



LOCALIZING E-GOVERNANCE FOR ACCELERATED PROVISION OF SERVICES (LeAPS)

MID-TERM EVALUATION FINAL REPORT

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Project Details

Project Name	Localizing e-Governance for Accelerated Provision of Services (LeAPS)
Project IDs	Project Initiation Phase (PIP) 00128976 Project 00120767
UNDP Country Programme Document (CPD) and Strategic Plan (SP) alignment	<p>CPD Output</p> <ul style="list-style-type: none"> 1.2. Public financial management strengthened for efficient and effective execution of budgets allocated for the delivery of basic services. <p>CPD and SP Output Indicators</p> <ul style="list-style-type: none"> 1.2.1 Number of UNDP-assisted NGAs and LGUs implementing reforms and innovations for delivery and monitoring of services, public finance management, or public procurement. 1.2.2 Number of NGAs and LGUs using the UNDP-assisted electronic-governance system [IRRF 2.2.1.1]
Project Location	Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) (Municipalities of Butig, Piagapo, Taraka and Marantao in Lanao Del Sur; Municipalities of Buluan, Datu Blah Sinsuat, Parang, Shariff Aguak and Sultan Kudarat in Maguindanao; City of Lamitan in Basilan, Municipality of Talipao in Sulu, and Municipality of Bongao in Tawi-Tawi)
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Evaluation Information

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List of Acronyms

a2i	Aspire to Innovate (Present), Access to Information (Past)
APR	Annual Progress Report
BARMM	Bangsamoro Autonomous Region in Muslim Mindanao
BICTO	Bangsamoro Information and Communications Technology Office
BTA	Bangsamoro Transition Authority
BWC	Bangsamoro Women Commission
CBMS	Community-Based Monitoring System
CPD	Country Programme Document
CQA	Comparative Qualitative Analysis
CSO	Civil Society Organization
DENR	Department of Environment and Natural Resources
DepEd	Department of Education
DICT	Department of Information and Communications Technology
DSDL	Digital Service Design Lab
FGD	Focus Group Discussion
GIDA	Geographically Isolated and Disadvantaged Area
GM	Gender Marker
ICT	Information and Communications Technology
KII	Key Informant Interview
LeAPS	Localizing e-Governance for Accelerated Provision of Services
LGU	Local Government Unit
LNOB	Leave No One Behind
LSB	Local Specialized Body
M&E	Monitoring and Evaluation
MAFAR	Ministry of Agriculture Fisheries and Agrarian Reform
MBHTE	Ministry of Basic, Higher and Technical Education
MECQ	Modified Enhancement Community Quarantine
MENRE	Ministry of Environment and Natural Resources
MFBM	Ministry of Finance and Budget Management
MILG	Ministry of the Interior and Local Government
MOA	Memorandum of Agreement
MOLE	Ministry of Labor and Employment
MOTC	Ministry of Transportation and Communication
MPDC	Municipal Planning and Development Coordinator
MTIT	Ministry of Trade, Investment and Tourism
NEDA	National Economic and Development Authority
NGA	National Government Agency
NGO	Non Government Organization
OCD	Office of the Chief Minister
OECD	Organisation for Economic Co-operation and Development
PB	Project Board

PDP	Philippine Development Plan
PIP	Project Initiation Phase
PMT	Project Management Team
PSA	Philippine Statistics Authority
PWDs	Persons-with-disabilities
QPR	Quarterly Progress Report
RF	Results Framework
SB	Sangguniang Bayan
SDF	Special Development Fund
SDGs	Sustainable Development Goals
SES	Social and Environmental Screening
TMI	The Moropreneur Inc.
ToC	Theory of Change
ToR	Terms of Reference
VSAT	Very Small Aperture Terminal
UNDP	United Nations Development Programme

Executive Summary

The document is the mid-term evaluation report for the Localizing e-Governance for Accelerated Provision of Services (LeAPS) program, a collaborative initiative between the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) government, represented by the Ministry of the Interior and Local Government (MILG), and the United Nations Development Programme (UNDP).

According to the program's Theory of Change (ToC), LeAPS is designed to establish a highly trusted governance system focused on co-creating and delivering citizen-centric services to drive digital transformation and empower the Bangsamoro region. The desired outcomes of LeAPS are as follows:

- Active participation of women and persons with disabilities in governance through the use of information and communications technology (ICT) tools.
- Improved governance through enhanced policies, budgeting, and planning facilitated by ICT systems.
- Harmonized, integrated, and consolidated ICT systems in BARMM.
- Citizens taking ownership of Digital Systems, facilitating the process of digital transformation.

To achieve these goals, the program has identified three key outputs:

- Output 1: Establishment of E-services and Digital Centers in pilot BARMM LGUs and Ministries, ensuring accessibility to women, senior citizens, and persons with disabilities.
- Output 2: Collection of gender-disaggregated household and sectoral data by BARMM local government units for use in local development and resilience planning.
- Output 3: Establishment of a 5-year Digital Transformation Roadmap for Bangsamoro with sustainability measures.

The mid-term evaluation seeks to:

1. Assess the quality of implementation, capture emerging outcomes based on the ToC, and evaluate potential impacts.
2. Analyze resource utilization, document challenges and lessons learned, and assess gender mainstreaming, inclusion, and human rights adoption.
3. Assess the overall performance, value, and contribution to e-governance reforms, including unintended outcomes. The evaluation focuses on Relevance, Coherence, Effectiveness, Efficiency, Potential Impact, and Sustainability, following OECD-Development Assistance Committee criteria.

Approach and Methodology

In terms of the approach and methodology, the mid-term evaluation employed three main mechanisms: (1) Reviewing the ToC and Results Framework (RF) to evaluate LeAPS's performance in relation to its targets and objectives; (2) Utilizing Comparative Qualitative Analysis (CQA) to systematically examine program components, outcomes, and contextual factors; (3) Applying a Rating Scale to assess and measure various aspects of program performance transparently and accountably.

Regarding data collection methods, the evaluation involved desk reviews of existing documentation, including quantitative data and descriptive information. Additionally, it included semi-structured key informant interviews (KIIs) and focus group discussions (FGDs) during a two-week on-site field mission in BARMM, supplemented by virtual meetings. KIIs were chosen to gather diverse perspectives and experiences, mitigating potential biases related to group dynamics. This evaluation methodology aims to provide a clear and holistic assessment of the LeAPS program's mid-term performance and its alignment with its intended objectives and outcomes.

Findings

Relevance: Overall Rating: Satisfactory (5)

The LeAPS program is aligned with critical priorities set forth by the BARMM 2023 - 2028 Development Plan, the Philippine Development Plan 2023-2028 (PDP), UNDP initiatives, and the Sustainable Development Goals (SDGs). This alignment was cultivated over an 18-month span through a thoughtful Project Initiation Plan (PIP) that employed design thinking, consultations, and workshops. LeAPS addresses multiple pivotal areas such as: (1) Human Development: At its core, LeAPS advocates for access to high-quality public services; (2) Access to Government Services: A central goal is the improvement of access, particularly in Geographically Isolated and Disadvantaged Areas (GIDA), where accessibility challenges often persist; (3) Public Service Efficiency: LeAPS is committed to developing non-contact solutions, virtual platforms, and feedback mechanisms to enhance the efficiency of public service delivery; and, (4) Connectivity: In a region struggling with connectivity challenges, LeAPS contributes to addressing a region-wide penetration rate as low as 20%.

At the local level, the evaluation found that LeAPS' relevance extends far and wide. In Piagapo, the program sets its sights on simplifying business permits and certificates of live birth. However, transitioning to digital processes and raising awareness pose their own unique set of challenges. Butig serves as an example of how LeAPS can enhance service efficiency and embrace digitalization, even in the face of connectivity hurdles. It has a potential replication for similar regions. Taraka's commitment to quality service delivery aligns seamlessly with LeAPS' objectives. The pandemic has underscored the value of efficient service and data-driven decision-making, with digitalization playing a pivotal role. In Parang, LeAPS is actively streamlining business permits and addressing operational issues in the Digital Center, all while pushing forward initiatives to provide free birth certificates. Datu Blah Sinsuat's aim to simplify LGU processes is commendable, but the path is with challenges, particularly concerning budget constraints and the transition to digital. Buluan is on the frontlines of modernizing municipal services through digitalization, concentrating on streamlining services and fostering improved interaction between citizens and the government.

At the ministry level, LeAPS focuses on transparency and accountability. Ministry level staff have actively participated in Empathy Training and DSDL processes in 2021 and 2022, highlighting a commitment to transparency and accountability. The Ministry of Finance and Budget Management (MFBM) identified optimization opportunities within the Special Development Fund (SDF) earmarked for the rehabilitation of conflict-affected areas. Although progress has faced stagnation, the potential for positive change is evident. The Ministry of Environment and Natural Resources (MENRE) uncovered challenges related to cumbersome wastewater permit procedures and proposed an e-permitting system to streamline applications. The Ministry of Trade, Investment and Tourism (MTIT) recognized the need to digitize consumer protection reporting, with implementation pending. Future collaborations with ministries aim to provide tangible value aligned with their respective mandates.

Amid changing contexts and challenges, LeAPS remains adaptable. For instance, in response to the challenges posed by the COVID-19 pandemic, LeAPS swiftly adapted by shifting major activities to an online format. A blended approach to meetings and activities was adopted, ensuring ongoing adaptability. The use of blended adult learning methodologies has proven cost-effective and extended the program's reach. However, connectivity remains a critical factor for ensuring inclusivity. However, setbacks were encountered in Taraka, where local boundary conflicts delayed the DevLive+ pilot. Expansion to other municipalities is on hold, which affects LeAPS Output 2 focused on piloting.

The LeAPS program's alignment with these priorities and its approach to addressing these challenges contribute to its overall satisfactory rating.

Coherence: Overall Rating: Moderately Satisfactory (4)

The LeAPS program sets its sights on achieving high-reaching goals, but it faces challenges along its implementation. These obstacles stem from a confusing ToC, a misalignment between the ToC and the RF, and difficulties caused by the situation in which it operates. As a result, the program has not achieved its outputs as planned. However, there are aspects where LeAPS delivers, particularly in its strong commitment to gender equality and its effective alignment with other initiatives focused on digitalization and governance.

When it comes to the alignment with the ToC and achieving coherence and consistency, the evaluation found that LeAPS aligns its outputs with the ToC, meaning that its actions are in line with its intended outcomes. However, the ToC itself lacks a clear and logical pathway that shows how specific actions lead to desired results. The presence of different levels within the ToC can be confusing, making it challenging to follow a clear path from activities to impacts. In terms of the discrepancies between the ToC and the RF, these discrepancies mean that there are differences between what the program intends to do (ToC) and what it's actually doing (RF). These differences can affect how well the program works and how efficiently it achieves its goals. It's crucial to resolve these discrepancies to ensure that the program follows a clear and consistent logic in both its planning and implementation.

As regards to promoting gender equality and women's empowerment. LeAPS strives to integrate gender considerations into its work, especially when it analyzes the challenges faced by women in BARMM. LeAPS is collecting data that is separated by gender, which means they're keeping track of who participates in their training and workshops. However, the project must still develop a Gender Action Plan, particularly on how to ensure addressing gender issues and aligning with other digitalization and governance initiatives.

Effectiveness: Overall Rating: Unsatisfactory (2)

The overall rating of "Unsatisfactory (2)" is justified based on several key factors. (1) Challenges in Achieving Intended Outcomes. The LeAPS program has encountered difficulties in realizing its planned outcomes, primarily due to a combination of internal and external factors. The program's intended outcomes, as outlined in the PIP, have not been fully met, which raises concerns about its effectiveness; (2) Limited Progress on Digital Centers. The PIP set a goal of establishing two digital centers, but to date, only two have been delivered, and of these, only one is fully operational and functional. This underachievement regarding the digital centers indicates a gap in program delivery and impacts the overall assessment; (3) Limited Validation of ToC Goals. The ToC for the program's goals has only been validated in the case of Piagapo, where active citizen participation through ICT tools and improved governance have been observed. However, the broader and more comprehensive goals of harmonized, integrated, and consolidated ICT systems in the BARMM, as well as digital systems owned by citizens to facilitate digital transformation, remain distant and challenging to attain. This limited validation of ToC goals contributes to the program's overall unsatisfactory rating. The rating reflects the program's struggles in meeting its intended outcomes and the significant challenges in achieving its broader goals. While there have been some positive outcomes in certain areas, the overall progress falls short of expectations, warranting the "Unsatisfactory" rating.

Efficiency: Overall Rating: Moderately Satisfactory (4)

There have been challenges that hindered it from reaching its original goals and planned outcomes. These hurdles were mainly caused by the unique circumstances in which the program operates. LeAPS encountered issues related to institutions, procurement, finances, and the availability of human resources, all of which posed risks to the program's efficiency. Nevertheless, amidst these challenges, LeAPS demonstrated resilience by establishing effective mechanisms for communication, staffing, project support, and data collection, ensuring a more efficient implementation.

Specifically, as regards to management structure and implementation methods, several key findings emerged. On the timely execution and outcome attainment, delays were experienced in delivering Outputs 1, 2, and 3 of the program. These delays were attributed to a combination of internal and external factors, which impacted the program's ability to meet its mid-term commitments. In response to these challenges, LeAPS has made adjustments in its design, implementation strategies, and donor management. It's also reorienting its efforts to align more closely with the original objectives. Consideration is being given to revisions in the ToC and the Results Framework to ensure better alignment with the program's goals.

On resource alignment, LeAPS has effectively allocated its budget in a way that aligns with its program objectives. Funds have been strategically distributed across various program components. However, unforeseen challenges and changing circumstances required adjustments to be made to the budget. This adaptability allowed the program to remain on course.

Considering the program's monitoring and evaluation for efficiency improvement, in terms of real-time data utilization, LeAPS has been proactive in using real-time data during its training workshops. This immediate access to data provided valuable insights into the program's progress and the challenges it faced. This facilitated timely adjustments for improved efficiency. On adaptive management, the findings from M&E have played a guiding role in shaping the program's strategy. This adaptive approach has optimized the allocation of resources to maximize impact. Finally on performance tracking, M&E efforts have diligently tracked the program's performance. Quarterly and annual reports have identified areas where the program has underperformed, allowing lessons learned to inform future improvements.

Impact: Overall Rating: Moderately Unsatisfactory (3)

The LeAPS program offers a promising path towards achieving its predefined objectives and making a meaningful impact on vulnerable groups such as women, persons with disabilities, and older individuals. However, it's important to recognize that this potential can only be fully realized over time. At the current stage of the program's progress, a rating of 3 is assigned to its impact, as it's a work in progress with more to unfold.

Even if that is the case, the program has shown significant successes. The digitalization of eServices in Piagapo has brought about cost-saving advantages for residents. It's making life more convenient, accessible, and financially relieving for local residents. As for the VSAT facilities in LGUs, its introduction has led to improved internet connectivity, which in turn is enhancing the efficiency of government operations and increasing access to digital resources and services. On behavior, attitude, and performance changes, the Empathy Training has been instrumental in fostering people-centric attitudes among program training participants. It's also driving the adoption of digital tools, ultimately resulting in enhanced efficiency.

In examining the emerging outcome-level results and effects of the program, the evaluation found both intended positive results and unintended negative results. As regards to intended positive results, LeAPS is contributing to enhanced service delivery, ensuring that people receive better services. In addition, it's promoting digital inclusion, making sure that more people have access to the digital world. On unintended negative results, there have been challenges in engaging ministries fully in the program's efforts. Resource constraints have been encountered along the way, impacting the program's ability to achieve its goals.

Sustainability: Overall Rating: Moderately Likely (3)

LeAPS has laid the foundation for sustainability through the establishment of mechanisms, procedures, and policies. The statement about LeAPS laying the foundation for sustainability can be supported by evidence in the program's achievements and actions: (1) Establishment of Mechanisms and Policies. LeAPS has implemented various mechanisms and has enabled adoption of local level Memorandum of Agreements (MOAs) and Sangguniang Bayan (SB) Resolutions aimed at improving governance and enhancing digitalization. This includes the development of digital centers, e-governance systems, and data analytics tools, which provide a structured foundation for sustainable development; (2) Policy Advocacy: UNDP Philippines, through LeAPS, has actively engaged in policy advocacy to promote digitalization and governance reforms in the Bangsamoro region, particularly in the LeAPS municipalities. This advocacy includes pushing for relevant SB resolutions that support these goals; (3) Capacity Maintenance. LeAPS has conducted capacity-building programs for government officials. These initiatives are designed to ensure that the knowledge and skills required for sustainability are transferred and maintained over time.

On the other hand, continuing the policy advocacy at the regional level, capacity strengthening, community empowerment, and resource mobilization, are essential to strengthen existing strategies and ensure the lasting impact of governance reforms, gender equality, empowerment of women, human rights, and human development in the Bangsamoro region.

Recommendations

The LeAPS Program has generated a set of key recommendations based on its experiences and outcomes in the Bangsamoro region. These recommendations aim to inform future initiatives and further enhance governance, digitalization, and service delivery. Here are some of the key recommendations from the LeAPS Program moving forward:

Recommendations	Timeframe	Who
<p>Recommendation 1: Review, Revise, and Finalize the ToC for Alignment with the RF. There is an immediate need to revise the ToC, incorporating lessons learned from implementation, best practices, encountered challenges, and findings from the mid-term evaluation. Specifically, the following steps should be taken to address the changes and challenges:</p> <ul style="list-style-type: none"> • Rename the Outcome statement at the top of the ToC as "Overarching Goal" or "Objectives" for clarity. • Clearly define the outcome statements and assess their validity, relevance, and feasibility within the context of implementation until 2025. • If necessary and beneficial, align outcomes with outputs to establish a logical connection. • Update the risk and assumption components. • Simplify the ToC graphics and streamline various points (risks, assumptions, strategies, activities) to enhance clarity and consistency. • Enhance Gender and Leave No One Behind (LNOB) Integration into the ToC and RF • Conduct a thorough analysis of the challenges impeding outcome achievement and implement targeted strategies to address identified issues. This may involve refining the ToC based on lessons learned and adapting approaches to overcome obstacles. • Refine the ToC, focusing on strategies to validate and achieve the broader goals. This may involve targeted pilots, stakeholder engagement, and adaptive management to ensure alignment with the program's overarching objectives. 	Immediate	UNDP CO, LeAPS PMT, and MILG
<p>Recommendation 2: Engage in Collaborative Discussions with LGUs and Ministries to Review and Plan Next Steps Based on the Finalized ToC and RF. It is essential to convene discussions with both LGUs and ministries to provide a clear understanding of the program's current status and its future direction, helping to manage expectations effectively. Transparency regarding the reasons for the delays in establishing the Digital Centers is crucial. Additionally, ministries should be informed about a significant program design shift where they will no longer have dedicated Digital Centers. Instead, their services will be integrated into a single portal to be established within MILG.</p>	Immediate (after doing Recommendation 1)	UNDP CO, LeAPS PMT, and MILG
<p>Recommendation 3: Enhance Program Support Systems to Ensure Adaptability, Effectiveness, and Fit for Purpose. To prevent previous procurement challenges, it is crucial to maintain clear and well-defined requirements while allowing flexibility to accommodate local supplier capabilities. The changes implemented should be sustained to ensure continued efficiency gains. Considering the security concerns that prevent a two-week travel request in the BARMM context, flexibility in policy implementation is necessary to ensure policies remain relevant and fit for purpose. Improvements can be made in the M&E system by promptly flagging issues to the UNDP CO that require immediate resolution or addressing concerns identified through monitoring efforts.</p>	Immediate	UNDP CO, LeAPS PMT

Additionally, a robust M&E plan should be developed to keep the program on track, with essential support from the UNDP CO.		
Recommendation 4: Collaborate with BICTO and Other Ministries to Develop a Unified Digitalization Roadmap. The transition within the Bangsamoro government presents a valuable opportunity to enhance the governance system, and this applies to digitalization efforts as well. To avoid the potential fragmentation of ICT systems in BARMM down the line, it is imperative to engage in discussions and establish partnerships with BICTO and other essential ministries. MILG, through LeAPS, holds a unique position to facilitate this coordination.	Short term	MILG, LeAPS PMT
Recommendation 5: Sustain the Concrete Actions to Achieve the Planned Outputs. <ul style="list-style-type: none"> • Develop a comprehensive action plan to expedite the establishment and full functionality of the remaining digital centers. This may include a reassessment of resource allocation, timeline adjustments, and proactive problem-solving to ensure successful implementation. • Continue the DevLive+ pilot project, and upon its successful validation, proceed with a well-planned and phased rollout to maximize its impact and adoption. • For the Digital Center in Piagapo and the forthcoming ones, include the communication and dissemination aspect, emphasizing the importance of ensuring the sustainability of the planned outputs. 	Short term	MILG, LeAPS PMT
Recommendation 6: Incorporate LeAPS and Digital Center Operations into the LGUs' AIP. To preserve the progress made by LeAPS and support its continued success beyond its conclusion in 2025, it is essential for LGUs to establish an enabling institutional environment. This will ensure the sustainability of the program's achievements, allowing it to flourish and continue under succeeding administrations. In addition, there is a need to strengthen monitoring post-establishment of digital centers such as measuring number of users, faster services.	Short term	LGU and MILG
Recommendation 7: To enhance its efforts in digitalization, eGovernance, and Leave No One Behind (LNOB), UNDP should build upon the proof of concept established by LeAPS. Following the work in LeAPS, UNDP Philippines can take several action items to advance digitalization and provide continued support to government in BARMM and at the national level through the following: <ul style="list-style-type: none"> • Collaborate with government agencies to expand digital infrastructure, ensuring that remote and underserved areas in BARMM have access to high-speed internet and reliable connectivity. • Support projects aimed at bridging the digital divide, especially in marginalized communities. This includes providing access to digital devices, connectivity, and digital literacy programs. • Assist in establishing robust data governance frameworks and data management systems to enable better decision-making, data-driven policies, and digital service delivery. • Continue to work closely with governments to advance e-governance initiatives, helping streamline government processes, improve service delivery, and increase transparency and accountability. • Provide technical expertise and policy recommendations to facilitate a conducive regulatory environment for digitalization, including privacy laws. 	Short-term to long-term	UNDP CO

1. Introduction

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

1.1 Background and Context

In July 2020, the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) government through the Ministry of the Interior and Local Government (MILG) in partnership with United Nations Development Programme (UNDP), initiated the Localizing e-Governance for Accelerated Provision of Services (LeAPS) Project. Its objective was to develop a comprehensive project document focusing on using ICT solutions to streamline business processes, enhance local public services, and increase accessibility for the Bangsamoro people.¹ The pilot phase was carried out in Butig and Piagapo municipalities in Lanao del Sur, where e-Services developed by the a2i Web Development Team were implemented. Additionally, 12 digital centers with interactive call centers were planned in LGUs, and 11 centers in ministries, inspired by the Union Digital Centers of the a2i program.²

The project received significant interest and support from stakeholders in BARMM, leading to its expansion into a program that now covers a broader range of LGUs and development partners. After receiving approval in December 2021, the LeAPS Project Document was endorsed as a flagship program by the MILG. Particularly, the program covers: the Municipalities of Butig, Piagapo, Taraka and Marantao in Lanao Del Sur; Municipalities of Buluan, Datu Blah Sinsuat, Parang, Shariff Aguak and Sultan Kudarat in Maguindanao; City of Lamitan in Basilan, Municipality of Talipao in Sulu, and Municipality of Bongao in Tawi-Tawi.

The collaboration was inspired by the strategic framework and principles of the UNDP Bangladesh-supported Access to Information (a2i) program³. It aims to address development challenges, including limited access to quality public services, especially for individuals in geographically isolated and disadvantaged areas (GIDA).⁴ Additionally, existing government service processes were found to be fragmented, time-consuming, and costly. To enhance public service delivery, the focus is on developing contactless solutions for governance challenges and incorporating virtual space for specific government services. Empowering public servants and citizens to utilize digital tools is key to improving accessibility to government services and promoting citizen participation in governance. Moreover, it is essential to note that connectivity in BARMM is currently only at a 20% penetration rate across the region.⁵ This low level of connectivity has significant implications for the region's socio-economic development and access to vital services. The implications of this low connectivity rate are multi-fold. First, it severely hampers access to ICT, which has become an essential tool for access to basic social services. With only 20% penetration, a large portion of the population is left without access to the internet, hindering their ability to participate in the digital age and limiting their educational and economic opportunities. Second, the lack of widespread connectivity can impact government services and infrastructure development. Digital communication and e-governance have become integral in improving the efficiency and transparency of public services. In a region with low connectivity, it may be more challenging to deliver essential services, engage in effective governance, and respond to the population's needs swiftly. Furthermore, limited connectivity can exacerbate the existing socio-economic disparities in the region. Those with access to the internet are more likely to benefit from educational resources, online job opportunities, and e-commerce. In contrast, those without access may be left at a significant disadvantage. This can further deepen the divide between urban and rural areas, as well as among different socio-economic groups.

According to the Theory of Change (ToC) depicted in **Figure 1**, the LeAPS Program aims to create “**a highly trusted governance aimed at co-creating and bringing meaningful citizen-centric services towards the**

¹ Source: Terms of Reference, p 2

² Source ProDoc, p 12

³ Aspire to Innovate (present), Access to Information (past)

⁴ Source: ProDoc, p 3 and 4

⁵ Source ProDoc, p 5

digital transformation for an empowered Bangsamoro.” In terms of outcomes, the LeAPS intends that: (1)
Women and persons with disabilities actively participate in governance through the

Figure 1: Theory of Change⁶

OUTCOME	A HIGHLY TRUSTED GOVERNANCE AIMED AT CO-CREATING AND BRINGING MEANINGFUL CITIZEN-CENTRIC SERVICES TOWARDS THE DIGITAL TRANSFORMATION FOR AN EMPOWERED BANGSAMORO					
	OUTCOME RESULTS		OUTPUT RESULTS		OUTCOME ASSUMPTIONS	OUTCOME RISKS
	1. Citizens specially the vulnerable, women and person with disability are actively participating in governance through ICT tools. 2. Governance is improved with better policies, budget, and planning through ICT systems. 3. ICT systems harmonized, integrated, and consolidated in the BARMM. 4. Citizens own Digital Systems, Enabling Digital Transformation.		<ul style="list-style-type: none"> E-services and Digital Centers set up and operational in select LGUS and ministries in BARMM. Data Center for MILG set-up, operational, and maintained. Satisfied citizens accessing e-services and monitored through DevLive DevLIVE+ generated data used for evidence-based local and regional planning. Effectiveness of human resources in digital transformation for staff and constituents Formal coalition among institutions, local and international, private, and public sectors supportive of Digital Bangsamoro established Action for program sustainability beyond 2022 initiated including Digital Transformation Road Map developed Effective program management Special capacity development interventions on ICT for women including other marginalized sectors of society is implemented 		a. Stable BARMM government is maintained. b. Presence of a specific coordinating agency for BARMM digital transformation efforts. c. Empowered citizenry manifests full ownership and understanding of BARMM's digital transformation.	a. Changes on BARMM government where LeAPS Program would be deprioritized. b. ICT directions in BARMM may be disintegrated.
	OUTPUTS AND STRATEGIES		OUTPUTS AND STRATEGIES		OUTPUT ASSUMPTIONS	OUTPUT RISKS
ACTIVITIES	OUTPUT 1 E-services and Digital Centres established in pilot BARMM LGUs and Ministries and made accessible to women, senior citizens and PWDs Strategy: E-services and data applications deployment with remote Digital Access for e-Services (Digital Centers)	OUTPUT 2 BARMM local government units are able to collect gender-disaggregated household and sectoral data for use in local development and resilience planning Strategy: Establishment of a development database linked with local development planning and management	OUTPUT 3 The 5-year Digital Transformation Roadmap for Bangsamoro is established with sustainability measures Strategy: Social marketing campaigns, communication towards program ownership Institutionalization through policy development	OUTPUT 4 Program managed efficiently Strategy: Program Management, Communication, and Knowledge Management	a. Committed resources for the program is released in a timely manner. b. Stable internet connectivity and power supply in the target LGUs. c. Strong buy-in of internal and external stakeholders on all program components is in place.	Budget allocated may be delayed, significantly reduced, or not be released. Deployment of goods and services may be disrupted.
	1. Digital Service Design Lab (DSDL) and Empathy Training in select LGUs and BARMM ministries. 2. #DigitalBangsamoro Portal development, administration, development of e-services and handover. 3. Enable internet connectivity in select LGUs. 4. Procurement and set-up of ICT equipment for Data Center. 5. Install and test infrastructure and equipment Digital Centers, and Data Center. 6. Develop and produce user and administrator manuals 7. Training and deployment of DevLIVE application for citizens monitoring. 8. Develop and Set-up monitoring and data analytics system for e-services and DevLIVE application. 9. Capacity development training for citizens, LGU/Ministries Staff, on ICT and data management skills. 10. Targeted trainings focused on women for DSDL and ICT literacy.	1. DevLIVE+ Orientation for select LGUs. 2. Procurement of equipment and hiring of service providers. 3. Training of LGU personnel on data collection, management, validation, and processing. 4. Targeted DevLIVE+ trainings for women and youth.	1. Organization and Capacity Development on ICT training of the LeAPS Volunteer Corps (LVC) 2. Development of a 5-year Digital Transformation Roadmap with key stakeholders. 3. Activities supporting the development of policies to support the institutionalization of LeAPS program. 4. Activities to foster partnership with CSOs Academe, BARMM Institutions, Key NGAs and the Private sector in program implementation 5. Social marketing, information, and utilization campaign on the LeAPS program in all pilot expansion and key Ministries in the BARMM (IECs)	1. Program coordination, management, and quality assurance. 2. Communications and Knowledge Management. 3. Conduct Quarterly Monitoring and Evaluation Activities.	ACTIVITY ASSUMPTIONS a. Committed resources for the program is released in a timely manner. b. Stable internet connectivity and power supply in the target LGUs. c. Enough human resources/staffs designated as trainers for various program components. d. Compliance on Data Privacy Act and data properly handled.	ACTIVITY RISKS a. Budget allocated may be delayed, significantly reduced, or not be released. b. Insufficient supply of internet service and power supply/provider/companies c. Not enough civil servants capacitated or resources mismatch in the required skills and expertise to operate. d. Privacy protocols may be breached where collected data are misused and corrupted.
	MITIGATION MEASURES a. Demonstrate and deliver proof of concept to be communicated to various stakeholders. b. Support and ensure LeAPS Program alignment to ICT related efforts of MOTC and OCM – BARMM. c. Conduct robust marketing and scoping within and outside the region and technical assessment in the identified LGUs. d. Coordinate with MILG TWG the number of staff and skillsets required in every activity to be conducted. e. Support the MOTC and MILG on the implementation of the Data Privacy Act. f. Develop project modules on data privacy and back-end data security and privacy measures embedded in the system. g. Conduct digital literacy trainings to prevent unauthorized use, collection, careless processing of personal data, including the Data Privacy Act.					

⁶ The corresponding Results Framework is found in Annex 2

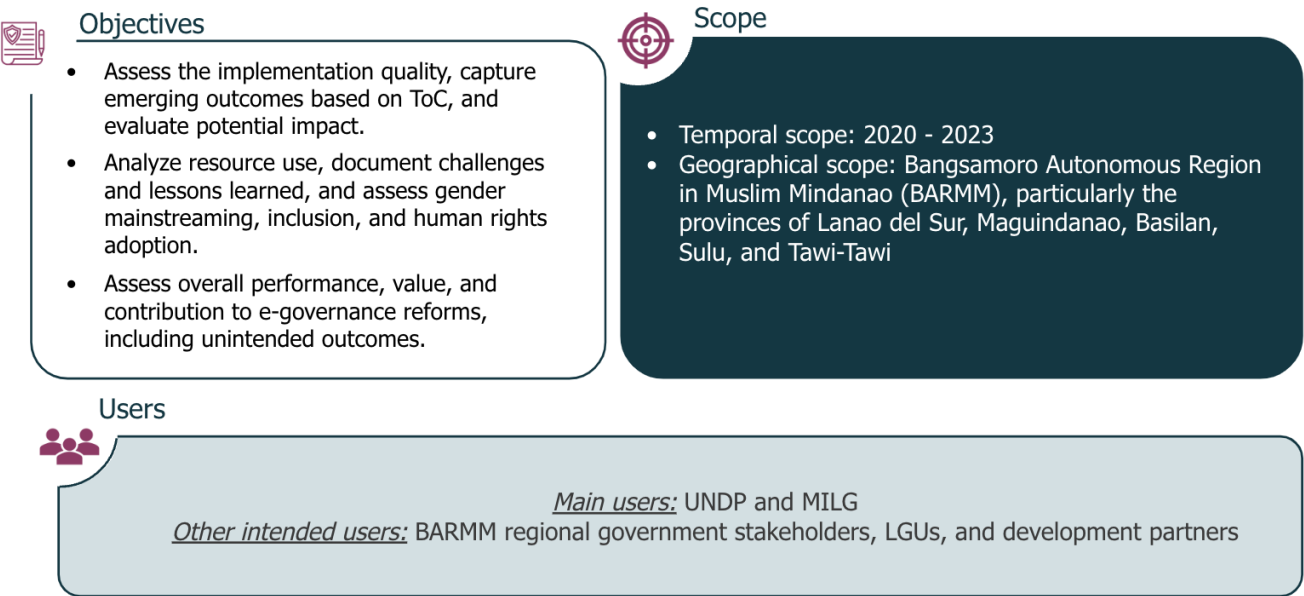
use of information and communications technology (ICT) tools; (2) Governance experiences improvement due to enhanced policies, budgeting, and planning facilitated by ICT systems; (3) ICT systems in BARMM are harmonized, integrated, and consolidated; and, (4) Citizens take ownership of Digital Systems, facilitating the process of digital transformation. To achieve its goals, the program has identified three key outputs that aim to contribute to achieving its change objectives. The outputs include:

- **Output 1:** E-services and Digital Centers established in pilot BARMM LGUs and Ministries and made accessible to women, senior citizens and PWDs.
- **Output 2:** BARMM local government units are able to collect gender-disaggregated household and sectoral data for use in local development and resilience planning.
- **Output 3:** The 5-year Digital Transformation Roadmap for Bangsamoro is established with sustainability measures.

1.2 Evaluation Objectives, Purpose, and Scope

Figure 2 underscores the primary objectives, scope, and the main users of the Mid-Term evaluation.

Figure 2: Objectives, Purpose, and Scope of the Evaluation



1.3 Evaluation Criteria and Questions

The mid-term evaluation focuses on the program's **Relevance, Coherence, Effectiveness, Efficiency, Potential Impact, and Sustainability**, following the criteria set by the OECD-Development Assistance Committee. Specifically, the evaluation examines the following aspects:

1. The **Relevance** of LeAPS to the regional and local government and target beneficiaries' needs and priorities;
2. The **Coherence** of LeAPS' with other similar interventions in the target institutions or communities;
3. The **Effectiveness** of LeAPS' implementation strategies in achieving objectives and results based on the Theory of Change and Results Framework;

4. The **Efficiency** of the use of resources;
5. The potential **Impact** of LeAPS to governance and for the stakeholders;
6. The usefulness and **Sustainability** of outcomes for partners;
7. The application of a rights-based approach, gender responsiveness of, and leaving no one behind (LNOB) in the project interventions; and
8. The UNDP's performance and value-added contribution as a development partner.

Figure 3 illustrates the evaluation questions the mid-term evaluation intended to address.

Figure 3: Evaluation Questions

RELEVANCE (EQs 1 - 4)	EFFECTIVENESS (EQs 9 - 12)	IMPACT (EQs 17 - 20)
<ul style="list-style-type: none"> LeAPS' relevance to BARM priorities, Philippine Development Plan, UNDP Country Programme, UNDP Strategic Plan, and SDGs. LeAPS' response to changing context and risks during design and implementation. UNDP's relevance as a development partner for e-governance reforms. 	<ul style="list-style-type: none"> LeAPS' contribution to Country's Programme, SDGs, UNDP Strategic Plan, PDP, and local priorities. Attainment of program-level outcomes and key achievements Factors influencing outcomes, good practices, lessons learned, and recommendations. LeAPS' effectiveness in addressing marginalized groups, inclusivity, participation, and gender mainstreaming. 	<ul style="list-style-type: none"> LeAPS' likely impact and contributions. Changes in behavior, attitude, and performance. Impact on gender equality and women's empowerment. Emerging outcome-level results, including unintended effects for different groups. Benefits to poor, indigenous, physically challenged, women, men, youth, internally displaced persons, and marginalized groups based on Harmonized Gender and Development Guideline or framework.
COHERENCE (EQs 5 - 8)	EFFICIENCY (EQs 13 - 16)	SUSTAINABILITY (EQ 21- 24)
<ul style="list-style-type: none"> LeAPS' coherence with ToC. Clarity, practicality, and feasibility of objectives and outputs. LeAPS' impact on gender equality and women's empowerment. LeAPS' support or impact on other stakeholders. Synergy with partners and complementation with existing initiatives. 	<ul style="list-style-type: none"> Efficiency of management structure and implementation modalities. Efficiency of LeAPS' coordination and feedback mechanisms. Resource efficiency and adherence to plans. Utilization of monitoring and evaluation for improved efficiency. 	<ul style="list-style-type: none"> Availability of resources to sustain LeAPS' benefits. Stakeholder support for long-term objectives. Mechanisms for primary stakeholders to continue governance reforms, gender equality, empowerment of women, human rights, and human development? Needed interventions for exit strategies and sustainability.

To successfully accomplish the objectives, the Evaluator has developed an Evaluation Matrix, as presented in Annex 3. This matrix outlines the evaluation criteria and the corresponding evaluation questions as stated in the Terms of Reference (ToR). It also specifies the measures or indicators that were used to address each question. Furthermore, the matrix provides information regarding the data collection approaches to be employed and identifies the stakeholders to be engaged throughout the evaluation process. Lastly, the matrix highlights the type of analysis that the Evaluator utilized to ensure the delivery of conclusive and evidence-based findings and recommendations.

The report is structured into five distinct parts. First, it delves into the evaluation object, objectives, and criteria. Second, it discusses the evaluation approach and methodology, which includes aspects like data analysis, ethical considerations, and limitations. Third, the report presents the findings, organized in alignment with the OECD-DAC criteria. Fourth, it explores the lessons learned from the design and implementation of LeAPS. The report concludes with a section that encompasses conclusions and recommendations.

The users of the LeAPS Mid-Term evaluation report encompass a wide range of stakeholders, including UNDP management, MILG, project partners, policymakers, CSO and advocacy groups. The report serves as a vital tool for informed decision-making, accountability, and furthering the program's objectives.

UNDP Management: The primary users of this report are the management team within the UNDP. They rely on the findings and recommendations to assess the progress and impact of the LeAPS program at its midway point. This information helps them make informed decisions about resource allocation and strategic adjustments to ensure the program's success.

MILG: The MILG plays a critical role in supporting the LeAPS program. They use the midterm evaluation report to gauge the effectiveness and efficiency of their financial contributions. The report helps them determine whether their investments align with the program's objectives and whether adjustments or additional funding are necessary.

LeAPS Implementation Partners: Organizations and institutions partnering with UNDP in the implementation of the LeAPS program also benefit from the report. They use the insights to assess their performance, identify areas for improvement, and adapt their strategies as needed to enhance program outcomes.

Policymakers and Government Officials: National and local government authorities, as well as policymakers, may use the evaluation report to understand how the LeAPS program aligns with their policy priorities and national development goals. This information can influence policy decisions and guide government support for the program.

Civil Society Organizations and Advocacy Groups: Non-governmental organizations, community groups, and advocacy organizations may use the report to advocate for the interests of the communities affected by the LeAPS program. It provides them with evidence and data to support their advocacy efforts and hold stakeholders accountable.

2. Evaluation Approach and Methodology

This section provides a description of the techniques used, the implementation methods of the evaluation assignment, and any encountered issues. It also presents the procedures employed to gather information and ensure its validity and quality, along with the evaluation and analytical techniques utilized.

2.1 Approach

Review of the ToC and Results Framework (RF). The first level of analysis of the Mid-Term Evaluation involves reviewing the ToC and RF. The primary objective of this review is to assess the current performance of LeAPS in relation to its established targets and objectives. The Evaluator thoroughly examined the ToC and RF to evaluate the causal relationships underlying the program's progression over time.

The ToC and RF serve as valuable reflection tools and employ a results-focused approach to articulate the different levels of results expected from the program. In the case of LeAPS, the ToC was presented graphically, while the RF was in a matrix form. The ToC and RF offer a structured view of how the program creates change, highlighting outcomes and connections between its components. They aid in understanding contextual factors, support, and underlying assumptions. Reviewing these frameworks is a valuable learning tool for UNDP, MILG, and stakeholders. Notably, they assume alignment with the project objectives and underlying program assumptions. This review serves crucial purposes:

1. **Objective Alignment:** Ensures program activities align with intended objectives, facilitating adjustments if deviations or unforeseen challenges arise.
2. **Accountability and Learning:** Assesses progress, fostering organizational learning by identifying successes and areas for improvement.
3. **Resource Optimization:** Identifies areas needing more support, aiding in resource allocation.
4. **Stakeholder Engagement:** Acts as a clear communication tool, enhancing stakeholder understanding of the program's goals and methods.

The review of the ToC and RF was conducted through a structured and systematic process outline below:

1. **Document Analysis:** The first step involved a comprehensive analysis of the ToC and RF documents. This included a detailed examination of the program's goals, intended outcomes, indicators, and the logic model connecting activities to impacts.
2. **Stakeholder Consultation:** To ensure a holistic perspective, a kick-off meeting with UNDP CO, LeAPS PMT, and MILG representatives was undertaken to engage them in a discussion. Their inputs were sought to identify any changes in context, challenges faced, or new opportunities that may necessitate adjustments to the ToC and RF.
3. **Data Collection and Analysis:** The Evaluator collected data on the LeAPS' progress, outcomes achieved, and challenges encountered both onsite and online. This data was then analyzed to assess the extent to which the program was on track to meet its original objectives.
4. **Comparison with Baseline Data:** A key aspect of the review involved comparing the current data with baseline data collected at the program's outset. This allowed for an assessment of whether the program had made the anticipated progress and whether changes in the ToC and RF were warranted.

Comparative Qualitative Analysis (CQA). The evaluator employed **drawing out patterns and thematic content analysis and Comparative Qualitative Analysis (CQA)**. The UNDP Independent Evaluation Office defines QCA as:

"A method for cross-case comparison that is used to understand which qualitative factors are likely to influence an outcome. Despite its name and despite being a case-based method, QCA is not always considered 'qualitative', because of its mathematical grounding. Compared to other case-based methods, QCA's selling point is its ability to compare case-based information systematically, leading to a replicable (rigorous) generalization of case-specific findings, which is normally considered an advantage of quantitative/variable-based/statistical methods. Compared to the latter group of methods, however, QCA does not require a large number of cases in order to be applied (although it can handle it) and it retains some of the 'thickness', richness

or complexity of case-based in-depth information. Because of these abilities at the crossroad of two methodological cultures, QCA has been said to incorporate the 'best of both worlds.' Historically, the method has always been very popular with political scientists and other scholars interested in cross-country generalization."

Comparative Qualitative Analysis (CQA) is a valuable method in the mid-term review of the LeAPS program as it enables a systematic and in-depth examination of program components, outcomes, and contextual factors. Below outlines how QCA is essential and how it was undertaken in the review:

- **Comprehensive Understanding:** CQA allowed for a holistic understanding of LeAPS by examining various qualitative aspects, such as implementation processes, stakeholder perspectives (e.g., LGUs, ministries, community members, UNDP), and contextual factors. It helps in uncovering the complexity of LeAPS implementation and its potential impact.
- **Identifying Causality:** CQA helped identify causal relationships between LeAPS activities and outcomes, shedding light on what works, what doesn't, and why.
- **Contextual Insights:** It provided insights into how contextual factors, such as directional and design changes, BARMM level and LGU level political and cultural dynamics, or economic conditions (e.g., availability of resources from the OCM and MILG) influence LeAPS' outcomes. Understanding these contextual nuances is vital for mid-term evaluation.
- **Stakeholder Perspectives:** CQA incorporated stakeholder perspectives, ensuring that the voices and experiences of partners (ministries, LGUs, community members) and implementers (UNDP and MILG) are considered in the evaluation. This enhances the validity and relevance of findings.
- **Mid-term Adjustment:** CQA is particularly useful in mid-term reviews as it helps assess whether the program is on track to achieve its intended outcomes. If discrepancies are found, it informs mid-course corrections.

The following discusses how CQA was specifically used in the mid-term evaluation:

1. **Data Collection:** The CQA process begins with data collection. Qualitative data from various sources, such as interviews, focus groups, and documents were gathered. These data include stakeholder interviews, participant observations during the field mission in BARMM, LeAPS reports, and relevant policy documents (e.g., MOA and SB resolutions).
2. **Coding and Categorization:** The collected data were coded and categorized systematically using a coding matrix. This involved identifying key themes, patterns, and relationships within the data. Deductive coding based on the ToC and RF helped relate findings to LeAPS objectives.
3. **Case Selection:** In CQA, cases (e.g., in this case the LGUs both pilot and non pilot and the ministries) were selected for analysis. These cases represent different program conditions, such as success or failure, to facilitate comparisons. In the presentation of findings, the evaluator highlighted experiences of specific LGU or ministry to provide a better context for the case.
4. **Configuration Analysis:** The heart of CQA involves analyzing configurations of conditions and outcomes. This means examining how different combinations of factors (e.g., program activities, contextual factors, stakeholder engagement) lead to varying program outcomes. In the presentation of findings, the evaluator tried to be as detailed as possible in the different factors in each LGU and level to provide a nuanced perspective as to the achievement or non-achievement of the desired outcome.
5. **Output Assessment:** The analysis assesses whether different configurations of conditions are associated with specific output. This helped identify which factors are most strongly linked to success or challenges in LeAPS.
6. **Pattern Recognition:** Patterns and pathways to success or challenges were identified through systematic comparison of cases and conditions. This step revealed the nuanced relationships within the LeAPS program.
7. **Recommendation Formulation:** The findings from CQA were used to formulate recommendations. These recommendations relate to adjustments in program design, resource allocation, stakeholder engagement, and policy advocacy, based on the identified causal pathways and contextual insights.

Rating Scale. UNDP Evaluations use a rating for each evaluation question. The UNDP Rating Scale is a valuable tool in the mid-term review of the LeAPS program as it provides a structured framework for assessing and measuring various aspects of the program's performance. Additionally, it offers a transparent and accountable way to measure and communicate the program's achievements and areas for improvement.

The consolidated findings from all methods served as the basis of the ratings. **Figure 4** underscores the Assessment Parameters and the ratings used for the Relevance, Coherence Effectiveness, Efficiency, and Impact criteria.

Figure 4: Rating Scale for Relevance, Coherence, Effectiveness, Efficiency, and Impact

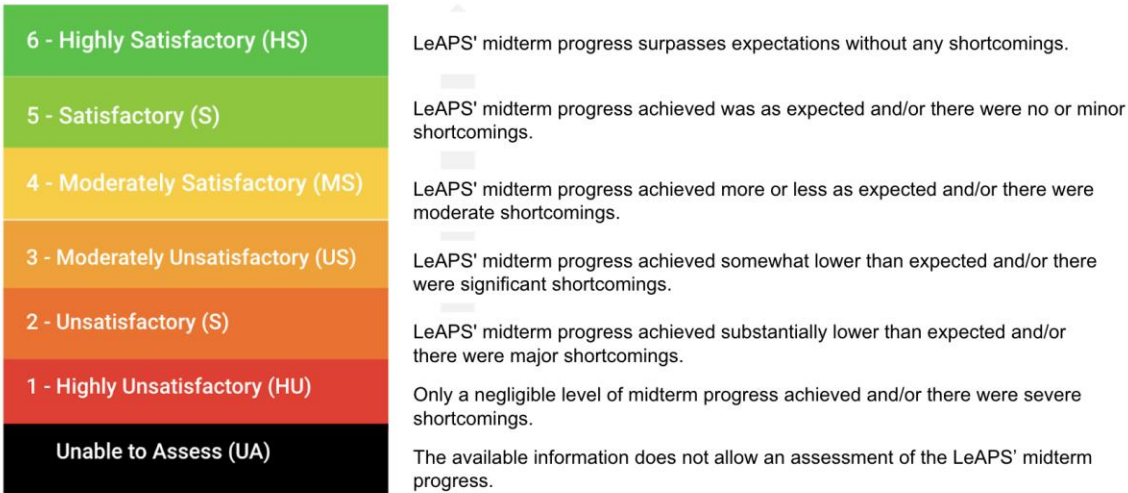
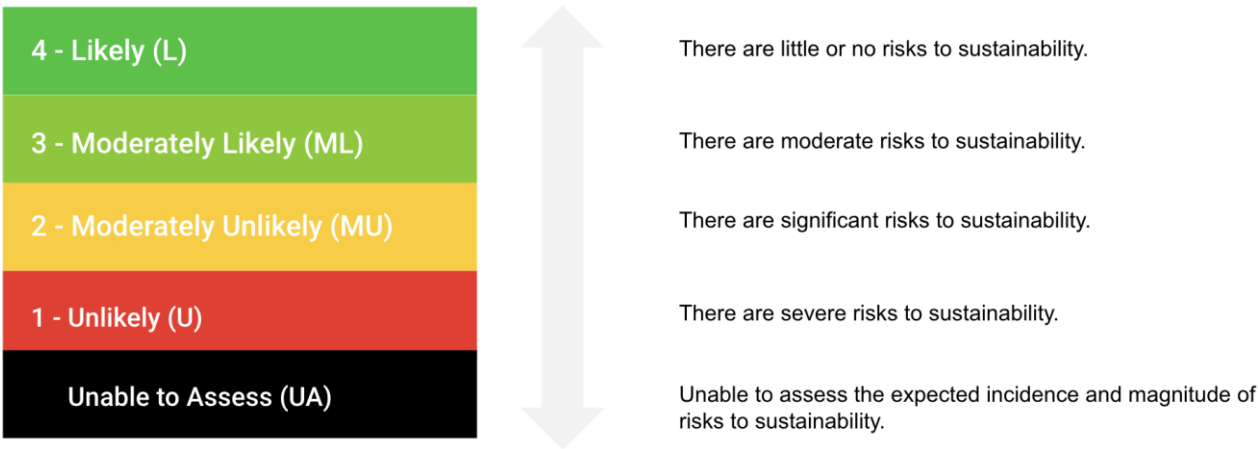


Figure 5 underscores the Assessment Parameters and the ratings used for the Sustainability criterion.

Figure 5: Rating Scale for Sustainability



2.2 Methods

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

Desk research. The evaluator collected data from the UNDP PMT, encompassing a range of existing documentation (see Annex 4). This documentation included both quantitative data and descriptive information about LeAPS, its outputs, and outcomes. It comprised materials from capacity development activities, reports, and various forms of evidence.

During the field mission, the evaluator continued to gather key documents from the UNDP PMT. These documents, such as SB resolutions, MOAs, and training evaluations, were specifically referenced during interviews. These documents were pivotal in conducting a thorough desk research exercise. Furthermore, the collected documents were subject to a systematic coding process. This coding was employed to triangulate and validate the information obtained from primary sources, reinforcing the credibility of the findings.

As previously mentioned, these documents played a significant role in multiple facets of the mid-term evaluation approach. They were instrumental in the review of the ToC and RF, as well as in the CQA conducted as part of the mid-term evaluation process.

Interviews and Focus Group Discussions. The evaluator conducted semi-structured key informant interviews (KIIs) with key stakeholders during a two-week on-site field mission in BARMM, complemented by several virtual meetings. The profile of the respondent can be found in Annex 5. This approach using KIIs was chosen to establish rapport with each respondent, enhancing the likelihood of eliciting detailed and candid responses. This strategy is particularly relevant for the mid-term evaluation, as it aims to explore unique experiences and perspectives from individuals with diverse backgrounds. Conducting individual interviews also helps mitigate potential biases stemming from group dynamics, such as social desirability bias, power imbalances, dominance of specific personalities, and other potential distortions in responses. In addition to the KIIs, focus group discussions (FGDs) were conducted as part of the evaluation process.

However, it's essential to note that only two semi-structured key informant interviews were held with women and older persons who had utilized eServices through the Digital Center. The planned FGD with women and individuals with disabilities who had received support through the Digital Center in Piagapo LGU did not take place as scheduled. Instead, the evaluator conducted an ad-hoc interview with an older person applying for a Certificate of Live Birth to gather insights about the service. To address the lack of participants, the Piagapo LGU arranged an interview with a local woman entrepreneur who had availed business permit services through the Digital Center in Piagapo LGU. Similar to the older person respondent, the woman entrepreneur shared her insights and experiences with the service through the Digital Center. It's important to clarify that the Digital Center in Piagapo LGU is the only functional one, and consequently, no other local residents who used the services through the Digital Center were interviewed. Thus, for other LGUs apart from Piagapo, the program has not yet benefited local residents, explaining why the mid-term evaluation did not meet its planned number of community respondents.

In addition to LGU officials and local residents, the mid-term evaluation also engaged representatives from select BARMM Ministries as part of the on-site activities. Overall, interviews with the ministries were conducted as planned, except for the MILG. On the day of the scheduled meetings, the evaluator and UNDP LeAPS staff were informed that MILG staff were unavailable due to an equally important engagement outside their duty station. Alternatively, meetings with key MILG staff were conducted virtually.

Regarding the sampling strategy, the Midterm Evaluation employed a non-probability methodology, specifically utilizing purposive sampling. This method involves a deliberate selection process where researchers intentionally choose specific individuals or groups based on distinct characteristics or criteria aligned with the research objectives.

To provide more clarity, the review encompassed all five provinces: Lanao del Sur (with Butig and Piagapo as pilot sites, and Taraka as a new site within the province), Maguindanao Del Norte, Maguindanao Del Sur, Basilan, and Sulu. The criteria for selecting respondents from the provinces and municipalities encompassed the following profiles:

- Implementing partner/donor (MILG).
- Representatives from the e-governance model in BARMM (relating to Butig and Piagapo municipalities).
- Participants who have attended LeAPS Program Activities on at least two occasions.
- Co-facilitators of DSDL Training.
- Staff committed to championing the implementation of DSDL and DevLIVE+ across all BARMM provinces where their satellite offices are situated (pertaining to TMI).

Table 1 presents the actual number of respondents in the mid-term evaluation. The evaluation employed a non-probability sampling approach known as purposive sampling. This non-random method involves the deliberate selection of specific individuals or groups based on predetermined characteristics or criteria that align with the research objectives.

The field mission, conducted from August 15th to August 25th, 2023, covered three provinces: Lanao del Sur (including Butig and Piagapo as pilot sites, and Taraka as a new site within the province), Maguindanao Del Norte, and Maguindanao Del Sur. The selection of respondents was based on the following profiles:

- Implementing partner/donor (MILG).
- Representatives from the model of e-governance in BARMM (pertaining to the municipalities of Butig and Piagapo).
- Participants who had attended LeAPS Program Activities at least twice.
- Co-facilitators of DSDL Training.
- Staff committed to championing the implementation of DSDL and DevLIVE+ in all BARMM provinces where their satellite offices are located (pertaining to TMI).

Throughout the evaluation process, respondents had diverse backgrounds, including roles such as SB Secretariat, Acting Municipal Planning and Development Coordinator (MPDC), Assistant Municipal Treasurer, Building Inspector, Chief Administrative Officer, Division Chief, Engineer, Finance Officer, Director General, Tourism Officer, Logistic and Procurement Officer, CSO representatives, and community members, among others.

Table 1: Respondents

	Respondents
LGU	
Municipality of Piagapo (pilot)	6 ⁷
Municipality of Butig (pilot)	2
Municipality of Taraka	2
Municipality of Datu Blah Sinsuat	2
Municipality of Parang	2
Municipality of Buluan	1
Ministry	

⁷ with 2 community members: an older person and a woman

MILG	3
MTIT	1
MENRE	2
MFMB	2
CSO	
MTI	2
UNDP	
UNDP PMT	6
UNDP CO	3
Total	34

LGU staff from Sulu and Basilan were invited to participate in the evaluation by receiving a set of interview questions that they could respond to at their own convenience. However, the evaluator received communication indicating their decline to participate. The reason cited was that the LeAPS program had not been fully implemented in their respective LGUs.

2.3 Data Analysis

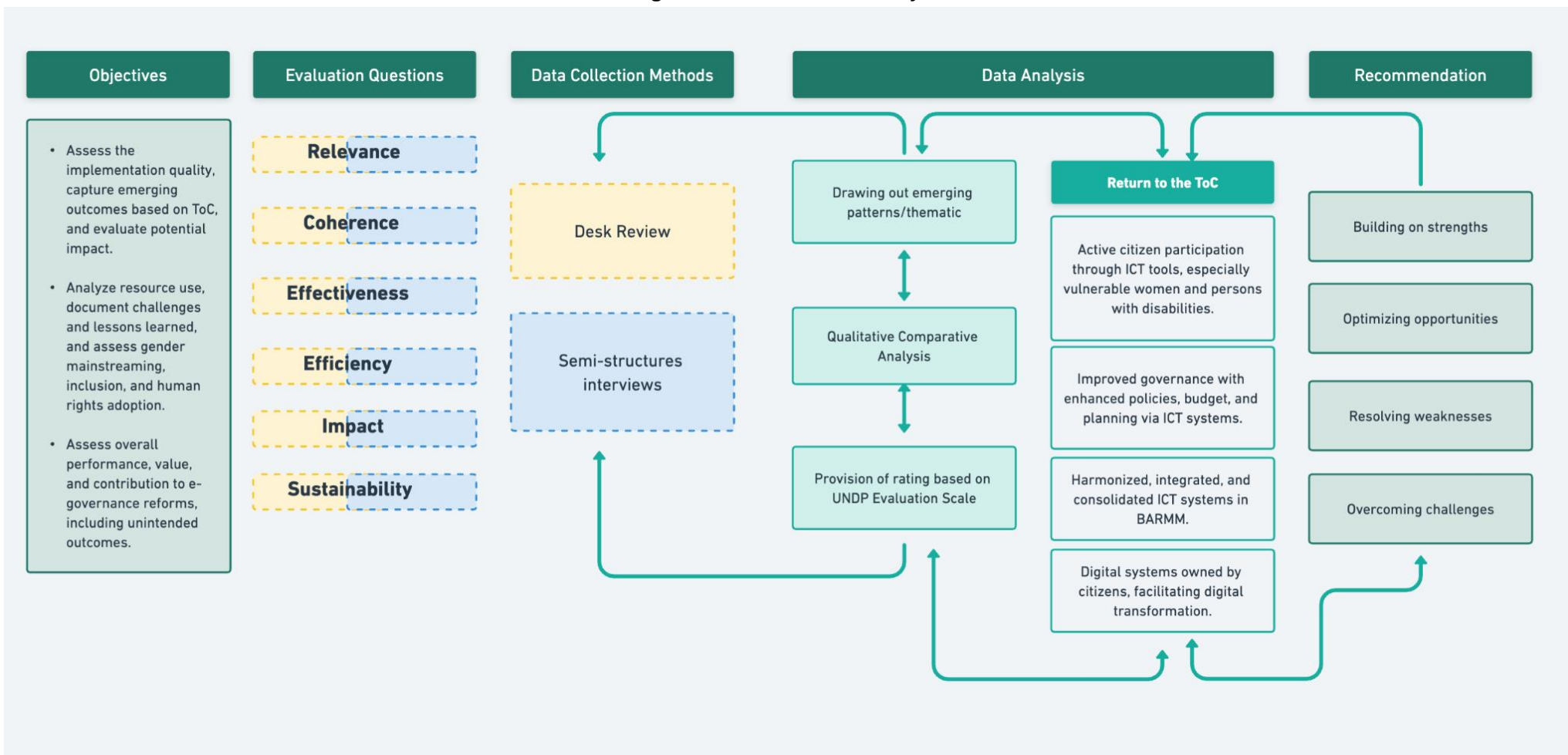
Figure 6 outlines the analysis framework, offering a comprehensive view of the key components of the mid-term evaluation, including its objectives, evaluation questions, indicators, measures, and data-gathering techniques. This framework underscores the utilization of desk research, semi-structured interviews, and FGDs as standard data collection methods for specific evaluation elements. Additionally, it delineates the phases of primary data collection, specifying the techniques employed and the parties involved.

Regarding data processing and analysis, the evaluation primarily employed the triangulation of qualitative data, the identification of emerging themes, thematic analysis, and Comparative Qualitative Analysis (CQA). An Excel-based Coding Matrix was developed by the evaluator to systematically capture emerging themes from the data-gathering techniques, with the results derived from this matrix. The conclusions drawn from the analysis were subsequently linked to the evaluation questions.

The primary objective of the mid-term evaluation is to assess the progress of LeAPS, particularly in terms of achieving its desired outcomes. To achieve this, the evaluator conducted a review of the current progress in comparison to the ToC and the RF. Effectiveness-focused questions were formulated to investigate significant changes, results, or contributions brought about by LeAPS. The evaluator probed these changes and established their connections to the outputs and outcomes outlined in the LeAPS ToC.

The evaluation process began with a comprehensive tracing of the process to ensure that the identified results and procedures were either fully or partially related to the ToC and the RF. After identifying the changes, the evaluator clustered the causal pathways to provide evidence of attributable impacts. The reliability and veracity of data attribution were established by engaging key stakeholders and the accessibility of pertinent documents. It's worth noting that the ToC played a pivotal role in shaping the analysis approach, rendering the mid-term evaluation theory-based and enhancing its overall effectiveness.

Figure 6: Framework of Analysis



In evaluation, analyzing data for cross-cutting concerns like Gender, Leave No One Behind (LNOB), and Disaster Risk Reduction (DRR) is crucial. The consultant began by carefully examining processes, making sure they aligned with the ToC and RF. This helped ensure that identified results and procedures were closely tied to the program's main objectives. On the cross-cutting concerns, recognizing their vital role in shaping the overall impact. The ToC guided the analysis, making the evaluation theory-based and more effective. To understand changes in the landscape, the evaluation looked beyond immediate outcomes, clustering causal pathways for a detailed view of how cross-cutting concerns influenced the overall program impact. Ensuring the reliability of data involved engaging key stakeholders and validating findings through their perspectives. Accessing relevant documents added credibility. This dual approach formed a solid foundation for drawing conclusions and making recommendations.

2.4 Evaluation Ethics

The evaluator ensured that the entire process was guided by the highest ethical standards set and outlined by the United Nations Evaluation Group (UNEG) in the document entitled Ethical Guidelines for Evaluations⁸. Overall, the evaluator thoughtfully ensured fairness, objectiveness, evidence-based, and independence throughout the process and in the findings. More concretely, following the evaluation principles, the evaluator clarified to all stakeholders interviewed that their feedback and inputs would be confidential. In the report, the evaluator did not indicate the specific source of quotations or qualitative data to uphold confidentiality.

2.5 Limitations of the Evaluation

1. **Misalignment between the LEAPS Program TOC and Results Framework.** The LeAPS program encountered a notable challenge as it experienced difficulty in fully realizing its intended outputs, indicating a noteworthy misalignment between the ToC and the Results Framework RF. The evaluator found that this misalignment posed a considerable obstacle when attempting to accurately assess the alignment of activities with the ToC. Apart from this, several limitations were encountered during the evaluation process, including:
2. **Unavailable Mayors:** The unavailability of Mayors for interviews presented an initial challenge. Their insights and perspectives were crucial to gaining a holistic understanding of the LeAPS progress, impact, and sustainability. To mitigate this, the key staff involved in the training and workshops were engaged in the evaluation process through interviews. The measure led to the generation of equally significant inputs from the LGU staff, which significantly informed the findings of the midterm evaluation.
3. **Sampling Approach:** The evaluation employed a combination of purposive and random sampling approaches. This method was chosen to ensure a balanced representation of different perspectives and experiences within the project. However, it also introduced complexities in data collection and analysis. The disparity of the number of planned respondents and actual respondents, particularly for the women and persons-with-disabilities must be noted. As previously discussed, the Digital Center in Piagapo LGU is the only functional one. For other LGUs, the program has not yet benefited local residents.
4. **Qualitative Emphasis:** Due to anticipated limitations stemming from limited signal and internet connectivity in certain areas, the evaluation leaned heavily towards a qualitative approach. This approach allowed for in-depth exploration of key themes and issues. Nevertheless, quantitative questions were integrated into the interviews to gather specific data where possible.
5. **Declined Participation:** A notable challenge emerged when certain respondents chose not to participate in the evaluation process. However, it's important to clarify that their non-participation did not significantly affect the overall comprehensiveness of the data collected. During the evaluation, there came a point where data saturation was achieved. This means that the evaluator began receiving consistent and similar inputs from both LGU and ministry-level respondents. In other words, the information gathered had reached a point of saturation, indicating that a comprehensive understanding of LeAPS had been achieved, despite some respondents opting not to participate.

In navigating these limitations, the evaluator adapted its approach to ensure that the insights gathered remained as robust and representative as possible. Despite these challenges, the evaluation aimed to provide a meaningful assessment of the LeAPS progress and its alignment with the intended ToC and RF.

⁸ [Link](#) to the document.

3. Findings

In this section, the evaluation results are presented based on six criteria: **Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability**. Each criterion was assessed in relation to specific evaluation questions and indicators to provide a comprehensive understanding of the LeAPS' performance.

3.1 Relevance

This section emphasizes the findings about the **Relevance** criterion. The evaluation examined LeAPS' alignment with BARMM priorities, the Philippine Development Plan, the UNDP Country Programme, the UNDP Strategic Plan, and the Sustainable Development Goals (SDGs). The assessment also delved into the project's adaptability to shifting contexts and its management of risks throughout the phases of design and implementation. Furthermore, it evaluated the UNDP's relevance as a development partner in the context of e-governance reforms.

3.1.1 To what extent was the project relevant to supporting the BARMM regional development priorities and the Philippine Development Plan 2023 -2028?

Due to the 18-month Project Initiation Plan (PIP), which involved numerous design thinking sessions, consultations, workshops, and scoping activities, LeAPS has showcased its remarkable relevance in supporting the development priorities of both the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) and the Philippine Development Plan (PDP) for 2023-2028. The core objectives of LeAPS clearly emphasize this alignment:

- **Inclusive and Transparent Governance:** LeAPS aims to establish governance that is inclusive, transparent, accountable, and efficient. This echoes the commitment of BARMM and the PDP to responsive governance and aligns with the call for digitalization to enhance transparency.
- **Human Capital Development:** LeAPS seeks to ensure access to essential human capital development services (e.g., certificate of live birth, business permit). This corresponds to the PDP's emphasis on digitalization to improve access to social services and supports BARMM's goal of improving the quality of life for its constituents.
- **Technological Innovation:** LeAPS emphasizes harnessing technology and innovation to improve government services, a key component of both BARMM's and the PDP's strategies for advancing digitalization.

LeAPS is particularly well-suited to the PDP's priorities:

- The PDP repeatedly mentions digitalization as a key focus, reflecting its recognition of the importance of technology and innovation (e.g., the Fourth Industrial Revolution) in driving economic growth and improving governance.
- It emphasizes the need for digital transformation in government, which aligns with LeAPS' objective of enhancing government efficiency through digitalization.
- The PDP also highlights the importance of digital financial inclusion, a goal that LeAPS supports through its initiatives to simplify processes and enhance access to services.
- Education, skills development, and healthcare (through access to the *4Ps* or *Pantawid Pamilyang Pilipino Program*, school, and TESDA enrollment), all addressed by LeAPS through the eServices, are recognized as vital areas in the PDP (e.g., thematic areas on social protection and education) where digitalization can have a transformative impact.
- The PDP acknowledges the role of public-private partnerships in digitalization efforts, a perspective that resonates with LeAPS' collaborative approach involving the UNDP, MILG, NGOs, and local governments.

Amid the backdrop of a rapidly advancing technological age, the significance of digitalization has risen to the forefront. This shift is particularly pivotal within the context of the BARMM, where many remote areas grapple with limited connectivity, and only 20% of the region has access to the internet ([Domingo 2020](#)). LeAPS has emerged as the key to digitalization efforts, directly confronting the challenge of access to social services hindered by poor connectivity. LeAPS' relevance to BARMM is evident in its commitment to addressing

connectivity challenges, consistent with the region's focus on digitalization. Additionally, LeAPS tackles issues like bureaucratic inefficiency, aligning with the BARMM's pursuit of excellence and service innovation.

The narratives from various municipalities within BARMM further illustrate how LeAPS drives digitalization and improves services in line with local priorities. Below underscores the pivotal role of LeAPS in overcoming connectivity challenges, streamlining administrative processes, and enhancing the efficiency and transparency of local government operations. While connectivity, unstable power and electricity supply, and local cultural and political dynamic constraints present obstacles, the commitment to digitalization remains steadfast.

In the digitalization landscape, two specific services have taken center stage in Piagapo's local governance: the issuance of business permits and certificates of live birth. According to the interviews, MILG selected said documents as the demand for these services has surged recently. Thus, the Piagapo LGU has identified them as top priorities for digital transformation. **Interestingly, even as the transition from manual to digital processes has unfolded, the actual number of applicants has remained remarkably consistent or at the same level**, according to an interview with a Piagapo LGU official. This observation underscores a unique dynamic—while the methods have evolved, the fundamental demand remains unchanged. There are three plausible reasons for this. **First, the Digital Center was only launched on 8 June 2023, so it is not yet gaining traction from the local residents. Second, although the Municipal Mayor informed the 37 Barangay Captains about the Digital Center and the services it offers, it remained to be fully cascaded to the local residents. Third, the interviews revealed insufficient information dissemination (e.g., lack of IEC materials that could be circulated in the 37 barangays) at the municipal level about the Digital Center and its services. As a result, only those who go to the Municipal Hall to request said documents have benefitted thus far from the eServices.**

In the Municipality of Butig, the interview respondent shared that LeAPS strives to enhance service efficiency, seamlessness, and affordability for users or recipients of services. With a citizen-centric approach, LeAPS is tailored to meet recipients' needs and designed to be user-friendly for service providers. The respondent added that LeAPS focuses strongly on eGovernance and digitalization. Initially, Butig LGU hesitated to become a pilot site for the PIP and the LeAPS program due to its connectivity challenges, such as signal and internet issues. Despite facing difficulties in communication and having limited signal coverage in some areas, several barangays in Butig are categorized as Geographically Isolated and Disadvantaged Areas (GIDA). The LGU expressed reluctance because of this challenging context. Nevertheless, they embraced the challenge, recognizing that if the Butig LGU can succeed, the same approach can be replicated in other regions with similar contexts. To address this issue, UNDP and MILG have collaborated with the LGU of Butig to enhance connectivity by resolving electricity issues. This aligns with UNDP's commitment to intensify efforts in digitalization, eGovernance, and Leave No One Behind (LNOB). UNDP and MILG are exploring partnerships with government agencies to expand digital infrastructure, aiming to provide high-speed internet and reliable connectivity to remote and underserved areas in BARMM.

In the Municipality of Taraka, the interview respondent shared that the essence of the LGU mission is deeply rooted in public service, aligning seamlessly with the objectives of LeAPS. The drive for digitalization resonates harmoniously with the goals of the LGU. At the core of the LGU's efforts lies a commitment: the efficient delivery of services, with a keen focus on the most vulnerable segments of society, all aimed at enhancing their quality of life and livelihoods. This commitment hinges on up-to-date and accurate data, which forms the foundation for informed decision-making. The LGU envisions a future where the digital landscape expedites administrative processes and fosters heightened engagement and awareness among the residents of the municipality's 24 barangays. Backed with comprehensive and current data, the LGU is empowered to tailor initiatives precisely to the needs of its 22,786⁹ constituents, ensuring that services are delivered more efficiently and more effectively. The interview respondent shared that the COVID-19 pandemic served as a stark reminder of the pivotal role of digitalization, which has streamlined the once-burdensome process of verifying information by replacing it with seamless digital platforms.

⁹ Based on the 2020 PSA data

In the case of the 1st class Municipality of Parang, Maguindanao del Norte, the LeAPS initiative at the LGU level is dedicated to simplifying processes for both service providers and recipients, with the overarching aim of enhancing overall efficiency. Within Parang's purview, a specific area of focus revolves around refining the business permit processing procedure—a currently cumbersome process replete with numerous prerequisites that often translates into weeks of processing time. During Empathy Training and DSDL workshops, local officials had the opportunity to critically assess the building permit process, enabling them to explore avenues for streamlining. For instance, the time reduction depends on the type of service. For business permits at the LGU level, the processing time has been reduced from 4 days to 1 day, whereas for a certificate of live birth, it remains the same. As for ministry-level documents, the reduction in processing time has not been determined yet. **However, the actual implementation of the proposed streamlined process in Parang encounters a hurdle: the operational status of the Digital Center in the LGU. Until this center becomes fully operational, the streamlined process remains unrealized, affecting not only building permit processing but also other areas, such as the digitization of registration of live births.** While waiting for the completion of the Digital Center alongside its services to be offered to the 102,914 local residents¹⁰, the LGU has initiated a project to provide free birth certificates for children six years old and below, thereby ensuring accessibility to crucial documents in rural and 5 island barangays (neighborhoods) where processing these certificates has posed difficulties.

In the case of the 6th class coastal Municipality of Datu Blah Sinsuat, Maguindanao del Norte, the respondents shared that the LeAPS program is an initiative aimed at streamlining the processes within the LGU. The program has been designed to make it easier for service recipients to obtain essential documents from the LGU. By minimizing the challenges of securing these documents, the program seeks to reduce both the costs and time involved, ultimately cutting down on the need for multiple visits. It's important to highlight that the LGU received its Internal Revenue Allotment (IRA) only three years ago, despite its establishment in 2010. Consequently, the LGU has not yet transitioned to digital services. While web-based systems are available for certain functions, such as business permits and birth registrations through the Philippine Statistics Authority (PSA), the LGU must go through a procurement process to acquire these systems. Regrettably, due to budgetary constraints, the LGU has been unable to obtain these systems.

Finally, in the case of the 4th class Municipality of Buluan, the LeAPS aimed to modernize and streamline municipal services, making them easily accessible and efficient for the community. This transformative endeavor emerged from a collective decision of LGUs to embrace digitalization, selecting the motorized franchising service as their initial attempt into the digital realm. Traditionally, obtaining signatures and stickers for motorized franchising was a laborious process, consuming 5 to 14 days, contingent upon the availability of signatories. Recognizing the paramount importance of digitalization in local governance, the LGU rallied behind this initiative, fueled by the support of their Mayor, who designated a temporary office space for the Digital Center. Beyond the motorized franchising service, the Buluan LGU aims to digitize the accreditation process for Civil Society Organizations (CSOs). This envisioned digital leap would empower CSOs, such as the Bangsamoro Youth Network, Kabalikat, and various youth and farmers groups, to upload requisite documents into the system seamlessly. According to the interview respondent, being registered will enable the CSOs to be part of Local Specialized Bodies (LSBs) and could get more access to funds and support from the LGU and NGAs. Also, this will facilitate their active engagement in local-level planning and decision-making processes so they can advance the causes of their respective sectors. Remarkably, before LeAPS, not a single LGU service in Buluan had transitioned into the digital format. As digitalization unfolds, it promises to eliminate red tape and foster an environment where citizens can interact seamlessly with their local government. This represents a significant leap toward a more efficient and citizen-centric LGU, firmly focused on improving the lives of the community it serves.

At the ministry level, the LeAPS Program, focusing on bolstering government programs through transparency and accountability, has seen participation from five ministries. In 2021 and 2022, selected ministry-level staff (28 ministry level officials) engaged with the program, delving into the DSDL process, including Empathy Training. This exercise aimed to identify areas where services could be streamlined for improved efficiency.

¹⁰ Based on the 2020 PSA data

In the case of the Ministry of Finance and Budget Management (MFBM), during this assessment, the ministry representatives identified a prime candidate for optimization: the Special Development Fund (SDF). The SDF is specifically allocated for rehabilitation purposes, distinct from the regular ministry budget. Under this system, ministries can request SDF directly, but the disbursement doesn't go directly to LGUs; instead, it flows through the requesting ministry. Typically, the SDF is earmarked for rehabilitating conflict-affected areas. A critical criterion for accessing SDF is that the rehabilitation project must not fall within the ministry's regular mandate. The ministry is expected to include the rehabilitation project in its standard budgetary allocation in such cases. Examples of such projects include the construction of Multi-purpose Covered Courts and Farm-to-Market roads. **However, despite the positive expectations from the MFBM head regarding LeAPS, progress seems to have stagnated. As confirmed by the respondents, there have been no significant developments after the initial training and volunteer facilitator work they did for LeAPS.**

In another context, the Ministry of Environment and Natural Resources (MENRE) also engaged with the Empathy training offered through the LeAPS program. For the respondents, this training provided insights into the needs of both service providers and service receivers within the ministry's domain. One significant challenge identified during this process was the cumbersome and time-consuming procedure for obtaining a wastewater discharge permit. For example, businesses in Basilan had to travel to Cotabato merely to apply for such permits, incurring substantial costs and delays. To address this issue, an e-permitting system is being proposed as part of the LeAPS program, aiming to streamline and simplify the application process. However, there is also no significant development yet on this matter. Lastly, the Ministry of Information Technology and Innovation (MIT-IT) recognized the need to digitize consumer protection reporting within its operations. While this initiative has been identified, its implementation is still pending. **Due to the limited progress observed at the ministry level, respondents have affirmed that their superiors anticipate certain outcomes from the program. Consequently, they intend to be more discerning in their future partnerships, ensuring they collaborate with initiatives that provide tangible value aligned with their mandates.**

3.1.2 To what extent was the project relevant to supporting the UNDP Country Programme's outputs and outcomes, the UNDP Strategic Plan, and the SDGs?

LeAPS is currently being executed through UNDP's National Direct Implementation. UNDP originally introduced this approach in the early 1990s to assist governments in Latin American countries in managing non-performing loans and addressing operational and implementation challenges in their projects.

In the Philippines, the UNDP Country Office has successfully implemented various projects in collaboration with key government entities such as the Department of Environment and Natural Resources (DENR), the Department of Education (DepEd), and the National Economic and Development Authority (NEDA). Through the NAM framework, UNDP leverages its system and procurement processes to streamline the delivery of project outputs and the attainment of desired outcomes. Given this context, LeAPS is intricately aligned with the United Nations Sustainable Development Goals (SDGs), the UNDP Strategic Plan, and the specific outcomes envisioned in the UNDP Country Programme Document (CPD).

Within the context of the SDGs, LeAPS exhibits a remarkable synergy with several key goals:

- **SDG 5: Gender Equality:** LeAPS actively promotes gender equality by focusing on interventions that encourage women's participation, ensuring that marginalized women have equitable access to digital services and information.
- **SDG 9: Industry, Innovation, and Infrastructure:** LeAPS recognizes the pivotal role of infrastructure and innovation in fostering the economic growth and development of BARMM. By providing ICT equipment and facilitating local e-governance, it supports the growth of vital infrastructure and innovation necessary for achieving SDG 9.
- **SDG 16: Peace, Justice, and Strong Institutions:** Through data interventions facilitated by DevLIVE+ and active citizen participation, LeAPS empowers the people of BARMM to engage in strengthening their institutions. This contributes to developing transparent, accountable, and robust institutions central to SDG 16's objectives.

- **SDG 17: Partnerships for the Goals:** LeAPS embodies the spirit of partnership by collaborating with various stakeholders, including the government, civil society, and the private sector, to work collectively towards common goals. This aligns seamlessly with the essence of SDG 17.

Moreover, LeAPS harmonizes with the broader UNDP Strategic Plan through Output Alignment 2.2.1, which focuses on utilizing digital technologies and big data to enhance public services and government functions. LeAPS directly contributes to this output by fostering the application of digital technologies and data-driven solutions in the delivery and monitoring of services, public engagement, access and protection of information, legal identity and civil registration, and urban development through smart technologies. It aims to increase the number of countries adopting frameworks that leverage these technologies for these critical purposes.

Within the UNDP Country Programme Document, LeAPS makes significant headway in realizing key outcomes:

- **CPD Output Indicator 1.1.2:** LeAPS aids UNDP-assisted municipalities with Gender and Development (GAD) communities by establishing innovative monitoring platforms that provide disaggregated data through the DevLive+. This initiative empowers communities by giving them access to critical data for decision-making.
- **CPD Output Indicator 1.2.1:** LeAPS collaborates with UNDP-assisted NGAs (in this case, the MILG) and LGUs to implement transformative reforms and innovations in delivering and monitoring services, public finance management, and public procurement. This paves the way for more efficient and effective governance.
- **CPD Output Indicator 1.2.2:** LeAPS actively supports MILG and LGUs in adopting UNDP-assisted electronic governance systems, furthering the cause of digitalization in the region.

Lastly, LeAPS has notably contributed to expanding the number of LGUs (12) and regional government agencies (11) committed to simplifying the delivery of 28 government services in BARMM. This commitment aligns with the overarching goals of the UNDP Country Programme Document.

Overall, LeAPS is a potent catalyst for progress, firmly rooted in pursuing sustainable development and fully aligned with the UNDP Strategic Plan, the SDGs, and the specific outcomes envisioned in the UNDP Country Programme Document. It exemplifies the transformative potential of digitalization and data-driven solutions in advancing governance, fostering inclusivity, and driving meaningful change in BARMM.

3.1.3 How well did the project respond to changing contexts and emerging risks during design and implementation?

First, COVID-19 pandemic. LeAPS has displayed a commendable ability to adapt to evolving contexts and emerging risks throughout its project design and implementation phases. Notably, the onset of the COVID-19 pandemic, particularly the high number of cases in Lanao Del Sur, necessitating Modified Enhancement Community Quarantine (MECQ), presented significant challenges. However, the program responded swiftly and effectively to these challenges by shifting its major activities to an online learning format, utilizing platforms like Zoom. Recognizing that certain areas had less restrictive rules and guidelines, such as Davao City, the project explored opportunities to conduct in-person training and seminars. Based on interviews with PMT members, notable adjustments have been made to the work plan, particularly in transitioning activities originally intended for onsite execution to an online format. Additionally, the initially planned 6-month duration of the PIP has been extended to 18 months, a response to the challenges posed by the COVID-19 pandemic.

Notably, the project's initiation occurred during the height of the pandemic, a period marked by unprecedented disruptions. The PMT demonstrated exceptional adaptability, navigating the "new normal" complexities and ensuring the project's progression despite ongoing movement and travel restrictions. This adaptability was achieved through a judicious combination of face-to-face and virtual methods in meetings and activities with partners and stakeholders. The project plans to continue this blended approach to fulfill the objectives outlined in the PIP, assessing each activity's feasibility based on the prevailing conditions, including the region's connectivity status.

Adopting a blended adult learning methodology, which includes both face-to-face and virtual components, proved highly effective in meeting deliverables at a lower cost while extending its reach. This approach facilitated information dissemination for the LeAPS and aligned with BARMM's roadmap for digital transformation. However, it's crucial to underscore the importance of ensuring reliable internet connectivity across BARMM to promote inclusivity in digital solutions.

Second, there was a setback with the DevLive+ pilot in Taraka. A crucial challenge the project encountered was the delay in the pilot test of DevLive+ in the Municipality of Taraka, primarily due to local boundary conflicts. The expansion of DevLive+ to other municipalities is still on hold, pending the successful demonstration of cases in Taraka. Consequently, a collaborative effort involving MILG, UNDP, and the LGU led to the decision to postpone data gathering until after the Barangay Elections. While this decision was prudent, it represents a setback for LeAPS, particularly for LeAPS Output 2, which focuses on piloting.

Third, regarding the release of funds. The LeAPS program relies on two main sources of funding: MILG for LGU-related outputs and outcomes and the OCM for ministry-level initiatives. At the MILG level, funds will be released in three installments, with 50%, 40% and 10%. **In the initial release, these funds supported the establishment of Digital Centers in the pilot LGUs and MILG also development of DevLIVE+ System and Tools (Output 2) and Institutionalization of LeAPS Program (Output 3) activities, and program quality assurance activities (Output 4).** However, for the other 10 LGUs (e.g., Parang, Buluan, Taraka, among others), only the VSAT was installed because the remaining equipment will be procured once the second tranche is released. This has resulted in empty Digital Centers in the 10 LeAPS municipalities. The procurement delay is further exacerbated by the scarcity of eligible local suppliers with sufficient capital to meet UNDP's procurement requirements. To address this concern, procurement bidding will be conducted per lot rather than for all 10 LGUs, ensuring that local suppliers meet eligibility criteria.

At the OCM level, **the evaluation uncovered that the limited progress in digitalization efforts at the ministry level can be primarily attributed to decisions regarding fund allocation.** This is also a result of the absence of an enabling policy or law, and the mandated agency, BICTO, currently operates as an attached agency below the ministry level. Bills have been proposed within the Bangsamoro Transition Authority (BTA) to elevate BICTO to the status of a ministry. Additionally, the services identified at the ministry level primarily cater to LGUs and other ministries rather than directly benefiting women, persons with disabilities, and older individuals.. At the same time, the evaluation has shown that the proof of concept for the Digital Centers and DevLive+ is still pending, as only Piagapo has a functional center, and the piloting of DevLive+ in Taraka was discontinued. In response to this, the OCM has opted to redirect its resources towards other equally important development priorities. Consequently, **this shift in resource allocation presents a significant challenge to achieving the intended outcomes outlined in LeAPS' ToC.** Specifically, the components of Output 1 aimed at the LGU and MILG levels will be marked as achieved. However, those targeted for other ministries will no longer be pursued due to this action. Although the program has taken steps towards developing a revised ToC, its finalization and approval are still pending.

Lastly, there have been directional changes at the MILG level. A significant evolving aspect that LeAPS has encountered is the shifting priorities of its primary funder, MILG. As discussed previously, **this has resulted in substantial design revisions and the inclusion of activities not originally part of LeAPS' initial design.** First, despite LeAPS having developed a ToC and RF, the program still heavily relies on MILG for design iterations. This includes incorporating activities not initially part of the program's original design, such as the Commitment-setting (cost PHP 3,764,5500), MILG Year-End Evaluation (cost PHP 1,216,200), Strategic Planning and Intro to Digital Transformation (cost PHP 2,372,116), and Business Process Management with Transformative Digitalization (cost PHP 662,236). Second, a crucial program component is focused on digitalization efforts at the ministry level. However, progress at this level has been slow, primarily attributed to the political dynamics within ministries, where there is an equitable distribution of power and authority concerning digitalization matters. Additionally, the absence of an enabling law in BARMM compounds the challenges. It's worth noting that this slowdown isn't a result of a change in direction from the Office of the OCM; instead, it necessitates MILG/LeAPS to demonstrate a proof of concept on how to digitize BARMM, particularly at the LGU level, to garner full support and secure additional funding. Based on interviews, **this poses a key challenge for**

the PMT, particularly in accommodating additional activities alongside the scheduled ones and ensuring that these new activities align with the ToC and RF.

3.1.4 To what extent did UNDP remain a relevant development partner in e-governance reforms?

UNDP, through the LeAPS initiative, continues to be a highly relevant development partner in driving e-governance reforms within BARMM. The visible outcomes and integration of LeAPS' recommendations underscore its significance as a valuable collaborator in this transformative process.

First, the Visible Results in Stakeholder Engagement

- In Piagao, the operational Digital Center stands as a tangible testament to LeAPS' successful stakeholder engagement, demonstrating its effectiveness in fostering e-governance reforms at the grassroots level.
- In Butig, while the Digital Center is established, further steps are required to make it fully functional. This underscores UNDP's ongoing commitment to overcoming challenges and ensuring the effective implementation of e-governance initiatives.
- Across the other 10 LGUs, identifying Digital Centers and installing VSATs represent substantial progress. Though additional equipment is needed, UNDP's involvement highlights its continuous dedication to bolstering e-governance infrastructure.

Second, the Integration of LeAPS' Recommendations

- LeAPS' contributions are prominently reflected in SB Resolutions and Memoranda of Agreements (MOAs) with select LGUs. These documents not only signify tangible achievements but also underline the commitment of LGUs to the principles and goals advocated by UNDP through LeAPS.
- The absence of a developed digitalization roadmap indicates ongoing efforts to shape a comprehensive strategy. This demonstrates the UNDP's dedication to creating a well-considered, forward-looking framework for e-governance reforms in BARMM.

Overall, UNDP's LeAPS initiative remains a relevant development partner in advancing e-governance reforms within BARMM. Its tangible accomplishments in establishing Digital Centers, addressing challenges, and influencing policy through SB Resolutions and MOAs underscore its continued commitment to fostering meaningful change in the region. UNDP's efforts to shape a comprehensive digitalization roadmap further solidify its role as a vital contributor to the ongoing transformation of governance in BARMM.

Box No. 1

Overall Rating: Satisfactory (5)

The LeAPS program demonstrates commendable alignment with BARMM priorities, the Philippine Development Plan, the UNDP Country Programme, the UNDP Strategic Plan, and the SDGs. This alignment is the result of an extensive 18-month PIP, involving design thinking sessions, consultations, workshops, and scoping activities. These efforts focused on addressing key development challenges in BARMM:

- Human development challenges, especially concerning women's peace and security and limited access to quality public services.
- Limited access to government services, particularly in GIDA).
- The need for more efficient public service delivery, including non-contact solutions to governance challenges, virtual platforms for government services, and feedback mechanisms to enhance service delivery.
- Connectivity issues in BARMM, with a region-wide penetration rate as low as 20%.

While the LeAPS program's alignment with these priorities and its comprehensive approach to challenges are commendable, further improvements can be made. To enhance the program and reach the highest rating, consider implementing the following recommendations:

- Strengthen initiatives addressing women's peace and security, and enhance strategies for improving access to quality public services.
- Develop targeted solutions to address the specific challenges faced by residents in GIDA.

- Continuously innovate non-contact solutions for governance challenges, expand the use of virtual platforms for government services, and establish robust feedback mechanisms for continuous improvement.
- Prioritize efforts to improve connectivity in BARMM to overcome the region-wide low penetration rate, potentially through infrastructure development or strategic partnerships.

Implementing these recommendations will contribute to elevating the LeAPS program to the highest rating by addressing identified gaps and furthering its positive impact on BARMM development.

3.2 Coherence

This section highlights the evaluation findings related to the **Coherence** criterion. The assessment encompassed the following key aspects: alignment with ToC; clarity and feasibility of objectives and outputs; alignment on gender equality and women's empowerment; support on other stakeholders; and synergy with partners and complementation with existing initiatives in the field.

3.2.1 To what extent were the project's activities and outputs coherent and consistent with its Theory of Change? Are the project objectives and outputs clear and feasible within its frame?

In assessing LeAPS, several key aspects emerge regarding the alignment of activities with the ToC, the clarity and feasibility of objectives and outputs, resource allocation, and discrepancies between the ToC and the RF. During the desk review, the evaluation observed significant differences in the formulation of activities between the ToC and the RF. Furthermore, while the ToC lacks Output indicators, they are present in the RF. The evaluator considered that this disjointed situation makes it challenging to assess the activities against the ToC accurately.

Furthermore, the review of the ToC and the RF played a crucial role in shaping both the data analysis and the formulation of recommendations in the mid-term evaluation. In terms of data analysis, the ToC and the RF provide a structured framework with clear indicators and expected outcomes. During the data analysis phase, the evaluator aligned the data collection and analysis efforts with the predetermined indicators. This alignment ensured that the data collected were relevant to the program's intended outcomes and could be used to assess progress accurately. Additionally, the RF includes baseline data and target values for each indicator. By comparing the collected data with the baseline values and targets, the evaluator assessed whether the program was on track or falling short of its objectives. Any significant discrepancies could signal areas of concern or success, driving more focused data analysis.

The review of the ToC and the RF was also essential in recommendation framing. The findings from the data analysis, compared against the ToC and RF, formed the basis for recommendations. In specific areas of LeAPS where data showed that certain activities were not yielding the expected results, recommendations were framed around potential changes to those activities or their implementation. Similarly, In specific areas of LeAPS where the data revealed that the original ToC and RF are no longer realistic or effective due to unforeseen challenges or opportunities, recommendations include suggested revisions to the program's overall theory and framework. These changes would reflect the program's evolving understanding of how it could best achieve its goals.

First, Coherence and Consistency with the ToC. The LeAPS program demonstrates commendable alignment between its outputs and the ToC. However, the ToC lacks a clear and logical pathway illustrating how specific interventions lead to the desired outcomes, which is essential for understanding how LeAPS achieves its overarching goals. An illustrative example of the UNDP LeAPS ToC lacking a clear and logical pathway is the disconnect between Output and Outcome statements. While the ToC may state that the ultimate outcome is digital transformation, the specific interventions and the causal relationships between Outputs and Outcomes are not explicitly linked. For instance, the ToC may outline various interventions, but it often falls short of providing a clear, step-by-step pathway explaining how these interventions, when put into action, directly lead to the four Outcome Results and the overarching outcome at the top level of the ToC. A well-structured ToC should ideally

articulate the intermediate outcomes and associated indicators, demonstrating how the outputs are intricately connected to the outcomes. This, in turn, contributes to the achievement of digital transformation. Such a logical pathway would facilitate stakeholders' comprehension of how LeAPS is geared toward realizing the overarching goal of digital transformation, ultimately aiding in more effective program planning and evaluation.

Additionally, the presence of two levels in the ToC – one representing overarching goals and the other framed as outcome results – creates confusion. It is not evident in the ToC how the outputs contribute to the achievement of outcomes, making it a poor fit within the causal chain. Despite these challenges and the influence of changing contexts, such as the COVID-19 pandemic, LeAPS managed to maintain alignment with its overarching goals while adapting to contextual changes. For instance, incorporating activities not initially part of the program's original design, such as the Commitment-setting (cost PHP 3,764,5500), MILG Year-End Evaluation (cost PHP 1,216,200), Strategic Planning and Intro to Digital Transformation (cost PHP 2,372,116), and Business Process Management with Transformative Digitalization (cost PHP 662,236).

Second, Clarity and Feasibility of Objectives and Outputs. LeAPS demonstrates clarity in articulating its outputs, which are well-defined and easily understood by stakeholders. However, the introduction of "strategies" as an additional layer in the ToC complicates matters. Furthermore, the alignment and contribution of outputs to outcomes are not clearly explained in the ToC. Over time, revisions to the ToC and its outputs became necessary due to evolving contextual factors. For instance, Output 1 could have been refocused on LGUs instead of ministries, Output 2 might have been more widely implemented across BARMM LGUs, and Output 3 could have shifted its focus to LGUs rather than the ministry and the BARMM-level digitalization roadmap.

Third, Feasibility presented a challenge. A more in-depth assessment during the scoping phase could have resulted in more feasible outputs instead of overly ambitious ones. Understanding the fluid nature of funding allocation in the BARMM context could have been beneficial. Unlike other UNDP-NIM programs with other agencies, where funds are committed once transferred, LeAPS faced uncertainty in funding commitments over time. A thorough analysis of BARMM governance mechanisms could have mitigated this challenge. The ToC initially encompassed efforts for both LGUs and ministries, but the evaluation revealed that these objectives and outputs appeared unrealistic given the available resources, timeframe, and contextual constraints. As evident from the evaluation, certain initiatives for both LGUs and ministries may be deemed unrealistic due to limitations in available resources, timeframes, and contextual constraints. At the LGU level, for instance, the establishment of a Digital Center in Butig has encountered challenges because the necessary digital and power infrastructure is lacking, making it difficult to materialize. Additionally, implementing DevLive+ in Taraka is not considered feasible, as it could potentially provoke conflicts at the barangay level. Furthermore, the initially planned Digital Centers within the ministries are no longer in progress due to a directional shift and budget constraints.

Fourth, Resource Allocation. Resource allocation within LeAPS appeared uneven across LGUs and ministries. Some areas had adequate financial, human, and technical resources, while disparities existed in others. For instance, in the case of the Digital Centers, differences in human resource availability were observed, with some areas having staff readily available for center operations while others struggled with staff deployment. Ministries also encountered constraints related to space and human resources for their envisioned Digital Centers. These resource misalignments in relation to program complexity and scale posed challenges.

Fifth, Mismatch Between ToC and RF: An important finding from the evaluation was the existence of discrepancies or mismatches between the ToC and the RF. For instance, the evaluator have noticed significant differences in the formulation of activities between the RF and the ToC. Furthermore, while the ToC lacks Output indicators, they are present in the RF. This disjointed situation makes it challenging to assess the activities against the ToC accurately. These discrepancies necessitate a realignment or comprehensive reevaluation of the program's logic and implementation strategy. Addressing these mismatches is crucial, as they can impact the effectiveness and efficiency of the program.

3.2.2 To what extent have the project's activities addressed gender equality and women's empowerment?

LeAPS has taken significant steps in addressing gender equality and women's empowerment within its activities, although there is room for further development in certain areas.

First, on Explicit Addressing of Gender Issues. LeAPS demonstrates a level of gender integration, particularly in its development challenge analysis, which ensures the project's actions do not exacerbate gender inequality. However, it's important to note that gender equality is one of the underlying objectives of LeAPS and one of the focal points of its interventions. As such, LeAPS falls within the Gender Marker 2 category, signifying a contribution to gender equality. The program acknowledges the importance of involving ICT-capacitated women in various project components, such as e-services, digital centers, call centers, and data centers. While this commitment is outlined in the ProDoc, ToC, and RF, its full realization is yet to be materialized.

Two, on the Collection and Analysis of Gender-disaggregated Data. LeAPS has gathered gender-disaggregated data on training and workshop participants, reflecting a commendable effort to collect gender-specific information. However, UNDP Gender Marker Quality Assurance found that LeAPS has no specific strategy to promote gender equality, and recommended the develop a Gender Action Plan to address its limitation on gender analysis.

Third, on the Active Engagement of Stakeholders. The active engagement of relevant stakeholders, including women's organizations, women leaders, and gender equality advocates, incorporating their perspectives into design and decision-making processes is an area that LeAPS has yet to fully realize.

Fourth, on the Contribution to Gender-responsive Policies and Frameworks. As of now, **LeAPS has not produced visible results in terms of influencing gender-responsive policies, laws, or institutional frameworks.** This remains an area for potential future development.

Fifth, on the Capacity-building Component. LeAPS has explicitly incorporated gender-related content into its staff, and partners' training packages. All staff underwent few online onboarding courses on gender mainstreaming or gender equality and quarterly brown bag session on Gender Equality issues. Also, there are plans to design and deliver a Training of Trainers (TOT) program specifically for women participants in both the DSDL and DevLIVE components. These programs aim to empower women to lead in implementing and managing these components, representing a positive step toward enhancing gender-related knowledge and skills within the project.

Overall, LeAPS has made initial strides in addressing gender equality and women's empowerment, with specific intentions to involve ICT-capacitated women in the activities and to deliver dedicated ToT programs for women. Nevertheless, there is a need for further development in areas such as systematic gender-disaggregated data analysis, active engagement of stakeholders, and the integration of gender-related content into training packages. These efforts will be essential for LeAPS to move towards becoming a more strongly gender mainstreamed project (Gen 2) and eventually align with the Gender Marker 3 category, where gender equality is a principal objective of LeAPS.

3.2.3. and 3.2.4 To what extent did the project support or undermine other stakeholders' efforts (e.g., BARMM Ministries, Municipal LGUs, National or Regional Government Agencies, Civil Society Organizations, and private entities)? 2.4 How well did the project strengthen synergies with partners and demonstrate complementation to any other existing initiatives? Regional and local development priorities?

While digitalization in BARMM faces challenges due to unstable connectivity, LeAPS contributes significantly to ongoing digitalization and e-governance efforts by various regional stakeholders. Below demonstrates how LeAPS aligns and complements these efforts:

In Butig. The Tech for Ed initiative, a collaboration between the Department of Information and Communications Technology (DICT) and the LGU in Butig, aims to promote basic computer literacy among students. The project involves providing computers and Wi-Fi connectivity. However, challenges related to Wi-Fi sustainability have been encountered. LeAPS, by focusing on digitalization and e-governance, adds another layer to these efforts. While Tech for Ed targets students, LeAPS aims to streamline and digitize various government services, potentially benefiting a broader range of residents in Butig.

In Taraka. Taraka LGU has made a noteworthy transition from manual to digital biometrics, streamlining administrative processes and enhancing efficiency. This shift aligns with the broader trend toward digitalization. The LGU also recognizes the importance of information dissemination through social media, acknowledging that public perception often hinges on the visibility of its activities on these platforms. LeAPS complements these efforts by providing a structured approach to digitalization that can enhance the LGU's online presence and service delivery.

The DevLive+ Component. LeAPS' DevLive+ component is aligned with the Community-Based Monitoring System (CBMS) initiative of the PSA. This alignment ensures that data collection and monitoring efforts are integrated, promoting efficiency and consistency in information gathering. By complementing the CBMS initiative, LeAPS contributes to a more cohesive approach to data-driven decision-making and service delivery in the region.

Other Stakeholders' Efforts. Several government agencies, NGOs, and private sector entities in the Philippines are actively implementing digitalization programs to improve access to social services for marginalized communities. These efforts include providing free Wi-Fi, targeting social assistance accurately, enabling online healthcare registration, and digitalizing education resources. LeAPS adds value to these initiatives by focusing on local governance and public service delivery, bridging the gap between various digitalization efforts, and ensuring that the benefits of digital services are accessible to residents of the BARMM.

In summary, LeAPS operates within the broader context of digitalization efforts in the BARMM and the Philippines. It complements existing initiatives by focusing on local governance, e-governance, and public service delivery, ultimately contributing to the region's digital transformation and improved access to social services for marginalized populations.

Box No. 2

Overall Rating: Moderately Satisfactory (4)

The LeAPS program sets ambitious goals, yet faces challenges rooted in a complex ToC, a misalignment between the ToC and the RF, and non-implementation due to contextual factors, hindering its progress toward intended objectives. Despite these obstacles, the program's gender component is notably robust, and it effectively aligns with other initiatives concentrating on digitalization and governance.

To address the identified gaps and enhance the program's effectiveness, the following recommendations must be considered to enhance the program and reach the highest rating:

- Simplify and clarify the ToC to eliminate any confusion and ensure a more straightforward understanding of the program's goals and pathways to impact.
- Ensure a seamless alignment between the ToC and the RF to enhance coherence in program planning, implementation, and evaluation, fostering a more integrated and effective approach.
- Acknowledge and address contextual factors influencing non-implementation, adapting strategies to the specific challenges posed by the local environment. This may involve flexible approaches and tailored interventions.
- Capitalize on the strength of the gender component by incorporating its successful strategies into other program areas. This can enhance overall impact and contribute to the achievement of broader goals.
- Strengthen M&E mechanisms to track progress, identify challenges early on, and adjust strategies accordingly. Regular assessments will provide valuable insights for continuous improvement.

- Foster collaboration with key stakeholders to leverage expertise, resources, and support. Building strong partnerships can enhance the program's reach and effectiveness.

By implementing these recommendations, the LeAPS program can overcome existing challenges, align its components more effectively, and elevate its overall performance to achieve the highest rating.

3. Effectiveness

This section highlights the evaluation findings related to the **Effectiveness** criterion. The assessment encompassed the following key aspects: LeAPS' contribution to the Country's Programme, SDGs, UNDP Strategic Plan, PDP, and local priorities; attainment of program-level outcomes and key achievements; factors influencing outcomes; and, LeAPS' effectiveness in addressing marginalized groups, inclusivity, participation, and gender mainstreaming.

3.3.2 and 3.3.3 To what extent were the project outputs achieved towards attaining project-level outcomes? In which areas does the project have the greatest and fewest achievements? 3.3 What factors have contributed to achieving or not achieving intended outcomes and outputs? What were the good practices, strategies, lessons learned, and recommendations to improve implementation and future programming?

Output 1: E-services and Digital Centers established in pilot BARMM LGUs and Ministries and made accessible to women, senior citizens, and persons with disabilities

As shown in **Output 1 table found in Annex 2**, the midterm progress of the LeAPS Program's Output 1 reveals a mixed of accomplishments and challenges. On the **equipment front, significant strides have been made**. ICT equipment procurement and acquisition for three Digital Centers, specifically MILG, Piagapo, and Butig, have been successfully completed. Additionally, the program has acquired 10 VSATs, each accompanied by a one-year subscription, to bolster the selected LGUs' communication infrastructure. **However, establishing the Digital Center for MILG has encountered a bottleneck due to a lack of available office space. Also, although Digital Centers in Piagao and Butig were established, only the center in Piagapo is currently operational.** In contrast, the #DigitalBangsamoro Portal, showcasing a range of e-services, has been successfully established in Piagapo, marking a positive development in the program's mission. In Piagapo, a noteworthy accomplishment has been achieved as a total of 122 certificates of live births have been successfully processed through the Digital Center. This achievement, however, bears the potential for an even greater impact, one that could have been realized more fully if not for the constraint of a poor internet connection. Based on the feedback from the citizens in Piagapo who have benefited from the eServices, a sense of contentment pervades as they revel in the advantages of time and money savings. The transition to digital processes has given them the convenience they had long sought.

Technical assessments for 10 LGUs and ten ministries were concluded in May 2022, followed by the execution of an online Social and Environmental Screening (SES) in November. While this demonstrates significant progress, **it's important to note that the program faced certain challenges in achieving its targets.** The program had aimed to have 21 participants from four LGUs, namely Bongao, Sulu (3 participants), Lamitan City (5 participants), Talipao (7 participants), and Taraka (6 participants). Five ministries were also expected to provide 25 participants, including Ministry of Agriculture Fisheries and Agrarian Reform (MAFAR) (3 participants), Ministry of Basic, Higher and Technical Education (MBHTE) (5 participants), MHSD (5 participants), Ministry of Labor and Employment (MOLE) (6 participants), and Ministry of Transportation and Communication (MOTC) (6 participants). The actual participation exceeded expectations, primarily due to the urgent requests from BTA members and other regional agencies looking to understand the LeAPS Program through DSDL training better.

However, some targets were not met. The program fell short of its objective for the "number of LGU participation" due to the withdrawal of one LGU, Marantao, citing limited staffing and busy schedules within the municipality. Furthermore, the target of having 6 participants per LGU and Ministry was not consistently achieved, as some sent only 3 to 5 participants. Nonetheless, the engagement was enriched by the participation of five additional organizations, contributing a combined total of 36 participants. These organizations included BTA (24 participants from 5 Members of BTA), BICTO (4 participants), Bangsamoro Women Commission (BWC) (4 participants), DICT (2 participants), and UNDP (2 participants).

The program also made strides in promoting gender diversity among its DSDL trainers, with the onboarding of 82 new trainers, of which 41% are female, accounting for a total of 34 female trainers. Moreover, the program ensured that both LGUs and Ministries were represented by a minimum of three representatives, emphasizing inclusivity. Regarding the outcomes of the training, it's important to note that the scope outlined in the Terms of Reference (ToR) primarily focuses on assessing how the training has contributed to enhancing participants' awareness and understanding of digitalization. The training equips participants with the knowledge to recognize the value of digitalizing social services and the importance of establishing digital centers within their LGUs. These centers would enable vulnerable individuals to access essential services through ICT tools. Additional information on this can be found in the Relevance section, which includes narratives from LGUs and ministries if more detailed insights are required. Beyond this scope, the evaluation may not provide further answers regarding the training outcomes.

In terms of international engagement, a study tour in Dhaka, Bangladesh, from June 5 to 10, 2022, involved a delegation of 11 members. The delegates included 6 individuals from MILG-TWG, 2 heads from MTIT, 1 MPDC representative from the LGU, and 2 CSO representatives. Additionally, the study tour was enriched by the presence of 3 UNDP personnel, comprising the I&P Team Lead, LeAPS Program Manager, and a Project and M&E staff member. The study tour led to a heightened appreciation among BARMM officials regarding the significance of digitalization in providing essential services to the public.

The progress of the LeAPS Program's Output 1 has been marked by a combination of facilitating and hindering factors¹¹. These factors have shaped the program implementation, highlighting both achievements and challenges.

Facilitating Factors (Internal):

- **Empathy Training and DLSL:** The program introduced Empathy Training and DLSL, which played a crucial role in sensitizing participants to the challenges faced by service recipients. This training sparked efforts to influence LGU and ministry-level procedures in ways that could better address these challenges.

Facilitating Factors (External):

- **Piagapo's Digital Center:** In Piagapo, the successful establishment of the Digital Center is a significant milestone. This office symbolizes the program's commitment to modernization and efficient service delivery. The proactive engagement of the mayor in Piagapo, who actively involved barangay officials in disseminating information about digital application processes to constituents, played a pivotal role in the program's success.

¹¹ Facilitating and hindering factors refer to the elements or conditions that either aid or impede the program's progress and success. These factors can be categorized as internal or external, each playing a distinct role: (1) Facilitating Factors: Internal - these are aspects within the program itself that promote its effectiveness. External - These are elements outside the program, yet positively influencing its performance. (2) Hindering Factors: Internal - These are factors originating from within the program that act as obstacles to its success. External - These are external elements that negatively affect the program's progress. In evaluating the UNDP LeAPS program, it's essential to identify, assess, and understand these facilitating and hindering factors comprehensively. Doing provide valuable insights for program improvement, adaptive strategies, and decision-making to ensure the program's goals are met effectively.

Hindering Factors (Internal):

- **Staffing Shortages:** Delays were primarily influenced by critical staffing shortages, particularly the **absence of essential technical personnel such as the DC ICT Support Staff**. This position was only filled in October 2022. Furthermore, recruiting key staff for highly technical roles posed challenges, as individuals preferred shorter-term engagements over long-term commitments.
- **Digital Center Establishment:** The establishment of Digital Centers involves two critical components: design and equipment. The availability of equipment is a prerequisite for finalizing the center's design. In some cases, **failure to meet UNDP Procurement's capital outlay requirements resulted in unsuccessful bidding applications by service providers. The lack of clarity in the procurement Terms of Reference (ToR) regarding this requirement may have contributed to this issue.** Additionally, civil works involved in fulfilling the Social and Environmental Screening requirement mandated by UNDP Bangkok Region Hub were entrusted to UNDP LeAPS, further extending the timeline.
- **MILG Digital Center:** Ongoing renovations have prevented the implementation of MILG Data Center due to the lack of suitable space. **Despite equipment delivery, installation remains pending, and commitment to implementation dates remains uncertain.**

Hindering Factors (External):

- **Change in Location:** A change in location for the Digital Centers, driven by a desire to utilize allocated funds. For instance, the center in Butig was hastily established temporarily to maximize fund utilization. Later, it was realized that unspent funds could still be allocated without necessitating their return.
- **Post-Establishment Challenges:** Challenges emerged after the establishment of Digital Centers and the implementation of other LeAPS components in Butig. These issues included account creation problems, inconsistent electricity supply, and the management of generator sets and web portal operation, which were now the LGUs' responsibility.
- **Ministries' Digital Centers Funding:** The original plan was for the OCM to fund Ministries' Digital Centers, with MILG handling LGU funding. However, a lack of available funds from OCM hindered this plan. Efforts are underway to persuade OCM to release funds by demonstrating the success of pilot Digital Centers. Additionally, piloting DevLive+ in Taraka is envisioned as a model to convince OCM to fund the LeAPS Digital Center for ministries.
- **Challenges in Connectivity and Communication:** Frequent power outages and unstable internet connections have posed challenges to the seamless operation of Digital Centers in Butig and Piagapo. Also, weak internet signals in certain areas hindered the transition to digital processes. There are also limitations in signal strength and email-related issues prompted the exploration of alternatives and user-specific fixes.
- **Transition Challenges:** Transitioning from manual to digital processes presented communication challenges in explaining the benefits and mechanisms of digital processes to local residents. Gradual acceptance began to take root, especially in Piagapo. Additionally, a limited number of citizens possess computer skills, and many feel apprehensive when encountering technology and the online realm, particularly in Butig.

In summary, several facilitating factors and hindering factors influenced the program's implementation. Empathy Training and DLSL sensitized participants to service recipients' challenges, positively impacting LGU and ministry-level procedures. Piagapo's Digital Center, serving as a symbol of the program's commitment to modernization, saw successful implementation driven by the proactive engagement of Piagapo's mayor. On the hindering side, critical delays resulted from staffing shortages, particularly the absence of key technical personnel, with the DC ICT Support Staff position filled only in October 2022. Challenges in procurement and civil works led to delays in establishing Digital Centers, impacting the overall timeline. Renovations and space issues hindered the MILG Data Center's implementation, with equipment delivery completed but installation pending. Hastily established Digital Centers in some locations led to post-establishment challenges, including account creation problems and inconsistent electricity supply. Ministries' Digital Centers faced funding hurdles due to OCM's lack of available funds, with ongoing efforts to secure funding based on the success of pilot Digital Centers. Operational challenges, such as frequent power outages and weak connectivity, were encountered in Digital Centers, impacting seamless operation. Transitioning from manual to digital processes presented

communication hurdles, especially in explaining benefits and mechanisms to local residents, given varying levels of digital literacy among citizens.

Output 2. BARMM local government units are able to collect gender-disaggregated household and sectoral data for use in local development and resilience planning.

As underscored in **Annex 2** (see Table for Output 2), the midterm progress of the LeAPS Program's Output 2, which focuses on enabling BARMM LGUs to collect gender-disaggregated household and sectoral data for local development and resilience planning, offers insights into the implementation so far.

First, Key Equipment Procurement: Significant strides have been made in acquiring essential equipment to facilitate this initiative. The UNDP Cotabato Office received 49 GPS devices on August 30 and 7 laptops on September 30. Additionally, a procurement effort sourced 224 tablets from Denmark on July 4, 2022. While these tablets reached Manila on December 22, 2022, they were transported to the Cotabato Office in the first half of January 2023.

Second, DevLIVE+ Pilot Progress: The piloting of the DevLIVE+ platform and survey protocols is a critical component of this initiative. In Taraka, through DevLive+, the LGU would gather invaluable data on 47 barangays and 2,548 households (representing a population of 18,832). This comprehensive data includes details about the structure of houses, the number of household members, sources of income, the number of children, and employed residents. Such data holds immense potential for disaster response efforts, enabling swift and targeted assistance. Moreover, this information can facilitate the provision of aid to households in need. Furthermore, the incorporation of CBMS into the DevLIVE+ tool has been undertaken with the preliminary approval from PSA, contingent upon the formalization of the agreement between PSA and MILG.

The overarching objective is to conduct an extensive survey covering an entire municipality and to assist LGU make data-driven and gender-responsive planning, budgeting and policy-making. This endeavor aims to equip the LGU with a robust dataset that can be harnessed for effective planning and governance. In the past, profiling activities were carried out, albeit on a voluntary basis¹², resulting in limited coverage and support. The value of such profiling wasn't widely appreciated, and community members often questioned the benefits they would reap from participating. Recognizing this challenge, DevLive+ implemented a pre-testing phase to engage with locals and explained the purpose behind data collection. Residents were informed that the data collected would serve as a foundation for LGU planning and service delivery. This message was further reinforced in meetings with Barangay Officials, securing their endorsement and cooperation. In tandem with this awareness is a shift in perspective toward the transformation from traditional paper-based methods to the realm of digital services. This evolution carries inherent value, as it amplifies efficiency, accessibility, and effectiveness. Embracing digital platforms presents a transformative opportunity that holds the potential to revolutionize the way services are delivered and experienced. Moreover, the adoption of digital means not only expedites processes but also bolsters the reliability of the gathered data. The digital realm provides a more secure and accurate platform for information collection, reducing the margin for error and fostering confidence in the resulting datasets. However, its pilot was postponed due to boundary issues in Taraka.

Third, Consultation and Training: The program has made significant headway in terms of consultation and training. A Consultation Workshop has been successfully conducted, fostering collaboration and input from relevant stakeholders. The pre-test activity has been concluded, marking a crucial step in refining the processes. Furthermore, the Finalization Workshop has also been successfully completed, showcasing progress in shaping the initiative's direction.

Fourth, Capacity Building: To further enhance the program's capabilities, a System Developer Consultant has been onboarded, adding valuable expertise to the team. Additionally, a DevLIVE+ Tool Consultant has been

¹² HH participation in DevLIVE+ remains voluntary but sanctioned by CBMS law to be collected LGU-wide, not just sampling of the population.

brought on board to contribute to the initiative's success. The LGU has also hired a total of 40 enumerators for the profiling using the barangay and household-level questionnaires.

Fifth: PSA-led Training: Collaboration with the PSA has resulted in a PSA-led training session, which signifies a vital partnership in ensuring the program's adherence to data collection and management best practices.

The implementation of the LeAPS Output 2 is marked by a mix of facilitating and hindering factors that shape its progress.

Facilitating Factors (External). One significant external factor facilitating the program's progress is the active participation and commitment of LGUs. These LGUs have issued Sanggunian Bayan (SB) Resolutions, affirming their dedication to the program's goals. Within these resolutions, the LGUs have taken proactive steps by identifying key personnel responsible for managing and collecting data for the DevLive+. This engagement signifies a strong partnership between the program and LGUs, emphasizing their shared commitment to achieving the initiative's objectives.

Hindering Factors (External). Despite the program's determination to drive this initiative forward, it has faced certain external challenges that have impacted its progression. The delay encountered can be attributed to the intricacies surrounding the DevLive+ platform. DevLive+ is designed to incorporate the CBMS tool, which is mandated by law through the Republic Act 11315. This adaptation has garnered appreciation from the MILG, which is keen to conduct a pilot implementation of DevLive+. MILG recognizes that DevLive+ holds the potential to enhance data collection and management, aligning it with the program's goals. LeAPS is committed to supporting lower-class municipalities in fulfilling their CBMS obligations, and the piloting of DevLive+ aligns perfectly with this objective. One of DevLive+'s notable attributes is its incorporation of climate-related information, a dimension not adequately covered by CBMS. This addition underscores the program's holistic approach to data collection and resilience planning, emphasizing the importance of capturing diverse and relevant data to inform local development strategies. **However, it became evident that CBMS had inherent limitations, prompting the adaptation of DevLive+ to address these constraints. Another significant delay is borne from the lag in communication responses between MILG and the PSA particularly on the CBMS and DevLive+ integration.**

Output 3. The 5-year Digital Transformation Roadmap for Bangsamoro is established with Sustainability measures

As illustrated in **Annex 2** (see Table for Output 3), the midterm progress of Output 3 within the LeAPS Program, which is dedicated to developing a 5-year Digital Transformation Roadmap for Bangsamoro, along with sustainability measures, showcases a mix of accomplishments and obstacles in this crucial undertaking.

First, on Strategic Planning and Commitment-Setting: The second phase of strategic planning, a cornerstone of this roadmap, was slated to engage high-level officials from the MILG, other Ministries, and LGUs. However, the program faced delays in this phase due to the complexities of coordinating schedules among these officials. Similarly, three batches of commitment-setting sessions, vital for aligning various stakeholders with the program's objectives, were initially scheduled but had to be rescheduled to February of the following year. This shift was necessitated by the need to synchronize with the availability of high-level officials from MILG, ensuring their active participation and commitment.

Second, on Collaborative Efforts with PSA and LGUs: The program's partnership with the PSA is instrumental in achieving its goals. However, the high-level meeting with PSA encountered multiple postponements. These delays were attributed to pressing matters within both MILG and PSA, underlining the dynamic nature of the program's environment. The signing of MOA was finalized in March 2023, resulting in a total of 12 MOAs being signed. Subsequently, workshops on Sangguniang Bayan (SB) resolutions were conducted in April and May, culminating in the signing of 12 SB resolutions. These resolutions now empower the mayors to enter into agreements with MILG through the LeAPS initiative. This, in turn, will expedite the integration of LeAPS into the LGU development planning processes and digitalization plans.

Third, on Visibility and Communications Equipment: In terms of program visibility, various items have been procured, including 46 bomber jackets, 42 hoodies, and 270 subli-shirts. These items serve not only as symbols of the program but also as tools to enhance its presence and recognition. Furthermore, to bolster communications capabilities, a range of equipment has been acquired, including 2 tripods, 1 5TB external hard drive, 2 smartphone stabilizers, 1 DSLR camera, 1 high-performance smartphone, 1 shotgun microphone, and 1 tablet. These tools are essential for effective communication and documentation, allowing the program to share its journey and insights.

Fourth, on Strengthening Expertise: Recognizing the need for specialized knowledge and support, the program has onboarded 2 communications consultants. These experts contribute their valuable insights and skills to enhance the program's outreach and engagement efforts.

However, due to the absence of enabling policies, each ministry has developed its own digitalization roadmap. Various development partners advocate for separate digitalization strategies, such as the Pathway for BaSulTa and the one for OCM. There was an attempt to harmonize ICT plans across different ministries, but it was not approved by MILG. Furthermore, the initially planned roadmap at the ministry level may no longer proceed, with the focus shifting solely to the MILG level. This represents a significant setback in achieving Output 3.

Output 4. Program managed efficiently

As indicated in **Table 6**, the mid-term assessment of Output 4 within the LeAPS Program, centered on program management efficiency, provides valuable insights into the program's adept administration and strategic planning.

First, on Strategic Oversight and Reporting: The program demonstrates a robust system of oversight and reporting, ensuring transparency and accountability. A Project Board Meeting was successfully conducted, providing a platform for stakeholders to review progress, share insights, and make informed decisions.

Furthermore, the program's commitment to regular reporting is evident through the submission of two Quarterly Progress Reports (QPRs). These reports serve as valuable tools for tracking achievements and identifying areas that require attention and improvement. Additionally, an Annual Progress Report (APR) was delivered, offering a comprehensive overview of the program's accomplishments. This report includes an update to the Risk Log, as of December 22, 2022, highlighting the program's proactive approach to risk management.

Second, on Program Office and Team Composition: The program boasts an efficient PMT, comprising 8 dedicated staff members. To enhance diversity and inclusivity, the PMT welcomed 4 female and 4 male members by the end of the year, fostering a balanced and dynamic team.

While the PMT continues to excel in its operations, all positions were filled only in February 2023 with the onboarding of the Web Portal and e-Services Analysis team. This strategic expansion underscores the program's commitment to strengthening its capabilities in line with its objectives.

Third, on Program Board Meetings: It's noteworthy that the program's governance structure includes a PB responsible for decision-making and oversight. However, during the year, only one Program Board meeting was convened. This limited frequency was primarily attributed to challenges in coordinating the schedules of the co-chairpersons of the PB. In response to this scheduling challenge, the PB has taken proactive steps to address the situation. A decision has been made to convene early next year to deliberate on the proposed changes in the Project Document (ProDoc). This demonstrates the program's adaptability and commitment to overcoming obstacles to effective governance.

The LeAPS Program, driven by its overarching goal to facilitate digital transformation in the Bangsamoro region, has encountered a range of both facilitating and hindering factors that have shaped its journey. The LeAPS Program's Output 4, focused on efficient program management, encounters a set of both internal and external factors that influence its effectiveness.

Facilitating Factors (Internal)

- **The program has embraced flexibility in travel procedures.** While UNDP's travel protocol stipulates a two-week advance submission for travel requests, MILG staff sometimes find this timeline impractical. Securing security clearance, an essential component of the travel process can be particularly challenging within this limited timeframe, especially in high-risk travel areas. Recognizing the complexities of such scenarios, the program has adopted a more adaptable approach. Travel permits are now sought with a shorter lead time, sometimes just a week or even a day before departure. This adjustment has proven effective, particularly when MILG staff are already in transit while travel permits are still being processed. This flexibility showcases the program's commitment to overcoming bureaucratic hurdles in the interest of efficient management.

Facilitating Factors (External)

- **Collaboration and Adaptability.** Collaboration stands as a cornerstone of the program's success. The harmonious partnership between the MILG and the UNDP has played a pivotal role in realizing project objectives. This collaborative spirit has enabled the program to navigate complex challenges and work towards shared goals effectively.

Hindering Factors (Internal):

- **The program has faced internal hindrances related to equipment procurement.** Procurement issues, including a lack of specificity in Terms of Reference (ToRs), have hindered the timely acquisition of equipment essential for Digital Centers. These challenges have disrupted the seamless flow of operations and have prompted a need for improved procurement processes.

Hindering Factors (External):

- **Human Resources and Pandemic Challenges.** Internally, challenges within the MILG have become evident, particularly in the realm of human resources. The program's explicit requirement mandates the presence of at least one MILG staff member during each activity. However, limited human resources have constrained simultaneous activities and travel. The multifaceted roles within the MILG office, coupled with other demanding tasks, have prevented full engagement in project activities. Additionally, the office's IT services are in high demand, further affecting staff availability. To address this staffing shortfall, proactive measures have been taken. Co-planning for the entire year has allowed the MILG to anticipate activities and allocate resources accordingly. The recruitment of additional staff members has also been undertaken to bolster resources.

- **LGU Challenges and Policy Gaps.** The program has faced challenges related to staff participation in activities within LGUs. Some LGUs have assigned non-focal staff members to attend these activities, potentially diluting the depth of their engagement. To address this issue, a MOA has been established with the 12 LGUs participating in the project. This MOA streamlines the process of selecting suitable staff members for training and workshops, ensuring better alignment and effectiveness in achieving project objectives. Moreover, the absence of enabling policies has presented a hurdle. Each ministry within the Bangsamoro region is charting its own digitalization roadmap due to this policy gap. This fragmentation complicates efforts to coordinate digitalization initiatives across ministries, highlighting the need for comprehensive policy frameworks to guide digital transformation.
- **COVID 19.** The COVID-19 pandemic has introduced restrictions, necessitating a shift towards online learning and virtual meetings. To adapt to this new normal, a blend of face-to-face and virtual meetings has been embraced. This approach helps navigate COVID-19 restrictions while ensuring progress towards project deliverables.

3.3.4 To what extent was the project effective in responding to the needs of marginalized groups, ensuring inclusive and participatory processes, and in gender mainstreaming?

Evaluating the effectiveness of LeAPS in addressing the needs of marginalized groups, promoting inclusive and participatory processes, and mainstreaming gender considerations requires a comprehensive assessment of various dimensions and outcomes.

First, Meeting the Needs of Marginalized Groups. LeAPS demonstrated a strong commitment to identifying and supporting marginalized groups within the BARMM region. This commitment was evident in the program's proactive efforts to engage and assist vulnerable communities, including women, persons with disabilities, indigenous peoples, and internally displaced populations. LeAPS implemented targeted initiatives designed to specifically address the unique needs and challenges faced by these marginalized groups such as the Emphaty Training and DSDL workshops. In the training, participants were equipped with the knowledge to recognize the value of digitalizing social services and the importance of establishing digital centers within their LGUs. These centers would enable vulnerable individuals to access essential services through ICT tools. Additional information on this can be found in the Relevance section, which includes narratives from LGUs and ministries if more detailed insights are required. Beyond this scope, the evaluation may not provide further answers regarding the training outcomes. As a result, the program made a significant positive impact on marginalized communities by improving their socio-economic conditions, enhancing their access to essential services, and bolstering their resilience in the face of various challenges, including conflict and displacement.

Second, Promoting Inclusive and Participatory Processes. LeAPS actively fostered inclusivity and participation by engaging a wide range of stakeholders, including marginalized groups, in decision-making processes. The program facilitated community consultations, dialogues, and partnership-building efforts, all of which played a pivotal role in promoting inclusivity. LeAPS adopted participatory approaches (e.g., technical assessments of services during the Emphaty Training and DSDL workshops), enabling community members, including marginalized individuals, to actively participate in identifying development priorities and co-designing digital centers and services. This approach ensured that interventions were community-driven and aligned with local needs. For instance, the need for simplified access to services, like obtaining a certificate of live birth or business permits. Furthermore, the program established effective feedback mechanisms, empowering marginalized groups to voice their concerns, provide valuable input, and influence the program's direction. For example, a municipal official inquired with a local resident about potential improvements in their business permitting process for enhanced efficiency. The resident highlighted the challenge of numerous requirements and the considerable time required to secure the Mayor's signature. These insights were integrated into the proposed streamlining of business permit services. A similar approach was taken in Buluan for the CSO accreditation process and in Datu Blah Sinsuat for obtaining a certificate of live birth. Throughout its implementation, LeAPS remained committed to regular consultations and feedback loops, ensuring that the voices of all stakeholders were heard and considered.

Box No. 3**Overall Rating: Unsatisfactory (2)**

The overall rating of "Unsatisfactory (2)" is justified based on several key factors:

- The LeAPS program has encountered difficulties in realizing its planned outcomes, primarily due to a combination of internal and external factors. The program's intended outcomes, as outlined in the PIP, have not been fully met, which raises concerns about its effectiveness.
- The PIP set a goal of establishing two digital centers, but to date, only two have been delivered, and of these, only one is fully operational and functional. This underachievement regarding the digital centers indicates a gap in program delivery and impacts the overall assessment.
- The ToC for the program's goals has only been validated in the case of Piagapo, where active citizen participation through ICT tools and improved governance have been observed. However, the broader and more comprehensive goals of harmonized, integrated, and consolidated ICT systems in the BARMM, as well as digital systems owned by citizens to facilitate digital transformation, remain distant and challenging to attain. This limited validation of ToC goals contributes to the program's overall unsatisfactory rating.

The rating reflects the program's struggles in meeting its intended outcomes and the significant challenges in achieving its broader goals. While there have been some positive outcomes in certain areas, the overall progress falls short of expectations, warranting the "Unsatisfactory" rating.

To address the identified gaps and enhance the program's effectiveness, consider the following recommendations:

- Conduct a thorough analysis of the challenges impeding outcome achievement and implement targeted strategies to address identified issues. This may involve refining the ToC based on lessons learned and adapting approaches to overcome obstacles.
- Develop a comprehensive action plan to expedite the establishment and full functionality of the remaining digital centers. This may include a reassessment of resource allocation, timeline adjustments, and proactive problem-solving to ensure successful implementation.
- Refine the ToC, focusing on strategies to validate and achieve the broader goals. This may involve targeted pilots, stakeholder engagement, and adaptive management to ensure alignment with the program's overarching objectives.

By implementing these recommendations, the LeAPS program can overcome existing challenges, align its components more effectively, and elevate its overall performance to achieve the highest rating.

3.4 Efficiency

3.4.1 To what extent were the management structure and selected implementation modalities (direct implementation for PIP and national implementation (NIM) with full CO support for a full-blown project) efficient in generating expected results?

Ensuring the timely execution of planned activities and the attainment of expected outcomes is pivotal to the success of any program. Therefore, it is imperative to address the notable delays encountered in carrying out LeAPS' planned activities and achieving Outputs 1, 2, and 3. These delays have arisen due to a combination of internal and external factors, which were comprehensively discussed in the preceding section.

Unfortunately, these delays, coupled with the evolving circumstances that LeAPS has faced, as detailed in the Relevance section (including challenges posed by the COVID-19 pandemic, setbacks in the DevLive+ pilot in Taraka, delays in fund disbursement, and changes in leadership at the MILG and OCM levels), have derailed LeAPS from meeting its midterm commitments. As previously noted, **despite utilizing the UNDP CO's full support and procurement systems, LeAPS has strived to be consistent with the NIM and ProDoc as well as reliant on the decisions and guidance of MILG, the donor. This situation necessitates a thoughtful and strategic response from the program management.**

To maintain alignment with its ToC, LeAPS must make substantial adjustments in the design, implementation, and management of donor expectations. These adjustments are critical to reorienting the program towards its original objectives and ensuring that it can still achieve its intended outcomes.

Alternatively, if the delays have rendered the original ToC unattainable or unrealistic given the current progress, the program should be prepared to revise its ToC. Such a revision would require corresponding adjustments in the Results Framework to accurately reflect the program's new direction and goals.

3.4.2 How efficient were the project coordination and feedback mechanisms between the implementing partner, the Project Board, the Government, and other stakeholders/beneficiaries?

In project management, the evaluation of efficiency within coordination and feedback mechanisms holds paramount importance. It serves as the compass guiding our understanding of how well a project is progressing and how effectively it addresses concerns. The existence of a well-structured and efficient coordination system is the linchpin for ensuring that all stakeholders, from the implementing partner and the Project Board and other stakeholders, are in sync and working cohesively towards shared objectives.

To gauge the success of these mechanisms, we must delve into how information flows, how feedback is collected and acted upon, and how communication channels are deployed. The effectiveness of project coordination hinges on its ability to swiftly address emerging issues and adapt to evolving circumstances. Furthermore, the triumph of these mechanisms often mirrors the overall efficiency of a project. When stakeholders receive the support and information they require in a timely manner, it nurtures a collaborative and productive environment.

In the specific context of the LGUs, the LeAPS exemplifies a remarkable commitment to cultivating efficient communication channels. There is no universally established benchmark for turnaround time. The time required for providing feedback or taking action depends on the level of urgency. For instance, in LeAPS Output 2, when there was a delay in piloting DevLive+, both UNDP and MILG promptly responded by deciding to halt the process. Approximately 2 to 3 months after suspending data gathering, they reconvened to outline concrete actions and explore potential alternatives, including the possibility of piloting DevLive+ in other municipalities.

As for the Project Board, there is a predefined frequency that the Project Management Team (PMT) aimed to adhere to, but the availability of Project Board members occasionally challenged this. These channels serve as the lifeblood, connecting diverse stakeholders. This robust network of communication channels has been instrumental in addressing concerns related to computer systems and project implementation.

At the core of this intricate communication framework lies a dedicated group chat, a dynamic platform facilitating the exchange of ideas and the prompt resolution of emerging issues. Complementing this is the establishment of an Interactive Call Center enabling direct and seamless communication between stakeholders and key entities such as the UNDP and MILG. This setup not only streamlines the process of resolving concerns but also underscores the project's prowess in maintaining open and efficient lines of communication. The outcomes thus far have been nothing short of commendable. The LGU has received prompt and comprehensive responses to their queries and concerns, a clear testament to the effectiveness of the communication infrastructure in place. **Nevertheless, it is imperative to acknowledge the influence of cultural nuances in shaping feedback practices, particularly in BARMM**

ording to an interview, in some contexts, the act of providing feedback through mediums like Drop box may not align with prevailing cultural norms, where open discussions are favored as the primary means of conveying thoughts and concerns. This underscores the importance of respecting and adapting to these cultural sensitivities to ensure that communication preferences are met.

LeAPS communication mechanisms have proven highly effective, as confirmed by a respondent from Butig. A dedicated group chat involving focal points and service providers has proven to be an invaluable tool for swiftly conveying concerns in an efficient manner. To ensure a continuous stride towards progress, a mid-term

evaluation has been set in motion, supplemented by regular meetings convened by the Mayor with focal points and service providers. These meetings are a concerted effort to tackle issues that have impeded the Digital Center's current operation and functionality.

The evaluation has pinpointed the MOA and the MILG as pivotal in ensuring effective communication and the seamless implementation of the program. A pivotal milestone was the formalization of the project's legitimacy through a resolution passed by the SB. This resolution was not a mere formality; it stood as a resounding endorsement, fortifying the project's significance and feasibility with influential stakeholders backing it wholeheartedly.

The idea of introducing an Interactive Call Center within the MILG was promising, yet initial staff allocation limitations presented challenges. This underscored the imperative need for MILG to establish a dedicated Project Management Office (PMO) tailored specifically for LeAPS. This move ensures the allocation of the necessary resources and manpower for the seamless operation of the project.

The mid-term evaluation also shed light on challenges within ministries. **Across the ministries that participated in the midterm evaluation, a communication gap emerged—a lack of a defined communication mechanism.** This gap became strikingly evident when critical communications, such as the Mid-Term Evaluation, surfaced within the ministries seemingly out of the blue. These instances underscored the pressing need for a structured and reliable means of disseminating essential information and updates within ministries. This deficiency in the project management process has raised concerns within ministries, prompting one Director to offer a perspective on addressing this issue. The Director expressed the view that if a project does not demonstrate a significant impact or contribution to the overarching goals and objectives, it might be advisable to set it aside. This stance emphasizes the importance of prioritizing projects that align with the ministry's mission and objectives while optimizing the allocation of resources and efforts.

In the absence of a well-defined communication mechanism, crucial messages could materialize unexpectedly, potentially sowing confusion and hampering coordinated efforts and responses. Addressing this communication gap and establishing a more organized mechanism stands as a critical imperative. It is paramount for ensuring the smooth and transparent flow of information within ministries, empowering them to proactively share updates, developments, and directives. Such a move will not only foster a more cohesive and well-informed work environment but will also elevate the overall effectiveness of the LeAPS program.

While the UNDP process and system are utilized in implementation and procurement, the MILG continues to wield significant influence over decision-making and program direction. This dynamic has presented notable challenges for LeAPS, evident on two fronts:

First, despite LeAPS having developed a ToC and RF, the program still heavily relies on MILG for design iterations. This includes incorporating activities not initially part of the program's original design, such as the Commitment-setting (cost PHP 3,764,5500), MILG Year-End Evaluation (cost PHP 1,216,200), Strategic Planning and Intro to Digital Transformation (cost PHP 2,372,116), and Business Process Management with Transformative Digitalization (cost PHP 662,236). Second, a crucial program component is focused on digitalization efforts at the ministry level. However, progress at this level has been slow primarily attributed to the political dynamics within ministries, where there is an equitable distribution of power and authority concerning digitalization matters. Additionally, the absence of an enabling law in BARMM compounds the challenges. It's worth noting that this slowdown isn't a result of a change in direction from the Office of the OCM; instead, it necessitates MILG/LeAPS to demonstrate a proof of concept on how to digitize BARMM, particularly at the LGU level, in order to garner full support and secure additional funding.

3.4.3 To what extent were resources used efficiently? Were funds and activities delivered based on the plan?

When assessing the efficient utilization of resources within the LeAPS program, it becomes evident that the budget allocation was well-aligned with the program's objectives and scope. Funds were allocated appropriately across various program components and activities, reflecting a strategic approach to resource allocation.

However, it is important to note that the program faced challenges, both internal and external, which led to deviations from the initial plan and timeline.

First, Challenges and Modifications. Despite the sound budget allocation, the implementation of LeAPS activities encountered unforeseen challenges that disrupted the program's adherence to the original plan and timeline. Several activities faced delays and deviations, including the pilot of DevLive+ in Taraka, the establishment of Digital Centers in ten additional LGUs, collaborations with the MILG, and the ministries, as well as the execution of the planned BARMM digitalization roadmap. These deviations were primarily attributed to contextual factors and changing circumstances that necessitated adjustments to the program's strategies and priorities.

Second, Cost Control and Unexpected Expenditures. While LeAPS made diligent efforts to effectively control costs and manage expenses within the allocated budget, there were instances of cost overruns and unexpected expenditures. Notably, the program encountered budget recalibration associated with activities requested by MILG, which were not part of the original program design. These unforeseen expenses impacted the overall efficiency of resource utilization. On the efficiency front, based on the insights gathered from interviews, the introduction of additional activities has resulted in increased procurement, additional tasks to be carried out, and heightened coordination demands. This has stretched the lean teams of LeAPS and MILG thinly, diverting their time and resources away from the originally outlined activities in the ProDoc and RF.

Third, Value for Money. Evaluating the value for money aspect of the program, it is essential to highlight that a comprehensive assessment was only feasible in the case of Piagapo. Value for money is gauged by considering the achievement of intended outcomes and impact relative to the resources invested. In Piagapo, where a tangible assessment was possible, the results demonstrated a commensurate value for money. Specifically, the processing of live birth certificates for 102 individuals was achieved in line with the resources invested, indicating a reasonable return on investment.

In summary, LeAPS effectively allocated its budget to align with program objectives, but faced challenges leading to deviations from the original plan and some unexpected expenditures. Despite these challenges, in cases such as Piagapo, the program demonstrated value for money by achieving intended outcomes relative to the resources expended.

3.4.4 To what extent did the project use its monitoring and evaluation mechanisms to improve efficiency?

Within the framework of the LeAPS program, a robust monitoring and evaluation (M&E) system played a pivotal role in enhancing efficiency and effectiveness.

First, Real-Time Data Utilization. LeAPS actively harnessed real-time data through its M&E mechanisms, particularly during training workshops. This approach provided immediate insights into the program's progress and challenges, facilitating timely adjustments to improve efficiency. Real-time data acted as a dynamic tool, enabling quick responses to emerging issues and ensuring that the program remained on track. Additionally, LeAPS established an M&E system within Group Chats, which incorporated feedback loops. These loops allowed stakeholders to contribute input and suggestions for improvement. Regular feedback mechanisms helped identify bottlenecks and opportunities for efficiency enhancements. However, it's important to note that this system was fully operational only at the LGU (Local Government Unit) level, leaving the ministries uninformed and unaware of program updates.

Second, Adaptive Management. LeAPS exemplified adaptive management by using M&E findings to adjust its strategies and activities. When M&E data indicated that certain activities and outputs were not yielding the expected results, the program promptly made necessary adjustments. For example, most initial activities focused on training/ capacity building (DSDL and Empathy Training), including enhancements in training facilitation and adjustments based on feedback received after the training sessions.

Third, Performance Tracking. The LeAPS M&E system effectively tracked the performance of program components, outputs, and outcomes. Quarterly and annual reporting, along with annual plans, served as crucial mechanisms to identify underperforming areas and initiate corrective actions. These reports also served as repositories of lessons learned through the M&E processes. Lessons learned provided valuable insights for improving future efficiency and effectiveness. There is a regular team meeting, distinct from the post-activity meetings, which were utilized by the PMT as opportunities for learning from lessons. Furthermore, the transparency in sharing M&E findings and reports with stakeholders, including the UNDP CO (Country Office), MILG, and the Project Board, fostered accountability. This transparency encouraged stakeholders to take proactive actions aimed at enhancing program efficiency.

In essence, the LeAPS program leveraged a comprehensive M&E system to actively collect and utilize real-time data, implement adaptive management practices, and effectively track performance. This approach not only identified areas for improvement but also ensured transparency, accountability, and the continuous enhancement of program efficiency and effectiveness.

Box No. 4

Overall Rating: Moderately Satisfactory (4)

The overall rating of Moderately Satisfactory (4) for LeAPS is given, acknowledging challenges in achieving intended targets and outputs as initially planned due to contextual factors. Notably, the program has encountered institutional, procurement, financial, and human resource constraints that pose risks to its efficiency gains. However, despite these challenges, LeAPS has managed to establish effective mechanisms for communication, staffing, project support, and data collection, contributing to more efficient implementation. To enhance the program's overall efficiency and move towards the highest rating, consider the following specific recommendations:

- Identify and address contextual factors contributing to challenges, such as institutional, procurement, financial, and human resource constraints. Conduct a comprehensive contextual analysis to develop tailored strategies for overcoming these obstacles.
- Given the dynamic nature of the challenges faced, consider adopting agile project management methodologies. This approach allows for flexibility in responding to evolving circumstances, facilitating quicker adaptation to changing contextual factors.
- Streamline and optimize procurement processes to overcome delays and inefficiencies. Conduct a thorough review of existing procurement practices, identify bottlenecks, and implement reforms to expedite the acquisition of necessary resources.
- Address human resource constraints by investing in recruitment, training, and retention strategies. Ensure that the team is adequately skilled and motivated to navigate challenges and contribute to the program's success.
- Establish a rigorous M&E framework to track progress and identify areas for improvement. Implement a system for continuous adaptation, learning from challenges, and refining strategies in real-time.
- Leverage the success of established mechanisms for communication, staffing, project support, and data collection. Replicate these effective practices across different aspects of the program to enhance efficiency consistently.

By implementing these recommendations, LeAPS can address existing gaps, navigate challenges more effectively, and further optimize its operations. This proactive approach will contribute to achieving the highest rating by ensuring the program's adaptability and sustained success.

3.5 Potential Impact / Results

3.5.1 To what extent is the project likely to contribute to the overall impact? What is its contribution so far, and what is it still contributing to?

LeAPS has made notable contributions to its overall impact, with a particular focus on Piagapo where a functional Digital Center stands as a testament to the program's effectiveness. The digitalization of eServices in Piagapo has emerged as a substantial cost-saving advantage for local residents. This transformation has ushered convenience and accessibility, empowering individuals to apply for essential documents like business permits or certificates of live birth from the comfort of their own homes, as long as they have an internet connection. In the past, obtaining these vital documents incurred expenses, even just inquiring about the necessary requirements carried costs PHP 100. However, the advent of digital eServices has alleviated this financial burden. Residents can now access and review document prerequisites through online platforms free of charge. This transition not only offers convenience but also enables residents to make informed decisions without the worry of unnecessary expenses. By eliminating the need for physical visits to government offices and associated fees for inquiries, the digitalization of eServices in Piagapo has redefined accessibility, efficiency, and financial relief for local residents. It is a tangible and significant contribution to improving the lives of the community.

Furthermore, LeAPS has set up VSATs in 12 LGUs. This intervention has enabled these LGUs to enjoy faster internet connectivity, facilitating better communication and quicker access to information. Employees at Butig's municipal hall no longer need to travel to Iligan, Marawi, or CDO to access official emails, attend virtual meetings, or conduct online transactions.

This improvement in connectivity not only enhances the efficiency of local government operations but also contributes to overall development in these areas. It streamlines processes, reduces the need for physical travel, and promotes access to digital resources and services. The provision of VSAT facilities underscores LeAPS' commitment to advancing the technological infrastructure in the region, a vital step towards modernization and improved service delivery.

Overall, LeAPS has made substantial contributions to the overall impact, particularly in Piagapo, where the digitalization of eServices has empowered residents and transformed the way essential documents are accessed. Additionally, the provision of VSAT facilities in LGUs demonstrates the program's commitment to enhancing connectivity and digital access, further contributing to the development of these LGUs. These achievements reflect LeAPS' ongoing dedication to fostering positive change in the communities it serves.

3.5.2 To what extent has the project produced behavior, attitude, or performance changes in the direct and indirect beneficiaries? Has the project promoted positive changes in gender equality and women's empowerment?

The mid-term evaluation underscores that LeAPS has achieved not only remarkable progress in technical aspects but has also instigated notable transformations in the behavior, attitudes, and performance of both direct and indirect partners. One particularly noteworthy outcome of LeAPS has been its profound impact on the understanding of LGU and ministry officials regarding their clients' perspectives and challenges.

The training workshops, in particular, have played a pivotal role in fostering empathy among LGU and ministry officials, leading to a profound shift in their attitudes. This newfound empathy has allowed them to genuinely connect with and comprehend their clients' experiences. This shift in perspective has the potential to exert a significant influence on the decisions and strategies adopted by public servants as they strive for effective service delivery.

A striking illustration of this transformative process is the Empathy Training initiative. This initiative has been instrumental in equipping participants with a deeper understanding of clients' perspectives and their specific needs when accessing social services. By delving into the intricacies of empathy, participants have grasped the profound significance of empathetic interactions within the context of public service delivery. This newfound insight holds the potential to foster more client-centric approaches, ultimately leading to enhanced service provision.

Furthermore, LeAPS has introduced the use of the Mural platform as a valuable tool in various office activities, particularly in the realm of Strategic Planning. Notably, in one ministry, this shift towards digital platforms like Mural has provided a digital alternative to traditional methods, such as using Manila Papers. This transition has significantly elevated collaboration and efficiency in the planning process, showcasing the department's commitment to staying abreast of technology trends and its readiness to explore innovative solutions to enhance operational efficiency.

Using digital tools reflects a broader effort within the program to modernize and streamline processes. Ultimately, these changes are anticipated to yield more effective service delivery and an improved overall experience for both employees and clients. **LeAPS, thus, contributes not only to technical advancements but also nurtures a culture of empathy, client-centricity, and innovation among its beneficiaries. These positive shifts in behavior, attitudes, and performance are pivotal in advancing good governance.**

3.5.3 and 3.5.4 What are the emerging outcome-level results, including unintended positive and negative results? Did any unintended effects emerge for women, men, or vulnerable groups? To what extent have poor indigenous and physically challenged women, men, youth, internally displaced persons, and other disadvantaged and marginalized groups benefited from the project based on the Harmonized Gender and Development Guideline or Framework?

LeAPS Project has generated several emerging outcome-level results, including both intended and unintended consequences. These outcomes have had varying impacts on different segments of the population, including women, men, and vulnerable groups.

Intended Positive Results:

- **Enhanced Service Delivery:** One of the primary intended outcomes of LeAPS was to improve the delivery of local public services for the Bangsamoro people. The project has successfully enhanced service delivery by leveraging data, digitalization, and people-centered governance. This has led to more efficient and accessible public services, positively impacting both women and men in the region.
- **Digital Inclusion:** LeAPS aimed to promote digital inclusion and literacy. As intended, it has empowered communities, including women and vulnerable groups, to access information and services through digital platforms. This has contributed to greater digital literacy and connectivity, enabling economic and social empowerment.

Unintended Negative Results:

- **Limited Ministry Engagement:** An unintended negative result was the limited engagement and awareness of ministries regarding program updates and activities. The Monitoring and Evaluation (M&E) system, which was fully functional at the LGU level, did not extend to ministries. This gap hindered coordination and collaboration with the ministries, potentially affecting the overall effectiveness of certain program components.
- **Resource Constraints:** The program faced resource constraints and ambitious program objectives, leading to delays and challenges in achieving certain outputs. These constraints, though unintended, impacted program efficiency.
- **LeAPS as driver for digitalization in BARMM.** The LeAPS Program inadvertently became a catalyst for digitalization in BARMM by generating interest and garnering support from the BTA. This unintended positive result positioned the program as a driving force in advancing digital initiatives within the region.

Effects on Women, Men, and Vulnerable Groups

While the LeAPS has made concerted efforts to promote inclusivity and gender mainstreaming, the effects have varied among different groups:

- **Women:** Women have benefited from increased access to digital resources, and gender-responsive initiatives aimed at promoting women's economic empowerment. However, challenges related to gender-based violence persist in some areas.
- **Men:** Men have also experienced improved digital inclusion, benefiting from the program's efforts to enhance economic resilience and connectivity.
- **Vulnerable Groups:** Vulnerable groups, including indigenous peoples and internally displaced populations, have received support and attention from the LeAPS. While the program has made strides in addressing their unique needs, more targeted interventions may be required to further improve their socio-economic conditions.

In summary, the LeAPS has yielded both intended and unintended outcomes, with varying impacts on different segments of the population. Positive outcomes related to enhanced service delivery and digital inclusion have been achieved, while challenges related to ministry engagement and resource constraints have emerged as unintended negative results. The effects on women, men, and vulnerable groups have been mixed, with efforts to empower these groups but challenges still present. Ongoing evaluation and adaptation will be crucial to maximize positive impacts and address unintended negative effects as the project continues to evolve.

Box No. 5

Overall Rating: Moderately Unsatisfactory (3)

The Moderately Unsatisfactory (3) overall rating for the LeAPS program is given due to identified gaps, despite the program's potential impact on vulnerable groups such as women, persons with disabilities, and older individuals. To move towards the highest rating, specific recommendations are outlined below:

- Establish clear and realistic timelines for the realization of the program's objectives. This will help manage expectations and provide a structured framework for monitoring progress.
- Strengthen efforts to reach and impact vulnerable groups to ensure and promote LNOB. Develop specific strategies for outreach and inclusion, ensuring that the program's benefits are effectively reaching women, persons with disabilities, and older persons.
- Develop a comprehensive M&E framework to assess the program's impact on vulnerable groups to ensure and promote LNOB. Regularly collect and analyze data to track progress, identify challenges, and make informed adjustments to enhance effectiveness.
- Customize program interventions to address the specific needs and challenges faced by women, persons with disabilities, and older persons. This may involve conducting targeted needs assessments and adapting strategies accordingly. This will ensure and promote the LNOB principle.
- Collaborate closely with relevant stakeholders, including organizations and groups representing vulnerable populations. Building strong partnerships will enhance the program's understanding of unique challenges and improve the effectiveness of interventions.
- Evaluate program accessibility for persons with disabilities and older persons. Ensure that digital platforms, communication materials, and service delivery mechanisms are inclusive and user-friendly. This will ensure and promote the LNOB principle.
- Foster community engagement to enhance the program's relevance and acceptance among the target groups. Solicit feedback, involve community members in decision-making, and ensure that their voices are heard in shaping program initiatives. This will ensure and promote the LNOB principle.

By addressing these recommendations, the LeAPS program can bridge existing gaps and unlock its full potential for positive impact on vulnerable groups. This proactive approach will contribute to improving the program's overall rating and ensuring that its benefits are realized in a timely and inclusive manner.

3.6 Sustainability

3.6.1, and 3.6.2. To what extent are financial and human resources available to sustain the benefits achieved by the project? To what extent do stakeholders support the project's long-term objectives?

At the BARMM level, the stakeholders, including Director Fausiah Romancap-Abdula and BARMM MILG Minister Atty. Naguib Sinarimbo, have shown substantial support for the LeAPS long-term objectives. Director Fausiah Romancap-Abdula, representing Minister Sinarimbo, expressed a shared vision and ambition to realize #DigitalBangsamoro, aiming to provide efficient and effective services to LGUs and Bangsamoro citizens. This expression of hope and optimism extends to the full program rollout in 2022, involving more LGUs and ministries, with the ultimate goal of achieving the 5-year Digital Bangsamoro Roadmap after 2023, covering all 116 municipalities and two cities in BARMM. Director Abdula also emphasized the desire for a strong partnership with UNDP in implementing the LeAPS program.

BARMM MILG Minister Atty. Naguib Sinarimbo has consistently provided leadership and guidance, serving as a high-level champion and visionary in the planning and implementation of project results and activities. His commitment and ownership of the project reflect the strong dedication of MILG. This commitment plays a pivotal role in advancing the digital transformation agenda in BARMM and encourages participation among project stakeholders. Minister Sinarimbo's authority as the Spokesperson for the Bangsamoro Government further reinforces the project's seriousness and commitment, even through his welcome messages during events. His presence conveys the strong commitment of his office, the current administration, and the LeAPS project to digital transformation.

The sustainability of LeAPS outcomes and benefits through adequate funding allocation is evident in the LGUs engaged in the evaluation. While there is no sufficient evidence indicating that LeAPS is included in their Annual Investment Plan (AIP), several LGUs have taken proactive steps to ensure the continuity of the LeAPS in their respective LGUs.

In Piagapo, LeAPS has achieved top-priority status and secured a prominent place in the Mayor's agenda. The Mayor has demonstrated unwavering support by committing to allocate the necessary funds for its advancement. This commitment underscores both the project's significance and the Mayor's determination to see it through to successful fruition. The MOA further cements the LGU's dedication to the LeAPS initiative, serving as a tangible embodiment of their commitment.

In Butig, a MOA has been signed to ensure the continued resource allocation for the Digital Center. Although some concerns about security persist, the Digital Center will continue to operate, utilizing office space borrowed from the NIA - Field Office. The commitment to resource allocation demonstrates the LGU's dedication to sustainability.

In Taraka, the LGU has committed to maintaining the operation of the Digital Center and continuing the critical task of data collection and profiling. This forward-thinking approach recognizes the transformative power of these initiatives and their role in bridging the digital divide. Data collection and profiling efforts ensure informed decision-making and tailored service delivery, emphasizing precision and transparency.

In Parang, the SB Resolution serves as a pivotal instrument, highlighting the commitment to the initiative's ongoing success. The LGU's formal adoption of the SB Resolution solidifies its dedication and provides a blueprint for the initiative's continuation. Embedding aspects of maintenance and operation within the AIP aligns the program with the municipality's broader fiscal priorities, ensuring its stability.

In Buluan, the establishment and staffing of Digital Center have been subjects of continuous discussion and planning. A significant decision has been made to create three new IT positions through a SB ordinance, reflecting a commitment to embracing the digital era and enhancing technological capabilities. These positions

will play a crucial role in providing efficient digital services and staying at the forefront of technological advancements.

Overall, while LeAPS may not be explicitly included in LGUs' AIPs, their commitment to funding and resource allocation, as well as formal resolutions and strategic staffing decisions, reflect their dedication to the sustainability of LeAPS' benefits. These actions demonstrate a proactive approach to ensure that the positive impact of LeAPS continues to benefit the communities they serve.

3.6.3 To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?

Partnerships play a vital role in ensuring the sustainability of the results attained through the LeAPS. LeAPS has established collaborative relationships with various stakeholders, including national institutions, NGOs, United Nations agencies, the private sector, and development partners, to facilitate the continuation and consolidation of its achievements.

National Institutions. LeAPS has actively engaged with national institutions, particularly the MILG and other relevant government bodies. These partnerships are crucial for ensuring the integration of digital governance practices into broader government strategies and policies. LeAPS has worked closely with these institutions to align its initiatives with the overall governance agenda of the BARMM.

NGOs and Civil Society Organizations: Collaboration with NGOs and civil society organizations has been a cornerstone of LeAPS' approach. These partnerships have facilitated community-level engagement, the inclusion of marginalized groups, and the promotion of transparency and accountability. NGOs and civil society organizations have played a pivotal role in advocating for the rights and needs of vulnerable communities.

United Nations Agencies: LeAPS has benefited from the expertise and resources of United Nations agencies, particularly the UNDP. UNDP's support has extended beyond the project's implementation phase, helping to ensure that LeAPS' initiatives align with broader development priorities and sustainable development goals.

Private Sector: Engaging the private sector has been instrumental in leveraging resources and expertise. The private sector has contributed to the development of digital solutions, infrastructure, and capacity building. These partnerships have not only enhanced the project's effectiveness but also fostered economic growth and entrepreneurship in the region.

Development Partners: LeAPS has forged partnerships with various development partners, including international organizations and donor agencies. These partners have provided financial support, technical assistance, and knowledge sharing. Collaborating with development partners has expanded the project's reach and capabilities, allowing for the implementation of ambitious initiatives.

Sustainability of Attained Results: The existence of these partnerships reflects the LeAPS commitment to sustainability. By collaborating with diverse stakeholders, LeAPS seeks to ensure that the gains achieved in improving service delivery, digitalization, and people-centered governance are sustained beyond the project's duration. These partnerships facilitate the transfer of knowledge, resources, and best practices, enabling the Bangsamoro people to continue benefiting from enhanced public services.

3.6.4 To what extent do mechanisms, procedures, and policies exist to allow primary stakeholders to carry forward the results attained on governance reforms, gender equality, empowerment of women, human rights, and human development? What other interventions are needed to strengthen existing strategies and sustainability?

The LeAPS Program has put in place mechanisms, procedures, and policies to facilitate the continuity of results attained in governance reforms, gender equality, empowerment of women, human rights, and human development. These measures aim to ensure that primary stakeholders can carry forward the progress achieved through the program. However, some additional interventions may be necessary to further strengthen these strategies and enhance sustainability.

First, Mechanisms, Procedures, and Policies for Sustainability:

- **Institutionalization of Digital Governance:** LeAPS has worked towards institutionalizing digital governance practices within the BARMM. This includes the development of policies and procedures for digital service delivery, data management, and citizen engagement. These institutional frameworks provide a foundation for sustaining governance reforms and digitalization efforts.
- **Capacity Building:** The program has invested in capacity building for BARMM government officials and staff. This includes training on digital tools, data analytics, and e-governance practices. By enhancing the skills and knowledge of government employees, LeAPS ensures that the capacity to continue these initiatives is embedded within the bureaucracy.
- **Gender Mainstreaming:** LeAPS has incorporated gender mainstreaming strategies into its activities, promoting gender equality and the empowerment of women. These gender-responsive approaches are integrated into governance reforms and digital services, ensuring that gender considerations continue to be prioritized in future initiatives.
- **Community Engagement:** The program has fostered community engagement and participatory processes, allowing citizens, including marginalized groups, to have a voice in governance. These mechanisms empower communities to hold local governments accountable and continue to advocate for their rights and needs.

Second, Interventions for Strengthening Sustainability:

- **Policy Advocacy:** Continuous advocacy efforts may be required to ensure that the policies and procedures developed under LeAPS are fully embraced and enforced by the BARMM government. This includes advocating for the mainstreaming of digital governance practices in all LGUs and ministries.
- **Monitoring and Evaluation:** Robust monitoring and evaluation mechanisms should be sustained to track progress and identify areas that require attention. This includes regular assessments of gender mainstreaming, human rights integration, and human development outcomes.
- **Capacity Maintenance:** Ongoing capacity building and knowledge transfer activities are essential to maintain the skills and expertise necessary for digital governance and data management. This includes training programs and knowledge-sharing platforms.
- **Community Empowerment:** Empowering communities to actively participate in local governance should remain a priority. This can be achieved through continued support for community-based organizations, feedback mechanisms, and citizen education programs.
- **Resource Mobilization:** Sustainable funding mechanisms and resource mobilization strategies should be explored to ensure that the necessary financial support for governance reforms and digitalization is available in the long term.

Box No. 6**Overall Rating: Moderately Likely (3)**

LeAPS has laid the foundation for sustainability through the establishment of mechanisms, procedures, and policies. The statement about LeAPS laying the foundation for sustainability can be supported by evidence in the program's achievements and actions:

- LeAPS has implemented various mechanisms and has enabled adoption of local level MOAs and SB Resolutions aimed at improving governance and enhancing digitalization. This includes the development of digital centers, e-governance systems, and data analytics tools, which provide a structured foundation for sustainable development.
- UNDP Philippines, through LeAPS, has actively engaged in policy advocacy to promote digitalization and governance reforms in the Bangsamoro region, particularly in the LeAPS municipalities. This advocacy includes pushing for relevant SB resolutions that support these goals.
- LeAPS has conducted capacity-building programs for government officials. These initiatives are designed to ensure that the knowledge and skills required for sustainability are transferred and maintained over time.

On the other hand, continuing the policy advocacy at the regional level, capacity strengthening, community empowerment, and resource mobilization, are essential to strengthen existing strategies and ensure the lasting impact of governance reforms, gender equality, empowerment of women, human rights, and human development in the Bangsamoro region.

While the Moderately Likely (3) overall rating for LeAPS acknowledges its foundation for sustainability, there are identified gaps that, if addressed, can propel the program toward the highest rating. Below are specific recommendations:

- Expand policy advocacy efforts beyond the local level to the regional level. Engage with regional bodies and institutions to advocate for policies that support digitalization, governance reforms, and sustainable development in a broader context.
- Intensify and broaden capacity-building programs for government officials. Include ongoing training sessions, mentorship programs, and knowledge-sharing platforms to ensure continuous skill development and knowledge transfer, enhancing the long-term sustainability of the program's impact.
- Emphasize resource mobilization strategies to secure sustained funding for the program's initiatives. Develop partnerships with external donors, businesses, and other organizations to ensure a stable financial foundation for ongoing and future projects.
- Promote multi-stakeholder collaboration involving government agencies, civil society, private sector, and communities. This collaborative approach can leverage diverse expertise and resources, enhancing the overall sustainability of the program.
- Encourage innovation in program strategies and interventions to ensure lasting impact. Explore new technologies, methodologies, and approaches that can enhance the effectiveness and sustainability of governance reforms and digitalization efforts.

By addressing these recommendations, LeAPS can fill existing gaps and strengthen its foundation for sustainability. These actions will not only contribute to achieving a higher rating but also ensure that the positive impact of the program endures and continues to benefit the Bangsamoro region in the long term.

4. Conclusion and Lessons Learnt

Overall, the LeAPS program holds significant potential for contributing to the development of the BARMM region. While commendable efforts have been made, strategic adjustments are imperative to address coherence and effectiveness challenges. The program's adaptability and commitment to sustainability provide a foundation for future success, but a concerted effort is needed to overcome current limitations and realize its full impact on governance, digitalization, and human development in the Bangsamoro region.

The midterm evaluation of the LeAPS program has provided valuable insights into its performance across various dimensions. The findings reveal a program that is fundamentally aligned with critical regional and national priorities, exhibiting a commitment to addressing key challenges in the BARMM. However, the program also faces substantial challenges and limitations that warrant careful consideration and strategic adjustments.

In terms of Relevance, the LeAPS program has demonstrated a commendable alignment with the BARMM 2023-2028 Development Plan, the Philippine Development Plan 2023-2028, UNDP initiatives, and the SGDs. Its focus on pivotal areas such as human development, access to government services, public service efficiency, and connectivity underscores its commitment to addressing pressing issues in the region. The relevance of the program is further evidenced at the local and ministry levels, where LeAPS has actively engaged with communities and ministries to streamline processes, enhance service delivery, and promote transparency.

However, Coherence poses a significant challenge for LeAPS. The unclear ToC and discrepancies with the RF hinder the program's ability to articulate a clear and logical pathway from activities to impacts. While the program delivers on certain aspects, particularly in promoting gender equality and aligning with digitalization and

governance initiatives, addressing the coherence issues is crucial for ensuring a more effective and streamlined implementation.

Effectiveness emerges as a key concern, with the program receiving an overall unsatisfactory rating. Challenges in achieving intended outcomes, limited progress on digital centers, and a lack of validation for ToC goals contribute to this rating. While some positive outcomes are noted in specific areas, the overall progress falls short of expectations. Addressing these challenges requires a comprehensive reassessment of the program's strategies, adjustments in the ToC and RF, and a renewed focus on achieving measurable outcomes.

Efficiency, on the other hand, receives a moderately satisfactory rating, acknowledging the challenges faced by LeAPS in areas such as institutions, procurement, finances, and human resources. The program's adaptability and resilience are commendable, with effective mechanisms in place for communication, staffing, project support, and data collection. Timely adjustments to design and implementation strategies demonstrate a commitment to overcoming obstacles and realigning with original objectives.

In terms of Impact, the LeAPS program shows promise, especially in the digitalization of eServices in Piagapo and the positive effects of VSAT facilities on internet connectivity. However, the overall impact is considered moderately unsatisfactory at this stage, with challenges in engaging ministries fully and resource constraints affecting the program's ability to achieve its broader goals. Continued efforts to monitor and enhance impact are crucial for realizing the program's potential.

Sustainability is identified as moderately likely, with the program laying the foundation through established mechanisms, policies, and capacity-building initiatives. Policy advocacy, capacity maintenance, and engagement at the regional level contribute to sustainability. However, ongoing efforts in policy advocacy, capacity strengthening, community empowerment, and resource mobilization are essential to strengthen existing strategies and ensure lasting impact.

The LeAPS Program has yielded valuable lessons that can inform future initiatives aimed at enhancing governance, digitalization, and service delivery. These lessons have been drawn from the program's experiences and outcomes in the context of the Bangsamoro region. Here are some key lessons learned from the LeAPS Program:

First, The ToC could benefit from simplification for enhanced clarity, and its alignment with the Results Framework is robust: The challenges the program encountered on its ToC and RC emphasize the significance of initiating a small, attainable goal rather than an overly ambitious one. This approach proves particularly relevant in the emerging BARMM government, where evolving systems and cultural dynamics are pivotal factors.

Second, On people-centered approach. A pivotal lesson underscores the importance of a community-centered approach. LeAPS recognized the need to place local communities at the core of governance processes, ensuring that public services align with the needs and preferences of the served population. This approach cultivates a sense of ownership and accountability among citizens.

Third, On gender mainstreaming. The imperative of gender mainstreaming for equitable and inclusive governance reforms emerged prominently. LeAPS showcased that integrating gender-responsive strategies into all activities is not only essential but also yields favorable outcomes. Empowering women and ensuring their active participation in decision-making processes contribute significantly to more effective and sustainable governance.

Fourth, On adaptive management in evolving contexts. The necessity of adaptive management in dynamic environments like BARMM became evident. LeAPS demonstrated that the ability to adjust to changing circumstances and unforeseen challenges is crucial. Flexibility in adapting strategies and activities in response to feedback and evolving contexts is paramount for the success of complex governance projects, emphasizing the importance of agility and responsiveness.

Fifth, On data-driven decision-making. A key feature of the program was the emphasis on data and evidence-based decision-making. LeAPS acknowledged that well-informed decisions lead to better outcomes. The use of data, particularly disaggregated data, provided valuable insights into progress and areas needing improvement, showcasing the applicability of this approach across various governance contexts.

Sixth, On robust partnerships and collaboration. Critical lessons emerged regarding the importance of robust partnerships and open communication with various stakeholders. LeAPS demonstrated the instrumental role of collaboration with government, NGOs, the private sector, and development partners. The program benefited significantly from synergies and expertise contributed by these partners, underscoring the significance of building strong networks for shared goals.

Seventh, On capacity building through awareness-raising. The indispensable nature of capacity building, especially in demonstrating proof of concept in areas like BARMM, was highlighted in the program. LeAPS invested in building the skills and knowledge of government officials and staff through initiatives like Emphaty Training and DSDL workshops. Continuous capacity maintenance and knowledge transfer emerged as essential for sustaining initiatives in digital governance and data management.

Ninth, On facilities for feedback mechanisms. The necessity of establishing effective feedback loops between citizens, local governments, and program implementers became evident. In the municipalities and ministries, LeAPS recognized that feedback mechanisms are valuable for identifying bottlenecks, concerns, and opportunities for improvement. They also play a crucial role in promoting transparency and accountability.

Lastly, On resource mobilization for long-term success. The importance of sustainable funding mechanisms and resource mobilization strategies for long-term success became a focal point. LeAPS acknowledged the need for securing financial support to maintain governance reforms and sustain digitalization efforts, emphasizing the critical role of resource mobilization in ensuring program longevity.

5. Recommendations

In this context in mind, the LeAPS Program has generated a set of key recommendations based on its experiences and outcomes in the BARMM. These recommendations aim to inform future initiatives and further enhance governance, digitalization, and service delivery. Here are some of the key recommendations from the LeAPS Program moving forward:

Recommendations	Timeframe	Who
<p>Recommendation 1: Review, Revise, and Finalize the ToC for Alignment with the RF. There is an immediate need to revise the ToC, incorporating lessons learned from implementation, best practices, encountered challenges, and findings from the mid-term evaluation. Specifically, the following steps should be taken to address the changes and challenges:</p> <ul style="list-style-type: none"> • Rename the Outcome statement at the top of the ToC as "Overarching Goal" or "Objectives" for clarity. • Clearly define the outcome statements and assess their validity, relevance, and feasibility within the context of implementation until 2025. • If necessary and beneficial, align outcomes with outputs to establish a logical connection. • Update the risk and assumption components. • Simplify the ToC graphics and streamline various points (risks, assumptions, strategies, activities) to enhance clarity and consistency. • Enhance Gender and Leave No One Behind (LNOB) Integration into the ToC and RF. 	Immediate	UNDP CO, LeAPS PMT, and MILG

<ul style="list-style-type: none"> • Conduct a thorough analysis of the challenges impeding outcome achievement and implement targeted strategies to address identified issues. This may involve refining the ToC based on lessons learned and adapting approaches to overcome obstacles. • Refine the ToC, focusing on strategies to validate and achieve the broader goals. This may involve targeted pilots, stakeholder engagement, and adaptive management to ensure alignment with the program's overarching objectives. 		
<p>Recommendation 2: Engage in Collaborative Discussions with LGUs and Ministries to Review and Plan Next Steps Based on the Finalized ToC and RF. It is essential to convene discussions with both LGUs and ministries to provide a clear understanding of the program's current status and its future direction, helping to manage expectations effectively. Transparency regarding the reasons for the delays in establishing the Digital Centers is crucial. Additionally, ministries should be informed about a significant program design shift where they will no longer have dedicated Digital Centers. Instead, their services will be integrated into a single portal to be established within MILG.</p>	Immediate (after doing Recommendation 1)	UNDP CO, LeAPS PMT, and MILG
<p>Recommendation 3: Enhance Program Support Systems to Ensure Adaptability, Effectiveness, and Fit for Purpose. To prevent previous procurement challenges, it is crucial to maintain clear and well-defined requirements while allowing flexibility to accommodate local supplier capabilities. The changes implemented should be sustained to ensure continued efficiency gains.</p> <p>Considering the security concerns that prevent a two-week travel request in the BARMM context, flexibility in policy implementation is necessary to ensure policies remain relevant and fit for purpose.</p> <p>Improvements can be made in the M&E system by promptly flagging issues to the UNDP CO that require immediate resolution or addressing concerns identified through monitoring efforts. Additionally, a robust M&E plan should be developed to keep the program on track, with essential support from the UNDP CO.</p>	Immediate	UNDP CO, LeAPS PMT
<p>Recommendation 4: Collaborate with BICTO and Other Ministries to Develop a Unified Digitalization Roadmap. The transition within the Bangsamoro government presents a valuable opportunity to enhance the governance system, and this applies to digitalization efforts as well. To avoid the potential fragmentation of ICT systems in BARMM down the line, it is imperative to engage in discussions and establish partnerships with BICTO and other essential ministries. MILG, through LeAPS, holds a unique position to facilitate this coordination.</p>	Short term	MILG, LeAPS PMT
<p>Recommendation 5: Sustain the Concrete Actions to Achieve the Planned Outputs.</p> <ul style="list-style-type: none"> • Develop a comprehensive action plan to expedite the establishment and full functionality of the remaining digital centers. This may include a reassessment of resource allocation, timeline adjustments, and proactive problem-solving to ensure successful implementation. • Continue the DevLive+ pilot project, and upon its successful validation, proceed with a well-planned and phased rollout to maximize its impact and adoption. 	Short term	MILG, LeAPS PMT

<ul style="list-style-type: none"> For the Digital Center in Piagapo and the forthcoming ones, include the communication and dissemination aspect, emphasizing the importance of ensuring the sustainability of the planned outputs. 		
Recommendation 6: Incorporate LeAPS and Digital Center Operations into the AIP. To preserve the progress made by LeAPS and support its continued success beyond its conclusion in 2025, it is essential for LGUs to establish an enabling institutional environment. This will ensure the sustainability of the program's achievements, allowing it to flourish and continue under succeeding administrations. In addition, there is a need to strengthen monitoring post-establishment of digital centers such as measuring number of users, faster services.	Short term	LGU and MILG
Recommendation 7: To enhance its efforts in digitalization, eGovernance, and Leave No One Behind (LNOB), UNDP should build upon the proof of concept established by LeAPS. Following the work in LeAPS, UNDP Philippines can take several action items to advance digitalization and provide continued support to government in BARMM and at the national level through the following: <ul style="list-style-type: none"> Collaborate with government agencies to expand digital infrastructure, ensuring that remote and underserved areas in BARMM have access to high-speed internet and reliable connectivity. Support projects aimed at bridging the digital divide, especially in marginalized communities. This includes providing access to digital devices, connectivity, and digital literacy programs. Assist in establishing robust data governance frameworks and data management systems to enable better decision-making, data-driven policies, and digital service delivery. Continue to work closely with governments to advance e-governance initiatives, helping streamline government processes, improve service delivery, and increase transparency and accountability. Provide technical expertise and policy recommendations to facilitate a conducive regulatory environment for digitalization, including privacy laws. 	Short-term to long-term	UNDP CO

Annex 1: Terms of Reference

NATIONAL EVALUATION CONSULTANT FOR THE MID-TERM EVALUATION OF THE LOCALIZING e-GOVERNANCE FOR ACCELERATED PROVISION OF SERVICES (LeAPS)

Project Name	Localizing e-Governance for Accelerated Provision of Services (LeAPS)
Project IDs	Project Initiation Phase (PIP) 00128976 Project 00120767
UNDP Country Programme Document (CPD) and Strategic Plan (SP) alignment	CPD Output 1.2. Public financial management strengthened for efficient and effective execution of budgets allocated for the delivery of basic services. CPD and SP Output Indicators

	1.2.1 Number of UNDP-assisted NGAs and LGUs implementing reforms and innovations for delivery and monitoring of services, public finance management, or public procurement. 1.2.2 Number of NGAs and LGUs using the UNDP-assisted electronic-governance system [IRRF 2.2.1.1]
Project Location	Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) (Municipalities of Butig, Piagapo, Taraka and Marantao in Lanao Del Sur; Municipalities of Buluan, Datu Blah Sinsuat, Parang, Shariff Aguak and Sultan Kudarat in Maguindanao; City of Lamitan in Basilan, Municipality of Talipao in Sulu, and Municipality of Bongao in Tawi-Tawi)
Country/Region	Philippines/ Asia and the Pacific
Project Document Signed	PIP - 29 June 2020 Project - 4 March 2022
Project Start Date	PIP: 20 July 2020 Project: 1 January 2022
Project Completion Date	PIP: 31 December 2021 Project: 31 December 2023
Project Budget	PIP: Php43,000,000 (US \$ 892,28) Project: PhP 166,755,232 (US \$ 3,236,080.38)
Project Expenditure at the time of Evaluation	PIP: PhP34,768,664 (US \$702,106) as of December 31, 2021 Project: PhP114,013,665 (\$2,039,416) as of 31 December 2023
Funding Source	Government of the Philippines through the Ministry of the Interior and Local Government (MILG) – Bangsamoro Autonomous Region in Muslim Mindanao (BARMM)
Implementing Partner	Ministry of the Interior and Local Government – BARMM

I. BACKGROUND AND CONTEXT

The Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) government is in the crucial process of establishing a foundation for good governance in its area of jurisdiction. To provide guidance on regional development, the Bangsamoro Development Plan (BDP 2020-2022) was prepared with the over-all goal “to uplift the lives of the Bangsamoro and the establishment of the foundations of self-governance through moral governance”.

In July 2020, the BARMM government, through its Ministry of the Interior and Local Government (MILG), partnered with UNDP for the Project Initiation Phase of the Localizing e-Governance for Accelerated Provision of Services (LeAPS PIP) and to develop the full-blown project document that encompasses provision of support in using ICT solutions to simplify business processes, improve local public services and make them more accessible to the Bangsamoro people.

LeAPS is aligned with three (3) of eight (8) of identified goals in the BDP 2020-2022, namely: (1) establish the foundation for an inclusive, transparent, accountable, and efficient governance; (2) ensure access to and delivery of quality services for human capital development; and (3) harness technology and innovations to increase socioeconomic opportunities to improve government services.

The Project contributes to the current UN Partnership Framework for Sustainable Development (PFSD) and Socio-Economic Peacebuilding Framework (SEPF) and UNDP CPD outcome that “the most marginalized, vulnerable, and at-risk people and groups benefit from inclusive and quality services and live in a supportive environment wherein their nutrition, food security, and health are ensured/protected”, and the UN Sustainable Development Goals (SDGs) on industry, innovation, and infrastructure (SDG 9), peace, justice and strong institutions (SDG 16), and partnerships for the goals (SDG 17).

The LeAPS PIP was implemented in two pilot municipal governments in Lanao Del Sur, namely, Butig and Piagapo. It was inspired by the framework and methodology of the a2i (formerly Access to Information, now called Accelerate to Innovate) Program of the Government of Bangladesh implemented with technical support from UNDP Bangladesh. Following the approval of the LeAPS Project Document in December 2021, the MILG expanded the coverage of LeAPS to more LGUs and BARMM ministries and endorsed it as one of the flagship programs of the Ministry. It targets 118 municipalities and two (2) component cities of the BARMM, benefiting approximately four (4) million citizens of BARMM, directly and indirectly.

The overall objective of LeAPS is to create “A highly trusted governance aimed at co-creating and bringing meaningful citizen-centric services towards the digital transformation for an empowered Bangsamoro”. To achieve this objective, it has three (3) key outputs, namely:

Output 1: E-services and Digital Centers established in pilot BARMM LGUs and Ministries and made accessible to women, senior citizens and PWDs.

These physical digital centers will serve as a unified channel for delivering efficient and digitized public services that Bangsamoro people can access within their municipality. The e-services underwent the Digital Service Design Lab (DSDL) that aims to transform how government services and information to the public are delivered with the help of digital channels guided by four (4) service design principles: 1) user-centered, 2) sequential, 3) holistic, and 4) co-created.

Output 2: BARMM local government units are able to collect gender-disaggregated household and sectoral data for use in local development and resilience planning.

Data will be collected through the Development through Local Indicators and Vulnerability Exposure (DevLIVE+) with the Community-based monitoring system (CBMS) of the government as the minimum criteria. DevLIVE+ will help targeted LGUs to facilitate the formulation of evidence-based, gender-sensitive and well-informed plans and budgets, prioritize beneficiaries of government services, and strengthen the capacity of MILG to monitor specific local indicators and performance of the LGUs.

Output 3: The 5-year Digital Transformation Roadmap for Bangsamoro is established with sustainability measures.

To sustain the above-mentioned outputs, the Five-year Digital Transformation Roadmap will be developed to provide an effective and efficient enabling environment where public servants and the citizenry can maximize interactions in pursuit of progress and development. This enabling environment will include support for policy development towards institutionalization, formalizing partnership across various stockholders and social marketing and communications to strengthen awareness for both public servants and the citizenry leading to full ownership of the program and long-term commitment of the LGUs.

LeAPS is present in the five (5) provinces and 12 municipalities of BARMM, namely, Municipalities of Butig, Piagapo, Taraka and Marantao in Lanao Del Sur; Municipalities of Buluan, Datu Blah Sinsuat, Parang, Shariff Aguak and Sultan Kudarat in Maguindanao; City of Lamitan in Basilan, Municipality of Talipao in Sulu, and Municipality Bongao in Tawi-Tawi. The 16 BARMM Ministries¹³ are also target beneficiaries of LeAPS.

With the LeAPS Project now in mid-implementation according to its original timelines, some challenges were met, however, the Project received support from relevant stakeholders such as: The Moroprenuer Incorporated, who actively participated LeAPS Program activities; the Bangsamoro Transition Authority (BTA) identified LeAPS as the driver of digitalization in BARMM, the Department of Information, Communications and Technology (DICT) Region 12 and Mainland BARMM, the Bangsamoro Information, Communications and Technology Office (BICTO), the 12 LGUs in BARMM, and the Office of the Chief Minister (OCM).

As part of its 2019-2023 Evaluation Plan, UNDP Philippines requires the services of a National Evaluation Consultant to conduct the mid-term evaluation (MTE) of the Project to assess the quality of its strategy and implementation and analyze its contribution to achieving its goal. In addition, the MTE shall also identify lessons learned, best practices, challenges, and recommendations to inform MILG-BARMM and the LeAPS Project Management Office (LeAPS-PMO) in the design of a possible second phase of LeAPS.

II. EVALUATION PURPOSE, OBJECTIVES, AND SCOPE

Purpose

This mid-term evaluation is intended to assess the quality of project implementation, identify and capture emerging outcome-level results based on the Theory of Change, and assess the likelihood of the Project contributing to impact.

The evaluation will also analyze the efficient use of resources towards implementation and delivery of outputs and document strategic and programmatic challenges, lessons learned, and how the Project adopted gender mainstreaming, inclusion and human rights,

¹³ The 16 BARMM Ministries are: OCM, MAFAR, MBHTE, MENRE, MFBM, MOH, MHSD, MIPA, MOLE, MILG, MPOS, MPW, MOST, MSSD, MOTC, MTIT

The evaluation will be used by all main parties (UNDP and MILG) to assess their approaches to digitalization and good governance, especially at the sub-national level, to help facilitate better project implementation and delivery for the remaining implementation phase of the project and for designing similar projects in the future.

Objectives

The mid-term evaluation seeks to assess the overall performance of the LeAPS Project vis-à-vis its objectives and its value and contribution to e-governance reforms at the LGU and Ministry level, including unintended positive and negative results.

Specifically, this evaluation will assess:

1. The relevance of the Project to the regional, and local governments', and target beneficiaries' needs and priorities.
2. The coherence of the Project with other similar interventions in the target institutions or communities.
3. The effectiveness of the Project implementation strategies in the achievement of objectives and results based on the Theory of Change and Results Framework.
4. The efficiency of the use of the Project resources.
5. The usefulness and sustainability of results for the Project beneficiaries.
6. Application of rights-based approach, gender responsiveness of, and leaving no one behind (LNOB) in the Project interventions; and,
7. UNDP's performance and value-added contribution as a development partner.

The evaluation will also highlight the strengths, weaknesses, gaps, good practices, and provide recommendations for the design and implementation of future programming and determine opportunities to continue the MILG-UNDP partnership.

Scope

Under the overall guidance of an Evaluation Reference Group (that will be organized for the MTE), and reporting to the UNDP Evaluation Manager, the National Evaluation Consultant shall assess the coherence, relevance, effectiveness, efficiency, sustainability, and responsiveness to cross-cutting issues of human rights, inclusion and gender responsiveness of the LeAPS Project by reviewing progress towards the intended results based on the project initiation plan, project document, and annual work plans, progress reports, and other outputs delivered from July 2020 to March 2023.

III. EVALUATION CRITERIA AND KEY GUIDING QUESTIONS

RELEVANCE: IS THE INTERVENTION DOING THE RIGHT THINGS?

1. To what extent was the Project relevant to supporting the BARMM regional development priorities, the Philippine Development Plan, the UNDP Country Programme's outputs and outcomes, the UNDP Strategic Plan, and the SDGs?
2. How well did the Project respond to changing context and emerging risks during design and implementation?
3. To what extent did UNDP continue to be a relevant development partner on e-governance reforms?

COHERENCE: HOW WELL DOES THE INTERVENTION FIT?

1. To what extent were the Project's activities and outputs coherent and consistent with its Theory of Change? Are the Project objectives and outputs clear, practical, and feasible within its frame?
2. To what extent have the Project's activities addressed gender equality and the empowerment of women?
3. To what extent did the Project support or undermine the efforts of other stakeholders (eg. BARMM Ministries, Municipal Local Government Units, National or Regional Government Agencies, Civil Society Organizations, and private entities)? How well did the Project strengthened synergies with partners and demonstrate complementation to any other existing initiatives?

EFFECTIVENESS: IS INTERVENTION ACHIEVING ITS OBJECTIVES?

1. To what extent did the Project contribute to the Country's Programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, the PDP, and regional and local development priorities?
2. To what extent were the Project outputs achieved towards the attainment of Project-level outcomes? In which areas does the Project have the greatest and fewest achievements?

3. What factors have contributed to achieving or not achieving intended outcomes and outputs? What were the good practices, strategies, lessons learned, and recommendations to improve implementation and future programming?
4. To what extent was the Project effective in responding to the needs of the marginalized groups, ensuring inclusive and participatory processes, and in gender mainstreaming?

EFFICIENCY: HOW WELL ARE RESOURCES BEING USED?

1. To what extent were the management structure and selected implementation modalities (direct implementation for PIP and national direct implementation with full CO support for full-blown Project) efficient in generating the expected results?
2. How efficient were the Project coordination and feedbacking mechanisms between the implementing partner, with the Project Board, with the Government and with other project stakeholders/beneficiaries?
3. To what extent were resources used efficiently? Were funds and activities delivered based on plan?
4. To what extent did the Project use its monitoring and evaluation mechanisms to improve efficiency?

IMPACT: WHAT DIFFERENCE DOES INTERVENTION MAKE?

1. To what extent is the Project likely to contribute to the overall impact? What is its contribution so far and what is it still contributing to?
2. To what extent has the Project produced changes in behavior, attitude, or performance in the direct and indirect beneficiaries? Has the Project promoted positive changes in gender equality and the empowerment of women?
3. What are the emerging outcome-level results, including unintended positive and negative results? Did any unintended effects emerge for women, men, or vulnerable groups?
4. To what extent have poor, indigenous and physically challenged, women, men, youth, internally displaced persons, and other disadvantaged and marginalized groups benefited from the Project based on Harmonized Gender and Development Guideline or framework?

SUSTAINABILITY: WILL THE BENEFITS LAST?

1. To what extent are financial and human resources available to sustain the benefits achieved by the Project?
2. To what extent do stakeholders support the Project's long-term objectives?
3. To what extent do mechanism, procedures, and policies exist to allow primary stakeholders to carry forward the results attained on governance reforms, gender equality, empowerment of women, human rights and human development? What other interventions are needed to strengthen exit strategies and sustainability?

The Consultant will develop a set of Evaluation Questions covering each of these criteria and submit an evaluation matrix (Template in Annex C) as part of the Inception Report and shall include it as an Annex to the final report. The Consultant may propose additional questions as deemed appropriate, subject to discussion and agreement with the Evaluation Reference Group (ERG).

IV. METHODOLOGY

The evaluation must provide evidence-based information that is credible, reliable, and useful. The evaluation process is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, UNDP-Country Office, Program Team, and direct beneficiaries, with equal gender representation.

The Consultant should employ a combination of qualitative and quantitative evaluation methods and instruments. The Consultant may propose an alternative methodology as appropriate but 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 fully discussed and agreed with the ERG. The methodologies for data collection shall include but not necessarily be limited to:

- A. Desk review of documentation provided by the Project, which shall include the following: project initiation phase document, project document, annual work plans, activity designs, Project Board minutes and other pertinent documents produced by the Project Management Office and Implementing Partner.
- B. Systematic review of monitoring data from project (i.e., quarterly, and annual reports, back to office reports, documentation of activities, monitoring reports and financial reports) and other key sources of data.
- C. Semi-structured interviews. Key informant and focus group discussions, as appropriate, with all major stakeholders, partners and beneficiaries including the implementing partner (MILG), other BARMM Ministries and offices, local government units, partner civil society organizations (CSOs), Higher Education Institutions

(HEIs), UNDP Bangladesh and a2i, as well as community and individual beneficiaries. When applicable, beneficiaries should represent diverse groups, including women and youth from different ethnic groups and social-economic statuses. Proposals should clearly indicate a data collection and analysis plan

- D. Survey of key stakeholders, including those who are involved in the program within UNDP, Government (Regional and Local), CSOs, etc.
- E. Validation workshop of the key findings, conclusion, and recommendations with key stakeholders.
- F. Gender and human rights lens. All evaluation products need to address gender, disability, and human right issues.

All findings, conclusions, judgement, and recommendations must be qualified with sufficient evidence and not merely based on evaluator's opinion. The Consultant is required to conduct on-site interviews, focus group discussions, validation workshop and at least two (2) ERG meetings in BARMM.

V. EVALUATION PRODUCTS (DELIVERABLES)

The National Evaluation Consultant is expected to deliver the following:

- **Pre-inception discussions:** A preliminary discussion to level-off among the National Evaluation Consultant, UNDP Evaluation Manager, LeAPS Project Management Office (LeAPS PMO), MILG Technical Working Group, and the Programme Team will be held prior to submission of the Inception Report.
- **Inception Report (10-15 pages):** The Inception Report (please see Annex D) will be submitted within two (2) weeks after the pre-inception discussions. It should outline the proposed Framework of Analysis, Methodology, Data Collection Tools, Workplan, budget, milestones, preliminary list of stakeholders, and other deliverables.
- **Preliminary findings from evaluation field work:** The National Evaluation Consultant shall provide initial findings from data collection to the UNDP Evaluation Manager, ERG, and Programme Team for feedback before the evaluation debrief to the ERG.
- **Evaluation debriefings:** Presentation of initial findings to ERG after the end of evaluation field work and shall also highlight the actual coverage of the mission, additional requirements, if any, and next steps and timeline.
- **Draft Evaluation Report (40-60 pages):** The draft evaluation report (please see Annex F), including the executive summary, will be circulated to the ERG for review and comments within an agreed timeframe (See Section X).
- **Evaluation Report Audit Trail:** The ERG should review the draft evaluation report and provide a consolidated set of comments to the evaluator within an agreed period of time. The Evaluation Consultant shall be required to detail how all received comments have (and have not) been addressed in the final report. Comments and changes by the evaluator in response to the draft report should be retained by the Consultant to show how they have addressed comments. This audit trail (please see Annex E) should be attached as an Annex in the Final Evaluation Report.
- **Final Evaluation Report:** The outline of the final evaluation report should be based on the guidelines and templates (see Annex F) provided by UNDP. Annexes to the final report should include the inception report, audit trail, evaluation matrix, quality assurance checklist, list of stakeholders, key informants, and participants of focus group discussions, and communications plan.
- **Presentation to Key Stakeholders:** Present the approved final report to relevant stakeholders to disseminate the results, lessons learned and recommendations to contribute to future programming similar to the LeAPS Project.
- **Evaluation Brief and Other Knowledge Products:** Create an evaluation brief that can be shared for knowledge-sharing events and a wider audience.

VI. 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.

[Signed Pledge of Ethical Conduct](#) in Evaluation (Annex G) of the United Nations System needs to be attached in the Annex of the final evaluation report.

The evaluation consultant may refer to [UNDP's Dispute and Wrongdoing Resolution Process](#) and contact details (Annex 3 page 54) of Section 4: Evaluation implementation and Use of UNDP Evaluation Guidelines (2021).

VII. IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the RBM Analyst of UNDP Philippines as the UNDP Evaluation Manager, supported by Programme Analyst and the Team Leader for Institutions and Partnerships Programme, UNDP Philippines. The RBM Analyst will provide the necessary oversight and quality assurance throughout the evaluation process and deliverables.

The LeAPS Project Management Office (PMO) through the LeAPS Project Manager and the Project and Monitoring and Evaluation Analyst will be responsible for coordinating and liaising with the National Evaluation Consultant pertaining to required technical and financial documents, including coordination with stakeholders, setting up interviews, consultations, and meetings. The PMO shall likewise assist in the distribution of draft reports to the ERG and other stakeholders for the review, consolidation of comments and feedback, and in organizing key stakeholders' meetings for presentation of the salient points of the draft/final reports.

The ERG will be organized and shall be composed of the key project/ outcome stakeholders, including BARMM-MILG as the main government partner, and other government and non-government stakeholders including representatives from Project Board, and shall perform the following:

- take on an advisory role throughout the evaluation process by providing inputs to and review of the inception report and draft evaluation reports;
- ensure that gender equality and women's empowerment and other cross-cutting issues are considered in all steps of the evaluation process.
- ensure that the United Nations Evaluation Group (UNEG) evaluation standards are adhered to, including safeguarding of transparency and independence.
- provide advice on the evaluation relevance, the appropriateness of evaluation questions and methodology, and the extent to which conclusions are credible, considering the evidence presented, and recommendations action-oriented; and
- support and provide input to the development of the management responses and key actions.

The Evaluation Manager will brief the National Evaluation Consultant on UNDP and UNEG evaluation norms and standards. Together with the Programme Analyst overseeing the LeAPS Project, review and quality assure the draft and final reports, and in publishing the report and corresponding management responses at the [UNDP Evaluation Resource Center](#).

The National Evaluation Consultant will be responsible for implementing all evaluation-related activities- collecting and organizing project technical and financial documents and in producing evaluation products listed in Section V. The National Evaluation Consultant will have to manage her/his own schedule and logistical arrangements in the conduct of activities related to the mid-term evaluation.

VIII. DUTY STATION AND DURATION OF WORK

- A. The National Evaluation Consultant should be based in the Philippines and shall report to the UNDP Philippines' Country Office in Mandaluyong City, following an agreed, regular schedule. He/she will be asked to report in-person or meet virtually and send emails or through calls to UNDP (as agreed during the inception report) to consult with stakeholders and ERG. Travels to the BARMM Region is required to complete the data collection activities.
- B. The total duration of the evaluation will be 75 person-days spread over five (5) months, with a tolerance of one (1) month depending on the value-added work to be proposed compared to the requirement.

IX. SCOPE OF PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

- A. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance and any other applicable cost to be incurred by the Consultant in completing the assignment.
- B. Travel is required to BARMM for the conduct of the evaluation related activities. All travel related costs should be included in the financial proposal to be submitted by the Consultant. In general, UNDP shall not accept travel costs exceeding those of an economy class, most direct route ticket. Should the Consultant wish to travel on a higher class he/she should do so using his/her own resources.

- C. Medical/health insurance must be purchased by the individual at his/her own expense, and upon award of contract, the consultant must be ready to submit proof of insurance valid during contract duration.

The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs and as per below percentages:

Tranches	Percentage of Contract Amount	Payment Conditions
1 st Tranche	20%	Upon submission and acceptance of the Inception Report and final evaluation design
2 nd Tranche	20%	Upon completion and acceptance of draft evaluation report.
3 rd Tranche	20%	Upon completion of presentation of the draft final evaluation report to ERG and validation of results with slide decks.
4 th Tranche	40%	Upon completion and acceptance of Final Evaluation Report including executive summary, evaluation audit trail, slide deck presentations, and evaluation brief.

In line with UNDP's financial regulations, when determined by the Country Office and/or the Consultant that a deliverable or service cannot be satisfactorily completed due to the impact of Covid-19 and/or other limitations to the evaluation, that deliverable or service will not be paid. A partial payment may be considered if the consultant invested time in the deliverable but was unable to complete it because of circumstances beyond his/her control.

X. TIMEFRAME FOR THE EVALUATION PROCESS

The National Evaluation Consultant is expected to deliver the Outputs outline in Section V according to the following indicative schedule. He/she may propose an alternative delivery schedule:

Deliverables/Outputs	Level of Effort	Target Due Dates	Review and Approval Required
A. Desk review and briefing of evaluator consultant	7 person-days	26 May 2023	To be presented to and commented on by the UNDP Evaluation Manager, UNDP Programme Team and MILG Approval: UNDP Evaluation Manager
B. Finalizing of evaluation design and methods, and preparing the detailed inception report	7 person-days	26 June 2023	
C. Data Collection and Analysis	30 person-days	15 Aug 2023	Approval: UNDP Evaluation Manager
D. Preparing the Draft Evaluation report and presentation to ERG	7 person-days	15 September 2023	To be presented to and commented on by the Evaluation Reference Group, UNDP Evaluation Manager and/or I&P Team Leader Approval: UNDP Evaluation Manager
E. Stakeholders meeting for review and validation of the evaluation reports	7 person-days	30 September 2023	Approval: UNDP Evaluation Manager

F. Incorporating comments and finalizing the evaluation report	5 person days	15 October 2023	To be presented to and commented on by the Evaluation Reference Group, UNDP Evaluation Manager and/or I&P Team Leader Approval: UNDP Evaluation Manager
G. Presentation of the final report to relevant stakeholders	5 person-days	30 October 2023	Approval: UNDP Evaluation Manager
H. Completion of Evaluation Brief	7 person-days	15 November 2023	Approval: UNDP Evaluation Manager

The National Evaluation Consultant should allow two weeks for the stakeholders (ERG/MILG/UNDP) to provide comments/inputs upon receipt of outputs.

XI. APPLICATION SUBMISSION PROCESS AND CRITERIA FOR SELECTION

UNDP seeks to engage the services of a National Evaluation Consultant to carry out the Mid-Term Evaluation of the Localizing e-Governance for Accelerated Provision of Services. The Consultant will have the overall responsibility during all phases of the evaluation processes, methodologies, and outputs. In close coordination with the PMO and UNDP, he/she will lead the implementation of the evaluation design, guide the methodology and application of data collection instruments, and lead the consultations with stakeholders. At the reporting phase, he/she is responsible for putting together the first comprehensive draft and final version of the evaluation report, based on inputs from the PMO, UNDP, and stakeholders. The applicant should possess the following qualifications:

Qualification	Points Obtainable (Minimum of 49 points to pass)
At least master's degrees in social sciences, International Development, Research Methods, Evaluation, Gender Studies and/or any other related fields. A higher degree as well as specialized training in Monitoring & Evaluation, project management, gender equality, etc., are advantageous. (14 points for Master's Degree, additional 1 point for each specialized training in Monitoring & Evaluation, Gender and Development, Project Management, attended; 20 points for PhD)	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. (11 points for at least five (5) years of consultancy experience; 1 point for each additional year)	15
A portfolio of at least two (2) published and unpublished research work in relevant policy/program areas (information technology, digitalization, public sector service, institutionalization, governance, gender and development, and local development processes) and/or research output from consultancy. Research works may include applied research studies, e.g. evaluation, action research, policy papers, etc. At least one (1) of these should be a mid-term or terminal evaluation. (11 points for at least two (2) published and unpublished research work in work in relevant policy/program areas (information technology, digitalization, public sector service, institutionalization, governance, and local development processes) and/or research output from consultancy; additional 1 point for each additional published and unpublished research work submitted)	15

At least five (5) years demonstrated experience in the application of various quantitative and qualitative research methodologies, with demonstrated specialization in either quantitative or qualitative research, or both. (7 points for at least five (5) years demonstrated experience in the application of various quantitative and qualitative research methodologies; additional 1 point for year of experience)	10
Fluency in the English language and proven ability to write high-quality technical reports. Applicants will be required to submit a portfolio of at least 2 sample published and unpublished research work samples in relevant policy/program areas (information technology, digitalization, public sector service, institutionalization, governance, and local development processes) and/or research output from consultancy. 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. Also, applicants are required to submit his/her proposed methodology on the evaluation process. Experience working in BARMM is preferred. (Minimum 7 points if with proven ability to write high-quality technical reports based on sample works and if candidate has a strong understanding of the requirements of the TOR based on proposed methodology on the evaluation process; additional point if with experience working in the BARMM)	10
TOTAL	70

For the evaluation of the CV the point system above will be used. Only those who will score at least 49 out of 70 obtainable points will be shortlisted.

The offer will be evaluated based on a Combined Scoring method where the technical proposal will be weighted 70% and combined with the financial offer which will be weighted 30%.

Offerors are requested to submit the following:

1. Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP.
2. Personal CV or P11 indicating all past experiences from similar projects as well as contact details (emails and phone numbers) of the Candidate and least three (3) professional references.
3. A Portfolio of at least two (2) published and unpublished research work in relevant policy/program areas (information technology, digitalization, public sector service, institutionalization, governance, and local development processes) and/or research output from consultancy. 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.
4. Proposed Methodology on the Evaluation Process which shall contain the same elements of the inception report.
5. 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 her 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.

XII. TOR ANNEXES

- A. Signed LeAPS Project Initiation Plan
- B. Signed LeAPS Project Document

C. Evaluation Matrix

Relevant Evaluation Criteria	Key Questions	Assumptions to be Assessed	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicator of Success Standard

D. Inception Report Template

Phase	Scope of Work	Number of Days	Planned Timeline
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Inception Phase			
Data Collection Phase			
Reporting Phase			

E. Evaluation Audit Trail Template

Author and date of Submission	Comment Number	Paragraph Number	Comment/Feedback on the draft report	Evaluation Response and Action Taken

F. Evaluation Report [Template](#)

G. Signed [Pledge of Ethical Conduct in Evaluation](#)

XIII. APPROVAL

This TOR is approved by:

Signature: _____

Kathleen Ivy Custodio
RBM Analyst, UNDP Philippines

Date: _____

Annex 2: Project Results Framework and Strategy

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

1: The most marginalized, vulnerable, and at-risk people and groups benefit from inclusive and quality services and live in a supportive environment wherein their nutrition, food security, and health are ensured/protected.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

1.2.1 Number of UNDP-assisted NGAs and LGUs implementing reforms and innovations for delivery and monitoring of services, public finance management, or public procurement.

Baseline		End of Project Target			
Year	Quantity/ Points /Rating	Y1	Y2	Cumulative	Actual
2020	0	10	19	39	

1.2.2 Number of NGAs and LGUs using the UNDP-assisted electronic-governance system [IRRF 2.2.1.1]

Baseline		End of Project Target			
Year	Quantity/ Points /Rating	Y1	Y2	Cumulative	Actual
2020	0	10	19	39	

Applicable Output(s) from the 2022 – 2025 UNDP Strategic Plan IRRF Output Indicator Alignment:

1.1.1 Programme Quality Index (any of the following) <ul style="list-style-type: none">• Lessons learned from evidence• Results and resources framework• Fully costed evaluation plan	Indicate any other applicable 2022-2025 SP output indicators outside the CPD. See [link] for full list of indicators.						
	Baseline		Targets / Cumulative Results			End of Project Target	
	Year	Quantity/ Points /Rating	Y1	Y2	Y3	Target	Actual
	2021		4	4		8	
1.3.5 Number of personnel ¹⁴ trained in any of the ff: <ul style="list-style-type: none">• Digital competencies• Data literacy• Complexity, system transformation and portfolio capabilities	Baseline		Targets / Cumulative Results			End of Project Target	
	Year	Quantity/ Points /Rating	Y1	Y2	Y3	Target	Actual
	2021		100	100		200	
1.5.1 Percentage of project outputs that apply: <ul style="list-style-type: none">• Digital solutions• Innovative solutions• South-South and triangular cooperation• Joint programmes / activities	Baseline		Targets / Cumulative Results			End of Project Target	
	Year	Quantity/ Points /Rating	Y1	Y2	Y3	Target	Actual
	2021		25%	50%		75%	
2.3.2 Number of new measures that improved agility and responsiveness of local governance institutions for: <ul style="list-style-type: none">• Basic service delivery• Prevention	Baseline		Targets / Cumulative Results			End of Project Target	
	Year	Quantity/ Points /Rating	Y1	Y2	Y3	Target	Actual
	2021	14	10	19		39	

Expected Outputs	Output Indicators	Data Source	Baseline		Target		Data Collection Methods and risks
			Value	Year	2022	2023	
OUTPUT 1: E-services and Digital Centres established in pilot BARMM LGUs and Ministries and made accessible to women, senior citizens and PWDs	1.1 Number of core ICT infrastructure (servers and data with software systems) for e-Governance established	Periodic monitoring reports	0	2020	1 Data Centre in MILG established	1 Fully functional and well-maintained Data Centre in MILG	Document Review Functionality check
			0	2020	1 #DigitalBangsamoro portal w/ e-services set-up	1 #DigitalBangsamoro portal w/ e-services fully functional and well-maintained	Document Review Functionality check
		Dashboard for Digital Centers	0	2020	Digital Centers: 2 in LGUs (set-up) 1 in ministry (set-up)	Digital Centers: 2 in LGUs (fully-functional) 1 in ministry (fully-functional) 12 in LGUs ¹⁵ (set-up) 14 in ministries (set-up)	Document Review Functionality check Fieldwork
		Periodic monitoring report					
	1.2 Number of project trained women with increased ICT capacities focused on management	Dashboard for Interactive Call Centers	0	2020	Interactive Call Centers: 2 in LGUs (set-up) 1 in ministries (set-up)	Interactive Call Centers: 2 in LGUs (fully-functional) 1 in ministries (fully-functional) 12 in LGUs ¹⁶ (set-up) 14 in ministries (set-up)	Document Review Functionality check Fieldwork
		Periodic monitoring report					
		Attendance sheet Pre-and-post training	0	2020	50 from LGUs 50 from ministries 10 from CSOs	50 from LGUs 25 from ministries 10 from CSOs	Document Review On women representation in the management of

¹⁴ Refers to staff of LGUs and Ministries in BARMM.

¹⁵ The target for 2022 is to complete all 14 LGUs in BARMM.

¹⁶ The target for 2022 is to complete all 14 LGUs in BARMM.

Expected Outputs	Output Indicators	Data Source	Baseline		Target		Data Collection Methods and risks
			Value	Year	2022	2023	
	of Digital Centres and Interactive Call Centres	assessment results					Digital Centres and ICC
	1.3 Pool of trainers from LGUs, Ministries, CSOs for Empathy Training and Digital Service Design Lab established with at least 50 percent women trainers	Attendance sheet performance evaluation report	0	2020	Pool of trainers should have at least 2 representation each from the following: LGU, Ministries, CSOs	Pool of trainers should have at least representation from the following: LGU, Ministries, CSOs	Document review Observation during conduct of roll out
	1.4 Number of individuals using Digital Centres and #DigitalBangsamoro portal (disaggregated by gender and marginalized groups - PWD, SCs)	Feedback from Digital Centers and #DigitalBangsamoro portal	0	2020	TBD	TBD	Document review Key informant interview Review of #DigitalBangsamoro dashboard
	1.5 Number of LGUs and BARMM ministry with updated Citizen's Charter (e-services integrated)	Citizen's Charter	0	2020	0	At least 3 (2 LGUs and 1 BARMM ministry)	Document Review
OUTPUT 2: BARMM local government units are able to collect gender-disaggregated household and sectoral data for use in local development and resilience planning.	2. 1 Number of LGUs with increased capacities on DevLIVE+ data collection, management, and analysis, including gender-sensitive data collection and analysis	Program Accomplishment and Performance evaluation report	8	2019	14	0	Document review and capacity assessment
	2.2 Percentage of population of targeted barangays in BARMM are recorded in the DevLIVE+ platform disaggregated by sex	DevLIVE+ data dashboard	3%	2019	10%	50%	Review of DevLIVE+ dashboard
	2.3 Number of government officials with increased understanding on evidence-based planning	DevLIVE+ data dashboard Program Accomplishment report	0	2020	28	50	Document review and DevLIVE+ dashboard
OUTPUT 3: The 5-year	3.1 Digital Transformation Roadmap published and endorsed by the MILG	Digital Transformation Roadmap	0	2020	0	1 Digital Transformation Roadmap	Document Review

Expected Outputs	Output Indicators	Data Source	Baseline		Target		Data Collection Methods and risks
			Value	Year	2022	2023	
Digital Transformation Roadmap for Bangsamoro is established with sustainability measures	3.2 Number of discussion papers on Digital Transformation taken up by the BARMM government	Policy Discussion Papers	0	2020	At least 1 Discussion Paper focused on women and marginalized group	At least 1 Discussion Paper on the impact of the digital transformation and delivery of basic services in BARMM	Document Review
	3.3 Number of institutions, local and international, private, and public sectors included in a formal coalition to establish Digital Bangsamoro	Program Accomplishment report, MOUs, MOAs	0	2020	TBD	TBD	Document Review
	3.4 Number of developed operational modules and manuals	Modules and manuals	0	2020	1 Localized DSDL manual 1 Localized DevLIVE+ manual At least 4 e-services with manuals	1 Localized DevLIVE manual At least 30 e-services with manuals 1 Data Center manual	Document review
OUTPUT 4: Program managed efficiently	4.1 Regular meetings of Project Board convened with agreements acted in a timely manner	Attendance Sheet Minutes of the Meeting	0	2020	At least 1 per semester	At least 1 per semester	Document review
	4.2 Percentage of quarterly targets achieved according to the approved communications plan	Communication s Plan	0	2020	100%	100%	Document review
	4.3 Regular and timely corporate and partner reporting, including updating of risk log	Reports Risk Log	0	2020	3 QPR 1 APR Project Progress Report for partners [with gender disaggregation]	3 QPR 1 APR Project Progress Report for partners [with gender disaggregation]	Document review

Output 1's Mid-Term Target vs. Progress

Output Indicator/s	Cumulative Target at Mid-Term	Mid-Term Progress ¹⁷
1.1 Number of core ICT infrastructure (servers and data with software systems) for e-Governance established	1 fully functional and well-maintained data center in MILG	Equipment has been acquired, but the Data Center has not yet been established due to a lack of available office space.
	1 #DigitalBangsamoro portal w/e-Services fully functional and well-maintained	The #DigitalBangsamoro Portal, featuring e-services, has been established in Piagapo.
	Digital Centers: 2 in LGUs (fully functional, 1 in Ministry (fully functional), 12 in LGUs (set up), and 14 in Ministries (set up)	ICT equipment for three Digital Centers (MILG, Piagapo, and Butig) has been procured and installed, with the exception of MILG. A Call Center has been established at MILG with one staff member, but it is not yet fully operational because only the Digital Center in Piagapo is currently functional.
	Interactive call centers: 2 in LGUs (set up), 1 in ministries (fully functional), 12 in LGUs (set up), and 14 in ministries (set up)	
1.1 Technical Assessment for the Deployment of Digital Centers w/ interactive Call Centers - 5 LGUs + 5 ministries in 2022		Technical assessments for 10 LGUs and 10 ministries were finalized in May 2022, followed by the conduct of an online SES (Social and Environmental Screening) in November.
1.2 Number of project trained women with increased ICT capacities focused on management of Digital Centers and Interactive Call Centers	100 from LGUs, 75 from ministries, and 20 from CSOs	
1.2 Conduct of DSDL Workshops (Planning, Teambuilding, TOT, Assessment) - 5 LGUs + 5 ministries in 2022		<p>Four LGUs were represented by a total of 21 participants: Bongao, Sulu (3 participants), Lamitan City (5 participants), Talipao (7 participants), and Taraka (6 participants).</p> <p>Five ministries had a combined total of 25 participants: MAFAR (3 participants), MBHTE (5 participants), MHSD (5 participants), MOLE (6 participants), and MOTC (6 participants).</p> <p>The activity exceeded expectations in terms of individual participants, primarily due to urgent requests from BTA members and other regional agencies who wished to take part in the DSDL training to gain a better understanding of the LeAPS Program.</p> <p>However, the activity fell short of the target for the "number of LGU participation" due to the withdrawal of one LGU (Marantao), citing limited staffing and busy schedules within the municipality. Additionally, it missed the goal of having 6 participants per LGU and Ministry, as some sent only 3 to 5 participants.</p>

¹⁷ Green (On Track), Yellow (Delayed), and Red (Not Started)

		Furthermore, five other organizations participated, contributing a combined total of 36 participants: BTA (24 participants from 5 Members of BTA, including the Offices of MP Lanang Ali, Jr., MP Abdullah Gayak, MP Eddie Alih, MP Rasul Ismael, and MP Rasol Mitmug), BICTO (4 participants), BWC (4 participants), DICT (2 participants), and UNDP (2 participants).
1.3 Pool of trainers from LGUs, Ministries, CSOs for Empathy Training and Digital Service Design Lab established with at least 50 percent women trainers	Pool of trainers should have at least representation from the following: LGU, ministries, CSOs	82 new DSDL trainers, with 41% of them being females, accounting for a total of 34 female trainers.
		Both LGUs and Ministries are each represented by a minimum of three representatives.
1.3 Development of the #DigitalBangsamoro portal including administration and maintenance of e-services (Phase 1)		The #DigitalBangsamoro Portal features a total of four e-services, with two pilot LGUs each contributing one e-service, and MILG providing two e-services.
1.4 Number of individuals using Digital Centers and #DigitalBangsamoro portal (disaggregated by gender and marginalized groups - PWD, SCs)	TBD	
1.4.1 Procurement and set-up of ICT Equipment for Butig, Piagapo, and MILG		Two Digital Centers have been established in Butig and Piagapo, but only the center in Piagapo is currently operational.
1.4.3 Procurement and set-up of VSATs for 10 LGUs + one (1) year Internet subscription		Acquired 10 VSATs with a one-year subscription for each of them.
1.5 Number of LGUs and BARMM ministry with updated Citizen's Charter (e-services integrated)	At least 3 (2 LGUs and 1 BARMM ministry)	
1.7 VSAT/Internet subscription for one(1) year for Butig and Piagapo + technical support and oversight		A one-year subscription for Butig and Piagapo is in effect until August 2023. Additionally, a Technical Support Oversight has been carried out.
1.9 Streamlining the Human-Centered Digital Center/Space experience for citizens - 10 LGUs + ministries.		The purchase order was issued on December 30, 2022, and implementation is scheduled to begin in the first quarter of 2023.
1.11 Knowledge exchange and Information dissemination workshops for additional LGUs + ministries		

1.12 Bangladesh Learning Exchange of the LeAPS Core Team		<p>The study tour in Dhaka, Bangladesh, which took place from June 5 to 10, 2022, included a total of 11 delegates. These delegates were comprised of:</p> <ul style="list-style-type: none">• 6 members from MILG-TWG• 2 heads from MTIT• 1 MPDC representative from the LGU• 2 CSO representatives
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Output 2's Mid-Term Target vs. Progress

Output Indicator/s	Cumulative Target at Mid-Term	Mid-Term Progress
2. 1 Number of LGUs with increased capacities on DevLIVE+ data collection, management, and analysis, including gender-sensitive data collection and analysis	Not indicated	DevLive+ pilot was paused.
2.1 Learning Exchange in the City of Vigan (Province of Ilocos Sur) or San Fernando City (Province of La Union) on their DevLIVE+ implementation	Not indicated	One
2.2 Procurement of Equipment (handheld GPS, tablets, desktops) for 7 LGUs	Not indicated	The 49 GPS devices and 7 laptops were delivered to the Cotabato Office on August 30 and September 30, respectively. As for the 224 tablets, they were procured from Denmark on July 4, 2022. These tablets arrived in Manila on December 22, 2022, and are anticipated to reach the Cotabato Office in the first half of January 2023.
2.3 Development and pilot testing of the enhanced DevLIVE+ questionnaire, platform, and survey protocols	Not indicated	Piloting of the DevLIVE+ platform and survey protocols is pending approval from the PSA for the enhanced DevLIVE+ tool. Consequently, this activity will be rescheduled for the first quarter of 2023.
2.4. IC/System Developer: DevLIVE+ TOT for 7 LGUs	Not indicated	1 System Developer Consultant onboarded
2.4.1 Consultation and coordination and partnership with the LGUs, MILG, BPDA, OCM, PSA + Presentation of DL+ Instruments and Survey Pre-Test w/ Geo- Tagging	Not indicated	One Consultation Workshop has been successfully completed. The Pretest activity has been concluded. The Finalization Workshop has been successfully completed.
2.4.2 IC/T&D Specialist: DevLIVE+ TOT for 7 LGUs	Not indicated	1 DevLIVE+ Tool Consultant onboarded
2.5.2 PSA-led CBMS Training for LeAPS Program Core Team	Not indicated	1 PSA-led training conducted
2.2 Percentage of population of targeted barangays in BARMM are recorded in the DevLIVE+ platform disaggregated by sex	Not indicated	
2.3 Number of government officials with increased understanding on evidence-based planning	Not indicated	

Output 3's Mid-Term Target vs. Progress

Output Indicator/s	Cumulative Target at Mid-Term	Mid-Term Progress
3.1 Digital Transformation Roadmap published and endorsed by the MILG	Not indicated	
3.2 Number of discussion papers on Digital Transformation taken up by the BARMM government	Not indicated	
3.3 Number of institutions, local and international, private, and public sectors included in a formal coalition to establish Digital Bangsamoro	Not indicated	
3.4 Number of developed operational modules and manuals	Not indicated	1 Localized DSDL manual
3.6 Campaign for the institutionalization of LeAPS gains through MOAs/MOUs and BTA supported legislation	Not indicated	<p>The second phase of strategic planning, which aims to engage high-level officials from MILG, other Ministries, and LGUs, faced delays due to difficulties in coordinating schedules among these officials. Furthermore, the three batches of commitment-setting sessions have been rescheduled to February of the following year to align with the availability of high-level officials from MILG. Similarly, the high-level meeting with PSA experienced multiple postponements due to pressing matters within both MILG and PSA. A tentative schedule has been set for the first week of February 2023.</p> <p>12 signed SB resolutions, 12 signed MOA with targeted LGUs, and signed MOA with LGA (Local Government Academy)</p>
3.9 IEC, Advocacy, Knowledge Management	Not indicated	<p>Visibility items include 46 bomber jackets, 42 hoodies, and 270 subli-shirts.</p> <p>Communications equipment comprises:</p> <ul style="list-style-type: none"> • 2 tripods • 1 5TB external hard drive • 2 smartphone stabilizers • 1 DSLR camera • 1 high-performance smartphone • 1 shotgun microphone • 1 tablet <p>Additionally, 2 communications consultants have been brought on board.</p>

Output 4's Mid-Term Target vs. Progress

Output Indicator/s	Cumulative Target at Mid-Term	Mid-Term Progress
4.1 Regular meetings of Project Board convened with agreements acted in a timely manner	Not indicated	1 Project Board Meeting held
4.2 Percentage of quarterly targets achieved according to the approved communications plan	Not indicated	

4.3 Regular and timely corporate and partner reporting, including updating of risk log	Not indicated	2 QPRs, 1 APR
4.1 PMO organization and maintenance	Not indicated	There are currently 8 PMO staff members along with the necessary office equipment. By the end of the year, the PMO welcomed 4 female and 4 male members. The PMO reached its full composition in February 2023, pending the onboarding of the Web Portal and e-Services Analysis team.
4.2 Program Board meetings, Work Planning, Monitoring and Reporting, and Quality Assurance	Not indicated	One Project Board Meeting was conducted, and it was accompanied by the submission of two Quarterly Progress Reports (QPRs). In addition, an Annual Progress Report (APR) was provided, which included an update to the Risk Log as of December 22, 2022. It's worth noting that only a single Program Board meeting took place during the year. This was primarily due to challenges in coordinating the schedules of the co-chairpersons of the PB. To address this, the PB has decided to convene early next year to deliberate on the proposed changes in the Project Document (ProDoc).
4.3 Direct Programme Costs	Not indicated	DPC - Staff, DPC - GOE

Annex 3: Evaluation Matrix

Criteria	Evaluation Questions	Number	Indicators	Interview Questions	Primary Data Sources (Semi-structured interview respondents)	Secondary Data Sources (Desk Review Sources)	Data Analysis			
Relevance	1.1 To what extent was the project relevant to supporting the BARMM regional development priorities and the Philippine Development Plan 2023 -2028?	1.1.1	Alignment with BARMM Regional Development Priorities and Integration with Broader Development Plans	To what extent did the project align with the regional development priorities of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), and how did it actively seek integration with broader development plans and initiatives?	BARMM ministry officials and staff LGU staff CSO representatives	BARMM Development Plan and 12-Point Priority Agenda	Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.			
		1.1.2	Alignment with Philippine Development Plan 2023-2028 Priorities	How did the project align with the priorities of the Philippine Development Plan 2023-2028?	UNDP Staff / LeAPS Project Staff	Philippine Development Plan 2023-2028				
	1.2 To what extent was the project relevant to supporting the UNDP Country Programme's outputs and outcomes, the UNDP Strategic Plan, and the SDGs?	1.2.1	Alignment with UNDP Country Programme's Outputs and Outcomes	How well does the project align with the UNDP Country Programme's Outputs and Outcomes?	UNDP Staff / LeAPS Project Staff	UNDP Country Programme's Outputs and Outcomes				
		1.2.2	Alignment with the UNDP Strategic Plan	How does the project align with the UNDP Strategic Plan?	UNDP Staff / LeAPS Project Staff	UNDP Philippines CO's Strategic Plan				
		1.2.3	Alignment with the SDGs	How did the project align with the priorities of the Sustainable Development Goals (SDGs)?	UNDP Staff / LeAPS Project Staff BARMM ministry officials and staff LGU staff CSO representatives	Sustainable Development Goals (SDGs)				
	1.3 How well did the project respond to changing contexts and emerging risks during design and implementation?				1.3.1	Adaptation to Changing Contexts and Emerging Risks during Project Design and Implementation	How did the project adapt to changing contexts and emerging risks during design and implementation?	LeAPS Project Staff BARMM ministry officials and staff LGU staff CSO representatives	Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.
								1.3.2		
		UNDP Staff / LeAPS Project Staff BARMM ministry officials and staff LGU staff CSO representatives	Annual Progress Report, Quarterly Progress Report							

		1.3.3	Appropriateness and Adequacy of Project Responses to Changing Contexts and Emerging Risks	How appropriate and adequate were the project's responses to the changing contexts and emerging risks it encountered?	UNDP Staff / LeAPS Project Staff		
					BARMM ministry officials and staff		
					LGU staff		
					CSO representatives		
	1.4 To what extent did UNDP through the LeAPS remain a relevant development partner in e-governance reforms?	1.4.1	Visible Results of LeAPS' Stakeholder Engagement in E-governance Reforms	What were the visible results of LeAPS' efforts to engage and collaborate with relevant stakeholders in e-governance reforms?	UNDP Staff / LeAPS Project Staff	Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.
					BARMM ministry officials and staff		
					LGU staff		
					CSO representatives		
		1.4.2	Integration of LeAPS' Recommendation s in Programs, Projects, Policy Formulation, and Decision-making Processes	To what extent are LeAPS' recommendations considered in programs, projects, policy formulation, and decision-making processes?	BARMM ministry officials and staff	BARMM Ministries and LGUs' relevant policies	
					LGU staff		
Coherence	2.1 To what extent were the project's activities and outputs coherent and consistent with its Theory of Change? Are the project objectives and outputs clear, practical, and feasible within its frame?	2.1.1	Alignment and Logical Progression between Theory of Change, Planned Activities, Outputs, and Intended Outcomes	Can you provide insights into the alignment and logical progression between the project's Theory of Change, planned activities, outputs, and the intended outcomes and goals?	UNDP Staff / LeAPS Project Staff	ToC, Results Framework, Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic, Qualitative Comparative Analysis, and returning to the ToC. Provision of rating based on UNDP Evaluation Scale.
		2.1.2	Clarity, Measurability, and Feasibility of Project Objectives and Outputs	Can you elaborate on whether the project's objectives and outputs are clearly defined, measurable, and aligned with the Theory of Change? Additionally, do you find the outputs feasible within the project's scope, resources, and timeline?	UNDP Staff / LeAPS Project Staff	ToC, Results Framework, Annual Progress Report, Quarterly Progress Report	
					BARMM ministry officials and staff		
					LGU staff		
					CSO representatives		
	2.2 To what extent have the project's activities addressed gender equality and	2.2.1	Explicit Addressing of Gender Issues in Project Objectives,	Could you provide insights into whether gender issues were explicitly addressed in the project's objectives, activities, and outputs?	UNDP Staff / LeAPS Project Staff	ProDoc, ToC, Results Framework, Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of
					BARMM ministry officials and staff		
					LGU staff		

	women's empowerment?		Activities, and Outputs		CSO representatives		rating based on UNDP Evaluation Scale.
	2.2.2	Collection and Analysis of Gender-disaggregated Data to Understand Specific Needs, Challenges, and Impacts on Women and Men	Does the project collect and analyze gender-disaggregated data to understand the specific needs, challenges, and impacts on women and men?	UNDP Staff / LeAPS Project Staff	Project documents		
				LGU staff			
				CSO representatives			
	2.2.3	Active Engagement of Relevant Stakeholders, Including Women's Organizations, Women Leaders, and Gender Equality Advocates, with Incorporation of Their Perspectives into Project Design and Decision-making Processes	To what extent were relevant stakeholders, such as women's organizations, women leaders, and gender equality advocates, actively involved in the project? Were their perspectives sought and integrated into project design and decision-making processes? Please elaborate.	UNDP Staff / LeAPS Project Staff			
				BARMM ministry officials and staff			
				LGU staff			
				CSO representatives			
	2.2.4	Contribution of Project Activities to Influencing Gender-responsive Policies, Laws, or Institutional Frameworks	To what extent do the project's activities contribute to influencing gender-responsive policies, laws, or institutional frameworks? Please elaborate on any observed impacts or outcomes in this regard.	UNDP Staff / LeAPS Project Staff	BARMM Ministries and LGU policies and plans		
				BARMM ministry officials and staff			
				LGU staff			
	2.2.5	Inclusion of Capacity-building Components for Enhancing Knowledge, Skills, and Abilities of Project Staff, Partners, and Beneficiaries in	Did the project include capacity-building components to enhance the knowledge, skills, and abilities of project staff, partners, and beneficiaries in effectively addressing gender equality and promoting women's empowerment? Please provide specific examples or outcomes, if available.	UNDP Staff / LeAPS Project Staff			
				BARMM ministry officials and staff			
				LGU staff			
CSO representatives							

			Addressing Gender Equality and Promoting Women's Empowerment				
	2.3 To what extent did the project support or undermine other stakeholders' efforts (e.g., BARMM Ministries, Municipal LGUs, National or Regional Government Agencies, Civil Society Organizations, and private entities)?	2.3.1	Establishment and Effectiveness of Mechanisms for Information Sharing, Joint Planning, and Activity Implementation	Have mechanisms for information sharing, joint planning, and activity implementation been established? Please provide insights into the appropriateness and effectiveness of these mechanisms, and if there are any notable outcomes or improvements resulting from their implementation.	UNDP Staff / LeAPS Project Staff BARMM ministry officials and staff LGU staff CSO representatives	Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.
	2.4 How well did the project strengthen synergies with partners and demonstrate complementation to any other existing initiatives?	2.4.1	Avoidance of Activity Duplication and Complementary Design with Existing Efforts by Other Stakeholders	To what extent were efforts made to avoid duplicating activities already undertaken by other stakeholders in the project? Were the project's activities designed to complement and build upon existing efforts instead of duplicating or competing with them? Please elaborate on any notable strategies or outcomes related to this aspect.	UNDP Staff / LeAPS Project Staff BARMM ministry officials and staff LGU staff CSO representatives	Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.
Effectiveness	3.1 To what extent did the project contribute to the Country's Programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, the PDP, and regional and local development priorities?			Similar with 1.1			
		3.2.1			UNDP Staff / LeAPS Project Staff		

	3.2 To what extent were the project outputs achieved towards attaining project-level outcomes? In which areas does the project have the greatest and fewest achievements?		Achievement of Project Outputs in Accordance with Predetermined Targets	Were the project outputs achieved in accordance with the predetermined targets set during the planning phase?	BARMM ministry officials and staff	Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic, Qualitative Comparative Analysis, and returning to the ToC. Provision of rating based on UNDP Evaluation Scale.
					LGU staff		
					CSO representatives		
		3.2.2	Stakeholder Feedback on Project Achievements and Contribution of Outputs to Desired Outcomes	What is the feedback or perception regarding the project's achievements and the extent to which the project outputs are contributing to the desired outcomes? Please share any insights or observations related to this aspect.	UNDP Staff / LeAPS Project Staff	Training evaluation reports	
					BARMM ministry officials and staff		
					LGU staff		
	3.3 What factors have contributed to achieving or not achieving intended outcomes and outputs? What were the good practices, strategies, lessons learned, and recommendations to improve implementation and future programming?	3.3.1	Key Factors Influencing Achievement of Outcomes and Outputs, including Technical Capacity, Stakeholder Engagement, Resource Availability, External Factors, and Project Design.	What are the key factors influencing the achievement or non-achievement of outcomes and outputs, including technical capacity, stakeholder engagement, resource availability, external factors, and project design? Please provide any specific examples or observations related to these factors.	UNDP Staff / LeAPS Project Staff	Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.
					BARMM ministry officials and staff		
					LGU staff		
		3.3.2	Lessons Learned from Project Implementation for Insights in the Remaining Time Period.	What are the positive and negative lessons learned during the project's implementation that can offer insights and guidance for the remaining time period of the project? Please share any notable experiences or observations related to these lessons.	UNDP Staff / LeAPS Project Staff	Annual Progress Report, Quarterly Progress Report	
					BARMM ministry officials and staff		
					LGU staff		
		3.3.3	Good Practices and Effective Strategies Contributing to Outcomes and	What are the good practices and effective strategies contributing to outcomes and outputs, such as innovative approaches, partnerships, efficient project	CSO representatives		
					UNDP Staff / LeAPS Project Staff	Annual Progress Report, Quarterly Progress Report	
					BARMM ministry officials and staff		
					LGU staff		

			Outputs, Including Innovative Approaches, Partnerships, Efficient Project Management, Effective Monitoring and Evaluation Mechanisms, and Robust Stakeholder Engagement Strategies.	management, effective monitoring and evaluation mechanisms, and robust stakeholder engagement strategies? Please provide any specific examples or outcomes related to these practices and strategies.	CSO representatives		
		3.3.4	Suggestions for Addressing Challenges, Enhancing Stakeholder Collaboration, Refining Project Design, Strengthening Capacity, and Optimizing Resource Allocation in the Remaining Time Period of the Project.	What are your suggestions for addressing challenges, enhancing stakeholder collaboration, refining project design, strengthening capacity, and optimizing resource allocation for the remaining time period of the project? Please provide any insights or recommendations you may have.	UNDP Staff / LeAPS Project Staff BARMM ministry officials and staff LGU staff CSO representatives		
	3.4 To what extent was the project effective in responding to the needs of marginalized groups, ensuring inclusive and participatory processes, and in gender mainstreaming?	3.4.1	Inclusion and Meaningful Engagement of Marginalized Groups in Project Activities, Decision-making Processes, and Consultations with Established Mechanisms.	To what extent were marginalized groups represented and actively participating in project activities, decision-making processes, and consultations? Are there any mechanisms in place to ensure their inclusion and meaningful engagement? Please provide any specific examples or outcomes related to this aspect.	UNDP Staff / LeAPS Project Staff LGU staff		Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.

		3.4.2	Needs Assessment for Marginalized Groups and Design of Activities to Address Their Specific Needs, Challenges, and Aspirations.	Did the project conduct a needs assessment that specifically considered the needs and priorities of marginalized groups? Were the project's activities designed to address their specific needs, challenges, and aspirations? Please share any insights or outcomes related to this aspect.	UNDP Staff / LeAPS Project Staff	Needs assessment report / Scoping Study	
		3.4.3	Targeted Interventions for Marginalized Groups Addressing Their Issues and Activities Focused on Improving Access to Resources, Services, and Opportunities.	How did the project address the issues faced by marginalized groups through targeted interventions? Were there specific activities, services, or initiatives aimed at improving their access to resources, services, and opportunities? Please provide any specific examples or outcomes related to this aspect.	UNDP Staff / LeAPS Project Staff	Annual Progress Report, Quarterly Progress Report	
					BARMM ministry officials and staff		
					LGU staff		
					CSO representatives		
Efficiency	4.1 To what extent were the management structure and selected implementation modalities (direct implementation for PIP and national direct implementation with full CO support for a full-blown project) efficient in generating expected results?	4.1.1	Timeliness of Planned Activities and Outputs	Were the planned activities and outputs delivered within the established timeframes?	UNDP Staff / LeAPS Project Staff	Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.
		4.1.2	Clarity and Style of Roles, Responsibilities, Decision-making Processes, and Coordination Mechanisms among Project Stakeholders.	Are the roles and responsibilities, decision-making processes, and coordination mechanisms among project stakeholders clear?	UNDP Staff / LeAPS Project Staff		
	4.2 How efficient were the project coordination and feedback mechanisms between the implementing partner, the Project Board, the	4.2.1	Established Mechanisms for Efficient Coordination and Feedback Exchange through Regular and Timely Communication.	Are there established mechanisms for regular and timely communication, including meetings, reports, and documentation, to ensure efficient coordination and feedback exchange? If so, do you find these mechanisms	UNDP Staff / LeAPS Project Staff		Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.
					BARMM ministry officials and staff		
					LGU staff		
				CSO representatives			

Government, and other stakeholders/beneficiaries?			sufficient for the project's needs?			
	4.2.2	Timely Responsiveness and Actionability of Project Stakeholders to Inquiries, Requests, and Feedback	How would you rate the responsiveness of the implementing partner, the Project Board, the Government, and other stakeholders/beneficiaries to inquiries, requests, and feedback? Have they demonstrated the ability to address concerns, provide clarifications, and take necessary actions promptly?	UNDP Staff / LeAPS Project Staff		
				BARMM ministry officials and staff		
				LGU staff		
				CSO representatives		
	4.2.3	Timeliness, Information Quality, and Consultation Mechanisms for Decision-making	Were decisions made in a timely manner, and were they based on accurate and relevant information? Additionally, were there established mechanisms in place for consultation and consensus-building during the decision-making process?	UNDP Staff / LeAPS Project Staff		
	4.2.4	Feedback Mechanisms and Utilization for Enhanced Project Coordination and Implementation	Have stakeholders been provided with platforms or processes to provide feedback? If so, was this feedback actively sought and utilized to enhance project coordination and implementation?	UNDP Staff / LeAPS Project Staff		
				BARMM ministry officials and staff		
				LGU staff		
				CSO representatives		
	4.2.5	Stakeholder Perception of Timely Concern Resolution and Collaborative Partnership.	Did stakeholders feel that their voices were heard throughout the project? Were their concerns addressed in a timely manner? Moreover, did the project foster a sense of collaboration and partnership among all stakeholders involved?	UNDP Staff / LeAPS Project Staff		
				BARMM ministry officials and staff		
				LGU staff		
				CSO representatives		
4.3 To what extent were resources used efficiently? Were funds and activities delivered based on the plan?	4.3.1	Budget Compliance and Deviations in Fund Allocation and Disbursement	Were funds allocated and disbursed in accordance with the budget plan for the project? Were there any notable deviations or significant discrepancies from the original budget allocation?	UNDP Staff / LeAPS Project Staff	Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.

4.4 To what extent did the project use its monitoring and evaluation mechanisms to improve efficiency?	4.3.2	Cost-Effectiveness and Achievement of Desired Results	Did the project achieve the desired results within the allocated budget? Alternatively, were there any instances of cost overruns or inefficiencies that impacted the project's outcomes?	UNDP Staff / LeAPS Project Staff		Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.
	4.3.3	Adherence to Scheduled Activities and Timeline	Were the planned activities executed as scheduled, or were there any delays, modifications, or deviations from the original plan? Additionally, how well did the project adhere to the planned sequencing and timeline of activities?	UNDP Staff / LeAPS Project Staff			
				BARMM ministry officials and staff			
				LGU staff			
	4.4.1	Existence and Effectiveness of Monitoring and Evaluation (M&E) Mechanisms	Does the project have a Monitoring and Evaluation (M&E) mechanism in place? If yes, could you please provide more information about these M&E mechanisms and how they are utilized to assess the project's progress and outcomes?	UNDP Staff / LeAPS Project Staff	LeAPS M&E Plan		
	4.4.2	Timely Adjustments for Enhanced Resource Efficiency and Decision-making	Did the project make timely adjustments based on monitoring findings? If so, how were these adjustments utilized to enhance efficiency in resource allocation, activity implementation, and decision-making throughout the project's lifecycle?	UNDP Staff / LeAPS Project Staff	Annual Progress Report, Quarterly Progress Report		
	4.4.3	Utilization of Feedback to Enhance Project Efficiency	Was the feedback received through these mechanisms actively considered and acted upon to improve project efficiency? If yes, could you provide examples or details on how this feedback influenced the project's strategies and contributed to its overall efficiency?	UNDP Staff / LeAPS Project Staff			
	4.4.4	Culture of Learning and Integration of Monitoring Lessons	Did the project team demonstrate a culture of learning, where lessons learned from monitoring were shared, discussed, and effectively	UNDP Staff / LeAPS Project Staff			

				integrated into future planning and implementation activities? If so, how did this culture of learning contribute to the project's continuous improvement and success?			
		4.4.5	Knowledge Management Systems for Capturing and Disseminating Best Practices	Are there knowledge management systems in place to capture and disseminate successful strategies, innovative approaches, and efficiency-enhancing practices from the current project? If yes, how are these systems utilized to inform and support future projects or initiatives within the organization or beyond?	UNDP Staff / LeAPS Project Staff	LeAPS M&E Plan	
		4.4.6	Stakeholder Perception of Monitoring Results Utilization and Value of Inputs	Did stakeholders perceive that the project actively utilized monitoring results to enhance efficiency? Additionally, how did stakeholders feel about the extent to which their inputs and feedback were valued and acted upon throughout the project's implementation?	UNDP Staff / LeAPS Project Staff BARMM ministry officials and staff LGU staff CSO representatives		
Impact	5.1 To what extent is the project likely to contribute to the overall impact? What is its contribution so far, and what is it still contributing to?	5.1.1	Advancements and Alignment with Overall Impact	What advancements has the project made, and how do you perceive their relevance and alignment with the overall impact of the project? Please provide insights or examples on how these advancements contribute to achieving the project's broader objectives.	UNDP Staff / LeAPS Project Staff BARMM ministry officials and staff LGU staff CSO representatives	Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic, Qualitative Comparative Analysis, and returning to the ToC. Provision of rating based on UNDP Evaluation Scale.
		5.1.2	Progress Towards Intended Impact at Individual and Institutional Levels	Is the project on track to achieve its intended impact based on the current trajectory and rate of progress, considering both the individual and institutional levels? Please elaborate on any specific indicators or milestones that are being monitored to assess the project's progress towards its intended impact.	UNDP Staff / LeAPS Project Staff	Annual Progress Report, Quarterly Progress Report	
		5.1.3	Stakeholder Perception of Meaningful	Do you think that the project is making a meaningful and positive difference? If so, can	UNDP Staff / LeAPS Project Staff BARMM ministry officials and staff	Annual Progress Report, Quarterly Progress Report	

			Impact and Identified Areas of Influence	you provide specific areas where they have observed the project's impact or share any feedback they have given about the project's contributions to their needs or the community's well-being?	LGU staff		
					CSO representatives		
5.2 To what extent has the project produced behavior, attitude, or performance changes in the direct and indirect beneficiaries? Has the project promoted positive changes in gender equality and women's empowerment?	5.2.1	Positive Influence on Actions, Attitudes, and Skills	Has the project positively influenced actions, attitudes, or skills among its target LGUs, women, and persons-with-disabilities? If so, could you provide specific examples or observations of the changes or improvements brought about by the project in these areas?	UNDP Staff / LeAPS Project Staff	Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.	
				BARMM ministry officials and staff			
				LGU staff			
				CSO representatives			
	5.2.2	Positive Transformations Evidenced by Individuals or Groups	Can you provide examples of individuals or groups who have experienced positive transformations as a direct result of the project's interventions? Please share specific instances or stories that showcase the project's impact on their lives or circumstances.	UNDP Staff / LeAPS Project Staff			
				LGU staff			
CSO representatives							
5.3 What are the emerging outcome-level results, including unintended positive and negative results? Did any unintended effects emerge for women, men, or vulnerable groups?	5.3.1	Emerging Outcome-Level Results and Unintended Impact Assessment	What are the emerging outcome-level results of the project, including any unintended positive or negative impacts that have been observed so far? Please elaborate on how these outcomes may influence the project's strategies or actions moving forward.	UNDP Staff / LeAPS Project Staff	Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic, Qualitative Comparative Analysis, and returning to the ToC. Provision of rating based on UNDP Evaluation Scale.	
				BARMM ministry officials and staff			
				LGU staff			
				CSO representatives			
5.4 To what extent have poor indigenous and physically challenged women, men, youth, internally displaced persons, and other disadvantaged	5.4.1	Unintended effects emerge for women, men, or vulnerable groups	Have any unintended effects emerged as a result of the project, particularly affecting women, men, or vulnerable groups? If so, could you provide specific examples or insights into how these unintended effects have impacted these individuals or groups?	UNDP Staff / LeAPS Project Staff	Annual Progress Report, Quarterly Progress Report	Drawing out emerging patterns/thematic, Qualitative Comparative Analysis, and returning to the ToC. Provision of rating based on UNDP Evaluation Scale.	
				BARMM ministry officials and staff			
				LGU staff			
				CSO representatives			

	and marginalized groups benefited from the project based on the Harmonized Gender and Development Guideline or Framework?						
Sustainability	6.1 To what extent are financial and human resources available to sustain the benefits achieved by the project?	6.1.1	Sustainability of Project Outcomes and Benefits Through Adequate Funding Allocation	Are there sufficient funds allocated for maintaining and continuing the project outcomes and benefits? Kindly provide more details regarding the funding arrangements and their adequacy, if possible.	UNDP Staff / LeAPS Project Staff		Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.
					BARMM ministry officials and staff		
					LGU staff		
		6.1.2	Availability of Ongoing Training and Technical Assistance for Sustaining Project Outcomes	Is there ongoing training and technical assistance available to support individuals or institutions responsible for maintaining the project's outcomes? Please share any details about the nature and effectiveness of the support provided, if known.	UNDP Staff / LeAPS Project Staff		
					BARMM ministry officials and staff		
					LGU staff		
		6.1.3	Existence of Succession Plans for Knowledge and Skill Transfer	Are there any succession plans in place to ensure the smooth transfer of knowledge, skills, and responsibilities to new individuals or institutions for sustaining the project's outcomes? Please provide any relevant information or plans currently in progress.	UNDP Staff / LeAPS Project Staff	BARMM Ministries and LGUs' Succession or Sustainability Plan	
					BARMM ministry officials and staff		
					LGU staff		
	6.2 To what extent do stakeholders support the project's long-term objectives?	6.2.1	Stakeholder Public Support for Project's Long-Term Objectives	Do stakeholders publicly express support for the project's long-term objectives through statements, endorsements, or declarations? Please provide any examples or evidence of such expressions of support, if available.	UNDP Staff / LeAPS Project Staff	Mainstream and Social Media statements by BARMM and LGU leaders	Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.
					BARMM ministry officials and staff		
					LGU staff		
					CSO representatives		
		6.2.2	Stakeholder Advocacy for Project's Long-Term Objectives	To what extent do stakeholders actively advocate for the project's long-term objectives, including efforts to promote its importance, secure resources,	UNDP Staff / LeAPS Project Staff		
					BARMM ministry officials and staff		
LGU staff							

				and influence policies and regulations? Please elaborate on any observed advocacy activities or outcomes related to the project's long-term goals.	CSO representatives		
	6.3 To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?	6.3.1	Funding Commitment and Security from Stakeholders.	Has funding been committed or secured from stakeholders, including government agencies, donor organizations, or private entities? Please provide details on the status of funding commitments or sources, if available.	UNDP Staff / LeAPS Project Staff		
					BARMM ministry officials and staff		
					LGU staff		
	6.4 To what extent do mechanisms, procedures, and policies exist to allow primary stakeholders to carry forward the results attained on governance reforms, gender equality, empowerment of women, human rights, and human development? What other interventions are needed to strengthen existing strategies and sustainability?	6.4.1	Integration of Project Objectives into Stakeholders' Plans and Policies	To what extent do stakeholders incorporate the project's objectives into their own plans and policies? Please provide any examples or information on how the project's objectives are being integrated into stakeholder plans and policies, if known.	UNDP Staff / LeAPS Project Staff		Drawing out emerging patterns/thematic and Qualitative Comparative Analysis. Provision of rating based on UNDP Evaluation Scale.
					BARMM ministry officials and staff		
					LGU staff		
		6.4.2	Institutional Support for Long-Term Project Objectives	To what extent do stakeholders provide institutional support, such as creating dedicated units or departments, assigning staff, or establishing mechanisms to ensure the achievement of the project's long-term objectives? Please share any relevant examples or observations related to this aspect.	UNDP Staff / LeAPS Project Staff		
					BARMM ministry officials and staff		
					LGU staff		
		6.4.3	Additional Interventions for Reinforcing Strategies and Ensuring Sustainability	What additional interventions are required to reinforce existing strategies and ensure sustainability? Please provide any specific suggestions or insights on ways to enhance the project's long-term viability and impact.	UNDP Staff / LeAPS Project Staff		
					BARMM ministry officials and staff		
					LGU staff		
					CSO representatives		

Annex 4: List of Documents Reviewed

Project Initiation Phase

- Project Implementation Plan Document
- Final Project Report (FPR)
- PIP 2020 Annual Work Plan
- PIP 2021 Annual Work Plan
- PIP Revised 2021 Annual Work Plan
- Quarter 3 (2020) Quarter Progress Report
- Project Progress Report for 1 July 2020 - 31 December 2021
- Annual Progress Report (Year 2020)

Project Implementation Phase

- LeAPS Project Document
- Theory of Change
- Annual Work Plan (2023)
- Annual Work Plan (2022)
- Annual Work Plan (2021)
- Annual Progress Report (2022)
- Quarter Progress Report (2nd Quarter 2022)
- Local Project Appraisal Committee Meeting - Documentation Report
- Interim Financial Report as of 30 June 2022
- Financing Agreement Between the UNDP and BARMM - MILG
- Monitoring and Evaluation Plan
- BARMM Development Plan
- Philippine Development Plan 2023-2028
- UNDP Country Programme's Outputs and Outcomes
- UNDP Philippines CO's Strategic Plan
- Sustainable Development Goals (SDGs)

Annex 5: List of Stakeholders

Sr. No.	Name	Designation	Organisation	Email ID	Phone number	Type of Respondent	Location
1	Eeng. Khalid Dumagay	Director General	BARMM-Ministry of the Interior and Local Government	ksdumagay2014@gmail.com	9688848914	Implementing Partner and Donor	Cotabato City, Philippines
2	Fausiah Abdula	Director II, Operations and Management Division	BARMM-Ministry of the Interior and Local Government	fausiahrabdula@gmail.com	9171074148	Implementing Partner and Donor	Cotabato City, Philippines
3	Abdullah U. Lingga	Division Chief, ITSMD	BARMM-Ministry of the Interior and Local Government	abdullahlingga@gmail.com	0956 009 1781	Implementing Partner and Donor	Cotabato City, Philippines
4	Atty. Dimnatang Pansar	Municipal Mayor	Municipality of Butig	Barotoca@gmail.com	(0917) 718 1274	Beneficiary	Butig, Lanao Del Sur
5	Johaima Pansar	Acting MPDC	Municipality of Butig	johaima.pansar@gmail.com	9277726672	Beneficiary	Butig, Lanao Del Sur
6	Sittie Amina Ronda	SB Secretariat	Municipality of Butig	saminaronda11@gmail.com	9108616509	Beneficiary	Butig, Lanao Del Sur
7	Engr. Ali G. Sumandar	Mayor	Municipality of Piagapo	ali_sumandar@yahoo.com onward_piagapo@yahoo.com	0917 317 1925	Beneficiary	Piagapo, Lanao Del Sur
8	Noralyn Mamad	MPDC	Municipality of Piagapo	snrm85@gmail.com	9507750509	Beneficiary	Piagapo, Lanao Del Sur
9	Nabel Guiama	Information and Tourism Officer	Municipality of Piagapo	onward_piagapo@yahoo.com	9317063177	Beneficiary	Piagapo, Lanao Del Sur
10	Selahuddin Hasim	CEO/Executive Director	The Mororeneur, Inc.	themoropreneur@gmail.com	9271720441	Partner CSO	Cotabato City, Philippines
11	Sahabudin Kasim	Logistic and Procurement Officer	The Mororeneur, Inc.	sahabudinkasim85@gmail.com	9567735299	Partner CSO	Cotabato City, Philippines
12	Mohammad Hosni Tiang	Finance Officer	The Mororeneur, Inc.	hosnitiang@gmail.com	9360630953	Partner CSO	Cotabato City, Philippines
13	Atty. Amenodin	Municipal	Municipality of Taraka	attyodin@gmail.com	9177057848	Beneficiary	Taraka, Lanao Del

	Sumagayan	Mayor					Sur
14	Iman Sumagayan	Engineer II	Municipality of Taraka	imansumagayan@gmail.com	9661771382	Beneficiary	Taraka, Lanao Del Sur
15	Sittie Ainnah Panawidan	MIO	Municipality of Taraka	babypanawidan@gmail.com	9688516540	Beneficiary	Taraka, Lanao Del Sur
16	Baislananiya M. Kabamlan	Tourism Operation Officer II/ GAD Focal	Municipality of DatuBlah Sinsuat	LGUDatublahsinsuat@yahoo.com	9358957951	Beneficiary	North Maguindanao
17	Jan Rae M. Cañabano	Treasury Staff (RCC III)	Municipality of DatuBlah Sinsuat	pogsmijares@gmail.com	9534010313	Beneficiary	North Maguindanao
18	Juanito Acorin	MPDC-OIC	Municipality of DatuBlah Sinsuat	19bimbo76@gmail.com	9557168327	Beneficiary	North Maguindanao
19	Datu Zalman Sarasar	Building Inspector	Municipality of Parang	dackysalazar1@gmail.com	9177546794	Beneficiary	North Maguindanao
20	May N. Quesada	MPDO	Municipality of Parang	mayquesada.parang@gmail.com	9176331796	Beneficiary	North Maguindanao
21	Rinabai S. Kalim	SB-Secretary	Municipality of Buluan	rajarance2912@yahoo.com	9270058277	Beneficiary	South Maguindanao
22	Jiji B. Talmbo	Assistant Municipal Treasurer/Acting MCR	Municipality of Buluan	khairtalmbo@yahoo.com	9176271778	Beneficiary	South Maguindanao
23	LIGAYA BUENAVENTURA	CHROMO	City of Lamitan	ligayagbuenaventura@gmail.com	9171829876	Beneficiary	Basilan
24	Arnold Yap	CPDC	City of Lamitan	arnoldyap1218@yahoo.com.ph	9189404323	Beneficiary	Basilan
25	Albenhar U. Alih	MPDC	Municipality of Talipao	talipaogovmpdo@gmail.com	9173149428	Beneficiary	Sulu
26	Junil Daim	Project Development Officer I	Municipality of Talipao	Juniladaim1985@gmail.com	9173008626	Beneficiary	Sulu
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Annex 6: Evaluation Questionnaire for Project Implementation

Refer to the following links

- [UNDP PMT](#)
- [LGUs](#)
- [BARMM Officials](#)
- [CSO Representatives](#)

Annex 7: Evaluation Code of Conduct

Annex 00: United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

Evaluation Consultants Agreement Form

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

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

Name of Consultant:

BENIGNO C. BALOS

Name of Consultancy Organization (where relevant):

N/A

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

Signed in the **United Kingdom** on **6 July 2023**

Signature:

A handwritten signature in black ink, appearing to be 'B. Balos', written over the printed name 'BENIGNO C. BALOS'.

Annex 8: Risks and Assumption in ProDoc

1. In 2022, unless the term of BTA is extended, parliamentary elections will proceed in the BARMM. A lack of strong foundations of parliamentary governance may lead to inconsistency in governance, especially if traditional patronage politics return. This may lead to disintegrated ICT directions dictated by political differences, especially if those who will be in power pursue different ICT and/or governance directions from the current government. Political stability and continuity are not guaranteed after the first BARMM-wide elections. This may affect program fund allocation and release considering funding comes from the parliamentary BARMM government.
2. On the technical side, power and connectivity concerns are present even as the program is currently being implemented and will continue to overshadow implementation efforts as it is expanded to cover more LGUS and Ministries. Continuity of the supply chain to feed program activities and interventions will be crucial. These will be more evident as the program gathers speed and momentum to cover the last implementation mile.
3. Security will be a significant risk as the presence of non-like-minded groups continue to challenge BARMM governance in the area. Threats are continually being experienced resulting in the loss of life, property, and livelihood opportunity. These may well adversely affect technical set-up, capacity development and program sustainability.
4. Any wavering of the supporting coalition internal and external to the program and to the BARMM may cause any of the risks contemplated above to happen. An inclusive coalition of program supporters internal and external to the LeAPS program and the BARMM will have to be built. Program management will need to be adaptive and fluid to ride the waves of change that will accompany implementation. There is a possibility of the citizenry being left out in the governance equation. This will affect program goals, especially in the attainment of e-Democracy.