



INSTITUTIONALIZATION OF CLIMATE RESILIENT AGRICULTURE

ADVOCACY AND CHANGE MANAGEMENT

2024





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Executive Summary

The report discusses the critical initiative of institutionalizing the Climate Resilient Agriculture Office (CRAO), now proposed to be named the Climate Resilient and Risk Management Service (CRRMS), under the Department of Agriculture (DA). This change aims to address the pressing challenges posed by climate change through the Adaptation and Mitigation Initiatives in Agriculture (AMIA) program.

Since its inception, CRAO has been instrumental in mobilizing DA resources and coordinating efforts to promote climate-resilient agricultural practices. However, despite its achievements, the office faces significant operational constraints due to its ad hoc status, which limits its funding and institutional permanence. This has hindered its capacity to effectively influence and integrate climate resilience across the department's various units and regional offices.

The report highlights the necessity for CRAO's formal institutionalization, which requires an executive order to solidify its structure and functions. It also outlines the proposed new divisions within CRAO, focusing on Climate Science Action, Agri-Fishery Climate Risk Management, and Support Services, aimed at enhancing policy formulation, risk management, and capacity building across the DA.

Moreover, it discusses the ongoing challenges in communication and advocacy within DA and suggests strategies to improve the dissemination and acceptance of the AMIA program and its Decision-Support Tools (DSTs). These efforts are crucial for building a unified approach to climate action within the department and for ensuring that the agricultural sector can continue to thrive despite the challenges posed by climate variability and change.

Overview of CRAO Institutionalization

To respond to the challenges posed by climate change, the Department of Agriculture issued a memorandum that mandates the mainstreaming of climate change initiatives in the DA Programs, Plans and Budget. The Department of Agriculture Systems-wide Climate Change Office (DA-SWCCO) was then created and mandated to oversee that implementation of DA's flagship program for climate change - Adaptation and Mitigation Initiatives in Agriculture (AMIA). DA-SWCCO was then changed to Climate Resilient Agriculture Office (CRAO) through a Memorandum Circular Number 04 dated February 20, 2020 signed by then Secretary William D. Dar.

It is also included in the Memorandum Circular the importance of institutionalizing CRAO and was highlighted that a Working Group on the Review and Updating of the Agency-Wide Rationalization (AO No.01, S.2020) shall immediately evaluate the submitted proposal for the establishment of the CRAO and recommend/facilitate appropriate action/s for its immediate institutionalization¹.

The mandate of CRAO is to provide strategic direction and oversight in mobilizing DA resources and capacities towards achieving the CRA agenda of the Department. Adaptation and Mitigation Initiative in Agriculture (AMIA) is DA's flagship program on Climate Change (CC) hence, CRAO is likewise to oversee well-planned, coordinated and responsive support services in the establishment and expansion of AMIA Villages to town/provinces/regional level CRA, and from livelihoods to CRA enterprises. Since its inception in 2013, AMIA followed a programmatic approach to building resilient yet progressive Agricultural and Fishereis livelihoods and communities.

AMIA's overall vision is for a food secure and resilient Philippine with empowered farmers and fisherfolk. Recent experiences have demonstrated that if climate-resilient agriculture is done right, we can produce triple wins. Hence, despite the ongoing challenges brought about by the climate change, the pandemic and emerging conflicts, we can still ensure that we can achieve the DA battle cry "Masaganang Ani at Mataas na Kita"².

Empowering farmers is an essential goal for the AMIA Program as only through a well-informed decision-making, guided use of climate and weather informed farm and fishing advisories to identify what to plant, when to plant and what cultural management practices to adopt, and a sense of belongingness will they be able to achieve a sustain and decent living, participate in sustainable production of crops, and invest in climate resilient initiatives³. CRAO champions in the continuous generation and provision of farming and fishing decision support tools that can significantly provide information for a better decision of farming communities in farming activities.

However, despite CRAO's accomplishments and efforts in communicating the AMIA Program and Decision Support Tools (DSTs) to DA units, it seems that relations with DA agencies still leave

¹ DA-Memorandum Circular No. 04 Series of 2020

² Department of Agriculture- Adaptation and Mitigation Initiative in Agriculture.

³ Department of Agriculture- Adaptation and Mitigation Initiative in Agriculture

much to be desired⁴. Likewise, CRAO is still an ad hoc institution with inadequate and unpredictable budget and having only one plantilla. Hence, a proposed institutionalization is deemed necessary.

⁴ Asian Development Bank. Deepening Climate-Related DA Organizational Reforms to Sharpen and Better Harmonize Climate Action. August 2023

Plan for the full institutionalization of CRAO and Redesigned Organizational Structure and Functions

A meeting with CRAO was scheduled on September 28, 2023. Present during the meeting were Director Alicia Ilaga, Ms. Perla Baltazar, Dr. Saturnina C. Halos, Ms. Wendy Dunasco and other CRAO technical staff.

A move for the institutionalization of CRAO was the highlight of the discussion. The current State of Climate Action in DA and major observations of ADB Consulting Team, specifically on their report - Strengthening the DA Structure for Climate Action: A Building Block Framework, was presented by one of the CRAO staff. The following were highlighted in the report:

- a. Various offices in DA implementing climate action uses embedded climate budget but familiar only with own climate initiatives, less on what other offices are doing.
- b. There is no single office harmonizing and enhancing climate action across many DA offices. CRAO staff are temporary; office is ad hoc with uncertain budget; and there is proposal merging its DRR unit and CRAO.
- c. In DA Regional offices, RFOs has varying staffing arrangement for climate action and AMIA implementation. AMIA focals hold various positions. Their performance as focals in their respective regions is constrained by the fact that their AMIA work is added to their regular tasks.

These were the major grounds why institutionalization of CRAO is crucial. Based on the abovementioned ADB report, the proposed new name of CRAO is Climate Resilient and Risk Management Service (CRRMS). The justification as to why the institutionalization of CRAO or CRRMS is richly discussed in the ADB report. The following were the major findings on the institutional analysis of the state of climate action in DA:

- a) Various DA offices are implementing climate action using embedded budget, however, there is no single office harmonizing and enhancing climate action across many offices in the DA;
- b) DA offices usually are only familiar with their climate initiatives, and less with what other DA offices are doing;
- c) There is no single office harmonizing climate action across many offices;
- d) The offices are not up-to-date about rapid developments in climate science, national commitments, and IPCC reports;
- e) Capacity building on climate action has not being given adequate attention;
- f) CRAO staff are temporary, hence, weakening institutional memory
Regional AMIA focal points hold various positions / designations, and their performance is constrained by multi-tasking.

However, for institutionalization to happen, an Executive Order (EO) was deemed necessary to reinforce this initiative. CRAO has drafted the EO, which was submitted for review (Planning and Legal Office) and then signed by DA Undersecretary Panganiban for submission to the Office of the President.

Review of the Proposed CRRMS Organizational Structure and Functions

In the same manner, the group have also reviewed the proposed CRRMS structure and functions. Based on the presentation, the CRRMS is directly under the Office of the Secretary (OSEC) of the Department of Agriculture, absorbing the functions of the existing ad hoc Climate Resilient Agriculture Office (CRAO). There are three (3) proposed divisions for the CRRMS, namely **(Picture 1 & 2)**:

- (1) Climate Science Action Integration Division, which shall consist of seven (7) technical and one (1) support personnel and shall be responsible for coordinating DA-wide policy formulation, climate action, procurement, and recruitment and management of a pool of climate science experts;
- (2) Agri-Fishery Climate Risk Management Division, which shall consist of seven (7) technical and one (1) support personnel and shall be responsible for CRAF-focused participatory planning, budgeting & operations in response to climate risks; and
- (3) Support Division, which shall consist of four (4) technical and one (1) support personnel and shall be responsible for M&E of climate action, partnership-building, resource mobilization, information and communications technology (ICT), and capacity development.

Functions for each of the three (3) Divisions were also identified in the study of ADB re: “Deepening Climate-Related DA Organizational Reforms to Sharpen and Better Harmonized Climate Action” (Picture 1). The functions were presented by the CRAO staff and was reviewed during the meeting. Changes has been made on the name of each division and its functions to synchronize with the current situation and role of CRAO within DA and in DA regional Offices **(Picture 3)**.

After discussion and exchanges of ideas, the following were the changes that have been made on the structure and functions:

- a) Climate Resilience and Risk Management Service (CRRMS) was changed into Climate Resilient Agri-Fisheries Services (CRAFS);
- b) The name of the divisions was changed into 1) Climate Policy, Advocacy and Communication Division, 2) Climate Action Integration Division, and 3) Climate Science Division;
- c) Functions were also identified per division:

Climate policy, advocacy and communication division	Climate action integration division	Climate science division
<ul style="list-style-type: none"> > Formulate policies, plans and programs to protect government investments and adjust development of programs/projects/activities (PPAs) and approaches to address climate change risks. > Advocate the widespread acceptance of policies and programs for climate actions. > Monitor the mainstreaming of climate actions in DA plans, programs and projects. > Maintain an MIS to support the implementation of AMIA development pathway. > Conduct impact studies to correlate climate resilience, risk management, and sector growth. > Establish/strengthen partnerships and generate resources for climate action. > Actively participate on climate action discussion and negotiations in national and international fora 	<ul style="list-style-type: none"> > Mainstream climate action into policies, plans, programs and budget of DA. > Develop methodologies and tools for climate mainstreaming and integration. > Develop capacity for sector- and agency-wide resiliency. > Identify and integrate best practices for scaling up climate actions. > Provide technical support to strengthen climate resilience and enhance risk management in DA OUs, bureaus, attached agencies, corporations, and banner programs. > Provide platforms to build climate action synergy in DA and other stakeholders. > Provide strategic direction and support in mobilizing DA resources and capacities towards achieving climate resilient agriculture (CRA) agenda 	<ul style="list-style-type: none"> > Identify climatology and agrometeorology indicators for DA use. > Facilitate the operation of the national dashboard for the Agro-climatic advisory portal (ACAP) and climate risk-based planning tool e.g. CIS, CRVA, NCCAG. > Ensure the regular provision of climate information services (CIS) as a basic service of all RFOs. > Provide direction and support for the development or enhancement of adaptation and mitigation measures for tailor fitted deployment of support services. > Update climate risk maps and crop suitability assessments and related studies. > Develop advanced scientific tools to strengthen climate resilience and risk management

Since revisions were made on the functions, CRAO immediately edited the Executive Order just after we finished our meeting to fit the proposed functions of the whole CRRMS. At the same time, organizational structure and staffing (**Picture 4**) were finalized during the meeting to create an

estimated staffing budget needed to establish CRAFS. CRAO has also prepared a proposed plantilla position for the national and regional level based on the positions aligned in the plantilla for the Department of Agriculture. If needed, these documents will be submitted as one of the attachments of the EO.

Staff requirements under the following divisions are as follows:

1) Climate Policy, Advocacy and Communication Division with six (6) proposed positions

- 1 Project Development Officer V (SG 24)
- 1 Project Development Officer IV (SG 22)
- 2 Project Development Officer III (SG 18)
- 1 Development Management Officer II (SG 15)
- 1 Administrative Assistant II (SG 8)

2) Climate Action Integration Division with eight (8) proposed positions

- 1 Project Development Officer V (SG 24)
- 1 Project Development Officer IV (SG 22)
- 2 Project Development Officer III (SG 18)
- 3 Project Development Officer II (SG 15)
- 1 Administrative Assistant II (SG 8)

3) Climate Science Division with seven (7) proposed positions

- 1 Development Management Officer V (SG 24)
- 1 Development Management Officer IV (SG 22)
- 2 Development Management Officer III (SG 18)
- 2 Development Management Officer II (SG 15)
- 1 Administrative Assistant II (SG 8)

Climate Resilience and Risk Management Service (CRRMS)

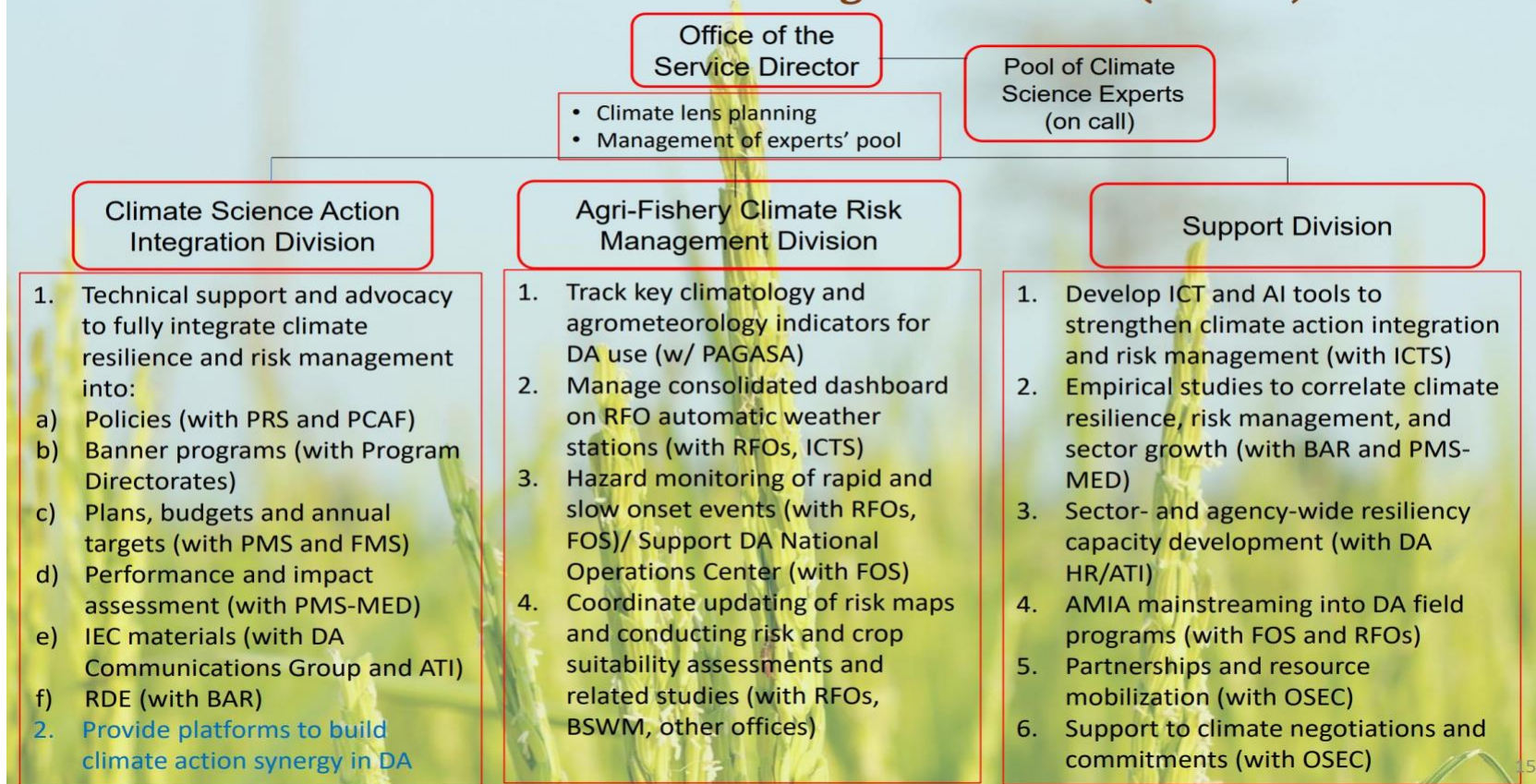


Figure 1: Structure and Functions of CRRM.

Source: ADB, 2023. Enhancing DA-Wide Climate Action: An Institutional Development Study. PPT slide presented by CRAO during the meeting on September 28, 2023 at DA-CRAO.

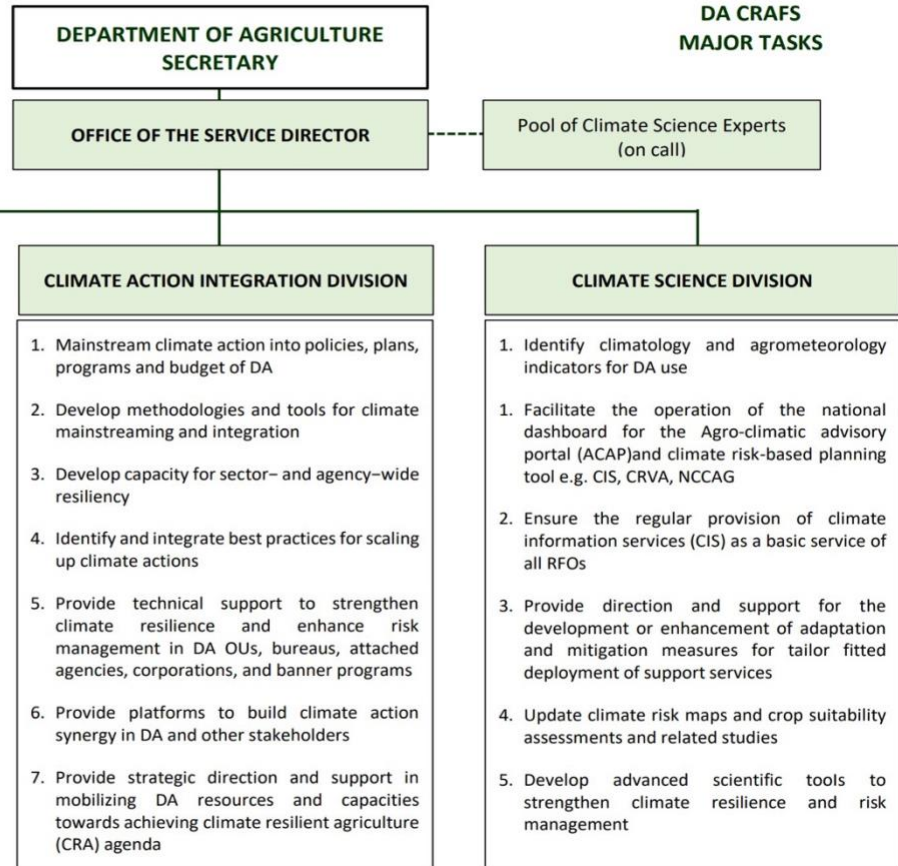
Central Level Staffing

Offices/ Divisions	Personnel (no.)		Skills Required
	Technical	Support	
Office of the Service Director	1	2	Strategic, enabling leadership; procurement and management of technical assistance
Climate Science Action Integration Division	7	1	Climate-resilience focused participatory planning, budgeting & operations
Agri-Fishery Climate Risk Management Division	7	1	Identifying, assessing, and prioritizing strategic responses to climate risks
Support Division	4	1	M&E, networking, resource mobilization, ICT, capacity development, training
Total	19	5	

Figure 2: Proposed Central Office Staffing

Source: ADB, 2023. Enhancing DA-Wide Climate Action: An Institutional Development Study. PPT slide presented by CRAO during the meeting on September 28, 2023 at DA-CRAO.

**DEPARTMENT OF AGRICULTURE
CLIMATE RESILIENT AGRICULTURE
AND FISHERIES SERVICE (CRAFS)**



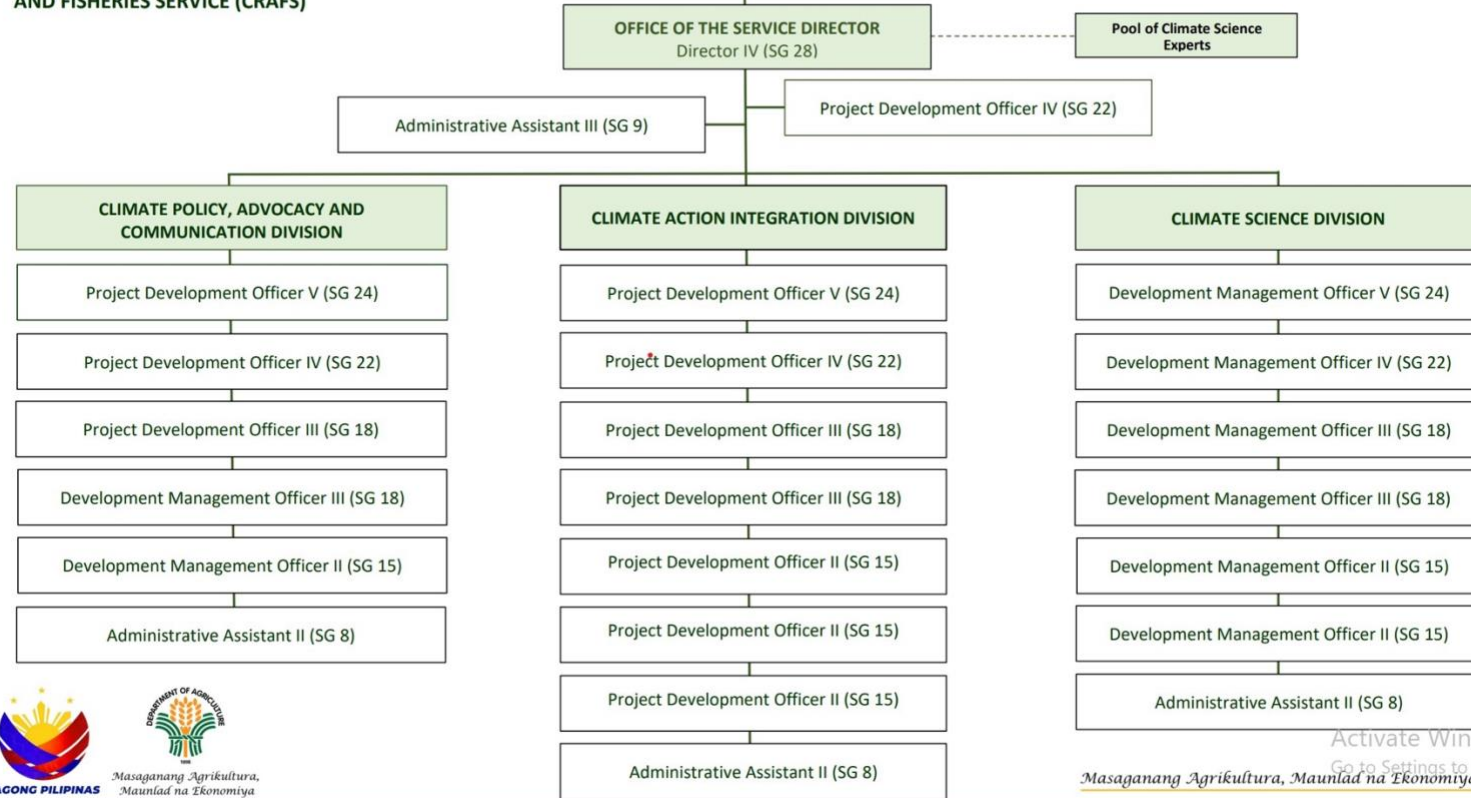
**DA CRAFS
MAJOR TASKS**

Figure 3: Proposed Structure and Functions of DA CRAFS

**DEPARTMENT OF AGRICULTURE
CLIMATE RESILIENT AGRICULTURE
AND FISHERIES SERVICE (CRAFS)**

**DEPARTMENT OF AGRICULTURE
SECRETARY**

**DA CRAFS
ORGANIZATIONAL STRUCTURE**



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Figure 4: Proposed Organizational Structure and Staffing of DA CRAFS

Proposed Regional Structure

CRAO has also presented the proposed Regional Structure and major tasks to be undertaken at the regional level. The name of the regional division and its major tasks were broadly deliberated by the CRAO team, where actual field and work activities in the regional offices were considered. The proposed name that was agreed upon for the regional level was Regional Climate Resilient Agriculture and Fisheries Division (RCRAFD). The Division will have direct link with the CRAFS to ensure mainstreaming of climate change policies, programs, projects and activities. It has three (3) sections similar with CRAFS with the following major tasks **(Picture 5)**:

Climate policy, advocacy and communication section	Climate action integration section	Climate science section
<ul style="list-style-type: none"> > Provide inputs for the formulation of policies, plans and programs and approaches to address climate change risks; > Localize advocacy of policies and programs for climate action; > Establish partnerships with various stakeholders for the development of localized climate actions; > Maintain regional MIS to monitor program compliance and intervention support for the implementation of AMIA in accordance with its development pathway; > Facilitate conduct of impact studies on climate resilience and risk management 	<ul style="list-style-type: none"> > Responsible for the accelerated and scaled implementation of AMIA Program; > Provide technical support to RFO divisions/units for the coordinated provision of integrated services, tailor fitted to address climate risks; > Maintain partnerships with P/LGUs, academe, private sector, civil society organizations and all other stakeholders in the promotion and implementation of localized climate action; > Assess and identify localized best practices for scaling-up climate actions CLIM 	<ul style="list-style-type: none"> > Facilitate the development and formulation of localized weather and climate-risk farm advisories in coordination with RFO technical units/experts; > Ensure the regular generation and dissemination of localized Climate Information Services (CIS) as an early warning for vulnerable farming and fishing communities; > Maintain the regional dashboard for Agro-Climatic Advisory portal and climate-risk based planning tools, e.g. CIS, CRVA, NCCAG; > Facilitate-coordinate updating of local climate risk maps, crop suitability assessment and related climate decision support tools

Proposed plantilla requirements under the following divisions in the regional level are as follows **(Picture 6)** :

Regional Climate Resilient Agriculture and Fisheries Division with two (2) proposed positions

- Development Management Officer V (SG 24)
- Development Management Officer IV (SG 22)

Climate Policy, Advocacy and Communication Section with three (3) proposed positions

- Development Management Officer III (SG 18)
- Development Management Officer II (SG 15)
- Administrative Assistant V (SG 11)

Climate Action Integration Section with three (3) proposed positions

- Development Management Officer III (SG 18)
- Development Management Officer II (SG 15)
- Administrative Assistant V (SG 11)

Climate Science Section with three (3) proposed positions

- Development Management Officer III (SG 15)
- Development Management Officer II (SG 15)
- Administrative Assistant V (SG 11)

**DEPARTMENT OF AGRICULTURE
REGIONAL CLIMATE RESILIENT
AGRICULTURE AND FISHERIES
DIVISION (RCRAFD)**

**REGIONAL CLIMATE RESILIENT
AGRICULTURE AND FISHERIES DIVISION
(RCRAFD)**

**RCRAFD
MAJOR TASKS**

- Direct link between the Climate Resilient Agriculture and Fisheries Service (CRAFS) and all RFO Divisions/Units to ensure mainstreaming of climate action policies in regional plans, programs, projects, and activities
- Provide oversight for the deployment of RFO resources and capacities to protect government investments and interventions in implementing climate actions.

- CLIMATE POLICY, ADVOCACY AND COMMUNICATION SECTION**
1. Provide inputs for the formulation of policies, plans and programs and approaches to address climate change risks;
 2. Localize advocacy of policies and programs for climate action;
 3. Establish partnerships with various stakeholders for the development of localized climate actions;
 4. Maintain regional MIS to monitor program compliance and intervention support for the implementation of AMIA in accordance with its development pathway;
 5. Facilitate conduct of impact studies on climate resilience and risk management

- CLIMATE ACTION INTEGRATION SECTION**
1. Responsible for the accelerated and scaled implementation of AMIA Program;
 2. Provide technical support to RFO divisions/units for the coordinated provision of integrated services, tailor fitted to address climate risks;
 3. Maintain partnerships with P/LGUs, academe, private sector, civil society organizations and all other stakeholders in the promotion and implementation of localized climate action;
 4. Assess and identify localized best practices for scaling-up climate actions

- CLIMATE SCIENCE SECTION**
1. Facilitate the development and formulation of localized weather and climate-risk farm advisories in coordination with RFO technical units/experts
 2. Ensure the regular generation and dissemination of localized Climate Information Services (CIS) as an early warning for vulnerable farming and fishing communities
 3. Maintain the regional dashboard for Agro-Climatic Advisory portal and climate-risk based planning tools, e.g. CIS, CRVA, NCCAG
 4. Facilitate-coordinate updating of local climate risk maps, crop suitability assessment and related climate decision support tools

Figure 5: Proposed Structure and Tasks of Regional Climate Resilient Agriculture and Fisheries Division (RCRAFD)

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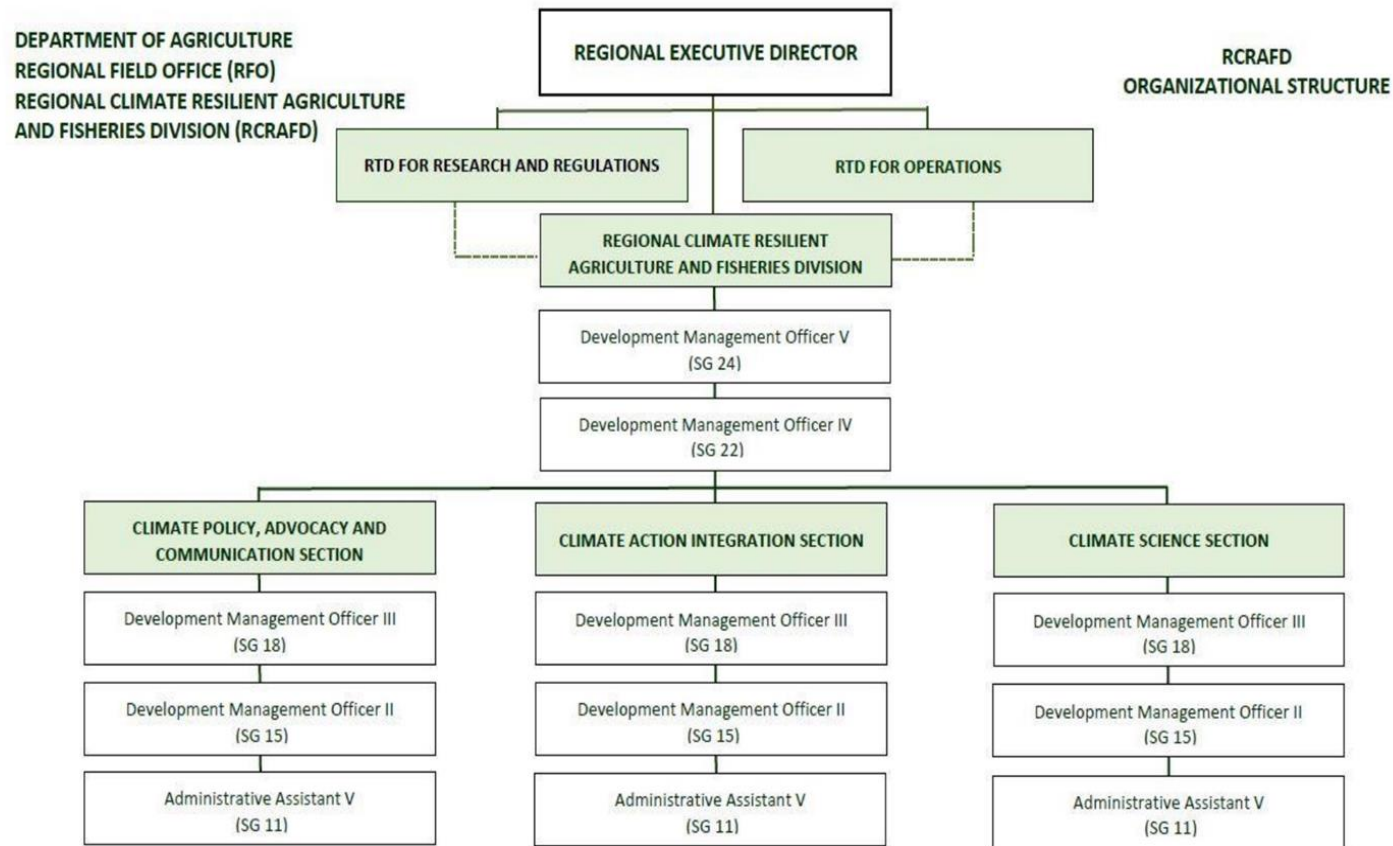


Figure 6: Proposed Organizational Structure and Staffing of RCRAFD

Change management and Communication Plan for the Institutionalization of the CRAO

In 2021, CRAO initiated an Advocacy, Communication, and Social Mobilization (ACSM) Plan with internal, national and international audiences including investors, and partners in the academe and research organizations, with climate information services and weather information as one of its focused messages. This ACSM plan aimed to address the challenges and limitations encountered by AMIA staff in the initial implementation of program activities, such as top-down planning in the agricultural and fisheries sector, limited reach of 3G in some rural areas, lack of power supply, and making climate-resilient agriculture (CRA) technical terms easier to understand. For the proposed AMIA integrated communications operations for social media platforms, a technical working group was formed and composed of DA-CRAO, Regional AMIA Focal Person, RAFIS as alternate focal, and provincial agriculture office and municipal agriculture office as assistance and support providers.

Since then CRAO has been actively advocating for budget support to the AMIA Program at the Upper and Lower Houses of Congress. It presented the AMIA Program/ AMIA Decision-Support Tools (DSTs) at various national and local events and during exploratory meetings with potential partners. In the same manner, briefings/trainings of DA banner programs and other agencies have been conducted by CRAO so they can familiarize themselves with and update them on AMIA's direction and DSTs. Various IEC materials to communicate AMIA Program and AMIA DSTs were also developed by CRAO, digital communications on AMIA, Social Media (Facebook), Audio Visual Presentation and other communication tools.

However, despite CRAO's efforts in communicating the AMIA Program, CRAO relations with DA agencies still leave much to be desired. Based on the report of ADB on Deepening Climate-Related DA Organizational Reforms to Sharpen and Better Harmonize Climate Action, the level of awareness/depth knowledge of CRAO's knowledge and tools is very limited; much more than the actual use of their outputs. NCCAG and the CRVA results are still not used by DA agencies. Most DA agencies reported "occasional" to "no interaction" with the CRAO. Although most have climate change programs, they mentioned that CRAO did not have a hand in designing them, nor have they influenced CRAO's programs⁵. Likewise, it was highlighted in the report that there remains to be a low level of interaction with other DA offices. Neither is there any attempt to communicate to the public the climate change programs of the DA operating units (Table 1).

⁵ Asian Development Bank. Deepening Climate-Related DA Organizational Reforms to Sharpen and Better Harmonize Climate Action. August 2023.

Table 1: CRAO Relations with DA Units

DA Units	General functions	Climate Change Programs	Knowledge and Use of CRAO Outputs and Levels Cooperation with CRAO
BSWM	<ul style="list-style-type: none"> • Soil and water conservation and management 	<ul style="list-style-type: none"> • Sustainable land management • Agrometeorology and hydromet related to irrigation • Cloud seeding • Desertification, soil salinity • National drought action plan 	<ul style="list-style-type: none"> • Limited knowledge of CRAO outputs • CRAO did not influence as BSWM programs designed before CRAO was established • Occasional invitation to CRAO events but were only attendees
PhilMech	<ul style="list-style-type: none"> • Agriculture Mechanization Research • RCEF • Mechanization component 	<ul style="list-style-type: none"> • Field testing of micro impeller brown rice huller • Engine-driven shallow tube well-solar powered irrigation • Pilot testing of fluidized bed dryer for high moisture paddy • Utilization of by-products and wastes from sweet potato • Bioresource to convert rice hull waste into usable resources • Bioactive Cymbopogon citratus used in diseases of mango • Pilot testing of cassava granulator • Insecticide resistant predator to control pests in storage 	

PhilRice	<ul style="list-style-type: none"> Rice research 	<ul style="list-style-type: none"> Adaptation and mitigation in rice and rice-based systems 	<ul style="list-style-type: none"> No knowledge of CRAO outputs CRAO has no influence or contribution, nor has PhilRice influenced CRAO programs. PhilRice surprised to learn that CRAO has done CRVA
ICTS	<ul style="list-style-type: none"> ICT planning, development of application systems, database management, and network management 	<ul style="list-style-type: none"> Suitability maps Participatory risk mapping project Pilot text blast system using RSBSA data Tracking DA beneficiaries 	<ul style="list-style-type: none"> Knows only the NCCAG/ ICTS is Hosting of NCCAG No other interface with DA CRAO although it is apparent that they also have similar mapping initiatives
BAFE	Engineering standards and regulations	<p>Renewable Energy Program for Agri-fisheries Sector (REPAFS)</p> <p>As part of the collaborative efforts to boost the country's energy and food security, the DOE and DA signed a MOA on August 6, 2020 for the formulation of REPAFS. For the enhancement of productivity, environmental protection and sustainable development of agri-fisheries sector, this program aims to promote the use of cost- efficient renewable energy sources such as solar, wind, hydro, small-scale geothermal, and biomass for fuel and</p>	<p>BAFE was not involved in the crafting of DA CRAO's programs and outputs while CRAO was not involved in BAFE's CC related programs.</p> <p>There was a time that CRAO requested for data from BAFE but it was not clear what or how CRAO will use the requested data/information.</p>

		<p>power generation.</p> <p>The BAFE was mandated to spearhead the formulation of the document.</p> <p>Valuation of Agri-fisheries Mechanization and Infrastructure Projects. The DA through the BAFE has issued the Administrative Order No. 20, Series of 2022 “Guidelines in the Valuation of Agricultural and Fisheries Mechanization and Infrastructure Projects”. The AO provided the valuation process and approaches that can be used as reference for the assessment of damage for various machinery, facilities, and infrastructures.</p> <p>Inclusion of climate resiliency measures in the recommendations for the design of infrastructure projects. In order to improve the quality of FMRs, the DA has agreed with the recommendation of the DPWH to provide an option to the procuring entity on the use of polymer-based soil stabilizer (PBSS). This is an environment-safe additive that enables soil and gravels to attain higher density strength that could be attained in natural materials for road construction.</p>	
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		Ensuring the integration of climate-resilient measures based on the local and international referral codes and standards (National Structural Code of the Philippines). Use of renewable energy sources in powering agricultural facilities	
NFA	Rice Buffer stocks management Disposition of rice in GIDA areas	<ul style="list-style-type: none"> • Rice Buffer stocks for emergency • Disposition of rice in GIDA areas 	
PCIC	Social protection through crop insurance	<ul style="list-style-type: none"> • Crop insurance • Area-based yield insurance dry-run in Guimba, Nueva Ecija, Alang Alang Leyte, Butuan City in partnership with Pula Advisors • Pilot weather-indexed based insurance with ILO, with PHILCCAP, with UNDP in Mindanao 	<p>No knowledge of CRAO's outputs</p> <ul style="list-style-type: none"> • Participated in the study missions organized by SWCCO-SEARCA to different ASEAN countries • CRAO has no input and participation in the development of these indexed-based insurance pilots of PCIC, including piloting of yield indexed insurance products
DRR Unit	Risk monitoring and response	Risk monitoring, risk communications and quick response	<ul style="list-style-type: none"> • Proposal to merge DRR- CCA initiatives

<p>Banner Programs</p>	<p>Long term adaptation and development (production support services—seeds, machines, inputs)</p>	<p>Rice – distribution of stress tolerant varieties in areas where Seeds/nutrient management; Use of Drone technology for farming system</p> <p>Fisheries – surveying landing sites under the National Stock Assessment Program (CC objective: Explore climate resilient fisheries species and culture technologies);</p> <p>Distribution of payao (traditional fish aggregating device) to reduce fuel consumption and decrease catch per unit effort; Distribution of seaweed propagules and seaweed farm implements and establishment and maintenance of seaweed nurseries to provide sustainable livelihood to target beneficiaries; Biotoxin/Harmful Algal Bloom (HAB) monitoring to mitigate shellfish poisoning episodes and economic losses, building a database on marine toxicity as basis for policy formulation and capacity building; Planting of mangrove propagules for flood protection; Deployment of artificial reef modules</p>	<p>Rice</p> <p>Knowledge of AMIA villages CRAO sometimes participate in program assessments and planning</p>
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DA Gender Equality and Social Inclusion (Gender Focal Point System)	Ensuring gender mainstreaming in the DA		<p>Maybe at the ground level</p> <ul style="list-style-type: none"> • DA CRAO has existing research on women, but GESI not involved in developing • Gender considerations included in AMIA Guide • CRAO is part of the DA Gender Focal Point System. <p>CRAO assisted GESI prepare talking points for international event on women and climate change</p>
PCAF	Stakeholder engagement	PCAF Special Committee on Climate Change	Vice Chair- CRAO

Source: Asian Development Bank. Deepening Climate-Related DA Organizational Reforms to Sharpen and Better Harmonize Climate Action. August 2023

It was highlighted in the report that there could be resistance from the DA bureaucracy, particularly at the initial stage. This resistance could be caused by a lack of understanding of the scope and costs of impact of climate change and the options for mitigation requiring a reform of the planning system of agriculture and fisheries towards a more bottom-up and flexible approach. Allowing for more flexibility at local and regional level could cause resistance at national level if misunderstood. At the same time, there might be pressure from the Ministry of Finance to reduce spending neglecting the increased cost caused by the impact of climate change.

Because of this resistance, CRAO resorted to demonstrating CRA technologies directly at the ground level through the AMIA approach. Since then, there have been significant improvements aimed at engaging and influencing other DA units.

By focusing too much on the CRA technologies and tools and activities, CRAO might have given insufficient attention to the rationale, and urgency for the negative impact on climate change and the practical use of the tools developed. In other words, we might have stressed too much on the products we 'sell', without ensuring that the 'clients' (other DA units) are convinced how it helps them realise their goals; i.e. "how much they need them".

Also convincing other units sometimes can better be done by other non-competing units, outside DA and at regional and local level. Messaging from CRAO about how important and relevant CRAO is, might be less credible than if it comes from other sources who are not directly benefitting from the structural change within DA.

Internal Advocacy and Communication Plan

To enable to reach out to DA program personnel and gain their support for the AMIA Program of CRAO, advocacy and communication plan must be in place. This will help increase awareness and understanding on the programs and projects of CRAO, generating strong support within the DA organization. Table 2 and Table 2.a. shows the proposed advocacy and communication plan of CRAO to influence other units within DA, and roles of various stakeholders in the proposed communication and advocacy plan respectively.

Table 2: Proposed advocacy and communication plan to improve dissemination of AMIA Program and Decision-Support Tools with in DA

ISSUE	COMMUNICATION GOALS	COMMUNICATION OBJECTIVES	PROSPECTIVE MATERIALS	TARGET AUDIENCE	CHANNELS	INDICATORS
Lack of awareness and understanding on the AMIA Program, DSTs, and CRA	To introduce the AMIA Program, along with CRAO's Decision-Support Tools (DSTs) and climate resilient agriculture (CRA) practices with in the DA organization and generate strong support for the program's implementation.	DA personnels should have an understanding of the AMIA Program, appreciation on its goals, and support its programs and projects	Power point presentation, flyers/brochure, posters, videos on AMIA programs/project and accomplishments, and DTS developed	DA program implementer and attached bureaus, policy makers	Interpersonal (meetings/briefings); prints; posters	# of meetings/ briefing conducted; # of IEC materials disseminated (print and audio-visual)
Negative or neutral attitude towards AMIA Programs, DSTs, and CRA	To positively influence personal and social norms of DA personnels to support AMIA programs, DSTs and CRA practices	DA personnel should have a positive attitude towards AMIA programs, DST and CRA	Power point presentation, flyers/brochure, posters, videos on AMIA programs/project and accomplishments, and DTS developed	DA program implementer and attached bureaus, policy makers	Interpersonal (meetings/briefings); prints; posters, broadcast	# of meetings/ briefing conducted; # of IEC materials disseminated (print and audio-visual), #

						of radio/TV programs or jingle/s aired
Lack of common platform for CRAO's knowledge products and resources	To create an integrated platform as repository of accessible CRAO produced materials	To increase awareness and understanding on the AMIA Program and its DSTs	Knowledge Management Portal (microsite with the CRAO website as the parent site)	DA Program Implementers and attached bureaus, Policymakers (Upper and Lower House members), LGUs, LCAs, Researchers	Face-to-face activities-meetings/dialogue, seminars, Online promotion of website	No. of platform for CRAO's knowledge products established
Low awareness/ technical capacities of DA Program Implementers and policy makers on the various DSTs produced by CRAO	To develop outcome-based sets of training to refresh the knowledge of DA Program Implementers and policy makers. Campaign must be undertaken to influence their cognitive and psychomotor domains	To enhance technical capacities of DA Program Implementer on various DSTs	PowerPoint presentations; Handouts; Training materials; Tarpaulin; flyers/brochures	DA and attached Bureaus Program Implementers, Policymakers (Upper and Lower House members),	Face-to-face discussions; meetings/dialogue, hands-on activities, print and online	No. of activities undertaken in support of the campaign
Low awareness	To develop outcome-	At the end of the training,	PowerPoint presentatio	DA Program	Face-to-face discussions;	# of CIS-related

<p>ss of DA personnel on CIS outline</p>	<p>based trainings on enhancing awareness/technical knowledge of DA personnel</p>	<p>participants have gained more knowledge/awareness in formulating CIS outline and content</p>	<p>ns; Handouts; Training materials</p>	<p>implementers (particularly those designated as CIS focal person); program partners</p>	<p>hands-on activities; brochures/fliers</p>	<p>trainings conducted</p>
<p>Lack of institutional collaterals</p>	<p>To promote the initiatives of CRAO, audience-specific institutional collaterals must be developed</p>	<p>At the end of the development of audience-specific institutional collaterals, all stakeholders must be able to understand the function of the office, appreciate its program, and support its mission</p>	<p>Flyers/ brochure; powerpoint presentations, newsletter, magazine</p>	<p>All DA Program Offices, and attached bureaus</p>	<p>Print and online</p>	<p># of flyers produced; # of brochures produced, # of newsletter produced; # of magazine produced</p>
<p>Low digital manifestations of the CRAO initiatives</p>	<p>To promote the initiatives of CRAO to wider audience, the social and website of CRAO must be reinforced</p>	<p>At the end of the reinforcement of FB, Youtube, and other website of CRAO, the digital nomads must be able to understand the function of the office,</p>	<p>Facebook posts; Youtube videos; CRAO/AMIA website</p>	<p>Digital nomads of the general public</p>	<p>Online</p>	<p># of FB posts; # of YT videos; 100% enhanced AMIA website</p>

		appreciate its program, and support its mission				
Low number of printed collaterals	To expand manifestation of CRAO available and new collateral must be printed out	At the end of reading the printed collateral, the audience should be able to understand the function of the office, appreciate its program, and support its mission	All materials that have been produced and will be produced	Open day CRAO Office visitors, prospective partners, general public	Print	# of printed materials produced and distributed
Inadequate support and/or collaboration with other stakeholders	To build stable and constant collaboration and partnership with various DA program implementers and attached Bureaus	To gain commitment and foster linkage with DA program implementers and attached Bureaus	Memorandum of Agreement or Understanding; Pledge of Commitment	DA and attached Bureaus Program Implementer	Technical briefings; info caravan; Stakeholders' consultation or dialogues	# of MOAs or MOUs forged # of collaborative projects conducted

Table 3: Roles of various stakeholders in the proposed communication and advocacy plan.

ISSUE	DA-CRAO	REGIONAL AMIA IMPLEMENTERS	PLGU/MLGU	FARMERS AND FISHERFOLK	TRAINING INSTITUTIONS/ TECHNICAL EXPERTS	NGOs
Low technical capacities of DA units in coming up with CIS outline	Provide funding and spearhead capacity-building activities (CBA) and knowledge enhancement in formulating CIS outline and content	Participation to capacity-building activities; Re-echo learnings to DA-LGU counterparts	Authorize designated staff to undergo capacity building and provide counterpart funding for re-echo activities at the LGU level	-	Serve as learning service providers (LSP) during CBA	Share available best practices (i.e. IIRR) Maybe tapped as LSP
Limited platforms used by RFOs to disseminate climate information	Spearhead lecture sessions on introducing program implementers to varied platforms of CIS dissemination	Participation to capacity-building activities; Re-echo learnings to DA-LGU counterparts Spearhead regional information caravan with at least 1000 target participants	Authorize designated staff to undergo capacity building and provide counterpart funding for re-echo activities at the LGU level	Provide feedback to CIS dissemination strategy	Serve as learning service providers during CBA	Share available best practices (i.e. IIRR)
Repetitive CRA recommendations integrated in CIS advisories	Spearhead technical briefings for regional implementers on various CRA technologies appropriate for different climate hazards	Participation to capacity-building activities; Re-echo learnings to DA-LGU counterparts	Authorize designated staff to undergo capacity building and provide counterpart funding for re-echo activities at the LGU level	Explore and adopt CRA technology appropriate to existing hazards in the farm/ fishing areas or communities	Serve as learning service providers for AEWs and farmers in the accurate application of CRA technologies	Serve as learning service providers for AEWs and farmers in the accurate application of CRA technologies

ISSUE	DA-CRAO	REGIONAL AMIA IMPLEMENTERS	PLGU/MLGU	FARMERS AND FISHERFOLK	TRAINING INSTITUTIONS/ TECHNICAL EXPERTS	NGOs
	and/or agro-ecosystems					
No hit/access counter for posted CIS-related contents	Provide funding for the creation of portal with hit/access and download counters	Integrate in the regional portal the CIS contents and create program with hit/access and download counters	Provide feedback during program / portal test run	Provide feedback during program / portal test run	Provide feedback during program / portal test run	Provide feedback during program / portal test run
Inadequate support and/or collaboration with other stakeholders	Lead / spearhead in making national and international collaboration and linkages	Lead / spearhead in making regional collaboration and linkages	Lead / spearhead in making provincial and local collaboration and linkages	Serve as active partners and collaborators in project implementation, adoption and commercialization	Serve as active partners and collaborators in terms of capacitation and human development	Serve as active partners and collaborators

The following Figure 7 shows the proposed Internal Advocacy and Communication Framework. The components of the framework are as follows: issues, communication objectives/goals, channels, target audience, messages, and strategic activities in order to improve the communication needs of the organization. All of these components are needed during the implementation, requiring feedback along with monitoring and evaluation.

Figure 8 on the other hand shows the process mapping for the advocacy and communication strategy. This includes the Input, Process, Output, and Outcome. Proposed activities has been identified per process in order to be able to increase understanding and appreciation of DA staff on the programs and projects of CRAO.

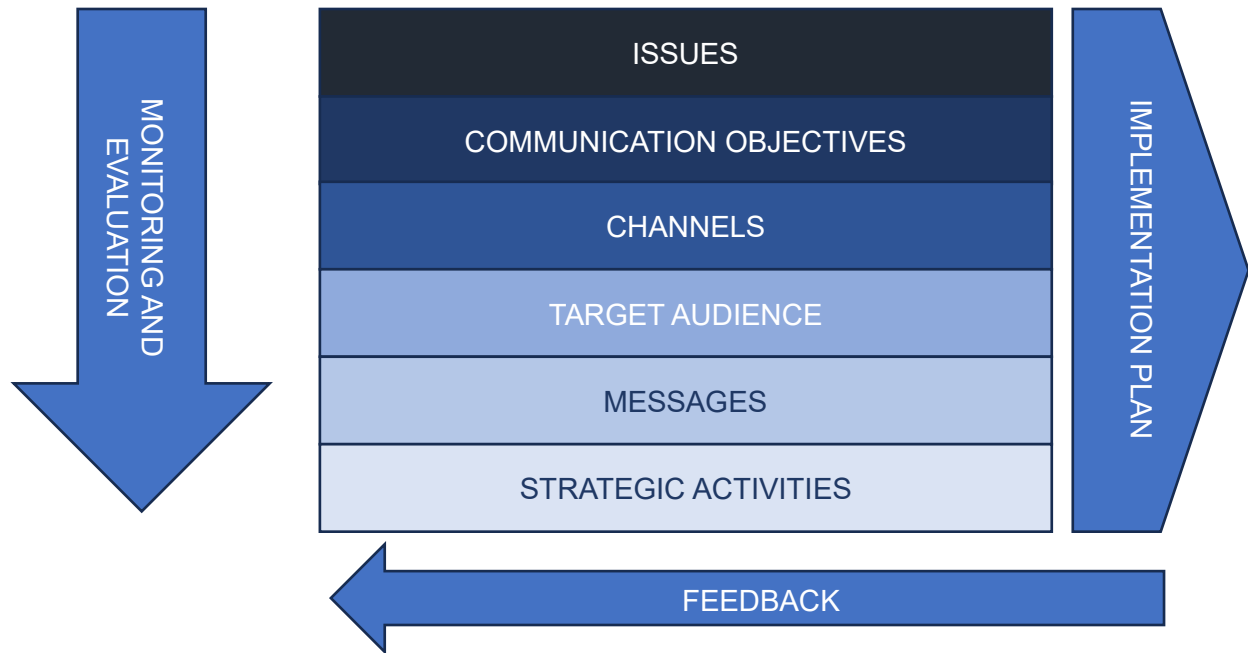


Figure 7: Internal Advocacy and Communication Framework

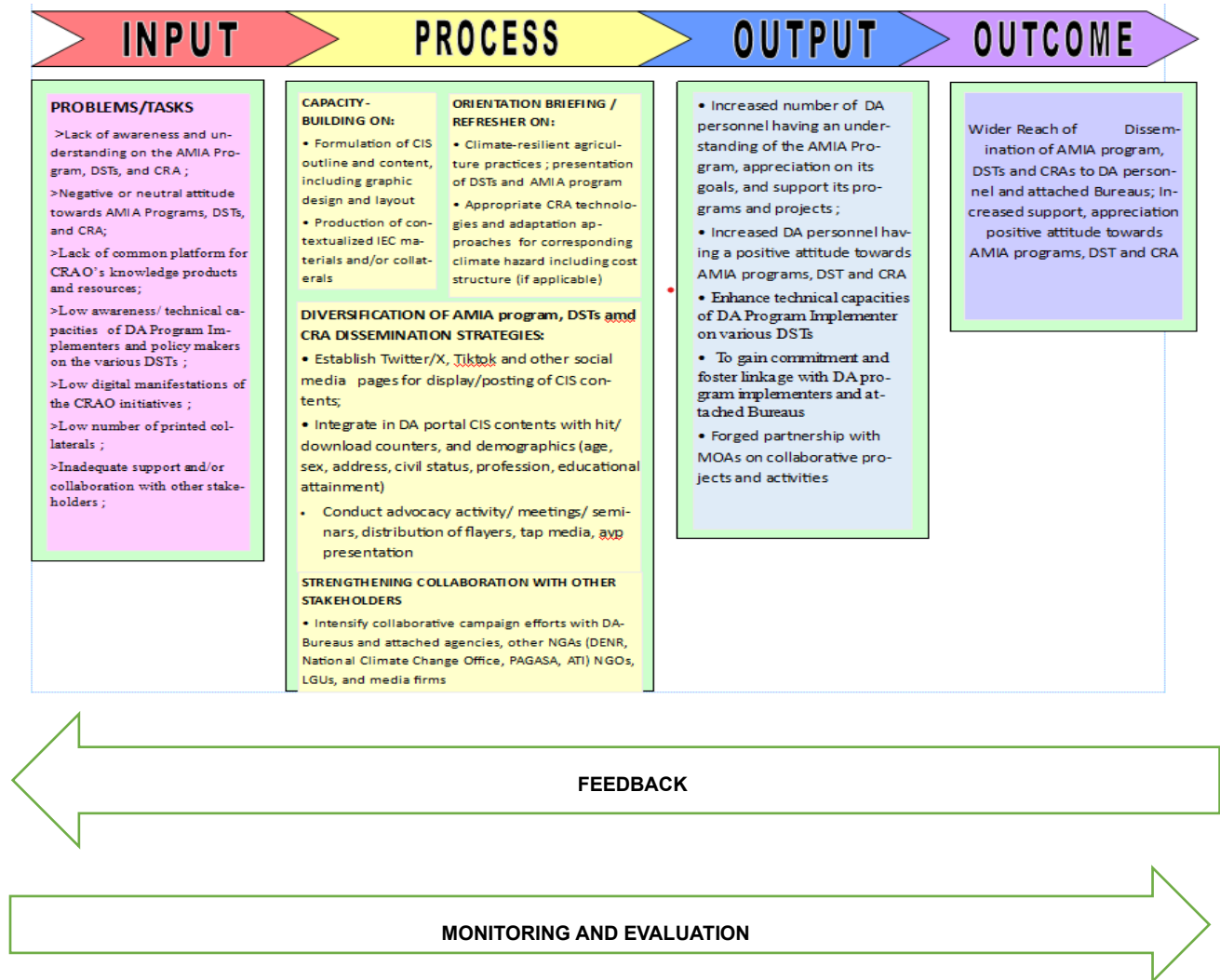


Figure 8: Proposed Process Mapping for the Internal Advocacy and Communication Strategy