

KALAHI-CIDSS National Community Driven Development Program (P127741)

2nd Implementation Support Mission

Aide Mémoire

A. INTRODUCTION

1. The Second Implementation Support Mission (ISM) for KALAHI-CIDSS National Community Driven Development Project (KC-NCDDP) was carried out from 10 to 17 November 2014. The objectives of the mission were the following: (1) to review progress with the roll out of the program in Yolanda-affected areas including institutional/ staffing arrangements, and implementation of the training program in the 554 targeted municipalities; (2) take stock of initial lessons-learned with the use of the Disaster Response Operations Manual; (3) organize a knowledge sharing session on using CDD for disaster risk management; (4) discuss the KALAHI-CIDSS Impact Evaluation with the DSWD and Millennium Challenge Corporation (MCC); and (5) take stock of progress with NCDDP-ARMM preparation.
2. The World Bank Group (WBG) wishes to thank Secretary Corazon Juliano-Soliman, the senior and regional management, staff and consultants of DSWD for their time, energy and support provided in the organization and implementation of the mission. The Bank also thanks the representatives of other national government line and oversight agencies, including the members of the KC NCDDP Inter-Agency Project Implementation Team (NIAPIT), for their active participation and inputs to the task team's deliberations as well as the local executives and staff of the various municipalities and barangays visited. Finally, the mission would like to thank the key development partners - the Asian Development Bank (ADB), the Australian Government Department of Foreign Affairs and Trade (DFAT), and the Millennium Challenge Corporation (MCC) and other national stakeholders for their time and insights. The mission schedule is shown in Annex 1.
3. The present Aide Memoire provides a summary of key findings and discussions. The indicated agreements reached are subject to final review and approval by DSWD and by the WBG management.

B. KEY FINDINGS

Overall pace of implementation

4. As of November 14, 2014, total disbursements amounted to US\$23.197 million or 4.84% of the total loan amount of US\$479.0 million. As of November 10, 2014, total withdrawals from the Designated Account (DA) amounted to US\$16.68 million, which are mainly fund transfers to the various DSWD Regional Offices. The balance of the DA as of the same date is US\$5.31 million.
5. The mission would like to commend DSWD for the rapid deployment of field teams and the accelerated pace at which the program is being implemented in Yolanda affected areas. This is a significant achievement particularly considering that DSWD was only given its Special Allotment Release Order (SARO) to proceed with expenditures under NCDDP in August 2014. The program has now been rolled out to all 847 municipalities with priority given to the 160 municipalities in the 100 km path of Typhoon Yolanda. As of November 12, 2014, 559 municipalities had completed social preparation activities and 190 were in the process of developing sub-project proposals. The mission further noted that: (i) 87% of the total 8,600 required staff was in place or their final

contracting was in progress; and (ii) the Training of Trainers (ToT) and initial round of training for the Area Coordination Teams (ACT) was carried out in September and October 2014.

6. As anticipated (and discussed with the DSWD team during the 1st implementation support mission), this accelerated pace of implementation has posed some challenges in terms of maintaining the quality of project implementation. The need for: (i) continued and close supervision of field activities on the part of the DSWD National and Regional Project Management Offices; and (ii) technical backstopping of often inexperienced ACTs will be key to ensure that the Disaster Response Operations Manual (DROM) is well understood and applied and that quality and inclusiveness of the NCDDP community mobilization is maintained. These observations were confirmed by both the field visits carried out and by the discussions with Regional teams on the implementation of the Disaster Response Operations Manual (DROM) on 14 November 2014.
7. The mission further noted the issuance of a new Joint Memorandum Circular (JMC): “*Adoption of Hazard Zone Classification in Areas Affected by Typhoon Yolanda and Providing the Guidelines For Activities Therein*” on 12 November 2014. The JMC provides an overview of low, moderate and high hazards related to floods, landslides and storm surges. It further clarifies the types of construction and activities recommended in each areas, and refers to the ongoing process for producing hazard maps and for developing LGU land-use and action plans. The JMC provides very useful information to inform the implementation of NCDDP sub-projects in hazardous areas, particularly in coastal municipalities and *barangays*. However, given that hazard maps are currently being completed, a decision on land-use planning and definition of hazard zones by LGUs is likely to require additional time and consultations, while NCDDP sub-projects in Yolanda affected areas are expected to be developed by the first quarter of 2015. In order to ensure that NCDDP sub-project development can be adequately informed by regulations on build and no-build zones, additional operational guidance to complement the JMC will be required by the DSWD field offices. The NCDDP NPMO is, therefore, preparing a practical guidance note for review and endorsement by the NIAPIT.

Field visits

8. The mission visited the municipalities of Concepcion (previously a KALAHI-CIDSS area) and Balasan (new to the program) in Iloilo Province (Region VI). As noted above, the field visit confirmed the significant efforts made by the RPMO to hire and deploy staff with priority given to Yolanda affected areas.
9. The mission noted that the RPMO ensured that new ACTs were mentored and more junior staff were paired up with colleagues with previous knowledge and experience of KALAHI-CIDSS. Discussions with Regional staff and ACT teams indicated that there was a significant shortage of qualified engineers to provide technical support. In addition, municipal engineers indicated that time available to work on the review of NCDDP sub-projects will be limited going forward given the additional supervision of LGU infrastructure/reconstruction projects that they will be undertaking.
10. Lastly, the mission noted that in the case of Concepcion (which had previously received a full complement of KC support, and two rounds of Makamasang Tugon financing), the support of a newly recruited ACT under NCDDP would appear unnecessary. The MCT seemed to have the knowledge, experience, and qualified staff to manage the additional (single round of) funding under the NCDDP. Indeed, based on discussions, the mission came away with the impression that the MCT had been somewhat disempowered by the new ACT, and that the funds for the ACT may have been better invested in alternative forms of support to the MCT. The mission would, therefore, suggest that DSWD develop some form of “maturity index” by which they can measure the readiness of the

MCTs to take over full management of the NCDDP, and to initiate such hand-over as soon as municipalities/MCTs are found ready and able.

11. Field visits to both areas indicated some issues with the quality of implementation as follows:

- a. Limited understanding/knowledge of the Disaster Response Operations Manual (DROM) on the part of the ACT. The mission noted some confusion in interpreting the modified negative list in DROM. ACTs in Concepcion, for example, considered that DROM procedures were only to be applied to the repair of damaged facilities and public infrastructure. The mission also observed in Balasan that livelihoods and shelter sub-projects allowed under DROM were being screened out during barangay assemblies by facilitators. This lack of understanding seemed to be largely due to inadequate or insufficient training of the ACTs and lack of experience on the part of Community Facilitators (CFs).
- b. The speed of implementation may also be impacting on the quality of community participation. The mission observed the first barangay assembly in barangay Aranjuez in Balasan. The assembly was held over the course of an afternoon, and some aspects of the meeting seemed rushed. Certain barangay residents (including women beneficiaries of the conditional cash transfer program, Pantawid) expressed that they did not feel they could propose their sub-project idea (housing) to the broader meeting. No efforts were made by CFs to identify groups not actively participating in the discussions and find alternative options for consultations. In addition, CFs seemed misinformed about the negative list under NCDDP. When community members voted for housing support as a priority, the facilitators announced to the broader meeting that the activity was not eligible under the program and that livelihood support would be proposed instead. This was corrected during the meeting by the RPMO. Voting for community committee members was conducted by instructing residents to stand in a line in front of the candidate, or by applauding for candidates' names. There was little explanation about the role of the committees and their members before proceeding with the voting.

C. DETAILED FINDINGS AND AGREEMENTS

The mission took stock of progress with preparatory activities for KC NCDDP roll-out, as follows:

Staffing

12. The mission would like to commend DSWD on the very good progress made in tackling the significant staffing challenge of the NCDDP. As of November 13, 2014, almost 87% of the total required staff of 8,600 was in place or their final contracting was in progress (see Table 1). In addition, the critical front line staffing requirements of the Area Coordination Teams (ACTs) stood at 86% complete as of the same date (see table 2). This is particularly noteworthy given that DSWD did not receive their SARO (Special Allotment Release Order) to allow expenditures relating to the NCDDP until August.

	plnd	actual	%
NPMO	114	80	70.2%
RPMO	446	429	96.2%
SRPMO	286	260	90.9%
ACT	7751	6689	86.3%
Total	8597	7458	86.8%

	plnd	actual	%
AC	666	626	94.0%
TF	922	697	75.6%
MFA	921	814	88.4%
CEF	5242	4552	86.8%
Total	7751	6689	86.3%

13. As discussed with the DSWD, the mission noted some important challenges related to the speed of roll-out. First, as previously anticipated, DSWD is encountering challenges in hiring engineers (TF; technical facilitators) for the ACTs and has to date, filled only 76% of these key positions. Moreover, some of the typhoon-affected regions (IV-A, IV-B, V, and VI), where DSWD is trying to prioritize early implementation, have been able to recruit less than 60% of this key staff. Second, DSWD reports, and field visits confirm, that there are some concerns regarding quality and readiness of these newly hired staff. In an effort to fill the large demand for staff, DSWD has relaxed some of the requirements (educational background) for the posts and finds itself hiring new graduates with little or no experience. In addition, the mission discussed the need to replace key regional management positions as staff members in Region VI, V and IVB are expected to retire soon. Ensuring a smooth transition process and additional support to current Regional Directors and Assistant Regional Directors will be key to ensure effective roll-out of NCDDP activities in these areas.

Training

14. The mission discussed with DSWD and supports initiatives to increase recruitment (particularly for TFs), and to enhance the skills of the newly hired and less experienced staff members. Approaches include: continued discussions with local universities to link up with recent graduates, and broadening the requirements for engineers to include architects.; twinning experienced staff with the newly hired or posting experienced staff in newly created ACTs; rolling out a specifically designed mentoring program; and providing additional support from Regional or Sub-regional offices/staff.

15. The mission noted that the previously initiated orientation training design and Training of Trainers (ToT) had been completed, and the planned orientation and initial technical training of new staff had been carried out for approximately 80% of targeted staff. The ToT was conducted from August 25 to September 12, 2014 in 2 batches of 246 regional and national participants with assistance from the Associated Resource Management and Development, Inc. (ARMDEV) as part of the World Bank Implementation Support Facility (ISF). Based on the results of the post-training evaluation, 80% of the participants found the TOT to be satisfactory. Subsequently, the training was rolled out from late September to October for 6,775 ACT members in 170 batches. To supplement the TOT, ARMDEV also conducted mentoring in 6 batches in regions 5, 6 and 8 as selected by the NPMO. The mentoring involved observing sessions; demonstrating learning activities to trainers; daily clinics to review results and adjust subsequent sessions, and assessing learning progress.

16. However, given the number of staff trained (6,900), the rapid pace at which this training was rolled out, and the somewhat lower qualifications or experience of the newest staff, the mission recommended that DSWD: (i) provides targeted short-term capacity support as noted above; and (ii) conducts a review of staff knowledge and skills within the next six months. Based on this review, follow-up trainings can be designed and rolled out to address gaps in knowledge.

➤ **Agreed Action:** The NPMO and the Bank agreed that the post-training evaluation prepared by ARMDEV would be used by the N/RPMO as basis for the targeted/specific training sessions and as input to the follow-up training and mentoring program.

➤ **Agreed Action:** The mission further agreed that DSWD would prepare Terms of Reference to outsource additional targeted training sessions and mentoring programs to be shared with the WB team by 15th December 2014.

Lessons-learned on DROM implementation

17. On November 14, 2014, the World Bank team participated in a day-long workshop organized by DSWD with regional coordination teams on lessons learned from DROM implementation. The Bank team provided a framing presentation on global lessons from disaster recovery operations, which focused on: (i) the challenge of balancing the need for speed vs. quality; (ii) the type of investments needed in recovery; (iii) effective targeting in the post-disaster context; (iv) the need for simplicity and flexibility; and, (v) the need to integrate resilience into recovery operations.
 18. The RPMOs worked in four break-out groups to share their experiences in implementing the DROM and develop recommendations for going forward. Key challenges discussed focused on the quality of Damage and Needs Assessments (DANA) data and ranking of barangays for support; the role of the validation team regarding the ranking and prioritization of investments; application of the allocation formula under the DROM; interpretation of the negative list of investments; and the level of experience of community facilitators.
 19. The lessons-learned shared and feedback from regional teams confirmed earlier discussions held with the DSWD team on the need for further targeted guidance on DROM implementation to improve the quality of the process. In addition, the mission noted that one municipality in Region X (Kauswagan) indicated having been included in the list of Yolanda affected areas (as municipal funds were used to pre-position goods for disaster response), when in reality no Yolanda related damage was suffered.
- **Agreed Action:** The mission agreed with DSWD that a rapid stock-taking would take place to identify any other municipalities that may be in a similar situation during the planning session with regional staff (held between the 17th and 21st of November). DSWD will share with the WB team the list of municipalities and would orient these on the implementation of the regular CEAC. The mission further agreed that DSWD would also review the feedback from the workshop discussion during the regional planning session and issue a set of targeted guidance notes to the RPMOs by the 15th of December (to be shared with the World Bank team for information).

Status of revised operational guidelines and sub-manuals

20. The WB team has issued its no objection to:
 1. The Project Operations Manual (POM) pending minor adjustments to the FM section and a final revision of the M&E section.
 2. Community Empowerment Activity Cycle (CEAC) matrix pending incorporation of final comments and edits.
 3. The updated DROM shared by the DSWD on November 17. The mission reviewed the latest version of the DROM matrix and provided detailed comments to DSWD/NCDDP. Overall, the reviewers found that the matrix had moved beyond its original purpose of summarizing the main differences between the DROM and the CEAC, and had become basically a manual in matrix form. As such, and given the need to provide clear guidance to municipal teams on the different procedures, the mission recommended that the elements of the matrix now be migrated back into a sub-manual that can in turn be popularized.
 4. The Community-Based Procurement and Finance Manuals.
 5. The Environmental and Social Management Framework.
 6. The Community Infrastructure Sub-Manual.
21. The WB team has further: (i) reviewed the Monitoring and Evaluation Sub-Manual submitted October 2014 and shared a set of detailed comments with the DSWD team; and (ii) reviewed the next steps for the finalization of the Peace Lens materials to be included in the CEAC manual.

- **Agreed Action:** The mission agreed that the DSWD team would submit the final version of the POM by end November 2014 and the final version of the M&E Sub-Manual by 16th January 2015.
- **Agreed Action:** The mission also agreed that the WB would support the finalization of the technical manual for DROM and the final set of revisions of the CEAC manual, peace lens and tool-kit by end January 2015. The World Bank team has engaged a firm to popularize the CEAC and DROM materials. The Ateneo School of Governance (ASOG) was engaged to undertake the task by end January 2015.

Guidance from the NCDDP NIAPIT

22. The mission acknowledges the work done by DSWD in bringing together various national government agencies under the NIAPIT umbrella. The mission observed the NIAPIT meeting (13 November) where discussions revolved around data information sharing and resettlement and construction standards in Yolanda affected areas. The mission noted that the NIAPIT now includes active participation of key agencies including the DILG, DOST, MGB-DENR, NHA, HLURB, OPARR.
23. The mission noted the issuance of a new Joint Memorandum Circular (JMC): *Adoption of Hazard Zone Classification in Areas Affected by Typhoon Yolanda and Providing the Guidelines For Activities Therein* on 12 November 2014. The JMC provides an overview of low, moderate and high hazards related to floods, landslides and storm surges. It further clarifies the types of construction and activities recommended in each area and refers to the ongoing process for producing hazard maps and for developing LGU land-use and action plans. The JMC provides very useful information to inform the implementation of NCDDP sub-projects in hazardous areas, particularly in coastal municipalities and *barangays*. However, given that hazard maps are currently being completed, a decision on land-use planning and definition of hazard zones by LGUs is likely to require additional time and consultations, while NCDDP sub-projects in Yolanda affected areas are expected to be developed by the first quarter of 2015. The mission also noted the absence of practical guidance to NCDDP field teams and communities in defining sub-projects that may be in areas considered to be at moderate or high risk.
 - **Agreed Action:** The mission agreed that the NPMO will prepare a short note drawing on the JMC that will provide guidance to communities on how to screen out sub-projects that would not be in line with existing legislation on build/no-build zones (i.e what structures can and cannot be built in moderate risk areas). This has been forwarded to the NIAPIT for review on November 20. The final version of the note will be shared with the WB team by the 30th of November for information.

Procurement

24. **Procurement reviews/issues from field visits.** To date, procurement activities at the DSWD central office pertain mostly to the hiring of individual consultants to man the NPMO. The Bank has received and issued no objection letters to key staff positions hired through single-source selection, as many of these continue on from their previous positions in the KALAHI-CIDSS project. Likewise, DSWD has submitted ToRs for other positions, and the Bank has issued its no objection letters to these as well. The mission would like to reiterate that the WB prior review procedures do not apply if the selection process is done through competitive means (comparison of at least three CVs).

25. At the Regional level, procurement is in full swing for the hiring of Area Coordinators, Technical Facilitators, Municipal Financial Analysts and Community Empowerment Facilitators. No procurement activities have been undertaken at the community level, as there are no subprojects ready for implementation.
26. **Updated Procurement Plan.** As discussed during the mission, DSWD is in the process of revising the procurement plan. This will be done in order to shift some of the procurement activities to correctly reflect the coverage of the two funding institutions - ADB and WB. Currently, the procurement of all vehicles is funded through the ADB loan. Considering that the ADB loan only covers the disaster affected areas, the procurement of vehicles for the non-disaster affected areas may eventually be questioned and considered ineligible. To avoid this, the NPMO will switch funding of vehicles in the non-disaster affected areas to the WB loan, and replace these with procurement of IT equipment in the ADB loan. In financial terms, there will be no changes to either loan.
- **Agreed Action:** The revised procurement plan will be submitted for Bank's review on or before end-November 2014.

Financial Management

27. **Status of Disbursements** – As of November 14, 2014, total disbursements amounted to US\$23.197 million or 4.84% of the total loan amount of US\$479.0 million. As agreed during the last mission, DSWD submitted the first withdrawal application representing the initial advance to the Designated Account (DA) on July 28, 2014 amounting to US\$22.0 million. The funds were received by DSWD from the Bureau of Treasury on August 28, 2014. This amount is intended to cover project expenditures over two quarters. As of November 10, 2014, total withdrawals from the DA amounted to US\$16.68 million, which are mainly fund transfers to the various DSWD Regional Offices. The balance of the DA as of the same date is US\$5.31 million.
28. **Financial Covenants** - The mission reminded DSWD that: (a) the first Interim Financial Report will be for the quarter ended September 30, 2014 and will be due on November 30, 2014, and (b) the first annual audit of the project will be for calendar year 2014, and the audit report will be due by June 30, 2015.
29. **Electronic-Request for Funds Release (e-RFR):** An electronic RFR system was developed by DSWD with technical assistance from ADB. Testing of the system was conducted on June 27, 2014 at the office of App Source, the Consultant who developed the system. The activity was conducted to train around 14 selected DSWD staff on the system's basic features and test the functionality of the program.

As previously agreed, orientation of Regional Financial Analysts and Financial Analysts III on the eRFR system was subsequently conducted from September 3 to 4, 2014. The orientation covered the following:

- A. Lecture on the following modules of the eRFR system:
- a. Module 1 – System Administration
 - b. Module 2 – Fund Management
 - c. Module 3 – Sub-Project Management
 - d. Module 4 – Request for Fund Release
 - e. Module 5 – Public Disclosure
 - f. Module 6 – Automated Forms

B. Pilot Testing and Simulated Technical Performance Test of the System

C. Discussion of Community-Based Finance Manual enhancements and CBFM Planning for ACT Training

Environmental and Social Safeguards

30. Guidance on the use of integrated pest management has been incorporated in the updated ESMF. The revisions (and added section) took into consideration the use of termiticides as soil treatment during preconstruction.
31. The regional safeguards personnel have already been designated. However, further capacity development is needed in terms of the use of ESMF. To enhance the readiness of the safeguards team in using the ESMF, technical coaching sessions for regional safeguards staff were held during the week of 23 November 2014. The NPMO invited the World Bank safeguards staff to provide inputs on overall safeguards policies and process.

Monitoring and Evaluation

32. The mission met with the DSWD team and MCC/MCAP and IPA representatives to discuss the on-going impact evaluation (IE) for the MCC supported KALAHI-CIDSS (KC). The mission reiterated its two outstanding concerns communicated earlier to both DSWD and MCC/MCAP on the IE implementation as follows:
 - a. **The influence of the Grassroots Participatory Budgeting Process (GPBP) on the overall findings of the impact evaluation.** As GPBP is now implemented in all municipalities and cities in the country the impact evaluation will only be able to compare GPBP municipalities with KC+GBP municipalities. Given (i) the relative size of GPBP and KC investments and (ii) the fact that, in KC municipalities, the GPBP closely follows the KC process, it will be very challenging to credibly identify KC impacts alone. In other words, it is very possible that findings from the evaluation might suggest that KC has had no impacts. In reality, this may be due to the large scale of GPBP coverage making the distinct impact of KC difficult to identify, rather than to issues with KC implementation itself.
 - b. **The use of data from the interim survey.** Given: (i) the international experience in CDD projects which suggests that it takes at least 2 to 3 cycles for impacts to materialize; and (ii) that most sample municipalities have only gone through one cycle between the baseline survey and interim survey, there is a non-negligible risk that MCC will not be able to identify project impacts with data from the interim survey. Put differently, findings from the evaluation might again suggest that the program has no impacts **particularly on income and access to services** while in fact insufficient time might have passed, or an insufficient level of investments made, for impacts to materialize.
33. The DSWD, MCC and WB teams reviewed and discussed the initial analysis conducted by MCC on the Interim Survey data focusing on community participation, awareness of local government activities.
 - **Agreed Actions:** The mission agreed that the MCC team would conduct some additional analysis on the Interim Survey data to understand how GPBP and KC may be interacting at community level. The mission agreed that the WB team would share with DSWD and MCC/MCAP the main issues suggested for further analysis. They are as follows:

- a. How large are BUB investment in the IE municipalities? How do they compare with the size of the KC investment? The WB team's concern here is that if the size of the GPBP investment are too large compared to KC and therefore that the impacts of KC will be lower (decreasing marginal returns) than expected and statistical power will, in turn, be reduced.
- b. In addition, more information on the way in which KC and GPBP interact at the municipal-level would be important. One potential concern here is that KC is making GPBP implementation easier which would again make interpretation of the IE results difficult (as one would not be able to distinguish between KC and GPBP).
- c. It would be useful to better understand how 36% of households in the treatment barangay had participated in KC activities at baseline as it has clear implications for the interpretation of the interim results presented. The IPA team indicated that this was due to the fact that KC implementation had already started in few municipalities when the baseline was rolled out. For such a high percentage of treated households reported to be participating, one would need KC implementation to have started in at least a third of treatment municipalities and all sample households in those barangays to have joined the preliminary meeting. The latter seems unlikely and it would be important to have a more detailed breakdown of project activities as they relate to the baseline survey.

NCDDP roll-out : implications for the IE

34. The DSWD team further indicated that NCDDP had already been launched in a large number of control municipalities with additional control group municipalities joining the program soon. As a result, control group contamination will be high and it is unlikely that the evaluation will be able to isolate KC impacts.
- **Agreed Action:** The DSWD team will share with MCC and WB the list of control group municipalities with: (i) expected NCDDP entry date, (ii) expected grant size, and (iii) number of cycles (30 November 2014)

Alternative design

35. Given the potential loss of the control group that was discussed during the mission, it will be important for DSWD and MCC to start thinking about its implications for the impact evaluation. One option that was briefly discussed was to consider potential design variations that could be tested to help DSWD improve the way NCDDP is currently being implemented. The team could take advantage of the extensive data that were collected during the baseline and interim survey for the IE as baseline for those potential randomized experiments.
36. In order to follow this approach, it would be important for DSWD to think through useful (and practical) design variations that could be implemented rapidly. For example, one could vary the nature of facilitation, the nature of decision-making (e.g. having secret voting to decide on the project proposals). Those variations could be evaluated using data from a revised endline survey. However, it will be crucial to quickly review the implications of NCDDP roll-out on the impact evaluation and potential alternative. Indeed, the window of opportunity to implement those design variations is limited as, ideally, one would want to launch them before the next cycle is underway.
37. The mission noted that the DSWD and MCC team will meet to further discuss: (i) the Interim Survey results and publication; and (ii) the 3rd wave of data collection proposed and suggested reformulation of the IE design. Based on the above, the mission continues to strongly recommend that Interim Survey results not be published but rather made available to DSWD for program review purposes.

38. In addition, the mission recommends that a sub-group be formed between NCDDP M&E and Operations Support teams, MCC/IPA, and the Bank's M&E advisor to work on proposals for design variations to be reviewed by the NPMO by the 15 December 2014.

Technical Assistance

39. The mission reviewed the status of the WB technical assistance provided through the Implementation Support Facility established with a grant from the Australian Government Department of Foreign Affairs and Trade (DFAT). The mission took stock of additional technical assistance support planned with the Asian Development Bank that include: (i) the popularization of community procurement and finance manuals and the development of corresponding training materials; and (ii) additional support for training activities to be defined with the NPMO.

➤ **Agreed Actions:** The mission agreed that the DSWD will update the matrix summarizing the overall technical assistance currently being provided/planned with ADB and WB (including DFAT TF) and share that with partners for review and comments by the end of November.

➤ **Agreed Actions:** In addition, the mission agreed that the ABD and WB FM and Procurement Specialists would meet to discuss the content of popularized materials and the existing draft of the training materials to provide inputs and ensure that there is no contradiction with FM and Procurement guidelines of both institutions. DSWD will convene this meeting before the 15th December 2014.

Table 1: Technical Assistance to support NCDDP by ADB and WB¹

Type of TA/Support	Timing	PT	Source
1. Design of Training of Trainers (ToT) for basic Area Coordination Teams (ACT) training	Completed	WB	DFAT TF
2. Sub-project engineering design review with Engineering Team	June-Aug	ADB	CDTAF
3. Overall program support:	Ongoing		
4. Support to the finalization of guidance notes for Community Facilitators (on Community Empowerment Activity Cycle – CEAC - and Disaster Response Operational Manual – DROM);			
5. Just-in-time support to NIAPIT sub-committees to prepare policy notes on key issues for NCDDP implementation in Yolanda-affected areas			
6. Enhanced monitoring support (within WB team)	Ongoing	WB	DFAT TF
7. Enhanced engineering support (within WB team)	Sept-June	WB	DFAT TF
8. Process review of NCDDP in: (i) Yolanda-affected areas (with a focus on lessons-learned from KALAHAI-CIDSS); and (ii) Non-Yolanda affected areas	Launched in November	WB	DFAT TF
9. Popularizing of community manuals (FM, Proc., CEAC, Safeguards)	Launched in November	WB	DFAT TF
10. Translation into local languages of popularized community manuals	Nov-Feb	ADB	CDTAF
11. CDD and Livelihoods	Dec- Sept	WB	DFAT TF
12. NCDDP Urban Strategy Paper	Dec- Sept	WB	DFAT TF
13. NCDDP and Grass-roots Leadership analysis	Dec- Sept	WB	DFAT TF

¹ Kindly note that this table does not reflect DSWD's own TA resources such as those currently held by the DSWD Technical Assistance Unit (TAU)

14. TA for NCDDP in Yolanda affected households (land-use planning and resettlement issues) as needed/requested by DSWD	Sept- June	WB	DFAT TF
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D. AGREED ACTIONS

40. Based on the discussions, findings and recommendations of the mission, the following priority actions have been agreed upon:

Table 2: Agreed Actions

Activities	Responsibility	By When
1. Post-training evaluation prepared by ARMDEV used by the N/RPMO as basis for the targeted/specific training sessions and as input to the follow-up mentoring program	NPMO	15 th December 2014
2. Terms of Reference to outsource additional targeted training sessions and mentoring programs shared with the WB team	NMPO	15 th December 2014.
3. A rapid stock-taking to identify any municipalities that may have been categorized as Yolanda affected but found not to be affected (after validation of damages and loss assessment) done	NPMO	15 th December 2014
4. List of municipalities shared with WB and municipalities oriented on the implementation of the regular CEAC.		
5. Feedback from the workshop on DROM review and set of targeted guidance notes to the RPMOs issued	NPMO	15 th December 2014
6. Final version of the POM and the final version of the M&E Sub-Manual submitted to WB for NoL	NPMO	POM 30 November 2014 M&E Sub-Manual 16 th January 2015.
7. Finalization of the technical manual for DROM and the final set of revisions of the CEAC manual, peace lens and tool-kit by end	WB	30 January 2015
8. Short note drawing on the JMC providing guidance to communities on build/no-build zones	NPMO	Completed
9. Revised procurement plan will be submitted for Bank's review.	NPMO	on or before end-November 2014
10. Additional analysis on the Interim Survey data to understand how GPBP and KC may be interacting at community level.	NPMO and MCC	30 January 2015
11. The DSWD team will share with MCC and WB the list of control group municipalities with (i) expected NCDDP entry date, (ii) expected grant size and (iii) number of cycles	NPMO	30 November 2014
12. DSWD will update the matrix summarizing the overall technical assistance currently being provided/planned with ADB and WB (including DFAT TF) and share that with partners for review and comments	NPMO	30 November 2014

13. ABD and WB FM and Procurement Specialists would meet to discuss the content of popularized materials and the existing draft of the training materials to provide inputs and ensure there is no contradiction with FM and Procurement guidelines of both institutions. DSWD will convene this meeting.	NPMO	15 th December 2014
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E. OTHER MATTERS

a. Autonomous Region in Muslim Mindanao-Bangsamoro Regional Inclusive Development Program for Growth and Empowerment (ARMM BRIDGE)

41. A series of meetings since the last mission between the national government, ARMM regional government and the Moro Islamic Liberation Front have established the following with respect to the completion of the design and current plans for implementation of the ARMM-BRIDGE program. The ARMM version of the NCDDP:
- ARMM has secured PHP 120 million for BRIDGE through its 2015 budget submission
 - The national government does not currently plan to fund BRIDGE, so its future implementation after ARMM is abolished will depend either on the Bangsamoro Transition Authority budgeting for the project through its own funds or donors providing the funds (or a combination of BTA and donor money)
 - The MILF has included BRIDGE in its list of flagship projects in the Bangsamoro Development Plan, which was released on November 2.
 - The ARMM Social Fund project has ended and the Project Management Office has been closed. However, ARMM is seeking legal opinion and approval from the Department of Budget and Management to utilize remaining unspent government funds from ASFP for preparation of ARMM-BRIDGE. Preparatory activities would include finalization of the project design, Operations Manual, Training Manual and Modules and recruitment and training of staff.
 - The MILF Central Committee has not provided approval for the Bangsamoro Development Agency or any other MILF institution to work directly on the preparation and initial implementation of BRIDGE, so as to not appear to be moving into ARMM areas of responsibility ahead of the formal transition. This position could be reviewed, however, should ARMM officially request MILF participation in BRIDGE.
42. Given the number of unresolved issues on the status of the program due to the ongoing political transition, the mission agreed that the following key actions be taken to clarify and finalize the design and preparation of the program for a 2015 kick off under ARMM and subsequent transition to the Bangsamoro Transition Authority:
- a. ARMM to clarify whether the remaining unspent funds under ASFP can be used for the preparation of BRIDGE. Should it be necessary, the World Bank could provide funding for some technical experts to support the preparation.
 - b. ARMM Regional Governor to write to the MILF inviting them to participate in the preparation and initial implementation of the BRIDGE program, in partnership with ARMM. The World Bank, through the Mindanao Trust Fund, could consider covering the MILF operational costs as necessary.
 - c. ARMM to table discussion of BRIDGE on the agenda for a future meeting of the joint national government-ARMM-MILF transition team

- d. Through the transition team mechanism, MILF to confirm commitment in continuing the BRIDGE program following the transition from ARMM to the Bangsamoro Transition Authority.
43. Once these issues have been addressed, the joint Technical Working Group of the national government, regional government, Bangsamoro Development Agency, World Bank and Asian Development Bank, can continue with crucial preparatory work, including finalizing the Operations Manual, training modules and then moving on to recruitment and training of the initial batch of staff.

b. Asia Regional CDD Conference

44. The mission agreed with DSWD on preliminary plans for the Asia-wide CDD conference, which will be hosted by the Government of the Philippines in late March 2015 (Mar. 24th-27th). The conference is being organized by the Global Social Development Unit of the World Bank (GSURR) in conjunction with the NCDDP NPMO and the Asian Development Bank. The conference intends to bring together client government practitioners from 15 or so countries to discuss operational experiences and lessons from their respective programs. The proposed main focus of the conference is the institutionalization of CDD in national systems, but may include individual sessions on CDD and disaster risk management, information systems, livelihoods, etc. DFAT is also likely to cooperate in the event and provide partial funding. In addition, a national workshop on M&E led by MCC will take place back to back with the Regional CDD Conference.

c. Next Implementation Support Mission

45. The mission agreed that the 3rd ISM would take place from the 6th to the 17th of April 2015. The mission is expected to be a joint ADB and World Bank mission. This will be formally confirmed by the 16th January 2015.