



United Nations
Development Programme

TERMINAL EVALUATION

**Support to DENR's Program and
Service Delivery to Enhance ENR
Management in the Philippines
(Project Number: 110421 / 10935)**

Final Report

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Project Details

Project Title	Support to DENR's Program and Service Delivery to Enhance ENR Management in the Philippines
Geographical Coverage	DENR Central Office, its six bureaus, three attached agencies, 16 regional offices, and 218 field offices
Oversight Agency	Department of Environment and Natural Resources - Knowledge and Information Systems Service (DENR-KISS) United Nations Development Programme (UNDP)
Other Partners involved in the Project	DENR Central Office DENR Regional Offices DENR Field Offices
Total Resources Required	PHP 510,617,425.00
Project date	2018 - 2022
Atlas Number	110421 / 10935
Contributing Outcome	PFSD/CPD 2019-2023 Outcome 2: Urbanization, economic growth, and climate change actions are converging for a resilient, equitable, and sustainable development path for communities.

Table of Contents

Project Details	1
Table of Contents	2
List of Tables	4
List of Figures	4
List of Acronyms and Abbreviations	5
Executive Summary	7
1. Introduction	12
1.1 Overview of the Evaluation Subject	12
1.2 Evaluation Scope and Objectives	13
1.3 Evaluation Criteria and Questions	13
2. Evaluation Approach and Methods	18
2.1 Approach	18
2.2 Methods	20
2.3 Data Analysis	21
2.4 Evaluation Ethics	21
2.5 Limitations of the Evaluation	21
3. Evaluation Findings	22
3.1 Relevance	22
3.2 Effectiveness	29
3.3 Efficiency	34
3.4 Sustainability	37
3.5 Immediate Impact	38

	3.6 Gender and Inclusion	40
	4. Lesson Learnt	41
	5. Recommendations	41
	Annexes	44
	Annex 1 - Code of Ethics	44
	Annex 2 - Interview Guides	45
	Annex 3 - List of supporting documents reviewed	51

List of Tables

Table No.	Title	Page
1	Evaluation Matrix	14
2	Profile of the Survey Respondents	19
3	Equipment Received by Field Offices	24
4	Usage of the equipment received (for Desktop and Laptop)	25
5	Relation of the ICT Equipment Provision to Work Performance	29
6	Most significant changes resulting from the equipment provided	37

List of Figures

Figure No.	Title	Page
1	Scope of the Evaluation	13
2	Rating Scale for Relevance, Effectiveness, Efficiency, Impact, and Gender and Inclusion	17
3	Rating Scale for Sustainability	18
4	Rating Scale for UNDP and DENR Implementation and Oversight	18

List of Acronyms and Abbreviations

BUB	Bottoms Up Budgetting
CCC	Climate Change Commission
CENRO	City Environment and Natural Resources Office
CPD	Country Programme Document
DA	Department of Agriculture
DBM	Department of Budget and Management
DepEd	Department of Education
DENR	Department of Environment and Natural Resources
DENR-KISS	Department of Environment and Natural Resources - Knowledge and Information Systems Service
DILG	Department of the Interior and Local Government
DOH	Department of Health
DOT	Department of Transportation
DSWD	Department of Social Welfare and Development
ICT	Information and Communications Technology
ISSP	Information Systems Strategic Plan
LAMS	Land Administration Management System
LGU	Local Government Unit
M&E	Monitoring and Evaluation
MS	Moderately Satisfactory
MU	Moderately Unsatisfactory
NAM	National Acceleration Modality
NAMRIA	National Mapping and Resource Information Authority
NEDA	National Economic and Development Authority
NEPF	National Evaluation Policy Framework

NWRB	National Water Resources Board
OECD-DAC	Organisation for Economic Co-operation and Development - Development Assistance Criteria
PENRO	Provincial Environment and Natural Resources Office
PDP	Philippine Development Plan
QMS	Quality Management System
TOR	Terms of Reference
UNDP	United Nations Development Programme

Executive Summary

This is the Terminal Evaluation Report of the project entitled, **Support to DENR's Program and Service Delivery to Enhance ENR Management in the Philippines**. The project is a collaborative effort between the Department of Environment and Natural Resources (DENR) and the United Nations Development Programme (UNDP) with the overarching goal of **enhancing and increasing the efficiency of implementing the ten priority programs of the DENR through technical advisory to strengthen its capacities, including the field offices and address administrative bottlenecks**. The project was implemented under the UNDP's National Acceleration Modality (NAM), an approach introduced in the early-1990s with the intention of supporting governments in Latin American countries managing their non-performing loans and projects facing serious operational and implementation bottlenecks.

Through the evaluation, DENR and UNDP intend to answer specific questions about the project's performance. More pointedly, the evaluation assessed the overall performance of the Project vis-à-vis its identified targets and objectives. UNDP and DENR intend to use the evaluation results to enhance the following: (1) the implementation of NAM programs/initiatives; (2) the programming of future interventions on information systems and implementation of the Ten Priority Programs of the DENR.

The evaluation covered all the project activities, inputs, and outputs from its inception in 2018 until 2022. The evaluation engaged representatives from the DENR Central Office, 16 regional offices, over 70 field offices, and UNDP in focus groups, while 72 respondents participated in the online survey through GoogleForms. The evaluation was organized based on the Organisation for Economic Co-operation and Development - Development Assistance Committee (OECD-DAC) Criteria: Relevance, Effectiveness, Efficiency, Sustainability, and Impact. Gender and Inclusion were also examined in the evaluation.

Evaluation Findings

Relevance

- The overall rating is **4 or Moderately Satisfactory (MS)**. The project relates to the environment and development priorities at the national, subnational, and local levels. However, moderate shortcomings were found regarding this criterion, such as using the equality over equity principle and the lack of gender consideration in equipment allocation and distribution.
- The evaluation found a high level of coherence between project objectives and national policy priorities and strategies, specifically on information and communications technology (ICT). It is evident in two things. First, the project is robustly consistent with the ICT priorities of the Philippine Development Plan (PDP) 2017 - 2022 and the PDP 2023 - 2028, as demonstrated in DENR's Information Systems Strategic Plan (ISSP) for 2018-2020. Second, the project contributes to addressing the challenges identified in realizing the DENR's Information Systems Strategic Plan for 2018-2020.
- The evaluation found that the project is aligned with and addresses the needs of stakeholders, particularly the DENR Central Office and Field Offices. There are two crucial needs at the DENR Central Office level: procurement bottlenecks and poor data management. At the Field Office level, the project contributed to addressing the following needs: shortage or inadequate ICT equipment for data monitoring, processing, analysis, storage, and report preparation; the prevalence of old equipment affecting efficiency; compromised security of the Field Offices due to old and/or dysfunctional CCTV

cameras; and, the need to shift to fully online work is due to the COVID-19 pandemic.

- As regards stakeholders consultation, although there were efforts to engage the Field Offices regarding the ICT needs and equipment required, the survey showed that several stakeholders were not consulted, particularly on the specifications and parts of the IT equipment provided and if there are suppliers within their area that could repair or replace defective equipment.

Effectiveness

- The overall rating is **4 or Moderately Satisfactory (MS)**. The project's expected outcomes and objectives have been achieved, particularly in addressing the procurement bottlenecks and providing ICT equipment to Field Offices to support their day-to-day operations. However, moderate shortcomings were found regarding this criterion, mainly that only the procurement aspect of the Results Framework has been successfully delivered. The capacity building and support to strengthen the information system did not materialize due to changes in the project direction. In addition, the effectiveness of the project has been hindered due to the following: several units issued were defective, had incompatible parts, and lacking parts when they were delivered; persistent power interruptions affected the usage of the equipment; and lack of accredited centers where the regional office could have the defective equipment fixed. The evaluation found a lack of a mechanism to provide feedback or communicate concerns to UNDP. As a result, no actions were taken. The evaluation also found that there was a lack of guidelines on equipment distribution at the Field Office level. Also, an inadequate number of personnel are capacitated on GIS. Furthermore, a selected Regional Offices and PENROs/CENROs have received funding for the CCTV installation resulting in the non-usage of the equipment for months.
- Despite the internal and external challenges, the ICT equipment provided by the project has been very effective because the equipment distributed to the Field Offices has enabled them to perform the work-related functions effectively and has resulted in interestingly positive outcomes regarding efficiency and quality. For both the Regional Offices and the PENROs/CENROs, the ICT equipment facilitates performing tasks and producing reports efficiently to maximize productivity came out as the immediate result of the project to them.

Efficiency

- The overall rating is **5 or Satisfactory (S)**. In terms of Efficiency, the evaluation found robust evidence that the project was implemented efficiently and in line with international and national norms and standards. However, there were minor things that could have been improved regarding this criterion. Remarkably, the Project Management Unit and the Project Board were not established due to a change in direction.
- As regards coherence with similar initiatives, the evaluation found that several government agencies, including the Department of Health (DOH) and the Department of Budget and Management (DBM), have developed their ISSP. However, the ISSP is agency-specific. Even if that is the case, there is a strong link between the project and the other efforts of other government agencies to optimize the use of ICT in achieving their mandates.
- On the value for money, the evaluation found that UNDP has approached the project's procurement of IT equipment using its streamlined, transparent, and tried and tested procurement guidelines. Based on the interviews, the procurement process promoted value for money. It is evident in guaranteeing that the contracts would be awarded to the firms that could deliver the appropriate and expected quality and quantity of products and services that offer the most economical cost.

Sustainability

- The overall rating is **4 or Likely (L)** in all four aspects: financial resources, socio-political/economic, Institutional framework and governance, and environmental. The rating demonstrates that there are little or no risks to sustainability.
- A commitment from DENR that support will be continued. The agency will provide PHP 2,000,000 per region to further bolster the Field Offices ICT capacity. Also, the new Secretary has expressed strong support for increasing staff capacity on evidence-based planning and decision-making through strengthening the spatial planning and information system capacities.
- The evaluation found that the financial resources for the maintenance of IT equipment could be sourced from or included in the Field Office's fiscal year budget.

Impact

- The overall rating is **5 or Satisfactory (S)**. In terms of immediate impact, the evaluation found robust evidence that the ICT equipment the project has provided contributed to improved work productivity. However, the link between improved work productivity and the achievement of the Ten Priority Program is too early and insufficient to establish.
- The evaluation found four immediate results/outcomes of the project to the Field Offices. The project contributed to enhanced productivity and efficiency of the staff at the Field Offices; improved data management (collection, processing, storage); bolstering staff and office security; and pivoting to digitalization / online communication.
- The project enhanced and increased the efficiency of DENR through technical advisory to strengthen its capacities, including the field offices, and address administrative bottlenecks.

Gender and Inclusion

- The overall rating of the project is **3 or Moderately Unsatisfactory (MU)**. The evaluation found that gender was not considered in the distribution of IT equipment. The evaluation found no specific guidelines regarding gender considerations in the distribution of IT equipment. In addition, there is a lack of sex-aggregated data on the recipients of the IT equipment. The gender and inclusion aspect could have been significantly considered in the capacity-building activities. However, they did not materialize due to the project design and direction change. Even if that is the case, women play a pivotal role in project management and direction, as evident in DENR and UNDP's engagement of women in the project.

Recommendations

Below are the practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. The recommendations are framed and clustered into Governance, People, and Technology.

First, DENR and UNDP must develop clear guidelines on equipment distribution (e.g., CCTVs, desktops, and laptops), promoting the equity over equality principle and with significant consideration of gender. The guidelines must be disseminated to the Regional Offices to ensure efficient distribution. The recommendation will address the challenging concern of the confusion experienced by several Field Offices when they distributed the desktops and laptops provided by the project. Concerning this, the Central Office and the Regional Offices must have an inventory of what equipment was issued to whom and who among the personnel requires equipment upgrade. It is strongly recommended that the guideline must also consider gender in its provisions. (Governance)

Second, DENR must hire additional human resources for GIS-related work functions. The recommendation will address the insufficient capacity of the Regional ICT Focals on GIS (including GIS programming and digitization) and whose primary duty is to maintain the office equipment and support the Field Office operations. The recommendation is coherent and consistent with the instructions of the new DENR Secretary on bolstering DENR's capacity to develop spatial maps and enhance the baselines. (People)

Third, DENR and UNDP must consider including funding allocation, particularly for the CCTV installation. The funding allocation might vary depending on the financial capacity and needs of the Regional Offices and PENROs/CENROs. The recommendation will address the challenges experienced by the Field Offices in installing the CCTV cameras provided to them. In addition, the distribution of the ICT must likewise follow the equity principle, as Regional Offices still have functional CCTV. As a result, the equipment provided remains unused. (Technology)

Fourth, apart from the financial allocation for the CCTV installation, DENR and UNDP must consider providing additional funding support for equipment maintenance, bandwidth, and internet subscription following the equity principle. Based on the interviews, the IP cameras provided could only be used through the internet. Thus, Field Offices require further resource augmentation. Furthermore, as part of the **exit and sustainability strategy, DENR must consider providing subscriptions on Cloud platforms and licensed productivity software applications (e.g., Antivirus, MS Office, GIS software, Autocad).** (Technology)

Fifth, in selecting the equipment supplier, UNDP must ensure that the contractor has a Service Center or partner Service Centers in the regions. The recommendation will address several concerns on the equipment issued, such as repair and replacement of defective equipment/parts, replacement of incompatible parts such as monitor connectors and UPS ports, and immediate provision of lacking parts such as cables and switches. In addition, a protocol must be established for reporting issues on the equipment delivered. (Technology)

Sixth, in selecting the equipment supplier, UNDP must ensure that part of the contractor will provide equipment in which its parts could also be procured (and have alternatives) by the Field Offices in the shops in the region or nearby areas. The recommendation will address the concern experienced by several Field Offices where the needed replacement could not be procured in shops in the field offices due to the Propriety Principle. Following this principle, there is only a specific type of parts to use, and alternatives might not be possible. That said, UNDP must ensure that the contractor will provide units where its parts are standard and available in other shops. (Technology)

Seventh, the equipment provided to the Field Offices has improved efficiency and bolstered personnel productivity. A shred of evidence is the faster generation of field-level data and report preparation. Given this, DENR must next focus on establishing a unified and harmonized data governance and information system that will facilitate the effective use of gathered data to inform national and sub-national decision-making, contributing to the achievement of the 10 Priority Programs. The recommendations support the ICT priority of the national government and DENR's ISSP 2023 - 2028. The recommendation is also part of the project's Results Framework, which is not fully operationalized. (Governance)

Eight, to further strengthen DENR's ICT capacity towards achieving the goals set in its ISSP, the agency must implement the recommendations in the ISSP Assessment Study such as 9 (Governance):

- Move beyond an inventory approach, and position the ISSP as a guiding document for DENR, including all attached agencies and bureaus. This includes setting out a more detailed mission and vision within the ISSP, particularly highlighting the link between digital, data, and technology and the overarching mission for DENR (including tackling climate change). The associated goals, activities, and structures of constituent agencies and bureaus should also be aligned with this mission.
- There is a need to embed customer-centricity (and aligned approaches, such as human-centered design) in the work of DENR – and its agencies and bureaus. This should also be reflected in the ISSP, including setting out key audiences, customer groups, and other stakeholders. This should also include identifying opportunities and priorities for external partnerships – including building on existing collaborations with stakeholders such as the University of the Philippines.
- The ISSP should be a decision-making tool and should be incorporated as a critical document in DENR and other policies and processes. It must be referred to regularly, particularly following the above additional focus concerning defining a mission and vision for digital, data, and technology. This will support teams in prioritizing investments, programs, and projects. Part Three of the ISSP should be broadened to include KPIs relevant to the role of the above tools – and beyond a focus on projects.

Ninth, DENR must lobby with the Department of Budget and Management (DBM) for sufficient budget allocation to implement its enhanced ISSP, ICT Roadmap, and Enhanced Management Strategy. (Governance)

Tenth, DENR must initiate activities to build and strengthen its human resource capacities, such as on, but not limited to, the following: big data analytics and digitalization, among others. (People)

1. Introduction

This section presents the evaluation objectives and the main aspects of the project that were examined.

1.1 Overview of the Evaluation Subject

In 2018, the Department of Environment and Natural Resources (DENR) partnered with the United Nations Development Programme (UNDP) to help address procurement, administrative, and information system management-related challenges that impede its efficient and effective implementation of its Ten Priority Programs. The partnership project is entitled, **Support to DENR's Program and Service Delivery to Enhance ENR Management in the Philippines**.

According to the project's Results Framework, the overarching goal is to **enhance and increase the efficiency of implementing the ten priority programs of the DENR through technical advisory to strengthen its capacities, including the field offices and address administrative bottlenecks**. The project was organized into two outputs:

Output 1: Strengthened capacities of DENR in planning, management, implementing and monitoring, and evaluating its ten priority programs and other special projects through technical advisory and operational support services; and,

Output 2: Enhanced database and monitoring system of ENR data as a decision support tool for policy and program development, review, implementation, and monitoring.

The project's ultimate priority is the establishment of an integrated information management system within DENR that can handle big data and perform data analytics for more efficient management that is up-to-date and easily accessible to both decision-makers and the public.¹

Based on the project design, DENR shall utilize the streamlined procedures of the UNDP to deliver on its selected priority programmes, mobilization of technical expertise, capacity building of DENR staff, and setting up of the integrated information system for ENR.²

The project was implemented under the UNDP's National Acceleration Modality (NAM), an approach introduced by UNDP in the early-1990s to support governments in Latin American countries as regards managing their non-performing loans and projects facing serious operational and implementation bottlenecks.³ UNDP's Climate Action Programme Team implemented the project in collaboration with the DENR - Knowledge and Information Systems Service (KISS).

UNDP has previous and current projects under NAM apart from the project. It includes the following:

- **Support to K-12 Basic Education Programme**, where UNDP provided development support services to the Department of Education (DepEd) during its implementation of its

¹ Final_Project Document_DENR_NAM_V5, pp 1

² Final_Project Document_DENR_NAM_V5, pp 1

³ Identifying opportunities to enhance the Department of Environment and Natural Resources Information Systems Strategic Plan, pp 26

2016 K to 12 Basic Education Program.

- **Technical Assistance Facility** where UNDP worked with the Department of Social Welfare and Development (DSWD) in delivering 99% of selected 2015 and 2016 Bottoms Up Budgeting (BUB) projects in selected LGUs.
- **Strategic M&E to accelerate PDP Implementation** in partnership with the National Economic and Development Authority (NEDA). The project entailed providing technical advisory and project management services to support the National Evaluation Policy Framework (NEPF) implementation.

1.2 Evaluation Scope and Objectives

Through the evaluation assignment, DENR and UNDP intend to answer specific questions about the project's performance. As shown in **Figure 1**, the evaluation assessed the overall performance of the Project vis-à-vis its identified targets and objectives. UNDP and DENR intend to use the results of the evaluation to enhance the following: (1) the implementation of National Accelerated Modality (NAM) programs/initiatives, and (2) the programming of future interventions on information systems and implementation of the Ten Priority Programs of the DENR.

The evaluation covered all the project activities, inputs, and outputs from its inception in 2018 until 2022. The evaluation engaged representatives from the DENR Central Office, 16 regional offices, and over 70 field offices. The evaluation questions were organized based on the Organisation for Economic Co-operation and Development - Development Assistance Committee (OECD-DAC) Criteria: Relevance, Effectiveness, Efficiency, Sustainability, and Impact. Gender and Inclusion were also examined throughout the evaluation.

1.3 Evaluation Criteria and Questions

Table 1 underscores the evaluation questions adapted from the Terms of Reference (ToR). A total of **17 evaluation questions** were addressed in the evaluation. As shown in **Table 1**, the breakdown of the questions are as follows: *Relevance* (four questions), *Effectiveness* (three questions), *Efficiency* (three questions), *Sustainability* (three questions), *Impact* (three questions), and one question under *Gender and Inclusion*.

Figure 1: Scope of the Evaluation

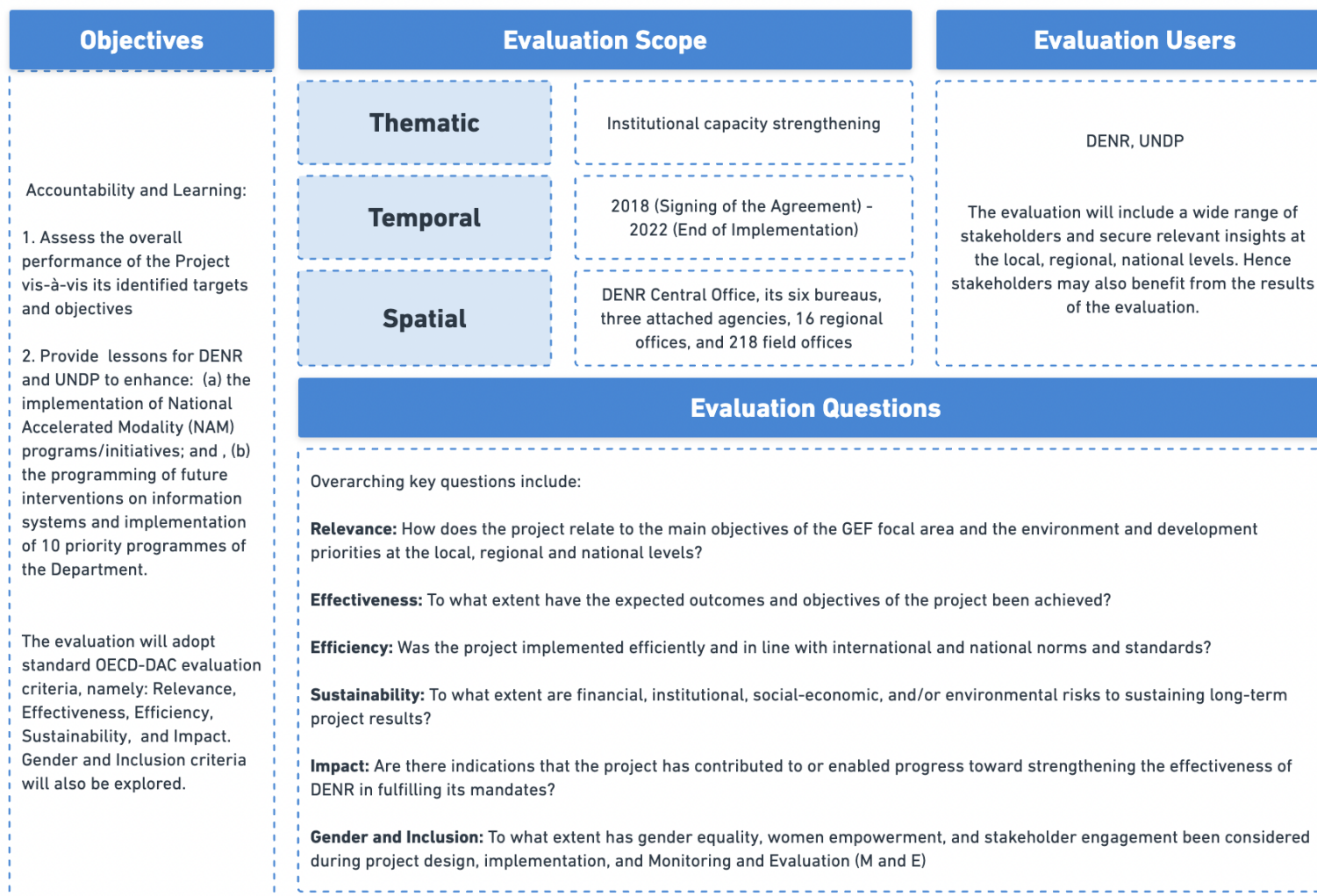


Table 1: Evaluation Matrix

Criteria	Evaluation questions	Number	Indicators	Questions for the questionnaire	Sources of information
Relevance: How does the project relate to the main objectives of the environment and development priorities at the local, regional and national levels?	1.1 Does the project's objectives fit within the national environment and development priorities?	1.1.1	Level of coherence between project objective and national policy priorities and strategies, as stated in official documents.	(1) How do the project's objectives align with the national development priorities? (2) How did the project contribute to DENR in achieving its 10 priority programs? (3) How do the project's objectives align with the UNDP Strategic Plan/CPD?	Desk Research, Semi-structured interviews (National and Field level), Online survey
	1.2 Has the Project reached its intended beneficiaries (i.e., DENR Central Office, DENR local Offices, and the Bureaus)? Did the project design address the needs of the target beneficiaries?	1.2.1	Level of alignment with the project design with stakeholders' needs	(1) Who are the stakeholders that the project reached? (2) What were their needs? (3) How were the needs identified? (4) How did the project address their needs? (5) Are there needs that must be addressed to help them contribute to DENR in achieving its 10 priority programs?	Desk Research, Semi-structured interviews (National and Field level), Online survey
	1.3 Whether or not all relevant stakeholders, including women, have been consulted, and are the interventions catering to their needs?	1.3.1	Evidence of adaptive management over the project duration to maximize opportunities to learn from experience.	(1) What is the evidence that the needs and interests inform the project of diverse groups of stakeholders through in-depth consultation? (2) How are gender needs considered in the project?	Desk Research, Semi-structured interviews (National level) Online Survey
	1.4 To what extent did the project adapt to changes and contexts over time? Were changes needed to respond to potential new needs and/or priorities?	1.4.1	Adaptive management strategies and significant changes the project undergo as a result of recommendations from the Mid-Term Review or other review procedures.	(1) What significant changes did the project undergo due to recommendations or other review procedures? (2) Explain the process and implications. How did the revisions change the expected project outcomes if they were extensive? (3) Were the project changes articulated in writing and then considered and approved by the Project Board or CHANGE IT?	Desk Research, Semi-structured interviews (National and Field level), Online survey
		1.4.2	If the changes were extensive, how did they materially change the expected project outcomes?		
1.4.3		If project changes are articulated in writing and then considered and approved by the Project Board.			
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?	2.1 To what extent has the Project been effective in building the capacities of key DENR Offices and the Bureaus in line with the implementation of ISSP, fulfilling their mandates, and implementing their ten priority programs?	2.1.1	Level of progress through the project's Theory of Change	(1) From your perspective, has the Project effectively built the capacities of key DENR Offices and Bureaus in line with ENR-related activities, fulfilled their mandates, and implemented their ten priority programs? (2) What areas of the project have the greatest and fewest achievements and the contributing factors? (3) What are the constraining factors, such as socioeconomic, political, and environmental risks; cultural? How were they overcome? (4) Are there any alternative strategies that would have been more effective in achieving the project's objectives?	Desk Research, Semi-structured interviews (National and Field level), Online survey (Columns N and O)
		2.1.2	Level of project implementation progress relative to the expected level at the current stage of implementation		
		2.1.3	Existence of logical linkages between project outputs and outcomes/impacts		
	2.2 To what extent has the project contributed to implementing DENR's ISSP?	2.2.1	Level of documentation of and preparation for project risks, assumptions, and impact drivers		Desk Research, Semi-structured interviews (National and Field level), Online survey
	2.3 Has the project developed good practices in implementing a project under a National Accelerated Modality (NAM)?	2.3.1	Good practices	Are there good practices that the project has generated in implementing a project under a National Accelerated Modality (NAM)?	Desk Research, Semi-structured interviews (National and Field level), Online survey

Support to DENR's Program and Service Delivery to Enhance ENR Management in the Philippines
Terminal Evaluation Report - First Draft

<p>Efficiency: Was the project implemented efficiently and in line with international and national norms and standards?</p>	3.1 Is the project implementation approach efficient for delivering the planned project results?	3.1.1	Adequacy of implementation structure and mechanisms for coordination and communication	<p>(1) How adequate is the project implementation structure and mechanisms for coordination and communication? (2) Are the planned and actual level of human resources available been implemented? (3) Comment on the adequacy of project monitoring mechanisms (oversight bodies' input, quality, timeliness of reporting, etc.). What went well? What did not work? How can it be improved? (4) How could project extension could have been avoided? (5) How could project design changes could have been avoided?</p>	<p>Desk Research, Semi-structured interviews (National and Field level), Online survey</p>
		3.1.2	Planned and actual level of human resources available		
		3.1.3	Extent of engagement with relevant partners/partnerships		
		3.1.4	Adequacy of project monitoring mechanisms (oversight bodies' input, quality, and timeliness of reporting, etc.)		
	3.2 Has the partnership modality resulted in the efficient use of partner capacities and sufficiently utilized the comparative advantage of UNDP?	3.2.1		<p>(1) Please comment on the project's adequacy, quality, and timeliness of UNDP support. (2) Please comment on UNDP's responsiveness to significant implementation problems (if any). (3) Please comment on UNDP's appropriate use of funds, procurement, and contracting of goods and services. What are the good practices? How can it be improved? (4) Comment on the quality and adequacy of UNDP's financial management procedures used in the project. (5) What went well? (6) What did not work? (7) How can it be improved? (8) What is your overall assessment of UNDP's implementation/oversight? (9) What are the good practices? (10) How can it be improved?</p>	<p>Desk Research, Semi-structured interviews (National and Field level), Online survey</p>
	3.3 Did the project build effective synergies with other existing initiatives?	3.3.1	Coherence with other initiatives	<p>(1) How does the project build effective synergies with other existing initiatives? (2) What went well? (3) What did not work? (4) How can the project further improve its alignment with other initiatives?</p>	<p>Desk Research, Semi-structured interviews (National level)</p>
	3.4 To what extent were the project results delivered with the greatest value for money?	3.4.1			
DENR as Implementing Partner			<p>(1) Please comment on how DENR effectively managed and administered the project's day-to-day activities under UNDP's overall oversight and supervision. (2) What are the good practices? (3) How can it be improved?</p>	<p>Desk Research, Semi-structured interviews (National level)</p>	
Monitoring and Evaluation (M and E) Assessment			<p>(1) Does the project have an M&E Plan? Please describe the project's M&E system. (2) Was the M&E plan well-conceived, practical, and articulated sufficiently to monitor results and track progress toward achieving objectives? (3) Was the M&E plan sufficiently budgeted and funded during project preparation and implementation? (4) Please comment on compliance with progress and financial reporting requirements, including quality and timeliness of reports. (5) Please comment on the extent to which information provided by the M&E system was used to improve and adapt project performance. (6) What is your overall assessment of the project's M&E? How can it be improved?</p>	<p>Desk Research, Semi-structured interviews (National level)</p>	

Support to DENR's Program and Service Delivery to Enhance ENR Management in the Philippines
Terminal Evaluation Report - First Draft

<p>Sustainability: To what extent are financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</p>	<p>4.1 To what extent are the outcomes replicable and have the potential for scaling up by DENR, its local Offices, and the Bureaus?</p>	4.1.1	Indicators of sustainability and replicability	What is evidence that the project results can be replicable and have the potential for scaling up by DENR, its local Offices, and the Bureaus?	Desk Research, Semi-structured interviews (National level)
	<p>4.2 Was there adequate ownership of the project by end-users/ beneficiaries, and were there tangible commitments from these users/beneficiaries?</p>	4.2.1	Level of initiative and engagement of relevant stakeholders in project activities and results	<p>(1) What is the likelihood that financial resources will be available to support the continuation of benefits/results/ activities? (2) What opportunities for financial sustainability exist? (3) What are additional factors needed to create an enabling environment for continued financing? (4) Are there any social or political risks that can undermine the longevity of project outcomes? (5) Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? (6) Do the legal frameworks, policies, governance structures, and processes threaten the continuation of project benefits? (7) Has the project put in place frameworks, policies, governance structures, and processes that will create mechanisms for accountability, transparency, and technical knowledge transfer after the project's closure? (8) How has the project developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that will be self-sufficient after the project closure date? (9) How has the project identified and involved champions who can promote the sustainability of project outcomes?</p>	<p>Desk Research, Semi-structured interviews (National level)</p>
		4.2.2	Level of expected financial resources available to support the maintenance of project benefits		
		4.2.3	Potential for additional financial resources to support the maintenance of project benefits		
<p>4.3 To what extent the project has built resilience to future risks?</p>	4.3.1		Have outputs (e.g., the ISSP Assessment, ICT Gap Analysis Report, ICT Road Map, Enhanced ISSP, and Change Management Strategy) led to a sustainable organizational set-up that will facilitate delivery of the Department's mandates?	Desk Research, Semi-structured interviews (National level)	
<p>Impact: Are there indications that the project has contributed to or enabled progress toward strengthening the effectiveness of DENR in fulfilling its mandates?</p>	<p>5.1 What outcomes have the Project achieved, expected and unexpected, positive and negative?</p>	5.1.1	Results/outcomes of the project at the individual and institutional level	(1) What are the most significant changes resulting from the project? (2) What factors contributed to these changes?	Desk Research, Semi-structured interviews (National level) Online Survey
	<p>5.2 To what extent the project has contributed to achieving results at the impact level?</p>	5.2.1	Progress towards the long-term impact - enhanced and increased efficiency of implementing the ten priority programs of the DENR through technical advisory to strengthen its capacities, including the field offices, and address administrative bottlenecks.	(1) Are these evidence to prove that the project enhanced and increased the efficiency of implementing the ten priority programs of the DENR? (2) What are these?	Desk Research, Semi-structured interviews (National level)
	<p>5.3 What are the results directly attributable to the Project's interventions?</p>	5.3.1	Indications that results/outcomes are attributable to inputs, activities, and outputs of the project	(1) What are the most significant changes resulting from the project? (2) What factors contributed to these changes? (3) Are these evidence to prove that the project enhanced and increased the efficiency of implementing the ten priority programs of the DENR? (4) What are these?	Desk Research, Semi-structured interviews (National level)
<p>Gender and Inclusion: To what extent has gender equality, women empowerment, and stakeholder engagement been considered during project design, implementation, and Monitoring and Evaluation (M and E)</p>	<p>6.1 To what extent has the project promoted positive changes in gender equality and women empowerment?</p>	6.1.1	Gender considerations integrated into the project's design, including a gender analysis with the specific context of the project for advancing gender equality and women's empowerment and a gender action plan with a specific implementation plan for the delivery of gender activities, with indicators, targets, budget, timeframe, and responsible party.	What evidence do you have to prove that the project promoted positive changes in gender equality and women empowerment?	Desk Research, Semi-structured interviews (National level)

2. Evaluation Approach and Methods

This section describes the data collection methods, sources, and analytical approaches employed in the evaluation.

2.1 Approach

Review of the Results Framework. The overarching goal of the terminal evaluation is to assess the project's overall performance vis-à-vis its identified targets and objectives. With this, the evaluation assessed the causality of the contributions over time (pre-and during COVID-19). To do this, the Evaluation Consultant reviewed the project's Results Framework to assess causalities underpinning the project over time and its adaptation to changes.

A Results Framework is **an explicit articulation (graphic display, matrix, or summary) of the different levels, or chains, of results expected from a particular intervention**—project, program, or development strategy. It is a reflection tool and a results-focused approach that can describe the logical change pathways embedded in the project implementation. The approach is concerned with the overall outcome and synergies between different strands/components of an intervention. The Results Framework approach, in many ways, allows for identifying context, the support provided, assumptions behind this support, and confirming whether this rationale holds. By mapping each of these aspects, reviewing the Results Framework approach is a learning tool that clearly describes cause and effect and not only the project result to DENR and other relevant stakeholders. The Results Framework is based upon the assumption that the project implementation for the Philippines pursued the objectives identified in the project documents and that the assumptions underpinning the project were correct.

Rating Scale. UNDP Terminal Evaluations use a rating for each evaluation question. The consolidated findings from all methods served as the basis of the ratings. **Figure 2** underscores the Assessment Parameters and the ratings used for the Relevance, Effectiveness, Efficiency, Impact, and Gender and Inclusion criteria.

Figure 2: Rating Scale for Relevance, Effectiveness, Efficiency, Impact, and Gender and Inclusion

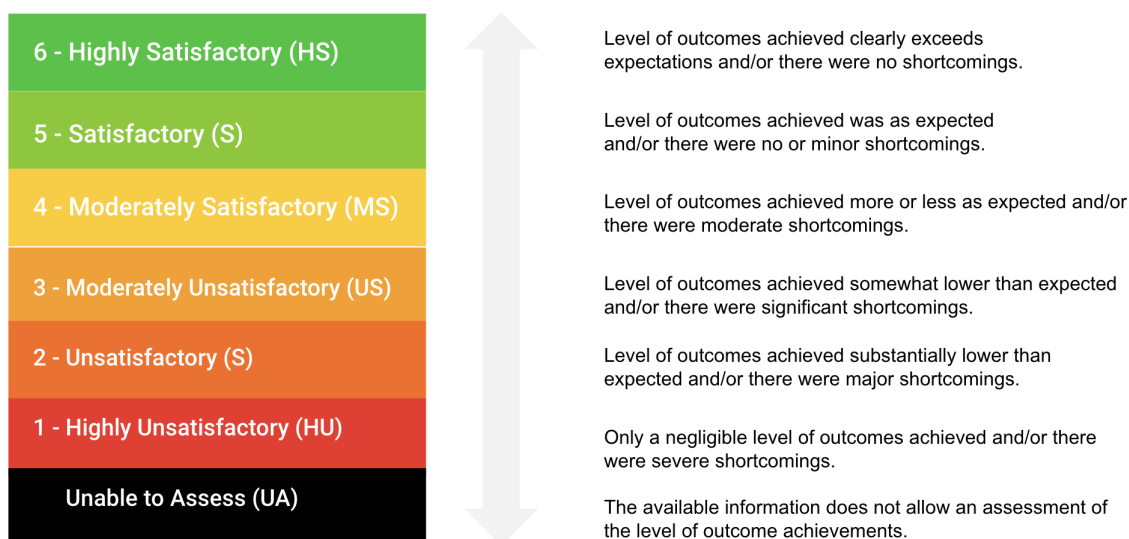


Figure 3 underscores the Assessment Parameters and the ratings used for the Sustainability criterion.

Figure 3: Rating Scale for Sustainability

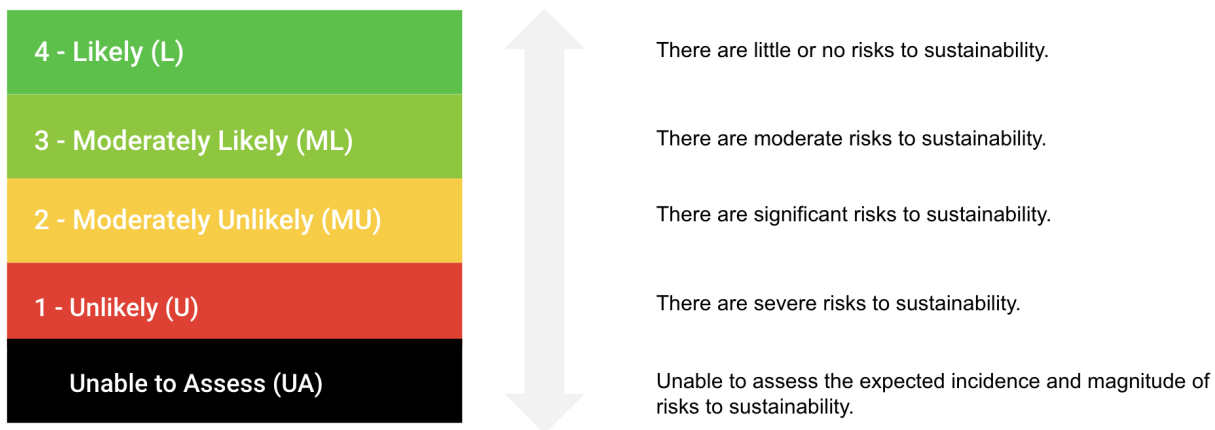
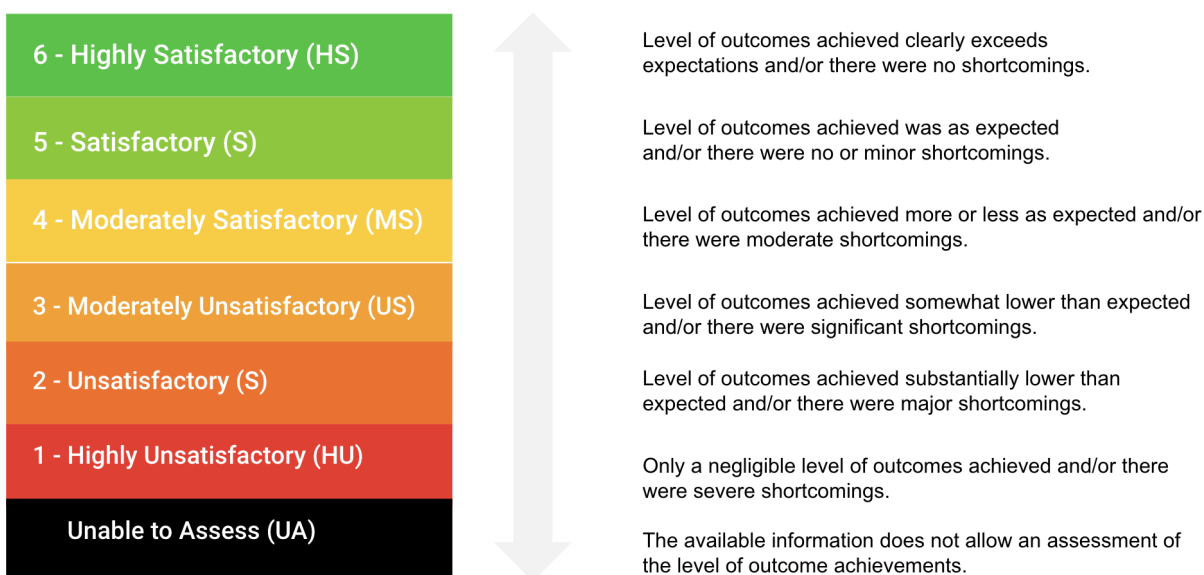


Figure 4 underscores the Assessment Parameters and the ratings used for the Quality of UNDP Implementation/Oversight and Implementing Partner Execution.

Figure 4: Rating Scale for UNDP and DENR Implementation and Oversight



2.2 Methods

This section describes the data collection methods, sources, and analytical approaches employed in the evaluation. Additionally, the ethical consideration and limitations of the evaluation are discussed.

Desk research. The Evaluation Consultant collected data from UNDP and DENR on existing documentation, including quantitative and descriptive information about the project, its outputs, and outcomes, such as documentation from capacity development activities, reports, and other evidence. The documents formed the basis of the desk research exercise. Also, the documents were systematically coded and used to triangulate and validate the information from primary sources.

Online Surveys. Online survey through GoogleForms was used to collect essential data from the Regional Offices and Field Offices staff that received the ICT equipment through the project. The survey collected gender and other characteristic data. The online survey's primary purpose was to quantitatively measure the project's appropriateness, support, and engagement.

For this Terminal Evaluation, the online survey provides a standardized approach to obtaining information on a wide range of topics from a large number or diversity of stakeholders to obtain information on their attitudes, beliefs, opinions, perceptions, level of satisfaction, etc., concerning the operations, inputs, outputs, and contextual factors of the DENR and UNDP initiative.

This method is advantageous because it is suitable for quickly gathering descriptive data on a wide range of topics at a relatively low cost, is easy to analyze, and gives anonymity to the respondents.

A total of 72 respondents answered the survey: 1 from the DENR Central Office, 27 from the Regional Offices, and 44 from the PENROs/CENROs. **Table 2** provides information on the survey respondents.

Table 2: Profile of the Survey Respondents

	Regional Office (out of 27)	PENRO / CENRO (out of 44)
Sex		
Male	63%	82%
Female	30%	18%
Preferred not to say	7%	–

Focus Group Discussion (FGD). FGDs were conducted and focused on critical questions identified for the relevant respondent category. Questions were identified following a purposive approach based on expected knowledge or experience. All respondents were voluntary, and the data collected were not shared with anyone except in writing the report. Respondents were given the assurance of anonymity to facilitate candid responses.

There are three small group FGDs with UNDP Climate Action Programme Team, UNDP Procurement Representatives, and DENR - KISS. The FGDs explored in-depth stakeholder opinions, similar or divergent points of view, or judgments about a project to collect information about tangible and non-tangible changes resulting from the project. This method was a reliable way to obtain common impressions from diverse stakeholders and an efficient way to obtain a high degree of range and depth of information in a short time.

Apart from the said FGD, two online discussions were conducted with 13 DENR Regional Offices and 71 Field Offices. The discussions focused on their use of the equipment, experience in the project, challenges encountered, and recommendation.

2.3 Data Analysis

The findings were drawn from a combination of primary and secondary data collection methods. Primary data were collected online through focus groups and an online survey. Secondary data were generated from a review of available documents, such as reports and references. The Evaluation Consultant analyzed data patterns, connections, and relationships for data analysis. These were then validated, coded, and processed. An evidence-based evaluation was key to the analysis and recommendations.

2.4 Evaluation Ethics

The Consultant ensured that the entire process was guided by the highest ethical standards set and outlined by the United Nations Evaluation Group (UNEG) in the document entitled Ethical Guidelines for Evaluations. Overall, the Consultant thoughtfully ensured fairness, objectiveness, evidence-based, and independence throughout the process and in the findings. More concretely, following the evaluation principles, the Consultant clarified to all stakeholders interviewed that their feedback and inputs would be confidential. In the report, the Consultant did not indicate the specific source of quotations or qualitative data to uphold confidentiality.

2.5 Limitations of the Evaluation

The evaluation's fundamental challenge is that it could not thoroughly and comprehensively examine the project from the entire Results Framework perspective because the focus shifted to the procurement and distribution of equipment.

3. Evaluation Findings

This section presents the results based on the analysis of primary and secondary data gathered.

3.1 Relevance

Overall, **the Relevance rating of the project is 4 or Moderately Satisfactory (MS)**. In terms of Relevance, the evaluation found robust evidence that the project relates to the environment and development priorities at the national, subnational, and local levels. However, **there were moderate shortcomings found regarding this criterion** such as inadequate consultation on the ICT equipment provided. Moreover, equality over equity was used as the overarching principle in equipment allocation and distribution. Furthermore, gender was not considered in the distribution of ICT equipment.

3.1.1 Does the project's objectives fit within the national environment and development priorities?

Information, communication, and technology (ICT) play a pivotal role in the public sphere, notably transforming how services are delivered to achieve the country's societal goals. In this context, **the evaluation found a high level of coherence between project objectives and national policy priorities and strategies, specifically on ICT**. It is evident in two things.

First, the project is robustly consistent with the ICT priorities of the Philippine Development Plan (PDP) 2017 - 2022 and the PDP 2023 - 2028, as demonstrated in DENR's Information Systems Strategic Plan for 2018-2020.

The Philippine Development Plan 2017 - 2022 and 2023 - 2028 give a premium to optimizing the use of ICT to attain the country's development goals. To be able to achieve this, each agency is mandated to formulate its Information Systems Strategic Plan (ISSP) that contains the agency's overall strategy, which involves medium-term (3-5 year plan) planning for its (ICT) thrusts, strategies, and programs for development. The ISSP must demonstrate the agency's annual resource requirements. It also manifests how each agency organization intends to use ICT to support its data processing and decision-making processes. Several government agencies have formulated their ISSP because of this mandate, including the [Department of Health \(DOH\)](#) adopted in 2017 and the [Department of Budget and Management \(DBM\)](#), approved in 2020, among others.

DENR has formulated a 3-year Information Systems Strategic Plan for 2018-2020 and 2021-2023. The ISSP serves as the agency's framework for its effort to computerize its operations; and demonstrates its intention to use ICT to help realize its vision, mission, and goals. As outlined in its ISSP, DENR would purchase information technology (IT) infrastructures, including licensed software, routers, network switches, servers, internet connectivity, wide area network connection; application development and content management systems; and the construction of a data center that will house these IT facilities. With this, **the project is robustly aligned with the department's objectives to digitize its data resources to improve public service delivery and environmental interventions as spelled out in its ISSP.**

Second, the project contributes to addressing the challenges identified in realizing the DENR's Information Systems Strategic Plan for 2018-2020 and 2021 - 2023.

The evaluation found that **although DENR has developed its ISSP for 2018 - 2018 and 2021 2023, it has two fundamental challenges.** First, its ISSP priorities were hindered by procurement and administrative bottlenecks of the department. Second, the DENR needed external support to achieve the direction of its ISSP, such as establishing a centralized, comprehensive, reliable, and integrated system that would connect all the agency's existing information systems. The DENR has partnered with the United Nations Development Programme (UNDP) to assist in the project implementation through UNDP's Nationally Accelerated Modality (NAM) facility. Based on the agreement, DENR shall utilize the streamlined procedures of the UNDP to deliver on its selected priority programs, mobilization of technical expertise, capacity building of DENR staff, and set up the integrated information system for environment and natural resources (ENR)⁴. Under the partnership, UNDP initiated essential activities that include, but not limited to the conduct of ICT Assessments, enhanced DENR's ISSP, formulated DENR's ICT Road Map and enhanced DENR's Management Strategy. Given this, **the project helps address the abovementioned challenges and is strongly coherent with the operationalization and achievement of DENR's ISSP.**

The evaluation also found that the project is linked to UNDP Philippines' Outcomes and Strategic Plan 2018 - 2021. Specifically on the following: CDP 2.3.1 Area of UNDP-assisted protected areas with high biodiversity effectively managed. The project contributed to producing an enhancing database and monitoring system involving environment and natural resources data⁵. It was designed that through the system, the DENR program design will be informed and more funding for initiatives on biodiversity and conservation⁶. As regards UNDP's Strategic Plan, the project is aligned in the following⁷:

- Output 1.4.1: Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.
- Output 2.4.1: Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation.

3.1.2 Has the Project reached its intended beneficiaries (i.e., DENR Central Office, DENR local Offices, and the Bureaus)? Did the project design address the needs of the target beneficiaries?

The evaluation found that the project is aligned with and addresses the needs of stakeholders, particularly the DENR Central Office and Field Offices, as corroborated by the following.

For DENR Central Office

At the DENR Central Office level, there are two crucial needs: procurement bottlenecks and poor data management.

⁴ Final_Project Document_DENR_NAM_V5, pp 1

⁵ 109357_2019_APR Draft_SupportENR

⁶ 109357_2019_APR Draft_SupportENR

⁷ 109357_2019_APR Draft_SupportENR

Procurement bottlenecks within DENR. The desk review and interviews demonstrate that **the efficient implementation of the DENR's ENR programs is challenged by procurement and administrative bottlenecks within the department.**⁸ Based on desk review, the procurement process in DENR, as in the case with other government agencies, takes five to six months to complete on average, particularly for specialized equipment. It is the case if the bidding process has been successful. If not, it would take years if there is a failure in bidding.⁹ The desk review and interviews underscore that the inefficiency in procuring the necessary inputs to implement planned activities remarkably affects the effectiveness of promptly delivering the intended results.¹⁰ With this context in mind, **the evaluation found that the partnership with UNDP was pivotal in addressing the procurement needs.**

Poor data management. Another fundamental challenge within DENR that the project sought to address is **poor data management and the need for a unified information system within the department.**

Based on desk review, DENR has developed numerous systems over the years to support the formulation of evidence-based policies and plans and the implementation of its priority programs. These are: (1) Frontline Services and Transaction Systems for forestry and biodiversity; (2) Automated Statistical Reporting System; (3) Environmental Law Enforcement Management Information System covering forestry, wildlife, and mining violations; (4) Financial Accountability Reporting System; (5) Climate Change Information System; (5) Web-based River Basin integrated information Management System; (6) Forest Land-use information System; and, (6) integrated Biodiversity Management Information System.¹¹ Numerous platforms demonstrate that the agencies within DENR have established their information management systems intending to inform sectoral planning and decision-making. Moreover, both desk review and interviews point out that a considerable volume of data and information collected from these information systems must be synthesized, harmonized, shared, and analyzed, among others, to support the implementation of the Ten Priority Programs. **However, there is a lack of a centralized and integrated system that links the existing information systems.**¹²

In addition, **the desk review further validated that the project attempts to address the department's poor data management.** The need is evident in the following current context. First, each Bureau separately monitors the program they implement. Second, there are numerous databases where the monitoring data are stored, while some data are manually recorded, making the analysis challenging. Third, there is an absence of a standard mapping of ENR statistics, programs, projects, and environmental features, resulting in inconsistent reporting and projection of future activities. Fourth, data are generated from various sources, which are sometimes unavailable and inaccessible for planning and decision-making. Fifth, the offices continue to collect a vast amount of data daily without the capacity to use and analyze them appropriately.¹³

Given these development challenges, establishing an integrated information management system within DENR that could handle big data and perform data analytics for more efficient management that is up-to-date and easily accessible to decision-makers and the public is

⁸ Final_Project Document_DENR_NAM_V5, pp 1

⁹ Final_Project Document_DENR_NAM_V5, pp 5

¹⁰ Final_Project Document_DENR_NAM_V5, pp 6

¹¹ Final_Project Document_DENR_NAM_V5, pp 5

¹² Information Communication Technology Gap Analysis, pp 7; DENR ICT Roadmap, pp 6

¹³ Final_Project Document_DENR_NAM_V5, pp 6

necessary and has been the ultimate intention of the project.¹⁴ **However, the evaluation found that the setting up of the information system was not realized owing to a change in the leadership priority. Even if that is the case, the project has robustly laid the foundation for setting up the eventual centralized system through the activities and outputs of the project, such as the DENR ISSP assessment and ISSP enhancement.**

For the Field Offices

At the Field Office level (both for the Regional Offices and PENROs/CENROs), the findings from the online survey underscored that the field staff and offices needed the ICT equipment provided through the project. This finding is corroborated by the following. The survey showed that 26 out of 27 respondents, or 96% of the Regional Office representatives, said they received equipment through the project. According to the survey, 100% of the Regional Office representatives said they/their office needed the equipment provided through the project. On the other hand, 43 out of the 44 respondents, or 98% of the PENRO / CENRO representatives, said they received equipment through the project. All PENRO / CENRO representatives said they/their office needed the equipment provided through the project.

The evaluation asked the respondents what equipment they received through the project. **Table 2** shows the responses categorized by Regional Offices, PENROs, and CENROs. **Table 3** also provides information that desktop computers, laptops, and CCTV cameras are the top three pieces of equipment the Field Offices received through the project.

Table 3: Equipment Received by Field Offices

	Regional Office (out of 27)	PENRO / CENRO (out of 44)
Desktop Computer (including GIS Desktop)	100%	91%
Laptop	85%	77%
CCTV Camera (Safety and Security Equipment)	81%	75%
UPS	19%	14%
NVR-32	15%	9%
MS Office Licenses	4%	--
Firewall I-phone	4%	11%
Access Point	4%	5%
Printer	--	2%

¹⁴ Final_Project Document_DENR_NAM_V5, pp 1

	Regional Office (out of 27)	PENRO / CENRO (out of 44)
Router	--	7%
Scanner	--	2%
Network Switch	--	2%
Network Firewall	--	7%

The focus group interview findings further corroborate the need of the Field Offices for the equipment provided. The FGD with the Regional Offices and PENROs/CENROs demonstrated that the following conditions prevail.

First, shortage or inadequate ICT equipment for data monitoring, processing, analysis, storage, and report preparation. A respondent from the Regional Office mentioned that the provision of equipment fulfills shortages in their office. The ICT equipment provided enabled their office to organize and analyze data and facilitate them to make more informed decisions overall. A PENRO representative narrated that having additional branded and new IT equipment helps them in attaining the goal of the office in providing 1:1 desktop and laptop computers among employees that would promote the efficient, effective, and timely accomplishment of tasks of the employee. The respondent added that the equipment provided would help them improve governance, particularly in strengthening their internal systems and processes, innovations and improvement of its information and communications technology equipment and facilities, and support to the Quality Management System (QMS) and be an ISO-certified Agency.

Second, the prevalence of old equipment affects efficiency. Based on the narratives, the majority of offices and staff use previously-issued equipment which is old, and the specifications hardly match the requirements/directive of the Central Office, such as data processing to generate GIS data or information, report preparation - requiring the work to take more time or inefficient. A respondent from the Regional Office mentioned that the provision of equipment would fast-track their compliance with DENR Central Office Directives, support to LGUs, and assistance to Interagency Partners. A PENRO representative narrated that having additional equipment is significant because it would increase the personnel's productivity capacity while shortening the processing time of every transaction.

Third, the security of the Field Offices is compromised due to old and/or dysfunctional CCTV cameras. A respondent from the Regional Office shared that the CCTV equipment provided a more secure environment for employees working towards achieving our priority programs.

Fourth, the need to shift to fully online work is due to the COVID-19 pandemic, where the ICT equipment enables some staff to work and participate in online activities continuously.

The evaluation asked the respondents how they used the equipment (mainly desktop and laptop) received. **Table 4** presents the responses.

Table 4: Usage of the equipment received (for Desktop and Laptop)

	Regional Office	PENRO / CENRO
Use for GIS-related activities	19%	14%
Manage data (including encoding, storing)	11%	9%
Store and prepare communications for stakeholders	7%	11%
Automate processes	4%	--
Upgrade existing desktop computers	4%	--
Prepare Reports	11%	9%
Use for LAMS	--	2%
Generation statistical data	--	2%
Participate in online meetings/activities	--	5%

Table 3 reveals that the equipment provided at the Regional Office level is utilized mainly for GIS-related activities, managing data, and preparing reports. In the case of the PENROs/CENROs, they also use the equipment in said activities, including strategic communications and participation in online activities, particularly at the height of the pandemic.

3.1.3 Whether or not all relevant stakeholders, including women, have been consulted, and are the interventions catering to their needs?

The evaluation found three critical insights as regards this evaluation question.

First, although there were efforts by the project to engage the Field Offices regarding the ICT needs and equipment required, the survey showed that some stakeholders were not consulted on the ICT equipment provided. The following online survey data corroborate this, 13 out of 27 (or 48%) expressed they were consulted on the equipment provided. Seven out of 27 (or 26%) said they were not consulted on the equipment provided, 3 out of 27 (or 11%) said maybe they were consulted, 3 out of 27 (or 11%) said they prefer not to answer, and one did not answer the question.

Regarding the PENROs / CENROs, 21 out of 44 (or 48%) said they were consulted on the provided equipment. On the other hand, 16 out of 44 (or 36%) revealed they were not consulted on the equipment provided, 4 out of 44 (or 9%) said maybe they were consulted, 3 out of 44 (7%) said they prefer not to answer, and one did not answer the question.

The need for consultation was evident in the FGD with the Regional Offices. A respondent mentioned that the regional offices must be consulted on the specs of the equipment. Some parts (e.g., small compactor) that need replacement could not be procured in shops within the area. Also, due to the propriety principle, there is only specific type of parts to use, and alternatives might not be possible. Parts must be standard and can be procured not only by the suppliers but by other shops as well.

Second, equality over equity was used as the overarching principle in equipment allocation and distribution. This is evident in the interviews with DENR Central Office, Regional Offices, and the PENROs/CENROs. There are no specific guidelines regarding the equitable distribution of ICT equipment. As a result, the Field Offices equally distributed the equipment. One Regional Office representative shared that they divided the equipment equally due to the lack of guidelines. Some staff had an old unit but could not get a new one because the equipment had to be distributed equally to all the offices.

Third, gender was not considered in the distribution of ICT equipment. The evaluation found no specific guidelines regarding gender considerations in the distribution of ICT equipment.

3.1.4 To what extent did the project adapt to changes and contexts over time? Were changes needed to respond to potential new needs and/or priorities?

This evaluation question assesses the evidence of adaptive management over the project duration to maximize opportunities to learn from experience. **The evaluation found that the project has focused mainly on ICT equipment provision, and the planned capacity building did not materialize.** The project's adaptive management strategies and significant changes in the design did not result from recommendations in the Mid-Term Review because no review was conducted. Or suggested by the Project Board because the body was not established/organized. **Instead, it came as a result of the change in leadership priority within DENR. Even if that is the case, the shift in priority resulted in the conduct of ICT Assessments, enhanced DENR's ISSP, formulated DENR's ICT Road Map, and enhanced DENR's Management Strategy.**

Key Findings on Relevance

- Overall rating is **4 or Moderately Satisfactory (MS)**. The project relates to the environment and development priorities at the national, subnational, and local levels. However, moderate shortcomings were found regarding this criterion, such as the equality, equity, and gender principles in equipment allocation and distribution.
- The evaluation found a high level of coherence between project objectives and national policy priorities and strategies, specifically on ICT. It is evident in two things. First, the project is robustly consistent with the ICT priorities of the Philippine Development Plan (PDP) 2017 - 2022 and the PDP 2023 - 2028, as demonstrated in DENR's Information Systems Strategic Plan for 2018-2020. Second, the project contributes to addressing the challenges identified in realizing the DENR's Information Systems Strategic Plan for 2018-2020.
- The evaluation found that the project is aligned with and addresses the needs of stakeholders, particularly the DENR Central Office and Field Offices. There are two crucial needs at the DENR Central Office level: procurement bottlenecks and poor data management. At the Field Office level, the project contributed to addressing the following needs: shortage or inadequate ICT equipment for data monitoring, processing, analysis, storage, and report preparation; the prevalence of old equipment affecting efficiency; the security of the Field Offices is compromised due to old and/or

dysfunctional CCTV cameras; the need to shift to fully online work is due to the COVID-19 pandemic.

- As regards stakeholders consultation, although there were efforts by the project to engage the Field Offices regarding the ICT needs and equipment required, the survey showed that stakeholders were not consulted on the ICT equipment provided. Moreover, equality over equity was used as the overarching principle in equipment allocation and distribution. Finally, gender was not considered in the distribution of ICT equipment.

3.2 Effectiveness

Overall, the Effectiveness rating of the project is 4 or Moderately Satisfactory (MS). In terms of Effectiveness, the evaluation found robust evidence that the project's expected outcomes and objectives, particularly on addressing the procurement bottlenecks and providing ICT equipment to Field Offices to support their implementation of the Ten Priority Programs of the department, have been achieved. However, **there were moderate shortcomings found regarding this criterion** such as: several units issued were defective or had incompatible parts or lacking when they were delivered; persistent power interruptions affected the usage of the equipment; and lack of accredited centers where the regional office could have the defective equipment fixed. Moreover, there was a lack of guidelines on equipment distribution at the Field Office level. Also, an inadequate number of personnel are capacitated on GIS. Furthermore, insufficient Regional Offices and PENROs/CENROs have received funding for the CCTV installation. And the absence of an integrated information system so the regions can use the data gathered.

3.2.1 and 3.2.2: To what extent has the Project been effective in building the capacities of key DENR Offices and the Bureaus in line with the implementation of ISSP, fulfilling their mandates, and implementing their ten priority programs? To what extent has the project contributed to implementing DENR's ISSP?

The evaluation questions assess the project's level of progress through its Theory of Change (ToC), project implementation progress relative to the expected level at the current stage of implementation, and the existence of logical linkages between project outputs and outcomes/impacts.

As regards the first and second indicators, **the evaluation found that the project did not have a Theory of Change. However, it has a Results Framework guiding the project's implementation.** According to its Results Framework, the project aims to contribute towards enhancing and increasing the efficiency of implementing the ten priority programs of the DENR through technical advisory to strengthen the DENR's capacities, including its field offices, and addressing administrative bottlenecks.¹⁵ The Project was organized into two outputs:

Output 1: Strengthened capacities of DENR in planning, management, implementing and monitoring, and evaluating its ten priority programs and other special projects through technical

¹⁵ Final_Project Document_DENR_NAM_V5, pp 7

advisory and operational support services;

Output 2. Enhanced database and monitoring system of ENR data as a decision support tool for policy and program development, review, implementation, and monitoring.

The evaluation found that only the procurement aspect of the Results Framework has been successfully delivered. The capacity building did not materialize due to changes in the project direction.

Pertaining to the third indicator, **although the project has focused only on ICT equipment provision, the evaluation has found logical linkages between project outputs and outcomes/impacts, as evident in how the equipment provided built capacities to fulfill their roles and responsibilities in the organization.** Even if that is the case, **linking improved compliance, efficiency, and security to achieving specific measures or indicators in the ten priority programs could not be robustly linked.**

Linking the ICT Equipment and Organizational Performance

In **Table 2**, it was revealed that the equipment provided at the Regional Office and the PENROs/CENROs are utilized mainly for GIS-related activities, managing data, preparing reports, strategic communications, and participation in online activities, particularly at the height of the pandemic. It positively demonstrates that the recipients are using the ICT equipment the project provides for its intended purpose.

The evaluation likewise found that the project's equipment provided to the Field Offices has enabled them to perform work-related functions and has resulted in interestingly positive outcomes regarding efficiency and quality, as shown in Table 5. It is supported both by the online survey and focus group discussion findings. According to the survey, 25 out of 27 respondents, or 93% of the Regional Office representatives, said that the equipment provided built their capacities to fulfill their mandates. Two or 7% preferred to wait to answer the question. In the case of the PENROs/CENROs, 40 out of the 44 respondents, or 91%, said that the equipment provided built their capacities to fulfill mandates. Two out of 44 said maybe, and the other preferred not to answer the question.

Table 5: Relation of the ICT Equipment Provision to Work Performance

	Regional Office	PENRO / CENRO
The equipment facilitates performing tasks and producing reports efficiently to maximize productivity	26%	23%
The equipment helped improve the processing time of transactions	7%	5%
The equipment facilitated improved internal and external communication (e.g., video conferencing, online meetings)	7%	--
Enhance data management	4%	9%
The equipment was used in one control map	4%	--

The CCTV increased office, and employee security working in a safe and secure environment	--	7%
Easier access to information	--	5%
The equipment enabled the Office to implement the Land Administration Management System (LAMS) fully	--	2%
The UPS protects the laptop/desktop from electrical surge thus protecting the data in it.	--	2%
No more waiting in line to use a computer device to fulfill task	--	2%

It can be gleaned in **Table 3** that **for both the Regional Offices and the PENROs/CENROs, the ICT equipment facilitates performing tasks and producing reports efficiently to maximize productivity came out as the immediate result of the project to them.** For the PENROs/CENROs, it is followed by enhanced data management and security. In the case of the Regional Offices, the survey showed that apart from enhanced data management, the equipment facilitated improved internal and external communication (e.g., video conferencing and online meetings). **Interestingly, enhanced security and easier access to information came out strongly in the PENROs/CENROs, but lacking in the Regional Offices.** There are two plausible reasons for this. First, their offices may already have existing CCTV cameras to ensure security. Second, given that PENROs/CENROs and other organizations submit reports or data to the Regional Offices, access to data from the ground is not a key concern for them.

From the evaluation findings, the project has been effective for the **Regional Offices**, as evident by the following reasons:

First, it promotes greater productivity and efficiency in the age of increased digitalization. As shared by a Regional Office representative, the ratio of desktops and laptops now is 1:1. With this, the demands of the Central Office are met due to the equipment provided.

Second, the equipment, particularly the GIS Workstation, is of great help in processing GIS data for decision-making purposes in achieving the DENR's ten priority programs.

Third, the equipment is essential in making public service delivery efficient and fast. With the use of the equipment issued, the office/personnel were able to prepare and consolidate reports in a faster manner and able to accommodate personnel with no equipment to use. Furthermore, the equipment provided helps improve the personnel in the program implementation as it contributes to the faster delivery of services, especially in permitting and titling, and likewise in delivering service to internal and external clients.

Fourth, the equipment provided a more secure environment for employees working towards achieving our priority programs.

Fifth, the equipment is used to deliver office services to internal and external clients. It helps the offices communicate more effectively with each other and with external stakeholders such as partner agencies, NGOs, private individuals, and more, thus helping us protect, conserve, and manage the environment and natural resources more effectively.

Similar to the Regional Offices, **the evaluation findings show the project has been effective for the PENROs/CENROs because the equipment facilitated the increased personnel's production capacity while shortening the processing time of every transaction.** It dramatically affects the work volume and the results' quality. The proper equipment makes the offices function more efficiently and are more productive. A PENRO representative shared that the benefits include preparing word documents like office letters, reports, work orders, and other reports. Another PENRO shared that they use the equipment for preparing the presentation of reports and proposals to and on behalf of the executive and better-level office personnel. The respondent added that through the equipment, they could also manage email services to take care of and sustain business and communication services, filing, storage, and retrieval of business information, and support for internal and external services that need messaging, printing, photocopying, video, and electronic transmissions.

Challenges: Internal and External

Internal

First, lack of guidelines on equipment distribution at the Field Office level. The evaluation found that some Field Offices needed clarification about to whom or for whom the equipment will be. As a result, the equipment was divided equally. Some staff had an old unit but could not get a new one because the equipment had to be distributed equally to all the offices.

Second, an inadequate number of personnel who are capacitated on GIS. The evaluation found that with the instructions of the new DENR Secretary to develop spatial maps and enhance the baselines, it would be good if there would be an augmentation of personnel, mainly because some staff needs to become more familiar with GIS and programming. There is a mandate to digitize records, and they need training on preparing or digitizing processes already undertaken in the regional office. The evaluation also found that the Regional ICT staff are asked to do GIS-related work. However, they also maintain much equipment and are not capacitated on GIS. Thus, the ICT must only support the operation.

Third, insufficient Regional Offices and PENROs/CENROs have received funding for the CCTV installation. The cost also depends on the location. The cost for remote areas is higher than those near the city/provincial capitol. The cost also depends on the size of the office and the number of its floors. Some PENROs took a year or the next fiscal year to install the CCTV because that year's fiscal budget could not defray the cost. For the ROs, they waited for funds from CO before being able to install the CCTVs. The installation cost varies from city and province. It goes as high as Php 100,000 per CCTV. The price is high because only a few service providers can do it. Although they were oriented on how to install the CCTVs, they needed to hire who would take charge of the cabling.

Fourth, absence of an integrated information system so the regions can use the data gathered.

External

First, several units were defective. For instance, some applications or software could not run properly or effectively on the equipment.

Second, several units/parts were incompatible. For instance, monitor connectors were not compatible with the system unit. The UPS ports were not compatible with the existing units.

Third, lack of some critical parts. The UPS arrived later, and the cables were inappropriate/lacking. Also, there is a lack of POE switches for the CCTVs installed in identified areas. The CCTV provided does not have an accompanying monitor.

Fourth, persistent power interruptions affect the usage of the equipment. They intend to shift to Cloud-based technology so they can still access and use data from the server even though it is offline.

Fifth, lack of accredited centers where the regional office could have the defective equipment fixed. The Field Offices learned about this at the height of the pandemic. There were no IT stores available that could have them fixed. Some of the equipment delivered needed to be fixed. The office reached out to the supplier to avail of the warranty. Some equipment has defects after a few months of use.

Key Findings on Effectiveness

- Overall rating is **4 or Moderately Satisfactory (MS)**. The project's expected outcomes and objectives have been achieved, particularly in addressing the procurement bottlenecks and providing ICT equipment to Field Offices to support their implementation of the Ten Priority Programs of the department. However, moderate shortcomings were found regarding this criterion, such as the following: only the procurement aspect of the Results Framework has been successfully delivered. The capacity building did not materialize due to changes in the project direction. In addition, the effectiveness of the project has been hindered due to the following: several units issued were defective or had incompatible parts or lacking when they were delivered; persistent power interruptions affected the usage of the equipment; and lack of accredited centers where the regional office could have the defective equipment fixed. Moreover, there was a lack of guidelines on equipment distribution at the Field Office level. Also, an inadequate number of personnel are capacitated on GIS. Furthermore, insufficient Regional Offices and PENROs/CENROs have received funding for the CCTV installation. And the absence of an integrated information system so the regions can use the data gathered.
- Despite the internal and external challenges, the ICT equipment provided by the project has been very effective because the evaluation that the equipment distributed to the Field Offices has enabled them to perform work-related functions and has resulted in interestingly positive outcomes regarding efficiency and quality. Also, for both the Regional Offices and the PENROs/CENROs, the ICT equipment facilitates performing tasks and producing reports efficiently to maximize productivity came out as the immediate result of the project to them.

3.3 Efficiency

Overall, the Efficiency rating of the project is 5 or Satisfactory (S). In terms of Efficiency, the evaluation found robust evidence that the project was implemented efficiently and in line with international and national norms and standards. However, **there were minor shortcomings found regarding this criterion. Remarkably, the project management structure did not materialize due to a change in direction.**

3.3.1 and 3.3.2 Is the project implementation approach efficient for delivering the planned project results? Has the partnership modality resulted in the efficient use of partner capacities and sufficiently utilized the comparative advantage of UNDP?

This evaluation question examines the following: (1) adequacy of implementation structure and mechanisms for coordination and communication; (2) planned and actual level of human resources available; (3) extent of engagement with relevant partners/partnerships; and (4) Adequacy of project monitoring mechanisms (oversight bodies' input, quality, and timeliness of reporting). From the data gathered from the desk review and the interviews, below are the evaluation's significant findings.

The evaluation demonstrates that UNDP's NAM facility has significantly contributed to the project's efficiency. According to the desk review, in this collaborative project between UNDP and DENR, DENR shall utilize UNDP's streamlined procedures to deliver its selected priority programs, mobilization of technical expertise, capacity building of DENR staff, and set up the integrated information system for ENR.¹⁶ The desk review further demonstrated that UNDP should support the enhancement of efficiency in program implementation by providing technical advisory and operational support in program design, planning, management, monitoring and evaluation (M&E), and procurement. Furthermore, it is intended that UNDP shall support DENR in establishing a comprehensive, integrated, technology-based information management system where all current information systems and databases will be interoperable and that data generation and exchanges will be feasible for efficient, informed decision-making, policy formulation, and program designing, review, and M&E. Said areas of support intend to bolster DENR's capacity to enhance environmental and natural resources management through more efficient, responsive, and effective program implementation, and M&E.¹⁷

Based on the project document UNDP has significant roles in the two Outputs of the project. In Output 1, the desk review demonstrated that UNDP would provide technical advisory services in various thematic areas such as integrated ecosystem management, solid waste management, air, and water quality monitoring, environmental governance, land management, biodiversity conservation, protected area management, coastal resource management, among others.¹⁸ Also, UNDP will provide support services to DENR in procurement. It is expected that UNDP shall offer its transparent and efficient system and access to its vast network of vendors to ensure value for money and quality of goods and services. Based on the design, the project would also allocate/assign dedicated staff to ensure the timely procurement of needed goods and services by the DENR to avoid delays in program implementation. Furthermore, UNDP is expected to provide needed capacity-building interventions to improve the operational process and procedures of DENR consistent with government laws and policies. This can include facilitating procurement certification to DENR's procurement staff for enhanced knowledge and

¹⁶ Final_Project Document_DENR_NAM_V5, pp 1 and 7

¹⁷ Final_Project Document_DENR_NAM_V5, pp 7

¹⁸ Final_Project Document_DENR_NAM_V5, pp 7

skills.¹⁹

For Output 2, the desk review demonstrates that UNDP is expected to assist DENR in maximizing the use of technology in its database management. UNDP shall work and tap experts such as database specialists or data scientists to establish a centralized, coherent, integrated information management system paving the way for big data analytics. It includes meeting the requirements for extensive database center management, systems for interoperability, and digital data exchange between and among bureaus and agencies for policy and program review, implementation, and monitoring. The system would also be able to model data and generate reports and data analytics to help draw conclusions and decisions. UNDP will be working closely with the DENR Information System Unit in developing a web-based application that will allow the digital aggregation of environment and natural resources (ENR) information for quick and convenient access to scientific knowledge on relevant ENR data (e.g., Species, habitats, ecosystems) for policy development, management, planning purposes, and legal obligations.²⁰

The evaluation found that **UNDP has provided overall project management support. The project's day-to-day operation, management, and implementation have been on UNDP's shoulders.** Moreover, **UNDP made the bidding, procurement, and distribution of the ICT equipment to the Field Offices possible through technical and operational support.** However, **due to the change of leadership and focus of the project, the planned implementation structure and mechanisms, human resources, engagement with relevant partners/partnerships, and project oversight body did not materialize.** This is evident in the following:

First, the intended Project Board was not established, as the project focused mainly on DENR. CHAMP IT within DENR served as the board towards the end of the project implementation period.

According to the Project Document, the project implementation will be directed and guided by a Project Board, Chaired by the Undersecretary of the DENR and co-Chaired by UNDP. The Project Board would provide strategic project advice to the UNDP and DENR in implementing this initiative. The Board would also be responsible for making consensus management decisions for a project when guidance is required by the Project Manager, including recommendations for Implementing Partner/UNDP approval of project plans and revisions. The Project Document mentioning possible members of the Board, mainly national agencies that are significant users and contributors of ENR data, such as DENR 6 Bureaus and two attached agencies (National Mapping and Resource Information Authority or NAMRIA and National Water Resources Board or NWRB), NEDA, Department of Agriculture (DA), Department of the Interior and Local Government (DILG), Department of Transportation (DOT), and Climate Change Commission (CCC). The Leagues of Municipalities were also considered to be represented in the Project Board, together with representations from CSOs and the private sector.²¹

Second, the intended Project Management Unit within UNDP was not established because the project focus shifted to purely ICT equipment provision. However, project staff was assigned to the project with full backup support from the UNDP CO, including Procurement and Finance Support.

¹⁹ Final_Project Document_DENR_NAM_V5, pp 7- 8

²⁰ Final_Project Document_DENR_NAM_V5, pp 8

²¹ Final_Project Document_DENR_NAM_V5, pp 1

According to the Project Document, the project will be managed by the UNDP Programme and Project Implementation Unit, with an oversight function provided by the UNDP Programme Analyst. Notably, the Project Management team was designed to be composed of a Project Manager and an M&E Specialist, a Data Scientist, and a Procurement Associate. Based on the design, the team will be supported by finance and procurement staff from the UNDP Country Office (CO). Furthermore, as conceptualized, the Project Management Office would provide technical advisory and project management services to DENR to effectively manage the project and its funds. It will also serve as the secretariat of the Project Board.²²

3.3.3 Did the project build effective synergies with other existing initiatives?

The national government provided for each agency to formulate its Information Systems Strategic Plan (ISSP), which manifests how each agency organization intends to use ICT to support its data processing and decision-making processes. **The evaluation found that several government agencies, including DOH, DBM, and DENR, have developed their ISSP. However, the ISSP is agency-specific.** Even if that is the case, there is a strong link between the project and the other efforts of other government agencies to optimize the use of ICT in achieving their mandates.

3.3.4 To what extent were the project results delivered with the greatest value for money?

The evaluation found that UNDP has approached the project's procurement of ICT equipment using its streamlined, transparent, and tried and tested procurement guidelines. Based on the interviews, the procurement process promoted value for money. It is evident in guaranteeing that the contracts would be awarded to the firms that could deliver the appropriate and expected quality and quantity of products and services that offer the most economical cost.

Key Findings on Efficiency

- **Overall, the Efficiency rating of the project is 5 or Satisfactory (S).** In terms of Efficiency, the evaluation found robust evidence that the project was implemented efficiently and in line with international and national norms and standards. However, there were minor shortcomings found regarding this criterion. Remarkably, the project management structure did not materialize due to a change in direction.
- As regards coherence with similar initiatives, the evaluation found that several government agencies, including DOH, and DBM, have developed their ISSP. However, the ISSP is agency-specific. Even if that is the case, there is a strong link between the project and the other efforts of other government agencies to optimize the use of ICT in achieving their mandates.
- On the value for money, the evaluation found that UNDP has approached the project's procurement of ICT equipment using its streamlined, transparent, and tried and tested procurement guidelines. Based on the interviews, the procurement process promoted

²² Final_Project Document_DENR_NAM_V5, pp 11

value for money. It is evident in guaranteeing that the contracts would be awarded to the firms that could deliver the appropriate and expected quality and quantity of products and services that offer the most economical cost.

3.4 Sustainability

Overall, the Sustainability rating of the project is 4 or Likely (L) in all four aspects: financial resources, socio-political/economic, Institutional framework and governance, and environmental. The rating demonstrates that there are little or no risks to sustainability.

3.4.1 To what extent are the outcomes replicable and have the potential for scaling up by DENR, its local Offices, and the Bureaus?

Based on the findings discussed above, **there is robust evidence that the equipment provided to the Field Offices has contributed to addressing the long-standing concerns about the staff-equipment ratio, which affects efficiency and productivity.** In addition, the desktops and laptops provided contributed to improved compliance and performance in the workplace, as claimed by those who received them. Furthermore, CCTV cameras have further ensured the security of the personnel and the workplace. **Given these immediate results, a commitment from DENR that support will be continued. For instance, DENR will provide PHP 2,000,000 per region to bolster the Field Offices ICT capacity further. In addition, the new Secretary has expressed strong support for increasing staff capacity on evidence-based planning and decision-making through strengthening the spatial planning and information system capacities.**

More importantly, as evident in the interviews, the evaluation found that equity over equality will be used as the overarching principle in the ICT equipment distribution. It demonstrates that more support will be provided to those that need it more.

3.4.2 Were there adequate project ownership by end-users/ beneficiaries, and were there tangible commitments from these users/beneficiaries?

The evaluation question examines the expected financial resources available to support the maintenance of project benefits and the potential for additional financial resources to support the maintenance of project benefits.

The evaluation found that the financial resources for the maintenance of ICT equipment could be sourced from or included in the Field Office's fiscal year budget. It demonstrates that individual equipment recipients would not be burdened by the cost of defraying the equipment's repair. In addition, Field Offices could avail of the warranty services provided with the equipment issued to them. The interviews revealed that cost could also be sourced or included in the office's annual budget.

Key Findings on Sustainability

- **Overall, the Sustainability rating of the project is 4 or Likely (L)** in all four aspects: financial resources, socio-political/economic, Institutional framework and governance, and environmental. The rating demonstrates that there are little or no risks to sustainability.
- A commitment from DENR that support will be continued. The agency will provide PHP 2,000,000 per region to further bolster the Field Offices ICT capacity. Also, the new Secretary has expressed strong support for increasing staff capacity on evidence-based planning and decision-making through strengthening the spatial planning and information system capacities.
- The evaluation found that the financial resources for the maintenance of ICT equipment could be sourced from or included in the Field Office's fiscal year budget.

3.5 Immediate Impact

Overall, the Impact rating of the project is 5 or Satisfactory (S). In terms of immediate impact, the evaluation found robust evidence that the ICT equipment the project has provided contributed to improved work productivity. However, the link between improved work productivity and the achievement of the Ten Priority Program is too early and insufficient to establish.

What outcomes have the Project achieved, expected and unexpected, positive and negative? What are the results directly attributable to the Project's interventions?

The evaluation question examines the immediate results/outcomes of the project at the individual and institutional levels. **Table 6** demonstrates the online survey results as regards the immediate impact of the ICT equipment provided to the Field Offices.

Table 6: Most significant changes resulting from the equipment provided

	Regional Office (out of 27)	PENRO / CENRO (out of 44)
Timely submission of reports and efficient delivery of services and fast track compliance to Central Office directives and support to LGUs	33%	20%
The CCTV increased office, and employee security working in a safe and secure environment	15%	16%
The new equipment is more reliable than previous ones / replaced old units	7%	5%

Improved the staff-equipment ratio	11%	5%
Enhance data management	4%	5%
The equipment helped improve the processing time of transactions	4%	14%
Shifted reporting from manual to digital	--	2%
Enhanced documentation process	--	2%
Facilitated faster connectivity	--	2%

The evaluation found four immediate results/outcomes of the project to the Field Offices.

First, the project contributed to enhanced productivity and efficiency of the staff at the Field Offices. What propelled the outcome to happen is the improved staff-equipment ratio and the replacement of old units. As a result, it is claimed that there is now an improvement in the timely submission of reports, efficient delivery of services, and fast-track compliance with Central Office directives and support to LGUs. Moreover, the equipment helped improve the processing time of transactions

Second, the project contributed to improved data management (collection, processing, storage). The equipment provided made report writing and data banking easier. The equipment distributed to the Field Offices has likewise improved the documentation process.

Third, the project contributed to bolstering staff and office security. The evaluation found that both survey results and interview narratives agree that CCTV increased office and employee security.

Fourth, the project contributed to and facilitated **pivoting to digitalization / online communication.** The equipment was critical in shifting reporting from manual to digital. Also, they facilitated faster and more efficient connectivity, particularly during the height of the pandemic.

Key Findings on Impact

- **Overall, the Impact rating of the project is 5 or Satisfactory (S).** In terms of immediate impact, the evaluation found robust evidence that the ICT equipment the project has provided contributed to improved work productivity. However, the link between improved work productivity and the achievement of the Ten Priority Program is too early and insufficient to establish.
- The evaluation found four immediate results/outcomes of the project to the Field Offices. The project contributed to enhanced productivity and efficiency of the staff at the Field Offices; improved data management (collection, processing, storage); bolstering staff and office security; and pivoting to digitalization / online communication.

- The project enhanced and increased the efficiency of DENR through technical advisory to strengthen its capacities, including the field offices, and address administrative bottlenecks.

3.6 Gender and Inclusion

3.6.1 To what extent the project has promoted positive changes in gender equality and women empowerment?

The criteria examine how gender consideration is integrated into the project's design, including a gender analysis with the specific context of the project for advancing gender equality and women's empowerment and a gender action plan with a specific implementation plan for the delivery of gender activities, with indicators, targets, budget, timeframe, and responsible party.

Overall, the Gender and Inclusion rating of the project is 3 or Moderately Unsatisfactory (MU). In terms of the criteria parameters, the evaluation found that **gender was not considered in the distribution of ICT equipment.** The evaluation found no specific guidelines regarding gender considerations in the distribution of ICT equipment. In addition, there is a lack of sex-aggregated data on the recipients of the ICT equipment. The gender and inclusion aspect could have been significantly considered in the capacity-building activities. However, they did not materialize due to the project design and direction change. Even if that is the case, women play a pivotal role in project management and direction, as evident in DENR and UNDP's engagement of women in the project. Additionally, women serve as ICT focals in the DENR Field Offices.

4. Lessons Learnt

The following are the lessons learned from the evaluation findings. The lessons are the backbone of the concrete, and specific recommendations will be discussed in the next section.

First, on procurement and firm selection, a key lesson throughout the evaluation is that the contractor must have a Service Center or partner centers in the regions. Additionally, it has been learned that the selected contractor must allocate and distribute equipment where its parts could be procured (and have alternatives) by the Field Offices in the shops in the region or nearby areas.

Second, on the ICT equipment distribution, a key lesson learned in the project is that clear guidelines on equipment distribution (e.g., CCTVs, desktops, and laptops), promoting the equity over equality principle and with significant consideration of gender, must have been in place before the distribution. The guidelines will facilitate effective, efficient, and clear equipment distribution.

Third, regarding human resources, a key lesson learned is that providing ICT equipment is one thing, but capacitating the people on them is another. That said, capacity building must be initiated on how to use the equipment and big data analytics.

Finally, concerning optimizing ICT and information systems to achieve the goals of the ENR programs, the project must have robust inputs and outputs on three aspects: governance, people, and technology.

5. Recommendations

Below are the practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. The recommendations are framed and clustered into Governance, People, and Technology.

First, DENR and UNDP must develop clear guidelines on equipment distribution (e.g., CCTVs, desktops, and laptops), promoting the equity over equality principle and with significant consideration of gender. The guidelines must be disseminated to the Regional Offices to ensure efficient distribution. The recommendation will address the challenging concern of the confusion experienced by several Field Offices when they distributed the equipment provided by the project, particularly on desktops and laptops. Concerning this, the Central Office and the Regional Offices must have an inventory of what equipment was issued to whom and who among the personnel requires equipment upgrade. It is strongly recommended that the guideline consider gender in its provisions, particularly in ensuring that women are provided with equipment and part of any capacity-building initiatives. (Governance)

Second, DENR must hire additional human resources, particularly for the GIS-related work functions. The recommendation will address the insufficient capacity of the Regional ICT Focals on GIS (including GIS programming and digitization) and whose primary duty is to maintain the office equipment and support the Field Office operations. The recommendation is coherent and consistent with the instructions of the new DENR Secretary on bolstering DENR's

capacity to develop spatial maps and enhance the baselines. (People)

Third, DENR and UNDP must consider including funding allocation, particularly for the CCTV installation. The funding allocation might vary depending on the financial capacity and needs of the Regional Offices and PENROs/CENROs. The recommendation will address the challenges experienced by the Field Offices in installing the CCTV cameras provided to them. In addition, the distribution of the ICT must likewise follow the equity principle, as Regional Offices still have functional CCTV. As a result, the equipment provided remains unused. (Technology)

Fourth, apart from the financial allocation for the CCTV installation, **DENR and UNDP must consider providing additional funding support for equipment maintenance, bandwidth, and internet subscription following the equity principle.** Based on the interviews, the IP cameras provided could only be used through the internet. Thus, Field Offices require further resource augmentation. Furthermore, DENR and UNDP must consider providing subscriptions on Cloud platforms and licensed productivity software applications (e.g., Antivirus, MS Office, GIS software, Autocad). (Technology)

Fifth, in selecting the equipment supplier, **UNDP must ensure that the contractor has a Service Center or partner centers in the regions.** The recommendation will address several concerns on the equipment issued, such as repair and replacement of defective equipment/parts, replacement of incompatible parts such as monitor connectors and UPD ports, and immediate provision of lacking parts such as cables and switches. (Technology)

Sixth, in selecting the equipment supplier, **UNDP must ensure that part of the contractor will allocate and distribute equipment where its parts could also be procured (and have alternatives) by the Field Offices in the shops in the region or nearby areas.** The recommendation will address the concern experienced by several Field Offices where the needed replacement could not be procured in shops in the field offices due to the Propriety Principle. Following this principle, there is only a specific type of parts to use, and alternatives might not be possible. That said, UNDP must ensure that parts are standard and available in other shops. (Technology)

Seventh, the equipment provided to the Field Offices has improved efficiency and bolstered personnel productivity. A shred of evidence is the faster generation of field-level data and report preparation. Given this, **DENR must next focus on establishing a unified and harmonized data governance and information system that will facilitate the effective use of gathered data to inform national and sub-national decision-making, contributing to the achievement of the 10 Priority Programs.** The recommendations support the ICT priority of the national government and DENR's ISSP 2023 - 2028. The recommendation is also part of the project's Results Framework, which is not fully operationalized. (Governance)

Eight, to further strengthen DENR's ICT capacity towards achieving the goals set in its ISSP, **the agency must implement the recommendations in the ISSP Assessment Study** such as (Governance):

- Move beyond an inventory approach, and position the ISSP as a guiding document for DENR, including all attached agencies and bureaus. This includes setting out a more detailed mission and vision within the ISSP, particularly highlighting the link between digital, data, and technology and the overarching mission for DENR (including tackling climate change). The associated goals, activities, and structures of constituent agencies

- and bureaus should also be aligned with this mission.
- There is a need to embed customer-centricity (and aligned approaches, such as human-centered design) in the work of DENR – and its agencies and bureaus. This should also be reflected in the ISSP, including setting out key audiences, customer groups, and other stakeholders. This should also include identifying opportunities and priorities for external partnerships – including building on existing collaborations with stakeholders such as the University of the Philippines.
 - The ISSP should be a decision-making tool and should be incorporated as a critical document in DENR and other policies and processes. It must be referred to regularly, particularly following the above additional focus concerning defining a mission and vision for digital, data, and technology. This will support teams in prioritizing investments, programs, and projects. Part Three of the ISSP should be broadened to include KPIs relevant to the role of the above tools – and beyond a focus on projects.

Ninth, DENR must lobby with the Department of Budget and Management (DBM) for sufficient budget allocation to implement its enhanced ISSP, ICT Roadmap, and Enhanced Management Strategy. (Governance)

Tenth, DENR must initiate activities to build and strengthen its human resource capacities, such as on, but not limited to, the following: big data analytics and digitalization, among others. (People)

Annexes

Annex 1: United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

Evaluation Consultants Agreement Form To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Benigno C. Balgos

Name of Consultancy Organization (where relevant):
NA

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place) on (date)
Kavieng 18 October 2022

Signature:  A790AD50750A49B...

Annex 2 - Interview Guides

A. KII Instrument tailored for DENR CO, CHANGE IT, and UNDP

Evaluation Question	Question	Probe/follow on...
Relevance		
EQ 1.1	How do the project's objectives align with the national development priorities?	<i>How did the project contribute to DENR in achieving its 10 priority programs?</i> <i>How do the project's goals align with the UNDP Strategic Plan/CPD?</i>
EQ 1.2	Who are the stakeholders that the project reached?	<i>What were their needs? How were the needs identified?</i> <i>How did the project address their needs?</i> <i>Are there needs that must be addressed to help them contribute to DENR in achieving its 10 priority programs?</i>
EQ 1.3	What is the evidence that the needs and interests inform the project of diverse groups of stakeholders through in-depth consultation?	<i>How are gender needs considered in the project?</i>
EQ 1.4	What significant changes did the project undergo due to recommendations or other review procedures?	<i>Explain the process and implications.</i> <i>How did the revisions change the expected project outcomes if they were extensive?</i> <i>Were the project changes articulated in writing and then considered and approved by the Project Board or CHANGE IT?</i>
Effectiveness		
EQ 2.1 and 2.2	From your perspective, has the Project effectively built the capacities of key DENR Offices and Bureaus in line with ENR-related activities, fulfilled their mandates, and implemented their ten priority programs?	<i>What areas of the project have the greatest and fewest achievements and the contributing factors?</i> <i>What are the constraining factors, such as socioeconomic, political, and environmental risks; cultural? How were they overcome?</i>

		<i>Are there any alternative strategies that would have been more effective in achieving the project's objectives?</i>
EQ 2.3	Are there promising practices that the project has generated in implementing a project under a National Accelerated Modality (NAM)?	
M&E Assessment	Does the project have an M&E Plan? Please describe the project's M&E system.	<i>Was the M&E plan well-conceived, practical, and articulated sufficiently to monitor results and track progress toward achieving objectives?</i> <i>Was the M&E plan adequately budgeted and funded during project preparation and implementation?</i> <i>Please comment on compliance with progress and financial reporting requirements, including quality and timeliness of reports.</i> <i>Please comment on the extent to which information provided by the M&E system was used to improve and adapt project performance.</i> <i>What is your overall assessment of the project's M&E? How can it be improved?</i>
DENR as Implementing Partner	Please comment on how DENR effectively managed and administered the project's day-to-day activities under UNDP's overall oversight and supervision.	<i>What are the good practices? How can it be improved?</i>
Efficiency		
EQ 3.1	How adequate is the project implementation structure and mechanisms for coordination and communication?	<i>Are the planned and actual level of human resources available been implemented?</i> <i>Comment on the adequacy of project monitoring mechanisms (oversight bodies' input, quality, timeliness of reporting, etc.). What went well? What did not work? How can it be improved?</i> <i>How could project extension could have been avoided?</i>

		<i>How could project design changes could have been avoided?</i>
E.Q 3.2 (UNDP Implementation / Oversight)	Please comment on the project's adequacy, quality, and timeliness of UNDP support.	<p><i>Please comment on UNDP's responsiveness to significant implementation problems (if any).</i></p> <p><i>Please comment on UNDP's appropriate use of funds, procurement, and contracting of goods and services. What are the good practices? How can it be improved?</i></p> <p><i>Comment on the quality and adequacy of UNDP's financial management procedures used in the project. What went well? What did not work? How can it be improved?</i></p> <p><i>What is your overall assessment of UNDP's implementation/oversight? What are the good practices? How can it be improved?</i></p>
E.Q 3.3	How does the project build effective synergies with other existing initiatives?	<i>What went well? What did not work? How can the project further improve its alignment with other initiatives?</i>
Sustainability		
EQ 4.1	What is evidence that the project results can be replicable and have the potential for scaling up by DENR, its local Offices, and the Bureaus?	
EQ 4.2	<p>What is the likelihood that financial resources will be available to support the continuation of benefits/results/ activities?</p> <p>What opportunities for financial sustainability exist?</p> <p>What are additional factors needed to create an enabling environment for continued financing?</p>	<p><i>Are there any social or political risks that can undermine the longevity of project outcomes?</i></p> <p><i>Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?</i></p> <p><i>Do the legal frameworks, policies, governance structures, and processes threaten the continuation of project benefits?</i></p> <p><i>Has the project put in place frameworks, policies, governance structures, and processes that will create mechanisms for accountability, transparency, and technical knowledge transfer after the project's closure?</i></p>

		<p><i>How has the project developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that will be self-sufficient after the project closure date?</i></p> <p><i>How has the project identified and involved champions who can promote the sustainability of project outcomes?</i></p>
EQ 4.3	Have outputs (e.g., the ISSP Assessment, ICT Gap Analysis Report, ICT Road Map, Enhanced ISSP, and Change Management Strategy) led to a sustainable organizational set-up that will facilitate delivery of the Department's mandates?	
Progress to Impact		
EQ 5.1 and 5.3	What are the most significant changes resulting from the project?	<i>What factors contributed to these changes?</i>
EQ 5.2 and 5.3	Are there evidence to prove that the project enhanced and increased the efficiency of implementing the ten priority programs of the DENR?	<i>What are these?</i>
Gender and Inclusion		
EQ 6.1	What evidence do you have to prove that the project promoted positive changes in gender equality and women empowerment?	
Recommendations	If you will implement the project again, how will you do it differently?	
	What are the meaningful next steps after the project has finished?	

B. KII Instrument tailored for Field Offices and CENROs

Evaluation Question	Question	Probe/follow on...
Relevance		
EQ 1.1	What is your knowledge/understanding of the project?	<p><i>Have you received support (e.g., equipment) from the project? What is this equipment? When did you receive it?</i></p> <p><i>In what particular activities/responsibilities do you use the equipment?</i></p> <p><i>How does the equipment contribute to your office in achieving DENR's ten priority programs?</i></p>
EQ 1.2	Do you need the equipment provided?	<p><i>Were you consulted on the equipment you or your office needs before it was given to you? If so, describe the consultation process.</i></p>
Effectiveness		
EQ 2.1 and 2.2	From your perspective, has the project effectively built your capacities in line with ENR-related activities, fulfilled your mandates, and implemented your ten priority programs?	<p><i>What areas of the project have the greatest and fewest achievements and the contributing factors?</i></p> <p><i>What are the constraining factors, such as socioeconomic, political, and environmental risks; cultural? How were they overcome?</i></p> <p><i>Are there any alternative strategies that would have been more effective in achieving the project's objectives?</i></p>
UNDP Implementation / Oversight	Please comment on the project's adequacy, quality, and timeliness of UNDP support.	<p><i>Please comment on UNDP's responsiveness to significant implementation problems (if any).</i></p> <p><i>Please comment on UNDP's appropriate use of funds, procurement, and contracting of goods and services. What are the good practices? How can it be improved?</i></p> <p><i>What is your overall assessment of UNDP's implementation/oversight? What are the good practices? How can it be improved?</i></p>

DENR as Implementing Partner	Please comment on how DENR effectively managed and administered the project's day-to-day activities under UNDP's overall oversight and supervision.	<i>What are the good practices? How can it be improved?</i>
Efficiency		
E.Q 3.3	How does the project build effective synergies with other existing initiatives?	<i>What went well? What did not work? How can the project further improve its alignment with other initiatives?</i>
Sustainability		
EQ 4.1	What is evidence that the project results can be replicable and have the potential for scaling up by DENR, its local Offices, and the Bureaus?	
EQ 4.2	<p>What is the likelihood that financial resources will be available to support the continuation of benefits/results/ activities?</p> <p>What opportunities for financial sustainability exist?</p> <p>What are additional factors needed to create an enabling environment for continued financing?</p>	<p><i>Are there any social or political risks that can undermine the longevity of project outcomes?</i></p> <p><i>Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?</i></p> <p><i>How has the project developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that will be self-sufficient after the project closure date?</i></p>
Progress to Impact		
EQ 5.1 and 5.3	What are the most significant changes resulting from the project?	<i>What factors contributed to these changes?</i>
EQ 5.2 and 5.3	Are these evidence to prove that the project enhanced and increased the efficiency of implementing the ten priority programs of the DENR?	<i>What are these?</i>
Gender and Inclusion		
EQ 6.1	What evidence do you have to prove that the project promoted positive changes in gender	

	equality and women empowerment?	
Recommendations	If you will implement the project again, how will you do it differently?	
	What are the meaningful next steps after the project has finished?	

Annex B - List of supporting documents reviewed

	Document Title / Filename
1	Final_Project Document_DENR_NAM_V5
2	Identifying opportunities to enhance the Department of Environment and Natural Resources Information Systems Strategic Plan
3	Information Communication Technology Gap Analysis
4	DENR ICT Roadmap
5	109357_2019_APR Draft_SupportENR



United Nations
Development Programme



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