

ANNUAL PROGRESS REPORT YEAR 2018



*Empowered lives.
Resilient nations.*

A. BASIC INFORMATION

Project ID / Output ID	00103908 / 00105719	Reporting Date:	11/30/2018
Full Title:	NEDA-UNDP Strategic M&E Project: Using Strategic Monitoring and Evaluation to Accelerate Implementation of the Philippine Development Plan 2017-2022		
Start Date:	12/9/2017	Completion Date (and approved extension, if any):	12/31/209
Total Project Fund (and fund revisions, if any):	PHP 190,000,000.00 ¹ USD 3,760,026.00 ²	Annual Project Fund: AWP Budget (2018)	<i>Original AWP Budget:</i> PHP 158,241,990.00 USD 3,169,975.16 ³ <i>Revised Projection:</i> PHP 52,419,000.00 ⁴ USD 1,000,000.00
Implementing Partner:	National Economic and Development Authority (with Full UNDP Country Office Support)		
Donor/s:	Government of the Philippines		
Responsible Partner/s:	NEDA and UNDP		
Project Description	<p>The National Economic and Development Authority (NEDA) and the United Nations Development Programme (UNDP) Philippine country office have embarked on a partnership to strengthen the conduct of evaluations of priority government programs under the Philippine Development Program (PDP). Financed by NEDA and implemented with full UNDP country office support, the Strategic Monitoring and Evaluation (M&E) Project will help strengthen the M&E capacities of NEDA and key government agencies to support the achievement of the PDP and the Sustainable Development Goals (SDGs) through evidence-based decision making.</p> <p>The project has the following components: 1) commissioning of evaluations on priority themes and programs under the PDP and SDGs; 2) assessment of national evaluation capacity and provision of learning opportunities to evaluation managers in government; 3) advisory services to the development of evaluation guidelines, an evaluation portal, and a community of practice; and 4) project management.</p>		
Target Group	<p>Others: public servants, civil society organizations, academe, consulting industry</p> <p>The evaluations will be relevant to various marginalized groups depending on the theme</p>		

¹ Total Peso value remitted by GPH (NEDA) to UNDP as recorded in Atlas.

² Fund value in dollars as recorded in Atlas, given that the contribution was remitted by NEDA in staggered tranches throughout 2018.

³ Conversion from Peso to Dollar based on UN Operational Rate of Exchange (UNORE) of USD1 = PHP49.919 as of January 2018

⁴ Conversion from Dollar to Peso based on UN Operational Rate of Exchange (UNORE) of USD1 = PHP52.419 as of December 2018. Budget and actual delivery reported herein are in Philippine Pesos.

B. INDICATIVE/EMERGING RESULTS OF THE PROJECT and LESSONS LEARNED

<p>B.1 CPD Outcome alignment</p>	<p>1: The most marginalized, vulnerable, and at-risk people and groups benefit from inclusive and quality services and live in a supportive environment wherein their nutrition, food security, and health are ensured/protected.</p>
<p>The project seeks to strengthen the capacity of NEDA and select government agencies to conduct evaluations that are linked to the PDP. Through evidence-based findings and actionable recommendations, the evaluations will be instrumental to improving the design and implementation of programs and projects that benefit various marginalized, vulnerable, and at-risk people and groups. E.g., the evaluation of the National Nutrition Program, which seeks to unbundle the governance and coordination mechanisms for the implementation of nutrition interventions, will be relevant to children who have suffered from stunting and wasting.</p>	
<p>B.2 CPD Output indicator alignment [Choose from 1-3 applicable indicators]</p>	<p>1.2.1 Number of UNDP-assisted NGAs and LGUs implementinbg reforms and innovations for delivery and monitoring of services, public finance management, or public procurement. 1.2.2 Number of NGAs and LGUs using the UNDP-assisted electronic-governance system [IRRF 2.2.1.1] 1.3.1 Number of individuals and institutions engaged in NGAs and LGUs through UNDP-supported civic engagement mechanisms</p>
<ul style="list-style-type: none"> • <u>1.2.1 – Developing Capacity for Evaluation</u> <ul style="list-style-type: none"> ○ NEDA has been supported in boosting in capacity to design, tender, and manage evaluations: not only through the use of UNDP financial and procurement systems but also by working closely with key staff of NEDA (MES, sector staff, and regional staff). ○ NEDA and DBM have been supported in developing the Guidelines to the National Evaluation Policy Framework (NEPF): a whole-of-government guidance document that operationalizes and institutionalizes the conduct of evaluations in the government. ○ The assessment of evaluation capacity and learning opportunities have, however, not yet been commenced. The evaluation capacity assessment planned under this project was put on hold until a UNICEF-UNDP-NEDA capacity assessment to evaluate the SDGs has been completed to avoid duplication. • <u>1.2.2 – Technology for Monitoring and Evaluation</u> <ul style="list-style-type: none"> ○ The development of the Government Evaluations Portal has not yet commenced due to delays in procurement and failure to secure appropriate suppliers. Once established, the Portal will support NEDA and at least ten (10) government agencies in keeping track of evaluations. ○ An additional component—development of PIPOL Delivers, a web-based monitoring and delivery system for priority infrastructure projects under the Philippine Investment Program (PIP) with focus on the flagship infrastructure projects under the Duterte Administration—has not yet commenced as the fund contribution from the government has not yet been released pending additional documents required by the Department of Budget and Management (DBM). • <u>1.3.1 – Engaging Evaluation Stakeholders</u> <ul style="list-style-type: none"> ○ The 7th M&E Network Forum convened by NEDA with UNDP support on 20-21 November 2018 has provided a platform for more than 250 evaluation stakeholders from various sectors—government, academe, civil society, professionals, development partners—to contribute to the development of the NEPF Guidelines and help identify possibilities to move the M&E community of practice forward. 	
<p>B.3 SP Output Alignment</p>	<p>1.1.1. Capacities developed at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services including HIV and related services – Number of countries where national and subnational governments have improved capacities to plan, budget, manage, and monitor basic services.</p>

B.4 Top three key results achieved in 2018

1. A Rigorous & Consultative Process for Managing Evaluations – Through the Strategic M&E Project, NEDA with the support of UNDP systematized the identification of themes and programs for evaluation and the process for designing and commissioning each study. The Evaluation Reference Group (ERG) was introduced as early as the development of the Terms of Reference (TOR) for the evaluation to ensure stakeholder input and support to the design, methodology, and data requirements for the evaluations. Not only has this approach secured the support of key stakeholders especially the implementing agencies, it has also helped surface key gaps in the capacity of public institutions and individual civil servants to perform their role in the M&E ecosystem. Sixteen government agencies were engaged through the ERG mechanism to support the design and implementation of the eight (8) evaluations. Key civil servants engaged include not only M&E officers but also senior officials, managers and technical officers responsible for M&E and program implementation. The process also provided an opportunity for NEDA and UNDP to tap the support of UN agencies. Learnings are being used to enhance the content of the NEPF Guidelines and the capacity development initiatives.
2. Evaluation Policy Operationalized through Guidelines – The NEPF was jointly issued in 2015 by NEDA and DBM to promote the purposive conduct of evaluations on all programs and policies implemented by the government. While the NEPF closed an important policy gap, it has been implemented by agencies in an uneven manner. To help operationalize the NEPF, NEDA with the support of UNDP drafted a comprehensive Guidelines on Evaluation in the National Government which provides specific guidance on how to initiate, plan, implement, and utilize evaluations. The NEPF Guidelines includes tools and templates for evaluability assessment, quality assurance, estimating budget requirements, quality assurance, among others. The guidelines were subjected to consultations within NEDA and with DBM through the NEPF Dialogue held on November 6 to 7, 2018, and with a broader set of stakeholders during the M&E Network Forum. The consultations around the NEPF Guidelines also surfaced key capacity gaps: the institutional capacity of NEDA to oversee and assure the quality of evaluations that were conducted by the implementing agencies, the manpower and resources that agencies can dedicate to evaluation and to M&E in general, and the individual competency of government evaluation managers.
3. Stakeholder Interest Generated through the M&E Network Forum – Through the 7th M&E Network Forum, NEDA with the support of UNDP drummed up interest among stakeholders in strengthening the practice of evaluation in the Philippines. At least 93 percent of surveyed participants found that the Forum was relevant to their work, its contents logically structured and substantive, and the forum well-organized. Participants also helped identify activities that could be pursued by the M&E Philippines Network, including focused learning sessions on various M&E-related topics, facilitating the institutionalization of NEPF and its integration with other government performance frameworks, and engaging local stakeholders.

B.5 Lessons learned and ways forward

The project's goals and targets for the year, ambitious as they were, encountered several constraints. The consultative process was at the expense of expediency, with scheduling difficulties in delaying the commissioning of the evaluations and the finalization of the Guidelines. In 2019, mechanisms will be explored to ensure timeliness while still maintaining inclusivity. Supply constraints also delayed progress, with two high-value procurements (an evaluation study and the evaluation portal) experiencing bid failure. More effort will be taken in 2019 to reach as many suppliers as possible. Moreover, while stakeholders are willing to take on their roles as envisioned in the NEPF, they are held back by capacity gaps, resource constraints, and competing responsibilities. While some capacity development activities were conducted in 2018, efforts need to be exponentially increased in 2019 especially with the planned completion of the Strategic M&E Project by the end of the year.

C. TECHNICAL ACCOMPLISHMENTS

- Evidence-based reporting – include relevant reports/publications and/or photo-documentation (description, date, location) as an annex.
- Quarterly financial performance is reported in the FACE Form. Please ensure consistency of technical accomplishments with the submitted Quarter FACE form and the AWP.
- Interim annual financial performance data is reported in the APR.

EXPECTED OUTPUTS							
Output 1. Management of the NEDA M&E Fund – Commissioning of Evaluation Studies							
OUTPUT NARRATIVE							
<p>Much of the work done in 2018 was in designing evaluation plans, consulting stakeholders, ascertaining evaluability, and developing terms of reference (TOR) for the eight (8) identified thematic evaluations. All the evaluations proposed garnered considerable support not only within NEDA but also by the concerned line agencies who were cooperative and willing to provide data. The consultative manner by which the evaluation planning process was undertaken also surfaced key issues and gaps in the capacity of agencies to do M&E and opportunities for intervention. However, this very involved approach was taken at the expense of expediency, with the progress of evaluations stalled by the scheduling issues (e.g., in assembling evaluation reference groups). The project also encountered limitations in the supply of capable evaluations, experiencing one (1) failed bidding in the process. As a result, of the eight (8) planned thematic evaluations commissioned under the project, one (1) has a completed final report pending management response; two (2) have been commissioned (contracted out) to a firm; one (1) failed bidding due to lack of interested bidders, for re-tendering; two (2) have terms of reference (TORs) that are for finalization for procurement; and two (2) are pending a final TOR.</p>							
Project Output Indicator/s ⁵	Baseline		Annual Result ⁶	Annual Target (Annual)	Cumulative Result (from Start Year)	Cumulative Target (from Start Year)	End-of-Project Target
					Start year: 2018	Start year: 2018	End year: 2019
1.1 Percent of planned evaluation studies (national & regional) commissioned & completed* to assess the performance of selected development plans, programs, policies & projects [Modified] <i>*Assumes final draft report pending consideration of management response</i>	2016	0%	Commissioned: 37.5% (3 of 8) Completed: 12.5% (1 of 8)	Commissioned: 100% (8 of 8) Completed: 38% (3 of 8)	Commissioned: 37.5% (3 of 8) Completed: 12.5% (1 of 8)	Commissioned: 100% (8 of 8) Completed: 38% (3 of 8)	Commissioned: 100% (8 of 8) Completed: 100% (8 of 8)
1.2 Extent to which a pipeline of evaluation studies aligned to the PDP are developed and approved by the M&E Fund Steering Committee [Originally 1.3 in Project Document]	2016	Pipeline not yet developed	Initial pipeline developed & discussed in M&E Fund SC	Pipeline developed & approved	Initial pipeline developed & discussed in M&E Fund SC	Pipeline developed & approved	Pipeline updated & approved
1.3 Number of evaluation studies which have accompanying information, education, and communication actions [New]	2016	0	0	3	0	3	8
1.4 Extent to which a roster of potential evaluators is developed [New]	2016	None	Initial roster developed	Roster developed	Initial roster developed	Roster developed	Roster updated

⁵ Please ensure consistency with ProDoc and AWP indicators.

⁶ Use traffic light to indicate progress vis-à-vis annual output targets in AWP: **Green** (Completed), **Yellow** (Ongoing), **Red** (Delayed/Not started). Data provided can be qualitative or quantitative based on the nature of the output indicator [UNDP PHL CO Data Clean-up Guidelines].

Activity/Sub-Activity Description	Physical Performance			Financial Performance (2019)				REMARKS
	Activity Target ⁷	Accomplishment for the Year	Status of Activity ⁸	Planned Budget ⁹	Budget Code ¹⁰	Actual Delivery ¹¹	Delivery Rate ¹² (delivery/budget)	
Planned Activity 1.1 [New] Technical services, procurement, and coordination for the Evaluation Studies	2 evaluation consultants hired to support TOR design	3 evaluation consultants hired to support TOR design	Completed	2,000,000	71300	2,279,726	114%	Three (3) evaluation consultants were hired instead of two (2) in order to help fast-track the development of evaluation plans and terms of references (TORs). The third consultant hired was a quantitative methods specialist as the first two consultants were stronger in qualitative methods.
	Advertisement of Expression of Interest (EOI)	Advertisement for EOI and three Requests for Proposals (RFPs)	Completed	50,000	72400	37,314	75%	Requests for EOIs for a roster of evaluation consultants and firms were advertised in July 2018 and generated EOIs from 14 individuals and 10 firms. But because of gaps in the process undertaken, the establishment of a formal roster was put on hold and a new EOI process will be conducted in 2019. An additional advertisement was put out for three RFPs.
	Prebid briefings, eval reference group (ERG) meetings, etc.	Bid conferences, ERG meetings & workshops held as needed	Ongoing	500,000	75700	454,178	91%	No expenditure was required for the bid conferences. This budget was used purely for meetings and other activities required for the design and development of evaluations, including ERG meetings. Not all planned ERGs were convened in 2018 due to scheduling constraints.
	Field visits/site inspections by NEDA, UNDP		Ongoing	300,000	71600	147,880	49%	No parallel site visits by NEDA & UNDP (i.e., shadowing the evaluation teams) were conducted this year due to schedule constraints. Bulk of travel expenditures were for a consultation with NROs on the RORO evaluation
Planned Activity 1.2 Communication and dissemination of evaluation studies.	AVPs, info graphs, other communication	Put on hold as no evaluation has yet been completed	Not Initiated	2,000,000	74200	-	0%	As only one (1) study was completed (with a final draft report), there were no communication and dissemination expenditures for evaluations this year. A communication consultant hired for the project (<i>see Output 3</i>) is finalizing the communication strategy for evaluation studies.
Planned Activity 1.3 Evaluation studies conducted to assess the performance of selected development plans, programs, policies, and projects*	8 thematic evaluations contracted, of which 3 completed by year-end	3 thematic evaluations contracted; no study yet completed	Delayed	128,000,000	71200/ 71300/ 72100/ 72600/ etc.	34,460,692	27%	Of the eight (8) planned thematic evaluations commissioned under the project, one (1) has a completed final report pending management response; two (2) have been commissioned (contracted out) to a firm; one (1) failed bidding, for re-tendering; two (2) have TORs that are for finalization for procurement; and two (2) are pending a final TOR. <i>See following page for a summary of the status of the eight (8) studies.</i>
GMS				3,985,500	75100	87,032	2%	
TOTAL				136,835,500		1,288,666	27%	

⁷ Specify units, e.g., number of trainings, number of participants, number of travel, etc.

⁸ Use traffic light to indicate progress vis-à-vis timelines assigned for planned activities.

⁹ Reported in Philippine Pesos and only for the original budget estimate.

¹⁰ All resources utilized under the project are from the Philippine government's contribution (donor code 00195).

¹¹ Reported in Philippine Pesos as the sum of Commitments (Outstanding Obligations) and Expenses (Cash Disbursements).

¹² Reported only against the original

Status of Evaluations (Activity 1.3)

Evaluation	NEDA Staff	Partner Agencies	Evaluator	Status	Contract Award	Final Draft Report	Cost	Notes
1. Anti-Red Tape Act (ARTA)	GovStaff	CSC, DTI	Czarina Medina-Guce et. al (ICs) w/ Thinking Machines Data Science	Draft Report for ERG Review	10 August 2018	4 December 2017	PHP 3,117,380 (62% of Budget)	Contract of one evaluator had to be cancelled due to poor performance. Final complete report by 28 February 2019.
2. Payapa at Masaganang Pamayanan (PAMANA)	RDS	OPAPP, DSWD & various agencies	Innovations for Poverty Action	Inception	21 December 2018	Target: 11 July 2019	PHP 15,636,850 (98% of Budget)	One valid bidder. Contract commences on 9 January.
3. National Nutrition Program (PPAN)	SDS	NNC, DOH & various agencies	Innovations for Poverty Action	Inception	21 December 2018	Target: 9 July 2019	PHP 15,706,462 (98% of Budget)	Two bidders submitted proposals. Contract commences on 9 January.
4. Strong Republic National Highway (RoRo)	InfraStaff, RDS & Key NROs	DOTR (& attached agencies), DPWH	To be determined	Procurement (Failed Bidding)	Target: 16 April 2019	Target: 15 November 2019	Budget Estimate: PHP 16,000,000	No bidders during the RFQ for Phase 1 (Western RoRo Route). All phases (w/ Central & Eastern) will be tendered.
5. Climate Change Adaptation in Food Security	ANRES	CCC, DA, & various agencies	To be determined	Procurement	Target: 16 April 2019	Target: 15 September 2019	Budget Estimate: PHP 16,000,000	TOR for finalization pending NEDA-ANRES comments
6. Early Childhood Care & Dev't Program (ECCD)	SDS	ECCDC, DepEd & various agencies	To be determined	Procurement	Target: 16 April 2019	Target: 15 November 2019	Budget Estimate: PHP 16,000,000	TOR being finalized after NEDA-SDS comments
7. Small & Medium Scale Enterprises (MSMEs)	TSIS	MSMEDC, DTI & various agencies	To be determined	TOR Development	Target: 16 May 2019	Target: 15 October 2019	Budget Estimate: PHP 16,000,000	Pending consultation with DTI and ERG. May be contracted via Responsible Party route.
8. Economic Zones (EcoZones)	TSIS	DTI & investment promotion agencies	To be determined	Evaluation Design	Target: 16 May 2019	Target: 15 October 2019	Budget Estimate: PHP 16,000,000	Pending consultation with DTI and ERG. May be contracted via Responsible Party route.

EXPECTED OUTPUTS							
Output 2. Evaluation Capacity Assessment and Learning							
OUTPUT NARRATIVE							
Outputs in 2018 were not achieved as originally-planned activities were put on hold pending certain conditions. First, the planned capacity assessment was put on hold so as not to duplicate a similar capacity assessment exercise that was commissioned by UNICEF-UNDP (regional). To ensure complementation, the capacity assessment to be conducted under this project will build on the results of the UNICEF-UNDP-commissioned study. Second, learning activities did not proceed as planned as the Guidelines to the National Evaluation Policy Framework (NEPF) have not yet been finalized and issued. Nevertheless, some groundwork was conducted to prime for full implementation in 2019: capacity gaps and a competency framework have initially been identified, terms of reference (TORs) have been developed, and dialogue with potential partners engaged.							
Project Output Indicator/s ¹³	Baseline		Annual Result ¹⁴	Annual Target (Annual)	Cumulative Result (from Start Year)	Cumulative Target (from Start Year)	End-of-Project Target
					Start year: 2018	Start year: 2018	End year: 2019
2.1 Evaluation capacity assessment report produced for 10 pilot agencies, including NEDA central and regional offices and an agreed set of national government agencies, and presented to the M&E Fund Steering Committee	2016	Evaluation capacity assessment report not yet produced	Assessment not yet conducted	Assessment conducted and presented to SC	Assessment not yet conducted	Assessment conducted and presented to SC	Assessment conducted & report published
2.2 Percent of planned Evaluation Capacity Development activities carried out to further develop the evaluation capacity of NEDA and other government agencies [modified]	2016	0%	CapDev plan not yet produced	CapDev Plan Produced	CapDev plan not yet produced	CapDev Plan Produced	100%
2.3 Percent of training participants from NEDA and the M&E units of select agencies who have been able to apply their new knowledge to their work [new]	2016	0%	0%	0%	0%	0%	75%
2.4 Extent to which the NEDA is capable of setting policy, planning, managing, and assuring the quality of evaluations vis-à-vis other oversight agencies [new]	2016	Baseline to be set after assessment	Assessment not yet conducted	Assessment conducted	Assessment not yet conducted	Assessment conducted	Target set after assessment
2.5 Extent to which a competency framework and a certification program on evaluation is developed and implemented in NEDA and the M&E units of select agencies. [new]	2016	NEPF competencies not yet fleshed out	Competency framework drafted	Developed and presented to SC	Competency framework drafted	Developed and presented to SC	Mainstreamed in NEDA HR system

¹³ Please ensure consistency with ProDoc and AWP indicators.

¹⁴ Use traffic light to indicate progress vis-à-vis annual output targets in AWP: **Green** (Completed), **Yellow** (Ongoing), **Red** (Delayed/Not started). Data provided can be qualitative or quantitative based on the nature of the output indicator [UNDP PHL CO Data Clean-up Guidelines].

Activity/Sub-Activity Description	Physical Performance			Financial Performance				REMARKS
	Activity Target ¹⁵	Accomplishment for the Year	Status of Activity ¹⁶	Planned Budget ¹⁷	Budget Code ¹⁸	Actual Delivery ¹⁹	Delivery Rate ²⁰ (delivery/budget)	
Planned Activity 2.1 Evaluation capacity assessment for NEDA Central and Regional Offices and national government agencies	Capacity assessment conducted and CapDev plan developed	Assessment not yet conducted, but with initial analysis of capacity gaps	Delayed	5,000,000	71300/ 72600	-	0%	<ul style="list-style-type: none"> Explain if expenditure and budget deviation exceeds 10% Mention bottlenecks and plans to address them Explain why activity indicator targets were not met <p>The capacity assessment was put on hold pending the completion of a UNICEF-UNDP-NEDA assessment of national capacity to evaluate the SDGs. Nevertheless, 1) the capacity assessment TOR has been developed, for further discussion and enhancement; 2) discussions with potential partners, particularly Better Evaluation (an international collaboration) and the Australian DFAT have been initiated; 3) an initial identification of capacity gaps and a competency framework have been undertaken and presented for comment during the NEPF Dialogues in Tagaytay in November 2018.</p>
Planned Activity 2.2 Learning activities to develop national evaluation capacity in NEDA and NGAs	Roll out of NEPF guidelines and training and certification	NEPF guidelines rollout not yet initiated	Not yet initiated	1,000,000	75700	53,258	10%	The NEPF Guidelines have not yet been completed and issued and thus the rollout of the guidelines has not yet been initiated. A pilot workshop was conducted with NROs of Regions 6, 7, and 8 in Iloilo City in June 2018 to test potential material.
Planned Activity 2.3 Development of web-based training and certification modules	No target in 2018	N/A	Not yet initiated	-	74200	-	N/A	Draft terms of reference for a knowledge management and capacity development consultant developed but procurement put on hold pending final direction for capacity assessment and development (<i>see above</i>).
GMS				180,000	75100	36,000	20%	
TOTAL				6,180,000		134,395	2%	

¹⁵ Specify units, e.g., number of trainings, number of participants, number of travel, etc.

¹⁶ Use traffic light to indicate progress vis-à-vis timelines assigned for planned activities.

¹⁷ Reported in Philippine Pesos and only for the original budget estimate.

¹⁸ All resources utilized under the project are from the Philippine government's contribution (donor code 00195).

¹⁹ Reported in Philippine Pesos as the sum of Commitments (Outstanding Obligations) and Expenses (Cash Disbursements).

²⁰ Reported only against the original

EXPECTED OUTPUTS							
Output 3. Advisory Services for the National Evaluation Policy Framework – Evaluation Guidelines, Portal Development, and Stakeholder Outreach							
OUTPUT NARRATIVE							
The main achievement in 2018 was the conduct of the 7 th M&E Network Forum on November 20-21 which garnered more than 250 participants and generated much interest among stakeholders for monitoring and evaluation (M&E) in general and specifically on NEDA's work. At least 93 percent of surveyed participants found that the Forum was relevant to their work, its contents logically structured and substantive, and the forum well-organized. The M&E Network Forum served as an apt summation of the technical work done by the project in 2018 to complete the draft Guidelines to the National Evaluation Policy Framework (NEPF) and subject it to stakeholder consultation, identify capacity gaps and unmet need for policy and technical assistance of M&E practitioners in government, and scope out stakeholder demand for a community of practice (COP) on evaluation. Nevertheless, the project could have moved forward faster in several areas had it not been for some constraints, e.g., scheduling issues that hampered the completion of the NEPF Guidelines; procurement-related issues that delayed the development of the National Evaluation Portal and hiring of project consultants to strengthen the COP; and the deliberate strategy to deliver outputs in a consultative manner to ensure buy-in.							
Project Output Indicator/s ²¹	Baseline		Annual Result ²²	Annual Target (Annual)	Cumulative Result (from Start Year)	Cumulative Target (from Start Year)	End-of-Project Target
					Start year: 2018	Start year: 2018	End year: 2019
3.1 Extent to which the evaluability criteria is developed for the NEPF and approved by the M&E Fund Steering Committee	2016	Evaluability criteria not yet produced	Draft parameters developed	Developed and approved	Draft parameters developed	Developed and approved	Developed and approved
3.2 Extent to which a proposed National Evaluation Agenda for 2018-2022 is developed and approved by the M&E Fund Steering Committee	2016	Agenda not yet produced	Draft parameters & initial pipeline developed	Developed and approved	Draft parameters & initial pipeline developed	Developed and approved	Developed and approved
3.3 Extent to which draft institutional and operational guidelines for the NEPF are developed and approved by the M&E Fund Steering Committee, including sector-specific evaluation questions, evaluation terms of reference checklist, and other resources [Modified to include indicator 1.4 of ProDoc]	2016	Guidelines not yet produced	Draft submitted to NEDA, for consultation	Developed, approved, and launched	Draft submitted to NEDA, for consultation	Developed, approved, and launched	Rolled out to NEDA CO, RO, and select agencies
3.4 Extent to which a pilot online knowledge sharing platform for government agency evaluations is developed, including a management dashboard to track and monitor progress on all evaluations	2016	Online platform not yet developed	Procurement of evaluations portal failed	Online knowledge platform designed & beta-developed	Procurement of evaluations portal failed	Online knowledge platform designed & beta-developed	Online knowledge portal fully developed
3.5 No. of M&E Summits organized by the project [Originally 1.2 in ProDoc]	2016	1	1	1	1	1	1
3.6 Percent of other planned outreach activities are carried out to expand the M&E Network and reach more evaluation stakeholders [New]	2016	None	Mapping of stakeholders ongoing	50%	Mapping of stakeholders ongoing	50%	100%

²¹ Please ensure consistency with ProDoc and AWP indicators.

²² Use traffic light to indicate progress vis-à-vis annual output targets in AWP: **Green** (Completed), **Yellow** (Ongoing), **Red** (Delayed/Not started). Data provided can be qualitative or quantitative based on the nature of the output indicator [UNDP PHL CO Data Clean-up Guidelines].

Activity/Sub-Activity Description	Physical Performance			Financial Performance				REMARKS
	Activity Target ²³	Accomplishment for the Year	Status of Activity ²⁴	Planned Budget ²⁵	Budget Code ²⁶	Actual Delivery ²⁷	Delivery Rate ²⁸ (delivery/budget)	
Planned Activity 3.1 [Modified] Development of proposed National Evaluation Agenda for 2018-2022, including pipeline of evaluation studies aligned to the PDP	National evaluation agenda 2018-2022 developed	Parameters for agenda drafted and initial pipeline drafted, for discussion	Ongoing	500,000	75700	651,690	130%	Parameters for the National Evaluation Agenda were drafted as part of the Guidelines to the NEPF. Such parameters were developed in consultation with NEDA and DBM. Expenses exceeded budget as two consultative activities were conducted (for both the Agenda and the Guidelines): a) consultation with NROs in Regions 6, 7, and 8 in June 2018; b) NEPF Dialogue in Tagaytay City in 2018.
Planned Activity 3.2 [Modified to include Activity 1.1 of ProDoc] Development of institutional and operational guidelines for the NEPF and M&E Fund	NEPF Guidelines & Tools: - eval plan - evaluability - sector-specific eval questions - TOR guidance - report outline - qlty assurance	NEPF Guidelines drafted, for finalization & approval Includes tools except sector-specific eval questions	Ongoing	600,000	74200	-	0%	Draft NEPF Guidelines was developed after a consultative process (notably, several consultations within NEDA, NEPF Dialogue in Tagaytay, and M&E Network Forum), although later than planned due to scheduling constraints. Key stakeholder comments that need to be addressed include further guidance on assessing evaluability and in costing and procuring evaluations, as well as in setting up evaluation/M&E units. The Guidelines are targeted for finalization and issuance by end-January 2019. <i>No expenditures in 2018 under this allocation for the reproduction and packaging of the Guidelines, as this has not been finalized.</i>
Planned Activity 3.3 [Revised] Development of online knowledge sharing platform for NEDA evaluations	User interface design, KM architecture, technical specs	Portal mockup designs and TOR developed	Ongoing	1,000,000	71300	-	0%	In a bid to shorten development time, the project team decided to skip the hiring of a consultant for the development of the user experience/user interface and knowledge architecture of the Portal and go straight to the procurement of a Firm for the development of the portal through a TOR with functional specifications. However, the procurement of the Firm encountered two failed procurements due to the lack of bidders with satisfactory credentials and proposals. Further market scoping will be conducted prior to re-tendering the contract. Still, a mockup of the portal design and elements was developed and displayed during the M&E Network Forum in November 2018 to gather stakeholder feedback.
	Eval Portal development firm hired	Procurement of development firm failed	Delayed	3,000,000	72100	-	0%	

²³ Specify units, e.g., number of trainings, number of participants, number of travel, etc.

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²⁸ Reported only against the original

Activity/Sub-Activity Description	Physical Performance			Financial Performance				REMARKS
	Activity Target ²³	Accomplishment for the Year	Status of Activity ²⁴	Planned Budget ²⁵	Budget Code ²⁶	Actual Delivery ²⁷	Delivery Rate ²⁸ (delivery/budget)	
Planned Activity 3.4 3.4 [Revised] Technical & coordination support to revitalizing the M&E Network as a vehicle for engagement with stakeholders and as a community of practice on National Evaluation Policy	Community of Practice (COP) coordinator, communication consultant, documenters, knowledge products, etc. ICs as needed	COP adviser & coordinator, communication consultant, event manager, designer, & documenters (incl visual) hired	Ongoing	2,000,000	71300	3,043,717	152%	<ul style="list-style-type: none"> • Explain if expenditure and budget deviation exceeds 10% • Mention bottlenecks and plans to address them • Explain why activity indicator targets were not met <p>The COP adviser, COP coordinator, and communication consultant were hired and have drafted an outline strategy for strengthening stakeholder engagement and communication on evaluations. The COP adviser and coordinator were however not hired early enough to be able to conduct stakeholder engagement activities other than the conduct of the M&E Network Forum in November 2018.</p> <p>Other individual consultants were hired to bolster the conduct of the M&E Network Forum: an event organizer, a branding and design consultant who developed the refreshed brand identity of the M&E Network and designed collaterals for the M&E Network Forum, documenters, and graphic recorders for both the NEPF Dialogue and M&E Network Forum.</p>
	Engagement activities	Engagement strategy being developed	Ongoing	400,000	75700	-	0%	
	Promotion and communication of M&E network	Brand identity developed; & comm strategy for refinement	Ongoing	1,000,000	74200	26,210	3%	
Planned Activity 3.5 Conduct of 2018 M&E Summit	2018 M&E Summit	7 th M&E Forum (Summit) held (creatives firm, breakout rooms & lodging)	Completed	1,500,000	75700	3,013,941	201%	<p>The 7th M&E Network Forum was conducted on November 20 to 21 with more than 250 participants from various sectors in attendance. Participants also provided substantive inputs to the development of the guidelines and ideas on how to strengthen evaluation capacity. Actual expenditures were about twice the budget as the project decided to hire an event management firm to ease the burden of logistics from NEDA and UNDP and lump other requirements (e.g., light and sound, collaterals, etc.)</p>
	Travel of Regional Participants	Travel regional participants & an int'l speaker	Completed	500,000	71600	315,451	63%	
GMS				315,000	75100	93,419	30%	
TOTAL				10,815,000		7,144,427	66%	

EXPECTED OUTPUTS							
Output 4. Project Management							
OUTPUT NARRATIVE							
<p>Overall financial delivery of the project fell short of the original AWP budget, with a utilization rate of only 31 percent.²⁹ Against the total project fund of PHP 190,000,000, the delivery rate is 26 percent. This is primarily due to the delay in contracting the evaluations. Nevertheless, the project expects to boost delivery within the first half of 2019 as five (5) of these evaluations are expected to be contracted by latest the second quarter of 2019 and completed before the end of the year.</p> <p>The project budget for 2019 is expected to reach PHP 149.4 million (USD 2,834,829³⁰) to account for the reprogramming of the evaluation studies, the evaluation portal development, and other pending activities. Meanwhile, overhead expenditures (salaries, office maintenance, other project management expenses) are projected to remain at 7 percent of total project expenditure even if payroll expenses will increase because of the extension of the project to end-2019.</p>							
Project Output Indicator/s ³¹	Baseline	Annual Result ³²	Annual Target (Annual)	Cumulative Result (from Start Year)	Cumulative Target (from Start Year)	End-of-Project Target	
				Start year: 2018	Start year: 2018	End year: 2019	
4.1 Extent to which a functional project management team is established	2016	PMT not yet established	Largely – all PMT members engaged	Largely – all PMT members engaged	Largely – all PMT members engaged	Largely – all PMT members engaged	Largely – all PMT members engaged
4.2 Percentage of required progress, financial, and monitoring reports are completed and delivered in a timely manner	2016	N.A.	100%	100%	100%	100%	100%

Activity/Sub-Activity Description	Physical Performance			Financial Performance				REMARKS
	Activity Target ³³	Accomplishment for the Year	Status of Activity ³⁴	Planned Budget ³⁵	Budget Code ³⁶	Actual Delivery ³⁷	Delivery Rate ³⁸ (delivery/budget)	
Planned Activity 4.1 UNDP advisory services to NEDA	Senior advisor M&E analyst	All engaged	Completed	UNDP in-Kind Contribution				<ul style="list-style-type: none"> Explain if expenditure and budget deviation exceeds 10% Mention bottlenecks and plans to address them Explain why activity indicator targets were not met

²⁹ Against the last budget revision for the year to PHP 51,919,000.00 (USD 1,000,000), which assumes the reprogramming of the seven (7) other evaluations and other activities to 2019, financial utilization reached 93.95 percent.

³⁰ This amount in USD represents the opening resource balance of the project in 2019. The UNORE in January 2019 is USD 1 = PHP 52.703.

³¹ Please ensure consistency with ProDoc and AWP indicators.

³² Use traffic light to indicate progress vis-à-vis annual output targets in AWP: **Green** (Completed), **Yellow** (Ongoing), **Red** (Delayed/Not started). Data provided can be qualitative or quantitative based on the nature of the output indicator [UNDP PHL CO Data Clean-up Guidelines].

³³ Specify units, e.g., number of trainings, number of participants, number of travel, etc.

³⁴ Use traffic light to indicate progress vis-à-vis timelines assigned for planned activities.

³⁵ Reported in Philippine Pesos and only for the original budget estimate.

³⁶ All resources utilized under the project are from the Philippine government's contribution (donor code 00195).

³⁷ Reported in Philippine Pesos as the sum of Commitments (Outstanding Obligations) and Expenses (Cash Disbursements).

³⁸ Reported only against the original

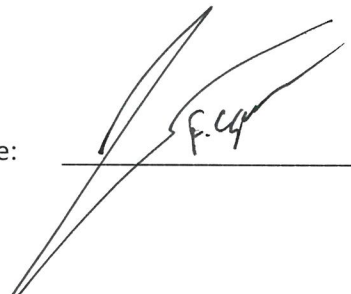
Activity/Sub-Activity Description	Physical Performance			Financial Performance				REMARKS
	Activity Target ³³	Accomplishment for the Year	Status of Activity ³⁴	Planned Budget ³⁵	Budget Code ³⁶	Actual Delivery ³⁷	Delivery Rate ³⁸ (delivery/budget)	
Planned Activity 4.2-4.3 Project management team	Project Coordinator, Procurement Associate, Finance & Admin Assistant, Project Assistant	All engaged, but new proc. associate for recruitment	Completed	2,513,000	71400	1,495,483	60%	Expenditures for Service Contracts (71400) fell short of program, while those for individual consultants (71300) exceeded program, as the hiring of the three (3) project personnel as Service Contracts took longer than anticipated, and the procurement associate was not hired within 2018 due to lack of suitable candidates. The excess budget in 2018 will be carried over to 2019 to finance personnel services for the whole year.
				410,000	71300	561,327	137%	
Planned Activity 4.4-4.5 Direct Project Costing for overall guidance, procurement support, and oversight services	Prog. Specialist, Prog. Associate, Finance Associate, HR Associate	All engaged	Completed	910,000	6____ / 7____	1,504,155	165%	Higher than anticipated due to the charging of non-payroll direct project costs (DPC) such as office rent, email expenses, among others.
Planned Activity 4.6-4.7 Communication, equipment, supplies, & miscellaneous expenses	Communication	Official cellphone	Completed	30,000	72400	4,436	15%	Dramatically lower than budget as the official mobile phone subscription for the project was only secured in Q4 2018.
	4 laptop computers	3 laptops procured	Completed	220,000	72800	183,300	83%	Only three (3) laptops were procured instead of four (4) as the actual per-unit price was higher than budgeted. The fourth laptop was not urgently needed as the procurement associate was still not yet hired.
	Supplies & miscellaneous	Supplies Photocopying Other misc.	Completed	100,000	74500	126,783	127%	Higher than anticipated due to workshop-related supplies that were charged against this output rather than in the other outputs (e.g., Output 1 and 3) for simplicity of transaction.
Planned Activity 4.8 Audit exercise	No target in 2018	N/A	Ongoing	-	74100	-	N/A	
Planned Activity 4.9 Meetings with M&E fund steering committee and NEPF evaluation board	Meetings resulting in plans and reports	Two Project Board meetings and four M&E Fund SteerCo meetings held	Completed	100,000	75700	67,683	68%	Lower than expected as a planned project board meeting for the year-end was postponed to January 2019.
GMS				128,490	75100	86,936	68%	
TOTAL				4,411,490		4,030,104	91%	

GRAND TOTAL for 2018	158,241,990		48,775,748	31%	
CUMULATIVE GRAND TOTAL for 2018-2019	190,000,000		48,775,748	26%	

G. RISK LOG UPDATE

No.	Description	Date Identified	Type	Status	Countermeasures / Management response
1	Due to the high number of studies to be conducted simultaneously, the project may encounter a shortage in the number of available evaluators, causing procurement delays or even failure.	12/8/2017	Strategic	High-level (P = 4, I = 5) risk realized The project encountered one failed bidding for an evaluation contract and two failed biddings for the development of the Evaluation Portal.	The project will maximize communication and engagement channels to draw in more potential suppliers (including academic and research institutions) and consult them on the constraints they face to improve suitability of contracts. The Expression of Interest (EOI) process will also be revived.
2	Procurement may suffer from the lack of available or interested bidders. Apart from the possibility of a thin supply market, bidders might be disinterested due to unclear specifications and costing.	3/12/2018	Strategic	High-level (P = 3, I = 5) risk realized	<i>See measures above.</i>
3	The budget for evaluation studies may be over/underutilized due to an increase/ decrease in the targeted number of evaluation studies.	12/8/2017	Financial	Medium-level (P = 3, I = 4) risk being actively mitigated	To manage expectations, the number of thematic evaluation studies to be conducted has been set to 8. Savings will go to additional studies.
4	Similarly, the budget set for the evaluation studies may be significantly lower than market rates and the actual contract cost.	3/12/2018	Financial	Medium-level (P = 3, I = 4) risk being actively mitigated	The project will provide much attention to market research, TOR development, and consultations to determine competitive yet economical costs.
5	The outputs of the evaluators (contractors) may be delayed or be of poor quality due to exogenous (e.g., lack of robust data, uncooperative agencies or other informants) and endogenous (e.g. delays due to the contractor's fault) factors	3/12/2018	Operational	High-level (P = 4, I = 5) risk to be actively mitigated, somehow realized An associate evaluator's contract had to be terminated due to poor performance and unethical conduct.	Continue to give much attention to TOR development, including a rigorous assessment of evaluability and availability of data, to curb delays and ensure quality at the point of design. Contract provisions and remedies will continue to be enforced.
6	The review of the evaluation outputs by government and UNDP, including the subject-agencies' management responses, may be delayed, delaying the whole project and creating unnecessary costs for the project and its contractors.	3/12/2018	Operational	Medium-level (P = 4, I = 3) risk to be actively mitigated, somehow realized not only for evaluation outputs but also for draft TORs, draft policy documents, etc.	Sufficient time will be provided for the review of outputs and management response, as built into the evaluators' timetable. Timelines for review of documents will also be adjusted to provide sufficient slack to recognize work load of government officials.
7	Implementing agencies may resist the conduct of evaluations, which in turn may lead to poor quality evaluations or no evaluations at all. Moreover, if evaluations publish negative results there might be difficulty in acquiring the buy in of stakeholders.	12/8/2017	Political	Medium-level (P = 3, I = 3) risk being actively mitigated	Constant communication and consultation to ensure buy in and avoid conflict during conduct of evaluation. Use capacity development activities as a platform to emphasize that evaluations are not for fault finding but rather for improving the impact, conduct, and management of programmes and projects.
8	Similarly, other government agencies may not cooperate with the evaluation readiness assessment due to a host of factors: from the lack of time/inability to make key persons available, to lack of interest or resistance to policy.	12/8/2017	Political	Medium-level (P = 3, I = 3) risk being actively mitigated	The project continues to carry the core message that evaluations are meant to improve program implementation and impact. Non-government stakeholders will also be tapped to help advocate for strengthening evaluation capacity in government.

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Signature:  _____

Date: 9 January 2019

Noted by: Dir. Violeta S. Corpus
Director IV, NEDA Monitoring & Evaluation Staff
& Project Manager (IP), Strategic M&E Project

Signature: Violeta S. Corpus _____

Date: 10 January 2019

Noted by: Ma. Luisa Lim-Jolongbayan
Programme Team Leader, MSU
UNDP

Signature: mljolongbayan _____

Date: 10 January 2019