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CLIMATE RESILIENT CITIES

ANNUAL IMPLEMENTATION PLAN

October 18, 2021 to September 30, 2022

Revision Date: January 11, 2022

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ACTIVITY INFORMATION

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Activity Start Date and End Date:	October 18, 2021 to October 17, 2026
Name of Prime Implementing Partner:	Catholic Relief Services (CRS)
Agreement Number:	72049222CA00001
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Geographic Coverage (cities)	Batangas City, Legazpi City, Borongan City, Iloilo City, Cotabato City, Zamboanga City
Reporting Period:	18 October 2021 – 30 September 2022

ACRONYMS AND ABBREVIATIONS

3CAF	Climate Change Capacity and Competency Assessment Framework
AIP	Annual Implementation Plan
AOR	Agreement Officer Representative
AWS	Automated weather stations
BFAR	Bureau of Fisheries and Aquatic Resources
CCA	Climate Change Adaptation
CCAM	Climate Change Adaptation and Mitigation
CCC	Climate Change Commission
CCM	Climate Change Mitigation
CDI	Cities Development Initiatives
CDP	City Development Plan
CDRA	Climate Disaster Risk Assessments
CHANGE	Cities Enhanced for Governance and Engagement
CI	Conservation International
CDI	Cities Development Initiative
CLA	Collaborating, Learning, and Adapting
CLUP	Comprehensive Land Use Plan
COP	Chief of Party
CRC	Climate Resilient Cities
CRS	Catholic Relief Services
CSO	Civil Society Organizations
C-TWG	City-level Technical Working Group
DA	Department of Agriculture
DENR	Department of Environment and Natural Resources
DILG	Department of Interior and Local Government
DOAG-TWG	Development Objective Agreement - Technical Work Group
DOST	Department of Science and Technology
DRR	Disaster Risk Reduction
DRRM	Disaster Risk Reduction and Management
EMMP	Environmental Mitigation and Monitoring Plan
FLUP	Forest Land Use Plan
GAP	Gender Action Plan
GCC	Global Climate Change
GESI	Gender equity and social inclusion
GGI	Green-gray infrastructure
GHG	Greenhouse Gas
GIS	Geographic Information System
IoT	Internet of Things
IPCC	Intergovernmental Panel on Climate Change
IR	Intermediate Result
LCCAP	Local Climate Change Action Plan
LDRRMP	Local Disaster Risk Reduction and Management Plan
LGU	Local Government Unit
MEL	Monitoring, Evaluation and Learning
NCS	Natural Climate Solutions
NEDA	National Economic Development Authority
NGA	National Government Agency
NGO	Nongovernmental Organizations

PAGASA	Philippine Atmospheric, Geophysical and Astronomical Services Administration
PDRF	Philippine Disaster Resilience Foundation
PMT	Program Management Team
RCP	Representative Concentration Pathway
RMI	Rocky Mountain Institute
SC	Steering Committee
SUC	State Universities and Colleges
TNA	Training Needs Assessment
TWG	Technical Working Groups
UPRI	University of the Philippines Resilience Institute
USAID	United States Agency for International Development
USG	United States Government
WG	Working group

EXECUTIVE SUMMARY

This Annual Implementation Plan (AIP) provides a strategic framework and approach for the implementation of the Climate Resilient Cities (CRC) Project for Year 1.

Funded by the United States Agency for International Development (USAID), the CRC Project is a five-year activity that embodies a consultative and collaborative approach for advancing benchmarks for urban climate resilience in the Philippines, with a focus on six cities (Batangas, Borongan, Cotabato, Iloilo, Legazpi, and Zamboanga) of which four are Cities Development Initiative (CDI) partners of USAID Philippines Mission. The overall project objective is to improve resilience by strengthening the adaptive capacity of cities to adapt to, mitigate, and manage the impacts of climate change and disasters. It will develop robust multi-stakeholder capacity for climate information generation, analysis, use, and climate change adaptation (CCA) and climate change mitigation (CCM) planning (outcome 1), support local government units (LGUs) to fund projects that improve climate resilience (outcome 2), and implement evidence-based natural climate solutions (NCS) that are locally identified and context-specific (outcome 3).

For Year 1, the focus of the CRC Project is to work on foundational startup activities for strategic engagement with local and national project partners and to build the climate evidence base of the target LGUs through the delivery of multiple assessments of their capacities across the three project outcomes described above. The delivery of a robust evidence base sets the stage for tailored and LGU-specific technical assistance and nature-based interventions for the succeeding years. The detailed activities for Year 1 are described in Section 1 of the AIP, which can be read together with the Detailed Activity Plan found in Annex 8.2:

- As part of the foundational Startup Phase of the project, the CRC consortium will hold strategic planning activities within the Consortium, and pursue strategic engagement with major partners including LGUs, national government agencies (NGAs), and national partners. Within the consortium, the project management team (PMT) and thematic working groups will be established to ensure robust collaboration. Externally, the CRC Consortium will establish the national Steering Committee (CRC-SC) or the Development Objective Agreement - Technical Work Group (DOAG-TWG) under the bilateral agreement between the US government and the Philippine government through the National Economic Development Authority (NEDA) that will bring together NGAs and key national partners. At the city level, technical working groups will be established for each LGU to empower the local stakeholders in designing and delivering in matters of project implementation. The project will hold a formal national launch of the CRC Project indicatively in either in February or March 2022 to introduce the CRC Project and the partner cities to external stakeholders and the public.

- Under Outcome 1, the CRC Project will focus on improving the climate change scenario modeling and forecasting capacity of five LGUs and improving LGU capacity to integrate climate change adaptation and mitigation in the local plans or policies. University of the Philippines Resilience Institute and Philippines Disaster Resilience Foundation will lead the assessment and improvement of the condition of hydro-meteorological systems in the target cities. CRS in partnership with PDRF, Rocky Mountain Institute, and UPRI will develop a Climate Capacity and Competency Framework (3CAF) to assess and determine the capacity-building needs of LGUs in

developing, using, and translating climate information into actionable plans and programs. The 3CAF will be developed as a basis for enhancing the capacity of identified LGUs in the development and use of various climate change data systems including hazard maps, climate change scenario modeling, and forecasting. These assessments will also form the basis for module development and capacity-building activities to be implemented in the second year. RMI will also conduct a technical and impact study to determine which of the six project sites will benefit the most from a renewable energy project to increase city adaptive capacity.

- Under Outcome 2, the CRC Consortium will initiate a study as a comprehensive mapping exercise to define best practices and challenges for managing climate finance (including climate finance architecture and climate finance readiness), map out available private sector actors investing/working in CCA or CCM and identify climate financing opportunities for CSOs in five cities (Batangas, Borongan, Cotabato, Iloilo, and Legazpi). While the activities for Year 1 under outcome 2 will not directly contribute to the CRC's performance measures, the activity outputs (which will be completed in Year 2) are expected to provide a comprehensive baseline assessment and strategic recommendations that will define the strategic interventions of the CRC Project for Years 2 to 5.

- Under Outcome 3, the CRC Consortium will support each LGU to identify, design, and implement adaptation and/or mitigation strategies or activities specific to their community goals and the diversity of local adaptation priorities. Natural Climate Solutions Specialists will work with LGU counterparts to coordinate mapping activities in Outcome 1 to assess existing climate adaptation/mitigation strategies, natural climate solutions, and gaps and scalability. They will conduct feasibility studies, risk assessments, and resource inventory based on the climate disaster risk assessments (CDRAs) and develop a menu of NCS strategies and innovations appropriate for the climate context.

Delivering these activities will require strong collaboration with major partners, and robust program management, governance, and staffing structures. Section 2 describes the details of collaboration of the CRC Project with major partners for Year 1, which will mainly include LGUs, NGAs, and key national partners. This section also describes the role and composition of the PMT, city-level staff, and technical specialists, advisors, and officers who will support the implementation of activities. Annexes 8.3 (Staffing Structure) and 8.4 (Governance Structure) contain the organizational chart that illustrates the overall program management, staffing, and governance structure for the CRC Project.

Included in the AIP are cross-cutting issues of strategic priority. These include the Gender Action Plan (GAP), the Environmental Mitigation and Monitoring Plan (EMMP), the Communication Plan, and the Contingency Plan:

- The CRC Project's Gender Action Plan or GAP (Section 3) will hold the project and consortium accountable, to ensure the project objectives are, at minimum, gender-responsive, to outline key activities to enhance gender equality in climate change finance governance and define how gender equity will be integrated into all aspects of the CRC project cycle, from program management, planning, design, implementation, and monitoring, evaluation, and learning. The GAP includes a gender analysis, entry points, MEL considerations, and recommendations for implementation for the first year of the project.

- The Environmental Mitigation and Monitoring Plan or EMMP (Section 4) describes how environmental compliance and risk management will be integrated into project interventions. A table has been included in this section summarizing the environmental risk, mitigation measures, and monitoring protocols specifically for project interventions that may have environmental impacts. These projects include (i) the r installation of green-grey infrastructure (GGI) and pilot in mangrove, terrestrial and riparian ecosystems, and (ii) installation of renewable energy pilot in one city.

- The CRC Communication Plan (Section 5) defines the strategy by which the key project message can be delivered effectively to achieve the goal of establishing the CRC project as a collaborative proponent of impact-driven, evidence-based, and innovative climate-resilient solutions by effectively communicating and promoting project progress, milestones, and results into clear, concise, and consistent branding and messaging for its various stakeholders. This Plan includes, among others, an audience analysis, and recommended channels for message delivery.

- The Contingency Plan (Section 6) prepares project proponents against scenarios that may delay or disrupt the implementation of the project. The contingency plan sets out mitigating measures that can be executed during events that may be the cause of the delay or disruption for the project particularly those relevant for Year 1.

Finally, Section 7 describes financial and budgetary considerations to reach the CRC goals of year 1 implementation. The total budget of CRS and the CRC consortium is $2,977,285. CRS will be contributing $183,279 as cost share and the cost-share for Conservation International is $29,488. Over the first year, CRC has budgeted to receive a total of $2,764,519 from USAID. The CRC annual budget with estimates of projected monthly expenditures can be found in Annex 8.5.

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1. PROJECT DESCRIPTION AND KEY ACTIVITIES FOR YEAR 1

1.1 Overview of the AIP and the CRC Project

This Annual Implementation Plan (AIP) defines key activities and approaches planned for the Climate Resilient Cities (CRC) Project for Year 1, spanning from October 18, 2021 to September 30, 2022.

The first section describes the CRC Project, the CRC's theory of change, key activities within the upcoming fiscal year, and expected progress towards achieving the program results and performance measures in line with the CRC's theory of change. The second section sets out the CRC consortium's implementation approach, which includes collaboration strategies as well as program management and operating structures. The third, fourth, and fifth sections integrate cross-cutting priorities into the CRC Project, which include the gender action plan, environmental risk mitigation plan, and communication plan. The sixth section outlines a contingency plan for dealing with political and programmatic risks. Finally, the seventh section provides an overview of CRC's budget for Year 1.

The CRC Project is a five-year activity that embodies a consultative and collaborative approach for advancing benchmarks for urban climate resilience in the Philippines. The project focuses on six cities that are at the forefront of both intensifying climate impacts and innovative climate-resilient solutions. It aims to improve resilience by strengthening the adaptive capacity of cities to adapt to, mitigate, and manage the impacts of climate change and disasters.

The CRC Project will adopt a three-pronged strategy for building urban climate resilience and managing climate risks. It will develop robust multi-stakeholder capacity for climate information generation, analysis, use and climate change adaptation (CCA) and climate change mitigation (CCM) planning (outcome 1), support local government units (LGUs) to fund projects that improve climate resilience (outcome 2), and implement evidence-based natural climate solutions that are locally identified and context specific (outcome 3). Throughout these activities, the CRC consortium will advocate for improved systems at the national level around climate financing and streamlining of policies while also improving accessibility to green financing solutions provided by both the public and private sector to LGUs and civil society organizations (CSO).

The CRC Consortium is composed of the Catholic Relief Services (CRS) as prime implementer, together with Conservation International (CI), Philippine Disaster Resilience Foundation (PDRF), Rocky Mountain Institute (RMI), and the University of the Philippines Resilience Institute (UPRI). The consortium will partner with six LGUs (Batangas, Legazpi, Borongan, Iloilo, Cotabato, and Zamboanga) to build their capacity to develop, finance, and implement effective CCA and CCM across the full range of city management. Project staff will be embedded in LGU offices, ensuring end-to-end accompaniment for LGUs to build effective technical assistance, support creation and management of sustainable systems for climate data collection and usage, strengthen local climate change action plan (LCCAP) planning and implementation processes, and support improved access to government and private financing for climate solutions.

1.2 Overview of the CRC Project's Theory of Change

The goal of the CRC Project is to improve cities' resilience by strengthening their adaptive capacities to adapt to, mitigate, and manage the impacts of climate change and disasters. The theory of change behind this goal can be summarized as: ***IF*** cities (both city governments and civil society) have improved capacities to plan and prepare for climate impacts (Outcome 1), ***IF*** climate finance is effectively mobilized at the local level (Outcome 2), and ***IF*** cities implement and manage natural climate solution-based programs for environmental conservation, restoration, and management (Outcome 3) through robust stakeholder engagement and use of updated climate information, evidence, and best practices, ***THEN*** the cities will have improved their resilience to manage the impacts of climate change and disasters.

This theory of change is underpinned by three critical assumptions:

- **The National Government continues to support LGUs in the form of policy guidance, funding, and technical assistance**. Since the creation of the Climate Change Commission (CCC) through Republic Act 9729 in 2009, the national government has been responsible for creating and maintaining a framework and enabling environment to support LGUs in building their capacity for climate resilience. This would include the policy and strategic directions from National Climate Change Action Plan 2011-2028 and Philippine Development Plan, funding from People's Survival Fund, and technical assistance including Guidebooks in LCCAP Formulation. Training has also been provided by the national government on LCCAP development and Ecosystems-based Adaptation (EbA).

- **Resource management at the city level remains unchanged or improved as evidenced by local government financial accountability protocols.** The ability to translate increased funding into broader results rests on the resource management capabilities of LGUs and institutions in place to ensure proper financial administration, including transparency and accountability in the use of public funds.

- **Disaster risks and shocks affecting local environments will remain the same or not significantly worsen in the next 5 years**. While climate projections will be considered in the project, the design of climate change mitigation and adaptation sub-projects rests on the city's risk appetite (i.e., which climate scenarios they would like to plan for) which will most likely be informed by their past experiences with climate risks. This assumes then than once sub-projects are implemented, disaster risks will not significantly worsen and not undermine the viability of the sub-projects.

To achieve its goal, the CRC Project adopts a three-pronged strategy as discussed below including the hypotheses underpinning these

- Strengthen the city's capacity to develop, use, and communicate climate change data in planning and programming through robust stakeholder engagement and a disciplined approach to climate change investments and training (**outcome 1**): This approach posits that if cities especially LGUs can improve how they use data to model, forecast, and communicate impacts of climate change to its citizens and other stakeholders, and if the cities can engage them to create a climate-responsive and/or climate-integrated plans, programs, and policies for the city, then the city's capacity for climate change planning and programming is enhanced. This assumes that the LGUs of the cities would get their needed support from the national government in terms of policy direction, technical

guidance, and promotion of transparency and accountability. This has been the approach that the CCC and Department of Interior and Local Government (DILG) have implemented to encourage LGUs to develop and submit their LCCAPs.

- Mobilize resources for local climate change adaptation and mitigation by tapping into existing funding sources and advocating for more transparent and streamlined processes (**outcome 2**): This approach posits that if LGUs and CSOs can improve their capacity to access and manage climate financing, and assuming climate financing framework and mechanisms are in place, funding continues to flow, and processes remain transparent, then financing will be mobilized faster and wider for local climate change adaptation and mitigation.

- Maximize environmental services by implementing evidence- and hazard-based adaptation and mitigation innovations that are locally relevant and context-specific (**outcome 3**): This approach posits that if context-specific nature-based climate change adaptation and mitigation strategies are implemented with community participation, and assuming that disaster risks will not worsen in the next five years and key organizations (Protected Area Management Boards, local CSOs) perform their mandate of monitoring, conserving, protecting, and managing the environment, then the environment would be conserved, restored, and sustainably managed at the local level.

The theory of change is represented visually on Figure 1 on page 11. The black arrows demonstrate the vertical connection or the "pathway of change" from project outputs to outcomes, and eventually to project goal. In some of the black arrows are critical assumptions that underpin those pathways of change. These assumptions need to remain true if the project were to reach its higher-level objectives (i.e., outcomes and goal). The gray arrows demonstrate the interrelationship between and among project outputs. For instance, Outputs 1.1, 1.3, and 1.4 would be relevant or important inputs for achieving Output 1.2 which is climate-responsive plans and policies. Similarly, Output 1.2 is important for Output 2.1 (developing proposals and getting funding for LGUs) and Output 3.1 (implementing plans and programs). At the higher results level, outcomes are also interrelated, albeit not strictly linearly.

Additionally, as visually represented in Figure 2 on page 12, the CRC Project's theory of change is rooted in multiple existing frameworks including Philippine National Climate Change Action Plan (NCCAP) 2011-2028; Philippine Development Plan (PDP) 2016-2022; and USAID Country Development and Cooperation Strategy (CDCS) 2020-2024. The bold outlines show how CRC's outputs and outcomes are related or contributes to the results areas of these frameworks. For instance, all capacity building activities under CRC contributes directly to Knowledge and Capacity Development result area of NCCAP, Output 1.1 of the PDP, and Intermediate Results (IR) 1.4 and 3.4 of the USAID CDCS and indirectly contributes to IR 3.2 of USAID CDCS. In addition to these Philippine-specific frameworks, the theory of change is also aligned with USAID's framework on Journey to Self-Reliance which focuses on building capacity while strengthening commitment to advance local development

Figure 1. CRC's Theory of Change

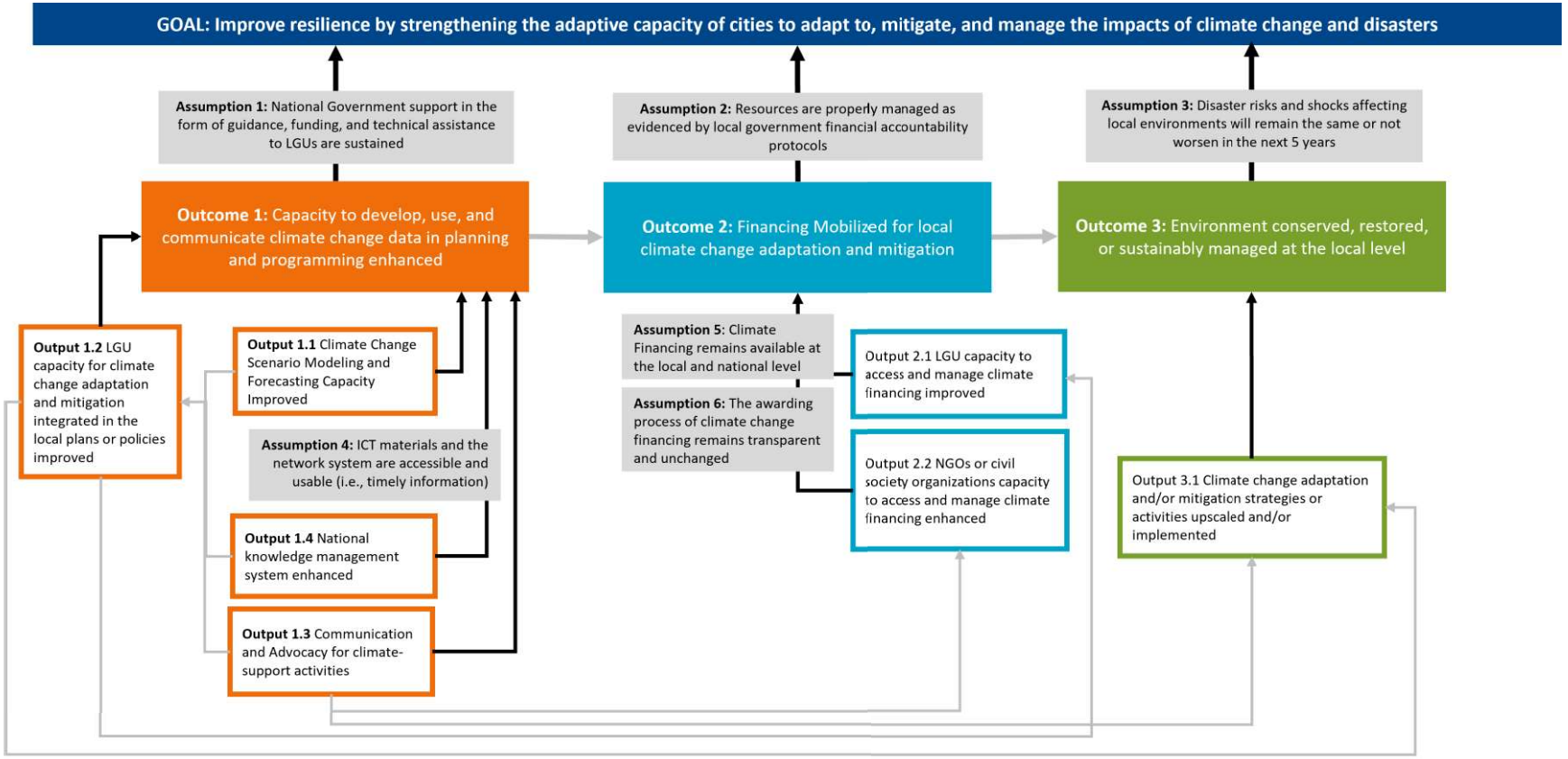
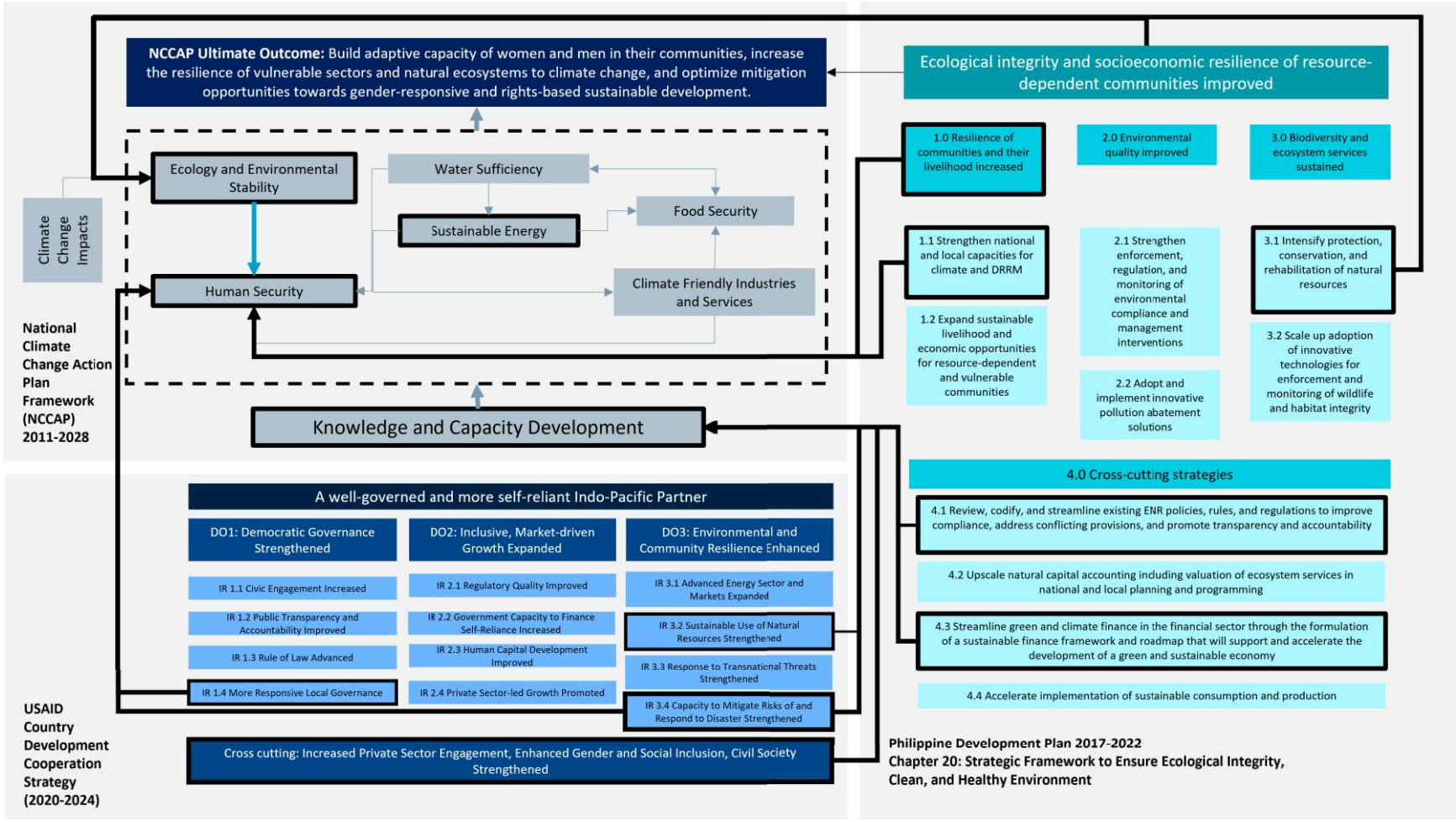


Figure 2. CRC in the national context



1.3 Key Activities for Year 1 and Expected Progress towards Achieving Program Results

Section 1.3 provides a detailed discussion of key activities to be undertaken for Year 1, and how they will contribute to achieving the program results and performance measures. The discussion will begin with an overview of project startup activities. This will be followed by a detailed discussion of activities for Year 1. The discussion will be organized sequentially based on the three project outcomes, and their corresponding outputs and activities. Most of the activities for Year 1 do not directly contribute to project indicator targets but serve as critical inputs to inform and refine project activities that are tied to project indicators.

COVID-19 Considerations for Year 1. All activities will be implemented according to USAID Guidelines on COVID-19 as well as Inter-Agency Standing Committee and World Health Organization Guidelines, and in coordination always with the Department of Health, the COVID-19 Inter-Agency Task Force for the Management of Emerging Infectious Diseases, LGU advice, and other local COVID-19 regulations. Despite the significant decrease in the total number of national COVID-19 cases and movement restrictions in November 2021, the CRC Project will consider the possibility of new periodic movement restrictions or varying levels of lockdown due to COVID-19 throughout the first year of the project. Depending on the Philippine government advice, the project aims to adopt a gradual return to easier travel and group gatherings in the latter half of Year 1.

As it has been done across multiple projects during 2020 and early 2021, the consortium will prioritize the safety of staff and project participants. Specific adaptations include reduced in-person meetings among project staff; the consortium has already pivoted to regular use of Microsoft Teams and other online meeting technologies to conduct interactive online engagement in place of in-person meetings. The consortium will also explore opportunities for a blended approach for the conduct of high-level events, which will involve simultaneously hosting a small group of in-person participants and a teleconferencing platform for virtual participants. The consortium has significantly reduced the budget for travel in the first year of the project, and project teams embedded in cities will instead liaise with the Chief of Party (CoP) and CRC Program Manager via remote tools. Furthermore, multiple offerings of the same training will take place where needed to ensure smaller sizes of gatherings. The contingencies for mitigating impacts of the COVID-19 pandemic are outlined further in Section 6 (Contingency Plan).

Building upon past efforts. In the CRC target cities, there are USAID projects such as the USAID-SURGE project which has made significant achievements at the city level for the cities of Iloilo, Zamboanga, Batangas, and Legazpi. The Consortium will build on outputs from previous USAID Projects, such as the Climate and Disaster Risk Assessment (CDRA) training modules and executive course collaboratively developed by the USAID-SURGE project and DHSUD, to ensure the effective implementation and usability of past efforts. This will likewise promote the standardization of CDRA best-practices among cities in the Philippines.

Full Approach and Light-Touch Approach. The CRC Project will provide a “full approach” to five LGUs (Batangas, Borongan, Cotabato, Iloilo, and Legazpi) which means these LGUs will be supported with a wide range of activities under all outcomes. For Zamboanga, however, the project will be implementing a “light-touch” approach and will be focusing mostly on

activities under Outcome 3. Zamboanga LGU is quite advanced in the process as it has recently prepared their LCCAP and other management development plans with support from the NCS Specialist of CI. As such, engagement with the city will focus on implementing those developed plans under Outcome 3.

1.3.1. Project Startup Activities

As part of the foundational startup phase of the project, the CRC consortium will hold strategic planning activities within the Consortium and pursue strategic engagement with major partners such as LGUs, NGAs, and other national partners. Within the consortium, program management governance structures and thematic working groups will be established to ensure robust collaboration. Externally, the CRC Consortium will establish the national Steering Committee (CRC-SC) or participate in an equivalent "CRC-SC" in the form of the Development Objective Agreement - Technical Work Group (DOAG-TWG) comprised of Philippine National Government Agencies under the bilateral agreement between the US and the Philippine government through the National Economic Development Authority (NEDA). This body will bring together NGAs and national partners. For each LGU, a city technical working group (C-TWG) will be established or reconstituted based on past TWGs with USAID-SURGE, to empower the local stakeholders in designing and delivering in matters of project implementation. These governance structures are described in detail in Section 2 (Implementation Approach for Year 1).

LGU Engagement Activities and Letter of Interest (LOI) from the Mayors: During this phase, the project will start engagement with all six local government units (Batangas, Borongan, Cotabato, Iloilo, Legazpi, and Zamboanga) to secure strong engagement and buy-in from the LGUs' leadership. CRS through the Chief of Party will conduct high-level meetings (in coordination with USAID as appropriate), courtesy visits, and other agenda-setting activities with the LGU leadership through their local chief executive. After the local elections in May 2022, the CRC Project will aim to secure a letter of interest from the elected local chief executives from the six LGUs that will reflect their commitment to the successful implementation of the CRC project.

National Project Launch: A project launch event will bring together key collaborators at the national level and local level. It will be an opportunity to announce the project and inform project stakeholders of the approach and desired outcomes of the project. The project launch event will indicatively happen on either in February or March 2022 and will be attended by high-level national agency representatives from the various national government agencies. Moreover, the launch will likewise include a climate finance technical conference which would bring together the major players in climate finance including multilateral agencies and international climate finance institutions. Due to considerations of COVID-19 and the upcoming elections, it is envisioned that the project launch will be a blended event of face-to-face and online attendees.

1.3.2. Activities under Outcome 1

Outcome 1: Capacity to develop, use, and communicate climate change data in planning and programming enhanced

In Year 1, the CRC Consortium will focus on improving the climate change scenario modeling and forecasting capacity of five LGUs (output 1.1) and improving LGU capacity to integrate

climate change adaptation and mitigation in the local plans or policies (output 1.2). For output 1.1, UPRI and PDRF will lead on assessing and improving the condition of hydrometeorological systems in the target cities. For output 1.2, CRS in partnership with PDRF, RMI, and UPRI will develop a Climate Change Capacity and Competency Framework (3CAF) to assess and determine the capacity-building needs of LGUs in developing, using, and translating climate information into actionable plans and programs.

Under Outcome 1, key project milestones include the following:

- Climate Change Capacity and Competency Assessment Framework (3CAF) tool developed and corresponding draft technical assessment reports for five cities are available by July 2022
- Procured and installed Internet of Things (IoT) sensors: needs-specific gateways and section sensors for two of five LGUs (e.g., Batangas, Borongan, Cotabato, Iloilo, and Legazpi) by September 2022
- Downscaled climate change projections completed for five LGUs (Batangas, Borongan, Cotabato, Iloilo, and Legazpi) by September 2022
- At least two of the five LGUs have high-resolution probabilistic flood, storm surge, and rain-induced landslide hazard maps integrated with different climate change scenarios by September 2022
- Assessment metric report (pilot resilient energy project) for all six LGUs developed by April 2022 and candidate pilot site feasibility assessment completed by September 2022

A detailed discussion of the activities that will be delivered under outputs 1.1 and 1.2 are as follows.

Output 1.1: Climate Change Scenario Modeling and Forecasting Capacity Improved	
EG.11-2: Number of institutions with improved capacity to assess or address climate change risks supported by USG assistance	Target for Year 1: 5
EG.11-1: Number of people trained in climate change adaptation supported by USG assistance	Target for Year 1: 85

In Year 1, the CRC Consortium will deliver the following activities to support five LGUs to improve both their infrastructure and human resource capabilities for climate change modeling and forecasting:

- Activity 1.1.1. Map and assess local hydro-meteorological infrastructure and systems
- Activity 1.1.2. Upgrade and improvement of identified local level meteorological systems and installment of IoT sensors
- Activity 1.1.4. Downscale provincial climate forecast models to city level
- Activity 1.1.5. Develop climate-adjusted flood, storm surge, and rainfall-induced landslide hazard maps
- Activity 1.1.6. Build capacity of LGUs on climate modeling and forecasting; and

Below is a detailed discussion of the activities under output 1.1 and how they will contribute to achieving the CRC's program results and performance measures.

Activity 1.1.1. Map and assess local hydrometeorological infrastructure and systems

In Year 1, the CRC Consortium will deliver an assessment and mapping exercise to analyze the condition and develop an inventory of existing hydrometeorological systems of five target LGUs. Effective adaptation to climate change requires an understanding of disaster risk. With technical and coordination support from UPRI and CRS, PDRF's Program Manager will lead

the design and conduct of an assessment that will identify the LGUs' needs for more data parameters and management upgrades, IoT sensors, and/or climate-risk related sensors to enhance modeling, forecasting, and preparedness. Risk assessment will be the initial step of a broader initiative for understanding risk governance for adaptation to climate change. The assessments and analyses will include management tools, access to data and information, understanding data, and access to multi-stakeholder opportunities. The tools to be implemented will vary from using standardized frameworks or through participatory approach. PDRF and CRS will also deliver capacity-building workshops with about 75 disaster risk reduction (DRR) and planning officers across the five LGUs (for PDRF, Batangas and Iloilo; for CRS, Borongan, Cotabato, and Legazpi) to validate the outcome of the assessment and mapping exercise and enhance LGU officers' knowledge of their existing hydrometeorological infrastructure and systems in terms of how this can support in decision-making and the mitigation of climate risks.

By the end of Year 1, this activity is expected to contribute to making progress to achieving program results in two ways. First, while the assessment and mapping exercise does not directly contribute to strengthening institutional capacities (see indicator EG.11-2), it will generate a baseline analysis of capabilities that will inform the CRC's strategic and tailored interventions to support infrastructure and human resource capabilities of LGUs, as described in activities 1.1.2 to 1.1.6, that will tangibly contribute to broader program results under output 1.1. Second, the capacity-building workshop is expected to contribute to strengthening the LGUs' staff capacity to assess or address climate change risks, specifically targeting 75 DRR and planning officers across the five LGUs. Representatives from state universities and colleges (SUCs) will also be engaged and trained as a means of sustaining the gains of CRC.

Activity 1.1.2. Upgrade and improvement of identified local-level meteorological systems and installment of automated weather stations.

In Year 1, the CRC Consortium will support the installation of IoT sensors including automated weather stations (AWS) and seismic sensors depending on city topography and need for the five LGUs, drawing from the baseline analysis from the assessment and mapping exercise to be undertaken in Activity 1.1.1. AWS will collect data on rainfall, temperature, humidity, and pressure whereas seismic sensors will be used to monitor rainfall-triggered landslides and debris flows. It can also be used when typhoons are approaching where generated ocean waves can be correlated with ground motions, which are recorded as signatures in seismic data[1][2][3]. These instruments, when complemented with the national datasets, are invaluable in strengthening people-centered early warning systems. In the long run, they are also important in contributing to the database for climate science.

Detailed cost assessments will be conducted for each of the five LGUs, and participatory consultations will be held with the LGUs before installation to ensure ownership and accountability. Key sub-activities include (i) site identification to determine the suitable locations for IoT sensors based on technical requirements and additional ocular inspections, (ii) procurement and installation of need-specific IoT sensors for the five LGUs, and (iii)

[1] Chi, WC., Chen, WJ., Kuo, BY. et al. Seismic monitoring of western Pacific typhoons. Mar Geophys Res 31, 239–251 (2010). https://doi.org/10.1007/s11001-010-9105-x
[2] Gualtieri, L., Camargo, S. J., Pascale, S., Pons, F. M. E., & Ekström, G. (2017). The persistent signature of tropical cyclones in ambient seismic noise. Earth and Planetary Science Letters, 484, 287-294. https://doi.org/10.1016/j.epsl.2017.12.026
[3] Retailleau, L., Gualtieri, L. Multi-phase seismic source imprint of tropical cyclones. Nat Commun 12, 2064 (2021). https://doi.org/10.1038/s41467-021-22231-y

training of at least two local government representatives per LGU on the operation and maintenance of installed automated weather stations.

By the end of Year 1, the five LGUs will have appropriate AWS and seismic sensors installed, which will contribute to building LGUs' capacities to assess or address climate change risks (see indicator EG. 11-2). About 10 representatives from five LGUs will be capacitated on how to utilize sensor data in decision-making and mitigation of climate risks (see indicator EG.11-1). In addition, activity 1.1.2 will contribute to activity 1.1.3 (to be delivered in Year 2), which is the introduction of an innovative internet of things (IoT)-based Decision Support System to enable risk-informed LGU decision-making.

Activity 1.1.4. Downscale provincial climate forecast models to the municipal level

In Year 1, the CRC Consortium will undertake locally relevant climate forecasts; the project will support the downscaling of climate change projections to city level and increase LGUs' access to high-resolution climate forecast models. UPRI brings their local expertise in climate modeling. Statistical downscaling will be based on national climate scenarios and data produced by Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA) using the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathway (RCP) 4.5 (moderate emission scenario) and RCP 8.5 (high emission scenario) for 2049 and 2079 based on 5-year, 25-year, and 100-year return periods. UPRI will use downscaled climate change projections and available baseline data to support the preparation of climate-adjusted flood, storm-surge, and rainfall-induced landslide hazard maps. These probabilistic maps will assist in mitigation initiatives such as drainage and flood control systems and upstream land management practices and risk-sensitive planning.

Climate change adjusted rainfall values are provided by PAGASA at the provincial level, which will then be further downscaled to the municipal level to obtain values that better represent the rainfall falling over the area. The flood models will run for 36 hours, with the initial 24 hours simulating rainfall. The methodology presented is based on the steps currently being employed in creating high-resolution probabilistic flood hazard models, which may be updated to include new knowledge and data during the development of flood models. The methodology to be undertaken by UPRI will include the following steps:

1. Calculation of Rainfall for Various Rain Return Periods
2. Determination of Storm Profile
3. Generation of Intermediate Values and Downscaling
4. Calculation of Percent Change
5. Determination of Accumulated Rainfall Values

The climate change-adjusted rainfall values and the storm profiles that were selected will be used as input in creating probabilistic models that depict flooding at different rainfall scenarios. The data may be used in simulating other hydrometeorological hazards such as storm surges and rainfall-induced landslides.

By the end of Year 1, the five LGUs will have downscaled climate change projections, which will be used in the development of climate-adjusted flood, storm-surge, and rainfall-induced landslide hazard maps.

Activity 1.1.5. Develop climate-adjusted flood, storm surge, and rainfall-induced landslide hazard maps

In Year 1, the CRC Consortium will use downscaled climate change projections and available baseline data by PAGASA and IPCC from Activity 1.1.4 to support the preparation of climate-adjusted flood, storm-surge, and rainfall-induced landslide hazard maps. These probabilistic maps will assist in mitigation initiatives such as drainage and flood control systems and upstream land management practices and risk-sensitive planning. For drought, the project will refer to the National Drought Plan of the Philippines published by UNCCD last April 2019 as a baseline starting point for project drought models. Furthermore, data from PAGASA and IPCC AR6 will be utilized by the CRC Consortium.

Major hydrometeorological and geologic hazards that affect LGUs and communities include floods, storm surges, and landslides. Hazard maps for the whole of the Philippines are already available through various national agencies as well as in the academe, but climate projections and their exacerbating effects are yet to be considered with a new set of maps. As per the National Framework Strategy for Climate Change 2010-2022, disaster risk reduction is 'the first line of defense' in combating the effects of climate change. The development of hazard maps adjusted according to climate projections in terms of rainfall conditions and sea-level rise generated from PAGASA's wind data are also part of disaster risk reduction measures. For Year 1 of the CRC Project, UPRI will lead the initial work in developing hazard maps for floods, storm surges, and rainfall-induced landslides for each of the five LGUs:

The flood hazard maps will be created through flood modeling and simulation using Flo-2D and ESRI's ArcGIS. Input data will include climate change-adjusted rainfall values and digital elevation model obtained using LiDAR. For a particular study area, multiple flood hazard maps will be produced showing flood scenarios of events of different return periods and climate change scenarios. The flood maps will show the likelihood of a particular event happening and the magnitude of the event due to climate change.

- The storm surge hazard maps will be produced using the JMA (Japan Meteorological Agency) storm surge model and the FLO-2D model. For tropical cyclone data to be incorporated in the model, stochastic tracks will be generated using the Tropical Cyclone Risk Model (TCRM) developed by Geoscience Australia. Climate change projections will be considered when generating the tropical cyclone tracks. Coastal flooding will be simulated using the FLO-2D model with sea-level rise projections incorporated in the model. The output of the storm surge simulations and mapping will include storm surge hazard maps showing storm surge inundation heights for the different return periods of events, on different climate change scenarios, and for current and adjusted shorelines.
- The rainfall-induced landslide hazard maps will be produced using a model called TRIGRS-P (Transient Rainfall Infiltration and Grid-Based Regional Slope-Stability Model), which has a probabilistic approach and is based on the infinite slope model. Climate change scenarios will be incorporated into this model by adjusting the rainfall data to be input into the simulation. The hazard maps categorize areas into low hazard, medium hazard, and high hazard. Multiple rainfall-induced hazard maps will be generated for a study area as simulations consider different rainfall return periods and climate change scenarios.

Initiated in Year 1 and expected for completion in Year 2, the mapping work for high-resolution probabilistic flood, storm surge, and rain-induced landslide hazard maps integrated with different climate change scenarios will be undertaken. By the end of Year 1, at least two of

the five LGUs are expected to have high-resolution probabilistic flood, storm surge, and rain-induced landslide hazard maps integrated with different climate change scenarios. All five LGUs (Batangas, Borongan, Cotabato, Iloilo, and Legazpi) having high-resolution probabilistic flood, storm surge, and rain-induced landslide hazard maps by Year 2 and comprehensive hazard assessment reports by Year 3. The hazard maps can be used to provide capabilities to LGUs and their communities in identifying and managing risks to adapt to climate-induced natural hazards. These hazard maps will contribute to building LGUs' capacities to assess or address climate change risks (see indicator EG. 11-2). These hazard maps will also contribute significantly to the formulation and enhancement of their Enhanced LCCAPs.

Activity 1.1.6. Build capacity of LGUs on climate modeling and forecasting

In Year 1, the CRC Consortium will (i) carry out an assessment of current LGU capacity in modeling, forecasting, GIS and hazard mapping, communication, and knowledge management, and (ii) address prioritized capacity gaps through capacity-building workshops and training in these areas. PDRF and CRS will lead in carrying out the assessment in Year 1 as well as the delivery of capacity-building workshops and training in Year 2 (for PDRF, Batangas and Iloilo; for CRS, Borongan, Cotabato, and Legazpi).

The assessments will provide inputs for UPRI to develop the training modules. The modules will then be tailor-fit to the current capacities of the city in collaboration with the City coordinators, Resilience officers, and NCS Specialists. The training for LGUs on GIS, hazard map generation, translation and impact analysis will occur in Year 2 of the project.

Output 1.2: LGU capacity for climate change adaptation and mitigation integrated in the local plans or policies improved

Activity 1.2.1. Develop the Climate Change Capacity and Competency Assessment Framework (3CAF) and design a capacity-building curriculum for LGUs

In Year 1, the CRC Project will develop and carry out the Climate Change Capacity and Competency Assessment Framework (or 3CAF) to five LGUs (Batangas, Borongan, Cotabato, Iloilo, and Legazpi). CRS, PDRF, and UPRI will engage with the five LGUs in the development and conduct of the 3CAF, which will define a methodology and framework for outlining the gaps at institutional and individual levels needed to improve adaptation and mitigation planning and implementation. The 3CAF will also include gender and social inclusion considerations to support streamlining these in LGU planning. The 3CAF will be conducted for each LGU through multi-stakeholder workshops and technical assessments by the CRC team. The competency framework will assess the attitude, knowledge, and skills needed at an individual level, while the capacity framework will assess capacities needed at an organizational and institutional LGU-level (e.g., governance, planning, resources, knowledge management, proposal development, climate financing). About 120 city government and local external stakeholder representatives are expected to participate in 3CAF workshops. Throughout the development and conduct of the 3CAF, the CRC Project will work in close collaboration with national agencies, such as the CCC, DILG and DENR, to support the adoption of the 3CAF as part of the national strategy for assessing the climate capacities of Philippine cities.

The 3CAF report will be the basis of the initial engagement with the new administration of local chief executives once they assume office in July 2022. A joint reflection and action

planning workshop will be conducted with each LGU to discuss the findings and recommendations of the report and jointly prioritize key actions that the CRC and LGU can pursue in the upcoming year, including what specific project activities incorporating gender and social inclusion considerations can the LGU reasonably and practically support given their constraints. The action plan will also include the resources and/or investments needed to operationalize the recommendations, including the expected counterpart contribution of the LGUs. The progress in the action plan will be used to track and report on improvements in LGU capacities and competencies. Additionally, the action plan will be the basis of the year-end review of the partnership between CRC and the LGU and another round of planning workshops for the next year.

Analysis and recommendations from the 3CAF reports developed under Activity 1.2.1 will feed into the design of several CRC activities, including Activity 1.1.6. (Build capacity of LGUs on climate modeling and forecasting), Activity 1.2.2 (Support LGUs in conducting CDRA and developing hazard maps), Activity 1.3.1. (Develop a communication plan to share information about climate funding opportunities for LGUs), and Activity 2.1.5 (Build capacity of LGUs on proposal design and development, and climate project management, monitoring, and evaluation).

By the end of Year 1, each of the five CRC partner cities will have its draft 3CAF final technical report for validation by the city technical working group. Throughout the development and implementation of 3CAF, the CRC Project will advocate at the national level to integrate the 3CAF into the national strategy for assessing capacities of Philippine cities. This will be achieved by working closely with relevant national government agencies throughout the development and implementation of 3CAF.

Activity 1.2.5. Implement a pilot energy project to increase city adaptive capacity

An average of 20 typhoons enters the Philippine area of responsibility annually. Due to climate change, these typhoons get stronger over time and have been causing more damage. In 2013, Typhoon Haiyan destructed many parts of Visayas and Luzon, and recovery became harder due to lack of electricity that was crucial for many emergency support services.

The CRC Project, led by RMI for this specific activity, will conduct an initial internal assessment to identify the city that will benefit the most from the pilot resilient energy project to provide better adaptive capacity when their power lines are cut or disrupted in the event of a natural disaster. The six project sites will be evaluated based on vulnerability to extreme weather events, capacity of the local distribution utility to immediately recover after a disaster, and number of residents that will benefit based on where the project will be built.

After the initial baseline assessment, the results will be validated by engaging with LGU and local energy stakeholders in each city to determine the impact of a resilient energy project. RMI will present the findings of the impact assessment to CRS, UPRI, PDRF and CI for the whole consortium to decide on the pilot project site most suitable for the renewable energy project.

By the end of Year 1, the site impact, feasibility, and technical assessment reports for the selected pilot site shall be available. Constant coordination with the pilot site LGU and local stakeholders will be maintained and strengthened. All research and coordination work done

in Year 1 will be in preparation to get the buy-in of the LGU, as well as permitting and the securing of funding in Year 2.

1.3.3. Activities under Outcome 2

Outcome 2: Financing mobilized for local climate change adaptation and mitigation

In Year 1, the CRC Consortium will initiate a study as a comprehensive mapping exercise to define best practices and challenges for managing climate finance (including climate finance architecture and climate finance readiness), map out available private sector actors investing/working in CCA or CCM (in accordance with USAID's goals around Private Sector Engagement, particularly in regards to training) and identify climate financing opportunities for CSOs in five cities (Batangas, Borongan, Cotabato, Iloilo, and Legazpi). The CRC Consortium will also host a technical conference on climate financing in March 2022, engaging broadly with technical experts and the private sector. The objective of the technical conference is to determine the institutional arrangements on climate finance focusing on climate finance architecture and climate finance readiness at the national level. While the activities for Year 1 under outcome 2 will not directly contribute to the CRC's performance measures, the activity outputs (which will be completed in Year 2) are expected to provide a comprehensive baseline assessment and strategic recommendations that will define the strategic interventions of the CRC Project for Years 2 to 5.

Outcome 2 is anchored on strategic engagement of CSOs as stakeholders involved in climate finance mobilization. Hence, the private sector will be engaged in this mobilization process, together with NGOs, academe, and other actors in relation to their roles on climate finance. Ultimately however, Outcome 2 will focus on providing CSOs the tools to assist LGUs in accessing climate finance in various levels.

Linkages with the private sector actors (through a National Private Sector Advisor) will provide support towards understanding and navigating the regulatory and fiscal barriers to private sector engagement; market assessments and private sector mapping; leveraging private sector services and goods; and capacity building on private sector partnerships.

Under Outcome 2, key project milestones include the following:

- Conduct the technical conference on climate financing with a draft technical report by May 2022
- Mapping and assessment of climate financing for CSOs developed for five LGUs by September 2022

A detailed discussion of the activities that will be delivered under outputs 2.1 and 2.2 are as follows.

Output 2.1: LGU capacity to access and manage climate financing improved

Activity 2.1.1: Organize a technical conference on climate financing

The CRC Consortium will host a technical conference on climate financing in March 2022, just before the election campaign season for local positions starts on 25 March 2022. The objective of the conference is to determine the institutional arrangements on climate finance

focusing on climate finance architecture and climate finance readiness at the national level. Institutional processes and the enabling policy environment on climate fund flows towards the subnational level shall also be explored. The main target participants for this conference are NGAs, entities and conduits of climate finance, and the leadership of the five CRC cities. The output for this activity is a technical report, with one climate finance architecture produced as an indicator.

Output 2.2: NGOs or civil society organizations capacity to access and manage climate financing enhanced

Activity 2.2.1 Conduct study on: [1] CSO/NGO mapping; [2] CSO/NGO SWOT on climate finance; [3] Climate fund mapping; and [4] Climate fund challenges/best practices

Towards the end of Year 1, the CRC Consortium would have initiated the following: i) mapping of CSO/Non-government Organizations (NGOs) working on climate change in targeted areas; ii) assessing NGO/CSO strengths and weaknesses for accessing funds; iii) mapping current and future available climate funding sources (e.g., grants, loans, partnerships). UPRI will lead the study by conducting desk research, organizing climate finance and validation workshops with various CSOs in the five cities, mapping according to climate finance tracking/fund flow, key informant interviews, and report writing. CSOs and NGOs in the five CRC cities engaged in climate finance will be targeted under this activity. The activities aim to engage up to 35 CSOs/NGOs in five cities (Batangas, Borongan, Cotabato, Iloilo, and Legazpi).

By the end of Year 1, while the activities under output 2.2 will not directly contribute to the CRC's performance measures, the activity outputs (which will be completed in Year 2) are expected to provide a comprehensive baseline study and strategic recommendations that will define the strategic interventions of the CRC Project for Years 2 to 5. The online capacity building modules, which are expected to be completed in Year 3, will also contribute to enhancing CSOs'/NGOs' capacity to access and manage climate financing.

1.3.4. Activities under Outcome 3

Outcome 3: Environment conserved, restored, or sustainably managed at the local level

In Year 1, the CRC Consortium will support each LGU to identify, design, and implement adaptation and/or mitigation strategies or activities specific to their community goals and the diversity of local adaptation priorities. The NCS Specialists will work with LGU counterparts to coordinate mapping activities in Outcome 1 to assess existing climate adaptation/mitigation strategies, natural climate solutions (NCS can be defined as actions that protect, conserve, restore or improve the use or management of important ecosystems, including agricultural ecosystem, while maintaining their capacity to absorb and store carbon from the atmosphere), and gaps and scalability. They will conduct feasibility studies, risk assessments, and resource inventory based on the CDRAs and develop a menu of natural climate solution strategies and innovations appropriate for the climate context.

Under Outcome 3, key project milestones include the following:

- At least four site-relevant capacity building programs for environmental law enforcement developed and approved by April 2022

- A validated and acceptable grant agreement with LGUs per site developed by August 2022

Output 3.1: Climate Change adaptation and/or mitigation strategies or activities upscaled and/or implemented

Activity 3.1.1. Map existing climate adaptation/mitigation strategies (natural climate solutions), gaps and scalability, including Indigenous Peoples, fisherfolks, and farmers as resource users/managers

In Year 1, the inventory of NCS for climate change adaptation and mitigation for each of the six LGUs (Batangas, Borongan, Cotabato, Iloilo, Legazpi, and Zamboanga) will highlight this activity. Each inventory report will list NCS projects that have been completed, are being implemented, or otherwise are in the planning stages. The activity will build on proven approaches that underscore evidence covering non-traditional and traditional systems and strategies. The NCS inventory will include information on geographic location, sectoral coverage, stakeholders (households and vulnerable groups such as women, youth, elderly, etc.) affected and benefit ed, funding sources, costs involved, gaps in implementation, and potential scalability, among other important data. The inventory will segregate urban, rural, and ecosystem-specific NCS, or NCS-related programs and initiatives. The activity is aligned with Activity 3.1.2, specifically on resource and environment profiling, and will address the improved sustainable landscape concern of the project.

Spatial analysis is built into the activity design thus, maps will be produced for easy visualization of the locations and distributions of NCS and NCS-related projects (existing, undergoing implementation and planned). The CI GIS team will lead the spatial analysis and mapping activity in coordination with UPRI. The UPRI GIS will be requested to provide initial climate data to the spatial outputs, focusing on hazards and vulnerability from various climate perils.

The NCS Specialists of CI will coordinate closely with the appropriate LGUs to access the needed data and information. Sources of information will include relevant plans (City Development Plan (CDP), Comprehensive Land Use Plan (CLUP), Forest Land Use Plan (FLUP), etc.), technical reports on existing, under implementation and completed projects, and maps and reports on research studies conducted and are ongoing. Hybrid NCS (green-gray infrastructure) such as engineered conservation schemes and other non-engineered nature-based actions will be documented and assessed on their social, cultural, economic, and environmental impacts and significance. While CI is in the process of developing 10 green-grey infrastructure concepts that can be shared with the six LGUs, the inventory report is valuable information that can robustly and eventually increase the number of green-grey infrastructure concepts available to the partner LGUs and other stakeholders. By the end of Year 1, six LGUs will have their inventory reports which will feed into a series of workshops with LGUs starting Year 1 to Year 3. The workshops are intended to generate a menu of NCS strategies that each LGU may select for refinement and inclusion in their NCS portfolio for implementation.

Activity 3.1.2. Conduct risk assessment, environment, and resource profiling

Resource and environment profiling is a crucial step in determining the appropriateness of NCS strategies in specific geographic zones. It covers the landscape of the six cities including the surrounding forest lands. The profile and the accompanying spatial representation that

include land uses (policy- and non-policy designated) are essential elements in classifying the areas and economic sectors that are vulnerable to climate perils. Using climate scenarios and impact models (heavy rainfall, flooding, and drought) that the project will produce, the LGUs could make rational decisions in selecting the appropriate NCS strategies. There are two phases involved. The first phase is diagnostic profiling work using information available from various sources such as local plans (CLUP, FLUP, etc.) from where major profiling activity will hinge on. The profiling activity will underscore gaps in climate management prescriptions across sectors (NCS related) and limitations in the contents of existing prescriptions; the CRC team, through the appropriate CRC thematic working group will undertake vetting to identify gaps and limitations of available management prescriptions. Should diagnostic profiling reveal gaps in drought data and information, for cities affected by this phenomenon, the project will develop drought scenarios appropriate for the city using data from the National Drought Plan of the Philippines published by UNCCD last April 2019 as a starting point.

Initial spatial analysis of forest land in each city is included in the profile. It will determine the watersheds inside and outside the city's political boundary. The landscape analysis will identify the appropriate NCS measures for the city and the NCS-focused broad policy recommendations on nature-based strategies that the city leaders can use to encourage adjoining LGUs to participate in developing landscape approaches to climate resiliency actions. The goal is to put a large swath of the landscape under a unified NCS program to improve forest cover, stabilize (erosion) vulnerable zones, and secure continuous support to conservation and climate change programs. The exercise will document improvements in the sustainable management of the landscape through collaborative efforts across LGUs in direct and indirect CRC intervention zones.

The second phase is the completion by UPRI of its climate and hazard profiles in Year 3. Their integration in the environment and resource profiles will complete risk assessment and guide CI in preparing the city-specific menu of NCS strategies that could be classified into; a) small grants assistance, b) proposal development to access external funds, and c) co-financing.

The activity is linked with Outcome 1 (being climate data-dependent). It is also linked with Outcome 2 as LGU funds are meager to initiate robust funding of CRC initiatives.

Activity. 3.1.3. Capacity-building on ecosystems and various services

Building the skills and knowledge of LGUs on ecosystems management to obtain sustainable benefits from the various goods and services they provide is a challenge to the CRC project. The designing of a comprehensive capacity-building program will be a results-oriented scheme. Each participant will be required to prepare a re-entry program (2 years) based on the LCCAP. The re-entry topics may include, at the minimum, new climate change adaptation prescriptions, action areas contained in LCCAP but lacking action details and funding, and activities in need of justifications to merit funding considerations by LGU. The program builds on the need to establish authority, responsibility, and accountability across directly involved LGU personnel and offices in implementing the LCCAP and related management plans that include watershed management plan, forest land use plan, and other NCS-related plans. The capacity building design will encompass various ecosystems (forestry, coastal and agriculture) of the LGU; hence, a city-specific training design and program is output. The design per city will consider the capacity building designs of UPRF, UPRI, RMI and CRS in consideration of; 1) orderly scheduling of training activities, 2) rationalized contents aligned

with other CRC training designs and programs, and 3) CRC criteria in designing capacity building program.

Not all cities are included in the activity. The designing and implementation of training, which will be initiated in Year 1 but will be completed in Year 2, will cover cities with natural capital assets, particularly those with watersheds and coastal areas. The 3 cities likely included are Zamboanga, Borongan and Cotabato, all surrounded by forest lands that provide direct and indirect ecosystem goods and services. Of the 3 other cities which are urban in classification, basic orientation on urban ecosystems management is ostensibly the only option available, thus, the profiles under Activity 3.1.1 will aid in crafting the orientation program.

The NCS Specialist in each LGU will undertake a quick training needs assessment (TNA) using a simple tool taking into consideration past TNA results (3-4 years old) connected with training designs and activities on natural resources and environment management and climate change adaptation and mitigation. The TNA results should help determine training gaps (themes) and limitations (subjects covered by a theme) from where the designing of the training needs will emanate from. In Zamboanga City, "light touch" will engage the consortium members in assisting the CI team in including relevant subjects to the training design. They will likewise assist CI in reviewing, testing, and finalizing the training design.

Activity 3.1.4 (only for Zamboanga) Review of LCCAP for possible enhancement

The NCS Specialist of CI, prior to his engagement with CI in the CRC project, was the lead person of the LGU of Zamboanga City in the preparation of the city's LCCAP and other management and development plans. As such, reviewing the document to determine weaknesses and gaps based on the fundamentals of NCS strategies is a task that could be accomplished easily and with assured quality outcomes. Being privy to its contents, processes observed, and the major participants from start to end of preparation and approval, the advantage to CRC is unquestionably in place. CI will coordinate with those involved in the preparation of LCCAP, from personnel assigned in the main office handling the matter up to the city council and the specific council committee that is handling climate change and natural resources sectors, and further up to the chief executive. This approach guarantees an exhaustive, inclusive, transparent, and participative review process, and quality outputs to enhance the LCCAP. Assistance by CI will include preparing the approved adjustments to the LCCAP, mainly the NCS inputs which would be the focus of the review process. Concurrently, a review of the CDRA for both terrestrial and marine/coastal resources will be conducted. This will aid in identifying the gaps and opportunities in the current CDRA to ensure a robust and responsive LCCAP.

A series of workshops/discussions will be conducted with key LGU representatives and offices to discuss the identified gaps and opportunities, and areas of improvement in their current LCCAP. In this regard, CI will prepare the results of its internal review of the LCCAP and CDRA and use them to engage the participants during the consultative workshops. The menu of NCS strategies selected will be integrated into the enhanced LCCAP.

This activity is linked with Activity 3.1.1, the output of which will be included in a workshop that will present (for validation by a wider audience) the inventoried and mapped NCS and NCS related projects (existing, under implementation, and planned). The details of the inventory will provide specific geographical and sectoral coverage of the NCS prescriptions for better planning and decision-making. Representatives from NGAs will be invited to this special activity.

Support from UPRI and PDRF is needed in reviewing the pre-workshop inputs to the enhancement of LCCAP and CDRA, and in ensuring consistency of CI's assistance with the principles being followed in undertaking similar activities in the other 5 LGUs.

Activity 3.1.5: Grant agreement

To support the implementation of climate resilience programs of the 6 LGUs, the project will provide small grants either as a seed fund to start a new NCS project or as a bridge fund for ongoing NCS projects. The NCS project(s) to be funded should be anchored on the LCCAP and/or DRRM Plan. The amount per LGU will be capped at PhP 1,500,000 thus the selection of projects will consider a set of CI decision criteria to optimize its usage. Albeit the consortium will exert effort to raise funds to demonstrate and implement NCS projects from the menu of NCS strategies that each LGU will be provided with by the project, the limited amount of the small grant portfolio constrains CI to exercise extreme fiduciary prudence in its use. Some activity examples that may be financed may include support for any retrofitting works on climate-proofing infrastructure/facilities, sourcing seedlings of endemic species for urban forestry activities to enhance urban biodiversity and improve the green quality of the city, and sourcing of climate-smart agricultural crops for urban farming communities, among other things. The use of native bamboo to stabilize banks of riparian areas and for carbon sequestration will be considered, too. Lastly, complementation work for existing green-grey infrastructure will be a priority.

For Year 1, the decision criteria will be developed by CI in consultation with the consortium partners and the relevant working groups of the project. The link between outcomes 1 and 3 and among the 3 outcomes will help optimize the use of the small grant to each LGU through holistic planning using climate scenarios and impact models that UPRI and PDRF will handle in support of enhancing the LCCAPs of the 6 cities. Some of the items in the decision criteria may include consistency with LCCAP and Disaster Risk Reduction and Management (DRRM) plan, zoning classification of the intervention site, number, status (risk from climate perils based on impact models) and types of beneficiaries, and the proportionate cost of the intervention with scaling up approaches, among other criteria. The development of decision criteria will ensure wise allocation and use of the small fund per LGU and that the selected interventions are aligned with the project goal, vision, mission, and objectives.

A template of the grant agreement will be developed by CI in coordination with the LGUs. It will include the responsibilities of the LGU, a standard monitoring mechanism, complementary funding, or resource deployment from the LGU, as well as other parameters such as those described above.

Activity 3.1.8: Support enforcement of environmental laws through capacity strengthening and links to monitoring innovations

The impacts of climate change in the Philippines are exacerbated by the poor enforcement of environmental laws causing wanton and illegal cutting of trees (upland and lowland forests and mangrove forest), uncontrolled forest land conversion to unsustainable farms, conversion of mangrove forests to inappropriate land uses, and worse, alienation of forest lands for other purposes through unhinged violation of national laws on land disposition and administration. National parks suffer the same fate as forest lands across the country. The establishment of

monocrop plantations in conservation zones and weak management of production zones that result in low carbon sequestration capability of forest lands is one classic problem resulting from weak land governance. The unabated encroachment of illegal settlers in national parks and watersheds, the failure to enforce easement rules, the destruction of coral and seagrass beds, as well as illegal fishing are additional factors that contribute to climate change issues. In the 6 LGUs, most forest lands and national parks (watersheds) are located outside the city boundaries, but their ecological influences are direct. For example, the impacts of forest degradation are felt in population centers especially during summer months when drought phenomenon is a consistent annual problem. Downstream flooding during the rainy season is the other problem that besets population centers. In short, it is an annual cycle of disasters offering no period of respite to the vulnerable communities and economic sectors of the cities. As for the coastal communities in some of the 6 LGUs, the clearing of mangroves has made them vulnerable to storm surges, while the destruction of mangroves and coral reefs has made fishing more difficult, thus reducing the resiliency of fishing communities from the effects of climate perils.

For the project's holistic approach of improving the resilience of partner LGUs, the project will improve their capacities to enforce environmental laws, rules, and regulations. To provide for a structured approach to this activity, a capacity assessment of partner LGUs and site-based stakeholders will be undertaken. And in line with Activity 3.1.2 which indicates the landscape approach to enforcement that includes in the design of the adjoining cities or municipalities to each of the 6 LGUs, the direct and indirect impact zones of forest degradation, and the resultant effects of climate change induced disasters will be spatially programmed. Offsite and indirect enforcement interventions in watersheds located outside of a city's jurisdiction will be assessed such as cases of management of the area by a water district, or the area is under a co-management agreement with Department of Environment and Natural Resources (DENR).

Note that due to the election period, no capacity building activities pertaining to enforcement will occur in Year 1. Year 1 will only include assessments and the development of modules for implementation of capacity building in year 2.

Activity 3.1.10. Development of a national advocacy plan

The CI team will advocate for institutionalizing NCS as a climate resilience strategy by LGUs with standardized outcome indicators at the national level. Institutionalization will include the use of additional climate resiliency guidelines and modeling frameworks that the project will develop. Identification of cost-effective NCS approaches to improve climate resilience and the preparation of scientifically vetted menu of NCS strategies will be the subject of the national advocacy plan. The replication of the menu of NCS strategies in other LGUs outside of the 6 pilot LGUs is the overarching purpose of the national advocacy plan. The implementation of the NCS menu by other LGUs may be addressed in the future by the expanded funding available to LGUs through the increase in Internal Revenue Allotment shares resulting from the Mandanas ruling of the Supreme Court.

The NCS strategies will cut across multiple disciplines and national government agencies whose mandates are implemented by LGUs pursuant to the devolution of NGA functions under the Local Government Code. The Consortium will engage with various NGAs who could potentially serve as project partners and champions in mainstreaming NCS as an LGU climate resilience strategy. In line with this approach, the project will be working closely with various

NGAs that can provide cross-cutting technical support to LGUs as they build their holistic NCS-based programs. Below are some of the agencies to be engaged by the activity:

1. DENR – forest land use planning, appropriate urban forestry or greening programs, watershed protection and restoration
2. Department of Agriculture (DA) / Bureau of Fisheries and Aquatic Resources (BFAR) – fisheries and marine protected areas, mangrove restoration and rehabilitation, climate resilient mariculture
3. DA – climate-smart agriculture and farmer field schools
4. CCC – LCCAP development and compliance monitoring
5. National Disaster Risk Reduction and Management Council – DRRM planning and monitoring
6. Department of Human Settlements and Urban Development– CLUP planning and monitoring
7. DILG – monitoring compliance with local planning according to the Local Government Code and devolved functions
8. Department of Public Works and Highways – infrastructure planning related to national roads, bridges, and flood control
9. National Irrigation Administration – planning and developing irrigation systems

The project will work with the CRC Project Steering Committee (CRC-SC) or the technical working group under the US/USAID bilateral agreement with the GPH/NEDA (DOAG-TWG) to encourage member NGAs to promote and include the NCS framework and strategies in their respective programs. From there, CI will work with the individual agencies to develop their NCS roadmaps for policy-based implementation by LGUs. The roadmap to be developed will be iterative during the life of the project. This approach will ensure the sustainability of the application of the NCS framework and strategies through its institutionalization at the local level. A compliance scorecard on NCS application may also be developed as part of the DILG's monitoring tool for LGU compliance.

2. IMPLEMENTATION APPROACH FOR YEAR 1

2.1 Collaboration with Major Partners

This section describes the details of collaboration of the CRC Project with major partners for Year 1, which will mainly include LGUs, NGAs, and key national partners.

Local government units of six cities (Batangas, Borongan, Cotabato, Iloilo, Legazpi, and Zamboanga): CRS strongly believes that local organizations are best able to drive strong program outcomes and transformational change and that decisions should be made by those closest to the problem. The CRC project will actively engage diverse national and local organizations throughout the lifecycle of the project. Strengthening local leadership will enable local institutions to sustainably direct their development and prioritize their needs. The CRC Consortium will establish a strategic partnership with six LGUs from the onset of the project, with Year 1 focusing on securing strong engagement and buy-in from the LGUs' leadership. CRS through the CoP will conduct high-level meetings (in coordination with USAID as appropriate), courtesy visits, and other agenda-setting activities with the LGU leadership through their local chief executive.

Consortium partners have experience in each of the six LGUs and will capitalize on the established relationships to promote progress against targets, adaptive management, and continuous learning. Specifically, in Luzon, CRS has relationships with the Legazpi City mayor and CI and PDRF have experience in Batangas City; in Visayas, CRS has worked in partnership with Borongan City for seven years, with CI having 5 years of partnerships in Iloilo through their green-grey infrastructure project and strong relationships with the LGU and water district in Zamboanga City through the USAID-funded Protecting Wildlife project; and CRS has ongoing relationships across the Ministry of Interior and Local Government from over 2 decades of local-level peacebuilding work in Cotabato City. Finally, through its ongoing technical support for Public Service Continuity planning, PDRF has access to all DRR Offices of LGUs nationwide, in addition to access to the regional offices of the Department of Trade and Industry as co-convenor of MSME Resilience.

Project staff, such as City Coordinators, Resilience Officers, and NCS Specialists, will be embedded in LGU offices, ensuring end-to-end accompaniment for LGU staff, and thus building sustainability throughout the five-year project. At the city level, the project will deliver robust multi-stakeholder capacity for climate information generation, analysis, use and CCA planning; followed by support for LGUs to partner with academia, the private sector and civil society in piloting, funding, and scaling evidence-based resilience solutions.

In partnership with CRS and with support from designated City Coordinators, each LGU will establish a city-level technical working group (C-TWG) composed of the LGU leadership, technical staff, and engaged city stakeholders such as academic institutions, private sector stakeholders, civil society organizations, and key LGU partners. Some CRC cities (Batangas, Legazpi, Iloilo, Zamboanga) have established TWGs under the USAID-SURGE project, which can be reconstituted through an Executive Order. This process will allow the CRC project not only to piggyback on existing institutional arrangements but also maximize opportunities to sustain established partnerships and institutional capacities from previous USAID projects. The reconstitution process will involve consultations with city stakeholders on expanding the

membership and objectives of the TWG. The C-TWG will allow for project decisions to be made at a local level and is designed to empower the local stakeholders in designing and delivering in matters of project implementation. Throughout project implementation, the Project will advocate for the institutionalization of the C-TWG, either through an executive order or a city ordinance, to sustain the outcomes spearheaded by the project. This working group will likewise sustain the outcomes spearheaded by the CRC project beyond the project lifetime. The City Coordinators are responsible for organizing the C-TWG and will be in close collaboration with the CRC Program Manager.

National government agencies: The CRC Project will engage a broad range of national government agencies as outlined in Table 1. In Year 1, the CRC Project will establish a Steering Committee (CRC-SC) or will participate in the technical working group under the USG/USAID bilateral agreement with the GPH (DOAG-TWG) at project start-up to engage key leaders to support the strategic vision of the project. The CRC's CoP will chair the SC and members will include representatives from the CCC, DILG, Department of Finance (DOF), Department of Human Settlements and Urban Development, Department of Foreign Affairs, DENR, National Economic and Development Authority, the League of Cities of the Philippines, and USAID. Government participation in the steering committee will facilitate CRC's requests for permission for high-level activities, increase ownership of government of project impacts, support policy advocacy, ensure alignment with national strategic plans, and contribute to sustainability. The SC will meet annually to review project updates, learning and impacts, and to provide guidance on strategic alignment of the project with the government's priorities.

In addition, the CRC Project will convene a Technical Working Group (TWG), which is composed of technical specialists, advisors and experts on climate change, resilience, and private sector engagement from each consortium organization as well as experts and advisors from relevant national government agencies. The TWG will convene monthly in year 1, with the primary purpose to provide technical input and expert knowledge on climate change and other relevant areas needed to optimize the impacts of CRC activities; support advocacy efforts; and ensure effective application of technical policies, procedures, and standards. To facilitate meaningful technical input, the TWG meetings will coincide with data quality assessments by the Monitoring, Evaluation, and Learning (MEL) team, which will present data on progress against indicator targets. The Chief of Party will lead the TWG meetings to ensure that their expert contributions are incorporated into project activities at the city level. Finally, the TWG will develop and approve guidelines and recommendations regarding the introduction of new technical tools and strategies as part of the project.

Aside from the annual CRC-SC/DOAG-TWG and TWG meetings, main methods for collaboration with national governments agencies include holding annual bilateral progress meetings, providing project updates through CRC newsletters, and inviting national government representatives to join CRC workshops where relevant.

The table below outlines the objectives and scope of collaboration with the national government agencies and national partners that are part of the CRC's CRC-SC/DOAG-TWG.

Table 1. Objectives and scope of collaboration between the CRC Project and key National Government Agencies.

Government agency/ national partner	Opportunities for collaboration
Climate Change Commission (CCC)	- Provide strategic advice to the implementation of the CRC Project - Support outreach and engagement with partner LGUs - Ensure harmonization with national climate policies, programs, and frameworks - Assess existing policies within the organization and identify areas for synergy, complementation, and improvement, and provide access to climate-related documents, data and information and other forms of evidence supporting such policies, programs, or policy reforms - Transfer learnings from CRC Project to other cities through national plans and policies, congruent with its legal mandates - Provide technical and policy support on the review of CRC-developed tools and resources as well as on the review of key project outputs, such as the 3CAF and the GHG Inventories, among others, based on current institutional arrangements provided by climate-related laws, regulations, and issuances
Department of Interior and Local Government (DILG)	- Provide strategic advice to the implementation of the CRC Project - Support outreach and engagement with partner LGUs - Provide technical advice to inform existing policies and policies that are on their way for approval - Partner with LGU through DILG in creating publications and disseminating information on the ground-level - Provide technical and policy support on the review of CRC-developed tools and resources as well as on the review of key project outputs, such as the 3CAF and the GHG Inventories, among others, pursuant to its agency mandates and existing climate-related laws, regulations, and issuances - Request for access on knowledge and information materials
Department of Environment and Natural Resources (DENR)	- Provide access to relevant climate data (Environmental Management Bureau for GHG-related data, Mines and Geosciences Bureau for geologic information) - Utilize existing partnerships of DENR (with different agencies) in promoting environment-related initiatives - Provide technical and policy support on the review of CRC-developed tools and resources as well as on the review of key project outputs, such as the 3CAF and the GHG Inventories, among others, pursuant to its agency mandates and existing climate-related laws, regulations, and issuances - Provide support for requests to access on knowledge and information
Department of Finance (DOF)	- Provide guidance on or formulate policies and procedures to secure and access available funding on climate finance, whether domestic or external in terms of source, and whether national or subnational - Identify opportunities for harmonization with the Philippine Sustainable Finance Roadmap developed by the DOF - Support with assessment and approval of international finance and partnerships - Utilize online and published materials to create a more digestible content (i.e., financial concepts tend to be alienating to many individuals) for CRC sites and stakeholders.

Department of Foreign Affairs	- Provide guidance on policies and procedures to secure available external funding, whether from bilateral or multilateral sources - Support with requests for access to knowledge and information materials - Support with assessment and approval of international finance and partnerships
National Economic and Development Authority (NEDA)	- Provide strategic advice to the implementation of the CRC Project - Ensure harmonization with national socioeconomic policies, programs, and frameworks such as the Philippine Development Plan 2017 to 2022
Department of Human Settlements and Urban Development	- Support with requests for access to knowledge and information materials - Ensure harmonization with national policies, programs, and frameworks on housing and urban development
League of Cities of the Philippines	- Support outreach and engagement with partner LGUs - Ensure harmonization with national climate policies, programs, and frameworks - Expand network and opportunities to amplify CRC cities' milestones and transfer learnings to other Philippine cities

2.2 Program Management, Staffing and Governance Structure

The organizational management and staffing plan for CRC draws on decades of experience managing multi-stakeholder consortia and complex, multi-country and multi-year projects. Consortium members comprise diverse and complementary expertise and bring decades of practical, local experience, evidenced based practices, and innovations in climate adaptation; climate data modeling; strengthening City LGUs' climate planning capacity; and engagement with private sector, civil society, and universities across the Philippines.

Annexes 8.3 (Staffing Structure) and 8.4 (Governance Structure) contain the organizational chart that illustrates the overall program management, staffing and governance structure for the CRC Project. In addition to the government structure outlined below, CRC will also be participating in a potential project advisory committee which consists of USAID officer/staff, USAID/CRC and KOICA.

Adaptive management. USAID - Adaptive management is defined in ADS 201.6 as "an intentional approach to making decisions and adjustments in response to new information and changes in context". The CRC PMT will manage the CRC project adaptively through solid and continuous understanding of the context, tracking external risks, efficient coordination with the project staff and consortium partners and proactive learning. At start-up the CRC project developed a risk register outlining the likelihood and severity of the risks that affect project implementation. The contingency plan identified mitigation measures. The project robust MEL system has a defined structure to track risk related information that is relayed to the PMT for reflection and response. Timely reflection events are scheduled to discuss adaptation intensity in each of the city's operating context to determine programmatic pivots as needed.

The CRC Project is designed with a robust staffing plan, combining extensive management skills with high levels of technical experts to lead the project strategies. Ensuring appropriate gender balance and representation across teams is critical to successful project implementation and fundamental to CRS' Mission globally. Recognizing that all three Key Personnel are male, the project will ensure gender balance across the remaining positions,

including 50% female staff across the city level teams. CRS and partners have also committed to diverse hiring, including actively recruitment of people with disabilities, Indigenous People, and other staff from different age groups and backgrounds.

To deliver the activities for Year 1, it will be staffed by the following:

1. Program Management Team (PMT). The PMT will serve as the coordinating body for the project. Led by the CoP, the PMT will be informed by CRS' deep experience in managing high-value and complex United States Government (USG) awards. The PMT will lead all planning and coordination of resources across all project sites. The PMT will meet monthly at a minimum and be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award. Meetings will be virtual with a goal of in-person meetings semi-annually if COVID-19 movement restrictions allow for it. The PMT will be managed by the Chief of Party and include the Deputy Chief of Party, MEL Director, Program Managers of each consortium member, and key operations and finance staff. The PMT will meet monthly during year 1 to ensure smooth project start-up. Meetings will include project updates, successes, and challenges and, will be held either virtually or in-person, depending on ongoing travel restrictions and health and safety concerns due to COVID-19. Illustrative examples of discussions that will occur at the PMT level are budgetary issues; strategic issues within project activities; assessing progress across project activities and potentially making changes; discussion of preparation and subsequent approval of annual work plans, publications, or other reports to USAID Mission. The PMT will invite COPs of key USAID projects SURGE, CHANGE, and SIBOL to join PMT meetings annually to ensure cross-learning and complementarity. USAID Mission Staff will also be regularly invited to PMT meetings. Below is the list of CRC staff who are part of the PMT.

Chief of Party (Alan Luis Silayan, CRS): Responsible for the strategic direction, reporting and management of all aspects of the CRC project. The COP will maintain proactive relationships with NGAs and LGUs; ensure sound budget management and full compliance with CRS policies and USG regulations; supervise MEL activities; chair the CRC-SC and TWG; and lead PMT meetings with emphasis on using data for monitoring and adaptive management.

Deputy Chief of Party (Erin La Croix, CRS): Lead all operations functions of the project. Reporting to the COP, the DCOP will ensure financial compliance; oversee logistics, supply chain, and human resources; mainstream safeguarding, gender equity and social inclusion; and support consortium partner management. The consortium has budgeted for an international DCOP but will seek to nationalize the position in support of localization by Year 3.

CRC Program Manager (Marvin Lagonera, CRS): Oversee the six City Coordinators and therefore lead engagement at the city level with each LGU. The Program Manager will closely coordinate project activities across the cities to ensure uniform implementation of the detailed implementation plan while also ensuring that each City Coordinator tailors activities to meet the context and expressed needs of the LGUs where they are based.

MEL Director (Njara Rakotoarimanga, CRS): Design a comprehensive MEL system that will include all applicable Global Climate Change (GCC) standard indicators and ensure that all consortium members understand their roles and responsibilities and use standard tools and protocols for data collection, validation, aggregation, and reporting. The MEL Director will be part of the PMT and provide the PMT and the TWG with systematic and regular access to

accurate and updated data and information to use for appropriate decision-making and lead the Collaborating, Learning, and Adapting approach for the project.

MEL Manager (Armand Aquino, CRS): Support the MEL Director in designing, leading, and facilitating all activities described in the MEL plan including annual Data Quality Assessments; the baseline survey, mid-term review and final evaluation terms of reference; and establishment of a learning agenda

MEL Officer (Rocky Marcelino, CI)/Assistant (Earl Penabella, PDRF; To Be Hired - TBH, UPRI): Ensure the implementation of the MEL system at the organization level and provide support to the Program Manager in terms of quality data collection, analysis, and reporting against project performance indicators. MEL officers and assistants will also participate as members of the MEL working group, and under the guidance of the MEL Director, champion learning and adaptive management within their organization and consortium, strengthen feedback and communication channels within the consortium, and ensure proper coordination of action plans related to MEL.

Program Managers of consortium members (TBH UPRI; Jonna Baquillas, PDRF; TBH, CI; Paula Valencia, RMI). Provide guidance to the respective representatives in the CRC field offices to ensure compliance with project protocol, delivery of annual and life-of-project targets, and other activities in line with the project implementation plan. The various managers coordinate with the COP and DCOP, among themselves, with the various working groups, and the project technical working group.

PDRF Unit Head (Trina Anna Katrina Aspuria, PDRF): Collaborates with senior management and partners to develop strategies for the effective delivery of the project. Making strategic decisions and providing leadership and direction to the project manager to implement those decisions.

Natural Climate Solutions Director (Wilbur Dee, CI). Provide leadership to Outcome 3 by guiding the 6 NCS Specialist and the CI Project Coordinator in Zamboanga City. Ensure coordination of CI activities with the consortium members in line with the project implementation plan, coordination protocol and other implementation safeguards. Ensure that activities are compliant with the environment polices of the Philippines and the US Government.

RMI Technical Advisor (Roy Torbert, RMI). Lead Output 3.11 as part of the overall effort to reduce GHG emissions by assessing the six project sites and identifying the most suitable renewable energy and/or energy efficiency project. Secure LGU, and electric cooperative buy-in if needed, as well as funding to implement energy pilot projects .

2. City-level Staff. Each of the five LGUs (all except for Zamboanga) will have three staff members embedded in the city LGU for the duration of the program: (i) A City Project Coordinator (CRS staff); (ii) A Resilience Officer (CRS and PDRF staff); and (iii) NCS Specialist (CI Staff). Meanwhile, Zamboanga LGU will have a City Project Coordinator and a Resilience Officer (both CI staff). This team of three will oversee and implement city-wide delivery of the program and engagement with LGUs and partners across all three outcomes. The Project Coordinator will oversee city-wide delivery of the program and engagement with LGUs and partners across all three outcomes. This position will ensure that the city level team has the resources and support necessary to tailor interventions to the specific context, and will flag issues that require special support from the Project Manager, technical specialists,

DCOP, or COP. The Resilience Specialists will work closely with the City Coordinator to implement capacity strengthening and city planning activities and green financing proposal development. Resilience Specialists will be CRS Staff in Legazpi City, Borongan City and Cotabato City; in Batangas City and Iloilo City, the Resilience Specialists will be from PDRF. Finally, the NCS Specialists will focus technical and project support on activities under Outcome 3 such as hazard modeling and LCCAP plan development as well as provide technical assistance for specific climate mitigation projects. Below is the list of CRC staff who will be embedded in each LGU.

City Project Coordinators (TBH): Oversee city-wide delivery of the program and engagement with LGUs and partners across all three outcomes. This position will ensure that the city level team has the resources and support necessary to tailor interventions to the specific context, and will flag issues that require special support from the Project Manager, technical specialists, DCOP, or COP. City Project Coordinators will be CRS Staff in Legazpi City, Borongan City, Cotabato City, Batangas City, and Iloilo City; in Zamboanga City, the City Project Coordinator will be from CI.

Resilience Officers (TBH): Work closely with the City Coordinator to implement capacity strengthening and city planning activities and green financing proposal development. Resilience Officers will be CRS Staff in Legazpi City, Borongan City and Cotabato City; in Batangas City and Iloilo City, the Resilience Specialists will be from PDRF.

Natural Climate Solutions Specialists (TBH): Focus technical and project support on activities under Outcome 3 such as developing the city-specific menu of NCS strategies, providing inputs to hazard modeling and LCCAP plan development or enhancement, as well as providing technical assistance for specific climate mitigation projects. Provide assistance in preparing ESR/EMMP as needed.

3. Technical Specialists, Advisors, and Support staff. Each CRC Consortium member will provide technical specialists, advisors, and support staff to scale impact and influence vertically, complementing the city-level staff, to efficiently ensure transfer of skills, monitor activities and support successful outcomes. The technical staff presents a nexus of local knowledge, network and experience with global expertise and innovation. By treating climate, energy, and urban systems as intrinsically connected, CRC will produce multiple benefits across the climate change adaptation, mitigation, and disaster risk recovery spectrum. Below is the list of technical specialists, advisors, and support staff for the CRC Project.

Climate Resilience Director (Jocelyn Pangilinan, CI). Reporting to the CI NCS Director, The Climate Resilience Director will provide partial technical support to the NCS personnel in the 6 cities. Some of the main areas of support are vetting NCS strategies, profiling blue carbon option, and participation in bringing RISCO to the project.

Climate Resilience Policy and Governance Advisor (Edward Lorenzo, CI). The advisor reports to the CI NCS Director and will be handling in part-time capacity policy-and governance-related activities. Some of the major areas of involvement include preparing the small grants agreements, developing proposed national and local policies, and advocating inclusion of NCS strategies in the programs of selected NGAs.

GIS Coordinator (Ernie Urriza, CI). The staff will coordinate with UPRI in spatial analysis and planning matters to specifically address the needs of CI. The staff is part time.

Specialists (UPRI): Specialists on ICT, CCA-DRR, CDRA, GIS, and Hazards will be responsible for analyzing, and optimizing information technology, CCA-DRR design and projects, remote sensing and spatial database management, hazard information and adaptive capacity, and coordinating CDRA workshops and consultations.

Researchers (UPRI): The City Focal Technical Support includes researchers who will be responsible for conducting field studies, simulations, and assessment on geophysical hazards such as storm surge, landslides, and floods to produce relevant hazard maps and data for planning. They also will compile and integrate new cartographic data, remote sensing data, and other spatial data to create maps using design software and manage the data that is entered into the GIS database. This team of researchers include Junior Managing, Supervising, Hazard and GIS Modelling, GIS Operators and Junior researchers.

Outcome 2 Activity Lead and Coordinator (Kristoffer Berse, Dennis dela Torre, , UPRI): Provide technical and implementation oversight to the delivery of Outcome 2 activities on climate financing. To support the delivery of outcome 2 activities, Climate Finance researchers will support the Activity Lead and Coordinator, which include Senior Researchers, Junior Office Assistant, Project Staff, Senior Design Specialist, Senior Project Associate, and Junior Project Assistants.

Private Sector Engagement Advisor (TBH, PDRF): Lends expertise in climate financing through assistance in capacity building efforts in proposal writing and looking for funding opportunities.

Project Officer and Researcher (Narryl Cabuena/Arjo Nano, PDRF). Assists the project team in delivery of expected outputs. Coordinates with various partners and resilience specialists at the city level. The additional Researcher (Project Officer) assists and coordinates with UPRI in hazard mapping and baseline assessment.

Content Development Senior Officer (Katrien Belen, PDRF). In charge of developing content for capacity-building courses and other knowledge products. Coordinates with subject matter experts for validation of content. Ensures timely delivery of knowledge products.

Operations Center Director (Arnel Capili, PDRF). Provide the strategic direction for the development and implementation of project objectives and plans pertaining to GIS, DRR, Data Management, among others. Provides leadership to the GIS and Data management teams to ensure that required information is supplied to all stakeholders.

Senior GIS Officer and GIS Officer (April Joy Lim/TBH, PDRF). The senior GIS officer will work closely with staff and partner organizations to understand their needs in terms of information management and assist in the development of cooperative data exchange. Meanwhile the GIS Officer will be involved in both the collection of geographical and spatial information and its storage, analysis, and presentation.

Data Analyst (TBH, PDRF). Collect and analyze data to identify trends and provide management and decision makers with valuable information that they can use to improve operational practices.

Communications Specialist (TBH, CI). The staff will coordinate with the CRC communications team to ensure compliance of CI's communication activities with the CRC communications plan. This is a part time engagement.

Communications Officer (TBH, CRS): Reporting to the DCOP will be a Communications Officer who will coordinate the project's communications plan, and media and outreach strategy

Operations Staff (TBH, CRS): The CRC Consortium will be supported by a DCoP who will lead all operations functions of the project with support from two (2) finance officers and one procurement officer. The operations team will ensure financial compliance; oversee logistics, supply chain, and human resources; and support consortium partner management.

4. As a cross-cutting governance structure, **thematic working groups (WG)** have been designed into the governance and operating structure to foster cohesion and accountability in cross-disciplinary collaboration among CRC consortium staff. These internal working groups likewise optimize resource utilization by allowing seamless coordination and close communication among the different consortium members. These include two cross cutting WGs and six project results WGs.

Cross-cutting WGs:

1. Gender equity and Social Inclusion WG – This working group will ensure that the project activities and related processes are gender responsive and includes the participation of marginalized groups including Indigenous People, children, and elderly. This working group will not only be responsible for developing the gender action plan but also the social inclusion plan. The working group will likewise ensure that success indicators are properly monitored for this theme.
2. MEAL WG – The meal working group will ensure that all MEL reports are submitted on time and that the structures required for the development of MEL reports are in place including the Performance Indicator Reporting System.

Project Results WGs:

1. Communications & Knowledge Management WG – Coordinates the timing and cohesion of all communications for the project based on the CRC communication plan. This working group will likewise develop the project knowledge products required by the project.
2. Data systems WG: Mapping + Forecasting + Modeling – This working group will lead all climate change data system requirements of the CRC project including hazard map development, climate change scenario modeling and weather forecasting. These technical outputs will be critical inputs in other aspects of the project including planning, implementation, and capacity building.
3. Climate Finance WG – The climate finance WG will lead all outputs and activities under outcome 2. The climate finance working group will assess the needs as well as the gaps of LGUs in accessing climate finance. The working group will likewise be the lead for events related to climate finance including technical conferences and capacity building efforts.

4. Needs Assessment + Capacity Building WG - This working group will develop the 3CAF and coordinate the assessment and capacity building events at the city level.

5. Natural Climate Solutions (NCS) + Mitigation WG – This working group will focus on ensuring Outcome 3 implementation is achieved and sustained. The working group will develop assessment plans on hazard-based resilience solutions and Natural Climate Solutions that the city can implement. The potential for GHG mitigation will likewise be assessed through this WG.

6. Policy & Planning Integration WG – This WG ensures that the outputs from the Data Systems WG and the recommendations of the Natural Climate Solutions + Mitigation WG are integrated in the local planning systems of the LGU including the Local Climate Change Action Plans, CLUPs Local Transport plans etc. This includes ensuring policy alignment at sub-national levels for the recommended interventions.

3. GENDER ACTION PLAN

Effective climate change adaptation interventions recognize that women, girls, men, and boys experience the impacts of climate change differently depending on where they live, how they sustain their livelihoods, and the roles they play in their families and communities. Women and girls are disproportionately affected by the negative impacts of climate change.[4] Up to 80% of people displaced by climate change are women,[5] yet gender considerations are consistently absent in climate financing.[6] The Philippines has made significant strides in closing the gender gap, but women continue to have heightened vulnerabilities. In many communities in the Philippines, women tend to have less access than men to formal decision-making structures. Women are still not adequately represented in the work force or government and traditional cultural practices can limit their social mobility and political participation. For these reasons, the CRC project has developed the Gender Action Plan to ensure the project will be inclusive and serve women, girls, men, and boys.

To contribute to advancing global action for climate equity[7], the CRC Project's Gender Action Plan (GAP) will hold the project and consortium accountable, to ensure the project objectives are, at minimum, gender-responsive, to outline key activities to enhance gender equality in climate change finance governance and to define how gender equity will be integrated in all aspects of the CRC project cycle, from program management, planning, design, implementation, and monitoring, evaluation, and learning. It will begin with an overview of global, national, local and project contexts, followed by key definitions and principles. This will be followed by a discussion on gender and climate change mainstreaming principles that will be adopted by the CRC project. Afterwards, it will describe how CRC will monitor and evaluate the successes of the CRC GAP. Finally, it will describe the key entry points and year 1 work plan.

3.1 Overview of Global, National, and Local Contexts

Global Level. The COP26 President Alok Sharma stated on November 9, 2021 "gender and climate are profoundly intertwined". Women and girls, particularly those facing intersecting inequalities, are disproportionately impacted by climate change, but they are also critical leaders at all levels of climate change action, from local communities to global forums[8]. The inclusion and participation of women, including young girls, indigenous women, and women with disabilities, in climate change adaptation and mitigation is critical to address the underlying inequalities and risks toward vulnerability of climate change. Examining the multi-

[4] https://giwps.georgetown.edu/wp-content/uploads/2017/09/Women-and-Climate-Change.pdf
[5] https://www.bbc.com/news/science-environment-43294221
[6] https://careclimatechange.org/climate-finance-adaptation-study-report-philippines/
[7] https://www.usaid.gov/news-information/press-releases/nov-6-2021-usaid-advances-global-action-climate-equity
[8] COP 26 Advancing Gender Equality in Climate Action Forum

faceted roles women play in families and communities, helps to develop resilience strategies that are both inclusive and equitable.

Gender and Climate Change
1. Impacts of climate change affect women and men differently
2. Women (1) are hardest hit by dramatic shifts in climatic conditions, (2) represent around 70% of the world's poor, (3) have a higher mortality rate from climate-related disasters
3. Domestic burdens of women increase substantially with various manifestations of climate change
4. Decline in land and biomass productivity affects women more than men
5. Women continue to play a major role in climate change adaptation and mitigation actions
6. Involving both women and men in all decision-making processes on climate action is a significant factor in meeting the climate challenge
Source: Green Climate Fund

Climate change risks and climate induced hazards exacerbate inequalities. Women are responsible for maintaining the household after an emergency or during displacement. Women also take on additional roles, particularly when new water collection and hygiene practices are necessary to protect the health of the family. The risk of diseases born from climate disasters increase women's burden to care for sick family members while also having to maintain the household and find livelihood opportunities. This dynamic is increasingly exacerbated by water supply challenges that result from erratic rainfall and decreased availability of water. Female-headed households may struggle to repair or rebuild their shelters and may be limited to livelihoods which do not require heavy physical labor, which can be harder to find in the areas where they are displaced[9].

National Level. CRC is committed to addressing the risks and contributions of vulnerable men, women, boys, and girls. Women in the Philippines often have less autonomy for income generation and decision making because of traditional gender roles. Similar to other marginalized groups, women have little access to, or control over, family resources which would facilitate the household's ability to take on adaption solutions. The Philippines has made significant strides in closing the gender gap, ranking 16th out of 153 countries with the narrowest gap between men and women, according to the Global Gender Gap Report 2020 of the World Economic Forum. And yet, women are still not adequately represented in the workforce (only 27% of senior leadership positions are held by women)[10] or government (about 20% of elected positions).[11] Traditional cultural practices often limit women's social mobility and political and economic participation. In many communities in the Philippines, women tend to have less access than men to formal decision-making authorities and are less involved in local decision-making structures.

There is a lack of recognition of links between climate change and the financing of overall development goals, including gender equality; an inordinate reliance on market-based solutions that do not account for gender roles and feminized poverty; and a lack of consultation and participation of women and women's rights advocates[12].

To effectively address the challenges of climate change, it is important to not only understand the risks and vulnerabilities that women face, but also recognize their roles as leaders and

[9] https://sustainabledevelopment.un.org/content/documents/1900unwomen_surveyreport_advance_16oct.pdf
[10] https://theaseanpost.com/article/filipino-women-not-moving-ladder-fast
[11] https://pcw.gov.ph/womens-political-participation-and-representation/#:~:text=Women%20comprise%20half%20of%20the,fifth%20of%20government%20elected%20positions.&text=In%20the%202019%20National%20and,of%20the%20candidates%20were%20female.
[12] https://wedo.org/climate-change-philipphines/

agents of change. Based on extensive CRS' experience, and international best practices, CRS has evidence that these groups bring capacities and perspectives to planning, innovation, and community engagement and that these perspectives are critical to success, sustainable development outcomes and greater resilience to climate change-induced natural disasters.

Local Level. It has been found that investing in women at the local level is one of the most effective ways to advance sustainable development and fight climate change devastation[13]. Engaging Women to have an active voice in local level policy and climate change adaptation programming is essential as women have unique knowledge, skills, and networks that make them critical stakeholders in designing and implementing climate solutions[14].

Out of 146 Cities in the Philippines, 40 are led by women mayors[15]. Research conducted by the Women's Democracy Network has shown that when "women ascend into leadership roles, they bring a unique experience into government that leads to gender inclusive public policies, economic growth, safer environments, infrastructure development and overall improvement of citizens' quality of life for both men and women"[16]. The Philippines has experienced, female Mayors that are making a noticeable difference, and it was seen specifically through the COVID-19 response. Dr Nathalie Africa-Verceles, director of the University of the Philippines Center for Women's and Gender Studies said the effective response was successful because women are raised as caring, empathetic, and responsive[17].

For more than five decades, conflict and extreme weather have triggered social and economic upheaval in cities in Mindanao. Climate and conflict-related changes have fundamentally shifted values, lifestyles, and gender relations in Mindanao. Such social and cultural change often goes unnoticed or unaddressed in climate change policies and disaster assessments[18]. Women and men are affected differently, and in Mindanao this results in changing coping strategies. Women are more disadvantaged and as such tend to farm in smaller plots, work shorter hours or limit farming to cash crops. Extreme climate events in conflict-prone agrarian communities appear to subject women to forced migration, increased discrimination, loss of customary rights to water, land, resource poverty and food insecurity[19]. Water scarcity or insecurity due to contaminated water during disasters often creates a double risk when people are displaced from climate events in areas of conflict and armed violence and vice versa.

Project Context

Outcome 1: Capacity to develop, use, and communicate climate change data in planning and programming enhanced.

Meaningfully including women at all levels in CCA and disaster management and planning will lead to gender responsive plans at the LGU level. Including women's experience, perceptions, and recommendations through data collection and as leaders is essential for developing effective and sustainable gender sensitive climate resilience and management plans.

[13] https://wedo.org/climate-change-philipphines/
[14] https://www.usaid.gov/sites/default/files/documents/USAID-Climate-Change-Strategy-2022-2030-Offical-Draft.pdf
[15] https://www.pna.gov.ph/articles/1135219
[16] https://www.democracyspeaks.org/blog/women-mayors-make-difference
[17] https://www.rappler.com/newsbreak/in-depth/fight-covid-19-women-mayors-did-not-take-chances
[18] https://www.sciencedirect.com/science/article/abs/pii/S0743016716307392?via%3Dihub
[19] https://www.brookings.edu/research/gender-and-livelihoods-among-internally-displaced-persons-in-mindanao-philippines/

However, there is a lack of recognition of links between climate change and the financing of overall climate change and disaster plans (LCCAP, CDRA) which include gender equality, an inordinate reliance on market-based solutions that do not account for gender roles and feminized poverty and a lack of consultation and participation of women and women's rights advocates[20]. At the LGU level in the Philippines, women's voices are largely absent from policy discussions and negotiations over climate change[21].

Invisibility of Women as Contingency and Emergency Planners as proposals from women for disaster management initiatives are usually ignored and there is an exclusion of women in the disaster management planning process[22]. Inclusion in these partnerships would highlight gender-specific challenges and ideas for solutions more visible in local governance.

In the Philippines Women's decision-making roles in the household are usually restricted, reducing their say in issues of spending levels and choices. The types of fuels used, the amount of energy purchased, the devices and technology chosen, as well as domestic infrastructure related to ventilation, lighting priorities, energy-based equipment purchased, are usually made by the male head of the household but affect women's daily lives in very immediate and practical ways[23].

Outcome 2: Financing Mobilized for local climate change adaptation and mitigation. Increasing participation of women in the local government or local CSOs allow for gender specific issues to be raised and addressed. However, CSOs that are women-led or focused on gender and gender equality are often seen by other governance stakeholders as "niche" or minority organizations and face challenges inserting their issues and perspectives into political discourse, even when they advocate on "general" and non-minority issues[24]. A change in perception is needed at the local level to ensure women's voices are heard and respected.

The Women's Environment and Development Organization conducted a study on Gender and Climate Financing in the Philippines. The findings outlined the impact of climate change on development issues such as water supply, food security, health, or natural resources, yet donors are slow to integrate climate change financing in the context of development financing, and where they do, these initiatives are by and large gender-blind. This is problematic given that women both depend on the environment for their livelihoods, fuel, food, and are stewards of natural resource conservation. Leaving out their voices and concerns not only means lost opportunities to harness from a wealth of local knowledge and experience, but also a continuation of siloed approaches to climate change and development[25].

Outcome 3: Environment conserved, restored, or sustainably managed at the local level. 5% of LCCAP LGU budgets is mandated for gender-related projects, the LGUs do not have the technical or financial capacity to implement effective projects[26]. LGUs require additional technical capacity to meaningfully include gender responsive programming into their LCCAPs.

[20] https://us.boell.org/sites/default/files/wedo-hbf_genderandclimatechangefinance.pdf
[21] https://us.boell.org/sites/default/files/wedo-hbf_genderandclimatechangefinance.pdf
[22] https://www.apec.org/docs/default-source/Publications/2009/2/Women-in-Times-of-Disaster-The-Integration-of-Gender-Issues-and-Gender-Perspectives-in-Disaster-Mana/09_gfpn_genderintegratn_rpt.pdf
[23] https://www.adb.org/sites/default/files/institutional-document/33650/files/gender-toolkit-energy.pdf
[24] https://www.usaid.gov/sites/default/files/documents/2496/Gender%20Toolkit.pdf
[25] https://wedo.org/climate-change-philipphines/
[26] file:///www.undp-ndcsp-gender-webinar-adaptation-Mainstreaming-Gender-Philippines-presentation.org

3.2 Gender in the context of CRS: Key Definitions

Female Empowerment refers to the state in which women have the ability to act freely in society, exercise their rights equally to that of men, and fulfill their potential as equal members of society, such as to determine their life outcomes, assume leadership roles, and influence decision-making in households, communities, and societies *(USAID Gender Equality and Women's Empowerment Strategy 2020).*

Gender: Refers to the two sexes, male and female, within the context of society. Factors such as ethnicity, class, race, age, and religion can affect gender roles. Gender roles may vary widely within and between cultures, and often evolve over time. These characteristics often define identities, status, and power relations among the members of a society or culture. *(CRS Global Gender Strategy 2012-2017)*

Gender equality: Reflects the concern that women and men, boys and girls have equal opportunities, resources, rights, and access to goods and services that a society values—as well as the ability to make choices and work in partnership. Gender equality also means equal responsibility in terms of workloads and energy expended within one's individual capacity to care for families and communities. Gender equality does not mean that men and women, boys and girls become the same, but that their opportunities and life chances are equal and that the differences that do exist in their talents, skills, interests, ideas, etc. will be equally valued. *(CRS Global Gender Strategy 2012-2017)*

Gender Integration/Mainstreaming: Involves identifying, and then addressing, gender inequalities during strategy and project design, implementation, and monitoring and evaluation. Since the roles and power relations between women and men affect how an activity is implemented, it is essential that project managers address these issues on an ongoing basis. *(USAID Gender Equality and Women's Empowerment Strategy 2020)*

Gender Analysis: Examines the differences in women's and men's lives, including those which lead to social and economic inequality for women. It is a tool for systematically collecting data that can be used to examine these differences, the different levels of power they hold, their differing needs, constraints and opportunities, and the impact of these differences on their lives. This understanding is then applied to policy development and social services in order to address inequalities and power differences between males and females. *(CRS Global Gender Strategy 2012-2017)*

Gender Disaggregated data, in addition to analyzing men and women separately, these data take into consideration the "how" and "why" questions which throws light on the barriers and constraints to men's and women's participation and benefitting equally from a development project *(European Institute for Gender Equality 2020).*

Sex Disaggregated data pertains to data that is broken down by sex. These data are collected and analyzed separately on men and women. This typically involves asking the "who" questions in an agricultural household survey: who provides labor, who makes the decisions, who owns and controls the land and other resources *(European Institute for Gender Equality 2020)*.

3.3 Gender and climate change mainstreaming principles

The Gender and Climate Change initiative for climate actions in the Philippines, Nationally Determined Contributions (NDC) has summarized their approach using the following G.E.N.D.E.R principles. CRC has adapted the guiding principles below[27]:

G: Gender Empowerment in climate action – In line with the USAID National Strategy on Gender Equity and Equality's goal of advancing democracy, rights and full participation, CRC the CRC project will work towards gender parity and diversity in leadership roles, including in in delivering climate action, participating in private sector engagement and promote participation in social, economic, civic, and political life, and ensuring they are represented at the tables where decisions are made[28]. Incorporating gender empowerment to address climate change ensures that the Philippines provide climate-smart solutions that are inclusive and supportive by encouraging equal participation in LGU policy development and implementation focused on gender and climate change.

E: Engendering adaptation priorities and mitigation options – As an enabling mechanism towards sustainability of CRC efforts, CRC's relationship with the Philippine Commission on Women through the CCC will ensure that all national plans, programs, projects, and activities of the government are climate and gender responsive.

N: National and local capacities – CRC will build the and local capacities in understanding the nexus between Gender and Climate as a vital approach towards a climate-resilient Philippines. With the localization of the Magna Carta of Women, it will capitalize the roles of the Gender and Development Focal Point System to ensure that local leaders are capacitated on mainstreaming gender equality and climate in policy development, planning and program/ projects /activities.

D: Developing the Gender MEL - The Gender Analysis will also lead the way in developing a gender responsive MEL system. In addition to reporting sex-disaggregated indicators (whenever relevant), the project will also intentionally include gender in collection of qualitative data, particularly in distilling lessons learned, success stories, human interest stories, and most significant change stories from community members especially women, youth, and indigenous peoples. Such information will help track gender commitments and recalibrate CRC key interventions to ensure gender responsiveness of climate actions.

E: Evidence, data, and knowledge - The Philippines is completing and organizing its national climate change statistics, specifically on climate related hazards, population vulnerabilities focusing on women, children, elderly, and persons with disabilities, to deliver a "fit for purpose" adaptation and mitigation measures. The implementation of which is envisioned to be heavily anchored on women's participation. Through support provided to national and city level government agencies, CRC will build upon the existing data collection initiatives.

R: Recognizing successes and challenges (including champions) – Utilizing various platforms and channels, CRC will support national and city level partners to recognize success, achievements, gains and challenges in empowering women and promoting gender equality in the sector of environment and climate change.

[27] Modified from the Input of CCC PMU NSPP t0 the NDC MRVP Second Interim Report Review Assessment
28 https://www.whitehouse.gov/briefing-room/statements-releases/2021/10/22/fact-sheet-national-strategy-on-gender-equity-and-equality/

3.4 Gender Action Plan MEL System

Based on the scope of the CRC Project, the primary targets are LGUs and their staff, and the indirect targets are the citizens. In that aspect, one of the gender action plan's purposes is to provide relevant information and data which will inform the development of trainings, Social Behavior Change campaigns and communication materials to complement the work with the targeted LGUs. The outputs will promote civic engagement and raise awareness of vulnerable groups' contribution to adapting to and mitigating against the negative impacts of climate change.

Specifically, the MEL system will integrate gender responsiveness into the design by:

1. Disaggregating all individual based indicators by sex;
2. Analyzing and reporting using a gender lens;
3. Including gender indicators, as much as possible, that measures gender-related changes over time;
4. Checking and reporting that policies and plans developed by LGUs are incorporating local gender issues/barriers;
5. Identifying human stories to illustrate the project change at the community level;
6. Conducting post rapid assessment of how the natural climate solution implemented or piloted affect vulnerable groups especially women;
7. Systematically gather, document and share gender-related lessons learned and good practice during planned learning activities/workshops;
8. Monitoring for unintended gender-related consequences.

The analysis of this data will be utilized for inputs for policymaking and planning and design/redesign of gender responsive interventions to help to promote and highlight women's contributions to climate change governance and resilience.

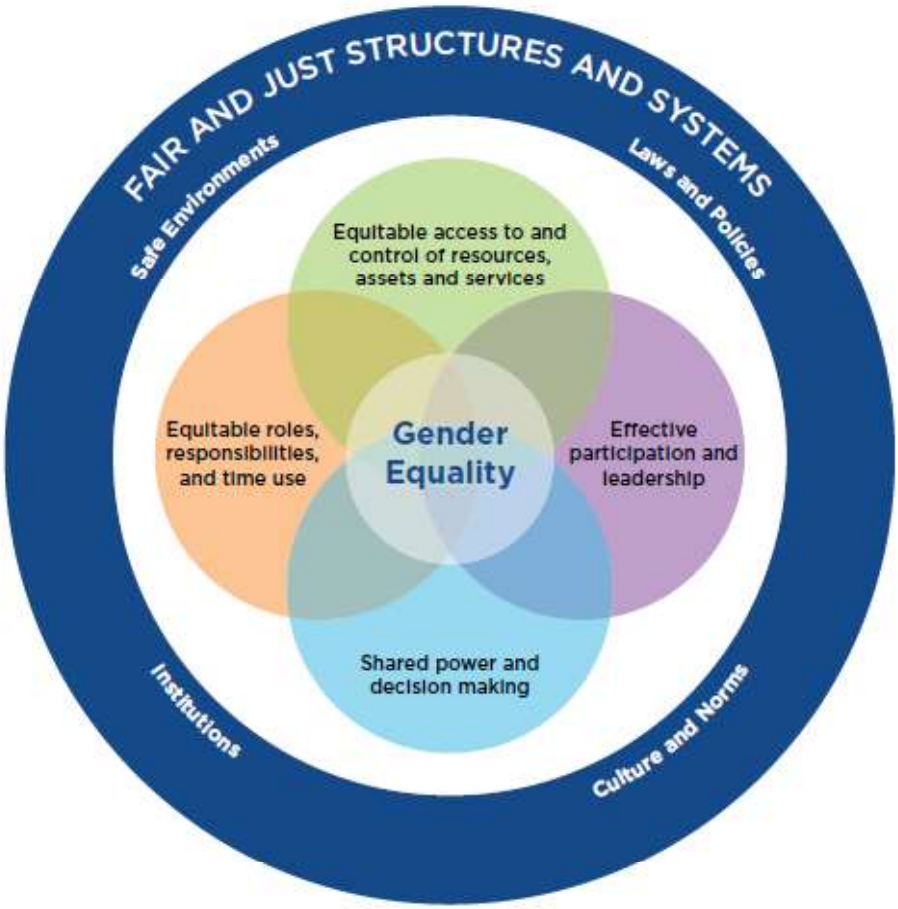
3.5 Gender Entry Points

Gender Mainstreaming Entry Points

CRC will draw upon the CRS conceptual framework for gender equality when analyzing entry points for gender mainstreaming. The framework recognizes that the systems and structures we operate within are crucial for the realization of the other domains[29].

[29] CRS Global Gender Strategy 2020-2030

Figure 3. CRS Conceptual Framework for Gender Equality.



Creating an enabling environment within the context of fair and just systems includes activities at multiple levels that promote safety and security of all people, just laws and policies that underpin equal rights for all members of society, strong and equitable institutions and cultural and societal norms that respect and promote equality, freedom, and the dignity of all people[30]. The following table is adapted from the CRS Conceptual Framework for Gender Equality, NDC Implementation Plan and USAID SURGE for the Philippines final report and will be used to institutional the frameworks:

[30] CRS Global Gender Strategy 2020-2030

Table 2. Gender mainstreaming entry points.[31]

Gender entry points[32]	CRC Institutionalization of framework
Effective participation and leadership	1. Assessment of national and city gender context grounded in the CRS gender audit 2. Institutional arrangements for gender responsive frameworks and coordination mechanisms 3. Linkages with the Philippine Commission on Women 4. Ensuring all assessments are gender-sensitive and inclusive
Equitable access and control of resources, assets, and resources	1. Gender mainstreaming into climate change policy planning instruments, and proposal development process 2. Gender specific needs are included in climate finance action plans and proposals 3. Development of gender responsive CDRA/LCCAP 4. Gender balanced capacity building activities
Shared Power and Decision Making	1. Gender responsive CDRA/LCCAP implementation plan 2. Gender-responsive energy infrastructure and services included in new energy projects or policies
Equitable Roles, responsibilities, and time use	1. Women's voices are included in stakeholder engagement activities 2. Capacity development participants include women leaders and decision makers 3. Monitoring and evaluation plans at the LGU level include indicators demonstrating advancement of gender equality

[31] https://www4.unfc.int/sites/ndcstaging/PublishedDocuments/Philippines%20First/Philippines%20-%20NDC.pd
[32] CRS Global Strategy 2020-2030

3.6 CRC Gender Year 1 - Work Plan

Grounded in the CRS conceptual framework for gender equality, the following activities will be integrated into the CRC year one work plan to advance the goal of promoting gender responsiveness in climate resilience management.

			Year 1										
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Start Up														
Expected Outcomes	Lead By	Indicator												
Hire both women and men into CRC decision-making program implementation positions	CRC Consortium	50% of consortium staff are women												
Train consortium staff on gender sensitivity and on how to incorporate gender into all aspects of programming	CRS DCoP	All consortium staff receive gender training by March 2022												
Outcome 1: Capacity to develop, use, and communicate climate change data in planning and programming enhanced														
Expected Outcomes	Lead By	Indicator												
CRC environmental, economic, and social impact assessments will be gender sensitive	Gender Focal Point/ CRC Gender Working Group	LGU Assessment questions and Assessment reports will include gender components												
LGU specific data will be collected utilizing the CRS Gender toolkit to be used to develop the Gender Action Plan for Y2-Y5	CRC MEL Team/ CRC Gender Working Group	CRC Gender Plan for Y2-5 drafted												

Climate modeling and forecasting capacity building training participants will be inclusive of women, indigenous People, Persons with Disability, Youth	CRC City Coordinators	At least 30% of participants will be from underrepresented groups including women, IPs, persons with disability, and youth												
Climate modeling and forecasting capacity building training will include specific actions for developing gender responsive local plans (LCCAP, DRR)	UPRI	DRR Module with competencies on gender integration created												
Training on utilizing sensor data will include a module of gender specific considerations required decision making and action planning	CRC Consortium	Sensor Data Module with competencies on gender considerations for decision making and action planning created												
Gender-responsive energy infrastructure and services are analyzed and integrated into capacity building designs for designing/identifying a new energy project workplan and solution	RMI	Assessments of pilot energy projects will have gender considerations including estimated female beneficiaries of proposed projects												
Outcome 2: Financing Mobilized for local climate change adaptation and mitigation														
Include women leaders as participants from the PSE and various sectors in the technical conference on climate financing.	CRC City Coordinators	At least 30% of participants in the technical conference are women												
Outcome 3: Environment conserved, restored, or sustainably managed at the local level														
Expected Outcomes	Lead By	Indicator												

Workshop on mapping existing climate adaptation/mitigation strategies will include the development of gender specific strategies	Conservation International	Inventory reports of LGUs will include estimated female beneficiaries of CCA/M strategies													

4. ENVIRONMENTAL MITIGATION AND MONITORING PLAN (EMMP)

Environmental sustainability is a central consideration in the CRC Project. The CRC Consortium will adhere to the Philippines' environmental regulations as well as USAID requirements for environmental sustainability, including the Environmental Mitigation and Monitoring Plan (EMMP). This section contains the EMMP, which will describe how environmental compliance and climate risk management will be integrated into the CRC Project's interventions. The EMMP will be reviewed and updated annually as CRC activities, particularly nature-based solutions, are prioritized for implementation. The CRC Project will refer to the USAID-approved IEE for the project to address the identified climate risks (disaster, forest degradation and deforestation, and negative impact on water supply and sanitation).

Climate risks and mitigating measures identified in the approved IEE are integrated in the overall approach of the CRC Project in line with its climate adaptation and mitigation goals. As part of project monitoring, climate risks and mitigating measures that have been identified in the Climate Risk Screening Matrix (Table 1 of the IEE) will be integrated in, and regularly monitored through, the CRC's 'Risk Register', which is an internal project risk monitoring and management tool developed by CRSs. The COP and consortium project managers are responsible for monitoring and updating the Risk Register, which will be reviewed and updated quarterly. The Contingency Plan in Section 6 also outlines potential disruptions and climate risks that might impact project implementation and proposed mitigating measures that can be undertaken by the CRC Project in response to these. Relevant activities in line with Climate Risk Management and the Contingency Plan will be reported in the quarterly and annual accomplishment reports.

For NCS and energy projects under negative determination with conditions and categorical exclusions pre-installation phases involving meetings, consultations, orientations, and trainings, solid waste generation will be avoided to the extent possible to include good environment practices such as, limiting use of tarpaulins (reuse of materials) to promote an activity, reduced use of paper, reduced procurement of meat during project workshops, and avoiding use of single use plastics and related synthetic products.

Table 3 shows projects that are likely to be covered by the USG's Environmental Screening Report. All forestry and agriculture projects that will be undertaken (if funds are available) will follow DENR and USAID policies and environmental guidelines. The mitigating measures are to be implemented in line with the EIS Law of the Philippines and the US government's environmental compliance policies. Furthermore, the project team will conduct review and do initial environmental screening assessments of small grant activities particularly if they are ground activities. If the activities are classified as negative determination with conditions (or NDC), the CRC project will require the beneficiaries to develop an Environmental Mitigation and Monitoring Plan to ensure compliance with USAID Regulation 216.

The CRC project will include in the quarterly and annual accomplishment reports its environmental compliance and climate risk management.

Table 3. EMMP for indicative CRC interventions.

Project/Activity /Sub-Activity	Identified Environmental Aspects or Impacts	Mitigation Measure(s)	Monitoring Indicator(s)	Monitoring and Reporting Frequency	Responsible Parties
Installation of green-grey infrastructure (GGI) and pilot in mangrove, terrestrial and riparian ecosystems.	No adverse environmental impact is foreseen because GGI is basically about: 1) habitat restoration and conservation strategy; that is, avoiding disturbance of habitats 2) enhancing infrastructure to show or complement environmental features, and 3) increasing the ecotourism potential of infrastructure by the introduction of green elements in the design.	Installation phase: 1. Solid waste generation. Solid wastes will be managed following LGU protocol with segregation measures to minimize residues. Compost pits will be prepared that is enough in size to handle residual wastes to be generated during the period 2. Wastewater generation. A temporary septic tank will be constructed for long-gestating GGI project. Other household water effluents will be managed following LGU protocol on wastewater management and safe local practices 3. Designing and installation controls	Maintained waste segregation section; consistency in collection/disposal practices based on LGU protocol Functional septic tank; no leakage; kitchen and other household water effluents go through proper and separate installation Control and installation standards	Bi-annual	LGU (Barangay) and CI

		a. Installation of soil stabilization, slope protection and sediment control to prevent or control erosion	Integrity of installed items		
		b. Installation of run-off water control	Integrity of installed items		
		c. Avoid under- or over-designing structures for their intended application	Final design approval		
		d. Avoid placing structures in locations that may exacerbate erosion	Final plan describing specific locations		
		e. Avoid unintended or anticipated adverse effects of structures such as, impacting migratory routes for wildlife or increase human-wildlife conflicts	Wildlife population; wildlife and human conflicts		
		Operations Phase			
		Strictly observe the conditions in the DENR-issued Environmental Compliance Certificate, Certificate of Non-Coverage, Environmental Management Plan, Environmental Monitoring	Compliance with official requirements to mitigate negative environmental	Bi-annual	

		Plan, and Environmental Screening Report containing a project-specific EMMP. The ESR will be approved by the COP and Mission Environmental Officer (MEO) before activity implementation.	and social impacts		
Installation of a resilient energy pilot in one city (type is subject to assessment and agreement with LGU).	Earth moving and installation of system (causing noise pollution, dust pollution, solid waste generation and wastewater generation)	Installation phase: This project will receive a rating of negative determination with condition thus, an ESR containing detailed EMMP will be prepared. 1. Noise pollution. Installation activity is limited between 8 am-5 pm only. Apply other measures to reduce noise 2. Dust pollution control by controlling speed of vehicles deployed in project area; regularly sprinkle with water dusty sections of the project road during installation activity 3. Solid waste generation. Solid waste management in	Noise level from installation activity and vehicles (using agreed standards with LGU) Complaints from communities (in violation of standards agreed with LGU/ communities) Maintained waste	Every month Every 2 weeks Every 2 months	In cooperation with the designated pollution officer of RMI LGU (Barangay) will directly monitor every indicator.

		line with LGU ordinances and programs will be observed, including waste segregation at site to minimize wastes for LGU collection	segregation section; consistency in collection/disposal practices based on LGU protocol		
		4. Wastewater generation. Water effluent during the installation phase will come from usual sources—kitchen, shower areas and toilet. Temporary septic tank will be installed that is able to hold the expected volume of septage that will be generated during the phase; kitchen and other household water effluents go through a separate and proper installation	Functional septic tank; no leakage; kitchen and other household water effluents go through proper and separate installation	Quarterly	
		Operations phase: 1. Noise pollution. Ensure that all vehicles are regulated viz muffler installation (especially in motorcycles, if any), speed within the project area, and that noise emitting equipment are muffled properly. Beginning with locating them from the	Noise level from all types of vehicles. Speed of vehicles	Every month	

		farthest area from communities			
		2. Air/dust pollution. If budget permits, roads within the project area will be paved; access roads will be arranged with LGU for paving (cement or asphalt).	Complaints from communities (in violation of standards agreed with LGU/communities)	Every week	
		3. Solid waste management. As during the construction phase, LGU protocols will be observed; waste segregation will be intensified. Compost pits will be prepared for biodegradable wastes, routinized properly in numbers for sustainable use	Maintained waste segregation section; consistency in collection/disposal practices based on LGU protocol	Every 2 weeks	
		4. Wastewater pollution. If operations phase requires the same mitigation plan applied during the construction phase (depending on the type of renewable energy to be installed), it will stay with provisions to handle other liquid wastes such as oil and derivatives	Functional septic tank; no leakage; kitchen and other household water effluents go through proper and separate installation	Quarterly	

5. COMMUNICATION PLAN

The CRC Project's Communication Plan will describe the overall strategy in telling its stories on social media and traditional media and engaging with various audiences and stakeholders.

5.1 Overarching Communication Goal and Objectives

The overarching communication goal of CRC project is to establish the CRC project as a collaborative proponent of evidence-based and innovative climate-resilient solutions by effectively communicating and promoting project progress, milestones, and results into clear, concise, and consistent branding and messaging for its various stakeholders.

Specific communications objectives for the CRC project include:

1. To position CRC as an LGU-led and evidence-based approach in advancing benchmarks for climate resilient cities.
2. To develop knowledge and communication products that effectively capture, consolidate, and tell the successes, innovation, lessons learned, and best practices drawn from CRC and cities' work with partners.
3. To ensure adherence to branding, marking, and communication guidelines set by the CRC communications team by providing guidance in development of communication materials; and
4. To maximize use of various communications and promotions channels of CRC consortium members to deliver timely, compelling, and effective messages.

5.2 Audience

CRC's target audiences include a range of stakeholders. CRC will mainly produce communication content for the following:

Table 4. CRC's target audiences and a brief rationale.

PRIMARY	USAID	USAID is a primary audience of this project. CRC will ensure continuous coordination and communication with USAID to keep them informed on project implementation and sustain their support for broader climate initiatives.
	LGUs	LGUs are the key partners of the project, covering six cities: Batangas, Borongan, Cotabato, Iloilo, Legazpi, and Zamboanga.
SECONDARY	NGAs (DENR, CCC, DOST, PAGASA)	CRC will engage the support, engagement, and endorsement of various government agencies such as CCC, DENR, Department of Science and Technology (DOST), PAGASA and their local counterparts.
	Private Sector	The private sector, whether through its corporate social responsibility arm or the executive management, will be tapped to provide funding support and technical guidance for climate financing activities.
	DOF and other climate	Since this project puts focus on resource mobilization for climate action, CRC will also engage those who provide climate funding

	funding and financing institutions	and financing and technical support such as the Global Environment Facility, Asian Development Bank, World Bank and United Nations Human Settlements Programme (UN-Habitat).
	CSOs	Non-government organizations and community-based organizations are key partners in many project activities. CSOs can help influence LGUs and communities and amplify and expand climate initiatives through their networks.
	General public	The general public consists of community members of the project sites as well as followers/supporters of consortium members and funding partners.
INTERNAL	CRC Consortium members	This includes employees of CRS, CI, PDRF, RMI, and UPRI.

5.3 Key Message

"CRC project is a consultative and collaborative approach in institutionalizing evidence-based and innovative solutions towards climate resilience in Philippine cities. Through the expertise of the consortium members and their active partnership with LGUs, the project envisions to produce benchmark examples showcasing climate-resilient cities."

This key message may be further refined as the project progresses to fit the communication needs of the project.

5.4 Tagline

Forging SYNERGIES. Creating IMPACTS.

The tagline embodies the multiple partnerships embedded in the project, radiating a synergistic approach to achieving the shared vision of impactful climate-resilient strategies. This can serve as the anchor key message for the communication materials, highlighting the role of various stakeholders in achieving its vision, and featuring stories, testimonials, and successes from the communities to demonstrate its impacts.

Emotional appeal may be used in delivering human interest stories, while data-driven materials may be utilized in highlighting project milestones and results. Language is English primarily but may use the local dialect if it is more effective and suitable to use.

5.5 Communication Channels and Tools

CRC will use a mix of tools to reach the project's diverse audience. Note that the development of tools, media creatives, collaterals will be guided by the USAID Branding and Marking Policy and the approved CRC Branding and Marking Plan for the project.

In line with this, the project will ensure the coordination all media releases, press inquiries and statements related to implementation of activities under this project with the Agreement Officer Representative (AOR) of USAID in accordance with Section A.13 (d) of the project award document.

Table 5. Project communication channels and tools.

MEDIA	• Media releases • Features • Media interviews • Project site visits with journalists
ONLINE	• Social media through USAID, CRS, and consortium partners' channels • Web/blog pieces through USAID and CRS.org • Photo galleries and success stories • Quarterly e-newsletters • Videos • Facebook/YouTube Live • iADAPT (PDRF Learning Platform) • Advertising • Visual pieces for Exposure.co
PRINTED MATERIALS	• Visibility materials (banners, backdrops and roll ups) • Brochures and posters • Project reports and assessment, Project one-pagers • Working papers, policy briefs, research publications
EVENTS	• Launches • Workshops • Awareness-raising activities • Field visits
INTERNAL COMMUNICATIONS	• Communication via Meeting/messaging platforms (MS Teams, Zoom, WhatsApp, Viber, email) • Internal documents and reports
OTHERS	• Documentation and design templates

5.6 Communication Tactics

Specific communication tactics and key messaging for each objective are detailed below:

Table 6. Indicative communication tactics and key messaging for each objective.

Objective	Communication Tactics	Approach	Audience	Platform
To position CRC project as a consultative, LGU-based approach in advancing benchmarks for climate resilient cities	• Project launch with media coverage • Project Briefer/Fact Sheet • Stories for CRS.org • Visual pieces for Exposure.co • Success stories for USAID • E-newsletter • Social media campaigns and posts • Learning events	• Highlight credibility/expertise of CRC consortium members • Promote consultative method in implementing impact-driven, innovative solutions	• USAID • LGUs • DOF • NGAs • Climate funding and financing institutions • CSOs • General public	• Media • Online • Print • Events
To develop knowledge and	• Stories for CRS.org	• Use emotional appeal in crafting	• USAID • LGUs	• Media • Online

communication products that effectively capture, consolidate, and tell the successes, innovation, lessons learned, and best practices drawn from CRC and cities' work with partners	• Visual pieces for Exposure.co • Success stories for USAID • Social media campaigns and posts • Working papers, policy briefs • Project documentation and reports • Field visits • Internal learning exchange	stories – i.e., how EWS helped save lives during typhoon • Feature testimonials from communities • Feature local climate change adaptation measures from communities	• DOF • NGAs • Climate funding and financing institutions • CSOs • General public	• Print • Events
To ensure adherence to branding, marking, and communication guidelines set by the CRC communications team by providing guidance in development of communication materials	• Design templates • CRC/USAID branding and marketing guidelines	• Set guidelines/standard protocols for reviewing/approving communication materials developed and produced by CRC consortium partners and LGUs	• CRC consortium • LGUs	• Internal communications
To maximize use of various communications and promotions channels of CRC consortium members to deliver timely, compelling, and effective messages	• Design and posting templates/ schedule • Content Plan • Established guidelines	• Develop guidelines for material cross-posting to ensure timeliness, relevance, and consistency of messaging • Coordinate communication releases to the CRC consortium (through the Communication TWG)	• USAID • CRC consortium • LGUs	• Internal communications

5.7 Indicative Communication Schedule

Markers: preparatory work | activity output delivery/completion

	2021			2022								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
To position CRC project as a consultative, LGU-based approach in advancing benchmarks for climate resilient cities												
Project launch with media coverage												
Stories for CRS.org												
Visual pieces for Exposure.co												
Success stories for USAID												
E-newsletter												
Social media campaigns and posts												
Learning events												
To develop knowledge and communication products that effectively capture, consolidate, and tell the successes, innovation, lessons learned, and best practices drawn from CRC and cities' work with partners												
Field visits												
Internal Learning Exchange												
Social media campaigns and posts												
Visual pieces for Exposure.co												
Working papers, policy briefs, assessment results												
Project documentation and reports												
Success stories for USAID												
To ensure adherence to branding, marking, and communication guidelines set by the CRC communications team by providing guidance in development of communication materials												
Draft and establish guidelines												
Disseminate visual design/media post templates and schedule												
Regularly review and approve communication materials by consortium members												
To maximize use of various communications and promotions channels of CRC consortium members to deliver timely, compelling, and effective messages												
Draft and establish guidelines												
Disseminate visual design/media post templates												
Create and disseminate content plan for CRC consortium members												

6. CONTINGENCY PLAN

The CRC is a highly collaborative project that requires contingencies in place to ensure that the goals are met in a timely manner with the available budget. Five main disruptions are considered in the program's contingency plan to ensure risk management and continuity of implementation throughout Year 1. These include the following:

1. Mobility restrictions due to COVID 19
2. High-impact natural disasters
3. Election-related and changes in bureaucracy
4. Target cities do not agree to join the CRC project
5. National agencies do not provide requested data or do not have good quality data

The table below outlines how these disruptions might impact project implementation and proposed mitigating measures that can be undertaken by the CRC Project in response to these.

Table 7. Potential disruptions for Year 1 and proposed mitigating measures.

Potential disruption	How might this impact project implementation	Mitigating measures
Mobility restrictions due to COVID-19	None to limited face-to-face capacity building that could reduce the effectiveness of the trainings	• Create trainings and modules that can be rolled out either in-person or virtually. Include in the curriculum ways to check if desired competencies are achieved from the training (except for the GHG inventory training because of the practical aspect of this specific topic) • Despite having virtual modules, the project will not pursue a self-paced learning since it has challenges relating to completion of training and does not meet the definition of project indicators. At the very least, trainings under CRC should be hybrid.
	Reduced accuracy in assessments since processes are done remotely	• Hire or train local enumerators and local CRC staff in the conduct of assessments • Develop online tools whenever relevant
	Difficulty in mapping if not done in person	• Utilize existing sources of data and ensure that the available data is good enough data to inform programmatic decisions
	Inability or difficulty in setting up Automated Weather Systems, sensors, and other Internet of Things	• Expedite training of LGU tech people who can be taught/trained virtually on how to set-up/deploy/monitor equipment • Reschedule the timeline if required
High impact natural disasters	Divert LGU focus, manpower and resources away from	• Shift target cities. Identify cities based on the original list in the Notice of Funding

	CRC priorities and activities	Opportunity (NOFO) and in consultation with USAID. ● Reprogram timeline and deliverables and manage expectations. Assess if the interruption impacts how the project will deliver its target (e.g., if rebuilding in a city will take time as in Tacloban after Typhoon Haiyan, then CRC may not be viable. The project may have to shift to another city)
	Distract CRC consortium members from CRC priorities and activities	● Reprogram timelines and deliverables, manage expectations, and if needed, request for a no-cost extension from USAID
	Reduced mobility and communications	● Reprogram timelines and deliverables and manage expectations of stakeholders
	Data loss	● Share data among consortium partners through cloud storage, and data security/back up
Election-related issues and changes in bureaucracy	Delay in project implementation in consideration with the election ban on government activities (for UPRI, NGAs and LGUs), and the adjustment period of the new elected officials	● Adjust the work plan/conduct of activities prior to, and after, the period for election ban (March 25 to May 8) ● Conduct new introductory meetings with the new government and assess appetite/ interest to participate with CRC ● LGU/Project coordinator must establish relationship with the LGU employees (plantilla positions) so we can capitalize on this with during such changes
Cities do not agree to join the CRC project	We will not reach the required number of LGU partners as indicated in the proposal	● Escalate the concern with USAID on how to modify the targets of the project. Criteria for the selection of new cities shall be based on the number and criteria indicated in the NOFO.
National agencies do not provide requested data or do not have good quality data	Insufficient data that will affect the optimal solution to program concerns	● If unable to retrieve data, send request under Freedom of Information, Anti-Red Tape Act, and/or Ease of Doing Business Act, whichever works best for the situation ● If data is available but for sale, coordinate with USAID and check budget if data can be bought

The potential disruptions associated with the contingency plan will be monitored once every quarter through the project risk register. As risks become a reality, the risks will be transferred to the issues log where the execution of mitigation measures will be tracked until the issue is resolved.

8. APPENDICES

8.1 Indicative List of Indicators

This table shows the list of indicators that the project will be reporting on. These will be further defined, including its targets, in the Performance Indicator Reference Sheets of the project, an annex to the AMEL Plan, which will be submitted to USAID by 14 January 2022.

Custom Indicators	
CRC 1	No. of LGUs that have the ability to adapt to, mitigate, and manage the impacts of climate change and disasters
CRC 2	No. of LGUs using climate information
CRC 3	No. of LGUs receiving SBC and advocacy for climate-support activities
CRC 4	No. of LGUs developing or using a knowledge management platform (local or national)
CRC 5	No. of LGUs with improved capacity to access and manage climate financing
CRC 6	Percentage of LGUs piloting climate change adaptation and/or mitigation strategies
CRC 7	No. climate change adaptation or sustainable landscape strategies implemented following CRC support
Standard Indicators – Adaptation	
EG. 11-1	No. of people trained in climate change adaptation supported by USG assistance
EG. 11-2	No. of institutions with improved capacity to assess or address climate change risks supported by USG assistance
EG. 11-3	No. of laws, policies, regulations, or standards addressing climate change adaptation formally proposed, adopted, or implemented as supported by USG assistance
EG. 11-4	Amount of investment mobilized (in USD) for climate change adaptation as supported by USG assistance
EG. 11-5	No. of people supported by the USG to adapt to the effects of climate change
EG. 11-6	No. of people using climate information or implementing risk-reducing actions to improve resilience to climate change as supported by USG assistance
Standard Indicators – Sustainable Landscape	
EG. 13-1	No. of people trained in sustainable landscapes supported by USG assistance
EG. 13-2	No. of institutions with improved capacity to address sustainable landscapes issues as supported by USG assistance
EG. 13-3	No. of laws, policies, regulations, or standards addressing sustainable landscapes formally proposed, adopted, or implemented as supported by USG
EG. 13-4	Amount of investment mobilized (in USD) for climate change adaptation as supported by USG assistance
EG. 13-5	No. of people receiving livelihood co-benefits (monetary or non-monetary) associated with the implementation of USG sustainable landscape activities
EG. 13-6	Greenhouse gas emissions, estimated in metric tons of CO2 equivalent, reduced, sequestered, or avoided through sustainable landscapes activities supported by USG assistance
EG. 13-7	Projected GHG emissions reduced or avoided from adopted laws policies, regulations, or technologies related to sustainable landscape as supported by USG assistance
EG. 13-8	No. of hectares under improved management expected to reduce GHG emissions as a result of USG assistance

8.2 Detailed Activity Plan for Year 1

Markers: preparatory work | activity output delivery/completion

Activity	Year 1												Activity Targets – Year 1
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
START-UP ACTIVITIES													
Organize consortium start-up with partners													Workshop outputs
Subrecipient Agreements													Sub-Recipient Agreements signed
Staff recruitment													All key positions are filled in
Develop detailed implementation plan (DIP)													Workshop outputs
Develop Annual Implementation Plan													Annual Implementation Plan accepted by USAID
Develop Branding and Marking Plan													Branding and Marking Plan accepted by USAID
Develop Social Impact Assessment and Implementation Plan													Social Impact Assessment and Implementation Plan accepted by USAID
Develop Sustainability Plan													Sustainability Plan accepted by USAID
National Project Launch													Event report
Meetings with national government agencies and key partners													National Steering Committee established or DOAG-TWG under the bilateral agreement of USG and GPH
High level introductory meetings with LGUs													Meeting minutes
Agreement with LGUs													Letter of Interest from LGUs
LGU consultation meetings													Meeting reports
Integration of local staff in LGU office													Office space provided, where applicable
Local stakeholder mapping													Stakeholder map for each of the six LGUs

PROJECT IMPLEMENTATION													
Outcome 1: Capacity to develop, use, and communicate climate change data in planning and programming enhanced													
Output 1.1: Climate Change Scenario Modeling and Forecasting Capacity Improved													
Activity 1.1.1: Map and assess local hydro meteorological infrastructure and systems													
Assess the condition of hydro-meteorological systems in five LGUs (Batangas, Borongan, Cotabato, Iloilo, and Legazpi)													Assessment report
Capacity building workshop with DRR and planning officers													75 DRR and planning officers capacitated from five LGUs
Activity 1.1.2: Upgrade and improvement of identified local level meteorological systems and installation of automated weather stations													
Site identification to determine the suitable locations for automated weather stations based on technical requirements and additional ocular inspections													Identified and validated locations for sensors and gateways for five LGUs
Procurement of need-specific automated weather stations support package for five LGUs (Batangas, Borongan, Cotabato, Iloilo, and Legazpi)													Procured need-specific automated weather stations support package
Installation of procured automated weather stations support package for five LGUs (Batangas, Borongan, Cotabato, Iloilo, and Legazpi)													Installed gateways and section sensors for two of the five LGUs
Training of local representatives on how to utilize sensor data in decision-making and mitigation of risks													Capacitated about 100 local representatives on the use of sensor data
Activity 1.1.4: Downscale provincial climate forecast models to municipal level													
Collect climate change data													Climate change projection for five LGUs collected
Process climate change data in preparation for hazard modelling for five LGUs													Downscaled climate change projections for five LGUs (Batangas, Borongan, Cotabato, Iloilo, and Legazpi)
Activity 1.1.5: Develop climate-adjusted flood, storm surge, and rainfall-induced landslide hazard maps													
Processing of the data parameters to be used in hazard modelling													
Field Validation of simulated baseline scenario hazards													

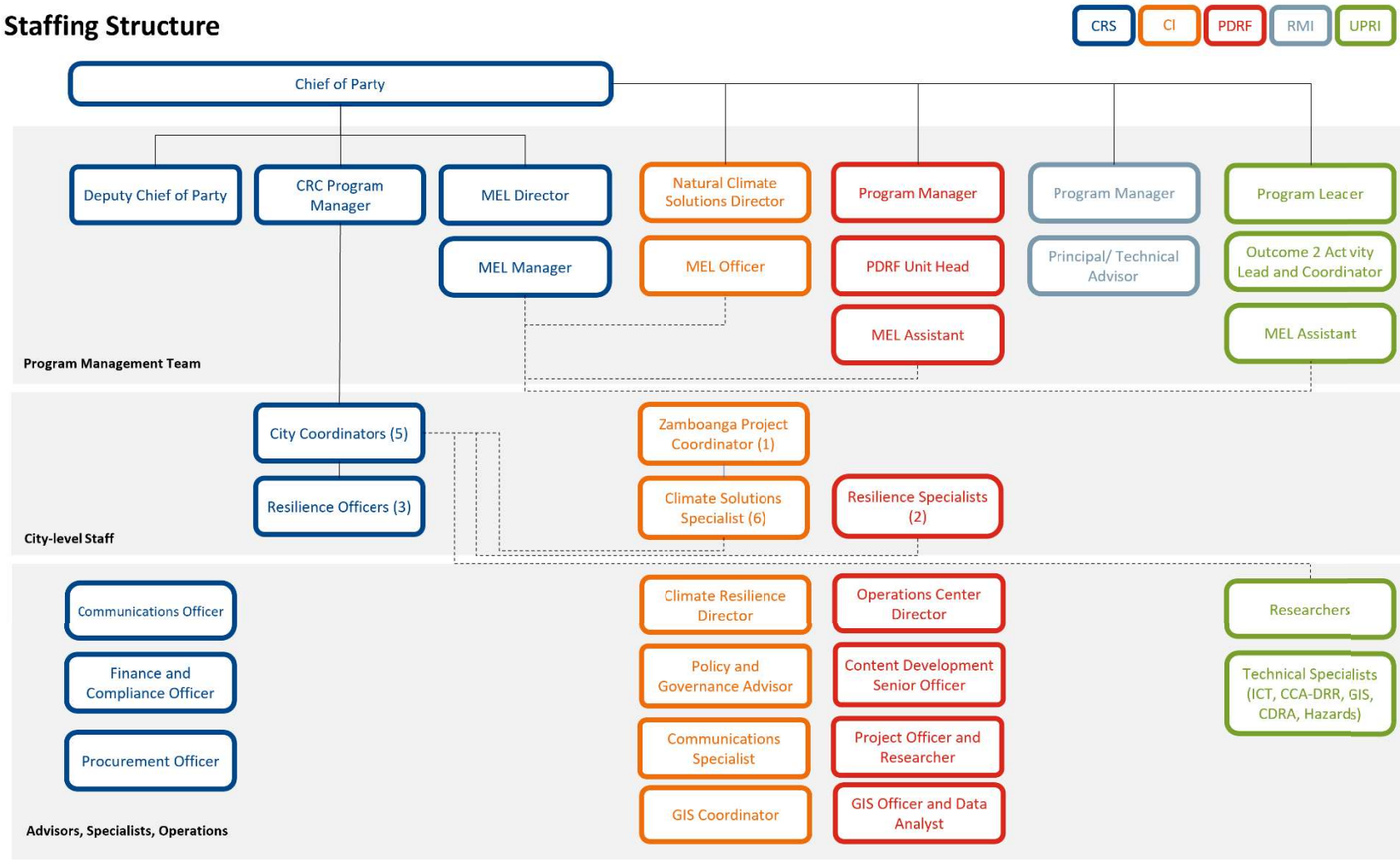
Calibration of hazard models													
Climate Change Scenario Simulation of flood, storm surge, and rainfall-induced landslide hazards													
Mapping of flood, storm surge, and rainfall-induced landslide hazards for both the baseline and climate change scenarios													At least two of the five LGUs have high-resolution probabilistic flood, storm surge, and rain-induced landslide hazard maps integrated with different climate change scenarios
Activity 1.1.6: Build capacity of LGUSs on climate modeling and forecasting													
Assessment of current LGU capacity in modelling, forecasting, communication, and knowledge management													Part of 3CAF draft assessment report for five LGUs (under activity 1.2.1)
Capacity building for LGUs to interpret data													Training delivered to five LGUs
Assessment result presentation for five LGUs													Draft assessment report for five LGUs
Output 1.2: LGU capacity for climate change adaptation and mitigation integrated in the local plans or policies improved													
Activity 1.2.1: Develop the Climate Change Capacity and Competency Assessment Framework (3CAF) and design a capacity building curriculum for LGUs													
Development of 3CAF tool													3CAF tool developed
Conduct of 3CAF tool for five LGUs													
Processing of collected data for five LGUs													
Develop and present draft assessment report for five LGUs													3CAF draft assessment report for five LGUs for validation
Activity 1.2.5 Implement a pilot energy project to increase city adaptive capacity													
Create internal assessment metric to provide a baseline overview of each LGUs energy scenario													Assessment metric report (LGU energy scenario) for all six LGUs
Validate research with LGU, local CSO/s, and/or local electric cooperative													Validated assessment metric report
Prioritize/identify pilot clean energy project in consultation with target LGU													Stakeholder consultation meetings conducted
Site feasibility assessment for pilot energy project													Site feasibility assessment report for pilot site
Other further studies or assessment required to ensure appropriate pilot energy solution shall be implemented													Technical assessment report/s for pilot site

Outcome 2: Financing mobilized for local climate change adaptation and mitigation													
Output 2.1: LGU capacity to access and manage climate financing improved													
Activity 2.1.1: Organize a technical conference on climate financing													
Formulate and finalize concept note for the technical conference													Conference concept note
Establish conference organizing committee													Conference organizing committee established and convened
Conduct conference													
Produce proceedings/documentation and technical report													Proceedings and technical report
Output 2.2: NGOs or civil society organizations capacity to access and manage climate financing enhanced													
Activity 2.2.1: Conduct study on: 1. CSO/NGO mapping; 2. CSO/NGO SWOT on climate finance; 3. Climate fund mapping; 4. Climate fund challenges/best practices													
Organize climate finance workshops													Workshop documentation
Mapping according to climate finance tracking/fund flow													Mapping report
Conduct of key informant interviews with private sector representatives and climate finance practitioners (e.g., NGAs, multilateral institutions from external and national/private climate fund sources, LGU-level climate finance actors)													Documentation
Report writing and finalization													Study/technical report
Outcome 3: Environment conserved, restored, or sustainably managed at the local level													
Output 3.1: Climate change adaptation and/or mitigation strategies or activities upscaled and/or implemented													
Activity 3.1.1: Workshop on mapping existing climate adaptation/mitigation strategies													
Workshop on mapping existing climate adaptation/mitigation strategies													Inventory reports for six LGUs
Activity 3.1.2: Conduct risk assessment and resource profiling													
Workshop on conduct of feasibilities studies, risk assessments and resource profiling (linked to conduct of CDRA of LGUs under Output 1.2)													Workshop reports for six LGUs
Activity 3.1.3: Conduct risk assessment and resource profiling													

Workshop on building awareness of critical ecosystem services specific to target area													Workshop conducted for six LGUs; workshop report
Activity 3.1.4: Orient LGUs on "menu" of climate solution strategies, innovations (Ridge to Reef menu options, dependent on climate/context) - based on assessments													
Review and enhancement of LCCAP - Zamboanga													Pre-workshop output and report for Zamboanga
Activity 3.1.5: Based on LCCAP, support LGUs to assess appropriate interventions within CDRA													
Meetings with LGUs develop terms of reference including timelines, commitments of parties, monitoring mechanisms, and workplan for the LGU Small Grants for NCS Projects (PhP 1,500,000.00)													Validated and acceptable TOR with LGUs (per site) developed; supplemental documents to the grant agreement; Protocol finalized and accepted
Activity 3.1.8: Support enforcement of environmental laws through capacity strengthening and links to monitoring innovations													
Conduct capacity assessment for environmental law enforcement and violations assessment to the natural resources (forests, watersheds, mangroves)													Assessment report and output. Integrative approach to climate change programming (NCS coverage) by way of robust policy support at national level is a given consideration.
Develop a capacity building program: identify core needs, personnel to be trained, skills development, enforcement planning													At least four site-relevant enforcement capacity building programs developed and approved. For inputs to national level standards.
Activity 3.1.10 Develop National Advocacy Plan													
NCS roadshow presentation and consultations with DENR, CCC, DPWH, DA-BFAR, DILG, HLURB, etc. on developing an institutionalization process for NCS adoption as part of LGU planning process													Draft policy adoption plan for presentation to the CRC Steering Committee or to the DOAG TWG under the bilateral agreement between USG and GPH
MONITORING, EVALUATION, ACCOUNTABILITY, LEARNING													
MEAL system development													
AMEL Plan development and submission													AMEL Plan
Evaluation - baseline assessment													

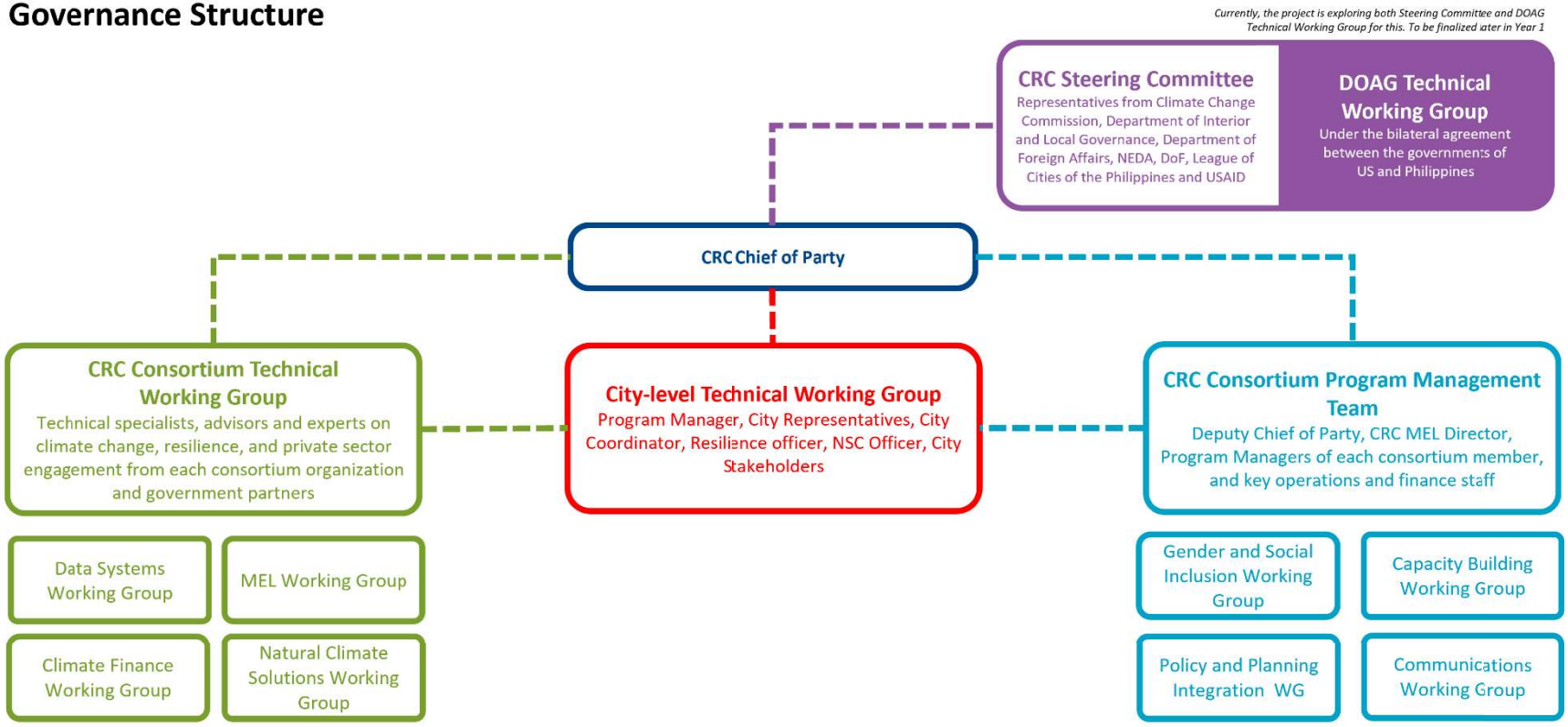
Annual reflection event													
Quarterly reports													Quarterly reports

8.3 Staffing Structure

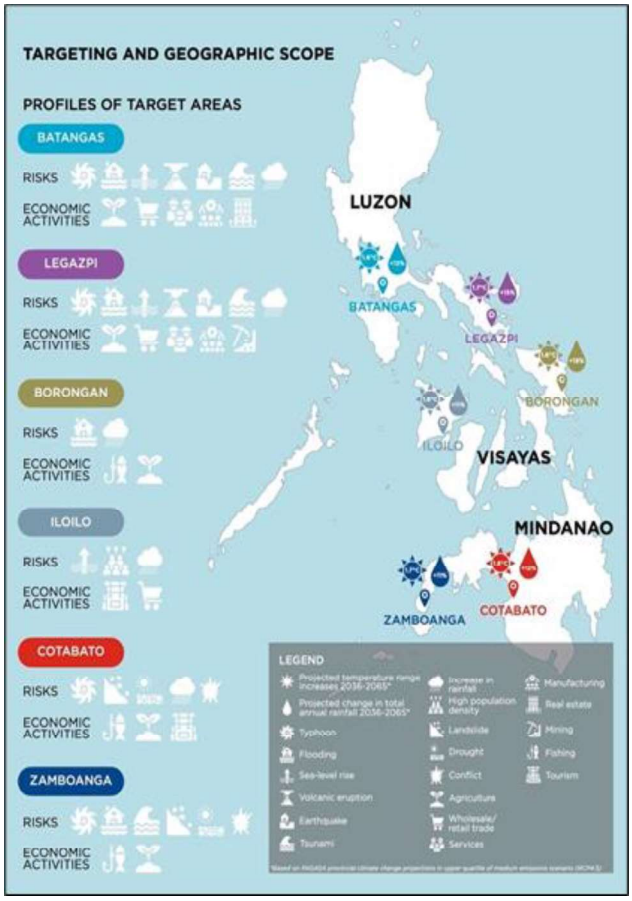


8.4 Governance Structure

Governance Structure



8.5 Geographic Coverage



The CRC Project will address each of the needs described above in six target LGUs, selected based on considerations specified in the CRC solicitation and the following additional criteria: high needs and vulnerability, extent of exposure to climate impacts[33], high population, consortium members' existing experience and relationships, and the potential for learning[34]. The project will target Batangas, Legazpi, Borongan, Iloilo, Cotabato City, and Zamboanga. Among these targeted cites, two cities are situated within the provinces identified by the Philippine Cabinet Cluster on CC and DRR (Borongan, and Cotabato City) and 4 are Cities Development Initiative (CDI) cities (Batangas, Legazpi, Iloilo, and Zamboanga).The consortium will deliver all three outcomes across Batangas, Legazpi, Borongan, Iloilo, and Cotabato; however due to security limiting the consortium's ability to be physically present in Zamboanga, light touch activities under Outcomes 1 and 2 will be delivered there with full activities implemented by CI under Outcome 3 in that city.

The targeted cities have urban centers with high populations but also include semi-urban and rural lands within the LGU jurisdiction. Many of the nature-based solutions will include areas that are not densely populated such as coastal, wetlands and forested areas. In addition to building the capacity of LGU human resources, the project will benefit the wider population, including the most vulnerable and the poor, by addressing the structural processes and enabling environment that determine the ways cities adapt and mitigate against climate hazards. The project has designed a package of support, accompaniment, and services that will be provided in each of the targeted cities. However, as demonstrated by the targeting graphic, each city and each region has very specific climate risks, demographics, economic interests, and ecosystem services at risk. The CRC project will tailor LGU support to each of these unique profiles.

[33] Analysis from DENR's Risk Resiliency Program Areas (2018) and 2017 GCF report on vulnerability in the Philippines eastern seaboard.
[34] This last criterion included identifying a range of different habitats (i.e., coastal vs. upland, forested vs. non forested) as well as identifying representative cities from each of the three regions of the Philippines.