMP/ Report from OCD regional office Resolution of LDRRMP / Report from pilot LGUs 	<ul style="list-style-type: none"> Organizations and members which acquired skills from the project continue to work for DRRM.
		<ul style="list-style-type: none"> NDRPs for Hydro-Meteorological, Earthquake and Tsunami Disasters are approved. OCD Operations Manual for Response is approved. IMS (Databases of Responder, Incident and Historical Disaster) at the Central and Regional Offices is approved. 24 ICT staff are trained for IMS. (CO: 7 and Ros 17) Drills for NDRP, Operations Manual and IMS are implemented. 	<ul style="list-style-type: none"> NDRP Operations Manual for Responses Database and IMS set in OCD-CO Training Reports 	
Activities 1-1 Review RA10121 and National Disaster Risk Reduction and Management Plan (NDRRMP) on LGU's DRRM activities 1-2 Formulate selected Regional DRRM Plan (RDRRMP) 1-3 Formulate selected LGU DRRM Plans (LDRRMPs) 1-4 Guide LGUs to monitor development of LDRRMP and establishment of DRRMO 2-1 Identify the relevant organizations and their roles in DRRM activities the project 2-2 Identify priority areas of standardized guidelines and operation manuals 2-3 Identify National Disaster Response Plan (hereinafter referred to as "NDRP") 2-4 Develop National Disaster Response Plan (hereinafter referred to as "NDRP") 2-5 Develop OCD Operation Manual for Response 2-6 Develop information management system (IMS) for DRRM activities 2-7 Conduct drills based on NDRP, operation manual(s) and IMS 2-8 Review and revise NDRP, operation manual(s) and IMS 3-1 Develop National DRRM Education and Training Program (NDRRMEIP) 3-2 Identify and formulate priority training modules for DRRM Tis 3-3 Develop Civil Defense Career Education and Training Program for OCD 4-1 Review previously conducted CBDRRM activities 4-2 Develop CBDRRM National Policy to implement CBDRRM activities 4-3 Develop CBDRRM Training Course with module including Basic Instructor's Guide 4-4 Implement and review pilot CBDRRM activities 4-5 Prepare action plan to implement CBDRRM activities nationwide	Inputs <u>Japanese side:</u> <ul style="list-style-type: none"> Dispatch of experts Disaster Risk Reduction Management Plan/Team leader Disaster Risk Reduction Management Operation Human Resource Development & Planning Community Based Disaster Risk Management Information Management System Disaster Risk Reduction Management Plan 2 / Project coordinator Other short-term experts (Development of NDRRMP, etc) Machinery and equipment necessary for development of information management system Cost for the implementation of pilot activities Counterpart trainings in Japan 	<u>Philippine side:</u> <ul style="list-style-type: none"> Counterpart personnel Office space and other facilities necessary for project activities Necessary operational expenses for the project activities 	<ul style="list-style-type: none"> Relevant GOP organizations cooperate to the project activities. Communities in the pilot areas accept the Project 	<ul style="list-style-type: none"> Pre-conditions Counterpart personnel from OCD Permanent staff/officials is assigned.
		2'- DRRM activities implemented by LGUs are monitored, evaluated and supported. - IMS is utilized for DRRM activities according to operation manual. - Training programs are implemented with DRRM Tis and/or other agencies in accordance with NDRRMEIP. - Training programs are implemented with OCD Budget in accordance with the Civil Defense Career Education and Training Program. - Tangible Outcomes (e.g. Joint CBDRRM Programs and Implementation by OCD and DILG, CBDRRM Programs by LGUs in accordance with concept/action plan)		

*1: - Response activities are conducted according to NDRP and Operation manual.

- CBDRRM activities at community level are conducted by Utilizing instructor's guideline other than pilot area.

Appendix 2: Plan of Operation

Activity	FY 2011		FY 2012				FY 2013				FY 2014			
	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM
Output 1: Planning and implementing capacity of OCD on DRRM is strengthened.	-	-							-			-		
1-1 Review RA I(01)21 and National Disaster Risk Reduction and Management Plan (NDRRMMP) on LGU's DRRM activities	-	-							-			-		
1-2 Formulate selected Regional DRRM Plan (RDRRMMP)	-	-							-			-		
1-3 Formulate selected LGU DRRM Plans (LDRRMMPs)	-	-							-			-		
1-4 Guide LGUs to monitor development of LDRRMMP and establishment of DRRMO	-	-							-			-		
Output 2: DRRM activities, including information management, are standardized.	-	-							-			-		
2-1 Identify the relevant organizations and their roles in DRRM activities the project	-	-							-			-		
2-2 Identify the necessary human resources, equipment and facilities for DRRM activities	-	-							-			-		
2-3 Identify priority areas of standardized guidelines and operation manuals	-	-							-			-		
2-4 Develop National Disaster Response Plan (hereinafter referred to as "NDRP")	-	-							-			-		
2-5 Develop OCD Operation Manual for Response	-	-							-			-		
2-6 Develop information management system (IMS) for DRRM activities	-	-							-			-		
2-7 Conduct drills based on NDRP, operation manual(s) and IMS	-	-							-			-		
2-8 Review and revise NDRP, operation manual(s) and IMS	-	-							-			-		
Output 3: DRRM education and training system and capacity is strengthened.	-	-							-			-		
3-1 Develop National DRRM Education and Training Program (NDRRMETP)	-	-							-			-		
3-2 Identify and formulate priority training modules for DRRM Tis	-	-							-			-		
3-3 Develop Civil Defense Career Education and Training Program for OCD	-	-							-			-		
Output 4: Support system to Community Based Disaster Risk Reduction and Management (CBDRRM) is strengthened.	-	-							-			-		
4-1 Review previously conducted CBDRRM activities	-	-							-			-		
4-2 Develop CBDRRM National Policy to implement CBDRRM activities	-	-							-			-		
4-3 Develop CBDRRM Training Course with module including Basic Instructor's Guide	-	-							-			-		
4-4 Implement and review pilot CBDRRM activities	-	-							-			-		
4-5 Prepare action plan to implement CBDRRM activities nationwide	-	-							-			-		
JCC Meeting (as project management activity)	-	-	○ 1 st	○ 2 nd	○ 3 rd	○ 4 th			○ 5 th	○ 6 th		○ 7 th		
Actual operations of activities (lines) and plan of the activities (shades)	-	-							-			-		

Appendix 3: Schedule of the Terminal Evaluation

No	Date	Leader / Survey Planning	Evaluation and Analysis	Disaster Policy	Filipino Evaluators
1 st	20 Sep	Sat	Document Arrangement		
2 nd	21	Sun	11:30 Meeting with Thematic Evaluation Consultant		
3 rd	22	Mon	09:30 Kick-off Meeting		
4 th	23	Tue	10:00 Component 3 13:30 Component 1		
5 th	24	Wed	10:00 Component 2 13:40 Component 4	(Sri Lanka)	10:00 Component 2 13:00 Component 4
6 th	25	Thu	08:45 Meeting with OCD-Region III 11:40 Balanga City 15:20: Morong Municipality	(Sri Lanka)	08:45 Meeting with OCD-Region III 11:40 Balanga City 15:20: Morong Municipality
7 th	26	Fri	11:00 Meeting with OCA and CDEXO 14:20 DSWD hearing	(Sri Lanka)	11:00 Meeting with OCD Executives 14:00 Hearing with DSWD
8 th	27	Sat	Meeting with Thematic Evaluation Consultant	(Sri Lanka)	
9 th	28	Sun	Document Arrangement		
10 th	29	Mon	10:30 Meeting with Expert Team 14:20 NEDA hearing 16:00 Survey for IMS 17:50 Additional Interview on Component 3	14:20 Hearing with NEDA 16:00 Survey for IMS	16:00 Survey for IMS
11 th	30	Tue	11:15 Departure to Tuguegarao 13:40 Courtesy Call at OCDII 16:00 Non-pilot LGU (Aparri MDRRMO) hearing		
12 th	1 Oct	Wed	09:00 Meeting with OCDII 10:50 Pilot LGUs (Cagayan PDRRMO, Alcala MDRRMO) hearing 13:20 Pilot LGUs (Isabela PDRRMO, Ilagan CDRRMO) hearing 15:20 Non-pilot LGUs (Peñablanca MDRRMO) hearing 12:55 Return to Manila 15:30 DILG hearing		
13 th	2	Thu			
14 th	3	Fri	10:00 JICA reporting meeting 11:00 AusAID hearing 13:00 PAGASA hearing 15:00 PHIVOLCS hearing		13:00 PAGASA hearing 15:00 PHIVOLCS hearing
15 th	4	Sat	Document preparation		
16 th	5	Sun	Arrival at Manila (Survey Planning) 17:10 Meeting among Evaluation Team		
17 th	6	Mon	12:00 Observation on IMS Arrival at Manila (Leader) 15:00 Meeting with Japanese Experts		
18 th	7	Tue	10:00 Meeting among Evaluation Team and Japanese Experts 14:00 Feedback meeting		14:00 Feedback meeting
19 th	8	Wed	10:00 Explanation to OCD executives		
20 th	9	Thu	12:00 Finalizing Evaluation Report and M/M 16:00 Reporting to JICA Office	16:00 Reporting to JICA Office	
21 st	10	Fri	10:00 ICC, signing of M/M		
22 nd	11	Sat	Departure from Manila		

Appendix 4: List of Interviewees

1 Philippine Side			
1) Counterpart Organization			
1	Dir. Honorato S. De Los Reyes	Civil Defense Executive Officer, NDRRMC, OCD	9/22, 26, 10/8
2	Ms. Susana E. Quiambao	Chief, Education and Training Division (component 3)	9/23
3	Ms. Rona C. Delos Santos	Education and Training Division (component 3)	9/22, 23
4	Ms. Rodella Rosario R. Rodriguez	Chief, HRDM Division (component 3)	9/22, 23
5	Mr. Roberto Manalo	HRDM Division (component 3)	9/22, 23, 10/7
6	Ms. Josephina T. Porcil	Plans and Programs Division (component 1)	9/22, 23, 10/7
7	Mr. Kenneth C. Menor	Plans and Programs Division (component 1)	9/22, 23
8	Mr. Wilson Gonowon	CEIT Division (component 2)	9/22, 24, 29
9	Mr. Sonny Patron	OIC, Operation Division (component 2)	9/22, 24, 10/7
10	Ms. Lenie D. Alegre	Chief, National Disaster Risk Reduction and Management Service (component 4)	9/24, 26
11	Ms. Anna-Lisa D. Orallo	NDRRMS (component 4)	9/24, 25
12	Ms. Shelby Ruiz	NDRRMS (component 4)	9/22, 24, 25, 10/8
13	Ms. Aurora D. Dela Rosa	Education and Training Division (component 4)	9/22, 24, 25
14	Ms. Maria Teresa J. Galang	Education and Training Division (component 4)	9/22
15	Ms. Josefina T. Timoteo	OCD Region 3, Regional Director	9/25
16	Mr. Edgar Nigel B. Lontoc	OCD Region 3, Assistant Regional Director	9/25
17	Mr. Darios S. Vallejos	OCD Region 3, Chief Planning Division	9/25
18	Mr. Michael A. Dumlao	OCD Region 3, Operations Assistant	9/25
19	Undersecretary Alexander P. Pama	CDA, OCD	9/26
20	Ms. Norma C. Talosig	OCD Region 2, Regional Director	9/30, 10/1
21	Ms. Jane Airien M. Torres	OCD Region 2, Operations, Civil Defense Officer I	9/30, 10/1
22	Ms. Mary May S. Baclic	OCD Region 2, Civil Defense Officer	9/30
23	Ms. Jaye M. Cabauatan	OCD Region 2, Civil Defense Officer II	9/30, 10/1
24	Mr. Philip B. Labuguen	OCD Region 2	10/1
25	Mr. Ronald L. Villa	OCD Region 2	10/1
26	Ms. Janice M. Padagdag	Plans and Programs Division	10/7
27	Mr. Rico Caigoy	CEIT Division (component 2)	10/7
28	Mr. Romeo F. Fajardo	Deputy Administrator	10/8
2) Cooperating Organizations			
1	Ms. Marie Mortera	DND	9/22
2	Honorable Joet S. Garcia	City Mayor, City of Balanga, Bataan	9/25
3	Mr. Victor A. Baluyot Jr.	Barangay Captain, Barangay Tortugas	9/25
4	Mr. Carlos C. Dela Fuente	Bataan PDRRMO	9/25
5	Ms. Cherry Anne C. Matias	Bataan PDRRMO	9/25
6	Ms. Rofelia D. Buenaventura	Teacher /Department of Education	9/25
7	Mr. Cesar Salaveria Sr	Barangay Tortugas	9/25
8	Mr. Dennis B. Mariano	Balanga CDRRMO	9/25
9	Mr. David Malibiran	Balanga CDRRMO	9/25
10	Ms. Karleen Mae T. Inieto	Balanga CDRRMO	9/25
11	Ms. Danica Joy D. Reyes	Balanga CDRRMO	9/25
12	Honorable Jorge S. Estanislao, M.D.	Municipal Mayor, Municipality of Morong, Bataan	9/25
13	Ms. Maria Teresa B. Alagon	Morong, Municipal Planning and Development Coordinator (MPDC)	9/25
14	Ms. Yolanda E. Manalo	Morong, Municipal Social Welfare and Development Officer (MSWDO)	9/25
15	Mr. Rodolfo V. Concepcion	Municipal Disaster Risk Reduction and Management Office (MDRRMO)	9/25
16	Mr. Jhun Lim	Morong, Barangay Kagawad	9/25
17	Mr. Ferdie Domingo	Morong, Barangay Kagawad	9/25
18	Mr. Larry Domingo	Morong, Barangay Kagawad	9/25
19	Mr. Joel Labandillo	Morong, Barangay Kagawad	9/25
20	Ms. Chona A. Bautista	Morong, Barangay Secretary	9/25
21	Ms. Lezzth I. Dnran	Morong, Secretary of the Mayor	9/25
22	Ms. Imee Rose S. Castillo	DSWD (Department of Social Welfare and Development)	9/26
23	Mr. Roderick V. Guisadio	DSWD (Department of Social Welfare and Development)	9/26
24	Mr. Gery Villareal	DSWD (Department of Social Welfare and Development)	9/26
25	Ms. Kristine M. Villarino	NEDA, OIC-Chief Economic Development Specialist, Regional Development Staff - Land Use and Physical Planning Division	9/29
26	Mr. Ronald Villon	Aparri, Municipality DRRM Officer	9/30
27	Ms. Soledad Siriban	Aparri, Midwife	9/30

28	Mr. Rolando Liberato	Aparri, Municipal Engineer	9/30
29	Mr. Romarico Panaga	Aparri, Municipal Treasurer	9/30
30	Ms. Norma Ragonjan	Aparri, MPDC	9/30
31	Mr. Ismael Tumar	Aparri, Former Mayer, Adviser	9/30
32	Ms. Rosario Gaspar	Aparri, Municipal Registrar	9/30
33	Mr. Julius Catral	Aparri, Municipal Assessor/Administrator	9/30
34	Ms. Antonette Clrds	Aparri, Nurse	9/30
35	Mr. Jimmy Siriban	Aparri, Member of Sangguniang Bayan	9/30
36	Honorable Shalimar D. Tumar, M.D.	Aparri, Municipal Mayor	9/30
37	Ms. Ria Capeña	Aparri, Member of Sangguniang Bayan	9/30
38	Mr. Jacinto V. Adviento	Alcala MDRRM Officer	10/1
39	Mr. Reynaldo C. Floria	Alcala MDRRM Council	10/1
49	Mr. Bonifacio U. Cuarteros	Cagayan PDRRM Officer	10/1
41	Ms. Mia Carbonel	Cagayan PDRRM Officer	10/1
42	Mr. Restituto P. Vargas	Cagayan PDRRM Officer	10/1
43	Mr. Quirico P. Capiral Jr.	Cagayan PDRRM Officer	10/1
44	Ms. Ophelia M. Parallag	Cagayan HRD officer	10/1
45	Mr. Rolando B. Calabazaron Jr.	Cagayan IT head of the Provincial Planning and Development Office	10/1
46	Mr. Edmond Guzizan	Isabela PDRRMO	10/1
47	Mr. Higinio P. Bagunu	Isabela Administration Officer III	10/1
48	Mr. Francisco R. Estavillo	Ilagan CDRRMO	10/1
49	Mr. Francisco Carmona	Ilagan City, Planning Officer	10/1
50	Ms. Mercedes D. Yadao	Ilagan City, Budget Officer	10/1
51	Ms. Laidee Dianne C. Carmona	Ilagan City, Casual of Planning Officer	10/1
52	Ms. Excelsis R. De Leon	Peñablanca, MDRRMO Head	10/1
53	Mr. Fitzgerald T. Paglilauan	Peñablanca, MDRRMO Training Staff	10/1
54	Ms. Rafaela O. Quilang	Peñablanca, MDRRMO Staff	10/1
55	Mr. Allan Tabell	Chief, Central Office Disaster Information Coordinating Center, DILG	10/2
56	Ms. Mai G. Alagcan	Senior Program Officer, Australian Embassy	10/3
57	Ms. Anne C. Orquiza	Portfolio Manager, Development Cooperation, Australian Embassy	10/3
58	Ms. Rosalie C. Pagulayan	PAGASA	10/3
59	Dr. Renato U. Solidum Jr.	Director, PHIVOLCS	10/3

2 Japanese Side

1) Project			
1	Ms. Naoko KITAZAWA	Professional Engineer, Pacific Consultants Co., Ltd.	9/15,30, 10/1
2	Ms. Miki KODAMA	Senior Researcher, Asian Disaster Reduction Center	9/16, 22, 23, 29
3	Mr. Shinji IIDA	Consulting Engineer, Pacific Consultants Co., Ltd.	9/16, 22
4	Mr. Yoshihiko UCHIKURA	Consulting Engineers, Manager, Oriental Consultants Co., Ltd.	9/22, 23, 24, 29, 30, 10/1, 6, 7, 8
5	Mr. Kazuto SUZUKI	General Manager, Disaster Management Division, CTI Engineering International Co., Ltd	9/22, 23, 24, 29, 10/2, 6, 7, 8
6	Mr. Shozo KAWASAKI	Senior Architect, Oriental Consultants, Co., Ltd.	9/24, 26, 29, 10/2, 3, 6, 8
7	Ms. Hannah Lyda Mannag-Fernandez	(component 3) Human Resource Development Specialist	9/23
8	Ms. Terteen Gail Omana	(component 1)	9/23
9	Mr. Marcus Paolo PATAM	(component 2) Geodetic Engineer/Web GIS Specialist	9/24, 29
10	Ms. Gerlie SANTOS	(component 2)	9/24
11	Ms. Christine (Tin) F. Derafera	(component 4)	9/25
12	Ms. Motoyo ARAKI	Oriental Consultants Co., Ltd.	9/29
2) JICA Office			
1	Mr. Takahiro MORITA	Senior Representative	9/19, 10/3, 9
2	Ms. Yuko TANAKA	Chief, Human Security Group	9/19, 25, 10/9
3	Mr. Hayato NAKAMURA	Project Formulation Adviser, JICA Philippine Office	9/19, 22, 10/3, 9
4	Ms. Catherine, M. PALANCA	Program Officer, Poverty Reduction Section	9/22, 25, 30, 10/1,9
3) Others			
1	Ms. Mitsue MISHIMA	Thematic Evaluation Consultant	9/21, 24

Appendix 5: Dispatch of JICA Experts

As of October 2014

Name			Duration in Philippines (days of stay)						Total Days
			FY2012 Mar 2012 - Mar 2013		FY2013 May 2013 - Mar 2014		FY2014 May 2014 - Present		
1	Mr. Ryo Matsumaru	Team Leader/ Disaster Management Planning	3/19-3/31 4/9-6/6 7/10-7/18 7/24-8/30 10/8-10/26 11/5-11/17 1/9-1/30 2/11-3/6	13 59 9 38 19 13 22 23					196
2	Mr. Shozo Kawasaki	Team Leader			6/10 - 6/22 9/4 - 9/11 9/25 - 10/23 1/17 - 1/26	13 8 29 10	6/9 - 6/23 9/24-10/11	15 18	93
3	Mr. Yoshihiko Uchikura	Deputy Team Leader / DRRM Operations 1	4/9-5/3 7/24-8/14 1/28-2/8 2/14-3/1	25 22 12 16					75
		Deputy Team Leader / CBDRRM 1			6/10 - 6/22 8/29 - 9/28 10/13 - 10/19 11/28 - 12/20 1/14 - 2/13	13 31 7 23 31	6/2 - 6/26 9/21-10/18	25 28	158
4	Mr. Kazuto Suzuki	Deputy Team Leader / DRRM Operation	5/28-6/26 8/27-10/25 11/5-12/19 1/21-2/19 2/20-2/23	30 60 45 30 4	6/10 - 6/29 8/1 - 8/31 9/10 - 10/19 11/13 - 12/12 1/7 - 2/20	20 31 40 30 45	5/22 - 5/31 7/15 - 8/2 8/11 - 9/9 9/21-11/23	10 19 30 64	458
5	Mr. Kiyotaka Owada	DRRM Planning			6/10 - 8/9 9/1 - 9/11 9/16 - 9/29	61 11 14			86
6	Ms. Miki Kodama	Human Resources Development	4/24-5/3 7/22-9/2 11/4-12/1 12/16-12/20 2/3-3/3	10 43 28 5 29	6/12 - 7/7 7/21 - 8/21 10/16 - 11/15 11/24 - 11/30 1/19 - 2/19	26 32 31 7 32	6/8 - 6/12 7/1 - 8/2 8/26 -10/1	5 33 37	318
7	Ms. Rumi Hori	Training Plan / CBDRRM 2	3/19-4/27	40	7/22 - 9/4	45			85
8	Ms. Naoko Kitazawa	Training Plan / CBDRRM 2			10/20 - 11/25 1/26 - 2/8 2/16 - 2/24	37 14 9			60
		Local DRRM Planning 2			6/10 - 7/9 8/1 - 9/18	30 49	6/1 - 6/20 6/30 - 7/19 9/2 - 9/19 9/29 - 10/18	20 20 18 20	157
9	Ms. Yoko Nomura	CBDRRM	3/19-5/17 7/2-8/10 10/17-10/31 12/10-12/15 1/18-1/31 2/11-2/25	60 40 15 6 14 15					150
10	Ms. Motoyo Araki	Training Plan / CBDRRM 2 Project Coordinator / DRRM Planning 2					6/17 - 7/6 8/7 - 8/21 8/29 - 9/15 9/27 - 10/15	20 15 18 19	72
11	Mr. Akihiro Furuta	Information Management System	5/28-6/21 9/10-9/29 2/14-2/28	25 20 15	6/19 - 7/20 8/19 - 9/17 10/28 - 11/24 1/14 - 2/12	32 30 28 30	5/22 - 6/7 7/8 - 8/2	17 26	223
12	Mr. Shinji Iida	DRRM Technology	7/10-7/29 10/13-11/2 11/18-11/24 2/12-2/23	20 21 7 12	6/10 - 6/15 8/11 - 8/24 12/4 - 12/20 2/5 - 2/12	6 14 17 8	5/22 - 5/31 7/23 - 8/1 9/15 - 9/27	10 10 13	138
13	Ms. Miharuru Hosono	Project Coordinator / DRRM Planning 2			8/26 - 9/17 10/3 - 10/11 10/16 - 11/1 11/24 - 12/21 1/14 - 2/28	23 9 17 28 46			123
14	Mr. Masato Fujimoto	Project Coordinator / DRRM Planning 2	7/10-9/12 10/4-12/21 1/9-3/3	65 79 54					198
15	Mr. Hirotada Hasegawa	Local DRRM Planning 1			6/16 - 6/22 8/10 - 8/17	7 8			15
Total			1,063		1,032		510		2605

Appendix 6: Provision of Machinery and Equipment

As of September 2014

No	Equipment	Specification and Manufacturer	Delivery Date	Unit	Price	Location
1	Server Computer	IBM SYSTEM x3550 M4 7914B2A Rack 1U, Processor: Intel Xeon 4C, Memory :8GB, HDD: 1TB	26 Sep. 2013	1	Php 210,000.00	CEIS Division
2	GIS Computer	ACER VERITON M2611G Desktop, OS: Windows 7/8(64bit), Soft: Microsoft Office, Processor: Intel Core i5, Memory: 4GB, HDD: 1TB	26 Sep. 2013	1	Php 67,280.00	DRRM CEP Project Office
3	Plotter (A0 size)	HP DESIGNJET T790 CR649A 44" EPRINTER Width, 44 inches, Color, Resolution: 1440×720 dpi	26 Sep. 2013	1	Php 344,580.00	CEIS Division
4	GIS Software	ArcGIS for Desktop Basic (formerly ArcView) Single Use License	19 Sep. 2013	1	Php 151,785.71	DRRM CEP Project Office

Appendix 7: Training of Counterpart Personnel in Japan

Country Focused Training		Course Title		Name	Organization and Position		Period	Hosting Institution
Disaster Management Administration	1	Mr. Honorato S. Delos Reyes	Civil Defense Executive Officer of OCD	2013/6/23 – 2013/6/29 (7 Days)	Hokudan Earthquake Memorial Park /Disaster Reduction and Human Renovation Institution / Mikisogo Park / Kinki Division Rokko Sabo Office, MLIT / Ishinomaki City / Minamisanriku Town / Tohoku Regional Bureau, MLIT / The Tokyo Rinkai Disaster Prevention Part, etc.			
	2	Mr. Dante D. Balao	Chief of Planning Division, Department of National Defense, OCD					
	3	Mr. Juanito W. Dalmas	National Director of NSRC and OIC Training Division, OCD					
	4	Mr. Maue Luis M. Ochotorena	Regional Director of BASULTA Region					
Counterpart Training for DRRM Capacity Enhancement for All Stakeholders	1	Mr.SANTOS Ramon Gasapos	OCD-JICA Chairperson	2014/5/18 – 2014/5/24 (7 Days)	MLIT, Cabinet Office, Kamaishi City, Miyako City, Disaster Management Drill, etc.			
	2	Ms. Lenie D. Alegre	Chief, National Disaster Risk Reduction and Management Service (Comp 4)					
	3	Ms.PORCIL Josefina Tan	Assistant Division Chief, Plans and Programs Division (Comp 1)					
	4	Mr.MENOR Kenneth Curutan	Officer, Plans and Program Division (Comp 1)					
	5	Mr.PATRON Sonny Bayanin	Officer, Operations Division (Comp 2)					
	6	Mr.GONOWON Wilson Boaquina	Officer, Communications, Electronics & Information Systems Div (Comp 2)					
	7	Mr.MANALO Roberto Pasamba	Officer, Human Resource Devt and Mngt Division (Comp 3)					
	8	Ms.DELOS SANTOS Rona Carpio	Officer, Education and Training Division (Comp 3)					
	9	Ms.RUIZ Shelby Acosta	Officer, NDRRMS (Comp 4)					
	10	Ms.GALANG Maria Teresa Joaquin	Officer, Education and Training Division					
	11	Ms. QUIAMBAO Susana Endrinal	Officer, Education and Training Division (Comp 3)					
	12	Ms.TORRES Jane Airien Manzón	Chief, Operations Section, Region II					
	13	Ms.ORTEGA Ameerah Parale	Chief, Operations Division, Region III					
	14	Ms.HERNANDEZ Rizajoy Altamarino	Officer, Region VII					
	15	Mr. CALLANTA Patrick Alain Delos Santos	Officer, Region X					

Appendix 8: Assignment of Counterpart Personnel

OCD Management

	FY2012	FY2013(June)	FY2013(October)	FY2014 (present)
CDA (Civil Defense Administrator)	Usec.Benito T. Ramos	Usec.Eduardo D. Del Rosario	Usec.Eduardo D. Del Rosario	Usec.Alexander P. Pama
CDDA (Civil Defense Deputy Administrator)	-	BGen Romeo Fajardo	BGen Romeo Fajardo	BGen Romeo Fajardo
CDEXO (Civil Defense Executive Officer)	Dir. Ronald I. Flores	Dir. Honorato De Los Reyes	Dir. Honorato De Los Reyes	Dir. Honorato De Los Reyes
Chairperson of JICA Committee (OCD counterpart team leader)	-	Col. Dante Balao	BGEN Ramon G Santos	Dir. Honorato De Los Reyes
Vice Chairperson of JICA Committee	-	Ms. Lenie D. Alegre	Ms. Lenie D. Alegre	Ms. Lenie D. Alegre

Component 1

	FY2012	FY2013(June)	FY2013(October)	FY2014
Responsible C/P	Ms. Crispina B. Abat Ms. Lenie Alegre	Col Dante Balao	Col. Dante Balao	Cdr. Edgardo J. Ollet, Ms. Josephina Porcil (Plans and Programs Division) (Plans and Programs Division)
C/P in Charge	Mr. Marlon Henson Mr. Elvis Cruz	Mr. Elvis Cruz Ms. Leah Love G. Soriano Ms. Janice Padagdag	Ms. Josephina Porcil Ms. Raquel De Leon Ms. Leah Love G. Soriano Ms. Janice M. Padagdag Mr. Kenneth C. Menor Ms. Jane Airien Torres (Plans and Programs Division) (Plans and Programs Division) (Plans and Programs Division) (Plans and Programs Division) (Region II)	

Component 2

	FY2012	FY2013(June)	FY2013(October)	FY2014
Responsible C/P	Cdr. Edgardo J. Ollet, Mr. Christian Tabisura	LTC Edwin C. Sadang Maj. Reynaldo Balido	LTC Edwin C. Sadang Maj. Reynaldo Balido	LTC Edwin C. Sadang Mr. Relan Jay J. Asuncion (Operations Division) (NDRRMS)
C/P in Charge	Ms. Ana Lisa Orallo Engr. Florentino Sison Mr. Francis Rodriguez	Mr. Sonny Patron Mr. Sonny Patron Mr. Kelvin Oprecio Ms. Alexandra L. Flores Ms. Jacqueline Manara Mr. Oliver R. Arroyo	Mr. Relan Jay J. Asuncion Mr. Sonny Patron Mr. Kelvin Oprecio Ms. Jacqueline Manara Mr. Wilson Gonowon Mr. Patrick Alain Callanta	Mr. Sonny Patron Mr. Kelvin Oprecio Ms. Jacqueline Manara Mr. Wilson Gonowon Mr. Patrick Alain Callanta (Operations Division) (CEIT Division) (Operations Division) (CEIT Division) (Region X)

Component 3

	FY2012	FY2013(June)	FY2013(October)	FY2014
Responsible C/P	Dir. Amado N. Duque Atty Acel Papa	Dr. Blanche Gobenciong Dir. Amado N. Duque	Dr. Blanche Gobenciong BGen Juanito W. Dalmas	Ms. Rodella R. Rodriguez Ms. Susana E. Quiambao (HRDM Division)
C/P in Charge	Ms. Shereen Lucas Ms. Rona delos Santos Joel Villoria Madonna Lyn Marquez Acquilino Ducay	Ms. Rodella R. Rodriguez Ms. Susana E. Quiambao Ms. Rona C. Delos Santos	Ms. Rodella R. Rodriguez Ms. Susana E. Quiambao Mr. Roberto P. Manalo Ms. Shereen Lucas Ms. Rona C. Delos Santos	Mr. Roberto P. Manalo Ms. Shereen Lucas Ms. Rona C. Delos Santos Ms. Ameerha Ortega (HRMD Division) (Education and Training Division) (Education and Training Division) (Education and Training Division) (Region III)

Component 4

	FY2012	FY2013(June)	FY2013(October)	FY2014
Responsible C/P	Ms. Lenie Alegre Ms. Aurora dela Rosa	Ms. Anna-Lisa D. Orallo Ms. Alexandra Marie Flores	Ms. Lenie D. Alegre BGen Juanito W. Dalmas Dir. Edgardo Ollet	Ms. Lenie Alegre Ms. Susana E. Quiambao Dir. Edgardo Ollet (NDRRMS) (Education and Training Division) (Plans and Programs Division)
C/P in Charge	Ms. Raquel de Leon Ms. Jean Nazareno	Ms. Susana E. Quiambao Ms. Ma. Teresa J. Galang Ms. Shereen Lucas	Ms. Anna-Lisa D. Orallo Ms. Susana E. Quiambao Ms. Shelby Ruiz Ms. Ma. Teresa J. Galang Ms. Aurora D. Dela Rosa Ms. Shereen Lucas Ms. Raquel de Leon Ms. Rizajoy Hernandez	Ms. Anna-Lisa D. Orallo Ms. Shelby Ruiz Ms. Ma. Teresa J. Galang Ms. Aurora D. Dela Rosa Ms. Shereen Lucas Ms. Raquel de Leon Ms. Rizajoy Hernandez (NDRRMS) (NDRRMS) (Education and Training Division) (Education and Training Division) (Education and Training Division) (Plans and Programs Division) (Region VII)

Appendix 9: Operation Budget

1) Japanese Side (Cost for the implementation of pilot activities)

		(Currency: JPN)		
Items	FY2012 (Mar 2012 – Mar 2013)	FY2013 (May 2013 – Mar 2014)	FY2014 (Jun 2014-Aug 2014)	Total
1 Local Staff Salary*)	7,426,610	18,159,179	4,826,205	30,411,994
2 Communication and Excess Fees	80,174	139,345	38,632	258,151
3 Local Travel, Rent a Car	3,359,152	9,850,386	1,127,803	14,337,341
4 Documentation	146,000	200,000	0	346,000
5 Consumables	671,895	1,575,038	775,963	3,022,896
6 Equipment	1,613,000	1,897,000	0	3,510,000
7 Local Consultant Fees	3,066,000	0	6,000,000	9,066,000
8 Training Related Expense (Philippines)	1,679,586	4,501,734	1,290,327	7,471,647
9 Training Related Expense (Japan)	0	822,000	1,200,000	2,022,000
Total	18,042,417	37,144,682	15,258,930	70,446,029

Note) Figures in FY2014 are tentative.

2) Philippine Side (Necessary operation expenses for the project activities)

		(Currency: PhP)		
Items	FY2012 (Mar 2012 – Dec 2012)	FY2013 (Jan 2013 - Dec 2013)	FY2014 (Jan 2014 – Present)	Total
1 Workshops and Transportations for Output-2	-	130,000	70,000	200,000
Total	-	-	-	-

Note) these figures are indicative. The total amount could not be clarified.

*) Local Staff on contract with the Project (as Japanese side input)

Component	Position	FY 2012	FY 2013	FY 2014
Component 1	DRRMP Planning	Ms. May		
	DRRMP Planning		Ms. Terteen Gail Omana	Ms. Terteen Gail Omana
	DRRMP Planning		Ms. Ria Toquero	
	DRRMP Planning		Ms. Lorna Victoria	
	DRRMP Planning		Mr. Dunstan Egar	
Component 2	DRRM Operation	Ms. Geraldine Santos	Ms. Geraldine Santos	Ms. Geraldine Santos
	DRRM Operation		Ms. Leslie Santos	Ms. Leslie Santos
	GIS Operator		Ms. Corina Manansala	Mr. Bobmark John Prado
	System Engineer		Ms. Helen Labao	Mr. Marcus Paolo Patam
	System Engineer		Mr. Romer Kristi Aranas	Mr. Lean Carlo Celis
Component 3	Encoder		Mr. Israel Tolentino	Mr. Reynaldo Apelena, Jr.
	DRRM HRD	Ms. Jocelyn Mendoza		
	DRRM HRD		Ms. Hannah Fernandez	Ms. Hannah Fernandez
	DRRM HRD		Prof. Pacheco	
	CBDRM	Ms. Mayfourth	Ms. Mayfourth	Ms. Mayfourth
Component 4	CBDRM	Ms. Grace Molina	Ms. Christine Derafera	Ms. Christine Derafera
	CBDRM	Mr. Ninoy Balgos		

Appendix 10: Result Grid (Achievement of Indicators)

5 October 2014

Narrative Summary		Objective Verifiable Indicators	Current Status and Progress		Assessment												
Overall Goal DRRM activities conducted by organizations of the Government of the Philippines (GOP) are improved.	1.	Sunset Review of RA10121 is implemented.	<ul style="list-style-type: none">Sunset review is not yet implemented. The Philippine Congress is expected to conduct the review in 2015 (according to the law RA 10121). Specific date/s of Congressional review is not yet determined.The project is only expected to prepare for suggestions for the sunset review and for improving NDRRMP based on the experiences of the project		Expected to be achieved												
	2.	LDRRMPs of all LGUs are upgraded.	<ul style="list-style-type: none">Not all LGUs upgraded their LDRRMPs.If a Joint Memorandum Circular (JMC) is issued by NDRRMC and DILG enjoining all LGUs to upgrade their LDRRMPs using the plan template (contents), all LGUs will comply.		Possible												
	3.	Utilization of DRRMFs by other organizations is regularly updated in OCD's M&E system.	<ul style="list-style-type: none">The OCD's M&E system is not regularly updating yet the information on the utilization of DRRM funds of national government agencies. The project's IMS is not capturing yet this type of information.A Memorandum Circular by the NDRRMC enjoining all national government agencies to report the status of their utilization of their DRRM funds to OCD will solve the problem of data acquisition. The project's contribution to facilitate the issuance of such Circular has not been defined yet.		possible												
	4.	DRRM activities on plans, manuals and guidelines prepared through the project are implemented.	<ul style="list-style-type: none">Plans, manual and guidelines on DRRM activities prepared by the project are implemented on trial basis.Once approved and proper authorization is secured, it is expected that plans, manual and guidelines prepared by the project will be implemented		Expected to be achieved												
	5.	The concepts, systems and programs prepared through the project are operationalized.	<ul style="list-style-type: none">The concepts, systems and programs prepared by the project is not yet operationalized.Once approved and proper authorization is secured, it is expected that concepts, systems and programs prepared by the project will be implemented.		Expected to be achieved												
Project Purpose Capacity on DRRM of OCD is strengthened.	1.)	Plans, manuals and guidelines prepared through the project are authorized.	<ul style="list-style-type: none">Plans, manuals and guidelines prepared through the Project (underlined below) and their authorization status. <table><tr><td>Output 1</td><td><div>Already Authorized</div><ul style="list-style-type: none">Regional DRRM Plan of Region-IIIsabela Provincial DRRM PlanIligan City DRRM PlanAlcala Municipal DRRM PlanRegional DPPM Plans of other 15 regionsNDRP on Hydro-meteorological Disaster</td><td><div>Yet to be Authorized</div><ul style="list-style-type: none">Cagayan Provincial DRRM PlanChecklist and Assessment Form (M&E tool)</td></tr><tr><td>Output 2</td><td></td><td><ul style="list-style-type: none">NDRP on Earthquake and TsunamiOCD Operations Manual</td></tr><tr><td>Output 3</td><td>-</td><td><ul style="list-style-type: none">National DRRM Education and Training Plan4 priority training modules for DRRM TIs</td></tr><tr><td>Output 4</td><td>-</td><td><ul style="list-style-type: none">OCD Career Education and Training ProgramConcept Paper of CBDRRM National PolicyBasic Instructor's GuideAction Plan for CBDRRM activities</td></tr></table> <p>Note) 4 priority modules and Action Plan</p>		Output 1	<div>Already Authorized</div> <ul style="list-style-type: none">Regional DRRM Plan of Region-IIIsabela Provincial DRRM PlanIligan City DRRM PlanAlcala Municipal DRRM PlanRegional DPPM Plans of other 15 regionsNDRP on Hydro-meteorological Disaster	<div>Yet to be Authorized</div> <ul style="list-style-type: none">Cagayan Provincial DRRM PlanChecklist and Assessment Form (M&E tool)	Output 2		<ul style="list-style-type: none">NDRP on Earthquake and TsunamiOCD Operations Manual	Output 3	-	<ul style="list-style-type: none">National DRRM Education and Training Plan4 priority training modules for DRRM TIs	Output 4	-	<ul style="list-style-type: none">OCD Career Education and Training ProgramConcept Paper of CBDRRM National PolicyBasic Instructor's GuideAction Plan for CBDRRM activities	Partially Achieved
Output 1	<div>Already Authorized</div> <ul style="list-style-type: none">Regional DRRM Plan of Region-IIIsabela Provincial DRRM PlanIligan City DRRM PlanAlcala Municipal DRRM PlanRegional DPPM Plans of other 15 regionsNDRP on Hydro-meteorological Disaster	<div>Yet to be Authorized</div> <ul style="list-style-type: none">Cagayan Provincial DRRM PlanChecklist and Assessment Form (M&E tool)															
Output 2		<ul style="list-style-type: none">NDRP on Earthquake and TsunamiOCD Operations Manual															
Output 3	-	<ul style="list-style-type: none">National DRRM Education and Training Plan4 priority training modules for DRRM TIs															
Output 4	-	<ul style="list-style-type: none">OCD Career Education and Training ProgramConcept Paper of CBDRRM National PolicyBasic Instructor's GuideAction Plan for CBDRRM activities															
	2.)	Concepts, systems and programs prepared through the project are ready for operation.	<ul style="list-style-type: none">Concepts, systems and programs prepared through the Project (underlined below) and their current operational status. <table><tr><td>Output 1</td><td><div>Ready for Operation</div><ul style="list-style-type: none">IMS (Information Management System)New cluster groupings (in NDRP)</td><td><div>Yet to be made ready</div><ul style="list-style-type: none">Checklist and Assessment Form (M&E tool)OCD Operations Manual</td></tr><tr><td>Output 2</td><td></td><td></td></tr><tr><td>Output 3</td><td><ul style="list-style-type: none">4 priority training modules for DRRM TIs</td><td><ul style="list-style-type: none">OCD Career Education and Training Program</td></tr><tr><td>Output 4</td><td>-</td><td><ul style="list-style-type: none">Concept Paper of CBDRRM National Policy</td></tr></table> <p>Note) 4 priority modules and Action Plan</p>		Output 1	<div>Ready for Operation</div> <ul style="list-style-type: none">IMS (Information Management System)New cluster groupings (in NDRP)	<div>Yet to be made ready</div> <ul style="list-style-type: none">Checklist and Assessment Form (M&E tool)OCD Operations Manual	Output 2			Output 3	<ul style="list-style-type: none">4 priority training modules for DRRM TIs	<ul style="list-style-type: none">OCD Career Education and Training Program	Output 4	-	<ul style="list-style-type: none">Concept Paper of CBDRRM National Policy	Partially Achieved
Output 1	<div>Ready for Operation</div> <ul style="list-style-type: none">IMS (Information Management System)New cluster groupings (in NDRP)	<div>Yet to be made ready</div> <ul style="list-style-type: none">Checklist and Assessment Form (M&E tool)OCD Operations Manual															
Output 2																	
Output 3	<ul style="list-style-type: none">4 priority training modules for DRRM TIs	<ul style="list-style-type: none">OCD Career Education and Training Program															
Output 4	-	<ul style="list-style-type: none">Concept Paper of CBDRRM National Policy															
Outputs:	1-1.	Suggestions for Sunset	(Background)		Hardly Achieved												

1. Planning and implementing capacity of OCD on DRRM is strengthened.	Review of RA 10121 and improvement of NDRRMP on LGU's DRRM activities based on project experiences are prepared.	<ul style="list-style-type: none">RA10121 (<i>Philippine Disaster Risk Reduction and Management Act</i>) requires the formulation of NDRRMP and that of LDRRMPs by LGUs. RA10121 was approved on 27 May 2010.The RA was translated into the National DRRM Plan 2011-2028 (NDRRMP), which was approved by NDRRMC in Feb 2012 prior to the Project. NDRRMP provides a framework for the four thematic pillars:<ul style="list-style-type: none">1) Prevention and Mitigation - DOST2) Disaster Preparedness - DILG3) Disaster Response -DSWD4) Rehabilitation and Recovery – NEDA <p>(Achievement)</p> <ul style="list-style-type: none">So far, there is no development on the suggestion on Sunset review of RA 10121. M&E plan of NDRRMP also would be a part of the suggestions for the Sunset Review of RA 10121. <p>(Remaining Activities)</p> <ol style="list-style-type: none">1) Develop a monitoring tool.2) Conduct a knowledge sharing workshop inviting OCD regional directors and consolidate their comments.3) Formulate some recommendations/suggestions for the Sunset Review incorporating project activities and experiences. <p>(OCD activities)</p> <ul style="list-style-type: none">OCD is expected to propose the implementation plan of the sunset review of RA 10121 to NDRRMC, and a TWG created under NDRRMC is to lead the sunset review, submit review report and propose revision of the NDRRMP.IRR Review workshop was conducted on 26-27 August 2014. <p>4)</p>	(Suggestions have yet to be developed)												
1-2. RDRRMPs at all Regions (17 Regions) are formulated and approved.		<p>(Achievement)</p> <ul style="list-style-type: none">The Regional DRRM Plan (RDRRMP) of Region-II (Cagayan Valley) was approved by RDRRMC on 23 Aug 2013.Member organizations of RDRRMC recognized the improvement due to the RDRRMP when the typhoons hit the Region-II in August (Typhoon Odette) and in October (Typhoon Vintan) in 2013, such as understanding of respective roles and responsibilities, SOPs, and reduced time of communication. <p>(Relevant achievements)</p> <ul style="list-style-type: none">Formulation and approval of RDRRMP at all 17 regions were completed as of September 2014, except for 1 region, NCR (National Capital Region).Only region II was assisted by the Project for the formulation of PDRRMP. In the 1st year, the Project actually conducted some workshops for RDRRMPs. OCD, however, declared faster formulation of PDRRMPs after the approval of NDRRMP in 2012, and the Project tried confirming the alignment of Regional /Local DRRMPs with NDRRMP.	Almost Achieved (All RDRRMPs were approved except for the one for NCR.)												
1-3. LDRRMPs for pilot LGUs in Region II are formulated and approved.		<p>(Achievement)</p> <ul style="list-style-type: none">The Standardized LDRRMP Template “<i>Local Disaster Risk Reduction & Management Plan Formulation Training Manual 2013</i>” prepared in a project by NDRRMC, OCD, UNDP, and CIDA, was presented to the LGUs as a guide during the national/regional summits in July through September 2013 organized by each of 17 OCD regional offices.OCD region 2 held its regional summit in two batches: 1) 2-3 September 2013 and 2) 4-5 September 2013, with 250 participants each to introduce the DRRM plan template, institutionalization of DRRM offices, DRRM tools such as NOAH, EWS, Info board, etc.OCD region 2 shared the experience at the knowledge sharing workshop with directors of OCD regional offices, conducted in September 2013 on the occasion of regular OCD Senior Leaders’ Conference.Status of LDRRMPs of pilot LGUs as of September 2014. <table><tr><th>Pilot LGUs in Region II</th><th>Local DRRM Plan</th><th>Approval by Local DRRM Council</th><th>Adoption by Sangguniang for PPA in AIP</th></tr><tr><td>Province of Cagayan</td><td>Draft PDRRMP (2014-2019)</td><td>finalized and endorsed on 30 September 2014 for approval of PDRRMC and Sangguniang Panlalawigan</td><td></td></tr><tr><td>Municipality of Alcala (Province of Cagayan)</td><td>MDRRMP (2014-2019)</td><td>Approved</td><td>Adopted (15 September 2014)</td></tr></table>	Pilot LGUs in Region II	Local DRRM Plan	Approval by Local DRRM Council	Adoption by Sangguniang for PPA in AIP	Province of Cagayan	Draft PDRRMP (2014-2019)	finalized and endorsed on 30 September 2014 for approval of PDRRMC and Sangguniang Panlalawigan		Municipality of Alcala (Province of Cagayan)	MDRRMP (2014-2019)	Approved	Adopted (15 September 2014)	Almost Achieved (The draft of all four LDRRMPs were finalized, and two of them were already approved by local DRRM Council.)
Pilot LGUs in Region II	Local DRRM Plan	Approval by Local DRRM Council	Adoption by Sangguniang for PPA in AIP												
Province of Cagayan	Draft PDRRMP (2014-2019)	finalized and endorsed on 30 September 2014 for approval of PDRRMC and Sangguniang Panlalawigan													
Municipality of Alcala (Province of Cagayan)	MDRRMP (2014-2019)	Approved	Adopted (15 September 2014)												

	<table><tr><td>Province of Isabela</td><td>PDRRMP (2014-2019)</td><td>Approved (10 June 2014)</td><td>Adopted (17 September 2014) (on Local DRRM Fund of unexpended balances of 2012 & 2013)</td></tr><tr><td>City of Ilagan (Province of Isabela)</td><td>CDRRMP (2015-2020)</td><td>Approved (23 July 2014)</td><td>Not yet</td></tr></table> <ul style="list-style-type: none">These draft LDRRMPs, which were developed in 2013 based on a template approved by LDRRMOs, are comprehensive (covering four thematic areas), based on real data and analysis of high-risk areas. These LDRRMPs are strongly supported by member organizations as they participated in the planning process. It is also indicated that LGUs which formulated LDRRMPs tends to invest more in prevention/mitigation. <p>(Remaining Activities)</p> <ul style="list-style-type: none">Project's contribution is already completed. LDRRMPs are to be approved by the LDRRM Councils, then to be integrated with local development plans. <p>(Impact extended)</p> <ul style="list-style-type: none">There are some non-pilot LGUs where the preparation of LDRRMPs is done or expected: <u>Aparri MDRRMP</u> and <u>Peñablanca MDRRMO</u>, respectively, supported by OCD region II.<u>Aparri Municipal DRRMP(2014-2016)</u> was developed in November 2013 and approved in June 2014. For more information, the Municipal DRRM Fund CY 2013 of Aparri is as follows. <table><tr><th>Particulars</th><th>Appropriation</th><th>Obligation</th><th>Balance</th></tr><tr><td>Prevention and Mitigation</td><td>250,000</td><td>89,076</td><td>160,924</td></tr><tr><td>Preparedness</td><td>250,000</td><td>153,361</td><td>96,639</td></tr><tr><td>Response</td><td>1,783,596</td><td>1,301,690</td><td>481,905</td></tr><tr><td>Rehabilitation and Recovery</td><td>3,661,724</td><td>2,404,500</td><td>1,257,224</td></tr><tr><td>Total</td><td>5,945,320</td><td>3,948,627</td><td>1,996,692</td></tr></table> <p>Utilization of DRRM Fund can be considered as an idea to promote CDRRM activity in Output 4.</p> <p>(Way forward)</p> <ul style="list-style-type: none">Project's experiences in formulating LDRRMPs and the process of planning and institutional coordination were shared at a knowledge sharing workshop.The experiences of the pilot LGUs will be extended to other areas with the assistance of OCD regional offices, e.g. sharing knowledge, disseminating skills, and conducting TOT.	Province of Isabela	PDRRMP (2014-2019)	Approved (10 June 2014)	Adopted (17 September 2014) (on Local DRRM Fund of unexpended balances of 2012 & 2013)	City of Ilagan (Province of Isabela)	CDRRMP (2015-2020)	Approved (23 July 2014)	Not yet	Particulars	Appropriation	Obligation	Balance	Prevention and Mitigation	250,000	89,076	160,924	Preparedness	250,000	153,361	96,639	Response	1,783,596	1,301,690	481,905	Rehabilitation and Recovery	3,661,724	2,404,500	1,257,224	Total	5,945,320	3,948,627	1,996,692	Partially Achieved (Checklist and Assessment Form is yet to be pilot-tested, consulted, and finalized.)
Province of Isabela	PDRRMP (2014-2019)	Approved (10 June 2014)	Adopted (17 September 2014) (on Local DRRM Fund of unexpended balances of 2012 & 2013)																															
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Total	5,945,320	3,948,627	1,996,692																															
1-4. Monitoring tools/sheet of LDRRMPs and LDRRMOs for LGUs is developed.	<p>(Achievement)</p> <ul style="list-style-type: none">Checklist and Assessment Form was drafted for M&E on formulation/implementation of Local DRRMPs and the establishment of local DRRM Offices (LDRRMOs).As of April 2014, about 60% of all LGUs formulated its LDRRMPs. Some LGUs used the LDRRMP template and others used their own format, hence the necessity of M&E tool was identified.The form was consulted with DRRM officer in Region 2: OCD Region 2 (8 July 2014), Cagayan PDRRMO (9 July 2014), and Isabela PDRRMO (9 July 2014) <p>(Remaining Activities)</p> <ol style="list-style-type: none">Collect LDRRMPs from DRRM officers in Region 5, 7, and 10.Conduct pilot testing of the draft Checklist and Assessment Form by evaluating LDRRMPs of Region 2, 3, 5, 7, and 10. Results of the pilot testing need to be consolidated to finalize the Form.Consult DILG officers before finalizationEngage NDRRMC Working Group to review the Form for its adoption.	Partially Achieved																																
2. DRRM activities, including information management are	2-1. NDRPs for Hydro-Meteorological, Earthquake and	<p>(Achievement)</p> <ul style="list-style-type: none">National Disaster Response Plan on Hydro-Meteorological disaster (including storm surge) was developed, under the response pillar of NDRRMP, in partnership with DSWD and other organizations. Concerned agencies had already utilized	Partially Achieved (NDRP for																															

standardized.	Tsunami Disasters are approved.	<p>policies and protocols in the draft NDRP to respond to seven clusters of hydro-meteorological disaster.</p> <ul style="list-style-type: none"> During the development of NDRP, it was compared with Japanese relevant plans and policies. The NDRP was presented by DSWD to NDRRMC full-council meeting held on 11 June 2014, and approved during the meeting. <table border="1"> <thead> <tr> <th>No</th><th>Date</th><th>Activities</th><th>Purpose</th></tr> </thead> <tbody> <tr> <td>1</td><td>16 May 2014</td><td>Meeting with DSWD (OCD and experts)</td><td>Finalize the NDRP</td></tr> <tr> <td>2</td><td>11 June 2014</td><td>NDRRMC</td><td>Approve the NDRP, Concur with the execution of SIMEX (Tabletop Exercise Workshop to evaluate the NDRP)</td></tr> <tr> <td>3</td><td>30 June 2014</td><td>Hand-Over Ceremony of the NDRP at DSWD</td><td>Say thank you to JICA representative from DSWD</td></tr> <tr> <td>4</td><td>13 Aug 2014</td><td>Presentation and Facilitation of NDRRMC-TMG</td><td>Support to develop appurtenant documents of the NDRP</td></tr> <tr> <td>5</td><td>29 Aug 2014</td><td>Support of W/S for IHR Operational Guideline</td><td>Support to develop IHR Operational Guidelines</td></tr> </tbody> </table> <ul style="list-style-type: none"> Workshop on 30 September -1 October 2014 was conducted, where the draft NDRP on Earthquake and Tsunami (, the activity of which started only in July 2014,) was presented to the TMG. About 50 participants are expected. <p>(Remaining Activities)</p> <ul style="list-style-type: none"> Finalization of NDRP on Earthquake and Tsunami. 	No	Date	Activities	Purpose	1	16 May 2014	Meeting with DSWD (OCD and experts)	Finalize the NDRP	2	11 June 2014	NDRRMC	Approve the NDRP, Concur with the execution of SIMEX (Tabletop Exercise Workshop to evaluate the NDRP)	3	30 June 2014	Hand-Over Ceremony of the NDRP at DSWD	Say thank you to JICA representative from DSWD	4	13 Aug 2014	Presentation and Facilitation of NDRRMC-TMG	Support to develop appurtenant documents of the NDRP	5	29 Aug 2014	Support of W/S for IHR Operational Guideline	Support to develop IHR Operational Guidelines	Hydro-Meteorological Disaster was approved, while NDRP on Earthquake and Tsunami is yet to be developed.)
No	Date	Activities	Purpose																								
1	16 May 2014	Meeting with DSWD (OCD and experts)	Finalize the NDRP																								
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5	29 Aug 2014	Support of W/S for IHR Operational Guideline	Support to develop IHR Operational Guidelines																								
	2-2. OCD Operations Manual for Response is approved.	<p>(Achievement)</p> <ul style="list-style-type: none"> Draft <u>OCD Operations Manual</u> was prepared, which is applicable to the current structure of OCD that depending on the interim OSSP. The manual has already been operationalized to some extent, but it is behind schedule due to the delay of final approval of OCD's OSSP. <p>(Remaining activities)</p> <ul style="list-style-type: none"> DND still needs to finalize the OSSP. In the meantime, the draft operations manual is applicable to the current OCD structure (It was decided by CDA that the interim OSSP prepared in 2013 shall function for the time being). 	Partially Achieved (Draft OCD Operations Manuals are being developed which is applicable to the current structure of OCD while the finalization of OSSP is waited)																								
	2-3. IMS (Databases of Responder, Incident and Historical Disaster) at the Central and Regional Offices is approved.	<p>(Achievement)</p> <ul style="list-style-type: none"> Equipment for IMS were procured (1 server computer, 1 GIS computer, 1 A0 Plotter, 1 GIS software) Information Management System (IMS) manages 3 databases (responders, incident data, and historical disaster) with Web-GIS real-time situation mapping. URL: 121.127.9.130/ocdms The IMS is accessible internally at present, but may be allowing NDRRMC member agencies in future to view the following information in map format. <ul style="list-style-type: none"> 1) Information on preparedness (e.g. locations of regional centers) 2) Quasi-real time information from responders of DSWD and other agencies. 3) The IMS will also help OCD conduct analysis. Operation manual and other documentation were prepared. <ul style="list-style-type: none"> 1) GIS Activity Manual (version 1) - Public Storm Warning Signal Mapping Manual 2) Admin Manual (version 1) - Administration Manual for Site IMS is not expected to be open to the public because at present it's vulnerable to hacking and attacks and its security should be augmented. <p>(Remaining activities)</p> <ol style="list-style-type: none"> Consolidate review drawn from the remaining 1 drill and 3 trainings. Revise and finalize IMS, then facilitate its approval by OCD executives. 	Partially Achieved (IMS needs to be substantiated, improved and approved.)																								
	2-4. 24 ICT staff are trained	<p>(Achievement)</p>	Partially Achieved																								

	for IMS. (CO: 7 and ROs 17)	<ul style="list-style-type: none"> Training session on IMS/GIS for staff of OCD CO and ROs. <table border="1"> <thead> <tr> <th>No</th><th>Date</th><th>Purpose</th><th>Trained staff</th></tr> </thead> <tbody> <tr> <td>1</td><td>17-19 July 2013 5-6 February 2014</td><td>GIS Training</td><td>27 participants</td></tr> <tr> <td>2</td><td>27 -28 August 2014</td><td>Advanced IMS-GIS training</td><td>6 CO staff (2 from CEIT, 2 from NDRRMS, 2 from Operations Division)</td></tr> </tbody> </table> <ul style="list-style-type: none"> So far 6 members from CO were trained (and no members were trained from ROs). <p>(Remaining activities)</p> <ul style="list-style-type: none"> The project is planning of conducting 3-day trainings in Manila (for Luzon cluster), Cebu (for Visayas cluster) and in Davao or Cagayan de Oro (for Mindanao cluster) with the participation of minimum 1 person per OCD regional office (expecting total 17 participants and more). 	No	Date	Purpose	Trained staff	1	17-19 July 2013 5-6 February 2014	GIS Training	27 participants	2	27 -28 August 2014	Advanced IMS-GIS training	6 CO staff (2 from CEIT, 2 from NDRRMS, 2 from Operations Division)	(More training are planned, in particular for ROs)
No	Date	Purpose	Trained staff												
1	17-19 July 2013 5-6 February 2014	GIS Training	27 participants												
2	27 -28 August 2014	Advanced IMS-GIS training	6 CO staff (2 from CEIT, 2 from NDRRMS, 2 from Operations Division)												
	2-5. Drills for NDRP, Operations Manual and IMS are implemented.	<p>(Achievement)</p> <ul style="list-style-type: none"> The ideas for implementation of exercises for NDRP and the Operations Manual with IMS have been discussed since February 2014. <table border="1"> <thead> <tr> <th>No</th><th>Date</th><th>Purpose</th><th>Activities</th></tr> </thead> <tbody> <tr> <td>1</td><td>31 July – 1 Aug 2014</td><td>Evaluation workshop for NDRP Hydro-Met Disaster</td><td>Originally prepared as SIMEX (tabletop exercise Workshop to evaluate the NDRP. OCD and NDRRMC member agencies, however, ended up conducting actual preparedness and response activities for Typhoon Glenda in July 2014.</td></tr> </tbody> </table> <ul style="list-style-type: none"> In a series of typhoon (Glenda in July, Louise in August and Mario in September 2014), the NDRP was useful, in particular, the organizational structure for the eight Response clusters under the supervision of DSWD. <p>(Remaining Activities)</p> <ul style="list-style-type: none"> The 2nd drill, to evaluate NDRP for Earthquake and Tsunami as well as OCD Operations Manual, involving other agencies, is scheduled in November 2014. 	No	Date	Purpose	Activities	1	31 July – 1 Aug 2014	Evaluation workshop for NDRP Hydro-Met Disaster	Originally prepared as SIMEX (tabletop exercise Workshop to evaluate the NDRP. OCD and NDRRMC member agencies, however, ended up conducting actual preparedness and response activities for Typhoon Glenda in July 2014.	Partially Achieved (Another drill is scheduled in November 2014)				
No	Date	Purpose	Activities												
1	31 July – 1 Aug 2014	Evaluation workshop for NDRP Hydro-Met Disaster	Originally prepared as SIMEX (tabletop exercise Workshop to evaluate the NDRP. OCD and NDRRMC member agencies, however, ended up conducting actual preparedness and response activities for Typhoon Glenda in July 2014.												
3. DRRM education and training system and capacity is strengthened.	3-1. NDRRMETP is finalized and approved by the OCD top management.	<p>(Achievement)</p> <ul style="list-style-type: none"> NDRRMC-JICA Technical Working Group on the drafting of National Concept of HRD on DRRM was set up in October 2012 under NDRRMC. Draft Design of National DRRM Education and Training Plan was pre-approved in July 2014 (Noted by OIC of Education and Training Division, Recommending Approval by CDEXO, and Approved by CDA) National DRRM-ETP is to set the requirements and standards for various DRRM educations and training activities; nearly 1,300 educations and training activities are conducted annually. <p>(Remaining activities)</p> <ol style="list-style-type: none"> Conduct a workshop of NDRRMC-JICA Technical Working Group in October or November 2014. Consolidate resources. Finalize the NDRRM-ETP (also consulting with NDRRMC Working Committee on the establishment of DRRM Training Institutes) Facilitate the approval. <ul style="list-style-type: none"> It is important to prepare a work plan to secure the delivery of Output 3 (as activities are usually slow in Nov. Dec. Jan.). Fund for conduct training for 2015 has been already secured. Accreditation of other training institutes by OCD for conducting DRRM-ETP can be considered to promote the implementation of National DRRM-ETP Leadership is very important to sustain/disseminate this initiative Training need assessment would fill the gap between the National DRRM TE Plan and conventional DRRM TEP. 	Partially Achieved (NDRRMETP needs to be substantiated, finalized and approved.)												
	3-2. Priority training modules for DRRM TIs	<p>(Achievement)</p> <ul style="list-style-type: none"> Initially, DRRM 101 “Local DRRM: Leadership, sourcing, and management of resources” consisting of 10 modules was 	Almost Achieved												

	are finalized and approved by OCD.	<p>developed.</p> <ul style="list-style-type: none">Priority training modules for DRRM Training Institutes were prepared to be incorporated into the National DRRM-ETP for the following 4 priority groups. <table><tr><th>Module</th><th>Groups</th><th>Pilot training activity based on the module</th><th>Participants</th></tr><tr><td>1</td><td>Local Chief Executive</td><td>12-13 February 2014</td><td></td></tr><tr><td>2</td><td>Public Sector employee, NGAs</td><td>24-26 September 2014</td><td></td></tr><tr><td>3</td><td>Private Sector</td><td>28-29 August 2014</td><td>20 participants</td></tr><tr><td>4</td><td>Community program</td><td>→ See component 4 (Pilot TOT trainings)</td><td></td></tr></table> <p>(Remaining Activities)</p> <ol style="list-style-type: none">1) Consolidate resources.2) Finalize the modules.3) Integrate the modules to the NDRRME/TP. <p>(Situations about TIs)</p> <ul style="list-style-type: none">Establishment with physical buildings of three Training Institutes has been considered at Luzon (Manila), Visayas (Cebu) and Mindanao (Davao). In the meantime, the plan is being carried out by the Education and Training Division.The delay of finalizing OSSP is affecting the establishment of TIs.	Module	Groups	Pilot training activity based on the module	Participants	1	Local Chief Executive	12-13 February 2014		2	Public Sector employee, NGAs	24-26 September 2014		3	Private Sector	28-29 August 2014	20 participants	4	Community program	→ See component 4 (Pilot TOT trainings)		(Four training modules need to be finalized and approved)
Module	Groups	Pilot training activity based on the module	Participants																				
1	Local Chief Executive	12-13 February 2014																					
2	Public Sector employee, NGAs	24-26 September 2014																					
3	Private Sector	28-29 August 2014	20 participants																				
4	Community program	→ See component 4 (Pilot TOT trainings)																					
3-3. Civil Defense Career Education and Training Program are developed and approved by the OCD top management.	<p>(Achievement)</p> <ul style="list-style-type: none">The draft design of Civil Defense Education and Training Program on DRRM (CDETP) has been drafted at three levels as follows. The draft design was pre-approved in July 2014 (Noted by OIC of Education and Training Division, Recommending Approval by CDEXO, and Approved by CDA) <table><tr><th>No</th><th>Level</th><th>Pilot training activity</th><th>Participants</th></tr><tr><td>1</td><td>Basic</td><td>27 February -1 March 2013 14 - 15 August 2013</td><td>27-35 participants</td></tr><tr><td>2</td><td>Advanced</td><td>22-25 July 2014 on contingency planning referring to “Contingency Planning for Emergency-a manual for local government Unit” developed by UNHCR and NDCC-OC in 2007</td><td>20 participants from OCD CO and ROs</td></tr><tr><td>3</td><td>Executive</td><td>Pilot training was conducted by OCD</td><td></td></tr></table> <ul style="list-style-type: none">The first write-shop (consultation workshop) of CDETP was held on 22 October 2013. The second write-shop was conducted on 10-12 September 2014 with the establishment of the CDETP Working Committee to finalize the program. <p>(Remaining Activities)</p> <ul style="list-style-type: none">Conduct pilot test and finalize the training needs assessment.Facilitate the approval of CDETP.	No	Level	Pilot training activity	Participants	1	Basic	27 February -1 March 2013 14 - 15 August 2013	27-35 participants	2	Advanced	22-25 July 2014 on contingency planning referring to “Contingency Planning for Emergency-a manual for local government Unit” developed by UNHCR and NDCC-OC in 2007	20 participants from OCD CO and ROs	3	Executive	Pilot training was conducted by OCD		Almost Achieved (CDETP need to be finalized and approved.)					
No	Level	Pilot training activity	Participants																				
1	Basic	27 February -1 March 2013 14 - 15 August 2013	27-35 participants																				
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3	Executive	Pilot training was conducted by OCD																					
4. Support system to Community Based Disaster Risk Reduction and Management (CBDRRM) is strengthened.	4-1. CBDRRM National Policy (Concept Paper), Basic Instructor's Guide and Training Course are presented to NDRRMC TMG-Preparedness for finalization and are approved by the Chairperson of NDRRMC.	<p>(Achievement)</p> <ol style="list-style-type: none">3) The draft Concept Paper of CBDRRM National Policy (including clarification of role/responsibility of stakeholders) was prepared by the Project and introduced a small TMG selected for CBDRRM. There had been no national policy on CBDRRM before, and the Project has been providing the national standard for CBDRRM.4) Basic Instructor's Guide (BIG) for CBDRRM training course was drafted in English and Filipino in 2013.5) To evaluate the Concept Paper, BIG and training course, pilot testing of TOT training on CBDRRM were conducted in 2014 in Bataan Province (Bataan City and Morong Municipality) after a series of internal meetings. <table><tr><th>No</th><th>Date</th><th>Participants</th></tr><tr><td>TOT 1</td><td>7-11 July 2014</td><td><ul style="list-style-type: none">26 officers from OCD (HQ and Region III office), NDRRMC member organizations (DOST, DILG, NEDA, DSWD), NAMRIA, DENR, DOH and World Vision</td></tr><tr><td>TOT 2</td><td>11-15 August 2014</td><td><ul style="list-style-type: none">Trainers were officers from OCD (central and region III), NEDA, PAGASA, World Vision and CDP, who had attended TOT 1Trainees were 46 people from Bataan PDRRMO, Balanga CDRRMO, and Morong MDRRMO</td></tr></table>	No	Date	Participants	TOT 1	7-11 July 2014	<ul style="list-style-type: none">26 officers from OCD (HQ and Region III office), NDRRMC member organizations (DOST, DILG, NEDA, DSWD), NAMRIA, DENR, DOH and World Vision	TOT 2	11-15 August 2014	<ul style="list-style-type: none">Trainers were officers from OCD (central and region III), NEDA, PAGASA, World Vision and CDP, who had attended TOT 1Trainees were 46 people from Bataan PDRRMO, Balanga CDRRMO, and Morong MDRRMO	Almost Achieved (Concept Paper need to be finalized and approved)											
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Appendix 11: Evaluation Grid in accordance with the 5 Criteria

22 September 2014

Evaluation Criteria		Evaluation Question	Information to be Collected (Basis of Assessment)	Data Source and means
1. Relevance		1.1 Any new developments of policies/strategies associated with DRRM.	<ul style="list-style-type: none"> Any progress or plan of revising the Medium Term Philippine Development Plan (MTPDP 2011-2016), which identifies the strengthening of national/local government capacities (e.g., LDRRMCs and LDRRMOs) as one of its environmental sector's goals. the National Disaster Risk Reduction Management Framework (NDRRMF), which focuses on multi-hazard approach. Any change/development of cooperation from UN and AusAID, which is supplementary to the Project. 	OCD interview
		1.2 Alignment of the Project with the needs and expectation of the implementing organization.	<ul style="list-style-type: none"> Any change in the mission/function of OCD or Department of National Defense Reference of project activities in any strategic documents or brochures of OCD There were some changes in PDM in Aug 2012 in response to the needs of OCD 1) NDRRM was developed by the initiative of OCD before the project started. The project therefore prioritized the development of RDRRMPs and LDRRMPs. 2) OCD reorganized its structure, and planned to establish the Training Institute based on its Education and Training Division. 3) The project decided to focus on setting policy and guidelines before the implementation of CBDRRM. OCD's role in DRRM legal system (including RA10121, NDRRM, LDRRM, NDRP, PDRA) 	OCD interview Progress Report Expert interview
		1.3 Appropriateness of the selection of pilot areas	<ul style="list-style-type: none"> Any social changes or natural disasters in the selected pilot areas: Region II, four pilot LGUs, and communities in Bataan for CBDRRM. 	OCD interview Expert interview
		1.4 Changes of structure of the implementing organization that may affect the project implementation.	<ul style="list-style-type: none"> Any major change of implementation arrangement (e.g. change of Project Director or Project Manager) In March 2013, OCD Central Office was reorganized into eight divisions and NDRRM Service was newly established. 4 outputs of the project are undertaken by the following divisions. <ul style="list-style-type: none"> 1) Planning: Plans and Programs Division 2) Operations: Operations Division, Communication, Electronics and Information Systems Division 3) HRD: Education and Training Division, Human Resource Management and Development Division 4) CBDRRM: Plans and Programs Division, NDRRM Service. 	Progress Report OCD interview Expert interview
2. Effectiveness (including the progress of project activities)		1.5 Priority areas of the Government of Japan for the development cooperation with the Philippines.	<ul style="list-style-type: none"> Any update on the <u>Japan's development cooperation policy to the Philippines (Apr 2012)</u> 	JICA and website
		2.1 Progress of Output 1 – Planning and implementing capacity of OCD on DRRM is strengthened.	<ul style="list-style-type: none"> The level of achievement and activity progress is summarized in the Result Grid. Current status of the establishment of the Offices of DRRM (DRRMOs) 	Progress reports OCD interview Expert interview Pilot LGUs hearing
		2.2 Progress of Output 2 – DRRM activities, including information management, are standardized.	<ul style="list-style-type: none"> The level of achievement and activity progress is summarized in the Result Grid. OCD's role to the development of NDRPs which was supposed to be led by DSWD. In what way NDRP on earthquake and Tsunami are being prepared? Disaster response to: 1) earthquake Bohol (15 Oct 2013) 2) typhoon Yolanda (8 Nov 2013) 3) typhoon Glenda (17 Jul 2014) Progress of Contingency Plan (simultaneously proceeding with NDRP) 	Progress reports OCD interview Expert interview
		2.3 Progress of Output 3 – DRRM education and training system and capacity is strengthened.	<ul style="list-style-type: none"> The level of achievement and activity progress is summarized in the Result Grid. OCD's role to set DRRM-related standards through the preparation of the national concept and framework of DRRM training (NDRRM-ETP), which is to be conducted by various organizations. Delay of establishing TI. 	Progress reports OCD interview Expert interview
		2.4 Progress of Output 4 – Support system to	<ul style="list-style-type: none"> The level of achievement and activity progress is summarized in the Result Grid. 	Progress reports

3. Efficiency (including the implementation process)	Community Based Disaster Risk Reduction and Management (CBDRRM) is strengthened. 2.4 Prospect of the Project Purpose (Capacity on DRRM of OCD is strengthened) to be achieved by the end of project period.	<ul style="list-style-type: none"> • Progress of Action Plan, which will be conducted after the terminal evaluation • The level of achievement at the Project Purpose level is summarized in the Result Grid. • Case of improved response due to results of the Project at the Typhoon Yolanda on 8 Nov 2013. • Cases of capacity development of OCD CO/ROs on planning, implementation, M&E, and coordination (Any plan of the capacity assessment at the end of the Project) 	OCD interview Expert interview Progress reports OCD interview Expert interview NEDA, DILG, DSWD, PAGASA/PHIVOLCS hearing
	2.5 Follow-up actions to the recommendation of the mid-term Review.	<p>1. Project Management</p> <ol style="list-style-type: none"> 1) The alignment of project's implementation structure with the OCD's organizational structure, and continuous assignment of C/Ps 2) Cross sectional monthly counterpart meetings participated by all counterparts involved in project's four components. 3) Capacity assessment at the end of the project. <p>2. Planning</p> <ol style="list-style-type: none"> 1) OCD's support to LGUs to upgrade LDRRMPs utilizing the experiences of pilot LGUs in Region II. <u>The Promotion and dissemination of good practices learned in Region II to other regions.</u> 2) Clarification of the scope of the Sunset review of RA 10121, and that of M&E of the NDRRMP, RDRRMPs and LDRRMPs. <p>3. Operations</p> <ol style="list-style-type: none"> 1) Preparation of NDRP on earthquake and tsunami in addition to hydro-meteorological disasters. 2) Efforts of OCD to ensure the approval of NDPR (on hydro Meteorological disaster) by NDRRMC. <p>4. Training</p> <ol style="list-style-type: none"> 1) OCD is to set a timetable of the <u>operationalization plan of TI</u> and its strategy on how to standardize training and education programs 2) OCD is to seek cooperation with other training provider and government agencies. <p>5. CBDRRM</p> <ol style="list-style-type: none"> 1) Clarification of the role/responsibility of stakeholders in the Concept Paper for CBDRRM. 2) Institutionalization of measures on how to use risk information available to C/M LGUs to implement CBDRRM activities. 3) Collaboration with relevant agencies to ensure the sustainability of CBDRRM. 	Progress reports OCD interview Expert interview
3. Efficiency (including the implementation process)	3.1 Clarity and understanding of the overall plan of the Project (PDM) among people concerned	<ul style="list-style-type: none"> • Recognition of the latest PDM (revised on 7 Feb 2014) among those involved in the Project (R/D was signed on 28 Oct 2011.) • Any discrepancy on views of the level of achievement between the experts and the counterparts • Significant differences between plan of operation and actual implementation 	Progress reports OCD interview Expert interview
	3.2 Dispatch of Japanese experts	<ul style="list-style-type: none"> • Appropriateness of assignment schedule, area of expertise, number of experts, duration and timing 	Progress reports OCD interview Expert interview
	3.3 Provision of equipment	<ul style="list-style-type: none"> • Usage of provided equipment, if any 	Progress reports OCD interview Expert interview
	3.4 Counterpart Training	<ul style="list-style-type: none"> • Effectiveness of Subject/curriculum, duration/timing, and selection of trainees 	Progress report OCD interview
	3.5 Services of the counterpart personnel (number of staff, role and responsibility, time and effort)	<ul style="list-style-type: none"> • Frequent change of C/P was pointed out to have undermined the efficiency of project implementation. Are there any recent changes of C/P and the continuation of works are ensured? 1) Project Director: Undersecretary Alexander Pama (NDRRMC Executive Director, OCD Administrator) 2) Project Manager: CDXO (Civil Defense Executive Officer) Honorato Delos Reyes (chair of JICA committee) • Sense of ownership (engagement of C/P in the Project on their own initiative) • Alignment of project activities and their daily duties • Counterpart-fund of OCD for the Project 	OCD interview
	3.6 Share of operational costs (including Counter-budget for the project implementation)		Progress reports OCD interview

4. Impact	3.7 Communication (periodical and daily) for project coordination between implementing organizations and the Japanese experts	<ul style="list-style-type: none"> • Process such as the signing of M/M of JCC held 6 times. 1) 1st JCC (18 Apr 2012) for official commencement with OCD, PHIVOLCS, PAGASA, DILG, DSWD, NEDA, LPP, LMP, ULAP (and DPWH, PIA were recommended as JCC members) 2) 2nd JCC (3 Aug 2012) on PDM ver2 with OCD, PHIVOLCS, PAGASA, DILG, DSWD, NEDA, LPP 3) 3rd JCC (14 Nov 2012) for monitoring the progress and on IMS development with OCD, DILG, NEDA, LPP, LMP, ULAP 4) 4th JCC (22 Feb 2013) on achievement of the 1st year with OCD, NEDA, PHIVOLCS, DSWD, LPP, DPWH 5) 5th JCC (18 Oct 2013) for Mid-term review with OCD, PAGASA, LMP, ULAP, GHQ&HEC, NEDA, PHIVOLCS, LGA(DILG) 6) 6th JCC (7 Feb 2014) on PDM ver3 with PAGASA, ULAP, LMP, OCD, NEDA, LPP 7) 7th JCC (20 Aug 2014) • Effectiveness of counterpart meetings, which were held 13 times from Mar2012 to Sep 2013. (Recommendation was made that cross sectional monthly counterpart meetings participated by all counterparts involved in project's four components) • Communication when experts don't stay in Philippines 	Progress reports Expert interview OCD interview
	3.8 Communication (periodical and daily) for project coordination among Filipino organizations.	<ul style="list-style-type: none"> • Invitation letter and report of the meetings JCC member (OCD, NEDA, DILG, DSWD, DOST(PAGASA, PHIVOLCS) based on the R/D • Frequency of the information shared 	OCD interview NEDA, DILG, DSWD, PAGASA/PHIVOLCS hearing
	3.9 Methods and contents of technology transfer	<ul style="list-style-type: none"> • Opportunities of on-the-job training and learning through processes on actual disaster sites 	OCD interview
	3.10 Promoting/hindering factors that may have affected the Project implementation	<ul style="list-style-type: none"> • Any particular recognition of the effectiveness of implementation arrangement (<u>Basic Approach</u>)? (Promoting factor at the Mid-term review) • Good initiative of OCD to expedite project progress by developing the NDRRMP before the commencement of the Project, and by holding regional summits (in June-September 2013 organized by each OCD regional office for Provincial DRRM Officers), as well as at the regular regional directors' meetings. (Hindering factor at the Mid-term review) • Due to fast-changing situations around DRRM sectors, it is sometimes difficult to keep up with such changes adequately. • There were replacements of key participating members on Filipino and Japanese sides. The Project therefore needed to spend time on clarifying the scope of work and readjust the work plan, which reduced project's efficiency. 	OCD interview Expert interview Pilot LGUs hearing NEDA, DILG, DSWD, PAGASA/PHIVOLCS hearing
4. Impact	4.1 Prospect of the Overall Goal (DRRM activities conducted by organizations of the GOP are improved) to be achieved 3-5 years after the project end.	<ul style="list-style-type: none"> • Are way forwards discussed for project's experiences (e.g. formulating the RDRRMP and LDRRMPs and the process of planning and institutional coordination) to be extended to other areas (e.g. through Regional Directors meetings of OCD)? • There are some non-pilot LGUs where the preparation of LDRRMPs is done or expected: <u>Aparri MDRRMP</u> and <u>Peñablanca MDRRMO</u>. How is OCD supporting these activities? • Isn't the Overall Goal far-reaching to attain in 3-5 years considering the current level of achievement? • JICA's actual practice in projects in line with keywords in discussion towards Post HFA? 	Progress reports OCD interview Expert interview NEDA, DILG, DSWD, PAGASA/PHIVOLCS hearing
	4.2 Ongoing/possible collaborations, if any, with multi/bi-lateral development agencies.	<ul style="list-style-type: none"> • UN agencies, bilateral donors, or NGO working with OCD or in the area of disaster risk management. 	OCD interview Expert interview AusAID
	4.3 Any positive/negative impact brought about by the Project	<ul style="list-style-type: none"> • Impacts from project activities observed at the Mid-term review 1) Development of LDRRMPs in LGUs other than the Region II, which would lead to nationwide improvement of local DRRM plans. 2) Organizations that participated in the development of NDRP on hydro-meteorological disaster have started to incorporate the NDRP into their respective plans. This would lead to the integration of DRRM operations in other organizations. IMS is also expected to cause direct impact on DRRM operations with quasi-real time, geographical information on disasters. 3) Currently, nearly 1,300 training activities on DRRM are conducted annually in the Philippines, and these activities would be greatly improved once the requirements and standards for DRRM training and education 	OCD interview Expert interview NEDA, DILG, DSWD, PAGASA/PHIVOLCS hearing LGUs hearing AusAID

		<p>programs are set and accredited.</p> <p>4) Communication among NDRRMC member organizations has been improved through their involvement in planning activities and more balanced investment DRRM planning by LDRRMOs.</p>	
5. Sustainability	5.1 Prospect from policy/institutional viewpoint	<ul style="list-style-type: none"> Any expected changes in the policy direction of DRRM? Any reference in strategic documents or comments/remarks at seminars/conferences indicating the commitment of the Filipino government to sustain project activities? 	OCD interview Expert interview
	5.2 Prospect from technical viewpoint	<ul style="list-style-type: none"> Documents prepared in the Project effectively in use? Is the management of these documents clear (Responsible section, protection of original file, budget to duplicate hard copies, agreement of work allocation in case of revision, etc.)? Are there continuous training opportunities to refresh and update skills/knowledge available? 	OCD interview Expert interview
	5.3 Prospect from Human Resource viewpoint	<ul style="list-style-type: none"> Is continued assignment of responsible OCD staff on activities likely after the project termination? Any change of staff number of OCD for continuation and development of the Project activities, in particular recruitment of technical staff? 	OCD interview Expert interview
	5.4 Prospect from financial viewpoint	<ul style="list-style-type: none"> Any change of budget of OCD for continuation and development of the Project activities, in particular after the mid-term review? Any possibility of external financing from donor agencies or private sector? 	OCD interview Expert interview

**MINUTES OF MEETING
BETWEEN
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF THE PHILIPPINES
AND
THE JAPANESE TERMINAL EVALUATION TEAM
ON
JAPANESE TECHNICAL COOPERATION PROJECT
FOR
DISASTER RISK REDUCTION
AND MANAGEMENT CAPACITY ENHANCEMENT PROJECT
IN THE PHILIPPINES**

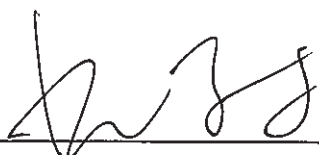
The Japanese Terminal Evaluation Team (hereinafter referred to as "the Team"), organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Masafumi NAGAISHI, visited Republic of the Philippines from September 22 to October 10, 2014 for the purpose of conducting Terminal Evaluation on the Japanese technical cooperation project, entitled "Disaster Risk Reduction and Management Capacity Enhancement Project" (hereinafter referred to as "the Project").

During its stay in the Philippines, both the Team and the authorities concerned of the Government of the Philippines formulated Joint Evaluation Team, had a series of discussions and exchanged views on the Project.

As a result of the intensive study and analysis of the activities and achievements of the Project, the Evaluation Team prepared the Joint Terminal Evaluation Report (hereinafter referred to as "the Report") attached hereto (Annex I) and presented it to the Joint Coordinating Committee (hereinafter referred to as "the JCC") held on October 10, 2014.

After discussions in respect to recommendations and issues for the successful implementation of the Project, the JCC approved the contents of the Report and the respective representatives from the Philippine side and the Japanese side agreed to the matters referred to in the documents attached hereto.

Manila, October 10, 2014



Mr. Masafumi NAGAISHI
Leader,
Terminal Evaluation Team
Japan International Cooperation Agency
(JICA)
Japan



Usec. Alexander P. Pama
Executive Director, National Disaster Risk
Reduction and Management Council
Civil Defense Administrator, Office of Civil
Defense (OCD)
Republic of the Philippines

THE ATTACHED DOCUMENT

1. Joint Terminal Evaluation Report

Both the Philippine and the Japanese sides approved the result of the Joint Terminal Evaluation as Annex I.

2. Utilization and dissemination of the Project outcomes

Through the Joint Terminal Evaluation, the Team recognized that the Project has progressively achieved its purpose and elaborated tangible outputs such as Information Management System (IMS), OCD Operation Manual and Training Modules for Civil Defense Education and Training Program and Community Based Disaster Risk Reduction Management (CBDRRM) training materials.

The IMS is an important, basic tool to accumulate historical disaster data and records of disaster operations to make the investment on Disaster Risk Reduction Management (DRRM) more efficient. It is necessary to improve the capacity of OCD staff to utilize this system including allocation of technical staffs and suitable budget for its operation and maintenance.

Pending the establishment of the Training Institute, the OCD shall ensure that training modules for Civil Defense Education and Training Program and CBDRRM developed during the Project will be utilized and implemented at all levels of government. Moreover, the OCD will consider the collaboration with the existing training facilities of government, universities and other training facilities.

The OCD agreed to take necessary measures for effective utilization and dissemination within the OCD on the outcomes of the Project.

3. Strengthening the OCD's coordination capacity with relevant organizations and relation at department and regional level

During the Joint Terminal Evaluation, relevant organizations such as Philippine Institute of Volcanology and Seismology (PHIVOLCS) and Department of the Interior and Local Government (DILG) expressed that the coordination capacity of OCD was improved through the Project.



To sustain mainstreaming of Disaster Risk Reduction (DRR) and strengthening disaster preparedness, it is necessary for OCD to have good interagency coordination from the national, regional and local levels.

Since the DRR is cross-sectoral issue, the OCD agreed to continue to enhance both horizontal coordination and vertical relation.

4. Taking efforts for the achievement of the outputs

As a result of the Joint Terminal Evaluation reviewing by the five (5) criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability), three (3) of which, namely Effectiveness, Efficiency and Sustainability are classified "Medium". In particular, Effectiveness being medium is because of the indicator of this criteria requiring "approval" of the outputs by the relevant authorities.

The Project activities are almost conducted or will be completed during the Project period, but it takes time to obtain approval on several outputs, such as National Disaster Response Plan (NDRP) on Earthquake and Tsunami, OCD Operations Manual, National DRRM Education and Training Plan, CBDRRM National Policy, and etc. as indicated in the Report.

In order to optimize the outcomes of the Project, it is necessary that these outcomes should be officially authorized or approved to expand them as standard and essential operation and procedure of the DRR in the Country, the OCD shall ensure the official approval of the outputs before the end of the Project period.

5. Emphasizing "Mainstreaming DRR" based on the outcomes of the Project and the DRRM experiences

Disaster response has a tendency to gain the attention of the public but it is necessary and important to promote DRR activities comprehensively even in ordinary time. This includes preparation of disaster statistics and disaster risk assessment, formulation a disaster risk prevention/mitigation strategy based on the disaster risk assessment (including Regional/Local DRRM Plans which was developed by the Project), capacity development of the DRR agency based on the DRR plans, and enhancement of people's awareness in DRR.

Both sides confirmed the importance of DRR activities and the OCD agreed to



continuously undertake the Mainstreaming DRR based on the outcomes of the Project and their DRRM experiences.

6. Importance of DRR Agencies toward Post Hyogo Framework for Action (HFA)

Both countries, Philippines and Japan, have recognized the importance of continuing the enhancement of DRR activities following the 2005 Hyogo Framework for Action (HFA). The Project is aligned with the Priorities for Action of HFA.

The United Nations and the international communities are currently discussing the Post HFA which will be issued at the 3rd World Conference for DRR in Sendai in March 2015.

Both sides recognized the importance of role of DRR agencies, necessity of continuous improvement of the agencies, and confirmed to try to disseminate the message to emphasize the importance of DRR agencies based on the Project experience toward the Post HFA.

Annex I : Joint Terminal Evaluation Report



