

## DFAT management response

### Mid-term review of the Strengthening Institutions and Empowering Localities against Disaster and Climate Change (SHIELD) program with the United Nations Development Programme (UNDP)

#### Overview

The Strengthening Institutions and Empowering Localities Against Disasters and Climate Change (SHIELD) Program seeks to build inclusive resilience in target localities in the Philippines by enabling local governments, national agencies, civil society organisations (CSOs), and socially disadvantaged groups to anticipate, prepare for, and respond to climate and disaster risks.

UNDP, in close coordination with DFAT, commissioned a partner-led mid-term review (MTR) of the project in May 2025, covering the period of January 2021 to June 2025, to assess the achievements, progress, key challenges and opportunities towards the agreed goal and outcomes. The MTR consulted key stakeholders, including DFAT, consortium members, national and local government authorities, and CSOs working with UNDP.

#### Summary of Management Response

The Mid-Term Evaluation confirms that SHIELD remains a strategically relevant and timely intervention, aligned with national priorities and international frameworks. It has introduced risk-informed planning tools and multi-stakeholder platforms that raised awareness and started shifting practices at the provincial level.

The mid-term review identified a range of factors that contributed to the success of the project and provided valuable recommendations that aim to improve implementation until its completion in September 2028.

DFAT welcomes the findings of the independent mid-term review and the nine key recommendations to strengthen the SHIELD Program; and agrees with UNDP's [recommended action plan](#). The DFAT management response focuses on these recommendations, which aim to enhance delivery, ensure sustainability over the remaining implementation period, better align the three program components and strengthen both program and financial management.

More detailed responses to each recommendation are included in the tables below.

## Key Recommendations for the SHIELD Program until 2028

| RECOMMENDATION                                                                                     | RESPONSE     | EXPLANATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | TIMEFRAME                   |
|----------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| 1. Strengthen risk-informed planning through Component 3                                           | <b>Agree</b> | <p>Component 3 aims to support Philippine scientific agencies to produce tailored and accessible information for local resilience action.</p> <p>Implementation of this component was delayed.</p> <p>The outputs from Component 3 will inform the Provincial Climate Risk Diagnostics (PCRD), value chain analysis (VCA), Business Continuity Plans (BCP), and other provincial resilience plans.</p> <p>UNDP will lead in implementing this recommendation in line with the action plan.</p> | June 2026 to March 2027     |
| 2. Strengthen risk-informed delivery through a single, integrated province plan                    | <b>Agree</b> | <p>Noting that activities and work plans were found to be fragmented, DFAT agrees that developing an integrated provincial plan will help minimise duplication and improve efficiency.</p> <p>UNDP will take the lead in implementing this recommendation in line with the action plan.</p>                                                                                                                                                                                                    | March 2026 to December 2027 |
| 3. Establish predictable two-way communication with PLGUs and multistakeholder partnerships (MSPs) | <b>Agree</b> | <p>Noting the importance of clear communication program delivery, DFAT agrees with the need to strengthen communications between PLGUs and MSPs.</p> <p>UNDP will take the lead in implementing this recommendation in line with the action plan.</p>                                                                                                                                                                                                                                          | April 2026 to December 2027 |
| 4. Align spending to outputs and streamline procurement                                            | <b>Agree</b> | <p>To ensure project budget allocations are reconciled with output delivery, DFAT agrees there is a need for increased oversight of the budget to ensure that future issues are identified and managed at an early stage.</p> <p>UNDP will take the lead in implementing this recommendation in line with the action plan.</p>                                                                                                                                                                 | February 2026 to July 2026  |
| 5. Make training stick with role-based curricula, training of trainers, and                        | <b>Agree</b> | It was noted that compressed training schedules, competing workloads, and limited capacity contributed to limited                                                                                                                                                                                                                                                                                                                                                                              | March 2026 to December 2027 |

| RECOMMENDATION                                                                                                           | RESPONSE     | EXPLANATION                                                                                                                                                                                                                                                                                                                                                                                                                     | TIMEFRAME                       |
|--------------------------------------------------------------------------------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| scheduled follow-ups on the application of the learning                                                                  |              | <p>knowledge retention after training sessions. DFAT agrees that the sustainability of capacity-building efforts can be strengthened</p> <p>UNDP will take the lead in implementing this recommendation in line with the action plan.</p>                                                                                                                                                                                       |                                 |
| 6. Put a practical exit package in every province: a sustainability roadmap with local anchors                           | <b>Agree</b> | <p>DFAT agrees that the development of a sustainability roadmap is essential, as it should clearly articulate the key outputs, responsible units, and handover protocols that will guide provinces throughout the close-out phase of the project.</p> <p>UNDP will take the lead in implementing this recommendation in line with the action plan.</p>                                                                          | July 2026 to December 2027      |
| 7. Launch a unified grievance mechanism with a visible emergency protocol                                                | <b>Agree</b> | <p>The evaluation found that grievance mechanisms and emergency protocols were weak and fragmented, with stakeholders unclear about where to report concerns.</p> <p>DFAT agrees that grievance mechanisms and emergency protocols should be strengthened, as these are critical for maintaining trust and accountability.</p> <p>UNDP will take the lead in implementing this recommendation in line with the action plan.</p> | October to December 2026        |
| 8. Advance gender equality, disability, and social inclusion (GEDSI) from compliance to meaningful inclusion in planning | <b>Agree</b> | <p>It was noted that GEDSI in planning and decision-making was uneven.</p> <p>DFAT emphasises that GEDSI is a significant objective under the SHIELD investment. Strengthening the integration of GEDSI principles across outputs is a priority.</p> <p>UNDP will take the lead in implementing this recommendation in line with the action plan.</p>                                                                           | June 2026 to December 2027      |
| 9. Launch a Unified Knowledge Repository for SHIELD                                                                      | <b>Agree</b> | <p>Program resources (e.g. training materials) are scattered across SHIELD channels, limiting access and risking knowledge loss during staff transitions and close-out.</p> <p>DFAT agrees with the recommendation to establish a unified knowledge repository to</p>                                                                                                                                                           | September 2026 to December 2027 |

| RECOMMENDATION | RESPONSE | EXPLANATION                                                                                                                                                                                                                                                                                                                                                                                             | TIMEFRAME |
|----------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
|                |          | <p>consolidate all technical guidance, training materials, sustainability roadmaps, and Monitoring, Evaluation and Learning (MEL) protocols. This platform will serve as the official handover package for PLGUs and MSPs to ensure continuity and accessibility of project tools and information.</p> <p>UNDP will take the lead in implementing this recommendation in line with the action plan.</p> |           |