



REPUBLIC OF THE PHILIPPINES

NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY

“M&E”
in
M&E



8th M&E Network Forum

*Standing united to strengthen national capacity
for evidence-based decision making*

Quezon City, Philippines
November 19-20 2019

A decorative vertical band on the left side of the page featuring a repeating geometric pattern. The pattern consists of interlocking hexagons and diamonds in shades of blue, gold, and red, creating a complex, woven texture.

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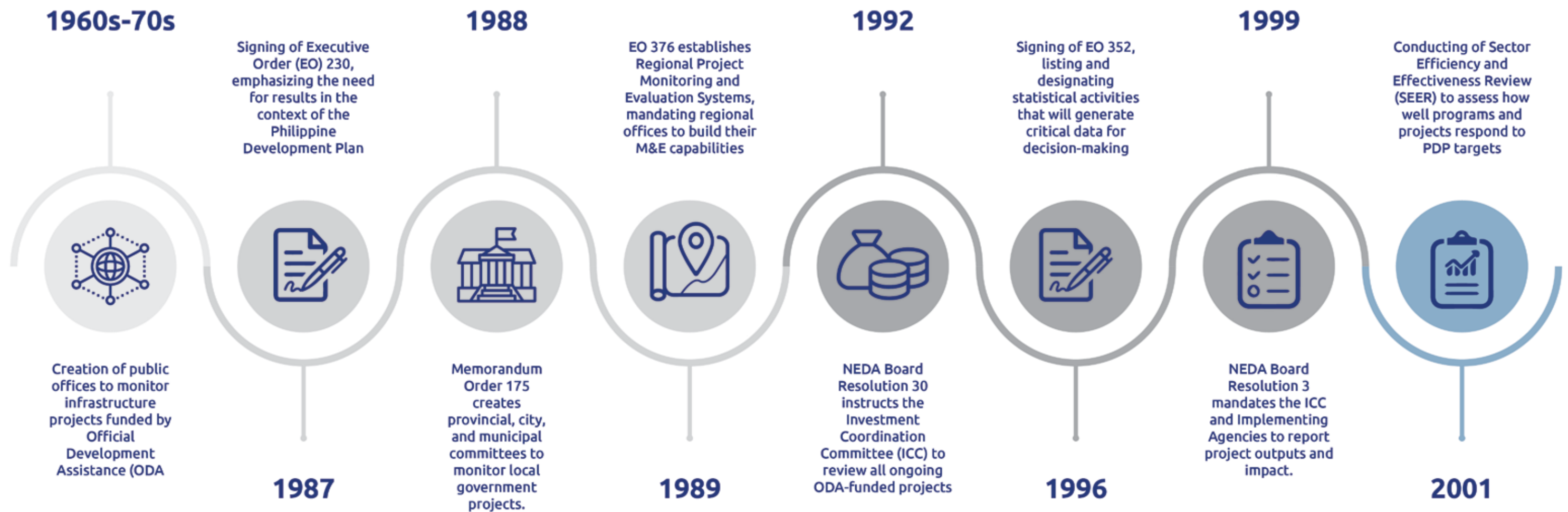
For inquiries, request for copies, and other information, comments, and suggestions, email us at **strategic.evaluationph@undp.org**

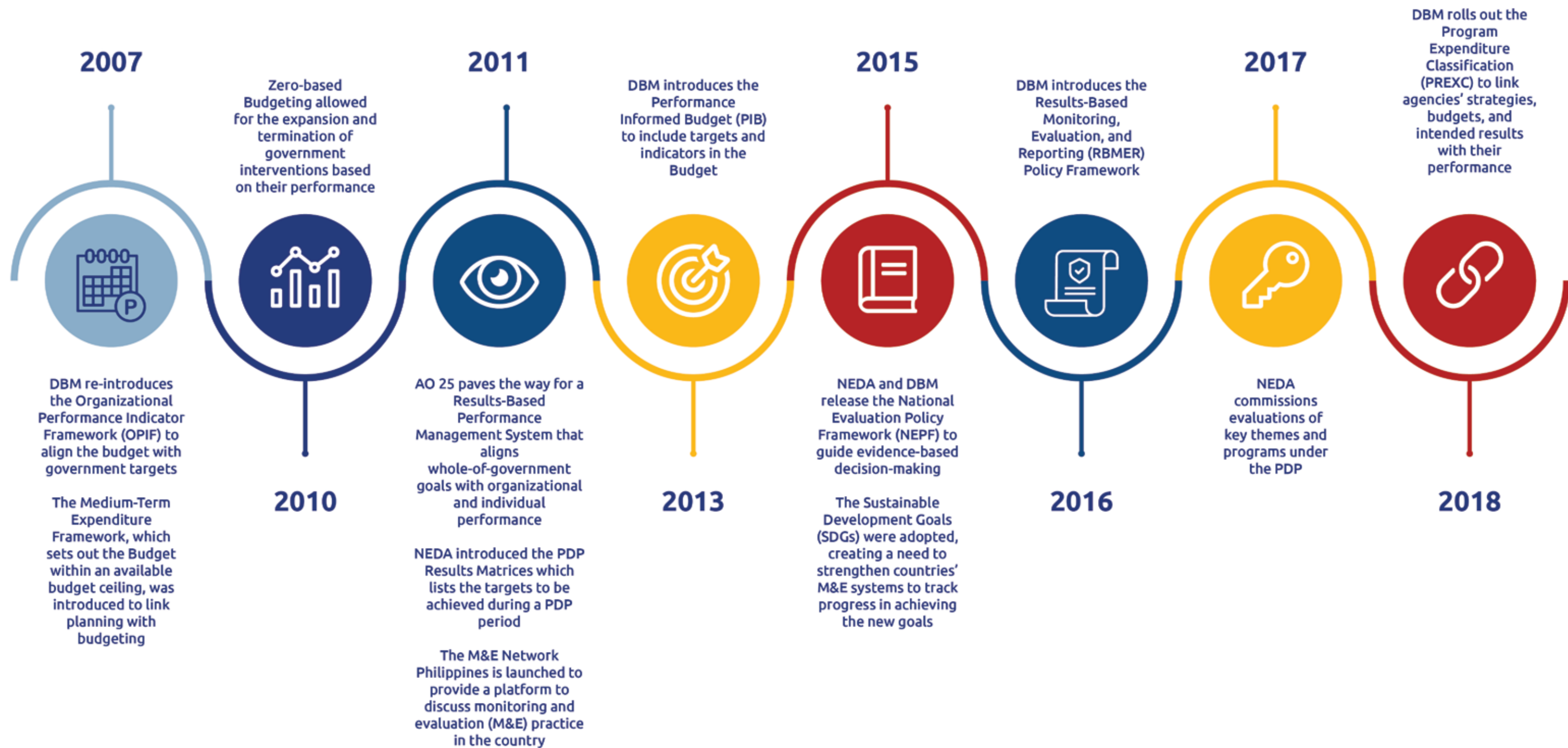
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HISTORY OF M&E: HOW FAR “W&E” HAVE GONE IN M&E

The latter half of the 20th century saw the Philippine government strengthening its orientation towards building a solid base of evidence that possess a potential to transform Filipinos' lives. While there remains a room to scale up the practice of monitoring and evaluation and to even out the capabilities of agencies, the pace and boldness of reforms in past few years have helped create a solid culture of M&E that better informs future program design and consequently, translates to lives and communities improved.





FORUM OVERVIEW: OBJECTIVES

Since 2011, the National Economic and Development Authority (NEDA) and its partners have gathered practitioners in the field of monitoring and evaluation. The previous forums paved the way for milestones that change the evaluation landscape in the Philippines, such as the signing of a Joint Memorandum Circular that gave rise to the NEPF in 2015. The 2019 8th M&E Forum seeks to weave all prior milestones into a story unfolding to reach more milestones. The 8th M&E Network Forum sought to achieve the following goals:



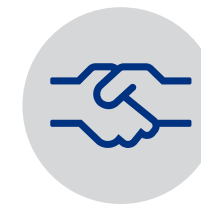
Strengthen the consensus for embedding and improving M&E practice towards achieving development goals



Provide a venue for strategies that can make M&E more inclusive and responsive, and allow the general public to know why monitoring and evaluation are indispensable in meeting social and economic development goals



Secure commitment from decision-makers to invest bigger in M&E systems, competencies, and infrastructure to better track and manage the results of key social and economic programs



Strengthen the M&E community that supports one another and reinforces local and internationally accepted, and culturally appropriate norms and standards in conducting M&E.

The goals mentioned above were embodied in the plenary and breakout sessions, and in the theme per se. WE in M&E—the theme for this year’s Forum, is based on the assumption that the current evaluation landscape will benefit from a solid commitment to work stronger together to implement continuing and realigned strategies toward meeting development targets. Laying the foundation for inclusive growth, high trust, and resilient society and a globally competitive knowledge economy entails a commitment to walk the talk, and ensure monitoring systems and evaluation results are used to their fullest potential to leave no one behind.



WORDS FROM THE M&E MOVERS



“**T**his year’s theme focuses on the “we” aspect in monitoring and evaluation. By putting “we” in M&E, the government, M&E practitioners, and the public in general, are called upon to work together in addressing our country’s development challenges.”

Hon. Ernesto M. Pernia
Former Secretary of Socio-economic Planning

By awarding the Nobel Prize in Economic Sciences to Dr. Esther Duflo and Dr. Abhijit Banerjee for the use of randomized controlled trial method in research, the world realizes the need for getting policies backed by evidence. Filipinos in the past years have seen great strides in further cultivating M&E:



2015

National Evaluation Policy Framework (NEPF) paves the way for a more evidence-based public sector management.



2017

NEDA commissions numerous evaluation studies; good practices and lessons are showcased in the last two Forums



2019

a new milestone for M&E—the launch of the Government Evaluation Portal, which will house evaluation studies by NEDA and other agencies. Until 2022 and beyond

NEDA remains committed to advance evidence-based policy-making towards a “matatag, maginhawa at panatag na buhay” for all Filipinos by 2040.

¹ The societal goal under the Philippine Development Plan 2017-2022.



“**G**iven the crucial role of M&E, and the volume of projects and services the government is undertaking, it is not enough that only few participate in the monitoring process. Indeed, there is strength in greater honesty and in numbers.”

Hon. Wendel Avisado
Acting Secretary, Department of Budget and Management

Where has the Department of Budget and Management situated itself in terms of M&E? As among the lead stewards of transparency, participation, and public expenditure reforms in the Philippines, the DBM has reached the following milestones:



National Evaluation Policy Framework, jointly issued in 2015 with NEDA to provide guidance on evidence-based decision making through procedures, templates, and tools for conducting evaluations.



In 2016, the DBM issued **National Budget Circular Number 565**, which harmonizes all monitoring, evaluation and reporting objectives of the government.



Budget Treasury and Management System (BTMS) developed with the Bureau of Treasury and Commission on Audit, a real-time system to monitor appropriations, allotments, and disbursements.

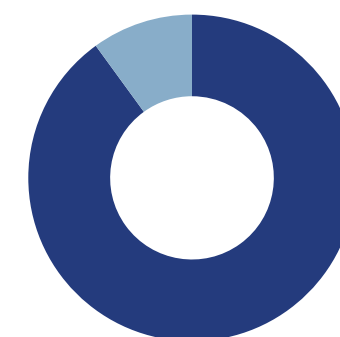
Once all 120 target agencies are onboard, around 60-70% of government expenditures will be captured by the system.

As of October 2019:

**108 OR
90%**

of the 120 top-spending agencies are rolling out BTMS

(Initial target: 54 agencies) to be covered for this year.

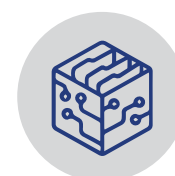
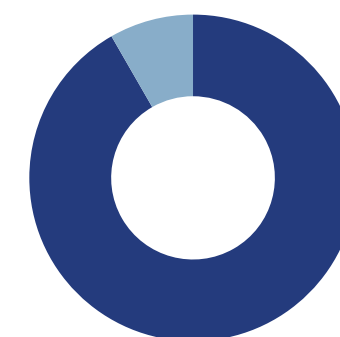


As of 2019:

has monitored more than 1,400 government infrastructure projects worth 16 billion or

91.7%

of these has been validated through digital monitoring.



Digital Information for Monitoring and Evaluation (Project DIME) implemented with the Department of Science and Technology, it monitors key government investments through satellite imagery, light detection and ranging, and geotagging.



Philippine Open Government Partnership, which promotes active engagement of civil society to put a whole of society approach in governance into practice.



“Ecosystems typically bring together multiple players of different types and sizes. Its diversity and collective ability to learn and innovate together are key determinants of their success and ultimately their survival. If we in the M&E ecosystem wish to remain relevant, we ought to strengthen the way we are all wired, and to have a renewed sense of purpose for the work that we do.”

Mr. Enrico Gaveglia
Deputy Resident Representative, Nations Development Programme

Beyond Government, the National Evaluation Policy Framework recognizes the role of the entire monitoring and evaluation ecosystem in advocating for equity-focused and gender-responsive M&E systems. The strengths the M&E in the Philippines are certainly in:



Enabling a policy environment for measuring performance and results.



Evaluation is championed and co-led by the planning and finance departments



Systems and processes are in place



Generating evidence and demonstrate its use to support good governance

But as the M&E ecosystem evolves, some challenges need to be addressed:



Take stock of the competency gap in light of NEPF passage



Ensuring evidence generated from research are available in usable form

Where do WE, the M&E community, want to go? Certainly, the whole community wants the following:



M&E is mainstreamed across government institutions.



Systems and processes are established, harmonized and open to evolution.



Innovation is of essence, business-as-usual can't keep up with complex development problems.



Evaluation studies are being championed in global for a and Philippines has a role to play on the international stage.

WHERE ARE WE IN M&E?

How has the Philippines fared in terms of evidence-based management of the public sector? Key officials from the National Economic and Development Authority and the Department of Budget and Management—two of the prime movers of monitoring and evaluation practice in the country, talked about their respective milestones to invite every member of the M&E ecosystem to reflect on the following questions: Where do WE want to be? and How do WE get there?

NEDA and DBM:

- Jointly signed the National Evaluation Policy Framework in 2015



NEDA

- Commissioned 17 evaluation studies since 2017, promoting learning by doing
- Spearheading the National Evaluation Portal as a one-stop resource for sharing and improving how agencies do M&E
- Pushing for the passage of laws such as the Evaluation Bill to institutionalize M&E in the country



DBM

- Results-Based Monitoring and Evaluation Reporting (RBMER) to strengthen the link between budgeting and results
- Budget Treasury Management System to keep tabs of government financial transactions in one go
- Digital Imaging for Monitoring and Evaluation or Project DIME, to show every government peso is spent with tangible results



“Our vision is for the 2023-2028 Philippine Development Plan to be already shaped by evaluations, and that budget proposals for new and expanding programs are backed by evidence.”

Ms. Violeta S. Corpus
Director, NEDA-Monitoring and Evaluation Staff

“DBM recently embarked on ambitious initiatives to leverage digital data and imaging technologies to strengthen monitoring and evaluation of key government investments, and in the process, ensure transparency and accountability.”



Ms. Rosario Nuñez
Division Chief, M&E Division,
BMB-F, Department of Budget and Management



Status, Challenges, and Prospects of M&E in the Public Sector

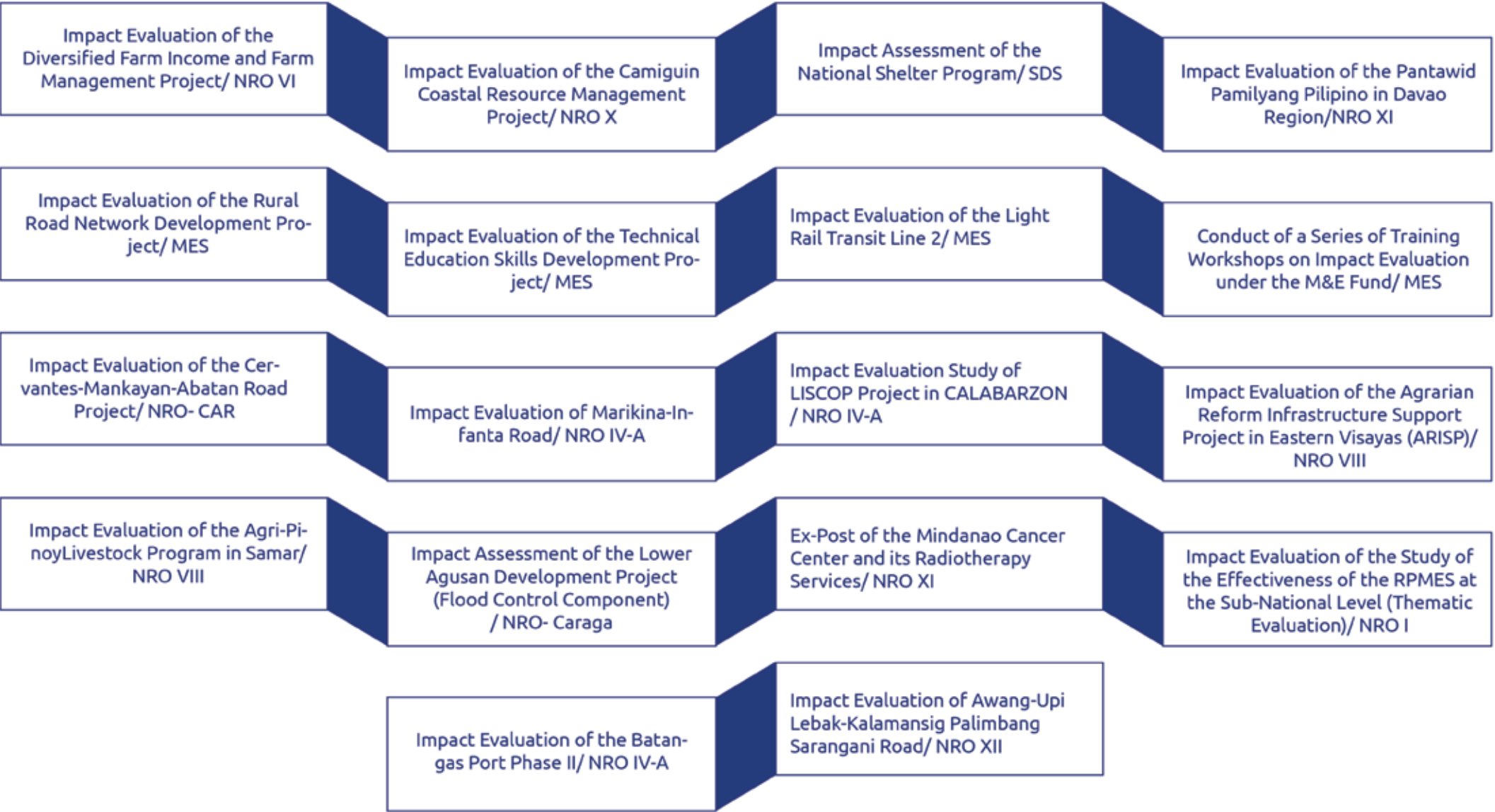
Dir. Violeta Corpus
Monitoring and Evaluation Staff
National Economic and Development Authority

M&E practitioners in the Philippines normally put their efforts more on the big M or on monitoring and little on E or evaluation, if at all. The passage of the National Evaluation Policy Framework in 2015 seeks to change that. As the NEPF is fleshed out into a set of practical guideposts, the M&E community should expect a more robust culture of evaluation, wherein agencies proactively gather evidence from existing programs to feed into the next Philippine Development Plan cycles.

NEDA for its part has helped in building robust culture of M&E by commissioning evaluation on key PDP themes.

NEDA Led Evaluations by the Numbers

16 NEDA Commissioned Evaluation Studies
NEDA Commissioned Evaluation Studies/ Capacity-Building



7 Thematic evaluations under the NEDA-UNDP Strategic Monitoring and Evaluation project.

Completed



Anti-Red Tape Act (ARTA)

On-going



Maternal Newborn and Child Health and Nutrition



Payapa at Masaganang Pamayanan (PAMANA)
(Peaceful and Prosperous Communities)



Early Childhood Care and Development



National Climate Change Action Plan (focus on Food Security)



Micro, Small, and Medium Enterprises

For Development



National Spatial Strategy
(Roll-on, Roll-off Terminal System)



Climate Change Adaptation

4 Studies commissioned under Policy Window Philippines with assistance from FATD Australia



Impact Evaluation of
Special Program for the
Employment of Students



Impact Evaluation of
Sustainable Livelihood
Program



Impact Evaluation for Small
Claims Procedures and
e-Court Program



Impact Evaluation for
Continuous Trial Program

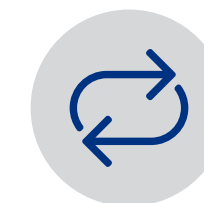
Actions Moving Forward

The next three years are seen as crucial in building a more robust use of evidence both on the budgeting and investment side.

But to make way for a much-needed institutional base for monitoring and evaluation, some challenges currently faced by M&E practitioners have to be addressed. NEDA commits to:



Engage agency stakeholders from design to completion and dissemination of evaluation findings



Translate evaluation findings into points for learning, for program implementation, policymaking and succeeding evaluations per se



Strengthen Community of Practice on Evaluation



DBM Strategies and Initiatives and Project DIME

Ms. Rosario Nuñez

Division Chief, M&E Division, BMB-F, Department of Budget and Management

The National Budget Circular 565 paved the way for a Results-Based Monitoring and Evaluation Reporting (RBMER). Simply put, the RBMER strengthens the use of evidence in planning, budgeting, and implementation of government programs. DBM has made use of the following systems and technologies to put the idea of results-based monitoring of the budget into action:



1. **Budget and Treasury Management System (BTMS)** puts all financial information across the government in a central, real-time database to support public financial management functions, such as budget preparation and execution, cash and debt management and revenue collections among others. It aims to:



Eliminate



Standardize



Consolidate

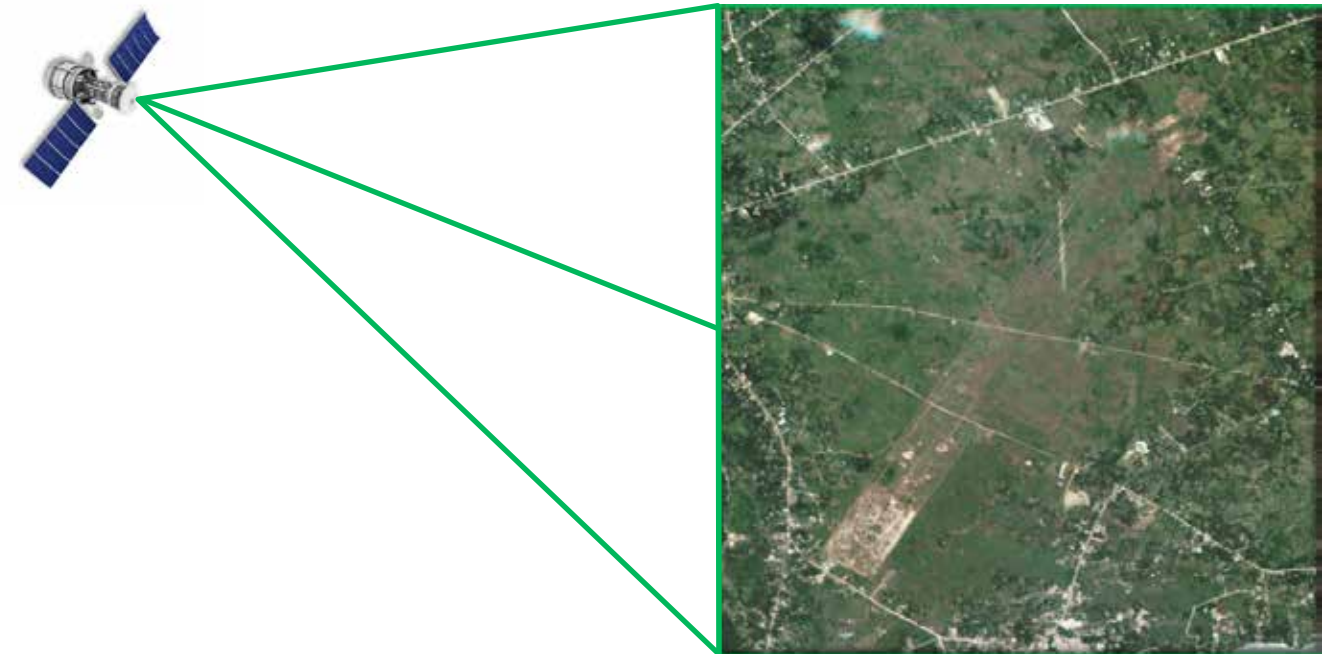
- Eliminate fragmented, stand-alone systems
- Standardize and automate processes, formats, and reporting across government
- Consolidate government-wide financial reports through real-time recording and reporting of all revenues and expenditures



2. Project DIME or Digital Information for Monitoring and Evaluation

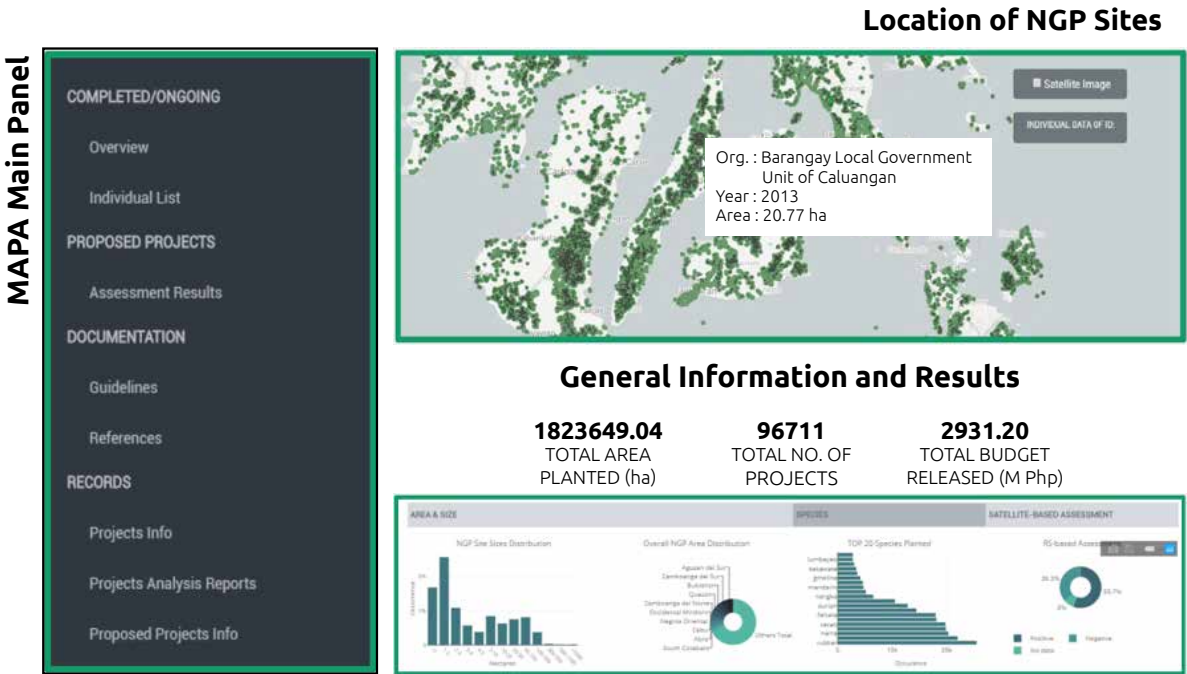
Leverages technology to strengthen monitoring and evaluation of selected big ticket programs and projects.

DIME validates the reported accomplishments by national government agencies through digital data and imaging technologies such as the LIDAR, satellites, and drones.

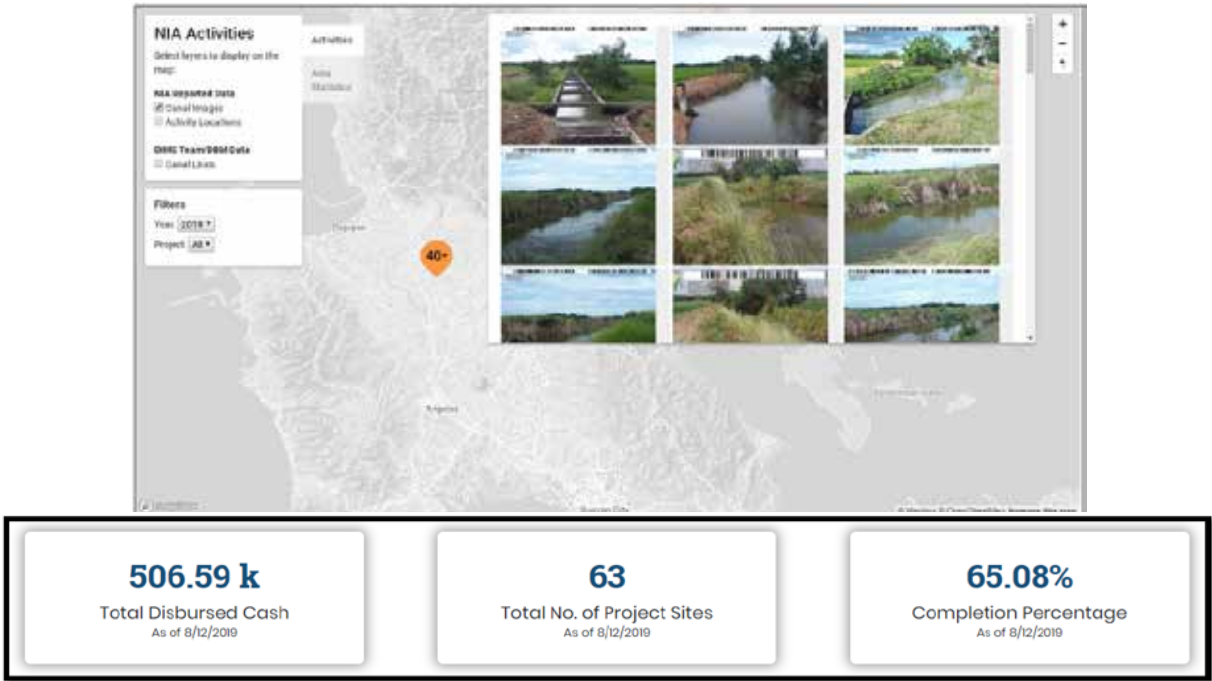


Under PROJECT DIME, the following monitoring tools were built with the DOST-PCIERRD

MAPA, which makes uses of drones to validate reported increase in forest cover under the National Greening Program



RAIN, to monitor the status of irrigation projects nationwide by geo-tagging images of irrigation canals.



Moving forward, DBM aims to have an interactive website for Project DIME to allow for citizen participation in reporting and feedback on DIME-monitored projects. So far, DIME was able to achieve the following:



Prescribed standard monitoring template for infrastructure projects



Improved status reporting



Validated the existence and progress of key government projects



Spearheaded dialogues among implementing agencies concerned



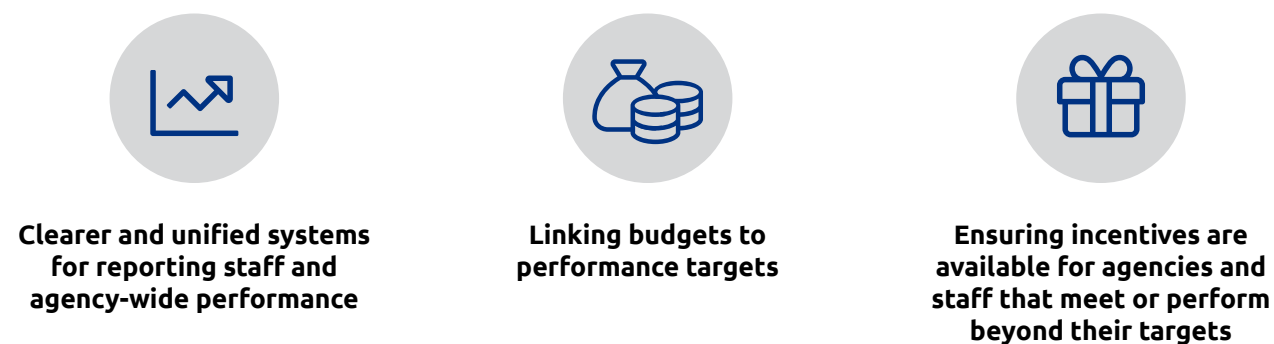
Recommended measures to resolve implementation issues

SPOTLIGHT ON MONITORING FOR RESULTS

How have we been able to better monitor a program's progress effectively, simultaneously, and in real time? The Community-Based Management System paved the way for a more targeted approach to identifying beneficiaries for key LGU interventions such as:

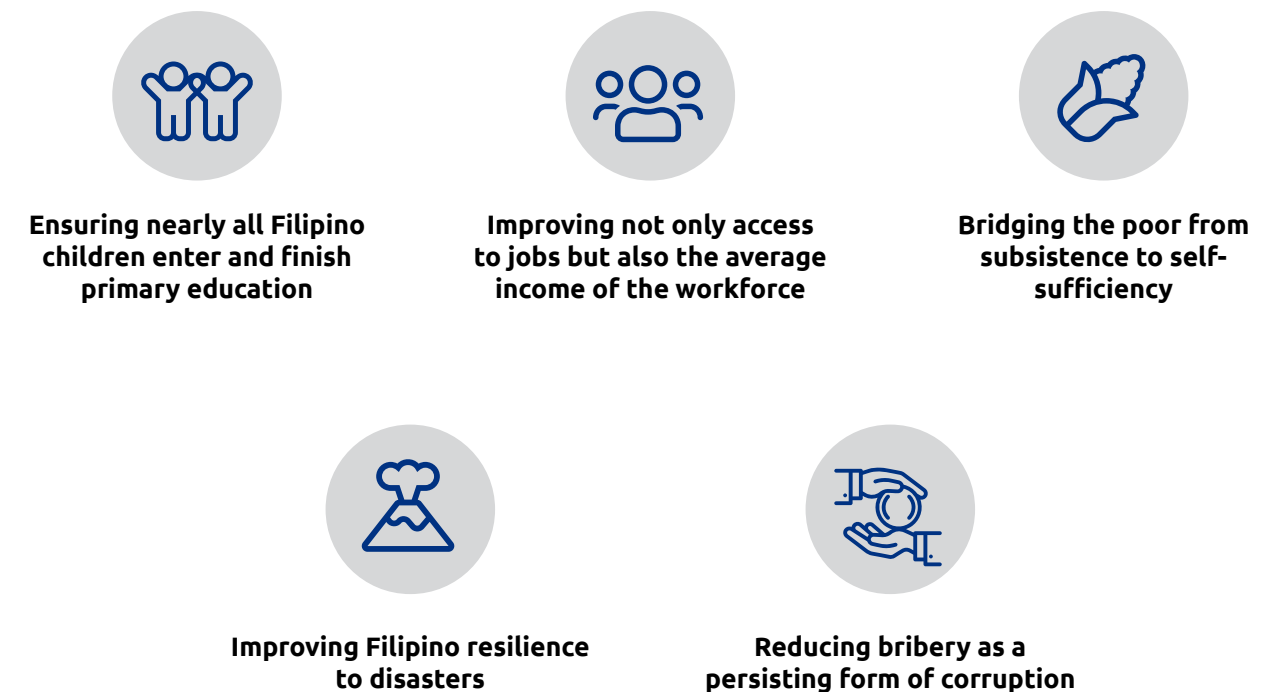


The harmonization of systems for monitoring and reporting individual and agency performance in the government, has helped improve government service through, among others:



Robust and real-time monitoring systems are likewise indispensable in informing and recalibrating these programs and projects to achieve the desired outcomes.

Meanwhile, to ensure the government also meets its global commitments to the Sustainable Development Goals, it subjects itself to a Voluntary National Review on the SDGs. The For the Philippines' second VNR report presented during the 2019 High-Level Political Forum on Sustainable Development, the Philippines has made major strides in:



Another significant move in ensuring SDG targets are met is to bring down the goals to national and sub-national targets. The Philippine Statistics Authority was able to map out data available at the regional and municipal level and identify:





DILG’s Implementation of the Community-Based Monitoring System (CBMS)

Charity V. Agbayani
Local Government Operations Officer V
Local Development Planning Division, DILG

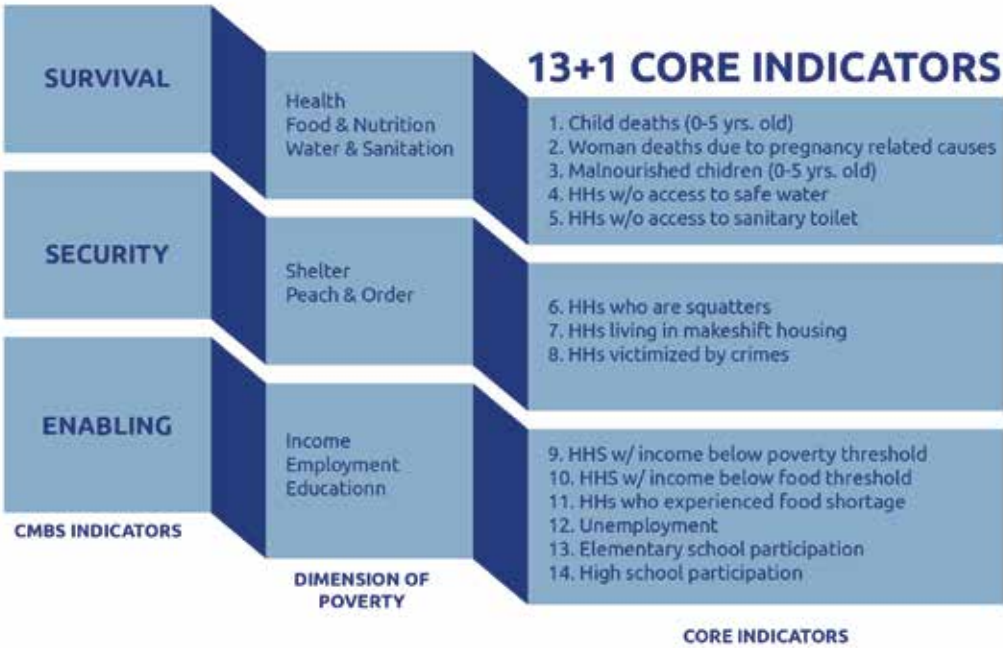
Poverty comes in many forms. The extent to which a community is poor—and the magnitude of what needs to be done to leave no one behind—depends on which basic needs or rights the people have no access to.

Currently, data on poverty and access issues are very rich at the barangay and household levels. The DILG is harnessing these and help translate them to actionable information at the national level through the Community-Based Monitoring System (CBMS).



It is an organized way of collecting data, primarily the 13+1 identified core local poverty indicators down to the barangay level to promote better greater transparency and accountability in local resource allocation; and to address data gaps that get in the way of better planning and budgeting.

The passage of RA 11315 (CBMS Law) allows for LGUs to benefit from the uses of CBMS. The system has also graduated from paper-based technology to the use of Android-based application.



As of October 2, 2019, CBMS is being implemented in:

78

Provinces (35 of which are province-wide)

111

Cities

1,100

Municipalities

31,110

Barangays

CBMS has helped local governments in:

1. Monitoring the 13+1 core indicators of poverty at the local level
2. Improving planning and budgeting at the local level
3. Localizing and tracking SDGs and their indicators
4. Providing data for the alignment/harmonization of national and local plans
5. Providing basis for program targeting by the Implementing LGUs.
6. Monitoring poverty status can be monitored over time
7. Generating time-series, and before-and-after data
8. Helping LGUs receive incentives for the work they do in combatting poverty.

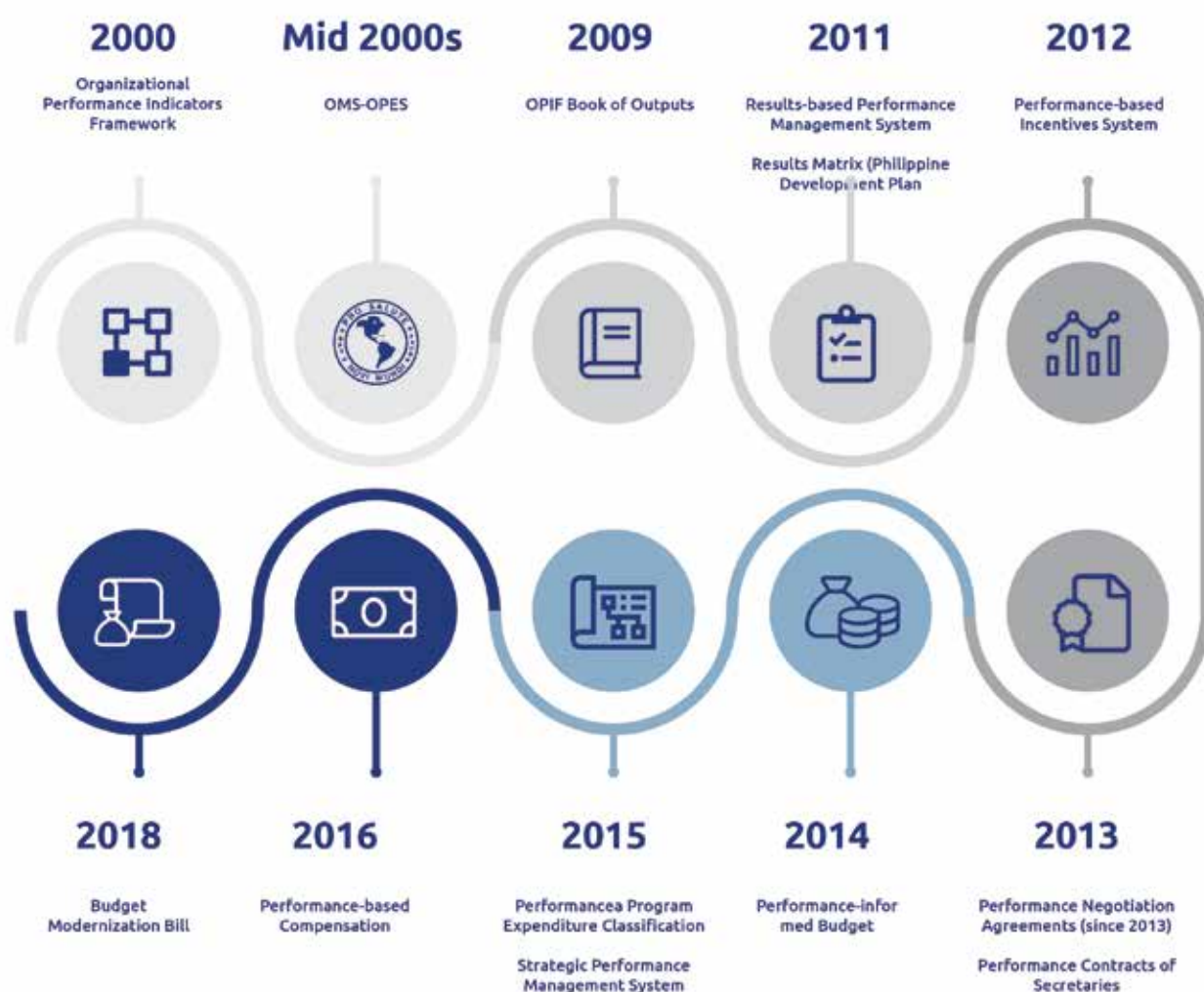


Inter-Agency Task Force on the Results-Based Monitoring System (RBPMS)

Maria Rosario A. Ablan

Program Director, Center for Governance, Development Academy of the Philippines (DAP)

In the 1990s, the public sector faced several challenges in measuring whole of government performance, and how each civil servant contributes to it. This necessitated a change in culture and mindset. Thus, the government came up with reforms in its performance.



At the crux of these reforms is the AO 26, or the Administrative Order No. 25 s. 2011 or the Results-Based Performance Monitoring System. The RBPMS holds the government under five levels of accountability, from adherence to national and global standards of public service, to ensuring policies reflect social and economic priorities, and well into ensuring programs are designed and implemented to leave no one behind.

Five Levels of accountability under RBPMS:

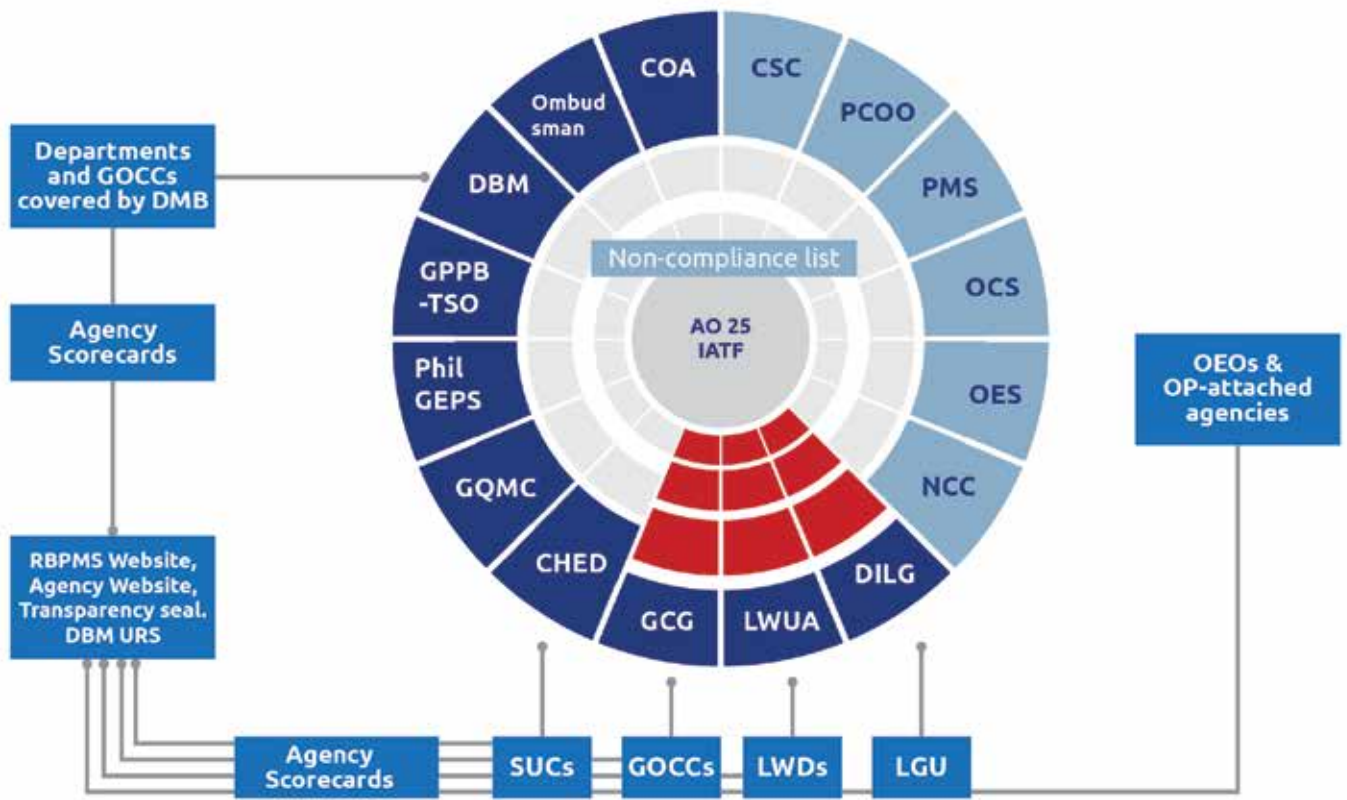


Since 2012, the RBPMS' and Performance-based Incentives System (PBIS)' gains are as follows:

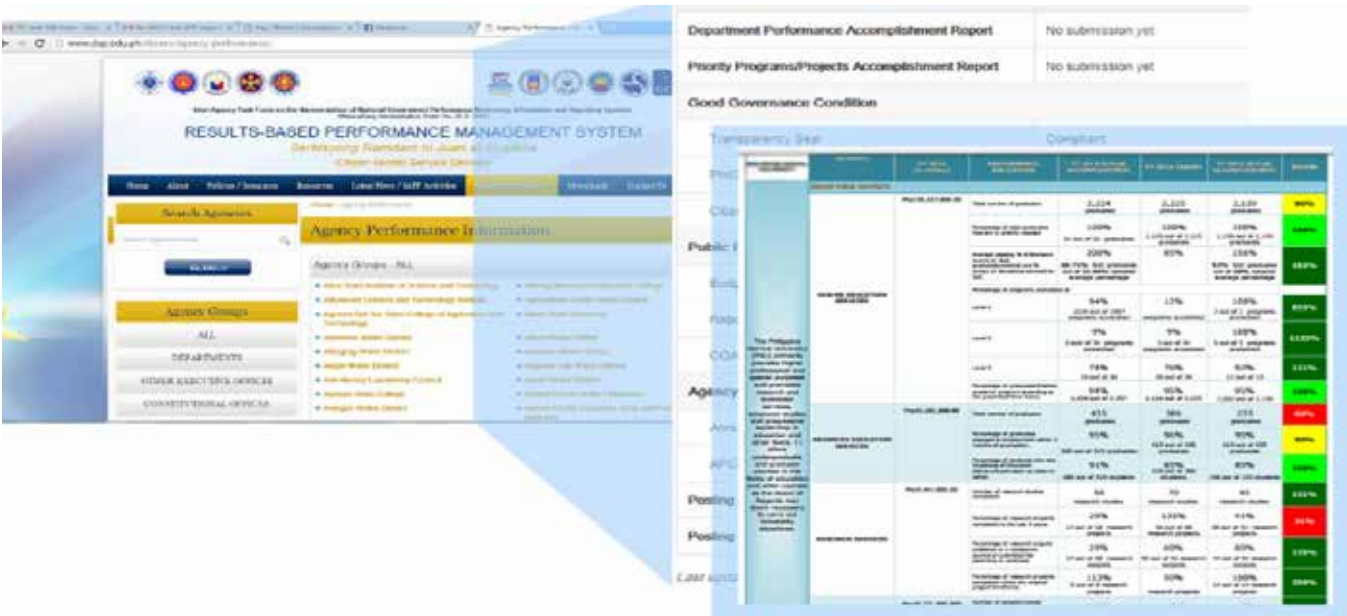
Integration of mechanisms for performance reporting, monitoring, and evaluation in the government



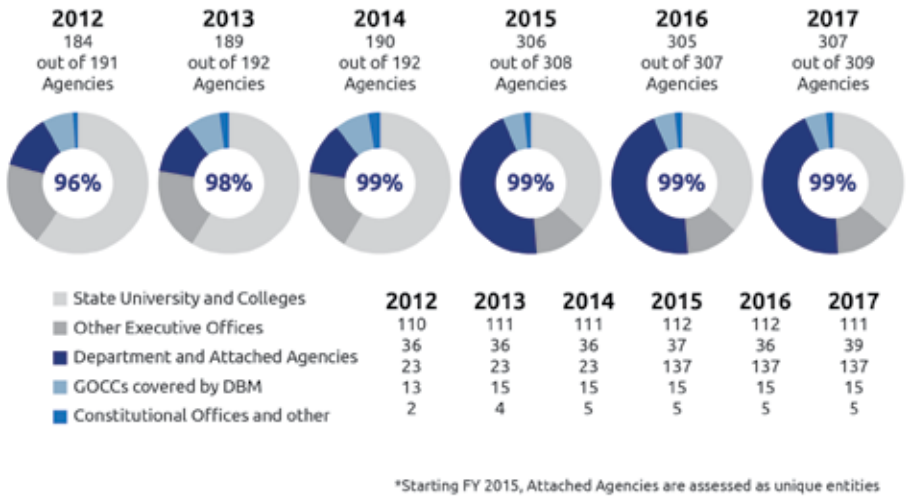
Harmonization of system of performance reporting and evaluation allowed sharing of information and promoted transparency



Heightened transparency of government agencies



High participation rate of government in RBPMS.



Increased compliance to governance standards



Despite the numerous gains, the task force is still faced with challenges related to the implementation of RBPMS. These include the following:

1. Improvement of the quality of some indicators to enable pinpointing of actual performance
2. Mitigation of unintended consequences such as tendency of some agencies to game the system
3. Simplification of processes
4. Looking into ways to use the volume of data
5. Evaluation of the RBPMS to determine its impact to the government



The 2019 Philippine Voluntary National Review on the SDGs

Myrna Clara B. Asuncion
Assistant Director
Social Development Staff, NEDA

The Philippines committed to the Agenda 2030 for Sustainable Development in September 2015 . After only one year, the Philippines subjected itself to a Voluntary National Review (VNR). The VNR helps ensure that initiatives towards attaining the Sustainable Development Goals (SDGs) are reaching the poorest, the most vulnerable, and those who are farthest left behind. In its second VNR, how has the Philippines fared so far in meeting the SDGs?



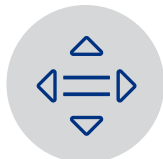
Quality Education

Indicator	Baseline	Latest Data
Primary Net Enrollment Rate	91.0 (2015)	94.2 (2017)
Primary Completion Rate	84.0 (2015)	92.4 (2017)
Secondary Net Enrollment Rate	73.6 (2015)	76.0 (2017)
Secondary Completion Rate	74.0 (2015)	84.3 (2017)



Decent Work and Economic Growth

Indicator	Baseline	Latest Data
Annual Growth Rate of GDP per capita	4.3 (2015)	4.6 (2018)
Unemployment Rate	6.3 (2015)	5.3 (2018)

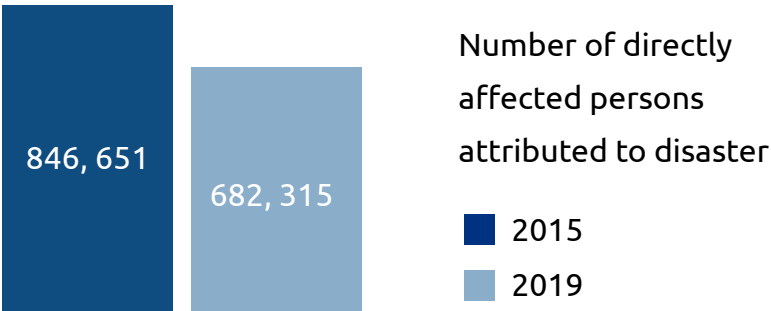


Reduced Inequalities

Indicator	Latest Data	
Growth Rate of Household Income per capita (from 2015 to 2018)	Bottom 40%	28.3
	Total Population	21.2



Climate Action



Decent Work and Economic Growth

Indicator	Baseline	Latest Data
Proportion of persons who had at least one contact with a public official and who paid or was asked to pay bribe to a public official (%)	2.5% (2016)	1.9% (2017)

Monitoring SDGs at the national and local level

Are we prepared to take our gains further and meet the global goals by 2030? The groundwork for SDG monitoring has been put into place to make the country ready to use evidence.





Monitoring the SDGs: Updates of National and Sub-national Initiatives

Wilma A. Guillen

Assistant National Statistician, Social Sector Statistics Service, Philippines Statistics Authority

The Sustainable Development Goals is a 15-year agenda to achieve 17 development goals with corresponding targets and indicators.

2019 marks the 4th year of monitoring the SDGs. Partnerships played a key role in achieving the goals. But some challenges in data collection and submission have to be addressed. For one, majority of indicators are Tiers 2 and 3—meaning, they are either with established methodology but the data are not regularly collected, or without any established methodology at all for data collection.

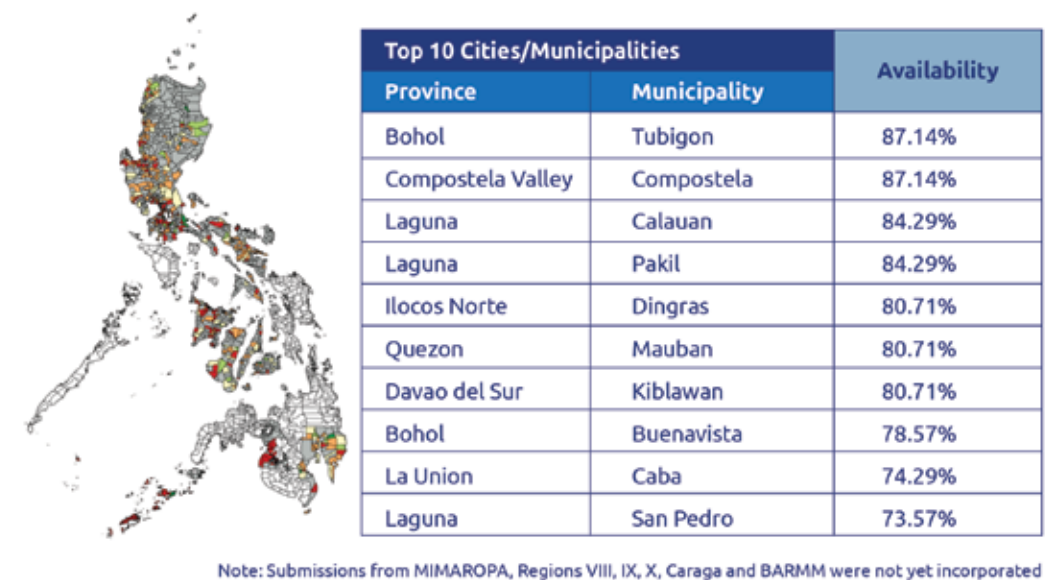


To address the challenges, the PSA did the following:

- Issuance of the Philippine SDG Data Flow to establish timely data provision and data collection of Tier 1 indicators
- Creation of multi-disciplinary SDG Teams within PSA, together with and Focal Persons in key agencies
- Development and updating of methodologies as basis for measuring select SDG indicators
- Inclusion of Questions on SDGs on National Nutrition Surveys, Labor Force Surveys, and other PSA Surveys.
- Capitalized on Localization of SDGs

Localizing SDGs

Setting local SDG agenda involves the adoption of global goals and targets to the local context through an evidence-based and collective process. The municipal level SDG assessment showed that data availability is relatively high in many LGUs. The Community-Based Monitoring System was very useful in both data gathering and planning to meet the SDGs at the municipal level.



But not all municipalities are conducting CBMS at the same time. Thus, PSA is taking the lead on the implementation of RA 11015 (CBMS Law) with DILG and DICT (for data banking) to better harness social and economic indicators at the municipal level.

Improving lives through Evaluations:

ENHANCED USABILITY OF EVALUATION RESULTS

Has evidence from evaluations influenced policies, programs, and interventions from the government and the development sector? Speakers from the Congress, Senate, and a Development institution shared how in this year's Forum.



Congress

The Congress presented how M&E figure in scrutinizing and passing laws:



Oversight committees carry an M&E function, ideally, by evaluating implementation of laws passed.



Legislators ensured more than 56% of the enacted laws mandate the exercise of M&E functions, such as RA 11032 (Ease of Doing Business Act/Fast Business Permit Act) and RA 11035 (Balik Scientist Program)



The annual National Budget includes M&E measures, such as the performance targets that show what each agency should achieve with their respective budgets.



Development Partners

The Asian Development Bank's Independent Evaluation Department recognizes evaluation's role in promoting better accountability and learning as they finance development interventions. In addition to core evaluation, the ADB-IED does the following to strengthen use and influence of evaluations within the organization and among their partners:



Engagement of stakeholders from the onset of the evaluation



Inter-departmental reviews and feedback



Stocktaking what works, what doesn't work and why



Senate

As allies for a robust monitoring and evaluation culture, the Senate has done, and plans to do the following:



Pushing for policy enactments, such as Senate Bill (SB) 788, which seeks to institutionalize a National Evaluation Policy



Participation in global conferences that promote evaluation in parliaments



Conduct of capacity development activities on M&E



Institutionalization of Evaluation Policies and Practices in the Senate

Mr. Merwin Salazar
Executive Director
Senate Economic Planning Office

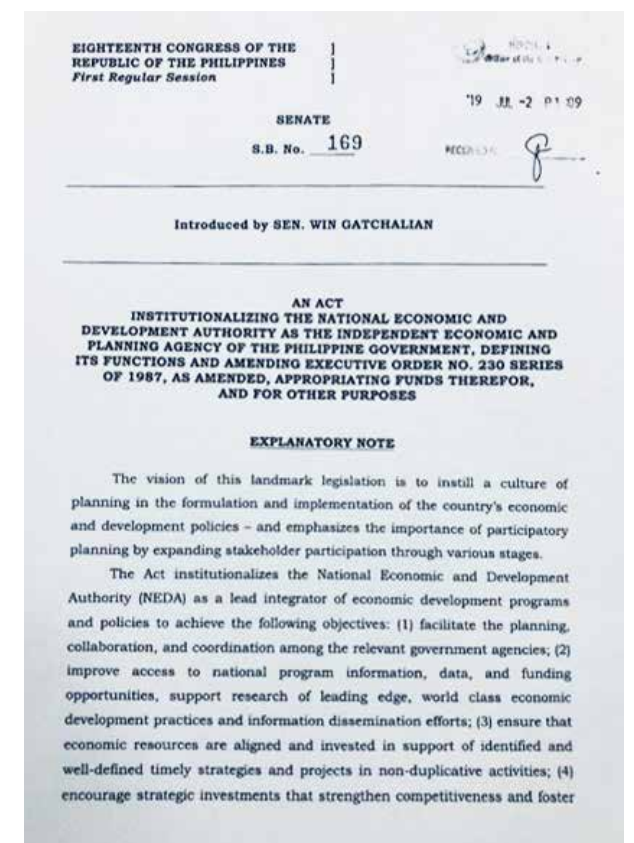
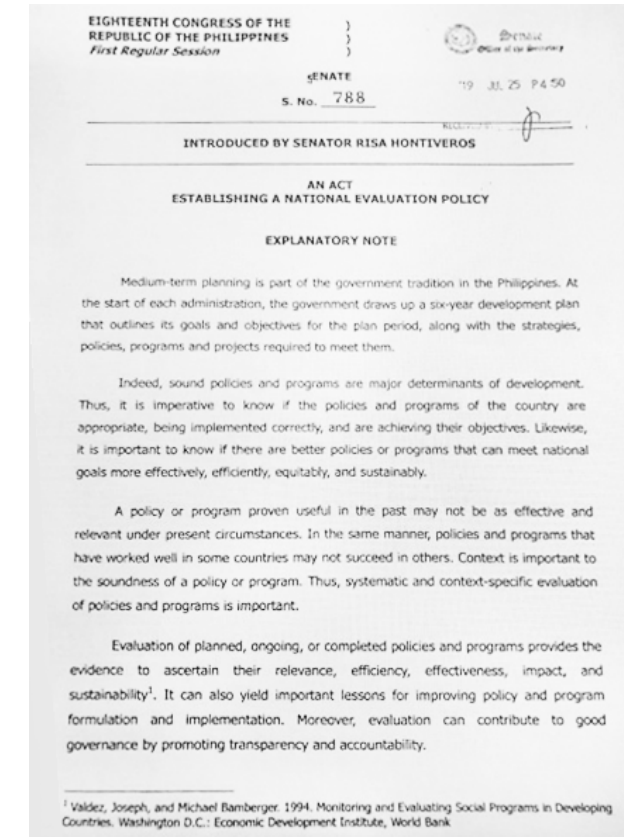
Evaluation provides the evidence for carrying out the legislative functions in general, and approving the appropriate policies and programs in particular. Evaluation is necessary in:

- Monitoring the effectiveness and efficiency of program/policy implementation
- Determining relevance and impact of policies and programs
- Ascertaining the sustainability of such policies and programs
- Improving existing programs and policies.



But currently, monitoring and evaluation is not widely and systematically integrated within government processes and systems especially in the legislative branch. The Joint Memorandum Circular No. 2015-01 (National Evaluation Framework) covers only the Executive branch. To advocate for evaluation function of the legislative branch, the Senate is currently initiating three strategies:

- Policy enactments, such as:
 - Senate Bill (SB) 788, which seeks to institutionalize a National Evaluation Policy in the country;
 - SB 169 or the NEDA Charter Bill
- Participation in global conferences that promote evaluation in parliaments
- Conduct of capacity development activities on M&E, such as:
 - Capacity building of staff,
 - Knowledge sharing,
 - Preparation of guidebook on evaluation for legislators, and
 - Advocacy for the passage of the NEP Bill





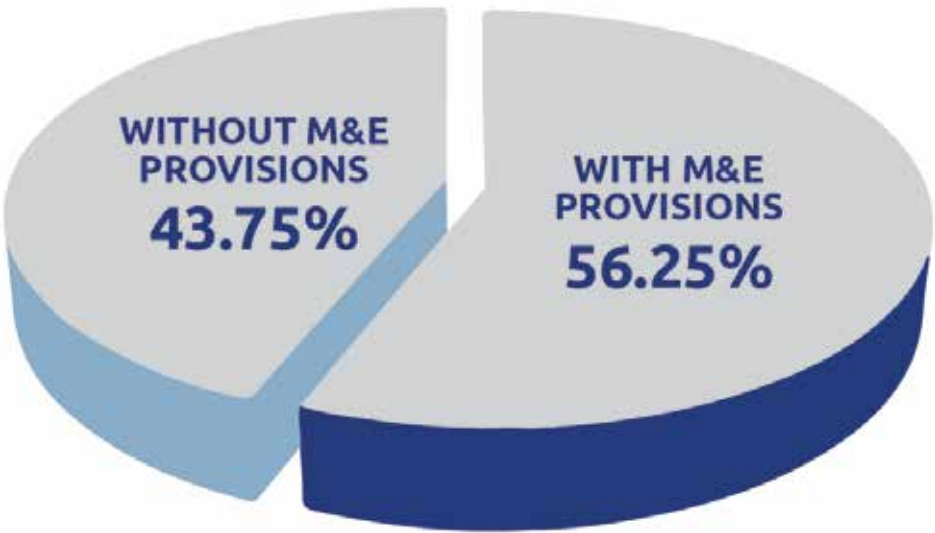
Institutionalization of Evaluation Policies and Practices in the House of Representatives

Romulo Emmanuel M. Miral, Jr., PhD.
Director General, Congressional Policy and Budget Research Department (CPBRD) House of Representatives

Evaluation plays a key role legislation. Together with monitoring, it is part of the way House of Representatives (HoR) does business, especially during the scrutiny of the proposed national budget. Likewise, among the laws passed during the LEDAC Common Legislative Agenda of the 15th – 17th Congress, more than 56% of the enacted laws mandate the exercise of M&E functions.

As it is, M&E is prominent in most of our laws and embedded in government systems. Some recent and outstanding examples are RA 11032 (Ease of Doing Business Act/Fast Business

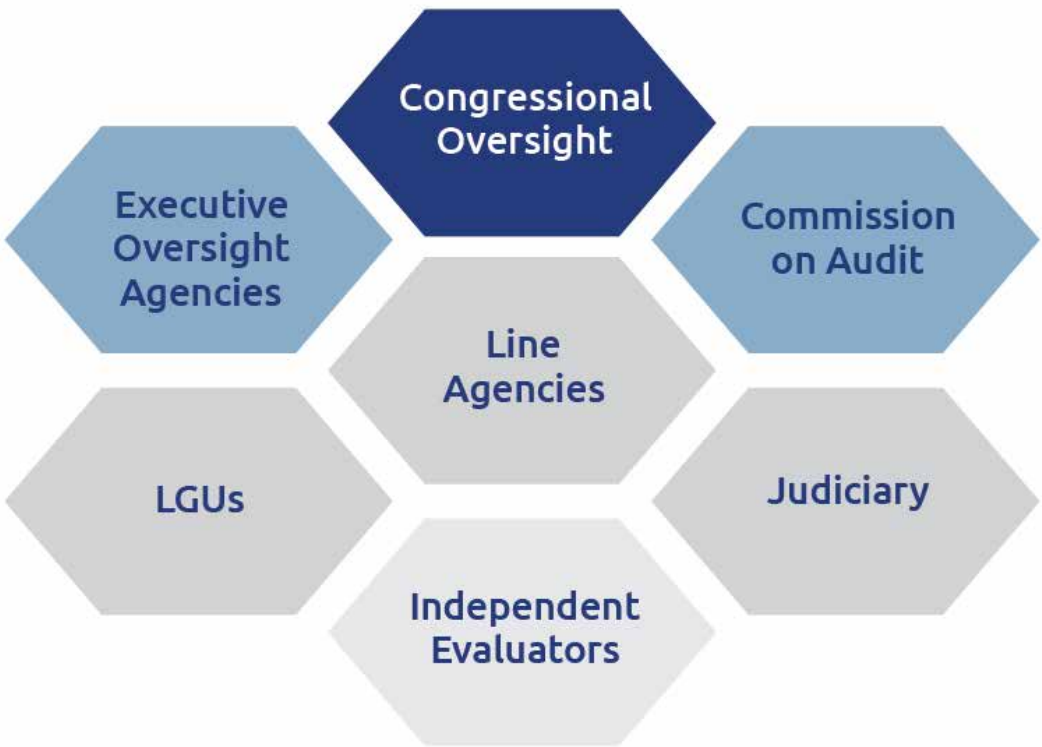
Enacted Laws in the LEDAC Common Legislative Agenda
15th to 17th Congress



Permit Act) and RA 11035 (Balik Scientist Program)—contains procedures, mechanisms and structures for conducting M&E.

Likewise, the General Provisions Act (GAA) includes M&E measures under its general provisions. It underscores the oversight functions of Congress, and enables use of COA findings and reports in ensuring that funds are utilized accordingly.

Towards an M&E Ecosystem



In addition, M&E is a mandated function of the different Congressional Oversight Committees. Aside from review of the implementation of the laws, the Oversight Committees can also commission an independent study to evaluate the implementation of such laws.

But the challenge, Dr. Miral said, is how to do M&E more effectively. Through the NEP, Congress hopes to create an M&E Ecosystem where the information made available through the different M&Es systems of the government can be put together and used in policy-making.



Evaluation for Better Results: ADB's Experience on the Role and Influence of Evaluations

Benjamin Matthew Graham
Advisor, Independent Evaluation Department
Asian Development Bank

Headquartered in the Philippines, the Asian Development Bank adopts a Country Partnership Strategy covering three pillars, infrastructure, local economic development and investments in people.

In ADB, evaluation is undertaken to support better accountability and learning. The main guidepost for every evaluation conducted is: Are the individual projects and technical assistance making a difference in the lives of the people?

It adopts a multi-level evaluation approach is adopted using (1) self-evaluation, and (2) independent evaluation. When a project ends, a self-evaluation (through the preparation of Project Completion Report (PCE) is undertaken, for validation of Internal Evaluation Division, or does a full evaluation of the project.

In addition to the core evaluation work, the ADB does the following to increase and develop effectiveness of development projects.



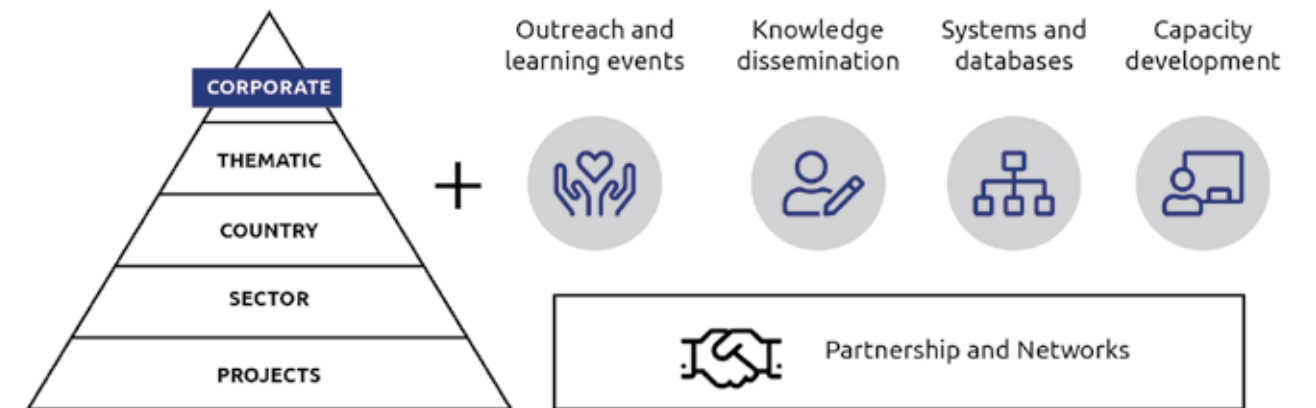
Knowledge and outreach,
to share results and ensure
lessons are integrated in
projects.



Capacity development,
to strengthen capacities
of ADB and agencies to
monitor and evaluate
projects.



**Partnerships and
networks** of concerned
stakeholders, to ensure
evaluation findings are
accepted, valued and used.



ADB conducts two (2) types of evaluations—(i) project assessments, and (ii) country level program assessments (or thematic evaluations).

Informing and Influencing Decisions

In ADB, evaluation evidence aims to feed back into the design of future projects, programs, and strategies and how ADB operates in countries.

To maximize impact, ADB's evaluation approach is three-pronged:

- Rigorous and high quality—requires evidence and data;
- Well-timed - requires advanced planning; and,
- Delivered well – should be effectively communicated and engaging stakeholders

Likewise, other factors that strengthen use and influence of evaluations in ADB include:

- Engagement of stakeholders in all phases of the evaluation process
- Inter-departmental reviews and feedback (i.e., ground-truthing results).
- Conduct of Learning events to determine what works, what doesn't work and why
- Emphasizing the need of tracking action on recommendations through a database.

#ASKMEANYTHING

To set the tone for the learning sessions on Day 2, a panel of local, regional and international M&E experts were invited to do a special Q&A session on M&E best practices, processes and other queries from the participants.

Question: Can you site a current project or study that you are doing right now or have done before that has influenced policy or program delivery?

“A study we did on why communities resist relocation projects showed that, for them, it is not just about having a house that matters, but their income. As a result, the NHA (National Housing Authority) has become more circumspect in planning relocation sites so the recipients can still have access to jobs and livelihood.”



Dr. Mary Racelis
Research Scientist, Institute of Philippine Culture (IPC)



Ms. Nasreena Sampaco Baddiri
Country Director, Innovations for Poverty Action (IPA) Philippines

“One study on capacity of government to assess its progress on the Sustainable Development Goals showed that agency efforts to meet the SDGs are not synchronized. The results informed NEDA on how it can use its Strategic Evaluation Fund to solve this challenge.”



Mr. Martin Porter
Planning, Monitoring and Evaluation Officer, UNICEF

“Our evaluation results for the KALAHI-CIDSS-NCDDP Project helped the Department of Social Welfare and Development in designing their follow-up project focused on Indigenous Peoples.”

Question: Are there challenges to translating academic findings for policy makers and decision makers in government?



Dr. Marites Tiongco
Dean, School of Economics, De La Salle University (DLSU)

“Evaluation results are a basis for informed policy decisions. Policymakers listen to academe; we present our studies in Congressional Hearings to deepen their understanding of issues.”

Question: What is the current state of evaluation in the government, and in which areas does it need to focus on to strengthen its evaluation function?

“The Philippines is fairly advanced in terms of doing evaluations with a wide breath of available research on projects and sectors. There is a space to synthesize all the evidence to draw high-level lessons from these. The Evaluation Portal is a venue for the synthesis to happen.”



Dr. Tara Kaul



Dr. Racelis,
IPC

“Most evaluation criteria for public investments are about infrastructure. But what happens to the people—the IPs, women, PWDs? Someone must look at the effects of these investments especially to those at the margins.”

“The Philippines has done so much in the last few years to strengthen its evaluation practice. Its regional counterparts look up to the Philippines as a good example for them to follow.”



Mr. Porter



Dr. Tiongco

“The Small Area Estimates by PSA and the institutionalization of the Community Based Monitoring System are big steps in disaggregating data and making them available. It's also good that we have a forthcoming evaluation portal in place to allow us to see what evidence is already out there to avoid duplications.”



Ms. Baddiri

“Access to data is one of the challenges we need to address—for instance, how do laws such as the Data Privacy Act work once we have an evaluation bill in place?”

Question: How does your organization raise awareness about the importance of conducting evaluation especially to the beneficiaries of your projects/programs?



Dr. Kaul

“Evaluations that turned out to be more useful were those which we kept the audience front and center, from planning to implementation. Having a strong engagement plan reinforces the people's desire to listen to the evidence.”





Launching of Evaluation Portal

Jesse David
Assistant Director
NEDA-Monitoring and Evaluation Staff

The forthcoming Government Evaluation Portal is an online, web-based management information system that will serve as a repository of all evaluation studies, policies, manuals and other learning materials. It is envisioned as a platform for the M&E community of practice to share information, knowledge and practices.

The Evaluation Portal has a dashboard and is composed of four (4) key Modules, namely:



Evaluation Management



Guidelines and Policy



Learning



**M&E Network
(Community of Practice)**

The Homepage highlights the key features of studies or events. It has a link to available government resources that allows access to the key M&E documents



The **Evaluation Management page** will lead one to the list of studies uploaded to the portal. Through the search engine that allows users to search by:

- Project title
- Status, and
- Type of evaluation
- Completion year.

Each of the four tabs leads to the relevant details of the study/project as well as a list of ongoing, completed and planned and evaluation studies per agency.



The **Guidelines and Policy** page presents the National Evaluation Policy Framework. It provides the details per chapter and sub-chapters.



The **Learning** page of the portal is envisioned to be populated with all the learning materials related to evaluation to include training modules, video presentations, online resource materials, and, in partnership with the Development Academy of the Philippines, training courses on evaluation.



Under the **M&E Network (Community of Practice)** page, materials from previous M&E Fora, as well as conversation M&E topics will be posted.



Spotlight on

CONCLUDED AND ON-GOING EVALUATIONS

The Strategic M&E Project is an initiative in putting evidence-based decision making at the forefront of the public sector.

Recently concluded and ongoing evaluations under the Strategic M&E Project and NEDA Central and Regional Offices were presented, but focus on specific phases of evaluation.



How to prepare for and initiate evaluations, PAMANA

“One challenge had to do with basic data access or data quality. So for example, there was a leadership change when we came on board. When we’re finally given the mandate to do the evaluation, files were missing. We had to go to the different staff who were involved in PAMANA even prior to 2017, 2018, 2019. We’d have to look for files all night.”



Ma. Carmen Fernandez
IPA, on obstacles the evaluation team encountered in gathering data

Ensuring and securing buy-in, ARTA

“The evaluation took several steps including an inception workshop, the development of a framework, and constant consultations with NEDA, UNDP and CSC to come up with a framework that unpacked and aligned everything that was covered by the ARTA Integrated Program.”



Czarina Medina-Guce
Lead Evaluator, on how working closely with major stakeholders (CSC, NEDA) from the start lends depth and ensures buy-in

Initiating evaluations, ECCD study



Soumen Bagchi
IPE Global

“Although implementers will provide their own data, evaluators should also conduct their own data gathering techniques that will help in cross-checking the implementer’s data. This will then give a good grasp on the overall status of the program.”

Conducting evaluations for transport infrastructure, LRT Study

“Due to the absence of baseline data, we used recall to generate relevant information. We also used Project Management Records since recall takes time, makes our questionnaire longer, and involves the risks of unintentional and intentional distortion. We also mined from secondary data but with much care to ascertain data comparability.”



Cesar Umali Jr.
Certeza Infosys Corp.

How to implement evaluations, Nutrition Study



Jed Asiaii Dimaisip-Nabuab
Innovations for Poverty Action, on customizing the tools used for data collection considering the diversity of context in each study area

“We first translated the interview guides and tested them first. We actually put more value to the training of interviewers because it is important for interviewers to be familiar with the context in order to provide and acquire deeper and richer story.”

Evaluations for transport infrastructure: Rural Roads evaluation



Dr. Roehl Briones
CPRM Consultants, Inc.

“We went over not just the Feasibility Study but also the several rounds of evaluation that went after it. So, we based the design of our impact evaluation based on what was already done and not yet done in these previous studies.”



Evaluating the Anti-Red Tape Act of 2007: Lessons for Policy Implementation, Monitoring and Evaluation, and Transitions

Czarina Medina Guce
Ateneo de Manila University

The Anti-Red Tape Act of 2007 aims to promote integrity, accountability, and the prevention of graft and corruption in government processes. Based on the evaluation commissioned by NEDA, client satisfaction, an important element in servicing the public, significantly improved since the 2007 ARTA was implemented.

However, as 2007 ARTA transitions to promoting and improving the Ease of Doing Business, the program must be championed by policymakers, and leads of agencies for it to be more effective.

The study sought to:



Draw lessons from the implementation of ARTA over the last eight years.



Identify practices to improve the efficiency of frontline services and intervention to cut red tape



Explore the unintended consequences of the ARTA law



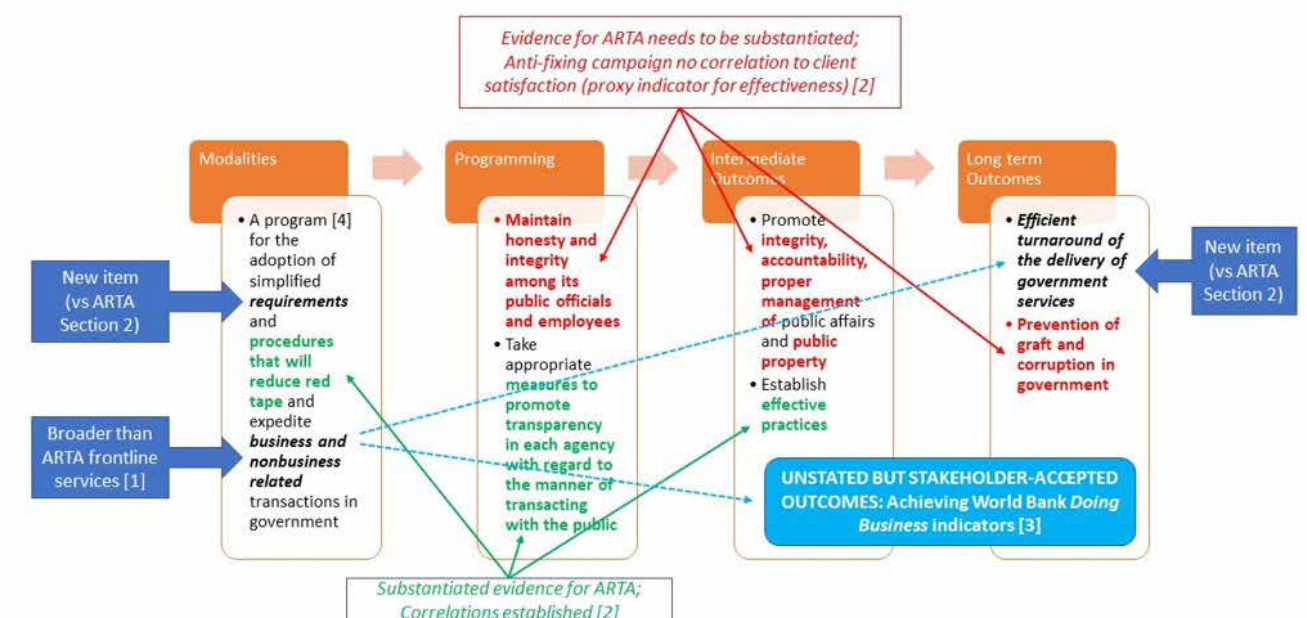
Propose a standard framework for the conduct of future impact evaluations on the Ease of Doing Business.

The evaluation became an opportunity to highlight the gains and lessons for improvement of the ARTA 2007 implementation in the frontline agencies. Meanwhile, on the conduct of the evaluation, the presenter gave two major lessons:

A. Given the scope of the ARTA Integrated Program, the evaluators deployed mixed methods to give a clear picture of the results vis-a-vis the intended outcomes



B. An effective monitoring or evaluation is always founded on a solid results framework or theory of change.



[1] ARTA has a focused gaze on frontline services, defined as "the process or transaction between clients and government offices or agencies involving applications for any privilege, right, permit, reward, license, concession, or for any modification, renewal or extension of the enumerated applications and/or requests which are acted upon in the ordinary course of business of the agency or office concerned (Section 4(c), ARTA)". EODB expands the scope of frontline services, and seeks to expedite business and non-business-related transactions, with non-business transactions defined as "all other government transactions not falling under Section 4(c) of ARTA (Section 4(h), EODB)".
[2] Refer to Quantitative Analysis Full Report Section 7.2 "Integrated ARTA Program".
[3] Examples: Paying taxes, Registering property, Starting a business, Resolving insolvency, Trading across borders, Getting electricity, Protecting minority investors, Enforcing contracts, Dealing with construction permits, Getting credit.
[4] EODB Law provisions, e.g. backend infrastructure and administrative systems that support a more efficient transaction environment—databases and knowledge systems, interconnectivity, shorter processing time, no-contract and automatic approvals in case of failure to comply, and a sharper "two strike" policy with administrative and criminal liabilities for non-compliant government employees.





How to prepare for evaluations: PAMANA Study

Maria Carmen Fernandez
Innovations for Poverty Action

The **Payapa at Masaganang Pamayanan (PAMANA)** program is the government’s flagship development framework for conflict-affected areas, implemented over nine years and across more than 15 agencies. The evaluation highlighted the impact of the PAMANA program in addressing root causes of conflict and supporting peace negotiations with partner organizations.

Determining the research objectives is an important part of preparing for and initiating PAMANA evaluations. The objectives, when well thought-of, ensures a sharp and focused appraisal of the program’s relevance, efficiency, effectiveness, and sustainability. In the case of PAMANA evaluation, two of the main objectives allowed them to have sharp recommendations on how to go about future peace and development efforts.

How can PAMANA enhance existing processes and mechanisms to facilitate future program assessments?

-  Design considerations in monitoring and evaluation (clearly linking root causes to outcomes in each conflict line, base-lining and data disaggregation to barangay and individual level)
-  Addition of potential PDP indicators for strengthening conflict-sensitive and peace promoting approaches at the local level, ensuring balanced development, and understanding citizen perceptions

What have we learned to inform future Development-as-peacebuilding efforts?



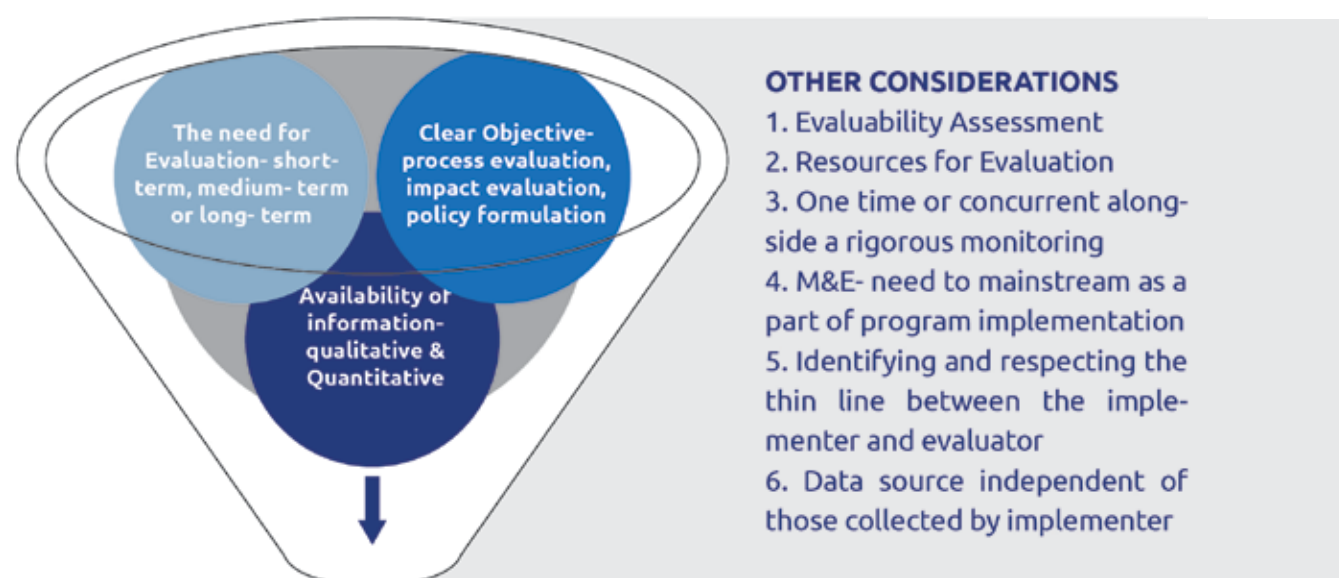


Focus on Initiating Evaluations: Evaluation of the Early Childhood Development Program

Soumen Bagchi, IPE Global

The crucial stage of development starts from zero to eight years, making a strong case to invest more on early childhood care and development. The Early Childhood Care and Development program was established to ensure community- and national-level efforts are in place to promote holistic infant and childhood development.

The evaluation aims to conduct a formative evaluation of the National ECCD System—particularly, to ensure activities contribute to the targets mentioned in the Chapter 10 of the Philippine Development Plan. By its experience, here were the following factors IPE considered in navigating the Initiation Phase:

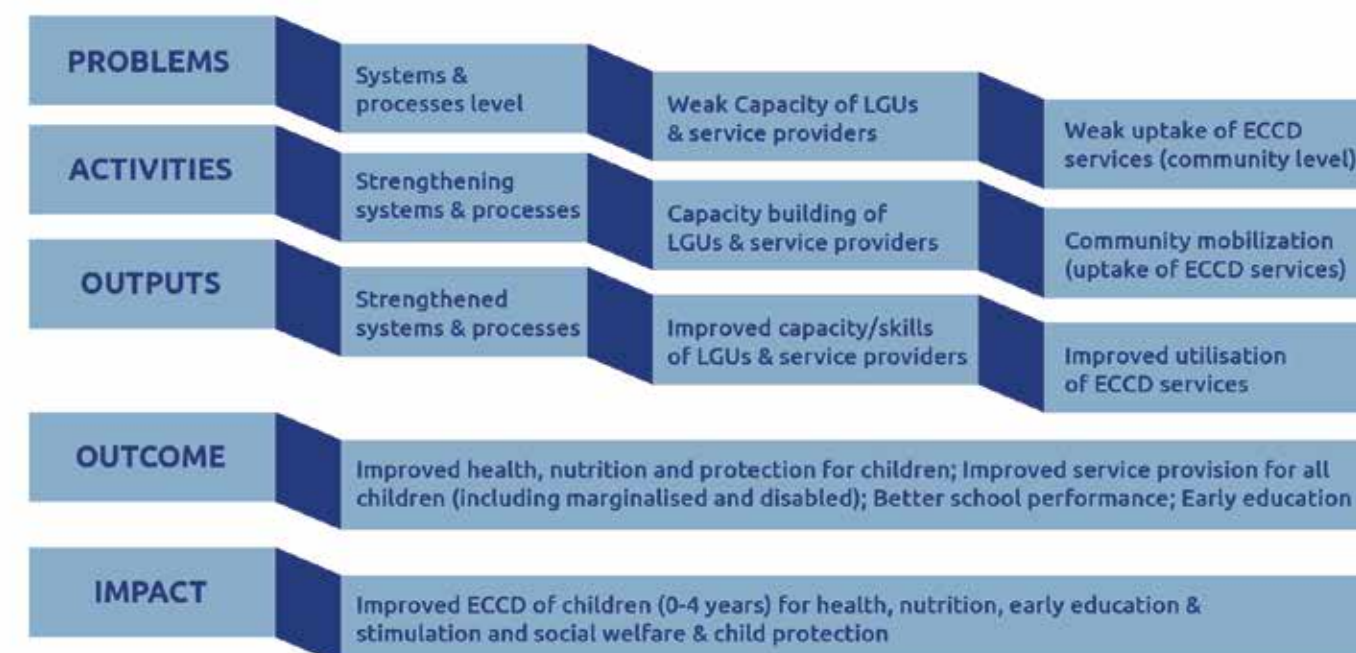


For the initiation phase, the IPE underwent at least four major key activities:

1. Alignment of ongoing ECCD interventions with PDP outcomes under Chapter 10, and well with Target 4.2 of the Sustainable Development Goals.



2. Checking the readiness, in terms of policies and program design, of the ECCD Program
3. Crafting evaluation questions in terms of existing criteria
4. Development of a retrospective theory of change based on desk review and stakeholder consultations





How to implement evaluations (Nutrition Study)

Jed Asiai Dimaisip-Nabuab
Innovations for Poverty Action

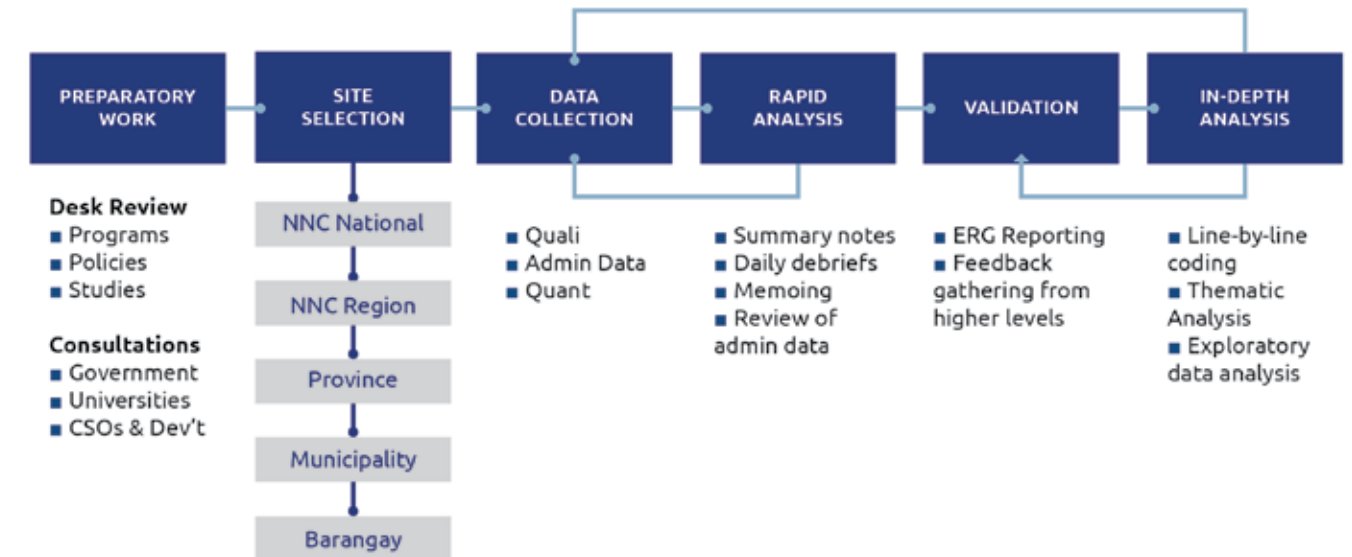
The Philippine Plan of Action for Nutrition (PPAN) 2017-2022, headed by the National Nutrition Council, is the blueprint that responds to persistent challenges in nutrition, which, if remained unaddressed, could lead to a prevalence of wasting and stunting among today's children. Particularly alarming, stunting has lifelong consequences on one's physical, cognitive, and socioeconomic state.

The Innovations for Poverty Action was commissioned to evaluate the implementation of the PPAN.

The evaluation team integrated IPA's standard methods in conducting evaluations in implementing the study/ For every evaluation, the IPA has three clusters of "minimum must-do's".

Data Survey/Collection plan

- Data quality assurance plan and materials
- Bench test survey
- Pilot survey
- Accompanying surveyors and spot checks
- High Frequency Checks
- Back Check
- Scrutinizing/editing questionnaires
- Double entry and reconcile paper survey
- Quality Control



Data Security and Ethics - protocols applied to ensure that are secured and safely backed up:

- Maintain Institutional Review Board (IRB) approval
- Back-up data
- Save in cloud storage
- Data security plan and encryption
- Using new unique ID in identified dataset
- Close out with IRB

Knowledge Management and Transparency

- Back-up data in 2 locations
- Save in Box
- Register in American Economic Association Database
- *IPA Communications & Policy Team.



Evaluating Transport Projects: Rural Road Network Development Project Study

Skilty Labastilla
CPRM Consultants, Inc.

The Rural Road Network Development Project (RRNDP) is a DPWH-implemented project with funding from the Government of Japan. RRNDP was implemented in three (3) phases from 1991 to 2006 covering a total of 26 provinces, with a scope of 1,000 kilometers of road networks (mostly secondary roads) including 82 bridges.

Overall, the evaluation showed the roads are in good quality and provided opportunities in accessibility in travel. Though there was a noted increase in traffic volume, products are easier to purchase and sell, transport cost is lower; health and education services and markets are more easily accessed, and no environmental impacts are reported.

But some challenges were present in collecting the data and in implementing the evaluation based on the agreed design. The evaluation constraints noted in the study can be readily addressed in future evaluation studies by adopting the following:

On Monitoring and Evaluating Rural Roads:



Invest in a GIS system and use of GIS in mapping the road projects



Compile database of road inventory with road quality indicators like presence of defects and road sections not traversable by regular speed



Implement a GPS-enabled driving test for road quality monitoring to allow replication

On evaluation design:



Design an evaluation study prior to road project implementation incorporating a baseline study of relevant household-level variables.



Implement an End-line study within 2-3 years after completion of the road project.



Identify control areas in such a way that they remain credible control areas at least until the end-line study.



Include an adequate set of “control” subjects in the baseline study



Impact Evaluation on Light Rail Transit Line 2

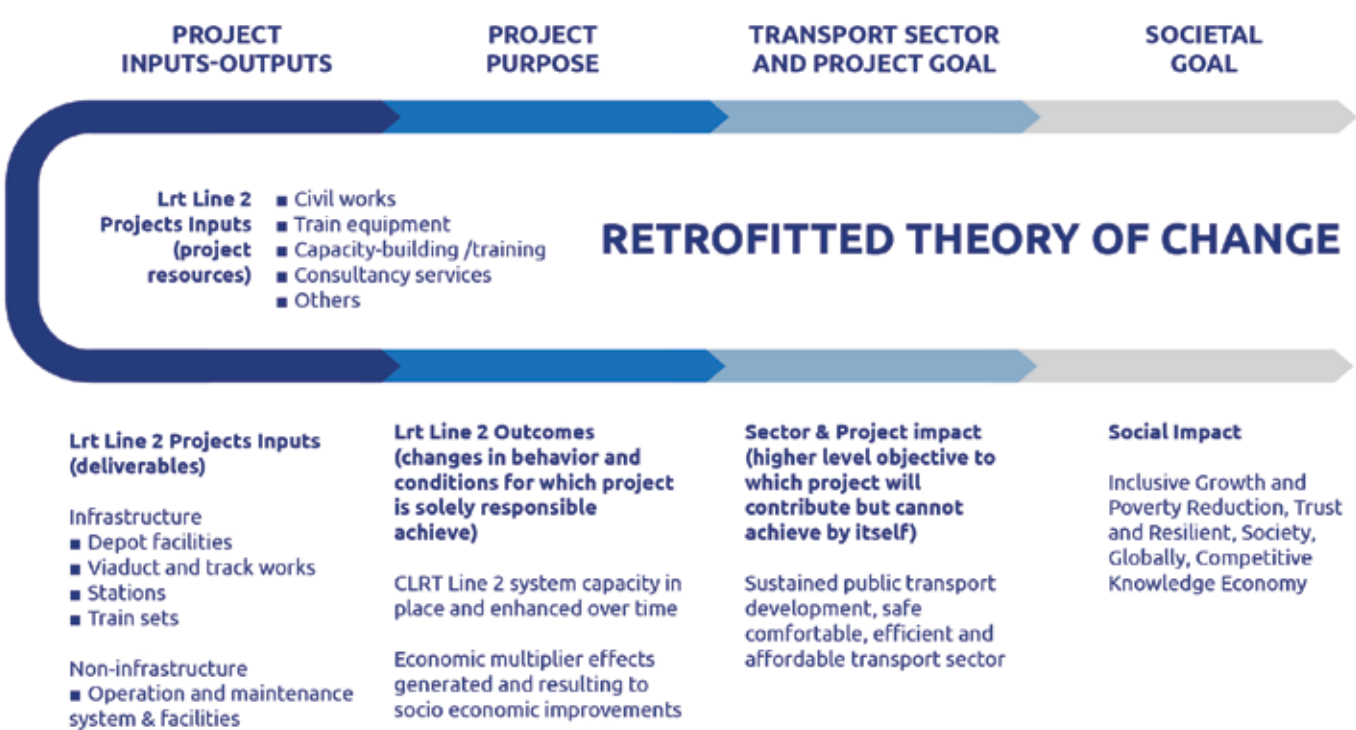
Cesar Umali Jr. and Manuel Jose Camagay
Certeza Infosys Corp.

The LRT2 Project, or the Metro Manila Strategic Mass Rail Transit (MMSMRT), is a 13.8-kilometer elevated rail line conveying 175,156 to 202,333 passengers daily across eleven (11) stations located in Santolan, Pasig City up to Recto Avenue, Manila. Evaluators looked at whether the intended project benefits of the LRT2 were met, and identified lessons to be had in implementing and operating the rail project.

The LRT2 project had no Theory of Change; hence the Research Team retrofitted one. Based on the TOC, the project’s resources are expected to contribute to a “safe, comfortable, efficient and affordable transport sector”, a goal under Chapter 19 of the Philippine Development Plan.

The evaluators shared 5 good practices for M&E practitioners:

1. Since there was lack of baseline data, the evaluation team did other methods of gathering data such as:
 - Collating project management records,
 - Recall from commuters and implementers of LRT2, and
 - Focus group discussions.
2. Integrated Transport System Approach, wherein LRT2 Project was evaluated as a complementary system to other rail transit systems and other ongoing and future transport modes in the country.
3. Unintended Consequences Analysis that also identify unintended costs and benefits of the project



4. Crafting a matrix of recommendations and proposed actions at the policy, project, and agency level, which will aid the involved agencies in improving LRT2.
5. Introducing Value-Adding Concepts such as:
 - Pickrell effect to contextualize original ridership projections,
 - Small entrepreneurs rail line (for travelers who come from and go to Divisoria to purchase for their small enterprises,
 - Right-of-Way approaches, and
 - Institutional and inclusivity analyses

M&E SYSTEMS & TOOLS

One of the breakout sessions during the 8th M&E Forum casts a spotlight on some good practices on monitoring for results. Presenters from different sectors showcased innovative technologies in data collection, practical application of big data analysis, and community and participatory tools used in monitoring hazards that helped in a more robust tracking of programs and projects.



Tech and Innovation for M&E:

What applications and tools can track statistical and tangible progress and impact of government interventions? Engr. Czar Jakiri Sarmiento shared the following initiatives by the Department of Science and Technology:

1. Digital imaging for monitoring and evaluation (Project DIME), for key government investments such as irrigation and reforestation
2. PEDRO, a multi-ground receiving and control station that allows for satellite imagery to aid in cases like measuring damage during the aftermath of disasters
3. DATOS. Which has used Geographic Information Systems, Remote Sensing, Artificial Intelligence, and Data Science to help in traffic management and disaster risk reduction



Big Data Analysis

What are the practical application of Big Data Analysis on government or pubic sector data projects? Pia Faustino of Thinking Machines shared four:

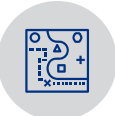
1. Mapping poverty incidence in every 18km² through Google's satellite imagery, NASA's nighttime luminosity, and OpenStreetMaps.
2. Data from Waze to understand traffic patterns in Metro Manila

3. Map of healthcare facilities and their proximity to poor and vulnerable communities using satellite imagery
4. Tracking how money has been spent on government road projects using different big databases from DBM, DPWH, PhilGEPS



Participatory Methods in M&E

What are tools used for M&E in communities to monitor hazards and disasters? Dr. Emmanuel Luna of the UP College of Social Welfare and Community Development presented at least five tools:



Participatory
Community Mapping

- Two-dimensional, simple mapping
- Incorporates community observation in determining impacts of climate change



Tri-Dimensional
Community Mapping

- Visual tool that considers terrain/ elevations, locates structures in the "map" and Identifies hazards



Community Early
Warning System

- People-centered community-managed; provides real-time early warnings



Disaster
Contingency/ Planning

- Better appreciation of types of situation requiring contingency plan



Probabilistic Hazard
Mapping

- Multi-scenario-based hazard mapping; informs design of infrastructures



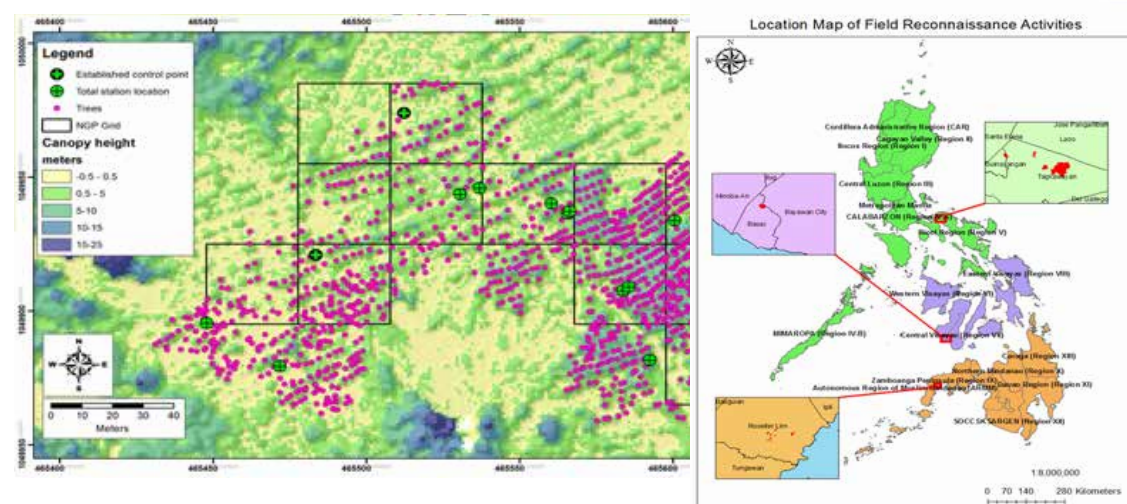
Technology and Innovation For M&E

Engr. Czar Jakiri Sarmiento
College of Engineering, UP Diliman

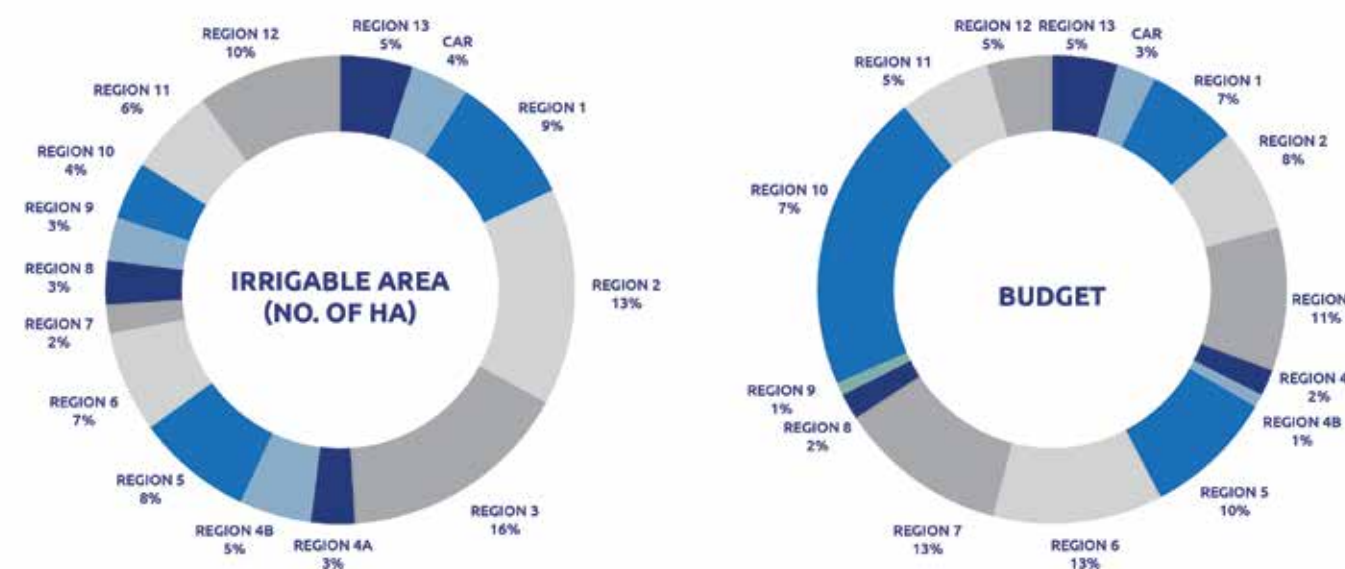
Case of DOST Partnership in M&E and other related initiatives

In the Philippines, space technology and its applications are envisioned to support informed decisions towards better governance, resilience to disasters, poverty alleviation, and economic growth. Given its mandate to develop, integrate, and coordinate research systems for S&T in the country, the DOST-PCIEERD aims to broaden and optimize the use of space technologies in delivering key national programs.

PROJECT DIME: Project DIME makes use of DOST-developed technologies for monitoring of big-ticket government projects. It also demonstrates the cost-effectiveness of incorporating space technology in DBM's project management. During the first year of the MOU, Project DIME was pilot tested under a program titled "Geospatial Monitoring System for High Value Projects funded by DBM" The two pilot projects are (1) the Monitoring and Assessment of Planting Activities (MAPA).



(2) Remote Assessment for Irrigation Networks (RAIN)



PEDRO: As among the many data sources of Project DIME and other Science and Technology Application (STA) projects, PEDRO serves as multi-ground receiving and control station for existing and future satellites of the Philippines. A ground receiving station in place allows the Philippines to get satellite imagery fast, which can be very helpful in certain cases such as during the aftermath of disasters.



Serves as a multi- ground receiving and control station for Diwata-1, other optical and radar satellites and future PHL satellites, located at the DOST Advanced Science and Technology Institute (ASTI).

DATOS: Using uses Geographic Information Systems (GIS), Remote Sensing (RS), Artificial Intelligence (AI) and Data Science, DATOS provide maps and other information for disaster risk reduction, traffic management, and other cases:

A. **CATCH-ALL:** a software application developed with the De La Salle University for contactless apprehension of traffic violators



B. **Local Traffic Simulator (LocalSim):** Animates the effect of local driving behaviors, helping engineers and planners approach traffic management.



C. **USHER or Universal Structural Health Evaluation and Recording (USHER):** Uses sensors to assess building damage after earthquakes and helps prevent casualties by providing safety parameters for buildings.



PCIEERD in itself wants to strengthen its M&E through the DOST/PCIEERD Information Management System (PMIS), a tool which offers the following features:



Public access



Data analytics/
dashboard



Visualization
and interpretation



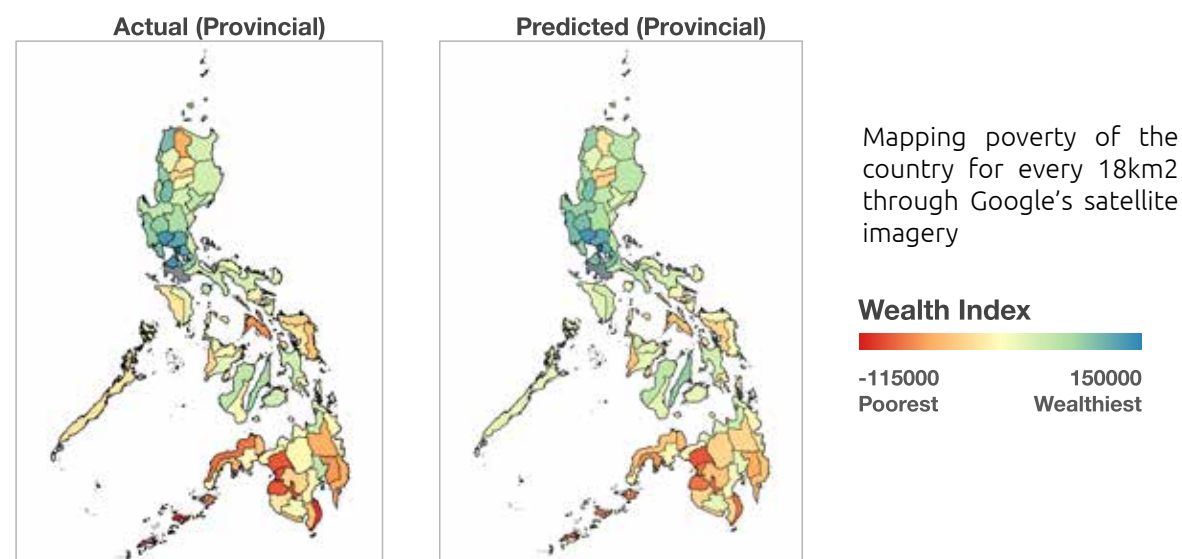
Big Data Analysis

Pia Faustino
Thinking Machines

One may think that big data entails a massive chunk of data. But big data instead can be looked at as an ecosystem of crumbs, capacities, and communities. One must consider what each member of this ecosystem contributes in order to make sense of big data in monitoring and evaluation (M&E). One of the challenges that M&E faces and where big data can help is limited data. Big data can:

- Serve as an alternative way of gathering large blocks of data without spending as much as the costs incurred by traditional data collection.
- Inform program design by providing contexts where a program operates
- Use machine learning to find patterns that are not obvious for humans to find.

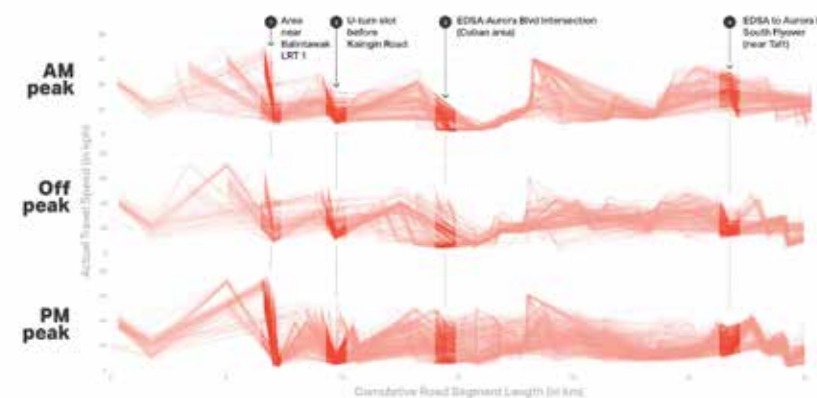
The following are examples of what Thinking Machines has done to help the government using big data:



Predictions and reported r^2 values are from five-fold nested cross-validation.

4 Chokepoints You Should Avoid Along EDSA

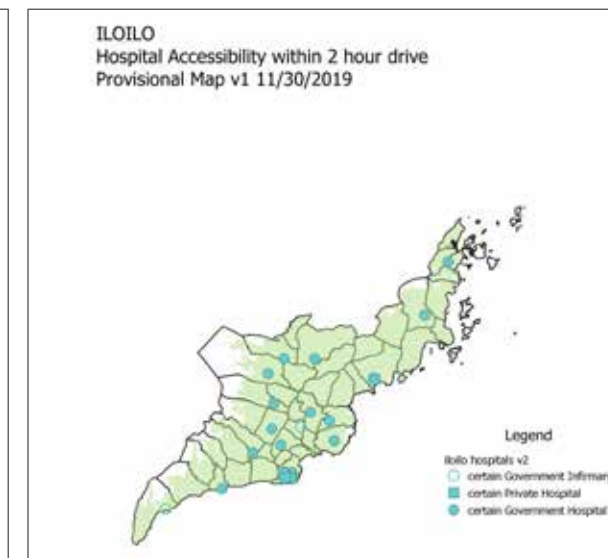
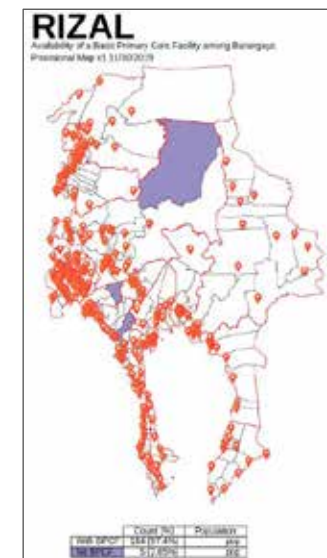
Actual Travel Speed (in kph) for EDSA Southbound weekday traffic



Use of Waze data to understand traffic patterns in Metro Manila, specifically in EDSA and BGC.

Using Waze to identify and monitor priority areas

Mapping access to and availability public health care facilities using satellite imagery



Where should the government build new basic primary care facilities?

Tracking how money has been spent on government road projects using different big databases from DBM, DPWH, and PhilGEPS. However, some challenges have to be addressed by data producers and users when working with big data:

- What are the right data crumbs to get?
- Where to get an available ground truth data to build these models?
- How will decision makers make use of the data?

However, these challenges should not hinder the government and the public sector in using big data in development and M&E.



Community and Participatory Tools in Monitoring Hazards (Participatory and Community Process in Monitoring Hazards and Disasters)

Dr. Emmanuel Luna
Consultant, UP CSWCD

One approach in monitoring and evaluating programs for Disaster Risk Reduction and Management (DRRM) is anchored on the Participation perspective. Under such an approach, communities can be mobilized and be good partners in M&E. In participatory M&E, participants are learners as well as researchers.

The Community-based DRRM (CBDRRM) Approach originated from the Philippines. The Filipino delegates presented this concept in the World Conference on Disaster Reduction in Kobe, Hyogo, Japan in 2005.

They saw that community participation is possible in these areas of DRRM:



Monitoring and evaluation of programs and services



Assessing risks and vulnerabilities



Monitoring hazards and disasters

Under the CBDRRM approach, community involvement is evident in all of the four (4) Pillars of DRRM:



I. Disaster Prevention and Mitigation
Identify and address factors that result to greater losses



III. Disaster Response
Number of casualties, extent of damage to properties and crops, and the cost of damages



II. Disaster Preparedness
Identify areas of concern



IV. Disaster Recovery

Communities can make use of the following tools to monitor and assess hazards:

- Community Mapping
- Tri-Dimensional Mapping
- Community Early Warning System
- Contingency/Service Continuity Planning
- Probabilistic Hazard Mapping

Participatory tools can be further maximized with the following strategies:

- Opening more windows for participation
- Allow communities to act as facilitators and co-learners
- Build the capacity of more local communities
- Design M&E that benefit the people
- Document local practices
- Make open data accessible and free of use

EVALUATION TOOLS & STRATEGIES

Feedback from the 7th M&E Forum, and succeeding discussions with M&E stakeholders showed a demand for learning about specific evaluation competencies. For the 8th M&E Forum, topics that are deemed important by the last forum's participants were chosen as break-out learning sessions.

Conducting Evaluability Assessments

“How can we change people's lives with the programs that we're running? And I think, it's good to ask: is TOC possible for every program? it is very important to think about how do you establish a TOC na across all levels, pare-pareho tayo ng understanding. That's how you can make change.”

Nassreena Sampaco-Baddiri
Innovations for Poverty Action

Crafting and Developing Evaluation Agenda and factors that are crucial to the process?

Ms. Meg Battle
ID Insight

“Identifying the pecking order of programs in the evaluation agenda is an iterative process. The process is not quite linear, and sometimes program managers need to go through doing a theory of change and then do an evaluability assessment to determine what you can actually do with the data you already have.”

Preparing and Managing Evaluations, including the structures and mechanisms necessary to improve M&E practice

“The Utilization of evaluation results is equally, if not the most important phase of the evaluation. I fully agree that this exercise should not be seen as an end in itself.

The reason why we respond to recommendations is we want those to feed into a future action plan that can either influence the design or implementation of an ongoing project, or the design of a new one.”

Ms. Marian Theresia Valera Co,
UNDP

Gender and Evaluation: tools, approaches, and strategies in developing and managing gender-sensitive evaluations and how well does the Philippines use those

Rosalyn Mesina,
UN Women

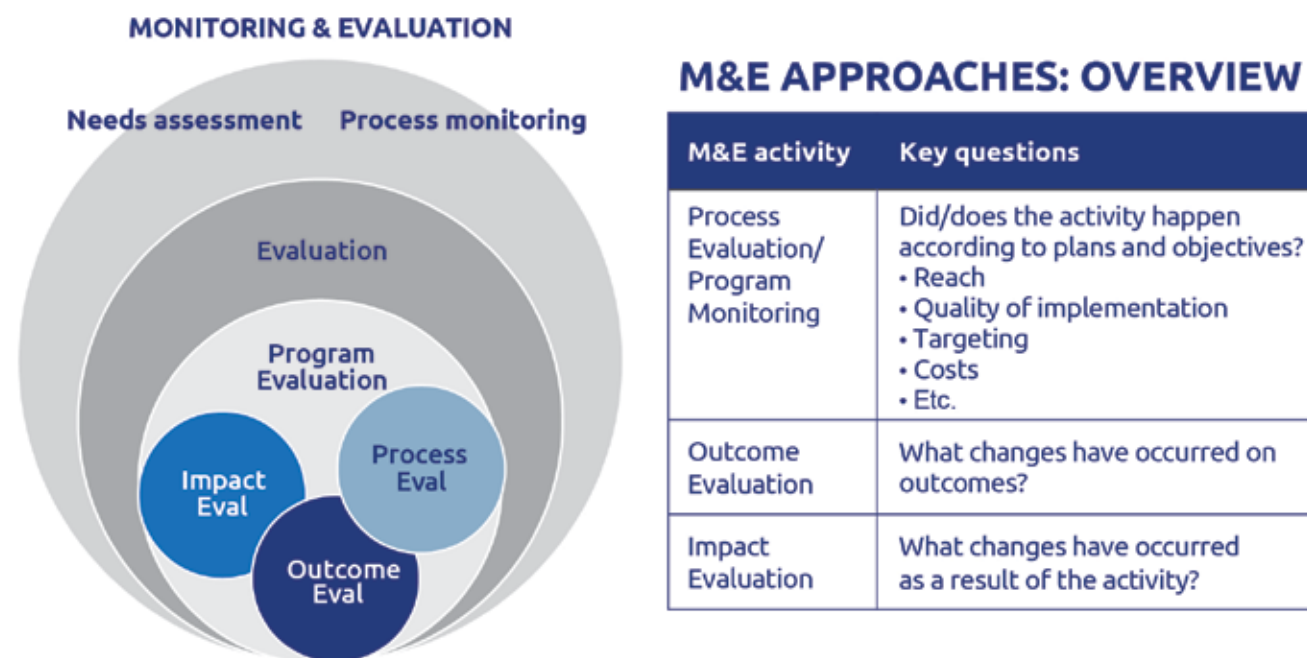
“Gender, as a cross cutting issue, needs to be in place in every development programme agenda -- this ensures proper targeting of beneficiaries. Hence, it is important to always consider gender at the start of program designing -- always ensure the disaggregation of profiles.”



Conducting Evaluability Assessments

Nassreena Sampaco-Baddiri
Innovations for Poverty Action

While monitoring and evaluation are different in scope and purpose, they are complementing practices to ensure programs deliver life-changing impact to citizens. Monitoring answers what are the data needed for day to day implementation. An evaluation, on the other hand, that focuses on the program's design and planning: if the program is working or not.



An evaluability assessment is done to determine if a program is already ready for evaluation or not. In other words, if:

- if in principle, it is already evaluable
- if in practice – data, systems, and capacities are already in place and is available.

Since data is crucial in conducting evaluation, and hence in determining its evaluability, it is not advisable to just gather every data that one can have. Implementers and evaluators at IPA apply the CART principle



Credible

Collect high quality data and analyze the data accurately



Actionable

Commit to act on the data you collect



Responsible

Ensure the benefits of data collection outweigh the cost



Transportable

Collect data that generate knowledge for other programs

Credible - there accurate and reliable data available to make for sound analysis.

Actionable - there a plan for how to use the data? Are the data it timely, linked to decisions, in user-friendly formats, and is accessible to all?

Responsible - the data available, the methods by which they will be collected, and the benefits of collecting them worth the investment?

Transportable - can the data collected be useful for the others in terms of knowledge that can be generated from them?



Crafting and Developing Evaluation Agenda

Ms. Meg Battle and Ms. Aya Silva
ID Insight

Each government department handles a great number of programs in response to its respective mandates. Choosing which ones should be prioritized to monitor and evaluate given resource constraints is a difficult task. An evaluation agenda serves as the starting point in prioritizing an agency's evaluation activities for the next six years.

The draft evaluation guidelines set out what types of criteria a government agency might want to consider in prioritizing the programs or projects to focus on:

 DEVELOPMENT PRIORITIES	 SUPPORT AND DEMAND
<ul style="list-style-type: none">■ Strategic importance■ Size of investment■ Beneficiary coverage■ Implementation time span■ Innovation■ Emergency and humanitarian programs■ Financing through ODA or PPP	<ul style="list-style-type: none">■ Legal mandate■ Inter-agency coordination■ Suggestions from stakeholders■ Mandate from President & NEDA■ International commitments■ Existing resource commitments

In prioritizing programs and projects to evaluate, an agency should:

- Have “the end in mind”—what is the programmatic or policy decision you want to influence? Can the things that they are trying to influence actually be interlinked?
- Understand the knowledge gap.
- Identify and determine whether these questions are answerable by M&E tools.

Various Evaluation Tools

There are different levels of rigor and different inputs necessary for the different approaches. There is a trade-off between the level of rigor and the effort and resources necessary to carry out different types of evaluation activities.



Theory of Change

a map that shows how one intended output can actually go back and reinforce some of the baseline activities and it shows how impacts can reinforce each other.



Needs Assessment

Sheds light on the context of a program its beneficiaries, the target population's characteristics, and constraints program managers didn't anticipate before.



Monitoring Systems

Regularly collect, synthesize and share data that are critical in an ongoing program's performance.



Process Evaluation

Usually undertaken by an external firm, it is designed to look specifically at how the program is being implemented and whether or not it is being implemented as intended.



Cost-effectiveness analysis

Compares the effect of a program to the cost of the program. It allows evaluators to understand a program's impact per peso spent.



Impact Evaluation

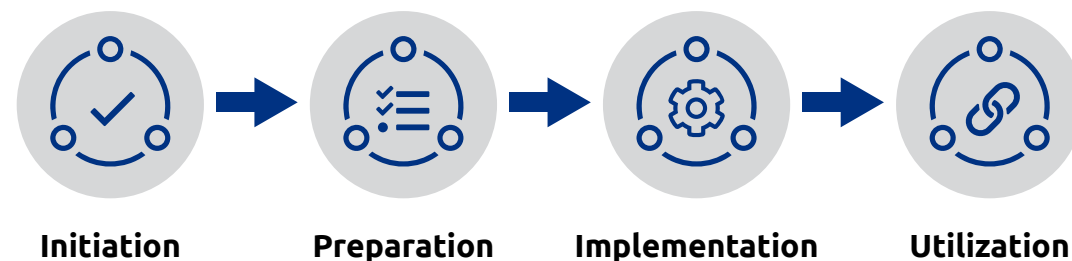
Measures the causal effect of a specific program on the outcomes it intends to change.



Preparing and Managing Evaluations

Ms. Marian Theresia Valera Co
UNDP Philippines

Throughout the evaluation, Quality Assurance (QA) is conducted to ensure the evaluation and its products are of useful enough to feed into decision-making. Evaluation is composed of four (4) phases, namely:



The **Initiation** phase of an evaluation entails the crafting of the following:

- **Evaluation Agenda** - covers the agency evaluation priorities as aligned with the PDP, PIP and SDGs, and is reviewed annually to ensure relevance to agency priorities
- **Evaluation Plan** - spells out the Why, What, Who, How, and When of an evaluation. The evaluation questions should be crafted using globally accepted the criteria of Relevance, Effectiveness, Efficiency, Sustainability, and Impact.
- **Evaluability Assessments** - a process that helps evaluators decide if the cost of doing the evaluation with the attendant risks is worth doing.

Preparation involves the organization of Evaluation Reference Group (ERG), the development of Terms of Reference (TOR), the cost estimate of evaluations, and the procurement of firm or individual that will conduct them.

Implementation is the meat of the evaluation. It includes the following:

- Inception planning, or levelling off with stakeholders on the evaluation design and on how the proposal of evaluators answer the questions in the evaluation plan)
- Data gathering and analysis
- Preparation and submission of reports.

The Governance Arrangements in the implementation of evaluations involve five (5) key players with specific roles:



Evaluation Oversight - (approval of agency plan and evaluation budget; ensures relevance to needs/priorities)



Evaluation Commissioner - co-chair of ERG; involved in project implementation; provides technical oversight; quality assurance; prepares management response



Evaluation Manager - responsible for finalizing evaluation plan and provide inputs to evaluation questions; contract management; explains TOR; QA of evaluation product, follow-through of management response; ensure evaluation is translated into communication products



Evaluation Reference Group - provides input to the TOR, provides data and serves as key informants, reviews key evaluation products, and prepares management response to key recommendations



Peer Reviewers - independent and anonymous reviewers of quality of the evaluation reports in terms of methodology, correctness of findings and usefulness of the recommendations

Utilization is equally, if not the most important phase of the evaluation. This phase involves the following:

- Development of key management responses to the recommendations, or resolution issues during evaluation
- Communication of results to stakeholders
- Preparing for future evaluations.



Gender and Evaluation: Why gender should always matter

Ms. Rosalyn Mesina

Programme Manager, We Empower Asia, UN Women

What is the importance of considering gender in M&E? Gender, as a cross cutting issue, needs to be in place in every development programme agenda. Doing this ensures proper targeting of beneficiaries. Currently, gender data are available in different organizations but they tend to get lost during analysis. Hence, evaluators and evaluation managers should have greater grasp of how to make sense of the gender data.

For government interventions, a gender-responsive M&E can:

- Help in assessing and monitor progress towards gender equality.
- Enable shared commitment and participation of men, women, and all other stakeholders.

Here are specific pointers on how to do gender responsive M&E in terms of the different aspects and phases:



In terms of **tools administration/facilitation**:

- Be informed of sensitivities to literacy level, context, situation, needs of participants
- Ensure that every voice is heard, and each response, registered
- Ensure data collection is targeted on the objectives of the intervention



In terms of **data collection and data analysis**:

- Ensure there are no gaps in data and target respondents
- Women respondents would not provide on-point information; follow-throughs are important to build trust and confidence
- Understand power relations between men and women in the community subject for the evaluation
- Ensure data analysts are seeing the data with a gender sensitive lens
- Share and validate findings from participants if and when needed, to get feedback.



In terms of **design process and approach**:

- Understand why a certain program or intervention is implemented
- Identify the right mix of methods to use – numbers won't mean much without a narrative complementation
- Identify how will the data be collected not only in terms of process—understand that women have needs to be considered

EXPERIENCES ON BUILDING COMMUNITIES OF LEARNERS AND PRACTITIONERS

What opportunities and challenges are there in building a community that can take the M&E practice forward? How can we build and reinforce communities of practice towards maintaining and sustaining the “We in M&E” perspective?



Ms. Cynthia Lagasca
Planning Officer, Department of
Social Welfare and Development

The DSWD has a number of results-based management policies that were issued in the last one and a half year. On ensuring the community of practice within the agency, DSWD has institutionalized spaces for a community of practice to thrive through, among others, the formation of a technical working group composed of evaluators, and overseers of planning, monitoring, and evaluation processes within the agency.

It has also instilled a culture of learning by doing by allowing provincial and regional offices to conduct program and performance review and evaluation.



Ms. Mariel Bayangos
Chief, Policy and Research
Development Planning Service,
Department of Education

Currently, DepEd is strengthening its efforts around building a culture of evidence. For one, we have Research o’clock, a bimonthly forum not only to encourage DepEd employees to do research and present the findings, but also to engage external partners in sharing their evidence.

Beginning 2015, DepEd has provided funding for all teachers conducting action research to better inform its policies and programs. Since 2015, we have at least 3,000 research outputs conducted by our teachers.

Of course, if we are looking at capacitating 900,000 teachers, 3,000 is a small number. But we can say it is a good start for teachers to build evidence and a good way of understanding how DepEd programs and policies are being implemented and understood at the classroom level.



Ms. Kate Lupangco
Co-Founder of Effective Altruism
Philippines

Effective Altruism is a community that uses evidence and reasoning in determining how we can do the most good. Our role in the M&E ecosystem is one of an ally that bridges M&E initiatives with individuals and nonprofit organizations engaged in helping others. We help them have a greater knowledge in terms of using evidence to help those in most need.



Dr. Enrique Lozari
President of Pilipinas Monitoring
and Evaluation Society

The Pilipinas Monitoring and Evaluation Society is a group of individuals who are engaged in monitoring and evaluation. Picking up on the ecosystem analogy, the role of the PMES is to ensure there is an exchange of information and knowledge among all these different species so they can learn and put into practice the different approaches and different experiences in M&E.

PMES is basically a community of practice. For a community of practice to thrive, its members need to have a demand, which drives the desire to learn how to evaluate.



Mr. Sonny Africa
Executive Director, Ibon
Foundation, Reality for Aid

From yesterday's plenary the forum has talked about an M&E ecosystem. From what I can recall from high school, biodiversity is an important element for the functioning of ecosystems. Biodiversity means there's an abundance of species with their individual characteristics interacting to give dynamism to the ecosystem. I wanted to pick up on that analogy of the ecosystem because of a troubling trend right now with the CSOs globally. CSOs are being shut out and civil society space has been shrinking globally because of regulatory restrictions.

While the forum speaks about the "We in M&E", I'd like to highlight a governance aspect that there's actually an "Us in M&E", meaning if you're not with us, you're against us. A lot of M&E will not function if civil society is not given a role in it. An ecosystem survives because all species have their individual characteristics. No ecosystem thrives with just one species.



Mr. Roi Avena
Monitoring and Evaluation Officer,
United Nations Population Fund

When I joined UNFPA about eight years ago, the international organization is being assessed by Organization for Economic Cooperation and Development (OECD) countries in terms of results culture and UNFPA scored very low. That was even when more than half of country offices in the region actually had M&E specialists.

What UNFPA did was to gather the different M&E specialists of each country at the regional level. And during those regional meetings, they talked about our bottlenecks in terms of becoming a results-based organization.

From there, we built a system where M&E focals could constantly interact M&E specialists for help through webinars, WhatsApp, and face-to-face meetings. That's basically the oxygen that fed and sustained our community of practice in the region. I am proud to say that from the same assessment that was done in 2018, UNFPA already scored very high.

What future direction does he think M&E should go to?

“The fact that our members stayed is a clear indication that there's huge future in M&E. The creation of the National Evaluation Policy Framework is a very welcome development also for the PMES as it signifies the government's readiness in evaluating programs that it has implemented.”

Mr. Lozari

“In the case of UNFPA, from 2011 to 2019, for example, there was a significant increase in the number of creating positions for core M&E units. Human resource capacity is a key ingredient, on top of data systems and policies.”

Mr. Avena



“The M&E Network is one of the pillars that will enable us to determine what needs to be done in order to achieve our goals, and to ensure we are in the right direction.”

Jonathan Uy
NEDA OIC-Undersecretary for Investment
Programming Group







OIC Undersecretary Jonathan Uy of the National Economic and Development Authority closed the 8th M&E Forum with three key messages on the current challenges and opportunities for the growing M&E ecosystem in the country.

- The International Monetary Fund made a statement about the Philippines looking to become an upper-middle income economy in two years’ time. While this means less assistance from development partners, it means the country is on its way to becoming increasingly self-reliant. **From an M&E perspective, this development is a challenge in demonstrating and monitoring how government resources are used to uplift people’s lives toward self-sufficiency.**
- **Putting ‘We’ in M&E, means sharing a body of evidence among the government and its partners for leaving no one behind.** The M&E Network has the potential to create an ecosystem where government fully grasps and appreciates the nature of data: always diverse, sometimes subject to debate, but credible and representative of ground realities at the end of the day.
- The Philippines has 11 years to work on to achieve the SDGs and 21 years to attain the collective aspiration of “Matatag, Maginhawa at Panatag na Buhay” through Ambisyon 2040. **The M&E Network plays a key role** in further strengthening Filipino capacity for evidence-based decision-making, and **in ensuring the M&E ecosystem is united in making every national and globally-determined goal count.**

ABOUT THE M&E NETWORK PHILIPPINES

Since 2011, the M&E Network Philippines has become a common ground across sectors to share and discuss experiences and learnings in creating a results-oriented public sector. The network aims to improve and standardize evaluation systems and processes to reach the country’s targets for social and economic development.

The M&E Network has the following objectives:

-  Provide a venue for **dissemination and discussion** of evaluation findings
-  Foster **exchange of views** among practitioners
-  Develop a **culture of results**
-  Serve as a **platform for purposive collection of findings**
-  Generate a **policy agenda** for action that drives impact
-  Strengthen and broaden **M&E capacities** of members

Sidebar: Annual M&E Network Forum



MAKING WE IN M&E POSSIBLE WITH THE HELP OF ATTENDIFY

For the 8th M&E Forum, an innovative tool called Attendify was used to allow the participants to maximize their engagement and participation.

As a one-stop event platform, Attendify helped in managing registration for both the Forum and its breakout sessions. It also allowed participants to ask questions for the speakers, check the session schedules, view and select sessions that interest them, and send feedback on the sessions they attended.

It also serves as a social interaction platform for the Forum, allowing participants to share photos and posts with one another.



Social activity: On average, each participant made about 8 likes, 1 comment and more or less shared a photo.

- 0.20 messages
- 0.56 photos
- 1.41 comments
- 8.35 likes

Attendify Analytics: Top themes and Topics Based on Participants' Engagements

Top themes based on number of engagements show which among the sessions are the most helpful and significantly interesting ones for the participants:



Spotlight on Monitoring for Results



Managing Evaluations



Enhanced Usability of Evaluations



Tech and innovation in M&E



Where are WE in M&E



Conducting Assessments



Communicating Evaluation Results (ARTA)



Building communities of practice



Preparing and Initiating Evaluations



#AskMEAnything



374 attendees signed up in the app for days 1 and 2 of the Forum, attendees had 286 posts and 3,648 interactions (likes, comments, post views)



Participants used the session and schedule pages the most often: 8,432 session views
3,785 views on the schedule feature













DECLARATION OF COMMITMENT

We, members of the M&E Network, commit to using our full capabilities in strengthening an inclusive and responsive practice of M&E in the Philippines.

We also commit to sustaining the WE perspective in M&E by collaborating closely with fellow colleagues in government and the rest of the M&E community.

Finally, we commit to promote the usability of evidence from M&E and ensure that this leads to the achievement of our development goals as a nation.



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