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**Using Strategic Monitoring and Evaluation to Accelerate  
the Implementation of the Philippine Development Plan 2017-2022  
2018-2019 Multi-Year Work Plan**

**Implementing Partner:** National Economic and Development Authority  
NIM with Full Country Office Support

**Project 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 agencies towards more effective evaluation of PDP and Public Investment Plan and Fiscal Plan implementation at the national and sub-national levels. The project shall also aim to integrate the Sustainable Development Goals 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, and result in improved public-sector management and ODA monitoring and evaluation.

Country Programme Document Period: 2012-2018	Total resources required: PHP 199,022,860 (US\$ 3,986,916)
Atlas Project/Output ID: <b>00103908 / 00105719</b>	Total allocated resources:
Start Date: <u>8 December 2017</u>	• Government: PHP 190,000,000 (US\$ 3,806,166)
End Date: <u>31 December 2019</u> [New]	• In Kind (UNDP): PHP 9,022,860 (US\$ 180,750)

Agreed by NEDA:  
Date:

  
**ROLANDO G. TUNGPALAN**, Undersecretary  
JUL 03 2018

Agreed by UNDP:  
Date:

  
**TITON MITRA**, Country Director  
JUL 03 2018

## I. 2018 ANNUAL WORK PLAN

**Project Title: Using Strategic Monitoring and Evaluation to Accelerate the Implementation of the Philippine Development Plan 2017-2022**  
**Project ID: 00103908 / Output ID: 00105719**  
**Implementing Agency: National Economic and Development Authority (NIM with Full UNDP Country Office Support)**

### OUTPUT 1. MANAGEMENT OF THE M&E FUND – COMMISSIONING OF EVALUATION STUDIES

EXPECTED OUTPUTS Output 1. Management of the M&E Fund – Commissioning of Evaluation Studies																					
Activity/Sub-Activity Description	Activity/Sub-Activity Deliverables	Project Output Indicator/s of Output No. 1	Baseline		Target this Year (2018)	End of Project Target (2019)	PLANNED ACTIVITIES (for Output No.1)														
			Year	Quantity/ Quality			Funding Source	Responsible Party	TIMEFRAME		Budget										
								2018	2019	Q1	Q2	Q3	Q4	Q1	Q2	Code	Description	2018	2019	Total	
1.1 Percent of planned evaluation studies (national & regional) commissioned & completed* to assess the performance of selected development plans, programs, policies & projects <b>[Modified]</b>			2016	0%	Commissioned: 100% (8 of 8) Completed: 38% (3 of 8)	Completed: 100% (8 of 8)															
<i>* Assumes final draft report pending consideration of management response</i>																					
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	Pipeline developed & approved	Pipeline developed & approved															
1.3 Number of evaluation studies which have accompanying information, education, and communication actions <b>[New]</b>			2016	0	3	8															
1.4 Extent to which a roster of potential evaluators is developed <b>[New]</b>			2016	None	Roster developed	Roster updated															
PLANNED ACTIVITIES (for Output No.1)												PLANNED BUDGET (for Output No.1)									
1.1 <b>[New]</b> Technical services, procurement, and coordination for the Evaluation Studies	Evaluation Consultants for development of evaluation design and terms of Reference (TOR)	Philippines (00195)	NEDA-MES and UNDP	2018		2019		71300	Local Consultants	2,000,000		72400	Communication Expenses	50,000	75700	Meetings, Training and Workshops	500,000	300,000	800,000		
				Q1	Q2	Q3	Q4														



PLANNED ACTIVITIES (for Output No.1)				PLANNED BUDGET (for Output No.1)								
Activity/Sub-Activity Description	Activity/Sub-Activity Deliverables	TIMEFRAME				Funding Source	Budget		Total			
		2018		2019			Code	Description		Amount (PhP)		
		Q1	Q2	Q3	Q4						Q1	Q2
	Field visits/site inspections by NEDA-UNDP team						71600	Travel Expenses	300,000	200,000	500,000	
1.2 [New] Communication and dissemination of evaluation studies.	AVPs, infographs, and other communication activities					Philippines (00195)	74200	Audio-Visual & Print Production Expenses	2,000,000	2,000,000	4,000,000	
1.3 Evaluation studies conducted to assess the performance of selected development plans, programs, policies, and projects*	8 thematic evaluation studies contracted in 2018, of which 3 have been completed by year-end					Philippines (00195)	71200/ 71300/ 72100/ 72600	Individual Consultants, Consulting Firms or Grants	128,000,000*	16,000,000	144,000,000	
<b>SUBTOTAL for OUTPUT 1</b>									<b>132,850,000</b>	<b>18,500,000</b>	<b>151,350,000</b>	
<b>Total 3% General Management and Supervision</b>										3,985,500	555,000	4,540,500
<b>TOTAL for OUTPUT 1</b>									<b>136,835,500</b>	<b>19,055,000</b>	<b>155,890,500</b>	

\*Note: Estimated budget amount indicated under 2018 corresponds to eight (8) planned evaluation studies that will be contracted out in 2018. The of PhP16,000,000 (US\$) allocated in 2019, as well as savings that may be generated from 2018 activities, will support the commissioning of additional studies.

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## OUTPUT 2. EVALUATION CAPACITY ASSESSMENT AND LEARNING

EXPECTED OUTPUTS Output 2. Evaluation Capacity Assessment and Learning													
Project Output Indicator/s of Output No. 2		Baseline		Target this Year (2018)		End of Project Target (2019)							
Year	Quantity/ Quality	Year	Quantity/ Quality	Year	Quantity/ Quality	Year	Quantity/ Quality						
2016	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	0%	2016	0%	2016	100%						
2016	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	0%	2016	0%	2016	75%						
2016	2.2 Percent of planned Evaluation Capacity Development activities carried out to further develop the evaluation capacity of NEDA and other government agencies <b>[modified]</b>	2016	0%	2016	0%	2016	75%						
2016	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 <b>[new]</b>	2016	0%	2016	0%	2016	75%						
2016	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 <b>[new]</b>	2016	0%	2016	0%	2016	75%						
2016	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. <b>[new]</b>	2016	0%	2016	0%	2016	75%						
PLANNED ACTIVITIES (for Output No.2)													
Activity/Sub-Activity Description	Activity/Sub-Activity Deliverables	TIMEFRAME				Responsible Party	Funding Source/Donor	Budget		Code	Description	Amount (Php)	
		2018 Q1 Q2	2018 Q3 Q4	2019 Q1 Q2	2019 Q3 Q4			2018	2019			Total	
2.1 Evaluation capacity assessment for NEDA Central and Regional Offices and national government agencies (NGAs)	Capacity assessment report with Capacity Development plan					NEDA-MES and UNDP	Philippines (00195)	5,000,000		71300/72600	Individual Consultants / Grants to Institutions	5,000,000	5,000,000
2.2 <b>[Modified]</b> Learning activities to develop national evaluation capacity in NEDA and NGAs	Roll-out of NEPF guidelines and training and certification course					NEDA-MES and UNDP	Philippines (00195)	1,000,000		75700	Meetings, Training and Workshops	1,000,000	3,000,000
2.3 <b>[Revised]</b> Development of web-based training and certification modules	Online course modules on evaluation					NEDA-MES and UNDP	Philippines (00195)	2,000,000		74200	Audio-Visual & Print Production	2,000,000	2,000,000
<b>SUBTOTAL for OUTPUT 2</b>								<b>6,000,000</b>	<b>4,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>
<b>Total 3% General Management and Supervision</b>								<b>180,000</b>	<b>120,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<b>TOTAL for OUTPUT 2</b>								<b>6,180,000</b>	<b>4,120,000</b>	<b>10,300,000</b>	<b>10,300,000</b>	<b>10,300,000</b>	<b>10,300,000</b>



### OUTPUT 3. ADVISORY SERVICES FOR THE NATIONAL EVALUATION POLICY FRAMEWORK – GUIDELINES, PORTAL, & OUTREACH

EXPECTED OUTPUTS Output 3. Advisory Services for the National Evaluation Policy Framework – Evaluation Guidelines, Portal Development, & Stakeholder Outreach											
Project Output Indicator/s of Output No. 3											
Activity/Sub-Activity Description	Year	Baseline		Target this Year (2018)	End of Project Target (2019)	PLANNED ACTIVITIES (for Output No.3)					
		Quantity/ Quality	Evaluability criteria not yet produced			Activity/Sub-Activity Deliverables	TIMEFRAME	Funding Source	Responsible Party	Budget	Amount (PhP)
								2018	2019	Total	
								Q1 Q2 Q3 Q4 Q1 Q2			
3.1 Extent to which the evaluability criteria is developed for the NEPF and approved by the M&E Fund Steering Committee	2016			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	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 Project Document (ProDoc)]	2016		Guidelines not yet produced	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	Online knowledge platform designed & beta-developed	Online knowledge platform fully developed						
3.5 No. of M&E Summits organized by the project [Originally 1.2 in ProDoc]	2016		1	1	1						1
4.2 Percent of other planned outreach activities are carried out to expand the M&E Network and reach more evaluation stakeholders [New]	2016		None	50%	100%						
PLANNED BUDGET (for Output No.3)											
Activity/Sub-Activity Description	Funding Source	Responsible Party	Code	Description	Amount (PhP)	TIMEFRAME				Total	
						2018	2019	Q1 Q2 Q3 Q4 Q1 Q2	2018		2019
3.1, [Modified] Development of proposed National Evaluation Agenda for 2018-2022, including pipeline of evaluation studies aligned to the PDP	Philippines (00195)	NEDA-MES and UNDP	75700	Meetings and Workshops	500,000						500,000
3.2 [Modified to include Activity 1.1 of ProDoc] Development of institutional and operational guidelines for the NEPF and M&E Fund	Philippines (00195)	NEDA-MES and UNDP	74200	Audio-Visual & Print Production Expenses	600,000						600,000

PLANNED ACTIVITIES (for Output No.3)				PLANNED BUDGET (for Output No.3)						
Activity/Sub-Activity Description	Activity/Sub-Activity Deliverables	TIMEFRAME				Funding Source	Description	Amount (PhP)		
		2018		2019						
		Q1	Q2	Q3	Q4				Q1	Q2
	- Evaluation report outline - Quality assurance									
3.3 [Revised] Development of online knowledge sharing platform for NEDA evaluations	User Interface Design KM/ Database Structure Technical Specifications Portal Development Firm					Philippines (00195) NEDA-MES and UNDP	Local Consultants Firm	1,000,000 3,000,000	1,000,000 3,000,000	
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 & Digital Marketing Consultant, Forum Documenters, Knowledge Product Editors/ Designers, Other ICs as needed Engagement activities					Philippines (00195) NEDA-MES and UNDP	Local Consultants Meetings, Training and Workshops	2,000,000 400,000	2,000,000 400,000	
3.5 [Moved from 1.4] Conduct of 2018 M&E Summit	Promotion and communication of the M&E Network 2018 M&E Summit Travel of Regional Participants					Philippines (00195) NEDA-MES and UNDP	Audio-Visual & Print Production Expenses Meetings, Training and Workshops Travel Expenses	1,000,000 1,500,000 500,000	1,000,000 1,500,000 500,000	
						<b>SUBTOTAL for OUTPUT 3</b>		<b>10,500,000</b>	<b>1,400,000</b>	<b>11,900,000</b>
						<b>Total 3% General Management and Supervision</b>		<b>315,000</b>	<b>42,000</b>	<b>357,000</b>
						<b>TOTAL for OUTPUT 3</b>		<b>10,815,000</b>	<b>1,442,000</b>	<b>12,257,000</b>



## OUTPUT 4: PROJECT MANAGEMENT

EXPECTED OUTPUTS Output 4. Project Management														
Project Output Indicator/s of Output No. 4														
		Baseline		Target this Year (2018)		End of Project Target (2019)								
		Year	Quantity/ Quality	Target this Year (2018)		End of Project Target (2019)								
4.1 Extent to which a functional project management team established		2016	PMT not yet established	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%								
PLANNED BUDGET (for Output No.4)														
Activity/Sub-Activity Description	Activity/Sub-Activity Deliverables	TIMEFRAME						Responsible Party	Funding Source	Budget			Amount (PhP)	
		2018		2019		Code	Description			2018	2019	Total		
		Q1	Q2	Q3	Q4			Q1	Q2					
<i>UNDP In-Kind Contribution</i>														
4.1 [Modified] UNDP advisory services to NEDA	Senior Advisor M&E Analyst													
4.2 & 4.3 [Revised] Project management team	Project Coordinator Procurement Associate Finance & Admin Asst Project Assistant							NEDA-MES and UNDP	Philippines (00195)	71400	Service Contracts	2,513,000	4,626,000	
4.4 & 4.5 [Revised] Direct Project Costing for overall guidance, procurement support, & oversight services	Programme Specialist Programme Associate Finance Associate HR Associate							NEDA-MES and UNDP	Philippines (00195)	6	Direct Project Costing (NO/FT)	910,000	1,640,000	
4.6 & 4.7 [Revised] Communication, equipment, supplies, & miscellaneous expenses	Communication Laptop computers Supplies & miscellaneous							NEDA-MES and UNDP	Philippines (00195)	72400	Communication	30,000	60,000	
4.8 Audit Expenses	Audit Report in 2019							NEDA-MES and UNDP	Philippines (00195)	72800	IT Equipment	220,000	220,000	
4.9 Meetings with the M&E Fund Steering Committee and NEPF Evaluation Board	Annual Work Plans Progress Reports							NEDA-MES and UNDP	Philippines (00195)	74500	Miscellaneous	80,000	180,000	
								NEDA-MES and UNDP	Philippines (00195)	74100	Audit Expenses	3,880,000	3,880,000	
								NEDA-MES and UNDP	Philippines (00195)	75700	Meetings, Training and Workshops	100,000	200,000	
<b>SUBTOTAL for OUTPUT 4</b>												<b>4,283,000</b>	<b>11,216,000</b>	
<b>Total 3% General Management and Supervision</b>												128,490	207,990	336,480
<b>TOTAL for OUTPUT 4</b>												<b>4,411,490</b>	<b>7,140,990</b>	<b>11,552,480</b>



**SUMMARY: ALLOCATION FOR GPH CONTRIBUTION PER EXPENDITURE ITEM**

Expenditure Item	Budget Code	2018	2019	Total	% of Grand Total
Evaluation Studies	71200/ 71300/ 72100/ 72600	128,000,000	16,000,000	144,000,000	75.8
Audio-Visual & Print Production Costs	74200	3,600,000	5,000,000	8,600,000	4.5
Meetings and Workshops	75700	4,000,000	2,800,000	6,800,000	3.6
Local Consultants	71300	5,410,000	-	5,410,000	2.8
Grants to Research and Academic Institutions	72600	5,000,000	-	5,000,000	2.6
Service Contracts	71400	2,513,000	2,113,000	4,626,000	2.4
Audit Expenses	74100	-	3,880,000	3,880,000	2.0
Firms	72100	3,000,000	-	3,000,000	1.6
Direct Project Costing (NO/FT)	6	910,000	730,000	1,640,000	0.9
Travel Expenses	71600	800,000	200,000	1,000,000	0.5
IT Equipment	72800	220,000	-	220,000	0.1
Miscellaneous Expenses	74500	100,000	80,000	180,000	0.1
Communication Expenses	72400	80,000	30,000	110,000	0.1
<b>TOTAL PROGRAMMABLE</b>		<b>153,633,000</b>	<b>30,833,000</b>	<b>184,466,000</b>	<b>97.1</b>
Add: 3% General Management and Supervision		4,608,990	925,010	5,534,000	2.9
<b>GRAND TOTAL</b>		<b>158,241,990</b>	<b>31,758,010</b>	<b>190,000,000</b>	<b>100</b>

Notes:

- (1) This AWP covers only the allocations of the government financing component for 2018 to 2019, worth a total of PHP190,000,000.00 (US\$3,806,166.00). In addition, the UNDP is providing in-kind contribution to the project, worth PHP 190,000,000 (US\$ 180,750), for advisory services.
- (2) To date, a total of PHP 158,241,675.00 (US\$ 3,164,861) has been received from GPH in three tranches. The balance from the total GPH contribution, amounting to PHP31,758,325 (~\$641,305), is allocated in 2019.
- (3) The exchange rate used (US\$1 = PHP49.919) is the actual rate which was applied at the time of the fund transfer by NEDA to UNDP on 9 January 2018. The UN operational rate of exchange in June 2018 is US\$1 = PHP52.64.





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## II. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

*[From Project Document Section VIII]* 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 is 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. *[Additional]* The project team organized by UNDP for the purpose shall support the NEDA-MES in ensuring the delivery of project outputs, producing reports, and implementing quality assurance.

### ***Project Management***

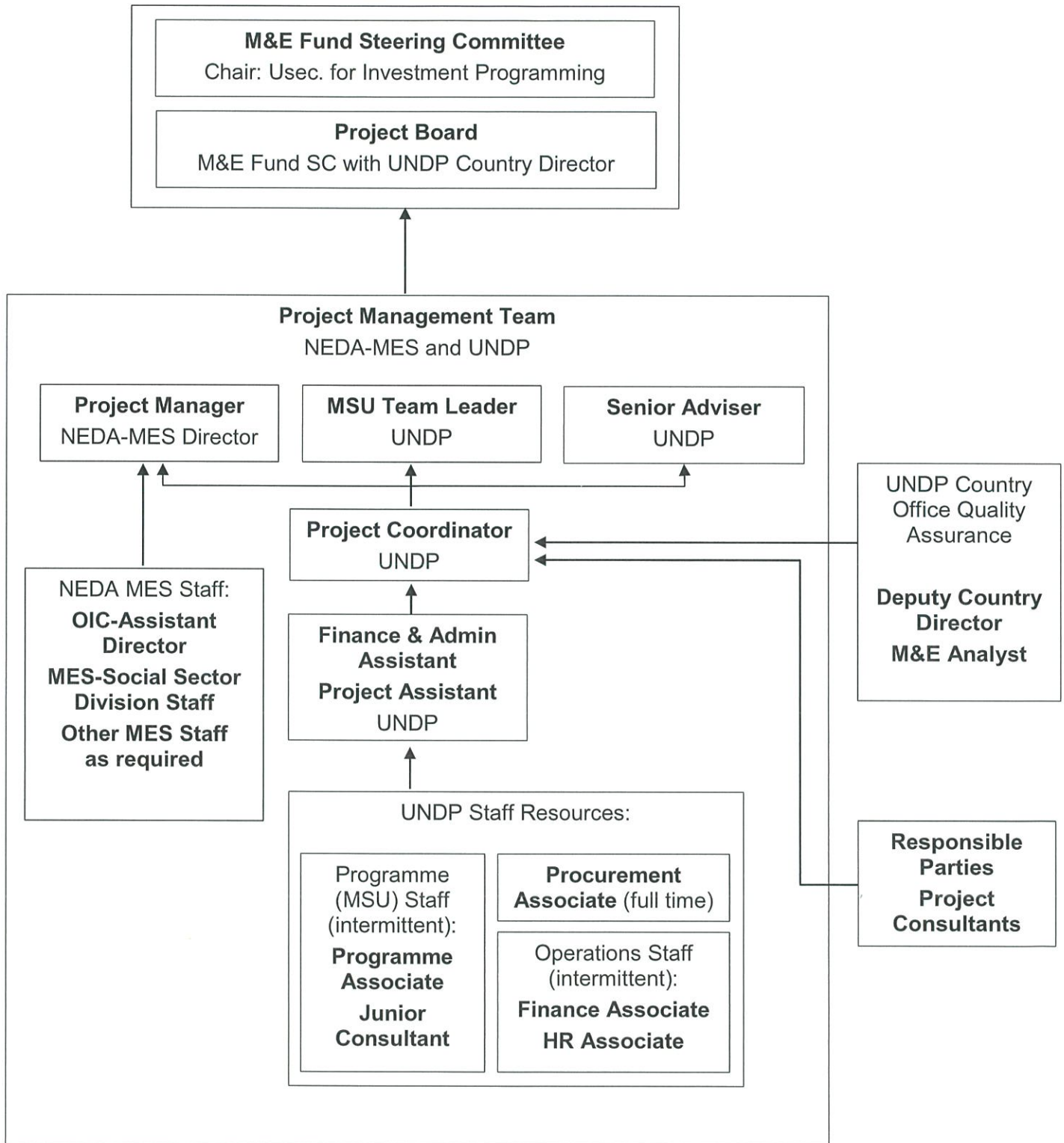
1. *[Modified]* The Project Management Team is composed of the NEDA-MES Director as Project Manager, a UNDP Senior Adviser, a Project Coordinator, and supported by programme, finance, and procurement staff from the UNDP Country Office (CO). The Project Management Team will likewise be supported by the UNDP CO Management Support Unit (MSU) Team Leader, M&E Analyst, and MSU Associate, under the overall supervision of the UNDP Country Director. UNDP will provide technical advisory and project management services to NEDA-MES for the effective management of the NEDA M&E Fund.

*[Additional]* The Project Coordinator shall support the NEDA-MES Director / Project Manager and lead a UNDP project team, which shall be composed of a Finance and Administrative Assistant, Project Assistant, Project Consultants, and a Procurement Associate assigned to the project on a full-time basis. The Project Coordinator shall likewise ensure that outputs and participation required from other UNDP staff are provided.

The UNDP Senior Adviser assigned to the Project will serve the purpose of providing strategic guidance to the Project Team and NEDA-MES.

2. *[Modified]* 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. The Project Management Team shall regularly report to the Project Board on progress including measures to address challenges and opportunities.
3. All procurement for the project will be done by UNDP following UNDP Financial Rules and Regulations. This includes the hiring of the Project Team and the evaluation consulting services (either individuals or firms).
4. *[New]* Responsible Parties refer to individuals, institutions, government agencies, organizations, and other stakeholders that the project team collaborates with or contracts out to achieve certain project outputs.

**Project Organizational Diagram:**  
*[From Project Document Section VIII, with modifications]*





### III. MONITORING PLAN

*[Modified]* In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plan. The Project Management Team shall conduct these monitoring activities and report progress to the Project Board:

#### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	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.		
<b>Monitor and Manage Risk</b>	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.		
<b>Learn</b>	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.		
<b>Annual Project Quality Assurance</b>	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.		

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Review and Make Course Corrections</b>	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.		
<b>Project Report</b>	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)			
<b>Project Review (Project Board)</b>	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.	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.		



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## IV. ANNUAL PROCUREMENT PLAN

*[See separate worksheet]*

## V. Risk Log

No.	Description	Date Identified	Type	Status	Countermeasures / Management response
1	<i>[Identified in Project Document, refined]</i> 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 = 3, I = 5) risk being actively mitigated	The project will establish connections with a network of academic and other research institutions that can provide evaluation services, towards establishing a pool of evaluators; ii) enhance their capacity to bid for government-commissioned evaluation studies; iii) issue guidance that would allow them to understand guiding principles, standards and processes for evaluation in government context.
2	Similarly, 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 being actively mitigated	In addition to the above, much attention will be given to developing quality and procurement-ready terms of reference (TORs) and to conducting market research, in consultation with relevant stakeholders.
3	<i>[Identified in Project Document, modified]</i> 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 10, in two phases. In case there are savings, additional evaluation studies or capacity development activities can be supported. As part of its outputs, the project will help establish an evaluation agenda for 2017-2022 for a pipeline of possible evaluation studies to be conducted.
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. Procurement will also be phased (batches of 2-3 studies tendered at a time) to determine actual running costs. This will enable the project to adjust the cost and TOR of the forthcoming batches, or to adjust the number of studies if necessary.



No.	Description	Date Identified	Type	Status	Countermeasures / Management response
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	The strategy to give much attention to TOR development, including a rigorous assessment of evaluability and availability of data, intends to curb delays and ensure quality assurance at the point of design. Meanwhile, the project will enforce contract remedies (e.g., liquidated damages) if contractors are proven to be delayed due to their fault.
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	Sufficient time will be provided for the review of outputs and management response. This will be built into the evaluators' timetable as part of the TOR. Protocols will be established, through the M&E Fund Steering Committee, to ensure timely management response.
7	<i>[Identified in Project Document, refined]</i> 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.	12/8/2017	Political	Medium-level (P = 3, I = 3) risk being actively mitigated	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. Moreover, each evaluation project will have a built-in communication and stakeholder engagement strategy to not only address resistance but also promote the results and help achieve the studies' purposes.
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 will communicate that the assessment is not a "name and shame" exercise but one which should support capacity development on evaluations and, ultimately, improved service delivery. Non-government stakeholders will also be tapped to help advocate for the project.