

RISK ASSESSMENT AND RISK MANAGEMENT PLAN

Risk Description	Rating	Mitigation Measures	Responsibility
<p>Country-Specific Limited capacity of vaccine suppliers to meet global demand, including that from the Philippines, leads to delays in delivery.</p> <p>Rising infection and community transmission with more transmissible coronavirus variant in the Philippines</p>	<p>H</p> <p>S</p>	<p>Government will continue to engage with vaccine suppliers and to meet documentation requirements and payment terms (e.g., advance payment) in a timely manner.</p> <p>Enforce consistent public health surveillance (test, trace, and isolate), and proactively implement non-pharmaceutical interventions which have been proven to be effective containment measures for the virus' spread.</p>	<p>COVID-19 Vaccine Cluster, DOF, DOH</p> <p>IATF, DOH, LGUs</p>
<p>Sector-Specific Constrained health system, National Immunization Program and routine immunization capacities will affect the timely implementation of the COVID-19 vaccination plan.</p> <p>COVID-19 vaccination target of up to 70 million Filipinos in 2021 will result in limited access to other essential health services, including routine immunization. Further, 70 million is a highly ambitious target exposing the government to serious criticism of much lower accomplishments.</p> <p>Target groups—such as elderly, indigent, and people with medical conditions—are not appropriately identified.</p>	<p>S</p> <p>H</p> <p>S</p>	<p>ADB to continue helping DOH strengthen the health system through the HEAL project and in implementing the universal health care law. ADB will continue to provide technical assistance and policy advisory support to DOH.</p> <p>DOH will continue to strengthen the country's health system with development partners such as the World Health Organization, United Nations Children's Fund, ADB, and the World Bank. It will work more closely with LGUs on ensuring sustained delivery of essential health services. It will maintain adequate storage space for routine vaccines in its warehouses. The government is quite aggressively pursuing arrangements with different vaccine manufacturers. It will also develop a strong communication system to explain any delays that may inevitably emerge besides other implementation challenges.</p> <p>DOH will work closely with LGUs, civil society organizations, health professionals, and the Department of Social Welfare Development to ensure proper identification of target groups.</p>	<p>DOH, ADB</p> <p>DOH, DILG, LGUs, Development Partners</p> <p>DOH, LGUs, CSOs</p>
<p>Project-Specific Low readiness to introduce COVID-19 vaccines at subnational and community levels.</p>	<p>H</p>	<p>National, regional and local COVID-19 vaccination operations centers will be established and become operational at all levels. ADB through DOH and UNICEF to conduct subnational level assessments, and identify needs and interventions to improve readiness. It will also leverage its operation in social protection relevant for community engagement, health, and education platform for poor households, e.g., family development sessions/youth development sessions to increase health literacy and vaccine promotion</p>	<p>ADB, DOH, DSWD</p>

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Misalignment of prioritization and inefficient identification and registration of target vaccinees between central and subnational/ local government levels.	S	National COVID19 Vaccine Deployment Plan provides guidelines on the roles of the national government and LGUs and will help ensure aligned prioritization and vaccine delivery. Use of existing national targeting mechanisms and databases will facilitate identification of priority vaccinees, and mapping of vaccine administration (e.g., DOH and local government health professionals, medical practitioners' associations, <i>Listahanan</i> database, 4Ps PPIS, senior citizens).	DOH, DILG, DSWD, LGUs
Pre-implementation such as master listing, registration, and screening procedures slow down vaccine administration and limit meeting the daily target for vaccination.	S	Ensure the preparation of LGU plan or micro-plans are done, and master-listing are implemented immediately. Swiftly deploy the VIMIS and CEIR, and harmonize with existing national databases for social protection to fast-track and accurately register vaccinees, particularly the priority target group.	DOH, DSWD, DND, DILG-PNP, LGUs
Vaccine hesitancy among the population is exacerbated by social media reporting on side effects.	H	DOH will improve the design and implementation of its COVID-19 demand and risk communication plan. Intensive engagement with doctors and health workers to generate willingness for COVID-19 vaccination. Strengthen the COVID-19 call center and hotline "1555" and establish grievance mechanisms linked to the call center and hotline.	Technical Group on Demand Generation and Communication, DOH
Lack of public health practitioners to effectively and efficiently roll-out COVID-19 vaccination deployment plan including conduct of training for local governments (about 1500 municipalities, 145 cities and 42,000 barangays) delay nationwide vaccination in 2021.	H	Prepare a detailed human resource mobilization, deployment, and training operation plan. In addition to DOH and trained trainers, consider tapping HEIs, government training organizations (LGA, DAP, SUCs), medical associations, and networks of schools to support DOH in training the local government units, technical staff, and vaccination teams.	DOH, COVID-19 Vaccination Cluster
Weak monitoring and evaluation results in ineffective risk management.	H	DOH will accelerate the rollout of the VIMS and ensure that vaccine suppliers prepare risk management plans, which includes communicating to the Philippines Food and Drug Administration all events undermining vaccination and other updates with explanations and clarifications.	DICT, DOH
Lack of preparedness for the delivery and administration of vaccines curtails the ability to efficiently distribute vaccines received under the project.	H	Preparedness activities—including procurement of goods and services needed to deliver and administer vaccines (e.g., safety boxes, personal protective equipment, cold chain equipment)—are monitored and synchronized with vaccine delivery. DOH will document lessons from the administration of the initial COVAX	DOH, LGUs

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<p>Weaknesses in the inventory management system may result in vaccines being lost, damaged, or misappropriated.</p> <p>Incomplete inventory and mapping of logistics capacity down to local government and community levels result in lack of support from concerned units.</p> <p>Outdated system and protocols for vaccine stock management and operating procedures lead to wastage of vaccines.</p> <p>Late contracting of third-party logistics and VIMS firms leads to implementation delay.</p>	<p>H</p> <p>S</p> <p>S</p> <p>S</p>	<p>vaccine doses to improve its deployment plan.</p> <p>Commission on Audit will conduct a performance or compliance audit in addition to the regular financial audit of DOH's financial reports.</p> <p>DOH to sustain and cascade rolled-out training (at the central and regional offices) to LGUs at all levels, as needed.</p> <p>DOH to set-up the VIMS as described in the Philippine National COVID-19 Vaccination Deployment Plan, and assign dedicated experts who will monitor, analyze, and provide policy relevant information to DOH and COVID-19 Vaccination Cluster for decision.</p> <p>Government to use its current vaccine logistics and registry systems until the solutions by the private firms are operational.</p>	<p>DOH, COA</p> <p>DOH, DICT</p> <p>DOH, DENR</p> <p>DOH</p>
<p>Fiscal Fiscal space for national health and immunization programs is reduced as the allocation for local governments is increased by about 27.5% by 2022 and thereafter (40% internal revenue allotment share).</p>	<p>S</p>	<p>Government to continue policy dialogue with development partners to ensure adequacy of fiscal resources for implementation of COVID-19 vaccination program, and thus reducing weaknesses of credibility and predictability of funds availability.</p>	<p>DOF, DBM, NEDA, DOH</p>
<p>Public Financial Management Limited DOH capacity to effectively oversee financial management arrangements while ensuring fiduciary controls and timely reporting</p>	<p>H</p>	<p>DOH will engage a financial management consultant to support its financial reporting. ADB to provide training to DOH finance staff on financial management and disbursements.</p>	<p>DOH</p>
<p>Procurement DOH's limited procurement capacity; limited familiarity with ADB procurement policies and guidelines, limited knowledge in procurement of vaccines</p>	<p>H</p>	<p>ADB to assist with vaccine procurement by advising on the volatile market, advising on associated procurement related risks, reviewing and providing inputs on contracts under bilateral agreements, assisting with price validation, and supporting the negotiation process.</p>	<p>ADB, DOH</p>
<p>Accountability Unclear system of accountability between central and local governments on vaccine financing and delivery</p>	<p>H</p>	<p>DOH to roll out the VIMS to capture data on all vaccines financed by DOH and LGUs. Dashboard will be made publicly available for transparency, and third-party assessment to be done to ensure performance accountability.</p>	<p>DOH, DILG, LGUs</p>

H = high, S = substantial.

ADB = Asian Development Bank, CEIR = COVID-19 Electronic Immunization Registry, COA = Commission on Audit, COVID-19 = coronavirus disease, DAP = Development Academy of the Philippines, DBM = Department of Budget and Management, DILG = Department of Interior and Local Government, DICT = Department of Information and Communications Technology, DOF = Department of Finance, DOH = Department of Health, DSWD = Department of

Social Welfare and Development, IATF = Inter-Agency Task Force for the Management of Emerging Infectious Diseases, IT = information technology, LGA = Local Government Academy, LGU = local government unit, NEDA = National Economic and Development Authority, PFDA = Philippines Food and Drug Administration, SUC = state universities and colleges, WB = World Bank, WHO = World Health Organization, UNICEF = United Nations Children's Fund, VIMS = Vaccine Management Information System.
Source: Asian Development Bank.