

Philippines

Improvement Plan

Thematic window: Environment and Climate Change

Programme Title: Strengthening the Philippines' Institutional Capacity to Adapt to Climate Change

The following are the proposed actions in response to the recommendations from the Mid-Term Evaluation:

<p>Evaluation Recommendation No. 1 (for PMU) Make the proper adjustments in the second half plan so that the results can still be achieved within (or at least near) the original time frame. This can be done by taking the following steps:</p> <ol style="list-style-type: none"> a. reconstructing the integrated plan of activities over the whole three-year period, in an output based Gantt Chart format; b. estimating the lag time by comparing the three-year plan with the actual current schedule of implementation; c. adjusting the second half plan through simultaneous implementation of parallel activities until the outputs and outcomes are achieved by the end of Year 3. <p><u>If this is still no longer possible because of serial activities, the extension period should already be calculated and a proposal for such an extension should be forwarded immediately to the MDG-F Secretariat: It follows that the programme budget should be revised using the activity-based costing method and summarized in an output-based budget format.</u></p>	
<p>Response from the Joint Programme Management Adjustments were made to enable the JP move, notwithstanding the underestimation of gestation period for technical outputs, to wit: (1) downscaling of global circulation model – the technique for downscaling requires highly technical skills and training on the application may require a week to a month training, one model could require two to six months continuous runs to generate the climate projection, the results (for more than 40 provinces) then, have to be subjected to validation and may need recalibration before it could be shared; (2) methodologies for vulnerability and socioeconomic impact assessments and vulnerability maps– the assumptions* for these technical outputs was that it would be made available by existing programs also assisted by the UNDP. These outputs, however, did not materialized as expected and the JP had to go through a lengthy discussion with partners to agree on a way forward, experts on the areas of interest are still building their competence in tackling the subject of climate change; and (3) development in the policy environment – the creation of the Climate Change Commission and its coming up with a national framework strategy; (4) ensuring buy-in/ownership of the tools - the competencies of the technical staffs, who were expected to provide comments and guidance, are still lacking to evaluate the best way to capture climate risk in the development process. At the operational level, it is apparent that the JP Managers were not able to adjust the original workplan in the first and start of the second year implementation. The JP document (JPD) indicated too optimistic timelines** to deliver some outputs were even scheduled for 2008 and 2009. With the complexities of the required technical output, timelines should have already been adjusted in 2009. This practice was carried over in the preparation of the 2010 AWP, time adjustments that needed to be made were not reflected in the AWP, hence, it could be surmised that the JP is very delayed.</p> <p>The JP already resolved this by reconstructing the three year plan and implementing measures to address challenges.</p>	

Proposed Improvement Plan to the Recommendation of the Mid-Term Evaluation
 MDGF 1656 Joint Programme on Strengthening the Philippines' Institutional Capacity to Adapt to Climate Change



Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
1.1. Revisit the JPD and reconstruct a three year plan	Sept 2010	Focal Person and Managers, Programme Manager (PM) to consolidate	In reconstructing the 3-year plan, the agreement were that: the JP cannot do away with gestation period for technical outputs; inter-outcome collaboration were identified; and extension to get the 2 quarter start up time is essential to enhance exit/ phase out plan and ensure sustainability. The demonstration site also needed more time, e.g., one cropping cycle to achieve robustness of results; more time to pilot the innovative financing scheme, etc.	DONE		
1.2 Present the Plan to the PMC	Sept 2010	PM	Response to address MTE was presented in the PMC and members were given 1 week to provide additional inputs.	DONE		
1.3 Work on the M&E Team (organic, as instructed by NSC-GOP rep) to have a more systematic reporting of progress including determining time lag for the various activities	Oct 2010 (Cross cut w/ recom #2)	PM	Agreement with NEDA-Project Monitoring Staff (PMS) was forged and two rounds of workshops were held with Focal Persons and Mangers	On-going		
1.4 Fast track implementation of activities	Oct 2010 - Jan	All Teams	Hard contracts to represent commitment reached 80% by the	80% commitment achieved,		

Proposed Improvement Plan to the Recommendation of the Mid-Term Evaluation
 MDGF 1656 Joint Programme on Strengthening the Philippines' Institutional Capacity to Adapt to Climate Change



in the last quarter and factor in progress in the next AWP to have a realistic 2011 workplan	2011		end of Year 2. A realistic AWP for 2011, considering deliverables according to the JPD, would be crafted.	however, there is a need to fast track disbursement. AWP crafting is on going.		
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*Assumptions that were not met include: (a) Climate information and guidelines produce on time; (b) Availability of experts on CC; (c) Building on vulnerability assessment and adaptation planning of the Second National Communication on Climate Change; (d) Employ vulnerability maps outputs of the READY project for the 43++ provinces.

**Very optimistic setting of timelines as contained in the JPD - Summary Results Framework and Programme Monitoring Framework include: (a) enhanced meteorological (esp. typhoon & floods) forecasting systems in place by end 2009; (b) Biophysical/socioeconomic databases by 2009; (c) provincial socioeconomic scenarios at various time slices by 2009; (d) economic impact assessment report by 2009; (e) Compendium of adaptation best practices for development planning for 5 sectors by 2009; (f) National CRR Mainstreaming guidelines for planning process developed by 2009; (g) Sectoral CRR Mainstreaming guidelines for planning processed developed by 2009; (h) Local CRR mainstreaming guidelines for planning processes developed by 2009; (i) UNCT resolution adopting CRR guidelines for CRR/UNDAF by 2009; (j) Sectoral (CHAWF) CC adaptation monitoring system(s) by 2009; (k) Monitoring system developed for priority sectors by 2010 as basis for climate resilient planning; (l) Documentation on level of capacities of concerned NGAs/target LGU/HEI in place by 2008; (m) Capacity assessment report on key NGAs for CRR work by 2nd Q 2009; (n) CRR planning tools, e.g. Local climate models; integrated socioeconomic planning models, enhanced biophysical models developed by 2009; etc

Also attached is the 3 year integrated plan including exit strategies to sustain benefits of the JP.

Evaluation Recommendation No. 2. (For PMU) Programme-level monitoring and evaluation system should be installed in the immediate period and integrated with the programme planning process. The programme should now commence the process of monitoring the results in accordance with the Programme Monitoring Framework (PMF) and the overall M & E Guidelines set by the MDG-F Secretariat.						
Response from the Joint Programme Management As instructed by the PMC to use of existing/organic staffs, the PMU has already forged a Letter of Agreement (LoA) with the NEDA – Project Monitoring Staff (PMS) last August 2010.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
2.1 Consultation workshop to validate results framework and organized outputs and	Oct – Nov 2010	PM	Comments There was a need to reorient the team on results based management (RBM) and GOP's effort to	Status 2 Workshop conducted	Comments	Status

Proposed Improvement Plan to the Recommendation of the Mid-Term Evaluation
 MDGF 1656 Joint Programme on Strengthening the Philippines' Institutional Capacity to Adapt to Climate Change



indicators			Manage for Development Results (MfDR), while Project Managers may relate outcomes at the programme level, GOP move to anchor interventions with existing targets (on poverty reduction/MDGs) needs to be advocated to the Managers.			
2.2 Consultation workshop to orient on the reporting system	Nov 2010	PM	Tied w 2.1. workshop	DONE		
2.3 Submission of Quarterly report	Nov-Dec 2010	PM	While validated Results Frame were submitted by some partners, the compliance to accomplish forms is low.	On going		

<p>Evaluation Recommendation No. 3 (for PMU) Process documentation of the experiences in the demonstration sites, especially as these pertain to sectoral concerns (i.e. gender, agriculture, health, etc.) should now begin, and its outputs should be integrated as part of the guidelines in development planning by the government agencies. <u>A study on gender roles in the context of climate change should be conducted.</u></p>	
<p>Response from the Joint Programme Management Each component has started their process documentation. To consolidate all these documents and as instructed by the PMC to use of existing/organic staffs, the PMU has already forged a Letter of Agreement (LoA) with the NEDA – Development Information Staff (DIS) and Information Technology Coordination</p>	

Proposed Improvement Plan to the Recommendation of the Mid-Term Evaluation
 MDGF 1656 Joint Programme on Strengthening the Philippines' Institutional Capacity to Adapt to Climate Change



Staff last August 2010. Including gender roles and differentiated impact is a must for all reports.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
3.1 Managers to be reminded that process documentation is a vital output of the JP and all these would be made available in the Web portal to be developed	Sept 2010	PM	Tackled during the Manager's Meeting last Sept 2010	Process documentation in various sites are progressing		
3.2 Start up of Communication and Information System to be lodged in NEDA	Sept 2010	PM	Coordination w 2 organic staff on implementation of the letter of agreement (LOA)	DONE (LOA signed August 2010)		
3.3 Interface NEDA Staffs to work with focal team on CIS, to eventually run the web portal	Sept 2010 – Dec 2010	PM	Requested thematic window KM Manager (UNEP) for guidance on standards for process documentation	On going, initial scoping and introduction to JP partners of CIS Team will be on 27 Jan 2011		

<p>Evaluation Recommendation No. 4 (for NSC, UNCT and PMC) There should now be a conscious effort to upgrade the governance and management structures into problem-solving mechanisms. This can be done by classifying the issues and problems, and defining the level of authority at which certain issues and problems can readily be solved (i.e. if a decision can be done at the level of the concerned agency or by programme management, if it needs to be decided upon by the programme management committee, or raised to the level of the national steering committee). It also follows that there is a need to identify the problems and issues (e.g. centralized procurement) that cannot be solved at all at the level of the in-country agencies, and whose negative effects on the</p>	
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Proposed Improvement Plan to the Recommendation of the Mid-Term Evaluation
 MDGF 1656 Joint Programme on Strengthening the Philippines' Institutional Capacity to Adapt to Climate Change



programme can only be mitigated as part of the external risk factors.							
<p>Response from the Joint Programme Management</p> <p>On issues that would require policies/strategies that would be implemented by the GoP, the decision should reside on the GoP Implementor. This would support JP's objective of aligning with the principles of the Paris Declaration, e.g., country ownership. While, issues that cannot be resolved at the country level, e.g. procurement guidelines of each UN partner, this would be raised as a constraint. Meanwhile the JP would identify mitigation measures to ensure that the issue would not affect delivery of outputs.</p>							
Key actions		Time frame	Person responsible	Follow-up		Secretariat	
				Comments	Status	Comments	Status
4.1 Implement advise of the Audit Team that procurement of goods and services use GOP track as UN procurement system proves to be tedious and lengthy		Apr 2010 – onward	PC/PM	The issue of procurement was tried to resolved several time. The IEC programme for the JP was delayed by a year due to lengthy UN procurement process. This also applies to the Automated Weather Stations (AWS).	Adopted and being implemented		
4.2 Technical outputs would essentially be owned by the GOP, thus, decisions on acceptability should reside to the GOP who		Sept 2010 – onward	PC	This issue would resolve long discussions and decisions that are w/o resolution that causes delay in the implementation	Adopted and being implemented with close coordination with UN partners		

Proposed Improvement Plan to the Recommendation of the Mid-Term Evaluation
 MDGF 1656 Joint Programme on Strengthening the Philippines' Institutional Capacity to Adapt to Climate Change



will be responsible to use these outputs						
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<p>Evaluation Recommendation No. 5 (For NSC, UNCT, and PMC) The strategic issues that have been raised in this report should now be addressed by the National Steering Committee and the UNCT. At the level of the National Steering Committee, the overall strategy on the achievement of the MDGs should be discussed. The specific concerns that should be addressed are: the programme's position on the government budgeting issue; the possibility of applying sub-national poverty measurements in the 43 target provinces; and the possibility of highlighting social protection practices in the demonstration sites under Outcome 3. On the other hand, the UNCT should address or clarify the following issues: expectations from the joint programme; the creation of synergy; knowledge management on the previous lessons in joint programming; national ownership of the programme; and public participation in the programme</p>							
<p>Response from the Joint Programme Management For the GoP, efforts to introduce the VAM (Vulnerability and Adaptation Matrix) would include a process to link VA to development goals, particularly core poverty indicators or MDGs. An additional sub-activity on advocating the importance of anchoring development plans to societal outcomes (poverty reduction efforts and the MDGs) would be integrated in the pipeline activities.</p> <p>There is a need to emphasize that the mainstreaming process means that adapting to climate change will be an integral part of existing and regular plans, investment programs, and m&e system. This strategy is the most effective one since creating parallel plans seems a good idea, but these stand alone plans may not be able to be included in regular proces which aims to synchronize planning-budgeting-programming-m&e process.</p>							
Key actions	Time frame	Person responsible	Follow-up		Secretariat		
5.1 JP is advocating to mainstream climate change adaptation to protect the most vulnerable group and is popularizing the need to determine vulnerability	JP life and beyond	PC	<p>Comments The JP had taken steps to ensure that vulnerability assessment is linked with priority development interventions (poverty reduction and achievement of MDGs).</p>	<p>Status Ongoing</p>	<p>Comments</p>	<p>Status</p>	

Proposed Improvement Plan to the Recommendation of the Mid-Term Evaluation
 MDGF 1656 Joint Programme on Strengthening the Philippines' Institutional Capacity to Adapt to Climate Change



to climate variability and extremes, the socio-economic impact of these vulnerabilities and the need to identify and implement adaptation measures to address these vulnerabilities.			The JP has influenced to start doing vulnerability assessment to climate change and will further forge partnership with sectoral agencies to ensure that adapting to climate change should be one of the strategies in achieving development goals/target.			
5.2 Partnership w the Climate Change Commission (CCC)	2010 - beyond	PC	Engagement w/ CCC to implement key activities, e.g. LGU Summits, has materialized. Capacity assessment of the CCC is also under discussion.	On going		
5.3 Integrating Disaster Risk Reduction and Climate Change Adaptation	2010- beyond	PC	Collaboration with another UN project is being done to deliver the vulnerability assessment report of 43 provinces.	On going		

Proposed Improvement Plan to the Recommendation of the Mid-Term Evaluation
 MDGF 1656 Joint Programme on Strengthening the Philippines' Institutional Capacity to Adapt to Climate Change



Evaluation Recommendation No. 6 (For NSC, UNCT, and PMC) The plan to rotate the position of Programme Manager to other organic personnel within NEDA should not be encouraged. The programme could no longer afford to have more turnovers, especially in the key positions, at this time.							
Response from the Joint Programme Management This internal matter is being addressed by the PMU.							
Key actions		Time frame	Person responsible	Follow-up		Secretariat	
6.1	Secondment of Organic Staff	2010 - 2011	PC	Comments Organic staff are preferred to work on the JP as learning curve for them to take on is shorter.	Status Ongoing	Comments	Status
6.2	Close oversight of the PC	2010-2011	PC	The PC ensures that any rotation would not severely affect the JP	On going		

Evaluation Recommendation No. 7 (For NSC, UNCT, and PMC) The programme may continue to use the commitment rate system to secure future fund releases, but the errant practice of applying it also as the delivery rate should be discontinued. The disbursement rate should instead be referred to by the Programme Management Committee and the National Steering Committee in estimating the rate of delivery by the programme.							
Response from the Joint Programme Management As clarified by the lead UN agency, disbursement rate will be used for delivery rate. While commitment rate would be used for requesting for fund transfers.							
Key actions		Time frame	Person responsible	Follow-up		Secretariat	
	Adopt recommendation	Immediately	PC	Comments	Status Adopted	Comments	Status

Evaluation Recommendation No. 9 (For NSC, UNCT, and PMC) The programme should also begin discussions on its exit and sustainability strategy. Part of the preparations for a programme exit should include the mode of the engagement with the Climate Change Commission (CCC).						
Response from the Joint Programme Management						

Proposed Improvement Plan to the Recommendation of the Mid-Term Evaluation
 MDGF 1656 Joint Programme on Strengthening the Philippines' Institutional Capacity to Adapt to Climate Change



<p>The interventions introduced in the JP are integral part of the sustainability plan. The 2011 AWP will include activities that would increase the sustainability of the JP. Key activities included will already integrate phasing in of critical partners. The phasing in of an exit strategy, such as capacitating critical persons who handles climate change in their respective agencies and developing competencies to apply the tools developed by the JP is integral to the implementation of this JP. Additional time may be needed to provide for adequate technology transfer for those tools that requires higher level of technical competencies (downscaling, vulnerability assessment).</p> <p>Engagement with the CCC and equally important stakeholders are underway. Coordination and specific delineation of roles will be covered in the succeeding months as the JP will partner w/ both oversight and line agencies to roll out the tools and implement the competency development program.</p>							
Key actions		Time frame	Person responsible	Follow-up		Secretariat	
9.1	Secondment of organic personnel in NEDA	2010	PC	<p>Comments The Agriculture Staff (AS) is the focal Staff for Climate Change, as such seconded personnel will be able to continue the coordination work within and outside NEDA</p>	<p>Status On going</p>	<p>Comments</p>	<p>Status</p>
9.2	Cluster focals within the AS	2010	PC	<p>Each division under the AS has been assigned as cluster focal for the interventions of the JP. This is already mainstreaming work to all personnel in the Staff</p>	<p>On going</p>		
9.3	Instituting the NEDA Inter Staff Group (ISG)	2009	PC	<p>The ISG consist of representative from the various, oversight and sector, staffs in NEDA. The</p>	<p>On going</p>		

Proposed Improvement Plan to the Recommendation of
the Mid-Term Evaluation
MDGF 1656 Joint Programme on Strengthening the
Philippines' Institutional Capacity to Adapt to Climate Change



			composition covers the National Planning and Policy Staff; Public Investment Staff; Project Monitoring Staff; Infrastructure Staff; Social Development Staff; Trade, Industry and Utilities Staff; Development Information Staff; among others. These Staff serves as technical secretariat to the various policy and programming coordination bodies.			
9.4 Working with natural partners at the national and local levels	2009	PC	Competencies are being developed for national/local government agencies and the academe. Tools to be developed are coordinated with these agencies so it would be useful and could upgrade their existing tools. Eventually, tools that are being developed would be institutionalized within the respective institutions, e.g. Departments of Agriculture, Health, Environment and	On going		

Proposed Improvement Plan to the Recommendation of
the Mid-Term Evaluation
MDGF 1656 Joint Programme on Strengthening the
Philippines' Institutional Capacity to Adapt to Climate Change



			<p>Natural Resources, etc. At the local level, regional offices that would provide technical assistance to local governments are being capacitated. Moreover, academic institutions are also being capacitated to be able to serve as networks that can be tapped by communities.</p>			
9.5 Partnership with the Climate Change Commission (CCC)	2010	PC	<p>While the CCC is still undergoing organizational start up, the JP through the PC is working closely w/them with regards to key outputs and activities. For 2011, The JP will implement capacity assessment of the CCC. The JP also participates in the CCC's activities and has already shared initial outputs of the JP which will be used in teh formulation of the National Climate Change Action Plan.</p>			