

**The Philippines World Bank  
KALAHI-CIDSS National Community Driven Development Program (P127741)**

**Pre-Implementation Support Mission**

*Aide Mémoire*

**A. INTRODUCTION**

1. In accordance with the Mission Announcement Letter dated March 13, 2014, a Pre-implementation Support Mission (ISM) for KALAHI-CIDSS National Community Driven Development Project (KC NCDDP) was carried out from March 24 to April 4, 2014, to follow-up on the progress made by the Department of Social Welfare and Development (DSWD) in preparing the roll-out of activities for KC NCDDP. The mission specifically focused on: (i) determining the status of the requirements for signing the loan agreement; (ii) reviewing the preparations for rolling out the program in Yolanda-affected areas (including preparation of the Operations Manual and sub-manuals, institutional/ staffing arrangements, and training design and program); (iii) participating in the program orientation of the National Inter-agency Project Implementation Team (NIAPIT); (iv) firming-up major partnership arrangements with other development partners; and (v) discussing the status and milestones for preparing the NCDDP-ARMM.
2. The World Bank Group (WBG) wishes to thank Secretary Soliman, and the senior management, staff and consultants of DSWD for their time, energy and support provided in the organization and conduct 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. Finally, the mission thanks the key development partners: the Australian Aid, the Millennium Challenge Corporation (MCC), and the Asian Development Bank (ADB), and other national stakeholders for their time and insights. The mission schedule and list of people met 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 AND AGREEMENTS**

*Concluding the Loan Agreement*

4. **With the signing of the President's Special Authority (PSA) on March 17, 2014, the Government of the Philippines (Department of Finance) and the WBG were able to finalize the Loan Agreement and related documents for KC NCDDP on April 2, 2014.** The task team transmitted relevant copies of the loan documents to the Department of Finance and the Legal Department of the World Bank. As there are no effectiveness conditions, the mission expects that the loan will be declared effective once the Government of the Philippines internal processing is concluded and transmitted to the World Bank within the month of May.
5. **Since project approval, DSWD has initiated actions to promote the launch of KC NCDDP.** Three regional Mayors fora were carried out during February and March 2014 to sensitize mayors of the Yolanda-affected municipalities of the approval and imminent start of the KC NCDDP. DSWD is also planning a national launch workshop scheduled for June 2014.

*Progress with implementation of roll-out plan*

- 6. The mission took stock of progress with preparatory activities for KC NCDDP roll-out, with priority given to Yolanda affected areas.** The preliminary work plan developed by DSWD, which estimates field deployment of Area Coordination Teams (ACT) in June 2014, will be challenging to implement. The mission recognizes the need to operationalize the project as quickly as possible, given: (i) the additional operational challenges of KC NCDDP implementation in disaster affected areas; (ii) the need to hire approximately 8,000 field staff (of which around 6,000 would be new); and (iii) the importance of conducting basic training of staff prior to deployment. The mission appreciates the National Project Management Office's (NPMO) initiative to undertake the regional planning workshop with all Field Offices in April to prepare detailed and realistic work-plans for a phased roll-out in the field. Assessing the feasibility of these work-plans with Regional Project Management Offices (RPMO) and prioritizing the areas most affected by Yolanda<sup>1</sup> particularly during the first year of implementation will be especially important in this process.
- 7. The planning workshops with the RPMOs** will generate a set of detailed work plans with validated estimates for roll-out including: (i) time-line for setting-up new offices, repairing those damaged and purchasing equipment; (ii) staff hires or re-deployments to priority areas; (iii) training of field teams; and (iv) time-line for community mobilization and initial sub-project development. The mission agreed that the detailed work plans would be shared with the WBG team for review by the 16<sup>th</sup> of May 2014.
- 8. The mission reviewed the status of completion of the operational guidelines and sub-manuals** for field teams including: (i) the further updated Operations Manual (OM); (ii) Disaster Response Operations Manual (DROM); Community Empowerment Activity Cycle Manual (which includes Guidance Notes on Gender Mainstreaming, KC NCDDP Facilitation in Indigenous People (IP) Communities and Guidance on KC NCDDP implementation in conflict-affected areas); (iii) Community-based Finance, (iv) Community-based Procurement sub-manuals; (v) Community-based Infrastructure; (vi) Monitoring and Evaluation Sub-Manual, and (vii) Grievance and Redress System Sub-Manual. The KC NCDDP Environment and Social Management Framework was finalized prior to the mission and found to provide adequate guidance to field teams. Detailed comments were provided to DSWD by the WBG during the mission on the operational guidelines and sub-manuals.
- 9. While DSWD has made progress with the updating and finalization of the sub-manuals outlined above, it was agreed that additional revisions would be carried out as follows:**

  - a.** Further updates of the **Operations Manual** will be completed by the 21<sup>st</sup> of April 2014.
  - b.** The **revisions of the DROM** will be finalized by the 30<sup>th</sup> of April 2014 in line with the detailed comments provided by the mission.
  - c.** DSWD is completing a **final review of the CEAC sub-manual and linked guidance notes.** The final version of the sub-manual will be shared with the World Bank by the 30<sup>th</sup> of April 2014.
  - d.** Detailed comments were provided during the mission on **the Community-Based Finance and Community-Based Procurement manuals.** The sub-manuals provide an adequate basis for ensuring the implementation of fiduciary matters relating to sub-projects, the teams agreed on additional reviews of both manuals to explore the possibility of further simplification of procedures and requirements that could help to streamline implementation. This will be

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<sup>1</sup> The 152 priority municipalities that were within 50 kilometers north and south of the path of the Typhoon could serve as the basis for such prioritization.

completed between April and June 2014 to ensure that the revised versions are available for the training of field teams from July onwards.

- e. **Monitoring and Evaluation (M&E) and Grievance Redress sub-manual** has been completed. The DSWD team is currently conducting a further simplification of the M&E forms. This will be completed by the end of April and the final version will be shared with the World Bank on the 30<sup>th</sup> of April 2014.
  - f. **The existing Community Infrastructure manual** is considered sufficient and adequate to provide guidance to Deputy Area Coordinators.
- 10. The DSWD and WBG teams agreed on the need to develop a set of simplified materials for use by Community Facilitators (CFs).** The sub-manuals to be popularized will be DROM and CEAC (including related guidance notes and ESMF), Community-based Procurement and Community-based Finance. A consultancy (or set of consultancies) to develop these materials will be procured by the WBG for DSWD using the Australian Aid Technical Assistance Facility (please see Table 2 for additional details) in April 2014. Given the need to accelerate implementation in Yolanda affected areas, priority will be given to popularizing the DROM. Guidance on emergency procedures will be available for field teams in June 2014 with the remainder of the popularized materials available by August 2014.
- 11. The mission reviewed the preparatory activities for training of field teams** with the consultancy firm selected (ARMDEV Inc.) and DSWD. The agreements reached are as follows:
- a. The technical and financial proposals were found acceptable subject to the following revisions: (i) the travel cost for participants to the Trainers' Training would be shouldered by DSWD. This will be deducted from the original budget estimate submitted by the firm; and (ii) the expected output of the consultancy would not include the enhanced OM and strengthening of the LGUs;
  - b. DSWD would provide ARMDEV with the list of trainers by end of April after the regional planning workshops; and
  - c. ARMDEV will prepare a draft training plan (including module and session plans) which will be discussed with DSWD and the Bank on April 22 and 23.
- 12. Fiduciary Arrangements.** There were no specific fiduciary issues to be reviewed during the mission as the Loan Agreement was only just signed and the project had not yet been declared effective.
- 13. Retroactive Financing.** As provided in the loan agreement, withdrawals for eligible expenditures under Categories 1 and 2 up to an aggregate amount not exceeding US\$25 million equivalent may be made for payments made prior to the loan signing date but on or after January 1, 2014. DSWD has yet to determine the expenditures that would qualify for retroactive financing. The mission discussed with DSWD to ensure that the WBG procurement guidelines were followed to qualify for retroactive financing. Other expenditures incurred/paid after the loan signing but before the effectiveness date shall be covered under the regular financing.
- 14. Harmonization of Local Counterpart Contribution (LCC) Requirements.** The mission would like to commend DSWD for its efforts to harmonize the KC NCDDP LCC contributions with Grass Roots Participatory Budgeting and Planning (GPBP) LCC requirements for 2015. As previously discussed, such harmonization would help avoid both competition and confusion in implementing both programs. Table 1 below presents the GPBP LCC guidance issued by DBM for 2015, which the mission strongly recommends be applied under KC NCDDP. The mission also noted and endorsed the proposed suspension of LCC requirements for Yolanda affected areas in 2014 (and

which may be extended into 2015). These adjustments, including changes in amounts and in cash requirements should be reflected in the KC NCDDP Operations Manual. Given the time-frame for KC NCDDP roll-out with sub-projects expected in early 2015 only, there would be no need to apply different LCC requirements for 2014.

**Table 1: KC NCDDP and GPBP LCC requirements from 2015**

	Required Cash Counterpart
Municipalities (Based on proportion of Grassroots Budgeting and KALAHI-CIDSS funding to LDF)	
Up to 100% of the LDF	10% of the LDF
Over 100% up to 150% of the LDF	15% of the LDF
Over 150% of the LDF	20% of the LDF
All Cities	40% of the Budget Cap

\*The required counterpart for each LGUs is detailed in Annex A.

*Confirming Block Grant Allocations*

15. DSWD shared the updated proposal for block grants to municipalities based on the various discussions and agreements reached during the course of the NCDDP negotiations. The mission was pleased to confirm the following parameters for block grant financing, which will apply equally to all NCDDP funding sources<sup>2</sup>:

- a. All 4<sup>th</sup> to 6<sup>th</sup> class municipalities in the country with a poverty incidence of 26.5% or higher would be eligible for financing on a per capita basis; the level of financing per person per block-grant would range from PHP 400 to PHP 500, depending on poverty incidence;
- b. All 1<sup>st</sup> to 3<sup>rd</sup> class municipalities with a poverty incidence of 40% or higher would be eligible for financing on a per capita basis; the level of financing per block-grant would range from PHP 300 to PHP 400, depending on poverty incidence;
- c. A minimum "floor" value of PHP 2 million per municipality and maximum "ceiling" of PHP 20 million will be applied to the annual block-grants for each municipality, regardless of their poverty incidence and income classification (within the above parameters) and population size;
- d. All eligible municipalities would receive 4 rounds of block grant funding, taking into consideration financing already received under KALALHI-CIDSS Additional Financing and MCC;
- e. Municipalities currently supported under KALAHI-CIDSS Additional Financing and MCC, but no longer considered "poor" by the above definitions, would also be eligible to receive up to the balance of 4 block grants;
- f. All Yolanda-affected municipalities considered "poor" as defined above would receive 4 rounds of block-grants regardless of how many block grants they've received under KALAHI-CIDSS Additional Financing and MCC.
- g. Non-poor Yolanda-affected municipalities<sup>3</sup> would also be eligible to receive 2 block grants of support;

<sup>2</sup> However, it is noted that the ADB's revised emergency loan for NCDDP only covers the financing of block grants in Yolanda affected municipalities.

<sup>3</sup> The list of Yolanda-affected municipalities is based on the National Disaster Risk Reduction and Management Council Situation Report No. 57 of December 9, 2014

- h. All Yolanda-affected municipalities would receive the value of their first two block grants in the first year of project implementation-- therefore, non-poor Yolanda-affected municipalities, would receive their entire allocation in one cycle.

16. These parameters and the resulting value and frequency of block-grants to all eligible municipalities to be financed under NCDDP were presented in the excel spreadsheet "**20Mar14-NCDDP 847 Grants.xls**" shared by DSWD with the World Bank and ADB on March 29, 2014. This spreadsheet would serve as the basis for any further discussions around these allocations. The mission recommends that, once confirmed accurate and without computational errors, this information of the financing parameters and the resulting per municipality block grants be shared with all eligible municipalities.

*National Inter-agency Implementation Team (NIAPT) coordination arrangements*

17. **The mission participated in the meeting of the NIAPIT for KC NCDDP Implementation on March 26, 2014.** While the NIAPIT was involved in preparing the KC NCDDP design, its membership was expanded to include national agencies that are involved in post-Yolanda recovery and rehabilitation<sup>4</sup>. The Terms of Reference of NIAPIT were adopted and an initial set of operational issues that require inter-agency action discussed. The NIAPIT further agreed to form the following TWGs to further discuss the operational issues and proposed options for resolution: (i) housing; (ii) standards for resilient community facilities; (iii) livelihoods; (iv) risk-based local planning; and (v) information sharing.

18. **The mission would like to commend DSWD for the very good collaborative relationship established with key line agencies for KC NCDDP implementation. Given the roll-out plan established and the need to engage with some of the agencies for operational decisions, the WBG team would strongly recommend that a smaller, "executive" group be established to support KC NCDDP roll-out.** This will be critical for DSWD to obtain clear and timely guidance on issues such as new building standards to apply to Yolanda affected areas or the training of Department of Interior and Local Government (DILG) for Grass Roots Participatory Budget (GPBP) facilitation.

*Development Partners Coordination and Technical Assistance*

19. **The mission held discussions with the key KC NCDDP development partners (ADB and Australian Aid) to confirm agreements and specific actions that would facilitate collaboration and coordination during implementation of the KC NCDDP.** The specific actions discussed and agreed to are: (i) joint supervision missions (at least twice per year); (ii) unified report formats for financial and technical progress; (iii) technical assistance and support to be coordinated and harmonized; and (iv) a quarterly partners meeting that would include MCC and Spanish Development Cooperation and would be synchronized with the KC NCDDP National Steering Committee meetings. ADB proposed that a Memorandum of Understanding be entered into between the two development banks to formalize these agreements, which the WBG is reviewing. In addition, it was agreed previously during the preparation process that a similar results framework and the same Operations Manuals and disbursement arrangements would be used for both funding partners (though there are some important differences in the types of expenditures and where ADB block grant funding would be applied). ADB has taken the lead on work to improve the electronic processing of requests for reimbursement under the Project. Lastly, the DSWD team informed the

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<sup>4</sup> The list of National Government Agencies and Civil Society Organizations that attended in the event are outlined in Annex 1.

mission that they are negotiating with MCC to apply a “one-team approach” to the work under KC NCDDP that would include the use of the agreed disaster response procedures (as outlined in the DROM) for MCC financed municipalities in the Yolanda-affected areas.

- 20. The mission discussed in further detail the arrangements and financing for technical assistance and analytical support under the KC NCDDP.** The Bank’s KC NCDDP team oversees a grant from Australian Aid for analytical and advisory activities (World Bank Umbrella Trust Fund – WB UTF) relating to the implementation of the KC NCDDP, which was approved by the joint Australian Government/World Bank Trust Fund Steering Committee in May 2013, and internally by the World Bank in November 2013. The grant finances a broad range of analytical work, technical assistance, capacity building and implementation support relating to the KC NCDDP, and is estimated at \$2.1 million, of which \$280,000 has been committed by Australian Aid to date. ADB has also secured a grant of \$1.5 million from the Japanese Poverty Reduction Fund specifically relating to capacity building analysis and support under KC NCDDP. In relation, the ADB and WBG teams reached preliminary agreement with the NPMO on an immediate list of TA and support needs and proposed partner responsibilities, as presented in the Table 2 below. DSWD will further review the proposed division of labor on technical assistance and revert to the ADB and WBG with any proposed changes by the end of April 2014.
- 21. The mission discussed the possible use of existing TA funds allocated to DSWD’s Technical Assistance Unit (TAU) by Australian Aid (AUD 2.7 million) to support KC NCDDP in securing engineering TA in Yolanda affected areas (for quality assurance and capacity building support).** These are skills in high demand with salary costs for engineers having increased substantially and DSWD losing a number of staff to International NGOs. Global experience of CDD in DRM highlights this loss of qualified staff as a key bottle-neck. The mission recommended that available funds in TAU be used to contract with an engineering or management consultant firm that would hire and oversee additional engineers to support and coach newly hired Deputy Area Coordinators (DACs) and to provide quality assurance inputs for the significant scaling-up of activities in the Yolanda-affected areas. This would: (i) allow a higher ratio of DAC per barangay as DROM requires the development of project proposals with communities to speed up implementation; and (ii) by setting up temporary arrangements with a firm to avoid disrupting ACT dynamics by providing DACs with higher salaries. An assessment of the financing implications of implementing this strategy for all of the Yolanda-affected municipalities was shared with DSWD during the mission.

**Table 2: Technical Assistance for Priority Activities in 2014**

Type of TA/Support	Timing	Partner	Source
1. Design of Training of Trainers (ToT) for basic Area Coordination Teams (ACT) training	Apr-June	WB	UTF
2. Sub-project engineering design revisions	June-Aug	ADB	CDTF
3. Just-in-time support to NIAPIT sub-committees	June-Dec	ADB	CDTF
4. Process review of KC in Yolanda-affected areas	Sept-Dec	WB	UTF
5. Popularizing of community manuals	Sept-Dec	WB	UTF
6. Baseline survey for KC NCDDP	Start by Nov.	WB	UTF
7. Revision and updating of training materials for	Nov-Feb	ADB	CDTF

Community Volunteer training			
8. Social marketing strategy and material designs		TBC	CDTF
a. Immediate materials production	April		
b. Longer-term strategy and design work	June-Dec		

*Progress with KC NCDDP-Autonomous Region in Muslim Mindanao (ARMM) Preparation*

**22. Issues** A joint Technical Working Group (TWG) including the national government, ARMM Regional Government and the Bangsamoro Development Agency (BDA) of the Moro Islamic Liberation Front has been working since September 2013 on the design of an ARMM component of the National CDD Program. A draft Concept Note for the ARMM-Bangsamoro Regional Inclusive Development Program for Sustainable Growth with Equity (ARMM-BRIDGE) has been developed and presented to the ARMM Regional Economic Development Planning Board (REDPB). It has been endorsed for submission to NEDA and to the Chair and Executive Director of the BDA.<sup>5</sup>

**a. Financing for 2014-2015.** The ARMM regional government, national government and the BDA have expressed the desire for ARMM-BRIDGE to commence implementation as soon as possible. However, given the timeline for ICC review and approval, it is likely that the project will only be approved in time for inclusion in the 2016 budget. This means there is a funding gap for 2014 and 2015 that needs to be filled. Hence, in the immediate period after the signing of the Comprehensive Agreement on the Bangsamoro, coverage of CDD programming will decline in ARMM, right at a time when communities in the country’s poorest region are expecting a peace dividend.

**b. Implementation arrangements in light of the transition to the Bangsamoro:** with ARMM set to be abolished at some point in 2015, to be replaced by the Bangsamoro, there are questions over the mandate of the national and regional governments to plan for projects beyond 2015/16 and also concerns that if ARMM-BRIDGE is not locked in beyond the transition, there is a risk that the project will be forgotten during the immediate post-transition settling in period.

**23. Actions.** During a meeting chaired by DSWD Secretary Soliman, together with the Executive Secretary and Director of the Regional Planning and Development Office of ARMM and representatives from DBM, NEDA and OPAPP, the following measures were identified to respond to the issues above:

- a. A transition project which will run between the second half of 2014 until 2015 will be put in place in order to pilot test ARMM-BRIDGE. The pilot test shall serve the purpose of setting up a management structure that will be ready to transition once the new Bangsamoro government is installed. The initiative will also serve the purpose of demonstrating: (i) how the ARMM-BRIDGE Program can best respond to the context of ARMM; (ii) how peace dividends can be generated; and (iii) how to strengthen citizens’ voice in the development efforts for Bangsamoro.
- b. The ARMM Regional Government shall incorporate the pilot test as an additional feature of its current HELPS program and (requesting a supplemental budget for HELPS for this purpose). A line item for the pilot shall likewise be proposed for the 2015 budget.
- c. A full proposal on ARMM-BRIDGE shall be prepared and submitted to NEDA for approval by May 2014. OPAPP, DBM, NEDA, DOF, DSWD shall continue to provide technical assistance to the ARMM BRIDGE TWG so that the approval of the proposal may be fast

<sup>5</sup> The concept note draws on experience from the ARMM Social Fund Project, the Mindanao Trust Fund-Reconstruction and Development Program and design innovations from KC-KC NCDDP.

- tracked. Financing of the program shall be determined by the national government and may involve sourcing from any or a mix of government and Overseas Development Assistance (including grants from development partners).
- d. A joint government/BDA workshop will be convened in mid-April in Davao to put together the overall roadmap for the development and implementation of ARMM-BRIDGE, including the 2014 pilot, 2015 implementation and 2016 onwards. This would include agreement on financing and institutional arrangements.

*Use of KC NCDDP to channel additional resources for Yolanda response and housing*

24. The WBG team discussed with DSWD the possibility of additional government funds being channeled through KC NCDDP for Yolanda response. Currently, there are no immediate plans to proceed with such additional allocations of resources. Should this change in the future as NCDDP evolves, the WBG would be able to run some rapid simulations using the current grant allocation formula to help inform DSWD's decision of where best to channel resources. The mission also recommended that the same procedures (allocation formula, menu of sub-project types) be applied for any additional GoP funding to avoid confusion or additional administrative requirements on RPMOs and ACTs. The mission also briefed DSWD on additional discussions between the WBG and the Office of the Presidential Adviser for Reconstruction and Rehabilitation (OPARR) on housing reconstruction. The mission strongly recommended that KC NCDDP: (i) play a key role in community mobilization and identification of beneficiary households; (ii) work closely with key line agencies (NHA, DPWH) on referring potential beneficiaries to separate housing reconstruction interventions to be developed and led by these agencies (and currently under discussion); and (iii) that any proposed piloting of these approaches in KC NCDDP areas take into account issues of scale with support extended to avoid disparities across neighboring municipalities.

**25. Other matters.**

- a. The mission discussed with the Government the World Bank transfer of responsibilities for overseeing the implementation of the KC NCDDP from the current TTL to co-TTLs Maria Loreto N. Padua and Patricia Fernandes. The current TTL (Sean Bradley) will continue to participate as an advisor of the KC NCDDP Implementation team.
- b. It was agreed that a follow-up implementation support mission would take place in latter June/early July. The main focus of the mission would be to: (i) assess regional readiness and progress in setting up required institutional structures (ACTs, RPMOs and SRPMOs) in the new regions and municipalities; and (ii) assess the implementation challenges on the ground in the most Yolanda-affected regions (VI, VII and VIII) to determine what additionally may be required from the Bank and NPMO to support a rapid roll-out of work in these areas. A mission announcement and tentative schedule of meetings and field visits will be shared with DSWD prior to the end of May. ADB agreed in principle to jointly participate in the mission.



**26. Agreed upon Actions.** Based on the discussions, findings and recommendations of the mission, the following priority actions have been agreed upon to further advance the implementation readiness of KC- NCDDP.

<b>Activities</b>	<b>Responsibility</b>	<b>Indicative Date</b>
1. Conduct Program Review & Evaluation Workshop (PREW)	DSWD NPMO	Apr 25
2. Prepare overall work-plan (2014) for KC NCDDP roll-out	NPMO Operations Department	May 16
3. Prepare regional work-plans for roll-out	RPMOs	May 16
4. Update procurement plans for RPMOs and NPMO institutional support	NPMO Procurement unit	June 15
5. Prepare detailed training plan for KC NCDDP activities (outlining types of training, number of trainees, and roll-out plan to cover targeted municipalities)	NPMO Training unit	May 16
6. Confirm with Australian Aid the proposed use of TA facility funding to support bulk contracting of engineers for Yolanda affected areas	NPMO Project Director/ KC NCDDP Project Manager	Apr 21
7. Prepare TORs and RFP for firm contract	NPMO Procurement unit, TAU	May 16
8. Revised Table of Contents for Ops Manual (OM) prepared and shared with WGB team	NPMO Operations Department	Apr 5
9. Update overall OM	NPMO Operations Department	Apr 21
10. Review and comment on OM	WBG	May 2
11. Update DROM	NPMO Technical Department	April 30
12. Update CEAC	NPMO Technical Department	April 30
13. Simplify M&E Forms and update M&E manual	NPMO M&E Unit	April 30
14. Review community FM and procurement manuals to further simplify procedures	FM & Procurement Units with WBG	May 16
15. Conduct write-shop to agree on final simplifications community FM and procurement manuals	FM & Procurement Units with WBG	May 30
16. Finalize contract for Training of Trainers (ToT) consultant	WBG	Apr 7
17. Initiate work on ToT consultancy	TOT consultant w/ Training Unit	Apr 7
18. Finalize contract for popularizing project sub-manuals	WGB	April 30
19. Pilot and test e-RFR system	DSWD – Finance and consultant (currently under contract)	Mid-May 2014
20. Hold joint government/BDA workshop on ARMM-BRIDGE to clarify road map for implementation, institutional arrangements and financing for 2014-15.	DSWD and ARMM-BRIDGE TWG	14-15 April
21. Prepare ICC ARMM-BRIDGE NEDA Proposal	ARMM-BRIDGE TWG with support from HDPRC TWG	30 April

## Annex 1: Mission Schedule and List of People Met

Date	Activities	Expected output
<b>March 24, 2014 (Monday)</b>		
4:00 p.m. Venue: Office of the Secretary	Kick-off Meeting with Secretary Soliman and NPMO	Updates on requirements for project signing and effectiveness
<b>March 25, 2014 (Tuesday)</b>		
10:00 a.m. – 2:00 p.m. Venue: Visayas Room, 28 <sup>th</sup> Floor, WB One Global Place	<ul style="list-style-type: none"> <li>• Discussion of Operations Manual and Sub-Manuals on Disaster Response Operations, Financial Management and Procurement;</li> <li>• Discussion of organizational Arrangements</li> <li>• Finalization of community allocation formula</li> </ul>	Agreements for substantive revisions and timeline for finalization of OM and other SM; Firm up staffing/ organizational arrangements; formula for block grants;
<b>March 26, 2014 (Wednesday)</b>		
8:00 a.m. – 9:00 a.m. Venue: ADB, Ortigas Center (TBC)	<ul style="list-style-type: none"> <li>• Meeting with ADB Team</li> </ul>	Agreements on partnership protocols
9:00 a.m. – 4:00p.m.  Venue: ADB Auditorium Annex 1 and 2	<p>NIAPIT Meeting</p> <ul style="list-style-type: none"> <li>• Orientation of National Inter-Agency Implementation Team and discussion about roles and responsibilities of partners</li> <li>• Discussions on following operational concerns that require inter-agency guidance/decisions:               <ul style="list-style-type: none"> <li>○ Standards for resilient community/sub-project;</li> <li>○ Harmonization of CEAC with planned hazard mapping and CLUP revisions;</li> <li>○ No-build zone policy;</li> <li>○ Housing/resettlement;</li> <li>○ Livelihood;</li> <li>○ Vetting of sub-projects</li> </ul> </li> </ul>	Agreements on terms of reference of inter-agency team, including membership, functions and coordinative linkages: Technical guidance/options on inter-agency concerns
Lunch time	<ul style="list-style-type: none"> <li>• Meeting with Jojo on NCIP MoU</li> </ul>	
<b>March 27, 2014 (Thursday)</b>		
3:00 – 4:30 p.m. Venue: AUSAID, Australian Embassy, Makati	<ul style="list-style-type: none"> <li>• Meeting with AusAID (p.m.)</li> </ul>	Agreements on core partnership protocols and plans (and financing) of ISF
<b>March 28, 2014 (Friday)</b>		
9:00 a.m. – 12:00 n Venue: Davao Room	<ul style="list-style-type: none"> <li>• Training program/design</li> <li>• Staffing and organizational arrangements</li> </ul>	Agreements on training program/design and next steps

<b>Date</b>	<b>Activities</b>	<b>Expected output</b>
25 <sup>th</sup> Floor, WB		
1:00 p.m. – 5:00 p.m. Venue: Davao Room	<ul style="list-style-type: none"> <li>Meeting on Implementation Support</li> </ul>	Agreements on TA priorities/plan
<b>Mar 31, 2014 (Monday)</b>		
<b>April 1, 2014 (Tuesday)</b>		
9:00 a.m. – 10:00 a.m.	<ul style="list-style-type: none"> <li>Technical preparatory meeting on KC NCDDP-ARMM</li> </ul>	Agreements on presentations for management meeting
10:00 a.m. -12:00 p.m.	<ul style="list-style-type: none"> <li>Meeting on KC NCDDP-ARMM</li> </ul>	Preliminary agreements on basic design & next steps
12:00 – 13:00	<ul style="list-style-type: none"> <li>Wrap-up Discussion with Secretary Soleiman and NPMO</li> </ul>	
3:00 – 4:00	<ul style="list-style-type: none"> <li>Meeting with Gov. Salceda at ADB</li> </ul>	
<b>April 2, 2014 (Weds)</b>		
10:00 to 12:00	<ul style="list-style-type: none"> <li>MIS with DSWD M&amp;E teams</li> </ul>	
1:00 to 3:00	<ul style="list-style-type: none"> <li>Discussions with training consultancy firm and DSWD</li> </ul>	

**1. Department of Finance**

Dir. Stela Laureano  
Everette Villaraza

Liaver Briones  
Maria Fe Mejia  
Donato del Rosario  
Proceso Jacobo

**2. National Economic and Development Authority**

Dir. Jonathan Uy  
Ramon Falcon  
Laurence Michael Tibon  
Marc Antonio Miranda

Leslie Robles  
Irene Malong  
Connie Acosta  
Joyce Palacol  
Rein Soriano  
Vivian Robrigado  
Bessie Magtangob

**3. Department of Budget and Management**

ASec. Tina Rose Marie Canda  
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Joy Villanueva

Leslie Estreller  
Rein Soriano  
Loida Abela  
Lourdes Turiano  
Romy Malong  
Tricia Maligalig  
Orson Sta. Cruz  
Melanie Sison

**4. Department of Social Welfare and Development**

Sec. Corazon Juliano-Soliman  
Asec. Camilo G. Gudmalin  
Dir. Benilda Redaja  
Tomas Cabueños  
Alexander Glova  
Cicero Juan Aguilar  
Lalaine Encarnacion  
Engr. Benito Cesario Tingson  
Karlo de Asis  
Lee Patarlas  
Abelardo Cea  
Mirali Durr

**5. Office of the Presidential Adviser for Peace Process**

USec. Luisito Montalbo  
ASec. Howard Cafugauan  
Brenda Batistiana  
Rowena Adil

**6. Department of Agriculture**

Gerald Arana

7. **Department of Agrarian Reform**  
Susana Leones  
Adelfa Gabalfin  
Ma. Celerina Afable
8. **Department of Education**  
Rowena dela Cruz
9. **Department of the Interior and Local Government**  
USec. Francisco Fernandez
10. **Department of Energy**  
Hershey dela Cruz  
Jaime Planas
11. **Department of Health**  
Ferchito Avelino
12. **Department of Labor and Employment**  
Joselito Manabat
13. **Department of Public Works and Highways**  
Engr. Cesar Cristobal  
Engr. Peter Paul Cortez  
Engr. Richard Estanislao
14. **Department of Science and Technology**  
Ma. Lourdes P. Orejola
15. **Department of Trade and Industry**  
Evariste Cagatan
16. **National Anti-Poverty Commission**  
Jesusa Rebete  
Rodelio Gariguez
17. **National Housing Authority**  
Ivanswenda Marquez  
Marelina Ramiro
18. **Technical Education and Skills Development Authority**  
Cecilia Olfindo
19. **Presidential Assistant for Rehabilitation and Recovery Office**  
Susan Warren-Mercado
20. **Presidential Commission for the Urban Poor**  
Cipriano Fampulme
21. **Presidential Management Staff**  
Cherry Pie Felisse Maraya  
Jessica Pearl d.s. Reyes
22. **Senate of the Philippines - Senate Economic Planning Office**  
Merwin Salazar  
Sherywne Agub
23. **House of Representatives**  
Byron Bicenio
24. **League of Provinces of the Philippines**  
Angelica Sanchez
25. **League of Municipalities of the Philippines**  
Marisa Lerias
26. **Autonomous Region for Muslim Mindanao**  
Atty. Laisa Alamia  
Engr. Baintan Ampatuan
27. **Civil Society Organization**  
Elmer Ferrer  
Prudencio Maxino, Jr.
28. **Asia Development Bank**  
Joel Mangahas  
Raymund Fabre  
Yukiko Ito  
Melanie Guevarra  
Rowena Mantaring
29. **Millenium Challenge Corporation**  
Cherylose Orata-Idjao
30. **Millenium Challenge Account – Philippines**  
Andres Moll  
Bingle Gutierrez
31. **Department of Foreign Affairs and Trade, Australian Embassy, Manila**  
Ester Roxas