

ANNEX 1: Terms of Reference for Project Terminal Evaluation

Terms of Reference

A. Title: Terminal Evaluation of Project 94900 Accelerating the BUB through Inclusive and Effective Governance

B. Project Description

Project Information		
Project title	Accelerating the BUB through Inclusive and Effective Governance	
Atlas ID	Project ID 00094900; Output ID 98964	
Corporate outcome and output	UNDP Strategic Plan Output 3.2: Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public	
Country	Philippines	
Region	Asia Pacific	
Date project document signed	11 May 2016	
Project dates	Start	Planned end
	11 May 2016	30 September 2019
Project budget	US\$ 11.16M	
Project expenditure at the time of the evaluation	US\$ 10,197,978	
Funding source	Government of the Philippines	
Implementing party	United Nations Development Programme	

In light of significant socioeconomic disparity and poor governance systems, the Philippine government launched in 2012 the Bottom-Up Budgeting (BUB) initiative. BUB aims to deliver poverty-reduction projects through a participatory local governance process. The Department of Social Welfare and Development (DSWD) is one of the national agencies implementing BUB.

DSWD anchored on three programmes, namely: the Kapit-Bisig Laban sa Kahirapan-Comprehensive and Integrated Delivery of Social - National Community-Driven Development Program (KALAHI-NCDDP), Protective Services Bureau (PSB) and Sustainable Livelihood Programme (SLP) in the implementation of BUB. However, due to weak social infrastructure, financial and administrative bottlenecks, low government and CSO capacities, as well as policy gaps, implementation performance has been challenging. While DSWD has introduced several initiatives to accelerate delivery for 2015 projects, it faced an immense challenge in 2016, wherein it will have to address the 2015 backlog in addition to delivering on the 2016 projects within an election year. It is in this respect that UNDP offers support to assist in the implementation of BUB through a government financing initiative amounting to US\$ 11.16 M.

This UNDP project aims to deliver, in partnership with DSWD, 100% of 2015 and 2016 backlog, composed of 487 projects, or 941 subprojects in 15 Regions in 271 cities/municipalities (54 LGUs: 4th class, and 30 LGUs: 5th class).

The project results contribute to SDGs 1, 2, 3, 4, 5, 6, 9, 11, 12 and 16. It is implemented with the support of governance hubs which consists of CSOs and High Education Institutions/State Universities and Colleges which will pilot enhanced governance infrastructure that will enable DSWD, LGUs, and civil society to execute BUB effectively and, over time, independently.

Purpose of Evaluation

Evaluations are critical for UNDP to progress towards advancing human development. Through the generation of evidence and objective information, evaluations enable UNDP to make informed decisions and plan strategically. This evaluation is intended to demonstrate the level of change in the project outputs indicators and the project's contribution to outcome level changes, which are normally demonstrated as changes in the performance of institutions or behavior changes. It must also consider whether resources have been properly and judiciously harnessed towards implementation and delivery of stated outputs and the extent to which these outputs contributed to observed results achieved. The evaluation must also identify any operational issues that may be improved to facilitate better program implementation and delivery for similar programs in the future. The evaluation will be used by all main parties (UNDP and partner government agency) to assess their approaches to development assistance and to design future interventions. It is expected to ensure accountability and to generate knowledge for wider use.

Objective

The evaluation will identify the level of achievement in project outputs and the contribution to results at the outcome level, including unintended positive and negative results. The evaluation will also aim to identify the key lessons learned and best practices.

The evaluation will assess:

- The relevance of the project
- The effectiveness of the achievement of results at the output levels and the level of efficiency in the use of project resources
- The usefulness and sustainability of the results for the project beneficiaries
- UNDP's performance as a development partner
- UNDP's added value to the expected results

C. Scope of Work

The Evaluation consultant will primarily be responsible in the conduct of the project terminal evaluation. Under the overall guidance of the Evaluation Reference Group, and reporting to the UNDP evaluation manager, the evaluator shall assess the relevance, effectiveness, efficiency, and sustainability of the *Accelerating the BUB through Inclusive and Effective Governance* Project by reviewing progress towards project results based on the project document and annual work plans. The evaluation will also review the project's theory of change vis-à-vis the project's achievements and risks and assess the project's potential effects on the target groups. It will likewise highlight strengths, weaknesses/gaps, good practices, and provide forward looking recommendations for future government financing projects.

The evaluation will also provide an analysis of the data generated from the client satisfaction surveys that were collected by partner CSOs. To the extent possible, the evaluation will assess the

contributions of the project to the quality of life of the BUB beneficiaries, namely: Extreme Poor from urban and rural families (Pantawid Pamilya Pilipino Program- 4Ps beneficiaries), Youth (out-of school youth), Solo Parents, Senior Citizens, Women, Early Childhood Care and Development (ECCD) students, Supervised Neighborhood Play (SNP) (children who are not able to avail ECCD center- based services), Government Employees (child development workers, municipal/ city employees, etc), Persons with Disabilities (PWDs), fisher folks and farmers.

The conduct of the evaluation should be based on the following criteria and key guide questions and may employ the following methodological approaches.

a. Evaluation criteria and key guiding questions

1. Relevance

- a. Did the project design and choice of activities and deliverables properly reflect and respond to specifically identified needs of the government and of the beneficiaries? How were the needs determined and assessed?
- b. How valid is the Theory of Change? Were the planned and actual activities and outputs of the project consistent with the intended outcomes?

2. Efficiency

- a. To what extent was the project managed and delivered in a cost-effective way?
- b. How was the project managed in terms of timeliness?
- c. How did project risks influence the efficiency of project implementation? Were all major risks adequately identified before and during project implementation?

3. Effectiveness

- a. To what extent is the project successful in achieving results, both expected and unexpected?
- b. How effective was the project in building the capacities of partners and beneficiaries?
- c. To what extent has the use of UNDP accelerated the implementation of the project effective in the following areas: budgeting, procurement, HR augmentation, partnerships and CSO engagement, finance, and monitoring?
- d. To what extent has UNDP met standard integrity/accountability measures in the delivery of civil works projects, goods, and services?
- e. What are the innovative approaches or strategies that the project introduced?
- f. What value has UNDP added? Both expected and unexpected?
- g. Is the project reaching the intended beneficiaries, rights holders and duty bearers?
- h. To what extent has the project been effective in policy/systems influencing at the national and local level?
- i. Did the project build effective synergies with other existing initiatives?
- j. What are the results of the client satisfaction surveys carried out by partner CSOs?
- k. To what extent does the project integrate gender equality, women's empowerment, and human rights?

4. Sustainability

- a. To what extent can project results be continued without the project's further involvement?
- b. To what extent has the project built in systems to address future risks? (e.g. wastage, over-budgeted specs)
- c. What are the learnings and best practices?

b. Methodology

Methodological approaches may include some or all of the following:

- Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.
- Document review of all relevant documentation. This would include a review of inter alia:
 - Project document (contribution agreement)
 - Theory of change and results framework
 - Programme and project quality assurance reports.
 - Annual work plans
 - Activity designs
 - Consolidated quarterly and annual reports
 - Results-oriented monitoring report.
 - Highlights of project board meetings
 - Technical/financial monitoring reports.
- Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members and implementing partners:
 - Development of evaluation questions around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.
 - Key informant and focus group discussions with men and women, beneficiaries and stakeholders.
 - All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
- Surveys and questionnaires including participants in development programmes, UNCT members and/or surveys and questionnaires involving other stakeholders at strategic and programmatic levels.
- Field visits and on-site validation of key tangible outputs and interventions.
- The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.
- Other methods such as outcome mapping, observational visits, group discussions, etc.
- Data review and analysis of monitoring and other data sources and methods.
 - Ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluators.

D. Expected Outputs and Deliverables

The Evaluator is expected to deliver the following outputs with an indicative schedule. The total length of the contract shall ideally be two and a half (2.5) months, with a tolerance of one (1) month depending on the value-added work to be proposed compared to the requirement. The total duration of the evaluation will be a minimum of 40 days spread over 2.5 months.

Deliverables / Outputs	Target Due Dates	Review & Approvals Required
<u>Inception Report</u> with attachments/ annexes	Draft within two (1) weeks from the start of the contract	To be presented to and commented on by ERG
Revised, with matrix of key inputs from Evaluation Reference Group (ERG) with feedback	Revised within one (1) week from presentation to ERG	<i>Approval:</i> Evaluation Manager
<u>Presentation of preliminary findings</u>	Within six (7) weeks from the start of the contract	To be presented to and commented on by ERG
		<i>Approval:</i> Evaluation Manager
<u>Draft Evaluation Report</u>	Within seven (7) weeks from the start of the contract	To be presented to and commented on by ERG
A matrix of key inputs from the ERG with feedback	Within one (1) week from presentation to ERG	<i>Approval:</i> Evaluation Manager
<u>Final Report and evaluation audit trail</u>	Within ten (10) weeks from start of the contract	<i>Approval:</i> Project Manager
Refinement of the final draft with matrix of key inputs from the ERG with feedback		

- Evaluation inception report (10-15 pages). The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators.
- Presentation of preliminary findings. Immediately following an evaluation, the evaluator will present preliminary debriefing and findings.
- Draft evaluation report. The programme unit and key stakeholders in the evaluation will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, addressing the content required (as agreed in the TOR and inception report) and quality criteria.

- Evaluation report audit trail. Comments and changes by the evaluator in response to the draft report should be submitted by the evaluator to show how they have addressed comments.
- Final evaluation report.
- Presentations to stakeholders and/or the evaluation reference group or participation in knowledge-sharing events

E. Institutional Arrangement

The principal responsibility for managing this evaluation resides with the PMU through the Project Manager (PM) and the UNDP Monitoring and Evaluation Analyst. Both will be responsible for liaising with the Evaluation Team pertaining to required technical and financial documents, coordinating with stakeholders, setting up interviews, arranging field visits, and looking after the evaluation budget and schedule. They shall likewise assist in distribution of draft reports to stakeholders for their review, consolidation of comments, and in organizing key stakeholders' meetings for presentation of the salient points of the draft/final reports. Both will provide support in the procurement process for the selection of a service provider (i.e., publication of the TOR and assessment of proposals).

The UNDP M&E Analyst will brief the Evaluation Team on UNDP evaluation norms and standards, reviewing and quality assuring the inception/draft/final reports, and in publishing findings and management responses at the UNDP Evaluation Resource Center.

The Evaluation consultant will be responsible for implementing all evaluation-related activities and in producing the evaluation products listed in the deliverables section of this TOR. While the PMU will provide the information required and support in coordinating with stakeholders, the Evaluator will have to manage its own schedule and logistical arrangements in the conduct of interviews and site visits.

Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

F. Duration of Work

The Evaluator will be hired for an indicative period of 2.5 months, from September 2019 to December 2019. The contract may be extended upon the agreement of both parties.

G. Duty Station

The Evaluator's primary duty station is in Manila but he/she should be able to travel to locations within the country for fieldwork, consultations, and other on-site activities required for the evaluation. The Evaluator may be asked to report physically to UNDP as agreed during the inception report, and when physical participation, such as consultations with stakeholders and Evaluation Reference Group (ERG) meetings, will be necessary.

H. Qualifications

The evaluator shall each have the following minimum qualifications:

Qualification	Points Obtainable (100 points max)
At least a Master's Degree in economics, political science, social science, public administration, business management, or other relevant fields. A higher degree as well as specialized training in M&E, project management, etc. are advantageous	20
At least five (5) years of work or consultancy experience in the monitoring and evaluation of development programs and projects, with preference to those with demonstrated specialization/ experience in evaluations, and those with work experience in the government or international organizations.	20
A portfolio of at least two (2) published and unpublished research work in relevant policy/program areas and/or research output from consultancy projects in the last two (2) years. Research works may include applied research studies, e.g. evaluation, action research, policy papers, etc. At least one (1) of these should be an evaluation;	30
Demonstrated experience in the application of various quantitative and qualitative research methodologies, with demonstrated specialization in either quantitative or qualitative research, or both;	20
Fluency in the English language and proven ability to write high-quality technical reports (applicant will be required to provide work samples);	10
TOTAL	100

Specific Competencies

Core values

- Demonstrates integrity and fairness by modelling UN values and ethical standards;
- Demonstrates professional competence to meet responsibilities and post

requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

Core competencies;

- Results-Oriented: Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations;
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences;
- Team work: Ability to interact, establish and maintain effective working relations with a culturally diverse team;
- Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners' needs and matching them to appropriate solutions.

I. Scope of Price Proposal and Schedule of Payments

The contract price is all-inclusive of remuneration and travel expenses that will be required during the conduct of the evaluation study. Likewise, the contract price is fixed regardless of the changes in cost caused by external and internal factors. The table below indicates the payment schedule:

Payment Schedule	Percentage of Contract Amount	Payment Conditions
1 st payment	20%	Upon submission of workplan
2 nd payment	20%	Upon submission and acceptance of inception report
3 rd payment	30%	Upon presentation of mission evaluation highlights and submission and acceptance of presentation materials Upon submission and acceptance of draft evaluation report
4 th and final payment	30%	Upon submission and acceptance of final evaluation report and other related documents

J. Recommended Presentation of Offer

For purposes of generating Offers whose contents are uniformly presented and to facilitate their comparative analysis, it is best to recommend the preferred contents and presentation of the Offer to be submitted, as well as the format/sequencing of their presentation. The following documents may be requested:

- a) Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;

- b) Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) Brief description of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment. A methodology is recommended for intellectual services, but may be omitted for support services *[Note: this is optional for support services]*;
- d) Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

K. Criteria for Selection of the Best Offer

This section should indicate all the criteria which shall serve as basis for evaluating offers, which may be done in either of the following manner:

- a) Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%; or
- b) Lowest price method – where the award will be made to the qualified/responsive individual who offered the lowest price.

Option (a) is ideal for intellectual services where the methodology or approach to the work may differ from one individual to another and directly impacts the quality of the result. Option (b) is ideal for standard type of services where there are not many possible ways of undertaking/performing the work.

If Option (a) is chosen, the key criteria for rating the qualification and methodology must be stated together with their equivalent percentage weight, so that Offerors can craft their offer appropriately.

L. Annexes to the TOR

Pertinent documents on the project may be accessed through this link,
https://drive.google.com/drive/folders/1zWTbcIrhYzsYsUMXhS_HrybglZkotBJ?usp=sharing

Additional information can be provided by the project team upon the request of the evaluator.

ANNEX 2: Results and Resources Framework

INTENDED OUTPUTS	OUTPUT TARGETS FOR (2016-2017)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: Governance hubs strengthened to provide technical support to BUB. <ul style="list-style-type: none"> Indicator: Number of Governance Hubs setup to provide continuous technical support to BUB <i>Baseline: 10 Governance Hubs not currently providing technical support to the implementation of BUB projects.</i> 	2016 Target <ul style="list-style-type: none"> 10 Governance Hubs oriented and capacitated in BUB. 2017 Target <ul style="list-style-type: none"> 10 Governance Hubs strengthened to provide technical support in BUB and wider service delivery process. 	1.1 Orientation on BUB project conducted with hubs. 1.2 Memorandum of Agreement between the hub members in regards to BUB, formalising the relationship between the universities and CSOs, LGUs, and DSWD. 1.3 Experts identified and hired immediately to support the DSWD regional offices. 1.4 A roster of professional experts setup and orientation will be provided on the BUB process and types of support required.	Hub network (DILG, CSOs, Universities), DSWD, UNDP	Learning costs Travel Supplies Communication Professional Consultants Total: PhP 11,487,200.00
Output 2: Implementation of BUB accelerated through the provision of administrative support. <ul style="list-style-type: none"> Indicator: Completion rate of projects in 17 target regions through the service coverage of 10 regional hubs <i>Baseline: 36% average</i> Indicator: Time saved for DSWD and LGUs to focus on capacity building and governance reforms for BUB. <i>Baseline: limited time for DSWDs and LGUs are burdened with administrative concerns of project administration, and have limited time to focus on capacity building and governance reforms.</i> 	Targets <ul style="list-style-type: none"> 100% of aggregated planned projects under 2015 and 2016 budget delivered by end of project. DSWD and LGUs have 40% more time saved from administrative concerns to focus on capacity building and governance reforms during project implementation period of 2016. DSWD and LGUs self-rated much improved 	2.1 Delivering BUB programmes through UNDP procurement and cash grant system in 2016. 2.2 Mentoring DSWD / LGUs through procurement and cash grant system. 2.3 Conducting feedback sessions to entrench learning process. 2.4 Phase out UNDP procurement and cash grant system.	UNDP, DSWD	Learning costs Travel Supplies Communication Total: PhP 495,888,257.70

<ul style="list-style-type: none"> Indicator: Knowledge of administrative management and implementation of projects of DSWD and LGU staff (self-rated) Baseline: To be determined. 	<p>knowledge of procurement is significantly increased as they are mentored through key decision-making processes in the UNDP procurement system.</p>			
<p>Effective Project Management</p>		<p>-Hiring and Training of UNDP delivery unit to augment DSWD / LGU staff capacity for BUB.</p> <p>Reporting, monitoring, evaluation, audit.</p>	UNDP	<p>Learning costs</p> <p>Travel</p> <p>Supplies</p> <p>Communication</p> <p>Professional Consultants</p> <p>Contractual Services</p> <p>Rent</p> <p>Total: PhP 34,682,000.00</p>

ANNEX 3: Annual Work Plan 2016-2017

Output 1: Governance hubs strengthened to provide technical support to BUB.																
Project Output Indicator/s of Output No. 1																
		Baseline		Target 2016		Target 2017										
		Year	Quantity													
1.1		2016	0	8	8	8										
PLANNED BUDGET (for Output No.1)																
Activity/Sub-Activity Description	Activity/Sub-Activity Deliverables	2016				2017				Responsible Party	Funding Source	Budget		Amount		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			Code	Description		PhP	
Organise and setup the governance hubs to provide technical support to the implementation of BUB.	1.1 Orientation on BUB project conducted with hubs.		x							UNDP / CSO	DSWD	71400	Service Contracts-	11,487,200.00		
	1.2 Memorandum of agreement between hub members for BUB.		x	x								71600	Individuals			
	1.3 Experts identified and hired immediately to support the DSWD regional offices.		x	x								75700	Travel			
	1.4 Roster of professional experts setup to provide assistance to BUB to be employed on a demand-driven basis.											73400	Trainings, workshops and conference			
				x	x		x	x	x			72400	RMOE-Vehicle Rental Com & Audio Visual Equip			

Effective Project Management																			
PLANNED ACTIVITIES												PLANNED BUDGET							
Activity/Sub-Activity Description	Activity/Sub-Activity Deliverables	2016				2017				Responsible Party	Funding Source	Budget		Amount					
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			Code	Description		Php				
Strategic, financial and administrative management of project.	Hiring and Training of UNDP delivery unit to augment DSWD / LGU staff capacity for BUB.	x	x										71305 71405 71415 71610 72400 72500 74100 75705	Local Consultant Indiv Svc Contract Contribution to SSC Travel-Local Communications Supplies & Printing Audit Fees Learning Costs	34,682,000.00				
	Annual Work Plan	x					x												
	Quarterly Progress Reports	x	x	x	x		x	x											
	Quarterly FACE Reports	x	x	x	x		x	x											
	Annual Project Report / Evaluation							x											
	Project Audit Exercise / Spot check				x														
												Total Project Cost				542,057,457.70			
												General Management Support 5%				(27,102,872.76)			
												UNDP Contribution (staff time)				2,000,000.00			
												TOTAL				571,160,330.46			

ANNEX 4: Matrix of Proposed Amendments on the ProDoc and GCS Agreement

Section	Original Provision	Amendment (Based on Draft Project Document as of 13 April 2018)	Remarks
A. PROJECT DOCUMENT			
1) Cover page, expected outputs [Page 1]	Capacities of Social Welfare Offices built to ensure the effective and efficient execution of BUB and wider service delivery processes in 2 regions	Capacities of Social Welfare Offices built to ensure the effective and efficient execution of BUB and wider service delivery processes in at least 2 to a maximum of 5 regions.	
2) Cover page, brief description [Page 1, last sentence]	This UNDP programme aims to deliver in partnership with DSWD 100% of selected 2015 and 2016 BUB projects in mostly ineligible LGUs proximate and within the effective service coverage of 10 regional hubs...	This UNDP programme aims to deliver in partnership with DSWD 100% of selected 2015 and 2016 BUB projects in mostly ineligible LGUs proximate and within the effective service coverage of 10 regional support teams covering 15 regions...	
3) Cover page, programme period [Page 1]	2016-2017	2016-2018	
4) Cover page, end date [Page 1]	10 November 2017	10 November 2018	
5) Cover page, Government resources [Page 1] Total Resources Required Government	PHP569,160,330.46 (Original-May 2016) PHP613,151,852.46 (Amendment-June 2016) PHP613,502,184.46 (Exchange of Letters-Oct 2016)	PHP507,013,317.46	Under UNDP Resources, office rental was added to staff time.
UNDP(staff time)	PHP2,000,000	PHP 35,364,205.11	
6) I. Situation Analysis, BUB under DSWD [page 4, 5 th para, first sentence]	...of the BUB National Technical Working Group	...of the BUB National Technical Working Group with NCTSU providing secretariat support	
7) I. Situation Analysis, Challenges for 2016, page 13		Updated Table showing 2016 budget for BUB, highlighting regional figures	
8) I. Situation Analysis, Partnership with UNDP, page 14	Project support at no extra cost to DSWD: Thorough a co-financing arrangement, where government funds are signed over to UNDP to procure goods and services that are then transferred back to government, UNDP is able to incur "savings through VAT exemption (12%) and soliciting cheaper prices from suppliers (5%). Using these savings, UNDP will be able to fund the actual programmable cost of the project intervention, whilst at the same time deliver on exactly the same items which the government had planned.	Project support at no extra cost to DSWD: Through a government-cost share arrangement, where government funds are signed over to UNDP to procure goods and services that are then transferred back to government, UNDP has VAT exemption on goods and because of its transparent credibility is able to solicit cheaper prices from suppliers. These advantages will enable UNDP to fund the operational activities to deliver on exactly the same items which the government had planned.	
9) II. Strategy, component 1, result 1.1 [page 15]	1.1: Ten (10) Governance Hubs covering fifteen (15) regions set up to provide continuous support to BUB...	1.1: Five (5) to ten (10) Governance Hubs set up to provide continuous support to BUB... 1.2: G-hubs are able to provide technical support to BUB 1.3: G-hubs are able to provide sustainability plan to continue technical support to Local Government Units and Department of Social Welfare	

Section	Original Provision	Amendment (Based on Draft Project Document as of 13 April 2018)	Remarks
10) II. Strategy, component 2, result 2.2 [page 15]	<p>2.1: 100% of BUB projects delivered by the end of the project.</p> <p>2.2: DSWD and LGUs have 40% more time saved from administrative concerns to focus on capacity building and governance reforms during project implementation period.</p> <p>2.3: DSWD and LGUs' knowledge of general principles of procurement is significantly improved as they are mentored through key decision-making processes in the UNDP procurement system, implementation, monitoring and evaluation.</p>	<p>and Development regional offices within their region on project development, implementation and monitoring, and citizen's engagement.</p> <p>2.1: 100% completion rate of 6 main BUB project categories: Construction, Repair, Cash grants, Delivery of goods, Training, Feeding Program</p> <p>2.2: Average completion rate of all repair projects</p> <p>2.3: No. of goods delivered/ Total no of goods for delivery</p> <p>2.4: No. of trainings conducted / no. of trainings planned</p> <p>2.5: No. of beneficiaries that received training / no. of target training beneficiaries</p> <p>2.6: No. of supplemental feeding programmes completed / no. of supplemental feeding programmes planned</p> <p>2.7: No. of children that received supplemental feeding / no. of target beneficiaries</p> <p>2.8: Average no. of days from project proposal preparation to liquidation</p> <p>2.9: Self-rated assessment of trained individuals' knowledge on the following topics:</p> <ol style="list-style-type: none"> 1. Procurement planning and management 2. Proposal preparation and identification of projects 3. Monitoring & Evaluation 	
11) II. Strategy, output 1 [page 15]	Ten (10) Governance Hubs at the regional level across the Philippines shall have been set up and/or strengthened to provide technical support for the BUB project.	Five (5) to ten (10) Governance Hubs at the regional level across the Philippines shall have been set up and/or strengthened to provide technical support for the BUB project.	
12) II. Strategy, output 1, monitoring and reporting [page 16]	The hubs will conduct the baseline assessment and final project evaluation project.	At the minimum , the hubs will conduct quality assurance, final project evaluation report and sustainability.	
13) II. Strategy, output 1 [page 16, last para]	The project will draft the MOA....	The project team of UNDP will draft the MOA...	
14) II. Strategy, output 2 [page 16]	100% delivery of BUB 2016 BUB budget by 2017	100% delivery of 2015-2016 BUB budget by 2018	
15) II. Strategy, output 2, human resource augmentation [page 17]	At the regional level, the DSWD regional BUB and convergence secretariat will each be augmented with 4 staff, namely a Regional Program Coordinator to facilitate the coordination of the different offices and hubs, a Procurement Assistant to expedite the procurement process, a Finance and Administrative Assistant, and a Monitoring and Evaluation (M&E) Officer. At the national DSWD office, 4 staff will also be hired, including a Project Manager, a Project	At the regional level, the DSWD regional BUB and convergence secretariat will each be augmented with Regional Project Support staff to facilitate the coordination of the different offices and hubs, and a Finance and Administrative Assistant for facilitation of administrative concerns in the procurement and delivery; three Monitoring and Evaluation (M&E) Assistants for Luzon, Visayas, and Mindanao. At the national office housed in UNDP, 4 officers and 1 Project Assistant will also be hired. Officers include the Project Manager, Project Analyst,	

Section	Original Provision	Amendment (Based on Draft Project Document as of 13 April 2018)	Remarks
16) II. Strategy, output 2, adopting the UNDP Procurement system [page 17]	Coordinator, a Senior Monitoring and Evaluation Officer, a Finance and Administrative Officer. At UNDP, a further 4 staff will be hired to coordinate the project and provide support particularly in regards to procurement.	Finance and Administrative Officer, and Field and Logistics Coordinator. At UNDP, 4 staff will be hired to coordinate the project and provide support particularly in regards to procurement. For the operations, it will be supported by Human Resource Assistant and Finance Assistant. For project assurance, a Governance Analyst and Programme Associate will provide support to the Governance Team Leader. By temporarily adopting the UNDP procurement system https://popp.undp.org/SitePages/POPPRoot.aspx in the first phase of the project... Added as footnote: In accordance with GPPB Policy Matter Opinion No. 01-2015, procurement by UNDP, which is covered by the Project Document and Cost Sharing Agreement and pursuant to SBAA 1977, is not covered by RA 9184. The Implementing Rules and Regulations of RA 9184 emphasizes faithful observance of the international obligations of the Philippines as stated in Section 4 of IRR. http://www.gppb.gov.ph/laws/laws/RevisedIRR.RA9184.pdf Retained	Inclusion of link to GPPB was one of the agreements in the 4 April TWG meeting.
17) II. Strategy [page 19, 1 st para]	CSOs may be selected both as beneficiaries and project implementers through either the UNDP direct contracting modality or micro-grant modality.	..for selected KALAH-I projects, and the protective services, and sustainable livelihoods for all the 15 regions, through 5 to 10 regional hubs. Table updated	Initially proposed to be deleted since this was not executed. However, both parties agreed during the 21 Nov meeting that this will be retained. According to UNDP, this section was included for flexibility so they can get service providers/suppliers outside of procurement such as the Optometric Association of the Philippines (OAP).
18) II. Strategy, project financing [page 19]	..for selected KALAH-I in non KALAH-I areas, and the protective services, and sustainable livelihoods for all the 17 regions, through 11 regional hubs.	UNDP will deliver all the 487 selected projects identified in the BUB plans 2015 and 2016 for the 15 regions using the UNDP procurement system. The fund allocation per program shall be used specifically for the projects within the program i.e. KC, PSB and SLP. The project will be financed at no extra cost to DSWD. UNDP will leverage	Rephrased to remove the term "savings".

Section	Original Provision	Amendment (Based on Draft Project Document as of 13 April 2018)	Remarks
	569,160,330.46. As a result of using the UNDP procurement system, "savings" will be generated from the 12% VAT exemption, which is estimated at PHP 53,712,240.16, as well as the solicitation of cheaper prices from suppliers by 5% at approximately PHP 28,458,016.52 or a total of PHP 82,170,256.68. These savings will be used to finance the substantive aspects of the project (strengthening of governance hubs, capacity building, and policy reforms) as well as the UNDP general management support costs. In this respect, the project will be financed at no extra cost to DSWD.	from its 12% VAT exemption from the procurement of goods and volume discounts that will be generated from economies of scale of bulk procurement. The accumulated fund will be used for operating expense such as staffing, travel and per diem, communications, procurement of equipment, supplies, and UNDP general management support costs. (Annex B: Operating expense) It will also finance the substantive aspects of the project such as strengthening of governance hubs, capacity building support for LGUs particularly the Municipal and Provincial Social Welfare Offices, capacity building of CSOs, policy reforms, and other relevant activities.	
19) II. Strategy, table showing project financing at "no additional cost" to DSWD [page 21]		In cases that projects are delisted/dropped/unexecuted, corresponding amount shall be returned by UNDP to DSWD.	"No additional cost" table removed as agreed during the meeting on 4 Apr and 13 Apr.
20) II. Strategy, TOC [page 22]		Updated	
21) III. Results and Resources Framework [pages 23-24]		Updated	
22) IV. AWP 2016-2017 [pages 25-27]	AWP 2016-2017	Updated to include 2018 targets	
23) V. Management Arrangements, accountabilities [page 29, 2 nd para]	...DSWD will nevertheless be a signatory of annual work and financial plans	Retained	
24) V. Management Arrangements [page 29, 1 st para, 2 nd sentence]	...as clearly stipulated in the Terms of Reference	...as clearly stipulated in the Terms of Reference and Guidance Notes	
25) V. Management Arrangements, Proposed Staffing Requirement at National Level [page 31, 2 nd para]	UNDP Country Office: The UNDP CO Team shall be composed of a Procurement Associate, a Procurement Assistant, an Administrative and Finance Officer, and a Programme Assistant.	The UNDP CO Team shall be composed of a Governance Analyst, Programme Associate, Procurement Associates, Procurement Assistants, Administrative and Finance Assistant, and Human Resource Assistant	
26)	DSWD National Office: The Project Manager will hand the day-to-day management and decision-making of the project within the parameters laid down by the Project Board, leading an operations team consisting of the Coordinator, Senior Monitoring and Evaluation Officer and a Finance and Administrative Officer. The PM's prime responsibility, with the assistance of the Coordinator is to ensure that the project produces the results	Project Management Team: The Project Manager will hand the day-to-day management and decision-making of the project within the parameters laid down by the Project Board, leading a project management office (PMO) team consisting of the Project Analyst who will also act as a Deputy Project Manager handling the monitoring the progress of project delivery, Administrative and Finance Officer, Field Logistics Coordinator, and Administrative Assistant. The PM's prime	

Section	Original Provision	Amendment (Based on Draft Project Document as of 13 April 2018)	Remarks
	<p>specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The NPC shall be under the supervision of DSWD</p> <p>Undersecretary for Promotive Programs as head of the BUB TWG. The Project Manager will work closely with the PSB, SLP and KALAH! Directors to determine their respective programme's implementation standards and requirements. The NPC with the assistance of the technical staff will prepare a DSWD-UNDP BUB Implementation Manual to provide specific guidelines on how the system will work, especially in the provision of the technical assistance and procurement. The Project Analyst shall gather and integrate project indicators, shall develop a project monitoring system, shall monitor with the regional M&Es and report on the project as harmonized with the Finance and Administrative Officer will perform project bookkeeping and reporting functions. She will ensure that project documentary requirements are compiled. The Field and Logistics Officer consolidate the procurement of goods and services from the regional offices and submit the request to the UNDP Procurement Unit for processing. She also facilitates the delivery in the different regions. On the construction management, an Infrastructure Officer will be in-charge of the review of the overall processes of planning, design, and implementation of proposed construction projects, with a view to develop efficient and effective systems for implementation, and comply with quality standards and agreed schedules, as well as improving the systems for detailed technical requirements (i.e. proposal, deed of donation, program of works, etc.). This function will be reinforced by the Infrastructure Project Support Engineer. Both functions report directly to the PM.</p>	<p>responsibility, with the assistance of the Project Analyst is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The project management operations team will work closely with the PSB, SLP and KALAH! Directors to determine their respective programme's implementation standards and requirements. The PMO with the assistance of the technical staff will prepare a DSWD-UNDP BUB Implementation Manual to provide specific guidelines on how the system will work, especially in the provision of the technical assistance and procurement. The Project Analyst shall gather and integrate project indicators, shall develop a project monitoring system, shall monitor with the regional M&Es and report on the project as harmonized with the current database maintained by DSWD. The Finance and Administrative Officer will perform project bookkeeping and reporting functions. She will ensure that project documentary requirements are compiled. The Field and Logistics Officer consolidate the procurement of goods and services from the regional offices and submit the request to the UNDP Procurement Unit for processing. She also facilitates the delivery in the different regions. On the construction management, an Infrastructure Officer will be in-charge of the review of the overall processes of planning, design, and implementation of proposed construction projects, with a view to develop efficient and effective systems for implementation, and comply with quality standards and agreed schedules, as well as improving the systems for detailed technical requirements (i.e. proposal, deed of donation, program of works, etc.). This function will be reinforced by the Infrastructure Project Support Engineer. Both functions report directly to the PM.</p>	
27) V. Management Arrangements, Proposed Staffing Requirement at Regional Level, [page 31, 1st para, 3rd sentence]	This will require working closely with the Coordinators of the three programs (KALAH!, PSB, SLP).	This will require working closely with the Coordinators of the three programs (KALAH!, PSB, SLP) or the BUB focal persons.	
28) V. Management Arrangements, delineation of roles and responsibilities [page 32, 4th para]	A more detailed delineation of the roles and responsibilities of UNDP and DSWD units especially at regional, sub-regional and municipal levels shall be developed during the preparatory phase of this project in order to map accountabilities for processes and outputs, relationships and reporting arrangements.	The UNDP regional team must likewise prepare and provide reports to the DSWD through the Regional BUB and Convergence Secretariat A more detailed delineation of the roles and responsibilities of UNDP and DSWD units especially at regional, sub-regional and municipal levels shall be developed through guidance notes during the preparatory phase of this project in order to map accountabilities for processes and outputs, relationships and reporting arrangements. It must also be updated, if necessary.	
29) Monitoring Framework and Evaluation, quarter progress report [page 33]		Template for Quarterly UNDP-BUB Narrative Performance Report attached as Annex F of Guidance Notes	

Section	Original Provision	Amendment (Based on Draft Project Document as of 13 April 2018)	Remarks
30) Monitoring Framework and Evaluation [page 33]		<p>Added:</p> <p>Monthly Progress Report shall be submitted by UNDP to the DSWD Secretary and BUB TWG Chairperson. The report must specify the updates status report and work plans with concrete timelines. For each sub-project, the current stage, remaining activities to be implemented and target dates of completion must be reflected, among other relevant data that may be requested. Further, report must include the updated financial and procurement status.</p> <p>UNDP must likewise provide DSWD with the following documents, among other documents that may be needed:</p> <ol style="list-style-type: none"> (1) Certified statement of expenditure disbursements (2) Certificate of completion of sub-projects and inspection by concerned DSWD Field Offices (3) List of beneficiaries with proof of acceptance (4) Photos of completed projects (5) Certified true copies of receipts for specific transactions that DSWD may reasonably request on case by case basis 	
31) Monitoring Framework and Evaluation [page 34]		<p>Added:</p> <p>Other Provisions*</p> <p>While the entire project amount is allocated for the BUB projects, the savings to be generated from VAT exemption, solidifying cheaper prices than budgeted, and subproject recalibration in the event of implementation infeasibility will be used to support project management and technical assistance. The technical assistance may include capacity building activities for the social service infrastructure which may include local governments and DSWD, capacity building for citizen participation in service delivery, policy reforms related to improving the effectiveness and efficiency of service delivery, and other areas as may be agreed by DSWD and UNDP.</p> <p>UNDP staff time amounting to PHP 35,364,205.11 shall form UNDP's contribution to the project.</p> <p>*The provisions stated in this section shall supersede the provisions in Annex D: The Government Cost Sharing Agreement where there are areas of conflict.</p>	
32) Annex A: Risk Log		Updated	
33) Annex B: Itemized Operational Budget		Updated	

Section	Original Provision	Amendment (Based on Draft Project Document as of 13 April 2018)	Remarks
34) Annex C: UNDP Policy Guidance on Micro-capital grants		Retained	Initially proposed for removal. Based on the 21 Nov meeting, Annex C shall be retained because UNDP will use this to partner with CSOs such as OAP (Optometric Association of the Phils.)
B. GOVERNMENT COST SHARING AGREEMENT			
35) Annex D: UNDP Programme Government Cost-Sharing Agreement [Art I.1]	...the contribution of	...the contribution of five hundred seven million, thirteen thousand, three hundred seventeen Philippines Pesos and forty-six centavos (507,013,317.46)	
36) Annex D: UNDP Programme Government Cost-Sharing Agreement [Art I.2]		Schedule of payment was updated to reflect the 5 fund releases.	
37) Annex D: UNDP Programme Government Cost-Sharing Agreement [Art I.4]	The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the [Programme/Project] may be reduced, suspended or terminated by UNDP.	For deletion.	Included in Legal Services (LS) letter to UNDP on the proposed amendments to the GCSA Adjustments based on the AOM.
38) Annex D: UNDP Programme Government Cost-Sharing Agreement [Art II.1, 2 nd sentence]	To cover these GMS cost, the contribution shall be charged a fee equal to 5%....	For deletion.	Included in Legal Services (LS) letter to UNDP on the proposed amendments to the GCSA Adjustments based on the AOM.
39) Annex D: UNDP Programme Government Cost-Sharing Agreement [Art III.2]	Project management and expenditures shall be governed by the regulations, rules, policies and procedures of UNDP and, where applicable, the regulations, rules, policies and procedures of the Implementing Partner.	Retained	

Section	Original Provision	Amendment (Based on Draft Project Document as of 13 April 2018)	Remarks
40) Annex D: UNDP Programme Government Cost-Sharing Agreement [Art IV.2]	If unforeseen increases in expenditures or commitments are expected or realized (whether due to inflationary factors, fluctuation in exchange rates or unforeseen contingencies) UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to make available to UNDP the additional funds required.	If unforeseen extraordinary increases in expenditures or commitments are expected or realized (whether due to extraordinary inflationary factors, fluctuation in exchange rates or other similar unforeseen contingencies) UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to make available to UNDP the additional funds required.	Included in Legal Service's (LS) letter to UNDP on the proposed amendments to the GCSA Adjustments based on the AOM.
41) Annex D: UNDP Programme Government Cost-Sharing Agreement [Art V]	Ownership of equipment, supplies and other property financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.	Ownership of all equipment procured for operations will be transferred to DSWD before project completion.	Added based on the approved amendment in June 2016.
42) Annex D: UNDP Programme Government Cost-Sharing Agreement [Art VII]	The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules, policies and procedures of UNDP.	For deletion.	Included in Legal Service's (LS) letter to UNDP on the proposed amendments to the GCSA Adjustments based on the AOM.
43) Annex D: UNDP Programme Government Cost-Sharing Agreement [Art VIII]	In cases where the Project is completed in accordance with the project document any funds below 5,000 USD (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be automatically reallocated by UNDP. Any funds above 5,000 USD (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be reallocated by UNDP after consultation with the Government.	Retained	Provision for UNDP to return to DSWD the corresponding amount for delisted/dropped/unexecuted projects was already incorporated under Project Financing in the Project Document.
44) Annex D: UNDP Programme Government Cost-Sharing Agreement [Art X]		Signatories updated	
C. OTHER ANNEXES TO PROJECT DOCUMENT			
45) Annex E: List of SUB-Subprojects for the UNDP-DSWD Project		Updated to cover 487 projects amounting to 507,013,317.46	
46) Annex F: Guidance Notes/ Joint Directives, Engagement Background and Scope, page 3	... deliver 100% completion of 549 projects The engagement will operate based on the savings from the total project cost amounting to P613,511,852.	...deliver 100% completion of 487 projects The engagement will operate based on the savings from the total project cost amounting to P507,013,317.46.	

Section	Original Provision	Amendment (Based on Draft Project Document as of 13 April 2018)	Remarks
		Updated the table for Implementation Scope	
47) Annex F: Guidance Notes/ Joint Directives, Target Completion of Projects, page 5	All Field Offices or FOCs are directed to... (ii) Complete all 549 projects by November 2017; and (iv) Complete liquidation by December 2017.	All Field Offices or FOCs are directed to... (ii) Complete all 487 projects by November 2018; and (iv) Complete liquidation by December 2018. Table of target completion dates updates to complete by November 2018 and liquidate by December 2018.	
48) Annex F: Guidance Notes/ Joint Directives, UNDP Staff Augmentation, page 6	DSWD Regional Office in the 10 Hubs	DSWD Regional Office	Removed 10 hubs
49) Annex F: Guidance Notes/ Joint Directives, Roles of DSWD and UNDP Staff in the Project Proposal Phase, page 8	UNDP Review proposal and assist in the revision if required.	UNDP Assist in preparation and review proposal. Assist LGUs in the revision if necessary.	
50) Annex F: Guidance Notes/ Joint Directives, Project Reporting, page 10		Added as last paragraph: In addition to the required monthly reports, the UNDP Project Management team is to submit a Quarterly Progress Report which shall use the standard format of the DSWD and shall contain the progress as indicated in the Project Document.	

DSWD-UNDP Partnership to Accelerate the Implementation of BUB Projects Communications Plan

I. Current Situation

The DSWD manages 8,120 BUB projects wherein 2,536 are under Kalahi-CIDDS, 2,931 from PSB, 2,651 from SLP and 2 from DRRROO (now called DREAMB). The total project allocation from 2013-2016 is ₱8,858,485,012.67 funded under the General Appropriations Act.

Due to the number of projects proposed by LGUs under the DSWD, the implementation has been admittedly slow despite the provision of monitoring and evaluation funds for administrative costs including the hiring of regional project staff. The number of projects proposed was overwhelming, not to mention the transition process of the BUB in 2013 and 2014.

While completion rate for 2013 and 2014 projects were progressing significantly, DSWD faced immense challenge in accelerating delivery of 2015 BUB projects due sudden increase and widening of program menu and 2016 projects being an election year.

It is in this respect that UNDP offered support to assist in the implementation of BUB through a government co-financing initiative drawn from the Standard Basic Assistance Agreement (SBAA) signed by the Philippine Government and UNDP in 1977, and clarified by the 2015 resolution issued by the Government Procurement and Policy Board. The main aim of the partnership is to provide immediate support to accelerate the delivery of BUB projects, particularly protective services, sustainable livelihoods, and KALAHI projects through their more efficient procurement system. However, due to the apparent low accomplishment during the first year of the partnership, the DSWD management decided to extend the partnership until 10 November 2018 from 10 November 2017. It is also part of the management's decision that the remaining KC and SLP funds would no longer be transferred to UNDP. In line with this, the Project Document and the attached Project List was reviewed to assess which projects are ready for implementation. The basis for the readiness of the projects is the completeness of project documents including the transfer of LGU cash counterpart to the UNDP, when applicable. With this, a total of 68 projects in 45 local government units nationwide will no longer be realized, thus the need to come up with this communications plan to inform all concerned stakeholders of this development.

To be able to saturate all levels of stakeholders, this communications plan is being presented for internal and external stakeholders.

Overall BUB Objective: The BUB is the process to ensure implementation of priority poverty reduction projects as identified at the city/ municipal level through participatory planning and budgeting process. The approach is to prepare the budget proposals of line agencies, taking into consideration the development needs of cities/ municipalities as identified in their local poverty reduction action plans that shall be formulated with strong participation of the basic sector organization and other civil society organizations at the grassroots level.

II. Internal Stakeholders

This will cover the DSWD staff both in the Central Office and the Field Offices, particularly the BUB implementers from KALAHI NCDDP, Sustainable Livelihood Program, Protective Services Bureau. As the Technical Secretariat of the BUB TWG, the National Convergence Technical Support Unit together with its Regional counterparts shall also play a role in the implementation of this communications plan.

Communication Objectives:

- Build understanding among stakeholders for the BUB project closure.
- Inform the DSWD staff counterparts of the reasons for dropping of projects.
- Provide data and other necessary documents relative to the reasons of dropping.

STAKEHOLDERS (Who will best achieve your goals - high interest, high influence)	CURRENT KAP (Knowledge, Attitudes, Practices)	DESIRED KAP (Knowledge, Attitudes, Practices)	KEY MESSAGES (What you want them to know, feel, and do)	COMMUNICATION MIX/ CHANNELS (How to get the message across)	TIMELINE
DSWD Central Office (BUB Focal Persons per Program)	K: Aware of the projects that will no longer be implemented by UNDP. A: Feels pressured on dissemination of information to the Regional counterparts. P: Endorsing the grievances of FOs	K: Aware of the reasons for non- implementation of projects. A: Confident in addressing concerns on their level.	"The management decided that the remaining KC and SLP funds will no longer be transferred to UNDP, thus there will be projects that will no longer be realized by the partnership." "It is the TWG's shared duty to address queries relative to the delisting of 68 projects."	Meetings and face-to-face discussion	March onwards

Overall BUB Objective: The BUB is the process to ensure implementation of priority poverty reduction projects as identified at the city/ municipal level through participatory planning and budgeting process. The approach is to prepare the budget proposals of line agencies, taking into consideration the development needs of cities/ municipalities as identified in their local poverty reduction action plans that shall be formulated with strong participation of the basic sector organization and other civil society organizations at the grassroots level.

STAKEHOLDERS (Who will best achieve your goals - high interest, high influence)	CURRENT KAP (Knowledge, Attitudes, Practices)	DESIRED KAP (Knowledge, Attitudes, Practices)	KEY MESSAGES (What you want them to know, feel, and do)	COMMUNICATION MIX/ CHANNELS (How to get the message across)	TIMELINE
	and LGUs to the NCTSU.	can be addressed on their levels.			
DSWD Field Office (Regional Director, Field Implementers)	K: Lack of awareness on the list of projects that are delisted. A: Still dependent on the CO to address concerns. P: Endorsing grievances to the CO.	K: Aware of the list of projects and the reasons behind its dropping. A: Willing and able to address the concerns of LGUs with grievances. P: Provide LGUs with the responses on their queries and clarifications.	"The management decided that the remaining KC and SLP funds will no longer be transferred to UNDP, thus there will be projects that will no longer be realized by the partnership." "The dissemination of information to the LGUs is a shared responsibility of the CO and FO."	Memorandum	Memorandum to be sent not later than 23 April and meetings to be conducted 25 April onwards

III. External Stakeholders

Overall BUB Objective: The BUB is the process to ensure implementation of priority poverty reduction projects as identified at the city/ municipal level through participatory planning and budgeting process. The approach is to prepare the budget proposals of line agencies, taking into consideration the development needs of cities/ municipalities as identified in their local poverty reduction action plans that shall be formulated with strong participation of the basic sector organization and other civil society organizations at the grassroots level.

This will cover the 45 Local Government Units nationwide and affected beneficiaries with BUB projects that will no longer be realized. They are grouped according to the pending grievances received from the LGUs and whether or not they are previous recipients of the BUB from DSWD or other National Government Agencies.

The UNDP as the partner implementer shall also be involved by this communications plan.

Communication Objectives:

- Build understanding among stakeholders for the BUB project closures.
- Raise awareness and solicit understanding among the LGUs of the decisions of the management not to download the remaining BUB and SLP funds to UNDP.

STAKEHOLDERS (Who will best achieve your goals - high interest, high influence)	CURRENT KAP (Knowledge, Attitudes, Practices)	DESIRED KAP (Knowledge, Attitudes, Practices)	KEY MESSAGES (What you want them to know, feel, and do)	COMMUNICATI ON MIX/ CHANNELS (How to get the message across)	TIMELINE
LGUs with pending grievances or no previous BUB funding	K: Low awareness on the list of final projects to be implemented by the UNDP. A: Unhappy and with negative perception on the partnership's the slow implementation of projects in their areas. P: Filing grievances through the DSWD channels or the Office of the President.	K: Understanding and support despite the non- implementation of projects. A: Willing to find other funding opportunities for the projects. P: Provide cash counterparts and lobby to other agencies/source of funds.	"The services are priority projects, and thus the LGU will do its full capacity to find alternative budget sources." "The LGU will still be open for future partnerships with the DSWD." "The LGU has the capacity to lobby from external sources."	Letters and dialogues	May onwards

STAKEHOLDERS (Who will best achieve your goals - high interest, high influence)	CURRENT KAP (Knowledge, Attitudes, Practices)	DESIRED KAP (Knowledge, Attitudes, Practices)	KEY MESSAGES (What you want them to know, feel, and do)	COMMUNICATION MIX/ CHANNELS (How to get the message across)	TIMELINE
LGU that are previous recipient of BUB funds	<p>K: Aware of the processes the BUB has to undergo prior to project implementation.</p> <p>A: Understand the process and that the delays are normal.</p> <p>P: Minimal to no grievances due to delays.</p>	<p>K: Increased knowledge and continued understanding on the delays and non-implementation.</p> <p>A: Willing to advocate with their fellow LCEs in explaining the process in an experiential way.</p> <p>P: Act as advocates.</p>			
BUB Project Beneficiaries	<p>K: No knowledge on the reasons why projects are not yet implemented.</p> <p>A: Demanding for projects to be</p>	<p>K: Understanding that the projects will take time to be implemented.</p> <p>A: Willing to help the LGU in finding</p>	<p>"The proposed projects will be implemented in a different channel other than the BUB."</p> <p>"The LGU and the DSWD is finding ways to</p>	Dialogues	May onwards

STAKEHOLDERS (Who will best achieve your goals - high interest, high influence)	CURRENT KAP (Knowledge, Attitudes, Practices)	DESIRED KAP (Knowledge, Attitudes, Practices)	KEY MESSAGES (What you want them to know, feel, and do)	COMMUNICATION MIX/ CHANNELS (How to get the message across)	TIMELINE
	<p>implemented as soon as possible.</p> <p>P: Raising concerns to the LGUs and DSWD through various channels.</p>	<p>alternative funding sources.</p> <p>P: Maintain the support and engagement with the LGU and the government.</p>	<p>implement the projects."</p>		
Beneficiaries that are previously recipients of BUB projects	<p>K: Aware of the processes the BUB has to undergo prior to project implementation.</p> <p>A: Understand the process and that the delays are normal.</p> <p>P: No grievances.</p>	<p>K: Increased knowledge and continued understanding on the delays and non-implementation.</p> <p>A: Willing to advocate with fellow beneficiaries in explaining the process in an experiential way.</p>			May onwards

STAKEHOLDERS (Who will best achieve your goals - high interest, high influence)	CURRENT KAP (Knowledge, Attitudes, Practices)	DESIRED KAP (Knowledge, Attitudes, Practices)	KEY MESSAGES (What you want them to know, feel, and do)	COMMUNICATION MIX/ CHANNELS (How to get the message across)	TIMELINE
		P: Act as advocates.			
UNDP (BUB Management counterpart and field implementers)	<p>K: Supportive to the DSWD when it comes to provision of data to help address grievances.</p> <p>A: Slow in addressing concerns due to organizational barriers.</p> <p>P: Minimum engagement because issues are forwarded via government channels.</p>	<p>K: (same)</p> <p>A: Highly efficient in provision of data.</p> <p>P:</p>	<p>"The dissemination of information is a shared responsibility by the UNDP and DSWD."</p>	Data	March onwards

ANNEX 6: Evaluation Matrix

Key Questions (1)	Specific Sub-Questions (2)	Data Sources (3)	Data Collection Methods / Tools (4)	Indicators/ Success Standard (5)	Methods for Data Analysis (6)
RELEVANCE: <i>Extent to which the BUB Project (BUB) is consistent with beneficiaries' requirements; is suited to local and national development priorities and organizational policies, including changes over time; and, whether the objectives of the activities/interventions and/or its design including the Theory of Change remain appropriate given changing circumstances for future government financing Projects.</i>					
<p>1. BUB outcome on: Local communities, especially poor women and children, have improved access to efficient, effective and responsive basic social services?</p> <p>2. Addressing the needs of target beneficiaries at the local and regional levels?</p> <p>3. Synergy with other donor-supported activities?</p> <p>4. Provide relevant lessons and experiences for replicating similar BUB projects in the future?</p>	<p>Are the activities, inputs and outputs consistent with the attainment of intended outcomes?</p> <p>Are the initial problems identified the most critical problems to be addressed?</p> <p>What was the level of stakeholder participation in BUB design, and ownership in implementation?</p> <p>How does the BUB support the needs of relevant stakeholders?</p> <p>Are the assisted stakeholders and beneficiaries given appropriate and sufficient support?</p> <p>Has the implementation of the BUB been inclusive of all relevant stakeholders?</p> <p>To what extent is the BUB addressing the priority needs of the communities?</p> <p>How BUB funds help fill gaps (or give additional stimulus) that are necessary but are not covered by other donors?</p> <p>How successful is the BUB in reaching the identified target populations?</p> <p>To what extent have the BUB strategy and interventions been relevant to the needs of the beneficiaries and stakeholders it intends to reach?</p> <p>Has the experience of the BUB provided relevant lessons for up-scaling? What are these?</p>	<p>BUB Documents</p> <p>National policies and strategies to implement BUB</p> <p>BUB focal areas strategies and documents</p> <p>BUB partners and stakeholders</p> <p>Relevant, related studies</p> <p>Documents from other donor supported activities</p> <p>Primary Data collected throughout evaluation</p>	<p>Interviews, FGDs with BUB team, UNDP and other partners, relevant stakeholders</p> <p>BUB website</p> <p>Transect walks</p>	<p>Existence of a clear relationship between the BUB objectives and UNDP's Sustainable Development Goals, Strategic Plan, and Country Programme Documents (2012-2018 and 2019-2023)</p> <p>BUB priorities and areas of work incorporated in BUB design</p> <p>Degree to which the BUB supports national and regional goals, priorities, policies and strategies</p> <p>Appreciation from stakeholders on adequacy of BUB design and implementation</p> <p>Level of involvement of government officials and other partners in the BUB design process</p> <p>Coherence between needs expressed by stakeholders and BUB criteria</p> <p>Strength of link between expected results from the BUB and the needs of relevant stakeholders</p>	<p>Document and data analyses</p>

Key Questions (1)	Specific Sub-Questions (2)	Data Sources (3)	Data Collection Methods / Tools (4)	Indicators/ Success Standard (5)	Methods for Data Analysis (6)
				Degree to which program was complementary with other donors.	
EFFECTIVENESS: <i>Extent to which the overall goal, outcomes, and outputs have been achieved or how likely it is to be achieved, taking into account their respective relative importance towards the BUB Project.</i>					
<p>1. In achieving the expected outcomes and objectives?</p> <p>2. Lessons that can be drawn for designing similar future interventions?</p>	<p>To what extent has the BUB reached the beneficiaries it intended to reach?</p> <p>To what extent has local capacity been supported and developed and mainstreamed?</p> <p>To what extent have planned outputs and outcomes outlined in the results framework and theory of change been achieved in line with the agreed timeline? What is their quality?</p> <p>How effectively have BUB components complemented one another to achieve the BUB outcomes? Are interventions well integrated?</p> <p>How effective were the partnership strategies/modalities in program implementation? Has there been an effective coordination mechanism established between BUB and key stakeholders involved?</p> <p>Is the BUB effectively engaging business development service providers/technical experts to link with beneficiaries? Has the assistance improved over time?</p> <p>Is the BUB ensuring effective engagement with the government counterparts in program planning, implementation and monitoring activities? Has the assistance improved over time?</p> <p>What is the most effective approach to training LGUs and stakeholders?</p> <p>What are the major factors influencing the achievement or non-achievement of the outcomes?</p>	<p>BUB documents</p> <p>BUB team and relevant stakeholders</p> <p>Data reported in BUB annual and quarterly reports</p> <p>Data collected throughout evaluation</p>	<p>Interviews with BUB team, relevant stakeholders</p> <p>FGDs</p> <p>Review of BUB documents</p> <p>Transect walks</p>	<p>BUB Project reports that provide performance indicators on the following:</p> <p>Number of GHubs set-up to provide continuous support to BUB</p> <p>Extent GHubs able to provide technical support, and development of a sustainability plan to continue to provide technical support to LGUs and DSWD regional offices</p> <p>Completion rate of 6 main BUB project categories in 17 target regions through the service coverage of 10 Regional Support Teams</p> <p>Time saved for DSWD and LGUs to focus on capacity building and governance reforms for BUB</p> <p>Knowledge of administrative management and implementation of projects of DSWD and LGU (self-rate)</p> <p>Gender equality, women empowerment,</p>	Document and data analyses

Key Questions (1)	Specific Sub-Questions (2)	Data Sources (3)	Data Collection Methods / Tools (4)	Indicators/ Success Standard (5)	Methods for Data Analysis (6)
	<p>Do the communities have a stronger position to cope as a result of knowledge and skills gained from this BUB?</p> <p>Is the strategy working? To what extent has BUB been effective in achieving its intended purpose and higher level outcomes, including in helping stakeholders to step up, step out and hang in?</p> <p>What lessons have been learned from this pilot BUB regarding the achievement of outcomes?</p> <p>What changes could have been made (if any) to the design of the BUB in order to improve the achievement of the BUB's expected results?</p>			protection of human rights	

EFFICIENCY: *Extent to which outputs have been delivered with the least costly resources/inputs (i.e. funds, expertise, time, etc.) possible*

<p>1. BUB support provided?</p> <p>2. Partnership arrangements?</p> <p>3. Utilization of local capacity during implementation?</p> <p>4. Lessons can be drawn for designing similar future interventions?</p>	<p>Did the BUB results and resources framework and work and financial plans and any changes made to them used as management tools during implementation?</p> <p>How was results-based management used during BUB implementation?</p> <p>Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?</p> <p>Was accounting and financial systems adequate for BUB management in producing accurate and timely financial information?</p> <p>To what extent has the BUB delivered value-for-money against the results and resources framework, where material / tangible benefits measureable?</p> <p>How effective and cost-effective has the BUB been in achieving its immediate and intermediate outcomes?</p>	<p>BUB documents and evaluations</p> <p>UNDP BUB team</p> <p>BUB partners and relevant stakeholders</p> <p>Beneficiaries</p> <p>Data collected throughout evaluation</p>	<p>Interviews with BUB team, relevant stakeholders</p> <p>FGDs</p> <p>Review of BUB documents</p> <p>Transect walks</p>	<p>Availability and quality of financial and progress reports</p> <p>Timeliness and adequacy of reporting provided</p> <p>Level of discrepancy between planned and utilized financial expenditures</p> <p>Adequacy of BUB choices in view of existing context, infrastructure and cost</p> <p>Quality of results-based management reporting (progress reporting, monitoring and evaluation)</p> <p>Occurrence of change in BUB</p>	Document and data analyses
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Key Questions (1)	Specific Sub-Questions (2)	Data Sources (3)	Data Collection Methods / Tools (4)	Indicators/ Success Standard (5)	Methods for Data Analysis (6)
	<p>Was BUB implementation as cost effective as originally proposed (planned vs. actual)</p> <p>Was procurement carried out in a manner making efficient use of BUB resources?</p> <p>To what extent partnerships/ linkages between institutions / organizations were encouraged and supported?</p> <p>Who is using and benefiting from the resources the program has provided?</p> <p>What additional support or services do stakeholders and beneficiaries need?</p> <p>Did the BUB take into account local capacity in design and implementation of the BUB?</p> <p>How could the BUB have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements etc...)?</p> <p>Which partnerships/linkages were facilitated? Which ones can be considered sustainable?</p> <p>What was the level of efficiency of cooperation and collaboration arrangements?</p> <p>Was an appropriate balance struck between utilization of International expertise as well as local capacity?</p> <p>What lessons can be learnt from the BUB regarding efficiency that will prove valuable for any up-scaling phase?</p> <p>What changes could have been made (if any) to the BUB in order to improve its efficiency?</p>			<p>design/ implementation approach (i.e. restructuring) when needed to improve BUB efficiency</p> <p>Cost associated with delivery mechanism and management structure compared to alternatives</p> <p>Specific activities conducted to support the development of cooperative arrangements between/among partners</p> <p>Examples of supported Partnerships</p> <p>Evidence that particular partnerships / linkages will be sustained</p> <p>Types/quality of partnership cooperation methods utilized</p> <p>Proportion of expertise utilized from international experts compared to national experts</p> <p>Number/quality of analyses done to assess local capacity potential and absorptive capacity</p>	
SUSTAINABILITY: <i>Probability and likely ability of BUB to continue to deliver environmental, financial, and social benefits after its completion.</i>					
1. Capacities of people and	To what extent has the BUB identified and established	BUB documents and evaluations	Interviews with	Intended outcomes and	

Key Questions (1)	Specific Sub-Questions (2)	Data Sources (3)	Data Collection Methods / Tools (4)	Indicators/ Success Standard (5)	Methods for Data Analysis (6)
<p>institutions strengthened and are working more effectively?</p> <p>2. Lessons and best practices that can be drawn for designing similar future interventions?</p>	<p>sustainable approaches for achieving the purpose and Program outcomes for the potential up-scaling of BUB?</p> <p>What results has the BUB demonstrated that could be replicated and up-scaled in other areas?</p> <p>To what extent has the elements of institutional and financial sustainability achieved within the BUB sector? If not, what recommendations can be forwarded?</p> <p>Can you identify risk factors that could endanger sustainability during the up-scaling phase? How can these be addressed? By whom? Do they have sufficient capacity, motivations, and institutional mandates to provide these? What needs to be done to address these?</p> <p>What is it about the way the BUB operates that would or could make life better for stakeholders and intended beneficiaries?</p> <p>If we were successful in dealing with this problem, what would this region/country/community be like in five years?"; "What would have changed?"; "What would we see happening on the ground?"</p> <p>In what ways would the lives of women, indigenous and marginalized groups be different?</p> <p>What else has changed as a result of an improvement in the problem of poor public confidence and involvement in governance?</p> <p>"What must be in place for us to achieve the positive result we have identified?"</p>	<p>BUB</p> <p>Beneficiaries</p> <p>Data collected throughout evaluation</p>	<p>BUB team, relevant stakeholders</p> <p>FGDs</p> <p>Review of BUB documents</p> <p>Transect walks</p>	<p>results are evident in all BUB components</p> <p>Anecdotal stories</p>	<p>Document and data analyses</p>

ANNEX 7: Code of Conduct Form (signed)

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form²

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

Roberto Ma. R. Arquiza

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

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

Davao City, January 11, 2020

Signed at place on date

Signature: _____ 

ANNEX 8: Resume of Roberto Ma. R. Arquiza

Consultancy Career Objective

Engage for Growth and Success Seek highly challenging short-term engagements in socio-economic-environmental development programs in the public sector and corporate governance in the private sector that requires strategic management interventions focused on growth and success in the fields of finance, operations, operations, marketing, organization and human resources – with utmost integrity, competence, and dedication.

Career Highlights

Multiple Expertise Currently, provides short-term consultancy services for various development projects, both local and international. Proven expertise in *project management review and evaluation; business and investment enabling environment for enterprises and procedural reforms for local government units; capacity-building and institutional development; enterprise development; business development services; transparent and accountable governance; value-chain analysis; monitoring and evaluation; micro-finance and credit; preparation of barangay profiles and feasibility studies; socio-economic analysis; and, baseline studies*. Consultancies involving nearly 80 engagements (2002-2018) for foreign-assisted programs of USAID, World Bank, IFC, AuSAID, UNDP, JICA, and EU, and the private sector.

Academic Experiential Sharing Concurrently, part-time Associate Professor at the Ateneo de Davao University Graduate School of Business and Governance, handling subjects in Masters in Business Administration on: *Business Economics, International Economics, Globalization, Operations Management, and Development of Enterprise*; and in Masters in Public Administration on: *Revenue Generation and Budget Preparation, Local Development Planning, Public Policy-making: Theory and Practice, and Leadership, Ethics and Good Governance*.

Accomplished Corporate Track Record Prior to the present career as an independent short-term consultant and academician, previous experience in high-level corporate management leadership spanned 20 years (1982 to 2001) in the private and public sectors, successfully leading teams in planning, execution and control of start-up and rehabilitation, and new investment projects.

- Establishment of a foreign-funded world-class health care facility in Davao City for a religious institution that prioritizes marginalized sectors in the provision of world-class health care facilities and services. Project was completed ahead of time, with savings on project cost. (2001)
- Highly collaborative effort among Davao City's local government, business, and civil society in a global investment promotion effort that successfully generated P10 Billion of investments-on-the-ground and employment opportunities of 10,000 jobs over a 5-year period, making Davao City as an alternative investment, trade and tourism destination. (1997)
- Growth of one of the largest and most modern agricultural companies in Mindanao within a 6-year period through the introduction of novel value chain farming systems in the cotton industry. A total of 36,000 hectares linking directly with 10,000 farmers in 6 provinces, with an annual procurement of seed cotton reaching P300 million. (1990)
- Innovative approaches in the successful rapid rehabilitation of a foundering rural bank, considered as one of the biggest in Mindanao then with assets of P25 million. (1983)

Competencies

Knowledge Worker In his management and consultancy careers, and beyond the academic trainings in economics and business management, exceptional skills in knowledge acquisition with successful engagements in agriculture, finance, marketing, and infrastructure construction.

People Skills Possesses a high degree of management leadership with skillful and effective use of:

- **Operability** doing the right things right by apportioning work and responsibilities, and coordinating the work among multidisciplinary specialists
- **Charisma** drawing out the skills and talents of the team and demonstrating one's own abilities to motivate everybody to work in unison
- **Chemistry** assembling a team and directing them to adapt an integrated approach to ensure that throughputs becomes a team output while acknowledging that each member relies on their own experience and perspective

Learning and Facilitation Employs effective learning and facilitation techniques in participatory group discussions during the conduct of lectures, consultations and feed-backing. To assist the learning process, uses illustrative examples to facilitate the understanding of concepts and principles during workshops and write-shops, and, consensus building and conflict resolution. Moreover, in numerous engagements, served as resource person that developed training materials, conducted symposia and training programs.

Strategic Networking

Thirty-five years in top management leadership positions and consultancy engagements in both the private and public sectors with more than 10 years of proven experience in the 'machinery of government'. Experience in the public and private sectors consisted of high level strategic planning and translating these into implementation and control activities; and, advocacy and networking with key movers.

Familiarity with and extensive ability to network with major stakeholders of national government agencies, private sector champions, and development partners; with in-depth understanding of the changing context, evolving issues and challenges on policy reforms, investment climate, public and private governance, and sustainable development.

Efficacy

- Excellent strategic and analytical thinking and communication and motivational skills
⇒ *fostering leadership presence and change*
- Methodical approach to strategy and policy formulation, implementation, and control
⇒ *continuous improvement on competitiveness position, industry knowledge, and market needs*
- Strong coordination and consensus-building skills especially among multi-sector stakeholders
⇒ *developing and managing human resources, nurturing relationships with stakeholders*
- Handle multiple tasks with minimum supervision and deliver high quality results on schedule
⇒ *delivering value in leadership and management tasks in key functional areas*
- Exceptional problem solving skills
⇒ *mitigating risks and maximizing benefits on input resources*
- Work effectively in team situations and, autonomously
⇒ *sharing and acquiring new learning from team members through collaboration*
- Computer literate in Microsoft Utility Programs e.g. Word, Excel, Power Point, Project
⇒ *working efficiently and effectively*

COUNTRIES OF WORK EXPERIENCE

COUNTRY	PURPOSE	PERIOD
Vietnam	International Supply Chain and SME Development Specialist-Greater Mekong Sub-region Sustainable Tourism Development Project (ADB-L2457)-VIE	January-March 2011
USA	Head of Advance Party & Member to the <i>Davao to the USA Mission</i>	April-May 1997
Japan	Participant to the Road Show <i>Philippine Investment Seminar</i> in the Cities of Tokyo, Sapporo and Hamamatsu	July 1996
Brunei Darrussalam	Delegate to the <i>BIMP-EAGA Trade and Tourism Fair</i>	October 1995

FIELDS OF EXPERTISE

Program/Project Management and Review	Gender Analysis; Climate Change
Institutional / Organizational Development	Business Strategic Planning
Value Chain Analysis	Good Governance & Local Economic Development
Economic Analysis & Research	Agribusiness Development
Micro-Finance, Micro-enterprise	Private Sector Development

ACADEMIC QUALIFICATIONS

Level	School / Degree Earned	Inclusive Years
Graduate	Asian Institute of Management Masters in Business Management	1980-1982
Tertiary	Ateneo de Davao University Bachelor of Arts in Economics	1975-1979
Secondary	Ateneo de Davao University	1971-1975