Philippines: Climate Change Capacity Building Project in the Framework of the Low-Emission Capacity Building Programme (LECB PHL Project) Project ID No. 00079132

Final Project Evaluation
(Years 2012-2018)

Final Report

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List of Acronyms and Abbreviations

AWIT-FE	Agriculture, Waste, Industry, Transport, Forestry, and Energy
CCC	Climate Change Commission
EO	Executive Order
EU	European Union
FPE	Final Project Evaluation
FR	Financial Report
GD	Guidance Document (serves as IRR of E.O. 174)
GHG	Greenhouse Gas
IKP	Information and Knowledge Products
INDC	Intended Nationally Determined Contributions
IP	Implementing Partner
IRR	Implementing Rules and Regulations
LECB-PHL	Low Emission Capacity Building Philippines
LEDS	Low-Emission Development Strategies
LFA	Logical Framework Analysis
MRV	Measurable, Reportable and Verifiable
M&E	Monitoring and Evaluation
NAMAs	Nationally Appropriate Mitigation Actions
NCCAP	National Climate Change Action Plan
NCCMFS	National Climate Change Mitigation Framework Strategy
NDC	Nationally Determined Contributions
NEDA	National Economic and Development Authority

NGA	National Government Agency
NGO	Non-Governmental Organizations
NICCDIES	National Integrated Climate Change Database and Information Exchange System
NSC	National Steering Committee
PSA	Philippine Statistics Authority
PBE	Philippine Business for the Environment
PCCI	Philippine Chamber of Commerce and Industry
PGHGIMRS	Philippine Green House Gas Inventory Management and Reporting System
PMU	Project Management Unit
ProDoc	Project Document
RM	Reference Manual (serves as IRR of E.O. 174)
SMART	Specific, Measurable, Attainable, Relevant, Time-bound
SNC	Second National Communication
TOR	Terms of Reference
TWG	Technical Working Group
UNDAF	United Nations Development Assistance Framework
UNFCCC	United Nations Framework Convention on Climate Change
UNDP	United Nations Development Programme
UNDP-CO	United Nations Development Programme -Country Office
USAID	United States Agency for International Development

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Executive Summary

This report presents the final project evaluation (FPE) of the UNDP project "Philippines: Climate Change Capacity Building Project in the Framework of the Low-Emission Capacity Building Programme" (LECB PHL Project), which was implemented through the Climate Change Commission (CCC) and executed by the United Nations Development Programme – Country Office (UNDP-CO).

The LECB-PHL project's main role is to address problems pertaining to the need to develop capacity for the public and private sectors, particularly in terms of the following:

- Strengthening the systematic reporting of greenhouse gas (GHG) emissions
- Defining Nationally Appropriate Mitigation Actions (NAMAs)
- Designing Low-Emission Development Strategies (LEDS)
- Designing Measurable, Reportable and Verifiable (MRV) systems.

The problem of capacity building for the public sector is addressed by the outcomes of Project Component 1. The project design took a further step by involving the private sector in Project Component 2, and extended to the national level through the Nationally Determined Contributions in Project Component 3.

The goals of the FPE are threefold. The first goal is to evaluate the objectives and outcomes of the LECB Philippine project in terms of the following five criteria: relevance, effectiveness, efficiency, impact, and sustainability. Intrinsic to this first goal is the analysis of the performance of the project in terms of its strategy, implementation, and adaptive management. The second goal is to identify shortcomings in achieving the objectives of the project and draw lessons that can help the UNDP-CO, the donor, and the stakeholders implement similar future undertakings. The third goal is to provide recommendations and conclusions.

This FPE is organized into four parts. The first part is devoted to the evaluation of the project strategy, which encompasses a review of the project design and of the results framework/logical framework using SMART (Specific, Measurable, Attainable, Relevant, and Time-bound) analysis.

The second part is the main focus of this report, which is the evaluation of the project results using the five categories (relevance, effectiveness, efficiency, impact, and sustainability). Each category is rated as: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory, or Not Applicable. Two methods are employed to evaluate the outcomes and outputs of the project. The primary method is the review of available documents, which include the qualitative responses to the survey conducted in 2017, annual reports, technical reports by various experts/consultants, and the ProDoc, among others. The secondary method is the collection and evaluation of new primary data; these data come from reinterpreting and quantifying the responses to the old survey (2017) and conducting a new quantitative

survey (2018); both surveys were addressed to key informants such as representatives from the stakeholders. The FPE took two measures to ensure that the evaluation is evidence-based and transparent.

The first measure was the reinterpretation of the answers to the old survey, which translates to quantifying the responses to allow for an analysis that provides verifiable, measurable, and accurate results. Specifically, the FPE re-organized the survey items and responses in a more systematic way; assigned numerical values to the answers where possible; created a rubric with the criteria for rating the responses; and created a matrix to display the results in a clear, meaningful, and accessible form. Second, a new survey was conducted, which was designed to assess the project outcomes in terms of all five criteria: relevance, effectiveness, efficiency, sustainability, and impact. An evidence-based and measurable approach was intrinsic to the analysis of the questionnaire data. For example, most of the questions were measurable (with corresponding numerical values); any answers in narrative form (for example, responses to open-ended questions) were organized in a concise and understandable manner.

The third part of the FPE is devoted to the analysis of project implementation and adaptive management, while the fourth and last part provides a summary and recommendations for critical intervention.

The main findings of this FPE can be summarized as follows. First, the relevance of the LECB-PHL project is recognized and acknowledged by the different sectors: (a) the public sector (identified stakeholders in the Agriculture, Waste, Industry, Transport, Forestry, and Energy sectors or AWIT-FE); (b) the private sector (Philippine Business for the Environment; PBE); (c) the Philippine government (through CCC and other government sectors such as Philippine Statistics Authority [PSA] and National Economic and Development Authority [NEDA]). The project is instrumental in building capacity in the public sector for GHG inventories and for MRV tools for NAMAs and LEDS through trainings, workshops, and seminars. Likewise, the capacity building and establishment of technical working groups (TWGs) for each of the AWIT-FE sectors constitute an enabling mechanism for the public sector, leading to the institutionalization of a GHG inventory system (Philippine Green House Gas Inventory Management and Reporting System [PGHGIMRS]). The NAMAs developed by the project aided the national government agencies (NGAs) in identifying the appropriate sectoral climate change mitigation actions, which are relevant in the drafting of the Intended Nationally Determined Contribution (INDC).

The project was also relevant in building capacity in the private sector through business summits. Moreover, the project was relevant in enabling awareness, collaboration, and private sector engagement. The second main finding refers to the impact of the project as a catalyst for business investment opportunities in LEDS. The project also clarified advocacy priorities that enabled private sector investment in LEDS.

The third main finding of this FPE pertains to the long-term benefits of the project. The project ensured its sustainability by developing institutional frameworks and governance

such as institutionalizing PGHGIMRS through Executive Order (EO) 174, which was signed on November 24, 2014. The Guidance Document, which served to implement rules and regulations (IRR) for EO 174, can also guide future GHG inventories. The developed Information and Knowledge Products (IKP) and National Integrated Climate Change Database and Information Exchange System (NICCDIES) are also instrumental in ensuring the sustainability of the project.

Given the challenges faced by the project, as discussed above, the following are some relevant recommendations for critical interventions:

(1) If possible, stakeholders outside of Metro Manila should be identified, and the benefits of the project (such as enabling awareness and capacity development) should be extended to them through consultations and collaboration.

(2) To address the seemingly asymmetric information about the benefits of the project and their policy implications, there should be timely communication and information-sharing with the stakeholders. Alternatively, the project needs to continuously improve its communication strategies to ensure that information with regard to its achievements methodically trickles down to the stakeholders in a timely fashion.

(3) Although the project improved in terms of delays in the achievement of project outcomes, one future solution would be to set more realistic and practical timeframes to preclude extensions, which have direct and indirect costs.

(4) A better matching of skill set required in delivering the LECB PHL outputs and experts with appropriate skills could also avoid future delays and termination of contracts.

(5) There may also be a need for the CCC to formally issue directives or pronouncements indicating when the project outputs form part of any national document or system.

(6) For the benefit of the private sector, it would help to conduct effective demonstration projects to encourage and convince the private sector to invest in LEDS. In a similar vein, providing proof of return on investment, albeit a little challenging, would help the private sector decide to invest in LEDS.

1. Introduction

This document presents the final report for the Final Project Evaluation (FPE) of the UNDP project "Philippines: Climate Change Capacity Building Project in the Framework of the Low-Emission Capacity Building Programme" (LECB PHL Project), which was implemented through the Climate Change Commission (CCC) and executed by the United Nations Development Programme – Country Office (UNDP-CO).

The goals of the FPE are threefold. The first goal is to evaluate the objectives and outcomes of the LECB Philippine project in terms of the following five criteria: relevance, effectiveness, efficiency, impact, and sustainability. Intrinsic to this first goal is the analysis of the performance of the project in terms of its strategy, implementation, and adaptive management. The second goal is to identify shortcomings in achieving the objectives of the project and draw lessons that can help the UNDP-CO, the donor, and the stakeholders implement similar future undertakings. The third goal is to provide recommendations and conclusions.

The Philippines is one of the countries supported by the Global Low Emission Capacity Building (LECB) Programme for national climate change mitigation efforts, low emission development strategies (LEDS), and enhanced measuring, reporting, and verification (MRV) systems. The Global LECB, which is funded by the European Commission, the German Federal Ministry for the Environment, Nature, Conservation, Building and Nuclear Safety (BMUB), and the Australian Government, is executed by UNDP and implemented by CCC through the LECB Philippine Project.

The first phase of the project, which started in 2012, has eleven intended **outcomes** organized into three **project components**. Each outcome has corresponding expected **outputs** (Annex 1).[1]

Project Component 1 is focused on building capacities for climate change mitigation in the public sector. It has four main expected outcomes.

Outcome 1: The establishment of a robust national-level system for the preparation of greenhouse gas (GHG) emission inventories.

Outcome 2: The formulation of Nationally Appropriate Mitigation Actions (NAMAs) and four Low-Emission Development Strategies (LEDS) sectoral road maps within the context of national development priorities.

Outcome 3: The design of measurable, reportable, and verifiable (MRV) systems to support implementation and evaluation of the NAMAs and/or LEDS sectoral road

[1] Annex 1 depicts the different outcomes, and their respective outputs, of each of the three project components, which were derived from ProDoc and the Annual Progress Reports for the years 2015, 2016, 2017.

maps.

Outcome 4: Project management, monitoring, and evaluation.

Project Component 2 aims to strengthen private sector participation in climate change mitigation activities. It initially had four intended outcomes, but Outcomes 5 and 6 were merged, as were Outcomes 7 and 8, to avoid redundancy and increase efficiency.

Outcomes 5/6: The creation/improvement of an enabling environment that accelerates the scaling up of mitigation, and the engagement of the private sector in defining the enabling environment and stimulating investment in mitigation.

Outcomes 7/8: The creation of an enabling environment to encourage the private sector to integrate mitigation strategies into their business plans, and the development of MRV schemes with support from private sector actors.

Outcome 9: Development of information and knowledge products (IKP).

Project Component 3 addresses the development of the country's Intended Nationally Determined Contribution (INDC) Action Plan. It has two expected outcomes.

Outcome 10: Pre-Paris INDC related activities.

Outcome 11: Post-Paris INDC related activities.

The LECB Philippine project had its preparatory phase from October 2011 to March 2012 with an allocation of US$30,000. The project was implemented from April 2012 to December 2016, and then extended until August 2018. The implementation phase had an initial financial allocation of US$737,609 and enhanced support of US$458,891. An additional budget of US$107,000 was granted by the European Union (EU) to support the project's INDC preparations. For 2018, the project has an annual budget of US$212,227.36. The project's annual and quarterly budget, actual expenditures, and delivery rate from 2013 until the second quarter of 2018 are discussed further in Section 4 below and are presented in Annexes 11, 12.1, and 12.2.

The project hired a total of 14 experts or consultants (Annex 2). For three of them, the project either terminated their contracts, discontinued their services, or did not formally use their outputs.[2] The management structure for implementing the LECB Philippine project as well as the dynamics between the CCC, which is the Implementing Partner (IP), and the UNDP-CO in terms of the decision-making process are further discussed in Section 2 below.[3]

[2] Annex 2 lists the status of contractors' deliverables and payments as of September 2018 (based on the latest review of the Contractor Status file).

[3] Also see Section 2 for relevant figures and tables including Figure 1: Management Structure for

Annex 3 depicts the progress of the project towards the achievement of its objectives from 2013 to the second quarter of 2018 (April–June), with details of the project output indicators for each of the 11 outcomes. Outcome 1 is completed, with the following outputs: (1) institutionalization of the Philippine Green House Gas Inventory Management and Reporting System (PGHGIMRS) through Executive Order (EO) 174, signed on November 24, 2014; (2) Guidance Document (GD), which served as the Implementing Rules and Regulations (IRR) for EO 174; (3) Reference Manual (RM), which contains the rules, data requirements, calculation methodologies, and document templates necessary for GHG inventory reports. The outputs for Outcome 1 ensure the sustainability of the benefits of the project by establishing the appropriate institutional framework.

Outcome 2 is also completed, with the formulation of NAMAs listing climate change mitigation options. Using multi-criteria analysis developed by the project, the appropriate mitigation actions were selected and prioritized and incorporated into the country's INDC, and submitted to the United Nations Framework Convention on Climate Change (UNFCCC). The formulation of NAMAs under Outcome 2 was instrumental in the drafting of the INDC. Outcome 2 outputs also include the completion of the National Climate Change Mitigation Strategy Framework (NCCMSF) and Mitigation Goals, which aim to provide a clear direction to the development, implementation, and management of the country's climate change mitigation actions in an efficient and cost-effective way, and to define the mid- to long-term goals of the government on climate change mitigation. The project submitted a synthesized version of the final report on NCCMSF to the CCC.

Briefly, the planned targets and indicators for Outcome 3 are also accomplished: (1) design of MRV systems for NAMAs and LEDS; (2) capacity-building on MRV activities for the public sector (government officials) through workshops and knowledge products; (3) development of a national technology system or a national MRV database system (the National Integrated Climate Change Database and Information Exchange System [NICCDIES]). The outputs of Outcome 3 (MRV capacity building, IKP, and NICCDIES) will help ensure the project's sustainability in the public sector.

Project Component 2 extended the project's capacity-building and other activities to involve the private sector. The project aimed to catalyze private sector engagement and investment in mitigation actions. Achievements under merged Outcomes 5/6 are: (1) the formulation of an LEDS roadmap for the private sector and (2) the establishment of a national awards system for good practices in climate change mitigation. Achievements under merged Outcomes 7/8 are: (1) the development of a GHG reporting protocol for the private sector and (2) capacity-building in the private sector through business summits in Luzon, Visayas, and Mindanao.[4] In essence, Project Component 2 served as a catalyst for business investment opportunities in LEDS, enabled public-private partnerships and collaboration in addressing climate change (Outcomes 5/6), and will help ensure the long-

Implementing the Climate Change Capacity Building Project: Philippines, and Table 2: Monitoring and Evaluation Work Plan.

[4] Annex 4 provides a list of business summits.

term benefits of the project for the private sector (Outcomes 7/8).

Project Component 3 primarily addressed the international commitments of the country on climate change adaption and mitigation (Paris Agreement). The project contributed to the drafting of the INDC submitted to the United Nations Framework Convention on Climate Change (UNFCCC), The project also drafted the NDC framework/roadmap and institutionalized the NDC process to fulfill the country's international commitments.

The LECB Philippine project is guided by the Philippine government's existing policies on climate change mitigation. The project is also aligned with the goals of the Philippines' National Climate Change Action Plan (NCCAP) to "build the adaptive capacities of women and men in their communities, increase the resilience of vulnerable sectors and natural ecosystems to climate change, and optimize mitigation opportunities towards gender-responsive and rights-based sustainable development."

This final report is organized as follows. Section 2 presents the evaluation of the project strategy, which is subdivided into the evaluation of the project design and the evaluation of the results framework and logical framework. Section 3 focuses on the assessment of project results. Section 4 presents the methodology and the results of reviewing the project implementation and adaptive management. Section 5 provides recommendations and conclusions.

2. Review of the Project Strategy

This section presents the results of evaluating the project strategy in terms of its: (a) project design and (b) results framework or logical framework (logframe). This section then is divided into analyzing these two parts of the project strategy; we present first the methodology then the results of the analysis for each part.

2.1 Project Design

2.1.1 Methodology for the Evaluation of the Project Design

The main method in evaluating the project design is a review of the following documents: (a) Project Document (ProDoc) and (b) Annual Progress Reports for the years 2015, 2016, and 2017. This desk review is guided by the following tasks, which were identified in the terms of reference (TOR):

(1) Review the problem addressed by the project and the underlying assumptions.
(2) Review the effect of any incorrect assumptions or changes to the context on achieving the project results as outlined in the project document.
(3) Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results.

(4) Review how the project addresses country priorities.
(5) Review decision-making processes.
(6) Review organizational structure of the project management unit (PMU) and any technical working groups established (for example, members, numbers of meetings per year, how they interacted with other sections of the PMU).

2.1.2 Results of the Evaluation of the Project Design

The results of the project design evaluation are presented in this section, which is organized by the six tasks identified above in section 2.1.1.

2.1.2.1 Review of the problem addressed by the project and the underlying assumptions

The Philippines has recognized the need for climate change mitigation and adaptation measures in order to address the adverse impacts of climate change. Its commitment to a clean development path is apparent in many national efforts: first is the establishment of the Climate Change Commission (CCC) in 2009 through the enactment of Republic Act 9729 (Climate Change Act). Second, as a Party to the United Nations Framework Convention on Climate Change (UNFCCC), the Philippine government has prepared two national communications, which encompassed GHG National Inventories for 1994 (submitted to UNFCCC in 2000 as part of its Initial National Communication) and 2000 (to be submitted as part of the Second National Communication [SNC]). Third is the development of the Philippine National Framework Strategy on Climate Change (2010–2022), which highlights the national commitment to addressing climate change. Fourth is the issuance of the National Climate Change Action Plan (NCCAP) by the CCC in compliance with RA 9729 (and its Implementing Rules and Regulations [IRR]) and with international commitments.

Despite these many efforts to respond to climate change, the Philippines has acknowledged a further need for capacity development to fully understand the abundance of relevant technical information available and to facilitate collaboration among stakeholders and between the public and private sectors.

The LECB-PHL project's main role, therefore, with CCC as the implementing agent and executed by the UNDP-CO, is to address the problem pertaining to the need to develop capacity for the public and private sectors, particularly in terms of the following:

- Strengthening the systematic reporting of greenhouse gas (GHG) emissions
- Defining Nationally Appropriate Mitigation Actions (NAMAs)
- Designing Low-Emission Development Strategies (LEDS)
- Designing Measurable, Reportable and Verifiable (MRV) systems

This problem was identified in the ProDoc's situation analysis, which observed that there is increasing awareness of climate change issues in the Philippines, but its capacity to monitor and to respond to these issues is still insufficient. The problem of capacity building for the public sector is addressed by the outcomes of Project Component 1. The project design took a further step by involving the private sector in Project Component 2, and extended to the national level through the Nationally Determined Contributions in Project Component 3.

2.1.2.2 Review of changes to the context of the achievement of the project results

The rationale of the LECB-PHL project that a country needs support in capacity development to respond to climate change is consistent with that of the global LECB Programme. The LECB Programme conducted stocktaking exercises, stakeholder consultations, and reviews of experiences in the initial and second National Communications and results from complementary initiatives as part of its Inception Phase and as guided by the Programme's Global Support Component (GSC). These exercises allowed the Programme to identify gaps that the project needed to address, to define the scope and nature of the project proposal, and to identify potential linkages with ongoing projects or policy matters. Essentially, systematic efforts during the Inception Phase, which were aimed at improving the design of the national LECB-PHL project, led to identifying the project's objectives in addressing climate change in the Philippines.

The stocktaking exercise and contextual assessment for the Philippines were instrumental in the development of the proposed capacity building activities for the public sector (such as development of national GHG inventory systems, NAMAs, MRV and LEDS) for the four identified sectors: Agriculture, Waste, Industry, and Transport (AWIT).

There was a change in the structure of Project Component 2 from 2015 to 2016. Project Component 2 was introduced in 2015 with the goal of developing capacity for the private sector. It had four projected outcomes:

Outcome 5: Creation/improvement of an enabling environment to accelerate the scaling up of mitigation.
Outcome 6: Engagement of the private sector in defining enabling environments and stimulating investments in climate change mitigation.
Outcome 7: Creation/improvement of an enabling environment to encourage the private sector to integrate mitigation strategies into their business plans.
Outcome 8: Development of MRV schemes with support from the private sector.

In 2016, Outcomes 5 and 6 were combined, given that they could both be accomplished through similar activities; the same strategy was adopted for Outcomes 7 and 8. Hence, these four outcomes are now reclassified as two outcomes:

Outcomes 5/6: The creation/improvement of an enabling environment that accelerates the scaling up of mitigation, and the engagement of the private sector in defining the enabling environment and stimulating investment in mitigation.

Outcomes 7/8: The creation of an enabling environment to encourage the private sector to integrate mitigation strategies into their business plans, and the development of MRV schemes with support from private sector actors.

There seems to have been no consequence of this reclassification; the outcomes are stated differently but the outputs in achieving the outcomes remain the same.

2.1.2.3 Review of the relevance of the project strategy

The project design is guided by the existing policies of the government on mitigation, and the project is aligned with the goal of the Philippines' National Climate Change Action Plan (NCCAP) to "build the adaptive capacities of women and men in their communities, increase the resilience of vulnerable sectors and natural ecosystems to climate change, and optimize mitigation opportunities towards gender-responsive and rights-based sustainable development."

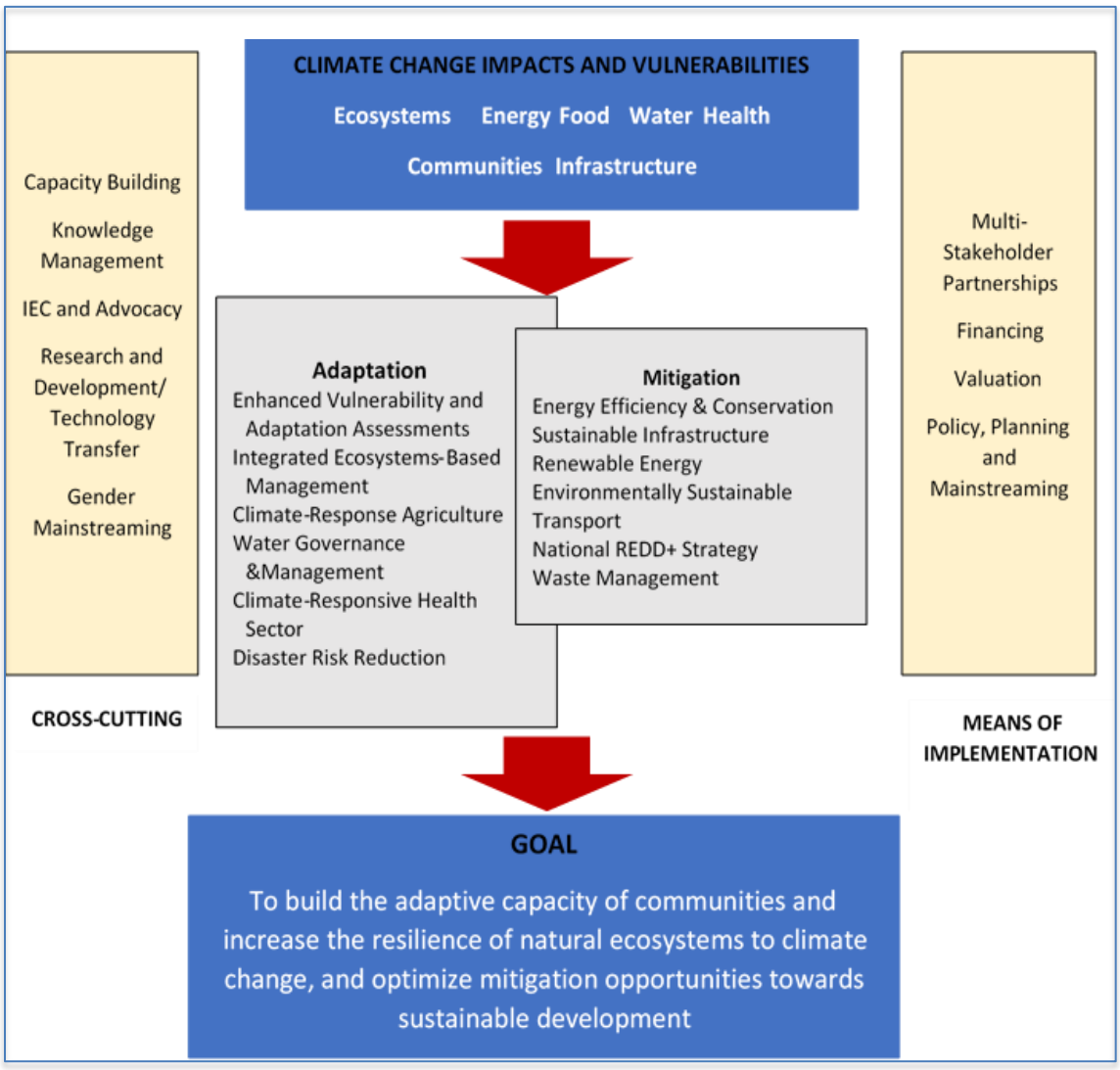
To evaluate the relevance of the project strategy, we first examine how the LECB-PHL project increases the resilience of vulnerable sectors. In response to the NCCA's goal, LECB-PHL identified key sectors that need climate change capacity building, namely, Agriculture, Waste, Transport, and Industry (AWIT), later adding Forestry and Energy (FE). These sectors are part of the institutional arrangements for the implementation of Outcomes 1 to 3 under Project Component 1. As of this writing, the project has yet to formally establish its strategies with respect to ensuring the adaptive capacities of men and women in the communities, or to optimizing mitigation opportunities towards gender-responsive and rights-based sustainable development.

2.1.2.4 Review of how the project addresses country priorities

The outcomes of LECB are aligned with the priorities of the Philippine government towards climate change, which are stipulated in the Philippine National Framework Strategy on Climate Change 2010-2022 (NFSCC).

For example, the outcomes of Project Component 1 (such as the establishment of a national-level system for GHG emission inventories, and the development of NAMAs and LEDS) can be considered as capacity building and knowledge management activities, identified as cross-cutting strategies by the government, to help attain the climate change goals of the country (Figure 1).

Figure 1. Operational Diagram of the National Framework Strategy on Climate Change (2010-2022)



Source: National Framework Strategy on Climate Change 2010-2022 (www.neda.gov.ph/wp-content/uploads/2013/10/nfscc_sgd.pdf)

For Project Component 2, the inclusion of the private sector is indicative of a multi-stakeholder partnership, which is one of the means of implementation identified by NFSCC in building the adaptive capacity of communities (Figure 1).

The focus of Project Component 3 is the Philippine NDC framework/roadmap. The elements of this framework/roadmap, especially the long-term adaptation and mitigation strategy, are drawn from and consistent with the NFSCC. The goal of NDC is also aligned with the ultimate goal identified in NFSCC. The NDC roadmap also identifies other relevant national policy and planning frameworks such as the National Climate Change

Action Plan (NCCAP) 2011–2018, Philippine Development Plan (PDP) 2017–2022, and Sectoral Development Plans/Roadmaps that are consistent and aligned with the mitigation options considered in the NDC framework.

2.1.2.5 Review of the decision-making processes

The decision-making process can be determined from the description of roles of key parties under management arrangements, the monitoring and evaluation framework, and the legal context of the project document (ProDoc).

There is an obvious check-and-balance relationship between the CCC, which is the Implementing Partner (IP), and the UNDP-CO. The IP manages the project and ensures the on-the-ground implementation of the project while the UNDP-CO also assumes responsibility for the successful execution of program outcomes, but conducts independent project oversight and monitoring functions separate from the management function of the IP. This relationship is also seen in the Monitoring and Evaluation Work Plan (Table 2), as most reports have the Project Team (which is under the IP) and UNDP-CO as responsible parties. The IP and UNDP-CO also work in collaboration to define, assess, and monitor program outputs and achievements towards desired development outcomes.

Table 2. Monitoring and Evaluation Work Plan

Type of M&E Activity	*Responsible Parties*	*Time Frame*
Inception Workshop ad Report	○ Project Manager ○ UNDP CO, UNDP EEG	Within first two months of project start up
Bimonthly report on output and implementation	○ Oversight by Project Manager ○ Project Team	Every two months
Quarterly Report (Atlas and ERBM)	○ UNDP CO	Quarterly
Periodic status/ Progress reports	○ Project Manager and team	Every six months
Project Terminal Report	○ Project Manager and team ○ UNDP CO	At least three months before the end of the project
Audit	○ UNDP CO ○ Project Manager and team	End of project

Source: Project Document, pg. 31

2.1.2.6 Review of the organizational structure of the PMU

The management arrangements give a clear picture of the roles of the key entities, namely the CCC as the IP, UNDP-CO, and the National Steering Committee (NSC). The check-and-balance relationship can be seen from the organizational structure of the management arrangements (Figure 2).

The CCC ensures the implementation of the project and directly handles the project management team. At the lateral level are the UNDP-CO and the NSC. Their respective roles are well-defined in the ProDoc along with those of the PMU and the Technical Working Groups (TWGs).

In the ProDoc, key stakeholders among the public and private sectors were identified, and the reasons for their inclusion were also listed. The private sector's role is briefly discussed in the project document. The success and continuity of the project also depend on the private sector's actions (under Project Component 2), but the project initially (per ProDoc), treated the private sector as a third party or an active participant rather than a key actor. There was no separate and detailed description of the private sector's role or involvement under the management arrangements or under Project Component 2. However, the private sector became more engaged as the second component of the project commenced, especially in the business summits. In addition, the management structure for implementing the Climate Change Capacity Building Project: Philippines that was stipulated in the ProDoc (page 18) was revised to include the steering committee and the technical working groups (TWGs; Figure 2). In the new management/implementation arrangements, the private sector, through the Philippine Chamber of Commerce and Industry (PCCI), is part of the steering committee.

2.2 Results Framework / Logical Framework

2.2.1 Methodology for the Evaluation of the Results Framework/Logical Framework

The analysis of the results framework or logical framework (logframe) is guided by the following tasks as identified in the TOR:

(1) Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound).
(2) Examine if progress so far has led to, or could in the future catalyze, beneficial development effects.

The UNDP Handbook (2009) definition of "SMART" is used in the analysis, depicted in Table 3, and compared with Table 4 below for robustness of the evaluation.

Figure 2. Revised Management Structure for Implementing the Climate Change Capacity Building Project: Philippines

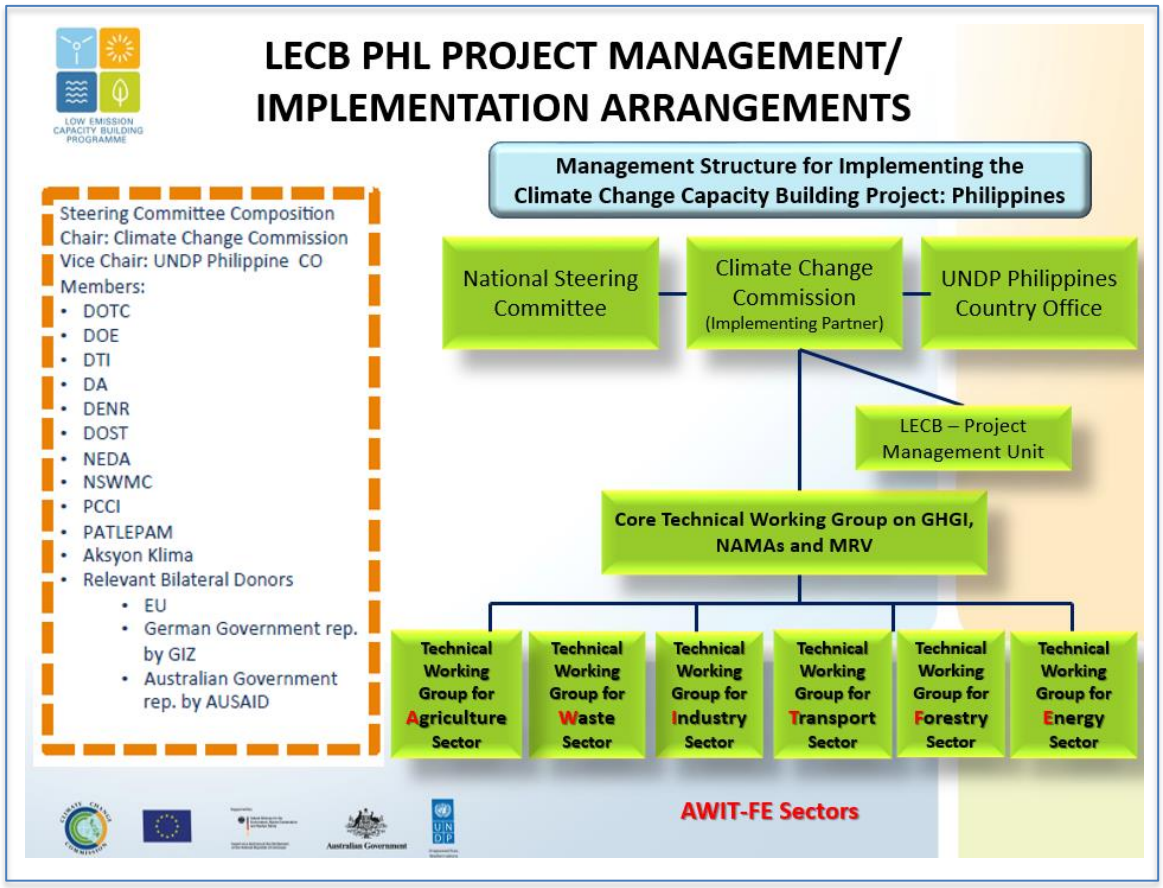


Table 3. SMART Criteria Definition

S Specific	Outcomes must use change language, describing a specific future condition.
M Measurable	Results, whether quantitative or qualitative, must have measurable indicators, making it possible to assess whether they were achieved or not.
A Achievable	Results must be within the capacity of the partners to achieve.
R Relevant	Results must make a contribution to selected priorities of the national development framework.
T Time-bound	Results are never open-ended. There should be an expected date of completion.

Source: Figure 10, Page 58 UNDP Handbook on Planning, Monitoring and Evaluating for Development Results (UNDP, 2009).

Table 4. SMART Indicators

Specific:	Is the indicator specific enough to measure progress towards the results?
Measurable:	Is the indicator a reliable and clear measure of results?
Attainable:	Are the results in which the indicator seeks to chart progress realistic?
Relevant:	Is the indicator relevant to the intended outputs and outcomes?
Time-bound:	Are data available at reasonable cost and effort?

Source: Box 14 (UNDP Handbook, 2009)

Ideally, the outcomes should be measurable with formulated and established indicators so that their progress and achievement are verifiable.

The strategy in analyzing whether the project's targets or indicators can be considered as "SMART" hinges on their availability in ProDoc and elsewhere. For example, for Outcomes 1 to 3, the project indicators that were used for the analysis come directly from the ProDoc (Annex 5), while for Outcomes 5/6, 7/8, and 11, their identified outputs were assessed instead (Annex 6). Outcome 4: Project Management and Outcome 9: Development of Information and Knowledge Products are excluded from the analysis since there are neither defined targets nor specific outputs, and therefore progress in achieving their outcomes are not measurable (UNDP Handbook, page 70). Outcome 10, on the other hand, is included in the analysis although it has no specified indicators; its outcome is evaluated instead. The reason is that this outcome could have had specific and measurable indicators of achievement of its objectives. For example, Outcome 10, which is the implementation of pre-Paris INDC related activities, could have had specific activities.

In summary, the SMART analysis of the project comprises evaluating 29 indicators, outputs, and outcomes – specifically 20 indicators, 8 outputs, and 1 outcome. The five criteria used in the analysis (Specific, Measurable, Attainable, Relevant, and Time-bound) are equally weighted, each worth 1 point, such that each of the 29 items being evaluated can receive a maximum of 5 points and the project can receive a maximum of 29 points for each category. Table 5 below shows how an item can receive 1 point for each category. This point system is established to quantify the SMART analysis. The guidelines indicated in Table 5 below are consistent with the definition of UNDP in Tables 3 and 4 above but with more measurable and quantifiable requirements. This point system will also allow stakeholders to more quickly and easily assess the general results of the SMART evaluation.

Table 5. Assignment of points for each SMART category

Category	Score	Guidelines
S Specific	1	If the indicator/ output/ outcome has a clear goal and an action plan.
	0	If the goal or action plan cannot be deciphered from the indicator/ output/ outcome's description
M Measurable	1	If the indicator/ output/ outcome has a defined target or end-product.
	0	Otherwise.
A Achievable	1	If indicator/ output/ outcome has a defined target and the steps have been identified on how to achieve the target.
	0	Otherwise.
R Relevant	1	If indicator/ output/ outcome is related to overall objective.
	0	Otherwise.
T Time-bound	1	If indicator/ output/ outcome has a target date of completion.
	0	Otherwise.

Source: *https://www.mindtools.com/pages/article/smart-goals.htm*

2.2.2 Evaluation of the Results Framework/Logframe

The results framework/logical framework found in ProDoc, which only contains the indicators and targets for Project Component 1 (Outcomes 1 to 3), is revised to include the outcomes and outputs for Project Components 2 and 3 (Outcomes 4 to 11). We conducted our SMART analysis on this revised results framework, as seen in Annex 6. Revised Logical Framework Analysis (LFA) Matrix: Project Components 1, 2, 3.

Annex 7, which shows the actual results of the SMART analysis and the scores for each item (indicator/target/output), is discussed below.

2.2.2.1 S - Specific targets and indicators (Score: 23 out of 29)

A logical framework indicator or target is considered "specific" and will get a score of 1 if it is accompanied with a clear goal and an action plan. It can be gleaned from Annex 7 that **6** indicators, targets, and outputs are considered not specific enough.

For example, the four indicators and targets from Outcomes 1, 2, and 3 that pertain to numbers of trainings and government officials trained without specific targets (i.e., it is based on training needs, which was not quantifiable) are given a score of 0, unlike the other indicators that include a specific target of 85% of participants applying what they learned from the GHG inventory, NAMA, LEDS, and MRV tool trainings (from Outcomes 1, 2, and 3, as well). The same reason is behind the score of 0 for the indicator "number of specific mitigation options" (under Outcome 2: Formulation of NAMAs and LEDS) whose target is not specific and does not seem to correspond to the indicator.

Outcome10 is not specific since it does not have an accompanying indicator, which could have been formulated to describe the achievement of the objectives of their respective project components.

2.2.2.2 M - Measurable targets and indicators (Score: 23 out of 29)

Measurability is defined as whether an outcome/output has a corresponding defined target or end product. The same indicators, targets, and outcomes identified as not specific in the above discussion are also identified as not measurable. For example, Outcome 10, which is the establishment of institutional structures/organizations and of arrangements for designing, formulating, and implementing the INDCs, received a score of 0 for measurability for two reasons: either a definite target output is unspecified and undocumented in any of the documents reviewed, or the target output cannot be inferred or established. The discussion of Outcome 10 in the 2016 Annual Report included some activities to achieve the outcome, although the goal of doing these activities was not stated.

2.2.2.3 A - Achievable targets and indicators (Score: 23 out of 29)

The achievability of targets or indicators is contingent on whether they are well defined in the documents included in the desk review, which is the criterion for measurability. In effect, the definition of achievability follows from the definition of measurability of targets. As such, Outcome 10 again did not receive a score of 1 for achievability as it did not pass the measurability criterion, as discussed above; the rest of the indicators and outputs considered as not measurable are by definition unachievable as well (Table 5).

2.2.2.4 R - Relevant targets and indicators (Score: 29 out of 29)

The LECB project scored the highest (with a full score of 29 out of 29) in terms of the relevance of the logical framework indicators and targets with respect to the project's objective in developing the country's climate change mitigation actions.

In particular, Project Component 1's outputs such as capacity building activities, and development of sectoral roadmaps and MRV schemes are directly related to creating a system for the mitigation actions. Project Component 2's outputs such as private sector LEDS roadmaps and conducting business summits engage the private sector in the mitigation actions. Project Component 3 on NDC Action Plans in the Philippines brings the scope of the mitigation actions to the national level.

2.2.2.5 T - Time-bound targets and indicators (Score: 21 out of 29)

This category scored the least out of the five categories since **8** indicators, outcomes, and targets are without a specified date of completion. Seven of these items pertain to number

and percentage of participants adopting and applying what they learned in the different planned trainings of the project to build capacity while Outcome 10 did not have a specified indicator and target at all.

3. Evaluation of the Project Results

The most important aspect of the FPE pertains to the evaluation of the achievement of the project's objectives, outcomes, and outputs (Annex 1). This section is divided into two subsections: the methodology and the results of the evaluation.

3.1 Methodology for the Evaluation of Project Results

There are five criteria used to assess the project's results: relevance, effectiveness, efficiency, sustainability, and impact.

The **primary method** of evaluation of results is the review of available documents, which includes the qualitative responses to the survey administered in 2017, annual reports, technical reports by various experts/consultants, and the ProDoc, among others. Annex 8 provides a matrix of the compiled documents and the dates that they were made available to the new evaluator's team (denoted by *E* for electronic copy and *H* for hard copy).

The **secondary method** involves the collection and evaluation of new primary data: these data come reinterpreting and quantifying the responses to the old survey conducted in 2017, and a new quantitative survey conducted in 2018; both surveys were addressed to key informants such as primary stakeholders. The FPE undertook two measures to ensure that the evaluation was evidence-based and transparent.

The first measure was the reinterpretation of the answers to the old survey (that is, from the 12 answered questionnaires made available). The purpose was to quantify the responses to allow an analysis that would provide verifiable, measurable, and accurate results. Specifically, the FPE re-organized the survey items and responses in a more systematic way; assigned numerical values to the answers where possible; created a rubric with the criteria for rating the responses; and created a matrix to display the results in a clear, meaningful, and accessible form.

Second, a new survey was conducted to supplement the previous one; in particular, new questionnaires were designed to assess the project outcomes in terms of all five criteria: relevance, effectiveness, efficiency, sustainability, and impact of the project. An evidence-based and measurable approach was intrinsic to the analysis of the questionnaires. The quality and phrasing of the survey questions was therefore fundamental. For example, most of the questions in the questionnaire were measurable (with corresponding numerical values); any answers in narrative form (for example, responses to open-ended questions) were organized in a concise and understandable manner. In particular, if the goal was to

rate an outcome, then the questions were constructed in such a way that the answers had clear numerical values. In the same vein, if the goal was to gather information about the lessons learned and challenges faced by the key informant, then a narrative answer was more apt.

Annex 9.1 provides a list of persons interviewed while Annex 9.2 lists the five criteria (relevance, effectiveness, efficiency, sustainability, and impact), their corresponding sample questions, and their numerical values, when applicable, based on the answered questionnaires (secondary method). The scores derived from the secondary method of evaluating the project results are assigned a specific grade based on the rating depicted in Table 6 below. We assigned a percentage equivalent to the rating specified in the TOR and in the UNDP Handbook.

Table 6. Rating of objectives and outcomes of the project in terms of relevance, effectiveness, and efficiency

Rating	Numerical value	% *	Range**	Definition
Highly Satisfactory	6	100 %	84-100%	The project had no shortcomings in the achievement of the objectives.
Satisfactory	5	83%	68-83%	The project had minor shortcomings in the achievement of the objectives.
Moderately Satisfactory	4	67%	51-67%	The project had moderate shortcomings in the achievement of the objectives.
Moderately Unsatisfactory	3	50%	34-50%	The project had no shortcomings in the achievement of the objectives.
Unsatisfactory	2	33%	18-33%	The project had major shortcomings in the achievement of the objectives.
Highly Unsatisfactory	1	17%	1-17%	The project had severe shortcomings in the achievement of the objectives.

Notes:

** The maximum value a category can get is 6 and is therefore used as the base (denominator) in the computation of %*

*** The range is simply derived from the computed "% column"*

Figure 3 summarizes graphically the methodology used for evaluating the results.

3.2 Discussion of the Evaluation of the Project Results

This section is divided by the five categories used in evaluating the results, which are then sub-divided into the primary method and secondary method, when appropriate.

3.2.1 Relevance of Project Results (Score: 159/179 or 89% “Highly Satisfactory”)

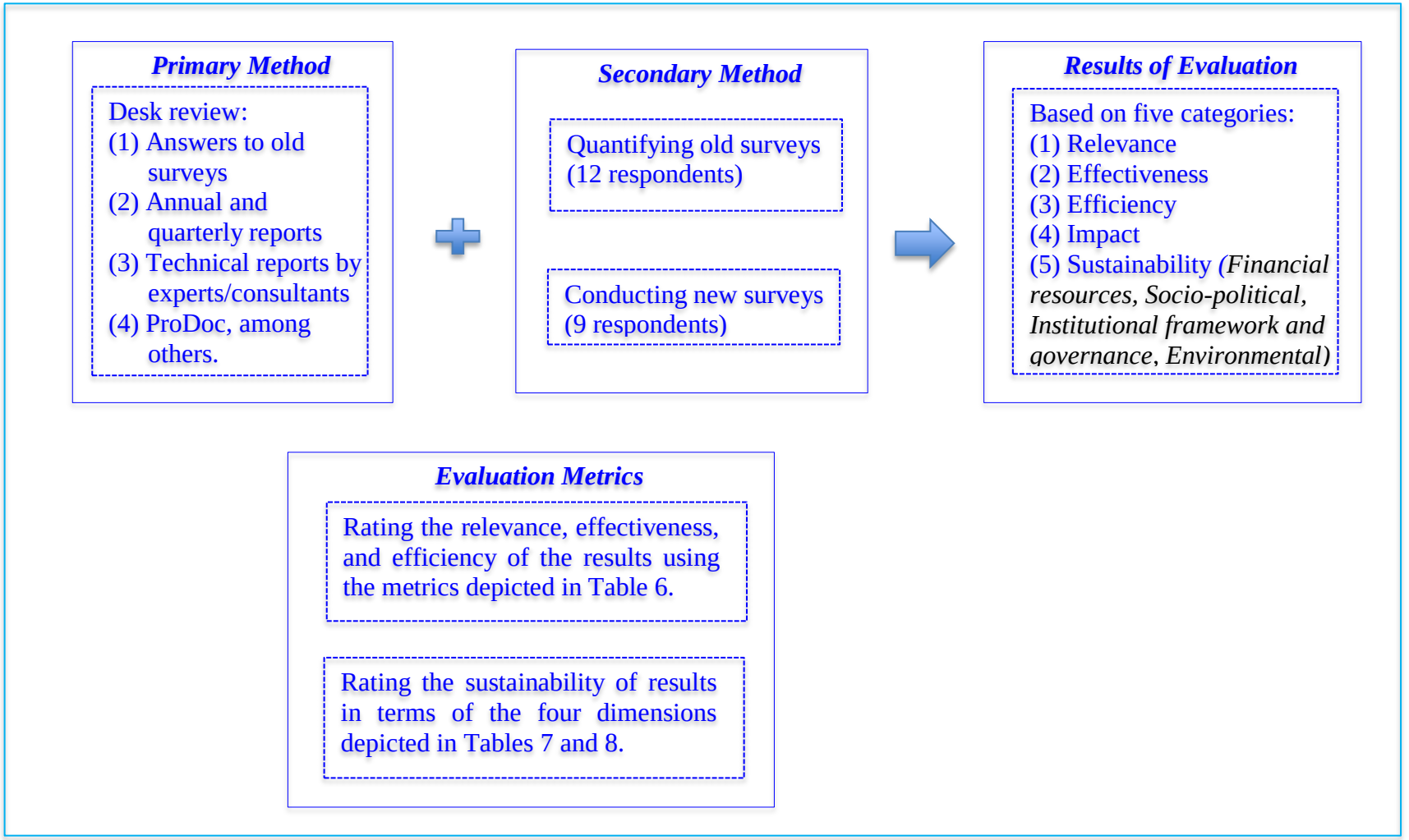
3.2.1.1 Methodology for Evaluating the Relevance of the Project Outcomes and Outputs

New questionnaires were created to capture the different experiences and opinions of three types of respondents: (1) representatives from the public sector such as stakeholders from the identified vulnerable sectors (AWIT-FE), NEDA, PSA, Department of Environment and Natural Resources (DENR), and CCC; (2) experts or contractors hired by the project to generate its different outputs; and (3) representatives from the private sector.

The relevance of the LECB-PHL project is assessed based on its consistency with and relevance to the following:

- Country priorities on climate change mitigation
- Fulfilling the government’s commitment to the Paris Agreement
- Implementing the National Climate Change Action Plan (NCCAP)
- Developing Nationally Determined Contributions (NDCs)
- Reporting to the United Nations Framework Convention on Climate Change (UNFCCC)
- Targeting the specific needs of the CCC
- Targeting the specific needs of the stakeholders
- Complementing the work of other development partners engaged with the CCC in NDC-like activities

Figure 3. Evaluation of Project Results



3.2.1.2 Results of Evaluating the Relevance of the Project Outcomes and Outputs

The relevance of the LECB-PHL project is recognized and acknowledged by the different sectors: (a) public sector (national government agencies or NGAs identified as stakeholders; AWIT-FE); (b) private sector (Philippine Business for the Environment PBE); (c) Philippine government (through the CCC and other government sectors such as PSA and NEDA).

In the surveys conducted, out of a total possible score of 179, the project scored 159 or 89%, which is equivalent to "highly satisfactory" by the metric stipulated in the TOR and in the UNDP Handbook (Table 6). Annex 9.2 depicts the questions related to the relevance of the project as well as their corresponding scores. Out of a possible 20 respondents, where 11 answered the old questionnaires while 9 answered the new survey questions, the number of valid answers vary contingent on the type of question.[5]

The project was deemed very relevant in all the activities pertaining to international commitments mentioned above. In particular, for those who answered the new questionnaires, almost all of the interviewed individuals and representatives recognized that the project is very relevant in these areas.

Fulfilling the government's commitment to the Paris Agreement (Score: 35/40)
Developing Nationally Determined Contributions (NDCs) (Score: 35/40)

Fifty percent (50%) of the 10 respondents who answered these questions scored each of these two achievements of the project as "very relevant" or "4" while the other 50% gave a score of "3" or "relevant," which resulted in an average of 3.5 out of a maximum of 4 points. These two items got a total score of 70 points out of a possible 80 points (87%) after aggregating the scores of the 10 respondents (Annex 9.2).

Implementing the National Climate Change Action Plan (NCCAP) (Score: 31/36)
Reporting to the United Nations Framework Convention on Climate Change (UNFCC) (Score: 31/36)

About 56% of the 9 respondents (i.e., 5 respondents) answered that the project is "very relevant" in implementing NCCAP and UNFC, while the others either answered "somewhat relevant" (score of 2) or "relevant" (score of 3). The average response is 3.4. These two items got a total score of 62 out of 72 (86%) after aggregating the scores of the 9 respondents.

[5] Most of the questions from the old questionnaire were open-ended questions and therefore, assigning their responses numerical values was challenging if not impossible. In addition, one question included several sub-questions such that different activities/achievements of the project cannot be disentangled. Hence, the number of valid numerical answers vary by question. All of the responses to the old questionnaires were reviewed and incorporated in this discussion of results, when possible and meaningful, even when they were not included in the computation of the aggregate score.

In aggregate terms, 12 respondents who answered the questions pertaining to the relevance of the project in terms of its role in fulfilling international commitments (Paris Agreement, NCCAP, NDCs, and UNFCCC) either gave a score of 4 (very relevant) or 3 (relevant).

In terms of whether the LECB-PHL Project is relevant in terms of country priorities for climate change mitigation, and targeting the needs of the CCC and stakeholders, the respondents unanimously agreed that the project is relevant.

Country priorities on climate change mitigation (Score: 8/8)

All 8 respondents (100%) answered that the project is consistent with country priorities on climate change mitigation.

Targeting the specific needs of the CCC (Score: 9/9)
Targeting the specific needs of the stakeholders (Score: 10/10)

All of the respondents (100%) agreed that the project targeted the specific needs of its stakeholders and the CCC, particularly in terms of developing capacity for the reporting of GHG emissions, which is essential in the drafting of NDCs.

In terms of the open-ended questions, the respondents commented on how LECB-PHL complements the work of other development partners engaged with the CCC in NDC-like activities, and also gave their opinion of which aspects of the project were least relevant.

Complementing the work of other development partners engaged with the CCC in NDC-like activities

The project is relevant in complementing other projects such as USAID's Cost Benefit Analysis of Mitigation Actions. Both UNDP's LECB Project and USAID's CBA of MA Project collaborate with the CCC and are both involved in capacity building. Whereas the LECB-PHL focuses on developing the GHG inventory system, NAMAs, and MRV, the USAID project is centered on analyzing the different mitigation actions through CBA. These two projects examine different sectors in the Philippines in terms of their GHG emissions and adoption of low carbon pathways.

Aspect of LECB that is least relevant

Out of the 11 respondents who answered this question, 8 commented that all aspects of the project are relevant. One highlighted the possible irrelevance of NAMAs and suggested that the project focus instead on the other mechanism adopted by UNFCCC, which is REDD+. However, this is beyond the scope of the project as EO 881, signed in 2010, assigned CCC to coordinate the Philippine strategy for REDD+ with DENR as the operational implementer of a Philippine National REDD+ Strategy.

3.2.2 Effectiveness of the Project Results (Score: 58/82 or 71% "Satisfactory")

3.2.2.1 Methodology in Evaluating the Effectiveness of the Project Outcomes and Outputs

The effectiveness of the LECB-PHL project is analyzed in terms of the following:

- Whether the activities/outputs of the project reach the intended beneficiaries
- How the project influences policy
- How it contributes to the government's / public sector's focus on climate change mitigation
- Value added contribution of the project
- Constraints or issues that affected the achievement of the expected outcomes
- Shortcomings in the achievement of the intended results and objectives

3.2.2.2 Results of Evaluating the Effectiveness of the Project Outcomes and Outputs

The new questionnaire consists of six (6) questions related to the effectiveness of the LECB-PHL project. The answers of respondents to different "effectiveness" questions were evaluated. Annex 9.2 presents these questions as well as the maximum/minimum numerical values/equivalence for each, the average scores, the total scores, and the number of respondents who answered each question.

The project scored a total of 58 out of a possible 82 points for effectiveness or 71%, which is equivalent to "satisfactory" (Table 6), after aggregating the scores of all the respondents (Annex 9.2). We discuss the answers to each of the 6 "effectiveness" questions below.

Reach of the project (Score: 10/11)

Out of the 11 respondents who answered the question pertaining to the reach of the project, 10 agreed that the project is effective in reaching the intended beneficiaries. This is specifically true in building capacity for GHG inventories, development of NAMAs, MRVs, and LEDS intended for the stakeholders (through trainings, workshops, and knowledge products) and the private sector (through business summits).

Although the project has reached the intended beneficiaries, a concern was raised regarding the need for more consultations and collaboration with beneficiaries outside of Metro Manila. In addition, a suggestion was made pertaining to the coordination of different activities, which is more of an efficiency concern.

Influence on policy (Score: 21/32)

In terms of the effectivity of the project in influencing policy, the average response of 8 respondents was about 3 (with 4 being the highest score or "very effective"), which is equivalent to "effective."

Contribution to the government's / public sector's focus on climate change mitigation (Score: 23/32)

The average response with respect to the contribution of the project to the public sector's focus on climate change mitigation is about 3 (or "effective" where 4 is the highest score as "very effective").

Although LECB-PHL was instrumental in the drafting of EO 174, which institutionalizes the Philippine Green House Gas Inventory Management and Reporting System (PGHGIMRS), still a stakeholder suggested that there is a need for the CCC to translate the project's outputs into policy guidelines. Similarly, although the project's objectives and outputs are consistent with the mitigation goals of the country and are crucial in meeting international commitments, another stakeholder questioned whether the deliverables of the project contribute to the mitigation objectives of the country and of UNFCC.

There is a seeming disconnect between the actual achievements of the project in terms of its contribution to the government's focus on climate change mitigation and its influence on policy, and the knowledge of the stakeholders of these contributions. We can infer three possible explanations for this asymmetry. First, the project still needs to improve its communication strategy so that the information of its achievements methodically trickles down to the stakeholders. Second, albeit less probable, some of the stakeholders are aware of these achievements and yet consider them insufficient. Third, it is possible that although the project transfers knowledge to stakeholders with due diligence, the information is not properly disseminated within their respective agencies such that there is imperfect information.

Value added contribution of the project

The value added contribution of the project can be summed up in four points. First, the project is instrumental in raising the awareness of both the public and the private sectors with regard to the urgency of finding solutions to address climate change through the different trainings, workshops, and business summits it conducted all throughout the first phase of the project. Second is the critical role of the project in building capacity for GHG inventories and development of NAMAs. Third is its strategic translation of outputs into policy (EO 174), reports for UNFCCC (INDCs), and reports for the Paris Agreement (NDCs). Fourth is its promotion of collaboration by engaging both the public and private sectors in addressing climate change, consistent with the national development priorities.

Constraints or issues that affected the achievement of the expected outcomes

The constraints identified by the stakeholders and the representatives from both the public and the private sectors that affected the achievement of project outcomes can be summed up under three labels: delays, incomplete information, and coordination issues among the government agencies. Delays in the achievement of the expected outcomes could have been attributable to delays in funds, difficulties in finding experts, and change in political leadership.

Shortcomings in the achievement of the intended results and objectives (4/7)

Out of 20 possible respondents, only 7 provided valid answers (the rest either did not answer the question or they answered N/A).[6] It can be inferred from the answers that although there were delays in the achievements of the outputs, these did not translate into failure in achieving them. One shortcoming identified by one of the local experts hired is the reliance on foreign experts when local expertise is available.

A delay in the sharing of outputs to relevant stakeholders was identified. It is important to note that although the project was consistent in updating the stakeholders of the different activities of the project, there is a perception that the CCC has not formally issued directives or pronouncements that the project outputs form part of any national document or system (such as NDCs).

3.2.3 Efficiency of Project Results

3.2.3.1 Methodology in Evaluating the Efficiency of the Project Outcomes and Outputs

The efficiency of the project is evaluated based on the following criteria:

- Cost effectiveness
- Delay in implementation
- Efficient use of resources
- Other efficiency issues

3.2.3.2 Results of Evaluating the Efficiency of the Project Outcomes and Outputs

The LECB-PHL project scored 28 out of a possible 45 points or 62% (Annex 9.2) in terms of its efficiency, which translates to "moderately satisfactory" (Table 6). The primary reason for the project's inefficiency is delays in the implementation of the project, which could be attributed to delays in procurement of contracts and goods, lack of coordination among the government agencies, and delays in the review of deliverables. There were also delays in deliverables from some contractors hired by the project, which led to the termination of some contracts. This issue may be attributable to mismatched skillsets and expected outputs.

Cost effectiveness (Score: 6/6) and least cost option (Score: 1/3)

Although all six respondents with valid answers agreed that the project was cost-effective, there was insufficient information regarding whether it was the least cost option, since only three respondents answered this question.

[6] N/A – not applicable.

Delay in implementation (Score: 4/16) and delay affecting cost-effectiveness (Score: 3/5)

Out of a possible 20 respondents, 16 (80%) provided valid answers to the question pertaining to delays in implementation. Out of these 16 respondents with valid answers, 12 (75%) indicated that there were delays in the implementation of the project. For example, there was a delay in the development of knowledge products. There were also delays in the procurement of contracts and of some goods such as the file server for hosting NICCDIES.

Although there was a consensus that the delays, which reflect inefficiencies, did not translate into actual costs to the project, the indirect costs were borne by the experts hired to produce the different outputs in the form of opportunity costs and transaction costs. This means that they had to extend their work and meet additional unplanned project demands (such as additional focused workshops) without remuneration, resulting in foregone opportunities.

One stakeholder encouraged the PMU to become familiar with the usual process for approving documents to preclude delays. To address this suggestion, one respondent highlighted the existence of a new panel of technical experts that would expedite the review of contractor outputs and would minimize review delays by LECB-PHL.

Another suggestion pertained to timely change in strategies, for example, an alternative host for data could have been considered. There were also delays attributable to coordination problems. One suggestion made in the old questionnaire conducted in 2017 was to encourage more collaboration with government agencies and assign focal persons in each relevant agency that can address climate change issues. In fact, the project has demonstrated successful collaboration between government agencies and stakeholders in its achievement of its many outputs; however, a few stakeholders are still not fully aware of all of the project's outputs, or may not have been aware of them in 2017.

Efficient use of resources (9/9)

All of those who answered this question agreed that the project made use of resources efficiently, although none provided an explanation for this response.

Other efficiency issues (5/6)

Other than the delay in the implementation of some activities, no other efficiency issues were identified.

3.2.4 Impact

3.2.4.1 Methods in Evaluating the Impact of the Project Outcomes and Outputs

The questions for the evaluation of the impact of the project are as follows. The first question aimed to gather the most important impacts of the project from the perspective of the stakeholders while the second question aimed to determine whether these impacts were crucial in the landscape of the many interventions of the CCC.

The third question revolves around the impact of the project on leveraging funds that would influence larger projects or broader policies. The fourth question pertains to the contribution of the project to promoting policy or advocacy activities and collaboration among communities. The fifth question considered the catalytic impact of the project.

3.2.4.2 Results of Evaluating the Impact of the Project Outcomes and Outputs

Most important impacts of the project and whether these are crucial for the CCC

The following items were deemed to be the most important impacts of the project:

- Institutionalization of GHG inventory system through EO 174
- Contribution to the preparation of the country's NDCs
- Capacity building for GHG emission inventories
- Planning and implementation of mitigation strategies and MRVs
- Collaboration between the public and private sectors
- Enabling awareness such as increasing understanding regarding the requirements for GHG inventories
- Development of NICCDIES
- Preparation of national communication for UNFCCC

The project, in summary, developed the foundation needed to fulfill the country's commitment to the Paris Agreement by strengthening the capacity of the identified relevant government agencies and other stakeholders in the inventorying and reporting of GHG emissions, and on identification of sectoral targets and mitigation actions within the context of national development priorities.

The project is also deemed to cover all aspects of low emission strategies or pathways that could integrate both market-based and technology-based solutions essential for creating a roadmap for low carbon economies.

Almost all of the respondents (10 out of 11) agreed that the various impacts they identified are crucial in the landscape of the many interventions of the CCC. For example, capacity building is important in ensuring the sustainability of a project. The infrastructure developed by the project (NICCDIES) is also instrumental in sustaining the benefits of the project. This also centralizes information, making it easier for stakeholders to input and access relevant climate change

mitigation information, which would help future drafting of reports needed to meet the international commitments of the country with regard to climate change mitigation.

Leveraging funds that would influence larger projects or broader policies

There is a possibility that the project could leverage funds that would influence larger projects or broader policies contingent on the achievement of outputs. For example, the recognition and rating program developed could encourage enterprises to implement mitigation projects. Proper MRV will also induce funding for the NDC mitigation actions. From the private sector perspective, business investment opportunities on LEDS were realized and are now being studied and developed.

The development of the National Climate Change Mitigation Framework Strategy (NCCMFS) by the project allowed the government to identify priorities in terms of mitigation strategies and actions, which led to identifying possible investment priorities as well. This then could catalyze new funds for larger projects or broader policies.

Contribution to advocacy activities and collaboration among communities

The project was able to clarify its policy advocacy priorities to the private sector, which could catalyze investment in LEDS.

Catalytic or replication effects of the project

Elements of NCCMFS, such as the strategy options and climate change mitigation action plans, can be downscaled to the city level and thus be part of Local Climate Change Action Plans (LCCAP) to allow the cities to make strategic priorities across relevant sectors. Replicating NCCMFS at the city level can also help the different key sectors in developing their sectoral plans that will incorporate mitigation elements, actions, and strategies.

3.2.5 Sustainability

3.2.5.1 Methodology in Evaluating the Sustainability of the Project Outcomes and Outputs

This report also includes the analysis of the sustainability of the project or the likelihood of continued benefits and persistent risks after the project terminates. The dimensions or aspects presented in Table 7 below will be considered.

Table 7. Aspects of sustainability

	Aspects	Sample Questions
1	Financial resources	○ Are there any financial risks that may affect the sustainability of the project outcomes? ○ Is there a likelihood of financial and economic resources (public or private, and any income-generating activities) not being available once the LECB Global Programme assistance ends? ○ Are there any trends that may indicate adequate financial resources for sustaining the project's outcomes?
2	Socio-political	○ Are there any social or political risks that may affect the sustainability of the project outcomes? ○ Is there a risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to sustain the project's outcomes? ○ Is there awareness among the key stakeholders/public about the long-term benefits of the project?
3	Institutional framework and governance	○ Is there an existing technical know-how? ○ Do the required systems for accountability and transparency exist? ○ Are there risks stemming from legal frameworks, policies, and governance structures and processes that may adversely affect the sustainability of the benefits of the project?
4	Environmental	○ Are there any environmental risks that may affect the sustainability of the project outcomes?

The sustainability of the project's outcomes, in terms of the aforementioned four dimensions, will be rated as in Table 8 below. Under the assumption that all dimensions are critical and of equal importance, the overall rating for sustainability will not be higher than the lowest rating among the dimensions.

Table 8. Rating of objectives and outcomes of the project in terms of the four dimensions of sustainability

Rating	Code	Numerical Value	Equivalent %	% Range	Definition
Likely	L	4	100%	76-100%	There are no or negligible risks that affect this dimension.
Moderately Likely	ML	3	75%	51-75%	There are moderate risks that affect this dimension.
Moderately Unlikely	MU	2	50%	26-50%	There are significant risks that affect this dimension.
Unlikely	U	1	25%	0-25%	There are severe risks that affect this dimension.

3.2.5.2 Results of Evaluating the Sustainability of the Project Outcomes and Outputs

The answers to questions relating to the four aspects of sustainability are discussed below with their corresponding scores (in actual values, in percentages, and in the final rating).

Socio-political (Score: 9/27 or 33%, "moderately unlikely")

Three questions are evaluated to determine whether the project will be sustainable given the socio-political infrastructure. The first question pertains to the perception that social or political risks exist that could prevent the sustainability of the project outcomes. Only about 30% (3 out of 14) perceived no existing socio-political risks that may affect the sustainability of the project.

One socio-political risk identified that could affect the sustainability of the project is the level of ownership of the stakeholders being insufficient, which is part of the second question. Only 15% (1 out of 7) who answered this question agreed that there is enough ownership by government and other key stakeholders to sustain the project after its termination.

In terms of the perception of the long term benefits of the project, which is captured by the third question, 5 out of 6 agreed that there is sufficient awareness among the key stakeholders and the public about them.

Other respondents expressed concern that changes in leadership and in priorities could preclude the sustainability and long-term benefits of the project. One respondent suggested that a way of addressing these concerns would be a Memorandum or Executive Order (EO) to assign or designate a focal person with detailed responsibilities and sufficient technical know-how to sustain the benefits of the project.

The project in fact addresses this concern: EO 174 (institutionalization of PGHGIMRS), which the project helped draft, identifies the lead agencies needed for the GHG inventories. In addition, the NDC roadmap calls for an NDC Coordinating Office (NDC-CO) that would ensure the sustainability of the project.

Institutional Risks (Score: 15/21 or 71%, "moderately likely")

Most of the respondents (8 out of 9) agreed that stakeholders have enough technical know-how to sustain the project, specifically on GHG inventory systems. One respondent, however, stressed that the project relies on foreign consultants and that technical know-how does not trickle down to the stakeholders. Another highlighted that the project provided more capacity for the government to understand NDC and that it helped the government deepen its initial understanding of low carbon development.

All respondents (6 out of 6 with valid answers) agreed that the required systems for accountability and transparency exist. However, most of them (5 out of 6) expressed the belief that there are risks stemming from legal frameworks, policies, and governance structures and processes that may adversely affect the sustainability of the benefits of the project. This could be attributed to apprehension about rapid changes in leadership. Another stakeholder stressed the importance of institutionalizing the knowledge and capacity to ensure sustainability.

However, given that there is already an existing EO 174 whose IRR serves as a guidance document for the conduct, implementation, documentation, reporting, and archiving of data in the Philippine Greenhouse Gas Inventory Management and Reporting System (PGHGIMRS), there is at least this institutional framework for future GHG inventories, which is incumbent in the preparation of reports and documents to meet the international commitments on climate change mitigation.

Financial Resources (insufficient information)

Most respondents answered "N/A" for the questions on financial risks that may affect the sustainability of the project. Only 3 out of a possible 20 respondents answered that there were no financial risks involved. This same pattern is observed for the other two questions on financial resources that could sustain the project.

Environmental Risks (insufficient information)

Two respondents (2 out of 6 with valid answers) expressed the belief that there are environmental risks that could affect the sustainability of the project.

Summary of Evaluating the Sustainability of the Project Outcomes and Outputs (Score: 24/48)

Given that there was insufficient information on financial resources and environmental risks, we can only include in our analysis of sustainability the answers to questions on the socio-political and institutional framework. The LECB-PHL project scored 24 out of a total of 48 points, which is equivalent to 50%, or "moderately unlikely."

4. Project Implementation and Adaptive Management

This section, which focuses on reviewing the project implementation (PI) and adaptive management (AM) of the LECB PHL project, is divided into two subsections: the methodology, and results of the evaluation.

4.1 Methodology for the Evaluation of Project Implementation and Adaptive Management

There are two approaches to evaluating the project implementation and adaptive management: (1) a desk review and (2) an online survey addressed to LECB consultants.

For the desk review, the following key documents are reviewed:

(1) Project Document (ProDoc)
(2) Annual and Quarterly Progress Reports (APR 2013 to 2017; QRT 2012Q1 to 2018Q2)
(3) Terms of Reference (TOR, 2018)

For the data from the surveys, we used two sources: (1) the initial survey conducted in 2017, which had 3 respondents; and (2) the new online survey conducted in 2018, which had 2 respondents. These two surveys are consistent and are guided by the latest TOR (2018). The new survey was conducted to get information from consultants who did not take part in the previous round, either because these are new consultants whose outputs just finished in 2018 or because they were unavailable to answer the questionnaires before. In addition, conducting the additional survey increases the total number of respondents, allowing richer analysis and deeper evaluation. It also captures different aspects of project implementation and adaptive management.

The evaluation of project implementation and adaptive management is guided by the following questions, which are taken from the TOR and were used in formulating the survey questions displayed in Annex 10.

(a) Work planning (preparation and readiness) - Were the project's objectives and components clear, practicable, and feasible within its timeframe? Were the capacities of the implementing institution and its counterparts properly considered when the project was designed? Were lessons from other relevant projects properly incorporated in the project design? Were the partnership arrangements properly identified, and the roles and responsibilities negotiated prior to project approval? Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry?

(b) Finance and co-finance - Did the project have the appropriate financial controls, including reporting and planning, to enable the management to make informed decisions regarding the budget and to allow for the timely flow of funds? Was there due diligence in the management of funds and financial audits?

(c) Monitoring and reporting systems - Was there a monitoring and evaluation (M&E) system in place? Did it facilitate timely tracking of progress towards the achievement of project objectives and outcomes by collecting information on chosen indicators continually throughout

the project implementation period? Was M&E used to improve project performance and to adapt to changing needs? Were the annual project reports complete, accurate, and with well-justified ratings? Did the parties responsible for M&E receive proper training to ensure continuity of the collection of data even after project closure?

(d) **Communications -** Did the project involve the relevant stakeholders through information-sharing and consultation and by seeking their participation in the project's design, implementation, and monitoring and evaluation? For example, did the project implement appropriate outreach and public awareness campaigns? Did the project consult and make use of the skills, experience, and knowledge of the appropriate government entities, non-government organizations (NGOs), community groups, private sector entities, local governments, and academic institutions in the design, implementation, and evaluation of project activities?

(e) **Management arrangements -** Did implementing/executing agency staff identify problems in a timely fashion and accurately estimate their seriousness? Did implementing/executing agency staff provide quality support and advice to the project, approve modifications in the time frame, and restructure the project as needed? Did the implementing/executing agencies provide the right staffing levels, continuity, and skill mix for the project/activities?

4.2 Results of the Evaluation of Project Implementation and Adaptive Management

This section presents the results of the evaluation of project implementation (PI) and adaptive management (AM), divided into two subsections: (1) desk review results and (2) survey results.

4.2.1 Desk Review Results for the Evaluation of PI and AM

The desk review results are organized according to the five different aspects of project implementation and adaptive management.

4.2.1.1 Desk Review for Work Planning

For work planning, it is worth noting that there were initial exercises before the start of the project such as stocktaking exercises and stakeholder consultations to determine needs and gaps, and to learn from the experiences of complementary programs. These initial activities helped ensure that the LECB PHL project complied with the UNDP processes and that its objectives were aligned with the country's priorities on climate change mitigation.

Stakeholders were also identified from the public and private sectors with justification provided for their inclusion (ProDoc).

4.2.1.2 Desk Review for Finance and Co-Finance

The project document (ProDoc) has sufficient information on the project's total budget and work plan at least for Project Component 1 and its outcomes, while the annual and quarterly budgets,

actual expenditures, and delivery rate for the outcomes are contained in the annual and quarterly reports.

Annex 11, Annex 12.1, and Annex 12.2 depict the different figures (budget and expenditures) we compiled from the quarterly reports, ProDoc, and annual reports, respectively. At first glance, a simple computation of delivery rate for 2013–2015 for Outcomes 1 to 4 based on the annual budget and expenditures suggests an unexpended budget for most of these four outcomes per year. However, this computation should be interpreted with caution because of inconsistencies in the documentation of budget and expenditures in the annual and quarterly reports. For example, starting in 2014, the annual allotted budget changes per quarter for each outcome.[7] The exception is the budget for the combined Outcomes 5/6 and 7/8 in the 4th quarter of 2015. The inconsistencies are documented in Annex 11 as part of its notes.

Although we cannot directly infer the actual reasons behind the inconsistencies in financial reporting and the under-spending based on the evaluation of relevant documents (ProDoc, and annual and quarterly reports), we can supplement the desk review with information gathered from key informants such as the contractors tasked to deliver outputs for the project. The unexpended budget could be attributed to the following: (1) the difficulty and delay in finding experts with appropriate skills that matched the skill set required in delivering the LECB PHL outputs; and (2) the extension of the contracts of the experts and delays in reviewing the outputs of the contractors/experts and consequently their payments.

4.2.1.3 Desk Review for Monitoring and Reporting Systems

The implementing agency has regularly documented the progress and performance (project performance and financial performance) of the project in the quarterly and annual reports. The reports include general information about whether the specified outputs are partially or fully achieved (project performance) and a more detailed description of the status of outcomes, the planned budget and actual expenditures, and any delays in activities (financial performance). The delayed outputs and activities are displayed in Annex 3 and are summarized below:

2013 (APR 2013 under Part 3. Financial Performance)

- Formulation of NAMAs and roadmaps for 4 sectors at the national level (finished in 2014 as reported under Part 3. Financial Performance of APR 2014)
- Design of an MRV system to support the implementation of mitigation actions and sectoral road maps (NAMAs and LEDS), and revisiting of the system (finished in 2014 as reported under Part 3. Financial Performance of APR 2014)

2017 (APR 2017 under part C. Technical Accomplishments)

- Activities under Outcome 3 specifically in the live version of the database

[7] For example, in 2014, the annual budget for Outcome 1 was US$134,928 from the first quarter to the third quarter. However, by the fourth quarter this was changed to US$48,786, which was close to the actual annual expenditures for 2014 of US$46,412. The same pattern is observed for other outcomes for the years 2014, 2015, 2016. The details of all the differences in the annual budgets are stipulated in Annex 11 (Notes).

- Launching of government recognition/awards system under Outcome 7/8

The presentation of the project performance included a notes/remarks section, but the reason for the delay of the outputs/activities was not indicated.

4.2.1.4 Desk Review for Communications

Inherent in the objectives and outcomes of the project is the involvement of the public and private sectors across the different stages of the project. For example, the outcomes for Project Component 1 pertain to building capacity for the public sector while the outcomes for Project Component 2 address the needs of the private sector.

In addition, the relevant stakeholders were identified and were part of the project even at the inception phase. The institutional framework and arrangements of the LECB PHL project required close coordination and consistent communication between the CCC (as the implementing partner) and the different government agencies as stakeholders.

4.2.1.5 Desk Review for Management Arrangements

The implementing agency (CCC) has documented the risks involved in undertaking the different activities of the LECB PHL project at different stages by updating the risk log section of the quarterly reports, from the first quarter of 2012 to the second quarter of 2018 (2012 Q1 – 2018 Q2), with corresponding countermeasures and management responses. In this vein, the CCC has performed its role in identifying the problems and risks and documenting their response to them.

4.2.2 Survey Results for the Evaluation of PI and AM

As mentioned above in the methodology, only 5 respondents (technical experts) completed the survey on project implementation and adaptive management (3 for the old survey; 2 for the new survey). Given the limited data, the survey results only supplement the desk review results.

4.2.2.1 Survey Results for Work Planning *(Score: 9/15)*

The survey included 8 questions for the evaluation of work planning in the project. Annex 10 shows that out of a total of 15 points, the project scored 9 (60%). In terms of gauging the level of awareness and support of the national government, the public, academe, and private sectors, the private sector representative affirmed their full support of the project.

With regard to work planning, preparation, and readiness of the project, the survey responses suggested the desirability of a more concise initial briefing, more timely submission of reviews of outputs of consultants or technical experts by the PMU, and more accountability towards the vendors during the development of NICCDIES.

4.2.2.2 Survey Results for Finance and Co-Finance (insufficient information)

For the analysis of finance and co-finance, only 2 individuals responded to the first question on the project having appropriate controls while only 1 individual answered the other two questions on due diligence in the management of funds and difficulty in obtaining management approval to finance or co-finance LEDS.

4.2.2.3 Survey Results for Monitoring and Reporting Systems (insufficient information)

For the monitoring and reporting systems, only 1 person answered the first four questions on the existence and role of M&E, and the quality of the annual project results. In terms of the main barriers to capacity development and lessons learned, 3 individuals provided answers. They identified the need for enabling policies for regulation and recognition, and the importance of complete support systems, especially during the development of MRVs and NICCDIES and during the implementation of business summits.

4.2.2.4 Survey Results for Communications (Score: 33/37)

For the questions pertaining to the way the project handled communications, the project scored 33 out of 37 (Annex 10). All 5 respondents agreed that the project involved the relevant stakeholders through information-sharing and consultation; 4 of them indicated that the project sought the participation of the stakeholders in the project's design, implementation, and monitoring and evaluation; 3 respondents agreed that the project consulted and made use of the skills, experience, and knowledge of the appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions in the design, implementation, and evaluation of project activities.

With regard to lessons learned, one consultant shared that it took a while to receive back comments about the output delivered. Another consultant had issues with the unavailability of qualified information technology resources, which delayed the deliverable.

4.2.2.5 Survey Results for Management Arrangements (Score: 11/15)

The project scored 11 out of a possible 15 points for management arrangements (Annex 10). While 2 out of 3 respondents confirmed that the implementing/executing agency staff identified problems in a timely fashion and accurately estimated their seriousness, 1 respondent had problems with the lengthy period of review of documents.

It can be inferred that most of the consultants hired to deliver outputs for Project Component 1 had difficulties with the quality of support and advice from the implementing/executing agency while those hired for Project Component 2 did not experience the same problems. We can conjecture

that the project was able to learn from the issues encountered during the first component of the project.

5. Conclusion, Recommendations, and Challenges

5.1 Summary of the Evaluation of Project Strategy

The project initially identified the need for capacity development for the public sector to aid the country in addressing climate change and in meeting its international commitments on climate change mitigation.

The design of the first component of the project (Project Component 1) was a product of systematic efforts during the inception phase such as stocktaking exercises, stakeholder consultations, and review of results from complementary initiatives and experiences in the initial and second National Communications. The stocktaking exercise, accompanied by contextual assessment, aided in the development of the project's intended results, such as capacity building activities for the public sector (AWIT, initially), and provided the foundation for project implementation, all of which were well-documented in the ProDoc.

The project expanded the relevant stakeholders to include Forestry and Energy sectors (AWIT-FE) and extended the outputs to involve the private sector in Project Component 2. The design of the project extended to the national level by drafting INDCs. Although Project Component 1 had sufficient preparation and stocktaking exercises and was accompanied by a ProDoc, the project design for the latter two components of the project was only included in the annual reports for the years 2016 and 2017, specifically the target and indicators used for the logical framework analysis.

This FPE conducted a SMART analysis of the project's 29 outcomes, indicators, and targets. The relevance of the project is unquestionable. It received the highest possible score (29/29) in terms of the relevance (R) of its outcomes, indicators, and targets when the logical framework was evaluated. The project is also designed to increase the resilience of vulnerable sectors (AWIT-FE) and the private sector through capacity development and collaboration. The project is consistent and is aligned with the government's policies on climate change mitigation and the goals of NCCAP. On the other hand, only 80% of the project's indicators (23/29) were considered specific (S), measurable (M), and achievable (A) while 72% were time-bound (T).

5.2 Summary of the Evaluation of Project Results

The table below (Table 9) summarizes the outcomes of the evaluation of the project results in terms of relevance, effectiveness, efficiency, impact, and sustainability, making use of the metrics presented in Tables 6, 7, and 8.

Table 9. Summary of Evaluating the Project Results in Terms of Relevance, Effectiveness, and Efficiency

Category	Score from Surveys	Equivalent %	Rating	Definition
Relevance	159/179	89%	Highly Satisfactory	The project had no shortcomings in the achievement of the objectives.
Effectiveness	58/82	71%	Satisfactory	The project had minor shortcomings in the achievement of the objectives.
Efficiency	28/45	62%	Moderately Satisfactory	The project had moderate shortcomings in the achievement of the objectives.

The project scored the highest in terms of the relevance of project results (rated "highly satisfactory") in the following: country priorities on climate change mitigation, fulfilling the government's international commitments on climate change, and targeting the specific needs of the stakeholders.

In terms of the effectiveness of the project, it can be gleaned from the survey results that there were minor shortcomings in the achievement of the objectives (rated "satisfactory"), which include the limited reach of the project outside of Metro Manila, asymmetric information with regard to contributions to the government's focus on climate change mitigation, and delays in the achievement of outputs. Although the project conducted two business summits for the private sector in two cities outside the National Capital Region (NCR), namely Cebu City and Davao City, further extending awareness and capacity-building to more cities would translate to a wider reach of the project.

The project scored the lowest in terms of efficiency (rated "moderately satisfactory"); the primary shortcoming identified was delays in the implementation of the project and in the achievements of outcomes. The delays could be attributed to delays in procurement of contracts and goods, lack of coordination among government agencies, and delays in the review of deliverables.

With regard to the impacts of the project, it is recognized and acknowledged that the project developed the foundation needed to fulfill the country's international commitments on climate change mitigation (such as the Paris Agreement). Another important contribution of the project is influencing policy through the institutionalization of a GHG inventory system (EO 174). It also improved awareness among the public and private sectors and encouraged collaboration among these sectors. Perhaps, for the private sector, the more important impacts of the project are its role in catalyzing investment opportunities in LEDS and clarifying advocacy priorities that enabled private sector investment in LEDS.

The project ensured its sustainability by institutionalizing the PGHGIMRS through EO 174. The Guidance Document, which served as the IRR for EO 174, can also guide future GHG inventories.

The developed IKP and NICCDIES are also instrumental in ensuring the sustainability of the project. The institutional framework and infrastructure developed will enable the extension of the benefits of the project beyond its termination. This desk review analysis is supported by the findings derived from the survey, summarized in Table 10 below.

Table 10. Summary of Evaluating the Project Results in Terms of Sustainability

Aspects	Score from Surveys	Equivalent %	Rating	Definition
Financial resources	8/10	80%	Likely	There are no or negligible risks that affect this dimension.
Socio-political	9/27	33%	Moderately Unlikely	There are significant risks that affect this dimension.
Institutional framework and governance	15/21	71%	Moderately Likely	There are moderate risks that affect this dimension.
Environmental	4/6	67%	Moderately Likely	There are moderate risks that affect this dimension.

Notes: The results for financial resources and environmental aspects of sustainability are insufficient given the limited number of respondents.

It can be gleaned from the survey results on the four dimensions of sustainability that although the institutional framework and governance could ensure the long-term benefits of the project, the socio-political dimension could actually preclude or limit sustainability.

5.3 Summary of the Evaluation of Project Implementation and Adaptive Management

The results of the desk review and of the surveys on project implementation and adaptive management are fairly positive, with caveats. First, although the stocktaking exercises and planning during the inception phase helped the project identify its objectives in a clear fashion, the changes and extensions in the timeframe somehow made the initial objectives and schedule impractical and infeasible. Second, for finance and co-finance, a questionable aspect was the untimely flow of funds, which may be inevitable in any project. However, if there were sufficient contingency plans that could account for unforeseen and unexpected challenges, then the delays in the release of funds and unexpended budget could have been minimized or avoided.

Third, although there was a monitoring and evaluation (M&E) system in place, there was an impression among the respondents that it was put in place at a later period, which affected the project adversely in the initial phase, as evidenced by the common concerns of the experts hired during the implementation of Project Component 1.

Fourth, although the project was designed to encourage collaboration and communication among the different sectors (private and public), some stakeholders questioned the timeliness of the sharing of information. Fifth, most of the concerns pertained to the availability of quality support and timeliness of reviews by the PMU and the implementing/executing agency.

Despite the concerns of stakeholders and experts, and the shortcomings of the implementing/executing agency, our analysis shows that there was an improvement in the way problems were handled in the latter part of the project. The issue of delays (in different forms) was not cited as an issue during the later phases of the implementation of the project.

5.4 Recommendations

Given the challenges faced by the project, as discussed above, the following are some relevant recommendations:

(1) If possible, stakeholders outside of Metro Manila should be identified, and the benefits of the project (such as enabling awareness and capacity development) should be extended to them through consultations and collaboration.

(2) To address the seemingly asymmetric information about the benefits of the project and their policy implications, there should be timely communication and information-sharing with the stakeholders. Alternatively, the project needs to continuously improve its communication strategies to ensure that information with regard to its achievements methodically trickles down to the stakeholders in a timely fashion.

(3) Although the project improved in terms of delays in the achievement of project outcomes, one future solution would be to set more realistic and practical timeframes to preclude extensions, which have direct and indirect costs.

(4) A better matching of skill set required in delivering the LECB PHL outputs and experts with appropriate skills could also avoid future delays and termination of contracts.

(5) There may also be a need for the CCC to formally issue directives or pronouncements indicating when the project outputs form part of any national document or system.

(6) For the benefit of the private sector, it would help to conduct effective demonstration projects to encourage and convince the private sector to invest in LEDS. In a similar vein, providing proof of return on investment, albeit a little challenging, would help the private sector decide to invest in LEDS.

Annex

Annex 1. Mapping of LECB-PHL Project Components, Outcomes, and Outputs

Project Outcomes	**Outputs/Activities**
Project Component 1	
Project Objective Public Sector Capacity Building on GHG Inventory systems, NAMAs, LEDS/ sectoral roadmaps, and MRV	
Outcome 1 Robust national system for preparation of GHG emission inventories have been established at a national level	1.1 Understanding of the requirements for GHG inventories and National Communications (NCs) and a description of institutional arrangements in the selected sectors
	1.2 Well designed and established national systems for the preparation of GHG inventories as applied to the selected sectors
	1.3 Appropriate institutional frameworks and arrangements established to ensure regular updates of GHG inventories
	1.4 Established linkages between the GHG inventory system and the MRV schemes adopted to support decision making and program outcome monitoring and evaluation
Outcome 2 NAMAs and 4 sectoral roadmaps have been formulated within the context of national development priorities	2.1 Understanding of the coordination, planning, design, implementation, and evaluation of NAMAs and sectoral roadmaps
	2.2 Creation of NAMAs and sectoral roadmaps at the national level
	2.3 Establishment of NAMAs and sectoral policy instruments, technology options, and funding strategies

Project Outcomes	**Outputs/Activities**
	2.4 Consensus reached in mitigation actions and sectoral roadmaps among stakeholders and interested actors
Outcome 3 MRV systems have been designed to support implementation and evaluation of NAMAs and LEDS	3.1 Training of government officials and local personnel in MRV tools for NAMAs and LEDS
	3.2 MRV systems for NAMAs and LEDS developed
	3.3 Assessment of technology needs to develop a national information system
Outcome 4 Project Management, Including Monitoring and Evaluation	Regular Implementation/Periodic Monitoring of Project Activities Project Management & Secretariat Knowledge Management
Project Component 2	
Outcome 5/6 Private Sector is engaged to define the enabling environment and stimulate investment in mitigation	5.1 Development of Private Sector LEDS framework/ roadmap
	6.1 Development of National Awards/Recognition System for Climate Change Mitigation and Adaptation to encourage private industries to develop and implement low-carbon initiatives/ projects
Outcome 7/8 An enabling environment to encourage private sector to integrate migration strategies into their business plans has been created/ improved and MRV schemes have been developed	7.1 Development of a GHG Inventory Reporting Protocol and Management Plan to encourage the private sector to set corporate-wide GHG inventory as a business practice to track or measure the same

Project Outcomes	**Outputs/Activities**
	8.1 Conduct of Business summits
Outcome 9 Development of Information and Knowledge Management Products	Document, take stock, and archive all knowledge products under LECB PHL Project portfolio Assess and understand the type/ kinds of data and information generated by the project Create and maintain accessible and retrievable computer database/ components of all knowledge products Provide editorial quality control to existing knowledge products Development of Information and Knowledge Management Awareness Plan/ Package
Project Component 3	
Outcome 10 Pre-Paris INDC related Activities	Support the conduct of a High-Level Dialogue on the Philippine INDC
Outcome 11: Post-Paris INDC Related Activities are implemented.	11.1Development of NDC Roadmap
	11.2 Institutional structure/ organization and arrangements for designing, formulating, and implementing the INDCs are established
	11.3 INDC preparation, planning, formulation and implementation are documented and institutionalized
	11.4 Systems to monitor INDC implementation are set up or put in place

Source:

Outcome 1	Outputs 1.1-1.4	ProDoc (7. Management & Monitoring Framework, pgs. 27-28) Annual Progress Report 2016 (C. Technical Accomplishments, pgs. 10-11 of PDF file)

		Annual Progress Report 2017 (C. Technical Accomplishments, pg. 11 of PDF file)
Outcome 2	Outputs 2.1-2.4	ProDoc (part 7. Management & Monitoring Framework, pgs. 28-29)
		Annual Progress Report 2016 (C. Technical Accomplishments, pg. 11 of PDF file)
		Annual Progress Report 2017 (C. Technical Accomplishments, pg. 12 of PDF file)
Outcome 3	Outputs 3.1-3.3	ProDoc (7. Management & Monitoring Framework, pgs. 29-30)
		Annual Progress Report 2016 (C. Technical Accomplishments, pgs. 12-13 of PDF file)
		Annual Progress Report 2017 (C. Technical Accomplishments, pg. 13 of PDF file)
Outcome 4		Annual Progress Report 2016 (C. Technical Accomplishments, pgs. 5-6 of PDF file)
Outcome 5/6	Outputs 5.1 & 6.1	Annual Progress Report 2016 (C. Technical Accomplishments, pgs. 13-14 of PDF file)
		Annual Progress Report 2017 (C. Technical Accomplishments, pg. 14 of PDF file)
Outcome 7/8	Outputs 7.1-8.1	Annual Progress Report 2016 (C. Technical Accomplishments, pgs. 14-15 of PDF file)
		Annual Progress Report 2017 (C. Technical Accomplishments, pg. 16 of PDF file)
Outcome 9		Annual Progress Report 2016 (C. Technical Accomplishments, pgs. 8-9 of PDF file)
Outcome 10		Annual Progress Report 2015 (pg. 7)
		Annual Progress Report 2015 (C. Technical Accomplishments, pg. 7)
Outcome 11	Outputs 11.1-11.4	Annual Progress Report 2015 (pg. 7)
		Annual Progress Report 2016 (C. Technical Accomplishments, pg. 15 of PDF file)
		Annual Progress Report 2017 (C. Technical Accomplishments, pg. 17 of PDF file)

Annex 2. Status of Contractors' Deliverables and Payments

No.	Contractor	Contract Number	Duration of Contract	Contract Amendments	Remaining Tranches	Amount	Status
1	Jeanette Laurente - GD Expert	PAS-IC - 2014-259	October 16, 2014 - April 15, 2015 (NTF)		1st Tranche	No Tracking	
					2nd Tranche		
					3rd Tranche		
					4th Tranche		
					5th Tranche - Draft Final Report	PhP 72,800.00	
			Terminated as of December 31, 2016		6th Tranche - Final Report	PhP 145,600.00	TERMINATED
2	Emergent Ventures International PTE.LTD (EVI)	PAS-CC - 2016-005	January 1, 2017 - May 31, 2017	November 15, 2017	1st Tranche	No Tracking	
					2nd Tranche		
					3rd Tranche - First Interim Report	US$ 4,507.50	Paid May 4, 2017
					4th Tranche - Second Interim Report	US$ 4,507.50	Paid Sept 2017
					5th Tranche - Draft Final Report	US$ 6,010.00	On process
					6th Tranche - Final Report	US$ 9,015.00	Paid
3	Susana Chua - MRV Expert	PAS-IC - 2016-027	December 31, 2016 - March 31, 2017		1st Tranche	No Tracking	
					2nd Tranche		
					3rd Tranche - First Interim Report	PhP 150,906.90	Paid June 6, 2017
					4th Tranche - Second Interim Report	PhP 150,906.90	Paid Sept 2017
					5th Tranche - Draft Final Report	PhP 201,209.20	Paid Dec 27,2017
					6th Tranche - Final Report	PhP 301,813.80	paid

Annex 2. Status of Contractors' Deliverables and Payments

No.	Contractor	Contract Number	Duration of Contract	Contract Amendments	Remaining Tranches	Amount	Status
4	Loreta Ayson - Cap B Expert	PAS-IC - 2016-303	October 1, 2016 - November 30, 2016 (NTF)	Closed PO	1st Tranche	No Tracking	
					2nd Tranche		
					3rd Tranche		
					4th Tranche		
					5th Tranche - Final Report	PhP 105,000.00	Fully Paid May 12, 2017
5	Master's Stewards Information Technology (MSIT) Solutions, Inc.	PAS-CC - 2015-018	October 1, 2016 - December 31, 2016 (NTF)		1st Tranche	No Tracking	
					2nd Tranche		
					3rd Tranche		
					4th Tranche - Second Interim Report	PhP 450,000.00	For termination, look for a programmer to do the works
					5th Tranche - Draft Final Report	PhP 600,000.00	
6	Marcial T. Ocampo	PAS-IC-2017-250	July 27 - September 10,2017	December 15, 2017	6th Tranche - Final Report	PhP 900,000.00	
					1st Tranche - upon signing	PhP 120,000.00	Paid in July 28, 2017
					2nd Tranche - Inception report	PhP 120,000.00	Paid Sept 2017
					3rd Tranche - Draft final report	PhP 120,000.00	Dec 21, 2017
					4th Tranche - Final Report	PhP 240,000.00	Terminated/ Paid final payment
7	International Institute for Energy Conservation (IIEC)	PAS-RLA-2015 - 004	December 17, 2016 - September 30,2017	October 1 to November 15, 2017	1st Tranche	No Tracking	
					2nd Tranche		
					3rd Tranche		
					4th Tranche - Second Interim Report	PhP 179,196.90	PESO to USD US$3,801.13 Paid in Oct 2017

Annex 2. Status of Contractors' Deliverables and Payments

No.	Contractor	Contract Number	Duration of Contract	Contract Amendments	Remaining Tranches	Amount	Status
					5th Tranche - Draft Final Report	PhP 238,929.20	US$5068.5 - PAID
					6th Tranche - Final Report	PhP 358,393.80	Paid January 2018
8	Factor Ideas Services S. L. (Private Sector LEDS Roadmap)	PAS-CC-2016-009	December 19, 2016 - September 30,2017	October 1 to November 30, 2017	1st Tranche	No Tracking	
					2nd Tranche		
					3rd Tranche - First Interim Report	US$ 5,926.50	Paid Oct 2017
					4th Tranche - Second Interim Report	US$ 5,926.50	Dec 12, 2017
					5th Tranche - Draft Final Report	US$ 7,902.00	Paid
					6th Tranche - Final Report	US$ 11,853.00	Paid
9	Melissa De Leon Gamad	PAS-IC-2017-269	August 16-November 15,2017	November 30, 2017	1st Tranche - upon signing	PhP 9,850.00	Paid in August
					2nd Tranche - Poster Design Submission	PhP 9,850.00	Ending Dec. 2017
					3rd Tranche - Acceptance of Draft Design	PhP 14,775.00	
					4th Tranche - Acceptance of Fine-Tuned Design	PhP 14,775.00	Paid
					5th Tranche - Acceptance of Final proof of the trophy design	PhP 19,700.00	Paid
					6th Tranche - Acceptance of the trophies	PhP 29,550.00	On Process
10	FACTOR CO2 (GHG Reporting Protocol)	PAS-INC-2015-035	September 16- 2016 - November 30, 2016 (NTF)		1st Tranche	No Tracking	
					2nd Tranche		
					3rd Tranche		

Annex 2. Status of Contractors' Deliverables and Payments

No.	Contractor	Contract Number	Duration of Contract	Contract Amendments	Remaining Tranches	Amount	Status
					4th Tranche		
					5th Tranche		
					6th Tranche - Final Report	US$ 6,390.00	Fully paid May 16, 2017
				October 1 to November 15, 2017	1st Tranche	No Tracking	
					2nd Tranche		
11	Rea Uy-Espitola, IKP Specialist	PAS-INC-2016-	February 1, 2017 - September 30, 2017		3rd Tranche - First Interim Report	PhP 75,000.00	Paid June 5,2017
					4th Tranche - Second Interim Report	PhP 75,000.00	Paid
					5th Tranche - Draft Final Report	PhP 100,000.00	Paid
					6th Tranche - Final Report	PhP 150,000.00	On Process (Signature of ASEC)
12	Flordeliza Andres - NDC Expert	PAS-IC-2016-062	December 16, 2016 - September 30, 2017	October 1 to November 30, 2017	1st Tranche	No Tracking	
					2nd Tranche		
					3rd Tranche - First Interim Report	PhP 145,199.45	Paid in June 29, 2017
					4th Tranche - Second Interim Report	PhP 146,199.45	Paid Dec. 19, 2017
					5th Tranche - Draft Final Report	PhP 194,932.60	Paid
					6th Tranche - Final Report	PhP 292,398.90	On process
13	Iris Earvene Lapid		December 16, 2017-March 30, 2018		1st Tranche - (20%) upon signing	**PhP50,000.00**	**December 2017**

Annex 2. Status of Contractors' Deliverables and Payments

No.	Contractor	Contract Number	Duration of Contract	Contract Amendments	Remaining Tranches	Amount	Status
					2nd Tranche (20%) Upon submission of Pre-Production	**PhP50,000.00**	**Paid**
					3rd Tranche- (20%) Upon completion of production stage	**PhP50,000.00**	**Paid**
					4th Tranche (40%) Upon Completion of Post Production	**PhP100,000.00**	**On process**
14	Oliver Rhey C. Javier		February 12-March 30, 2018		1st Tranche - (20%) upon signing	**PhP20,000.00**	**Paid**
					2nd Tranche (20%) Submission of Acceptance of Inception Report	**PhP20,000.00**	**Paid**
					3rd Tranche- (20%) Draft Final Report	**PhP20,000.00**	**Paid**
					4th Tranche (40%) Final Report	**PhP40,000.00**	**on Process (for signature of ASEC)**

Legend for Amount and Status columns:
Yellow Highlight- Terminated/Finished contracts/Fully Paid
Red Fonts - Paid Tranches/ongoing payment process
Black Fonts - not yet paid/not yet process/for report submission
Source:
Contractor Status as of Sept. 2018 (FPE Drive)

Annex 3. Progress Towards Achievement of Project Objectives < see separate file>

Annex 4. List of Business Summits

Year	*Date*	*Business Summit Theme*	*Location*
2013	Nov. 27, 2013	Forging Partnership Towards a Climate-Smart Industry	SMX, Pasay City
2014	Nov. 26, 2014	Business Solutions for Climate Change	PICC, Pasay City
2015	Nov. 24, 2015	Towards an Aligned Strategy on Climate Change	SMX, Pasay City
2016	Nov. 23, 2016	Business Strategies for Low Carbon Economy	CCP Complex, Pasay City
2017	July 21, 2017	Business Opportunities in Climate Change (2017 Regional Business and Climate Change)	Cebu City
	July 27, 2017	Business Opportunities in Climate Change (2017 Regional Business and Climate Change)	Sta. Rosa, Laguna
	Sept. 12, 2017	Business Opportunities in Climate Change (2017 Regional Business and Climate Change)	Davao City
	Nov. 22, 2017	National Business and Climate Summit	Pasay City

Annex 5. Logical Framework Analysis (LFA) Matrix: Project Component 1 < see separate file>

Annex 6. Revised Logical Framework Analysis (LFA) Matrix: Project Components 1, 2, 3 < see separate file>

Annex 7. Results of SMART Analysis of Logical Framework < see separate file>

Annex 8. List of Documents Reviewed

Name of Document	Type of Copy (E – Electronic H – Hardcopy)
Terms of Reference – National Individual Consultant for the Final Project Evaluation (FPE) of the "Low Emission Capacity Building (LECB) Programme Philippine Project"	E
Project Document (ProDoc) – "Philippines: Climate Change Capacity Building Project in the Framework of the Low Emission Capacity Building Programme"	H
Francis A. Benito. "Overview of the LECB PHL Project	E
National Integrated Climate Change Database and Information Exchange System (NICCDIES)	
LECB PMU Final Comments. 13 July 2016. Assessment of the First Interim Report "Development of the National Integrated Climate Change Database and Information Exchange System (NICCDIES)" submitted by MSIT	E
Component 2	
Private Sector Low Emission Development Strategies (LEDS)	
Factor CO2. 28 July 2017. First Interim Report (FIR) on the "Development of Private Sector LEDS Roadmap" – advance copy	E (dated 6/10/2017)
Recognition – Rating System	
International Institute for Energy Conservation – Asia (IIEC). January 2016. Inception Report (IR) on the "Development of the National Recognition and Rating Program for Good Practices on Climate Change Mitigation"	E
IIEC. 29 April 2016. 1st Meeting with Stakeholders on the "Development of the National Recognition and Rating Program for Good Practices on Climate Change Mitigation"	E
IIEC. 15 July 2016. First Interim Report (FIR) on the "Development of the National Recognition and Rating Program for Good Practices on Climate Change Mitigation"	E
LECB PMU comments. Assessment of the First Interim Report on the "Development of the National Recognition and Rating Program for Good Practices on Climate Change Mitigation" submitted by IIEC	E
LECB PMU comments. Assessment of the Second Interim Report on the "Development of the National Recognition and Rating Program for Good Practices on Climate Change Mitigation" submitted by IIEC	E
LECB PMU comments. Assessment of the Draft Final Report on the "Development of the National Recognition and Rating Program for Good Practices on Climate Change Mitigation" submitted by IIEC	E

Name of Document	Type of Copy (E – Electronic H – Hardcopy)
IIEC. July 2017. Second Interim Report (SIR) 2nd Revision on the "Development of the National Recognition and Rating Program for Good Practices on Climate Change Mitigation"	E
IIEC. July 2017. Guidelines for the "Climate Change Recognition and Rating Program Manual"	E, H
Attachments to Component 2	
Flordeliza Andres. 1 June 2016. Inception Report (IR) on the "Development of Nationally Determined Contributions (NDC) Framework and Roadmap"	E
Flordeliza Andres. 6 February 2017. First Interim Report (FIR) Draft on the "Development of Nationally Determined Contributions (NDC) Framework and Roadmap"	E
Quarterly Project Reports (QPR)	
Yr1 Qtr1 (Jan – Mar 2012) Project Progress Report	E
Yr1 Qtr2 (Apr – Jun 2012) Project Progress Report *	E
Yr1 Qtr3 (Jul – Sep 2012) Project Progress Report	X
Yr1 Qtr4 (Oct –Dec 2012) Project Progress Report	E
Yr2 Qtr1 (Jan – Mar 2013) Project Progress Report	E
Yr2 Qtr2 (Apr – Jun 2013) Project Progress Report	E
Yr2 Qtr3 (Jul – Sep 2013) Project Progress Report	E
Yr2 Qtr4 (Oct –Dec 2013) Project Progress Report	E
Yr3 Qtr1 (Jan – Mar 2014) Project Progress Report	E
Yr3 Qtr2 (Apr – Jun 2014) Project Progress Report	E
Yr3 Qtr3 (Jul – Sep 2014) Project Progress Report	E
Yr3 Qtr4 (Oct –Dec 2014) Project Progress Report	E
Yr4 Qtr1 (Jan – Mar 2015) Project Progress Report	E
Yr4 Qtr2 (Apr – Jun 2015) Project Progress Report	E
Yr4 Qtr3 (Jul – Sep 2015) Project Progress Report	E
Yr4 Qtr4 (Oct –Dec 2015) Project Progress Report	E
Yr5 Qtr1 (Jan – Mar 2016) Project Progress Report	E
Yr5 Qtr2 (Apr – Jun 2016) Project Progress Report	E
Yr5 Qtr3 (Jul – Sep 2016) Project Progress Report	E
Yr5 Qtr4 (Oct –Dec 2016) Project Progress Report	E
Yr6 Qtr1 (Jan – Mar 2017) Project Progress Report	E
Yr6 Qtr2 (Apr – Jun 2017) Project Progress Report	E
Yr6 Qtr3 (Jul – Sep 2017) Project Progress Report	E

Name of Document	Type of Copy (E – Electronic H – Hardcopy)
Yr6 Qtr4 (Oct – Dec 2017) Project Progress Report	E
Yr7 Qtr1 (Jan – Mar 2018) Project Progress Report	E
Yr7 Qtr2 (Apr – June 2018) Project Progress Report	E
Annual Project Reports (APR)	
Annual Project Report (Jan – Dec 2013) Yr2	E
Annual Project Report (Jan – Dec 2014) Yr3	E
Annual Project Report (Jan – Dec 2015) Yr4	E
Annual Project Report (Jan – Dec 2016) Yr5	E
Annual Project Report (Jan – Dec 2017) Yr6	E
Implementation and Monitoring Stage Quality Assurance Report	
Consultants' & Contractors' Reports	
Jeanette Laurente – GD Expert (Guidance Document) – terminated	
Berkman International, Inc. - NAMAs options development study	
Berkman- First Interim Report NAMAs (Mar 2015)	E
OUTCOME 1: Robust national system for preparation of GHG emission inventories have been established at a national level –	
PGHGIMRS, GD, and RM, E.O. 174	
OUTCOME 2: Development of the Climate Change Mitigation Framework Strategy and Mitigation Goal Design (NCCMFS) -	
Emergent Ventures International PTE.LTD (EVI) – NAMAs Expert	E, H
Second Interim Report, Version 2.0 (30 Oct 2017) – for evaluation	
National Climate Change Mitigation Framework Strategy (NCCMFS)	
OUTCOME 2: Development of the Climate Change Mitigation Framework Strategy and Mitigation Goal Design (NCCMFS) -	
Emergent Ventures International PTE.LTD (EVI) – NAMAs Expert	E
First Interim Report, Version 1.2 (4 Feb 2017)	
National Climate Change Mitigation Framework Strategy (NCCMFS)	
OUTCOME 2: Development of the Climate Change Mitigation Framework Strategy and Mitigation Goal Design (NCCMFS) -	
Emergent Ventures International PTE.LTD (EVI) – NAMAs Expert	E
Final Report, Version 4 (27 March 2018)	
National Climate Change Mitigation Framework Strategy (NCCMFS)	

Name of Document	Type of Copy (E – Electronic H – Hardcopy)
OUTCOME 2: Development of the Climate Change Mitigation Framework Strategy and Mitigation Goal Design (NCCMFS) -	E
Emergent Ventures International PTE.LTD (EVI) – NAMAs Expert	
Synthesis Report, Version 3 (25 April 2018)	
National Climate Change Mitigation Framework Strategy (NCCMFS)	
OUTCOME 3: Development of Measurement, Reporting and Verification (MRV System Framework/Roadmap for NAMAs and LEDS	E, H
Susana Chua, PhD - MRV Expert	
Final Report – Development of Measurement, Reporting and Verification (MRV) System Framework/Roadmap for NAMAs and LEDS:	
Final Report Project Summary	
Final Report Volume 1 – General Framework for the MRV Roadmap, Institutional Arrangements and MRV Plan (Mitigation Actions)	
Final Report Volume 2 – Agriculture Sector Mitigation Actions MRV Guidance	
Final Report Volume 3 – Waste Sector Mitigation Actions MRV Guidance	
Final Report Volume 4 – Industry Sector Mitigation Actions MRV Guidance	
Final Report Volume 5 – Transport Sector Mitigation Actions MRV Guidance	
· Final Report Volume 6 – Forestry Sector Mitigation Actions MRV Guidance	
· Final Report Volume 7 – Energy Sector Mitigation Actions MRV Guidance	
OUTCOME 3: Development of Measurement, Reporting and Verification (MRV System Framework/Roadmap for NAMAs and LEDS	E
Susana Chua, PhD - MRV Expert	
Second Interim Report – Development of Measurement, Reporting and Verification (MRV) System Framework/Roadmap for NAMAs and LEDS:	
· SIR Project Summary	
· SIR Volume 1 – General Framework for the MRV Roadmap, Institutional Arrangements and MRV Plan (Mitigation Actions)	
· SIR Volume 2 – Agriculture Sector Mitigation Actions MRV Guidance	
· SIR Volume 3 – Waste Sector Mitigation Actions MRV Guidance	
· SIR Volume 4 – Industry Sector Mitigation Actions MRV Guidance	
· SIR Volume 5 – Transport Sector Mitigation Actions MRV Guidance	
· SIR Volume 6 – Forestry Sector Mitigation Actions MRV Guidance	
· SIR Volume 7 – Energy Sector Mitigation Actions MRV Guidance	
OUTCOME 3: Development of the National Integrated Climate Change Database and Information Exchange System (NICCDIES) -	E, H
Master's Stewards Information Technology (MSIT) Solutions, Inc.	
First Interim Report (Aug. 2016)	

Name of Document	Type of Copy (E – Electronic H – Hardcopy)
OUTCOME 3: Development of the National Integrated Climate Change Database and Information Exchange System (NICCDIES) -	E
Master's Stewards Information Technology (MSIT) Solutions, Inc.	
Inception Report	
OUTCOME 3: Development of the National Integrated Climate Change Database and Information Exchange System (NICCDIES) -	E
Master's Stewards Information Technology (MSIT) Solutions, Inc.	
Draft Final Report	
OUTCOME 4: Project Management including Monitoring & Evaluation (M&E) -	H
Loreta Ayson - Capacity Building Expert	
Final Report	
Assessment of Capacity Building Activities	
OUTCOME 4: Project Management including Monitoring & Evaluation (M&E) -	E
Loreta Ayson - Capacity Building Expert	
Final Report	
OUTCOME 5&6: Development of Private Sector LEDS Roadmap -	E,H
Factor Ideas Services S. L. - Private Sector LEDS Roadmap Expert	
First Interim Report (06/10/2017)	
Development of Private Sector LEDS Roadmap	
OUTCOME 5&6: Development of Private Sector LEDS Roadmap -	E
Factor Ideas Services S. L. - Private Sector LEDS Roadmap Expert	
Second Interim Report (10/25/2017)	
Development of Private Sector LEDS Roadmap	
OUTCOME 5&6: Development of Private Sector LEDS Roadmap -	E
Factor Ideas Services S. L. - Private Sector LEDS Roadmap Expert	
Draft Final Report (01/26/2018)	
Development of Private Sector LEDS Roadmap	
OUTCOME 5&6: Development of Private Sector LEDS Roadmap -	E
Factor Ideas Services S. L. - Private Sector LEDS Roadmap Expert	
Final Report (03/30/2018)	
Development of Private Sector LEDS Roadmap	
OUTCOME 5&6: Development of Private Sector LEDS Roadmap -	E
Factor Ideas Services S. L. - Private Sector LEDS Roadmap Expert	
Knowledge Product Summary	
Development of Private Sector LEDS Roadmap	
OUTCOME 5&6: Development of a National Recognition and Rating Program for Good Practices on Climate Change Mitigation -	E,H

Name of Document	Type of Copy (E – Electronic H – Hardcopy)
International Institute for Energy Conservation (IIEC)	
Draft Final Report (Sep 2017) – for review	
Development of a National Recognition and Rating Program for Good Practices on Climate Change Mitigation	
OUTCOME 5&6: Development of a National Recognition and Rating Program for Good Practices on Climate Change Mitigation -	E
International Institute for Energy Conservation (IIEC)	
Final Report (Nov 2017)	
Development of a National Recognition and Rating Program for Good Practices on Climate Change Mitigation	
OUTCOME 5&6: Artist for the National Recognition and Rating Program for Good Practices on Climate Change Mitigation -	E
Melissa Gamad	
CLIMATE CHANGE RECOGNITION AND RATING PROGRAM	
Trophy and Poster Designs	
Progress Report	
OUTCOME 7&8: Development of GHG Inventory Reporting Protocol and Management Plan for the Private Sector and Conduct Business Summits	H
FACTOR CO2 (GHG Reporting Protocol & Inventory Management Plan for the Business Sector)	
Final Report- GHG Reporting Protocol and Inventory Management Plan	
OUTCOME 9: Develop Information and Knowledge Products	E, H
Rea Uy-Espistola, IKM Expert	
Second Interim Report, Version 1 (6 Oct 2017)	
Development of Information and Knowledge Products	
OUTCOME 9: Develop Information and Knowledge Products	E
Rea Uy-Espistola, IKM Expert	
Draft Final Report, Version 1 (25 Mar 2018)	
Development of Information and Knowledge Products	
OUTCOME 9: Develop Information and Knowledge Products	E
Rea Uy-Espistola, IKM Expert	
Transmittal Draft (25 Mar 2018)	
Development of Information and Knowledge Products	
OUTCOME 10: Conduct information and educational campaign to promote Intended Nationally-Determined Contributions (INDCs)	
(See Quarterly and Annual Progress Reports for activities and accomplishments)	

Name of Document	Type of Copy (E – Electronic H – Hardcopy)
OUTCOME 11: Nationally Determined Contribution (NDC) Roadmap Development -	E
Flordeliza Andres, PhD - NDC Expert	
Second Interim Report	
Development of Nationally Determined Contributions (NDC) Framework and Roadmap	
OUTCOME 11: Nationally Determined Contribution (NDC) Roadmap Development -	E
Flordeliza Andres, PhD - NDC Expert	
First Interim Report	
Development of Nationally Determined Contributions (NDC) Framework and Roadmap	
OUTCOME 11: Nationally Determined Contribution (NDC) Roadmap Development -	E
Flordeliza Andres, PhD - NDC Expert	
Inception Report	
Development of Nationally Determined Contributions (NDC) Framework and Roadmap	
OUTCOME 11: Nationally Determined Contribution (NDC) Roadmap Development -	E
Flordeliza Andres, PhD - NDC Expert	
Final Report	
Development of Nationally Determined Contributions (NDC) Framework and Roadmap	
Other Documents Not Categorized Above	
Javier	E
Inception Report (2 Mar 2018)	
EVALUATION OF THE BUSINESS AND CLIMATE SUMMITS	
Javier	E
Final Report -1st Draft (5 July 2018)	
EVALUATION OF THE BUSINESS AND CLIMATE SUMMITS	
Javier	E
Agenda: PRESENTATION OF THE BUSINESS SUMMIT EVALUATION FINDINGS (1 Aug 2018)	
EVALUATION OF THE BUSINESS AND CLIMATE SUMMITS	
Javier	E
Final Report Presentation (1 Aug 2018)	

Name of Document	Type of Copy (E – Electronic H – Hardcopy)
EVALUATION OF THE BUSINESS AND CLIMATE SUMMITS	
Climate Change Mitigation Recognition and Rating Program for Business and Industry- Large Enterprise	E
Application Form	
ORIENTATION WORKSHOP MATERIALS	
Climate Change Mitigation Recognition and Rating Program for Business and Industry- MSME	E
Application Form	
ORIENTATION WORKSHOP MATERIALS	
Rating Scheme	E
ORIENTATION WORKSHOP MATERIALS	
Training PPT1	E
Development of the National Recognition and Rating Program for Good Practices on Climate Change Mitigation	
ORIENTATION WORKSHOP MATERIALS	
Training PPT2	E
Development of the National Recognition and Rating Program for Good Practices on Climate Change Mitigation	
ORIENTATION WORKSHOP MATERIALS	
Training PPT3	E
Development of the National Recognition and Rating Program for Good Practices on Climate Change Mitigation	
ORIENTATION WORKSHOP MATERIALS	
Training PPT4	E
Development of the National Recognition and Rating Program for Good Practices on Climate Change Mitigation	
ORIENTATION WORKSHOP MATERIALS	
Brochure 1	E
Brochure 2	
Brochure 3	
Brochure 4	
Brochure 5	
Brochure 6	
Brochure 7	
Brochure 8	
Brochure 9	
Brochure 10	

Name of Document	Type of Copy (E – Electronic H – Hardcopy)
Brochure 11	
LECB INFO KIT	
Inception Report	E
Integration of Climate Change Adaptation and Disaster Risk Management in Updating of Agriculture and Fisheries Modernization Plan for 2018 to 2033	
Inception Report	E
Terminal Evaluation of the UNEP/GEF project	
Key Informants and Consultants Directory	E
Terminal Evaluation LECB	
Letter for LECB Terminal Evaluation	E
Final Evaluation Schedule (Oct 25, 2017)	E
Draft Final Report (Rev 2, 31 Aug 2017)	E
Marcial Ocampo	
LECB Final Project Evaluation	
Final List of Interview and Response (Oct 24, 2017)	E
Questionnaire Amelia Supetran	E, H
Questionnaire for LECB PHL Project (Mems Gamad)	E, H
Questionnaire for LECB PHL _Recognition and Rating Program_9Oct2017 (IIEC)	E, H
Questionnaire for LECB PHL Project (Loreta Ayson)	E, H
Questionnaire for LECB PHL Project (Susana Chua)	E, H
Questionnaire for LECB PHL Project evi-icleiseas-5October2017 (Marvin Lagonera)	E
Questionnaire Joy Goco	E, H
Questionnaire Sandy Recabar	H
Questionnaire NSWMC	H
Questionnaire Flordeliza Andres	H
Questionnaire NICCDIES	H
Questionnaire (2 unknown respondents)	H
Monitoring Folder	
Contract Monitoring (as of September 2018)	E
YDV Consultants Monitoring (as of July 2018)	E
NSC Directory (as of February 2018)	E
Contract Status_(as of September 2018)	E
10th NSC Meeting (Attendance)	E
Business Summit Folder	
Final Draft Luzon Summit Highlights (2017)	E
Final Draft Visayas Summit Highlights (2017)	E

Name of Document	Type of Copy (E – Electronic H – Hardcopy)
Final Draft National Business Summit (2017)	E
Draft Mindanao Summit Highlights (2017)	E
Business Summit Activity Report 2015	E
Business Summit Activity Report 2016	E
2017 Cebu Business Summit Attendance Sheets	E
2017 Cebu Flyer	E
2017 Davao Business Summit Attendance Sheets	E
2017 Davao Summit List of Participants	E
2017 Davao Flyer	E
2017 Laguna Flyer	E
2017 Laguna Summit List of Participants	E
Concept Note and Program-Visayas Business Summit (July17)	E
Concept Note and Tentative Program-Mindanao Business Summit (Sep 6)	E
Concept Note and Program-Luzon Business Summit (July25)	E
Concept Note and Program Agriculture (Nov. 22, 2017 Business Summit Manila)	E
Concept Note and Program Waste (Nov. 22, 2017 Business Summit Manila)	E
Concept Note and Program (Nov. 22, 2017 Business Summit Manila)	E
Mindanao declaration	E
2017 National Business Summit Program (Pages 1 – 4)	E
2017 National Business Summit Attendance (Agriculture, Energy, Organizers, Plenary, Speakers, Transport)	E
2017 National Business Summit List of Participants and Organizers	E
Overview business summit (for Javier's evaluation)	E
Business Summit 2013 and 2014 (Parts 1 – 4)	E

Notes:
* Yr1 Qtr3 (Jul – Sep 2012) Project Progress Report (missing)

Annex 9.1 List of Persons Interviewed

	Name	*Role/Organization*	*Instrument*	*Year of Survey*
1	Loreta Ayson	LECB Consultant	Printed Survey	2017
2	Melissa Gamad	LECB Consultant	Printed Survey	2017
3	Angelica Salomon Dealino	LECB Consultant	Printed Survey	2017
4	Susana Chua	LECB Consultant	Printed Survey	2017
5	Marvin Lagonera	LECB Consultant	Printed Survey	2017
6	Mary Ann Soleno	LECB Consultant	Printed Survey	2017
7	Unidentified		Printed Survey	2017
8	Marissa Mercado; Michael Velasco	National Solid Waste Management Commission	Printed Survey	2017
9	Amelia Supetran	CCC-UNDP	Printed Survey	2017
10	Joy Goco	CCC-UNDP	Printed Survey	2017
11	Sandy Recabar	CCC-UNDP	Printed Survey	2017
12	OJ Javier	LECB Consultant / Philippine Business for the Environment	Online Survey	2018
13	Rea Epistola	LECB Consultant	Online Survey	2018
14	Bonar Laureto	Philippine Business for the Environment	Online Survey	2018
15	Rolando Jr Abad	Environmental Management Bureau	Online Survey	2018
16	Virginia Bathan	Philippine Statistics Authority	Online Survey	2018
17	Mark De Claro	DENR - Forest Management Bureau	Online Survey	2018
18	Elenida Basug	DENR - Climate Change Service	Online Survey	2018
19	Mary Jane Alvarez	National Economic and Development Authority	Online Survey	2018
20	Letty Abella	Department of Energy	Online Survey	2018

Annex 9.2 Evaluation Matrix

Criteria	Question	Type of Question	Max (Min)[1/]	Average	N [2/]	Scores
Relevance (R) = 159/179 (89% or Highly Satisfactory)						
R1	1. Were the project's (LECB) outcomes consistent with the focal areas/operational program strategies and country priorities? Please refer to the attached Table 1 for LECB outputs and outcomes.	Yes/No	1 (0)	1	8	8/8
	Please explain:	Open ended				
R2a	2a. Given the design of LECB, how relevant do you think is the Project in: a. Fulfilling the government's commitment to the Paris Agreement	Rating [3/]	4 (1)	3.5	10	35/40
R2b	2b. Given the design of LECB, how relevant do you think is the Project in: b. Implementing NCCAP	Rating [3/]	4 (1)	3.4	9	31/36
R2c	2c. Given the design of LECB, how relevant do you think is the Project in: c. Developing the NDC	Rating [3/]	4 (1)	3.5	10	35/40
R2d	2d. Given the design of LECB, how relevant do you think is the Project in: d. Reporting to UNFCCC	Rating [3/]	4 (1)	3.4	9	31/36
	Please explain:	Open ended				
R3	3. Did the LECB intervention target the specific needs of the CCC?	Yes/No	1 (0)	1	9	9/9
	Please explain:	Open ended				
R4	4. Do you think the project's (LECB) outputs target the specific needs of its stakeholders (agency staff involved in MRV and GHG measurements). Please refer to the attached Table 1 for LECB outputs and outcomes.	Yes/No	1 (0)	1	10	10/10
	Please explain:	Open ended				
R5	5. How did the LECB intervention complement the work of other development partners engaged with the CCC in NDC-like activities?	Open ended				

Annex 9.2 Evaluation Matrix

Criteria	Question	Type of Question	Max (Min)[1/]	Average	N [2/]	Scores
R6	6. What aspect of LECB do you think was the least relevant and why?	Open ended				
	TOTAL for Relevance					159/179
Effectiveness (EF) = 58/82 (71% or Satisfactory)						
EF1	7. Is the project reaching the intended beneficiaries, rights holders and duty bearers?	Yes/No	1 (0)	0.9	11	10/11
	Please explain:	Open ended				
EF2a	8. Given the design of LECB, how effective do you think is the Project in: [a. Influencing policy]	Rating [4/]	4 (1)	2.6	8	21/32
EF2b	8. Given the design of LECB, how effective do you think is the Project in: [b. Contributing to the government's / public sector's focus on climate change mitigation]	Rating [4/]	4 (1)	2.9	8	23/32
	Please explain:	Open ended				
EF3	9. What was the value added contribution of the project?	Open ended				
EF4	10. What were the constraints or issues if any, which affected the LECB in achievement of its expected outcomes?	Open ended				
EF5	11. Do you think there were any shortcomings of the project (LECB) in the achievement of its intended results and objectives?	Yes/No	1 (0)	0.6	7	4/7
	Please explain:	Open ended				
	TOTAL for Effectiveness					58/82

Annex 9.2 Evaluation Matrix

Criteria	Question	Type of Question	Max (Min)[1/]	Average	N [2/]	Scores
Efficiency (EC) = 28/45 (62% or Moderately Satisfactory)						
EC1	12. Was the project cost effective?	Yes/No	1 (0)	1	6	6/6
	Please explain:	Open ended				
EC2	13. Was the project the least cost option?	Yes/No	1 (0)	0.33	3	1/3
	Please explain:	Open ended				
EC3a	14.a. Was the project implementation delayed?	Yes/No	1 (0)	0.25	16	4/16
	Please explain:	Open ended				
EC3b	14.b. If you answered YES to (14.a) above, did the delay affect cost effectiveness?	Yes/No	1 (0)	0.6	5	3/5
	Please explain:	Open ended				
EC4	15. In hindsight, do you think the project (LECB) made use of its resources in a most efficient way?	Yes/No	1 (0)	1	9	9/9
	Please explain:	Open ended				
EC5	16. Are there other efficiency issues that are worth noting?	Yes/No	1 (0)	0.8	6	5/6
	Please explain:	Open ended				
	TOTAL for Efficiency					28/45

Annex 9.2 Evaluation Matrix

Criteria	Question	Type of Question	Max (Min)[1/]	Average	N [2/]	Scores
Sustainability (S) = SP + IG (24/48 or 50% Moderately Unlikely)						
Financial Resources (FR) = 8/10 (80% or Likely)						
FR1	17. Are there any financial risks that may affect the sustainability of the project outcomes?	Yes/No	1 (0)	0.7	3	2/3
	Please explain:	Open ended				
FR2	18. Is there a likelihood of financial and economic resources (public or private, and any income-generating activities) not being available once the LECB Global Programme assistance ends?	Yes/No	1 (0)	1	3	3/3
	Please explain:	Open ended				
FR3	19. Are there any trends that may indicate adequate financial resources for sustaining the project's outcomes?	Yes/No	1 (0)	0.75	4	3/4
	Please explain:	Open ended				
	TOTAL Financial Resources					8/10
Socio-political (SP) = 9/27 (33% or Moderately Unlikely)						
SP1	20. Are there any social or political risks that may affect the sustainability of the project outcomes?	Yes/No	1 (0)	0.2	14	3/14
	Please explain:	Open ended				
SP2	21. Is there a risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to sustain the project's outcomes?	Yes/No	1 (0)	0.1	7	1/7
	Please explain:	Open ended				
SP3	22. Is there awareness among the key stakeholders/public about the long-term benefits of the project?	Yes/No	1 (0)	0.8	6	5/6
	Please explain:	Open ended				

Annex 9.2 Evaluation Matrix

Criteria	Question	Type of Question	Max (Min)[1/]	Average	N [2/]	Scores
	TOTAL Socio-political					9/27
Institutional framework and governance (IG) = 15/21 (71% or Moderately Likely)						
IG1	23. Is there an existing technical know-how?	Yes/No	1 (0)	0.9	9	8/9
	Please explain:	Open ended				
IG2	24. Do the required systems for accountability and transparency exist?	Yes/No	1 (0)	1	6	6/6
	Please explain:	Open ended				
IG3	25. Are there risks stemming from legal frameworks, policies, and governance structures and processes that may adversely affect the sustainability of the benefits of the project?	Yes/No	1 (0)	0.1	6	1/6
	Please explain:	Open ended				
	TOTAL Institutional framework and governance					15/21
Environmental (EN) = 4/6 (67% Moderately Likely)						
EN1	26. Are there any environmental risks that may affect the sustainability of the project outcomes?	Yes/No	1 (0)	0.7	6	4/6
	Please explain:	Open ended				
Impact (I)						
I1	27. What do you think have been the most important impacts of the project?	Open ended				
I2	28. Are your answers in #1 above crucial in the landscape of the many interventions within government and CCC in particular?	Yes/No	1 (0)	0.91	11	10/11

Annex 9.2 Evaluation Matrix

Criteria	Question	Type of Question	Max (Min)[1/]	Average	N [2/]	Scores
	Please explain:	Open ended				
Others						
O1	29. Any other comments or concerns you might have that would be important in the final evaluation of LECB?	Open ended				

Notes:
1/ Max (Min) pertains to the equivalent minimum and maximum numerical values, respectively, for each answer to the question.
2/ N pertains to the total number of respondents for each question who did not answer N/A.
3/ For rating the relevance of the project, the following point-system is used is 4 = Very Relevant; 3 = Relevant; 2 = Somewhat Relevant; 1 = Not Relevant.
4/ For rating the effectiveness of the project, the following point-system is used is 4 = Very Effective; 3 = Effective; 2 = Somewhat Effective; 1 = Not Effective.

Annex 10. Aspects of project implementation and adaptive management (Survey Questions)

Criteria	Question	Type of Question	Max (Min)[1/]	Average	N[2/]	Scores
Work Planning (WP)						
WP1	1. Were the project's objectives and components clear, practicable, and feasible within its timeframe?	Yes/No	1 (0)	0.7	3	2/3
	Please explain:	Open ended				
WP2	2. Were the capacities of the implementing institution and its counterparts properly considered when the project was designed?	Yes/No	1 (0)		2	1/2
	Please explain:	Open ended				
WP3	3. Were lessons from other relevant projects properly incorporated in the project design?	Yes/No	1 (0)		3	2/3
	Please explain:	Open ended				
WP4	4. Were the partnership arrangements properly identified, and the roles and responsibilities negotiated prior to project approval?	Yes/No	1 (0)		3	2/3
	Please explain:	Open ended				
WP5	5. Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry?	Yes/No	1 (0)		4	2/4
	Please explain:	Open ended				
WP6	6. What was the level of awareness and support of the National Government, Public, Academe and Private Sectors on the outcomes of the project?	Open ended				
WP7	7. What would you recommend to have done or change so the level of awareness and support would have been acceptable?	Open ended				

Annex 10. Aspects of project implementation and adaptive management (Survey Questions)

Criteria	Question	Type of Question	Max (Min)[1/]	Average	N[2/]	Scores
WP8	8. What lessons learned you have observed with respect to work planning, preparation and readiness?	Open ended				
	TOTAL Work Planning					9/15
Finance and co-finance (FC)						
FC1	9. Did the project have the appropriate financial controls, including reporting and planning, to enable the management to make informed decisions regarding the budget and to allow for the timely flow of funds?	Yes/No	1 (0)		2	1/2
	Please explain:	Open ended				
FC2	10. Was there due diligence in the management of funds and financial audits?	Yes/No	1 (0)		1	1
	Please explain:	Open ended				
FC3	11. Was there difficulty in obtaining management approval to finance or co-finance low emission development strategies?	Yes/No	1 (0)		1	1
FC4	12. What would you recommend to have done or change to facilitate finance and co-finance?	Open ended				
FC5	13. What lessons learned you have observed with respect to finance and co-finance?	Open ended				
	TOTAL Finance and co-finance					3/4
Monitoring and reporting systems (MR)						
MR1	14. Was there a monitoring and evaluation (M&E) system in place?	Yes/No	1 (0)	1	1	1
	Please explain:	Open ended				

Annex 10. Aspects of project implementation and adaptive management (Survey Questions)

Criteria	Question	Type of Question	Max (Min)[1/]	Average	N[2/]	Scores
MR2	15. Was M&E used to improve project performance and to adapt to changing needs?	Yes/No	1 (0)	1	1	1
	Please explain:	Open ended				
MR3	16. Were the annual project reports complete, accurate, and with well-justified ratings?	Yes/No	1 (0)	1	1	1
	Please explain:	Open ended				
MR4	17. Did the parties responsible for M&E receive proper training to ensure continuity of the collection of data even after project closure?	Yes/No	1 (0)	1	1	1
	Please explain:	Open ended				
MR5	18. What were the main barriers to developing capability for low emission development strategies, GHG inventory and monitoring, and adoption of mitigation measures?	Open ended				
MR6	19. What lessons learned you have observed with respect to monitoring and reporting systems?	Open ended				
	TOTAL Monitoring and reporting systems					3/3
Communications (CM)						
CM1a	20. Did the project involve the relevant stakeholders through: [a. Information-sharing]	Yes/No	1 (0)		5	4/5
CM1b	20. Did the project involve the relevant stakeholders through: [b. Consultation]	Yes/No	1 (0)		5	4/5
CM1c	20. Did the project involve the relevant stakeholders through: [c. Seeking their participation in the project's design, implementation, and monitoring and evaluation]	Yes/No	1 (0)		5	4/5

Annex 10. Aspects of project implementation and adaptive management (Survey Questions)

Criteria	Question	Type of Question	Max (Min)[1/]	Average	N[2/]	Scores
CM2	21. Did the project implement appropriate outreach and public awareness campaigns?	Yes/No	1 (0)		2	2/2
	Please explain:	Open ended				
CM3a	22a. Did the project consult and make use of the skills, experience, and knowledge of the following in the design, implementation, and evaluation of project activities? [a. appropriate government entities]	Yes/No	1 (0)		3	3/3
CM3b	22b. Did the project consult and make use of the skills, experience, and knowledge of the following in the design, implementation, and evaluation of project activities? [b. NGOs]	Yes/No	1 (0)		3	3/3
CM3c	22c. Did the project consult and make use of the skills, experience, and knowledge of the following in the design, implementation, and evaluation of project activities? [c. community groups]	Yes/No	1 (0)		3	3/3
CM3d	22d. Did the project consult and make use of the skills, experience, and knowledge of the following in the design, implementation, and evaluation of project activities? [d. private sector entities]	Yes/No	1 (0)		3	3/3
CM3e	22e. Did the project consult and make use of the skills, experience, and knowledge of the following in the design, implementation, and evaluation of project activities? [e. local governments]	Yes/No	1 (0)		3	3/3
CM3f	22f. Did the project consult and make use of the skills, experience, and knowledge of the following in the design, implementation, and evaluation of project activities? [f. academic institutions]	Yes/No	1 (0)		3	3/3
CM4	23g. Was the sector (AWIT-FE) or project able to identify catalytic or replication effects of the project especially after end of project?	Yes/No	1 (0)		2	1/2
CM5	24. What would you recommend to have done or change to make communications effective?	Open ended				

Annex 10. Aspects of project implementation and adaptive management (Survey Questions)

Criteria	Question	Type of Question	Max (Min)[1/]	Average	N[2/]	Scores
CM6	25. Any other comments with respect to how the project handled communications?	Open ended				
	TOTAL Communications					33/37
Management arrangements (MA)						
MA1	26. Did implementing/executing agency staff identify problems in a timely fashion and accurately estimate their seriousness?	Yes/No	1 (0)		3	2/3
	Please explain:					
MA2a	27a. Did implementing/executing agency staff do the following? [a. provide quality support and advice to the project]	Yes/No	1 (0)		2	1/2
MA2b	27b. Did implementing/executing agency staff do the following? [b. approve modifications in the time frame]	Yes/No	1 (0)		1	1
MA2c	27c. Did implementing/executing agency staff do the following? [c. restructure the project as needed]	Yes/No	1 (0)		1	1
MA3a	28a. Did the implementing/executing agencies provide the following? [a. the right staffing levels]	Yes/No	1 (0)		1	1
MA3b	28b. Did the implementing/executing agencies provide the following? [b. continuity]	Yes/No	1 (0)		1	1
MA3c	28c. Did the implementing/executing agencies provide the following? [c. skill mix for the project/activities]	Yes/No	1 (0)		1	1
MA4	29. Did the project team provide the necessary resources (staff, financial, coordination) in a timely and adequate manner?	Yes/No	1 (0)		5	3/5
MA5	30. What would you recommend to have done or change to improve management arrangements?	Open ended				

Annex 10. Aspects of project implementation and adaptive management (Survey Questions)

Criteria	Question	Type of Question	Max (Min)[1/]	Average	N[2/]	Scores
MA6	31. Any other comments with respect to management arrangements? *	Open ended				
	TOTAL Management arrangements					11/15

Notes:
1/ Max (Min) pertains to the equivalent minimum and maximum numerical values, respectively, for each answer to the question.
2/ N pertains to the total number of respondents for each question who did not answer N/A.

Annex 11. Compiled Budget from Quarterly Reports (2013-2018) <see separate file>

Annex 12.1 Compiled Annual Budget from ProDoc (Year 1 – Year 3) <see separate file>

Annex 12.2 Compiled Annual Budget from Annual Reports (2013-2017) <see separate file>