

EVALUATION OF THE

UNITED NATIONS PHILIPPINES COOPERATION FRAMEWORK

2019-2023

FINAL REPORT
JULY 2023



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List of Acronyms/Abbreviations

AC	Advisory Committee
ACO	Area Coordination Office
ADB	Asian Development Bank
AIP	Annual Investment Plan
ARISE	Advancing women's Rights and Influence through Socio-economic Empowerment
ASEAN	Association of Southeast Asian Nations
BARMIM	Bangsamoro Autonomous Region in Muslim Mindanao
BIWAB	Bangsamoro Islamic Women Auxiliary Brigade
BPDA	Bangsamoro Planning and Development Authority
BRAVE	Building COVID-safe Responses and Voices for Equity
BRIDGE	Bridging Recruitment to Reintegration in Migration Governance
BTA	Bangsamoro Transition Authority
BTI	Brain Trust: Knowledge and Options for Sustainable Development, Inc.
CF	Cooperation Framework
COVID	Corona Virus Disease
CSO	Civil Society Organization
DAC	Development Assistance Committee
ESCAP	Economic and Social Commission for Asia and the Pacific
FAO	Food and Agriculture Organization of the United Nations
GD	Group Discussion
GDP	Gross Domestic Product
GNI	Gross National Income
GTG	Gender Theme Group
HDP	Human-Development-Peace
HR	Human Rights
IDP	Internally Displaced Person
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IOM	International Organization for Migration
JP	Joint Programme
JRG	Joint Results Group
JSC	Joint National-UN Steering Committee
JWP	Joint Work Plan
KII	Key Informant Interview
LBTQIA+	Lesbian, gay, bisexual, transgender, queer/questioning, intersex, and other gender identities
LGU	Local Government Unit
LNOB	Leave No One Behind
MAFAR	Ministry of Agriculture, Fisheries and Agrarian Reform
MBHTE	Ministry of Basic, Higher and Technical Education
MEG	Monitoring and Evaluation Group
MENRE	Ministry of Environment, Natural Resources and Energy
MFBM	Ministry of Finance, and Budget and Management
MILG	Ministry of the Interior and Local Government
MinDA	Mindanao Development Authority

MIS	Management Information System
MOH	Ministry of Health
MOLE	Ministry of Labor and Employment
MOLE	Ministry of Labor and Employment
MPOS	Ministry of Public Order and Safety
MSSD	Ministry of Social Services and Development
MTIT	Ministry of Trade, Investment and Tourism
NEDA	National Economic and Development Authority
NGO	Non-Governmental Organization
OCHA	UN Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
OMT	Operations Management Team
PCF	Philippines Cooperation Framework
PDP	Philippine Development Plan
PFSD	Partnership Framework for Sustainable Development
PLGU	Provincial Local Government Unit
PO	People's Organization
PS	Private Sector
PSA	Philippine Statistics Authority
RF	Results Framework
SEPF	Socioeconomic and Peacebuilding Framework for COVID-19 Recovery in the Philippines
SDG	Sustainable Development Goal
TOC	Theory of Change
TOR	Terms of Reference
UN	United Nations
UN AIDS	UN Programme on HIV/AIDS
UNDAF	UN Development Assistance Framework
UN-Habitat	UN Human Settlements Programme
UN Women	UN Gender Equality and the Empowerment of Women
UN AIDS	UN Programme on HIV/AIDS
UNCT	UN Country Team
UNDP	UN Development Programme
UNFPA	UN Population Fund
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	UN High Commissioner for Refugees
UNIC	UN Information Centre
UNICEF	UN Children's Fund
UNIDO	UN Industrial Development Organization
UNODC	UN Office on Drugs and Crime
UNOPS	UN Office for Project Services
UNSDCF	UN Sustainable Development Cooperation Framework
UNSDG	UN Sustainable Development Group
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization

EVALUATION OF THE UNITED NATIONS PHILIPPINES COOPERATION FRAMEWORK 2019-2023

Executive Summary

BACKGROUND

An independent evaluation of the Cooperation Framework (CF) of the United Nations (UN) with a country is part of the UN system's oversight, transparency, accountability, and collective learning process. The Terms of Reference (TOR) for the evaluation of the UN-Philippines Cooperation Framework (UN PCF) 2019-2023 cites the following general purpose:

1. Provide key information and recommendations for strengthening joint programming and results at the country level, informing the planning and decision-making for the next UN Sustainable Development Cooperation Framework (SDCF) programme cycle and for improving UN coordination at the country level.
2. Strengthen the strategic positioning of the UN to support national priorities and approaches to the 2030 Agenda pledge of Leaving No One Behind (LNOB).
3. Support greater accountability of the UN Country Team (UNCT) to Cooperation Framework stakeholders by objectively providing evidence of results achieved within the framework and assessing the effectiveness of the strategies and interventions used.

The TOR prescribes the specific objectives and tasks of this evaluation to be as follows:

1. Across the scope being examined, assess the contribution of the UNCT in the Partnership Framework for Sustainable Development (PFSD) 2019-2023, which was updated in 2020 into the Socio-Economic and Peacebuilding Framework for COVID-19 Recovery in the Philippines¹ (SEPF) 2020-2023, to consider COVID-19 impacts to national development results through evidence-based judgements using evaluation criteria that are referenced from the Organization for Economic Cooperation and Development's (OECD) Development Assistance Committee (DAC) criteria.
2. Identify factors that have enabled as well as limited UNCT's contribution to the achievement of national development results, by assessing enablers and bottlenecks. This also includes assessing the adaptability of the UN programming frameworks to significant shifts in the country context, i.e., impact of COVID-19 and the establishment of the Bangsamoro Autonomous Region of Muslim Mindanao (BARMM).
3. Assess operationalization of UN Reform in terms of joint programming, joint interventions, and UN's positioning to achieve national development results.
4. Provide actionable recommendations for improving the UN Cooperation Framework's contribution, including coordination processes to deliver effective and integrated development results, for their incorporation into the new Cooperation Framework programming cycle.

¹ PFSD supposedly covered the years 2019 to 2023. By March 2020, the World Health Organization declared COVID-19 as a global health emergency, prompting countries to formulate plans to respond to the pandemic. UN Philippines, with support of the relevant Philippine government agencies and other development partners, reviewed and recalibrated its programmes and strategies to cope with the pandemic's unprecedented impact. Thus, the SEPF's coverage was between 2020 to 2023.

5. Draw out the lessons learned from the responses of the respondents – those that worked and did not work - to improve the UNCT’s future interventions, partnerships, approaches, and priorities.

This evaluation focuses on the design and implementation of the PFSD/SEPF, including processes and coordination mechanism structures such as joint programming, work planning, resource mobilization and information sharing within the period covering the evolution of the CF from PFSD (January 2019) to SEPF (July 2022). Geographically, the evaluation covers joint programmes and interventions of the UNCT across the country, with special focus on BARMM. Common features of these joint programmes include **participation** of more than one UN agency; partnership with at least one government agency with mandate related to the action/focus of the programme; **partnership** with civil society or non-government organizations that were present in the focused communities/groups and have required technical expertise; and **actions** geared to strengthen resilience against impact of the pandemic as well as address the vulnerabilities experienced by marginalized sectors. These interventions were enumerated in the UNCT Country Results (2020 and 2021 reports) and directly tied to achieving the desired change under the People, Prosperity and Planet, and Peace pillars.

The primary users of this evaluation’s results are the UNCT members, serving as an evidence-based assessment of how well it performed vis-a-vis the plans, timetable, and targets. Additionally, this evaluation’s recommendations will be useful inputs to the UNCT in updating or preparing a successor PCF. Government counterparts, key development partners, and other implementing organizations such as civil society and the private sector organizations may find the evaluation results useful guide in valuing and strengthening their respective partnership with UNCT.

The evaluation employs mixed methods including literature review, group discussions, key informant interviews and a perception survey. Qualitative data were derived from literature review, group discussions and key informant interviews (KII), while quantitative data were extracted from literature review.

KEY FINDINGS

1. The PFSD/SEPF is relevant and aligned with the Philippine Development Plan (PDP). The SEPF/PFSD’s 3 Pillars (People, Planet and Prosperity, and Peace) broadly align with the PDP Pillars. The SEPF was designed specifically to respond to the impacts and recovery from the COVID-19 pandemic in the country, as well as the opportunity for lasting peace and development in BARMM. The Philippines is the only country that opted to revise and adapt the existing country framework to better respond to the pandemic.
2. The PCF has proven to be an effective framework for UN agencies to work together. There were instances of strong concerted action, such as the efforts in BARMM and COVID-19 response. The number of joint programmes grew significantly under the PCF, in line with the objectives set by the UN reform. As a new business model, however, there remain are instances and areas needing improvements, particularly in terms of coordination and synergies among UN agencies. These include financial reporting and M&E systems of the various UN agencies needing harmonization to foster integration and enhance accountability.
3. UNCT contributions in capacity building, peace promotion, and pilot innovation are recognized but generally difficult to measure. This is due to, among others, the lack of baseline data, and challenges in defining outputs of complex interventions. As such, many UNCT members emphasized the need for UN to strive to define and quantify these contributions to heighten accountability.

4. UNCT projects significantly contributed to changes in various policies and enactment of laws that have provided frameworks for the achievement of development outcomes. The UNCT's "2021 Results, 2022 Prospects" report cited the enactment of (a) Republic Act 11593 that deferred the first regular election in BARMM; (b) Republic Act 11534 that lowered the corporate income tax rates and rationalized fiscal incentives; and (c) Republic Act 11641 that created the Department of Migrant Workers to better protect the rights and welfare of Overseas Filipino Workers. As for policies, UNCT provided technical assistance to the formulation of National Employment Recovery Strategy, Prohibition of Child Marriage Law, Child Protection Policy of the Philippine National Police, and Infant and Young Child Feeding Strategic Plan 2030, among others. The investment in policy development and normative work is also in line with some of the new features of the UN reform.
5. The UNCT's capacity to form meaningful partnerships with the government was clearly demonstrated in the formulation of the Joint Programme (JP) on Human Rights. This JP is a testament to the UNCT's convening power, and its strong partnership with the Philippine government amidst challenging circumstances.
6. The PCF governance and partnership structures - the Joint National-UN Steering Committee (JSC) and the Joint Results Groups (JRGs) – have been largely inactive. The major reasons for this were the setting up of operational and consultative mechanisms and processes during the COVID-19 pandemic period, and a transition period resulting from the change in the country's political leadership.
7. The PCF has demonstrated adherence to the principles and standards of gender equality, human rights protection, LNOB tenets, and the Human-Development-Peace nexus in its implementing joint programmes, projects, advocacy, and other works.
8. While virtually all the JPs under the PCF have sustainability strategies and mechanisms built into their design, sustainability cannot be assessed at this time since most of these JPs are still being implemented.

CONCLUSIONS

1. Under the PCF, the UNCT has taken significant steps forward in terms of internal coherence and coordination within the context of the UN reform. The SEPF/PFSD has proven to be relevant and aligned with the Philippine development needs, was as clearly demonstrated through the UNCT's effective and coordinated response to the COVID-19 pandemic and the Bangsamoro peace process. Over the last few years, the number of JPs has increased significantly, and some major resource partners have noted improvements in coordination.
2. The task of attaining better integration within the UNCT remains work in progress. There are still various areas for improvement, notably in the synergy between program implementation and financial reporting, information management, and M&E. While the path continues to be challenging, optimal coherence and coordination within the UNCT look achievable over time because these are organizational goals that require a change management process that the UN already initiated and manages. The UN, both globally and in the Philippines, continues to refine the objectives and indicators of the UN Reform, and gradually calibrates organizational reward systems to align with the reform goals. The major variable beyond the control of the UN system is the resource partner community, hence implementation of the Funding Compact, as a central component of the UN reform is critical for UNCT financing.

3. The COVID-19 pandemic demonstrated the inadequacy of a standard governance and stakeholder structure – the JSC, JRGs, UN Civil Society Organization–Advisory Committee (CSO-AC) in a crisis context, which raises questions about their suitability or adaptability in a fluid and changing context.
4. Significant contributions in human rights, LNOB and policy development work indicate that the UN’s value proposition lies in its principles and values, backed by technical expertise and institutionalized international consensus. Its principles and values are contained in global frameworks such as the Sustainable Development Goals (SDGs), its technical expertise lies in the different specialized competencies of the various UN agencies, and the structures of institutionalized international consensus that include the General Assembly and Security Council.
5. Over-all, the facilitating and hindering factors to SEPF/PFSD implementation include the following:

Facilitating Factors:

- Acceleration of the UN reform agenda, which created an enabling environment for strategic positioning of the UN, increased the number of interagency initiatives reflected in joint programmes, and strengthened the engagement of UN leadership in sensitive areas requiring UN involvement (human rights, peacebuilding).
- The strategic coordination and active resource mobilization efforts by the Resident Coordinator and the Office of the Resident Coordinator.
- The existing expertise and partnerships of the various UN agencies, which have been serving as the foundation for productive engagement within the context of the SEPF/PFSD.
- The demands from certain resource partners and stakeholders for the UNCT member agencies to closely coordinate among themselves.

Hindering Factors

- Long period without a designated UN Resident Coordinator, particularly at the beginning of the COVID-19 pandemic, which delayed important strategic decisions.
- The exceptional and complex environment (COVID-19, natural disasters, human rights) under which the SEPF/PFSD was operating.
- The respective theories of change of the three Pillars, which are unclear on the contribution of the UN to national outcomes.
- Residual hesitation towards integration and interagency coordination on the part of some UN agencies.
- High staff turnover rate, particularly during COVID-19 times, both within the UN and the government.

RECOMMENDATIONS

1. Align the coverage period of the CF with the PDP, which corresponds to the 6-year term of the elected President and his/her administration. This decision will reinforce consistency between Government and UN investments.
2. Reposition UN structures and funding arrangements as an integrated platform for multi-donor development cooperation.
3. Consider new and strategic areas of focus that define the expansive agenda of the current PCF namely: a) the Humanitarian, peace and development nexus; b) promoting equity and the

Leave No One Behind agenda; and c) effective decentralization as a result of the Mandanas-Garcia ruling.

4. Include in the new cooperation framework the recently announced global agendas for which the Philippines was designated as “pilot case”: UNSG’s Action Agenda on Internally Displaced People and the Emergency Relief Coordinator’s Flagship initiative to Transform the Humanitarian System. Both of these offer the UNCT with unique opportunities for innovation.
5. Pursue the ongoing efforts to ensure UN collaboration and integration within the framework of the UN Funding Compact on inter-agency initiatives, including joint programming and other modalities of joint work to improve coherence among UN entities.
6. Based on emerging innovative partnership with multilateral development banks, continue exploring new areas of collaboration amongst the government, international financial institutions (IFIs) and the UN, where the latter will bring its global community of knowledge and public goods.
7. Due to the scarcity of official development assistance (ODA) and the importance to optimize its use, the new cooperation framework should explore innovative funding mechanisms to pool resources for strategic use of the UNCT.
8. Incorporate credible projections of project impact to support the financial assessment and planning of proposed investments.
9. Based on positive results achieved during the implementation of the SEPF and in line with the UN reform, reinforce the work of the UNCT in policy development and normative work, including compliance with global agendas, conventions, and treaties.
10. Based on the coordination challenges brought by the COVID-19 pandemic and the various continuing challenges faced by the country, the new cooperation framework should rethink its governance system to better adapt to unpredictability and change. The nexus approach will require better coordination between humanitarian and development players.
11. Continue to align human resource/operational policies with coordination objectives.
12. Strengthen coordination between future Pillars and the Operations Management Team (as well as with the Communications and Advocacy, and Monitoring and Evaluation Group).
13. Accelerate the implementation of the UNSG’s Efficiency Agenda as a way of integrating existing fragmented services and operations towards more cost-effective interventions.
14. Conduct orientation briefing for new UNCT staff and annual PCF updating briefing for all staff.
15. Consider re-casting the framework under which the UN contribution to Philippine Development will be viewed. Consider the following three (3) areas:
 - a) Model-building/pilot innovation in defined sites.
 - b) Policy development
 - c) Institution/capacity building
16. In lieu of the JRGs and CSO-AC, consider convening a semi-annual multi-stakeholder development forum that will a) discuss major development topics relevant to the PCF; b) highlight for appreciation the work and accomplishments of the Pillars/UN working groups; c) generate awareness on the PCF; d) help build/strengthen multi-sectoral constituencies for reform agendas; and e) generate innovative ideas that may be developed into programs and projects.

FINAL REPORT

Evaluation of the United Nations Philippines Cooperation Framework 2019-2023

Chapter 1 Introduction

This report focuses on the evaluation of the United Nations Philippines Cooperation Framework (PCF) 2019-2023, undertaken for the United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP), which acted on behalf of and representing the UN Resident Coordinator Office (RCO) – Philippines.

This evaluation report is organized by chapters. This chapter describes the content of the report. Chapter 2 recounts the **Evaluation Purpose, Objectives and Scope**, based on the Terms of Reference (TOR) for this assignment. It is anticipated that the evaluation recommendations will be used to strengthen joint programming, planning, and decision-making for the next cycle of the cooperation framework. It aims to collect information on the UN Country Team (UNCT) contribution to the national development goals as well as draw out lessons learned from the implementation of programmes within the period.

Chapter 3 presents the **Country Context**, which features the opportunities and challenges as the country transitions to become an upper middle-income country while dealing with lingering inequality issues and the impact of the COVID-19 pandemic. This chapter briefly mentions the country's progress to the Sustainable Development Goals (SDGs). It also provides a concise review of the cooperation framework status. Lastly, it enumerates the key stakeholders such as the government counterparts, ranging from the government agencies co-leading the pillars, the oversight agencies and offices, the Bangsamoro regional agencies, and the local government units.

Chapter 4 explains the **Methodology** employed by the evaluation team, which includes the group discussion and key informant interviews, perception survey, desk review of published, relevant documents, and the triangulation done to ensure validity and consistency of findings.

Chapter 5 presents the **Findings** of the evaluation, headlining the criteria set by the OECD DAC² and as adopted in the TOR of this assignment: Relevance and Adaptability, Coherence, Effectiveness, Orientation Towards Impact, Efficiency and Coordination, and lastly, Sustainability.

Chapter 6 submits the **Conclusions** reached by the evaluation team after considering the evidence, connections, and significance of the PCF planning and implementation.

Attached to the report for reference are the accomplished Synoptic Table for Theory of Change (TOC) Analysis, results framework, perception survey cover letter and questionnaire, evaluation matrix, list of organization/institutions interviewed, joint programmes listed in UNCT Country Results Report 2020 and 2021, documents shared by UNCT via SharePoint, number of activities per pillar and output, terms of reference, and attendance sheets for the 2-day validation workshop and list of online attendees.

² Organisation for Economic Co-operation and Development's Development Assistance Committee.

Chapter 2 Evaluation Purpose, Objectives, and Scope

2.1 Purpose and Objectives

The UN ESCAP, acting on behalf of and representing, the RCO-Philippines engaged the services of Brain Trust: Knowledge and Options for Sustainable Development, Inc. (BTI) to assess the “United Nations Philippines Cooperation Framework 2019-2023” for UN Philippines. This evaluation is done as part of the UN system’s oversight, transparency, accountability, and collective learning process. It is a requirement based on the guidance of the UN Sustainable Development Group of June 2019. The purposes of this evaluation, as prescribed in the TOR, are as follows:

1. Provide key information and recommendations for strengthening joint programming and results at the country level, informing the planning and decision-making for the next UN Sustainable Development Cooperation Framework (SDCF) programme cycle and for improving UN coordination at the country level.
2. Strengthen the strategic positioning of the UN to support national priorities and approaches to the 2030 Agenda pledge of Leaving No One Behind (LNOB).
3. Support greater accountability of the UNCT to Cooperation Framework stakeholders by objectively providing evidence of results achieved within the framework and assessing the effectiveness of the strategies and interventions used.

In addition to the above, the TOR also listed the objectives of the evaluation which are:

1. Across the scope being examined, assess the contribution of the UNCT in the framework of the PFSD/SEPF to national development results through evidence-based judgements using evaluation criteria, referencing the Organization for Economic Cooperation and Development’s (OECD) Development Assistance Committee (DAC) criteria.
2. Identify factors that have enabled as well as limited UNCT’s contribution to the achievement of national development results, by assessing enablers and bottlenecks. This also includes assessing the adaptability of the UN programming frameworks to significant shifts in the country context, i.e., impact of COVID-19 and the establishment of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM).
3. Assess operationalization of UN Reform in terms of joint programming, joint interventions, and UN’s positioning to achieve national development results.
4. Provide actionable recommendations for improving the UN Cooperation Framework (CF)’s contribution, including coordination processes to deliver effective and integrated development results, for their incorporation into the new CF programming cycle.
5. Draw out the lessons learned from the responses of the respondents – those that worked and did not work to improve the UNCT’s future interventions, partnerships, approaches, and priorities.

2.2 Scope of the Evaluation

The evaluation, informed by the TOR, focused on the design and implementation of the Partnership Framework for Sustainable Development (PFSD) 2019-2023/Socio-Economic and Peacebuilding Framework for COVID-19 Recovery in the Philippines (SEPF) 2020-2023 including processes and

coordination mechanism structures (such as joint programming, work planning, resource mobilization, communications and information sharing). Temporally, the period of examination focused on the evolution of the CF from the periods covered by the PFSD (January 2019) and SEPF (July 2022). Geographically, the evaluation covered programmes and interventions of the UNCT across the country during the same period, with special focus on the BARMM.

To be specific, the evaluation focused on several joint programmes enumerated in the Country Results Report 2020 and 2021, including those that centered on women’s rights and empowerment, social protection initiatives to strengthen community and disaster resilience, conflict prevention, promotion and protection of human rights, COVID-19 related responses on gender and mental health, among others. However, the evaluation team did not cover projects or support actions by individual UN agencies (whether these be implemented together with external partners or not), which numbered more than 200.

2.3 Primary Users of the Evaluation

The primary users of this evaluation’s results and recommendations is the UNCT, particularly the agencies involved in the planning, implementation, and monitoring of the joint programmes and other actions related to People, Prosperity and Planet, and Peace pillars. Further, the evaluation results would also serve updating or preparing a successor PCF. Government counterparts, key development partners, and other implementing organizations such as civil society and the private sector organizations may find the evaluation results useful guide in valuing and strengthening their respective partnership with UNCT, as well as from knowing how the joint programmes they were involved with delivered results or made effected changes in the lives of their beneficiaries/constituents.

2.4 Evaluation Framework

The CF was assessed using the OECD's DAC evaluation criteria of relevance and adaptability, coherence, effectiveness, impact orientation, efficiency and coordination, and sustainability; as well as on cross-cutting issues of gender, human rights, Human-Development-Peace (HDP) nexus, and LNOB. Annex 1 lists the focused questions for each criterion. This evaluation's framework and process flow are depicted in Figure 1 below.

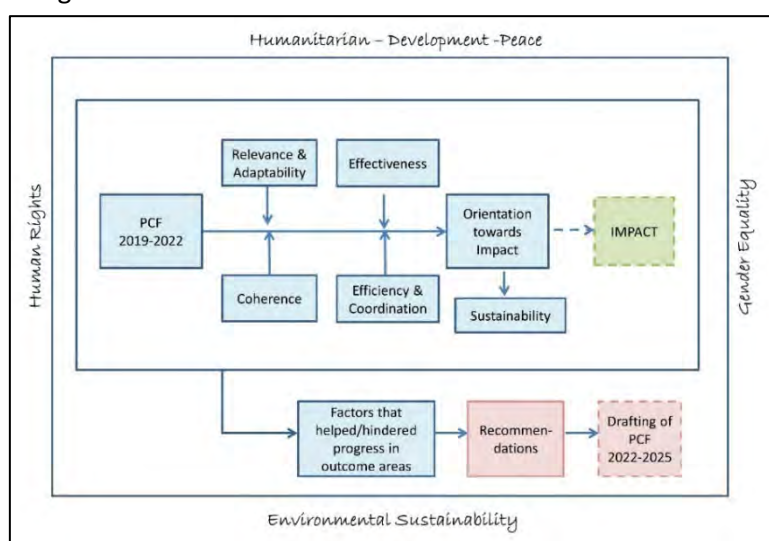


Figure 1. PCF Evaluation Framework

The inner box contains the core evaluation areas – relevance and adaptability, coherence, efficiency and coordination, effectiveness, orientation towards impact, and sustainability. The subject areas in this inner box cover the TOR’s Evaluation Objectives Nos. 1 and 3.

Due to difficulties in attribution, the evaluation (and indeed the PCF itself) did not strive to determine “impact” (i.e. measurable improvements in national development outcomes such as reduction in malnutrition, poverty, etc.). Rather, the evaluation criteria were “orientation towards impact”, or how the PCF better positions the country to achieve development outcomes.

After putting together and analyzing collected data on the core evaluation areas, the BTI evaluation team (BTI Team) distilled the major lessons and insights – particularly the facilitating and hindering factors (Evaluation Objective No. 2) – made some conclusions, and drew up a number of recommendations that are largely doable on the part of the UNCT (Evaluation Objective No. 4).

The outer box represents the over-all lens that must be used in approaching the evaluation – human rights, the HDP framework, environmental sustainability and gender equality.

Other than the evaluation criteria used was prescribed by the OEDC-DAC, the criteria was also aligned with the Joint Memorandum Circular No. 2015-01: National Evaluation Policy Framework of the Philippines, which was issued to ensure that projects and programs implemented in the Philippines would be guided by evidence-based decision-making, evaluation results that would enrich learning and improvement, and performance accountability would be clear to the people, resource partners, and other interested parties. This evaluation mirrored the minimum requirements of answering questions on “relevance, effectiveness, efficiency, and sustainability” (NEDA, 2015).

Chapter 3 Country Context

3.1 The Philippines

An archipelagic nation in Southeast Asia, the Philippines is bounded on the east by the Pacific Ocean, on the west by the West Philippine Sea, and in the south by the seas of Sulu and Celebes. It is a democratic state of 113 million people (2023 estimate), making it the 13th most populous country worldwide, on a land area of just 300,000 square kilometers. Its territory is divided into three island groups: Luzon in the north, as the largest island group and hosting the national capital of Metropolitan Manila; Visayas as the central island group; and Mindanao as the southern island group.

The Philippines is a republic, with governmental powers divided into three branches: executive, legislative, and judiciary. The executive branch is headed by a president. In 2022, the country elected its 17th president.

Governance in the Philippines was decentralized when the Local Government Code was enacted in 1991 (The Senate of the Philippines, 1991), which has transferred the responsibility of delivering key basic services (e.g., health, social welfare service, environment, agriculture, local public works, tourism, and education) to the local government units (LGUs). The LGUs are given the autonomy to decide on matters that will bring peace and development in their respective areas. Linked to the autonomy is the LGUs’ flexibility on resource allocation and mobilization. At present, the country is organized into 17 regions. Each region is further composed of provinces, cities, municipalities, and barangays. The Bangsamoro Autonomous Region in Muslim Mindanao, located in Southern Philippines, is the “youngest” region; formally established in 2019 as a part of the peace agreement

to end the decades-old conflict between the government and Moro secessionists (BARMM, Abuza, & Lischin, 2020).

According to the Philippine Statistics Authority, the average family income was Php 307,190³ per year in 2021, while the poverty incidence was at the level of 13.2 percent. The country registered a total export earnings of US\$78.8 billion and spent US\$116.9 billion on imports, leaving a trade deficit of US\$216 billion (PSA, 2023). The country noted a 95.2 percent employment rate as of February 2023, with the services sector dominating the labor market at 59.6 percent (specifically wholesale and retail trade). The total approved foreign investment for 2022 was recorded at PhP 241 billion, with Singapore as the biggest investor for the year (PSA, 2023). Based on the current (2023) World Bank classification, the Philippines is categorized as “lower middle-income country⁴” (World Bank, 2023).

As of 26 April 2023, the country reported 4,087,964 COVID-19 cases and 66,444 recorded deaths as a result of the pandemic (WHO Philippines, 2023).

3.2 Opportunities and challenges

The Philippines is a near upper middle-income country that has recently recorded impressive gains in economic and social development. Growth in Gross Domestic Product (GDP) averaged 6.4 percent per year in 2010 to 2019, and Gross National Income (GNI) per capita doubled between 2001 and 2019. The Philippine Development Plan for 2023-28 (PDP) targets the attainment of upper middle-income status by 2025 (US\$4,256 GNI per capita based on Atlas method).

The increase in overall income also allowed income of most households to increase; as a result, poverty incidence was brought down to 16.7 percent of the population by 2019. Expanding job generation allowed unemployment to decline to 5 percent that year. Expanding tax revenue and widening fiscal space allowed public expenditure on education and health to increase by 14 percent and 13 percent, respectively, from 2013 to 2019. The number of household beneficiaries of the *Pantawid Pamilyang Pilipino Program*, the country’s most comprehensive conditional cash transfer scheme, stood at 4.28 million, up from just 630,000 in 2009. Similarly, on the economic front, spending on infrastructure reached 4.6 percent of GDP in 2017 – 2019, up from 2.6 percent in 2013-2016 (NEDA, 2023).

However, many Filipinos continue to be left behind as inequality worsens. The Gini coefficient, which measures income inequality, was estimated at 47.9 percent in 2021, a lot worse than it was 42.3 percent in 2018 and compared with the world average of 39.5 percent and Gini coefficients of most ASEAN countries. A recent World Bank report found that despite advances in economic development and expansion in basic social services, inequality of opportunity and low generational mobility have been limiting innovation and better allocation of human capital in the economy⁵.

The Philippines has been increasingly becoming self-reliant in financing its own development needs, thus transforming the nature of UN work in the Philippines. The PFSD 2019 – 2023 is the first UN – Philippines country plan that explicitly recognizes this rising domestic capacity. It represents a shift in

³ Based on 24 April 2023 Bangko Sentral ng Philippines exchange rate of PhP 56.27 = US\$1, this is equivalent to US\$5,429 (https://www.bsp.gov.ph/statistics/external/day99_data.aspx.)

⁴ Based on World Bank classification, economies under lower middle-income category are those with gross national income (NGI) per capita between US\$1,086 to \$4,255 (<https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>)

⁵ World Bank, “Overcoming Poverty and Inequality in the Philippines: Past, Present, and Prospects for the Future” <https://www.worldbank.org/en/country/philippines/publication/key-findings-overcoming-poverty-and-inequality-in-ph-past-present-and-prospects-for-the-future>

UN System engagement in the Philippines from development assistance to strategic partnership. Attention to faster economic growth is giving way to a focus on the quality of growth. The PFSD responds as well to the UN System reform since 2017, towards greater coherence and effectiveness in UN System engagement, considering the shrinking pool of resources available to the UN, and the clamor of Member States for reform.

The PFSD identifies the priorities of the UN System; but rather than addressing the gamut of remaining development gaps of the country, the PFSD reflects UN positioning as neutral convenor, catalyst, and coordinator. The PFSD adopted three pillars of strategic partnership, namely: *People* – nutrition, food security, and health are ensured and protected for the most marginalized, vulnerable, and at-risk people; *Prosperity and Planet* – resilient, equitable, and development path for communities; and *Peace* – accelerating sustainable and equitable development, for a just and lasting peace in conflict-affected areas of Mindanao.

Funding requirement across the three Pillars was US\$0.5 billion, of which 92 percent was expected to be mobilized from non-Core (external) funding. Two-fifths was expected to go to the People and Planet pillar, followed by People (34%), with Peace accounting for 26 percent.

In 2020, upward trends were unexpectedly disrupted by the COVID-19 pandemic and its associated public health lockdowns and issues. Reversals ensued in GDP growth (-9.5%), poverty incidence (rising to 18.1% in 2021), and unemployment rate (doubling to 10.4%). Government enacted emergency assistance to the affected population in terms of COVID-19 public health assistance, as well as cash and in-kind transfers, although other forms of service delivery (such as regular health care and schooling) were severely curtailed. The government's response was outlined in the *We Recover as One* roadmap.

Likewise, the UN quickly pivoted from PFSD to SEPF, to target its support to where it is most needed to mitigate pandemic impacts, including bringing the country back on track to achieving the SDGs by 2030. The SEPF aligns with the *We Recover as One* roadmap. It adopts the Humanitarian-Development-Peace Nexus approach, integrating humanitarian response (to on-going health and other emergencies, such as conflict and natural disasters), while promoting resilience and accelerating recovery.

The expected funding requirement was nearly doubled to US\$0.93 billion, of which 46 percent was allocated for Prosperity and Planet, followed by People at 37 percent, and finally Peace at 17 percent. At the time, expected core and non-core contributions had yet to increase; nonetheless the higher figure was estimated as agencies anticipated emerging opportunities for leveraging new funding with the revision of the PCF, and adoption of the UN Roadmap addressing COVID-19 recovery and BARMM transition.

3.2.1 Progress to SDGs

Given the proliferation of indicators monitored by the Philippine Statistics Authority (PSA) under the SDGs, the following indicators are prioritized given their prominence in the SEPF under the People, as well as Prosperity and Planet pillars. Note that indicators and targets under the Peace pillar are limited to BARMM, hence not of nationwide coverage as is the norm for SDG monitoring.

3.2.2 People

SDG Target 1.2: Reduce poverty incidence by half based on national lines.

The baseline figure for national poverty incidence is 23.5 percent in 2015 (PSA, 2022). Hence the 18.1 percent figure in 2021 still represents a significant gain relative to this baseline. The target as of PDP 2023-28 is 8-9 percent by 2028. This target is more ambitious than the 11.75 percent suggested by the baseline figure under SDG Target 1.2 but seems within reach as long as the growth targets for 2023 – 28 are realized.

SDG Target 2.2: Prevalence of stunting for children under-5.

The baseline figure of PDP is 26.7 percent recorded in 2021; this is already lower than the baseline SDG figure of 33.4 percent in 2015. Target 2.2 states to “end all forms of malnutrition”, hence taken literally, this implies zero stunting by 2030. In fact, the original SDG target of the Philippines was 24.9 percent by 2030. The current PDP raised the target to 17.9 percent by 2028, which is still realistic but far from the goal of ending all forms of malnutrition.

SDG Target 4.1.1.2. Proportion of children at the end of secondary school achieving minimum proficiency in reading and mathematics.

The baseline figure for this was estimated in 2018 at 24 percent for reading and a dismal 2.4 percent for mathematics. There have been no recent updates although estimates for primary school provide an indication of what might be happening in secondary schools. Philippines has high primary enrollment rate, with only 5 percent of primary school-aged children not enrolled in school. However, the quality of learning is exceedingly poor: 91 percent of in-school children at late primary age are not proficient in reading, while 90 percent do not reach the minimum proficiency level at the end of primary school. The PDP target for 2028 is 59 percent of secondary school completers reaching minimum proficiency in reading, and 43 percent reaching minimum proficiency in mathematics.

3.2.3 Prosperity and Planet

SDG 11.b.2. Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies.

Under this SDG, the indicator in common with the SEPF is “percent of public expenditure for climate change”, both at the national level (based on the government budget) and the local level (based on the Annual Investment Plan or AIP). The baseline figure for the national budget was 5.77 percent in 2020, and for the local AIP was 25 percent. The target is 12 percent and 28 percent, respectively, by 2028. According to SEPF, the 2015 figure for the national budget was 5 percent, hence the 2022 PDP baseline represents almost no improvement over the intervening five years.

3.2.4 Overall progress

While there is reason to be optimistic for Philippines to meet many of its SDG targets, some key targets related to human development are unlikely to be attained. As we have seen, ending all forms of malnutrition is unlikely to be attained, nor can the target of “ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes” be reached by 2030.

Progress to the SDGs has been set back by external shocks and lack of resiliency. As explained previously, external shocks such as COVID-19 have set back the Philippines in its march to the SDGs. Other shocks include the global price shocks affecting energy, fertilizer, cereals, vegetable oils, and other food items, especially upon outbreak of war between Russia and Ukraine. Weather-related calamities have also inflicted tremendous damage on households and the economy, such as typhoons Goni, Vamco (2020), Rai (2021), Noru, and Nalgae (2022). In agri-food systems, pest and disease

infestation such as African Swine Fever affecting livestock, Avian Influenza affecting poultry, the continued onslaught of Fusarium wilt on banana, and Fall Armyworm on various crops (such as onion), are also driving inflation and ruining agricultural livelihoods. Compounding these shocks are low resiliency among households due to high exposure (e.g., coastal populations), limited assets, and poor health of individuals (such as prevalence of non-communicable diseases).

Low resiliency and lack of progress is ultimately traceable to governance gaps. Theoretically, high quality governance could conceivably remedy the vulnerability and stagnant living standards of many Filipino households at rapid pace. However, this has yet to materialize owing to governance gaps, precisely led the PCF to devote much attention to building capacity and providing technical backstopping to the Philippine government. The PDP itself concedes that government needs to resolve structural impediments to bureaucratic efficiency, such as limited capacity of civil servants to adapt to new technologies, variances in participatory practices and service delivery effectiveness, and the transition to greater funding for local governments following the Mandanas-Garcia ruling.

The gaps at the local level are as equally glaring, if not more so compared with gaps at the national level. This is evident in-service gaps in devolved functions such as agricultural and fishery extension services, nutrition, health, social welfare, and disaster response. The problem has been compounded by the mismatch in expenditure responsibilities devolved to different levels of LGUs, leading to uneven fiscal outcomes (Manasan and Chatterjee, 2003), and therefore resources for developing local human resources and organizational capacity.

3.3 Context of the Programme

3.3.1 Overview of Cooperation Framework Status

The recent UN Development Assistance Framework (UNDAF) evaluation indicated the following:

- The Philippines is now less dependent on external financing and is looking to UN for specialized technical assistance.
- The number of joint programmes among UN agencies is limited; reliance on individual programmes has led to large transactional requirement from national agencies, relative to the size of resources commanded.
- The next UNDAF should be focused and operationalized under a variety of joint programming modalities.

Reflecting these findings and recommendation, the SEPF adopted two Strategic Priority Areas, that were translated into three Outcomes (denoted *Pillars* in the PFSD), which in turn, were broken down into 13 Focus Areas or Outputs, to which the BTI Team associated short tags [in brackets] as follows:

Output 1: Social determinants of people's health are holistically addressed, and health systems strengthened for enhanced health outcomes [Health]

Output 2: Education and training system are strengthened and bridge the educational divide [Education]

Output 3: Food and nutrition security enhanced [Food and nutrition]

Output 4: Social protection systems effectively shored. [Social protection]

Output 5: Green and climate lens integrated in job-rich recovery efforts [Green growth]

Output 6: Resilience strengthened in all sectors and all levels of government [Resilience]

Output 7: Capacity of cities to develop resilient and socially inclusive urbanized communities strengthened [Cities]

Output 8: Untapped potential for agriculture-based inclusive growth and sustainable agri-food systems effectively leveraged [Agri food system]

Output 9: Environmental protection is strengthened, and illegal wildlife trade curbed [Environment].

Output 10: Innovative finance effectively mobilized for green, climate and disaster risk reduction and inclusive investments [Finance]

Output 11: COVID-19 response strengthened and inclusive development for peace accelerated in Mindanao [Mindanao]

Output 12: Normalization and political tracks of the Comprehensive Agreement on the Bangsamoro effectively supported [BARMM]

Output 13: Community-based conflicts reduced, community security effectively addressed, and community economic empowerment strengthened [Peace]

In addition to support to basic services, the subsequent **Results Reports of the UNCT highlighted the implementation of Joint Programmes as well as technical assistance to government for policy formulation and service delivery.** In the wake of the COVID-19 pandemic, the UNCT Results Reports narrated accomplishments in terms of support to basic services, and various partnerships involving technical support and capacity building for government, towards program implementation and policy formulation, including enactment of key laws. Also prominent in these Result Reports were Joint Programs, which are defined as projects with a single source of funding but with multiple UN implementing agencies.

These changes reflect global adjustments in development finance in accordance with the 2019 global funding compact. A new global funding compact was welcomed by the UN General Assembly (Resolution 72/279) in 2018. The Report of the Secretary-General elaborating the funding compact (UN, 2019) points to the need, in view of the global development challenges of rising inequality, climate change, stressed food systems, and entrenched poverty, for multilateral response, with UN to delivering cohesive and high-quality support at scale. The need contrasts sharply with the reality of UN resource mobilization facing high transaction cost, fragmentation, volatility, and competition among entities. Funding prioritizes rigid earmarking for specific activities, sacrificing flexibility, coordinated action, and responsiveness to changing conditions. As of 2020, 62 percent of total UN Resources were earmarked; fortunately, among these earmarked funds, the share of inter-agency, single-agency thematic, and global vertical funds (such as the Joint SDG Fund) had been rising, from 16 percent in 2018 to 19 percent in 2020. The latter type of funding is deemed more consistent with the global funding compact principles, compared with earmarking for project- and programme-specific activities.

The funding compact also delivers on the UN Secretary-General's "efficiency agenda" to reduce inter-agency duplication, leveraging collecting purchasing power, and maximizing economies of scale in procurement, finance, information and communication technology, logistics, human resources, and administration (ILO, 2020). In the area of finance, the United Nations Multi-Partner Trust Fund (MPTF) Office is tasked with the design and administration of multi-stakeholder pooled financing instruments. The Office uses standard UN legal agreements to establish pooled funds and provides technical and

administrative support for the various pooled funds, thereby expediting funds flow and reducing transaction cost (UN MPTF, 2023).

There are currently ten pooled funds active in the Philippines. Two of these are country-specific, namely Conflict Transformation in BARMM, and the Joint Programme on Human Rights. The other eight are global or regional funds covering diverse areas e.g., coral reefs, migration, peacebuilding, etc.

3.3.2 The Theory of Change

The goals of the PFSD and SEPF were organized into three pillars of People, Prosperity and Planet, and Peace. UNCT and its partners developed a Theory of Change (TOC) for each pillar, describing the change expected to happen following the programmes or interventions implemented and coordinated by UN in the country.

Under the People Pillar, the outcome desired is stated as “The most marginalized, vulnerable, and at-risk people and groups benefit from more include and quality services and live in more supportive environments where their nutrition, food security, health, and life-long learning are ensured and protected”. The change desired is based on the assumption that innovative approaches on developing human capabilities and enabling exercise of human rights will deliver transformative results. On the other hand, this change is subject to these risks: impact of COVID-19 on health and social protection systems, resulting to increased vulnerability of population; prolonged pandemic will disrupt health system, limit availability and access to critical and essential health, food security and nutrition services; loss of livelihoods and slower recovery; and fragmented approaches to national policies. This pillar has the following intermediate outcomes:

- Holistically address the social determinants of people’s health and strengthen health systems for enhanced health outcomes.
- Enhance food and nutrition security.
- Strengthen the education and training system and bridge the educational divide.
- Shore social protection systems.

Under the Prosperity and Planet pillar, the outcome desired is stated as “Philippines is in a better position to achieve its socio-economic goals in a way that is sustainable, resilient to shocks, including pandemics, while reducing income poverty and inequalities”. This assumes that green, climate transformative and resilient recovery as well as more inclusive urbanization processes will happen. The risks that may work against this outcome are varied, ranging from the anticipated economic recovery may exacerbate existing inequalities; COVID-19 responses and recovery too focused on regaining economic losses, job creation and health protection; business, industry and the economy repeatedly suffering from the immeasurable losses from disasters and pandemics; and that the urban development contributing significantly to carbon emissions. Intermediate outcomes for this pillar include:

- Integrate green and climate lens in job-rich recovery efforts.
- Strengthen resilience in all sectors and all levels of government.
- Strengthen the capacity of cities to develop resilient and socially inclusive urbanized communities.
- Leverage untapped potential for agriculture-based inclusive growth and sustainable agri-food systems.
- Mobilize innovative finance for green, climate and disaster risk reduction and inclusive investments.

- Strengthen environmental protection and curb illegal wildlife trade.

For the Peace Pillar, the outcome desired is stated as “Individuals especially the most left behind are resilient and the Philippines reaps a peace dividend”. The assumptions for this outcome are enhanced government capacity to continue implementing the agreed peace agenda and sustaining economic investment. On the other hand, the risks involved included COVID-19 response and recovery on national political agenda may lead to reduced commitment and ability to maintain momentum on Bangsamoro Peace process; agreed block-grant funding for BARMM may be scaled back; and corruption may further hinder the government’s ability to deliver on normalization. Below are the intermediate outcomes for this pillar:

- Respond to COVID-19 and accelerate inclusive development for peace in Mindanao.
- Support normalization and political tracks of the Comprehensive Agreement on the Bangsamoro.
- Reduce community-based conflicts, address community security, and strengthen community economic empowerment.

The joint programmes that were listed in the Country Reports 2020 and 2021 aimed to contribute to these outcomes, typically addressing more than one pillar and cutting across several of UN’s priority concerns: gender, LNOB, and humanitarian-development-peace nexus.

People Pillar

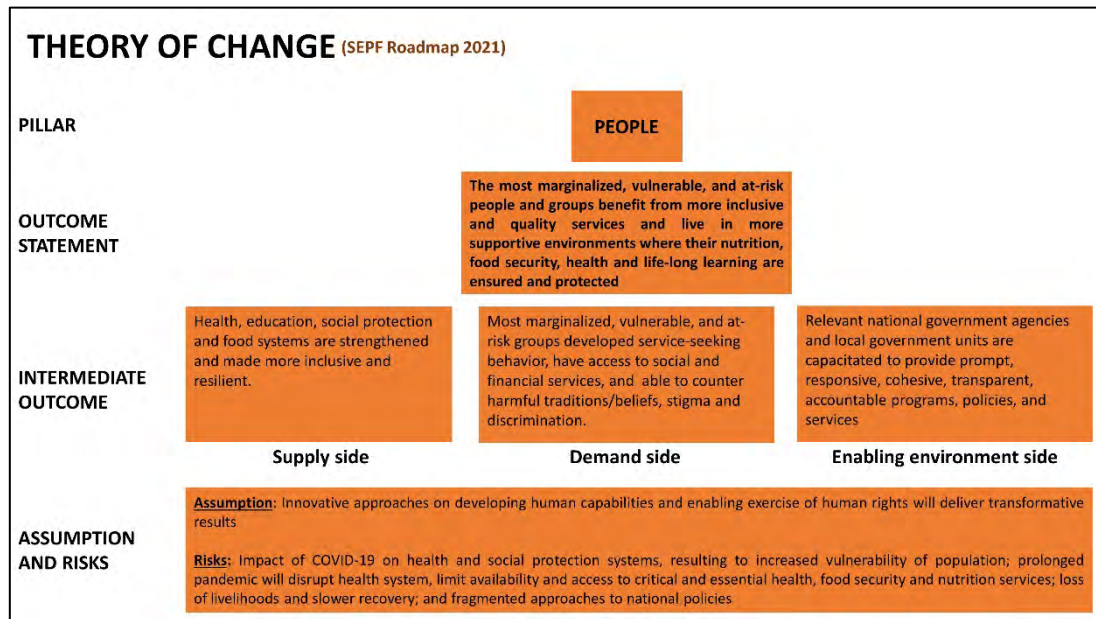


Figure 2. Reconstructed TOC for People Pillar

Prosperity and Planet Pillar

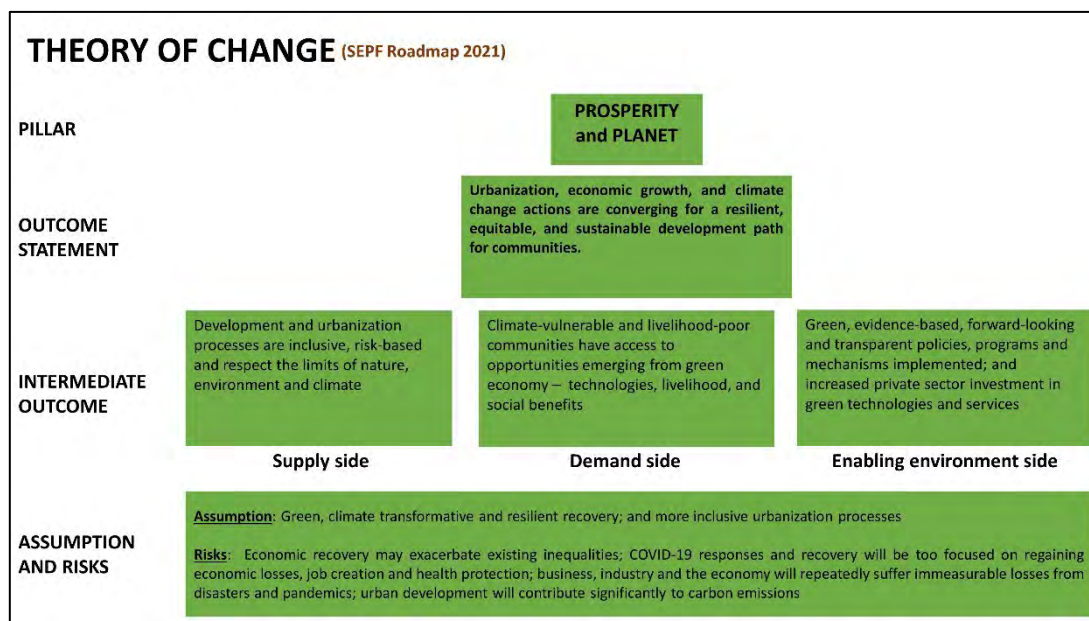


Figure 3. Reconstructed TOC for Prosperity and Planet Pillar

Peace Pillar

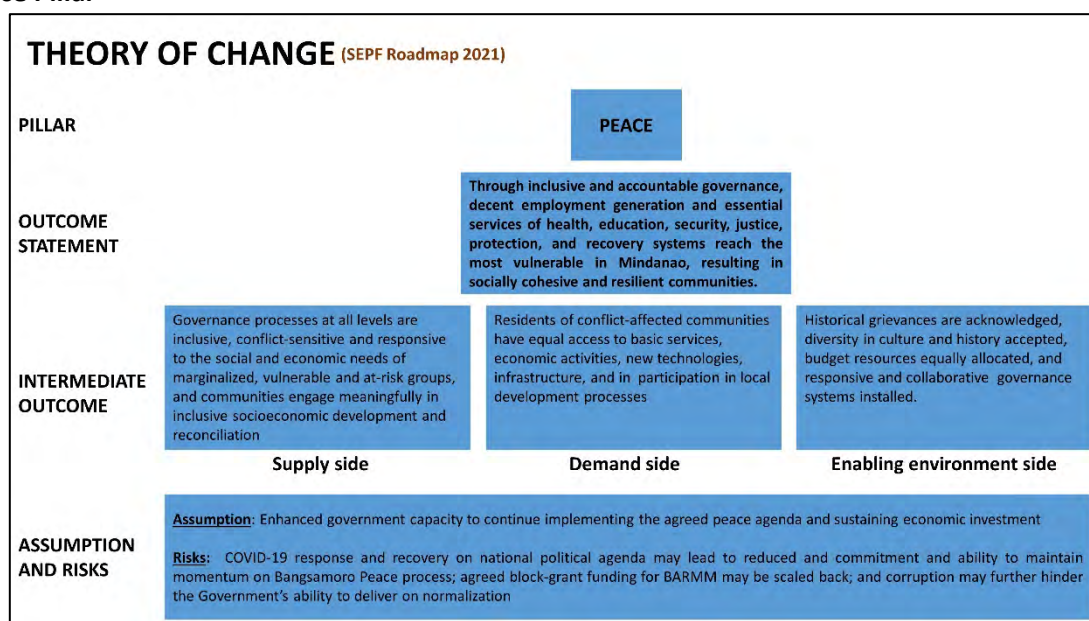


Figure 4. Reconstructed TOC for Peace Pillar

3.3.3 Key stakeholders

Government. The cooperation framework (initial version PFSD 2019-2023 and the recalibrated version SEPF 2020-2023) aimed to contribute to achieving the Philippine Development Goals. Desired development outcomes were organized by pillar, with each pillar led by a UN agency on rotating basis and a permanent government agency counterpart. Representing the government in the People Pillar is the Department of Social Welfare and Development (DSWD), whose mandate is to “develop, implement and coordinate social protection and poverty-reduction solutions for and with the poor, vulnerable, and disadvantage” (DSWD, 2019). DSWD’s mandates are parallel with the intent of the

People Pillar. For the Prosperity and Planet Pillar, it is the Department of Environment and Natural Resources (DENR) that represents the government side. DENR is mandated to “preserve, manage, develop, and use properly the country’s environment and natural resources...for the welfare of the present and future generations of Filipinos” (DENR, n.d.). Finally for the Peace Pillar, it is the Office of Presidential Adviser on Peace, Reconciliation and Unity (OPAPRU) that represents the government. OPAPRU is mandated to “manage, direct, integrate, and supervise the implement of the Comprehensive Peace Process through promoting and reinforcing reconciliation and unity among the Filipino people” (OPAPRU, n.d.).

These three agencies were involved in the formulation of the cooperation framework. They were also consulted or actively involved in the implementation of joint programmes. They shared resources such as staff, network/connections, and technical expertise to ensure the smooth implementation of joint programmes and other support actions.

Apart from DSWD, DENR, and OPAPRU, there were other government agencies that were engaged in the PCF, and these were the following:

- Sectoral agencies and offices: Department of Health, Department of Education, Department of Agriculture, Technical Education and Skills Authority, National Council for Indigenous Peoples, Office of Civil Defense, and Department of Science and Technology.
- Oversight agencies and offices: Department of Finance, National Economic Development Authority, Department of Budget and Management, and Department of Foreign Affairs.
- BARMM agencies: Bangsamoro Planning and Development Authority (BPDA); Ministry of Agriculture, Fisheries and Agrarian Reform (MAFAR); Ministry of Basic, Higher and Technical Education (MBHTE); Ministry of Environment, Natural Resources and Energy (MENRE); Ministry of Finance, and Budget and Management (MFBM); Ministry of Health (MOH); Ministry of Labor and Employment (MOLE); Ministry of the Interior and Local Government (MILG); Ministry of Public Order and Safety (MPOS); Ministry of Social Services and Development (MSSD), Ministry of Trade, Investment and Tourism (MTIT)
- Local governments: provincial local government units (PLGUs), city and municipal LGUs

Civil society: The lowest political unit in the Philippines is the Barangay, which is often associated with *communities* formed by clusters of households. Organizations at the grassroots are referred to as People’s Organizations (POs), which are recognized under various forms, such as associations, clubs, corporations (stock or non-stock/non-profit), partnerships, cooperatives, and foundations. Non-profit organizations outside of government, which also take many of the forms of POs are referred to as non-government organizations (NGOs).

Private sector: Private sector actors are dominated by stock corporations and micro, medium, and small enterprises. Also, part of this group of stakeholders are philanthropic organizations that implement numerous health, nutrition, education, training, and similar projects.

Donor agencies: Also, very active in the country are a number of bilateral and multilateral development agencies extending official development assistance (ODA).

UN System: The UNCT in the Philippines is composed of the following:

- **Resident funds, programmes, and specialized agencies:** Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD), International Labour Organization (ILO), International Organization for Migration (IOM),

United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Refugee Agency (UNHCR), United Nations Children’s Fund (UNICEF), United Nations Industrial Development Organization (UNIDO), World Food Programme (WFP), and World Health Organization (WHO).

- **Project offices:** United Nations Programme on HIV/AIDS (UNAIDS), United Nations Habitat, United Nations Office on Drugs and Crimes (UNDOC), United Nations Office for Project Services (UNOPS), and United Nations Entity for Gender Equality and Empowerment of Women (UN Women).
- **Non-resident agencies:** United Nations Educational, Scientific, and Cultural Organization (UNESCO), United Nations Environment Programme (UNEP), United Nations Human Rights Offices (OHCHR), United Nations Office of Counter Terrorism (UNOCT), United Nations Development Coordination Office (UN DCO), and International Trade Center (ITC).
- **Secretariat offices:** United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA), United Nations Department of Safety and Security (UNDSS), United Nations Interregional Crime and Justice Research Institute (UNICRI), and United Nations Information Centre Manila.

Adhering to the Management and Accountability Framework (MAF), the Resident Coordinator’s Office provides coordination of all organizations of the UN in the Philippines. The Resident Coordinator is the designated representative of the UN Secretary General and is the highest-ranking representative of the UN Development System in the country (UN Philippines, n.d.). He leads the UNCT as the system engages the Philippine Government in defining and agreeing the UN’s contribution to the government priorities. In turn, the UNCT serves as the main inter-agency coordination and joint decision-making body in the country. It is involved in the “analysis, planning, tracking and reporting processes, information management, communication and advocacy in the SEPF implementation and support of the 2030 Agenda” (UN Philippines, 2020).

There are others coordination bodies involved in the SEPF implementation. First is the UN Results Group, composed of experts from all UN entities and collaborates with Government-led working groups and clusters. Acting as the link between UN Results Group and the RCO is the Results Coordination Group, which ensures learning and mainstreaming of cross-cutting issues. The third group of coordination structure is called as the “enablers” and these are composed of UN Country Communications Group (UNCCG), Operations Management Team (OMT), and the Monitoring and Evaluation Group (MEG). These enablers drive coherence, learning, community and visibility, and efficient business operations, among others (UN Philippines, 2020).

Chapter 4 Methodology

4.1 Evaluation Methods

This evaluation employed mixed methods to collect and generate data. For guidance, the evaluation team referred in detail to the PCF’s TOC and the evaluation criteria. To ensure the utility of the evaluation findings, the evaluation team adopted participatory approaches and anchored on theory model as presented in the PFSD and later updated in the SEPF. An evaluation matrix for organizing the data collected is presented in Annex 5.

4.1.1 Group Discussions and Key Informant Interviews

The BTI team gathered qualitative data through **group discussions** (GDs) and **key informant interviews** (KIIs), with each session lasting no longer than two (2) hours. The BTI Team developed a guide questionnaire along the lines of OECD DAC's criteria, which was divided into three parts: a) Introduction, b) Main Evaluation Questions, c) facilitating and hindering factors, and recommendations. The flow of discussion and the guide questions for both methods are shown in Annex 1.

The flow and questions of each discussion/interview questions were adjusted according to the participants' dynamics. The adjustments included rephrasing questions, skipping questions already answered, and exploring new areas or unpacking complex issues. Annex 6 lists the agencies/organizations/institutions interviewed.

4.1.2 Perception Survey

The BTI team also conducted an **online perception survey** to elicit, in a more structured manner, the opinions of the staff or officers of PCF partners on their answers to the PCF evaluation questions. The UN Resident Coordinator provided a formal endorsement letter for the conduct of this independent evaluation study and encouraged potential respondents to participate in the Perception Survey. Annex 4 contains the cover letter and survey questionnaire.

The survey was administered by the evaluation team online, via the Kobo Toolbox application. The survey respondents were participants to the pillar-based and thematic-based group discussions. They were informed that the evaluation team would be soliciting additional insights or details (if necessary) on the PCF's effectiveness, efficiency, impact, and sustainability of the PCF strategies, actions, and results. An email was sent to these respondents with endorsement from the UN and a link to the survey tool. At the end of the survey, the respondents were asked to nominate additional persons/organizations to participate in the perception survey.

The survey became live last January 21, 2023, after the tool was approved for online distribution and formally ended last April 14, 2023. The evaluation team followed up the 119 recipients of the email invitation; only 26 had completed the survey tool. The profile of respondents is discussed in the following (Table 1).

By sex of respondents, the majority are female (18 out of 26, or 69%). By agency, the largest number (11 out of 26, or 42%) are officials of the United Nations – Philippines, representing the agencies of WOF, IOM, UNIDO, UNESCO, UNICEF, UNOPS, UN Women, and ILO. The eight (8) government respondents are representatives of Mindanao Development Authority (MinDA), NEDA, DILG, Philippine Commission on Women, and Department of Human Settlements. The remaining seven (7) respondents are affiliated with non-government organizations with 4 based in Mindanao and 3 based in Metro Manila. These NGO-respondents are Integrated Resource Development for Tri-People, Maranao People Development Center, Moro Women Development and Cultural Center, Community and Family Services, and Council for People's Development and Governance. These NGOs were involved as co-implementers of the UN support actions. Except for the UN Philippines agencies, the 15 NGO and government respondents played mixed roles as recipient and co-implementer of UN support actions. Further, some of these respondents were also involved in more than one (1) pillar.

Table 1. Respondents' Role and Pillar (n: 15)

	Government Respondents (n=8)	NGO Respondents (n=7)	Total
A. Role			
Implementer only	3	7	10
Recipient only			
Implementer and Recipient	2		2
No response	3		3
B. By Pillar			
People pillar only		1	1
Planet pillar only	1	1	2
Peace pillar only	1	2	3
More than 1 pillar	3	3	6
No response	3		3

4.1.3 Desk Review

The **desk review** of UNCT project documents and the official progress reports published by the relevant national government agencies yielded qualitative and quantitative data for this evaluation. Documents such as the PFSD, SEPF, UNCT Results Reports of 2020 and 2021, documents on the joint programmes, workplans, and minutes of meeting, indicated the qualitative and quantitative progress on the outcome indicators. These documents were shared by the RCO and the UNCT via Microsoft SharePoint and made accessible to the BTI Team (see Annex 8 for the list).

In addition, the BTI Team consulted the relevant official reports of government agencies mandated to deliver development outcomes for the Philippines.

4.1.4 Triangulation

To strengthen the validity and consistency of the evaluation findings and recommendations, the BTI Team employed **triangulation**, referring to the use of multiple sources and types of information. This method was also compensated for the expected limitations among respondents (e.g. junior or timid representatives, no representatives from key agencies, etc.) and the project's time constraints. The responses from the group discussions and KIIs were triangulated with the progress of the outcome indicators as reported by the government. The results from these activities were then validated in a two-day workshop organized by RCO-Philippines. This is to address inaccuracies and misinterpretation by the BTI Team. The first day was physically attended by 48 participants, representing the partner organizations from the national government, CSO/NGOs, and donor community. In addition, 74 participants joined the workshop virtually via Zoom. This workshop focused on the following criteria: awareness of the PCF and engagement in its implementation; relevance and adaptability; sustainability; gender equality, HR, HDP and LNOB; and effectiveness. On the second day, the findings on impact orientation, coherence and efficiency, helping and hindering factors, and CF content and process were presented, with attendance confined to UNCT head of agencies.

4.2 Sampling Approach

A purposive sampling approach was used by the evaluation team in identifying the organizations and individuals to be consulted/interviewed. Representing the UNCT were the key representatives or point persons who were involved in the planning, implementation, or monitoring of the joint

programmes listed in the PCF, pillars, and the thematic groups (or those who assumed the posts of officers). External respondents were officers and staff affiliated with key government agencies, non-government, and civil society partners of UN.

On the other hand, respondents to the perception survey emanated from their participation in the group discussions or key informant interviews. At this juncture, the evaluation utilized the “snowball” technique, asking the perception survey respondents to identify other potential respondents.

4.3 Limitations of the Evaluation

The evaluation was constrained by three factors. First, the **evaluation period was short**. Initial discussions with the Evaluation Manager and UN RCO Evaluation Consultant fell on the last month of 2022, which was considerably hectic, hence difficulty in finding common schedule. After the Inception Report was approved, the team scheduled the group discussions and key informant interviews the first month of 2023, which also coincided with the planning period of most organizations, which presented scheduling concerns.

Second limiting factor was that **tangible evidence of results/changes have yet to emerge** at the time of the evaluation, with only two joint programmes were completed while 11 more were still in various stages of implementation. The evaluation team relied on the experiences and insights shared during the discussions, as well as the documentation provided by the UNCT.

The third challenge was the **lack of sufficient data useful to the evaluation**. The UNCT shared documents via Sharepoint, which were populated individually and gradually by the different agencies. These folders contained project documents/proposals, meetings notes (majority online meetings), references/guidance notes, communications, database/inventory of projects/, progress or quarterly reports, presentations, workplans, and templates. The volume and variety of the documents uploaded was significant, but there were data gaps on highlighting the results achieved and challenges encountered in programme implementation.

Given these hurdles, the methods used to gather data were sufficient to address the evaluation questions. The desk review of the available resources responded to the criterion “Relevance and Adaptability”, as the evaluation team found references to the PCF in the project documents/proposals. Responses related to “Coherence”, “Effectiveness”, and “Efficiency and Coordination”, were gleaned from the group discussions and key informant interviews. The findings were further enriched by the validation meeting with the RCO, as well as the two separate workshops with UNCT agencies and with partners (NGOs, CSOs, and government partners). The results of the perception survey served to provide additional validation on the evaluation criteria, however a low response rate vis-à-vis target respondents was noted. Direct observation on concrete results was not done due to the time constraint, limited mobility resources (nearly all data gathering activities were done online), and because most of the joint programmes were still on the implementation stage.

Reliability and Validation of Evaluation, Quality Review Process and Ethical Considerations

- **Enhance reliability and validity of evaluation conclusions.** To ensure the reliability and validity of the evaluation conclusions, the following markers were observed:
 - Utilize the information presented in the PCF-related reports and write-ups, which are provided by the UNCT.
 - Utilize recent data on targets, which are accurate and official, as reported by local and national government agencies and assembled by the Philippine Statistics Authority

- The final evaluation questions were based on the TOR and consolidated whenever possible to ensure that most if not all are covered during the GDs/KIIs within the limited time available. Responses to open-ended questions in Filipino were accepted.
- On the diffusion of the Perception Survey, randomness was applied through the survey link that was forwarded to partners who have been part of the PCF implementation.
- Handle the GDs to ensure all participants have opportunities to share their insights.
- Whenever possible, capture qualitative responses on the indicators and outcomes, allowing the different dimensions to complement quantitative progress/achievement.
- Use triangulation to combine the information gathered from the published documents (of UNCT), GDs/KIIs of partners and other stakeholders, and other independent credible sources such as those available online.
- In all, ensure that the conclusions are supported by evidence.
- Finally, the BTI Team's initial conclusions and recommendations were presented for validation to check for accuracy, workability, and reasonableness.

- **Ethical and Quality Considerations**

The BTI Team adhered to ethical standards undertaking this evaluation. It maintained respectful and cordial relations with the evaluation representatives/point persons of the UN-RCO and the stakeholders throughout the process. Participants to the GDs/KIIs were assured of the confidentiality of their responses. The BTI Team also exercised alertness on external influence that may affect the team's focus, methods, and interpretation.

Finally, the quality of the evaluation report is assured by a rigorous process of brainstorming, drafting, redrafting, and internal quality review. This draft report is submitted to the UNCT through the UN-RCO for review and comments, which will then be considered and integrated in the final report.

Chapter 5 Findings

This chapter presents the evaluation findings on the following criteria: Relevance and Adaptability; Coherence, Efficiency, and Coordination; Orientation Towards Impact; Effectiveness; and Sustainability. It also presents findings on UNCT's work on Gender, Human Rights, HDP Nexus, and LNOB.

5.1 Relevance and Adaptability

The PCF is relevant as it is aligned with the PDP 2017 -2022 and SDGs.

The PFSD 2019-2023 was formulated and published in 2018 following a series of consultations with the government and other external stakeholders. With guidance from PDP 2017-2022, the PFSD conveyed how the 17 different funds, programmes, and specialized agencies would support the Philippine Government in addressing the country's most compelling development issues. The PFSD organized the UNCT's priorities and approaches under the three (3) pillars of People, Prosperity and Planet, and Peace. It committed to address inequalities, promote inclusive development, and support

efforts to ensure that no one is left behind. The CF embodied in PFSD marked a pivot from “development assistance to collaboration in strategic partnership”.

Table 2 below shows how each pillar links with and supports the objectives, strategies and priorities in the PDP 2017-2022, as well as how it translates the SDGs in the Philippine context. For instance, PDP’s Chapter 10 is framed on “Human capital development towards greater agility” and endeavors to generate the following outcomes: “nutrition and health outcome for all improved, care at all life stages guaranteed, response and resilient health system ensured, and flexible lifelong learning opportunities for all. SEPF’s People Pillar desires similar outcome with particular focus on the “most marginalized, vulnerable, and at-risk people and groups”.

PDP’s Chapter 17 wishes to attain just and lasting peace all over the Philippines and involving various revolutionary groups (i.e., Rebolusyonaryong Partidong Manggawa-Pilipinas Revolutionary Proletarian Army-Alex Boncayao Brigade and Cordillera Bodong Administration – Cordillera People’s Liberation Army). The SEPF Peace Pillar wants the same outcome but focuses on BARMM while the PDP includes other regions.

These alignments refer to the PDP 2017 – 2022. However, that PDP is already superseded by the PDP 2023 – 2028 of the new administration under President Ferdinand Marcos Jr. elected in 2022. The next iteration of the SEPF will then need to align with this new plan document.

Table 2. SEPF's Alignment with the PDP 2017-2022 and SDGs 2030

SEPF Pillar	Alignment with the PDP 2017-2022	Alignment with the SDGs: 2030 Agenda for Sustainable Development
People	Chapter 10 Chapter 11 Chapter 13	SDG #3 SDG #4 SDG #5
Prosperity and Planet	Chapter 8 Chapter 9 Chapter 12 Chapter 14 Chapter 19 Chapter 20	SDG #6 SDG #7 SDG #8 SDG #9 SDG #11 SDG #12 SDG #13 SDG #15
Peace	Chapter 5 Chapter 6 Chapter 7 Chapter 16 Chapter 17 Chapter 18 Chapter 21	SDG #5 SDG #16

The PCF demonstrated adaptability to the changing context.

A mid-term recalibration of the framework became necessary to accommodate two significant developments: a) the ratification of the Bangsamoro Organic Law in 2019 and the subsequent setting up of the Bangsamoro Transition Authority (BTA), which constitute a great step forward in peace process in Mindanao; and the emergence of the COVID-19 pandemic in 2020. In consonance with the Philippine Government’s response to the pandemic under the “We Recover as One” roadmap, the UNCT integrated these two shifts in the “UN Socio-Economic and Peacebuilding Framework for COVID-

19 Recovery in the Philippines 2020-2023” (SEPF). The prevailing health protocols restricted intensive discussion of the updated CF with government and other partners. Nonetheless, the SEFP was heavily based on its predecessor (the PFSD) and remained committed to contribute strategically to the three Pillars. Figure 5 illustrates the timeframe and events that evolved the PCF. The SEPF is also noteworthy because the Philippines was the only country that opted to revise and adapt the existing country framework to better respond to the pandemic.

It must be noted that the UN in itself – worldwide – was already in the process of implementing reform, officially launched by the Secretary General in May 2018. The reform was intended to make the UN better positioned to deliver the 2030 Agenda, transforming the system to be more transparent, agile, accountable, and impactful. After a year, the MAF of the UN Development and Resident Coordinator System was approved, to align with the reform initiatives of the world’s premier development organization.

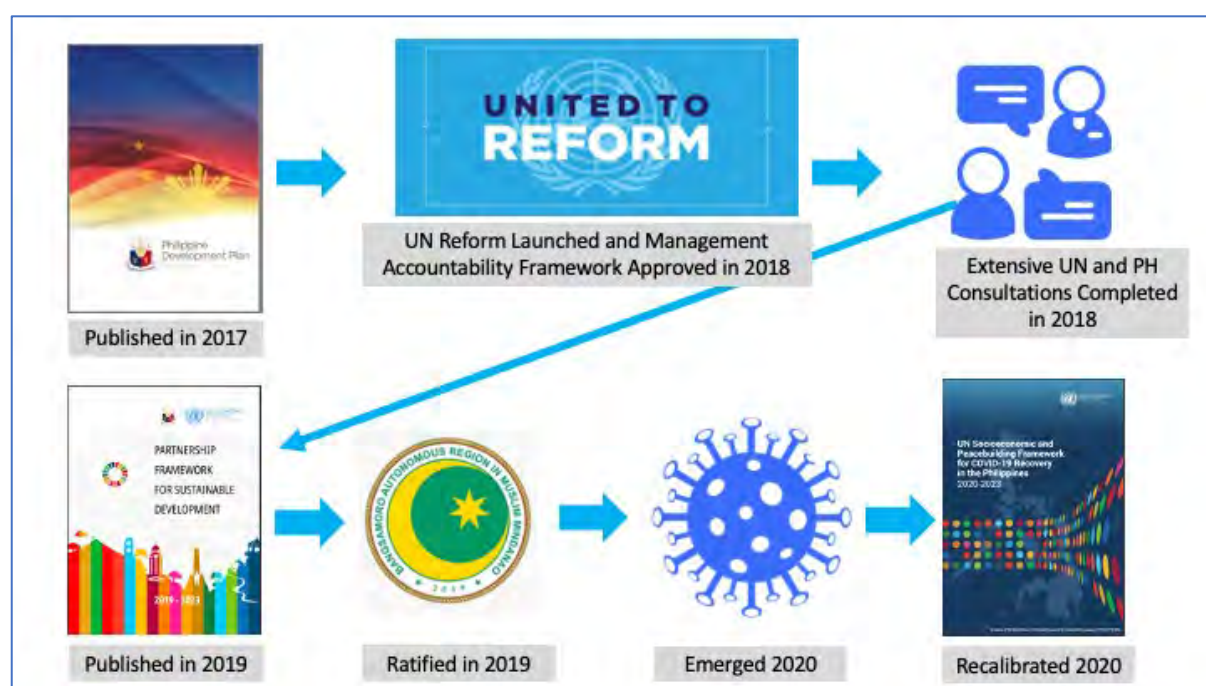


Figure 5. The Evolution of the PCF

Some adaptability was also demonstrated at the joint programme level. For instance, in the UNCT Country Results Report 2020, they listed the programme, “Accelerating the Reduction of Adolescent Pregnancy in the Philippines in the Aftermath of COVID-19”. The concept note was approved in 2020 with the timeframe of January 2022 to December 2024. However, Super Typhoon Rai (local name Odette) wrought damage to 11 of the country’s 17 regions and affected 2.4 million people (Quiogue, 2022), before the programme took off. This led to the expansion of orientation and renaming of the programme into “Accelerating the Reduction of Adolescent Pregnancy in the Philippines in the Aftermath of COVID-19 and Typhoon Odette”. Its implementation was also moved to September 2022, nine months later than the original schedule. Another example of the adaptability was demonstrated in the Joint SDG Fund Joint Programme on Shock-Responsive Social Protection in BARMM, which had repurposed 20 percent of its resources to support COVID-19 response in the region. The programme implemented emergency cash transfer for about 1,000 households that were excluded from the government’s social programs. Other programmes that addressed the effects of COVID-19, but also responded to gender and peace concern were (a) Building COVID-Safe Responses and Voice for Equity, (b) Enhancing Resilient and Gender-Responsive Agriculture—based Livelihood of Returned Women

and Youth Internally-Displaced Persons in Post-Conflict Communities in Maguindanao; and (c) Conflict Prevention, Social Cohesion, and Community Resilience in BARMM in the Time of COVID-19.

The institutional arrangements for the implementation of the PFSD and SEPF remained nearly the same. The PFSD had the National Steering Committee, Joint Results Groups (JRGs), and the Joint Programming/Programme Teams, all of which were composed of UN and Government partners. Within the UN, the UN Resident Coordinator, UNCT, Results Groups, Management Support Group, and Results Coordination Group, Monitoring and Evaluation Group (MEG), Operations Management Team (OMT), and the UN Communications Group had their respective responsibilities regarding decision-making, programming, coordination, and learning, monitoring and evaluation, and operations support. It should be noted however that while the PFSD/SEPF strategies, priorities and programmes were adaptable, the institutional arrangements were not. The NSC, and JRGs were barely active, as the UNCT shifted to more nimble and flexible structures to respond to the pandemic. This is discussed further in Section 5.4.

The formulation of the SEPF was a global innovation within the UN system, as it was able to integrate the CF and the COVID response in one document, thereby strengthening the link between pandemic response and key priorities and programs aligned with government's development plan.

UNCT was also quick to respond to the comprehensive governance gap in the newly established BARMM that was emerging from decades of conflict and poverty. UNCT quickly responded by designing and implementing a wide range of initiatives. According to UNCT documents⁶, 221 activities were implemented or are being implemented, covering the areas of law and policy, basic service delivery, government capacity building, protection of vulnerable groups, social cohesion, food security and many others.

Perception survey respondents tend to agree that the PCF/SEPF is responsive. Majority of the survey respondents consider the PCF/SEPF responsive to the development needs of the country. There are 11 respondents who strongly agree that PCF/SEPF is responsive; five of these are from the UN, while the remaining eight are from outside the UN. Almost the same number (10 respondents) agree with the statement; only five are neutral (i.e., neither agree nor disagree). No respondent disagrees.

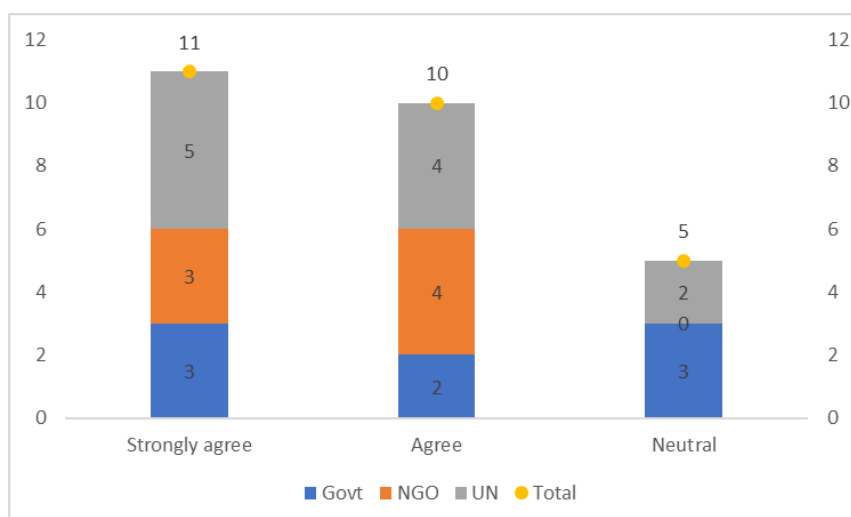


Figure 6. Distribution of respondents by agreement with responsiveness of PCF/SEPF

⁶ 2021 List of SEPF JWPs All Pillars Rev 2022.02.02 RCO

5.2 Coherence, efficiency, and coordination

The PCF has proven to be an effective framework for UN agencies to work together.

The most straightforward testimonial to this is the quotation from the current Secretary of Socio-economic Planning, that with the PCF, the UNCT is now acting more as a single organization. Concrete manifestations of coherent action can be seen in Joint Programmes, as well as in the numerous projects being implemented for BARMM and in response to COVID-19. For BARMM, coherence was supported by the decision to decentralize the Peace Pillar and aligning it with the autonomous agenda of the BARMM government. For COVID-19 response, a case in point is the sharing of information on payment partners among the several agencies with humanitarian cash transfer schemes.

Another case is the Joint Programme on “Ensuring inclusive and risk-informed and shock-responsive social protection (RISRSP) resulting in more resilient communities in Bangsamoro Autonomous Region of Muslim Mindanao (BARMM).” This program was funded by the UN Joint SDG Fund, UNICEF, and FAO and to directly contribute to the acceleration of attainment of SD goals to end poverty, eradicate hunger, and intensify climate action. An independent evaluation rated the programme as “Successful”, for being relevant, efficient in optimizing resources (although it experienced a time overrun) and having satisfactory impact. The joint program resulted in the complementation of expertise and resources of the participating UN agencies towards the attainment of common results (Saw, 2022).

Some gaps in coherence of conceptualization, design, and support functions remain evident.

Twelve UN agencies have respective country strategies/programme frameworks and majority (8) of these mentioned or referred to either PCF, PFSD, SEPF, or UNDAF for those with timeframes that begun in 2019. The absence of reference to any of these documents by a third of the on-going country strategies seems to indicate coherence limitations or lack of alignments with the overall UN strategic framework.

A key informant representing a funding institution recounted that a number of UN agencies separately approached him and sought support from his institution for related projects falling under the same theme. He thus suggested that these parallel submissions be combined into a joint program to maximize synergies and resources. Differences in the financial management systems of the different agencies led to months of delay before the JP could become operational. This key informant complained about two things – that the idea to work together had to come from him, and the differences in the financial management systems of the participating agencies led to delay. According to him - these are the things a cooperation framework should be addressing.

The global shift to pooled funding of the UN Development System can be greatly facilitated at the UNCT level with pre-agreed templates with resource partners and UN agencies, rather than cobbled together *ad hoc* with every new funding window.

The lack of coherence is likewise evident in monitoring and evaluation (M&E). Each UN agency maintains an M&E system that is almost always different from other agency systems. In some cases, the same indicators have different definitions depending on the agency. Differences also exist in the definitions of the same indicator, data collected for the same indicator, and period and frequency of data collection. All of these create confusion and difficulties with the comparability of data.

Funding for the SEPF did not meet the target; funding allocations reflect SEPF priorities. The SEPF Joint Work Plans (JWP) spreadsheet placed the total funding requirement for the SEPF at US\$0.33 billion (Table 3), which is just about a third of the original funding target. The required funding for SEPF was largest for Peace at US\$134 million or 40.4 percent of the total (Table 3). Health comes next

at US\$62.8 million or 18.9 percent of the total, which is understandable given the challenges presented by COVID-19 pandemic.

The Output on Normalization of the BARMM Agreement follows at 8.9 percent, which is a virtual addition to Peace considering that the UN has been focusing on BARMM where development challenges are more intense. Note that this figure pertains to the Output dedicated to BARMM; actual expenditure benefiting BARMM is much greater, as BARMM is a project or even focal area of other outputs, such as those related to Social Protection, Resilience, COVID-19 Response, and Conflict Reduction. Given the current disaggregation of the data, it is impossible to allocate funding incidence by location, e.g., BARMM versus outside BARMM.

Green growth accounts for 5.7 percent of total requirement as the drive for environmental integrity and sustainable development heightens. Agri-food system and Cities received the lowest expected requirement at 0.3 percent and 0.9 percent, respectively. The low agri-food system's requirement does not necessarily indicate low priority because it is likewise covered in other activities such as Peace, BARMM, and Food and Nutrition.

Under each output are a set of Activities that are classified as Pipeline, under Implementation, Finalisation, or Closed. Nearly all (93.4%) activities are classified as under Implementation, which indicates that funding became available, thus pushing the SEPF to move rapidly forward towards realizing its desired outcomes. Some 3.5 percent of activities are classified as Pipeline, which probably indicates funding or process difficulties.

Inter-agency pooled funding mechanisms have become an important vehicle to channel and leverage resources in an effective and coordinated way in support of UN system-wide development efforts.

Funds available for SEPF implementation fell short of requirement by 11 percent.

Actual funds made available under each Output are also shown in Table 3. Data as of 2021 show that available funds reached US\$294 million or a shortfall of 11 percent from the required SEPF funding. This is despite the doubling and almost tripling of funds made available to Health and Resilience, respectively, due to the enormous requirements of recovery efforts from the pandemic and natural (largely climatic) disasters. This is because zero or low funding became available to food and nutrition (0%), cities (0%), social protection (0.3%), peace (12.9%), and education (15.5%). Again, the problem of data disaggregation applies here, as activity-level description suggests overlaps in the outputs, e.g. Food Cold Chain improvement appears under Green growth, etc. Nevertheless, the low or slow funding of these priority areas need further investigation to inform the next PCF.

Table 3. SEPF funding requirement and availability in 2021, by Output

	Required funding, US\$		Available funding, US\$		Ratio (%)
	Value (2)	Share to total (%)	Value (1)	Share to total (%)	(1)/(2)
Health	62,772,227	18.9	125,452,087	42.5	199.9
Education	14,473,030	4.4	2,243,671	0.8	15.5
Food and nutrition	9,068,539	2.7	0	0.0	0.0
Social protection	5,832,925	1.8	20,000	0.0	0.3
Green growth	18,976,670	5.7	19,116,670	6.5	100.7
Resilience	15,486,216	4.7	42,569,820	14.4	274.9
Cities	2,964,069	0.9	0	0.0	0.0

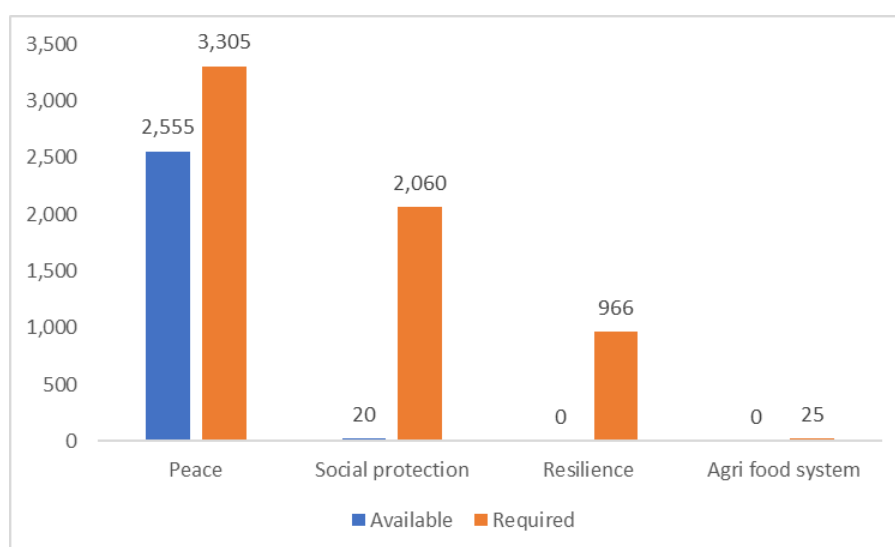
Agri food system	891,186	0.3	3,251,735	1.1	364.9
Environment	3,674,898	1.1	2,981,750	1.0	81.1
Finance	15,419,780	4.6	28,430,000	9.6	184.4
Mindanao	18,836,863	5.7	11,620,245	3.9	61.7
BARMM	29,373,383	8.9	41,841,167	14.2	142.4
Peace	134,019,535	40.4	17,324,373	5.9	12.9
TOTAL	331,789,321	100.0	294,851,518	100.0	88.9

Note: NA denotes no funding requirement.

Source: UNCT (2022).

Joint programmes were actively implemented after the PFSD.

The number and intensity of JPs are key indicators of inter-UN cooperation and also serving as a model of collaborative partnerships and integration with government and other external partners. The number of JPs and their level of funding in 2021 were three times those in 2019, the PFSD/SEPF baseline. The JWP spreadsheet shows 18 JPs (see Annex 7), which required about US\$6.4 million. Of these, four were under Food and Nutrition, five under Social Protection, two under Agri food systems, three under Finance, one under BARMM, and three under Peace. Most are for Implementation, while five are under Pipeline (all those categorized under Agri food system and Finance). By funding, the largest funding availability for joint programmes falls under Peace, with Social Protection a distant second.



Source: UNCT (2022).

Figure 7. Required and available funding for Joint Programmes, by Output (US\$ '000)

Joint programmes represent a small proportion of the funding requirements of JWPs. JPs account for only 1.9 percent of required funding of JWPs and a measly 0.88 percent of available funding in 2021. This informs that the rapid growth of joint programmes is due to its miniscule base, and that growth in the number of projects will accelerate with increased funding for such programmes.

Note though that the list of joint programmes in 2021 JWPs is incomplete. The following joint programmes are listed in the 2021 UNCT Results Report but not in the JWP spreadsheet:

- Reaping the demographic dividend (US\$1.5 million)
- Bringing recruitment to reintegration (US\$1.5 million)

- Promotion and protection of human rights (US\$1.29 million)
- BRAVE, mental health (US\$2.36 million)
- Conflict transformation (US\$1.39 million)
- Agri-based livelihoods for internally displaced peoples (US\$2 million)

Joint programming has moved away from single-sourced financing with many current JPs funded through multi-donor facilities indicating a more strategic, integrated and responsive approach.

A few GD participants stated that some UN JPs tend to be defined and driven by the funding source. Nevertheless, an examination of the ongoing JPs in the 2021 UNCT Results Report indicates that a number of JPs are funded by multi-donor arrangements. These facilities are the UN's preferred modality because they afford greater flexibility to provide integrated responses to country needs. The high dependence on external, restricted funding was already anticipated at the formulation stage of the PCF; for the PFSD, estimated Core Funding share of total PCF cost was estimated at just 8 percent; for SEPF the Core Funding share estimate goes down 5 percent.

Lastly, the result of the perception survey suggests a lack of consensus among the respondents in terms of the UN program providing a coherent response to the needs of the national and local governments, and of civil society (Figure 8). Nine out of 26 were neutral (neither agree nor disagree), while four agree and four strongly agree. With regards to efficiency (i.e., improved coordination among UN agencies to achieve cross-sectoral results and maximize resources), half of the respondents (50%) neither agreed nor disagreed.

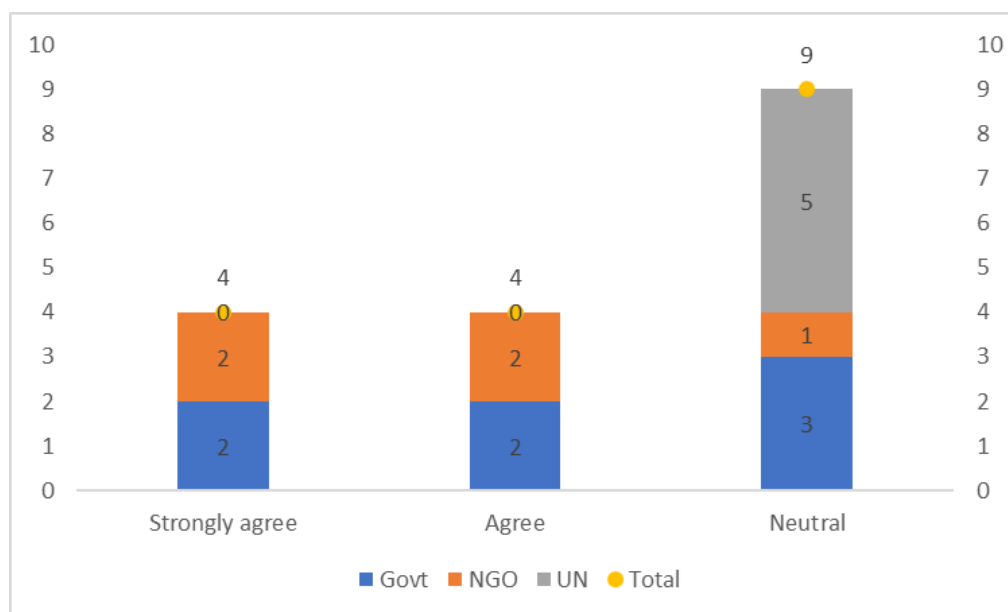


Figure 8. Distribution of respondents by agreement with coherence of PCF/SEPF

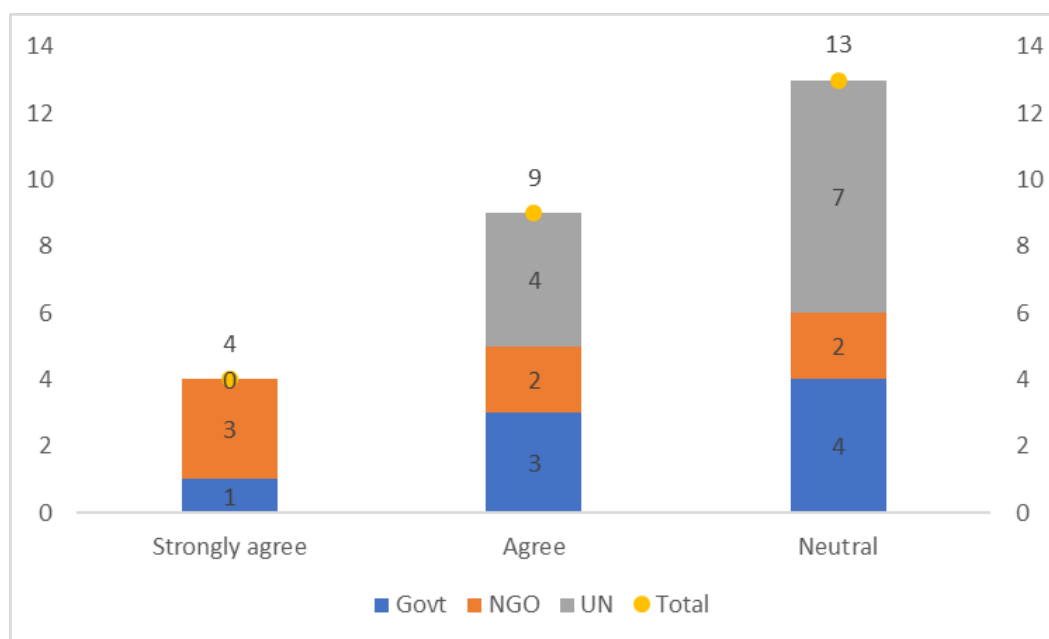


Figure 9. Distribution of respondents by agreement with efficiency of PCF/SEPF

5.3 Orientation Towards Impact

There is difficulty in defining UN contribution to national outcomes.

The difficulty of defining the UN impact or contribution to national development outcomes versus the importance of defining it was the most discussed topic during UNCT discussions. The definition of impact/contribution is made difficult by the following:

- Capacity-building, the usual area of intervention of UN agencies, is not readily measurable because it is complex and takes longer time to show results.
- Impacts sometimes involve sensitive matters that public claims could not be readily made.
- UNCT usually produces prototypes/ models; institutionalization, which creates impacts is the role of the government.
- UN contribution, which is usually better measured at programme/project level, could not be readily measured in relation to national outcomes. This reflects a problem with the Results Framework, which is unable to relate national level outcomes on one hand, and programme level outputs and results on the other hand.
- Identifying impact indicators and gathering data for these indicators have always been a challenge. Harmonization of indicators and data to be collected are also challenges across the pillars.

On the other hand, the arguments for the need and importance of measuring UN's contribution include:

- UNCT must define its contributions/outcomes, no matter how small, because such definition is part of accountability.
- Defining and reporting contributions, outcomes, and impacts is key to mobilizing resources and improving influence.

Defining the UN contribution to national outcomes is a major challenge that must be resolved. After all, this is a problem faced by UNCTs all over the world. For instance, this problem is discussed in the evaluation report of the Pakistan Cooperation Framework⁷

Notwithstanding the difficulties of measuring outcomes and impacts, UN contributions could still be defined in terms outputs. An example is UN's significant contributions to policy advancements in terms of assistance in facilitating the enactment of major legislations including: (a) Republic Act 11593, deferring the first regular election in BARMM; (b) Republic Act 11534, lowering the corporate income tax rates and rationalizing fiscal incentives; (c) Republic Act 11641, creating the Department of Migrant Workers to better protect the rights and welfare of Overseas Filipino Workers, among others. As for policies, UNCT provided technical assistance in the formulation of National Employment Recovery Strategy, Prohibition of Child Marriage Law, Child Protection Policy of the Philippine National Police, and Infant and Young Child Feeding Strategic Plan 2030, among others.

Majority (61.5%) of the respondents of the perception survey tend to agree that PCF/SEPF is oriented towards impact. However, a considerable percentage (38.5%) of the respondents are neutral on the issue (Figure 10).

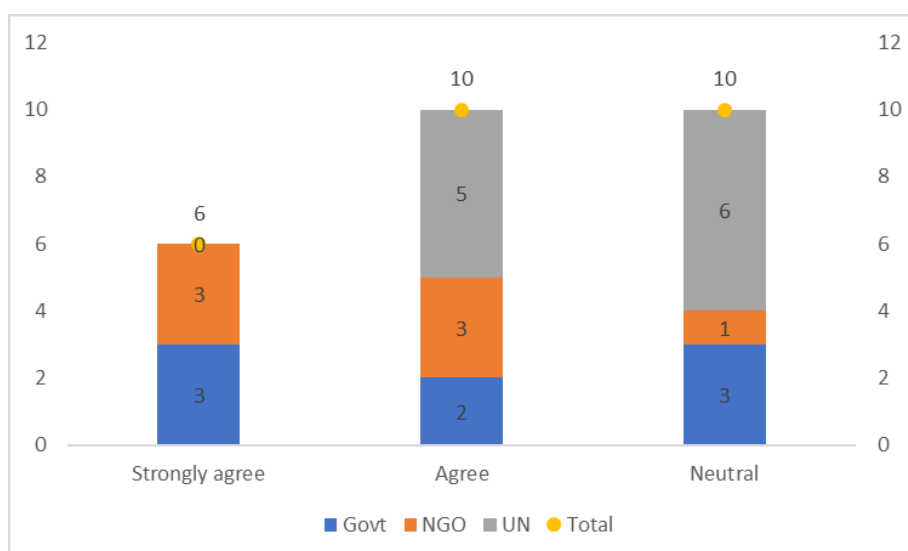


Figure 10. Distribution of respondents by agreement with orientation toward impact of PCF/SEPF

5.4 Effectiveness: Convening Power

Awareness of the PFSD among external stakeholders appears to be low.

Through technical assistance, UN agencies are able to establish good partnerships with specific government agencies. These partnerships have been nurtured and strengthened over the course of many years. However, how this translates to relationships at the PFSD/SEPF partnership level, is unclear.

“Awareness and engagement in the PCF” is not a criterion stipulated in the TOR of this evaluation. However, consultations for this study showed that most external stakeholders were not familiar with

⁷ Final Evaluation Report Pakistan United Nations Sustainable Development Framework (UNSDF)/One UN Programme III (OP III) 2018–2022. pp.6-7

the PCF, even when provided a brief overview of the PFSD and SEPF. Thus, awareness became the starting point of the focus discussions.

Most government representatives to the consultation discussions were also not familiar with the PCF. They supposed that their superiors or heads of offices or other units of their agencies have prior knowledge or have had engagements on the PCF. Respondents who were relatively new to their work assignment also had low awareness of the PCF, some saying this was the first time they learned of it. A few CSO participants learned about the PCF from UN agencies with which they had partnerships. Representatives of donor institution were the best informed, as more than half of those interviewed are aware of the PCF.

The low level of awareness among the PCF stakeholders, by itself, does not mean that the PCF is not effective. The various UN agencies have been guided by the principles and priorities of the PCF as seen from their strategic frameworks, projects and joint programmes.

During the pandemic, the UN resorted to crisis management and coordination structures, and the PCF governance/partnership structures were largely inactive.

In SEPF Chapter 7, “Making It Happen” and specific to the subsection on “Implementation and Coordination”, the framework is said to be “nationally owned” with the Joint National-UN Steering Committee (JSC) as the central governing body. It is to be co-chaired by the Secretary of NEDA and the UN Resident Coordinator. The JSC is responsible for monitoring progress, challenges, and opportunities; and steering the direction of SEPF’s implementation. Under the JSC are the Joint Results Groups (JRGs), one for each Pillar, that serve as the primary mechanism for facilitating implementation of the SEPF programming.

These structures, however, were bypassed during the pandemic, and the UNCT shifted to crisis management structures. Within the government itself, the IATF became the institutional center of the Duterte administration’s response to the pandemic. For its part, the UNCT worked with the IATF through Humanitarian Country Teams (HCTs) linking with specific National Task Force Technical Groups.

There are also other possible reasons for the ineffectiveness of the JSC and JRGs, including a very broad mandate, the unclear RF, and the absence of annual work plans.

The UN’s capacity to form meaningful partnerships with government was clearly demonstrated in the formulation of the Joint Programme on Human Rights

The previous administration’s perspectives on human rights, as well as its preference for more centralized decision-making constrained the UN’s rights-based agenda in some key respects. However, despite some difficult conversations, the UN and the Duterte government were able to forge a meaningful way forward through the Joint Programme on Human Rights. The three-year initiative will allow the UN and the Philippines to engage in a) strengthening domestic investigation and accountability mechanisms, b) data gathering on alleged police violations, c) civic space and engagement with civil society and the Commission on Human Rights (CHR), d) national mechanism for reporting and follow-up, c) counter-terrorism legislation, and e) human rights-based approaches to drug control. The Joint Programme on Human Rights is also significant because it is the result of a UN Human Rights Council resolution requesting the Office of the United Nations High Commissioner for Human Rights to provide support to the partnership between the UN and the Philippine government towards the improvement of the human rights situation in the country.

This JP is a testament to the UN’s convening power, and its strong partnership with the Philippine government amidst challenging circumstances.

Related to this, a significant percentage (65%) of the perception survey respondents found the PCF/SEPF effective in terms of using the convening power of the UN agencies to address the development needs of the Philippines (Figure 11).

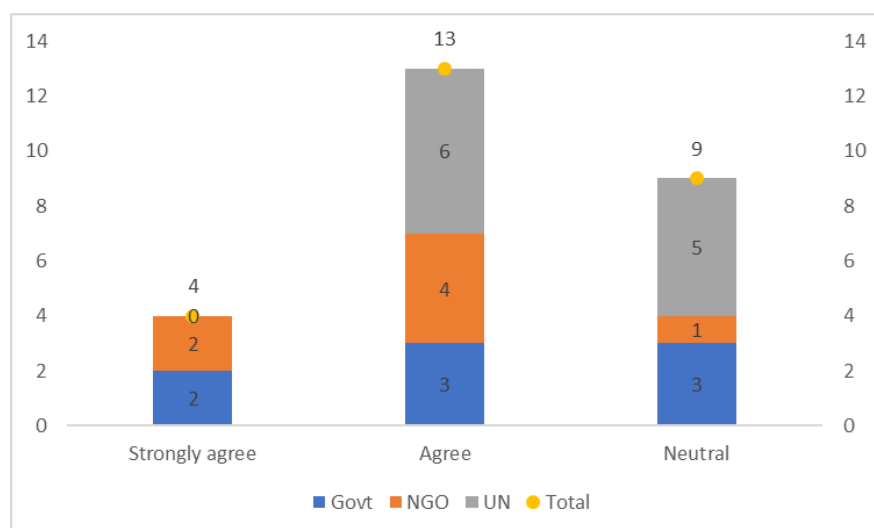


Figure 11. Distribution of respondents by agreement with effectiveness of PCF/SEPF

UN’s engagement with civil society needs a closer look.

The UN-CSO Advisory Committee (AC) has been inactive for an even longer period than the JSC. Organized as a consultative mechanism, the CSO-AC was last convened in July 2017, nearly six (6) years ago. A UNCT member said that civil society in the Philippine is large and complex that representation to engagements is a major challenge. The rationale for convening civil society at the national-PCF level is also unclear. This underscores the need for a fundamental re-think about the nature and importance of broad civil society consultations and engagements within the context of a UN Cooperation Framework.

Outside of the CSO-AC, UNCT members also have various engagements with CSOs in the JPs under the SEPF/PFSD. However, these engagements are difficult to assess since most of the JPs are still in various stages of implementation. Of the few completed JPs, only one final project evaluation report was provided to the evaluation team. Furthermore, during the CSO group discussion convened for this evaluation, only three CSOs attended, making it difficult to generate a broader picture of UNCT-CSO engagement. During the validation workshop, a larger number of the CSOs were in attendance, however the majority lacked familiarity with the PFSD/SEPF.

5.5 Gender, Human Rights, HDP Nexus, and LNOB

The PCF has operationalized the principles and standards of gender equality, human rights protection, LNOB principles and the HDP nexus.

UNCT provides unequivocal support to groups that are in most need of attention and support. Nearly all of the UNCT joint programmes and individual agency activities have identified women, children, persons with disabilities, elderly, children, indigenous peoples, internally displaced persons, members of the LBTQIA+, and those who are very poor as the beneficiaries of their interventions. UNCT works to level the field for these groups/populations, enabling the latter to have better access to government

services, participate in development processes, exercise their rights, and gradually challenge age-old structural impediments.

In 2022, the Philippine Gender Theme Group (GTG) conducted an internal assessment of its processes using the UN System-wide Action Plan (SWAP) Gender Equality Scorecard. The scorecard features seven (7) dimensions and 15 performance indicators. GTG finds that the UNCT has met the minimum requirements in joint programming, engaging with government, and imbuing gender equality in organizational culture. The UNCT is also approaching minimum requirements in the areas of communications and advocacy, engagement with gender CSOs, leadership, gender coordination mechanisms, and gender results. Nonetheless, GTG concludes that UNCT must cover more ground on the remaining six (6) performance indicators. These are (a) Common country assessment where gender analysis and sex-disaggregated data are not included across majority of sectors; (b) gender equality and empowerment of women is not visibly mainstreamed across some/all outcome areas; (c) communications and advocacy; (d) gender parity; (e) capacity development; and (f) resource tracking and allocation. To quote a phrase in GTG's assessment, *"most of the outcomes of PFSD 2019-2023/SEPT 2020-2023 are gender blind"* (GTG - UN Philippines, 2022), with only the People Pillar having mentioned women empowerment and need for gender-responsive programme in its outcome statements.

Akin to the idiom "hitting two birds with one stone", the UNCT acknowledges the intersectionality of needs. Joint programmes, projects, and activities were aimed at addressing the several layers or confluence of challenges that affect groups and communities that are poor and have no access to basic government services. As exemplified in RISRSP⁸ in BARMM joint programme, households with infants/toddlers and households that were dependent on agriculture and fishery were prioritized to receive cash grants. The joint project BRAVE⁹ implemented across 17 cities and provinces in the country directed its efforts in supporting children, adolescents, and caregivers with mental health and psychosocial services during and recovering from the COVID-19 pandemic. The pandemic-induced confinement was presumed to have resulted in children and adolescents being subjected to tensions and possible violence inside their homes. Another example is the "Promoting Conflict Prevention, Social Cohesion, and Community Resilience in the time of COVID-19" which focuses on former women combatants as they reintegrate back to the society, transform them as peacebuilders, and equip them with know-how to become economically productive members of their communities.

The UNCT is a leading voice in articulating the gaps and weaknesses in the protection of human rights in the country. In September 2022, UNCT worked with the Commission on Human Rights and groups of CSOs in coming up with 8-page recommendations in connection with the UN Universal Periodic Review – 4th Cycle. They pushed for priority recommendations on social protection systems, social services, progressive tax system, decent work, farm and fisherfolks livelihoods, rights of women, youth, children, indigenous peoples, Bangsamoro people, LGBTIQ+, migrant workers, elderly, PWDs, and those who live in climate-vulnerable areas.

Establishing the Area Coordination Office (ACO) in Cotabato City, the heart of the BARMM government, demonstrates UNCT's commitment to this fledgling region. As the ACO itself is still in its relative infant stage (only operational since mid-2022), it is already hosting 15 UN entities with a total of 200 international and national personnel. In the group discussion with the Peace Pillar, there have been 111 projects in the region as of the end of 2022, with 10 completed, 86 ongoing, and 15 in the pipeline. The convergence of these projects in BARMM is *"part of the operationalization of the UN*

⁸ Risk-Informed and Shock-Responsive Social Protection (RISRSP) JP

⁹ Building COVID-safe Responses and Voices for Equity

Reform on the ground... through a strengthening of a coherent and coordinated UN development system” (RCO, 2022). UNCT’s programme portfolio in BARMM is the HDP nexus in action. However, as to the matter of ACO becoming a permanent fixture in the region in the future, this will largely depend on how the peace and development situation plays out over the next two years (or at least, until the first regional election will take place come 2025).

UNCT has produced a plethora of materials, available both in physical form and online, that disseminate principles, standards, processes, templates, guidance notes, position papers, toolkits, profiles, breakthroughs, and human-interest stories on gender, human rights, HDP, and LNOB. Some of these publications include the FAO’s *National Gender Profile of Agriculture and Rural Livelihoods*, UN-Habitat’s *Path to Climate Resiliency*, UN Women’s *Women’s Rights in the Time of COVID-19: Legislating Gender Responsiveness of Pandemic Management*, and UNHCR’s *Key Findings – IDP Forum on Durable Solutions*, among others. UNCT also publishes online “*United to Leave No One Behind*”. Its social media accounts on Facebook (more than 37,000 followers) and on Twitter (more than 13,000 followers) feature daily updates on the system’s work on women, human rights, HDP, and LNOB.

5.6 Sustainability

Sustainability is difficult to assess since most JPs are still being implemented.

As stated previously, the evaluation team reviewed mostly project documents (project proposals/project descriptions) and a few progress reports since most JPs are still ongoing. Given this, it is impossible to assess the sustainability of the JPs. Even for the few JPs that have concluded, sustainability can only be truly assessed a few years after. What can be said is that the JPs have sustainability plans in place, and these revolve mainly around adoption/institutionalization by government, or the building of capacities in identified communities or CSO groups.

With regards to the RISRSP project (which has been completed) the BARMM government has already accepted the tools developed by the project, which is Vulnerability Risk Assessment and Mapping (VRAM), and the corresponding budget for its adoption has already been allocated (Saw, 2022). In the joint programme’s evaluation report, it was reported that the poverty registry instrument would be integrated in the management information system (MIS) of the Ministry of Social Services and Development and that the scaling up fund had been committed by the Department of Foreign Affairs and Trade of Australia.

In the ARISE-BIWAB joint programme, IOM and UNFPA are relying on “capacity building, which layers skills trainings, mentoring and incentive schemes to slowly decrease reliance on the project” for its sustainability. The government accreditation of the BIWAB-managed cooperatives would provide more opportunities for the members to continue with their livelihood options.

For the “Empowering women for sustainable peace in BARMM” programme, which is set to end in 2025, sustainability hinges on the BARMM administration “to incorporate the gender-sensitive and gender-responsive approach to conflict prevention, resolution and recovery”. The programme aims to build on existing efforts/mechanisms to engage relevant BARMM ministries/agencies and network of women peace mediators and CSOs.

The Bridging Recruitment to Reintegration in Migration Governance (BRIDGE) programme notes that “*the project’s sustainability is predicated on the adoption of key ethical and fair recruitment and sustainable gender sensitive reintegration principles, tools, and mechanisms by the Government of the Philippines, the Philippine Labour recruitment industry, reintegration actors, and Philippine CSO partners*” (project document).

The perception survey result shows that more than half of the respondents (53.8%) seem to agree that PCF/SEPF is able to provide mechanisms to ensure sustainability, the rest of the respondents (46%) are ambivalent (Figure 12).

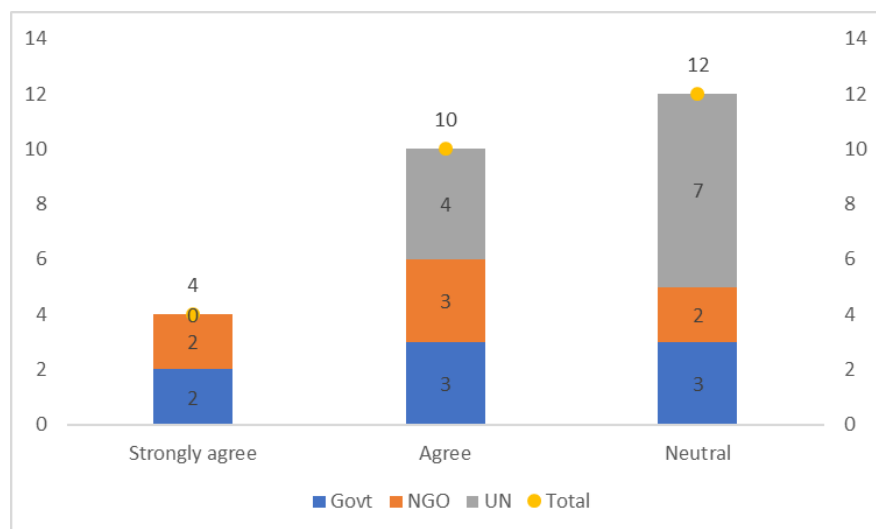


Figure 12. Distribution of respondents by agreement with sustainability of PCF/SEPF

5.7 Facilitating Factors

Strong and active coordination and resource mobilization efforts by the RC and RCO. These have been showing significant positive results and being recognized within the UNCT and donor community. Discernible improvements in coordination and partnerships have been noted. The UNCT also recognizes RCO's critical roles in identifying resources and bringing agencies together for JPs.

Existing expertise and partnerships of UN agencies serve as the foundation for productive engagement within the context of the SEPF/PFSD. The different UN agencies already have well-developed areas of expertise (WHO in public health, ILO in labour issues, etc.). They have also developed deep partnerships with specific government agencies and CSO partners over a long period of time.

Strong demand for greater coordination within the UNCT from the donor community. Accordingly, some resource partners have communicated their expectation for the UN agencies to coordinate among themselves when seeking funding. This is also the fundamental reason of the Funding Compact, which supports funding and creating synergy into the UN system. It is clearly recognized that this expectation from resource partners is a strong motivation for the UN to coordinate, which incidentally is aligned with the UN Development System Reform (the resource partners being member states that also supported the reforms).

5.8 Hindering Factors

The difficult environment under which the SEPF/PFSD was operating under. The COVID-19 pandemic caused various disruptions, including disruptions in the operations of government and the UN as well. The pandemic also drew funding resources away from other development concerns as massive amounts of assistance were redirected to address COVID-19's wide-ranging effects on health, economy, etc. The 2022 national elections also caused delays in UN program implementation as many decisions in the Philippine government had to wait for new officials to assume office. It is also worth noting that prior to the arrival of the current RC, Gustavo Gonzales, the Philippine UNCT was without

an RC for one year. This was problematic because movement towards greater coordination among UN agencies was stalled for an extended period, and momentum in this direction is not easy to re-start.

The respective theories of change of the three Pillars are unclear about the contribution of the UN to national outcomes. This issue strongly surfaced in all group discussions with the Pillars and with the MEG. The TOCs have very well thought out macro problem analyses, descriptions of how change happens and discussions of assumptions and risks. National level development outcomes are also defined. However, the link between actual UNCT projects and the national-level development outcomes is unclear, especially since there are many other development actors (as well as various environmental factors) that contribute to these macro-level outcomes. The inability to truly measure this contribution limits the UN's planning, monitoring and evaluation efforts as it pursues greater synergy and coordination to achieve greater impact.

Residual hesitance and/or challenges faced towards coordination on the part of some UN agencies. This is a natural reaction to change. UN agencies have been working largely independently and building structures, policies, systems, processes, and solid individual track records for many decades. Harmonizing all these to make coordination effective poses a clear challenge and oftentimes seen as additional work. Competition for resources, branding and visibility are also seen as drivers of organizational behavior among UN agencies. These are issues that can only be moderated over time, with appropriate and professional change management interventions.

The rapid turnover of staff, both at the UN and the government. This turnover hinders continuity and coordination. A wide gap is created when key personnel who have amassed essential corporate knowledge and cultivated important relationships depart, and new staff who must “re-connect the dots” take over. This leads to project implementation delays, possible loss of some key information, and even changes in policy direction. On the government side for instance, national elections oftentimes lead to significant changes in political and bureaucratic leadership, resulting in major policy shifts.

Chapter 6 Conclusions

6.1 Relevance and adaptability

The PCF remains relevant. The PCF is aligned with the PDP 2017-2022 and SDGs. Alignment though does not mean replication, but rather highlights the specific emphasis of UNCT. For instance, the UN People Pillar underscores UN focus on “most marginalized, vulnerable, and at-risk people and groups”, while PDP discusses service delivery to “all”. Likewise, the Just and Last Peace chapter in PDP encompasses the various revolutionary groups in the country, while the UN Peace Pillar focuses on the Bangsamoro region more prominently.

The PCF has adapted to the changing circumstances. The PCF has adapted to the rapidly changing socio-economic conditions. The preparation of the SEPF capitalized on the setting up of the BTA (superseding the Autonomous Region for Muslim Mindanao) upon ratification of the Bangsamoro Organic Law in 2019. The SEPF also proactively responded to the COVID-19 crisis, with public health taking up the biggest share of resources under the Joint Work Plans.

Nonetheless, focus areas can be tightened further to maximize limited UN resources and better position the UN to more effectively respond to key needs of the country. The UNDAF Evaluation serves as a reminder to balance large transactional requirements with the limited resources mobilized

by UN Agencies. This is not to deny the reality of “convening power”, but rather to ensure its judicious exercise. In terms of focus areas, the existing Pillars may still be too broad. Greater focus will enable the UN to maximize its limited resources and target key concerns or gaps in government development programming, thereby fulfilling strategic government needs and increasing the possibilities for greater government engagement.

6.2 Coherence, efficiency, and coordination

Compared with the UNDAF phase, UN System in the Philippines is now functioning more coherently, due in large measure to the PCF and RCO efforts. The findings of the UNDAF Evaluation were clearly acted upon. The showcase for the PCF is the Joint Programmes, where external observers have attested to the reality of complementation among the participating UN agencies. The UN RCO is also seen as adding value, such as in coordinating resource mobilization. The framework has also promoted the JWP format to render transparency the coherence in UN operations. The positive effects of greater synergy within the UNCT are clearly manifested in the strong collaborative effort demonstrated in the COVID-19 response and BARM integrated HDP nexus intervention.

Some disorganization is still observed, but continued global and national UN System reform will likely address these in the long run. There is still some way to go towards ensuring seamless teamwork, in the areas of resource mobilization and administrative functions. There is also the issue of vertical oversight from central UN to Country Offices, which may account for discrepancies in finance and M&E systems. However, these are issues internal to UN, and progress to date suggests a healthy outlook for addressing these concerns in the long run. What remains is for the UN (at the global and national levels) to further refine the goals and expected outcomes of the reform, and align the organizational-administrative reward systems with these.

Joint programme funding is still a small proportion of total JWP resources and remain strongly donor driven. Raising the funding profile of joint programmes with JWP is a task for UNCT, but will certainly require cooperation from external resource partners, especially given the dependence of UN System on external funding. Donor dependence does not preclude consistency with PCF, though it may suggest the need for alternative modalities for defining what is a “joint programme”, e.g. multiple sources of funding, legal instruments to enable joint activities (despite multiple funding lines), etc.

Donor dependence need not be a binding constraint on the PCF with national implementation of the global Funding Compact. The SEPF has identified two action lines which remain to be pursued, namely: increasing the core share of voluntary funding for development-related activities; and doubling the share of non-core contributions through inter-agency pooled and thematic funds.

The middle-income status of the Philippines, seen as a fundamental reason for the declining ODA grants, actually presents an opportunity to effectively and innovatively operationalize the global compact locally. For one, the UN can mobilize funds from various sources, especially local, to fund large-scale priority and innovative programs/projects. WFP’s partnership with the Department of Communication and Information Technology (DICT) that started in 2018 to implement the Government Emergency Communication System – Mobile Operations Vehicles for Emergencies (GECS-MOVE) is an instructive example. DICT primarily funded Phase 1, which involved the design and delivery of six cutting-edge MOVE units at the cost of about US\$4 million¹⁰. This phase generated an

¹⁰ World Food Programme (2022). “Global Innovations in Telecommunications: Strengthening Disaster Response in the Philippines,” WFP Case Study Series. [https://docs.wfp.org/api/documents/WFP-0000148149/download/#:~:text=Vehicle%20for%20Emergencies%20\(GECS%2DMOVE,International%20Development%20\(USAID\)%20WFP.](https://docs.wfp.org/api/documents/WFP-0000148149/download/#:~:text=Vehicle%20for%20Emergencies%20(GECS%2DMOVE,International%20Development%20(USAID)%20WFP.)

additional US\$500,000 from USAID's Bureau for Humanitarian Assistance. For Phase 2, the government and USAID committed US\$3.2 million to which WFP added US\$1 million from its internal funds, a first of its kind. Phase 2 produced four MOVE units with improved design and enhanced specifications in the country to reduce the dependence on foreign assembly, lower the overall cost of production, and build and utilize local skills of Filipinos. WFP considers this partnership the "gold standard" for the whole of WFP as it introduced a new partnership modality between WFP and a government, and led to the single biggest and multi-year funding for WFP's country program that shifted its funding portfolio from donor-led to Government-led. It also maximized the application of WFP's expertise in logistics and telecommunications to produce an innovative and responsive telecommunications system that was locally designed¹¹.

6.3 Orientation Towards Impact

UN contribution to national outcomes needs to be defined, and there are areas where this contribution is significant. Despite various conceptual and methodological difficulties – some of which common to UNCTs in other countries as well – the UN's contribution to national outcomes needs to be defined because this is a part of accountability. Outcomes of UN's limited resources are difficult to quantify such that when assessed against desired national outcomes, these tend to look less significant. An area where the UN contribution appears to be both significant and easy to identify and define is the technical support to policymaking. When laws are passed, or executive orders are issued or conceptual frameworks are adopted by government, these immediately have nationwide application and direct the behavior of key stakeholders in society. In the area of policy development, the impact of the UN's limited resources is magnified.

6.4 Effectiveness: Convening Power

The JP on Human Rights demonstrates the UN system's distinctive contribution to global development – its core principles and values backed by institutionalized international consensus.

Because of these principles and values (such as the SDGs and the various UN Conventions), the UN was compelled to discuss and seek common ground with the Duterte administration on the challenging issue of human rights. For its part, the government was also cognizant of retaining its standing within the international community. It did not want to deviate from these principles and values nor the institutionalized international consensus supporting these, including the UN Charter, the General Assembly, Security Council, etc. These factors played a major role in the ground-breaking program to work together to enhance the human rights environment in the country. It is unlikely that any other donor or international agency would have been able to "bring government to the table" on the topic of human rights.

The COVID-19 pandemic demonstrated the inadequacy of standard governance and stakeholder engagement structures, particularly under fast-changing circumstances.

The mandated PCF governance structures - the Joint National-UN Steering Committee and Joint Results Groups (JRGs)- were largely inactive, as the UNCT shifted to more agile and flexible coordination arrangements during the COVID crisis. This raises questions on the suitability and adaptability of these mandated structures in fluid and changing contexts. An unclear scope of work and RF may also have compromised the operational value of these structures.

¹¹ Brain Trust, Inc. (2021). "Mid-Term External Review: WFP's Philippine Country Strategic Plan for 2018-2023" submitted to WFP Philippines in September 2021.

6.5 Sustainability

Virtually all JPs have sustainability mechanisms and strategies, but they are difficult to assess given that most are projects still ongoing.

With regards to innovative development approaches or frameworks, UN programmes rightfully look to government (and in some cases, CSOs) to replicate and institutionalize what was pilot-tested or demonstrated at a limited scale. However, government's track record in sustaining, upscaling and institutionalizing innovations is uneven, and most CSOs will continue to need funding support for sustaining project gains. In the case of BARMM, its institutional capacity is still underdeveloped, and the regional government will be hard pressed to translate all the foreign donor investments into sustainable governance structures and practices. And ultimately, sustainability can only be judged years after a project has ended.

The UNCT's contributions to the passage of major policies or legislation are probably the most sustainable since enactment of laws or promulgation of policies signify enduring governmental commitment to enforce specific guidelines, codes of conduct or patterns of behavior. A law or policy, once put into effect, continues to direct state and societal behavior for as long as such law or policy is in effect. These laws and policies (enumerated in section 5.3) include lowering of corporate income tax rates and rationalization of fiscal incentives; creation of Department of Migrant Workers to better protect the rights and welfare of Overseas Filipino Workers; formulation of National Employment Recovery Strategy; Prohibition of Child Marriage Law; Child Protection Policy of the Philippine National Police; and Infant and Young Child Feeding Strategic Plan 2030, among others.

It is probably in this area where UN involvement produces the greatest value.

Chapter 7 Recommendations

The recommendations reflect key sentiments and ideas expressed by the stakeholders in the group discussions, interviews and perceptions survey. An independent evaluation also involves analysis from the evaluation team based on its own appreciation of the data and information.

7.1 Relevance and adaptability

Align the coverage period of the CF with the PDP, which corresponds to the 6-year term of the elected President and his/her administration. The relevance of the PCF should be maintained by synchronizing its coverage period and thrusts with the PDP 2023-2028. The PDP is divided into several Parts, of which the following parts correspond well with the PCF: Part II– Developing and protecting capabilities of individuals and families; Part III – Transforming production sectors to generate more quality jobs and competitive products; and Part IV – Creating an enabling environment.

Consider new and strategic areas of focus that define the expansive agenda of the current Pillars, namely: a) the HDP nexus; b) promoting equity and LNOB; and c) effective decentralization.

The realignment with the PDP so as to strengthen strategic positioning of UN to support national priorities is an opportunity to refocus the work of the UN in the Philippines. The **HDP nexus** aligns with Part IV, Chapter 14: *Peace, security, and justice*, with elements of Chapter 15: *Climate action*, and Part I on *Developing and protecting capabilities*. It provides continuity with the very valuable work initiated in BARMM, most relevant to PDP Chapter 13, Outcome 1: Protection and Development of Conflict-affected Communities sustained. PDP strategies are: *Complete the implementation of all signed peace*

agreements; Ensure the full transition of the BARMM government; Expedite normalization and reintegration of former combatants and their families and the rehabilitation of conflict-affected communities, including Marawi City; Strengthen convergence of programs and ensure that development interventions are conflict-sensitive and peace-promoting; Advance healing and reconciliation, social cohesion, and transitional justice interventions as key components of peacebuilding; Establish appropriate mechanisms to counter threats from terrorism, radicalization, and violent extremism. These are all actions in which UN agencies in BARMM have accumulated valuable institutional memory, networks, and credibility.

The HDP nexus also clearly aligns with the PDP strategies under Chapter 13, Outcome 1. Furthermore, it capitalizes on new cooperation framework opportunities, namely the initiative of the Office of Coordinator for Humanitarian Affairs – Emergency Relief Coordinator (OCHA-ERC) to development and test innovative, lean and context-specific approaches for collective coordination and response centered on people and their priorities, needs, and capacities. Under the Humanitarian Coordinator (HC), the initiative is supported by more predictable and unearmarked multi-year funding for an initial three years. The initiative will be piloted in four countries worldwide, one of which is Philippines (OCHA, 2023). An allied initiative is the UNSG’s Action Agenda on Internal Displacement (UNSG, 2022), for which Philippines has also been selected as a pilot case.

Promoting equity proceeds on the assumption that economic growth will remain at healthy levels, while positioning UN work firmly on “leaving no one behind”. This covers interventions such as increasing value adding for farmer-owned agri-enterprises, overcoming learning deficits of youth from lower-income households, and using technology to ensure proper targeting and efficient service delivery of humanitarian response and development support among poor and vulnerable communities; and capacity building and technical support for policies and programs for the poor and vulnerable. In this area, the UN can provide strategic value, because inequality is the Philippines’ greatest development challenge, and the UN has expertise on how various vulnerable groups can be empowered economically, politically and socially.

Lastly, **effective decentralization** assumes that general framework of the Local Government Code continues, but that quality of LGU services needs to be enhanced. The UN has also done very important work in building capacity among LGUs, both within and outside BARMM; focus on local level interventions also creates tangible evidence of impact and sustainability. Furthermore, the Mandanas Ruling will have significant effects on service delivery by LGUs, and government will need technical assistance in analyzing and managing these effects. It should also be noted that “greater collaboration between local and national government” is one of the priority strategies under the PDP 2023-2028 (Chapter 1: A Plan for Economic and Social Transformation).

In addition, the South-South Cooperation (SSC) and Triangular Cooperation (TrC) are gaining recognition for producing good results in countries where these frameworks for collaboration have already been implemented. As one UN document¹² pointed out, there could be potential partnership between the Philippines and other countries in addressing gaps in health systems, agriculture and food security, data economy and digital infrastructure, social protection, women empowerment, and promotion of good governance, human rights, and democracy. Exploring these frameworks for the Philippines may bring in a different synergy, expanding the range of expertise and resources, and injecting innovative and replicable approaches to address social and economic inequities.

¹² From the Sharepoint (documents shared to the evaluation team), the document is titled “Key Pointers: South-South and Triangular Cooperation Opportunities in the Philippines”.

This increased focus requires careful weighing of the scope of work and mandates of the various UN Agencies, considering that the PCF needs to consider all agency priorities. It will be an opportunity for individual agencies to reconsider these priorities in the light of the continuing relevance and work of UN Reform towards meaningful partnership and efficient use of resources. Such partnership recognizes that the strength of the UNCT does not lie in the magnitude of resources it can mobilize, but rather in its mandate for the global Agenda 2030 and technical upgrading in terms of governance and administration. Hence, for instance, the UN partnership agenda should sidestep traditional service delivery (that duplicates similar functions in government and other ODA), but rather focus on piloting innovations such as digital solutions for early warning and disaster response. In short, in its engagements with government and civil society, the UNCT shall be selective and strategic in its investments and partnership structures.

7.2 Coherence, efficiency, and coordination

Pursue the ongoing efforts to ensure UN collaboration and integration within the framework of the UN Funding Compact on inter-agency initiatives, including joint programming and other modalities of joint work to improve coherence among UN entities. To address the identified gaps in conceptualization and design, alternative joint programming and other modalities of joint work should be explored to improve coherence of UNCT efforts in the Philippines.

It is well-recognized that JPs enable the leveraging of critical investments, and address critical gaps. Funding should shift from individual, ad hoc, short-term projects to financing integrated, transformative and sustainable development results. The joint funding modality coordinated through the MPTF should be considered for expansion in terms of funding for the two joint funds now in place or increasing number of funds for Philippines.

The aforementioned recommendation adopts one in the past UNDAF Evaluation, which still is worth considering for continuing implementation in the PCF. The recommendation increases the flexibility of defining what is a “joint programme”. The “Joint” in JWPs can be increased by listing multiple UN agencies in implementing a single Output (regardless of the funding source). Although this is already being done, the agency complementation can be more clearly seen by reflecting different specialized tasks in the Activity description (e.g., WHO to focus on health, FAO on agri-food system extension support, UNICEF on education, etc.). Additional options have been discussed in a recent UNCT Retreat, such as joint policy, joint advocacy, in addition to joint outcome investments and joint programmes with formal mechanisms, budget, and structures.

Joint programming as described here parallels the on-going UN System-level reform, within the framework of the UN funding compact on collaboration and integration across agencies. Inter-agency work among UNCT extends to innovative partnership with multilateral development banks, even as scarcity of ODA resources encourages greater optimization in the use of these resources. In such partnerships, the value add of UN engagement is its global community of knowledge, and its mandate and track record in the provision of public goods. **Based on emerging innovative partnerships with multilateral development banks, UNCT should continue to explore new areas of collaboration amongst the government, international financial institutions (IFIs) and the UN, where the latter will bring its global community of knowledge and public goods.** This will furthermore address the scarcity of ODA resources and optimize their use.

Reposition UN structures and funding arrangements as an integrated platform for multi-donor development cooperation. Since the Paris Declaration of 2005, donor coordination has been hailed as a key feature in aid effectiveness; empirical analysis suggests that significant gains in aid effectiveness can be realized by shifting from project- to program-based approaches (Bigsten and Tengstam, 2013). Likewise, Reinsberg et al (2015) have found that donors prefer multi-donor trust funds to save on administrative cost, unless there are strong national-interest motivations, in which case single-donor trust funds are preferred. Taking this a step further, we argue here that multi-partner trust funds under the aegis of the UN serves as the more efficient platform for organizing donor cooperation around the Sustainable Development Agenda. By adopting common frameworks and systems (as discussed previously), the Philippine government can plug some erstwhile glaring implementation gaps in its ODA deployment. For instance, UN technical assistance and monitoring can help manage underutilization of loan proceeds, which reached PhP12.9 billion in 2021, compared with a PhP77.98 billion ODA allotment (COA, 2021).

Continue to align human resource/operational policies with coordination objectives.

Part of on-going UN System reform is increasingly devolving powers towards UNCTs to accomplish harmonization of administrative systems and policies within a country, i.e., in the area of human resources, accounting, and M&E. To address gaps in support functions and accelerate alignment, **accelerate the implementation of the UNSG efficiency agenda as a way of integrating existing fragmented services and operations towards more cost-effective interventions..** This includes though considering including coordination criteria as part of performance assessment of UN program and operations staff.

Strengthen coordination between Pillars and the structures considered as the “enablers”.

Considerable joint work is already being undertaken at the resource mobilization and planning phase. Operational work though seems to suffer some gaps, which can be plugged by strengthening relationships between Pillars (or JRGs) and the structures deemed as the enablers within the system: Operations Management Team (OMT), Monitoring and Evaluation Group (MEG), and the Communications Group. There is provision in the current PCF for coordination between UNCT and other coordination structures. While these structures are functional, there were fewer opportunities for cross-meeting with the Pillars (more meetings were happening in Technical Working Groups). There is a need to review how the Pillars and these enabling structures coordinate better, given the current load of agency work and their responsibilities as members of the Pillars, OMT, MEG, and CC, as well as in the other thematic groups (LNOB, Gender and Youth).

Conduct orientation briefing for new UNCT staff and annual PCF updating briefings for all staff.

To address concerns raised by UN participants in GDs about having inadequate briefing about PCF, having to learn about PCF themselves on their own initiative, **intentionally** bring in all staff, including rank and file, into the approach and operationalization of PCF. Special attention should be paid to new staff who need to learn about PCF on top of familiarizing with the UN workplace and systems.

7.3 Orientation Towards Impact

Considering recasting the framework under which the UN contribution to Philippine development will be viewed.

As previously noted, the situation of the Philippine UNCT is very similar to the one in Pakistan with regards to the results framework adopted (i.e., founded on national level development outcomes), making it difficult for various reasons to account for actual UN contribution.

In this regard, the BTI Team agrees with the recommendation made in the Pakistan UNSDCF 2018-2022 Final Report:

“UN to develop its own outcome level programme indicators and related targets, based on its own programme plans and resource availability.”

Developing this recommendation further, it is suggested that the Philippine UNCT re-cast the framework under which its contribution to Philippine development will be viewed. Since its contributions are limited when viewed against national development outcomes, the UNCT must seek to undertake focused and targeted interventions aimed at strategic needs. Specifically, the UNCT can contribute to national development outcomes in three areas:

- a) *Model-building/pilot innovation* in a defined number of sites. The UN’s role is to develop innovative approaches to specific development challenges in the country. These approaches are field-tested in defined pilot sites. The task of replicating and mainstreaming these innovations is the role of government.
- b) *Policy development* given the global expertise of the various specialized UN agencies The UNCT is ideally positioned to provide government with advice on development policy on a wide range of themes. **Based on positive results achieved during the implementation of the SEPF phase and in line with the UN reform, the work of the UNCT in policy development and normative work, including compliance with global agendas, conventions and treaties, needs to be reinforced.**
- c) *Institution/capacity building*. The UNCT could create a niche in building state capacity to address national development needs and concerns usually faced by an emerging but fragile middle-income country,

The various outputs and outcomes of the different joint programmes and initiatives can then be collated and grouped under these headings. Explanations can also be provided as to why these particular initiatives were developed.

The above framework is merely an example, but the main point is for the UN to define the terms under which its contribution to Philippine development will be viewed.

Incorporate credible projections of project impact to support the financial assessment and planning of proposed investments.

Resource mobilization for Agenda 2030 depends strongly on being able to convince stakeholders, both internal and external to UN System, that the planned interventions will likely achieve intended impact. The projection will have to be justified by a coherent causality analysis and accompanying TOC. These will buttress the financial case for the proposed investment; in addition, the TOC will identify appropriate sequencing of investments that are feasible and yet contribute to the final intended impacts.

7.4 Effectiveness: Convening Power

Based on the coordination challenges brought by the COVID-19 pandemic and the various continuing challenges faced by the country, the new cooperation framework should rethink its governance system to better adapt to unpredictability and change.

The recent COVID-19 pandemic has revealed the need for more agile and flexible coordination and management mechanisms under the new country program. Climate change, geopolitical uncertainties and various other variables in the Philippines indicate that such flexibility and agility will be needed going forward as well. Furthermore, **the nexus approach will require better coordination between humanitarian and development actors.**

Designing more responsive structures will require extensive discussion and reflection within the UNCT and with government as well, drawing on the lessons of the COVID-19 response and experiences with other emergencies. Interphase between the UN and the government with regards to scenario-planning will be helpful also.

In lieu of the JRGs and CSO-AC, consider convening a semi-annual multi-stakeholder development forum.

The possible objectives of the forum could be as follows:

- a) **Discuss major development topics relevant to the PCF.** The proposed forum could be an avenue for policy dialogue on key development issues covered by the PCF. Renowned local and international experts can be invited to provide wider perspectives on the selected development themes to jumpstart meaningful policy discussions regarding the way forward. In so doing, the forum will also draw attention to the development priorities and advocacies of the UN.
- b) **Highlight for appreciation the work and accomplishments of the Pillars/UN working groups.** The themes selected for each forum should be related to work the UN is already doing. Discussions during the forum would focus on the legislation or policies that need to be put in place in this thematic area and/or the follow-up work that needs to be done.
- c) **Generate awareness on the PCF.** The group discussions and interviews conducted for this evaluation indicated a relatively low level of awareness of stakeholders with regards to the SEPF/PFSD. These fora could serve to generate multi-stakeholder awareness and engagement in the next CF. Media will also be invited to the fora.
- d) **Help build/strengthen multi-sectoral constituencies for reform agendas.** The policy discussions in these fora may inspire certain stakeholders to band together to take certain issues forward in the policy arena. These types of actions would enhance the sustainability of UN interventions and promote the UN's partnership building agenda as well.
- e) **Generate innovative ideas that may be developed into programmes and projects.** The policy discussions and workshops on how to address specific issues are also fertile ground for the emergence of innovative project ideas. In partnership with specific stakeholders, the UN may wish to pursue some of these project ideas. Consider retaining the JSC as it is necessary to retain formal, high-level government ownership of the new CF. Strive to convene this body at least twice a year to ensure that government stays engaged in the common development agenda at the cabinet level. A substantive agenda must be developed to encourage high-level and meaningful participation by government.

Chapter 8 Limitations and Lessons Learned

8.1 Limitations of the Evaluation

The conduct of the evaluation was limited by three factors. First was the **availability of data**. The evaluation covered the period between 2019 to 2022 (three years), focusing on the joint programmes and support actions implemented by more than one (1) UN agency. The evaluation was not confined in a single geographic space, but encompassed locations in key, vulnerable locations in Luzon, Visayas, and Mindanao (prominently in the BARMM area). Poring over project documents, accomplishment/performance reports, annual reviews, minutes of meetings, and references took time. In addition, the evaluation team also recognized that the persons/staff with monitoring and evaluation responsibilities could be rotated/transferred to another agency/area, or had left the system, and thus contributed to the difficulty of assembling more relevant/useful materials. To counter this limitation, the evaluation team sought the cooperation of the RCO in gathering and sharing relevant documents. The RCO responded by creating a common online repository, accessible to the evaluation team.

The second limitation was the **availability of stakeholders and external key informants**. The evaluation team also gathered primary data by way of interviewing key informants. Initial meetings with the RCO team as well as the actual interviews with members of the Pillar and thematic groups had a very short window, since the data gathering phase coincided with the hectic last month of 2022 and the typical planning month fell on the first month of 2023. There were group discussions with fewer participants than expected/invited.

The third factor was the **technical issues related to online/virtual meetings**. With all group discussions and key informant interviews had to be done online/virtually, there were sessions that were interrupted by intermittent or slow connection. The evaluation team also sent the Perception Survey links to those who were identified to serve as participants or key informants. They could send additional responses/clarifications to the evaluation questions.

8.2 Lessons Learned

1. While significant work was done under the SEPF/PFSD, sharper focus is needed under the new cooperation framework in order to maximize the UN's limited financial resources.
2. As a result of the experience during the pandemic, there is a need to explore more nimble and adaptable governance and coordination structures under the new cooperation framework.
3. Despite its limited financial resources, the UN continues to be a valuable and influential partner of the Philippine government. This was demonstrated in the responsive contributions of the UNCT to the government's efforts to address the various impacts of the COVID-19 pandemic, its technical assistance on various policy issues, and in the development of a JP on Human Rights amidst the difficult political and policy climate.

Chapter 9 Summary Performance Rating

Table 4. Summary Performance Rating

Criteria/issue	Rating	Summary comments
A. STRATEGIC RELEVANCE	Median score	5
A1. Alignment with SDGs and National strategic priorities	S (5)	
A2. Relevance to national, regional and global priorities and beneficiary needs	S (5)	
A3. Dynamic and Responsive CF	S (5)	
B. COHERENCE	Median score	4
B1. CF position, credibility and reliability	MU (3)	
B2. CF complementarity, harmonisation and co-ordination	MS (4)	
B3. Synergies and interlinkages of interventions	MS (4)	
B4. Forging strategic and effective partnerships	MS(4)	
C. EFFECTIVENESS	Median score	4.5
C1.1 Delivery of CF outputs	MS (4)	
C1.2 Progress towards outcomes	UA (0) ¹³	
- Outcome 1 (People Pillar)	S (5)	
- Outcome 2 (Planet & Prosperity Pillar)	MS (4)	
- Outcome 3 (Peace Pillar)	S (5)	
C2. Adopting and promotion of resilience-building approaches	MS (4)	
C3. CF focus on national capacity development	S (5)	
C4. Targeting the most vulnerable, disadvantaged, and marginalized population	S (5)	
D. EFFICIENCY	Median score	4.5
D1. Integrated funding framework	MU (3)	
D2. Collectively prioritized activities based on the needs	MS (4)	
D3. Effective reallocation of resources to emerging needs and priorities	S (5)	
D.4 Timeliness of actions	S (5)	
E. SUSTAINABILITY	Median score	4
E1.1. Financial risks	MS (4)	
E1.2. Socio-political risks	MS (4)	
E1.3. Institutional and governance risks	MS (4)	

¹³ Aggregate rating of all the outcome ratings

Criteria/issue	Rating	Summary comments
E1.4. Environmental risks	UA (0)	
E2. Catalysis and replication	UA (0)	
F. ORIENTATION TOWARDS IMPACT	Median score	4
F.1 CF contributions to key institutional, behavioural and legislative changes	S (5)	
F.2 CF contribution to advance achievement of SDG targets	UA (0)	
F.3 CF contribution to advance cross-cutting concerns on gender equality	MS (4)	
F.4 contribution to advance cross-cutting concerns on human rights and non-discrimination, including disability inclusion	S (5)	
F.5 contribution to advance cross-cutting concerns on environmental sustainability	UA (0)	
F. FACTORS AFFECTING PERFORMANCE	Median score	4
F1. CF design	MS (4)	
F2. Quality of RCO leadership and effective oversight	S (5)	
F2.1 Quality of CF implementation by UNCT	UA (0)	
F3. Quality of UNCT coordination and integration	MS (4)	
F4. National ownership on the CF	MS (4)	
F5. CF stakeholder engagement	MU (3)	
F6. Communication, knowledge management and M&E	MU (3)	
F7. Quality of UNCT collective and joint efforts	MS (4)	
Overall rating		

The above rating system is adopted from the Compliance Monitoring of Management Action Plan in Response to the CF Evaluation Recommendations (UNEG, 2021). The interpretation of ratings is shown below:

Rating	Ordinal Scale	Description
Highly Satisfactory (HS)	6	Level of achievement of outputs/outcomes clearly exceeds expectations and/or there were no shortcomings.
Satisfactory (S)	5	Level of achievement of outputs/outcomes was as planned and/or there were no minor shortcomings.
Moderately Satisfactory (MS)	4	Level of achievement of outputs/outcomes likely to be as planned and/or there were moderate shortcomings.
Moderately Unsatisfactory (MU)	3	Level of achievement of outputs/outcomes somewhat lower than planned and/or there were significant shortcomings.
Unsatisfactory (U)	2	Level of achievement of outputs/outcomes substantially lower than planned and/or there were major shortcomings.

Highly Unsatisfactory (HU)	1	Only a negligible level of achievement of planned outputs/outcomes and/or there were severe shortcomings.
Unable to Assess (UA)	0	The available information does not allow an assessment of the level of achievements.

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ANNEXES

Annex 1. Evaluation Questions per Stakeholder Group

	UNCT (Thematic Groups and Pillars)	Government	Resource partners/Development Partners	CSOs/NGOs/Private Sector
Part A				
<u>Introduction/ Background Information</u>	1. How was the PCF developed? 2. How were the joint projects developed?	1. In what way are you/your agency involved in the PCF? What projects?	1. How long have you been in the Philippines? 2. In what way is your government contributing to the PCF? How much?	1. In what way is your organization involved with the PCF? What projects?
Part B				
<u>Relevance and Adaptability</u>	Is the PCF relevant and adaptable to the goals, strategies, and programs of the PDP? If so, in what way?	Is the PCF relevant and adaptable to the goals, strategies, and programs of the PDP? If so, in what way? (You may answer based on your agency's priorities)	Is the PCF relevant and adaptable to the goals, strategies, and programs of the PDP? If so, in what way?	Is the PCF relevant to the needs of the constituencies/ sectors you represent? If so, in what way?
<u>Coherence</u>	In what ways has the PCF promoted more coherent (cohesive; logical and consistent) action within the UNCT?	In your view, is the UNCT acting in a coherent (cohesive; logical and consistent) manner in support of Philippine development priorities? Has the PCF made a difference in the level of coherence of UNCT action?	In your view, is the UNCT acting in a coherent (cohesive; logical and consistent) manner in support of Philippine development priorities? Has the PCF made a difference in the level of coherence of UNCT action?	In your own experience and based on what you see in the field, is the UNCT acting in a coherent (cohesive; logical and consistent) manner? Can you cite specific instances of coherent action (or lack of it)?
<u>Effectiveness</u>	1. What were your key goals and deliverables? Did you achieve them? 2. Was the UN able to use its convening power (a comparative advantage) to build meaningful partnerships to advance Philippine development goals? 3. How deep is the level of engagement of PCF partners?	Was the UN able to use its convening power (a comparative advantage) to build meaningful partnerships to advance Philippine development goals?	1. How has the behavior and policies of resource partners affected the effectiveness of the PCF and UNCT? Have the resource partners progressed significantly in the implementation of their responsibilities under the Donor Compact? 2. Was the UN able to use its convening power (a comparative advantage) to build meaningful partnerships to advance Philippine development goals? 3. How has the UNCT demonstrated effective support and technical	Was the UN able to use its convening power (a comparative advantage) to build meaningful partnerships to advance Philippine development goals?

	UNCT (Thematic Groups and Pillars)	Government	Resource partners/Development Partners	CSOs/NGOs/Private Sector
			assistance to its major stakeholders, such as the government and partner communities?	
<u>Orientation Towards Impact</u>	1. In the Pillar results frameworks, there seem to be no indicators and targets for UNCT contribution to national outcomes. Why is this? 2. What institutional, behavioral and legislative changes has the PCF produced, which have contributed to development impacts?	How has the PCF contributed to the achievement of outcomes in the PDP? Can you identify any institutional, behavioral and legislative changes that the PCF produced that have contributed to development impacts?	Are you aware of the donor compact? What is your take on flexible funding against tightly earmarked allocation?	Can you identify any institutional, behavioral or legislative changes that the PCF produced that have contributed to development impacts?
<u>Efficiency and Coordination</u>	To what extent has the UNCT been able to optimize the utilization of resources and enhance coordination to achieve results? Has the PCF been instrumental in preventing wastage of resources, overlaps, competition, etc.?	To what extent has the UNCT been able to optimize the utilization of resources and enhance coordination to achieve results? Has the PCF been instrumental in preventing wastage of resources, overlaps, competition, etc.?	To what extent has the UNCT been able to optimize the utilization of resources and enhance coordination to achieve results? Has the PCF been instrumental in preventing wastage of resources, overlaps, competition, etc.?	To what extent has the UNCT been able to optimize the utilization of resources and enhance coordination to achieve results? Has the PCF been instrumental in preventing wastage of resources, overlaps, competition, etc.?
<u>Sustainability</u>	What mechanisms, if any, has the UNCT established to ensure socio-political, institutional, financial and environmental sustainability?	1. Do you think the benefits of the PCF/UNCT interventions are sustainable? If so, please cite specific examples that demonstrate sustainability. 2. How committed is your organization to sustaining the gains made under the PCF?	1. Do you think the benefits of the PCF/UNCT interventions are sustainable? If so, please cite specific examples that demonstrate sustainability. 2. How committed is your organization to sustaining the gains made under the PCF?	1. Do you think the benefits of PCF/UNCT interventions are sustainable? If so, please cite specific examples that demonstrate sustainability. 2. How committed is your organization to sustaining the gains made under the PCF?
Part C				
<u>Ways Forward</u>	1. What factors have enabled as well as limited UNCT's contribution to the achievement	1. What factors have enabled as well as limited UNCT's contribution to the achievement of national development goals/results?	1. What factors have enabled as well as limited UNCT's contribution to the achievement of national development goals/results?	1. What factors have enabled as well as limited UNCT's contribution to the achievement of national

	UNCT (Thematic Groups and Pillars)	Government	Resource partners/Development Partners	CSOs/NGOs/Private Sector
	<p>of national development goals/results?</p> <p>2. What are your recommendations to enhance the UN's contributions to national development, which can be incorporated into the new PCF programming cycle?</p> <p>3. What are your recommendations to enhance the operationalization of the UN Reform?</p>	<p>2. What are your recommendations to enhance the UN's contributions to national development?</p> <p>3. What are your recommendations to strengthen coherence, coordination, efficiency, and accountability in UN engagement with the Philippine government?</p>	<p>2. What are your recommendations to enhance the UN's contributions to national development, which can be incorporated into the new PCF programming cycle?</p> <p>3. What are your recommendations to enhance the operationalization of the UN Reform?</p>	<p>development goals/results?</p> <p>2. What are your recommendations to enhance the UN's contributions to national development?</p> <p>3. What are your recommendations to strengthen coherence, coordination, efficiency, and accountability in UN engagement with stakeholders?</p>

Annex 2. Synoptic Table for Theory of Change Analysis

Pillars of the National Development Strategy 2040	UNDAF Outcomes	Joint workplan outputs (2021-2022)	Evaluation Team (ET)		
	In this column, UNDAF's results framework, link UNDAF outcomes with the specific pillars or SDGs they are contributing to.	In this column, link each joint workplan outputs with the outcomes they are contributing to	Theoretical analysis of the evaluation team members to establish contributive links (A)	Questions to the programme management team (PMT) for ToC analysis (B)	Conclusions of the evaluation team members on the alignment between Outputs and outcomes and between outcomes and pillars. (A)+(B)
I. People Pillar	Outcome 1: The most marginalized, vulnerable, and at-risk people and groups benefit from more inclusive and quality services and live in more supportive environments where their nutrition, food security, health and life-long learning are ensured and protected.	Output 1: Social determinants of people's health are holistically addressed, and health systems strengthened for enhanced health outcomes.	<ol style="list-style-type: none"> 1. Outputs are conceptually linked to outcomes (outputs contribute to outcome). 2. Scale of UN intervention is small (project level) while outputs and outcomes are framed at macro level, thus UN intervention will not lead to changes in the outputs and outcomes. 3. Attribution is difficult and complex because numerous other factors and actors affect the macro-level outcomes and even outputs. 4. The results framework does not adequately account for contributions in the areas of policy or institutional reforms. 	How are the UNCT outputs defined and measured?	The link between macro-level outcomes and UNCT project level outputs needs to be strengthened. Doing this requires a conceptual overhaul of the TOC and results framework. This involves policy decisions from the UNCT leadership. Afterwards, a complementary revision of the M&E system must follow. These reforms are beyond the scope of this evaluation. However, a rapid reconstruction of the TOC was undertaken by the ET (see Section 4.4 of the Inception Report). This reconstruction was
		Output 2: Education and training system are strengthened and bridge the educational divide.			
		Output 3: Food and nutrition security enhanced.			
		Output 4: Social protection systems effectively shored.			

					undertaken after consultations with the Pillar leads.
II. Prosperity and Planet Pillar	Outcome 2: Urbanization, economic growth, and climate change actions are converging for a resilient, equitable, and sustainable development path for communities.	Output 5: Green and climate lens integrated in job-rich recovery efforts	Same analysis as stated above	Same question as stated above.	Same conclusion as stated above.
		Output 6: Resilience strengthened in all sectors and all levels of government.			
		Output 7: Capacity of cities to develop resilient and socially inclusive urbanized communities strengthened.			
		Output 8: Untapped potential for agriculture-based inclusive growth and sustainable agri-food systems effectively leveraged.			
		Output 9: Environmental protection is strengthened, and illegal wildlife trade curbed.			
		Output 10: Innovative finance effectively mobilized for green, climate and disaster risk reduction and inclusive investments			

III. Peace Pillar	Outcome 3: Through inclusive and accountable governance, decent employment generation and essential services of health, education, security, justice, protection, and recovery systems reach the most vulnerable in Mindanao, resulting in socially cohesive and resilient communities.	Output 11: COVID-19 response strengthened and inclusive development for peace accelerated in Mindanao.	<ol style="list-style-type: none"> 1. Outputs are conceptually linked to outcomes (outputs contribute to outcome). 2. Though UNCT action in BARMM is significantly more substantial than in the rest of the country, UN intervention is still relatively small¹⁴ (project level) while outputs and outcomes are framed at macro level. 3. Attribution is difficult and complex because numerous other factors and actors affect the macro-level outcomes and even outputs. 4. The results framework does not adequately account for contributions in the areas of policy or institutional reforms. 	Same question as stated above.	Same conclusion as stated above.
		Output 12: Normalization and political tracks of the Comprehensive Agreement on the Bangsamoro effectively supported.			
		Output 13: Community-based conflicts reduced, community security effectively addressed, and community economic empowerment strengthened.			

¹⁴For example, the risk-informed shock-responsive social protection (RISRSP) project in BARMM, indicated that there are 396,000 households covered by the 4Ps and Modified Conditional Cash Transfer for Indigenous Peoples in Geographically Isolated and Disadvantaged Areas. By end of 2021, the project indicated 10 percent to receive social assistance under this Joint Programme. In the final report, the repurposed budget extended between Ph 5,800 to 2,800 to 1000 HH with 0-2 years old children, and 1,800 farmers/fisher folks HH. That is about 2,800 of the targeted 39,600 HH (10%). Fund is US\$1,960,000. Scale up of this project covered 6,000 households.

Annex 3. CF Results Framework (in separate file)

Annex 4. Perception Survey: Cover Letter and Questionnaire

The cover letter of the survey proper is as follows:

The Partnership Framework for Sustainable Development (PFSD) 2019 - 2023 is the first Philippines-UN country plan that redefines the nature of UN System engagement in the Philippines from one that provides “development assistance” to a collaboration in a strategic partnership. Owing to the unforeseen crisis brought about by COVID-19, the PFSD was subsequently updated by the UN Socioeconomic and Peacebuilding Framework for COVID-19 Recovery (SEPF).

In 2022, the UN Resident Coordinator – Philippines (RCO) commissioned evaluation of the United Nations Philippines Cooperation Framework 2019-2023. The evaluation of the United Nations Cooperation Framework is an independent system-wide process at the country level that contributes to system-wide oversight, transparency, accountability and collective learning. The evaluation shall be structured around the three Pillars of the Cooperation Framework, namely, People, Prosperity and Planet, and Peace:

People: The most marginalized, vulnerable, and at-risk people and groups benefit from more inclusive and quality services and live in more supportive environments where their nutrition, food security, and health are ensured and protected.

Prosperity and Planet: Urbanization, economic growth, and climate change actions are converging for a resilient, equitable, and sustainable development path for communities.

Peace: Through inclusive and accountable governance, decent employment generation and essential services of health, education, security, justice, protection, and recovery systems reach the most vulnerable in Mindanao, resulting in socially cohesive and resilient communities.

The independent Evaluation Study has been commissioned to Brain Trust Inc (BTI), a private consultancy based in Pasig City with extensive experience in evaluation and work with UN agencies in the Philippines. Kindly see the attached endorsement letter from the RCO. This Perception Survey is part of BTI’s implementation of the Evaluation Study. It is estimated to take only about 30 minutes. Please be assured that all the information submitted will be held in strictest confidence by BTI. Data provided in any specific response form, including individual and organizational identities, will not be shared. Tabulations based on general categories will form part of the report.

Your responses will be instrumental to the success of this Evaluation Study and the achievement of the goals of the Cooperation Framework. We are most grateful for your participation. Should you have any feedback, kindly email to: _____.

Respondent profile

1. Relevant CF partner category

- ☐ UN Agencies
- ☐ National agencies
- ☐ Regional Government (BARMM)
- ☐ LGUs
- ☐ Donor agencies

- ☐ NGOs and CSOs
- ☐ Private Sector
- ☐ Community Organizations

2. Name _____

3. Sex ☐ Male, ☐ Female

4. Age _____

5. Office address _____

6. Position _____

7. Please identify the UN support actions which you have been personally involved either as recipient of a good or service, or as an implementer (select all that are applicable; skip if not applicable):

a) People

Support actions	Recipient	Implementer
strengthening of health systems, especially essential primary healthcare services and ensuring its continuation during outbreaks and disasters		
participatory and anticipatory health governance, e.g. engaging local leaders to adopt using sustainable energy solutions for the continuous provision of essential health services		
meeting the visible and hidden needs of women and adolescent girls		
improving health literacy		
address food poverty and hunger from a food systems perspective, including prevention and treatment of wasting		
identification and roll-out of innovations to enhance the mobility, resilience and robustness of food supply chains, e.g. LGU initiatives to shorten distribution lines of nutritious food		
development and implementation of the national education sector plan.		
investments in technological infrastructure for educational innovation		
ALS and TVET		
Achieving universal social protection		
Social protection policy advocacy and financing strategy		
Adoption of digital platforms to improve service delivery and coordination of social protection interventions		

b) Prosperity and Planet

Support actions	Recipient	Implementer
integration of a green and climate lens in recovery efforts, including accelerating low carbon transformation, low carbon, sustainable, risk-based and inclusive development in major cities		
full, productive and freely chosen employment and decent work for all, e.g. retooling and reskilling of the workforce that will be affected by the transition to greener jobs and livelihoods.		

greening of food production and distribution systems		
integrated management of wastes		
improve the resilience of MSMEs and the informal economy		
coherent responses to address climate change, loss of biodiversity, balancing health priorities		
reinforce agri-food systems as a driver of broad-based and inclusive growth		
addressing systemic barriers to ending deforestation and degradation of natural habitats		
city governments and other actors to design recovery measures and solutions		
implementation of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)		
Adopting a 'One Health' approach		
Public and private sustainable and green financing for SDGs		

c) Peace

Programming priorities	Recipient	Implementer
capacity development support for the implementation of BARMM's COVID-19 health response and recovery		
develop the capacities of the BTA and LGUs in reducing poverty and strengthening shock responsive social protection		
sustainable investments in communities to develop diversified and increased employment and income opportunities, e.g. vocational training, income-generating and employment opportunities		
support normalization, including transformation of camps and conflict- and disaster-affected communities		
prevention of electoral violence and a peaceful campaign, voting and transition in BARMM		
conflict resolution around land in BARMM		
land-related institutional strengthening and capacity building		
community security responses such as community policing and early warning and response, along with civil-society-facilitated community dialogues		

Relevance

8. Express agreement/disagreement with the following: The programming priority in which I was involved showed responsiveness to development needs of Philippines.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

9. Please provide a brief explanation for the preceding response (skip to the next if you prefer not to answer):

Coherence

10. Based on personal experience, are you able to express an opinion about coherence (cohesive; logical and consistent) of UN programs over the period 2019 – 2023? ☐ Yes ☐ No
11. If the answer to the previous is Yes, express agreement/disagreement with the following: *UN programs coherence (cohesive; logical and consistent) of response to the needs of national and local governments, and of civil society.*
- ☐ Strongly agree
☐ Agree
☐ Neither agree nor disagree
☐ Disagree
☐ Strongly disagree
12. Please provide a brief explanation for the preceding response (skip to the next if you prefer not to answer):
-

Effectiveness

13. Based on personal experience, are you able to express an opinion about effectiveness of UN programs over the period 2019 – 2023? ☐ Yes ☐ No
14. If the answer to 13 is Yes, express agreement/disagreement with the following: *UN agencies were able to use their convening power to facilitate addressing the development needs of the Philippines.*
- ☐ Strongly agree
☐ Agree
☐ Neither agree nor disagree
☐ Disagree
☐ Strongly disagree
15. Please provide a brief explanation for the preceding response (skip to the next if you prefer not to answer):
-

Orientation towards impact

16. Based on personal experience, are you able to express an opinion about orientation towards impact of UN programs over the period 2019 – 2023? ☐ Yes ☐ No
17. If the answer to 16 is Yes, express agreement/disagreement with the following: *UN programs contributed to key changes (institutional, behavioral, legislative) that are critical for promoting progress towards meeting the Philippines' development goals.*
- ☐ Strongly agree

- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

18. Please provide a brief explanation for the preceding response (skip to the next if you prefer not to answer):

Efficiency and coordination

19. Based on personal experience, are you able to express an opinion about efficiency and coordination of UN programs over the period 2019 – 2023? ☐ Yes ☐ No

20. If the answer to 19 is Yes, express agreement/disagreement with the following: *Compared to before 2019, coordination among UN agencies to achieve cross-sectoral results and maximize resources has improved.*

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

21. Please provide a brief explanation for the preceding response (skip to the next if you prefer not to answer):

Sustainability

22. Based on personal experience, are you able to express an opinion about socio-political, institutional, financial, and environmental sustainability of UN programs over the period 2019 – 2023? ☐ Yes ☐ No

23. If the answer to 22 is Yes, express agreement/disagreement with the following: *Functioning mechanisms are in place or being put in place to ensure that the outcomes generated by completed programs are sustained.*

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

24. Please provide a brief explanation for the preceding response (skip to the next if you prefer not to answer):

In conclusion, may we request you for email addresses of **three** contacts from within your network, whom you personally believe will have the knowledge and experience to answer this questionnaire. Thank you very much for your time!

[END OF SURVEY]

Annex 5. Evaluation Design Matrix

Evaluation Criteria	Evaluation Question	Key Result Areas	Indicators	Source of Info
<u>Relevance and Adaptability</u>	To what extent has the PCF remained responsive to Philippine development needs throughout the plan period (2019-2022)?	<ol style="list-style-type: none"> 1. Alignment with PDP, SDGs, Philippine COVID Response Plan (We Heal as One) 2. Flexibility of PCF to adjust to changing circumstances 3. Extent to which UNCT & stakeholders view the PCF as responsive 4. Relevance of current/pipeline projects 	<ol style="list-style-type: none"> 1. <i>Conceptual and strategic alignment</i> of PDP, Phil COVID Plan & SDG thrusts reflected in PCF 2. Degree of PCF flexibility 3. Percentage of UNCT & stakeholders who view the PCF as responsive to the PDP and sectoral concerns 	<p>PCF Project Documents (<i>Content Analysis</i>)</p> <p>GD/KIIs</p> <p>Survey GDs/KIIs</p> <p>PCF project documents</p>
<u>Coherence</u>	To what extent has the PCF generated a coherent UNCT response to national government, local government and civil society needs, according to the PDP 2017-2022?	<ol style="list-style-type: none"> 1. Extent to which PCF document is being used as the basis for UN agency programming, <i>thus avoiding duplication/competition and strengthening synergies</i> 2. Extent to which UNCT members, partners and beneficiaries view the UNCT as acting in a coordinated and coherent manner 	<ol style="list-style-type: none"> 1.a. Number/ percentage/ of JPs under the PCF making direct reference to the PCF 1.b. Number/ percentage of UN agency country programs making direct reference to the PCF 2. Number/ percentage of UNCT members, partners & beneficiaries who view UNCT as acting in a coherent & coordinated manner 	<p>PCF project documents (content analysis)</p> <p>GDs/KIIs</p> <p>Survey</p> <p>PCF documents (<i>Content Analysis</i>)</p>
<u>Effectiveness</u>	<ol style="list-style-type: none"> 1. (For UNCT) What were your key goals and deliverables? Did you achieve them? 2. Was the UN able to use its convening power (a 	<ol style="list-style-type: none"> 1. Goals/deliverables achieved/not achieved per Pillar 2. Partnerships among key stakeholders catalyzed by the PCF 	<ol style="list-style-type: none"> 1. Number/percentage of objectives achieved, and outputs delivered according to Pillar workplans (insufficient data available) 2. List of Partnerships; Number of sustainable partnerships with relevant stakeholders 	<p>PCF Documents (Pillar work plans, MEAL reports, minutes of meetings)</p> <p>GDs/KIIs PCF Documents</p>

	comparative advantage) to build meaningful partnerships to advance Philippine development goals?	3. Number/ percentage of UNCT members & stakeholders who feel that the UNCT/PCF has been effective in establishing meaningful partnerships	established under PCF (insufficient data available) 3. UNCT/ Stakeholder perception	Survey GDs/KIIs
<u>Orientation Towards Impact</u>	To what extent has the UNCT contributed to key changes (e.g. institutional, behavioral, or legislative changes) that are critical for catalyzing progress towards the desired impact?	1. Institutional, behavioral, legislative changes catalyzed by PCF 2. Extent to which UNCT & stakeholders view PCF as having contributed to dev't impact in Philippines	1. TOC intermediate indicators per pillar; Agency indicators in project documents 2. UNCT & Stakeholder perception	PDP, other gov't statistics; PCF Project documents GDs/KIIs Survey GDs/KIIs
<u>Efficiency and Coordination</u>	To what extent has the <i>PCF</i> strengthened coordination across UN agencies to achieve cross-sectoral results and maximize resources?	1. Degree of functionality of the ff: a) Reporting & information-sharing platforms b) Joint work-planning c) Coordination Structures (National Steering Committee, Results Groups, etc.) 2. Extent to which UNCT members, partners and beneficiaries view the UNCT as acting in a coordinated and coherent manner (same question as in "coherence" portion)	1. Number of meetings of implementation/coordination structures 2. Existence of minutes of meetings, <i>attendance at meetings</i> 3. Outputs of implementation/coordination structures 4. UNCT & Stakeholder perception	PCF documents; minutes of meetings MEAL reports GDs/KIIs Survey GDs/KIIs
<u>Sustainability</u>	What mechanisms, if any, has the UNCT established to ensure socio-political, institutional, financial and environmental sustainability?	1. Mechanisms established 2. Extent to which UNCT and stakeholders view PCF initiatives as sustainable	1. Existence of mechanisms Number of completed projects with an exit/sustainability plan 2. Number/Percentage of stakeholders who consider PCF as sustainable	PCF project documents (Content analysis) Survey GDs/KIIs

		3. Extent to which stakeholders are willing to sustain/institutionalize gains achieved under PCF	3. Number/percentage of stakeholders who express willingness and identify specific ways in which to sustain PCF gains	Survey GDs/KIIs
Gender equality and social inclusion	To what extent has the PCF promoted gender equality and social inclusion?	Different perspectives, needs and concerns of women and other marginalized groups were addressed and represented in PCF activities' design and implementation	<p>1. Number of projects designed specifically for women and other marginalized groups to improve their access to basic services and economic opportunities</p> <p>2. Number of policies/resolutions formulated to promote and protect the rights of women and other marginalized groups</p> <p>3. Number of implementing partners who utilize gender, and other socially inclusive approaches</p>	<p>PCF project documents</p> <p>Survey</p> <p>GDs/KIIs</p>

Note: Some KRAs and indicators may be refined further as more information on PCF implementation emerges from the GDs/KIIs. In reviewing the documents shared by UNCT via SharePoint, several folders containing the joint programmes contained only ProDocs and minutes of meetings (since these programmes are still ongoing). There were also folders that did not have any contents.

Annex 6. List of Organization/Institutions Engaged

Group	Organization/Agency	No. of Participants
People Pillar	ILO, UNICEF, WHO, WFP, FAO, UNHCR, UNDP, UNFPA	Male – 4; Female – 9
OMT	UNOPS, UNESCO, WFP, FAO, UNIDO, UN Women, UNHCR, UN-OCHA, UNDP, UN-Habitat, ILO	M – 1; F – 11
Peace Pillar	UNDP, UNICEF, FAO, OCHA, ILO, RCO, IOM, UNDSS, WFP, UNFPA	M – 8; F – 5
MEG	UNICEF, UNFPA, UN Women, WFP, UNIDO, UNDP	M – 6; F – 1
Prosperity and Planet Pillar	UNIDO, FAO, UN Habitat, ILO, UNODC, WFP, UN Women, UNHCR, UNIDO, UNFPA, UNDP	M – 5; F – 0
Gender Theme Group	UN Women, UNFPA, UNDP, UNICEF	M – 0; F – 5
Resource partners/Development Partners	DFAT, EU, Netherlands, France, World Bank	M – 4; F – 2
National Government Partners	NEDA, DILG, DepEd, OPAPRU	M – 9; F – 9
BARMM/Mindanao	BPDA	M – 0; F – 1
Civil Society Orgs	ECOP, PBSA, CFSI	M – 2; F – 2
TOTAL		84

Annex 7. Joint Programmes Listed in UNCT Country Results Report 2020 and 2021

Joint Programme	SDG and SEPF Mainly Covered	Duration	Participating Agencies	Listed in 2020 Report	Listed in 2021 Report
1. Advancing women's Rights and Influence through Socio-economic Empowerment (ARISE-BIWAB)	5, 10,16,17 Peace	June 2020- December 2020	IOM UNFPA		
2. Scaling up Forecast based Financing/Early Action and Shock Responsive Social Protection with Innovative use of Climate Risk Information for Disaster Resilience in ASEAN (Regional)	1, 2, 13 People (Nexus)	May 2019 – September 2021	FAO UNICEF WFP		
3. Social Protection with Innovative Use of Climate Risk Information for Disaster Resilience in ASEAN (Regional)	1, 2, 13 People (Nexus)	May 2019 – September 2021	FAO UNICEF WFP		
4. Ensuring inclusive and risk informed shock-responsive social protection resulting in more resilient communities (RISRSP) in the Bangsamoro Autonomous Region in Muslim Mindanao	1, 2, 13 People (Nexus)	February 2020 – January 2022	FAO UNICEF		
5. Bridging Recruitment to Reintegration in Migration Governance: Philippines (BRIDGE)	8, 10,17 People	February 2020 – March 2022	IOM ILO UN Women		
6. Promoting Conflict Prevention, Social Cohesion, and Community Resilience in BARMM in the time of COVID-19	8, 10, 17 Peace	Jan 2021- June 2022	IOM UNFPA UN Women		
7. Scaling up the Joint Programme on risk-informed shock-responsive social protection (RISRSP) in the BARMM	1, 2, 13 People (Nexus)	June 2021 – December 2022	FAO UNICEF		

Joint Programme	SDG and SEPF Mainly Covered	Duration	Participating Agencies	Listed in 2020 Report	Listed in 2021 Report
8. Reaping the Demographic Dividend and Managing the Socio-Economic Impact of COVID-19 by Applying Integrated National Financing Framework in the Philippines	3, 4, 5, 8, 17 People crosscutting	February 2021-December 2022	UNDP UNFPA UNICEF		
9. Safe and Fair: Realizing Women Migrant Workers' Rights and Opportunities in the ASEAN Region (Regional)	5, 8, 10, 16, 17 People	January 2018 – December 2022	ILO UN Women in collaboration with UNODC		
10. Building COVID-safe Responses and Voices for Equity (Project BRAVE)	2, 5 People	June 2021 – June 2023	WHO UNFPA UNICEF		
11. Protection and Mental Health and Psychosocial Support (MPHPSS) for Vulnerable Women, Children and Adolescents during the COVID Pandemic	2, 5 People	June 2021 – June 2023	WHO UNFPA UNICEF		
12. Enhancing Resilient and Gender-Responsive Agriculture-Based Livelihoods of Returned Women and Youth IDPs in Post-Conflict Communities in Maguindanao – BARMM	1, 2, 5, 8, 16 Peace	January 2022 – December 2023	FAO UNFPA		
13. Technical Cooperation and Capacity-Building for the Promotion and Protection of Human Rights in the Philippines	16, 3, 5, 17 People	2021 – 2024	OHCHR UNODC UNCTO UNESCO		
14. Ship to Shore Rights Southeast Asia (S2SR SEA): Promoting Regular and Safe Labour Migration among Southeast Asian Countries in the Fishing and Seafood Processing Sector (Regional)	8, 10 People	August 2020 – July 2024	ILO IOM UNDP		

Joint Programme	SDG and SEPF Mainly Covered	Duration	Participating Agencies	Listed in 2020 Report	Listed in 2021 Report
15. Contribution Towards the Elimination of Mercury in the Artisanal and Small-scale Gold Mining (ASGM) Sector: From Miners to Refiners	1, 3, 8, 9, 12, 17 Prosperity and Planet	2019-2024	UNEP UNIDO		
16. Accelerating the Reduction of Adolescent Pregnancy in the Philippines in the Aftermath of COVID-19 and Typhoon Odette	3, 5 (Direct); 1, 2, 4, 8, 10, 17 (Indirect) People	September 2022 – December 2025	UNFPA UNICEF WHO		
17. Conflict Transformation in areas affected by Armed Conflict in BARMM through Area-based Community Driven Development	1, 2, 5, 8, 16 Peace	24 months	FAO IOM UNDP WFP		
18. Accelerating Progress Towards Rural Women's Economic Empowerment, Phase II	1, 2, 5, 8, 16 Peace	2022 – 2026	WFP FAO IFAD UN Women		

Annex 8. Documents Shared by UNCT via SharePoint

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
BARMM AREA Coordination Office		<ul style="list-style-type: none"> Area Coordination Office Workplan
		<ul style="list-style-type: none"> Concept Note RCO Coordination Office
	BARMM DP Coordination	<ul style="list-style-type: none"> Empty
	Datasets	<ul style="list-style-type: none"> Empty
	Durable Solutions (empty)	<ul style="list-style-type: none"> Empty
	Presentations (empty)	<ul style="list-style-type: none"> Empty
	Support to the 2 nd BDP 2023-2028 (empty)	<ul style="list-style-type: none"> Empty
	Typhoon Odette Joint Programming – Recovery and Rehabilitation (empty)	<ul style="list-style-type: none"> Empty
Joint Programmes		<ul style="list-style-type: none"> UN Joint Programmes as of Dec 2022
	Completed JPs	<ul style="list-style-type: none"> Joint SDG F RISRSP in BARMM <ul style="list-style-type: none"> Activity 1.1.1 and 1.1.2 <ul style="list-style-type: none"> Policy Brief <ul style="list-style-type: none"> BARMM Registry Brief FA v3 Policy Brief Investment Case VRAM Policy Brief 2022 v1 Policy Issuances <ul style="list-style-type: none"> Memo Order No. 0392 series of 2021 Signed Memo JPSC BPDA Letter of Commitment to assist UN Activity 2.2.1 and 2.2.3 <ul style="list-style-type: none"> VRAM Report AO Feb 2022 23-30 Sep JP VRA-Scoping Workshop Narrative AA Training Drought Plan Highlands – Online Appreciation Workshop Memorandum No. 225 s. of 2021 Supporting VRAM Activity 3.21 <ul style="list-style-type: none"> Analytical Report on BARMM Poverty and Disaster Registry Main Report

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ▪ MSSD Community Registry Final March 30 ▪ Policy Brief BARMM Poverty Registry ▪ Social Inclusion Poverty Registry in BARMM ○ Activity 3.2.2 <ul style="list-style-type: none"> ▪ Simulation Exercise ▪ Minutes on ECT Targeting and Payment Mechanics ▪ Minutes on MEB Workshop ▪ Outline Emergency Cash Transfer Pilot in BARMM ▪ Presentation MEB Consolidated 211009 ▪ Simulation Exercise ○ Final report and evaluation <ul style="list-style-type: none"> ▪ Final Report template – SPLNOB ▪ Evaluation Report v.5.5 ○ JP Narrative and progress report <ul style="list-style-type: none"> ▪ Progress Report Final ▪ 2020 Joint SDG Fund 6 month update ▪ 2020 JP SRSP Annual Progress Report ▪ 2020 Portfolio MTR Questionnaire ▪ 2020 Quarterly Check LNOB Q3 2020 ▪ 2021 Quarterly check LNOB Q1 Clean ○ JP Prodoc and Workplan <ul style="list-style-type: none"> ▪ Draft Joint UN SRSP Workplan Philippines ▪ Revised PHL Prodoc Joint SDG Fund FAO UNICEF Signed ▪ Signed PHL Product Joint SDG fund FAO UNICEF ○ TWG Minutes <ul style="list-style-type: none"> ▪ AATWG <ul style="list-style-type: none"> • 06 Oct 2021 First AA TWG Meeting • 15 Feb 2022 AA TWG Meeting • Summary of Agreements Meeting with MinDA on ARB AA TWG July 12 • TWG 2 Meeting 6 March 2022 ▪ Core Group

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> • Fw Final JP Report template and guidance note • JP Core Group Meeting Minutes May 3 2021 LSA • RCO inputs on CN Policy Forum Evaluation • Re Recognition of LNOB JP by SDG Secretariat • Re Update – Joint SDG F JP on SPLNOB Summary of Agreements ▪ Inter TWG <ul style="list-style-type: none"> • Highlights Joint Chairs and Co-Chairs meeting 17 November 2020 • Inter TWG Meeting 17 September ▪ TWG2 <ul style="list-style-type: none"> • TWG 2 BARMM Partners Meeting March 29 2021 • TWG 2 Director • TWG2 Meeting 8 March 2022 • TWG 2 Meeting December 3 2021 ▪ TWG3 <ul style="list-style-type: none"> • 3 September 2020 TWG3 Highlights (03 Sep 2020) • 12 October 2020 Final TWG 3 Meeting Highlights • 19 August 2020 Highlights – TWG 3 Meeting • Minutes on ECT Targeting and Payment Mechanisms • Minutes on MEB Workshop • Minutes on TWG Meeting Output 3 • Norway ARISE BIWAb <ul style="list-style-type: none"> ○ IOM UNFPA JP Annex A - 1
	MPTF-Conflict Transformation in BARMM	<ul style="list-style-type: none"> • 202208 Validation Workshop <ul style="list-style-type: none"> ○ Validation workshop photos ○ Anticipated Questions and Agreed answers ○ Attendance Sheet UNJP on CT Validation Workshop ○ JP on CT in BARMM for Validation Workshop ○ UNJP Meeting Memo 08122022 rev

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ○ UNJP Validation workshop planning • Fund Release Request <ul style="list-style-type: none"> ○ FTR UNJP BARMM PHL template ○ FTR UNJP BARMM PHL ○ FTR UNJP BARMM PHL final erl ○ FTR UNJP BARMM PHL FINAL ERL rev ○ FTR BARMM JP signed • Prodoc Submitted to DOF SPA endorsement <ul style="list-style-type: none"> ○ 21 June22 JP on CT in BARMM Final cleaned ○ Annex 4 JP on Conflict Transformation in BARMM ○ BARMM Endorsement ○ CT JP genealogy ○ Letter to UN JP on Conflict Transformation in BARMM ○ NEDA letter to BARMM JP CT in BARMM ○ OPAPRU • TOR <ul style="list-style-type: none"> ○ Reference <ul style="list-style-type: none"> ▪ 4. Draft TOR of UN Women and UNDP JP WPS 20220622 ▪ 5. Briefer Empowering Women for sustainable peace in BARMM ▪ JPSC Members ▪ NFR Template Single Source Recruitment ○ ARF – recruitment ○ Draft TOR Coordinator Associate RT ○ Draft UNJP SC TOR RT ○ NFR for Single Source Recruitment • Workplan and budget <ul style="list-style-type: none"> ○ Details for 50USDK07222022 RT ○ Master detailed monthly workplan (inception) ○ Master workshop budget outcomes outputs 01 July 2022 ○ Mater workplan budget outcomes outputs 07 July 2022 ○ Master workplan budget outcomes outputs 20 June 2022

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ○ Master workplan budget outcomes outputs 21 June 2022 ○ Master workplan budget outcomes outputs 22 June 2022 ○ UNJP BARMM PHL DFAT workplan and budget categories ○ WFP with revised activities as of June 21 2022 ○ WFP with revised activities as of June 22 2022 • 21Dec21 Signed Prep Assistance Document • 20211215 MOU JP Philippines BARMM • Timeline for the Start of Inception Phase • UNP Coordination Roles among PUNOs and RC • UNJP Inception talking Points RT FAO bb RT IOM
	Ongoing JPs	<ul style="list-style-type: none"> • ASGM Sector from Miners to Refiners (empty) • Canada Empowering Women for Sustainable Peace in BARMM <ul style="list-style-type: none"> ○ JPSC Meeting <ul style="list-style-type: none"> ▪ Invitation Letters ▪ Draft Agenda JPSC 20220615 ▪ Draft TOR of UN Women and UNDP JP WPS ▪ Briefer Empowering women for sustainable peace in the BARMM 09 June 22 ▪ JPSC Members ○ Prodoc <ul style="list-style-type: none"> ▪ Final Annex A UN Women – UNDP JP Prodoc • DFAT BRAVE <ul style="list-style-type: none"> ○ JP document and workplan <ul style="list-style-type: none"> ▪ WHO UNICEFF UNFP COVID Brave Joint Proposal ○ JP progress and financial reports (empty) • DFAT Enhancing Resilient and Gender Responsive Livelihoods of women and youth IDPs <ul style="list-style-type: none"> ○ FAO UNFPA Women Youth IDPs proposal new template FAO clean copy • DFAT Scale Up of RISRSP in BARMM <ul style="list-style-type: none"> ○ Annex A – Detailed budget and workplan 2021-2022

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ○ Annex B – Results Matrix ○ Annex C – Risk Management Strategy ○ Clean Main Concept Note for FAO UNICEF JP Scaling Up Dec 10 v3
		<ul style="list-style-type: none"> • Joint SDG F INFF <ul style="list-style-type: none"> ○ JP Communications <ul style="list-style-type: none"> ▪ Communication Plan <ul style="list-style-type: none"> • Draft AO December 2021 <ul style="list-style-type: none"> ○ JP INFF Revised Communication Strategy as of 12-13-2021 • Midyear update <ul style="list-style-type: none"> ○ Comm Plan Updates • Revised Communication Plan 11 January 2022 ▪ Communication Templates <ul style="list-style-type: none"> • Powerpoint templates • Zoom background templates ▪ JP INFF Briefers (empty) ▪ JP INFF Brochure <ul style="list-style-type: none"> • JP INFF Overview Brochure AO 14 June • JP INFF Updated Briefer compressed • JP INFF Updated brochure as of 23 May 2022 ▪ JP INFF Medium <ul style="list-style-type: none"> • A Moonshot for Sustainable Development • Intl Women’s Day How the SDG Budget Tagging Tool Can Help Break the Bias • World Population Day 2022 Unlocking the Filipinos’ Full Potential through Philippines INFF ▪ JP INFF Newsletter <ul style="list-style-type: none"> • JP INFF April May Roundup • JP INFF Newsletter Issue 1 • JP INFF Newsletter Issue 2 • JP INFF Newsletter Issue 3

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> • JP INFF Newsletter Issue 4 • JP INFF Newsletter Issue 5 • JP INFF Newsletter Issue 6 ▪ JP INFF Video <ul style="list-style-type: none"> • JP INFF Explained ▪ Presentation Decks – Workshops and Events <ul style="list-style-type: none"> • Presentation INFF Concepts • Assessment of Financing Landscape • Assessment of Risks and Constraints • Public Finance • Private Finance • Governance • Monitoring and Evaluation ○ JP Financial Reports <ul style="list-style-type: none"> ▪ 2020 <ul style="list-style-type: none"> • Annual Progress SDG Financing Component 1 Philippines Final ▪ 2021 <ul style="list-style-type: none"> • 3rd QPR INFF Final • 2021 Annual Progress Report CI SDG Financing Strategies 7 February • Q1 Check SDG Financing Component 1 Philippines Final ▪ 2022 <ul style="list-style-type: none"> • C1 – Semi annual update template Q2 2022 28 July ○ JP Governance Mechanism <ul style="list-style-type: none"> ▪ National Steering Committee <ul style="list-style-type: none"> • 125894 2022 Minutes of the NSC Meeting JP INFF ▪ Technical Working Group <ul style="list-style-type: none"> • Meeting Documentation 9 November First TWG

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ○ JP Outputs per Sub-outcome <ul style="list-style-type: none"> ▪ Sub-outcome 1 <ul style="list-style-type: none"> • Final Report SDG Budget Tagging 9 September 2022 • Review of PFM Systems • SDG Codification and Mapping Framework ▪ Sub-outcome 2 <ul style="list-style-type: none"> • Final Released PLCPD Policy Memo on RH Budgets in 2022 GAB • HDPRC Reso No 2022 01 Core TWG EO141 • Joint Administrative Order 2021-0002 • KADA Tacloban Mission Report • PDSA Report Deaths and Births During COVID Final • Population and Development Situation Analysis Progress Report Dec 2021 ▪ Sub-outcome 3 <ul style="list-style-type: none"> • SDG Financing in the PH Chap 1-5 090922 rev ○ JP Progress Reports <ul style="list-style-type: none"> ▪ 2020 <ul style="list-style-type: none"> • Annual Progress Report SDG Financing Component 1 Philippines Final ▪ 2021 <ul style="list-style-type: none"> • 3rd QPR JP INFF Final • 2021 Annual Progress Report C1 SDG Final • Q1 Check SDG Financing Component 1 Philippines ▪ 2022 <ul style="list-style-type: none"> • Semi annual update template Q2 2022 28 July ○ JP Project Document <ul style="list-style-type: none"> ▪ Joint SDG F JP on INFF signed Product May 2021
		<ul style="list-style-type: none"> • Join SDG F Philippines DEM <ul style="list-style-type: none"> ○ JSP DEM UNJP Task Force Technical Discussions 5 July 2022

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ○ PBBM reply to UN RC letter re: DEM JP (Jul 2022) ○ Philippines DEM Joint SDG Fund Proposal Final 17 June 2022 ○ SGD UN RC Letter re: DEM JP to OP 7 July 2022 ○ UNSDG Technical Meeting Minutes held on 06072022 Draft 1A
		<ul style="list-style-type: none"> • JP on HIV AIDS <ul style="list-style-type: none"> ○ 2022-2023 Guidance Joint UN Plan English ○ PCB SS 2022 2026 UBRAF Framework EN ○ PCB48 UBRAF PMR ORG Report EN ○ PCGSS Oct 2022 -2023 UBRAF Workplan Budget EN ○ Philippines JPMS Planning 2022-2023 ○ 2020-2021 Joint Programme Reporting Guidelines EN
		<ul style="list-style-type: none"> • Migration MPTF BRIDGE <ul style="list-style-type: none"> ○ JP Document and workplan <ul style="list-style-type: none"> ▪ Bridging Recruitment to Reintegration in Migration Governance (BRIDGE) NCE rev sgd 29June 2022 ○ JP Narrative and Progress Report (empty)
		<ul style="list-style-type: none"> • MPTF Tech Cooperation for Human Rights <ul style="list-style-type: none"> ○ 250222 UN JPHR SC powerpoint Final ○ Agenda 2nd UNJP SC Meeting 26 Sep 2022 ○ Agenda 29 Nov ○ Annex Compiled Budget 23 July 2021 ○ Final Program Document of UN Joint Programme 15 July 2021 with PUNO DFA DOJ Full ○ Progress Report UNJP August 2021 – August 2022 ○ SC Meeting 26 Sept 2022 SP Abbrev notes
		<ul style="list-style-type: none"> • UN PBF STEP BARMM <ul style="list-style-type: none"> ○ Approval <ul style="list-style-type: none"> ▪ OFT Letter Philippines Bangsamoro (signed) ▪ PBF Payment notification ▪ Philippines Annex D Budget ▪ Philippines PBF 2020 Project Doc Final (signed) ○ NCE PBF Project Doc 06072022 signed

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ○ PBF Presentation Peace Pillar Technical Meeting v3
	Pipeline	<ul style="list-style-type: none"> • Human Security Trust Fund <ul style="list-style-type: none"> ○ UN Trust Fund for Human Security • KOICA – Accelerating Reduction of Adolescent Pregnancy <ul style="list-style-type: none"> ○ KOICA expert summary 23 Aug 2022 ○ Reviewed (Annex 3) Project Work Plan 08.22.22 ○ Reviewed (Annex 4) PDM (Project Design matrix) 08.19.222 ○ Reviewed Project Document 08.22.22 ○ Reviewed Project Executive Summary 08.22.22 • Partnership on Action for Green Economy (PAGE) <ul style="list-style-type: none"> ○ Country Application Package for PAGE • RWEE TF Rural Women’s Economic Empowerment • Final JP RWEE CN v. 9.2.21
	RCO Guidance Notes	<ul style="list-style-type: none"> • Checklist JP Standard Protocols erl • JT Proposal Guidance ERL
	Regional Joint Programmes	<ul style="list-style-type: none"> • Safe and Fair (empty) • Scaling Up Forecast-based Financing EWASRSP in ASEAN <ul style="list-style-type: none"> ○ Acknowledgement receipt 151623 ○ Philippine ECHO Phase II Updates 300920 ○ Philippines 2021 0955 RQ 0101 15 Mar 2021 • Ship to Shore Rights SEA (empty)
	UN Joint Programmes as of December 2022 erl	<ul style="list-style-type: none"> •
	NEDA ODA grants from CY 2019 to 2022	<ul style="list-style-type: none"> • Copy of (Data Call) UN ODA Grants as of June 2022 data aodec 2021 • Copy of UN Grants Database as of June 20220 ao dec 2019 • Copy of UN System ODA database (ao June 2021) data ao Dec 2020 • June 2022
	OMT	<ul style="list-style-type: none"> • 2022 Philippine Humanitarian country Team Work Plan • BOS Philippine Final Draft72 edit • OMT Workplan 2022v2

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
	<ul style="list-style-type: none"> Philippines BOS Status for OMT 21 April 2022 UNSDG Generic OMT TOR template Updated May 10 2022 UN OMT Documentation March 2022 edited 	
Partnership	Bangsamoro Stakeholder Mapping	<ul style="list-style-type: none"> Bangsamoro Stakeholder Mapping 2021
	COVID 19 UN Inter-Agency Group (empty)	
	CSOs UN Civil Society Advisory Committee	<ul style="list-style-type: none"> UN Civil Society Advisory Committee UNCSAC briefer UNCSAC Directory 2017
	Diplomatic Community	<ul style="list-style-type: none"> Directory – UN Partnership with embassies
	Food Systems Summit (empty)	<ul style="list-style-type: none">
	Key References Guidance	<ul style="list-style-type: none"> Samoa Partnership Assessment TOR Partnership Landscape Assessment Sri Lanka 090920 2145 Enhancing Partnership Value Checklist Partnering Assessment Partnering Toolbook en 20113 SDG Partnership Guidebook UN Business Partnership Handbook
	Private Sector UN Global Company	<ul style="list-style-type: none"> SUN Business Network Talking Points WFP
		<ul style="list-style-type: none"> Global Compact Network PHL GA <ul style="list-style-type: none"> Global Compact GG GNCP Summit 2021 Draft RC Message rev UNGC Draft erl
		<ul style="list-style-type: none"> Guidance Note <ul style="list-style-type: none"> 201909 UNSDG Common Approach to Due Diligence Final (003) Guidance Note for Enhanced UNGC RC UNCT Collaboration UN Global Compact Strategy 2021-2023
		<ul style="list-style-type: none"> Meetings with UNCT <ul style="list-style-type: none"> 2019.08.21 UNCT Meetings Minutes Final For UNCT Strategic Partnership Meeting 14 Jun 2021 UNFPA Inputs to RC's presentation to Global Company (Feb 2021)

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> Private Sector Group TOR <ul style="list-style-type: none"> PSEG Workstreams and Management Structure UNIDO PSEG TOR Rev Consolidated UNCT comment
		<ul style="list-style-type: none"> SEPF Consultation <ul style="list-style-type: none"> UNCT dialogue with private sector
		<ul style="list-style-type: none"> Sustainability Summit <ul style="list-style-type: none"> Concept Note GCNP Sustainability Summit Concept Note Business Leadership for the SDGs Conference 31 August Sustainability Summit 2020 10-in-10 Business Ambition Terms of Reference
	South South and Triangular Cooperation	<ul style="list-style-type: none"> Key Reference <ul style="list-style-type: none"> 64 I.37 en References SSTC Philippines
		<ul style="list-style-type: none"> SSTC Country Level Docs PR and VNR <ul style="list-style-type: none"> 2019 VNR and SSTC News Release 2C – Ph participation at the 20th session of the HLC on SSC
		<ul style="list-style-type: none"> SSTC docs Suzette <ul style="list-style-type: none"> Annex 1 Table TORS of Facility Interviewees response sheet Policy Note Preliminary fact finding report Summary of meetings TORS for the regional conference HDv1 TORS of Facility
		<ul style="list-style-type: none"> SSTC Events <ul style="list-style-type: none"> 9th SSCBDA PH program June 16, 2022
		<ul style="list-style-type: none"> SSTC Facility <ul style="list-style-type: none"> Annex 1 – Table TORs of Facility
		<ul style="list-style-type: none"> SSTC Letter to GPH (national government agencies and BARMM)

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
	Transforming Education Summit	<ul style="list-style-type: none"> Pre-Summit <ul style="list-style-type: none"> Pre-Summit Invitation Letter 28-30 June SG Letter to heads of states TES Pre-Summit Concept Note tentative programme
		<ul style="list-style-type: none"> TES Consultations Programme Concept <ul style="list-style-type: none"> BARMM TES Consultation Concept Note Final Draft Slide TES SDO Orientation TES 2022 1st leg Consultation Program
		<ul style="list-style-type: none"> TES Country Statement and Consultation Reports <ul style="list-style-type: none"> APREMCII Bangkok Statement Brief Report on Pre-Summit Transforming Education for Philippines NTF Courtesy Meet on Education TES Country Statement of Commitments – Final TES Country Statement Transmittal to President TES National Consultations Report Final
		<ul style="list-style-type: none"> TES Letters and Special Orders <ul style="list-style-type: none"> Singed TES 202 Convening Committee Meeting with Dendevnorov OO OSEC 2022-024 SG Letter to Heads of States – Invitation to hold consultations for TES (all countries)
		<ul style="list-style-type: none"> TES Strategic Comms Videos (empty)
		<ul style="list-style-type: none"> UN Recommendations for Philippines TES 3 August 2022
PFSD (CF and RF, CCA)	Partnership Framework for Sustainable Development	
	UN Common Country Assessment Update	
	PFSD Results Framework (per pillar)	<ul style="list-style-type: none"> Copy of 2020130 PFSD Peace Pillar matrix for comments and inputs Copy of PFSD results framework 112019 working draft v4 Prosperity and Planet Draft PFSD results framework 18112019 working draft v7 People pillar
Pillars	Final version TORS for SEPF Pillars (August 2021)	

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
	Pillar Lead focal points	
	Sgd RC Memo re Pillar Groups 2 Aug2022	
	Peace	• Peace Pillar Results Framework 220818
		• UN Support for the Bangsamoro Data Collection Tool April 2022
		• Meeting minutes <ul style="list-style-type: none"> ○ Peace Pillar meeting minutes 220818
		• Presentations (empty)
		• Progress reports (empty)
	People	• Meeting minutes <ul style="list-style-type: none"> ○ FAO (2020-2021) <ul style="list-style-type: none"> ▪ People Pillar Meeting 9 July 2020 ▪ People Pillar Meeting 11 Feb 2021 ▪ People Pillar Meeting 15 Jun 2021 ▪ People Pillar 24 May 2021 ▪ People Pillar JRG 17 Feb 2020 ▪ People Pilar Turnover 2 Aug 2021 ▪ People Pillar Technical Meeting 25 May 2021 ○ UNFPA (2021-2022) <ul style="list-style-type: none"> ▪ TWG Meetings <ul style="list-style-type: none"> • PP ILO UNFPA 07 <ul style="list-style-type: none"> ○ Checklist Q4 People Pillar Meetings 2021 ○ PP ILO UNFPA 07 ○ PP ILO UNFPA People Pillar Coordination Meeting ○ Sessions on Prevention with Pillar Groups for the UNCT Prevention Policy Notes • PP ILO UNFPA 08 <ul style="list-style-type: none"> ○ Draft message Sub-Group Coordinators ○ People Pillar Workshop Targetted Participants ○ PP ILO UNFPA 08

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> • PP ILO UNFPA 11 <ul style="list-style-type: none"> ○ Correspondent PP 4 Feb 20222 ○ People Pillar draft email Q&A sessions ○ PP ILO UNFPA 11 People Pillar Coordination Meeting ○ Updates on the People Pillar RBM Workshop Outputs • PP ILO UNFPA 15 <ul style="list-style-type: none"> ○ Draft email on Final Outputs to be endorsed to RCO ○ PP ILO UNFPA 14 ○ PP ILO UNFPA 15 People Pillar Coordination • PP FAO ILO UNFPA 01 People Pillar Coordination • PP ILO UNFPA 02 People Pillar Coordination Meeting • PP ILO UNFPA 03 People Pillar Coordination Meeting • PP ILO UNFPA 04 People Pillar Coordination Meeting • PP ILO UNFPA 05 People Pillar Coordination Meeting • PP ILO UNFPA 06 People Pillar Coordination Meeting • PP ILO UNFPA 09 • PP ILO UNFPA 10 • PP ILO UNFPA 13 Draft • PP ILO UNFPA 14 ▪ Sub-Groups Coordinators <ul style="list-style-type: none"> • Joint Results Group (empty) • Draft message to Sub-group leads

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> • SGC calendar People Pillar activities 2021 • SGC PP UNFPA ILO 01 • SGC PP UNFPA 9LO 01 Sub-Group Coordinators • People Pillar Checklist 11 February 2022 • People Pillar 11 Feb 2022 • SGC PP UNFPA ILO 02 Country Report – Phili • 2021 Report UN INFO JPS Rev 2022.02.02 • People Pillar inputs UNCT Results Report 2021 • Post-meeting correspondence 11 Feb 2022 • Template for People Pillar results reporting ▪ UN People Pillar <ul style="list-style-type: none"> • UN people Pillar 21 Sept (empty) • Results Workshop 2 December 2021 (empty) • UN People Pillar April 19 2022 <ul style="list-style-type: none"> ○ Pre-Work ○ Programme ○ Reference Documents ○ ILO (2022-2023) (empty) ○ People Pillar Policy dialogue sessions <ul style="list-style-type: none"> ▪ Universal Health Care <ul style="list-style-type: none"> • People Pillar Brown Bag Session 1- Universal Health Care • UHC Initiatives DOT PPT Brown Bag ▪ Social Protection Floor <ul style="list-style-type: none"> • Attendance Sheet • Invitation Letter • Photos (empty) • Pre-Programme <ul style="list-style-type: none"> ○ Chat links ○ SPF – Programme flow ○ SPF – Reminders

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ○ UN People Pillar Meeting Programme <ul style="list-style-type: none"> • Recording (empty) • Reference document (empty) • Checklist policy dialogue 3 ▪ People Pillar Brownbag Session 2- National Food Policy
		<ul style="list-style-type: none"> • Presentations <ul style="list-style-type: none"> ○ FAO (2022 – 2021) <ul style="list-style-type: none"> ▪ People Pillar 24 May 2021 final ▪ People Pillar core ▪ PPT People Pillar ○ UNFPA (2021-2022) - empty
		<ul style="list-style-type: none"> • Progress reports <ul style="list-style-type: none"> ○ People Pillar Inputs to UNCT ○ People Pillar Output indicators ○ People Pillar Progress as of 2021 ○ People Pillar Results Monitoring Framework ○ People Pillar Write up RCO inputs ○ UNCT 8 August (latest indicators endorsed to RCO) <ul style="list-style-type: none"> ▪ FIN Endorsed to RCO People Pillar Output Indicators Aug 2022 ▪ United Nations UN Country Team Agreement on People Pillar ○ UNFPA RCO Inputs <ul style="list-style-type: none"> ▪ People Pillar Progress as of Q1 2022

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> Reference documents <ul style="list-style-type: none"> FAO (2020-2021) 2018.11.19 PFSD Annexes 2018.11.19 PFSD Narrative Cabinet Secretary Meeting Common Country Analysis Final 01.2018 Food and Nutrition Security Report Funding Compact and Coordination Levy 20220901 HDPRC PPR 24 July 201 Health Sector Coordination 20220901 Job Aid Adding PHL UNPFSDPP Joint Results Group Documents Joint SDG Fund 20220901 People Pillar 03 April 2019 People Pillar 202209 People Tech Mtg Feb 2020 PFSD People Pillar Results Framework Research Evaluations Data 20220901 Resource Mob 20220901 Social Protection 20220901 Taxonomy for Defining and Classifying UNICEF Research, Evaluation and Studies UN Sustainable Development Cooperation Framework (UNCF) Guidance UNPFSD Visual
	Prosperity	<ul style="list-style-type: none"> People pillar directory <ul style="list-style-type: none"> Joint Policy Brief <ul style="list-style-type: none"> Diversification, Jobs and the COVID 19 recovery

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ▪ Resilient Businesses and the Pandemic ○ Joint Work Plan and Results Framework <ul style="list-style-type: none"> ▪ JWP Prosperity and Planet UNINFO ▪ SEPF RF ○ Meeting minutes <ul style="list-style-type: none"> ▪ Meetings under UNDP's Chairmanship <ul style="list-style-type: none"> • Annex B PFSD Prosperity and Planet JRG Meeting 24 Oct 2018 • Minutes Prosperity and Planet Pillar JRG Meeting 29 October 2019 • Prosperity and Planet Pillar JRG Meeting Minutes October 2018 ▪ Meetings under UNIDO Chairmanship <ul style="list-style-type: none"> • PP Bi-Monthly meeting Sept ▪ Meetings under FAO's Chairmanship <ul style="list-style-type: none"> • 07 Dec 201 Planet and Prosperity Pillar Meeting • 08 Sep 2021 Prosperity and Planet Pillar meeting • 16 Nov 2021 PP Pillar meeting with NEDA • 26 July 2022 Prosperity and Planet regular meeting • 27 Sep 2021 small group PP pillar • Planet and Prosperity 2nd Strategic Discussion draft ○ Presentations <ul style="list-style-type: none"> ▪ Presentation slides under UNDP <ul style="list-style-type: none"> • PFSD and SEPF – Prosperity and Planet handover ▪ Presentation slides under UNIDO (empty) ▪ Presentation slides under FAO <ul style="list-style-type: none"> • PP Pillar ENR Subgroup 23 May 2022 • PP Pillar updates Aug 2022 • PP Pillar 2022 UNCT Retreat

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> • Resilience Sub-group Summary 23 May • SEPF Prosperity and Planet (27 Sep 2022) <ul style="list-style-type: none"> ○ Progress Reports • UNCT Results Report 2020 – Prosperity and Planet
SEPF	Un Socioeconomic and Peacebuilding Framework	
	SEPF Results Framework	<ul style="list-style-type: none"> • Progress against RF <ul style="list-style-type: none"> ○ SEPF RF Progress in 2021 • SEPF Output – level Results Framework <ul style="list-style-type: none"> ○ Peace pillar ○ People Pillar output indicators ○ Prosperity and Planet SEPF RF Dec 2021 • SEPF RF 29 June 2021 penfinal with output statements
Stakeholder Mapping	SEPF Stakeholder consultations	<ul style="list-style-type: none"> • Attendance sheet • Handout 5 Stakeholder Analysis Matrix
Thematic Groups	Gender thematic group	<ul style="list-style-type: none"> • Meeting minutes (empty) • Presentations <ul style="list-style-type: none"> ○ Draft timeframe Gender Scorecard ○ Philippines GTG 8.09.22 Scorecard Briefing • Progress reports including scorecards (empty) • Final Action Plan – UNCT SWAP Scorecard • Final Indicators Scoring Consolidated
	LNOB thematic group	<ul style="list-style-type: none"> • LNOB and HR reports by LNOB TWG <ul style="list-style-type: none"> ○ Joint CSO and CHR Recommendations Final 27 September 2022 ○ NFF for evaluation ○ Programme Final 27 September 2022 ○ UNCT Submission to Philippines 4th UPR Cycle 30 March 2022 • Meeting minutes <ul style="list-style-type: none"> ○ LNOB TWG Session PP presentation ○ LNOB TWG Sessions Concept Note 12 May 2022 ○ Meeting ppt 12 Jan 2022 Final ○ NFF LNOB TWG 09 March 2022

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ○ NFF LNOB TWG 12 Jan 2022 ○ Presentation 18 May 2022 ○ TOR LNOBHR Thematic Working Group 6 March 2022 • Presentations (empty) • Progress reports including scorecards (empty)
	Youth thematic group (empty)	•
TOR Annexes	<ul style="list-style-type: none"> • Synoptic table for the analysis of the theory of change • UNEG DCO UNSDCF Evaluation Guidelines Revised July 2022 • UNEF Norms and Standards for Evaluation 	•
UNCT (as of 01.20)	2020 UN Philippines Infokit	<ul style="list-style-type: none"> • ITC <ul style="list-style-type: none"> ○ ITC ARISE Plus Philippines Ecosystem Mapping Report ○ ITC ARISE Plus Philippine Export Potential Assessment ○ ITC NTM Survey Philippines ○ ITC SME Competitiveness Survey Philippines
	Non Resident Agencies	<ul style="list-style-type: none"> • UN Habitat <ul style="list-style-type: none"> ○ UNH-PH Country Programme Nov 2022 ○ BCRUPD <ul style="list-style-type: none"> ▪ Urban Resiliency Revised proposal ▪ 2022 04 19 BCRUPD PSC Updates ▪ Development Control Handbook ▪ Path to Climate Resiliency Case Studies of Cities in the Philippines ▪ Resilient and Green Human Settlements Framework Draft 12 Aug 2022 ○ HOCCI <ul style="list-style-type: none"> ▪ Policy Papers <ul style="list-style-type: none"> • Infrastructure Gap IGES Policy Paper Updated as of Oct 28

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> • HOCCI Community Behavior Change – Policy Paper draft as of 20220107 • HOCCI Policy Paper on EPR Mechanism as of 220824 ▪ HOCCI Project Brief and Progress Updates ▪ Marine Litter Project Document as of 25 Aug 2020 ○ PCRD <ul style="list-style-type: none"> ▪ Summary of project deliverables and compliance contract no 7199817 ▪ UN Habitat PCRD Technical Proposal clean v2 ○ Rebuilding Marawi <ul style="list-style-type: none"> ▪ Final Evaluation Report August 2022 ▪ Marawi PAG Project Document edited 4 sharing ▪ Rebuilding Marawi Completion Report UN Habitat October 2022 ▪ UN Habitat End of Project Short video ○ SHIELD <ul style="list-style-type: none"> ▪ ROAP PHL Strengthening institutions and empowering localities against disasters and climate change
		<ul style="list-style-type: none"> • UN Women <ul style="list-style-type: none"> ○ Advocacy Papers <ul style="list-style-type: none"> ▪ UN Women Submission to NEDA for the Forthcoming Philippine Development Plan 11.11.2022 ▪ UPR Advocacy Brief UN Women Philippines Presence Office 15 Sept 22 ○ UN Women Programmes <ul style="list-style-type: none"> ▪ UN Women Profile ▪ Access to Justice <ul style="list-style-type: none"> • Quick Facts A Neglected Sector WICL • UN Women Philippines Programme Enhancing Women's A2J Brief • UN Women Pilot Factsheet Philippines

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ▪ BRIDGE <ul style="list-style-type: none"> • Gender Assessment Report of Migration data Collection Practices • Mapping of OFW Reintegration Programs • 2022 BRIDGE Mid-Year Report Update HOA Approved ▪ Safe and Fair <ul style="list-style-type: none"> • Evaluation Report – <ul style="list-style-type: none"> ○ 26Aug Sent Management response SAF MTE ○ Safe and Fair Midterm Evaluation Report final Submitted August 13 2021 ○ Safe and Fair MTE Annexes Updated July 11 2021 • Policy Review on VAW EHS in the Philippines and 3 CODs (Final) • Scanning Report on Local Policies and VAW Forms in Select Cities – Prefinal • UN Women Gender Analysis of PDP • UN Women Policy Study on Gender Differentiated Impacts of COVID Pandemic • UN Women Technical Brief on Gender VAW and Migration ▪ WeEmpowerAsia <ul style="list-style-type: none"> • Guidance Document on BHR Final Draft Dec2020 • UN Women PH Country Policy Brief v5 0617 final • WEA Philippines end of Project Report (clean) • Women Phil CSuite-comp ▪ Women, Peace and Security <ul style="list-style-type: none"> • 20190905 Draft Light Review Sep 2019 clean

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> Annexes UN Women IES led regional evaluation on WPS 2021 AP Regional Evaluation WPS Report 2021 Gender Considerations in Preventing Violent Extremisms List of Publications and web stories
		<ul style="list-style-type: none"> UNAIDS <ul style="list-style-type: none"> Annex 3.1 Baseline Assessment Philippines Scaling up Programs to Reduce Access Barriers 7TH AMTP Final wLayout AMTP6 Evaluation Report Final June 13, 2022 Annex 1 SitAn Final Version CWC Assessment Report Effect of COVID on National HIV Program Final Report Cebu City and Province Site Visit Report Final Draft PNAC Roadmap Final Report Development SC Mechanisms for HIB Programmes December 2021 HIV Community Agenda final Human Rights Roadmap JPR 2022 Final Debriefing Session Presentation QC Site visit report Qualitative Research COVID HIV and social protection final report 2020 Rizal Site visit report The Philippine Stigma Index Study Report 2019 UNJTA Workplan 2022-2023 Zamboanga del Sur site visit
		<ul style="list-style-type: none"> UNEP (empty)
		<ul style="list-style-type: none"> UNESCO <ul style="list-style-type: none"> Sector wide Policy and Planning 2021 rev

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ○ TVET 2021 ○ ESD 2021 ○ Inclusive Education 2021 ○ Project Document Better Life for Out of School Girls to Fight against Poverty and Injustice in the Philippines ○ UNESCO Country Strategy Philippines
		<ul style="list-style-type: none"> • UNICRI (empty) • UNDOC <ul style="list-style-type: none"> ○ RP SEAP 2022-2026 ○ Strategy-summary ○ UNODC Initial Inputs to CCA • UNOPS <ul style="list-style-type: none"> ○ ETP <ul style="list-style-type: none"> ▪ ETP Infosheet updated ▪ Philippines Final ▪ Philippines Five Year Technical Assistance Program Final ▪ ETP Philippines 5 Year TA to WG ○ ADB HEAL Project Key Info ○ GoJust2 factsheet ○ SUBATRA Project ○ UNOPS Global Strategy ○ UNPOS Philippines Info Sheet
	Resident funds, programmes, and specialized agencies	<ul style="list-style-type: none"> • FAO <ul style="list-style-type: none"> ○ CA858EN ○ FAO and UNDP 2019 Integrating Agriculture in National Adaptation Plans Programme Case Study ○ FAO 2022 Adopting AA and SRSP to strengthen disaster preparedness and resilience Learning from the ASEAN region ○ Rapid assessment of the impact of COVID 19 on food supply chains in the Philippines ○ National gender profile of agriculture and rural livelihoods – The Philippines

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		<ul style="list-style-type: none"> ○ FAO Strategic Programme for BARMM SPAFAD – BARMM ○ FAOPH CPF 14 August 2019 Endorsed ○ Urban Food Systems and the Pandemic
		<ul style="list-style-type: none"> • IFAD <ul style="list-style-type: none"> ○ COSOP Approved ○ IFAD Philippines CCR Report Final ICO
		<ul style="list-style-type: none"> • ILO <ul style="list-style-type: none"> ○ BARMM Labor Administration Assessment ○ DW Country Diagnostic Philippines ○ DWCP Published ○ ILO Development Cooperation Dashboard ○ ILO Implementation Report 2020-21 ○ ILO Programme Implementation Report 2018-2019 ○ ILO Projects in the Philippines ○ PHL in ILO Implementation Report 2020-21
		<ul style="list-style-type: none"> • IOM <ul style="list-style-type: none"> ○ Uncertain Homecoming Challenges Faced by Returned overseas Filipino Workers ○ How the COVID-19 Pandemic Affected Land-based and Sea-based Overseas Filipino Workers ○ Remigration or Reintegration - What Explains the Intentions of Overseas Filipino Workers ○ COVID-19 Impact Assessment on Returned Overseas Filipino Workers (resized) ○ Framing the Human Narrative of Migration in the Context of Climate Change ○ Improving Migrant Community Preparations and Awareness to Counter Trafficking Baseline Assessment ○ IOM Community Assessment and Profiling in Marawi LAA 2019 ○ IOM Fair and Ethical Recruitment Due Diligence Toolkit 20220802 ○ National Action Plan on Fair and Ethical Recruitment
		<ul style="list-style-type: none"> • UNDP

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ○ Annual Reports <ul style="list-style-type: none"> ▪ UNDP Annual Report 2019 ▪ UNDP Annual Report 2020 ▪ UNDP Annual Report 2021 ○ Final Draft Midterm Review Report (final) v2 ○ UNDP Philippines Micro-assessment final UNDP 2021-3112 updated ○ CPD Philippines Final CO ○ Document ○ Final Draft Medium Term Review Report (Final) ○ PHL CP Roadmap and Timelines for CPS 2024-2028 ○ PHL ICPE TOR 7 April ○ Results Oriented Annual Report PHL 2020 ○ Results Oriented Annual Report PHL 2021 ○ UNDP Philippines CPD 2019-2023 ○ UNDP PHL Mini ROAR Extract
		<ul style="list-style-type: none"> ● UNFPA <ul style="list-style-type: none"> ○ Phl cpd 2018srs Finaly 5 July18 ○ UNFPA Philippines 8th CP Evaluation TOR – 1 June 2022 ○ UNFPA PHL CPE CP8 Draft Design Report Final No 2022 SEND ○ CPE Meeting Presentations <ul style="list-style-type: none"> ▪ 220914 CPE Meeting with Gender Team ▪ CPE discussions slides RH ▪ Mindanao CPE presentations ▪ PD Presentation CPE Evaluation ○ Midterm Report (empty) <ul style="list-style-type: none"> ▪ Gender Proposal <ul style="list-style-type: none"> ● Draft Project Concept UNFPA UNHabitat and FAO final 8.22.2022 ● Draft PBFII Annex A ● Draft PBFII ppt ● Draft Peace building Project II outline 19July 2022

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		<ul style="list-style-type: none"> • Draft Positioning Paper 19July 2022 ▪ Compendium of Achievements Challenges Lessons learned 2019-2020-2021 ▪ SITEN Gender Mainstreaming UNFPA CO PH Luisa Escobar and Monica Caro final version 06.14.2022 ▪ UNFPA PHL CO MTF final report 26 April 2022 ○ SIS Reports (empty)
		<ul style="list-style-type: none"> • UNHCR <ul style="list-style-type: none"> ○ Profiling of several municipalities in Lanao del Sur ○ 2020 Philippines Profiling report IDPs BARMM ○ Participatory Assessment 2020 ○ Results of the Participatory Needs assessment with PAROS ○ Sama Bajao Profiling Report final ○ Situational Analysis and Strategic Direction Narratives Final MYS PHLv2 ○ Summary of Key Findings from IDP Durable Solutions Forum ○ Surge Capacity Project Policy Briefs ○ Surge Capacity Desk Review ○ Theory of Change and Outcome Narratives
		<ul style="list-style-type: none"> • UNICEF <ul style="list-style-type: none"> ○ Annual Reports <ul style="list-style-type: none"> ▪ Philippines 2019 COAR ▪ Philippines 2020 COAR ▪ Philippines 2021 COAR ○ PHPW Final Evaluation Report 300522 ○ Final AAR Odette Unicef Philippine 9 September 2022 ○ Philippines CP Final Evaluation report Final 7 Dec Clean ○ Evaluation of UN Joint Programme on SRSP in BARMM 9 June 2022 ○ 2019 12 21 Philippine PSN Updated for FRG QA ○ 2022 08 09 UNICEF TOR Eval Ref Grp 8th Country Programme draft clean

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ○ CPC8 CPE Philippines Final Inception Report ○ CPC8 Evaluation TOR ○ CPE CPC8 Stakeholder Informant Lists 20Oct ○ EMR CMT Approved ○ Philippines CPD 2019-2023 ○ PHPW Final Appendices ○ PHPW Final Evaluation Report ○ Signed TOR Evaluation of the F1KD Programme Aug 4 2022 ○ Situation Analysis of Children in the Philippines – Full Report
		<ul style="list-style-type: none"> ● UNIDO <ul style="list-style-type: none"> ○ UNIDO Signed Final Country Programming Framework November 2018 ○ Handout 5 Stakeholder Analysis Matrix ○ Newsletters <ul style="list-style-type: none"> ▪ 1Q 2022 UNIDO PH Newsletter Final ▪ 1ST QTR 2021 UNIDO ENewsletter ▪ 2nd QTR 2021 Newsletter ▪ 4th QTR 2020 UNIDO Bulletin ▪ 4th QTR 2021 UNIDO Philippines Newsletter ▪ UNIDO Philippines 3Q 2021
		<ul style="list-style-type: none"> ● WFP <ul style="list-style-type: none"> ○ Annual Reports ○ Final WFP Philippines SAP Assessment Report 2022 ○ Philippines HDPN Case Study 04 Aug ○ WFP Philippines CSP Evaluation TOR ○ WPF-00000705541
		<ul style="list-style-type: none"> ● WHO <ul style="list-style-type: none"> ○ Reproductive maternal Newborn Child Adolescent Health 22.07.2022 ○ RESOLVE Phase 1 Proposal PHL Rev23Aug2018 ○ RESOLVE Phase II Proposal PHL 16Mar2021 ○ Polio Outbreak Response Progress Report DOH Philippines

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
		<ul style="list-style-type: none"> ○ Last Mile COVID 19 Vaccination Approach in the Philippines ○ COVID KAYA app ○ HERAMS Report ○ Medical Oxygen ○ Summary WHO ○ WPRO 2017 DPM 003
	Results reports	<ul style="list-style-type: none"> ● PHL UNCT Annual report 2019-2019 ● UNCT Country Results Report 2020 ● UNCT Results Report 2021
	Secretariat offices	<ul style="list-style-type: none"> ● OCHA <ul style="list-style-type: none"> ○ 2022 Nov OCHA PHL Mindanao Displacement Snapshot ○ 2022 Philippines Humanitarian Country Teams Terms of Reference ○ 2022 STY Rai Consolidated Needs Assessment Report ○ CERF AA Philippines Framework Revision 2022 ○ IAHE Philippines Draft for field comments ○ STS Nalgae Consolidated Rapid Assessment Report 221107 ○ STY Noru Consolidated Rapid Assessment Report Final 30 Sep 2022 ○ STY Rai Humanitarian Needs Priorities Revision 02February
		<ul style="list-style-type: none"> ● UNDSS (empty)
		<ul style="list-style-type: none"> ● UNIC (empty)
UN-INFO 2022 export	JWPs	<ul style="list-style-type: none"> ● 2021 Report UN Info JWPs Rev2022.02 RCO wfp ● UN System Grants as of December 2021 NEDA validated ● 2021 Report UN Info JWPs rev2022.02.02 RCO Planet and Prosperity 18 Feb 2022 ● People Pillar inputs UNCT Results Report 2021 – Reporting Matrix Feb 2022 ● Q&A 2021 UNCT Results Report 9 Feb ● Results Report 2021 Meeting 8 Feb 2022 ● SEPF RF Progress in 2021

Main Folder	Sub-Folder/File Name of Documents	Content/File Name of Documents
	2021 Report UN INFO JPW Rev2022.02.02 RCO ao 4 March 2022	
	UN Socioeconomic and Peacebuilding Framework	

Annex 9. Number of Activities per Pillar and Output


(Note: This table is extracted from the file '2021 List of SEPF JWPs all Pillars Rev 2022.02.02 RCO)

Pillar	Output	Number of Activities	UN Agencies Involved (Listing only)	Implementing Partners
People	1: Social determinants of people's health are holistically addressed and health systems strengthened for enhanced health outcomes	40	UNHCR UNFPA UNAIDS UNDP UNICEF UNOPS	DOH DSWD DepEd CHR NPC PNAC ACHIEVE TLF-SHARE TRW HASH
	2: Education and training system are strengthened and bridge the educational divide	7	UNHCR ILO UNICEF UNESCO	DepEd Plan Int'l. MoECS
	3: Food and nutrition security enhanced	30	WFP UNICEF FAO UNHCR WHO	DA DILG DOH NNC DSWD MAFAR NNC
	4: Social protection systems effectively shored	15	WFP FAO UNICEF UNHCR UNDP WHO	DSWD MAFAR MSSD DOLE
Prosperity and Planet	5: Green and climate lens integrated in job-rich recovery efforts	11	UNEP UNIDO FAO UN-HABITAT	PCEPSDI DENR DA LGU
	6: Resilience strengthened in all sectors and all levels of government	32	UNEP WFP FAO UNHCR UNICEF UNDP UNIDO ITC UNOPS	DENR NFRDI DA DILG DTA DA ACTED CFSI CBCS IRDT OCD DTI
	7: Capacity of cities to develop resilient and social inclusive	3	UNHCR UNDP	DOT

Pillar	Output	Number of Activities	UN Agencies Involved (Listing only)	Implementing Partners
	urbanized communities strengthened			
	8: Untapped potential for agriculture-based inclusive growth and sustainable agri-food systems effectively leveraged	11	FAO IFAD UNDP WFP UN Women UNIDO ITC	DAR DA DTI
	9: Environmental protection is strengthened and illegal wildlife trade curbed	7	UNDP UNIDO	DENR
	10: Innovative finance effectively mobilized for green, climate and disaster risk reduction and inclusive investments	7	FAO UN Women UNIDO UNOPS UNDP	DA DTI DMU CCC DOE ERC PEMC
Peace	11: COVID-19 response strengthened and inclusive development for peace accelerated in Mindanao	17	UNFPA ILO UNDP UNICEF IOM	MOSEP TFI MMI MILG VSO ACF
	12: Normalization and political tracks of the Comprehensive Agreement on the Bangsamoro supported	13	WFP ILO UNFLPA IOM UN Women UNFPA UNDP UNOPS	MOSEP MILI BTA NEDA OPAPP
	13: Community-based conflicts reduced, community security effectively addressed, and community economic empowerment strengthened	28	WFP UNFPA ILO UNDP IFAD WHO UNICEF UNIDO FAO UNOPS IOM	MOSEP BFAR DA NIA DOLE DOH ESPG MAFAR MinDA
	Total activities	221		

Note: Listing of UN agencies and implementing partners with the number of activities are not one-to-one correspondence. Last two (2) columns above are merely lists of agencies and implementing partners.

Annex 10. Terms of Reference

United Nations		Nations Unies
Procurement		31-Aug-2022
ANNEX B		
<u>Terms of Reference</u>		
<p>The United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) in Bangkok, Thailand, acting on behalf of and representing, the UN Resident Coordinator in the Philippines (RCO- Philippines), would like to engage a contractor an evaluation of the "United Nations Philippines Cooperation Framework 2019-2023" for RCO-Philippines, in accordance with the following requirements:</p>		
1. INTRODUCTION		
<p>The evaluation of the United Nations Cooperation Framework is an independent system-wide process at the country level that contributes to system-wide oversight, transparency, accountability and collective learning. It is vital for ensuring greater transparency on results achieved, including alignment with national priorities, promoting joint work and efficiencies, and generating knowledge that informs and improves development programming. Using as a benchmark the 2017 UN Common Country Assessment (CCA) that was subsequently updated in 2020 to integrate the impact of Covid-19, this evaluation assesses whether expected results were achieved, if other unintended results are observed, and whether the Cooperation Framework made a worthwhile, coherent, durable and cost-efficient contribution to collective UN system outcomes and national development processes to achieve the 2030 Agenda. The Cooperation Framework evaluation informs the visioning exercise, theories of change and the strategic prioritization process of the subsequent Cooperation Framework cycle.</p> <p>It is required as per the guidance of the UN Sustainable Development Group (UNSDG) of June 2019 that an independent evaluation is commissioned in the penultimate year of the cooperation framework period. The evaluation is expected to adhere to international best practices for evaluation and the United Nations Evaluation Group (UNEG) Norms and Standards.</p> <p>The intended audience of the evaluation is the United Nations Country Team (UNCT) government counterparts, key development partners and implementing agencies including civil society and private sector organizations, international financial institutions, and member UN agencies.</p>		
2. COUNTRY CONTEXT AND COOPERATION FRAMEWORK HIGHLIGHTS		
<p>The Philippines' current cooperation framework is rooted in the Philippines Development Plan (PDP) 2017-2022 and Ambisyon 2040 which articulates the Philippines' long-term collective vision. Developed during 2018 by 17 different funds, programmes and specialized agencies that comprise the UNCT in the Philippines, the Partnership Framework for Sustainable Development (PFSD) 2019 – 2023 was not yet part of the new generation of Cooperation Frameworks that was launched under UN Reform. Nonetheless it was the first UN Philippines country plan that redefines the nature of UN System engagement in the Philippines from one that provides "development assistance" to a collaboration in a strategic partnership. It recognized the Philippines' achievements along core dimensions of development since 1990 and directs the attention and resources of the UNCT, delivering as one, specifically to those areas where advances have been most severely challenged over time. PFSD priorities were aligned with AmBisyon Natin 2040 (Philippines' long-term vision crafted in 2015) as well as the Philippine Development Plan (PDP) 2017-2022, which explicitly seeks to address inequalities and pursue inclusive development. The PFSD effectively represented the UN System's strategic support to national aspirations to ensure that no one is poor or left behind.</p> <p>At the time the PFSD was developed, the Philippines was considered a middle income, medium Human Development Index country that has transitioned to a higher, more robust, growth path in the last decade, with the quality of growth as the main socioeconomic challenge of the Philippines moving forward. Consequently, the strategies of the PDP 2017-2022 were organized into three pillars: (I) enhancing the social fabric, which</p>		
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centers on improving the quality of governance, (II) reducing inequality, which focuses on expanding economic opportunities and increasing access to these, and (III) increasing potential growth. Together, they were expected to lead to "more inclusive growth, a high-trust and resilient society, and a globally competitive knowledge economy" by 2022 and more "strongly rooted, comfortable, and secure lives" by 2040.

In turn, the PFSD 2019-2023 organized its strategic contributions through a 2030 Agenda lens into three pillars with the following desired overall outcomes:

People: The most marginalized, vulnerable, and at-risk people and groups benefit from more inclusive and quality services and live in more supportive environments where their nutrition, food security, and health are ensured and protected.

Prosperity and Planet: Urbanization, economic growth, and climate change actions are converging for a resilient, equitable, and sustainable development path for communities.

Peace: National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of more inclusive and responsive governance systems, and accelerating sustainable and equitable development, for just and lasting peace in conflict-affected areas of Mindanao.

In the middle of 2020, recognizing the unprecedented and long-term consequences of the COVID-19 pandemic on the country's development trajectory, the UNCT undertook a comprehensive review of the PFSD to ensure that UN's contributions are aligned to the government's revised focus and plans as well as the UN Secretary General's vision on the role of the UN Development System in addressing the critical problems arising from the pandemic. In response to the pandemic, the Government had in May 2020 adopted the "We Recover as One" roadmap, with recommendations to rebuild national confidence and adjust to the "new normal" brought about by COVID-19's impact on the country. The UNCT thus developed the UN Socioeconomic and Peacebuilding Framework for COVID-19 Recovery in the Philippines 2020-2023 (SEPF) which represents the UN Philippines' roadmap to 'build forward better' while keeping the country within the Sustainable Development Goals (SDGs) path. The SEPF, as a hybrid framework building on the foundation of the PFSD, also serves as the COVID-19 response plan which the UN Secretary General in April 2020 requested all UNCTs to develop.

Following its review, the UN Philippines reaffirmed its commitment to pursue strategic contributions in the PFSD pillars, to achieve the following refined strategic outcomes, particularly for People and Peace Pillars, with Theories of Change (TOCs) articulated for all three pillars:

People: The most marginalized, vulnerable, and at-risk people and groups benefit from more inclusive and quality services and live in more supportive environments where their nutrition, food security, health and life-long learning are ensured and protected.

Prosperity and Planet: Urbanization, economic growth, and climate change actions are converging for a resilient, equitable, and sustainable development path for communities.

Peace: Through inclusive and accountable governance, decent employment generation and essential services of health, education, security, justice, protection and recovery systems reach the most vulnerable in Mindanao, resulting in socially cohesive and resilient communities.

The SEPF was also able to incorporate some updates following developments in the peace process in southern Philippines that had taken place since the development of the PFSD, not least the establishment of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) through the ratification of the Bangsamoro Organic Law (BOL) in January 2019. BOL also set up the Bangsamoro Transition Authority (BTA), an interim regional government, that is now extended till 2025. The BTA and its officials are the UN's main interlocutors in BARMM, which is the sub-national region receiving the most support and attention from the UN (and other development partners).



With the SEPF, the UNCT was also able to elaborate on the operationalization of the UN Reform which had been further rolled out since the formulation of the PFSD, including the transition from UN Development Assistance Framework (UNDAF) to UN Sustainable Development Cooperation Framework (UNSDCF) where the PFSD had been one of the last cooperation frameworks developed under the UNDAF format. In the SEPF chapter -- 'Making It Happen' -- the different elements of the repositioning of the UN development system and how it will guide and frame the UN's work in the Philippines is laid out, stressing partnership, financing, coordination, and accountability, including the mechanisms to operationalize them, as some of the new important principles for the UN presence in the Philippines.

The SEPF also takes a Humanitarian-Development-Peace Nexus approach to better address systemic causes of conflict and vulnerability and reduce the impact of cyclical stresses by making coordinated use of humanitarian, peacebuilding and development capacities and resources. It guides the implementation of the UN Secretary General's Prevention Vision in the Philippines, particularly in the areas of reducing the impact of natural disasters and climate change, preventive and early action on violent conflict, and of advancing a preventive approach to human rights. A greater part of the implementation period of the PFSD and SEPF to be covered in this evaluation was thus marked by the COVID-19 pandemic and its negative effect on the previously hard-won progress on the SDGs in the Philippines. Poverty incidence among Filipinos has risen to 23.7 per cent by the first half of 2021 compared to 21.1 per cent in mid- 2018. However, in 2021 the Philippine Statistics Authority reported a return to economic expansion as the country's Gross Domestic Product grew by 5.6 per cent – following a deep contraction of 9.6 per cent in 2020, giving hope that the most severe economic impact of the pandemic was easing.

Nevertheless, many disadvantaged groups remain at risk for being left behind in Philippines' development trajectory (not least those that the SEPF identifies as "the people that we must reach", now with a clearer articulation in the SEPF). Socioeconomic disparities have been exacerbated by the pandemic. Furthermore, in recent years, concern has been expressed at national and international level about shrinking democratic space and strong crackdown on crime and drugs in the Philippines. This resulted in 2020 in the Human Rights Council Resolution (45/33) which outlines technical cooperation and capacity-building activities needed to promote and protect human rights in the Philippines. The UN is partnering with the Government in implementing the resolution and support the fulfilment of the Philippines' international human rights obligations in areas such as strengthening of domestic investigation and accountability mechanisms, widening civic space and the Government's engagement with civil society, and improving human rights-based approaches to drug control.

Elections in May 2022 has brought a new administration in place for the next 6 years, overlapping with the remaining 18 months of the implementation of the SEPF. A new PDP, which will outline the new administration's priorities and strategy, is expected in late 2022. The UN Philippines Cooperation Framework (PFSD/SEPF) ends in 2023 and the development of a new Cooperation Framework will take place in early 2023 in line with the PDP.

3. PURPOSE AND OBJECTIVES

This evaluation has the following purposes:

- i. Provide key information for strengthening joint programming¹ and results at the country level, informing the planning and decision-making for the next UNSDCF programme cycle and for improving UN coordination at the country level.
- ii. Strengthening the strategic positioning of the UN to support national priorities and approaches to the 2030 Agenda pledge of Leaving No One Behind.

¹ Definition of joint programmes is at <https://www.undg.org/sites/default/files/Guidance-Note-on-Joint-Programmes.pdf>



- iii. Support greater accountability of the UNCT to Cooperation Framework stakeholders by objectively providing evidence of results achieved within the framework and assessing the effectiveness of the strategies and interventions used.

The evaluation aims to learn from the implementation of the current Cooperation Framework in order to inform the design of the next one. Thus, the assessment will focus primarily on the PFSD/SEPF design and implementation, including processes and coordination mechanism structures (for instance on joint programming, work planning, resource mobilization, and information sharing) to identify lessons and recommendations for the upcoming UNSDCF, including suitable business model/s for the UN considering country and UN reform contexts. In this regard, this evaluation's scope will look especially at questions relating to relevance and adaptability, coherence, effectiveness, efficiency, coordination, and sustainability.

The objectives of the evaluation are to:

1. Across the scope being examined, assess the contribution of the UNCT in the framework of the PFSD/SEPF to national development results through evidence-based judgements using evaluation criteria, referencing the Organization for Economic Cooperation and Development's (OECD) Development Assistance Committee (DAC) criteria.
2. Identify factors that have enabled as well as limited UNCT's contribution to the achievement of national development results, by assessing enablers and bottlenecks. This also includes assessing the adaptability of the UN programming frameworks to significant shifts in the country context, ie impact of COVID-19 and the establishment of the BARMM.
3. Assess operationalization of UN Reform in terms of joint programming, joint interventions and UN's positioning to achieve national development results.
4. Provide actionable recommendations for improving the UN Cooperation Framework's contribution, including coordination processes to deliver effective and integrated development results, for their incorporation into the new Cooperation Framework programming cycle.

4. SCOPE OF SERVICES

Working under the direction and supervision of the Evaluation Manager, the contractor shall assign a qualified evaluation team to conduct an evaluation of the "United Nations Philippines Cooperation Framework 2019-2023", in full accordance with the requirements and guidelines described under Article 4.1 – 4.5, 5 and 6 of this Terms of References and relevant Key Performance Indicators.

The evaluation involves the following five (5) phases, of which the contractor shall timely submit deliverables for Phases 2 to 4 according to the requirements stated under Article 5 – Workplan and Indicative Time Schedule of Deliverables:

- Phase 1: Preparatory Phase (6 months)
- Phase 2: Design Phase (1 month, expected LOE of 10-15 workdays)
- Phase 3: Field and Analysis Phase (5 weeks, expected LOE of 15 workdays)
- Phase 4: Reporting, Review and Validation Phase (1 month, expected LOE of 15 workdays)
- Phase 5: Management Response, Dissemination and Use Phase (1 month)

The contract shall tentatively be initiated on 1 October 2022, with completion date of each deliverable according to Article 5 of this Annex B.

Upon the contract becoming effective, the contractor shall organize a kick-off meeting with UN Philippines Resident Coordinator's Office (RCO), through the Evaluation Manager, to introduce the evaluation team and



initiate the Design Phase. During the Design Phase, the contractor is expected to produce an inception report to guide the conduct of the evaluation (scope and timetable). Once endorsed by UN Development Coordination Office (DCO), the contractor and its evaluation team shall initiate and carry out the services accordingly. Any deviations/changes to the plan shall be consulted and approved by RCO, through the Evaluation Manager, prior to any actions.

RCO, through the Evaluation Manager, and in coordination with DCO and the Evaluation Reference Group shall evaluate and determine whether deliverables submitted from the contractor are deemed acceptable or not, using quality checklist outlined in "Appendix 1 – Performance Evaluation".

4.1. EVALUATION COVERAGE:

This evaluation will cover the period 2019-2022, spanning the evolution of the UN Philippines Cooperation Framework as described above from PFSD (from January 2019) to SEPF (from January 2021) and until 1 July 2022. Geographic scope is nation-wide, with special focus on the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM).

The evaluation will cover the three pillars of the PFSD/SEPF and the focus areas under each of these (from the SEPF):

PEOPLE PILLAR	PROSPERITY AND PLANET PILLAR	PEACE PILLAR
Outcome Statement The most marginalized, vulnerable, and at-risk people and groups benefit from more inclusive and quality services and live in more supportive environments where their nutrition, food security, health and life-long learning are ensured and protected.	Outcome Statement Urbanization, economic growth, and climate change actions are converging for a resilient, equitable, and sustainable development path for communities.	Outcome statement Through inclusive and accountable governance, decent employment generation and essential services of health, education, security, justice, protection and recovery systems reach the most vulnerable in Mindanao, resulting in socially cohesive and resilient communities.
1. Holistically address the social determinants of people's health and strengthen health systems for enhanced health outcomes 2. Enhance food and nutrition security 3. Strengthen the education and training system and bridge the educational divide 4. Shore social protection systems	1. Integrate green and climate lens in job-rich recovery efforts 2. Strengthen resilience in all sectors and all levels of government 3. Strengthen the capacity of cities to develop resilient and socially inclusive urbanized communities 4. Leverage untapped potential for agriculture-based inclusive growth and sustainable agri-food systems 5. Mobilize innovative finance for green, climate and disaster risk reduction and inclusive investments 6. Strengthen environmental protection and curb illegal wildlife trade	1. Respond to COVID-19 and accelerate inclusive development for peace in Mindanao 2. Support normalization and political tracks of the Comprehensive Agreement on the Bangsamoro 3. Reduce community-based conflicts, address community security and strengthen community economic empowerment



The evaluation will examine key UN programming principles including human rights-based approach, gender equality, leaving no one behind, environmental sustainability, and results-based management. Cross-cutting issues and normative work of the UNCT are guided by the clear identification in the SEPF of the 'people we must reach', i.e. the poorest segment of population; children; residents of vulnerable locations; indigenous peoples, peoples whose jobs and livelihoods are disrupted; women and girls; LGBTQI+ community; people living with HIV; people living with disabilities; asylum seekers, refugees and stateless persons; and people deprived of liberty.

These groups of individuals, and in many cases intersections of these groups, have been disproportionately affected by the pandemic, and protecting their rights and identifying and addressing their needs have been an important task for the UN in the implementation of the SEPF, cutting across the three outcome areas. To what extent the UN has been able, together with government and other partners, to reach these groups and address multidimensional causes of poverty and inequality is an important question of this evaluation.

4.2. EVALUATION CRITERIA AND EVALUATION QUESTIONS

Evaluation questions will fall under the following criteria, comprising both Organization for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC) criteria as well as those relevant for considering the one UN spirit.

Relevance and adaptability: the extent to which the objectives of the UN Cooperation Framework are consistent with country needs, national priorities, the country's international and regional commitments, including human rights and the recommendations of Human Rights mechanisms

- To what extent are the PFSD/SEPF objectives aligned and consistent with the needs, priorities, and policies of the government (e.g. as articulated in the Philippine Development Plan and other related national and local policies and plans).
- To what extent has the implementation of the PFSD/SEPF been dynamic and responsive to emerging and unforeseen needs (e.g. adaptability and flexibility to crisis situations such as the Covid-19 pandemic).

Coherence: the extent to which the actions of the UNCT members are coherent with the Cooperation Framework and complementary with and supporting of those from government and other development partners

- To what extent does the PFSD/SEPF generate a coherent UNCT response to the PDP and key national priorities. Is the PFSD/SEPF document being used by UN agencies in their programming processes. To what extent has the PFSD/SEPF implementation facilitated a joint UN contribution to national and local priorities.
- To what extent were meaningful partnerships and coordination mechanisms established with key actors across government at national and local levels, across the UN agencies, with civil society, private sector, and other key stakeholders to avoid duplication and ensure complementarity of efforts.
- To what extent has the PFSD/SEPF strengthened the coherence of support by UNCT members to target communities and institutions and promoted complementarity, harmonization and coordination with other key development partners (e.g. civil society/private sector/local government/parliament/national human rights institutions/international development partners) to ensure integrated approaches and maximize achievement of results.

Effectiveness: the extent to which the UNCT was able to use its comparative advantages to advance the goals set out in the PFSD/SEPF



- To what extent does the PFSD/SEPF promote effective partnerships and strategic alliances of the UN with key stakeholders around the SDGs and PFSD/SEPF pillar/outcome areas.
- What factors (internal and external) hindered or facilitated progress in each of the PFSD/SEPF pillar/outcome areas.
- To what extent did the PFSD/SEPF make use of and promote a humanitarian-development-peace nexus approach in programming.

Orientation towards impact: the extent to which UNCT-supported efforts have driven progress towards the achievement of CF outcomes

- To what extent has the UNCT contributed to key changes (e.g. institutional, behavioral, or legislative changes) that are critical for catalyzing progress towards the desired impact.
- To what extent did the PFSD/SEPF make use of and promote human rights and gender equality standards and principles to achieve its goals.

Efficiency and Coordination: the extent to which the UN has optimized the use of resources to achieve the results defined in the PFSD/SEPF and enhanced coordination to facilitate the achievement of results

- To what extent has the PFSD/SEPF been a useful framework in strengthening joint actions across the UNCT members.
- To what extent did the UN use its convening power to bring together various stakeholders and provide external and internal coordination. To what extent has coordination among UN agencies, (presence or absence), impacted implementation of the PFSD/SEPF and achievement of results.
- How did the UN work together to achieve cross-sectoral results more effectively and efficiently? To what extent are coordination mechanisms efficiently managed and contributed to stronger cooperation across UN agencies. How has the UNCT enhanced joint programming or joint initiatives and/or resulted in specific joint programming or joint initiatives.

Sustainability: the likelihood that benefits arising from UN-supported interventions will last

- What mechanisms, if any, has the UNCT established to ensure socio-political, institutional, financial and environmental sustainability.
- To what extent did the PFSD/SEPF make use of and promote a humanitarian-development-peace nexus approach in programming.

4.3. METHODOLOGY; APPROACH; AND QUALITY ASSURANCE AND ASSESSMENT

The evaluation will follow a participatory, utilization-focused, and theory-based approach, with mixed methods (qualitative and quantitative) of data collection and analysis. Under a utilization-focused approach, the evaluation will facilitate UNCT decision-making on developing future initiatives, particularly the development of the new Cooperation Framework and enhancing the strategic positioning and joint actions of the UNCT. Data collection methods will use primary and secondary sources, these may include review of documents, analysis of other quantitative secondary data, key informant interviews, focus group discussions, and perception survey. The evaluation team will develop the evaluation methodology in accordance with the evaluation approach and design tools to collect appropriate data and information as strong, evidence-based answers to answer the overall evaluation questions. The methodological design will include: an analytical framework; a strategy for data collection and analysis; specially designed tools; an evaluation matrix; and a detailed work plan. Virtual evaluation approaches may also be utilized. The final design should specify how data collection and analysis methods integrate gender, equity, and human rights considerations throughout the evaluation process.



Sampling approach: A purposive sampling approach will be used to select programmes that will be covered in the scope of the PFSD/SEPF evaluation.

The purposive sampling approach will also be used to target groups and stakeholders to be consulted. It is expected that the list of target groups will ensure adequate representation of beneficiaries, including civil society organizations with an emphasis on vulnerable groups, e.g. people living with disabilities, and other marginalized groups. The selection will be informed by the portfolio analysis and stakeholder mapping undertaken during the inception phase of the evaluation. This analysis will yield information on the relevant initiatives and partners to be part of the evaluation (including those that may not have partnered with the UNCT but play a key role in the outcomes to which the PFSD/SEPF contributes). Using the evaluation questions as guide, the evaluation team should clearly outline the sample selection criteria and process and identify any potential bias and limitations, including the steps towards addressing the limitations.

The sampling technique should ensure that the selected sample of key informant interview and focus group discussions adequately reflect the diversity of stakeholders of the intervention and pay special attention to the inclusion, participation, and non-discrimination of the most vulnerable stakeholders. This process will enhance the credibility and technical adequacy of the information gathered.

Data collection: The evaluation will use quantitative and qualitative approaches, including literature review, statistics at national and local levels, survey data, semi-structured interviews, direct observation, focus groups interviews and workshops as appropriate.

Quality assurance: The data collected shall be subjected to a rigorous quality assurance for validation purposes, using a variety of tools including triangulation of information sources including with the CF implementation entities at Country Office level.

Evaluation matrix: The evaluation team will use the template of the evaluation matrix provided by the evaluation manager (see annex for template) to systematically structure and consolidate the data collected for each of the evaluation questions. This matrix will allow them, among other things, to identify the missing data and thus fill these gaps before the end of the collection. This matrix will also help to ensure the validity of the data collected.

Participation and inclusion: This evaluation shall be conducted using a participatory and inclusive approach, involving a wide range of partners and stakeholders. The evaluation team will carry out a stakeholder mapping in order to identify the direct and indirect partners of the PFSD/SEPF, specifically targeting UN organizations and representatives of the national government. Stakeholders mapping may include civil society organizations, the private sector, youth, and other multilateral and bilateral cooperation organizations.

Contribution analysis (based on the "theory of change"): The evaluation will be conducted on the basis of a theoretical approach, which means that the evaluation methodology will be based on a careful analysis of the expected results, outputs and contextual factors (which may affect the implementation of the PFSD/SEPF interventions) and their potential to achieve the desired effects. The analysis of the PFSD/SEPF theory of change and the reconstruction of its intervention logic, if necessary, will therefore play a central role in the design of the evaluation, in the analysis of the data collected throughout the evaluation, in communicating results and in developing relevant and practical conclusions and recommendations.

Finalization of the evaluation questions and assumptions: The evaluation team will finalize the evaluation questions closely working with relevant locals (e.g. members from the Evaluation Reference Group, including Monitoring and Evaluation Group). The final evaluation questions should be a reasonable number. They should clearly reflect the evaluation criteria as well as the indicative evaluation questions listed in this Terms of Reference. They should also take advantage of the results of the reconstruction of the intervention logic of the cooperation framework. The evaluation questions will be



included in the evaluation matrix and should be supplemented by sets of hypotheses that capture the key aspects of the intervention logic associated with the scope of the question. Data collection for each of the assumptions will be guided by clearly formulated quantitative and qualitative indicators, also indicated in the matrix.

Evaluability Assessment

The Evaluation Team will also undertake a rapid evaluability assessment during the inception phase. This should be aimed at assessing the quality of the PFSD/SEPF result framework, outcomes and indicators and gaps in the documentation and data/information availability. The evaluability assessment will inform the evaluation approach. Given that the Cooperation Framework outcomes are set at a very high level which would be contributed by the work of many stakeholders (not only the UN) in the country, establishing the contribution of UN interventions to an observed result at this level could be extremely difficult. While the evaluability assessment will provide information on evaluation of attribution or contribution to help guide the process further, focus will also be on strategic positioning and overall capacity of the UNCT within the PFSD/SEPF framework to contribute to change in the country.

Norms and Standards

The evaluation will follow the UNEG Norms and Standards for Evaluations (2016)¹ and Ethical Guidelines (2020)². As per the UN SWAP EPI Criteria (Criteria 1), CF evaluations should integrate gender into the evaluation criteria and questions to ensure that gender-related data is collected. The evaluation will be subject to quality review and oversight by UN DCO.

Ethical Considerations

UN requires evidence generation conducted to be in full compliance with ethical considerations, including during evaluations, research and data collection. Ethical considerations will be assessed and documented, and clearance will be sought before data collection can commence. Any sensitive issues or concerns should be raised with the Evaluation Manager as soon as they are identified. During the evaluation process, full compliance with all UNEG ethical guidelines will be required. All informants should be offered the possibility of confidentiality, for all methods used. Dissemination or exposure of results and of any interim products must follow the rules agreed upon in the contract. In their proposals, bidders should describe their data and document protection protocols. Unauthorized disclosure is prohibited.

4.4. EVALUATION PROCESSES

The following are the key phases of the evaluation process:

- a. **Preparatory Phase:** comprising development of the UNSDCF roadmap; constitution of key groups to provide strategic oversight and manage evaluation; development of the evaluation terms of reference (TOR) and identification and recruitment of the evaluation team; etc.
- b. **Design Phase:** evaluation team's key tasks during this stage include desk review and discussions with key stakeholders; further refinement of the methodology including the evaluation questions/sub-questions as well as drafting of tools to be used; assessment of the theory of change; sampling framework; data collection planning. The inception report will be key to confirm a mutual understanding of what is to be evaluated and how this will be done.

¹ See <http://www.unevaluation.org/document/detail/1914>

² See <https://www.uneval.org/document/detail/2856>



- c. **Field and Analysis Phase:** this will entail a more in-depth desk review and data collection, triangulation, and analysis. This will include conducting the KIIs, FGDs, and undertaking the perception survey. After the data collection process is completed a thorough analysis and triangulation of data will lead to the identification of initial findings. Then a validation workshop will be conducted to present the draft evaluation findings to the Evaluation Reference Group and relevant stakeholders. This workshop will help formulating the recommendations based on the evaluation findings.
- d. **Reporting, Review and Validation Phase:** a draft evaluation report will be prepared incorporating all comments and findings. Draft report, including a maximum 5 pages summary brief with key findings, conclusions/lessons and recommendations. The draft report will be submitted for evaluation quality assessment. Report validation through a validation workshop with UNCT and other key stakeholders will be conducted.
- e. **Management Response, Dissemination and Use Phase:** RCO and UNCT develop the management response, in collaboration with the National Steering Committee, and ensures public dissemination of the report. Agreed actions will also be monitored to ensure timely implementation.

4.5. EXPECTED DELIVERABLES

The Evaluation Team will deliver the following outputs/deliverables listed below. The Evaluation Team is expected to update/revise deliverables to fully address inputs/comments and within the timeframes agreed with the Evaluation Manager who shall coordinate review of the deliverables with the Evaluation Reference Group and the UNCT. No more than 1 revision for each deliverable is allowed after final review.

- 1. **Inception report,** including refined evaluation purpose and scope, evaluation matrix (i.e. evaluation criteria and questions/sub-questions), evaluation methodology including sampling criteria, description of data collection methods and data sources, advanced draft data collection instruments (i.e. questionnaire, survey, etc.), identification of limitations as well as discussion on how to enhance the reliability and validity of evaluation conclusions, a description of the quality review process, and ethical considerations. It will also include the evaluation workplan and timeline as well as an outline of the evaluation report.

The evaluation questions listed in Section 5 of this TOR are preliminary, the Evaluation Team will finalize the evaluation questions during the inception phase following consultations with the Evaluation Reference Group.

During the inception phase, before the start of the field phase, the Evaluation Team will conduct TOC meetings with the 3 pillar groups to analyze the soundness of the TOC that informed the development of the CF being evaluated; and reconstruct the TOC that best aligns with the way the CF was implemented and account for changes in the country's development context. This also needs to include cross-cutting issues such as gender equality and empowerment of women, human rights and non-discrimination (including disability inclusion), and environmental sustainability.

The TOC meetings are preferred to be conducted in-person, with consideration to alternative (e.g. virtual or hybrid) arrangements should these be necessary, for example to address any significant risks arising from conducting in-person activities due to Covid-19 pandemic surges.

In preparation for the inception report, evaluation team should refer to Section 4.1.1 of UNEG – DCO UNSDCF Evaluation Guidelines - Revised July 2022.pdf and familiarize with Synoptic table for the Analysis of the theory of change to be adapted to the Philippines CF result framework, joint and agency outputs.



The inception report is expected to utilize the template attached as Annex 2 and follow the quality standards per section as listed.

2. **Draft evaluation report/findings and recommendations and presentation for consultation with UNCT and key external stakeholders.** This includes validation workshop report and presentation materials, as well as draft summary brief (maximum 5 pages).

The draft evaluation report is expected to follow the same format as the final evaluation report including the quality standards per section as listed in Annex 3.

3. **Final Evaluation Report, including Power Point presentation of the evaluation report and annexes.**

The final evaluation report should be no more than 60 pages in length (less the executive summary and annexes). It is expected to follow the same format as the final evaluation report template including the quality standards per section as listed in Annex 3.

4. **Final Evaluation brief (maximum 5 pages) including key findings, lessons, and recommendations**

The reports and PowerPoint presentations will be submitted in English language.

Interview guides may be translated in Filipino or the local language as may be required, depending on interviewees.

It is expected that the Evaluation Team will be in-country during the data collection/analysis phase to conduct in-person interviews, workshops and other activities needed for the evaluation. Alternative (e.g. virtual or hybrid) arrangements will be considered should these be necessary, for example to address any significant risks arising from conducting in-person activities due to Covid-19 pandemic surges.

5. WORKPLAN AND INDICATIVE TIME SCHEDULE OF DELIVERABLES

Phase	Activities	Deliverables	Responsibility	Completion Time
1. Preparatory Phase (6 months)	1.1 Development of Evaluation Terms of Reference (TOR)	Evaluation TOR (to also be the TOR for the Evaluation Team)	RCO to draft with inputs from Results Coordination and Monitoring and Evaluation Groups. To be approved by DCO.	July
	1.2 Assignment of Evaluation Manager	- Evaluation Manager assigned	Resident Coordinator (RC) and UNCT	July
	1.3 Establishment of Evaluation Reference Group (ERG)	ERG established	Results Coordination Group (RCG), endorsed by UNCT to form the list, with invitations issued from Resident Coordinator (RC) / RCO	Aug
	1.4 Preparatory desk work	Mapping of UN agencies' evaluations and reviews Collection of relevant documents and data	Evaluation Manager, with Monitoring and Evaluation Group (MEG) and RCO support	Aug
	1.5 Recruitment of the Evaluation Team	Evaluation Team selected	RCO to organize the recruitment, in coordination with DCO.	End of Sep



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Phase	Activities	Deliverables	Responsibility	Completion Time
2. Design Phase (1 month, expected LOE of 10-15 workdays)	2.1 Brief and support the Evaluation Team	Briefings with RC, UNCT members, programmes managers, Results Groups, RCO, etc. conducted	Evaluation Manager (with RCG, RCO support) to organize Evaluation Team to participate	End of Oct.
	2.2 Development of Inception Report	Inception Report, including <ul style="list-style-type: none"> • Desk review • Preliminary stakeholder analysis • Theory of Change workshop and evaluation matrix • Data collection tools • Work plan for evaluation as well as an annotated outline of report 	Evaluation Team to prepare Evaluation Manager with ERG to review and endorse. To be approved by DCO	
3. Field and Analysis Phase (5 weeks, expected LOE of 15 workdays)	3.1 Data collection and analysis	<ul style="list-style-type: none"> • Preparation for data collection, including piloting of instruments • Collect data and consultation with stakeholders • Preparation of interview reports, FGD, survey findings etc. • Population of evaluation matrix • Preparation and delivery of debrief. • Implementation of the evaluation, including review of literature, and conducting discussions and interviews, any field work, etc. 	<ul style="list-style-type: none"> • Evaluation Team to implement • Evaluation Manager and ERG to facilitate evaluation activities, assist the Evaluation Team in gaining access to stakeholders and additional information, and arrange meetings and logistics 	1 st week of Dec
4. Reporting, Review and Validation Phase (1 month, expected LOE of 15 workdays)	4.1 Development of Draft Evaluation Report	Draft report PowerPoint presentation on key preliminary findings.	Evaluation Team to implement.	2 nd week of Dec
	4.2 Review and Validation of Draft Report	Presentation on preliminary findings Sharing of the draft report to Reference Group prior to validation workshop Revised Draft Report	<ul style="list-style-type: none"> • Evaluation Team: to present key preliminary findings to ERG, address comments and revise draft report • ERG: to comment on the draft report and participate in the meeting on presentation on preliminary 	3 rd week of Dec



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Phase	Activities	Deliverables	Responsibility	Completion Time
5. Management Response, Dissemination and Use Phase (1 month)			findings <ul style="list-style-type: none"> Evaluation Manager (with ERG and DCO support): to conduct a pro forma quality check; manage the validation process by circulating the draft for comment to the ERG and DCO, ensuring all comments and responses are properly recorded, using an audit trail; send comments to the Evaluation Team for draft revision; make sure all comments are addressed by the Evaluation Team; and organize a meeting on presentation on preliminary findings with UNCT. 	
	4.3 Finalization of Evaluation Report	Final Evaluation Report Evaluation brief (2 – 3 paper) including key findings, lessons, and recommendations	<ul style="list-style-type: none"> Evaluation Team to implement. Evaluation Manager to facilitate the approval of the final report by DCO and the Steering Committee. DCO and National Steering Committee (NSC) to approve the final report. 	1 st week of Jan 2023
	5.1 Preparation of Management Response	Management Response	<ul style="list-style-type: none"> Evaluation Manager (with ERG) to prepare the Management Response in consultation with UNCT. NSC to approve Management Response. DCO to monitor implementation of Management Response 	1 st week of Feb 2023
	5.2 Preparation of Dissemination Plan	Dissemination Plan	<ul style="list-style-type: none"> Evaluation Manager (with ERG and UN Communications Group) to prepare the Dissemination Plan). RC and UNCT to approve Dissemination Plan. DCO to disseminate on UNSDG platform. 	1 st week of Feb



6. MANAGEMENT OF EVALUATION

The UNCT will assign the **Evaluation Manager**, who will be supported by the RCO Data and Results Reporting Officer. The Evaluation Manager will be responsible for the day-to-day oversight and management of the evaluation and for the management of the evaluation budget. S/he will assure the quality and independence of the evaluation and guarantee its alignment with UNEG norms and standards and ethical guidelines as well as other relevant procedures, providing quality assurance checking that that evaluation findings and conclusions are relevant, and recommendations are implementable, and contribute to the dissemination of the evaluation findings and follow-up on the management response. The evaluation manager will work with the Resident Coordinator and UNCT, ensuring that they are kept informed of the progress of the evaluation and ensuring a participatory and use-focus approach is taken as well as ensuring key bottlenecks to the evaluation are addressed/removed. The Evaluation Manager is technically supported by the Evaluation Reference Group, including the MEG³, comprising M&E officers and focal points from UN agencies. The Evaluation Manager is also backed by RCO staff in coordination-related tasks.

The **Evaluation Reference Group (ERG)** supports coordination with pillar, Monitoring and Evaluation Group, thematic and other relevant UNCT inter-agency groups as well as external stakeholders as may be required by the evaluation. The Reference Group will provide inputs at key stages of the evaluation, such as in the design and activity planning, the validation of findings and the forming of recommendations. It may also be tapped to help coordinate participation of government agencies and key stakeholders during the evaluation. The ERG is composed of the Results Coordination Group⁴ as well as key PFSD/SEPF counterparts particularly the pillar co-convening agencies and the NEDA.

The **National Steering Committee**, co-chaired by the Resident Coordinator and the National Economic and Development Authority (NEDA), approves the final evaluation report and the management response.

The evaluation will be supported by the **United Nations Evaluation Development Group for Asia and the Pacific** in providing technical advice for the evaluation process and reviewing key products (including the evaluation TOR, inception report and draft evaluation report), and coordinating agency evaluations, to the extent possible, as inputs to the Cooperation Framework evaluation. The evaluation will also receive oversight guidance and support from the **UN Development Coordination Office** to safeguard the independence and quality of the evaluation, including key products, and to intervene in case of dispute.

The **Evaluation Team** comprises independent external evaluators. It has a team leader with extensive evaluation expertise and 1-2 members with technical expertise as listed below. The Evaluation Team will be inclusive, with gender representation as may be feasible. The Evaluation Team will report to the Evaluation Manager.

The Evaluation Team services may also be provided by a firm, guided by the same requirements.

Team Leader: The team leader will have overall responsibility for providing guidance and leadership, and in coordinating the draft and final evaluation report. He/she holds the overall responsibility for the methodological design and implementation of the evaluation and therefore, should demonstrate adequate expertise in evaluation methods, management of evaluations, report writing skills. He/she will be responsible for the production and timely submission of all expected deliverables in line with the ToR. The team leader will also act as a technical expert for at least one CF priority/outcome area.

Education, Experience, and Language:

- Master's degree (preferably PhD) in international relations, political science, international development, governance and public policy, social sciences, evaluation, or a related subject.
- Minimum 10 years of experience in evaluation of programmes, plans and projects in developing countries, preferably with a multidisciplinary background.
- Demonstrated analytical capacity, including on political economy and financing for development.



- Demonstrated understanding of the role of the UN System in development cooperation in the Philippine context with proven experience of conducting CF evaluation
- Documented previous experience in managing and leading complex evaluations, and a solid understanding on the use of evaluation methodologies.
- Demonstrated knowledge on the issues of the 2030 Agenda for Sustainable Development and UN Development System.
- Extensive experience in the quantitative and qualitative data analysis of social and economic indicators.
- Demonstrated capacity in strategic thinking and policy advice, excellent writing skills.
- Proven engagement or knowledge of gender-sensitive evaluation and demonstrated understanding of issues related to gender mainstreaming and inclusion.

Previous experience working in the Philippines, or familiar with the socioeconomic and political context, national and local (including the Bangsamoro Autonomous Region in Muslim Mindanao) and/or experience of working in the similar settings in the region is an advantage. Knowledge on diversity and culturally sensitive.

- Fluency in written and spoken English is essential.

Evaluation Expert/s: The Evaluation Expert/s will be responsible to support the Team Leader in designing methodology, implementation of the evaluation, and writing reports. In addition, the Expert will provide thematic expertise in the PFSD/SEPF priority/outcome areas including evaluation expertise and be responsible for drafting key parts of the report.

Education, Experience, and Language

- Master's degree in international relations, political science, international development, governance and public policy, social sciences, gender studies, evaluation, or a related subject.
- Minimum 7 years of experience in evaluation of programmes, plans and projects in areas of development, governance and peace building and humanitarian sector.
- Demonstrated knowledge on the issues of the 2030 Agenda for Sustainable Development and UN development system.
- Extensive experience in the quantitative and qualitative data analysis of social and economic indicators.
- Excellent knowledge of the UN programming areas, including the role of the UN system, partnerships, result-based management, planning and monitoring, policy, advocacy, and sustainable development issues.
- Demonstrated capacity in strategic thinking and policy advice, excellent writing skills.
- Familiarity with specific UN programming principles, particularly equity/leaving no one behind, gender, climate and humanitarian, and human rights issues.
- Demonstrated understanding of issues related to gender mainstreaming and inclusion.
- Previous work experience in Philippines or similar settings in the region and familiar with political landscape is an advantage.
- Knowledge on diversity and culturally sensitive.
- Fluency in written and spoken Filipino and English is essential. Knowledge of Bisaya is not required but desirable.

7. EVALUATION BUDGET AND PAYMENTS

Payments will be made available to the Evaluation Team upon quality delivery of the key deliverables within given time as follows:

No.	Key Deliverables	Percentage
1	Inception report, including evaluation matrix, field work plan and an outline of report	30%
2	Draft report, including validation workshop documentation	30%



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No.	Key Deliverables	Percentage
3	Final Evaluation Report, including Power Point presentation of the evaluation report, annexes, and evaluation brief (2 – 3 pages including key findings, lessons, and recommendations)	40%

8. **ANNEXES (to be provided separately)**

To include:

- Bibliography
- UNEG Ethical Code of Conduct for Evaluations
- The UNCT composition and programmatic areas covered
- A list of national stakeholders by areas of intervention
- A short outline for the structure of both the design and final evaluation reports
- A template for the Evaluation Matrix
- Evaluation Quality Assessment template and explanatory note
- Management response template
- UN approved Editing Guidelines

Annex 1: Evaluation Matrix Template

Evaluation Question 1: To what extent...			
Assumptions ¹ to be assessed	Indicators	Sources of Information	Methods and tools for data collection
Assumption 1			
<p>Evaluators must fill in this box with all relevant data and information gathered during the field phase in relation to the elements listed in the "assumptions to be assessed" column and their corresponding indicators. The information placed here can stem from: documentary review, interviews, focus group discussions, etc. Since the filled matrix will become the main annex of the final evaluation report, the evaluation team leader and evaluation manager must ensure that all of the information displayed:</p> <ul style="list-style-type: none"> • Is directly related to the indicators listed above • Is drafted in a readable and understandable manner • Makes visible the triangulation of data • Has source(s) that are referenced in footnotes 			
Assumption 2 (See example in Tool 1)			
Assumption 3 (See example in Tool 1)			
Evaluation Question 2: To what extent...			

¹ Assumptions are interfaces between the evaluation question and the data sources. It narrows the evaluation question further by specifying what evaluators should focus on and what they should check precisely when attempting to answer the question.



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Assumptions to be assessed	Indicators	Sources of Information	Methods and tools for data collection
Assumption 1 <i>(See example in Tool 1)</i>			
Assumption 2 <i>(See example in Tool 1)</i>			
Assumption 3 <i>(See example in Tool 1)</i>			
Evaluation Question: To what extent...			
Assumptions to be assessed	Indicators	Sources of Information	Methods and tools for data collection
Assumption 1 <i>(See example in Tool 1)</i>			

Annex 11. List of Workshop Attendees (Day 1)

EVALUATION OF THE UNITED NATIONS PHILIPPINES COOPERATION FRAMEWORK 2019-2023

January 24, 2023 from 9:00 – 11:00 a.m.

Crowne Plaza Manila Galleria and via Zoom

ATTENDANCE SHEET




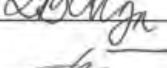
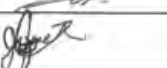






#	Name	Agency	Signature
1	Mr. Gustavo Gonzalez	UN	✓
2	Tamara Duran Ms. Sheila Wertz-Kanounnikoff	FAO	✓
3	Mr. Umit Mansiz	IFAD	
4	Mr. Khalid Hassan	ILO	
5	Ms. Tristan Ashley Burnett	IOM	
6	Dr. Selva Ramachandran	UNDP	
7	Dr. Leila Saiji Joudane	UNFPA	✓
8	Ms. Maria Ermina Valdeavilla-Gallardo	UNHCR	
9	Ms. Oyunsalkhan Dendevnorov	UNICEF	
10	Mr. Teddy Monroy	UNIDO	✓
11	Ms. Brenda Barton	WFP	✓
12	Dr. Graham Harrison	WHO	✓
13	Dr. Louie Ocampo	UNAIDS	✓
14	Mr. Mohamed Djelid	UNESCO	
15	Mr. Christopher Rollo	UN-Habitat	
16	Mr. Rory Alexander Hamilton	UNICRI	
17	Mr. Olivier Lernet	UNODC	
18	Mr. Oscar Marengo	UNOPS	✓
19	Ms. Ma. Rosalyn Mesina	UN Women	✓
20	Mr. Saleh Tembo	UNDSS	
21	Ms. Manja Vidic	UNOCHA	

EVALUATION OF THE UNITED NATIONS PHILIPPINES COOPERATION FRAMEWORK 2019-2023

January 24, 2023 from 9:00 – 11:00 a.m.

Crowne Plaza Manila Galleria and via Zoom

ATTENDANCE SHEET

#	Name	Agency	Signature
22	ROI AVENA	UNFPA	
23	Stephanie Jaurigue	ILO	
24	Alexander Simpson	RCO	
25	Smiderly Alonzo	UNHCR	
26	VOLTARE ACOSTA	UN - Habitat	
27	Jonathan David B. Celeste	NSC	
28	EDWINE CARRIE	UNDP	
29	Phelim Nathan	RCO	✓
30	Eden Lumulan	RCO	✓
31	Alex Simpson John Alipio	RCO	✓
32	Nikka Mae Loreto	UNESCO	
33	Sigme Poulsen	OHCHR	✓
34	Naem Ullah	RCO	✓
35	Gaylor d V. Hintay	UNIC	
36	Dexter Domingo	WHO	
37	Elvin Uy	PRSP	
38			
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42			











EVALUATION OF THE UNITED NATIONS PHILIPPINES COOPERATION FRAMEWORK 2019-2023
January 24, 2023 from 9:00 – 11:00 a.m.
Crowne Plaza Manila Galleria and via Zoom

ATTENDANCE SHEET

#	Name	Position	Agency	Email address	Signature
1	MELANIE MURAGA-LEAND	DIRECTOR	UP IACI	director_upsi.upd.edu.ph	
2	JOHN GERONIMO	SRAS	NDPA	jgeronimod@gmail.com	
3	JOHN Rachelle Porras	VP - Board	CPDC	cpdgsecretariat@gmail.com	
4	JOHN GARCIA		CPDG		
5	JOHN MILES ANTONIO	BTI President	BTI	brantmunt.kosd@gmail.com	
6	JOEL P. PANGGARAN	BTI Evaluation Team Leader	BTI		
7	JOHN BULCOSO	BTI Finance & Admin Officer	BTI		
8	JOHANA BANCAYANON	BTI Evaluation	BTI		
9	JOHANA PANGMAL	BTI Research Assistant	BTI		
10					
11					
12					
13					
14					
15					

EVALUATION OF THE UNITED NATIONS PHILIPPINES COOPERATION FRAMEWORK 2019-2023
January 24, 2023 from 9:00 – 11:00 a.m.
Crowne Plaza Manila Galleria and via Zoom

ATTENDANCE SHEET

#	Name	Position	Agency	Email address	Signature
31	Jeanmarie T. Lardone	University of the Philippines Extension Service	UP Institute for Small-scale Industries	jtlardone@up.edu.ph	
32	Maunice Ann D. Rapu	SEDS	NEDA	maunice@neda.gov.ph	
33	Christine Ashley S. Mendez	EDS I	NEDA - GOV'S	cmendez@neda.gov.ph	
34	Thanh Le	Counselor	DFAT	thanh.le@dft.gov.au	
35	Ranilo Sarmiento	Manager	NOPIE	ranilo.sarmiento@npi.gov.ph	
36	Angela Ucero	Advocacy & Comms.	EWP	angelaucero@ewp.gov.ph	
37	Benigna Moriana	Head of Economic Dev.	British Embassy	benigna.moriana@britain.gov.uk	
38	Arcadio Lucio S. Hernandez	Development Programme Manager	Dept. of Agriculture	arcadio.lucio@da.gov.ph	
39	Donna Kay Muelan	Proj. Mgr. Dept. of Agr.	DA	donna.muelan@da.gov.ph	
40	Anton Sayo	Ecop	Ecop	anton.sayo@ecop.gov.ph	
41					
42					
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44					
45					

EVALUATION OF THE UNITED NATIONS PHILIPPINES COOPERATION FRAMEWORK 2019-2023
January 24, 2023 from 9:00 – 11:00 a.m.
Crowne Plaza Manila Galleria and via Zoom

ATTENDANCE SHEET

#	Name	Position	Agency	Email address	Signature
61	Marys Lewis Interiors	Gr. Cons	NEPA - PLS	marys.lewis@interiors.ph	
62	Edwin Antonio	SR IPO	DOH	elanosob@doh.gov.ph	
63	Kristina Lapeña	Sr. EDS	NEPA-CONS	kristina@neda.gov.ph	
64	Hannah Gemaine Ong	Sr. HPO	DOH	hngong@doh.gov.ph	
65	Negumi Kanda	Partnerships	UNFPA	kanda@unfpa.org	
66	Anna Mae Png	P-A	UNHCR	a-ferrn@unhcr.org	
67	William Ku	Sr EDS	NEPA	wku@neda.gov.ph	
68					
69					
70					

List of Online Attendees

Name	Organization
Sheila Almasa	MinDA
Yvette Valderia	MinDA
Salic B. Ibrahim	Maradeca Inc.
Jasmine	
Abi Kitma	UNYAB
Joan Barrera	MinDA
Eugene Tecson	NSC
Jasper Cristobal	MinDA
Jam Nuñez	LCP
Hasna Adam	BPDA
Jenevive Lontok	
Neil Fidelle Lomibao	
Myrna Dominguez	WLB
Cherry	PPSA
Niña Espinola-Abogado	OXFAM
Paul Mamaon	BPDA
Avelino J. Tomas	Philippine Disability Forum
Melisa Serrano	UP School of Labor
Remegio Alquitran	UNESCO
Henry Ruiz	RCO
Graziell Latiza	OASIR
Saleh Tembo	UNDSS
Sigrid Sibug	UN Women
Aileen Constantino- Peñas	
Vianca Anglo	UNYAB
Mic Ivan Sumilang	DHSUD
Harold Duane Fajardo	NCSC
Kira Azucena	DFA
Christoph Wagner	
Stacy Garcia	DFA
Nicole Montesines	PCW PDPMED-International Affairs
Divina Parungao	BE Embassy
Bhasker Kafle	UNDP
Franklin John Francisco	CFSI
Prince Turtogo	Panaghiusa PH Network
X. Venus	MinDA
Oscar Marengo	UNOPS
Mario Maza	UNOPS
Leian Marasigan	UP SOLAIR
Kathleen Ivy Custodio	UNDP
Anna Mercaldi	
Jellie Molino	
Catherine Cruz	DHSUD

Xavier Foulquier	UNICEF
Mark Anthony Diamante	
Ching Uranza	
Manja Vidic	OCHA
Jeanette Cruz	DHSUD
Roja Salvador	DOH
Maryrose Rendon	DOH
Angelee Ramal	FAO
GM Cambronero	
Richard Arceno	Philippine Disability Forum
Rowell Velonza	NYC
Josephine Uranza	IMO
Briccio S. Aguilar	
Dona Minimo	DOF
Jeremy Arevalo	
Maria Luisa Magbojos	NEDA-PIS
Arlan Brucal	UNDP
Eloisa Mesina	
CM Mangilin	NEDA-PIS
Jessa Agcopra	NEDA
Naeem Ullah	RCO
Catherine Setiawan	ITU
Jesusa A. Guarino	
Mar Jovette Laureta	NEDA
Joy Agripa Salomon	
Riza Ramirez	OPLC Center
Jen	
Laura A. Sierra	
Ariel Sta Ana	
Edna Co	
Dhsud Ivan Sumilang	DHSUD

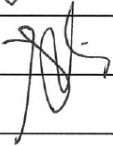


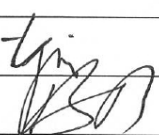

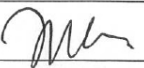
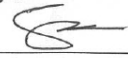
Annex 12. List of Workshop Attendees (Day 2)

EVALUATION OF THE UNITED NATIONS PHILIPPINES COOPERATION FRAMEWORK 2019-2023

January 25, 2023 from 9:00 – 11:00 a.m.

Crowne Plaza Manila Galleria and via Zoom

ATTENDANCE SHEET

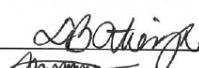
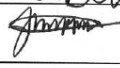
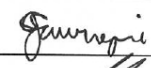

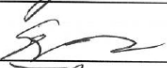
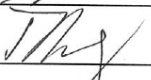
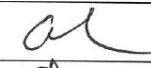

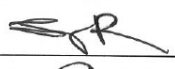
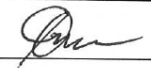

#	Name	Agency	Signature
1	Mr. Gustavo Gonzalez	UN	✓
2	Ms. Tamara Duran	FAO	
3	Mr. Umit Mansiz	IFAD	
4	Mr. Khalid Hassan	ILO	
5	Ms. Tristan Ashley Burnett (Tray Dooley)	IOM	
6	Dr. Selva Ramachandran	UNDP	✓
7	Dr. Leila Saiji Joudane	UNFPA	
8	Ms. Maria Ermina Valdeavilla-Gallardo	UNHCR	
9	Ms. Oyunsai Khan Dendevnorov	UNICEF	✓
10	Mr. Teddy Monroy	UNIDO	
11	Ms. Brenda Barton	WFP	
12	Dr. Graham Harrison	WHO	
13	Ms. Sylvie Bétemps Cochín	ITC	
14	Mr. Jonathan Gilman	UNEP	
15	Mr. Mohamed Djelid	UNESCO	
16	Mr. Christopher Rollo	UN-Habitat	✓
17	Mr. Rory Alexander Hamilton	UNICRI	
18	Mr. Olivier Lermet	UNODC	
19	Mr. Oscar Marengo	UNOPS	
20	Ms. Ma. Rosalyn Mesina	UN Women	
21	Mr. Saleh Tembo	UNDSS	
22	Ms. Manja Vidic	UN OCHA	✓

EVALUATION OF THE UNITED NATIONS PHILIPPINES COOPERATION FRAMEWORK 2019-2023

January 25, 2023 from 9:00 – 11:00 a.m.

Crowne Plaza Manila Galleria and via Zoom

ATTENDANCE SHEET

#	Name	Agency	Signature
22	Smiley B. Atienza	UNHCR	
23	Nikka Mae Loreto	UNESCO	
24	Stephanie Jaurigue	ILO	
25	Gaylord V. Hontay	UNIC	
26	Eden Umil an	RCO	
27	Teresa Debrague	UNIC	
28	Melina Nathan	RCO	✓
29	Naeem Ullah	RCO	✓
30	Alexandra Sinsua	RCO	
31	Dipayan Bhattacharyya	WFP	
32	SIGNE PAULSEN	UNRCO	
33	ROBERTO IBATUA	UNRCO	
34	Ella Antonio	ATI	
35	Elai Pascual		
36	Joel Pagsanghan		
37	Deannah Bandayanon		
38	Ann Bulaoru		
39	John Alukpala	UNRCO	✓
40			
41			
42			

