Attachment A

QUARTER PROGRESS REPORT[1]
PERIOD JANUARY-MARCH 2018

Empowered lives.
Resilient nations.

A. BASIC INFORMATION

Project ID / Output ID	00103908 / 00105719	Reporting Date:	5/15/2018
Full Title:	**STRATEGIC M&E PROJECT:** **Using Strategic Monitoring and Evaluation to Accelerate the Implementation of the Philippine Development Plan 2017-2022**		
Start Date	12/8/2017	**Completion date, approved extension** (if any)	**12/31/2018**
Total Project Fund: (and fund revisions, if any)	PHP 190,000,000.00 US$ 3,806,166.00	**AWP Budget (2018 Approved)**	PHP 190,000,000.00* US$ 3,806,166.00
Implementing Partner:	**National Economic and Development Authority with Full UNDP Country Office Support**		
Donor/s	**Government of the Philippines**		
Responsible Partner/s:	**National Economic and Development Authority and UNDP**		

B. INDICATIVE/EMERGING RESULTS OF THE PROJECT

The project is in early operational phase. The first three months of the project was dedicated to refining the project's objectives and work plan for the year, the establishment of a project team, and initial consultations with stakeholders on the planned evaluation studies. Though the project start-up encountered some setbacks, the stakeholders' expectations on the outputs of the project have been clarified, which will ease the implementation of the project moving forward.

On the scope and objectives of the annual work plan, the project board in its first meeting on 19 March 2018 saw the need to give more visibility to NEDA's efforts to strengthen M&E in the government while balancing such visibility with credibility through the substance of the project. From this directive, a new project results framework and strategy has been devised. A new work plan submitted and targeted to be approved in April 20198 gives more emphasis on the engagement of evaluation stakeholders—from users to practitioners—and the development of an online portal on evaluations. Still, the core output of the project remains to be the commissioning of independent evaluation studies on a broad range of themes of the Philippine Development Plan (PDP).

Note: As the 2018 AWP has not yet been approved, this QPR cites progress against the approved Project Document and its four (4) outputs. The amount reflected here is for the whole project, although a multi-year allocation to 2019 is being proposed given the gestation of the evaluation studies.

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

Project Output Indicator/s of Output No.1	Baseline		Quarter Milestone[2]	Annual Target
1.1 Percent of planned evaluation studies (national & regional) conducted to assess the performance of selected development plans, programs, policies & projects	2016	0%	0%	50%
1.2 No. of M&E Summits organized by the project	2016	0	0	1
1.3 Extent to which a pipeline of evaluation studies aligned to the PDP are developed and approved by the M&E Fund Steering Committee	2016	Pipeline not yet developed	Pipeline developed and provisionally approved	Pipeline developed & approved
1.4 Extent to which guidelines and resource materials on evaluation are developed as agreed with NEDA-MES (formulation of sector-specific evaluation questions, evaluation terms of reference checklist, evaluability criteria)	2016	Guidelines and resource materials not yet developed	Guidelines and resource materials partially drafted	Guidelines and resource materials approved by Steering Committee

		Physical Performance		REMARKS
Activity/Sub-activity Description	**Activity/Sub-activity Deliverables**	**Status of Activity[3]**	**Status Update/ Accomplishment for the Quarter**	**Challenges / Bottlenecks and plans to address them / Lessons Learned**
1.1 Development and roll out of guidelines and resource materials on evaluations	Sector-specific questions Evaluation TOR checklist Evaluability criteria	Ongoing	A template evaluation plan and guideline on evaluation TOR development have been drafted, for inclusion in the proposed Guidelines to the National Evaluation Policy Framework (NEPF).	Under the revised results framework and work plan of the project, this activity will be regrouped under the output on supporting the development of NEPF guidelines.
1.2. Development of a pipeline of evaluation studies aligned to the PDP	Pipeline of studies Terms of Reference	Ongoing	The project team, led by the UNDP Senior Advisor, conducted consultations with NEDA sector staff on the pipeline of evaluation studies. Ten (10) studies have been identified from these consultations, nine (9) of which were confirmed by the NEDA M&E	Under the revised annual work plan, the studies are proposed to be reduced to eight (8), with either the proposed study on land registration or MSME development considered to be dropped.

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[2] Use traffic light to indicate progress vis-à-vis annual output targets in AWP: Green (Completed), Yellow (On track/Ongoing), Red (Not started/delayed). Data provided can be qualitative or quantitative based on the nature of the output indicator [UNDP PHL CO Data Clean-up Guidelines].
[3] Use traffic light to indicate progress vis-à-vis timelines assigned for planned activities.

Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance		REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned
		Status of Activity[3]	Status Update/ Accomplishment for the Quarter	
			Fund Steering Committee on 19 February 2018. These are: Batch 1: 1. Spatial Connectivity / Nautical Highway 2. Climate Change Adaptation 3. Maternal, Neonatal, and Child Healthcare and Nutrition 4. Payapa at Masaganang Pamayanan 5. Anti-Red Tape Act Batch 2: 6. Economic Zones 7. Early Child Care and Development 8. Micro, Small, and Medium-Scale Enterprise development 9. Land registration/regulation A 10th proposed study on artificial intelligence was scrapped.	
1.3. Evaluation studies conducted to assess the performance of selected development plans, programs, policies and projects	10 thematic evaluation studies contracted w/in 2018	Ongoing	Consultations with internal (NEDA and UNDP) and external (implementing agencies, other partners) stakeholders have been conducted and evaluation plans have been drafted. These evaluation plans have been routed to the sector staff for comment (due 20 April 2018)	Consultations with stakeholders on the TOR development could not be conducted as often as desired due to competing responsibilities by NEDA and UNDP staff. Apart from the urgency of hiring full-time project staff, additional consultants have been recommended to facilitate the evaluation study development process.
1.4. Conduct of 2018 M&E Summit	M&E summit documentation	Not Started	Although the project has initially gathered information on past M&E Forums as benchmark and an initial target date for the Summit has been set on 15-16 October, not much progress has and been made in this activity (see remarks). Preparations are expected to start in June once a COP coordinator is hired.	As emphasized during the project board meeting, the M&E summit should not be a one-off activity but should be preceded by stakeholder engagement activities. These engagement activities should support a plan to broaden the stakeholders and reinvigorate the community of practice for monitoring and evaluation. The revised results framework and annual work plan of the project gives greater emphasis to this element and elevates it as a separate output.

EXPECTED OUTPUTS
Output 2. Evaluation Capacity Assessment

Project Output Indicator/s of Output No.2	Baseline		Quarter Milestone[4]	Annual Target
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 M&E Fund Steering Committee	2016	Evaluation capacity assessment report not yet produced	UNICEF-UNDP Evaluation capacity assessment awarded*	Assessment conducted and presented to SC
2.2 Percent of planned Evaluation Capacity Development activities carried out to further develop the evaluation capacity of NEDA and other government agencies	2016	0%	0%	50%

Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance		REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned
		Status of Activity[5]	Status Update/ Accomplishment for the Quarter	
2.1. Evaluation Readiness Assessment for NEDA Central and Regional Offices (NROs) & national government agencies	Assessment report covering 10 NGAs and 17 NROs	Ongoing	A UNICEF-UNDP (regional) effort to assess the capacity of key agencies to evaluate the sustainable development goals (SDGs) will soon commence. To avoid duplication and ensure complementation, the project team decided to wait for the results of this study before designing another full-blown assessment beginning June.	As the UNICEF-UNDP study focuses on assessing the policy and organizational levels of evaluation capacity, the project will initially conduct a learning needs assessment within NEDA through the hiring of a consultant by June. The project will assess by June—when the first few milestones of the UNICEF-UNDP study have been achieved—if it needs to conduct a deeper assessment of evaluation capacity.
2.2. Learning activities to develop national evaluation capacity in NEDA and other identified agencies based on the recommendations from the Evaluation Capacity Assessment Report	Learning and knowledge exchange workshops Workshop proceedings	Not started	Pending the results of the capacity assessment, the project team determined that the learning activities will largely revolve around the NEPF Guidelines. This is expected to begin in Q3 2018. Moreover, an Evaluations 101 and 201 will be developed for NEDA staff (generalists and evaluation managers) respectively.	*See remarks above*. Additionally, the project team realized that it is perhaps the right time to flesh out the evaluation competencies that have been identified in the NEPF into a comprehensive competency framework or dictionary. These are expected to start in May/June after hiring a capacity development consultant.

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

[5] Use traffic light to indicate progress vis-à-vis timelines assigned for planned activities.

Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance		REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned
		Status of Activity[5]	Status Update/ Accomplishment for the Quarter	
2.3. Workshops and meetings for the Readiness Assessment	Workshops / meetings on the readiness assessment	Not started	*See remarks on 2.1 above.*	*See remarks on 2.1 above.* Additionally, the project team decided to proactively participate in the design and implementation of the UNICEF-UNDP study, which has already begun in April.

EXPECTED OUTPUTS
Output 3. Advisory Services for the National Evaluation Policy Framework

Project Output Indicator/s of Output No.3	Baseline		Quarter Milestone[6]	Annual Target
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	Ongoing development	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	Pipeline of ten (10) studies developed	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	2016	Guidelines not yet produced	Ongoing development	Developed and approved
3.4 Extent to which a pilot online knowledge sharing platform for government agency evaluations, with a management dashboard to track and monitor progress on all evaluations, is designed.	2016	Online platform not yet developed	Mock dashboard developed	Evaluation management dashboard designed

Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance		REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned
		Status of Activity[7]	Status Update/ Accomplishment for the Quarter	
3.1. Development of proposed National Evaluation Agenda for 2018-2022	National Evaluation Agenda for 2018-2022	Ongoing	The development of this Agenda began with the identification of a pipeline of evaluation studies under the M&E Fund – UNDP track.	A broader, medium-term agenda will be identified this year through a series of consultations and an Evaluation Call.
3.2. Development of draft institutional and operational guidelines for the NEPF	Guidelines on the NEPF	Ongoing	A draft set of guidelines ("mother document") has been drafted by UNDP. Tools that can be considered part of the guidelines—Evaluation Plan, TOR Guidance, Quality Assurance Tool—have been drafted.	The "mother document" will be refined and the tools will be completed by May. The guidelines will be considered as a living document. Though a published copy will be circularized, the guidelines will be a feature in the envisioned Evaluations Portal (patterned after ERC.undp.org).
3.4. Workshops and meetings for the National Evaluation Policy Framework	Workshops or meetings on the NEPF	Not Started	After the guidelines have been developed, a series of consultations will be conducted in NEDA and then externally, which are expected to start in June.	The guidelines serve not only as a tool to implement policy but also as a vehicle for stakeholder engagement.
3.3. Design of online knowledge sharing platform for NEDA evaluations	Design (UI/UX) of knowledge sharing platform and dashboard	Ongoing	Consistent the project board directive to create greater visibility, the project team decided to scale up the work on the knowledge portal: from a mere user interface	This element has been elevated as a separate output under the revised work plan. A foresee challenge is the fragmentation of ICT systems on project management even within NEDA.

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[7] Use traffic light to indicate progress vis-à-vis timelines assigned for planned activities.

Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance		REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned
		Status of Activity[7]	Status Update/ Accomplishment for the Quarter	
			design to the development of a working portal within the year.	

EXPECTED OUTPUTS
Output 4. Project Management

Project Output Indicator/s of Output No.4		Baseline		Quarter Milestone[8]	Annual Target
4.1 Extent to which a functional project management team is established		2016	PMT not yet established	Somewhat – OIC-Project Coordinator Hired	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.	Q1 QPR Submitted	100%

Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance		REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned
		Status of Activity[9]	Status Update/ Accomplishment for the Quarter	
4.2 to 4.3 Establishment of a Project Management Team	Project Coordinator Project Officer Finance & Admin Assistant Procurement Assistant	Ongoing	A Senior Project Officer has been hired internally from UNDP to serve as OIC-project coordinator while the hiring is in process. The Procurement and Finance/Admin Assistants have been hired as IC. A prospective project officer (IC) backed out and the project team is reconsidering the need for a project officer or associate.	More broadly, under the new work plan, the project will need to hire consultants who will help manage and implement the now-diverse work streams.
4.4 & 4.5 Direct Project Costing for overall guidance, procurement support, and oversight services	Programme Specialist Programme Associate Finance Associate HR Associate	Ongoing	Charging of some of these staff (i.e. Programme Associate) has been initiated.	

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[9] Use traffic light to indicate progress vis-à-vis timelines assigned for planned activities.

Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance		REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned
		Status of Activity[9]	Status Update/ Accomplishment for the Quarter	
4.6 Scoping and monitoring of project implementation	Monitoring reports	Not Started		For clarity, this component will be moved to the output on evaluation studies. Field missions will begin in May/June.
4.8 Audit exercise	Audit report	Not Started		
4.9 Meetings with M&E fund steering committee and NEPF evaluation board	Annual Work Plans Progress Reports	Ongoing	An M&E Fund SC Meeting was held on 19 February, where the pipeline of studies was first discussed. A joint meeting of the M&E Fund SC and the Project Board was held on 19 March where the work plan was discussed.	It was emphasized that the Project Board is not entirely a separate entity but practically the M&E Fund SC with the participation of the UNDP Country Director. The next meeting is expected in June.

D. PARTNERSHIPS FORGED

Name of partner	Type	Description of partnership and how it has contributed to project results or sustainability
None Yet		

E. IEC AND KNOWLEDGE MANAGEMENT

IEC/Knowledge Product	Type	Date published/ produced	Target audience	Link (If available)
Draft NEPF Guidelines	Select type.	Click here to enter date.		
	Select type.	Click here to enter date.		

F. ACTIONS TAKEN REGARDING AUDIT AND/OR SPOT CHECK FINDINGS

Describe actions taken to address the findings from the audit / spot check as applicable

Audit/Spot check recommendation/s	Action taken	Responsible person	Implementation date
N/A			*Click here to enter date.*
			Click here to enter date.

G. RISK LOG UPDATE

No.	Description	Date Identified	Type	Status	Countermeasures / Management response
1	*[Identified in Project Document, refined]* 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 i) 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 and processes for evaluation in government.
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 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	*[Identified in Project Document, modified]* 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. 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, for the waiver of review if the same is delayed for a certain period of time.
7	*[Identified in Project Document, refined]* 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.