

Recommendations for 2020 and Beyond for Implementing Agencies

Project/Category	Recommendations	Timelines	Responsible Entity
Department of Agrarian Reform (DAR)			
IARCDSP, ConVERGE, and MINSAAD	DAR should submit its requests for ICC approval of project restructuring as early as possible to facilitate the timely completion of these projects, and in consideration of ICC and NEDA Board timeline of approval of project restructuring. This is particularly crucial for IARCDSP which is in its final year of implementation in 2020, and considering the significant delays it is experiencing in its implementation. Preparation of MinSAAD ICC requisite documents is already ongoing.	3Q 2020	DAR
	In terms of financial performance and reporting, DAR should prepare the agency's (a) annual budgetary requirements for its ongoing projects from 2020-2023 (depending on necessary extensions of the project), taking into account the cumulative disbursement backlogs as of December 2019 and (b) specific plan of action to address these backlogs within the project life considering the change in Administration in 2022. This is with the aim of raising to the Cabinet and the NEDA Board the matter of securing full budgetary support for the implementation of all ongoing projects in the DAR portfolio, and manage the transition to the next administration (particularly for those projects which may extend to 2022-2023).	July 2020	DAR
	Noting that outstanding/recurring issues or delays in project implementation emanate from the ground and/or on the capacity of the LGUs to implement the project and as earlier recommended in the CY 2018, DAR should discuss recurring LGU concerns with DILG, COA, and MDFO to come up with appropriate and immediate solutions particularly for its ongoing projects.	2020	DAR
Department of Agriculture (DA)			
Fish Port Projects	Provide regular status reports of various fish port projects and submit restructuring proposals for ICC approval.	2020 onwards	PFDA
Agency-wide	Submit restructuring proposals that would require ICC approval and reassess the implications of restructuring to the project viability indicators (EIRR, sensitivity analyses, etc). and to the overall attainment of projects results (outputs, outcomes, and impact).	2020	DA
Department of Education (DepEd)			
Senior High School Support Program	DepEd should discuss with ADB on the possibility of doing major restructuring of the Disbursement-Linked Indicator on the Math and Science National Achievement Test Mean Percentage Score to revise the baseline and target, at this late stage of the project.	2Q 2020	DepEd and ADB
Agency-wide	Ensure complementation of ODA to DepEd's campaign for quality education through Sulong EduKalidad in the areas of (a) K to 12 curriculum review and update, (b) Improving learning environment, and (c) Teachers upskilling and reskilling.	2020 onwards	DepEd
Department of Energy (DOE)			
E-TRIKE	DOE should submit the project completion report of E-Trike for further assessment on its outputs, lessons learned, and best practices which may be used for future similar projects.	2020	DOE
ASEP	Considering implementation delays, the Department must prepare a catch-up plan, incorporating changes in the timelines in the project implementation as a result of the COVID-19 pandemic to ensure project completion by scheduled closing date.	2020	DOE
Agency-wide	DOE should submit to NEDA regular updates on the remaining grant-assisted projects to comprehensively assess the status of each projects and propose plausible and timely interventions that will fast track project implementation.	2020 onwards	DOE

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Department of Environment and Natural Resources (DENR)			
INREMP and FMP	DENR should officially submit to NEDA its request for: (a) an increase in GPH counterpart with an estimated amount of PHP136.07 million for INREMP and PHP90.04 million for FMP; and (b) one-year extension of implementation and loan validity extension under INREMP. For INREMP, the additional GOP counterpart will cover incremental costs on: (a) human resource; (b) site development; and (c) project management expenses. The increase for FMP GOP counterpart is due to budget shortfall arising from: (a) previous settlement of unanticipated tax expenses under FMP's reforestation contracts; (b) estimated tax payables under the same due for settlement in the future; (c) price escalation; (d) cost requirements for implementing sustainability measures; and (e) the need for staffing complement.	2Q 2020	DENR
FMP and INREMP	DENR-FMB should continuously coordinate with its counterparts at the NCIP regional offices for regular conduct of the FPIC process and eventual issuance of NCIP clearances.	2020	DENR
All ODA Grants	DENR should regularly require and reiterate to its consultants to document and analyze the emerging outcomes under each project, how these contribute to DENR's execution of its mandate, and how these contribute to the overall DENR bureaucracy, and suggestions on how to replicate these in other geographical areas.	2020	DENR
INREMP and Other Projects	Given probable delays brought about by a COVID 19 Pandemic, DENR, in collaboration with its consultants and LGUs, should consider coming up with updated implementation timetables, or with calibrated project scopes that would suit the requirements of a possible pandemic recovery effort. The revised timetable should account for the re-mobilization time that contractors, consultants, and POs would need in case the government imposes a temporary work-stoppage.	2020	DENR
Department of Health (DOH)			
Agency-Wide	Develop business continuity and contingency plans, considering disaster, disease outbreak situations and emerging pandemics in all ODA projects and programs. The Department should integrate risk-based approach in project planning and implementation. DOH should continue building on the comparative advantages of the international health partners (IHPs) when negotiating for new programs or projects. The Department should develop implementation guidelines to concretize the Philippine Health Development Cooperation Framework coordination mechanisms and align these with other inter and intra agency plans for the smooth implementation of all ODA projects and programs. The Department should create a compendium and analysis of good practices of existing and previous ODAs as reference of future ODA programs and projects and organize sustainability and project turnover workshops prior to closure.	2020 onwards	DOH
Department of Public Works and Highways (DPWH)			
MMFMP	To ensure that the project will not experience further delays in implementation, it is suggested that DPWH-FCMC should regularly coordinate with co-implementing agencies, and request them to submit/formulate their individual catch-up plans to lay-out the targets needed to be delivered for the remaining implementation period of the project. It is also recommended that DPWH collate these submissions, regularly prepare an overall project report (quarterly or semestral), and submit the same to NEDA.	2020 onwards	DPWH
PMRCIP III.	DPWH should submit a project completion report to NEDA and other relevant stakeholders to ensure that the projects' outputs and outcomes (if available) will be recorded and inputted in the updating of sectoral reports and the PDP-RMs. The PCR may also serve as an input for future evaluation studies to be conducted that concern flood management.	2020	DPWH
CIA-FRMP and PMRCIP IV	While these projects are expected to start implementation in CY2021, DPWH should prepare necessary documents needed to ensure that the implementation of these projects will be based on the approved implementation plan. Should the DPWH foresee ROWA issues, the same should be addressed simultaneous with the Detailed Engineering Design preparation.	2020 onwards	DPWH
Ongoing ODA loans	DPWH should provide updates if there is a need to further extend the implementation duration of ongoing projects, particularly those projects that are already on the list of project likely to be restructured as of May 2020. The Department should finalize all their requests for project restructuring and submit these to NEDA before end of Q3 CY2020.	3Q 2020	DPWH

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Agency-wide	It is observed that most of the flood control projects are experiencing delays in project implementation due to right-of-way acquisition (ROWA). It is recommended for DPWH to ensure that any ROWA issues are resolved during the planning stage of the project. Resolution of the ROWA issue should be a pre-requisite before DPWH Secretary approved and endorsed the project for funding (either GAA or ODA) to ensure that ROWA issues will not contribute delays in the implementation of the project and to firm up the cost needed for the project.	2020 onwards	DPWH
Department of Social Welfare and Development (DSWD)			
KC-NCDDP	KC-NCDDP PMO should secure commitment and closely monitor community-led activities, through regular inspection/ field visits/ spot checks, while providing technical assistance to LGUs in ensuring implementation of remaining subprojects and conduct of capacity building activities until December 2020. KC-NCDDP PMO should closely coordinate with the Department's Finance, BAC, and Procurement Division as regards budget and procurement matters, specifically on the familiarization of process flows and identification/preparation of requisite documents.	December 2020	DSWD
SPSP-AF	Pantawid Pamilya NPMO should continue the standardization and enhancement of the case management processes, in support to the provision stipulated in the 4Ps Law. Pantawid Pamilya NPMO should continue equipping its workforce by reinforcing ownership of the issue of beneficiaries' non-compliance, in order to respond and manage cases of children not attending schools (NAS) while simultaneously and continuously tapping and strengthening the social service workforce, LGU and other stakeholders.	2020 onwards	DSWD
Agency-wide	DSWD should continue its consultation with DepEd to strictly implement its Child Protection Policy in order to address the bullying incidence and provide appropriate interventions. The Department should strengthen coordination and collaboration with new composition of the National Advisory Committee (NAC) members: DSWD, DepEd, DOH, DOLE, TESDA, DTI, DA, DAR, DOST and 2 Non-Government Organizations under Section 15 of the 4Ps Law.	2020 onwards	DSWD
Department of Transportation (DOTr)			
All ODAs and LFPs	DOTr should fast-track the preparation of ICC requisite documents for the processing of DOTr's requests for project restructuring within 2020. DOTr should submit all requests for project restructuring anticipated within the term of the current Administration with complete ICC documentary requirements to the ICC not later than December 2020.	December 2020	DOTr
Agency-Wide	DOTr should consider/explore the possibility of having a joint memorandum with the Department of Energy, MWSS, and other relevant regulating agencies for public utilities to prescribe uniform guidelines and procedures for the proper payment of compensation and/or recovery of costs related to the relocation of electric transmission lines, water utility pipes, and other utilities affected by the implementation of DOTr's infrastructure projects. DOTr should ensure the availability of an updated MYCA for each project, consistent with the project's timeline and cost. PMOs should also work closely with the Department's budget, finance, and accounting units to avoid problems in project implementation in view of the adoption of the cash-based budgeting approach for the 2019 and 2020 GAA.	2020	DOTr
Land Bank of the Philippines (LBP)			
MWMP	Considering that the WB loan is set to close on June 30, 2020 and there are still subcontract packages outside the scope of WB loan that need to be completed, LANDBANK should continuously monitor the progress of these subcontracts. Close coordination and collaboration with the two concessionaires should be maintained to discuss what necessary strategies will fast track the implementation of the remaining subcontract packages and determine if recalibration of implementation is needed. LANDBANK should continuously submit progress reports of these subcontract packages to NEDA, as useful inputs to NEDA documents such as Socioeconomic Reports and PDP Results Matrices.	2020 onwards	LBP, MWCI and MWSI
HARVEST	JICA had already disbursed to LANDBANK about 53 percent of its total loan amount. LANDBANK should submit a plan on how to utilize the disbursed loan, e.g., targeted number of beneficiaries to be assisted from CY2020 until project completion. Once SMEs and cooperatives get started with their projects/businesses, LANDBANK should require them to submit regular progress reports to assess performance. It is reported that a proposed technical assistance will be included in the grant component to address the issue on environmental and social safeguard requirements. Said issue should be addressed alongside with the low competitiveness of the project's market rates to prevent further delays in implementation. Hence, LANDBANK should provide updates to NEDA on the proposed TA.	2020 onwards	LBP
Agency-wide	Noting implementation delays were due to other stakeholders' requirements (i.e., strict environmental and social safeguards requirements, right-of-way acquisition, securing permits from LGUs), LANDBANK should closely coordinate and collaborate with their projects' stakeholders to ensure that the project will be implemented, as planned. The Bank should conduct midterm and end-of-project reviews to monitor and assess project performance towards the achievement of development outcomes. LANDBANK may adopt NEDA Alert Mechanism reporting templates to closely monitor the progress of their projects.	2020 onwards	LBP
Local Water Utilities Administration (LWUA)			

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WDDSP	<p>The loan for the WDDSP is expected to close on October 31, 2022. Given that the project is already on its 3rd year of implementation without physical accomplishment reported, there is a need to reiterate earlier recommendation to fast track efforts and catch up with the implementation timeline. Following are the specific recommendations for the project:</p> <ul style="list-style-type: none"> • The list of target beneficiaries should already be finalized by this time. It is recommended to ensure that WDs reported in 2019 are already committed to participate in the WDDSP. Given the rigid timeline left for project implementation, possible changes in beneficiaries may lead to an extension of the implementation; • Based on the recent submission, the WDDSP should provide physical targets per WD sub-projects to ensure that there is still sufficient time to complete the project prior to the scheduled loan closing date. Provision of the timeline will help in making necessary adjustments in project implementation; • Stringent measures in preparing and reviewing documents in the procurement stage for each WDs should be in place to ensure successful awarding of contracts; and • LWUA should regularly monitor and assess the overall accomplishment of each sub-projects versus the target physical accomplishment. Strict compliance with the timelines of deliverables should be exercised. 	2020 onwards	LWUA
Agency-wide	LWUA should provide regular updates with NEDA, specifically on changes that may affect the scope and costs of implementing the project. Regular reporting of financial and physical status, including issues encountered in the implementation process, warrants timely interventions, and immediate issue resolution.	2020 onwards	LWUA
Metropolitan Waterworks and Sewerage System (MWSS)			
All ongoing projects	<p>The additional component of AWTIP and the NCWS-KDP are expected to begin implementation in 2020. Given that there are new projects to be implemented, MWSS should closely coordinate with NEDA-MES in providing regular project updates.</p> <p>Upon completion of the initial component of AWTIP, MWSS must prepare an assessment to determine lessons learned and good practices which may be used/replicated in the implementation of AQ-7 and NCWS-KDP.</p>	2020 onwards	MWSS

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National Irrigation Administration (NIA)			
JRMP II and MMIP II	<p>Knowledge Management mechanisms must be further employed to ensure all project-related documents, both soft and hard copies, are retained within the institution to promote knowledge transfer across personnel (present and former) and minimize the agency's dependence on person-based knowledge.</p> <p>NIA should reflect issues in regular reports as they occur, including salient details to promote transparency and provide opportunity for the agency and oversight agencies to resolve and manage an issue before it results to restructuring.</p>	2020 onwards	NIA
Agency-wide	Explore knowledge sharing across PMOs which shall serve as a platform to assist PMOs in exchanging best practices and lessons learned across projects. Projects may have similar issues that some PMOs successfully resolved or risks that were mitigated, which may benefit others.	2020 onwards	NIA