



Empowered lives.
Resilient nations.

PROJECT DOCUMENT

Philippines

Project Title: Using Strategic Monitoring and Evaluation to Accelerate Implementation of the Philippine Development Plan 2017-2022

Project Number: 103908

Implementing Partner: National Economic and Development Authority (NEDA)

Start Date: December 2017 **End Date:** 31 December 2018 **PAC Meeting date:**

Brief Description

The Government of the Philippines has established a new development agenda focusing on the Duterte Administration's 0 to 10 point agenda. All priority national and international dimensions of development are reflected in the Philippine Development Plan (PDP) 2017-2022. Efficient implementation in the areas of planning, budgeting, and monitoring and evaluation are required to ensure the achievement of the national development goals.

The project shall support capacity development activities for the National Economic and Development Authority (NEDA) and other government agencies towards more effective evaluation of the PDP, the Public Investment Plan (PIP), and Fiscal Plan implementation at the national and sub-national levels. The project shall also aim to integrate the Sustainable Development Goals (SDGs) into the Government's evaluation framework. Through the provision of technical advisory and project management services, the project aims to support NEDA and government in managing and conducting evaluations resulting in improved public sector management and Official Development Assistance (ODA) monitoring and evaluation.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
Indicative Output(s):

Total resources required:	PhP 199,022,860.00	
Total resources allocated:	UNDP TRAC:	
	Donor:	
	Donor:	
	Government:	190,000,000.00
	In-Kind (UNDP):	9,022,860.00
Unfunded:		

Agreed by (signatures):

Government/ Implementing Partner	UNDP Philippines
 Rolando G. Tungpalan Undersecretary National Economic and Development Authority	 Titon Mitra Country Director United Nations Development Programme
Date: DEC 08 2017	Date: DEC 08 2017

I. DEVELOPMENT CHALLENGE

In pursuit of the goal of inclusive growth and development, various initiatives have been recently undertaken to improve key elements of the public sector management cycle (i.e., planning, programming and budgeting, implementation and monitoring and evaluation) and to strengthen the government's results orientation.

With the formulation of the new Philippine Development Plan (PDP) 2017-2022, along with its Results Matrices (RMs) and the Public Investment Program (PIP), it is an opportune time to develop the strategies to ensure effective and efficient implementation of the national agenda. In addition, the PDP 2017-2022 plays an important role in contributing to the achievement of Agenda 2030 and the Sustainable Development Goals (SDGs). These can be supported by strong Monitoring and Evaluation (M&E) capacities within the government to ensure that the implementation of the PDP and PIP are assessed at the national and sub-national levels.

To respond to the expanding results agenda, the Government issued a National Evaluation Policy Framework (NEPF) in 2015 to ensure the purposive conduct of evaluations in the public sector in support of good governance, transparency, accountability, and evidence-based decision making.¹ The NEPF was signed jointly by the Secretaries of the National Economic and Development Authority (NEDA) and the Department of Budget and Management (DBM), making the Philippines one of the few countries globally with a national evaluation policy.

However, according to National Budget Circular No. 565², the implementation of these reforms needs to be further strengthened to address the following major issues and gaps: (a) the harmonization of all Monitoring, Evaluation, and Reporting objectives in government; (b) the integration of evaluation activities by oversight agencies; (c) the standardization of M&E approaches across agencies as well as in the definition of terms being used in government; and (d) the establishment of planning-budgeting-implementation linkages for meaningful, monitoring, evaluation, and reporting.

NEDA manages an M&E Fund that finances M&E initiatives to assess the impact of development interventions and extract lessons from the implementation of the PDP, national policies, and major capital investment programs and projects, including initiatives supported by development partners. Resources are also available under the Fund to finance evaluation capacity development activities for NEDA and other government agencies, following the preparation of an evaluation capacity assessment to support operationalization of the NEPF.

II. STRATEGY

M&E is a critical part of development management and can play an important role in assessing performance in implementing the PDP 2017-2022 at the national and sub-national levels. Effective M&E will also contribute to monitoring progress towards attainment of the SDGs.

¹ NEDA-DBM Joint Memorandum Circular. 2015 *National Evaluation Policy Framework of the Philippines*. Manila. (http://www.dbm.gov.ph/wp-content/uploads/Issuances/2015/Joint%20Memorandum%20Circular/JMC_NO.%202015-1_NEDA-DBM_NATIONAL%20EVALUATION%20POLICY%20FRAMEWORK%20OF%20THE%20PHILIPPINES.pdf)

² "Adoption of a Results-Based Monitoring, Evaluation and Reporting Policy" National Budget Circular 565, issued by the Department of Budget and Management on 2 December 2016

The **United Nations Development Programme (UNDP)** is mandated “to help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion”³. It is committed to assist governments in the implementation of programs towards the attainment of the SDGs by tapping international expertise on a broad range of disciplines, including Monitoring & Evaluation. Its main focus is primarily on capacity building: enhancing the expertise and capabilities of national and local government and partners to be able to fulfill their mandate independent of external support.

UNDP’s comparative advantage lies in its leadership role in evaluation management and national evaluation capacity development. UNDP’s biennial National Evaluation Capacities (NEC) Conference⁴ has brought together evaluation experts and practitioners to exchange lessons, experiences, challenges, and progress made in establishing and strengthening national evaluation systems. UNDP has also published a Handbook on Planning, Monitoring and Evaluating for Development Results in 2009, which provides users such as UNDP staff who manage evaluation and independent evaluators with a common understanding of the purposes, processes, norms, standards, and guiding principles for planning, monitoring and evaluation within the UNDP development context.

UNDP evaluations go through a rigorous quality assurance mechanism implemented by the UNDP Independent Evaluation Office (IEO). The IEO also conducts regular independent thematic (e.g. anti-corruption, disability-inclusiveness, and the institutional effectiveness of UNDP) and programmatic evaluations. In addition, the IEO manages the UNDP Evaluation Resource Centre (ERC), an online platform which facilitates UNDP’s effort to strategically plan and effectively use evaluations for accountability, management for results, and knowledge management. It provides the public with access to all UNDP evaluation reports, plans and management responses.

Given that NEDA has specific responsibility for overseeing the development, implementation and monitoring of the PDP, UNDP’s support will focus on developing the capacity of NEDA and other government agencies for more effective evaluation of PDP and PIP and Fiscal Plan implementation at the national and sub-national levels. The project shall also aim to integrate the SDGs into the Government’s evaluation framework. Through the provision of technical advisory and project management services, the project is designed to support NEDA and government capacities in managing and conducting evaluations, that will result in improved public sector performance.

The project has four major components, namely:

Component 1: Management of NEDA M&E Fund

- Manage and advise on the conduct of specific evaluation studies (national and regional) to assess the performance and impact of selected development plans, programs, policies, and projects
- Advise on implementation of ongoing and planned evaluation studies
- Design workshops and meetings on evaluation
- Organize an M&E Summit
- Develop a pipeline of evaluation studies aligned to the PDP
- Develop guidelines and resource materials on evaluation as agreed with NEDA-MES, e.g., formulation of sector-specific evaluation questions, evaluation terms of reference checklist, evaluability criteria, other evaluation templates

Component 2: Evaluation capacity assessment and development

³ UNDP Vision Statement

⁴ The UNDP National Evaluation Capacities Conference has been held in Morocco (2009); South Africa (2011); Brazil (2013); Thailand (2015); and will be held in Turkey in 2017

- Conduct an evaluation capacity assessment of NEDA Central and Regional Offices, and an agreed set of national government agencies
- Support implementation of learning activities to further develop national evaluation capacity in NEDA and other identified government agencies

Component 3: Advisory services for the National Evaluation Policy Framework

- Contribute to preparation of a National Evaluation Agenda for 2018-2022
- Contribute to drafting guidelines to operationalize the National Evaluation Policy Framework
- Develop an online repository of government evaluation reports, plans and management responses, including a management dashboard to track and monitor progress on all evaluations

Component 4: Project Management

- Project Management: Evaluation Advisor, Evaluation Consultant and Support Staff
- Provision of technical support to M&E Fund Steering Committee
- Provision of technical support to NEPF Evaluation Board
- Manage procurement and fiduciary process for NEDA M&E Fund

III. RESULTS AND PARTNERSHIPS

Expected Results

The project impact will be that the Philippine Development Plan is more successful in achieving its stated goals. The outcome will be that the capacity of NEDA and other government agencies to conduct PDP-linked evaluations is improved.

The project is expected to achieve the following outputs:

Component 1: Management of NEDA M&E Fund

- 1.1 Planned evaluation studies (national and regional) conducted to assess the performance and impact of selected development plans, programs, policies and projects
- 1.2 One (1) M&E Summit conducted
- 1.3 A pipeline of evaluation studies aligned to the PDP developed and approved by the Steering Committee
- 1.4 Guidelines and resource materials on evaluation are developed and approved by the Steering Committee, e.g., formulation of sector-specific evaluation questions, evaluation terms of reference checklist, evaluability criteria and other evaluation templates

Component 2: Evaluation capacity assessment and development

- 2.1 Evaluation Capacity Assessment Report is produced for 10 pilot agencies, including NEDA Central and Regional Offices
- 2.2 Evaluation Capacity Development activities carried out to further develop national evaluation capacity in NEDA and other identified government agencies

Component 3: Advisory services for the National Evaluation Policy Framework

- 3.1 Evaluation standards, guidelines, and criteria developed for the NEPF
- 3.2 Proposed National Evaluation Agenda for 2018-2022 developed
- 3.3 Draft institutional and operational guidelines for the NEPF are developed
- 3.4 Pilot online repository of government evaluation reports, plans and management responses, including a management dashboard to track and monitor progress on all evaluations developed

Resources Required to Achieve the Expected Results

The resources needed to implement the NEDA M&E Fund project are as follows:

- a. Human resources, which are classified into:
 - The Project Team, which will be composed of a Senior adviser, an M&E specialist, and a project M&E assistant, and will be supported by finance and procurement staff from the UNDP Country Office (CO). The Project Team will likewise be supported by the UNDP CO Management Support Team Leader and M&E Analyst, under the supervision of the UNDP Country Director. The Project Team will also benefit from advice provided by the Project Board.
 - Professional services for the conduct of data collection, evaluation studies, quality assurance, and capacity building trainings. Services will be procured from evaluation researchers, institutions, firms, and members of the academe.
- b. Financial resources for the administration and operation of the project, which will include funds for workshops, meetings, services of local consultants and firms, travel, knowledge management, and general management costs.

Partnerships

The envisioned partners are:

- a. National government agencies – The Department of Budget and Management is a key partner in this initiative, given that the NEPF was jointly signed by the Secretaries of NEDA and DBM. The conduct of a National Evaluation Capacity Assessment and the resulting capacity building would also entail partnerships with an agreed set of national government agencies.
- b. Philippine Institute of Development Studies– for provision of professional service or mentoring support, research and advocacy, and knowledge exchange and sharing.
- c. Academe (State and Private Universities and Colleges) – for provision of professional independent evaluation services and participation in evaluation reference groups, which provide peer review/feedback on evaluation outputs.
- d. Other development partners that may be interested to support the project through provision of financial or other resources. The support of other members of the donor community shall be mobilized specifically for those activities that are aligned with the shared vision of the government and the donor community for more effective use of ODA and improved ODA coordination, monitoring, and evaluation. Cost-sharing or parallel financing shall be explored to broaden sectoral coverage of the activities.

Risks and Assumptions

The following key risks could affect the achievement of results through the chosen strategy:

- a. Due to the high number of studies to be conducted simultaneously, the project may encounter a shortage in the number of available evaluators. As a countermeasure, the project will establish connections with a network of academic institutions that can provide evaluation services. Moreover, in order to gain a sustainable supply of local evaluators, the project also aims to enhance the capacity of academic institutions to bid for government-commissioned evaluation studies through the issuance of guidance that would allow them to understand guiding principles, standards and processes for evaluation within the government context.
- b. The list of evaluation studies to be conducted under the project may change during the course of implementation. In the event that the targeted number of studies is increased/decreased, this may result in a substantial under/over budget for the

- conduct of evaluation studies. In order to mitigate this risk, it is important to manage expectations on the number of studies to be contracted within year 1 and year 2.
- c. Implementing agencies may resist the conduct of evaluations due to the possibility that findings may confirm the negative results of programmes and projects, 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 other stakeholders. As a countermeasure, the project will use its capacity development activities to serve 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.

Stakeholder Engagement

The immediate beneficiaries of the evaluation capacity-building component of the project are NEDA Central Office and Regional Office staff, as well as M&E personnel from an agreed set of government agencies.

The project also envisions to engage with the Philippine Institute of Development Studies and with state and private universities and colleges as resource persons for the evaluation capacity building activities (e.g. trainings, workshops, creation of manuals) or as service providers for the conduct of the approved set of evaluation studies (national and regional).

Knowledge

The milestones and key lessons of the project shall be translated into knowledge products. These include guidelines and resource materials on evaluations (i.e. an Evaluation Handbook with guidelines on the formulation of sector-specific evaluation questions, an evaluability criteria for assessing evaluation proposals, an evaluation terms of reference checklist, etc.). Through these knowledge products, the project hopes to contribute to the standardization of M&E approaches across government agencies as well as in the definition of M&E terms being used in government.

In addition, the project will produce a National Evaluation Capacity Assessment for NEDA Central and Regional Offices, and an agreed set of national government agencies. Learning activities to develop national evaluation capacity in NEDA and other identified government agencies will be based on the lessons and recommendations generated from this report.

Sustainability and Scaling Up

Aside from ensuring the high quality of evaluation studies produced through improvements in the evaluation capacities of NEDA and key government agencies and the development of standardized evaluation guidelines, the sustainability of the project will also draw from the institutional infrastructures that will be created within the government to implement evaluations in support of performance-informed budgeting and evidence-based policy making.

IV. PROJECT MANAGEMENT

Project Management

1. The Project Team will be composed of the NEDA-Monitoring and Evaluation Staff (MES) Director as Project Manager, a UNDP Senior Adviser, an M&E Specialist, a Project M&E assistant, and will be supported by the Operations and Procurement Teams of the UNDP Philippines Country Office (PHL CO). The Project Team will likewise be supported by the UNDP PHL CO Management Support Team Leader and M&E Analyst, under the overall guidance of the UNDP Country Director. The Project Team will also benefit from advice provided by the Project Board.
2. The UNDP Senior Adviser assigned to the Project will serve the purpose of providing strategic guidance to the Project Team and NEDA-MES.
3. The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for Implementing Partner/UNDP approval of project plans and revisions. Potential members of the Project Board are reviewed and recommended before the project document is finalized.
4. The Project Team will provide technical advisory and project management services to NEDA-MES for the effective management of the NEDA M&E Fund. The role of the Project Team vis-à-vis NEDA-MES and the M&E Fund Steering Committee are outlined below:

Project management arrangements for the implementation of the M&E Fund Project

Phases	NEDA-MES	M&E Fund SC	UNDP Project Team	
1. Evaluation of proposals and work plans	Technical review of proposals and workplans ⁵		Provision of Expert advise/ guidance; programmatic and administrative support	Simultaneous support for the development of: <ul style="list-style-type: none"> • Guidelines and resource materials on evaluations (e.g., formulation of evaluation questions and TORs evaluation TOR checklist, Shortlisting and evaluation criteria for consultants)
2. Approval	Endorsement to M&E Fund SC	Approves proposals	Administrative support	
3. Procurement	Drafting and finalization of TOR jointly with UNDP Joint evaluation and approval of short list of consultants/firms		Drafting and finalization of TOR jointly with NEDA Planning and implementation of the procurement	

⁵ With DBM and NEDA Regional Office participation

	together with UNDP		process until awarding of contract Joint evaluation and approval of short list of consultants / firms together with NEDA MES	evaluability criteria) <ul style="list-style-type: none"> • Pipeline of evaluation studies aligned to the PDP • Evaluation capacity assessment and development • National Evaluation Agenda 2018-2022
4. Study Implementation	Evaluation management: Technical review of outputs; monitoring of study progress (Sector Staff/NRO)		Provision of Expert advise/ guidance; Contract Management	
5. Study Completion	Notation of evaluation findings and recommendations Development of management response and dissemination of evaluation findings	Notation of evaluation findings and recommendations	Administrative support	

5. All procurement for the project will be done by UNDP following UNDP procurement rules and procedures. This includes the hiring of the Project Team and the evaluation consulting services (either individuals or firms).

Adoption of the UNDP Procurement System

UNDP's presence in the Philippines is governed by the Standard Basic Assistance Agreement (SBAA), which was duly ratified in 12 December 1977. The 1977 ratification has made the SBAA an international treaty recognized as having been incorporated as part of the law of the land, by the virtue of Section II and Article II of the Philippine Constitution. Under SBAA, assistance "may be made available by the UNDP to the Government upon request consisting, among others, of 'services of advisory experts and consultants', 'equipment and supplies' and 'any other form of assistance or form of execution, which may be agreed upon by the Government and UNDP.'" (Cf. Clause 1, Article II of the SBAA.

By temporarily adopting the UNDP procurement system during project implementation, the project can benefit from:

- Access to an expanded network of consulting services providers both at the national and global level;
- More streamlined and flexible processes compared to government long timelines;

- Achieving best value for money and lower cost of goods and services;
- Absorption by UNDP of all legal risks arising from the performance of procurement functions, thus freeing the Government partners from such potential cause of delays in project implementation

Comparative advantage matrix of UNDP vs Government Procurement System

UNDP Procurement Methods			Government Procedures and Duration	
Thresholds	Process	Indicative Duration	Process	Duration
Below \$5,000 to a single vendor	No competitive process is required. Internet price browsing and documented telephone canvassing is allowed.	1-3 days	Request for Quotation is required up to about US\$ 1,000. Could go as low as \$250 for lower class municipalities. Multiple signatures/approvals.	10-15 days
Between US\$5,000 to US\$99,999	No advertisement is required. Only direct solicitation by Request for Quotation (RFQ) or low-valued Request for Proposal (RFP) is needed.	1-2 weeks	Mandatory 14 days advertisement; 30 days bid preparation; 15 days BAC Review and Approval	Min. of 60 day
Above US\$ 100,000	Advertisement is mandatory for a minimum of 10 days and minimum bid preparation time of 2 weeks depending on complexity; Committee approvals required if above CO authority	45-60 days	Minimum prescribed by RA 9184 is 170 days for consulting services; 124 days for goods	144 to 170 days (BEST CASE)

In addition to the above, UNDP procurement procedures provided the following mechanisms that are not readily feasible in the Govt. procurement law:

- Direct contracting is allowed based on valid justification;
- Allows for Long-Term Agreements for repetitive requirements;
- Open to variation up to 20% of requirements at the time of contract signing;
- No limit to repeat order quantity;
- Direct Negotiation is allowed after only 1 round of failure;
- All legal accountabilities and risks absorbed by UNDP;
- Almost no, or very low risk of, bid failure;
- Procurement Function is performed by full-time procurement practitioners; and
- Oversight Procurement Review Committees⁶ are outside of the country of procurement, thus ensuring full independence and neutrality.

⁶ *The Equivalent of the BAC*

V. RESULTS FRAMEWORK⁷

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: SP Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles							
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: <i>No appropriate Country-level indicator</i>							
Applicable Output(s) from the UNDP Strategic Plan: Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing							
Project title and Atlas Project Number:							
Efficient Management of the NEDA Monitoring and Evaluation (M&E) Fund							
EXPECTED OUTPUTS	OUTPUT INDICATORS ⁸	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1 (2017)	FINAL (2018)	
Output 1: Management of NEDA M&E Fund	1.1 Percent of planned evaluation studies (national and regional) conducted to assess the performance of selected development plans, programs, policies and projects	Project progress reports; NEDA-MES reports/Implementing Agencies Reports	0%	2016	10%	100%	

⁷ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

⁸ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	1.2 No. of M&E Summits conducted	Project progress reports	0	2016	0	1	
	1.3 Extent to which a pipeline of evaluation studies aligned to the PDP are developed.	Project progress reports	Pipeline not yet developed	2016	Pipeline developed and approved by Steering Committee	Pipeline developed and approved by Steering Committee	
	1.4 Extent to which guidelines and resource materials on evaluation are developed as agreed with NEDA-MES, e.g., formulation of sector-specific evaluation questions, evaluation terms of reference checklist, evaluability criteria	Project progress reports	Guidelines and resource materials not yet developed	2016	Guidelines and resource materials developed	Guidelines and resource materials approved by Steering Committee and rolled out to NEDA CO, RO, and select agencies	
Output 2: Evaluation Capacity Assessment	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	Project progress reports	Evaluation capacity assessment report not yet produced	2016	Evaluation capacity assessment conducted	Evaluation capacity assessment report presented to the Steering Committee	
	2.2 Percent of planned Evaluation Capacity Development activities carried out to further develop national evaluation capacity in NEDA and other identified government agencies	Project progress reports	0%	2016	0%	100%	

Output 3: Advisory services for the National Evaluation Policy Framework	3.1 Extent to which an evaluability criteria is developed for the NEPF	Project progress reports	Evaluability criteria not yet produced	2016	Evaluability criteria developed for the NEPF	Evaluability criteria utilized by the Steering Committee to assess proposals	
	3.2 Extent to which a proposed National Evaluation Agenda for 2018-2022 is developed	Project progress reports	National Evaluation Agenda for 2018-2022 not yet produced	2016	National Evaluation Agenda for 2018-2022 developed	National Evaluation Agenda for 2018-2022 approved by the M&E Fund Steering Committee	
	3.3 Extent to which draft institutional and operational guidelines for the NEPF are developed	Project progress reports	Institutional/Operational Guidelines not yet produced	2016	Institutional/Operational Guidelines developed/formulated	Institutional/Operational Guidelines approved by the Steering Committee	
	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	Project progress reports	Online platform not yet developed	2016	Evaluation management dashboard to track and monitor progress on all evaluations designed	Pilot online platform design and user experience developed	

VI. MONITORING AND EVALUATION

Project monitoring reports will be submitted to NEDA periodically and any time upon request with financial and other reports prepared in accordance with UNDP reporting procedures.

Consistent with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation activities:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		

Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

VII. MULTI-YEAR WORK PLAN ^{9,10}

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET		
			Funding Source	Budget Description	Amount (PhP)
Efficient Management of the NEDA Monitoring and Evaluation (M&E) Fund					
Output 1: Management of NEDA M&E Fund	1.1. Development and roll-out of guidelines and resource materials on evaluations as agreed with NEDA-MES, e.g., formulation of sector-specific evaluation questions, evaluation terms of reference checklist, evaluability criteria	UNDP	NEDA-MES	Meetings, workshops, publication	1,500,000.00
	1.2. Development of a pipeline of evaluation studies aligned to the PDP	UNDP	NEDA-MES	Meetings	150,000.00
	1.3. Evaluation studies (national and regional) conducted to assess the performance of selected development plans, programs, policies and projects	UNDP	NEDA-MES	International or local consultant, firm	165,109,400.00
	1.4. Conduct of 2017 M&E Summit	UNDP	NEDA-MES	Meetings, workshops, travel, local consultant	1,500,000.00
	Sub-Total for Output 1				168,259,400.00

⁹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹⁰ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

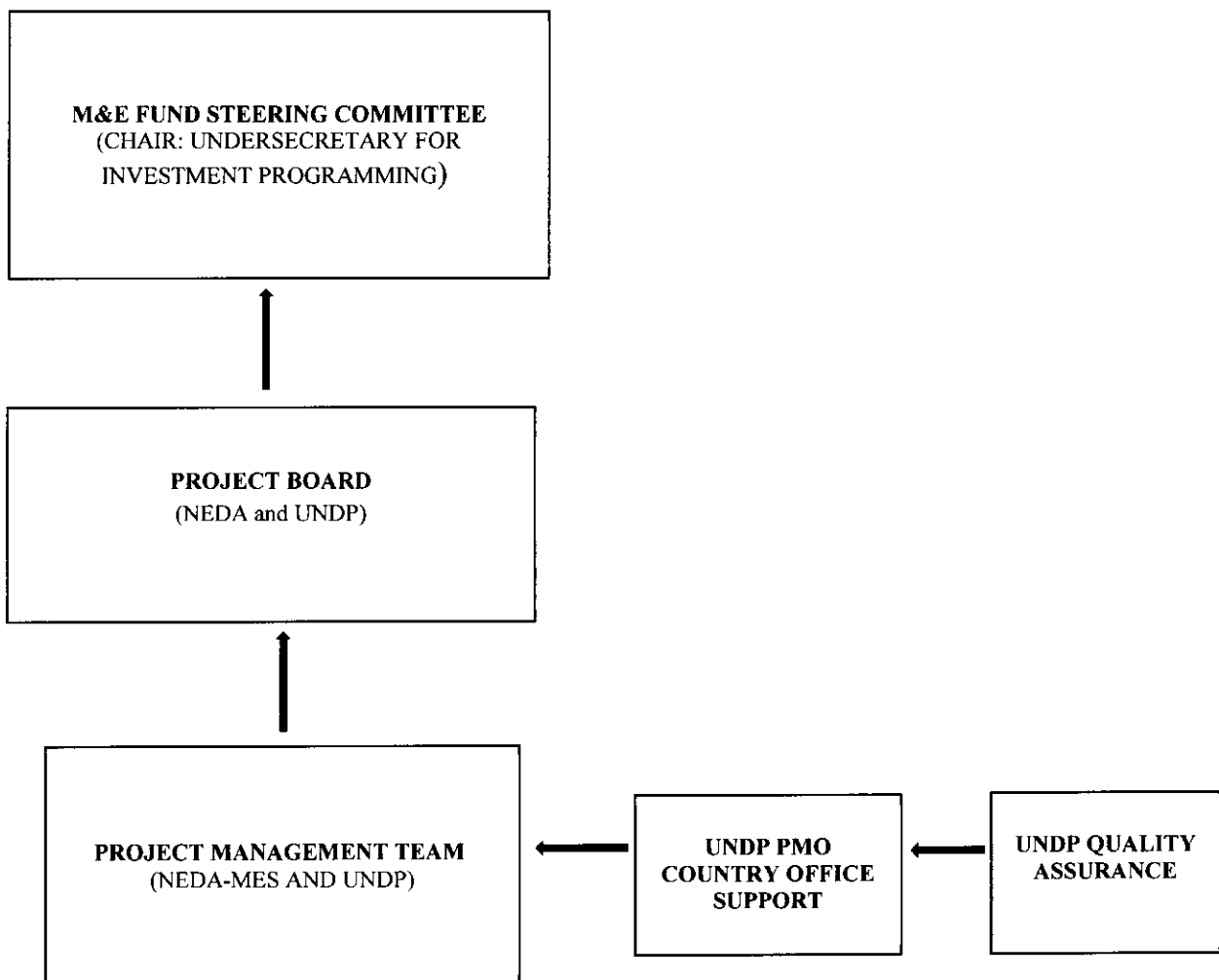
Output 2: Evaluation Capacity Assessment	2.1. Preparation of an Evaluation Capacity Assessment report for NEDA Central and Regional Offices, and an agreed set of national government agencies	UNDP	NEDA-MES	Meetings, workshops, travel	1,000,000.00
	2.2. Conduct of learning activities to develop national evaluation capacity in NEDA and other identified government agencies based on the recommendations from the Evaluation Capacity Assessment Report	UNDP	NEDA-MES	Workshops, travel, local consultant	3,500,000.00
	2.3. Workshops and meetings for the Evaluation Capacity Assessment	UNDP	NEDA-MES	Workshops, meetings	100,000.00
	Sub-Total for Output 2				4,600,000.00
Output 3: Advisory Services for the National Evaluation Policy Framework	3.1. Development of proposed National Evaluation Agenda for 2018-2022	UNDP	NEDA-MES	Meetings, workshops travel	100,000.00
	3.2. Development of draft institutional and operational guidelines for the NEPF	UNDP	NEDA-MES	Meetings	50,000.00
	3.3. Development of online knowledge sharing platform for NEDA evaluations	UNDP	NEDA-MES	Firm	500,000.00
	3.4. Workshops and meetings for the National Evaluation Policy Framework	UNDP	NEDA-MES	Workshops, meetings	50,000.00
	Sub-Total for Output 3				700,000.00
Output 4: Project Management	4.1. Individual consultant - Senior adviser to provide technical support to M&E Fund Steering Committee and NEPF Evaluation Board	UNDP	UNDP	Contractual services	
	4.2 Individual consultant – Evaluation consultant for the M&E Fund	UNDP	NEDA-MES	Contractual services	2,800,000.00

	4.3. Individual consultant – M&E assistant (July 2017 – October 2018)	UNDP	NEDA-MES	Contractual services	540,000.00
	4.4. Direct Project Costing for UNDP finance and procurement support services	UNDP	NEDA-MES	Direct Project Costing	2,300,000.00
	4.5. Direct Project Costing for UNDP support and oversight services	UNDP	NEDA-MES	Direct Project Costing	320,600.00
	4.6. Monitoring of project implementation by NEDA-MES	UNDP	NEDA-MES	Meetings, travel	600,000.00
	4.7. Communications expenses	UNDP	NEDA MES	Communications	200,000.00
	4.8. Audit Expenses	UNDP	NEDA-MES	Audit	3,880,000.00
	4.9. Meetings with M&E Fund Steering Committee and NEPF Evaluation Board	UNDP	NEDA-MES	Meetings	100,000.00
	Sub-Total for Output 4				10,740,600.00
SUB-TOTAL FOR OUTPUTS 1-4					184,300,000.00
General Management Support (3%)				GMS	5,700,000.00
GRAND TOTAL (NEDA)					190,000,000.00

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

As the national agency mandated to coordinate national development planning, investment programming, program/project evaluation, and program/project monitoring, and coordination or foreign assistance to the country, the NEDA shall be the implementing partner for this project. Specifically, the NEDA-Monitoring and Evaluation Staff (MES) shall have overall responsibility and accountability for the delivery of the project outputs.

The project will be implemented under the National Implementation (NIM) modality with full UNDP Country Office Support. This means that UNDP Procurement and Administrative Services shall be used to deliver project activities and results as stated in the project document.



IX. LEGAL CONTEXT AND RISK MANAGEMENT

This project document shall be the instrument referred to as such in Article I paragraph 1 of Agreement between the Government of the Republic of the Philippines and the United Nations Development Programme signed by the Parties on July 21, 1977.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes:

- a) Revisions in, or addition of, any of the annexes of the project document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and

Mandatory annual revisions which rephrase the delivery of agreed project inputs, or reflect expert or other costs due to inflation or take into account agency expenditure flexibility.

1. LEGAL CONTEXT STANDARD CLAUSES

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

2. RISK MANAGEMENT STANDARD CLAUSES

a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with both Parties. To this end, both Parties shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. Ownership of equipment, supplies, and other property financed from the contribution shall vest in UNDP, but will be immediately transferred to the Implementing Partner, in accordance with the relevant policies and procedures of UNDP.

Intellectual property, such as but not limited to property rights resulting from any work executed shall vest in UNDP. Noting the nature of the content and outputs of this project, UNDP grants intellectual property rights to NEDA except in the case where it may involve the commercialization of the materials produced under this Project Document. In such instances, UNDP will determine whether to transfer on a case by case basis. In the event of conflict between this provision and the intellectual property clauses in the Partnership Agreement, this clause shall govern.

3. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under

this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]¹¹.

4. Both Parties agree to undertake all reasonable efforts to ensure that no funds under this Project are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
5. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
6. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
7. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

¹¹ Use bracketed text only when IP is an NGO/IGO