

READY TO REBUILD



WE RECOVER AS ONE

VIRTUAL TRAINING MANUAL

Disaster Rehabilitation and
Recovery Planning Guide

P H I L I P P I N E S



READY TO REBUILD: DISASTER REHABILITATION AND RECOVERY PLANNING GUIDE TRAINING MANUAL

A joint project of the
National Disaster Risk Reduction and Management Council,
Office of Civil Defense, and the World Bank



With funding support from the
Government of Japan and the Global Facility for Disaster Reduction and Recovery



GFDRR
Global Facility for Disaster Reduction and Recovery



ACKNOWLEDGEMENT

The National Disaster Risk Reduction and Management Council (NDRRMC) Office of Civil Defense (OCD) extends its appreciation to the working team that made the completion of the Ready to Rebuild: Disaster Rehabilitation and Recovery Planning Guide Workbook and Ready to Rebuild: Disaster Rehabilitation and Recovery Planning Guide Training Manual possible. These documents were developed through the initiative of the Rehabilitation and Recovery Management Service of the Office of Civil Defense (RRMS-OCD) with technical support from the World Bank, Global Facility for Disaster Reduction and Recovery (GFDRR), and the Government of Japan. We gratefully acknowledge the invaluable feedback of the National Economic and Development Authority (NEDA), the Department of the Interior and Local Government (DILG), key member agencies of the NDRRMC, Local Government Units (LGUs), and other relevant stakeholders. The Ready to Rebuild documents would help prepare national and local governments towards a resilient recovery.

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REPUBLIC OF THE PHILIPPINES
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The **Ready to Rebuild: Disaster Rehabilitation and Recovery Planning Guide Workbook** and its *Training Manual* are testaments to the government's strong commitment to strengthen our DRRM systems, particularly in the Disaster Rehabilitation and Recovery thematic area.

Drawn from our collective experience from previous disasters, these materials were developed to supplement the NDRRMC-approved Disaster Rehabilitation and Recovery Planning Guide - the first country-specific guide for both natural and human-induced disasters adopted for implementation at the national, sub-national and local (LGU) levels.

The **Ready to Rebuild: Planning Guide Workbook** provides templates and worksheets to guide and help prepare our national and local governments to recover better and faster from future disasters. It comes with the **Ready to Rebuild: Planning Guide Training Manual** to enhance the capacity of our national agencies, local governments, and stakeholders on the Disaster Rehabilitation and Recovery phase. It is crucial to empower our local governments and communities with the right tools.

I congratulate the Office of Civil Defense and the National Economic Development Authority for the formulation of these valuable documents. Likewise, I extend my gratitude to the World Bank for supporting the NDRRMC in producing these resources that could hasten and enhance the rehabilitation and recovery of communities from disasters.

May our local governments and stakeholders maximize the use of these resources so that in the face of whatever disaster, we can all together recover as one!



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REPUBLIC OF THE PHILIPPINES

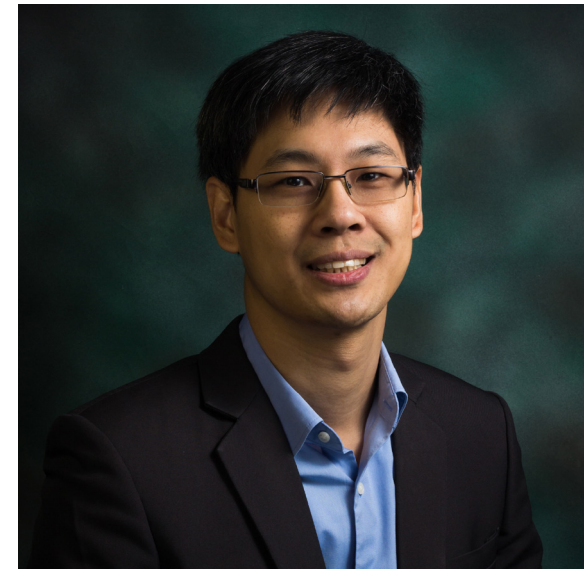
NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY

As Vice Chair of the National Disaster Risk Reduction and Management Council (NDRRMC), the National Economic Development Authority led the development of the **Disaster Rehabilitation and Recovery Planning Guide** to provide the overall framework for national, regional, and local DRRMCs in the formulation of post-disaster rehabilitation and recovery programs and the implementation of pre-disaster activities. It was adopted by the NDRRMC through Resolution No. 1 dated 20 March 2019.

We recognize the efforts of the Office of the Civil Defense, with the technical support from the World Bank, in cascading the lessons from the Guide to the LGUs through the **Ready to Rebuild: Disaster Rehabilitation and Planning Guide** workbook and training manual.

The tabletop exercises and tips for applying concepts would enable LGUs to formulate the key components of their rehabilitation and recovery programs, and improve their systems and processes towards better planned communities.

In recent years, we have faced the most devastating disasters in history. Together with the NDRRMC and the local leaders, we will strive for our country's disaster resiliency to achieve our development goals. *Sama-sama tayo tungo sa isang matatag, maginhawa, at panatag na buhay para sa ating mamamayan.*




KARL KENDRICK T. CHUA



Acting Socioeconomic Planning Secretary
National Economic and Development Authority



REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF NATIONAL DEFENSE
OFFICE OF CIVIL DEFENSE

In line with the Office of Civil Defense's mandate as the implementing arm of the National Disaster Risk Reduction and Management Council, to provide leadership in the continuous development of strategic and systematic approaches to reduce the vulnerabilities and risks to hazards and manage the consequences of disasters, we present to you the Ready to Rebuild: Disaster Rehabilitation and Recovery Planning Guide Workbook and the Ready to Rebuild: Disaster Rehabilitation and Recovery Planning Guide Training Manual.

It is our desire to enhance the capacity of more government officials and our stakeholders on disaster rehabilitation and recovery to attain disaster resilience most especially in vulnerable communities across the country. We believe that the key to resilient recovery is to ensure that the government's interventions for areas affected are integrated and aligned towards achieving development goals and intended outcomes by putting in place systems and mechanisms for rehabilitation and recovery before disaster happens.

The development of these documents builds on the gains we have achieved following the NDRRMC approval of our experience-based Disaster Rehabilitation and Recovery Planning Guide. Through these Ready to Rebuild resources, we believe that our local governments will be better equipped and informed to undertake rehabilitation and recovery from future disasters. As we recover better after every disaster, we continually achieve our goal of having safer, adaptive, and resilient Filipino communities.

I thank the entire team of the OCD Rehabilitation and Recovery Management Service for taking the lead in this initiative as well as the strong support of the National Economic and Development Authority. I also extend my gratitude to the World Bank and the Global Facility for Disaster Reduction and Recovery (GFDRR) for making this project possible. The global good practice on disaster recovery and rehabilitation would complement the lessons learned from various Philippine disasters.



UNDERSECRETARY RICARDO B. JALAD

Executive Director, National Disaster Risk Reduction and Management Council
Civil Defense Administrator, Office of Civil Defense



REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF NATIONAL DEFENSE
OFFICE OF CIVIL DEFENSE

With the increasing intensity and impact of recent disasters due to climate change, we are honored to share with you the **Ready to Rebuild: Disaster Rehabilitation and Recovery Planning Guide Workbook and Training Manual**. Capitalizing on the lessons learned from earlier disasters and global good practices on disaster rehabilitation and recovery, these supplementary guides will serve as primary reference materials for national, regional, and local actors to rationalize post-disaster rehabilitation planning, coordination mechanisms as well as monitoring and evaluation, and ensure that recovery efforts are adequately supported.



This will serve as a practical guide for our national and local leaders and decision-makers to pursue a generic but holistic, coherent, and integrated approach to risk-informed rehabilitation and recovery planning to aid inter-governmental and inter-organizational stakeholders in defining and programming adaptive and contextualized interventions to expedite a development-focused rehabilitation and recovery process.

Thus, promoting "cooperation among diverse institutions, multiple authorities, and related stakeholders at all levels, including affected communities and businesses, in view of the complex and costly nature of post-disaster reconstruction, under the coordination of national authorities".

Built upon an inclusive and a comprehensive disaster post-rehabilitation recovery framework, we express our sincerest gratitude to our hardworking colleagues on OCD Rehabilitation and Recovery Management Service and our dependable partners from the National Economic Development Authority for coming up with this milestone document. Further, we could never forget to attribute as much appreciation to the World Bank for extending with us technical assistance in finishing these references..

DIRECTOR BERNARDO RAFAELITO R. ALEJANDRO IV
Rehabilitation and Recovery Management Service



REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF NATIONAL DEFENSE
OFFICE OF CIVIL DEFENSE

Aligned with our objective to strengthen our government's Disaster Rehabilitation and Recovery thematic area, we have developed the **Ready to Rebuild: Disaster Rehabilitation and Recovery Planning Guide Workbook** and **Ready to Rebuild: Disaster Rehabilitation and Recovery Planning Guide Training Manual** as supplementary documents to our Disaster Rehabilitation and Recovery Planning Guide for national and local governments.

The **Ready to Rebuild: Disaster Rehabilitation and Recovery Planning Guide Workbook** provides templates and toolkits covering the various aspects of disaster rehabilitation and recovery from pre-disaster and post-disaster including recovery framework, planning process, institutional arrangements, coordination and implementation mechanisms, options for funding resources, proposed monitoring arrangements, and communications strategy. It is meant to serve as reference for national and local governments in the formulation of post-disaster rehabilitation and recovery programs, its subsequent implementation, and the conduct of related activities that will contribute in hastening the rehabilitation and recovery phase.

On the other hand, the **Ready to Rebuild: Planning Guide Training Manual** provides training module guide and teaching strategies to enhance the capacity of our national and local governments to prepare better towards resilient recovery. The training is purposely designed to stimulate the rehabilitation and recovery process and allow LGUs to develop guidelines on working with the various stakeholders in their localities.

I thank the entire **Rehabilitation and Recovery Management Service** for your commendable effort in developing our Ready to Rebuild resources and the **World Bank** for their technical support in developing these tools. Incorporating the examples of good practices on rehabilitation and recovery from other countries were complementary to the lessons learned from previous disasters that struck the Philippines. Let us all remain committed and focused on our common goal for a safer and more resilient Philippines!




DIRECTOR EDGAR POSADAS
Rehabilitation and Recovery Management Service
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TABLE OF CONTENTS

INTRODUCTION

2

TRAINING DESIGN

4

- A. Training Objectives and Learning Outcomes
- B. Participants
- C. Teaching Strategies
- D. Schedule and Agenda
- E. Personnel Requirements
- F. Materials and Equipment

5

5

5

7

11

11

TRAINING MODULE GUIDE

12

MODULE 1: Overview of Disaster Rehabilitation and Recovery Policy Guide, Program, and Process

13

Welcome and Introductions

15

SESSION 1: Overview of Disaster Rehabilitation and Recovery Program Basic Concepts and Process

17

SESSION 2: Post-Disaster Rehabilitation and Recovery Program Framework

31

SESSION 3: Institutional Arrangements

41

MODULE 2: Rehabilitation Planning Process and Plan Structure

56

2.1 Pre-Disaster Activities: Database Build-up for Disaster Rehabilitation and Recovery

57

SESSION 4: How to Gather Disaster Data

58

SESSION 4a: How to Use GeoMapperPH

66

SESSION 5: Science-based scenario building (use of GeoRiskPH Platform)

69

SESSION 6: Identification of NGA, LGU, and NGO PPAs for Scaling up/ Repurposing

71

SESSION 7: Recovery Financing – Local Disaster Risk Financing Strategy

75



2.2 Post-Disaster Activities: Formulation of Disaster Rehabilitation and Recovery Program	89
SESSION 8: Post-Disaster Needs Assessment	90
SESSION 9: Formulation of Post-Disaster Rehabilitation and Recovery Program	95
SESSION 10: Presentation and Critiquing of the Disaster Rehabilitation and Recovery Program	112
MODULE 3: IMPLEMENTATION MECHANISMS	114
SESSION 11: Implementation Modalities	116
SESSION 12: Procurement Process and Modalities	127
SESSION 13: Formulation of Post-Disaster Rehabilitation and Recovery Financing Program	128
SESSION 14: Formulation of Communications Strategy	144
MODULE 4: MONITORING AND EVALUATION	151
SESSION 15: Monitoring and Evaluation	153
MODULE 5: SYNTHESIS AND ACTION PLANNING	169
SESSION 16: Synthesis and Action Planning	171
WORKSHEETS: List	172
ANNEX	174
Annex F - Evaluation	175



INTRODUCTION

This training manual is developed as a supporting document to the Disaster Rehabilitation and Recovery Planning Guide developed by the National Economic and Development Authority (NEDA). It is intended to be used by trainers on how to conduct, facilitate, and develop a Disaster Rehabilitation and Recovery Program.

It comprises of two parts: the training design and the training module guide. The training design provides an overview of the training program, objectives, and learning outcomes. It also includes the teaching strategies, schedule, and personnel requirements.

The training module guide details how each session will be delivered. It includes the learning objectives for each session, content, duration, mode of learning, assessments, assigned readings, and other learning material.

The mapping of the training manual to the Planning Guide is given below:

WEEK	DAY	PLANNING GUIDE	TRAINING GUIDE
1	1	Part – I: Disaster Rehabilitation and Recovery Framework	MODULE 1: Overview of Disaster Rehabilitation and Recovery Policy Guide, Program, and Process SESSION 1: Overview of Disaster Rehabilitation and Recovery Program Basic Concepts and Process SESSION 2: Post-Disaster Rehabilitation and Recovery Program Framework
	2	Part – II: Rehabilitation Planning Process and Plan Structure Part – III: Institutional Arrangements	Covered across multiple sessions in Days 2 and 3. SESSION 3: Institutional Arrangements
2	1	Part – II: Rehabilitation Planning Process and Plan Structure	MODULE 2: Rehabilitation Planning Process and Plan Structure 2.1 Pre-Disaster Activities: Database Build-up for Disaster Rehabilitation and Recovery SESSION 4: How to Gather Disaster Data SESSION 4a: How to Use GeoMapperPH SESSION 5: Science-based Scenario Building (Use of GeoRiskPH Platform)
	2	Part – II: Rehabilitation Planning Process and Plan Structure	SESSION 6: Identification of NGA, LGU, and NGO PPAs for Scaling Up/Repurposing SESSION 7: Recovery Financing – Local Disaster Risk Finance Strategy
3	1		2.2 Post-Disaster Activities: Formulation of Disaster Rehabilitation and Recovery Program SESSION 8: Post-Disaster Needs Assessment SESSION 9 Formulation of Post-Disaster Rehabilitation and Recovery Program

WEEK	DAY	PLANNING GUIDE	TRAINING GUIDE
3	2		SESSION 10: Presentation and Critiquing of the Disaster Rehabilitation and Recovery Program
4	1	Part – IV: Implementation Mechanisms	MODULE 3: Implementation Mechanisms SESSION 11: Implementation Modalities SESSION 12: Procurement Process and Modalities
4	2		SESSION 13: Formulation of Post-Disaster Rehabilitation and Recovery Financing Program SESSION 14: Formulation of Communications Strategy
5	1	Part – V: Monitoring and Evaluation	MODULE 4: Monitoring and Evaluation SESSION 15: Monitoring and Evaluation
5	2		MODULE 5: Synthesis and Action Planning

We recommend the users of this document to keep the Disaster Rehabilitation and Recovery Planning Guide readily available as supplementary reference. As seen in the table above, the mapping from the Planning Guide to the Training Manual is not a linear one and having access to both the documents will be helpful. There are also a few design choices keeping in mind the desired effectiveness of the training:

- There are cases where one section of the Planning Guide is split into several sessions
- The order of tables and boxes in this document is not in chronological order

TRAINING DESIGN



A. TRAINING OBJECTIVES AND LEARNING OUTCOMES

The main objective of the training is to build the capacity of government officials and staff, together with partners on Pre- and Post-Disaster Rehabilitation and Recovery Planning. This training is designed to refresh and refine the participants' understanding of key disaster risk reduction related concepts with emphasis on Disaster Rehabilitation and Recovery. It also aims to upskill capacity on facilitating and planning pre- and post-disasters.

At the end of the training,

1. Participants are expected to have:
 - i. Enhanced knowledge on the latest concepts and practices on disaster rehabilitation and recovery and are able to analyze and evaluate considerations and implications of disasters and crises in relation to disaster rehabilitation and recovery
 - ii. Enhanced ability to prepare and facilitate planning for post-disaster rehabilitation and recovery
2. Participants should have developed the following:
 - i. Local Pre-Disaster Baseline Data
 - ii. Local Disaster Risk Financing Strategy
 - iii. Local Disaster Rehabilitation and Recovery Program

B. PARTICIPANTS

This training is designed for Local Government Units (LGUs) and partners. Those that are directly involved in planning and implementation of the rehabilitation and recovery efforts of the LGUs must attend. These are the Disaster Risk Reduction (DRR) officers, planning officers from the Local DRRMC and attached agencies.

C. TEACHING STRATEGIES

This workshop series will use a mixed method approach with adult learning principles of experiential learning cycle. This has been adapted and modified to be delivered as a webinar.

Interactive Lecture: New and old concepts will be presented using a mix of audio-visual presentations (e.g. PowerPoint, Group Chat, Polls for Voting etc.) on a virtual platform. An exchange of ideas between facilitator and participant as well as between participants will be encouraged.

Videos: Pre-recorded lectures on specific content topics will be used both as preparation and during the session.

Case Discussion: Participants will be asked to dissect, analyze, and discuss the different elements and dilemmas presented in a written case or film. The discussion could be in plenary or in groups with certain output.

Group Work/Activity: Virtual groups of at least 8-10 participants will be created. They will be given some time to discuss the task and work together to deliver an output. Each group will have specific roles identified such as a leader, note-taker, timekeeper, etc. with fixed set of responsibilities.

Tips Specific to Virtual Training: Training a group of participants in class is not the same as training on camera – whether live or recorded. In class, an instructor can pick up the body language, facial cues, expressions, and overall energy to adjust the pace and tempo accordingly. If an instructor feels the class is getting distracted, the instructor can move topics around and create interest. In an online video training, these forms of feedback is missing. Therefore, to be effective in a video training, here are some best practices to consider.

BEST PRACTICES	DESCRIPTION
Change visual stimuli every 3-4 minutes	Break the content into smaller chunks. The easiest way to do that is divide the presentation slides into smaller chunks. Content on one slide should not exceed 3-4 minutes of talking time.
Length of video	Keep videos short. A single video ideally should not exceed 20 minutes. Keep the principle of one video for one learning objective.
Length of session	Online video sessions, either recorded or live, should not exceed 3 hours in a single session.
Use examples	Mix theory with examples. Participants may get distracted with long theory narrations, without enough samples, scenarios, case studies or examples.
Front-load content	Begin by stating the goals, purpose or outcome of each session. This can be in form of objectives or table of contents that will allow the learners to adjust their expectations.
Address the WIIFM	WIIFM means "What's in it for me". Telling the participants upfront how the training will make their work life more efficient, help solve difficult problems or aid their day-to-day work, will keep the participants engaged throughout the session.
Use short sentences	Best form of video content delivery is to use active voice. Keep sentences short.
Use images & infographics	Avoid making the presentations text heavy. Text heavy slides can create cognitive overload. Use images and infographics to communicate complex ideas. Long texts can be added to participant handbooks.
Use bulleted text	Replace paragraphs with bulleted text for easy comprehension. Bulleted text also helps the trainer in linear delivery of content.
Slide background	Keep slide background light and pattern-less. Busy backgrounds can get distorted and distracting in a video recording. Light background and dark text combinations work best.
Font size	Some participants may access the videos on smart phones. Therefore, the font size of the presentation should be large enough for easy reading on smaller devices. This is especially true in case of data presentation.

D. SCHEDULE AND AGENDA

The design of the training is composed of five modules covering the following topics:

- Introductions to Framework
- Planning Process and Structure
- Implementation Mechanisms
- Financing Recovery
- Monitoring and Evaluation

Each module is divided into sessions. There are 16 sessions in total which are recommended to be delivered across 10 days of half day sessions (~4 hours each) spread across 5 weeks.

MODULE 1: OVERVIEW OF DISASTER REHABILITATION AND RECOVERY POLICY GUIDE, PROGRAM, AND PROCESS

SESSION	FORMAT	DURATION
WEEK 1: DAY 1		
WELCOME AND INTRODUCTIONS		1.5 Hours
Session 1: Overview of Disaster Rehabilitation and Recovery Program Basic Concepts and Process	<ul style="list-style-type: none"> - Interactive Lecture - Recorded Lecture - Group Work 	2 Hours
WEEK 1: DAY 2		
Session 2: Post-Disaster Rehabilitation and Recovery Program Framework	<ul style="list-style-type: none"> - Interactive Lecture - Recorded Lecture - Group Work 	1.5 Hours
Session 3: Institutional Arrangements <ul style="list-style-type: none"> • Coordinating Structures and Organizational Structure for Disaster Rehabilitation and Recovery • Role of Stakeholders • Creation of Local Rehabilitation and Recovery Committee 	<ul style="list-style-type: none"> - Interactive Lecture - Recorded Lecture - Group Work 	2 Hours
CLOSING		0.5 Hour

MODULE 2: REHABILITATION PLANNING PROCESS AND PLAN STRUCTURE
2.1 PRE-DISASTER ACTIVITIES: DATABASE BUILD-UP FOR DISASTER REHABILITATION AND RECOVERY

SESSION	METHODOLOGY	DURATION
WEEK 2: DAY 1		
OPENING		0.5 Hour
Session 4: How to Gather Disaster Data	<ul style="list-style-type: none"> - Interactive Lecture - Group Work 	2 Hours
Session 4a: How to Use GeoMapperPH (collection of hazard and exposure information)	<ul style="list-style-type: none"> - Interactive Lecture - Group Work 	0.5 Hour
Session 5: Science-based Scenario Building (Use of GeoRiskPH Platform)	<ul style="list-style-type: none"> - Interactive Lecture - Group Work 	1 Hour
WEEK 2: DAY 2		
Session 6: Identification of NGA, LGU, and NGO PPAs for Scaling Up/ Repurposing	<ul style="list-style-type: none"> - Interactive Lecture - Recorded Lecture - Group Work 	1.5 Hours
Session 7: Recovery Financing - Local Disaster Risk Finance Strategy (Menu of Available Resources)	<ul style="list-style-type: none"> - Interactive Lecture - Recorded Lecture - Group Work 	2 Hours
CLOSING		0.5 Hour

2.2 POST-DISASTER ACTIVITIES: FORMULATION OF DISASTER REHABILITATION AND RECOVERY PROGRAM

SESSION	FORMAT	DURATION
WEEK 3: DAY 1		
Session 8: Post-Disaster Needs Assessment (PDNA)	- Interactive Lecture - Recorded Lecture	1 Hour
Session 9: Formulation of Post-Disaster Rehabilitation and Recovery Program		3 Hours
WEEK 3: DAY 2		
Session 10: Presentation and Critiquing of the Disaster Rehabilitation and Recovery Program	- Group Presentations and Feedback	4 Hours

MODULE 3: IMPLEMENTATION MECHANISMS

SESSION	FORMAT	DURATION
WEEK 4: DAY 1		
OPENING		0.5 Hour
Session 11: Implementation Modalities	- Interactive Lecture - Recorded Lecture - Group Work	3 Hours
Session 12: Procurement Process and Modalities	- Interactive Lecture - Recorded Lecture	1 Hour
WEEK 4: DAY 2		
Session 13: Formulation of Post-Disaster Rehabilitation and Recovery Financing Program	- Interactive Lecture - Recorded Lecture - Group Work	2 Hours
Session 14: Formulation of Communications Strategy	- Interactive Lecture - Recorded Lecture - Group Work	1.5 Hours
CLOSING		0.5 Hour

MODULE 4: MONITORING AND EVALUATION

SESSION	FORMAT	DURATION
WEEK 5: DAY 1		
OPENING		0.5 Hour
Session 15: Monitoring and Evaluation	<ul style="list-style-type: none"> - Interactive Lecture - Recorded Lecture - Group Work 	3.5 Hours

MODULE 5: SYNTHESIS AND ACTION PLANNING

SESSION	FORMAT	DURATION
WEEK 5: DAY 2		
Session 16: Synthesis and Action Planning	<ul style="list-style-type: none"> - Reflection - Interactive Discussion 	2 Hours

E. PERSONNEL REQUIREMENTS

To run this training, a minimum of three (3) core facilitators will be required. In addition, resource speakers for special topics might be required.

1. Lead Facilitator (1)

The lead facilitator will adopt and finalize the design based on the needs and context of the local government units. S/he will coordinate with the focal local government office and local and national DRRMC in the preparation and conduct of the training.

2. Co-Facilitators (1-2)

The co-facilitators will assist the lead in organizing the virtual training as well as recording the training. They will assist in group work and discussions as moderators. They will also provide feedback in improving the training course and materials.

3. Resource Speakers for Special Topics

- a. GeoMapper and GeoRiskPH
- b. Disaster Risk Financing Strategy
- c. Post-Disaster Needs Assessment
- d. Implementation Modalities
- e. Procurement Process and Modalities
- f. Communications Strategy
- g. Monitoring and Evaluation

F. MATERIALS AND EQUIPMENT

1. Disaster Rehabilitation and Recovery Planning Guide
2. Planning Guide Workbook
3. Personal computer for the webinar
4. Good internet connection that enables video to be switched on while screen sharing is being done

TRAINING MODULE GUIDE



MODULE 01

Overview of Disaster Rehabilitation and
Recovery Policy Guide, Program, and Process

Module 1: Overview of Disaster Rehabilitation and Recovery Policy Guide, Program, and Process

DESCRIPTION	This module is an overview of the Disaster Rehabilitation and Recovery Program and Process. It also covers policy framework, setting the tone and establishing the significance of Disaster Rehabilitation and Recovery, as well as a guide on establishing institutional arrangements. There are 3 sessions for this module, which could be delivered in 6 hours spread across 2 session days in a week.
SESSIONS	<p>Welcome and Introductions</p> <p>Session 1: Overview of Disaster Rehabilitation and Recovery Program Basic Concepts and Process</p> <p>Session 2: Post-Disaster Rehabilitation and Recovery Program Framework</p> <p>Session 3: Institutional Arrangements</p> <ul style="list-style-type: none"> • Coordinating Structures and Organizational Structure for Disaster Rehabilitation and Recovery • Role of Stakeholders • Creation of Local Rehabilitation and Recovery Committee

Sample Schedule:

SESSION	FORMAT	DURATION
WELCOME AND INTRODUCTIONS		1.5 Hours
Session 1: Overview of Disaster Rehabilitation and Recovery Program Basic Concepts and Process	<ul style="list-style-type: none"> - Interactive Lecture - Recorded Lecture - Group Work 	2 Hours
WEEK 1 : DAY 2		
Session 2: Post-Disaster Rehabilitation and Recovery Program Framework	<ul style="list-style-type: none"> - Interactive Lecture - Recorded Lecture - Group Work 	1.5 Hours
Session 3: Institutional Arrangements <ul style="list-style-type: none"> • Coordinating Structures and Organizational Structure for Disaster Rehabilitation and Recovery • Role of Stakeholders • Creation of Local Rehabilitation and Recovery Committee 	<ul style="list-style-type: none"> - Interactive Lecture - Recorded Lecture - Group Work 	2 Hours
CLOSING		0.5 Hour

Welcome and Introductions

This session presents the scope of the workshop, establishing learning objectives and expectations from the participants. The Disaster Rehabilitation and Recovery Planning Guide will also be presented.

Learning At the end of the session, the participants would be able to:

- Objective:**
1. Follow instructions and housekeeping guides
 2. Explain why they are participating in this workshop
 3. Participate actively

Content: Welcome remarks, self-introductions, expectation setting

Mode: Interactive lecture, group activity

Duration: 90 minutes (1.5 hours)

1. Preliminaries
2. Welcome remarks
3. Self-introductions – state name, office, role in disaster work
4. Expectation setting – use chat box for participant inputs, and collate the list at the back end
Ask the following questions:
 - a. What do I want to learn in this training?
 - b. What do I bring to this training?
5. Present the schedule of the workshop focusing on the expectations of the virtual training which include:
 - a. Context of the revised online format for the training, taking into account the present circumstances and a reminder to participate in various activities to stay engaged with virtual trainings
 - b. Keep the device fully charged
 - c. Keep an active internet connection with high bandwidth ready so that participants can view the video lectures
 - d. Arrive having completed the preparation for the sessions on any day, including pre-reads, written exercises, etc.

6. Introduce the Disaster Rehabilitation and Recovery Planning Guide
7. Q&A

Output: N/A

**Materials
Needed:** Presentation slides

Course • Disaster Rehabilitation and Recovery Planning Guide

Materials: • Ready to Rebuild: Planning Guide Workbook

SESSION 1: Overview of Disaster Rehabilitation and Recovery Program Basic Concepts and Process

This session sets the foundation for understanding the basic concepts and guiding principles in disaster management cycle and risk reduction. The overall planning process of Disaster Rehabilitation and Recovery Program will likewise be discussed.

Learning At the end of the session, the participants would be able to:

- Objective:**
1. Define key terminologies in Disaster Risk Reduction with emphasis on Disaster Rehabilitation and Recovery
 2. Appreciate the importance of Disaster Rehabilitation and Recovery in the overall Disaster Risk Reduction and Management (DRRM) cycle
 3. Raise their awareness about the different global and national frameworks as it relates to Disaster Rehabilitation and Recovery. Discuss the different steps in the Post-Disaster Rehabilitation and Recovery Process

Content: Definition of Terms, Disaster Management, Global Policy Frameworks (Sendai Framework, UN Sustainable Development Goals 2015-2030), UNFCCC COP 21 Paris Agreement, ASEAN ADMER, Philippine Disaster Risk Reduction and Management Act of 2010 (R.A. 10121), National Disaster Risk Reduction and Management (NDRRM) Framework, National Disaster Risk Reduction and Management Plan 2011-2028, Philippine Development Plan, Recovery and Rehabilitation Program Planning Process

Mode: Interactive lecture, recorded video lectures, group work

Duration: 120 minutes (2 hours)

Session Plan:	<ol style="list-style-type: none"> 1. Group work using the worksheet in the Planning Guide Workbook – Language of Disasters (15 mins) Instructions are given below: Step 1. Group the participants Step 2. Each group should arrange the following terms in the diagram: Disaster, Hazard, Structural Damage, Event, Emergency, Functional Damage, and Needs Step 3. Give each group a specific case. Using the case given to them, they need to identify the following: Hazard, Event, and Structural Damage Step 4. Then, they need to answer whether there was an Emergency or a Disaster? 2. Interactive lecture on terminologies (15 mins) 3. Recorded lecture on Disaster Management Cycle (15 mins) 4. Interactive lecture on the different global and national frameworks. Stress that disaster risk reduction is an integral part of development. Cover both global and national policy frameworks (30 mins) 5. Interactive lecture on Rehabilitation and Recovery Program Planning Process (15 mins) 6. Reflections, Q&A (15 mins) 7. Summary of key points, synthesis, and key take away: Each session has one group own the synthesis and summarize the post-work, if any (15 mins)
Output:	N/A
Materials Needed:	<ul style="list-style-type: none"> • Session 1 presentation, recorded lecture on Disaster Management Cycle • Worksheet 1: Basic Concepts, Terminologies, and Guiding Principles
Course Materials:	<ul style="list-style-type: none"> • Disaster Rehabilitation and Recovery Planning Guide • Ready to Rebuild: Planning Guide Workbook • Birnbaum's Conceptual Framework, 2015 • R.A. 10121 – Philippine Disaster Risk Reduction and Management Act of 2010 • UNDRR – UN Office of Disaster Risk Reduction https://www.unisdr.org/we/inform/terminology

Based on UNDRR Terminology

CAPACITY. The combination of all the strengths, attributes, and resources available within an organization, community, or society to manage and reduce disaster risks and strengthen resilience.

DISASTER. A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, economic and environmental losses, and impacts.

HAZARD. A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation.

MITIGATION. The lessening or minimizing of the adverse impacts of a hazardous event.

PREPAREDNESS. The knowledge and capacities developed by governments, response and recovery organizations, communities, and individuals to effectively anticipate, respond to, and recover from the impacts of likely, imminent or current disasters.

PREVENTION. Activities and measures to avoid existing and new disaster risks.

RECOVERY. The restoring or improving of livelihoods and health, as well as economic, physical, social, cultural and environmental assets, systems and activities, of a disaster-affected community or society, aligning with the principles of sustainable development and “build back better”, to avoid or reduce future disaster risk.

REHABILITATION. The restoration of basic services and facilities for the functioning of a community or a society affected by a disaster.

RESILIENCE. The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform, and recover from the effects of a hazard in a timely and efficient manner, including the preservation and restoration of its essential basic structures and functions through risk management.

RESPONSE. Actions taken directly before, during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety, and meet the basic subsistence needs of the people affected.

From Birnbaum's Conceptual Framework, 2015

DAMAGE. A harm or injury that reduces the value or usefulness of something.

EMERGENCY. A state when the community (or its component systems) use the reserve goods, services, and other resources within its local response capacity to meet the needs.

EVENT. An occurrence that has the potential to affect living beings and/or their environment.

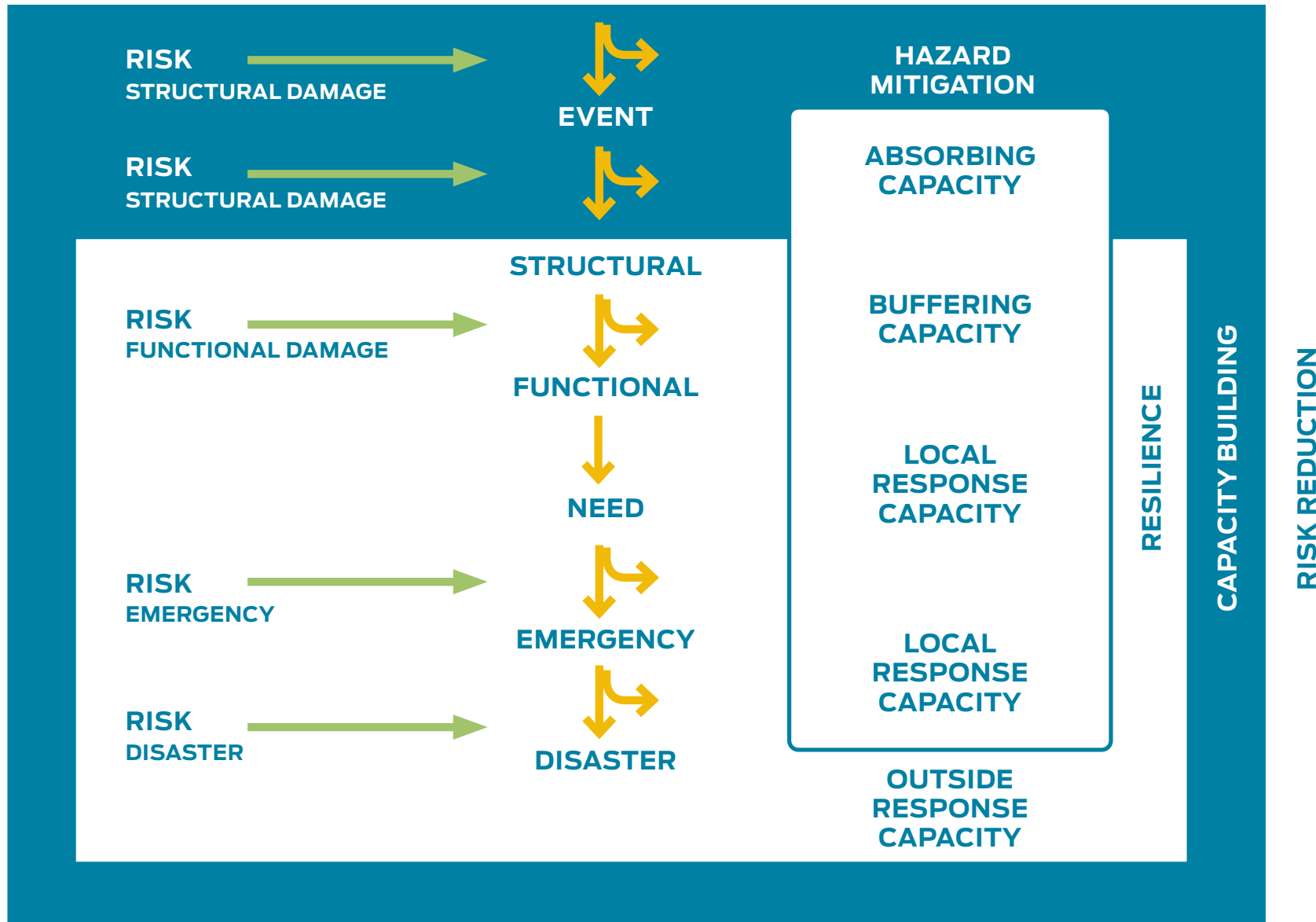


Disaster Management Cycle

The Disaster Management Cycle is a continuum of phases that together define the needs and actions during a crisis. The interventions are done to prevent or minimize the impact to life, property, and environment. The different phases of Prevention and Mitigation, Preparedness, Response, and Rehabilitation tend to overlap and do not have a clear delineation.

Birnbaum's Conceptual Framework, 2015

HAZARD



Source: Birnbaum ML, Daily EK, O'Rourke AP, Loretta A. Research and evaluations of the health aspects of disasters, part II: the disaster health conceptual framework revisited. *Prehosp Disaster Med*. 2015;30(5):523-538.

Worksheet 1: Basic Concepts, Terminologies, and Guiding Principles

1



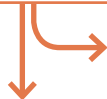
2



3



4



5



6



7

TERMS

- Disaster
- Hazard
- Structural Damage
- Event
- Emergency
- Functional Damage
- Needs

Hazard:

Event:

Damage:

Emergency

or

Disaster?

Policy Frameworks for Disaster Rehabilitation and Recovery

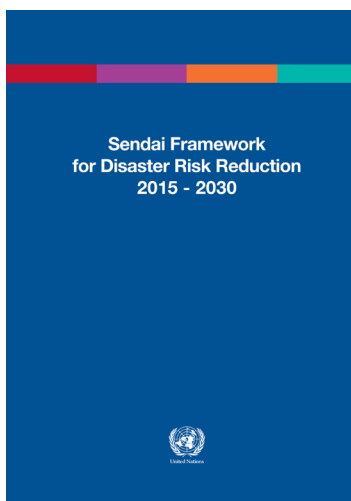
Disaster Risk Reduction is an integral part of development. The importance of a risk-informed and resilient environment is recognized by the three global policy frameworks and international agreements: (a) The Sendai Framework for Disaster Risk Reduction 2015-2030, (b) The United Nations Agenda 2030 for Sustainable Development Goals and (c) the Paris Agreement within the United Nations Framework Convention on Climate Change. At the regional level, the Association of Southeast Asian Nations (ASEAN) community has ratified the Agreement on Disaster Management and Emergency Response (AADMER) in support of the global policy frameworks.

As signatory or party to the three global policy frameworks and agreements, the Philippines is committed to lessen the loss of lives and resources due to disasters. It passed the Philippine Disaster Risk Reduction and Management Act of 2010 (Republic Act 10121) and prepared the National Disaster Risk Reduction and Management Framework and Plan as a concrete step towards safer, adaptive, and disaster-resilient Filipino communities.

A. The Global Policy Frameworks

The Sendai Framework for Disaster Risk Reduction 2015-2030

This was adopted by UN member states, including the Philippines, in March 2015. The Sendai Framework aims to achieve the following outcome over the next 15 years:



“The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.”

- Adopt public policies and actions that support the role of public service workers to establish or strengthen coordination, funding mechanisms and procedures for relief assistance, and plan and prepare for post-disaster recovery and reconstruction;
- Ensure the continuity of operations and planning, including social and economic recovery, and the provision of basic services in the post-disaster phase;
- Promote the cooperation of diverse institutions, multiple authorities and related stakeholders at all levels, including affected communities and business, in view of the complex and costly nature of post-disaster reconstruction, under the coordination of national authorities;

- Promote the incorporation of disaster risk management into post-disaster recovery and rehabilitation processes, facilitate the link between relief, rehabilitation and development. Use opportunities during the recovery phase to develop capacities that reduce disaster risk in the short, medium, and long-term, including the development of measures such as land use planning, structural standards improvement and the sharing of expertise, knowledge, post-disaster reviews, and lessons learned. Integrate post-disaster reconstruction into the economic and social sustainable development of affected areas. This should also apply to temporary settlements for persons displaced by disaster;
- Develop guidance for disaster reconstruction preparedness, by learning from the recovery and reconstruction programs over the decade since the adoption of the Hyogo Framework for Action, and exchanging experiences, knowledge, and lessons learned; and
- Review and strengthen, as appropriate, national laws and procedures on international cooperation, based on the Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance.

The UN Agenda 2030 for Sustainable Development Goals



The Sendai Framework complements the Sustainable Development Goals (SDGs) outlined in the 2030 Agenda for Sustainable Development. The SDGs embody a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity. The 2030 Agenda contains 17 interconnected goals covering areas initially included among the Millennium Development Goals – such as the fight against poverty and hunger – and also includes new areas such as climate change, economic inequality, innovation, sustainable consumption, and peace and justice, among other priorities.

As such, disaster risk reduction is at the forefront of the SDGs. DRRM is incorporated into ten (10) out of 17 SDGs, which firmly establishes it as a core development strategy in achieving sustainable development.

The Paris Agreement within the UN Framework Convention on Climate Change

To address climate change, countries adopted the Paris Agreement at the 21st session of the Conference of Parties to the UN Framework Convention on Climate Change on December 12, 2015 in Paris, France. The agreement was to limit global temperature rise to below 2°C and to strive for 1.5°C. The Paris Agreement represents an important step in international efforts to combat climate change and significantly reduce the risks and impacts of climate change, including extreme weather events and slow onset events.

ASEAN Agreement on Disaster Management and Emergency Response



The ASEAN Agreement on Disaster Management and Emergency Response (AADMER) was ratified by all ten (10) ASEAN member states and entered into force on December 24, 2009. The AADMER fortifies the region's policy backbone on disaster management by giving priority to disaster risk reduction, thus enabling a more proactive regional framework for cooperation, coordination, technical assistance, and resource mobilization in all aspects of disaster management. Article 17 of AADMER specifically mandates member states to jointly or individually develop strategies and implement programs for rehabilitation and promote bilateral, regional, and international cooperation for rehabilitation in the aftermath of a disaster. The key areas to move the

implementation of AADMER forward are articulated in the ASEAN Vision 2025 on Disaster Management, which charts the strategic direction for achieving a people-centered, people-oriented, financially sustainable, and networked disaster management approach by 2025.

B. Philippine Disaster Risk Reduction and Management Act of 2010

The Philippine DRRM Act of 2010 provides the basic policies and coordination mechanism for DRRM through the Disaster Risk Reduction and Management Councils (DRRMC) at the national, regional, and local levels. Section 15 of the law specifically indicates the criteria for identifying the lead DRRMC in “preparing for, responding to, and recovering from the effects of any disaster.”

The National DRRMC is designated with policymaking, coordination, integration, supervision, and monitoring and evaluation functions. It is headed by the Secretary of the Department of National Defense (DND) as Chairperson, with the Secretary of the Department of the Interior and Local Government (DILG) as Vice-Chairperson for Disaster Preparedness, the Secretary of the Department of Social Welfare and Development (DSWD) as Vice-Chairperson for Disaster Response, the Secretary of the Department of Science and Technology (DOST) as Vice-Chairperson for Disaster Prevention and Mitigation, and the Secretary of the National Economic and Development Authority (NEDA) as the Vice-Chairperson for Disaster Rehabilitation and Recovery.

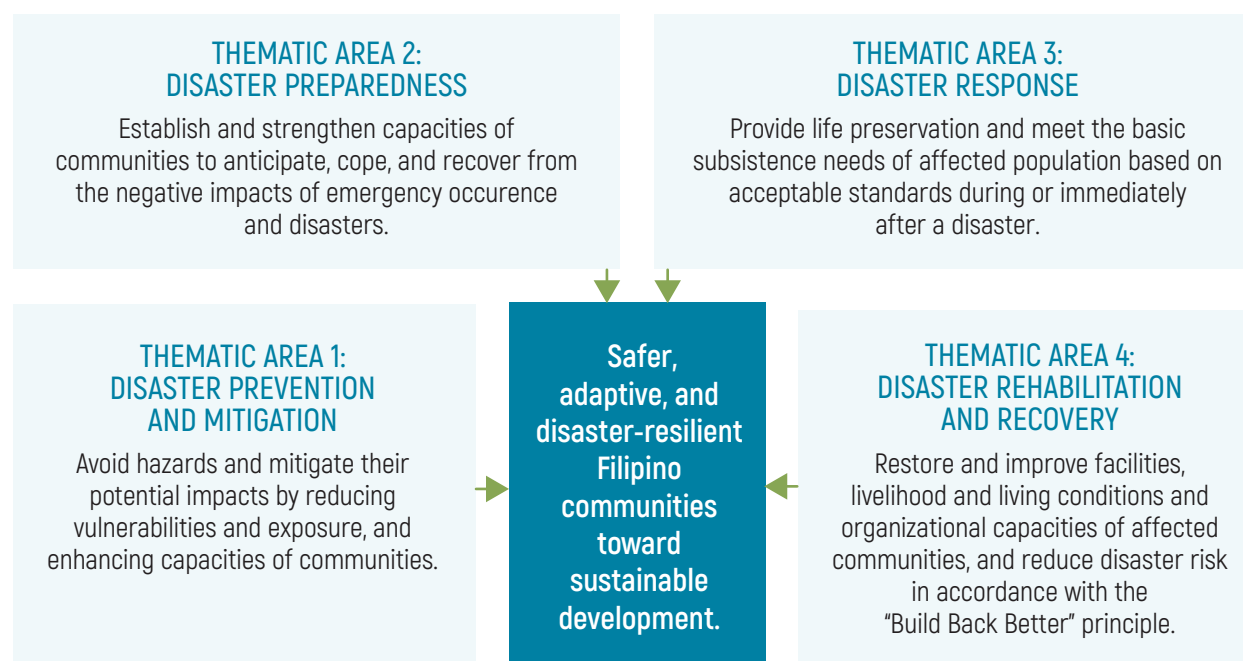
C. NDRRM Framework



NDRRM Framework provides a comprehensive, all-hazards, multi-sectoral, inter-agency, and community-based approach to DRRM, and serves as the primary guide to the DRRM efforts of the country. It is a shift towards a proactive and preventive approach to DRRM with the goal of increasing people's resilience and decreasing vulnerability. The framework lays down the broad DRRM goal of building safer, adaptive, and disaster-resilient Filipino communities working towards sustainable development, as well as specific goals in the four (4) thematic areas that comprise DRRM.

For the thematic area on disaster rehabilitation and recovery, the main goals are to restore and improve facilities, livelihood, living conditions, and organizational capacities of affected communities, and reduce disaster risk in accordance with the “Build Back Better” principle.

FIGURE 1. NDRRM PLAN 2011-2028 OVERALL DRMM FRAMEWORK



D. NDRMM PLAN 2011-2028

The NDRRM Plan 2011-2028 sets down the expected outcomes, outputs, key activities, indicators, lead agencies, implementing partners, and timelines under each of the four (4) mutually reinforcing thematic areas of (1) Disaster Prevention and Mitigation; (2) Disaster Preparedness; (3) Disaster Response; and (4) Disaster Rehabilitation and Recovery.

Details on the objectives, outcomes, and outputs of the disaster rehabilitation and recovery thematic area are found in Figure 2.

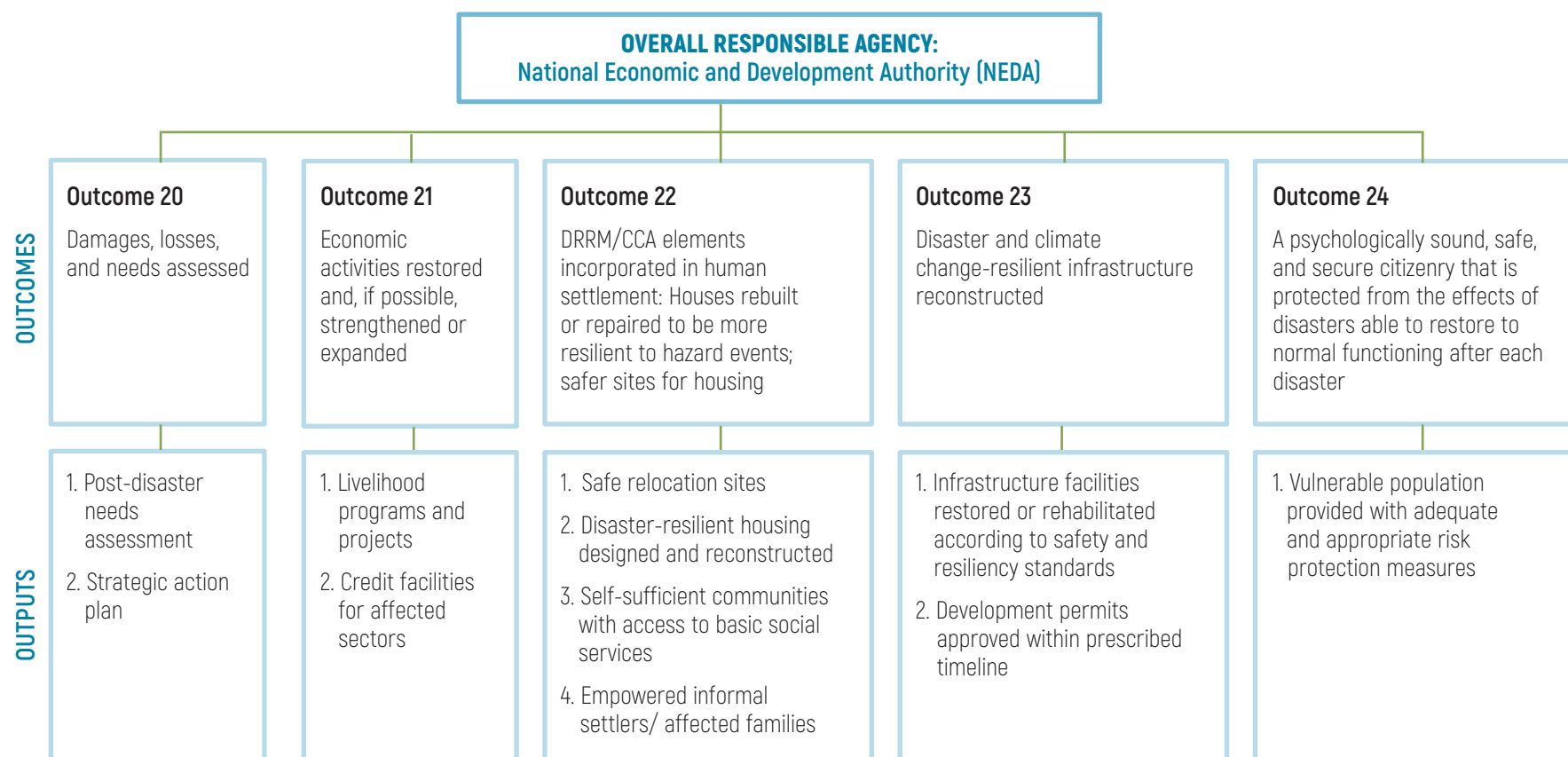
FIGURE 2. OVERALL DRRM VISION FOR DISASTER REHABILITATION AND RECOVERY

NATIONAL DISASTER RISK REDUCTION AND MANAGEMENT PLAN 2011-2028
THEMATIC AREA 4: Disaster Rehabilitation and Recovery

GOAL: Restore and improve facilities, livelihood and living conditions and organizational capacities of affected communities, and reduce disaster risks in accordance with the “Build Back Better” principle.

OBJECTIVES:

1. To restore people’s means of livelihood and continuity of economic activities and business
2. To restore shelter and other buildings/ installation
3. To reconstruct infrastructure and other public utilities
4. To assist in the physical and psychological rehabilitation of persons who suffered from the effects of the disaster



E. Philippine Development Plan (PDP)

The PDP is the overall socioeconomic development roadmap for the country over the medium-term. It provides the strategic interventions, implementing policies, and priority programs for achieving national development. The PDP integrates DRR into all its sectors; hence, rehabilitation and recovery outcomes should likewise be aligned with PDP objectives to prevent disasters from derailing the country's sustainable development.

A more detailed description of the PDP 2017-2022 and how DRR is mainstreamed in the plan is discussed in Box 1.

Box 1. Philippine Development Plan (PDP) 2017-2022

The PDP 2017-2022 is anchored on the 0-10 point Socioeconomic Agenda and the first of four (4) medium-term plans geared towards *AmBisyon Natin 2040*, which represents the Filipino people's collective aspiration of a *matatag, maginhawa, at panatag na buhay para sa lahat* (strongly-rooted, comfortable, and secure life for all).

The PDP 2017-2022 also takes into consideration the country's international commitments, which include the realization of the Sustainable Development Goals, the Sendai Framework for DRR, and the Paris Agreement on Climate Change. It aims to lay a stronger foundation for more inclusive growth, a high-trust and resilient society, and a globally competitive "knowledge" economy.

The strategies to achieve the goals outlined in the PDP 2017-2022 are grouped under the three (3) main pillars of *Malasakit* (Enhancing the Social Fabric), *Pagbabago* (Reducing Inequality), and *Patuloy na Pag-unlad* (Increasing Growth Potential).

Specifically, the *Pagbabago* pillar seeks to reduce the vulnerabilities of the Filipino people. Policies and programs have been put in place to ensure that their social, cultural, and economic rights are protected and that they are eventually empowered to participate in the development of the country. The PDP 2017-2020 prioritizes programs to help ensure the well-being of individuals and families against economic risks, and both natural and human-induced hazards.

It also highlights the need to build more disaster-resilient communities. The housing program for 2017-2022 is in line with the new urban agenda of developing integrated neighborhoods and sustainable communities. Innovative solutions to housing construction are encouraged and alternative modes of financing are being developed to improve the access of families to decent housing. Community relations will be strengthened and community organizations will be empowered to engage with government in ensuring the safety, security, and development of their communities.

Rehabilitation & Recovery Process

The entire process for the preparation of the Post-Disaster Rehabilitation and Recovery Program may take place even while the response activities are well on their way. The exact duration for its formulation varies depending on the magnitude and extent of the disaster. In past Typhoons (i.e. Yolanda, Pablo, Sendong, Nina) the average period for preparing the Rehabilitation and Recovery Programs was as follows:

REHABILITATION AND RECOVERY PROGRAM	PLANNING TIME*
Local or Regional Rehabilitation and Recovery Program	Within three (3) months
National Coordinated Rehabilitation and Recovery Program	Within six (6) months

** Excludes the approval process of Rehabilitation and Recovery Program*

The above time frames may not be applicable to other types of hazard events, including those resulting from armed conflicts. The latter may take more time due to security concerns on the ground causing delays in the completion of the Post-Conflict Needs Assessment and other planning activities.

Steps:

1. **Organizing the Team** – to be discussed in session 3
2. **Post-Disaster Needs Assessment** – to be discussed in session 8
3. **Program Formulation** – to be discussed in session 9
4. **Approval of the Program**

The nationally coordinated Rehabilitation and Recovery Programs shall be approved by the National Disaster Risk Reduction and Management Council (NDRRMC) while the regional programs shall be approved by its respective Regional Disaster Risk Reduction and Management Councils (RDRRMCs).

The regional programs shall be submitted to the NDRRMC only if there are specific projects that require funding assistance from the NDRRM Fund. Consistent with the Local Government Code, the concerned *Sanggunian* shall approve the draft Rehabilitation and Recovery Program prepared by the Local Disaster Risk Reduction and Management Councils (LDRRMCs). Should funding assistance from the national government be requested, the LDRRMC shall submit the *Sanggunian*-approved Local Rehabilitation and Recovery Program to the NDRRMC through its RDRRMC.

In previous disasters, priority Programs, Projects, and Activities (PPAs) in the interim document, specifically those to be implemented in the short-term or within the year, were approved before the final document. This ensured that rehabilitation efforts were not hampered by delays in the approval process of rehabilitation programs.

5. Updating of the National and Local Program

A Rehabilitation and Recovery Program should include an investment program which should be updated, depending on the timeframe of the document. The objective is to revisit and revise the PPAs based on an assessment of the physical and financial accomplishments vis-à-vis the current situation in the affected areas. For this purpose, program monitoring reports will be useful.

Contents of a Post-Disaster Rehabilitation and Recovery Program

1. Background and Description of Affected Area/s
2. Description of a Hazard Event
3. Assessment of the Effects of the Disaster
4. Post-Disaster Rehabilitation and Recovery Framework
5. Objectives of the Program
6. Rehabilitation and Recovery Strategies
7. Targets
8. Proposed Land Use Framework
9. Phasing of Programs, Projects, and Activities (Timeline) and Implementation Arrangements
10. Financing and Investment Requirements
11. Sector Programs, Projects, and Activities
12. Mechanism for Monitoring and Evaluation
13. Communications Strategy

SESSION 2: Post-Disaster Rehabilitation and Recovery Program Framework

This session explains the formulation of a Disaster Rehabilitation and Recovery Program Framework and how a framework may vary depending on the overall impact of disasters and needs of the affected communities.

Learning At the end of the session, the participants would be able to:

- Objective:**
1. Discuss the different elements of the Disaster Rehabilitation and Recovery Framework
 2. Apply the Post-Disaster Rehabilitation and Recovery Framework to different cases and localities

Content: Post-Disaster Rehabilitation and Recovery Framework

Mode: Interactive lecture, recorded video lectures, group work

Duration: 90 minutes (1.5 hours)

- Session Plan:**
1. Recorded lecture on Post-Disaster Rehabilitation and Recovery Framework. Emphasize that while a General Framework for Post-disaster Rehabilitation and Recovery is prescribed, the actual framework for rehabilitation and recovery planning for each disaster shall be tailored-fit to the areas and sectors affected and the disaster context. (20 mins)
 2. Reflections and Q&A on the framework (10 mins)
 3. Group work - Drafting the Rehabilitation and Recovery Framework (45 mins):
 - Step 1. Ask the participants to group according to their locality (municipal, city, or province) to work on their local framework. Specific cases will be given referring to different types of disasters as well as different scale of impact.
 - Step 2. Each group is to revisit the results of the PDNA and study them.
 - Step 3. Using Figure 3 General Framework for Post-Disaster Rehabilitation and Recovery, each group will write their own framework starting from long-term goals to the cross-cutting concerns.
 - Step 4. Group presentation.
 4. Reflections, Q&A. On completing the framework using the template provided, each group to answer the following questions in their groups: (10 mins)

- a. What are some of the things that stay common across different types of disasters and what are those that change?
 - b. What are the areas of this framework that I've found easy to think about?
 - c. Which are the areas this framework has pushed me to include?
 - d. What other questions do I have?
5. Synthesis and key take away. Summarize the activities. Emphasize that the output in this session will be the basis and guide the rest of the Disaster Rehabilitation and Recovery Program. (10 mins)

Materials Needed:

- Session 2 presentation, recorded video lecture on Post-Disaster Rehabilitation and Recovery Framework
- Worksheet 2: Drafting of Disaster Rehabilitation and Recovery Framework

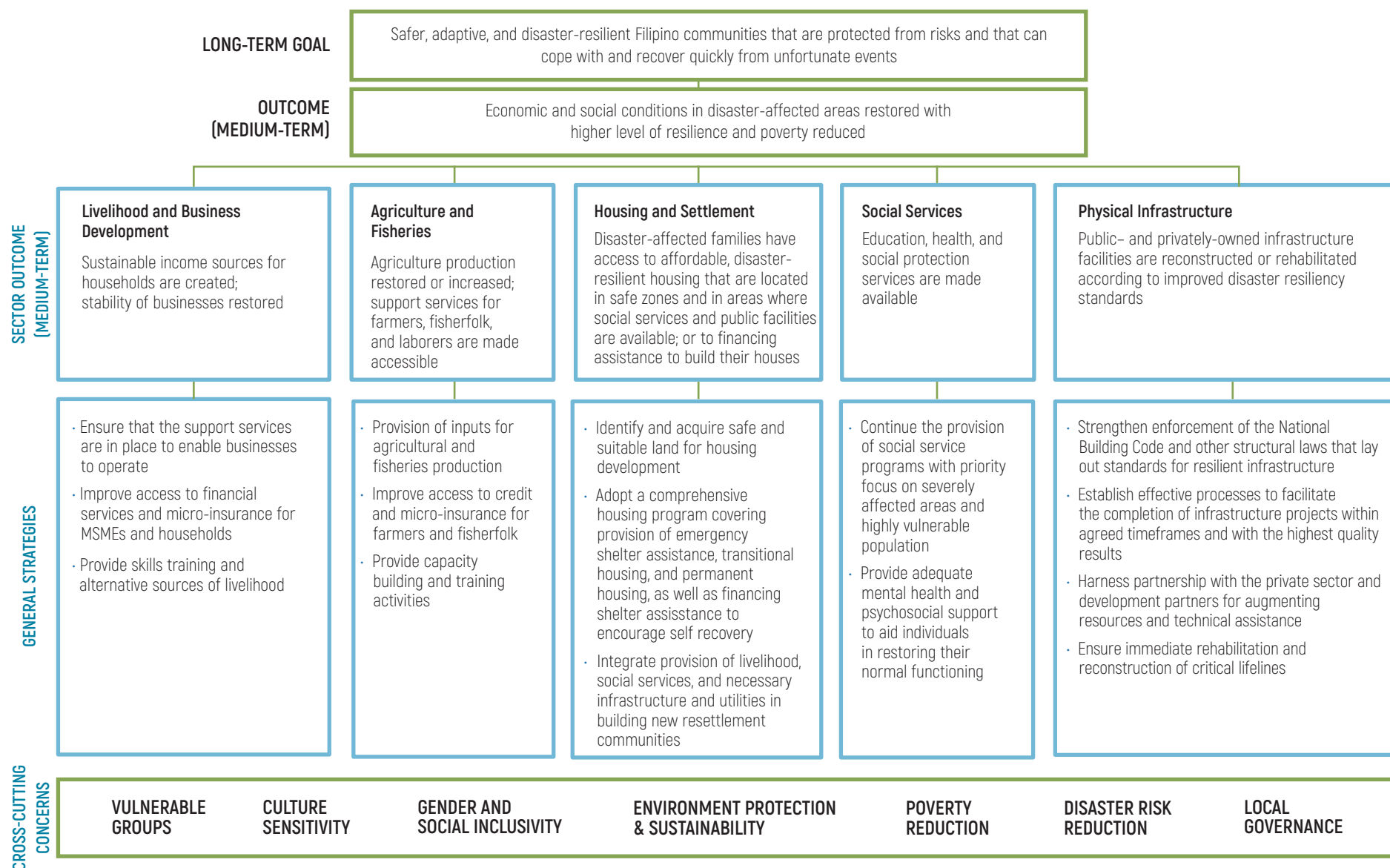
Output: Post-Disaster Rehabilitation and Recovery Program Framework

Course Materials:

- Disaster Rehabilitation and Recovery Planning Guide Part 1.2
- Ready to Rebuild: Planning Guide Workbook Part 1.2

TEACHING NOTES: SESSION 2

FIGURE 3: GENERAL FRAMEWORK FOR POST-DISASTER REHABILITATION AND RECOVERY



The General Framework for Post-Disaster Rehabilitation and Recovery, given in Figure 3, seeks to align sectoral or thematic outcomes with medium-term outcomes for DRR and the country's long-term goal of having safer, adaptive, and disaster-resilient Filipino communities.

The framework may also provide a basis for designing the monitoring framework for the Rehabilitation and Recovery Program, particularly on how program and project outputs contribute towards the attainment of the goal of "Building Back Better" and fully restoring economic and social conditions in disaster-affected areas.

While a General Framework for Post-Disaster Rehabilitation and Recovery is prescribed, the actual framework for rehabilitation and recovery planning for each disaster shall be tailored fit to the areas and sectors affected and the disaster context. Thus, the overall outcome, sectoral outcomes and cross-cutting concerns may vary for each Rehabilitation and Recovery Program. We will look at two examples after we've discussed the General Framework. Below are the components of the General Framework:

1. Long-term Goal

Consistent with the NDRRM Framework, the long-term goal for disaster rehabilitation and recovery is to have safer, adaptive, and disaster-resilient Filipino communities that are protected from risks and can cope with and recover quickly from disaster events. This goal incorporates the principle of "Build Back Better", where post-disaster reconstruction shall not only be restoration to its pre-disaster condition but also incorporate a higher level of resiliency standards as well as climate change and mitigation measures in all post-disaster rehabilitation and recovery interventions.

2. Outcomes

Outcomes are the desired results from the implementation of a Rehabilitation and Recovery Program. These must be guided by the relevant policies and strategies under the Philippine Development Plan:

Overall Outcome:

Economic and social conditions in disaster-affected areas restored with higher levels of resilience and poverty reduced.

Sector Outcomes:

- Livelihood and Business Development – sustainable income sources for households are created, stability of businesses restored
- Agriculture and Fisheries – agricultural production restored or increased; support services for farmers/ fisherfolk/ farm laborers are made accessible;
- Housing and Settlement – families have access to affordable, disaster-resilient housing that are located in safe zones and in areas where social services and public facilities are available; or to financing assistance to build their houses;

- Social Services – education, health, and social protection services are made accessible or upgraded
- Physical Infrastructure – public and privately-owned infrastructure facilities are reconstructed or rehabilitated according to improved disaster resiliency standards

3. General Strategies

The general strategies indicate the overall approaches on how the expected outcomes shall be achieved. From these, specific strategies shall be crafted for the areas and sectors affected by the disaster.

4. Cross-cutting Issues and Concerns

Several cross-cutting concerns can be considered in the framework to ensure inclusive and coherent strategies that address specific sectoral concerns such as:

- **Support and Protection to Vulnerable Groups/Individuals.** Recovery from disaster is extremely challenging for: displaced families; orphaned, unaccompanied and separated children and youth; senior citizens; persons with disability; and single parent/ solo households. Aside from addressing the specific needs of children, pregnant women, elderly people, malnourished people, the Rehabilitation and Recovery Programs should address the concerns of the vulnerable population in an integrated manner by providing special attention to improving quality infrastructure and promoting inclusion and participation in community-based programs. Recovery and livelihood support (particularly for farmers, fisherfolks, farm laborers, and small entrepreneurs) are also needed to enable them to restore their income and food generating activities.

Other key interventions could include prioritization of target beneficiaries based on pre-disaster vulnerabilities, capacity to recover, family support and access to services, provision of safety nets, insurance, and other risk transfer mechanisms.

- **Culture Sensitivity.** Values, beliefs, and traditions of communities including cultural sites must be protected, respected, and valued during rehabilitation and recovery efforts. A culturally sensitive plan must also take into account the special needs of the indigenous people in terms of rehabilitating and restoring their assets.
- **Gender and Social Inclusivity.** Men and women differ in the way they experience, respond to, and recover from disasters. The planning process for disaster rehabilitation and recovery shall take into consideration gender equality and social inclusivity to ensure that interventions are inclusive, sustainable, and strategically targeted. This means recognizing the differing needs, vulnerabilities,

capacities, roles, and responsibilities of men and women and the concept of intersectionality¹ which affects gender equality and development. This aims to lessen vulnerability, particularly of women, and allows them to benefit equally in the development.

Programs and projects in relation to health, education, infrastructure reconstruction, livelihood and employment, housing, and water and sanitation, among others, shall be guided by a balanced understanding of gender-differentiated needs and the contribution of men and women, rather than focusing solely on their vulnerabilities. Gender-sensitive indicators should also be integrated in the Rehabilitation and Recovery Monitoring Framework to determine if gender-specific needs are addressed by identified interventions. The Harmonized Gender and Development Guidelines (NEDA-PCW-ODA-GAD) may be used to ensure gender responsiveness in project conception, implementation and monitoring.

- **Environment Protection and Sustainability.** The impacts to the environment of proposed programs and projects must be assessed. This may include potential damages to the natural environment such as forests, watersheds, mangroves, wetlands, habitats such as coral reefs, fish sanctuaries and seagrass beds, and coastal areas. Similarly, pollutive effects such as water contamination must be avoided.
- **Poverty Reduction.** Poor communities are often victims of disasters. The Post-Disaster Rehabilitation and Recovery Program offers a window of opportunity to address the development deficit of such areas, through implementation of a concerted, coordinated, and well-implemented set of poverty reduction interventions based on clear results. As in past disasters, there is an outpouring of assistance from various partners to affected communities. Such resources must be used to help raise incomes in a more sustainable manner.
- **Disaster Risk Reduction.** Reducing future disaster risks in disaster-affected areas will be achieved through implementation of an integrated approach to disaster risk reduction management and climate change adaptation. Structural or environmental measures such as shoreline protection, levees and restoration of mangrove forests will address hazard risks. Improved spatial planning, land use zoning, and property acquisition will reduce exposure to risk. Vulnerability will be managed through a broad range of measures, including improved community preparedness, hazard warning systems, geo-hazard mapping, and emergency response procedures. Building the capacity of stakeholders at the national, regional, local, and community level on DRRM will facilitate faster and more efficient rehabilitation and recovery after a disaster.
- **Local Governance.** Rehabilitation and recovery interventions are most significant when implemented with the appropriate approach and when targeting the right beneficiaries. Essential institutions, policies, and mechanisms should be put in place to ensure sustainability of interventions along with strengthening the capacities of LGUs and communities in disaster risk reduction. Community members and other stakeholders should also have inclusive and meaningful participation in planning, monitoring, and implementation.

¹ Intersectionality refers to “interconnected nature of social categorization... regarded as creating overlapping systems of discrimination or disadvantage” due to age, class, disability, ethnicity, health status, migrant status, religion, sexual orientation, gender identity, residence or domicile (rural vs. urban), and other social identities (Oxford English Dictionary Online).

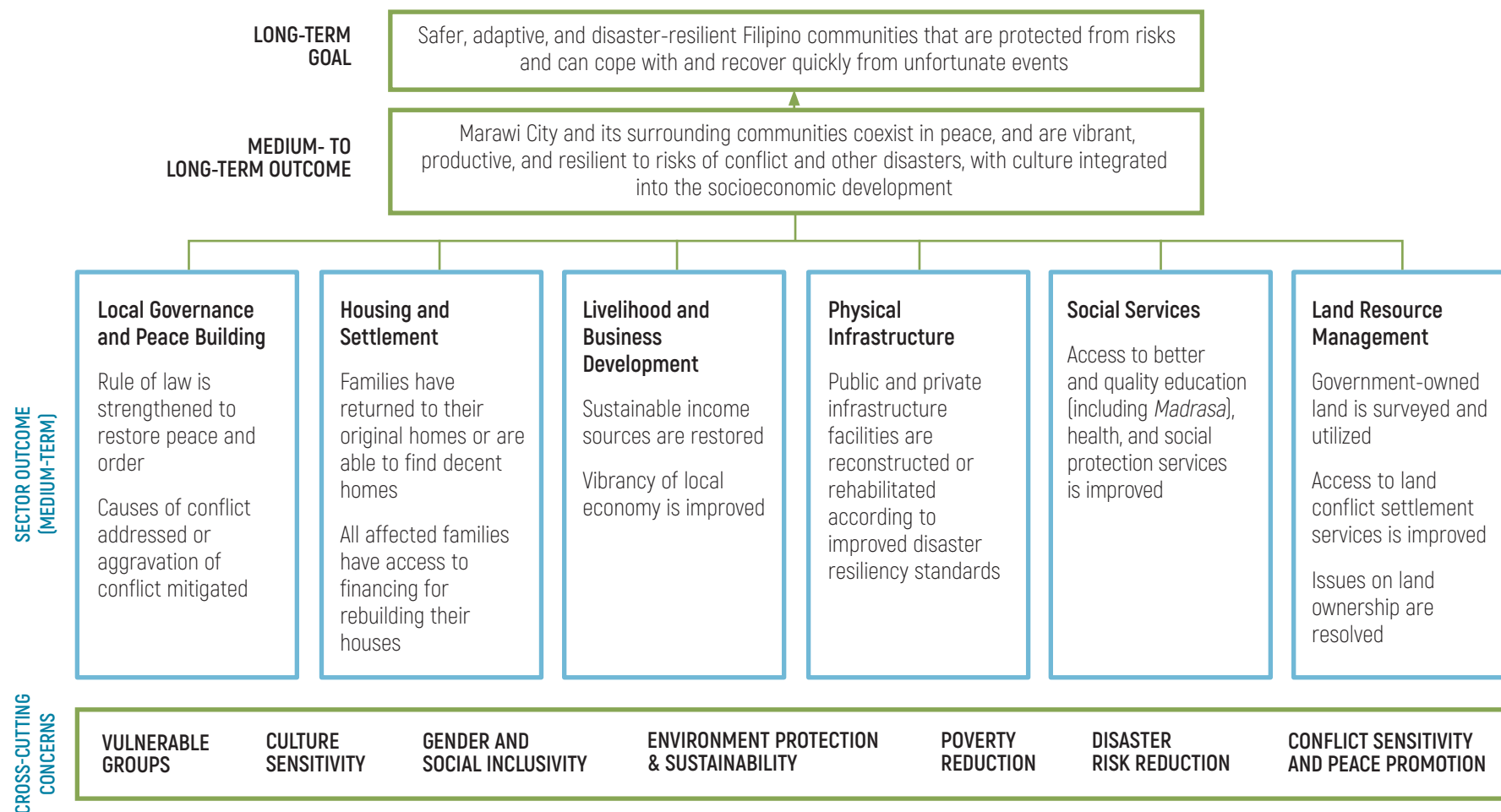
Adoption of the Post-Disaster Rehabilitation and Recovery Program Framework

While a General Framework for Post-Disaster Rehabilitation and Recovery is prescribed, the actual framework for rehabilitation and recovery planning for each disaster shall be tailored fit to the areas and sectors affected and the disaster context. Thus, the overall outcome, sectoral outcomes and cross-cutting concerns may vary for each Rehabilitation and Recovery Program.

For instance, where disaster is due to armed conflict, aside from the basic sectors of housing, livelihood, infrastructure, and social services, achievement of sustained peace is expected to be a core sector outcome. The Office of the Presidential Advisor on the Peace Process (OPAPP) Guidebook on Mainstreaming Conflict Sensitivity and Peace Promotion in the Comprehensive Development Plans provides a section on human security and conflict-induced disasters and displacement, which can be used as reference in understanding the nature of conflict and how this should be addressed and integrated in post-disaster planning. In the case of the Marawi Siege in 2017, the Framework included a section on peace building and strengthening the rule of law to restore peace and order and to promote reconciliation and peaceful coexistence among different groups in Marawi and surrounding communities. Furthermore, a section on land resource management was included to address issues on availability and access to land for rehabilitation and recovery projects.

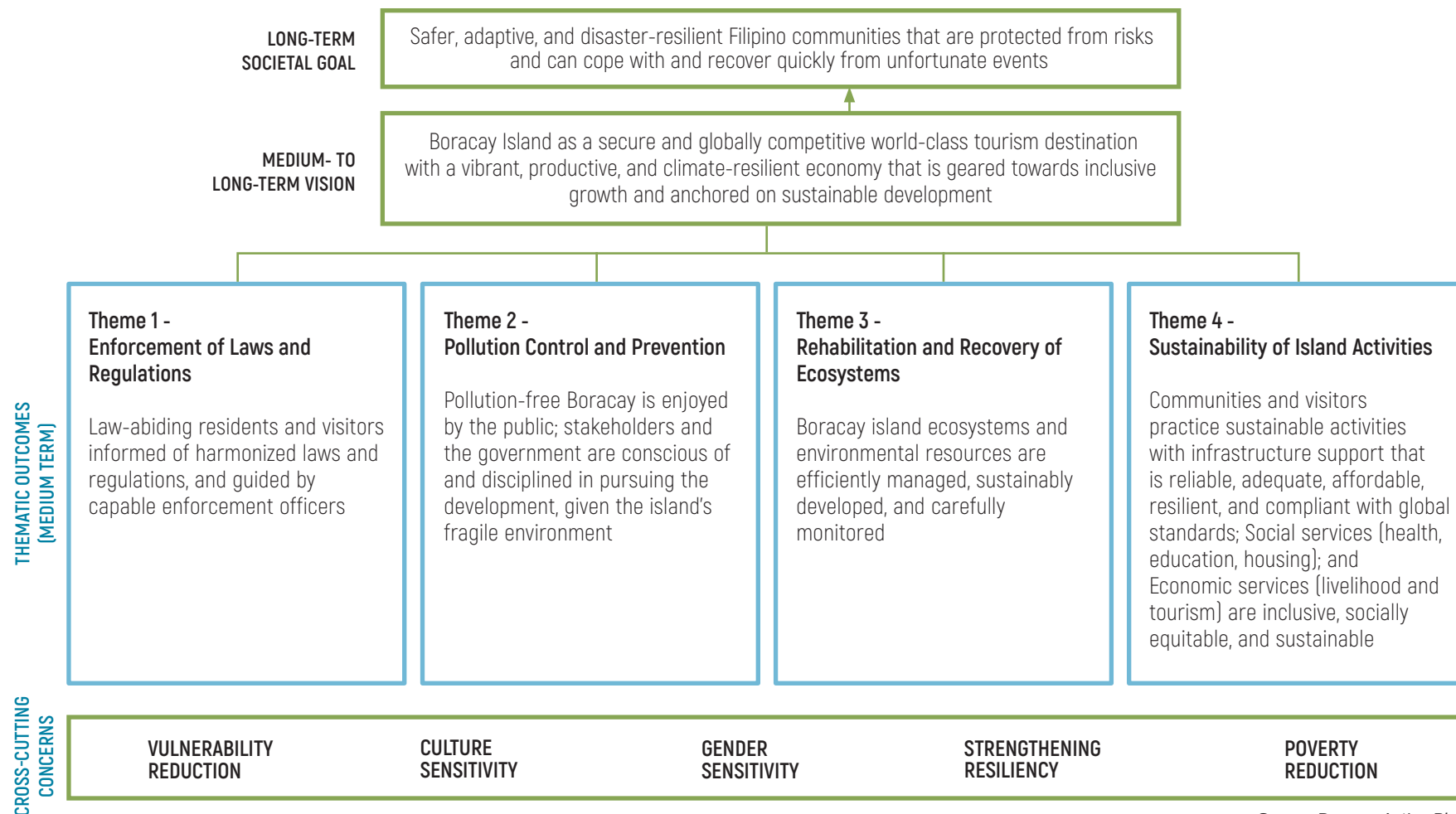
Furthermore, the framework may not necessarily be sectoral but may be thematic or issue-based as appropriate to the situation. In the case of the Boracay Action Plan (BAP), a thematic rather than sectoral approach was applied where the themes focused on addressing key issues and concerns that cut across sectors such as environment protection and sustainability and other similar concerns. In particular, BAP focuses on addressing issues on environmental degradation, pollution, and congestion of the Boracay Island that led to its closure in April 2018. Interventions are leaned towards sustainable tourism development for the Island. To illustrate, Box 2.a and 2.b are two examples of actual frameworks formulated and adopted following the General Framework for Post-Disaster Rehabilitation and Recovery.

Box 2.a EXAMPLE OF POST-DISASTER FRAMEWORK: Post-Conflict Rehabilitation and Recovery Framework for Marawi City and Other Affected Areas



Source: Bangon Marawi Rehabilitation and Recovery Program

Box 2.b EXAMPLES OF POST-DISASTER FRAMEWORK: Medium-Term Boracay Action Framework



Source: Boracay Action Plan

Worksheet 2: Drafting of Disaster Rehabilitation and Recovery Framework

INSTRUCTIONS:

Using a sample case, fill in the template for Post-Disaster Rehabilitation and Recovery Framework below.

Province/ City/ Municipality: _____

Type of Disaster: _____

Disaster Rehabilitation and Recovery Framework Template

1. LONG-TERM GOAL					
2. OUTCOME (MEDIUM-TERM)					
3. SECTOR OUTCOMES					
4. GENERAL STRATEGIES					
5. CROSS-CUTTING CONCERNS					

SESSION 3: Institutional Arrangements

This session will discuss the different institutional arrangements for recovery and rehabilitation. This includes coordinating and organizational structures for rehabilitation and recovery (Disaster Risk Reduction and Management Councils) and the role of stakeholders. This session will also discuss the Rehabilitation and Recovery Committee (RRC) and its Sub-Committees.

Learning Objective: At the end of the session, the participants would be able to:

- 1. Describe and discuss the DRR structures in their own localities
- 2. Discuss the various roles and responsibilities of different stakeholders
- 3. Conduct an inventory of the different stakeholders in their locality
- 4. Complete the Rehabilitation and Recovery Committee template

Content: Coordinating Structures and Organizational Structure, Disaster Risk Reduction and Management Councils, Rehabilitation and Recovery Committee (Infrastructure, Shelter, Social Services, Livelihood, Agriculture, Resource Mobilization/Support)

Duration: 120 minutes (2 hours)

Mode: Interactive lecture, group work

- Session Plan:**
- 1. Interactive lecture on DRRMC and RRC (30 mins)
 - 2. Interactive lecture on different roles and capacity of the stakeholders (30 mins)
 - 3. Group activity – Identification of different stakeholders in the locality (30 mins)
 - Step 1. Divide the participants into groups of 5-7
 - Step 2. Each group is to identify all the stakeholders in their locality and external resources (e.g. national agencies, NGOs, etc.) and accomplish the 4Ws Form
 - WHO (name of the organization/ agency)
 - WHAT (resources they could offer)
 - WHEN (how fast and how long could they provide)
 - WHERE (assign areas of intervention)
 - Step 3. Consolidate the report and present to the plenary for review

4. Group work – Creation of the Local Disaster Rehabilitation and Recovery Committee (30 mins)

Step 1. Group the participants based on their locality

Step 2. Use the details from the previous sessions and existing data, identify the Sub-Committees needed

Step 3. Create the Local Disaster Rehabilitation and Recovery Committee using the template provided

Step 4. Define the specific roles and responsibilities of the Sub-Committees

Step 5. Process the activity in groups using the following questions:

1. What was easy and what was challenging about setting up the committee?
2. What are some next steps we want to take as LGUs that will help us set up the committee easily when there is a need?
3. What other questions do I/ we have?

Materials Session 3 presentation

Needed:

- Worksheet 3: Stakeholder Mapping
- Worksheet 4: Local Recovery and Rehabilitation Committee

Output: Local Recovery and Rehabilitation Committee

Course • Disaster Rehabilitation and Recovery Planning Guide Part 3

Materials: • Ready to Rebuild: Planning Guide Workbook Part 3

TEACHING NOTES: SESSION 3

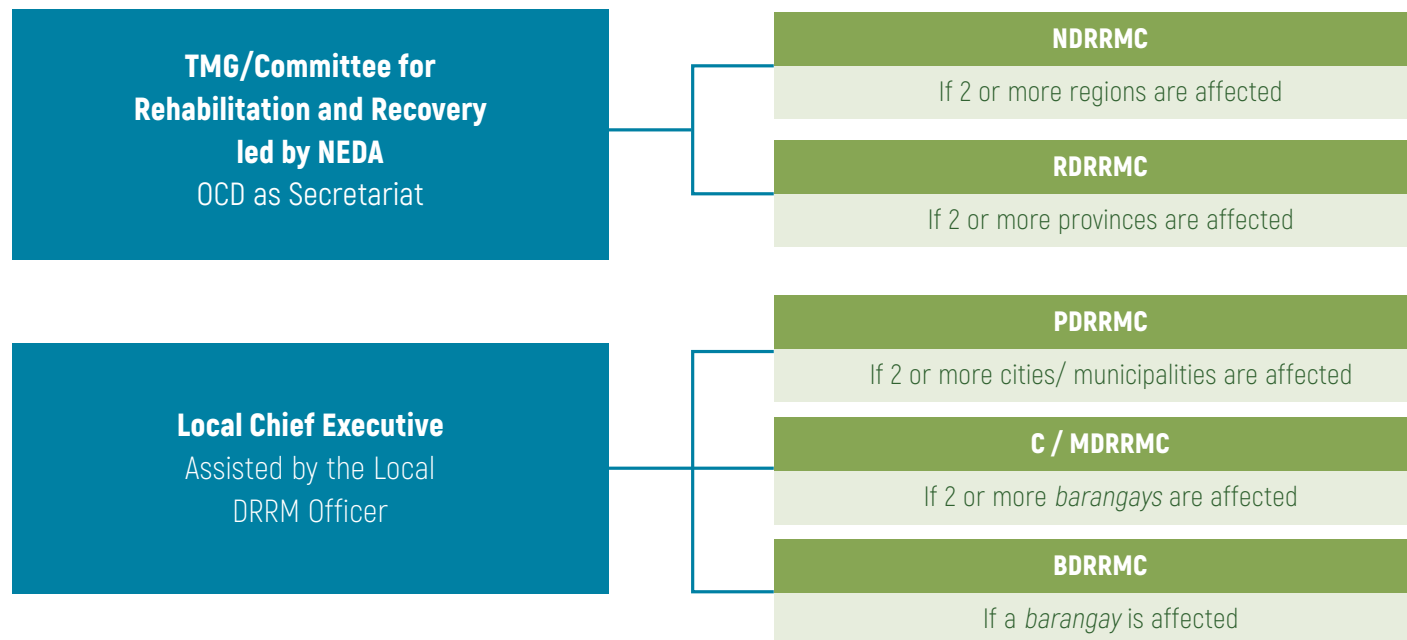
Coordinating Structures and Organizational Structures

Institutionalizing a structure for coordination is critical for the success of any rehabilitation effort. The following describe the delineated structure and responsibilities for coordination including the roles of each stakeholder involved.

A. Disaster Risk Reduction and Management (DRRM) Councils

The coordination structure at each level of administration shall be the Disaster Risk Reduction and Management (DRRM) Councils at the national, regional, and local levels pursuant to Section 15 of Republic Act 10121 or the Philippine Disaster Risk Reduction and Management Act. The lead DRRMC shall depend on the geographical areas affected. The more areas affected, the higher level of administration takes the lead. Figure 4 illustrates the coordination structure for rehabilitation and recovery.

FIGURE 4: COORDINATION STRUCTURE FOR REHABILITATION AND RECOVERY



At the national and regional levels, the Technical Management Group (TMG) of the NDRRMC and Committee of RDRRMC for Rehabilitation and Recovery shall support their respective Councils in coordinating and overseeing the overall management of efforts on rehabilitation and recovery. NEDA as Vice-Chair for Disaster Rehabilitation and Recovery of the NDRRMC and RDRRMCs shall lead the TMG at the national level and regional levels. On the other hand, in Bangsamoro Autonomous Region of Muslim Mindanao (BARMM) and in NCR, the Regional Planning and Development Office (RPDO) and the Metro Manila Development Authority (MMDA), respectively, shall lead the TMG in their respective regions.

The Office of Civil Defense, as the Secretariat of the Councils, shall assist NEDA, RPDO and MMDA in carrying out its responsibility.

At the local level, the Local DRRM Officer shall assist the Local Chief Executive in overseeing the overall rehabilitation efforts. LGUs may also create committees under its DRRMC that will handle all the activities on rehabilitation.

For major disaster events or during catastrophes wherein the national government's assistance is needed, the President may create task forces and appoint key cabinet officials to spearhead the rehabilitation and recovery efforts of government. While the active involvement of the affected LGUs is essential, the role of the national government agencies is to provide technical, financial, and logistical support to the affected LGUs. Tapping key stakeholders such as the private sector, academe, CSOs, development partners, and communities will enable faster delivery of programs and projects, promote transparency and accountability, and share the responsibility of financing the cost of rehabilitation and recovery.

B. Rehabilitation and Recovery Committee

Rehabilitation efforts cover various concerns such as employment, infrastructure, housing, and delivery of social services. To facilitate the coordination of the formulation of the Rehabilitation and Recovery Program, a planning committee shall be created, with several Sub-Committees corresponding to the sectors under the program. Each Sub-Committee shall assign a lead agency/ unit and its members identified from the Council members and other relevant government agencies, government-owned and controlled corporations (GOCCs), and government financial institutions (GFIs). They can also agree on working arrangements and procedures to be able to perform the functions of their respective Sub-Committees. Box 6 contains a summary of the roles of Sub-Committee heads and members.

Box 6. ROLES OF THE SUB-COMMITTEE HEAD AND MEMBER AGENCIES

The Sub-Committee head shall take the lead in coordinating the various activities of the Sub-Committee and its member agencies to ensure complementary and efficient planning and implementation of their sectoral programs and projects. It shall also track progress of implementation progress of Sub-Committee PPAs, facilitate resolution of implementation challenges specific to the Sub-Committee, and coordinate with other Sub-Committee lead agencies, NDRRMC or RDRRMC, as necessary.

Member agencies shall be responsible for the implementation of their respective PPAs. They are also expected to coordinate with their respective Sub-Committee Heads on a regular basis.

Recognizing that the effects of disasters vary, the sectoral committees to be created, and their composition will depend on the interventions needed. The following Sub-Committees may be adopted:

Infrastructure Sub-Committee

The Infrastructure Sub-Committee shall be in charge of the rehabilitation and reconstruction activities of damaged physical infrastructures. This shall include the repair of roads, bridges, seaports, airports, government buildings, and other public structures or the construction of new ones. It shall also ensure compliance of proposed projects with the relevant building code provisions and that the standards for resilient infrastructures are strictly followed by both the public and private sector.

Shelter Sub-Committee

The Shelter Sub-Committee shall be responsible for the provision of housing assistance to affected families and individuals. The Sub-Committee shall coordinate all the relevant shelter initiatives from the response/ emergency phase to the early recovery and rehabilitation phase. It shall prepare a menu of options that key agencies and LGUs can adopt and implement. This covers the provision of shelter assistance for emergency transitional and permanent housing, social preparation programs, development of sustainable settlement communities and as a last resort, the relocation of families that are living in identified high risk or danger zones to resettlement sites.

The Shelter Sub-Committee shall ensure that all housing related interventions in affected communities, whether government or private sector led, are in accordance with the Post-Disaster Shelter Recovery Policy Framework formulated by the Housing and Urban Development Coordinating Council (HUDCC).

Social Services Sub-Committee

The Social Services Sub-Committee shall identify projects to address the welfare of affected communities including the provision of continuing relief assistance to the most vulnerable groups until they are ready to return to their normal lives. A larger concern of this Sub-Committee is the provision of psychosocial programs for the victims, the rehabilitation of social service facilities and ensuring the resumption of health, education, and other basic services.

The Sub-Committee shall also be responsible in ensuring a smooth transition and delivery of services from the relief and emergency phase to early recovery and rehabilitation phase.

Livelihood Sub-Committee

The Livelihood Sub-Committee shall be responsible for emergency employment assistance to the affected families, the restoration of sources of income or providing alternative opportunities for employment, reinvigorating micro, small and medium enterprise (MSME) development, and paving access to financing for businesses.

Agriculture Sub-Committee

The Agriculture Sub-Committee shall be responsible for the provision of adequate farm and fisheries inputs and equipment, and access to fisheries and crop financing for affected workers in the agriculture and fisheries sector. It shall closely coordinate with the Livelihood Sub-Committee to ensure complementation of interventions throughout the entire agricultural, fisheries and/or agribusiness value chain.

Resource Mobilization/ Support Sub-Committee

The Support Sub-Committee shall be in charge of addressing and/or facilitating the discussion on cross-cutting policy concerns and issues among the different clusters. These concerns or issues include those on budgeting, financing, procurement, audit, implementation arrangements, private sector interventions, development partners' assistance, integration of relevant programs among the four Sub-Committees (i.e. livelihood and social services in resettlement communities), and policy concerns that require intervention from the Congress and the President.

These committees can also be adopted at the regional or local level. Additional Sub-Committees may be created based on the identified needs and desired outcomes. For instance, disasters caused by armed conflicts, a Peace and Order or Security Sub-Committee may be included as peace building is one important consideration in rehabilitation planning. A Sub-Committee responsible for coordinating private sector, development partners, and other non-government initiatives may also be created, as necessary, particularly if large amounts of assistance have been or is expected to be received by the government. This will ensure that all recovery efforts are properly accounted for.

Box 7 provides an example of how NGAs are organized into Sub-Committees. Other government agencies, LGUs and other partner stakeholders may be identified to be part of the sub-committees as needed. This structure can also be replicated at the local level.

Box 7. REHABILITATION AND RECOVERY SUB-COMMITTEE AT THE NATIONAL LEVEL	
Infrastructure Sub-Committee	
Lead	DPWH
Member Agencies	CHED, DA, DAR, DENR, DepEd, DICT, DILG, DOE, DOH, DOJ, DOST, DOTr, DTI, LWUA, NEA, NIA, and OCD
Shelter Sub-Committee	
Lead	HUDCC
Member Agencies	DA, DAR, DepEd, DENR, DILG, DOH, DOST, DPWH, DSWD, DTI, HLURB, LGU, LWUA, NAPC, NCIP, NEA, NHA, OCD, and OPAPP
Social Services Sub-Committee	
Lead	DSWD
Member Agencies	CHED, DA, DAR, DepEd, DENR, DND, DOH, HLURB, HUDCC, NAPC, NCIP, NCMF, NHA, OCD, OPAPP, and PCW
Livelihood Sub-Committee	
Lead	DTI
Member Agencies	DA, DAR, DENR, DOLE, DOST, DSWD, GFIs (DBP and LBP), HUDCC, NAPC, NCIP, NHA, OCD, OPAPP, PCA, SB Corp., and TESDA
Agriculture Sub-Committee	
Lead	DA
Member Agencies	BFAR, DAR, DENR, NFA, NIA, PCA, and PCIC
Resource Mobilization/ Support Sub-Committee	
Lead	DBM or DOF
Member Agencies	COA, DENR, DFA, DILG, DOF, DOJ, DPWH, DSWD, HLURB, OCD, OCS, OES, OPAPP, PCOO, and PMS

ROLE OF STAKEHOLDERS

1. National and Local Government

Both the national government and LGUs are the primary players in the rehabilitation and recovery of affected areas depending on the magnitude and impact of the disaster. The specific roles of the national government agencies in the implementation of rehabilitation and recovery PPAs shall depend on their regular agency mandates and as identified in the NDRRM Plan.

- LGUs are the first line of support in the rehabilitation and reconstruction of affected areas. In most cases, it is the concerned RDRRMC that provides assistance to the affected LGUs.
- The national government generally steps in, by providing financial or technical assistance, as needed, when the impact of the disaster is huge and is beyond the capacity of the LGU/s concerned to address the rehabilitation requirements.
- The President issues an official order to mandate the use of the national government's institutional mechanisms, activities and budget sources.

The following are interfaces of the national and local government units.

- The regional line agencies, in line with their regular mandates, or as requested by the concerned LGU, shall provide assistance in the crafting of a Local Rehabilitation and Recovery Plan and identifying appropriate programs with specific implementation and financing mechanisms.
- When national projects are implemented, LGUs shall assist the concerned national or regional line agency in facilitating the issuance of necessary permits, ensuring availability of land for infrastructure and housing projects, relocating families that may be affected by projects to be implemented and other assistance that can expedite the implementation process.
- NDRRMC, upon request, shall provide financial support to the RDRRMCs and the LDRRMCs in the implementation of its Rehabilitation and Recovery Program through endorsement of the local rehabilitation projects and activities, following certain guidelines, for funding under the NDRRMF and other available national funds or donations from the private sector.

2. Private Sector, Professional Organizations and Academia

The **private sector** can support disaster rehabilitation and recovery in many ways. They can:

- cover a significant amount of the cost of rehabilitation and recovery,
- help design the structures and infrastructure to be built, compliant with the government standards on resilient infrastructure,
- supply the materials needed for reconstruction or do the construction itself; and
- jumpstart local, regional, and national economies by quickly re-establishing their businesses in the affected areas.

Professional organizations and expert groups, such as those for engineers, doctors, professors, and urban and environmental planners, can serve as focal points for expert advice on rehabilitation and recovery planning and operational aspects of the implementation of projects.

The academe/ institutions and professional organizations can assist government in evaluating specific projects and assist in other tasks that require widespread industry knowledge.

Guidance notes:

- A mechanism for accreditation should be put in place for these professional organizations and institutions so they can be deployed in affected areas and tapped when necessary.
- Public-Private Partnership (PPP) arrangements should be established before the disaster with clear mechanisms for coordination and participation.
- There should be pre-identified and pre-agreed roles for each stakeholder during the relief or emergency phase and in the rehabilitation and recovery phase.
- For smooth coordination between National Government or LGUs and non-government stakeholders, a memorandum of understanding or agreement is usually undertaken prior to a disaster.

3. Civil Society Organizations (CSOs)

Civil Society Organizations (CSOs) often have well-cultivated links to the affected communities so they can help ensure community participation and manage or co-implement activities if the existing policies allow it.

CSOs can also provide technical expertise, additional knowledge and assist in organizing communities.

It is good practice to identify respected civil society leaders who represent key sectors and who are immersed in the communities to participate in rehabilitation and recovery consultation meetings with government and other stakeholders.

CSOs may also be tapped to help government in monitoring the implementation of projects. They can do independent third-party evaluation based on existing Rehabilitation and Recovery Monitoring Framework. This can help promote transparency and accountability.

4. Development Partners and International Organizations/ Agencies

Creating joint ownership of the government-led rehabilitation and recovery process among international partners enables them to work with government in dealing with specific complexities of the rehabilitation and recovery efforts. This can also help encourage partners to make long-term commitments to projects that they have pledged to fund and implement. However, the government must be able to balance the assistance of development partners and ensure that government remains in control of the Rehabilitation and Recovery Program. The national government should direct the international agencies and development partners to consolidate their rehabilitation and recovery interventions and coordinate closely with the NGAs or LGUs through proper channels or coordination structures.

Establishing a coordination mechanism between and among development partners and government will facilitate and clarify at the outset the respective roles of international agencies and development partners. The government can identify avenues for their participation in the relief or emergency phase as well as in the rehabilitation and recovery phase. Through the NDRRMC, the government should establish clear guidelines on triggers, protocols, and their roles, responsibilities, and mandates. They can also be included in the Sub-Committees as needed, to facilitate the coordination of policies and implementation of Rehabilitation and Recovery Programs. This will help avoid duplication of assistance and support in the affected areas.

5. Affected Communities

Community participation is crucial in the rehabilitation and recovery process given the communities' local knowledge and experience. Affected communities need to be included and consulted throughout the rehabilitation and recovery process from assessments and defining problems and needs, to identifying solutions and implementing projects.

Beneficiary participation will allow those who are vulnerable and usually marginalized within their communities (i.e. children and youth, women, the elderly, persons with disabilities, and members of certain social classes or ethnic groups) to influence decision-making in programs affecting them.

A participatory process ensures community ownership of the government's programs for affected communities and guarantees long-term success as the interventions address real needs and provide sustainable solutions.

Worksheet 3: Stakeholder Mapping

INSTRUCTIONS:

Identify all the stakeholders in your LGU and external resources (e.g. national agencies, NGOs, etc.) and accomplish the 4Ws Form below.

	WHO (Organization)	WHAT (Intervention)	WHERE (Assign areas of intervention)	WHEN (How fast and how long)	Focal Person
1					
2					
3					
4					
5					

Worksheet 3: Stakeholder Mapping (continuation)

	WHO (Organization)	WHAT (Intervention)	WHERE (Assign areas of intervention)	WHEN (How fast and how long)	Focal Person
6					
7					
8					
9					
10					

Worksheet 4: Local Recovery and Rehabilitation Committee

INSTRUCTIONS:

Based on the PDNA, identify the Sub-Committees needed and define the specific roles and responsibilities. Edit the Sub-Committee headings as needed.

Province/ City/ Municipality: _____

Type of Disaster: _____

INFRASTRUCTURE SUB-COMMITTEE

Lead

Member Agencies

SHELTER SUB-COMMITTEE

Lead

Member Agencies

SOCIAL SERVICES SUB-COMMITTEE

Lead

Member Agencies

LIVELIHOOD SUB-COMMITTEE

Lead

Member Agencies

Worksheet 4: Local Recovery and Rehabilitation Committee (continuation)

AGRICULTURE SUB-COMMITTEE
Lead
Member Agencies
RESOURCE MOBILIZATION/ SUPPORT SUB-COMMITTEE
Lead
Members Agencies
OTHER/S SUB-COMMITTEE
Lead
Members Agencies

Specific Roles and Responsibilities per Sub-Committee

SUB-COMMITTEE	ROLES AND RESPONSIBILITIES
Infrastructure Sub-Committee	
Shelter Sub-Committee	
Social Services Sub-Committee	
Livelihood Sub-Committee	
Agriculture Sub-Committee	
Resource Mobilization/ Support Sub-Committee	

MODULE 02

Rehabilitation Planning Process
and Plan Structure

Module 2: Rehabilitation Planning Process and Plan Structure

2.1 Pre-Disaster Activities: Database Build-up for Disaster Rehabilitation and Recovery

DESCRIPTION	This module covers the pre-disaster activities that are necessary to prepare communities to recover from future disasters. These activities will serve as inputs to the Disaster Rehabilitation and Recovery Program. There are 5 sessions for this module, which could be delivered in 8 hours across 2 learning days in a week.
SESSIONS	Session 4: How to Gather Disaster Data Session 4a: How to Use GeoMapperPH (Collection of Hazard and Exposure Information) Session 5: Science-based Scenario Building (Use of GeoRiskPH Platform) Session 6: Identification of NGA, LGU and NGO PPAs for Scaling Up/ Repurposing Session 7: Recovery Financing – Local Disaster Risk Finance Strategy (Menu of Available Resources)

Sample Schedule:

SESSION	FORMAT	DURATION
DAY 1		
OPENING		0.5 Hour
Session 4: How to Gather Disaster Data	- Interactive Lecture - Group Work	2 Hours
Session 4a: How to Use GeoMapperPH (Collection of Hazard and Exposure Information)	- Interactive Lecture - Group Work	0.5 Hour
Session 5: Science-based Scenario Building (Use of GeoRiskPH Platform)	- Interactive Lecture - Group Work	1 Hour
DAY 2		
Session 6: Identification of NGA, LGU and NGO PPAs for Scaling up/ Repurposing	- Interactive Lecture - Recorded Lecture - Group Work	1.5 Hours
Session 7: Recovery Financing – Local Disaster Risk Finance Strategy (Menu of Available Resources)	- Interactive Lecture - Recorded Lecture - Group Work	2 Hours
CLOSING		0.5 Hour

SESSION 4: How to Gather Disaster Data

This session will present the different data on disasters and how to gather and interpret them.

Learning At the end of the session, the participants would be able to:

- Objective:**
1. Discuss the different data needed for rehabilitation and recovery
 2. Gather different pre-disaster baseline data

Content: Land use and physical environment, economic activity and livelihood, infrastructure, housing, social services, hydro-meteorological and geologic hazards, peace and security

Duration: 120 minutes (2 hours)

Mode: Interactive lecture, group work

- Session Plan:**
1. Interactive lecture focusing on the data gathering process towards helping them start the group work (30 mins)
 2. Group work – complete pre-disaster baseline data sheet in breakout rooms (60 mins)
 - Step 1. Group the participants based on their localities and then sector.
 - Step 2. The group will be asked to complete the template provided.
 3. Presentation (30 mins)
 4. Q&A (10 mins)
 5. Synthesis and key take away (5 mins)

- Materials Needed:**
- Session 4 presentation, template
 - Worksheet 5: Local Pre-Disaster Baseline Data

Output: Local Pre-Disaster Baseline Data

- Course Materials:**
- Disaster Rehabilitation and Recovery Planning Guide Part 2.1
 - Disaster Rehabilitation and Recovery Planning Guide Annex A
 - Ready to Rebuild Planning Guide Workbook Part 2.1
 - Ready to Rebuild Planning Guide Workbook Annex A

TEACHING NOTES: SESSION 4 - HOW TO GATHER DISASTER DATA

Database build-up for rehabilitation and recovery

Important data to be gathered:

- Land use and physical environment
- Economic activity and livelihood
- Infrastructure
- Housing
- Social services
- Hydro-meteorological and geologic hazards
- Peace and security

Sources of Data:

- The **Philippine Statistics Authority** generates data on population, housing characteristics, household income sources and expenditure items, and poverty statistics.
- On the other hand, administrative data such as land area and use, economic activity and livelihood, infrastructure facilities, social services, and hazards, are generated by concerned government agencies.
- LGUs' socioeconomic profile, housing needs and for some, hazard profiles can be found in the **local development, land use, and local shelter plans**. Disaster related information are also available with the **NDRRMC** and in the **local DRRM plans**.

It is important to establish a demographic profile of the community, which disaggregates data by sex and age and can capture information on women, children, and other vulnerable sectors (e.g., PWDs, IPs, and elderly). This information should be consolidated into a database. The secretariats of the DRRMCs – the Office of Civil Defense (OCD) at the national and regional levels, and Local DRRM Offices (LDRRMOs) at the local level – should maintain and regularly update their respective data sets.

As applicable, the data and information should be compiled in text and map forms. At the minimum, the data should have geographical disaggregation up to the *barangay* level. Annex A provides the list of data requirements for baseline data and other information needed for Post-Disaster Rehabilitation and Recovery planning.

Worksheet 5: Local Pre-Disaster Baseline Data

INSTRUCTIONS:

Using the template below, fill in the data mentioned in each section. These could be lifted from the following: Philippine Statistics Authority (PSA) Annual/Semi-Annual Reports, Local Labor and Employment Reports, Local Comprehensive Development Plan (CDP), Land Use Plans, Land Utilization Plan, Local Shelter Plan, NDRRMC and the local DRRM Plans, etc. Certain LGUs may have to include data related to a specific concern of their locality/ community, e.g., Bohol on tourism when earthquake struck.

Annex A. Data Requirements

CORE ELEMENT	SECTOR	DATA	DETAILS	SOURCE
General Information		Land Area		PSA/ CDP/ CLUP, NAMRIA/ DENR-LMB
		Topography	Topography map with description	PSA/ CDP/ CLUP, NAMRIA
		Political Subdivision (for higher-level LGUs)		
		Income and Income Classification		DOF-BLGF, LGU, Community-Based Monitoring System (CBMS)
		Poverty Incidence		PSA

Annex A. Data Requirements (continuation)

CORE ELEMENT	SECTOR	DATA	DETAILS	SOURCE
General Information		Total Population	Disaggregated data by urban/ rural, subdivision (up to <i>barangay</i> level), age group, and gender	PSA, CBMS
		Population Density		PSA
Land Use and Physical Environment	Settlement	Settlement Areas	Disaggregated data by subdivision (up to <i>barangay</i> level) with corresponding population count by individuals/ families; land use/ zoning map	CLUP, DENR-BMB, PSA, LMB, NAMRIA
	Production	Utilized Land	Disaggregated data by land resource, as applicable (agricultural, coastal/ marine, production, forest, mineral, industrial, tourism, others)	
		Idle Land		
	Protection	Protected Areas (if any)	Location and physical characteristics of protected areas	

Annex A. Data Requirements (continuation)

CORE ELEMENT	SECTOR	DATA	DETAILS	SOURCE
Economic Activity and Livelihood	Agriculture	Labor force participation rate and revenue generated	Disaggregated data by type (public or private), subsector, subdivision (up to <i>barangay</i> level), age group, and gender; include data on existing and proposed support facilities	Local Revenue Office, Public Employment Service Office
	Industry	Number of MSMEs		
	Services	Number of farmers and fisherfolk		
	MSMEs	Agricultural infrastructure and other production and post-harvest facilities		
	Informal Sector			
Infrastructure	Transportation	Roads (National, Provincial Municipal, <i>Barangay</i>)	Include total length, classification by surface type (i.e., paved or unpaved) and condition	DPWH, Local Eng'g Office (for local public works)
		Bridges	Include total length, classification by type (i.e., permanent or temporary) and condition	
		Airport	Include classification (i.e., International, Principal Class 1, Principal Class 2, Community, Military, Unclassified), passenger and freight statistics, and conditions of PTB/ runway	DOTr, CAAP
		Seaport	Include classification (i.e., commercial, RORO, fishing [regional], fishing [communal], feeder, unclassified), passenger and freight statistics, and conditions of PTB/ port	DOTR, PPA, LGU (for locally managed ports)

Annex A. Data Requirements (continuation)

CORE ELEMENT	SECTOR	DATA	DETAILS	SOURCE
Infrastructure	Communications	Telephone services (landline and mobile), television, radio, print, internet coverage, broadband area coverage	Include data on number of subscribers/users/ clients, and total value and of physical asset	DICT, Local Assessor's Office
	Power	Transmission lines, distribution facilities, power plants (e.g., hydroelectric, nuclear, coal, geothermal)	Include status of electrification/ water supply to households and businesses, and physical conditions of facilities and equipment	DOE, NEA
	Water	Reservoirs, distribution facilities, pumping stations, treatment facilities		LWUA, Local Water District, CBMS
	Government	Government buildings and facilities (i.e., national and local/ municipal buildings)		LGU
	Social Infrastructure	Education facilities (schools, training facilities, etc.)	Include classification (Public Basic, Private Basic, State College, State University, Private College, Private University, Technical/ Vocational, Review/ Training), description (e.g., building type, no. of storeys), and physical condition	DepEd, School Divisions, CHED
		Health facilities (hospitals, rural or <i>barangay</i> health units)	Include classification (Government General, Government Specialty, Private General, Private Specialty, Primary Care, Custodial Care, Diagnostic/ Therapeutic, Specialized Out-Patient), description (e.g., building type, no. of storeys, bed capacity), and physical condition	DOH, Local Health Office

Annex A. Data Requirements (continuation)

CORE ELEMENT	SECTOR	DATA	DETAILS	SOURCE
Infrastructure	Agriculture	FMRs, irrigation facilities	Include number, reach of service area, and condition	DA, NIA, Local Agricultural Office
	Other Support Infrastructure	Warehouses, waste management facilities		LGU
Housing	Community		Include data on existing and proposed facilities, type of shelter by material and possible areas for future resettlement sites	PSA, LGU, Local Housing Board, National Housing Targeting System (NHTS), CBMS, CLUP
	Private Subdivision			
	Informal Settlement			
Social Services	Health	Health Services	Include data on level/ category, bed capacity, type of services provided, number of personnel	DOH, Local Health Office, CBMS
	Education	Education Services	Include data on classification, (enrollment, available facilities, teacher-student ratio, student-classroom ratio)	DepEd, School Divisions, CBMS
	Government	Government Services	Include data on type/ frequency of service (e.g., licensing, regulation, registration, emergency support)	LGU

Annex A. Data Requirements (continuation)

CORE ELEMENT	SECTOR	DATA	DETAILS	SOURCE
Hydro-meteorological and Geologic Hazards		Hazard-prone areas	Include flood-prone/ landslide-prone areas, fault lines and susceptibility maps for each hazard	MGB/ PHIVOLCS, CLUP
Peace and Security		Existing armed groups	Include data on identified insurgent groups and other armed illegal groups	

SESSION 4a: How to Use GeoMapperPH

This session will cover the basics of hazard and exposure information, and how to gather them using GeoMapperPH.

Learning Objective:	At the end of the session, the participants would be able to: 1. Discuss the different hazard and exposure information 2. Generate hazard and exposure information using GeoMapperPH
Content:	Disaster data (hazard, exposure, vulnerability)
Duration:	30 minutes
Mode:	Interactive lecture, recorded video lecture, group work/ simulation
Session Plan:	1. Pre-recorded video providing a walkthrough of GeoMapper PH (15 mins) 2. Q&A (15 mins)
Materials Needed:	Session 4a presentation, recorded video on how to use GeoMapper PH
Output:	Pre-Disaster Hazard Maps
Course Materials:	https://geomapper.georisk.gov.ph/
Other Resource Speakers:	Department of Science and Technology (DOST)

TEACHING NOTES: SESSION 4a

GeoMapperPH

Features

“Visualize data in real-time dashboards to support more informed decision-making, improve data accuracy using your device’s GPS single source of information, work on the same data whether you are in the field or office.”

- Synchronization
- Standardization
- Real-time update
- Offline accessibility
- Data collection

Services

- Consultation – Analyze existing data and develop substantial recommendations
- Development – Customize websites or applications that suit your needs
- Training – Upskill people to expand technical expertise and build adaptable teams
- Collaboration – Join multiple participating agencies that share their information into the database

Applications



School Locator

Department of Education

Develop DRR-relevant plans by mapping school buildings and lot areas for more accurate hazard and risk management



Health Facility Mapper

Department of Health

Develop DRR-relevant plans by mapping health facility buildings and lot areas for more accurate hazard and risk assessment



REDAS

Philippine Institute of Volcanology and Seismology

This system can be used to give a timely rapid estimate of the severity of the impacts of seismic hazards to population, buildings, lifeline utilities, and other elements-at-risk



Situation Data Mapper

Office of Civil Defense

Collect situation reports of incidents/ disasters and provide real-time location-based updates on actual disaster situations for high-level decisions for response and management

SESSION 5: Science-based scenario building (use of GeoRiskPH Platform)

This session covers the basics on how to do scenario building with the use of GeoRiskPH Platform.

Learning At the end of the session, the participants would be able to:

- Objective:**
1. Discuss the different hazard and exposure information
 2. Discuss the different uses of the GeoRiskPH Platform

Content:

Duration: 60 mins (1 hour)

Mode: Interactive lecture, recorded video lecture, group work/ simulation

- Session Plan:**
1. Recorded lecture (30 mins)
 2. Group work using breakout rooms for virtual discussions (25 mins)
 3. Q&A (5 mins)

Key Messages:

Materials Needed: Session 5 presentation, recorded lecture on how to use GeoRiskPH

Output: Description of hazard, lifeline, summary of damages

Course Materials: <https://www.georisk.gov.ph/home>

Other Resource Speakers: Department of Science and Technology (DOST)

TEACHING NOTES: SESSION 5

GeoRiskPH Platforms

“GeoRisk Philippines is a multi-agency initiative led by the Philippine Institute of Volcanology and Seismology (PHIVOLCS), funded by the Department of Science and Technology (DOST) and monitored by the Philippine Council for Industry, Energy, and Emerging Technology Research and Development (PCIEERD).”

GEOSPATIAL INFORMATION MANAGEMENT AND ANALYSIS PROJECT FOR HAZARDS AND RISK ASSESSMENT



HAZARDHUNTERPH GEORISKPH

Generate quickly, initial hazard assessments in your selected location for seismic, volcanic, and hydrometeorological hazards



GEOMAPPERPH GEORISKPH

Collect hazard and exposure information from the office or field to ensure accurate and efficient updates in the database system



GEOANALYTICSPH GEORISKPH

Generate summaries of hazard and risk assessment and perform analysis and visualization of exposure and elements at risk to natural hazards



MAP & FEATURE GEORISKPH

Acquire up-to-date and accurate information from mandated agencies with efficiency and ease

SESSION 6: Identification of NGA, LGU, and NGO PPAs for Scaling up/ Reprogramming

This session presents the different Programs, Projects, and Activities of different organizations/ agencies that can be scaled up or repurposed in the event of a disaster.

Learning Objective: At the end of the session, the participants would be able to:

- Objective:**
1. Identify the necessary Programs, Projects, and Activities (PPAs) from a menu of PPAs for scaling up and repurposing
 2. Complete an inventory of PPAs

Duration: 90 minutes (1.5 hours)

Mode: Interactive lecture, recorded video lecture, group work

- Session Plan:**
1. Recorded video lecture on Disaster Rehabilitation and Recovery PPAs (15 mins)
 2. Reflections and Q&A on the lecture (15 mins)
 3. Group Work – identification of PPAs for given cases (45 mins)
 - Step 1. Group the participants based on LGUs and then per sector
 - Step 2. Using the template, in their break-out groups, participants will do an inventory of PPAs that could be scaled up during disasters, including those from NGAs, LGUs, GOCCs, NGOs, etc.
 - Step 3. Consolidate the data
 - Step 4. Presentation
 4. Q&A (10 mins)
 5. Synthesis and key take away (5 mins)

- Materials Needed:**
- Session 6 presentation, recorded video lecture on Disaster Rehabilitation and Recovery PPAs
 - Worksheet 6: Identification of PPAs for Scaling Up and/or Reprogramming

Output: List of PPAs for scaling up in the event of a disaster

- Course Materials:**
- Disaster Rehabilitation and Recovery Planning Guide 2.1
 - Disaster Rehabilitation and Recovery Planning Guide Annex B
 - Ready to Rebuild: Planning Guide Workbook 2.1
 - Ready to Rebuild: Planning Guide Workbook Annex B

TEACHING NOTES: SESSION 6

Identification of NGA, LGU, and NGO PPAs for Scaling up/ Repurposing

Annex B provides a list of selected programs and projects that are commonly implemented by agencies for rehabilitation and recovery.

Annex B. Agency Rehabilitation and Recovery PPAs

PROGRAM	IMPLEMENTING AGENCY	PROGRAM DESCRIPTION
Implementation of Alternative Delivery Modes/ Flexible Learning Options (ADMs/ FLOs) for Learners Outside of Schools	DepEd	The program was intended initially to decongest classrooms and address absenteeism of learners. However, it has since been offered by DepEd as a rehabilitation and recovery intervention situations where school buildings are damaged and learners are in transitional shelters or evacuation sites.
<i>Tamang Serbisyo sa Kalusugan ng Pamilya</i> (TSeKaP)	DOH	The program includes a complete physical examination and laboratory tests. Immunization, deworming, micronutrient supplementation, and dental services are also given. This is also implemented as a Rehabilitation and Recovery Program for internally displaced people.
<i>Pantawid Pamilyang Pilipino</i> Program (4Ps)	DSWD	Offered to affected families in the RRP, this program provides cash grants to the poorest families (with waived conditions in the case of the BMCRRP) for health and education.
<i>Tulong Panghanapbuhay sa ating Disadvantaged/ Displaced Workers</i> (TUPAD) Program or the Emergency Employment Program (EEP)	DOLE	TUPAD is an emergency employment assistance program for displaced, underemployed, and unemployed (poor) workers. It is a community-based employment program ranging from beautification work, street cleaning, and declogging and maintenance of canals.
Knowledge Sharing, Inputs Acquisition, Training on Entrepreneurship, and Skills Acquisition (<i>Kabuhayan</i> Starter KITS Project)	DOLE	The livelihood formation program targets workers in the informal economy, those with special concerns and displaced workers. It provides beneficiaries with production skills training, livelihood starter kits (tools, equipment, materials, and inputs), and advisory or consultancy services.
Enterprise-based Training	TESDA	These are training programs conducted with companies and retrofitted according to the needs of the local industry. It includes apprenticeship and on-the-job-training.
Sustainable Livelihood Program (SLP)	DSWD	The SLP is a community-based program that provides for skills training, livelihood grants, and employment assistance for poor Filipinos to improve their socioeconomic conditions. Beneficiaries are given two (2) track options: (a) micro-enterprise development track or (b) employment facilitation track. Prerequisite to these, the DSWD conducts social preparation and capacity-building activities.

Annex B. Agency Rehabilitation and Recovery PPAs (continuation)

PROGRAM	IMPLEMENTING AGENCY	PROGRAM DESCRIPTION
Cash-For-Work	DSWD	This is a program that provides unemployed or underemployed individuals with temporary work, and enabling them to have a source (or alternative source) of income.
Shared Services Facilities (SSF)	DTI	The project is aimed at improving the competitiveness of Micro, Small, and Medium Enterprises (MSMEs) through the provision of machineries, equipment, tools, systems, skills and knowledge that match local needs.
Commodity-based Training Programs	DA	The Agricultural Training Institute of the DA offers training programs aimed at strengthening the competitiveness of farmers and fisherfolk.
Banner Programs on Corn, Rice, Livestock, High Value Crops, and Organic Agriculture	DA	These banner programs of the DA include seed distribution to farmers, production support for technology adoption, insecticide or pesticides, training, research and development, installation of irrigation, machinery/ equipment/ facilities support, post-harvest facilities.

The national government agencies, including GOCCs and GFIs and LGUs are tasked to prepare a list of their regular PPAs that can be scaled up or reprogrammed in the event of a disaster. The project details such as the activities and outputs, geographic coverage, costs and other information should be included in the agency or LGU list as reference in preparing the Rehabilitation and Recovery Program. The list of PPAs should also be updated by the agencies and LGUs on a regular basis.

Worksheet 6: Identification of PPAs for Scaling Up and/or Reprogramming

INSTRUCTIONS:

Create an inventory of PPAs that could be scaled up during disasters including those from NGAs, LGUs, GOCCs, and other partner organizations.

PROGRAM	IMPLEMENTING AGENCIES	PROGRAM DESCRIPTION

SESSION 7: Recovery Financing – Local Disaster Risk Financing Strategy

This session provides an overview of the different sources of funds that can be tapped based on existing guidelines. Risk transfer instruments will also be discussed.

Learning Objective:	At the end of the session, the participants would be able to: <ol style="list-style-type: none">1. Discuss the different fund sources for rehabilitation and recovery PPAs2. Formulate a Local Disaster Risk Financing Strategy
Content:	N/LDRRM Fund, agency budgets, and other sources of funds, Indemnity Insurance, Parametric Insurance
Duration:	120 minutes (2 hours)
Mode:	Interactive lecture, recorded video lecture, group work
Session Plan:	<ol style="list-style-type: none">1. Recorded lecture on Local Disaster Risk Financing Strategy (20 mins)2. Reflections and Q&A on the lecture (20 mins)3. Group work – development of a Local Disaster Risk Financing Strategy (60 mins)<ol style="list-style-type: none">Step 1. Group the participants according to their LGUs and sectorsStep 2. Orient the participants with the templatesStep 3. Identify the different fund sources that are applicable and can be used for the PPAsStep 4. Presentation and clarifications4. Q&A (15 mins)5. Synthesis and key take away (5 mins)
Materials Needed:	<ul style="list-style-type: none">• Session 7 presentation, recorded video lecture on Local Disaster Risk Financing Strategy• Worksheet 7: Local Risk Finance Strategy
Output:	Local Disaster Risk Financing Strategy (Menu of Fund Source Options)

SESSION 7: Recovery Financing – Local Disaster Risk Financing Strategy

Course

Materials:

- Disaster Rehabilitation and Recovery Planning Guide Part 2.1
- Department of Finance's Disaster Risk Financing and Insurance Strategy
- Disaster Rehabilitation and Recovery Planning Guide Part 2.1
- Disaster Rehabilitation and Recovery Planning Guide Annex D
- Ready to Rebuild: Planning Guide Workbook Part 2.1
- Ready to Rebuild: Planning Guide Workbook Annex D
- Ready to Rebuild: Planning Guide Workbook Supplemental Resource 4

Other

Resource

Speakers:

Department of Finance (DOF)

TEACHING NOTES: SESSION 7

Recovery Financing

The following are possible sources of funds and resources for the implementation of rehabilitation and recovery interventions:

1. Annual General Appropriations (GAA)

The usual sources of funding for rehabilitation and recovery PPAs are the funds under the annual General Appropriations Act (GAA) as follows:

- a. National Disaster Risk Reduction and Management Fund (NDRRMF)
- b. Regular Agency Budget
- c. Special Funds for Rehabilitation and Recovery
- d. Unprogrammed Appropriations and Earmarked Funds
- e. Supplemental Appropriations

2. Local Disaster Risk Reduction and Management Fund (LDRRMF)

The primary fund source for LGU rehabilitation and recovery PPAs is the LDRRMF. This is an appropriation of not less than five percent (5%) of the estimated revenue from regular sources that shall be set aside by the LGU to support disaster risk management activities. While the whole LDRRMF can be utilized for post-disaster rehabilitation and recovery activities, the 30% Quick Response Fund (QRF) of the total LDRRMF appropriated, can only be utilized when the LGU is under a state of calamity.

3. Disaster Risk Insurance Payout Proceeds

Proceeds from the insurance payout can be another source of funds for repair, reconstruction, or rebuilding of the insured damaged public assets or other government facilities and infrastructure provided under the insurance contract/ guidelines. As discussed in Part 2.1, there are indemnity and parametric insurance facilities for national agencies and LGUs. At the minimum, as mandated under Republic Act 656 or the Property Insurance Law, all public assets at the national and local levels should be insured with the GSIS.

4. Official Development Assistance (ODA) loans and grants, contingent funds, multi-donor trust fund

Depending on the scale and impact of a disaster and based on the over-all financing strategy, the government has an option to tap into the available ODA. The government usually avails these types of financing options for big impact disasters which involve substantial financing requirements.

- a. Loans and Grants
- b. Contingent Credit (Box 14. Disaster Risk Management Development Policy Loan with a Catastrophe-Deferred Drawdown Option)
- c. Multi-Donor Trust Fund (Box 15. Typhoon Yolanda Multi-Donor Trust Funds)
- d. Humanitarian Assistance and Emergency Funds

BOX 14. DISASTER RISK MANAGEMENT DEVELOPMENT POLICY LOAN WITH A CATASTROPHE-DEFERRED DRAWDOWN OPTION

The Disaster Risk Management Development Policy Loan with a Catastrophe-Deferred Drawdown Option (DPL with CAT-DDO) is an example of a contingent line of credit of the Philippine government with the World Bank. The Philippines initially entered into this loan agreement (First DPL with CAT- DDO) on Sept. 13, 2011 where the full amount was withdrawn from the fund following the needs for financial resources to cover post-disaster interventions for Typhoon Sendong in December of the same year. Following the closure of the First DPL with CAT-DDO in October 2014, the loan agreement was renewed and approved in December 2015 with the Second DPL with CAT-DDO worth USD 500 million. On Sept. 27, 2018, the amount of USD 496 million was withdrawn to cover financing costs to address the widespread impact of Typhoon Ompong. The Second DPL with CAT-DDO has been renewed until September 2021.

The declaration of a state of calamity by the President as a result of a natural disaster triggers the withdrawal option. The DPL with CAT-DDO is available for disbursement at any time within three (3) years from the signing of loan agreement and it can be renewed up to four (4) times, for a maximum period of 15 years.

BOX 15. TYPHOON YOLANDA MULTI-DONOR TRUST FUNDS

The Typhoon Yolanda MDTF, with the Asian Development Bank (ADB) as designated trustee, was set up with contributions from the European Union, ADB, and United Kingdom's Department for International Development.

The Yolanda MDTF was undertaken for several reasons:

- a. provision of technical assistance for capacity building on integrating disaster risk reduction and climate resilience considerations into the reconstruction process;
- b. financing urgent rehabilitation and reconstruction needs; and
- c. co-financing projects of other partner organizations.

To access this MDTF, implementing agencies submit a project proposal for approval of the steering committee, which is composed of the DOF as chair, oversight agencies (NEDA, DBM, and the Office of the Presidential Assistant for Rehabilitation and Recovery), and development partners (with minimum contribution of USD 5 million) as members.

Source: ADB, Establishing the Typhoon Yolanda Multi-Donor Trust Funds, July 2014
(<https://www.adb.org/sites/default/files/institutional-document/59679/establishing-typhoon-yolanda-multi-donor-trust-funds.pdf>)

5. Donations

Development partners, non-government organizations (NGOs), private companies and individual persons extend donations of cash or in-kind as a form of assistance to areas affected by a disaster.

6. Government Financial Institutions and Government-Owned or Controlled Corporations

Government financing institutions (GFIs) and some Government-Owned or Controlled Corporations (GOCCs) have lending facilities that can provide financing for rehabilitation and recovery projects of LGUs. Under Section 297 of the Local Government Code, LGUs may enter into contract loans and credits with banks and other lending institutions to finance the construction and development of public facilities and infrastructures, including implementation of housing projects and other capital investment projects.

- a. Land Bank of the Philippines
- b. Development Bank of the Philippines
- c. Social Housing Finance Corporation
- d. Home Development Mutual Fund (Pag-IBIG Fund)
- e. Small Business Corporation
- f. Government Service Insurance System

Annex D provides a detailed list of financing assistance programs by selected GFIs and GOCCs for disaster-stricken areas and affected individuals.

Annex D. List of existing loan facilities/ programs for post-disaster financial assistance offered by Government Financing Institutions/ Government Owned or Controlled Corporations

PROGRAMS	DESCRIPTION	TYPE OF POST-DISASTER FINANCING ASSISTANCE FOR POSSIBLE COVERAGE
LAND BANK OF THE PHILIPPINES		
Countryside Financial Institutions - Calamity Assistance Program (CFI-CAP)	The program offers term-loan rediscounting to eligible country financial institutions, whose loan portfolios were affected by natural calamities. ¹	This can be tapped by LGUs in developing a loan program that will provide financial access to private individuals and entrepreneurs to recover from their disaster losses.

¹ Source: <https://www.landbank.com/calamity-assistance-program>

Annex D. List of existing loan facilities/ programs for post-disaster financial assistance offered by Government Financing Institutions/ Government Owned or Controlled Corporations (continuation)

PROGRAMS	DESCRIPTION	TYPE OF POST-DISASTER FINANCING ASSISTANCE FOR POSSIBLE COVERAGE
LAND BANK OF THE PHILIPPINES		
LBP CaReS	This program offers loan restructuring for additional three (3) years and rehabilitation credit for LGUs, SMEs, home buyers, cooperatives, NGOs, and CFIs affected by a disaster. Loans under the program may be used for rehabilitation, construction, or acquisition of facilities affected by the disaster. It also provides loans for working capital of SMEs and for augmentation of cooperatives' and CFIs' capital for on-lending to small farmers, fisherfolk, and MSMEs. ²	<p>LGU can apply for a loan in this facility to finance the reconstruction or rehabilitation of damaged public infrastructures.</p> <p>This can also be tapped by LGUs and implementing agencies in developing a credit program for affected MSMEs, cooperatives, farmers, and fisherfolk to be used as start-up or working capital; and for individuals or community organizations to be used for rebuilding their damaged houses and community facilities.</p>
DEVELOPMENT BANK OF THE PHILIPPINES		
Residential Real Estate Financing Program (RREFP)	<p>This program offers financing support for shelter production and tenure for employees in the public and private sector, OFW families, new households and homeless Filipinos. The program can be accessed by LGUs, government agencies for employee housing projects, private sector groups, private developers, cooperatives, microfinance institutions, private financial institutions, NGOs, homeowner associations supported by an LGU guarantee, private companies for their employees, and PPPs for housing projects.</p> <p>The loan can be used for land acquisition, site development, shelter construction, housing microfinance, and project preparation financing.³</p>	This can be tapped by LGUs and implementing agencies in developing post-disaster housing financial assistance packages for the affected population that will supplement the regular NHA or LGU transitory and permanent housing programs.
Water for Every Resident (WATER) Program	The program finances water supply programs of private companies water districts, LGUs, PFIs, and MFIs for their capital investment, working capital requirements, refinancing of existing loans, consultancy services, and other project preparation activities. ⁴	This can be tapped by LGUs and implementing agencies in developing a loan program that will provide financial access to private companies including GOCCs to recover from their disaster losses. The program can cover the rehabilitation or reconstruction of damaged facilities and equipment, working capital and additional investments needed.

² Source: <https://www.landbank.com/lbp-cares>

³ Source: <https://www.devbnkphl.com/UserFiles/Residential%20Real%20Estate%20Financing%20Program.pdf>

⁴ Source: <https://devbnkphl.com/UserFiles/Water%20for%20Every%20Resident%20Program.pdf>

Annex D. List of existing loan facilities/ programs for post-disaster financing assistance offered by Government Financing Institutions/ Government Owned or Controlled Corporations (continuation)

PROGRAMS	DESCRIPTION	TYPE OF POST-DISASTER FINANCING ASSISTANCE FOR POSSIBLE COVERAGE
DEVELOPMENT BANK OF THE PHILIPPINES		
Disaster Risk Reduction under the Green Financing Program	<p>DBP's Green Financing Program provides financing and technical assistance to LGUs, private corporations or enterprises, GOCCs, NGAs, cooperatives or associations, PFIs, and MFIs in the adoption of disaster risk reduction measures.</p> <p>The program can be tapped to finance capital investments, initial working capital, consulting services, and refinancing of existing operational projects.⁵</p>	LGU can apply for a loan in this facility to finance the reconstruction or rehabilitation of damaged public infrastructures, particularly those that contribute to disaster resilience building.
Sustainable Health Care Investment Program	<p>The program offers credit program for health care investment projects that promote availability, accessibility, and affordability of health care services to people belonging to the lowest income group. It can be tapped by LGUs, government-owned hospitals, private health care providers, partnerships, joint ventures wholesale, and DBP accredited rural or thrift banks and MFIs for relending. The program can finance construction, expansion, rehabilitation, or upgrade of hospitals and medical clinics, acquisition of medical and nonmedical equipment, working capital for the preparation of feasibility studies, engineering designs, and others.⁶</p>	LGU can apply for a loan in this facility to finance the reconstruction, rehabilitation, or upgrading of damaged public health hospitals and other related facilities (i.e. rural health units, <i>barangay</i> health clinic) including preparation of feasibility studies for new health facility to be constructed.
HOME DEVELOPMENT MUTUAL FUND		
Calamity Loan Program	<p>The program is offered for qualified Pag-IBIG members in areas declared under state of calamity to avail loans equivalent to 80% of their total accumulated value.⁷</p>	This can be tapped by LGUs and implementing agencies in developing housing financial assistance packages for the affected population that will supplement the regular NHA or LGU transitory and permanent housing programs.

⁵ Source: <https://www.devbnkphl.com/UserFiles/Green%20Financing%20Program.pdf>

⁶ Source: <https://devbnkphl.com/UserFiles/Sustainable%20Health%20Care%20Investment%20Program.pdf>

⁷ Source: [http://www.pagibigfund.gov.ph/faqpdf/FAQ%20CALAMITY%20FINAL%20\(7-14-17\).pdf](http://www.pagibigfund.gov.ph/faqpdf/FAQ%20CALAMITY%20FINAL%20(7-14-17).pdf)

Annex D. List of existing loan facilities/ programs for post-disaster financing assistance offered by Government Financing Institutions/ Government Owned or Controlled Corporations (continuation)

PROGRAMS	DESCRIPTION	TYPE OF POST-DISASTER FINANCING ASSISTANCE FOR POSSIBLE COVERAGE
SOCIAL HOUSING FINANCE CORPORATION (SHFC)		
Localized Community Mortgage Program (LCMP)	The program provides financial assistance to LGUs for the acquisition of land occupied by informal settlers and land where informal settlers will be relocated for their socialized housing projects. ⁸	The program can serve as support for LGU post-disaster housing programs, which requires land acquisition.
<i>Abot Kaya Pabahay</i> Fund - Development Loan Program (AKPF-DLP)	The program is intended for financing site development or improvement and house or building construction in SHFC-built communities. It is available for government and private proponents of socialized housing projects. ⁹	The program can serve as support for LGU and national government post-disaster housing programs specifically for land development and housing construction.
SMALL BUSINESS CORPORATION		
<i>Pondo sa Pagbabago at Pag-asenso</i> (P3)	This program provides alternative funding sources for qualified MSMEs, including market vendors and <i>sari-sari</i> store owners, through microfinancing institutions or cooperatives. This program can also be used for business expansion and additional supplies or inventory. ¹⁰	This can be tapped by LGUs and implementing agencies in developing livelihood-related financial assistance packages for the affected enterprises.
GOVERNMENT SERVICE INSURANCE SYSTEM		
Emergency Loan	The Emergency Loan program is offered by GSIS to its qualified members in areas affected by disasters and declared under state of calamity. ¹¹	The loan program will serve as an accessible financial assistance for government employees to recover from their losses due to disaster.

⁸ Source: <http://www.shfcph.com/LCMP%20fastfacts.pdf>

⁹ Source: http://www.shfcph.com/Abot-Kaya_Pabahay_Fund.html, <https://djecexplains.wordpress.com/2012/10/12/abot-kaya-pabahay>

¹⁰ Source: <https://www.dti.gov.ph/businesses/pondo-sa-pagbabago-at-pag-asenso#frequently-asked-questions>

¹¹ Source: <http://www.gsis.gov.ph/active-members/loans/emergency-assistance-loan/>

7. Municipal Development Fund (MDF) under the Department of Finance

The Municipal Development Fund (MDF), a special revolving fund for re-lending to LGUs, is a financing option for LGU rehabilitation and recovery projects. This is administered by the Municipal Development Fund Office (MDFO) of the Department of Finance. Among several loan facilities under the MDF, some facilities can be accessed to finance disaster rehabilitation and recovery of areas affected by disasters. Table 6 provides a comparison of these loan facilities.

Table 6. Financing Facilities under the MDF which can be used for Rehabilitation and Recovery Programs for Disaster-Affected LGUs

FACILITY	DESCRIPTION	ELIGIBLE BORROWERS	ELIGIBLE PROPOSALS/SUB-PROJS
DISASTER MANAGEMENT ASSISTANCE FUND	The facility provides financial support for DRRM initiatives of LGUs (mitigation and prevention, response and relief, and recovery and rehabilitation initiatives) to enhance community resilience to disasters and promote economic growth. ¹	All LGUs nationwide.	Initiatives related to prevention and mitigation initiatives, lifesaving activities in response to a natural disaster, as well as immediate post-natural hazard events, and long-term recovery and restoration initiatives.
MUNICIPAL FUND	The facility was established in partnership with the League of Municipalities of the Philippines. The cost of financing depends on the guidelines set by the MDFO.	All 1st to 6th Income Class Municipalities.	Construction, relocation, rehabilitation, and expansion of municipal halls or buildings, including acquisition of lots; other support facilities such as parking areas, vehicular and pedestrian access and circulation, protective structures, landscaping and beautification, etc. ²
REFINANCING FACILITY	The facility covers 100% of the financing requirement of the LGU as determined applicable and allowable by the MDFO, such as the outstanding loan (principal and interest) and other fees and charges that will be imposed by the lending institution due to contract pre-termination. ³	All provinces, cities, municipalities and Highly Urbanized Cities (HUCs), particularly LGUs with existing loans from GFIs, PFIs, and MDFO.	Refinancing payment of existing debt obligations such as the outstanding loan (principal and interest) and other fees and charges the lending institution may impose due to contract pre-termination.

In addition, new, innovative, or emerging financing instruments or mechanisms piloted by or designed by the government and/or development partners may also be considered. Disaster risk insurance instruments, in particular, may be explored as a risk transfer mechanism. Table 1 provides a sample of risk transfer instruments through insurance. The Department of Finance's Disaster Risk Financing and Insurance Strategy has been

¹ MDFO, *Disaster Management Assistance Fund*, <http://www.mdfo.gov.ph/download/new/dmaf.pdf>

² MDFO, *Municipio Fund Facility*, <http://www.mdfo.gov.ph/download/new/municipio.pdf>

³ MDFO, *Refinancing Facility*, <http://www.mdfo.gov.ph/download/refinancing.pdf>

prepared and may serve as a guide for planning purposes.

Moreover, a risk layering strategy where a combination of different financing instruments for disaster events of varying risks may also be designed for national and local levels.

Table 1. Available Risk Transfer Instruments for Post-Disaster Recovery Financing

	INDEMNITY INSURANCE	PARAMETRIC INSURANCE
ENROLLMENT	Mandatory for national agencies and LGUs, specifically for public assets, unless certain exemptions are indicated	Serves as supplementary risk financing; optional for national and local governments
DISASTER RISK TO COVER	Financing option for low-frequency, high-severity disaster	Financing option for low-frequency, high-severity disaster
PROJECTS AND ACTIVITIES TO COVER	Reconstruction projects and activities (resettlement and construction of permanent housing, rehabilitation of damaged public utilities, rebuilding of destroyed public facilities, and other infrastructure)	Early recovery projects and activities (restoration of basic services, temporary housing, debris clearing, emergency employment)
RELEASE OF PAYOUT	Release of payout is computed based on the assessment of actual damages and losses of assets insured	Immediate release of payout, which is pre-determined based on an agreed set of parameters
EXISTING GOVERNMENT FACILITY/ PROGRAM	<p>Property insurance for national and local government buildings through the GSIS</p> <ul style="list-style-type: none"> • Legal basis: Republic Act 656 or the Property Insurance Law • Disaster event covered: natural and man-made disasters • Utilization of payout proceeds: rehabilitation or reconstruction of specific insured public asset <hr/> <p>Insurance of crops, livestock, and agricultural assets for protection of agricultural producers against loss through the Philippine Crop Insurance Corporation.</p> <ul style="list-style-type: none"> • Legal basis: Presidential Decree (PD) 1467, as amended by PD 1733 and further amended by RA 8175 • Disaster event covered: natural and man-made disasters • Utilization of payout proceeds: recovery of investment on crops and other agricultural projects 	<p>Parametric Insurance Pilot Project for selected 25 Provinces and selected infrastructure projects</p> <ul style="list-style-type: none"> • Legal basis: Department of Budget and Management (DBM)-DOF Joint Memorandum Circular (JMC) 2017-1 and JMC 2018-1 on the Guidelines on the Implementation, Monitoring, and Reporting of the use of PHP 1 billion allocation under the National Disaster Risk Reduction and Management Fund (NDRRMF) for Insurance of Government Facilities • Disaster event covered: major earthquake and typhoon • Utilization of payout proceeds: rehabilitation or reconstruction of government infrastructure and facilities

OTHER FUND SOURCE OPTIONS TO FINANCE DISASTER REHABILITATION AND RECOVERY

FUND SOURCE	LEGAL BASIS/ SHORT DESCRIPTION	APPROVING AUTHORITY	ALLOWABLE PROJECTS	MAXIMUM AMOUNT CEILING
1. Local Disaster Risk Reduction and Management Fund (LDRRMF)	RA 10121, NDRRM Act of 2010 – LGUs are mandated to allocate at least 5% from regular income sources to be set aside as the LDRRMF to support various disaster risk management activities	LGUs	As provided for in DILG-MC 2012-73 and NDRRMC, DILG and DBM JMC 2013-1	30% of total fund for QRF and 70% for prevention, mitigation, response, and reconstruction PPAs
2. National Disaster Risk Reduction and Management Fund (NDRRMF)	RA 10121, NDRRM Act of 2010 – LGUs may access the NDRRMF subject to the President's approval, in accordance with the favorable recommendation of the NDRRMC	President	30% for QRF; 70% for prevention, mitigation, response, and reconstruction	30% of total fund for QRF and 70% for prevention, mitigation, response, and reconstruction PPAs
3. Quick Response Fund of select Implementing Agencies (DA, DepEd, DOH, DND-OCD, DPWH, DSWD, NEA)* *Implementing Agencies as indicated in the 2019 National Expenditure Program	IRR of RA 10121 – Yearly allocation in the GAA Funds are directly released to select implementing agencies considered as first responders during disasters	Concerned Implementing Agency	Projects necessary for disaster response such as provision of relief goods, livelihood assistance, tents/ temporary shelters	Each response agency is allotted a specific amount for QRF needs within the fiscal year
4. LDRRMF of other LGUs	IRR of RA 8185, An Act Amending Section 324 (d) of Republic Act No. 7160, otherwise known as the Local Government Code of 1991, allowing the use of local disaster funds as financial assistance for other disaster-affected LGU/s	Donor LGUs' Sanggunian Board	Discretion of recipient LGU	Discretion of donor LGUs

OTHER FUND SOURCE OPTIONS TO FINANCE DISASTER REHABILITATION AND RECOVERY

FUND SOURCE	LEGAL BASIS/ SHORT DESCRIPTION	APPROVING AUTHORITY	ALLOWABLE PROJECTS	MAXIMUM AMOUNT CEILING
5. Local Government Support Fund – Financial Assistance to LGUs (LGSF – FA)	RA 10964, 2018 GAA Special Provision No.1; DBM Local Budget Circular No. 117 – Financial subsidy provided to LGUs to support priority programs and projects of the LGU included in the LDIP	DBM	Includes construction, concreting, or rehabilitation of select infrastructures and insurance coverage for LGU facilities against natural calamities, etc.	Not specified
6. Local Government Support Fund – Assistance to Municipalities (LGSF – AM)	RA 10964, 2018 GAA and DILG MC 2018-1 – Financial subsidy provided to municipalities to support priority programs and projects of the LGU included in the LDIP	DILG	Projects in the LDIP limited to local access roads, local bridges, DRR equipment, evacuation center, potable water system, sanitation and health facilities	Determined based on equal share, fiscal capacity, per-capita share, and share for good performance
7. Seal of Good Local Governance (SGLG) Incentive Fund	RA 11292 – Incentive given to high performing LGUs that meet the criteria provided in the SGLG Act	DILG	Fund may be used consistent with the policies governing the utilization of: 20% IRA for local development projects; Annual Investment Program; and Local Development Investment Program	To be determined by the Council of Good Local Governance
8. KALAHI-CIDSS NCDDP	DSWD and WB program which directly provides funds to community-identified service delivery and development projects	DSWD	Basic services sub-projects, basic access infrastructure, community common service facilities, environmental protection and conservation	Depends on an area or LGU's population, poverty incidence, and income classification
9. People's Survival Fund (PSF)	RA 10174, People's Survival Fund Law – LGUs can receive funds for DRR and CCA projects directly from the national government	PSF Board upon recommendation of CCC	Climate change adaptation projects and disaster mitigation initiatives	No limit

OTHER FUND SOURCE OPTIONS TO FINANCE DISASTER REHABILITATION AND RECOVERY

FUND SOURCE	LEGAL BASIS/ SHORT DESCRIPTION	APPROVING AUTHORITY	ALLOWABLE PROJECTS	MAXIMUM AMOUNT CEILING
10. Regular Agency Budget	RA 10121, NDRRM Act of 2010 All departments, bureaus, offices, and agencies of the government are authorized to use a portion of their appropriations to implement projects designed to address DRRM activities in accordance with the guidelines to be issued by NDRRMC in coordination with DBM	Pending issuance of necessary guidelines		
11. 20% Development Fund (DF)	RA 7160, Local Government Code; DILG-DBM JMC No. 2017-1, Updated guidelines on the appropriation and utilization of the 20% of the annual internal revenue allotment (IRA) for development projects which include select rehabilitation projects	LGU	Rehabilitation of select infrastructure, purchase, and development of land for relocation of disaster victims, environment management projects	
12. Catastrophe-Deferred Draw-Down Option (Contingent Credit)	Upon the declaration of a State of National Calamity by the President, the government has an option to draw upon this contingent credit. The proceeds will be for budget support and government can in turn use to finance rehabilitation and recovery PPAs.	Through the DOF	Various rehabilitation and recovery projects as identified by donor agency/ies in coordination with government	Varies on the project
13. Official Development Assistance	Multilateral and bilateral aid agencies and other foreign governments provide financial assistance either in the form of loans or grants to the national government or directly to the implementing agency or affected LGU	Through the DOF	Various rehabilitation and recovery projects as identified by donor agency/ies in coordination with government	Varies on the project
14. NGOs and Private Sector	NGOs and Private sector provide financial assistance through donations to the national government or directly to the implementing agency or affected LGU or they implement projects in the affected areas	Concerned organization	Various rehabilitation and recovery projects as identified by donor agency/ies in coordination with government	Discretion of donor organization

Worksheet 7: Local Risk Finance Strategy

INSTRUCTIONS:

From the menu provided, indicate the fund source options that are applicable to your locality.

FUND SOURCE	LEGAL BASIS/SHORT DESCRIPTION	APPROVING AUTHORITY	ALLOWABLE PROJECTS	MAXIMUM AMOUNT CEILING
(EXAMPLE) Local Disaster Risk Reduction and Management Fund (LDRRMF)	RA 10121, NDRRM Act of 2010 – LGUs are mandated to allocate at least 5% from regular income sources to be set aside as the LDRRMF to support various disaster risk management activities	LGUs	As provided for in DILG-MC 2012-73 and NDRRMC, DILG and DBM JMC 2013-1	30% of total fund for QRF and 70% for prevention, mitigation, response, and reconstruction PPAs
1.				
2.				
3.				
4.				

2.2 Post-Disaster Activities: Formulation of Disaster Rehabilitation and Recovery Program

DESCRIPTION	This module covers the different steps in order to develop the Disaster Rehabilitation and Recovery Program. There are 3 sessions for this module, which could be delivered in 8 hours across 2 session days in a week.
SESSIONS	Session 8: Post-Disaster Needs Assessment (PDNA) Session 9: Formulation of Post-Disaster Rehabilitation and Recovery Program Session 10: Presentation and Critiquing of the Disaster Rehabilitation and Recovery Program

Sample Schedule:

SESSION	FORMAT	DURATION
DAY 1		
OPENING		0.5 Hour
Session 8: Post-Disaster Needs Assessment (PDNA)	- Interactive Lecture - Group Work	1 Hour
Session 9: Formulation of Post-Disaster Rehabilitation and Recovery Program	- Interactive Lecture - Group Work	3 Hours
DAY 2		
Session 10: Presentation and Critiquing of the Disaster Rehabilitation and Recovery Program	- Group presentations and feedback	4 Hours

SESSION 8: Post-Disaster Needs Assessment

This session discusses the first step in the Post-Disaster Rehabilitation and Recovery process, the Post-Disaster Needs Assessment (PDNA) or Post Conflict Needs Assessment (PCNA). The results of this session will be the basis for the formulation of the program.

Learning Objective:	At the end of the session, the participants would be able to: 1. Describe the importance of the PDNA and its difference from other needs assessments 2. Describe how to conduct the PDNA/PCNA
Content:	Process of PDNA
Duration:	60 minutes (1 hour)
Mode:	Interactive lecture, recorded lecture
Session Plan:	1. Recorded lecture on the importance of PDNA and its difference from other needs assessments (15 mins) 2. Reflections and Q&A (15 mins) 3. Summarize and emphasize that the results of the PDNA is the basis for the development of the rehabilitation and recovery plan
Materials Needed:	Session 8 presentation, recorded lecture on Importance of PDNA and difference from other needs assessments
Output:	N/A
Course Materials:	• Disaster Rehabilitation and Recovery Planning Guide Part 2.2 • Ready to Rebuild: Planning Guide Workbook Part 2.2
Other Resource Speakers:	Office of Civil Defense

TEACHING NOTES: SESSION 8

Post-Disaster Needs Assessment (PDNA)

Post-Disaster Needs Assessment involves detailed sectoral and cross-sectoral assessment of damages and losses, impacts of disaster, and needs assessment based on field validation. The results of this activity shall inform the identification of strategic interventions and PPAs in the Rehabilitation and Recovery Program.

National and Regional Levels

The need for the conduct of PDNA is decided by the DRRMCs concerned, depending on the area coverage by the disaster.

The NDRRMC decides when there are two or more regions affected by the disaster while the RDRRMCs decide when there are two or more provinces affected. Primary consideration for the N/RDRRMC's decision are Office of Civil Defense's (OCD's) recommendations and other triggers such as:

- (a) declaration of a state of calamity (either national or local), which is an indicator for a great devastation, massive need for interventions or a call for assistance; and
- (b) an order/ instruction from the President.

The OCD bases its recommendations on the effect of the disaster, as informed by the Rapid Damage Assessment and Needs Analysis (RDANA) Report, particularly the casualties, and extent of damages which have implications on the intervention needed for rehabilitation and reconstruction activities.

The actual conduct of a PDNA shall be led by the OCD in coordination with the concerned national government agencies and LGUs.

The OCD regional office concerned shall take the lead if the conduct of PDNA has been decided by the RDRRMC, while the OCD Central Office will lead if the conduct has been decided by the NDRRMC. However, there are instances when the OCD Central Office must assist its regional offices, particularly in providing technical assistance to the regional PDNA team prior to and during their deployment on the ground.

The NDRRMC and RDRRMC shall approve the national and regional PDNA, respectively.

Local Level

The concerned LDRRMC may decide to conduct the PDNA when the disaster is confined only to a few localities (i.e. Provincial DRRMC if two or more component cities/ municipalities are affected and Municipal/ City DRRMC if two or more *barangays* are affected). This is usually the case for disasters like landslide, flooding, epidemics or outbreak, among others. The decision is based on the assessment of damages and impact of the disaster.

The LDRRM Office (LDRRMO) shall lead the conduct of the PDNA. However, the OCD shall assist the LDRRMO upon the request of the LGU.

PDNA document prepared by the LDRRMO shall be approved by the LDRRMC. However, the concerned RDRRMC shall only review and validate the said PDNA document if there are LGU project proposals submitted to OCD for NDRRMF funding.

The methodology for the conduct of PDNA, detailed activities, timeframe, and composition of assessment teams are provided in the PDNA Guidance Notes of the OCD.

Rapid Assessment

For large scale disasters which will entail longer periods to complete the PDNA, a Rapid Post-Disaster Damage and Loss Estimation (RaDE) may be conducted while waiting for the PDNA to be completed. RaDE is a desktop exercise on estimation of damages and losses, using the available quantitative and qualitative data and information after the disaster. This activity provides an initial estimate of damages and losses including possible socioeconomic impacts of the disaster. This can serve as an initial basis in determining the needs and the corresponding budget requirements for immediate mobilization.

Table 2 provides a comparison of the RaDE with that of the PDNA and the RDANA, while Box 3 presents an example situation in which a RaDE was conducted.

Table 2. Comparative Matrix of the damage/ loss and needs assessment activities

	RaDE	RDANA	PDNA
LEAD AGENCY	NEDA	OCD*	OCD*
CONDUCT	Optional	Mandatory based on triggers provided in NDRRMC Memorandum Circular No. 25, s. 2014	Mandatory based on the following triggers: a. Declaration of a state of calamity (either national or local) b. Order or instruction from the President
PROCESS	Desktop assessment	Desktop assessment and field validation	Desktop assessment and field validation
COVERAGE	Initial damages and losses, overall economic impacts, and rehabilitation and recovery needs Accounts for damage and losses of both the public and private sectors	Initial damages and immediate relief and response requirements Accounts for damage of public sector	Damages and losses, economic impact, and rehabilitation and recovery needs Accounts for damage and losses of public and private sectors
METHODOLOGY	UN Economic Commission for Latin America and the Caribbean (UN-ECLAC) Methodology	ASEAN Emergency Response and Assessment Team Initial Needs Assessment Checklist	UN Economic Commission for Latin America and the Caribbean (UN-ECLAC) Methodology
DATA SET/ INFORMATION	Secondary data (official statistics, situational reports)	Primary data (survey of disaster site) Secondary data (demographic profile)	Primary data (interviews and survey of disaster site) Secondary data (official statistics, situational reports)

* At the LGU level, the lead is the LDRRMO.

BOX 3. RECONSTRUCTION ASSISTANCE FOR YOLANDA METHODOLOGY: A RAPID POST-DISASTER DAMAGE AND LOSS ESTIMATION

Due to the severity of the impact of Typhoon Yolanda, a RaDE was conducted to speed up the rehabilitation and recovery process for areas affected by the disaster. The RaDE was an initial assessment of the damages and losses, impacts of the disaster, and immediate activities needed to restore normalcy. This was done within a month of the disaster using baseline data as reference against the best qualitative and quantitative post-disaster data available. The assessment informed the conduct of a PDNA and the creation of the Rehabilitation and Recovery Program. It served as the immediate basis for resource mobilization and coordination of local and international assistance.

NEDA took the lead, in the conduct of this activity in coordination with concerned agencies using an internationally recognized post-disaster assessment methodology. The results of the assessment are contained in the document Reconstruction Assistance on Yolanda (RAY): Build Back Better.

Post-Conflict Needs Assessment

In the case of disasters due to armed conflict, a Post-Conflict Needs Assessment (PCNA) shall be undertaken instead of a PDNA. The essence of a PCNA is the Social Healing and Peace Building Needs Assessment (SHPBNA) which is an additional activity from that of the PDNA's damage and loss assessment and human recovery needs assessment. The SHPBNA gives importance to social structures that will enable reconciliation and build relationships to nurture and sustain peace. The results of the SHPBNA informs the design and delivery of interventions that are meant to address or contribute to addressing the key driving factors of conflict and prevent its recurrence.

A PDNA should have the following:

1. Total value of destroyed physical assets and of changes (losses) in the flows of production of goods and services;
2. Identification of most affected sectors;
3. Spatial or geographical distribution of disaster effects;
4. Impact of disaster at macro-economic, sectoral and at personal/ household levels;
5. Estimation of post-disaster needs for recovery, reconstruction, and disaster risk reduction measures.

SESSION 9 Formulation of Post-Disaster Rehabilitation and Recovery Program

This session uses the concepts and learnings from previous sessions to develop the Post-Disaster Rehabilitation and Recovery Program.

Learning At the end of the session, the participants would be able to:

Objective: 1. Develop the Post-Disaster Rehabilitation and Recovery Program

Content: Framework, objectives, strategies, targets, PPAs

Duration: 180 minutes (3 hours)

Mode: Interactive lecture, group work

Session Plan: 1. Group work – development of a Post-Disaster Rehabilitation and Recovery Program (170 mins)

Step 1. Review the Rehabilitation and Recovery Program contents outline

Step 2. Ask the participants to group according to their locality (municipal, city, or province) to work on their first part of the plan (1-8)

Step 3. Each group is to revisit the results of the PDNA from the previous session and use the data to accomplish the following:

- Background and Description of Affected Area/s
- Description of a Hazard Event
- Assessment of the Effects of the Disaster
- Post-Disaster Rehabilitation and Recovery Framework

Step 4. Using the draft framework for Post-Disaster Rehabilitation and Recovery, define the objectives of the program

Step 5. Define the strategies per sector to achieve the objectives

Step 6. Set the targets based on the PDNA, disaggregated annually

Step 7. Review existing Comprehensive Land Use Plan (CLUP) and propose a land use framework, if needed

Step 8. Using the results of the previous session on inventory of resources, each group needs to fill out the standard templates for PPAs

Step 9. Prioritize the PPAs and identify which ones are for short-term, medium-term

Step 10. Provide the summary of investment requirements using the templates based on the sources of funding

Step 11. Consolidate reports

SESSION 9 Formulation of Post-Disaster Rehabilitation and Recovery Program

2. Q&A (10 mins)

Materials

Needed:

- Session presentation, Rehabilitation and Recovery Program template
- Worksheet 8: Post-Disaster Rehabilitation and Recovery Program Standard Template

Output:

Local Disaster Rehabilitation and Recovery Program

Course

Materials:

- Disaster Rehabilitation and Recovery Planning Guide 2.2
- Disaster Rehabilitation and Recovery Planning Guide Annex C
- Ready to Rebuild: Planning Guide Workbook 2.2
- Ready to Rebuild: Planning Guide Workbook Annex C

TEACHING NOTES: SESSION 9

Contents of Local Disaster Rehabilitation and Recovery Program

1. Background and Description of Affected Area/s

The background and description of the affected area/s may include its location, topography and climate, natural resource, economic activities prior to disaster, and social and demographic data. The information for this section may come from the existing plans of the LGUs and/or from relevant agencies i.e. Department of Science and Technology (DOST) - Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA), Philippine Institute of Volcanology and Seismology (PHIVOLCS), Department of Environment and Natural Resources (DENR), Mines and Geosciences Bureau (MGB), National Mapping and Resource Information Authority (NAMRIA) etc.

2. Description of a Hazard Event

The description of the hazard and its immediate effects shall include information gathered from the Situational Reports provided by the Office of Civil Defense (OCD) and other relevant agencies such as PAGASA, PHIVOLCS, and MGB.

3. Assessment of the Effects of the Disaster

The assessment of the effects of a hazard event should include both the physical and socioeconomic assessment of the impacts of the disaster. The data on the assessment of the effects of the disaster may come from the PDNA. Furthermore, this section shall also highlight the human recovery needs which forms a part of the PDNA.

Physical assessment. The physical assessment shall provide description of changes in the physical structure and landscape of affected areas brought about by the impact of the hazard, particularly the physical infrastructures that were damaged, and the alterations in the topography and environment, highlighting key landmarks that were affected.

Socioeconomic assessment. The socioeconomic assessment shall include the summary of cost of damage and losses in key sectors such as infrastructure, social, livelihood, and housing across the specific areas affected and the macro economic impact of the disaster. This shall also provide the statistics on the affected individuals specifically the number of internally displaced, casualties, missing, and injured persons. To the extent possible based on available data, an assessment of the situation of the vulnerable sectors (i.e. children, women and the poor) shall also be included.

4. Post-Disaster Rehabilitation and Recovery Framework

The Post-Disaster Rehabilitation and Recovery Framework shall be formulated taking into consideration the sectors affected and the target outcomes. This can take-off from the General Framework for Post-disaster Rehabilitation and Recovery in Part 1.2 of the Guide.

5. Objectives of the Program

The Rehabilitation and Recovery Program shall provide achievable objectives within a specified timeframe. The objectives consider the expected outcomes from interventions for the sectors to be covered.

Box 4 shows some examples of the objectives which may be contained in the Rehabilitation and Recovery Program:

Box 4. EXAMPLES OF OBJECTIVES

- To restore, rehabilitate, or reconstruct damaged infrastructure necessary to sustain economic and social activities in the affected areas;
- To repair houses or rebuild settlements and basic community facilities and services (schools, health centers, etc.) that are more resilient to hazard events;
- To restore, strengthen, or expand economic activities of the affected communities; and
- To increase resilience and capacities of communities in coping with future hazard events.

6. Rehabilitation and Recovery Strategies

The Rehabilitation and Recovery Program should include strategies that will aid in the achievement of a desired outcome and goal as specified in the Post-Disaster Rehabilitation and Recovery Framework. The strategies should be consistent with the guiding principles for the rehabilitation efforts. Specific sector and sub-sector strategies should be provided to help achieve the program objectives for the short and medium-term. Box 5 provides some of these sample strategies.

Box 5. SAMPLE OF SECTOR-SPECIFIC STRATEGIES

Livelihood and Business Development

- Develop sustainable, and disaster-and-climate change-resilient employment and livelihood activities
- Promote resilient and competitive industries and establish a strong market presence for products and services delivered by the affected areas
- Improve access to financial services and microinsurance for MSMEs and households

Agriculture and Fisheries

- Develop and implement interventions for agriculture and fisheries that will provide immediate and sustainable sources of food and income
- Improve access to credit and microinsurance for farmers and fisherfolk

Housing and Settlement

- Identify and acquire safe and suitable land for housing development
- Adopt a comprehensive housing program covering emergency shelter assistance to permanent housing
- Integrate the provision of livelihood, social services, and necessary infrastructures and utilities into the construction of new resettlement communities

Social Services

- Continue provision of social service programs, focusing on severely affected areas and highly vulnerable population
- Provide adequate health and mental support for individuals
- Adopt social protection mechanisms that increase employment and improve livelihood

Physical Infrastructure

- Strengthen enforcement of structural laws that set standards for resilient infrastructure
- Establish effective and efficient process to facilitate the completion of infrastructure projects within the agreed timeframe and with the highest quality results
- Harnessing partnership with the private sector and development partners to augment resources and technical assistance

7. Targets

The PDNA shall be the primary reference in determining the targets for each program and project covered by the Rehabilitation and Recovery Program. The possible targets should be disaggregated annually and by location or area.

8. Proposed Land Use Framework

The land use framework will guide in the identification of locations for infrastructures to be constructed, settlement sites to be built, and economic activities that will arise after a disaster. The land use framework should be guided by the updated development and land use plan of the area as well as existing local shelter plans and risk assessment to take into consideration impending risks brought about by changes in landscape, among others.

For disasters with major physical impact, there may be a need to propose a new land use framework to consider changes in the topography and the land use of the area after a disaster. For disasters with no significant physical or structural impact to the affected area, the land use framework shall be used to enforce existing land use policies.

9. Phasing of Programs, Projects, and Activities (PPAs) (Timeline) and Implementation Arrangements

Depending on the magnitude and area coverage of the disaster, the Rehabilitation and Recovery Program may be phased according to the following:

Short-Term (within a year). PPAs implemented in the short-term are geared towards providing for the basic needs and social services to help affected communities return to a state of normalcy; and

Medium-Term (within the next 3 to 4 years). PPAs are mostly continuation of programs/ projects initially implemented in the short-term. These also include programs/ projects that give emphasis on enhancing the resiliency of the communities against disasters, integrating concepts and principles on disaster prevention and mitigation as well as disaster preparedness.

10. Financing and Investment Requirements

A section on the summary of investment requirements (i.e. total cost and the fund sources) of the PPAs should be provided with the following details:

- PPAs to be covered by regular agency budgets or corporate operating budgets, in the case of GOCC and GFI
- PPAs proposed to be funded under the NDRRMF
- PPAs to be funded by the LGUs
- PPAs to be funded by NGOs, civil society organizations (CSO), and private companies or individuals

- PPAs to be funded by development partners
- PPAs to be co-funded by NGAs, LGUs, development partners, NGOs, CSOs, and private companies or individuals should also be indicated

Tables 3 and 4 are suggested templates for presenting investment requirements.

11. Sector Programs, Projects, and Activities (PPAs)

The detailed list of PPAs can be attached as an Annex to the Rehabilitation and Recovery Program. Annex C provides the template for the detailed list of projects. Table 5 – List of PPAs with funding sources and implementation period can be referred to as a sample on how to fill-out the template.

TEMPLATES

Table 3. Total Investment Requirement by Source of Fund

SOURCE OF FUND	NUMBER OF PROJECTS	INVESTMENT REQUIREMENT (IN PHP)		
		SHORT-TERM	MEDIUM-TERM	TOTAL
NDRRM Fund				
Regular Agency Budget				
LGU				
Non-Government (i.e. Private Sector/ Development Partners)				
TOTAL				

Table 4. Total Investment Requirement by Sector

SECTOR	NUMBER OF PROJECTS	INVESTMENT REQUIREMENT (IN PHP)		
		SHORT-TERM	MEDIUM-TERM	TOTAL
Infrastructure				
Social Services				
Settlement				
Livelihood				
Agriculture				
TOTAL				

Table 5. List of PPAs with Funding Sources and Implementation Period

PRIORITY PROGRAMS, PROJECTS & ACTIVITIES (PPAs)	LOCATION/ SITE	TOTAL FUNDING REQUIREMENT (IN MILLION PHP)	ANNUAL BREAKDOWN OF FUNDING REQUIREMENT (IN MILLION PHP)		FUNDING SOURCE	IMPLEMENTING AGENCIES	TIMEFRAME/ IMPLEMENTATION PERIOD
			2017	2018			
AGRICULTURE & FORESTRY Emergency employment/ cash for work for debris clearing/ management and rehabilitation of farms/ forests	Compostela Valley	100	80	20	Regular Agency Budget	DA, DOLE, DENR, DSWD	2017 - 2018

Annex C. List of PPAs

1 PRIORITY PROGRAMS, PROJECTS, AND ACTIVITIES (PPAs)	2 LOCATION/ SITE	3 TOTAL FUNDING REQUIREMENT	4 ANNUAL BREAKDOWN OF FUNDING REQUIREMENT			5 FUNDING SOURCE	6 IMPLEMENTING AGENCIES/ LGUS	7 TIMEFRAME/ IMPLEMENTATION PERIOD
			YEAR 1	YEAR 2	YEAR 3			

NOTES:

- 1. Priority PPAs** refers to short-term (for implementation within a year), and medium-term (for implementation within the next 3 to 4 years) interventions, which are prioritized based on specific set of criteria identified by the agency. These can be categorized by sector.
- 2. Location/ site** refers to the municipality/ city/ *barangay* where the PPA will be implemented or located.
- 3. Total Funding Requirement** refers to the aggregated cost of the annual funding requirement.
- 4. Annual breakdown of funding requirement** refers to the monetary value, in pesos, of the PPA for each year of implementation.
- 5. Funding Source** may be national government, local government, private sector or development partner. If specific fund facility is known, this may also be indicated (i.e. NDRRMF, Regular agency budget, LDRRMF, ODA, donations). Specific name of the organization may also be indicated in the case of private sector and development partner funded PPA.
- 6. Implementing agencies/ LGUs** refers to the specific national government agency and LGU responsible for executing the PPA.
- 7. Timeframe/ implementation period** refers to the number of months/ years or the exact months/ years that the PPA will be implemented.

Worksheet 8: Post-Disaster Rehabilitation and Recovery Program Standard Template

INSTRUCTIONS:

Revisit the results of the PDNA before writing up the Rehabilitation and Recovery Program. Using the description discussed before, define and complete the Post-Disaster Rehabilitation and Recovery Program.

SECTION

1. Background and Description of Affected Area/s

2. Description of a Hazard Event

SECTION

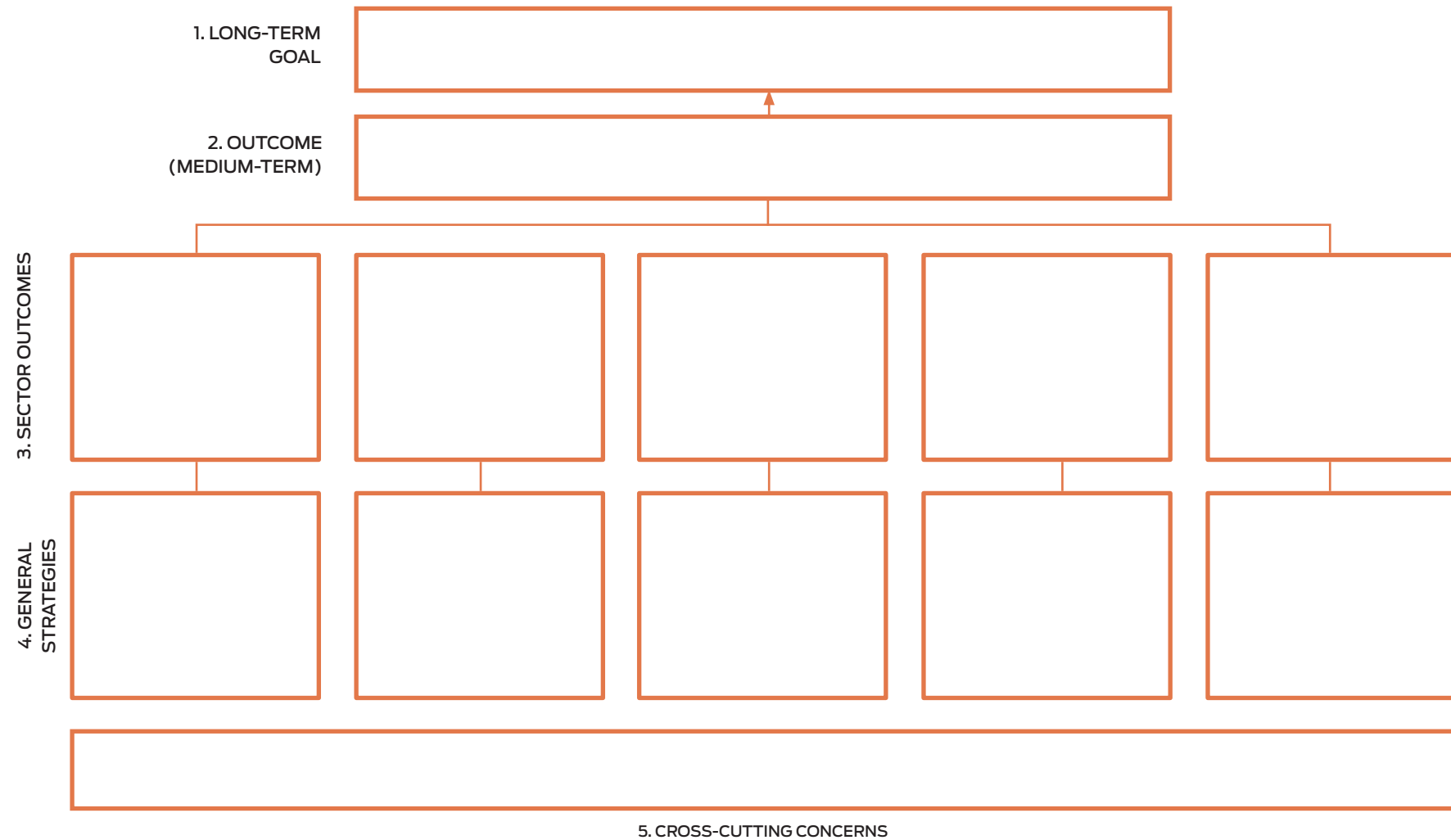
3. Assessment of the Effects of the Disaster

Physical Assessment

Socioeconomic Assessment

SECTION

4. Disaster Rehabilitation and Recovery Framework Template



SECTION

5. Objectives of the Program

6. Rehabilitation and Recovery Strategies

SECTION

7. Proposed Land Use Framework

The tables below correspond to the following portions of the template:

8. Targets

9. Phasing of Programs, Projects and Activities (Timeline) and Implementation Arrangements

10. Financing and Investment Requirements

11. Sector Programs, Projects, and Activities

Total Investment Requirement by Source of Fund

SOURCE OF FUND	NUMBER OF PROJECTS	INVESTMENT REQUIREMENT (IN PHP)		
		SHORT-TERM	MEDIUM-TERM	TOTAL
NDRRM Fund				
Regular Agency Budget				
LGU				
Non-Government (i.e. Private Sector/ Development Partners)				
TOTAL				

SECTION

Total Investment Requirement by Sector

SECTOR	NUMBER OF PROJECTS	INVESTMENT REQUIREMENT (IN PHP)		
		SHORT-TERM	MEDIUM-TERM	TOTAL
Infrastructure				
Social Services				
Settlement				
Livelihood				
Agriculture				
TOTAL				

SECTION

Annex C. List of PPAs

1 PRIORITY PROGRAMS, PROJECTS, AND ACTIVITIES (PPAs)	2 LOCATION/ SITE	3 TOTAL FUNDING REQUIREMENT	4 ANNUAL BREAKDOWN OF FUNDING REQUIREMENT			5 FUNDING SOURCE	6 IMPLEMENTING AGENCIES/ LGUS	7 TIMEFRAME/ IMPLEMENTATION PERIOD
			YEAR 1	YEAR 2	YEAR 3			

NOTES:

- 1. Priority PPAs** refers to short-term (for implementation within a year), and medium-term (for implementation within the next 3 to 4 years) interventions, which are prioritized based on specific set of criteria identified by the agency. These can be categorized by sector.
- 2. Location/ site** refers to the municipality/ city/ *barangay* where the PPA will be implemented or located.
- 3. Total Funding Requirement** refers to the aggregated cost of the annual funding requirement.
- 4. Annual breakdown of funding requirement** refers to the monetary value, in pesos, of the PPA for each year of implementation.
- 5. Funding Source** may be national government, local government, private sector or development partner. If specific fund facility is known, this may also be indicated (i.e. NDRRMF, Regular agency budget, LDRRMF, ODA, donations). Specific name of the organization may also be indicated in the case of private sector and development partner funded PPA.
- 6. Implementing agencies/ LGUs** refers to the specific national government agency and LGU responsible for executing the PPA.
- 7. Timeframe/ implementation period** refers to the number of months/ years or the exact months/ years that the PPA will be implemented.

SESSION 10: Presentation and Critiquing of the Disaster Rehabilitation and Recovery Program

This session uses the concepts and learnings from previous sessions to develop the Post-Disaster Rehabilitation and Recovery Program.

Learning At the end of the session, the participants would be able to:

- Objective:**
1. Present the draft Disaster Rehabilitation and Recovery Program
 2. Improve the Disaster Rehabilitation and Recovery Program

Content:

Duration: 240 minutes (4 hours)

Mode: Group presentation and feedback

- Session Plan:**
1. Group presentations – (20 mins per group, 5 groups)
While one group presents, the other groups are observing and taking notes.
 2. Feedback and Q&A (20 mins each for each group)
At the end of each group's presentation, there will be 5 mins provided for the group to compile notes from individual members on the following key questions:
 - (a) What stood out as strong?
 - (b) What is missing/ needs reconsideration?
 - (c) What are questions we have for the group?At the end of 5 minutes, the groups share both the feedback and questions in rotation format such that each group gets feedback from 2-3 other groups.
 3. Synthesis and key take away (15 mins)

SESSION 10: Presentation and Critiquing of the Disaster Rehabilitation and Recovery Program (continuation)

Materials Needed:	Group presentations, summary presentation, guide questions for the Rehabilitation and Recovery Program
Output:	Revised Post-Disaster Rehabilitation and Recovery Program
Course Materials:	N/A
Other Resource Speakers:	NGA representatives as reactors

MODULE 03

Implementation Mechanisms

MODULE 3: Implementation Mechanisms

DESCRIPTION	This module covers the different implementation mechanisms linked to the Rehabilitation and Recovery Program. This includes implementation modalities, procurement processes, financing, and communications strategies. There are 4 sessions for this module, which could be delivered in 6 hours across 2 learning days in a week.
SESSIONS	Session 11: Implementation Modalities Session 12: Procurement Process and Modalities Session 13: Formulation of Post-Disaster Rehabilitation and Recovery Financing Program (based on Local DRF) Session 14: Formulation of Communications Strategy

Sample Schedule:

SESSION	FORMAT	DURATION
DAY 1		
OPENING		0.5 Hour
Session 11: Implementation Modalities	<ul style="list-style-type: none"> - Interactive Lecture - Recorded Lecture - Group Work 	1.5 Hours
Session 12: Procurement Process and Modalities	<ul style="list-style-type: none"> - Interactive Lecture - Recorded Lecture 	1.5 Hours
DAY 2		
Session 13: Formulation of Post-Disaster Rehabilitation and Recovery Financing Program (based on Local DRF)	<ul style="list-style-type: none"> - Interactive Lecture - Recorded Lecture - Group Work 	2 Hours
Session 14: Formulation of Communications Strategy	<ul style="list-style-type: none"> - Interactive Lecture - Recorded Lecture - Group Work 	1.5 Hours
CLOSING		0.5 Hour

SESSION 11: Implementation Modalities

This session describes the different implementation modalities that can be used to speed up rehabilitation and recovery efforts.

Learning At the end of the session, the participants would be able to:

- Objective:**
1. Describe the different implementation strategies and modalities for rehabilitation and recovery
 2. Identify the implementation modalities for the identified PPAs

Content: National Government Programs, Local Government Units Program, Partnership Programs

Duration: 90 minutes (1.5 hours)

Mode: Interactive lecture, recorded lecture, group work

- Session Plan:**
1. Recorded lecture on Implementation modalities for disaster rehabilitation and recovery (15 mins)
 2. Reflections, Q&A on the lecture (15 mins)
 3. Group work (25 mins)
 - Step 1.** Group according to your LGUs and Sector.
 - Step 2.** From the Rehabilitation and Recovery Program PPAs, identify the different implementation modalities that will be used to hasten PPA implementation.
 - Step 3.** Consolidate based on the type of modality.
 4. Presentation (25 mins)
 5. Synthesis, Q&A (10 mins)

- Materials Needed:**
- Session 11 presentation, recorded lecture on Implementation Modalities for Disaster Rehabilitation and Recovery
 - Worksheet 9: Implementation Modalities

Output: List of Implementation Modalities

- Course Materials:**
- Disaster Rehabilitation and Recovery Planning Guide Part 4.1
 - Ready to Rebuild: Planning Guide Workbook Part 4.1

TEACHING NOTES: SESSION 11

Implementation Modalities

The following are some implementation strategies and modalities that can be used to speed up the rehabilitation and recovery efforts of national government and LGUs:

A. National Government Programs	<ul style="list-style-type: none">• Cash Transfer Program• Nationwide Program for LGU Assistance• National Community-Driven Development Program
B. Local Government Unit Programs	
C. Partnership Programs	<ul style="list-style-type: none">• National-LGU Partnership Programs• LGU-to-LGU Collaboration• Government and Non-Government Collaboration<ul style="list-style-type: none">- Public-Private Partnership- Cost Sharing Arrangement- Pre-disaster Contract or agreement between government and private sector partners or international organizations

A. National Government Program

There are regular agency programs that can be expanded or scaled-up to quickly address the rehabilitation and recovery needs in areas affected by disasters. This arrangement is most applicable for early recovery activities as it provides ready resources and immediately implementable activities. This is also recommended for early recovery or rehabilitation activities requiring minimal or average funding. The following are some examples of such programs or projects:

1. Cash Transfer Program

The government has a nationwide conditional cash transfer program aimed at poverty alleviation that can be used as a means to implement emergency income support or other disaster cash transfer programs. The program can be conditional or unconditional depending on the nature of the intervention, disaster context, and immediacy of the needs. Among the post-disaster programs/ activities that can utilize this approach, include the Cash-for-Work Program and Emergency Shelter Assistance. The guidelines and parameters for a disaster-specific cash transfer program can be developed and adopted based on the mechanisms and systems of the existing cash transfer program, which is described in Box 8.

Box 8. *PANTAWID PAMILYANG PILIPINO PROGRAM (4Ps)*

The 4Ps is a nationwide conditional cash transfer program for poverty alleviation and human capital accumulation. The program reached over 4.4 million households in 2014. Households selected through the National Household Targeting System receive their cash grants through Landbank and other recognized conduits if: (a) children stay in school; (b) children get regular health check-ups and are dewormed; (c) pregnant women get their pre- and post-natal care and births attested by professional health workers; and (d) parents are participating in Family Development Session. The program also extends to serve homeless families and indigenous people.

During the rehabilitation of Typhoon Yolanda-affected areas, the 4Ps system for cash transfer was effectively utilized to reach disaster-affected beneficiaries. The DSWD was able to quickly release a total of PHP 550.5 million (USD 12.5 million) to Yolanda 4Ps beneficiaries between November 2013 and February 2014, three (3) months after the disaster struck.



2. Nationwide Program for LGU Assistance

The Program provides a “catchup mechanism” to assist municipal governments in increasing citizens’ access to basic facilities and ensures participation of civil society organizations (CSOs) in local governance. The program would fund projects such as water system, evacuation facility, local access roads, small water impounding, and sanitation and health facilities for municipalities nationwide.

3. National Community-Driven Development Program (NCDDP)

This program adopts a community-driven development approach which allows communities to fully participate in the planning, implementation, monitoring, and evaluation of PPAs in their areas. Similar to the National Program for LGU Assistance, this program can also be adopted to cover small-scale post-disaster projects, particularly infrastructure and livelihood projects, affecting one or few communities. Existing mechanism of NCDDP specific to disaster response, early recovery and rehabilitation projects such as the Disaster Response Operational Modality can already be adopted. Box 9 contains information on how the NCDDP was utilized for the recovery of communities affected by Typhoon Yolanda.

Box 9. KALAHI-CIDSS NATIONAL COMMUNITY-DRIVEN DEVELOPMENT PROGRAM

The Yolanda experience demonstrated the important role that community-driven programs play in the recovery of poor and vulnerable communities from disaster. Under the NCDDP, developmental infrastructures selected by communities were constructed to help in the rebuilding and rehabilitation of communities in affected areas. Of the 847 targeted municipalities, 524 used the *KALAHI* CIDSS-NCDDP DROM to implement post-Yolanda recovery sub-projects (SPs). Of the total implemented SPs, 83 percent (15,733 SPs) were in Yolanda-affected areas. The construction of roads was the most common SP, but SPs for flood or river control, and community centers or multi-purpose buildings that can be used as evacuation centers, were also in demand in Yolanda-affected areas.

The NCDDP was set up in 2002 to alleviate rural poverty. It has wide geographical coverage operating in the poorest municipalities, which are also the most vulnerable to disasters. The program has a well-established network of community facilitators and community volunteers. A contingent component of the NDCCP was designed to simplify procedures in case of disasters, triggered by the government’s declaration of a state of calamity. For example, the contingent component allows for certain types of projects and activities that are otherwise not permitted under regular NCDDP rules, to “better address the recovery needs of communities.” Additionally, basic operational procedures are modified to hasten implementation.



B. Local Government Unit (LGU) Programs

Similar to national government programs, existing LGU programs/ projects can be realigned to cover LGU-specific rehabilitation and recovery interventions. These programs are those funded by the regular LGU income and from outside source such as grants. This approach can be useful for projects and activities intending to address immediate and early recovery needs, as funds are readily available or projects which do not require huge budget all at once, given the limited budget.

C. Partnership Programs

Given the issues on availability of funds, absorptive capacity, inadequate technical capacity and other concerns that limit the immediate implementation and delivery of outputs of individual agencies or LGUs, partnership schemes can be an option to explore.

1. National Government – LGU Partnership Programs

This type of scheme can be an option for the implementation of a rehabilitation program that is nationally driven/ formulated but encourage wider participation of LGUs in the implementation phase.

It is necessary, however, that policy guidance and technical expertise are provided by the NG to LGUs for effective execution of this arrangement. This includes among others, provision of technical assistance in the preparation of project documents (i.e. proposals and programs of work), and guidance on the utilization of funds and liquidation of expenses. Box 10 provides an example of an NGA-LGU partnership program.

Box 10. DILG RECOVERY ASSISTANCE FOR YOLANDA PROGRAM

To help in the reconstruction of infrastructure damaged during the onslaught of Typhoon Yolanda, the DILG funded repairs of some local infrastructure through the Recovery Assistance for Yolanda Program. With LGU assistance, the DILG identified which LGU facilities - such as provincial or city buildings, public markets, and civic centers - were in need of rehabilitation and repair. The projects were split into two batches. The first batch consisted of the reconstruction of totally damaged structures and the rehabilitation of some partially damaged provincial, city, or municipal infrastructure (PHP 2.01 billion were released in December 2013). The second batch covered the remaining totally damaged city or municipal halls, public markets, and civic centers that were not included in Batch 1, as well as the reconstruction and rehabilitation of *barangay* halls and facilities (PHP 2 billion were released in June 2014).

The funds were downloaded to the LGUs through the DILG Regional Offices (ROs). The DBM released the funds to the DILG ROs then to the LGUs' respective trust accounts. With these funds, the LGUs implemented reconstruction work through direct administration (for projects costing PHP 5 million and below) or through contracts from competitive bidding (for projects costing more than PHP 5 million). The fund release and implementation of reconstruction projects were guided by DILG Memorandum Circular No. 150 s.2013 (Guidelines in the Management of the RAY-DILG Fund) and MC No. 124 s.2014 (Supplemental Guidelines for Batch 2 - *Barangay* Facilities).

Aside from LGU projects, the DILG RAY program also funded reconstruction projects implemented by the national government. The Department of Public Works and Highways (DPWH) implemented the reconstruction of totally damaged LGU-owned facilities and structures through a Memorandum of Agreement between DILG and DPWH.

The DILG's two-step process for transferring funds to LGUs was effective, but could still be improved and institutionalized to speed up post-disaster rehabilitation and recovery.

2. LGU-to-LGU Collaboration

This type of scheme can be an option for implementation of projects that would benefit several localities and at the same time, promote economies of scale. This include projects on roads that cut across several LGUs, bridges connecting two localities, common production facilities or equipment, social services facilities such as hospitals/ health units, schools/ learning centers, and other projects affecting two or several LGUs.

3. Government and Non-Government Collaboration

Legal instrumentalities are executed for this purpose to formalize the arrangements for collaboration. The following are some government and non-government collaboration arrangements that can be used in Post-Disaster Rehabilitation and Recovery:

a. Public-Private Partnership

For LGU projects, the concerned LGUs may formulate additional guidelines and procedures in accordance with RA 6957, as amended by RA 7718 or the Philippine Build-Operate-and-Transfer Law, its Revised Implementing Rules and Regulations (IRR), and other relevant issuances. In 2016, the Department of the Interior and Local Government (DILG) issued Memorandum Circular No. 2016-120 specifying the guidelines for the implementation of public-private partnership (PPP) for the People Initiative for Local Governments (LGU P4). In the LGU P4 scheme, the LGU can enter into a contractual arrangement with the private sector to implement public infrastructure and/or services projects through various modalities. The LGUs are also encouraged to adopt an LGU P4 Code to guide the implementation of LGU P4 projects. The guidelines for PPPs at both the national and local levels are summarized in Box 11.

Box 11. PPP GUIDELINES FOR NATIONAL AND LOCAL PROJECTS

PPPs will be subject to the approval and reporting procedure specified under the law:

1. National Projects - The projects must be part of the Agency's development programs, and should be approved as follows:

- a. Projects costing up to PHP 300 million shall be submitted to Investment Coordination Committee (ICC) for approval;
- b. Projects costing more than PHP 300 million shall be submitted to the NEDA Board for approval upon the recommendation of ICC; and
- c. Regardless of amount, negotiated projects should be submitted to the NEDA Board for approval upon recommendation by the ICC.

2. Local Projects - Local projects to be implemented by the LGUs shall be submitted by the concerned LGU for confirmation, as follows:

- a. To the Municipal Development Council for projects costing up to PHP 20 million;
- b. To the Provincial Development Council for projects costing more than PHP 20 million, up to PHP 50 million;
- c. To the City Development Council for those costing more than PHP 50 million
- d. To the Regional Development Council or, in the case of Metro Manila projects, the Regional Development Council for Metropolitan Manila, for those costing PHP 50 million to PHP 200 million; and
- e. To the ICC for those costing above PHP 200 million.

b. Cost-Sharing Arrangement

In this scheme, the national government/ LGU identifies certain PPAs under the Rehabilitation and Recovery Program that can be funded and implemented by partners. Private sector, development partners and non-government organizations select among the projects what they want to provide. To facilitate smooth implementation, national government/ LGU are expected to provide a conducive environment for partners to implement the projects including assistance in documentary processing and other needed permits. This can also include government right-of-way acquisition, land development, and provision of manpower or labor specifically for infrastructure projects. Box 12 provides an example of such an arrangement.

Box 12. REBUILDING MARAWI THROUGH COMMUNITY-DRIVEN SHELTER AND LIVELIHOOD SUPPORT

The “Rebuilding Marawi through Community-Driven Shelter and Livelihood Support” project is being implemented using a cost-sharing arrangement between the UN Human Settlements Programme (UN-Habitat) and the Social Housing Finance Corporation (SHFC).

The collaboration focuses on community-driven shelter construction and livelihood development for the families and communities affected by the Marawi siege. Specifically, the components of the collaboration include: construction of 1,500 permanent housing units for the affected households; construction of (10) community infrastructure, and the provision of livelihood support, capacity development opportunities, and community development support for households. UN-Habitat and SHFC have specific responsibilities in implementing these components. UN-Habitat is responsible for the construction of permanent housing units and the conduct of livelihood training for communities and partners, among others. The SHFC allocates funds for necessary land acquisition and site development, and facilitates coordination among UN-Habitat and concerned government agencies to ensure coherence of project components with the Rehabilitation and Recovery Program.



c. Pre-Disaster Contract or Agreement between Government and a Private Sector Partner or International Organization

It is recognized that in massive reconstruction efforts of national government, there are inevitable delays in the implementation of projects, which among other things, are due to the slow procurement process, absorptive capacity and staff complement of line agencies to implement specific rehabilitation and reconstruction projects, and availability of materials. To mitigate these recurring issues, the government may opt to execute a pre-disaster contract or agreement with a private company or international organization to deliver specific rehabilitation interventions.

Worksheet 9: Implementation Modalities

INSTRUCTIONS:

From the Rehabilitation and Recovery Program PPAs, identify the different implementation modalities that will be used to hasten PPA implementation.

IMPLEMENTATION MODALITIES	DISASTER REHABILITATION AND RECOVERY PPAs
Example: 1. National Government Program	1. NCDDP 2. 3. 4.
2.	
3.	

Worksheet 9: Implementation Modalities (continuation)

IMPLEMENTATION MODALITIES		DISASTER REHABILITATION AND RECOVERY PPAs	
4.			
5.			
6.			

SESSION 12: Procurement Process and Modalities

This session details the different procurements processes and modalities available for the Post-Disaster Rehabilitation and Recovery.

Learning Objective:	At the end of the session, the participants would be able to: 1. Describe the different procurement processes and modalities
Content:	Regular Procurement, Emergency Procurement, Other Modalities
Duration:	60 minutes (1 hour)
Mode:	Interactive lecture, recorded video
Session Plan:	1. Recorded lecture on Procurement Modalities for Disaster Rehabilitation and Recovery (20 mins) 2. Reflections on the lecture and Q&A (30 mins) 3. Synthesis and key take away (10 mins)
Materials Needed:	Session 12 presentation, recorded lecture on Procurement Modalities for Disaster Rehabilitation and Recovery
Output:	N/A
Course Materials:	• Disaster Rehabilitation and Recovery Planning Guide • Ready to Rebuild: Planning Guide Workbook
Resource Speakers:	Department of Budget and Management and/or Commission on Audit

SESSION 13: Formulation of Post-Disaster Rehabilitation and Recovery Financing Program

This session details the development of a Rehabilitation and Recovery Financing Program based on the Local Disaster Risk Financing Strategy.

Learning At the end of the session, the participants would be able to:

- Objective:**
1. Conduct post-disaster budget review based on PDNA results
 2. Describe the different options for fund sources
 3. Draft the Post-Disaster Rehabilitation and Recovery Financing Program

Content: Post-Disaster Budget Review, Options for Fund Sources, Convening of Stakeholders and Partners (multilateral and bilateral development partners, INGOs, and private partners)

Duration: 120 minutes (2 hours)

Mode: Interactive lecture, recorded video, group work

- Session Plan:**
1. Recorded lecture on Adoption of Local Disaster Risk Financing Strategy (20 mins)
 2. Reflections and Q&A on topics discussed (20 mins)
 3. Group work – development of Post-Disaster Rehabilitation and Recovery Financing Program (45 mins)
 - Step 1.** Group the participants according to their LGUs in separate break-out rooms
 - Step 2.** Revisit the financial requirements of the PPAs from previous session
 - Step 3.** Do a post-disaster budget review
 - Step 4.** Identify the funding gap
 - Step 5.** Develop a financing program using the different financing instruments and fund sources
Sample programs are in the guide
 4. Presentation (20 mins)

SESSION 13: Formulation of Post-Disaster Rehabilitation and Recovery Financing Program

**Materials
Needed:**

Session 13 presentation, recorded Lecture on Adoption of Local Disaster Risk Financing Strategy

Output:

Post-Disaster Rehabilitation and Recovery Financing Program

**Course
Materials:**

- Disaster Rehabilitation and Recovery Planning Guide Part 4.2.
- Disaster Rehabilitation and Recovery Planning Guide Annex D
- Ready to Rebuild: Planning Guide Workbook Part 4.2.
- Ready to Rebuild: Planning Guide Workbook Annex D
- Ready to Rebuild: Planning Guide Workbook Supplemental Resource 4

TEACHING NOTES: SESSION 13

Financing Post-Disaster Rehabilitation and Recovery

Critical in ensuring the implementation of the Post-Disaster Rehabilitation and Recovery Program is the availability of budget and financing resources. A duly funded rehabilitation and recovery program gives the government credibility and creates trust from the people that projects and activities shall be implemented. Thus, alongside with the formulation of the Rehabilitation and Recovery Program should be the conduct of resource mobilization activities, which will ensure that funds will be generated/ raised, and budget will correspondingly be allocated to the PPAs.

While the Rehabilitation and Recovery Program is still being drafted, it is important that a post-disaster budget review is simultaneously being conducted by the finance and budget agencies, as well as by the budget officers of the concerned implementing national government agencies and LGUs, to facilitate early determination of available resources, the financing requirement, and recommended financing strategy. This is most relevant particularly if a budgetary appropriation gap is expected, given the massive destruction, and an appropriation of a supplemental budget or an appeal for external or international financing assistance may be needed. In relation to the formulation of a Rehabilitation and Recovery Program, this will facilitate indication of concrete appropriate fund sources for the specific projects and activities.

A. Post-Disaster Budget Review

The post-disaster budget review can initially refer to the results of the PDNA, which provides an initial estimate of needed interventions, (or the rapid post-disaster damage and loss estimation, if available). This can be assessed vis-à-vis the government's available contingent funds, such as the national/ local DRRM Funds, regular agency budget savings, insurance payouts and other government sources. Should there be a shortage of available funds specifically for the year/s where budgeting process has been completed, the government through the Congress may decide to issue a supplemental appropriation to cover the financing gap.

When the over-all resources of the government are not enough to cover the total financing requirement of the disaster, additional resources need to be mobilized. In this case, the government, specifically the National Government, through the Development Budget Coordination Committee, may need to review and update its over-all financing strategy and mobilize other financing resources - such as from foreign sources or through issuance of government securities such as bonds. It can also accept contributions and donations from private individuals or organizations.

Aside from this, the government may also tap external resources from multilateral and regional development banks, bilateral development partners, international non-government organizations, and other international donations. Access to external resources may be done with the call for international appeal for assistance, conduct of a donor conference or direct engagement with the international financial institutions for lending and non-lending services.

With regard to external resources, a programmatic approach for financing can be implemented where resources are matched with specific sector or intervention. This will result into a more organized and coordinated arrangements for financing, at the same time will ensure non-duplication of

funding of projects and activities and maximization of contributions from private sector and non-government organizations. In most cases, external resources also cover funding for medium to long-term projects and activities, particularly in case of large-scale disasters. Official Development Assistance loans/ grants still need to go through process of negotiation, authorization, and approval, which can take some time before funds are available and disbursed. International financing institutions are also attracted to finance expenditure heavy projects which are typically implemented in the medium to long-term particularly in case of large-scale disasters.

B. Options for Fund Sources

1. Annual General Appropriations

The usual sources of funding for rehabilitation and recovery PPAs are the funds under the annual General Appropriations Act (GAA) as follows:

- a. National Disaster Risk Reduction and Management Fund (NDRRMF)
- b. Regular Agency Budget
- c. Special Funds for Rehabilitation and Recovery
- d. Unprogrammed Appropriations and Earmarked Funds
- e. Supplemental Appropriations

2. Local Disaster Risk Reduction and Management Fund (LDRRMF)

The primary fund source for LGU rehabilitation and recovery PPAs is the LDRRMF. This is an appropriation of not less than five percent (5%) of the estimated revenue from regular sources that shall be set aside by the LGU to support disaster risk management activities. While the whole LDRRMF can be utilized for Post-Disaster Rehabilitation and Recovery activities, the 30% QRF of the total LDRRMF appropriated, can only be utilized when the LGU is under a state of calamity.

3. Disaster Risk Insurance Payout Proceeds

Proceeds from the insurance payout can be another source of funds for repair, reconstruction or rebuilding of the insured damaged public assets or other government facilities and infrastructure provided under the insurance contract/ guidelines. As discussed in Part 2.1, there are indemnity and parametric insurance facilities for national agencies and LGUs. At the minimum, as mandated under Republic Act 656 or the Property Insurance Law, all public assets at the national and local levels should be insured with the GSIS.

4. Official Development Assistance (ODA) Loans and Grants, Contingent Funds, Multi-Donor Trust Fund

Depending on the scale and impact of a disaster and based on the over-all financing strategy, the government has an option to tap into the available ODA. The government usually avails these types of financing options for big impact disasters which involves substantial financing requirements:

- a. Loans and Grants
- b. Contingent Credit (Box 14. Disaster Risk Management Development Policy Loan with a Catastrophe-Deferred Drawdown Option)
- c. Multi-Donor Trust Fund (Box 15. Typhoon Yolanda Multi-Donor Trust Funds)
- d. Humanitarian Assistance and Emergency Funds

BOX 14. DISASTER RISK MANAGEMENT DEVELOPMENT POLICY LOAN WITH A CATASTROPHE-DEFERRED DRAWDOWN OPTION

The Disaster Risk Management Development Policy Loan with a Catastrophe-Deferred Drawdown Option (DPL with CAT-DDO) is an example of a contingent line of credit of the Philippine government with the World Bank. The Philippines initially entered into this loan agreement (First DPL with CAT- DDO) on Sept. 13, 2011 where the full amount was withdrawn from the fund following the needs for financial resources to cover post-disaster interventions for Typhoon Sendong in December of the same year. Following the closure of the First DPL with CAT-DDO in October 2014, the loan agreement was renewed and approved in December 2015 with the Second DPL with CAT-DDO worth USD 500 million. On Sept. 27, 2018, the amount of USD 496 million was withdrawn to cover financing costs to address the widespread impact of Typhoon Ompong. The Second DPL with CAT-DDO has been renewed until September 2021.

The declaration of a state of calamity by the President as a result of a natural disaster triggers the withdrawal option. The DPL with CAT-DDO is available for disbursement at any time within three (3) years from the signing of loan agreement and it can be renewed up to four (4) times, for a maximum period of 15 years.

BOX 15. TYPHOON YOLANDA MULTI-DONOR TRUST FUNDS

The Typhoon Yolanda MDTF, with the Asian Development Bank (ADB) as designated trustee, was set up with contributions from the European Union, ADB, and United Kingdom's Department for International Development.

The Yolanda MDTF was undertaken for several reasons:

- a. provision of technical assistance for capacity building on integrating disaster risk reduction and climate resilience considerations into the reconstruction process;
- b. financing urgent rehabilitation and reconstruction needs; and
- c. co-financing projects of other partner organizations.

To access this MDTF, implementing agencies submit a project proposal for approval of the steering committee, which is composed of the DOF as chair, oversight agencies (NEDA, DBM, and the Office of the Presidential Assistant for Rehabilitation and Recovery), and development partners (with minimum contribution of USD 5 million) as members.

*Source: ADB, Establishing the Typhoon Yolanda Multi-Donor Trust Funds, July 2014
(<https://www.adb.org/sites/default/files/institutional-document/59679/establishing-typhoon-yolanda-multi-donor-trust-funds.pdf>)*

5. Donations

Development partners, non-government organizations (NGOs), private companies and individual persons extend donations of cash or in-kind as a form of assistance to areas affected by a disaster.

6. Government Financial Institutions and Government-Owned or Controlled Corporations

GFIs and some GOCCs have lending facilities that can provide financing for rehabilitation and recovery projects of LGUs. Under Section 297 of the Local Government Code, LGUs may enter into contract loans and credits with banks and other lending institutions to finance the construction and development of public facilities and infrastructures including implementation of housing projects and other capital investment projects.

- a. Land Bank of the Philippines
- b. Development Bank of the Philippines
- c. Social Housing Finance Corporation
- d. Home Development Mutual Fund (Pag-IBIG Fund)
- e. Small Business Corporation
- f. Government Service Insurance System

Annex D provides a detailed list of financing assistance programs by selected GFIs and GOCCs for disaster-stricken areas and affected individuals.

Annex D. List of existing loan facilities/ programs for post-disaster financing assistance offered by Government Financing Institutions/ Government Owned or Controlled Corporations

PROGRAMS	DESCRIPTION	TYPE OF POST-DISASTER FINANCING ASSISTANCE FOR POSSIBLE COVERAGE
LAND BANK OF THE PHILIPPINES		
Countryside Financial Institutions - Calamity Assistance Program (CFI-CAP)	The program offers term-loan rediscounting to eligible country financial institutions, whose loan portfolios were affected by natural calamities. ¹	This can be tapped by LGUs in developing a loan program that will provide financial access to private individuals and entrepreneurs to recover from their disaster losses.
LBP CaReS	This program offers loan restructuring for additional three (3) years and rehabilitation credit for LGUs, SMEs, home buyers, cooperatives, NGOs, and CFIs affected by a disaster. Loans under the program may be used for rehabilitation, construction, or acquisition of facilities affected by the disaster. It also provides loans for working capital of SMEs and for augmentation of cooperatives' and CFIs' capital for on-lending to small farmers, fisherfolk, and MSMEs. ²	<p>LGU can apply for a loan in this facility to finance the reconstruction or rehabilitation of damaged public infrastructures.</p> <p>This can also be tapped by LGUs and implementing agencies in developing a credit program for affected MSMEs, cooperatives, farmers, and fisherfolk to be used as start-up or working capital; and for individuals or community organizations to be used for rebuilding their damaged houses and community facilities.</p>
DEVELOPMENT BANK OF THE PHILIPPINES		
Residential Real Estate Financing Program (RREFP)	<p>This program offers financing support for shelter production and tenure for employees in the public and private sector, OFW families, new households and homeless Filipinos. The program can be accessed by LGUs, government agencies for employee housing projects, private sector groups, private developers, cooperatives, microfinance institutions, private financial institutions, NGOs, homeowner associations support by an LGU guarantee, private companies for their employees, and PPPs for housing projects.</p> <p>The loan can be used for land acquisition, site development, shelter construction, housing microfinance, and project preparation financing.³</p>	This can be tapped by LGUs and implementing agencies in developing post-disaster housing financial assistance packages for the affected population that will supplement the regular NHA or LGU transitory and permanent housing programs.

Annex D. List of existing loan facilities/ programs for post-disaster financing assistance offered by Government Financing Institutions/ Government Owned or Controlled Corporations (continuation)

PROGRAMS	DESCRIPTION	TYPE OF POST-DISASTER FINANCING ASSISTANCE FOR POSSIBLE COVERAGE
DEVELOPMENT BANK OF THE PHILIPPINES		
Water for Every Resident (WATER) Program	The program finances water supply programs of private companies water districts, LGUs, PFIs, and MFIs for their capital investment, working capital requirements, refinancing of existing loans, consultancy services, and other project preparation activities. ⁴	This can be tapped by LGUs and implementing agencies in developing a loan program that will provide financial access to private companies including GOCCs to recover from their disaster losses. The program can cover the rehabilitation or reconstruction of damaged facilities and equipment, working capital, and additional investments needed.
Disaster Risk Reduction under the Green Financing Program	DBP's Green Financing Program provides financing and technical assistance to LGUs, private corporations or enterprises, GOCCs, NGAs, cooperatives or associations, PFIs, and MFIs in the adoption of disaster risk reduction measures. The program can be tapped to finance capital investments, initial working capital, consulting services, and refinancing of existing operational projects. ⁵	LGU can apply for a loan in this facility to finance the reconstruction or rehabilitation of damaged public infrastructure, particularly those that contribute to disaster resilience-building.
Sustainable Health Care Investment Program	The program offers credit program for healthcare investment projects that promote availability, accessibility, and affordability of healthcare services to people belonging to the lowest income group. It can be tapped by LGUs, government-owned hospitals, private healthcare providers, partnerships, joint ventures wholesale, and DBP accredited rural or thrift banks and MFIs for relending. The program can finance the construction, expansion, rehabilitation, or upgrade of hospitals and medical clinics, acquisition of medical and nonmedical equipment, working capital for the preparation of feasibility studies, engineering designs, and others. ⁶	LGU can apply for a loan in this facility to finance the reconstruction, rehabilitation, upgrading of damaged public health hospitals, and other related facilities (i.e. rural health units, <i>barangay</i> health clinic) including preparation of feasibility studies for new health facility to be constructed.
HOME DEVELOPMENT MUTUAL FUND		
Calamity Loan Program	The program is offered for qualified Pag-IBIG members in areas declared under state of calamity to avail loans equivalent to 80% of their total accumulated value. ⁷	This can be tapped by LGUs and implementing agencies in developing housing financial assistance packages for the affected population that will supplement the regular NHA or LGU transitory and permanent housing programs.

Annex D. List of existing loan facilities/ programs for post-disaster financing assistance offered by Government Financing Institutions/ Government Owned or Controlled Corporations (continuation)

PROGRAMS	DESCRIPTION	TYPE OF POST-DISASTER FINANCING ASSISTANCE FOR POSSIBLE COVERAGE
SOCIAL HOUSING FINANCE CORPORATION (SHFC)		
Localized Community Mortgage Program (LCMP)	The program provides financial assistance to LGUs in the acquisition of land occupied by informal settlers and land where informal settlers will be relocated for their socialized housing projects. ⁸	The program can serve as support for LGU post-disaster housing programs, which requires land acquisition.
<i>Abot Kaya Pabahay</i> Fund - Development Loan Program (AKPF-DLP)	The program is intended for financing site development or improvement and house or building construction in SHFC-built communities. It is available for government and private proponents of socialized housing projects. ⁹	The program can serve as support for LGU and national government post-disaster housing programs specifically for land development and housing construction.
SMALL BUSINESS CORPORATION		
<i>Pondo sa Pagbabago at Pag-asenso</i> (P3)	This program provides alternative funding source for qualified MSMEs, including market vendors and sari-sari store owners, through microfinancing institutions or cooperatives. This program can also be used for business expansion and additional supplies or inventory. ¹⁰	This can be tapped by LGUs and implementing agencies in developing livelihood-related financial assistance packages for the affected enterprises.
GOVERNMENT SERVICE INSURANCE SYSTEM		
Emergency Loan	The Emergency Loan program is offered by GSIS to its qualified members in areas affected by disasters and declared under state of calamity. ¹¹	The loan program will serve as an accessible financial assistance for government employees to recover from their losses due to disaster.

¹ Source: <https://www.landbank.com/calamity-assistance-program>

² Source: <https://www.landbank.com/lbp-cares>

³ Source: <https://www.devbnkphl.com/UserFiles/Residential%20Real%20Estate%20Financing%20Program.pdf>

⁴ Source: <https://devbnkphl.com/UserFiles/Water%20for%20Every%20Resident%20Program.pdf>

⁵ Source: <https://www.devbnkphl.com/UserFiles/Green%20Financing%20Program.pdf>

⁶ Source: <https://devbnkphl.com/UserFiles/Sustainable%20Health%20Care%20Investment%20Program.pdf>

⁷ Source: [http://www.pagibigfund.gov.ph/faqpdf/FAQ%20CALAMITY%20FINAL%20\(7-14-17\).pdf](http://www.pagibigfund.gov.ph/faqpdf/FAQ%20CALAMITY%20FINAL%20(7-14-17).pdf)

⁸ Source: <http://www.shfcph.com/LCMP%20fastfacts.pdf>

⁹ Source: http://www.shfcph.com/Abot-Kaya_Pabahay_Fund.html, <https://djecexplains.wordpress.com/2012/10/12/abot-kaya-pabahay/>

¹⁰ Source: <https://www.dti.gov.ph/businesses/pondo-sa-pagbabago-at-pag-asenso#frequently-asked-questions>

¹¹ Source: <http://www.gsis.gov.ph/active-members/loans/emergency-assistance-loan/>

7. Municipal Development Fund (MDF) under the Department of Finance

The Municipal Development Fund (MDF), a special revolving fund for re-lending to LGUs, is a financing option for LGU rehabilitation and recovery projects. This is administered by the Municipal Development Fund Office (MDFO) of the Department of Finance. Among several loan facilities under the MDF, some of which can be accessed to finance Disaster Rehabilitation and Recovery of areas affected by disasters. This includes:

Table 6. Financing Facilities under the MDF which can be used for Rehabilitation and Recovery Programs for Disaster-Affected LGUs

FACILITY	DESCRIPTION	ELIGIBLE BORROWERS	ELIGIBLE PROPOSALS/SUB-PROJS
DISASTER MANAGEMENT ASSISTANCE FUND	The facility provides financial support for DRRM initiatives of LGUs (mitigation and prevention, response and relief, and recovery and rehabilitation initiatives) to enhance community resilience to disasters and promote economic growth. ¹	All LGUs nationwide.	Initiatives related to prevention and mitigation initiatives, lifesaving activities in response to a natural disaster, as well as immediate post-natural hazard events, and long-term recovery and restoration initiatives.
MUNICIPAL FUND	The facility was established in partnership with the League of Municipalities of the Philippines. The cost of financing depends on the guidelines set by the MDFO.	All 1st to 6th Income Class Municipalities.	Construction, relocation, rehabilitation, and expansion of municipal halls or buildings, including acquisition of lots; other support facilities such as parking areas, vehicular and pedestrian access and circulation, protective structures, landscaping and beautification, etc. ²
REFINANCING FACILITY	The facility covers 100% of the financing requirement of the LGU as determined applicable and allowable by the MDFO, such as the outstanding loan (principal and interest) and other fees and charges that will be imposed by the lending institution due to contract pre-termination. ³	All provinces, cities, municipalities and Highly Urbanized Cities (HUCs), particularly LGUs with existing loans from GFIs, PFIs, and MDFO.	Refinancing payment of existing debt obligations such as the outstanding loan (principal and interest) and other fees and charges the lending institution may impose due to contract pre-termination.

In addition, new, innovative, or emerging financing instruments or mechanisms piloted by or designed by the government and/or development partners may also be considered. Disaster risk insurance instruments, in particular, may be explored as a risk transfer mechanism. Table 1 provides a sample of risk transfer instruments through insurance. The Department of Finance's Disaster Risk Financing and Insurance Strategy has been prepared and may serve as a guide for planning purposes.

¹ MDFO, *Disaster Management Assistance Fund*, <http://www.mdfo.gov.ph/download/new/dmaf.pdf>

² MDFO, *Municipio Fund Facility*, <http://www.mdfo.gov.ph/download/new/municipio.pdf>

³ MDFO, *Refinancing Facility*, <http://www.mdfo.gov.ph/download/refinancing.pdf>

Table 1. Risk Transfer Instruments

	INDEMNITY INSURANCE	PARAMETRIC INSURANCE
ENROLLMENT	Mandatory for national agencies and LGUs specifically for public assets, unless certain exemptions are indicated	Serves as supplementary risk financing; optional for national and local governments
DISASTER RISK TO COVER	Financing option for low-frequency, high-severity disaster	Financing option for low-frequency, high-severity disaster
PROJECTS AND ACTIVITIES TO COVER	Reconstruction projects and activities (resettlement and construction of permanent housing, rehabilitation of damaged public utilities, rebuilding of destroyed public facilities and other infrastructure)	Early recovery projects and activities (restoration of basic services, temporary housing, debris clearing, emergency employment)
RELEASE OF PAYOUT	Release of payout is computed based on the assessment of actual damages and losses of assets insured	Immediate release of payout, which is pre-determined based on an agreed set of parameters
EXISTING GOVERNMENT FACILITY/ PROGRAM	<p>Property insurance for national and local government buildings through the GSIS</p> <ul style="list-style-type: none"> • Legal basis: Republic Act 656 or the Property Insurance Law • Disaster event covered: natural and man-made disasters • Utilization of payout proceeds: rehabilitation or reconstruction of specific insured public asset <hr/> <p>Insurance of crops, livestock, and agricultural assets for protection of agricultural producers against loss through the Philippine Crop Insurance Corporation.</p> <ul style="list-style-type: none"> • Legal basis: Presidential Decree (PD) 1467, as amended by PD 1733 and further amended by RA 8175 • Disaster event covered: natural and man-made disasters • Utilization of payout proceeds: recovery of investment on crops and other agricultural projects 	<p>Parametric Insurance Pilot Project for selected 25 Provinces and selected infrastructure projects</p> <ul style="list-style-type: none"> • Legal basis: Department of Budget and Management (DBM)-DOF Joint Memorandum Circular (JMC) 2017-1 and JMC 2018-1 on the Guidelines on the Implementation, Monitoring, and Reporting of the use of PHP 1 billion allocation under the National Disaster Risk Reduction and Management Fund (NDRRMF) for Insurance of Government Facilities • Disaster event covered: major earthquake and typhoon • Utilization of payout proceeds: rehabilitation or reconstruction of government infrastructure and facilities

OTHER FUND SOURCE OPTIONS TO FINANCE DISASTER REHABILITATION AND RECOVERY

FUND SOURCE	LEGAL BASIS/ SHORT DESCRIPTION	APPROVING AUTHORITY	ALLOWABLE PROJECTS	MAXIMUM AMOUNT CEILING
1. Local Disaster Risk Reduction and Management Fund (LDRRMF)	RA 10121, NDRRM Act of 2010 – LGUs are mandated to allocate at least 5% from regular income sources to be set aside as the LDRRMF to support various disaster risk management activities	LGUs	As provided for in DILG-MC 2012-73 and NDRRMC, DILG and DBM JMC 2013-1	30% of total fund for QRF and 70% for prevention, mitigation, response, and reconstruction PPAs
2. National Disaster Risk Reduction and Management Fund (NDRRMF)	RA 10121, NDRRM Act of 2010 – LGUs may access the NDRRMF subject to the President's approval, in accordance with the favorable recommendation of the NDRRMC	President	30% for QRF; 70% for prevention, mitigation, response, and reconstruction	30% of total fund for QRF and 70% for prevention, mitigation, response, and reconstruction PPAs
3. Quick Response Fund of select Implementing Agencies (DA, DepEd, DOH, DND-OCD, DPWH, DSWD, NEA)* *Implementing Agencies as indicated in the 2019 National Expenditure Program	IRR of RA 10121 – Yearly allocation in the GAA Funds are directly released to select implementing agencies considered as first responders during disasters	Concerned Implementing Agency	Projects necessary for disaster response such as provision of relief goods, livelihood assistance, tents/ temporary shelters	Each response agency is allotted a specific amount for QRF needs within the fiscal year
4. LDRRMF of other LGUs	IRR of RA 8185, An Act Amending Section 324 (d) of Republic Act No. 7160, otherwise known as the Local Government Code of 1991, allowing the use of local disaster funds as financial assistance for other disaster-affected LGU/s	Donor LGUs' Sanggunian Board	Discretion of recipient LGU	Discretion of donor LGUs

OTHER FUND SOURCE OPTIONS TO FINANCE DISASTER REHABILITATION AND RECOVERY

FUND SOURCE	LEGAL BASIS/ SHORT DESCRIPTION	APPROVING AUTHORITY	ALLOWABLE PROJECTS	MAXIMUM AMOUNT CEILING
5. Local Government Support Fund – Financial Assistance to LGUs (LGSF – FA)	RA 10964, 2018 GAA Special Provision No.1; DBM Local Budget Circular No. 117 – Financial subsidy provided to LGUs to support priority programs and projects of the LGU included in the LDIP	DBM	Includes construction, concreting, or rehabilitation of select infrastructures and insurance coverage for LGU facilities against natural calamities, etc.	Not specified
6. Local Government Support Fund – Assistance to Municipalities (LGSF – AM)	RA 10964, 2018 GAA and DILG MC 2018-1 – Financial subsidy provided to municipalities to support priority programs and projects of the LGU included in the LDIP	DILG	Projects in the LDIP limited to local access roads, local bridges, DRR equipment, evacuation center, potable water system, sanitation, and health facilities	Determined based on equal share, fiscal capacity, per-capita share, and share for good performance
7. Seal of Good Local Governance (SGLG) Incentive Fund	RA 11292 – Incentive given to high performing LGUs that meet the criteria provided in the SGLG Act	DILG	Fund may be used consistent with the policies governing the utilization of: 20% IRA for local development projects; Annual Investment Program; and Local Development Investment Program	To be determined by the Council of Good Local Governance
8. <i>KALAHI</i> -CIDSS NCDDP	DSWD and WB program which directly provides funds to community-identified service delivery and development projects	DSWD	Basic services sub-projects, basic access infrastructure, community common service facilities, environmental protection, and conservation	Depends on an area or LGU's population, poverty incidence, and income classification
9. People's Survival Fund (PSF)	RA 10174, People's Survival Fund Law – LGUs can receive funds for DRR and CCA projects directly from the national government	PSF Board upon recommendation of CCC	Climate change adaptation projects and disaster mitigation initiatives	No limit

OTHER FUND SOURCE OPTIONS TO FINANCE DISASTER REHABILITATION AND RECOVERY

FUND SOURCE	LEGAL BASIS/ SHORT DESCRIPTION	APPROVING AUTHORITY	ALLOWABLE PROJECTS	MAXIMUM AMOUNT CEILING
10. Regular Agency Budget	RA 10121, NDRRM Act of 2010 All departments, bureaus, offices, and agencies of the government are authorized to use a portion of their appropriations to implement projects designed to address DRRM activities in accordance with the guidelines to be issued by NDRRMC in coordination with DBM	Pending issuance of necessary guidelines		
11. 20% Development Fund (DF)	RA 7160, Local Government Code; DILG-DBM JMC No. 2017-1, Updated guidelines on the appropriation and utilization of the 20% of the annual internal revenue allotment (IRA) for development projects which include select rehabilitation projects	LGU	Rehabilitation of select infrastructure, purchase and development of land for relocation of disaster victims, environment management projects	
12. Catastrophe-Deferred Draw-Down Option (Contingent Credit)	Upon the declaration of a State of National Calamity by the President, the government has an option to draw upon this contingent credit. The proceeds will be for budget support and government can in turn use to finance rehabilitation and recovery PPAs	Through the DOF	Various rehabilitation and recovery projects as identified by donor agency/ies in coordination with government	Varies on the project
13. Official Development Assistance	Multilateral and bilateral aid agencies and other foreign governments provide financial assistance either in the form of loans or grants to the national government or directly to the implementing agency or affected LGU	Through the DOF	Various rehabilitation and recovery projects as identified by donor agency/ies in coordination with government	Varies on the project
14. NGOs and Private Sector	NGOs and Private sector provide financial assistance through donations to the national government or directly to the implementing agency or affected LGU or they implement projects in the affected areas	Concerned organization	Various rehabilitation and recovery projects as identified by donor agency/ies in coordination with government	Discretion of donor organization

Worksheet 10: Post-Disaster Rehabilitation and Recovery Financing Program

INSTRUCTIONS:

Revisit the financial requirements of the PPA from Part 2 and do a post-disaster budget review. Suggest in the table below the indicative funding sources that can be tapped for each PPA.

PRIORITY PROGRAMS, PROJECTS & ACTIVITIES (PPAs)	LOCATION/ SITE	TOTAL FUNDING REQUIREMENT (IN MILLION PHP)	ANNUAL BREAKDOWN OF FUNDING REQUIREMENT (IN MILLION PHP)		FUNDING SOURCE	IMPLEMENTING AGENCIES	TIMEFRAME/ IMPLEMENTATION PERIOD
			2017	2018			
AGRICULTURE & FORESTRY Emergency employment/ cash for work for debris clearing/ management and rehabilitation of farms/ forests	Compostela Valley	100	80	20	Regular Agency Budget	DA, DOLE, DENR, DSWD	2017 - 2018

Worksheet 10: Post-Disaster Rehabilitation and Recovery Financing Program (continuation)

PRIORITY PROGRAMS, PROJECTS & ACTIVITIES (PPAs)	LOCATION/ SITE	TOTAL FUNDING REQUIREMENT (IN MILLION PHP)	ANNUAL BREAKDOWN OF FUNDING REQUIREMENT (IN MILLION PHP)		FUNDING SOURCE	IMPLEMENTING AGENCIES	TIMEFRAME/ IMPLEMENTATION PERIOD
			2017	2018			

SESSION 14: Formulation of Communications Strategy

This session details the key principles and elements of a good communications strategy and how to formulate one.

Learning Objective:	At the end of the session, the participants would be able to: <ol style="list-style-type: none">1. Discuss the different elements of a good communication strategy2. Develop a communications strategy
Content:	Key principles, core messages, spokesperson, forms of communication materials, communication channel
Duration:	90 minutes (1.5 hours)
Mode:	Interactive lecture, group work
Session Plan:	<ol style="list-style-type: none">1. Recorded lecture on Communicating Disaster Rehabilitation and Recovery (20 mins)2. Reflections and Q&A on the lecture (15 mins)3. Group work on developing communications strategy (40 mins)<ol style="list-style-type: none">Step 1. Group the participants according to their LGUsStep 2. Identify and write the following using the template:<ul style="list-style-type: none">• issues and concerns• possible response/ actions• identify spokesperson per issue• communications channel4. Q&A, synthesis and key take away (15 mins)
Materials Needed:	<ul style="list-style-type: none">• Session 14 presentation, recorded lecture on Communicating Disaster Rehabilitation and Recovery• Worksheet 11: Matrix of Issues and Responses (Communications Strategy)
Output:	Communications Strategy Matrix of issues and possible responses
Course Materials:	<ul style="list-style-type: none">• Disaster Rehabilitation and Recovery Planning Guide Part 4.3• Ready to Rebuild: Planning Guide Workbook Part 4.3

TEACHING NOTES: SESSION 14

Communications Strategy

In the post-disaster phase, communications strategy is essential in determining the success of the government's rehabilitation and recovery efforts. A simple but effective communications strategy facilitates recovery by providing a platform for information exchange, feedback mechanism, and issues resolution. This is a tool that can build trust and consensus, promote active participation, and ensure buy-in from the government, affected population, and key stakeholders.

At the onset of rehabilitation and recovery phase, the lead agency or the **LGU should design a communications strategy** that takes into consideration the social and cultural context of the affected areas. Good communication should also be viewed as contributing to other goals of the Rehabilitation and Recovery Program, including transparency, accountability, and good governance.

The communications strategy should consider the following components: (1) key principles; (2) core messages; (3) spokesperson; (4) forms of communication materials; and (5) communication channels. Details of these components are discussed below:

A. Key Principles

- Establish communication protocols that would serve as primary guide between national and local governments, and other relevant stakeholders in implementing communications-related activities (i.e. discussion of Rehabilitation and Recovery Programs, projects and issues for regular updating and reporting). Identify focal person/ spokesperson who is experienced in addressing the media and the public.
- Manage people's expectations by providing proactive messages to address or clarify recovery issues (e.g. possible delays in the implementation of programs and projects, issues on beneficiaries' selection process). Establish a feedback mechanism at the national and local level that allows the affected communities to be heard and be responded to. Promote transparency and accountability throughout the recovery process.
- Involve the public and affected communities in the recovery process through the regular reporting of progress, responding to issues raised, and updating on the plans and timeframes of program implementation. Establish the regularity of releases of information and consistency of data provided to the public.

B. Core Messages

The core messages are the most important pieces of information that the stakeholders need to hear and remember. The core messages are the foundation of the communications strategy and should be used in all communications-related activities. The lead agency or LGU should craft straightforward and consistent messages outlining the following:

- Key roles of government, the community and other stakeholders
- Sectoral rehabilitation and recovery priorities
- Priority PPAs with their corresponding target
- Governing policies for recovery
- Available rehabilitation and recovery funds
- Timeframes for commencement or completion
- Implementation issues and proposed resolutions
- Mechanisms for community involvement in the recovery process
- Overall progress in the recovery

Clear, concise, and honest messages will facilitate common understanding of the various rehabilitation and recovery concerns. Proactive and positive messages will help build the trust of the public in the government-led rehabilitation and recovery efforts. Customizing the message to specific audiences is also important in the delivery of effective and relevant information. As rehabilitation and recovery progress over time, it is relevant to review the key messages to best reflect the situation at the given time.

C. Spokesperson

As the messenger is equally important as the message, it is necessary to identify the focal persons or spokespersons for the communication-related activities at the national and local levels.

The spokespersons are responsible for taking the lead in their agencies or LGUs to promote the government's activities and provide support to strengthen linkages among other stakeholders. Alongside this, spokespersons are also expected to provide official statements to various rehabilitation and recovery issues. The spokespersons shall help maintain a consistent image and a positive reputation for their agency or LGUs.

D. Forms of Communications Materials

Different forms of communications materials can be used to convey the key recovery messages to the affected community and to the other stakeholders. Commonly used forms of communications such as, print materials (e.g. posters, comics, hand-outs) and electronic communications (e.g. videos, radio clips, short films, text messages), will keep the public engaged in the rehabilitation and recovery process. Audio-visual materials are creative options of presenting the progress of the Rehabilitation and Recovery Program, as these can complement traditional reporting methods.

E. Communications Channels

A communications channel is the means by which the key messages reach the stakeholders. The government should indicate in the communications strategy the channels that are practical and efficient for the target audience. For effective messaging, the government should select channels that would capture the target audiences' attention frequently and precisely and that are capable of establishing an open communications venue among all stakeholders involved in the recovery efforts.

Channels for communicating the progress of rehabilitation and recovery include, but are not limited to:

- **Mass Media.** The government will utilize traditional broadcast and print media such as television, radio, and newspapers to disseminate information or address issues relating to the recovery. Local community radios may be tapped to serve as a venue for spokespersons to release statements and updates and respond to the public's queries.
- **Website.** An accessible and well-designed rehabilitation and recovery website will serve as a vehicle to disseminate information and provide updates on recovery efforts.
- **Social and Digital Media.** Due to its quick reach to vast audiences, the government can use social and digital media for immediate announcements of statements or responses to critical situations. Social media can also be used to monitor public perceptions and receive feedback from stakeholders and the public.
- **Press Briefing.** Regular press briefings will be an opportunity for the government officials and local chief executives to provide a more in-depth report of the progress of rehabilitation and recovery.
- **Community Meetings.** Agencies or LGUs can spearhead direct engagement activities such as community dialogues, town hall meetings and focus group discussions.
- **Rehabilitation and Recovery Newsletter.** A newsletter is meant to be simple, easy to read and written in the language and style understood by the people in the affected communities.
- **Information Hubs.** The government can establish knowledge hubs where the general public and other stakeholders can be updated with accurate information on the progress of rehabilitation and recovery efforts.

The communications strategy implies that different forms of communications materials and channels can be used for different intended audiences. While these modalities can be used simultaneously, it is recognized that using various methods for different groups helps reinforce the information conveyed by the government.

The affected population will likely reflect on the given information if they are repeatedly exposed to the same messages from various sources. However, it is important that the government view the communications strategy as a work in progress that will need to be updated or revised based on feedback that is received from the affected population and other stakeholders. The lead agency or LGUs should establish a system to process community feedback, which can be used to implement corrective actions on the ground.

Snapshot

All the components of a Communications Strategy can be summarized into a snapshot that will allow decision-makers to have a quick look of the issues, key messages, and the channels of communications. Box 16 provides a sample summary of rehabilitation and recovery issues.

Box 16. SAMPLE SNAPSHOT OF REHABILITATION AND RECOVERY ISSUES AND POSSIBLE RESPONSES			
ISSUE/ CONCERN	POSSIBLE RESPONSE/ ACTION	SPOKESPERSONS	COMMUNICATION CHANNELS
Delay in the preparation of the rehabilitation and recovery plan	Explain that the preparation of a plan requires thorough vetting and consultation with stakeholders. There are also sensitivities that need to be considered in planning as all interventions must be sensitive to the customs of the area/s affected.	Representatives from the lead agency, NEDA, and the LGUs concerned	<ul style="list-style-type: none"> • TV • Radio • Social and Digital Media • Print • National or Local Press Briefing
Substandard quality of transitional shelters	Discuss the standards and designs being followed. Assure the people that solutions, such as detailed inspection and monitoring of materials and actual construction, will be identified to correct the issue.	Representatives from the lead agency, DPWH, HUDCC, NHA, and LGUs concerned	<ul style="list-style-type: none"> • TV • Radio • Social and Digital Media • Print • National or Local Press Briefing
Lack of transparency in the use of funds for rehabilitation and recovery	<p>Report on the status of project financing. Specifically, discuss the following:</p> <ul style="list-style-type: none"> • Identified funding sources of projects • Utilization status of government funds (e.g. NDRRMF, regular agency budgets, LGU funds) • Funds pledged, committed, and actually given to the government 	Representatives from the lead agency, DOF, DBM, DFA, and LGUs concerned	<ul style="list-style-type: none"> • TV • Radio • Social and Digital Media • Print • National or Local Press Briefing
Delay in the implementation of infrastructure projects	Properly explain the reasons of delay and provide a more feasible timetable for project implementation. For social infrastructure such as education and health facilities, propose options for temporary learning spaces and/or health stations.	Representatives from the lead agency, DPWH, and agency or LGUs concerned	<ul style="list-style-type: none"> • TV • Radio • Social and Digital Media • Print • National or Local Press Briefing

Worksheet 11: Matrix of Issues and Responses (Communications Strategy)

INSTRUCTIONS:

Based on the locality and the nature of the disaster, identify the issues and concerns and possible response or action. For each issue, assign a spokesperson and identify the communications channels to be used.

ISSUE/CONCERN	POSSIBLE RESPONSE/ ACTION	SPOKESPERSONS	COMMUNICATION CHANNELS

Worksheet 11: Matrix of Issues and Responses (Communications Strategy)

ISSUE/CONCERN	POSSIBLE RESPONSE/ ACTION	SPOKESPERSONS	COMMUNICATION CHANNELS

MODULE 04

Monitoring and Evaluation

MODULE 4: Monitoring and Evaluation

DESCRIPTION This module covers the importance of setting up a monitoring and evaluation plan for rehabilitation and recovery and details of progress monitoring and outcome evaluation. This module could be delivered in one session within 3.5 hours.

SESSIONS **Session 15:** Monitoring and Evaluation

Sample Schedule:

SESSION	FORMAT	DURATION
DAY 1		
OPENING		0.5 Hour
Session 15: Monitoring and Evaluation	<ul style="list-style-type: none">- Interactive Lecture- Recorded Lecture- Group Work	3 Hours

SESSION 15: Monitoring and Evaluation

This session introduces the overall use and importance of monitoring and evaluation (M&E) especially in the context of rehabilitation and recovery.

Learning Objective: At the end of the session, the participants would be able to:

1. Appreciate the general principles, and importance and difference of M&E
2. Define the M&E terminologies
3. Discuss the importance of progress monitoring
4. Describe how to establish an M&E unit with its functions and responsibilities
5. Appreciate the importance of an outcome evaluation

Content: Rationale for monitoring and evaluation (M&E), terminologies in M&E
Organizational Structure and Arrangements for Monitoring and Reporting, Monitoring Tool (eMPATHY, NEDA-MES)
Elements of outcome evaluation

Duration: 150 minutes (2.5 hours)

Mode: Interactive lecture, recorded lecture, group work

- Session Plan:**
1. Interactive lecture on rationale for M&E and need for M&E in the context of recovery (20 mins)
 - Each group will be given a set of any 5 terms to write down their descriptions and then be given the descriptions all together to match the correct term and compare with their version of the descriptions.
 2. Recorded lecture on Monitoring Disaster Rehabilitation and Recovery Program (20 mins)
 3. Reflections, synthesis and Q&A on the recorded lecture (10 mins)
 4. Workshop – adoption of monitoring template (60 mins)
 - Step 1.** Group the participants according to their LGUs
 - Step 2.** Participants to identify their own monitoring unit and focal person/s and agree on the roles and responsibilities
 - Step 3.** Participants to define their monitoring and reporting process. You may use the example provided
 - Step 4.** Create or adopt the monitoring/ reporting templates provided

SESSION 15: Monitoring and Evaluation

5. Q&A (20 mins)
6. Interactive lecture outcome evaluation (20 mins)
7. Synthesis and key take away (20 mins)

**Materials
Needed:**

- Session 15 presentation, recorded lecture on Monitoring Disaster Rehabilitation and Recovery Program
- Worksheet 12: Monitoring Unit and Reporting Process
- Worksheet 13: Adoption of Monitoring/ Reporting Templates

Output:

Monitoring Process and Reporting Templates

**Course
Materials:**

- Disaster Rehabilitation and Recovery Planning Guide Part 5
- Disaster Rehabilitation and Recovery Planning Guide Annex E
- Training Manual – Learning Workshop on Recovery and Reconstruction 2015
- Disaster Recovery Toolkit, Tsunami Global Lessons Learned Project www.adpc.net/tgllp/drt
- Ready to Rebuild: Planning Guide Workbook Part 5
- Ready to Rebuild: Planning Guide Workbook Annex E
- Ready to Rebuild: Planning Guide Workbook Supplemental Resource 5

TEACHING NOTES

Glossary of Terms in M&E

Accountability	Explaining decisions, actions or use of money to stakeholders.
Activity	A specific piece of work/ task carried out to achieve objectives.
Assumption	A condition that needs to be met if a project is to be successful. These may be external factors which cannot be controlled or which we chose not to control, for example climatic changes, price changes or government policies.
Baseline	Data used as reference with which future results can be compared.
Beneficiaries	Individuals, groups, or organizations, whether targeted or not that benefit either directly or indirectly from the development intervention.
Effectiveness	A measure of the extent to which a project or programme is successful in achieving its objectives.
Efficiency	Making the best use of resources so that none are wasted.
Evaluation	The systematic and objective assessment of an ongoing or completed project, programme or policy, its design, implementation, and results.
Goal	The overall challenge or problem that the project or programme will contribute to resolving. It is generally beyond the project scope, the project or programme together with other efforts make a contribution to its achievements.
Impact	The positive and negative primary and secondary changes produced by an intervention, directly or indirectly, intended or unintended. Impact is realised in the long-term, usually over 5 years.
Indicators	Quantitative and qualitative criteria that provide a simple and reliable means to measure achievement, to reflect the changes connected to an intervention or to help assess the performance of a development actor.
Input	The financial, human, and material resources needed to carry out activities.
Monitoring	Monitoring is a continuous process of collecting and analysing information to compare how well a project, programme, or policy is being implemented against expected results. Monitoring aims at providing managers and major stakeholders with regular feedback and early indications of progress or lack of thereof in the achievement of intended results. It generally involves collecting and analysing data on implementation processes, strategies and results, and recommending corrective measures.

Glossary of Terms in M&E

Objective	Describes the challenge that the project or programme will resolve, stated in terms of results to be achieved.
Outcomes	The likely or achieved short-term and medium-term effects of an intervention's outputs. The outcomes are results of interventions.
Outputs	What a project or programme actually produces, coming from completed activities.
Purpose	Is the specific change that the project or programme will make to contribute to the goal.
Programme	A group of related projects or services directed towards the attainment of specific (usually similar or related) objectives to which a coordinated approach is adopted.
Project	A planned undertaking designed to achieve certain specific objectives within a budget and within a specific period of time usually part of a programme.
Stakeholders	Agencies, organizations, groups or individuals who have a direct or indirect interest in the development of intervention or its evaluation.
Sustainability	The continuation of benefits from a development intervention after major development assistance has been completed.

SOURCE: 2015, *Disaster Recovery Toolkit, Tsunami Global Lessons Learned Project*. www.adpc.net/tgllp/drt

RATIONALE FOR MONITORING AND EVALUATION (M&E)

Monitoring and evaluating policies, projects and any other kind of intervention serves several purposes:

- Keeping track of what is being done, checking whether progress is being made in line with pre-established objectives and – if necessary – proposing mid-course corrections or measures for improvement
- Providing empirical evidence of the effectiveness of an intervention to legitimize it
- Assessing the performance of different actors involved in an intervention and thus, making them accountable to each other and the wider public
- Drawing multi-sectoral patterns and linkages to better understand the inter-sectoral effects and ramifications
- Drawing lessons from experience to continuously improve the relevance, effectiveness, efficiency, impact, and sustainability of work

Participatory Monitoring and Evaluation: It is a process through which stakeholders at various levels engage in monitoring or evaluating a particular project, program or policy, share control over the content, the process and the results of the monitoring and evaluation activity, and engage in taking or identifying corrective actions. Participatory monitoring and evaluation focus on the active engagement of primary stakeholders (World Bank).

The Need for M&E in the Context of Recovery

- Multiple sectors, players, approaches are all intertwined to facilitate the common goal of recovery, crucial requirement of regular, relevant information for:
 - Effective and timely decision making, timely program adjustments
 - Ensuring the progress and effectiveness of the PPA
 - Ensuring synergy by keeping all actors informed
- Promotes transparency and accountability among all stakeholders (the affected communities, the public, the donors, the implementers, etc.)
- Promotes learning and sharing

DEVELOPING AN M&E SYSTEM

1. M&E is intrinsically linked with the Recovery Policy and Framework and should be incorporated/ integrated right from the planning stage.
2. Need for data and information starts right from the early post-disaster days when data is required on humanitarian needs. Following this will be RDANA and the PDNA.
3. All of the above feed into the planning of the Recovery and Reconstruction Policy, strategies and framework of action.

4. Most planning tools, especially in the development sector, like the Logical Framework Analysis (LFA), Goal Oriented Project Planning (GOPP), etc. have M&E built into the framework. For example, there are columns for:
 - Specifying outputs, outcomes and impacts envisaged.
 - Pre-set spaces for specifying indicators (physical/ financial/ qualitative).
 - Indicators are also required to be SMART (specific, measurable, achievable, relevant, and time bound). These indicators cannot/ should not be developed unilaterally but must be created with the total accordance of the main stakeholders in the particular activity/ program.
 - SMART indicators must be developed for inputs, activities, outputs, and outcomes. Although it is difficult to find quantitative indicators for outcomes and processes, appropriate surrogate/ proxy indicators will have to be applied.
 - The last related column is for Means of Verification (MoV) which specifies the source that can validate the claim (minutes book, official records, receipts etc.).
5. The additional information the M&E developers would require are:
 - Who should collect recovery information: e.g. government/ stakeholder responsible for the activity, its role/ participation?
 - When should it be collected: daily/ weekly/ monthly/ quarterly/ bi-annually/ annually?
 - How should it be collected, stored, analyzed, and disseminated: e.g. structured format/ unstructured narrative format/ FGDs, questionnaire/ survey/ key resource person interviews?
6. The next step is a stakeholder analysis to identify information requirements, and periodicity of collection and reporting.
7. Once the data sources, data collection requirements, information requirements and their periodicity are finalized, M&E developers will have a better idea of the quantum of data that needs to be collected, stored, analyzed and disseminated.
8. Based on this, M&E developers can plan an M&E framework based on five basic questions:
 - What is to be monitored?
 - Who is to monitor it?
 - How is it to be monitored?
 - When is it to be monitored?
 - How is the data to be collated, updated, analyzed, and disseminated?

9. M&E is mainly designed to answer certain key questions like:

- Is the project being completed on time?
- Is the project within budget?
- Are the outputs meeting specified standards?
- Are propriety and integrity of the project being maintained?

Hence, it is essential that there are necessary indicators to satisfactorily answer these questions.

10. Awareness creation and capacity building on the M&E framework: this will promote effective utilization of data for planning.

SOURCE:

2015, Disaster Recovery Toolkit, Tsunami Global Lessons Learned Project. www.adpc.net/tgllp/drt

PROGRESS MONITORING

Progress Monitoring

Monitoring of programs and projects and assessing its progress of implementation is important in ensuring that the Rehabilitation and Recovery Program stays on track to achieve its intended results. Timely implementation and completion of projects will mitigate or minimize aggravation of the negative impacts of disaster.

Monitoring generally involves reporting of status of implementation of individual PPAs with respect to inputs, outputs and processes, problem solving sessions to address the issues and concerns that cause delay in the implementation, and field validation.

A. Organizational Structure for Monitoring and Reporting

Monitoring and evaluation of projects shall be done by the Local, Regional and National DRRMCs. The Office of Civil Defense (OCD), as the DRRMC secretariat at the national and regional levels, shall assist the concerned Councils for said levels.

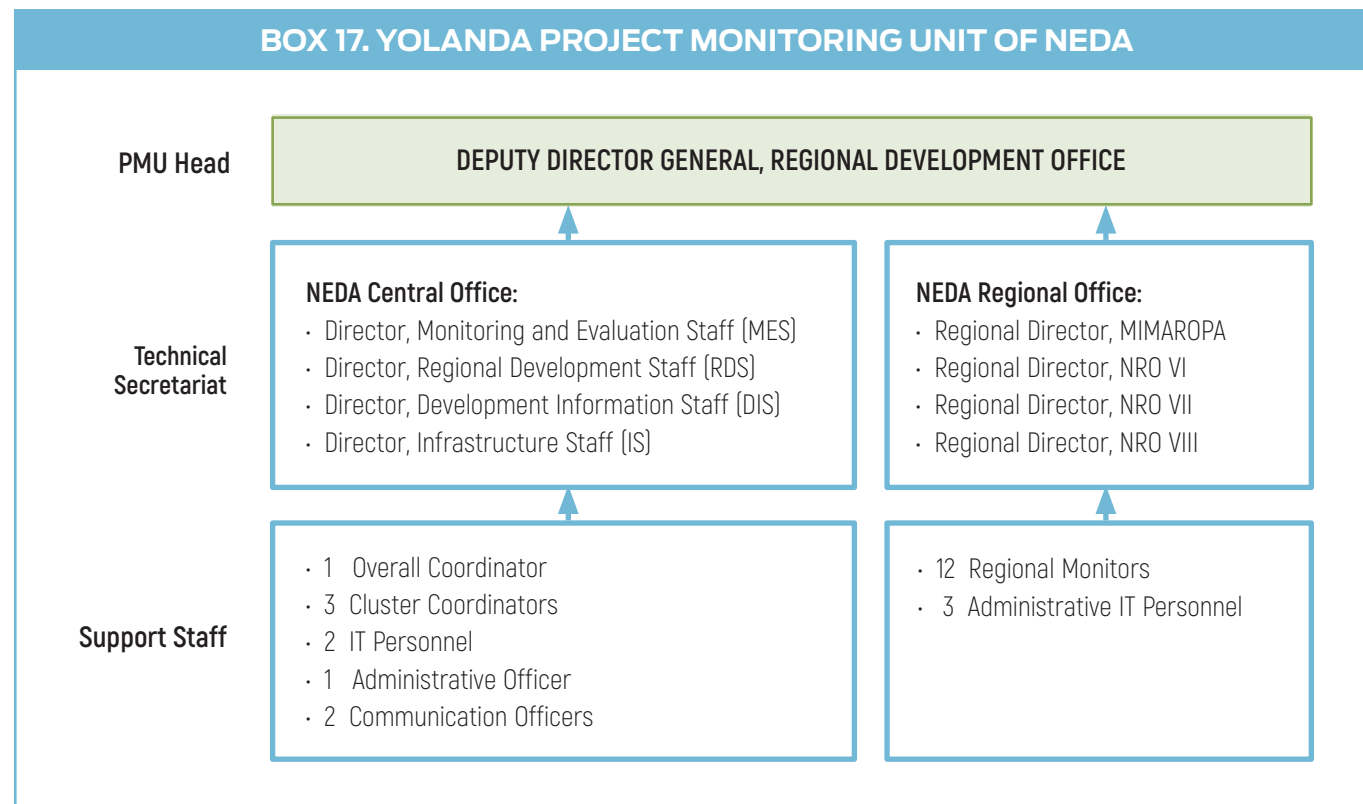
The LGU concerned, on the other hand, shall assist the Local DRRMC. The concerned Council shall need to designate a specific unit that shall be responsible for monitoring, or design an internal working arrangement for monitoring future rehabilitation programs and projects.

Key responsibilities of a designated monitoring unit:

1. Establish key performance indicators;
2. Orient and assist the agencies on the monitoring system and tool to be adopted and used;
3. Consolidate the monitoring reports submitted by agencies and LGUs;

4. Build, maintain, and regularly update the database on the programs and projects monitored;
5. Coordinate with the agencies on project implementation issues/ concerns identified and recommended actions to be taken;
6. Prepare periodic status report on the implementation of programs and projects for submission to the Council and/ or the President; and
7. Validate the status reports of agencies through conduct of field assessment of key projects, as necessary.

Box 17 shows the organizational chart of the Yolanda PMU under NEDA as an example structure for a monitoring unit.



B. Monitoring Tool

An appropriate monitoring tool should be developed or set-up by the monitoring unit. Standard tools and templates are recommended.

Considerations for a monitoring tool

- A combination of online (web-based) and offline (i.e. MS Excel or MS Access) tracking tools is the most ideal. Online (web-based) tracking tool is effective for multi-users as updating can be done simultaneously. A complementing offline (i.e. Excel or Access) tracking tool would be useful in cases where problems are encountered in the online system. It should, however, be ensured that these two tracking tools are linked, interoperable and data information can be shared.
- Key features of the tool:
 - simple, user-friendly, and cost-efficient
 - allows for standardized reporting
 - enables data sharing among NGAs, LGUs, other stakeholders
 - can capture information from required forms of the Department of Budget and Management and other needed information for fiscal responsibility monitoring

Table 7 provides a description of the post-disaster monitoring and evaluation tools used in the monitoring of the Yolanda Comprehensive Rehabilitation and Recovery Program. Annex E contains the monitoring forms used by the agencies for their periodic reporting to NEDA as the designated monitoring unit by the President, based on Memorandum Circular 54. These tools are still operational and may be adapted by the other monitoring units.

Table 7. Sample of Post-Disaster Monitoring and Evaluation Tools

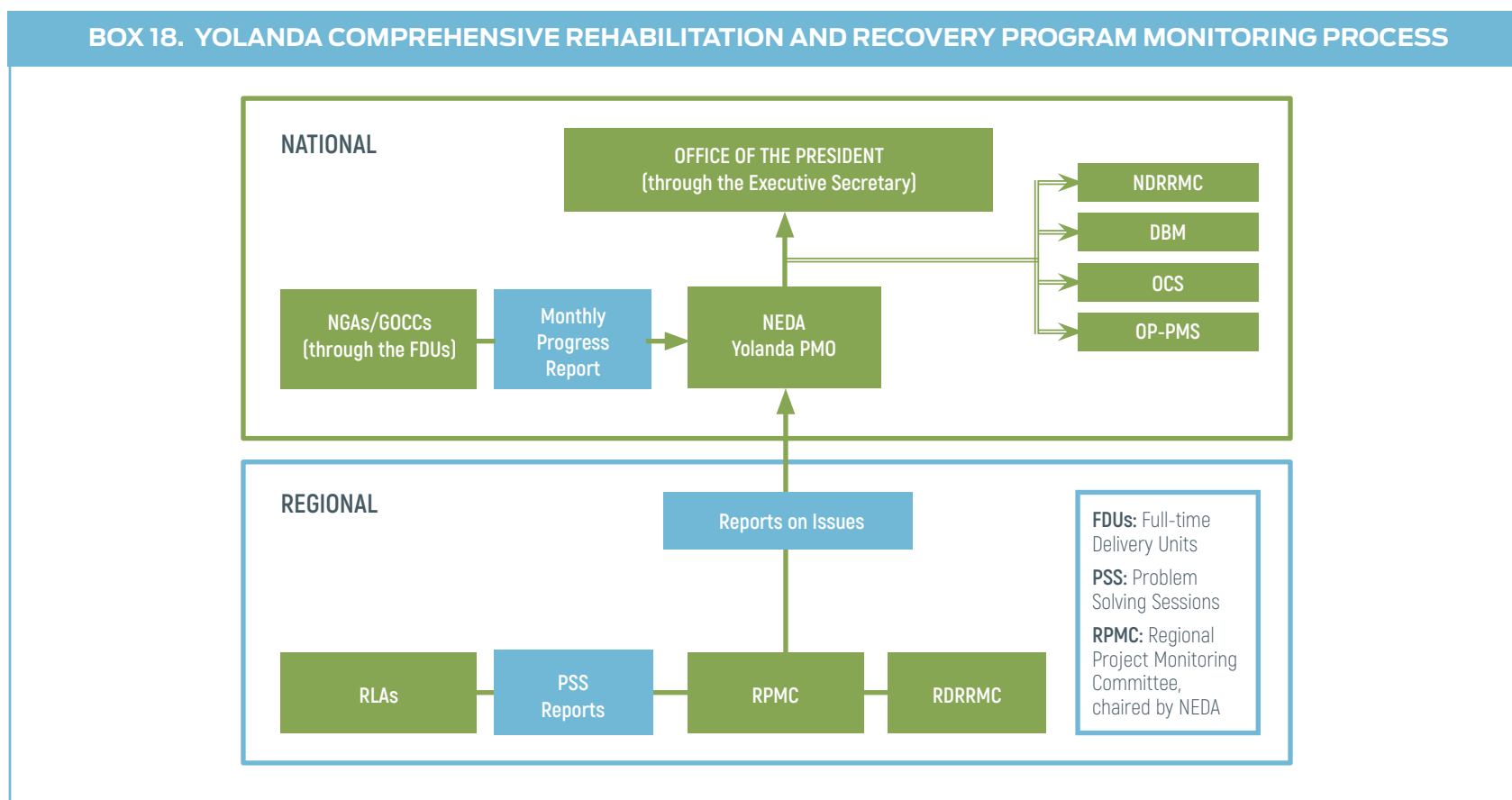
	eMPATHY	NEDA-MES MONITORING SYSTEM
FEATURES	<ul style="list-style-type: none"> • Web-based; data is accessible to all allowed users • Allows uploading and publishing of project information (project description, funding sources, target output and schedule of project completion, causes of delay, progress, related documents, photos and videos) • Provides real-time monitoring and updating of reports • Real-time reports can be exported to common file formats (Word, Excel, PDF) • Allows upload of citizen feedback • The Philippine government already has the license for the program 	<ul style="list-style-type: none"> • Allows the use of each NGA's own project monitoring system • Accounts the physical and financial accomplishments • Templates are consistent with the DBM forms • Has an established system for problem solving sessions
ISSUES	<ul style="list-style-type: none"> • Highly-technical and manpower-intensive • Requires a group specially designated to monitor the program in each implementing agency • All monitors or users of the program require training • Effectiveness is highly dependent on the agencies' capability to maintain the program 	<ul style="list-style-type: none"> • Highly-dependent on the regular report submission by the implementing agencies • Database is in Excel form, thus updating and report generation needs to be done manually

C. Monitoring and Reporting Arrangements

- The concerned implementing agencies and LGUs usually track the progress of their projects and submit reports to the monitoring unit, which consolidate and prepare the monitoring reports submitted to the L/R/NDRRMC or to the President.
- Focal persons responsible for coordinating and preparing the monitoring reports should be designated by each implementing agency and LGU to facilitate smooth monitoring and reporting.
- The monitoring reports should contain updates on the physical and financial accomplishments of the PPAs under the Rehabilitation and Recovery Program in relation to the target outputs and funding requirements.

- Highlighting key issues and concerns in implementation and funding will facilitate getting immediate action or response from other concerned entities and receiving policy direction or advice from concerned Council.
- The **time period** for the agency reports and date of submission of reports can vary depending on the prescribed guidelines of the monitoring unit. At the minimum, annual report should be prepared. However, this does not limit agencies/ LGUs from flagging issues and concerns, which may be done more frequently than the reporting.
- The monitoring unit together with agency focal staffs should also conduct **periodic field validation activities**, particularly of major projects and those that are problematic in implementation.

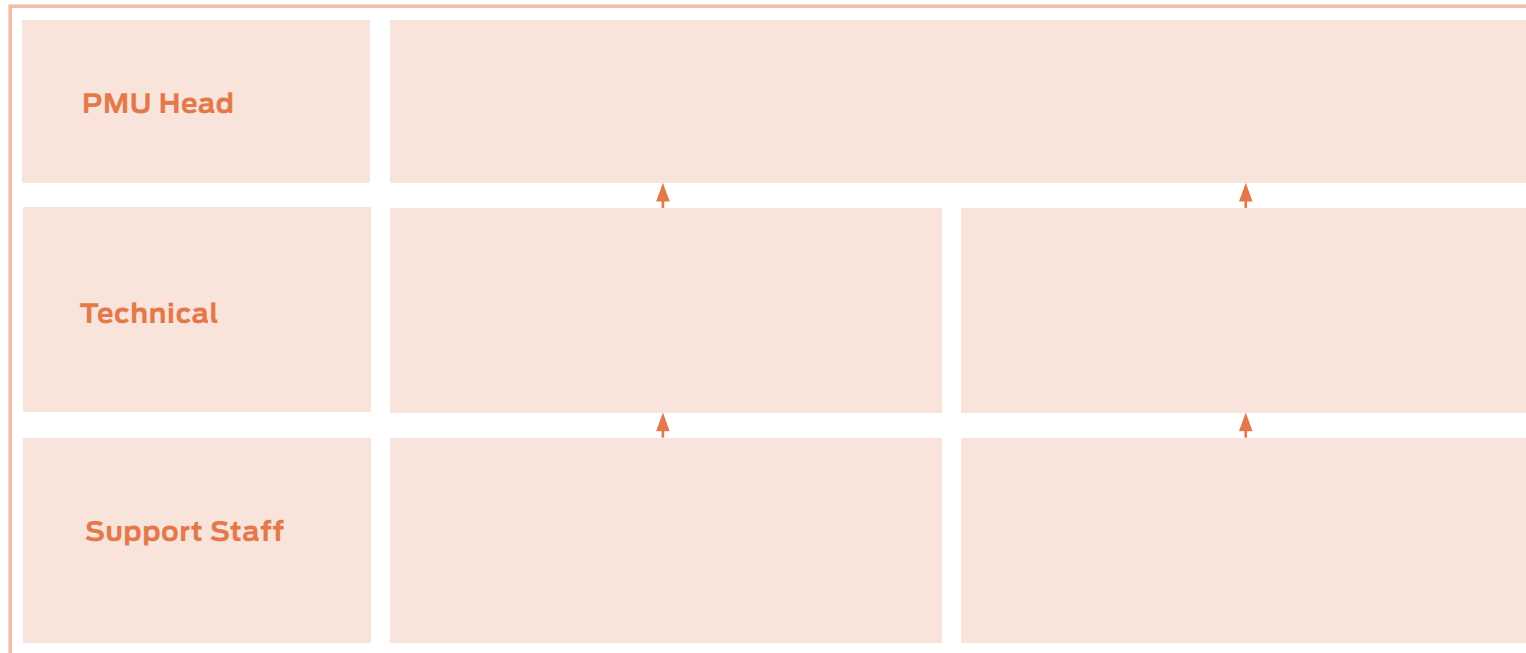
As an example, Box 18 illustrates the monitoring process for the Yolanda Comprehensive Rehabilitation and Recovery Program.



Worksheet 12: Monitoring Unit and Reporting Process

INSTRUCTIONS:

Identify your own Monitoring Unit and focal person/s and agree on the roles and responsibilities. Define your monitoring and reporting process. You may use the example in Box 18.



Worksheet 13: Adoption of Monitoring/Reporting Templates

INSTRUCTIONS:

Using the key messages from the section on monitoring tools, modify the sample forms in Annex E, to develop standard monitoring templates for LGUs.

Annex E. Yolanda Monitoring and Reporting Forms

Rehabilitation and Recovery Programs and Projects										M&E Form 1
Financial Status of Reconstruction Assistance on Yolanda (RAY) Programs and Projects [in PHP]										
Region:										
Implementing Agency:										
As of (Date)										
Program/ Project/ Activity	Location	Total Funding Requirement (PHP)	Allotment Release to Date (PHP)			Total Unreleased Amount (PHP)	Disbursement (PHP)			Total Undisbursed Amount (PHP)
			Previous Releases	Release this Quarter	Total Releases		Previous Disbursement	Disbursement this Quarter	Total Disbursement	
		(A)	(B)	(C)	(D)=B+C	(E)=A-D	(F)	(G)	(H)=F+G	(I)=D-H
Cash for Work -Land Prep and clearing (ha.)	Palo, Leyte	150,993,636.00	140,923,636.00	10,070,000.00	150,993,636.00		107,830,935.55		107,830,935.55	43,162,700.45
TOTAL		150,993,636.00	140,923,636.00	10,070,000.00	150,993,636.00		107,830,935.55		107,830,935.55	43,162,700.45
Prepared by: Name: Designation:						Approved by: Name: Designation:				

Annex E. Yolanda Monitoring and Reporting Forms (continuation)

Yolanda Rehabilitation and Recovery Programs and Projects									Yolanda M&E Form 2	
Form 2: Quarterly Physical Status of Reconstruction Assistance on Yolanda (RAY) Programs and Projects										
Region:										
Implementing Agency:										
As of (Date)										
Program/ Project/ Activity	Location	Start Date	Target Completion Date	Total Target Outputs		Cumulative Accomplishments (Completed PPAs) as of reporting Period	Actual Physical Accomplishment		Variance (a)-(b)	Remarks
				Unit	Total Target Outputs (a)		Accomplishment for the Quarter	Cumulative Total (b)		
Cash for Work - Land Prep and clearing (ha.)	Palo, Leyte	March 2014	Dec 2016	ha	75,012			35,159	39,854	0
Prepared by: Name: Designation:						Approved by: Name: Designation:				

Annex E. Yolanda Monitoring and Reporting Forms (continuation)

Program/ Project/ Activity	Total Funding Requirements			Completed PPAs as of reporting period		Ongoing PPAs as of reporting period		Under Procurement / DED as of reporting period		Not Yet Started	
	Amount (PHP)	Physical Target	Indicator/ Unit	Disbursed Amount (PHP)	Physical Accomplishment*	Allocated Amount (PHP)	Physical Target	Allocated Amount (PHP)	Physical Target	Allocated Amount (PHP)	Physical Target
Cash for Work-Land Prep and clearing	150,993,636.00	75,012	ha	107,830,935.55	35,159	10,923,854.45	1,853			10,070,000.00	38,000
Prepared by: Name: Designation:											

Guidelines:

1. Project Category - Title of program, project or activity as indicated in the CRRP or approved for Yolanda rehabilitation/ reconstruction
2. Total Funding Requirements
 - Amount (PHP) - Total amount required to finance the implementation of the PPA. This should be the sum of the following (as applicable): (1) amount originally approved under CRRP; (2) additional approved funding (i.e. approved during 22 April Cabinet meeting), and (3) funds pending approval by DBM. Indicate actual amount in peso
 - Physical Target - Total target quantity to be accomplished from start to end of PPA implementation
 - Indicator/Unit - Unit of the target output (e.g., km of roads, ha of land, no. of schools built, bags of seeds) to be accomplished from start to end of implementation
3. Completed as of reporting period
 - Disbursed Amount (PHP) - Payments made by agency for purchase of goods (e.g. construction materials) and services (e.g. hiring of consultants) for completed outputs
 - Indicate actual amount in peso
 - Physical Accomplishment - Quantity of completed PPAs as of reporting period
4. Ongoing as of reporting period
 - Allocated Amount (PHP) - Amount required to finance approved ongoing PPAs. Indicate actual amount in peso
 - Physical Target - Quantity of ongoing PPAs as of reporting period
5. Under Procurement/DED
 - Allocated Amount (PHP) - Amount required to finance approved ongoing PPAs under procurement/ detailed engineering design stage. Indicate actual amount in peso
 - Physical Target - Quantity of ongoing PPAs under procurement/ DED status
6. Not yet started
 - Allocated Amount (PHP) - Amount required to finance approved PPAs yet to be started. Indicate actual amount in peso
 - Physical Target - Quantity of PPAs that have not started

OUTCOME EVALUATION

Outcome Evaluation

An outcome evaluation may be taken up to determine the effectiveness and efficiency of interventions undertaken. It will assess whether the target outcomes (as indicated in the Post-Disaster Rehabilitation and Recovery Framework) have been achieved. It will also determine whether the interventions, through the projects and activities conducted, have contributed towards the achievement of the said outcomes. This is most relevant for large scale disasters where the damages and losses greatly impacted the communities affected. The results of the evaluation shall guide what other needed assistance should be provided by the government. The lessons learned and recommendations from the evaluation can also serve as input and reference to improve policies and projects to be implemented in future rehabilitation and recovery interventions for similar type of disasters.

Outcome evaluation can be done for the whole Rehabilitation and Recovery Program or for selected sectors depending on the purpose of the evaluation. Only selected projects are evaluated in consideration of cost efficiency. A set of indicators as criteria for project selection should be determined for this purpose. As examples, the indicators can include: the number of project beneficiaries or affected stakeholders; contribution to over-all income growth of the area or to its major economy; number of jobs generated; and provision of basic needs/services in the community.

For an inclusive and balanced evaluation of results, a participatory approach should be adopted where the relevant stakeholders are consulted. While the evaluation can be conducted by a third-party expert, it is relevant that the activity is supervised by a government agency to ensure ownership of the results. It is more effective and efficient if the supervising government agency shall be the unit that was responsible for progress monitoring, as they are familiar with the projects and activities for evaluation.

MODULE 05

Synthesis and Action Planning

MODULE 5: Synthesis and Action Planning

DESCRIPTION	This module serves as the closing activity that summarizes and integrates all modules. This module also serves as a planning session for the next steps when the participants go back to their respective organizations. The session could be finished in 2 hours in 1 learning day.
SESSIONS	Session 16: Synthesis and Action Planning Closing Activities

Sample Schedule:

SESSION	FORMAT	DURATION
Session 16: Synthesis and Action Planning	- Reflection - Interactive Discussion	2 Hours

SESSION 16: Synthesis and Action Planning

This session summarizes the key concepts and messages in disaster rehabilitation and recovery and provides time for the participants to reflect and to plan their next steps in finalizing their DRR program.

Learning Objective:	At the end of the session, the participants would be able to: <ol style="list-style-type: none">1. Summarize the key take away messages and submit feedback2. Plan and coordinate further plans for the finalization of their Disaster Rehabilitation and Recovery Program
Content:	Program Evaluation
Duration:	120 minutes (2 hours)
Mode:	Interactive lecture, activity, online evaluation
Session Plan:	<ol style="list-style-type: none">1. Closing reflections (60 mins)<ol style="list-style-type: none">a. A video/ slide show with photos from across sessions is played to jog participants memories on the overall training journeyb. In LGU groups, participants showcase their learning from the overall program for 5-7 minutes each2. Development of action plan (45 mins)3. Feedback form provided in Annex F (15 mins)
Materials Needed:	Session 16 presentation, feedback form link
Output:	Action Plan
Course Materials:	N/A

WORKSHEETS: LIST



Index of Worksheets

Serial No.	Title of Worksheet	Page No.
1	Basic Concepts, Terminologies, and Guiding Principles	22
2	Drafting of Disaster Rehabilitation and Recovery Framework	42
3	Stakeholder Mapping	53
4	Local Recovery and Rehabilitation Committee	55
5	Local Pre-Disaster Baseline Data	62
6	Identification of PPAs for Scaling up and/or Reprogramming	76
7	Local Disaster Risk Financing Strategy	90
8	Post-Disaster Rehabilitation and Recovery Program Standard Template	107
9	Implementation Modalities	127
10	Post-Disaster Rehabilitation and Recovery Financing Program	144
11	Matrix of Issues and Responses (Communications Strategy)	151
12	Monitoring Unit and Reporting Process	166
13	Adoption of Monitoring/Reporting Templates	167

A copy of the worksheets is also available as part of the Workbook.



ANNEX

Annex F - Evaluation

The evaluation could be done right after each module.

**this could be done online through Survey Monkey or Google Survey*

Part I: End of Day Feedback Form

Section 1: Overall

Context: The objective here is to keep this concise and quick to capture key reflections from the day when they are fresh on participants' minds, as well as to enable any modifications necessary for the following days.

Template:

1. I found the effectiveness of the training today to be:

1	2	3	4	5
Very Low				Very High

2. The key lessons I am taking away from this day are:

3. What went well about the training today?

4. What could have been better about the training today?

Section 2: Session Specific

Context: The objective is to get feedback on the content and the facilitator at the end of each day. This is primarily aimed towards the next iteration of the training and for any big things that come up that needs to be addressed during this training.

Template:

1. What went well about the training session was...

2. What could have been better about the training session was...

3. I experienced the following to be effective in the session...

	Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
#	Session Name					
a	Content					
b	Facilitator					

Part II: End of Training Program Feedback Form

Section 1: Overall

Context: The objective here is to keep this concise and quick to capture key reflections from the day when they are fresh on participants' minds, as well as to enable any modifications necessary for the following days.

Template:

1. I found the effectiveness of the training today to be:

1	2	3	4	5	6	7	8	9	10
Not at all likely									Extremely Likely

2. What are the key lessons I am taking away from this training program?

3. What part did I find most useful in the overall training program?

4. What could have been better about the overall training program?

Section 2: Detailed Feedback

#	Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a.	I understood the objectives of the overall program at the start.					
b.	The training program helped me in meeting the stated objectives.					
c.	The modes of delivery used in the program helped me learn.					
d.	The training enabled me to interact with the participants.					
e.	The logistics and operations enabled my learning.					





A joint project of the
National Disaster Risk Reduction and Management Council,
Office of Civil Defense, and the World Bank



With funding support from the
Government of Japan and the Global Facility for Disaster Reduction and Recovery



GFDRR
Global Facility for Disaster Reduction and Recovery