



# An independent terminal evaluation of the UNDP NDC Support Project for the Philippines (NSPP)



Federal Ministry for the  
Environment, Nature Conservation,  
Building and Nuclear Safety



Federal Ministry  
for Economic Cooperation  
and Development



## Final Report

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**NDC Support Project for the Philippines (NSPP)  
Project and Evaluation Information Details**

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UNDP Country Programme (CPD) and Strategic Plan (SP) alignment	<p>CPD Outcome 2: Urbanisation, economic growth, and climate change actions are converging for a resilient, equitable, and sustainable development path for communities.</p> <p>2.2.1 Extent to which low emission and climate-resilient development targets are reflected in national plans, strategies, and budgets, local development plans, strategies, and budgets, and private sector business plans and strategies</p> <p>2.2.2 Number of public and private entities making investments in low emission solutions and schemes through UNDP support</p> <p>UNDP Strategic Plan:</p> <p>1.1.2 Number of countries that have policy measures in place to enable the enhancement and/or implementation of Nationally Determined Contributions under the Paris Agreement.</p>	
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## LIST OF ACRONYMS AND ABBREVIATIONS

CCC	Climate Change Commission
COP	Conference of the Parties
CPI	Climate Promise Initiative
DA	Department of Agriculture
DENR	Department of Environment and Natural Resources
DIM	Direct Implementation Modality
DOE	Department of Energy
DOF	Department of Finance
DOH	Department of Health
DOST	Department of Science and Technology
DOTr	Department of Transportation
DTI	Department of Trade and Industry
GOP	Government of the Philippines
GRES	Gender Responsive Evaluation Scale
IEO	(UNDP) Independent Evaluation Office
INDC	Intended Nationally Determined Contributions
LECB	Low Emission Capacity Building
NDC	Nationally Determined Contributions
NDCIP	NDC Implementation Plan
NDCSP	UNDP NDC Support Programme
NEDA	National Economic and Development Authority
NGA	National Government Agency
NIM	National Implementation Modality
NSC	National Steering Committee
NSPP	NDC Support Project for the Philippines
NSWMC	National Solid Waste Management Commission
PCCI	Philippine Chamber of Commerce and Industry
PCW	Philippine Commission on Women
PM	Project Manager
PMU	Project Management Unit
PSA	Philippine Statistics Authority
SDG(s)	Sustainable Development Goals
UNDP	United Nations Development Programme
UNDP PH CO	UNDP Philippines Country Office
UNFCCC	United Nations Framework Convention on Climate Change

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## EXECUTIVE SUMMARY

The NDC Support Project for the Philippines (NSPP) provides tools and services to help the country achieve its climate and development goals in line with the Paris Agreement on climate change.

The NSPP has the following key outputs:

1. Integrated governance enhanced to deliver NDC outcomes
2. Evidence based design and planning of mitigation options delivered
3. Capacities developed to design climate-friendly investment opportunity
4. Enabling environment enhanced for private sector development

The project is funded by the governments of Germany, Spain, and the EU, and implemented through a National Implementation Modality by the Climate Change Commission (CCC) with UNDP Philippines Country Office support. The National Steering Committee is chaired by CCC, with UNDP as Vice-chair and composed of key Government agencies, private sector, civil society, academe, and donor representatives. A total of US\$2,379,242.00 has been allocated to the project.

This terminal evaluation is intended to wrap-up the NSPP through assessment of the final outcomes, achievements, and results of the Project, including its contribution to the desired impact. The evaluation aims to contribute to strengthening learning and accountability by analysing the efficient use of resources towards implementation and delivery of outputs and capturing strategic and programmatic challenges, lessons learned, and how the Project adopted gender mainstreaming, inclusion, and human rights. It has been conducted using a methodology conducted according to processes outlined in the UNDP Evaluation Guidelines, resulting in a triangulation of data sources, among different participants and of different data collection methods. The evaluation will be used by main parties to assess their approaches to policy development and operationalization, especially as it relates to NDC, to inform future programming and design of similar projects in the future.

The evaluation entailed a triangulation of findings from a review of the project documents including progress reports, annual reports, minutes of the project board meetings, and activity outputs. This was supplemented by narratives developed from key informant interviews and focus group discussions with key project stakeholders. A total of twenty-one persons participated in the key informant interviews and focus group discussions.

The key findings are the following:

1. Relevance - NSPP project design was primarily government driven and anchored on the Philippine development context and aimed to fulfil a need. However, the outputs, which were based on the Intended NDC, lost some relevance when the first NDC was submitted. The project underwent several modifications to the different activities. Moreover, the support to the post-pandemic green recovery was loosely connected to the NDC. In a bid

- to use resources before the project closed in 2023, decisions were made to implement what could be completed in the short timeline, and not what was the most relevant activity.
2. Coherence - The project theory of change was anchored to the national development priorities as well as UNDP Country Programme Document (CPD). The NSPP is coherent with UNDP's climate action programme portfolio and does not duplicate the work being done by other projects under UNDP Output 2.2.1 and 2.2.2. However, there were some complementation with other UNDP projects after NSPP was redesigned, with activities covering a broad range of activities from climate smart hospitals to green buildings, to circular economy. It would have been more coherent to initiate the review and updating of the Philippines NDC, which would be due in 2025. However, the NDCIP was completed in December 2023, which was the end date of the NSPP. Given the timing, it would not have been possible to initiate the review of the NDC as part of NSPP's final set of activities.
  3. Effectiveness - There was just as many NSPP activities that were not pursued as what was completed for every output. The results show that only 2 out of 12 indicator targets were met. Once the NDC had been submitted, some of the original activities were no longer optimal based on the NDC commitments. Moreover, CCC later partnered with ADB for the development of the NDC Implementation Plan, which was originally an output for NSPP. The COVID-19 pandemic also resulted in shorter timelines for implementation. Activities that required longer timelines were replaced with activities that could be implemented in fewer months and led to quicker wins. Furthermore, results were not accurately captured due to the weaknesses in the implementation of the project's monitoring and evaluation plan.
  4. Efficiency - Utilization rate was at 76%, with 24% of the budget remaining, despite the no-cost extension until 2023. Only 48% was utilized by the original project closure date of December 2021, primarily due to the COVID-19 pandemic and ensuing mobility restrictions. The Special Presidential Approval requirement put the project on hiatus in 2022. There were procurement and staffing issues that further delayed project outputs. High turnover within the project management units staff resulted in a lack of institutional knowledge and capacity.
  5. Impact – The contribution to the high-level policy sphere is the primary project impact. The NSPP, thru the Climate Promise Initiative, supported the finalization and background policy notes for the NDC. However, impact was decreased since a significant number of activities were not pursued. The long-term impact will be realized once the NDC Implementation Plan is rolled out and serves as the guidance for NDC Implementation as a whole-of-nation approach and across different sectors.
  6. Sustainability - NDC has remained a priority area for the Philippine government. However, there is a need to review some of the outputs (e.g., gender action plan, MRV plan) for alignment and usefulness to the NDCIP, to be able to carry forward the work started by NSPP to other NDC related initiatives. Some of the NSPP activities that were not implemented, such as on climate finance, were folded into new UNDP projects. This was not done to merely accomplish what NSPP has failed to do, but as an expansion of support to a critical development area, as evidenced by the inclusion in the new CPD. NDC continues to be an area of support from other development partners as well. Foreign assistance is available for future climate change mitigation and adaptation projects.

7. Gender Responsiveness and Leaving No One Behind - Gender related performance indicators made the most progress. However, two indicators did not indicate any progress because the corresponding activity was no longer pursued. Leave No One Behind principles was integrated into the NDC Implementation Plan, and other project outputs.

Key lessons learned include:

1. Timing issues and unknown elements can significantly affect a project. Making decisions under uncertainty will yield to different probable outcomes.
2. Stakeholders need to be adaptive when projects are disrupted by both internal and external forces.
3. The PMU is at the centre of project implementation. An understaffed PMU or a PMU with high staff turnover will be less effective due to the loss of institutional knowledge. The PMU needs to have the rights skills and capabilities based on their defined role in the project.
4. Projects can only be extended a certain number of times before a final endpoint will be decided.
5. M&E has an important role in providing evidence to influence and support decision-making. Progress against results should also be considered in pivoting the project.
6. NDC implementation is a whole-of-government, and whole-of-nation approach. Thus, it is critical that voice and representation from all sectors are heard.

The following recommendations aim to inform UNDP Climate Programme and the Philippine government moving forward and address gaps for future projects in the pipeline:

**Review and Revisit Completed NSPP Outputs from an Implementation Perspective.** NSPP project outputs need to be reviewed to assess relevance and coherence against the First NDC and the upcoming Implementation Plan. Parts of those outputs might still be aligned to the national policies and can therefore be still used.

**Harmonize NDC Related Support.** Given the plethora of support from different sectors and organizations, there is a need to harmonize NDC projects and activities to ensure coherence and avoid duplication of work. The CCC, as the lead agency for NDC related activities, must take on this role.

**Strengthen project monitoring and evaluation systems to effectively understand the contribution of project activities to the larger project outcomes and overall impact to country development.** Monitoring reports need to contain more narrative explanations that are reviewed on an annual basis to evaluate the different factors contributing to achievement and non-achievement of targets.

**Strengthen the project management units implementing climate action projects.** Utilize a fixed management structure from start to end that is most appropriate to the mode of implementation and type of arrangement with the implementing partner.

**Revisit Activities Not Pursued for Current and New Project Pipelines** New pipelines that support to activities addressing NSPP gaps and articulate the NDC implementation plan to target sectors will be crucial in the near future.

**Further Engage Private Sector to Unlock More Financing Opportunities.** A pipeline of projects is needed to continuously engage the private sector in increasing investments in NDC activities. Developing the business case for private sector involvement in NDC implementation is key to mobilizing private resources.

**Expanding the Role of CSOs and Academic Institutions in NDC Implementation.** The engagement of CSOs is crucial to advocate for higher ambitions and amplify the voices of the most vulnerable, poor, or marginalised populations.

# **1. INTRODUCTION OF THE NDC SUPPORT PROJECT FOR THE PHILIPPINES EVALUATION**

## **1.1 Summary of the NDC Support Project for the Philippines (NSPP)**

The UNDP NDC Support Programme supports governments to achieve transformational change by using NDC implementation as a mechanism to scale up investment in climate change and deliver sustainable development. The Programme is implemented in the country as “NDC Support Project for the Philippines (NSPP)”. The NSPP is being funded by the governments of Germany, Spain, and the EU and as part of a rebranding of the Global LECB Programme, which is now referred to as “UNDP NDC Support Programme (NDCSP).”

The NSPP provides tools and services to help the country achieve its climate and development goals in line with the Paris Agreement on climate change. The project is jointly being implemented by CCC and UNDP, which aims to support the Philippine government to achieve transformational change by using NDC implementation as a mechanism to scale up investments in climate change and deliver sustainable development.

The cross-cutting nature of climate change requires an integrated development response and increased ownership of a broad range of stakeholders in finding solutions. The NSPP supports the government to ensure it is “fit for purpose” for gender-responsive NDC implementation by promoting a strengthened whole-of-government approach that brings together and capacitates relevant lines of agencies and parliamentarians at national and sub-national level as well as non-state actors (private sector representatives, civil society, vulnerable communities, academia, and other development partners) to work in a coordinated and adaptive response to climate change. Existing institutional and data collection structures for NDC implementation shall also be strengthened using a gender-responsive approach.

## **1.2 Purpose of the Terminal Evaluation of the NSPP**

In accordance with UNDP Independent Evaluation Office Guidelines, (2021) UNDP implements a variety of evaluations at different levels, using varied approaches, in line with evaluation plans. The UNDP Philippines Country Office evaluation plan includes a variety of evaluation approaches to capture a broad spectrum of evaluation results during the country programme cycle. Project evaluations assess the performance of a project in achieving its intended results, and its contribution to outcomes and associated theories of change. This supports accountability and the capture of experience and knowledge to strengthen work of UNDP Philippines within the country, the region, and the wider organization.

Based on the thresholds for mandatory project evaluation, at least one evaluation, either a midterm or terminal, is required for projects with duration of more than five years. The project titled “NDC Support Project for the Philippines (NSPP)” has been implemented by UNDP and the CCC as the primary government implementing partner for more than five years, covering the period of 01 August 2018 to 31 December 2023. Since the NSPP did not have a midterm evaluation, it is now required to go through a terminal evaluation (TE).

As part of closure and transition process, the TE is intended to wrap-up the project through assessment of the final outcomes, achievements, and results of the Project, including its contribution to the desired impact.

The evaluation aims to contribute to strengthening learning and accountability by analysing the efficient use of resources towards implementation and delivery of outputs and capturing strategic and programmatic challenges, lessons learned, and how the Project adopted gender mainstreaming, inclusion, and human rights.

### **1.3 Users of the NSPP Evaluation**

The TE will be used by main parties to assess their approaches to policy development and operationalization, especially as it relates to NDC, to inform future programming and design of similar projects in the future. The evaluation will also inform stakeholders on post-project implementation follow-up actions to ensure sustainability of gains from the Project and may possibly contribute to the updating of the NDC roadmap.

There are three primary users of the NSPP evaluation. UNDP has a significant portfolio on urbanization, economic growth, and climate change, with US\$ 25.8 million expenditure in the previous Country Programme Document (CPD period (2019-2023)<sup>1</sup> and is expected to continue in the next CPD for 2024-2028, approved in February 2024. Climate Action has a total resource envelope of US\$ 81.8 million, covering 54% of the total CPD 2024-2028 resource target. **UNDP Management** will refer to the findings of the NSPP evaluation to make informed decisions regarding future program design and identifying opportunities for the future support.

The Marcos presidential administration indicates a strong commitment to both climate change mitigation and adaptation, which can allow for effective implementation and use of evaluation as envisaged. As the primary government implementing partner for programmes and projects that support climate change mitigation and adaptation, the **CCC** can use the lessons learned from implementing NSPP in the management of future NDC related activities. The CCC, under the Office of the President, is the lead policy-making body of the government tasked to coordinate, monitor, and evaluate government programs and ensure mainstreaming of climate change in national, local, and sectoral development plans towards a climate-resilient and climate-smart Philippines. It is composed of the President of the Republic of the Philippines who serves as the Chairman, and three Commissioners to be appointed by the President, one of whom serves as the Vice Chairperson of the Commission.

The **Department of Environment and Natural Resources** (DENR), as the designated representative of the President to the CCC, can use the evaluation to identify areas of focus and alignment on accelerating and completing the work for the Philippines to deliver on its international commitments. The DENR is tasked to lead the Cabinet Cluster on climate change adaptation and

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<sup>1</sup> ICPE Philippines 2023. Expenditure reflected up to the ICPE evaluation period.

mitigation and disaster risk reduction (CCAM-DRR). It is also assigned to create a climate change information management system. Moreover, the Climate Change Service of the DENR facilitates: the harmonized coordination and overall direction in the implementation of the mandated climate change functions of the DENR inter-bureaus and offices; secretariat work relative to the Cabinet Cluster on CCAM-DRR; and the effective and efficient integration and implementation of the risk resiliency and sustainability Program. DENR Secretary Antonia Yulo Loyzaga already presented the COP 28 debrief to the President. The National Adaptation Plan (NAP) 2023-2050 and NDC Implementation Plan (NDCIP) were launched at CoP 28 in Dubai last December 2023 and were both presented to President Marcos in January which sets the priorities for different government agencies in the coming years.

NDC implementation requires a whole-of-nation approach, thus, this evaluation can also be used by other stakeholders to improve implementation of mitigation related activities aligned to NDC. The **National Steering Committee (NSC)**, chaired by the CCC with UNDP as the vice chair, acts as Project Management Board and provides the overall guidance and direction in implementing the project and responsible for making consensus management decisions for the project. The NSC is composed of national government agencies that regulate key NDC sectors, representatives from relevant bilateral donors, and representatives from the private sector, civil society, and the academe. The institutions represented in the NSC are also either implementers or beneficiaries of the different NSPP activities. This evaluation can aid members of the NSC particularly national government agencies, in making adjustments to the design, resource allocation, and implementation of sectoral plans. Lessons learned on engaging different sectors will be critical as the Philippines transitions towards NDC implementation. **Non-state actors** such as civil society organizations and the private sector may use the evaluation to find avenues to increase the participation of their respective sectors in NDC implementation, and advocate for the interests of those that are vulnerable, in the minority, or will be significantly affected by NDC implementation activities.

#### **1.4 Report Structure**

The report has 6 sections as follows: Section 1 provides an introduction of the evaluation. Section 2 describes the NSPP to understand the logic of the intervention. Section 3 provides a clear explanation of the evaluation's scope, primary objectives, and main questions. It also details the selected methodological approaches, methods, and data analysis. Section 4 contains the evaluation findings. Sections 5 enumerates the different conclusions and lessons learned while Section 6 outlines the directions based on the findings.

## **2. DESCRIPTION OF THE NSPP AS AN INTERVENTION**

### **2.1 Background and Context**

The Low Emission Capacity Building (LECB) project in the Philippines is an initiative funded by the EU and the government of Germany, executed by the United Nations Development Programme (UNDP), and implemented by the Climate Change Commission (CCC). The project, which was implemented from 2012 to 2018, achieved a range of significant results, which the CCC has been using as reference in making informed decisions. The project culminated in the development of an NDC roadmap/framework to guide the government on how to achieve its commitments under the Paris Agreement on Climate Change. The landmark Agreement was reached at the 21st Conference of the Parties (COP21) of the United Nations Framework Convention on Climate Change in Paris, France, in December 2015. It aims to limit the global temperature rise to well below 2°C above pre-industrial levels and to pursue efforts to limit the increase even further to 1.5°C. Leading up to COP21, countries were asked to publicly declare what actions they intended to take under the new global agreement. The country commitments, known as Intended Nationally Determined Contribution (INDC), were the primary means for governments to communicate internationally the steps they would take to address climate change in their own countries.

The Paris Agreement, which entered into force on 4 November 2016, built upon the foundation of climate pledges from 187 countries, known as Nationally Determined Contributions (NDCs). Countries are expected to submit updated and more ambitious NDCs every five years which will become the main vehicle for illustrating a country's strategic vision on climate change in the context of sustainable development.

The important challenge is transforming these NDCs into tangible actions that lead to long term, zero- carbon and climate-resilient development. Countries need sustained financial, capacity building, and technical support to regularly prepare, implement, and report on national actions under the Paris Agreement, and more specifically against NDC targets for reducing GHGs.

The challenge that the global programme intends to address is that Governments are not moving to zero- carbon pathways quickly enough to deliver on the ambition of the Paris Agreement. Among the immediate causes identified include: 1) investors and private sector are unwilling to provide finance for climate change mitigation and 2) high-level leadership is lacking to promote zero-carbon pathways. This is primarily brought about by the lack of business case and evidence base for zero-carbon opportunities and enabling environment to address the key barriers for reducing investors risk. These are rooted primarily on: 1) stakeholders not fully engaged in decision-making process; 2) lack of capacities to design robust mitigation actions and to mainstream zero-carbon planning into sectoral strategies and national development plans; 3) business-as-usual creating disincentive to move to zero-carbon pathways; and 4) underdeveloped private sector and high financing costs in less mature markets. Corresponding solutions have been identified to address these causes (Figure 1), leading to the design of the NSPP.



<b>Development Challenge:</b> Governments are not moving to zero-carbon pathways quickly enough to deliver on the ambition of the Paris Agreement	<b>Solution:</b> Governments adopt fully inclusive, zero carbon pathways to deliver on NDC targets in context of sustainable development
<b>Immediate causes:</b> <ul style="list-style-type: none"> <li>Investors and private sector unwilling to provide finance for climate change mitigation</li> <li>High-level leadership lacking to promote zero-carbon pathways</li> </ul>	<b>Solution</b> <ul style="list-style-type: none"> <li>Govts put in place financing mechanisms and strengthen enabling environment to attract climate finance, technology transfer and capacity development for zero-carbon pathways</li> <li>Govts recognised as champions of climate change ambition by international community (thereby attracting donor support)</li> </ul>
<b>Underlying causes:</b> <ul style="list-style-type: none"> <li>Zero-carbon opportunities lack business case and evidence base</li> <li>Enabling environment doesn't address key barriers for reducing investor risk</li> </ul>	<b>Solution</b> <ul style="list-style-type: none"> <li>Identify and promote business cases and evidence base for ambitious mitigation actions</li> <li>Risk analyses conducted to support low-carbon actions designed with financing strategies that attract private sector interest</li> </ul>
<b>Root causes (pervasive and long-standing development constraints):</b> <ul style="list-style-type: none"> <li>Stakeholders not fully engaged in decision-making process</li> <li>Lack of capacities to design robust mitigation actions and to mainstream zero carbon planning into sectoral strategies and national development plans</li> <li>Business-as-usual creates disincentive to move to zero-carbon pathways (lack of alignment between private/public sectors and sustainable development goals)</li> <li>Underdeveloped private sector and/or high financing costs in less mature markets</li> </ul>	<b>Solution</b> <ul style="list-style-type: none"> <li>Establish inclusive stakeholder engagement and institutional coordination mechanisms with gender targets</li> <li>Build technical and institutional capacities to design mitigation actions and strategies, and related financing schemes, to attract investors and private sector</li> <li>Create mechanisms for public-private partnerships, trust building, and alignment of incentives</li> </ul>

**Figure 1. Problem and root cause analysis**

**Source: NSPP ProDoc**

## 2.2 Design

NSPP aims to support transformational change in the Philippines by using NDC Implementation as a tool for scaling up public and private investments in climate change efforts to deliver sustainable development. Specifically, the areas of support covers:

- Mainstreaming gender in the NDC development processes
- Developing NDC implementation plans and institutional structures to facilitate effective implementation;
- Strengthening measurement, reporting, and verification (MRV) capacity and national data-sharing mechanisms to better analyse and communicate progress against NDC targets and mitigation actions;
- Aligning mitigation actions to NDCs in order to transform NDC targets into concrete actions and to increase ambition, as feasible; and
- Developing finance structures and enhancing private sector engagement in NDCs

The NSPP has the following key outputs:

1. Integrated governance enhanced to deliver NDC outcomes
2. Evidence based design and planning of mitigation options delivered
3. Capacities developed to design climate-friendly investment opportunity
4. Enabling environment enhanced for private sector development

The NSPP is implemented through a National Implementation Modality (NIM) with support services from the UNDP Philippines Country Office (UNDP PH CO). The Climate Change Commission serves as the Implementing Partner. As the implementing partner, the CCC is responsible and accountable for managing the project and ensuring the on-the-ground implementation of the project, the achievement of the expected project outcomes and outputs and the effective use of the project resources. UNDP CO provides project assurance and oversight to the project. A total of US\$2,379,242.00 has been allocated to the project.

The Project Management Unit (PMU) is headed by the CCC Executive Director/Secretary who acts as the Overall Program Director (OPD) and assisted by the CCC Deputy Executive Director/Assistant Secretary as the Project Manager (PM). The OPD and PM are assisted by focal points from relevant units and PMU personnel contracted by CCC. The project targets key National Government Agencies, private sector, civil society as beneficiaries and stakeholder of the project.

The National Steering Committee is chaired by CCC, with UNDP as Vice-chair. Members are composed of key Government agencies, private sector, civil society, academe, and donor representatives, including: Department of Agriculture (DA), Department of Energy (DOE), Department of Environment and Natural Resources (DENR), Department of Finance (DoF), Department of Health (DOH), Department of Science and Technology (DOST), Department of Trade and Industry (DTI), Department of Transportation (DOTr), National Economic and Development Authority (NEDA), National Solid Waste Management Commission (NSWMC), Philippine Commission on Women (PCW), Philippine Statistics Authority (PSA), Representative from the Private Sector (PCCI), Representative from the Academe (PATLEPAM), Representative from the Civil Society (AKSYON-KLIMA), and relevant bilateral donors.

The Philippine Government submitted its first NDC to UNFCCC on 15 April 2021, setting an ambitious 75% emissions reduction by 2030. This goal will be achieved by accessing and/or receiving the appropriate support in the form of financing, technology development and transfer, capacity building, which will be realized through, among others, bilateral, regional, and multilateral cooperation. It shall also maximize the benefits under the mechanisms, i.e., market and non-market of Article 6 of the Paris Agreement taking into consideration the following: (i) National circumstances, (ii) Exposure and vulnerability to climate change impacts as well as increasing losses and damages, (iii) Sustainable production, consumption, and circular economy, and (iv) Inclusive, climate-smart, low-carbon development pathway. With this significant development, outputs under NSPP had to be revisited to support the operationalization of the NDC.

Due to the COVID-19 pandemic, the Project, to the extent possible aligned or harmonized its activities with the Government's Green Recovery Plan. Support activities were reviewed and revised, if not foregone. Accordingly, the budget for some of the support activities were realigned to achieve outputs that are COVID-19 responsive and support the country and the Government of the Philippines (GoP) towards green recovery.

### **2.3 Logic and Alignment**

The United Nations Partnership Framework for Sustainable Development (PFSD) for the period 2019-2023 is the first Philippines-UN country plan that redefines the nature of UN System engagement in the Philippines. In response to the COVID-19 pandemic, a new roadmap was released to 'build forward better' while keeping the country within the SDG roadmap for prioritizing, aligning, and positioning the UN in the Philippines. The Socio-economic and Peacebuilding Framework (SEPF) stressed the importance of using a green and climate lens in economic recovery efforts and strengthening resilience in all sectors and all levels of governments. UNDP Philippines is programmatically expected to address three PFSD outcomes, which were adapted to the SEPF:

**PFSD Outcome 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.

**PFSD Outcome 2** - Urbanization, economic growth and climate change actions are converging for a resilient, equitable and sustainable development path for communities.

**PFSD Outcome 3** - National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of inclusive and responsive governance systems, and accelerating sustainable and equitable development for just and lasting peace in conflict affected areas in Mindanao.

The UNDP Country Programme Document (CPD) for 2019-2023, which was developed in line with the priority areas identified in the UN PFSD and which addresses three outcomes of UNDP's corporate strategic plan 2018-2021, namely: (1) Advance poverty eradication in all its forms and dimensions; (2) Accelerate structural transformations for sustainable development; and (3) Strengthen resilience to shocks and crisis. All CPD outcomes are aligned with the National Strategic Development Plan and sector plans, as well as the 2030 Agenda for Sustainable Development. Prominent changes in this cycle were less focus on democratic governance in favour of strengthening national capacities for measuring progress and for service delivery, and a stronger focus on innovative methods.

NSPP aims to contribute to the following CPD Outcomes and Outputs, as well as to the Strategic Plan:

**CPD Outcome 2:** Urbanisation, economic growth, and climate change actions are converging for a resilient, equitable, and sustainable development path for communities.

**2.2.1** Extent to which low emission and climate-resilient development targets are reflected in national plans, strategies, and budgets, local development plans, strategies, and budgets, and private sector business plans and strategies

**2.2.2** Number of public and private entities making investments in low emission solutions and schemes through UNDP support

### **UNDP Strategic Plan:**

**1.1.2** Number of countries that have policy measures in place to enable the enhancement and/or implementation of Nationally Determined Contributions under the Paris Agreement.

## **2.4 Theory of Change and Results Framework**

The project's theory of change draws up the NDC Global Support Programme framework, while taking into account the Philippines context. The project recognizes the urgent and critical need to combat global climate change and its impact that is substantiated in the United Nations' Sustainable Development Goals (SDGs). Goal 13 contains five tangible targets to compact global climate change, including, among others: i) Integrate climate change measures into national policies, strategies and planning, ii) Improve human and institutional capacity on climate change mitigation, and iii) promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing states. Figure 2 illustrates the theory of change for the NSPP and the alignment of project outputs to the UNDP CPD outcome and outputs.

The theory of change identifies the proposed change and links it to the results pathways. If NSPP activities successfully mainstreamed gender in the NDC development processes, then several gender responsive approaches and action plans are integrated into NDC institutional frameworks as well as the different NDC sectoral plans and strategies. If the NSPP develops NDC plans and strategies for successful implementation and strengthens MRV capacity and data-sharing mechanisms, then monitoring and transparency systems are enhanced for NDC implementation. If NSPP aligns mitigations actions to transform NDC targets into concrete actions to increase ambition, then tools are developed to model economic impacts of mitigation scenarios, de-risking strategies are developed, and climate investment models and solutions are developed and piloted for potential scaling. If NSPP is able to enhance private sector engagement in NDCs, policies to support private sector are developed investment networks to support investments for NDC implementation are established, green jobs assessment and certification systems are operationalized and communications strategies to increase private sector investments are implemented. The corresponding results framework is in Annex E.

**CPD Outcome 2:** Urbanisation, economic growth, and climate change actions are converging for a resilient, equitable, and sustainable development path for communities.

**CPD Output 2.2.1** Extent to which low emission and climate-resilient development targets are reflected in national plans, strategies, and budgets, local development plans, strategies, and budgets, and private sector business plans and strategies

**CPD Output 2.2.2** Number of public and private entities making investments in low emission solutions and schemes through UNDP support

- NSPP Outcomes:**
- The Philippine NDC is transformed into tangible actions that lead to long term, zero-carbon and climate-resilient development
  - The Philippines has sustained financial, human, and technical capacities to regularly prepare, implement, and report on national actions under the PA and more specifically against NDC targets for reducing GHGs.
  - The NDC implementation has become a mechanism to scale up investment in climate change and deliver sustainable development.

**Output 1:** Integrated governance enhanced to deliver NDC outcomes

1.1 Gender-responsive institutional framework for NDC implementation formalised and strengthened

1.2 Monitoring and transparency systems for NDC implementation enhanced

**Output 2:** Evidence-based design and planning of mitigation actions delivered

2.1 Gender action plan developed and implemented

2.2 NDC mitigation targets refined and/or disaggregated

**Output 3:** Capacities developed to design climate-friendly investment opportunities, address investor risk, and blend and catalyse climate finance.

3.1 Investors risks assessed, and barriers removed in 2 priority sectors

3.2 Sustainable finance mechanism(s) established to scale up NDC mitigation action in 2 priority sectors, including mechanisms that are gender responsive

**Output 4:** Enabling environment enhanced for private sector engagement

4.1 Private sector systematically engaged on inclusive NDC investment opportunities

- Activities for Output 1.1**
- Participatory process as inclusive approach to NDC planning
  - CCC strengthened or creation of National NDC Coordination Office
  - Build capacity for mainstreaming gender in NDC implementation policies
  - Strengthen and establish linkages for institutional frameworks for gender responsive NDC implementation
  - Review NDC plans and projects to ensure gender-responsive budgeting
- Activities for Output 1.2**
- Institutionalize or strengthen MRV system and coordination bodies
  - Pilot testing of MRV plan/systems
  - Gender equality indicators integrated into MRV

- Activities for Output 2.1**
- Analyse NDC Roadmap for gender context
  - Gender assessment of existing climate instruments and mechanisms
  - Prioritise sector policies and strategies based on gender equality and NDC
  - Identify institutional coordination mechanisms for increased participation of women in NDC implementation
  - Development of action plan for more gender responsive NDC implementation and transforming gender stereotypes in sectors
- Activities for Output 2.2**
- Translation of sectoral mitigation action and targets into gender responsive sectoral NDC action plans
  - Enhance sectoral plans by addressing data gaps

- Activities for Output 3.1**
- Map climate finance flows to assess investment trends
  - Identify NDC investment risks and assess inclusive financial and policy instruments
  - Capacitate national actors for climate finance
- Activities for Output 3.2**
- Analyse social and gender impact of financing for adaptation and mitigation projects
  - Review climate finance strategies / mechanisms, institutional arrangements, based on NDC Roadmap
  - Develop project pipeline and financing propositions and mechanisms

- Activities for Output 4.1**
- Conduct business summits for periodic engagement of the NDC design and implementation
  - Promote women's roles in management to enhance women's access to non-traditional jobs
  - Map initiatives and quantify emissions reductions against reference level
  - Develop online GHG registry for private sector and seals program protocol
  - Formalise partnerships with subnational and non-state actors for inclusive NDC activities

- Assumptions:**
- The Philippine government is fully committed to adhering to the country's commitments to the Paris Agreement
  - The government manifests full ownership of the NDC and its implementation.
  - A whole-of-government and a whole-of-nation approach is needed to achieve results and the government is willing to engage a broad range of state and nonstate stakeholders
  - There is a stable investment environment for delivering actions at scale and the investors are interested in supporting NDC mitigation actions
  - Private sector understands that NDC implementation leads to long-term returns and security
  - Reducing gender inequity and building capacities of those vulnerable to climate change is a priority.

- Risks:**
- Project covers two presidential administrations. Changes in leadership may lead to changes in national priorities.
  - Lack of support from stakeholders, primarily business sector, on NDC related actions.
  - Low appetite for mitigation related investments
  - Insufficient capacity of the government, including line agencies to implement NDC related activities
  - Low baseline capacities for implementing the NDC
  - Lack of interest in integrating gender mainstreaming into NDC implementation
  - Unforeseen global and national events can derail project implementation

**Figure 2.** Theory of Change for NSPP  
Source: Reconstructed from the signed ProDoc

The feasibility of the NSPP theory of change and the achievement of project activities are dependent on the global NDC submission cycle. NDCs are submitted every five years to the UNFCCC secretariat. In order to enhance the ambition over time, successive NDCs will represent a progression compared to the previous NDC and reflect its highest possible ambition. Parties are requested to submit the next round of NDCs (new NDCs or updated NDCs) by 2020 and every five years thereafter (e.g., by 2025, 2030), regardless of their respective implementation time frames. Most countries submitted their initial commitments in 2015 and updated them by 2021.

The original NSPP project timeline was from 2018 to the end of 2021. Based on the timing, most of the project activities will be based on the indicative NDC and contribute to the development of the NDC. The later activities anchored and aligned to the Philippine's first submission of the NDC within the 2020-2021 timeframe. Depending on the timing of the NDC submission, NSPP activities can either successfully shift to NDC implementation, or start laying the foundation for implementation readiness. If the Philippine government submits the NDC in 2021, then there is a probability that the NSPP outcomes are too ambitious because there would not be enough time to implement activities that are dependent on the actual Philippine NDC.

There are a significant number of activities geared towards the private sector. However, engaging the private sector on increasing investments in mitigation action can be challenging and might require a longer timeframe than the project lifetime.

### **3. EVALUATION OBJECTIVES AND METHODOLOGY**

#### **3.1 Scope of Work for the NSPP Evaluation**

The terminal evaluation aims to assess the overall performance of the NSPP, implemented from August 2018 to December 2023 in the Philippines, vis-à-vis its objectives and its value and contribution to NDC development and operationalization at the national and sectoral level, and capture results, including unintended positive and negative results. The evaluation also reviews progress towards cross-cutting issues of human rights, inclusion, and gender responsiveness, based on the project document and annual work plans, progress reports, and other outputs delivered since the start of the project in 2018 until the project close in December 2023. Most NSPP activities were implemented in the National Capital Region in the Philippines since these were primarily high-level activities with national government agencies.

The evaluation has generated the strengths, weaknesses, gaps, good practices, and lessons learned, and provide recommendations for post-project implementation, design and implementation of future programming, and opportunities to continue the CCC-UNDP partnership.

The evaluation is under the overall guidance of an Evaluation Reference Group that will be organized for this terminal evaluation, and reporting to the UNDP Evaluation Manager. The NSPP terminal evaluation follows the principles of independence, impartiality, integrity, and gender-responsiveness. Drawing on the good practice standards of evaluation, this independent evaluation has recognized and adopted four dimensions of evaluation independence: (a) behavioural autonomy; (b) organizational independence; (c) insulation from external influence, and (d) avoidance of conflicts of interest.

#### **3.2 Primary Objectives**

Specifically, this evaluation assesses the following:

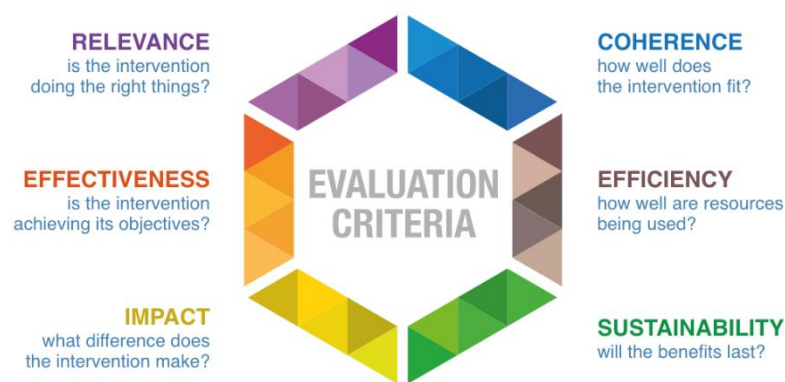
1. The relevance of the Project to the national and sectoral level and target beneficiaries' needs and priorities.
2. The coherence of the Project with other similar interventions
3. The effectiveness of the Project implementation strategies in the achievement of objectives and results based on the Theory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

### 3.3 Key Evaluation Questions

1. What did NSPP intend to achieve during the period under review?
2. To what extent has NSPP achieved (or is likely to achieve) its intended objectives?
3. To what extent has NSPP been able to adapt to external changes, such as the COVID-19 pandemic, and continue to support Philippine development?
4. What factors contributed to or hindered NSPP's performance and eventually, the sustainability of results?

### 3.4 Framework and Approach

The terminal evaluation for NSPP assesses the project based on the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) criteria of coherence, relevance, effectiveness, efficiency, sustainability, and impact. These criteria provide a normative framework used to determine the merit or worth of an intervention (policy, strategy, program, project, or activity). They serve as the basis upon which evaluative judgements are made.



**Figure 3.** DAC criteria for evaluation  
Source: OECD (2021)

- **Relevance** -The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.
- **Coherence** -The compatibility of the intervention with other interventions in a country, sector or institution.
- **Effectiveness** - The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.
- **Efficiency** - The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.
- **Impact** - The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects.



- Sustainability - The extent to which the net benefits of the intervention continue or are likely to continue.

### **3.5 Evaluation Criteria**

#### **3.5.1 Relevance: Is the NSPP doing the right things?**

- To what extent was the Project relevant to supporting the national and regional development priorities, the Philippine Development Plan, Philippines' Nationally Determined Contribution, National Climate Change Action Plan, the UNDP Country Programme's outputs and outcomes, the UNDP Strategic Plan, the Paris Agreement, and the SDGs?
- How well did the Project respond to changing context and emerging risks during design and implementation?
- To what extent did UNDP continue to be a relevant development partner in advancing climate action?

#### **3.5.2 Coherence: How well does NSPP fit?**

- To what extent were the Project's activities and outputs coherent and consistent with its Theory of Change? Are the Project's objectives and outputs clear, practical, and feasible within its frame?
- To what extent did the Project support or undermine the efforts of other stakeholders (National Government Agencies, private sector, civil society organizations)?
- How well did the Project strengthen synergies with partners and demonstrate complementation to any other existing initiatives?

#### **3.5.3 Effectiveness: Is the NSPP achieving its objectives?**

- To what extent were the Project outputs and outcomes achieved based on the Project's Theory of Change and Results Framework? In which areas does the Project have the greatest and fewest achievements?
- What factors have contributed to achieving or not achieving intended outcomes and outputs?
- To what extent was the Project effective in addressing cross-cutting issues of human rights, inclusion and gender responsiveness?

#### **3.5.4 Efficiency: How well are resources being used?**

- To what extent were resources used efficiently? Were funds and activities delivered based on plan?
- To what extent were the management structure and selected implementation modalities (national implementation modality with CO support) efficient in generating the expected results?
- 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?

- To what extent did the Project use its monitoring and evaluation mechanisms to improve efficiency?

### **3.5.5 Impact: What difference does NSPP make?**

- 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?
- To what extent has the Project produced changes in behaviour, attitude, or performance in the direct and indirect beneficiaries? Has the Project promoted positive changes in gender equality and the empowerment of women?
- What are the outcome-level results, including unintended positive and negative results?
- Did any unintended effects emerge for women, men, or vulnerable groups?

### **3.5.6 Sustainability: Will the benefits last?**

- To what extent are Project's outputs useful for stakeholders? Is there sufficient support for the Project's long-term objectives?
- To what extent are financial and human resources available to sustain the benefits achieved by the Project?
- To what extent do mechanisms, procedures, and policies exist to allow primary stakeholders to carry forward the results attained? What other interventions are needed to strengthen exit strategies and sustainability?

See Annex D for the corresponding evaluation matrix. The evaluation matrix outlines the evaluation criteria, the measure or indicators used to assess each criterion, and the data collection and analytical methods utilized in this evaluation.

## **3.6 Methodology**

The terminal evaluation has been conducted according to approved UNDP IEO processes outlined in the UNDP Evaluation Guidelines. A stakeholder analysis was conducted to identify all relevant stakeholders to the NSPP. The project was analysed through an assessment of progress made towards the achievement of expected outputs, and the extent to which these outputs contributed to the intended CPD outcomes. Specific factors that have both positively and/or negatively influenced the project outputs and outcomes were also analysed.

This evaluation relied on information collected from different sources and then triangulated:

A review of UNDP strategic and programme documents, NSPP project documents and monitoring reports, audits, output documents from the work of consultants and other available documentations. The desk review focused on information that has already been documented and is used to present an overview of the current state of knowledge about the project and its results. The review was also used to highlight areas or gaps in existing information where additional primary research was needed and to develop the interview questions to flesh out narratives and glean more information. The current list of documents reviewed for the evaluation can be found in Annex A.

UNDP PH CO coordinated the introduction of the evaluator to the NSPP stakeholders and facilitated the scheduling of meetings. Online and face-to-face key informant interviews (KIIs) and/or focus group discussions (FGDs) were conducted with NSPP project stakeholders from 15 February 2024 to 06 March 2024. The evaluator went on mission on 28 to 29 February 2024 to conduct KIIs and FGDs in person while the rest were done online through Zoom. A total of twenty-one (21) individuals, disaggregated into 12 male and 9 female respondents for gender-responsiveness, participated in six (6) individual KIIs and six (6) FGDs with two or more participants, detailed in Table 1. Selection of individuals for KIIs were primarily based on project roles while FGDs were composed of both male and female participants who met the qualifying criteria. Those in key leadership roles were interviewed individually while other stakeholders participated in focus group discussions per organization and/or functional role. The KIIs and FGDs were used to corroborate the secondary data analysis resulting from the desk review, collect primary data and assess stakeholders' perceptions of the scope and effectiveness of programme interventions, determine factors affecting performance, and identify the strengths and weaknesses of the NSPP.

Given the short timeline for data collection, totalling to three weeks, the evaluator worked with UNDP PH CO to identify priority stakeholders for KII or FGD. Invitations to participate either online or in person were sent, and these were followed up multiple times. Twenty-one (21) individuals representing six (6) NSPP stakeholder groups were available and agreed to participate. While this may be somewhat lean for the project scope, the participants represented the key stakeholders of the project: UNDP, the NSPP project management unit, project consultants, the CCC as the primary government implementing partner, and three members of the NSC, which effectively covered the universe of stakeholders involved in the project. The KIIs and FGDs employed a reliable data gathering process since the participants had actual first-hand involvement in the project.

**Table 1.** Summary of KII and FGD participants

Organization	Role	Sessions	Participants	Gender	
				M	F
UNDP PH CO	Oversight and implementation	2 KII (online) 1 FGD (online)	4	2	2
NSPP PMU	NSPP project management and consultants	2 KII (online) 1 FGD (online)	4	1	3
CCC	Primary government implementing partner	2 FGD (in-person) 1 KII (online)	7	4	3
NEDA	NSC member and activity implementer	1 FGD (in-person)	3	2	1
DENR	NSC member and activity implementer	1 FGD (in-person)	2	2	
PCCI	NSC member and activity implementer	1 KII (online)	1	1	
Total			21	12	9

The list of stakeholders interviewed can be found in Annex B and interview questions in Annex C.

### **3.7 Data Analysis Plan for the Collected Data**

This evaluation uses the triangulation of data sources, among different participants and of different data collection methods. If done correctly, triangulation results in the gathering of critical factors that are supported by more than a single source of evidence. Secondary data has been extracted from the NSPP documents, particularly the annual work plans quarterly progress reports, annual progress reports, combined delivery reports and minutes from the project board meetings. They have been corroborated and reviewed against the contents of activity outputs and deliverables including draft plans, policy notes, and consultant reports. Finally, the information was triangulated with the insights provided by the key informant interviews and focus group discussions. Participants were asked to provide narrative explanations and insights to flesh out the initial results from the desk review. Similar questions were asked in every KII and FGD to ensure that responses could be cross-checked and validated against each other.

Descriptive statistics is used to present any quantitative data that was extracted from the desk review or provided by the interviewed stakeholders. These include trend analysis over time or over geographic scope, and presentation in graphs, tables. The results of the desk review, interview and focus group discussion notes have been analysed using content and thematic analysis. Thematic analysis is a qualitative data analysis method that involves reading through a data set and identifying patterns in meaning across the data. It is a flexible approach that enables generation of new insights and concepts derived from data. This evaluation uses an inductive approach to thematic analysis where the themes identified are strongly linked to the data.

As part of the analysis, the data has been examined for evidence of integrating gender equity and leave no one behind principles in the NSPP project activities. This includes evidence of gender and LNOB analysis at the design stage, stakeholder and vulnerable group analysis, evidence of inclusive project activities and quality engagement and participation of stakeholders.

This evaluation uses the ratings system provided in the UNDP Evaluation Guidelines to score the NSPP performance against the criteria of Relevance, Efficiency, Effectiveness, Coherence, Impact, and Sustainability.

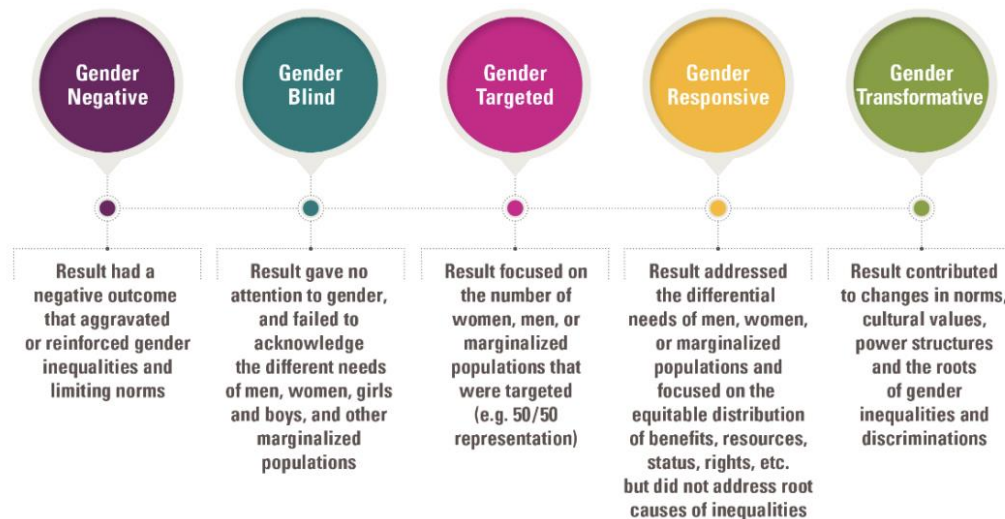
**Table 2.** Ratings table for UNDP evaluation criteria adapted for the NSPP evaluation

Code	Rating	Description	Value
HS	Highly satisfactory	All NSPP parameters were fully met and there were no shortcomings in the project implementation.	6
S	Satisfactory	All NSPP parameters were fully met and with minor shortcomings in the project implementation.	5
MS	Mostly satisfactory	NSPP parameters were partially met and with minor shortcomings in the project implementation.	4
MU	Mostly unsatisfactory	More than one NSPP parameter was unmet with significant shortcomings in the project implementation.	3
U	Unsatisfactory	Most NSPP parameters were not met and there were major shortcomings in the project implementation.	2
HU	Highly unsatisfactory	None of the NSPP parameters were met and there were severe shortcomings in the project implementation.	1
N/A	Not Applicable	Not applicable	Unscored

Source: UNDP Evaluation Guidelines (2021)

Attention is given to integrate a gender-responsive evaluation approach to data collection and analysis. In line with UNDP’s gender strategy, the evaluation examines the level of gender mainstreaming across the different NSPP activities and outputs. Gender-disaggregated data, if present, has been collected, where available, and assessed against NSPP outcomes and outputs.

The IEO’s Gender Results Effectiveness Scale (GRES) is used to assess the quality and level of gender-related results achieved by NSPP. The GRES classifies gender results into five categories: gender-negative, gender-blind, gender-targeted, gender-responsive, and gender-transformative.



**Figure 4.** The gender results effectiveness scale

Source: UNDP IEO (2015)

A gender lens was integrated into the evaluation using gender-responsive data collection through the gender composition of KII and FGD respondents. Unfortunately, the consultant hired to develop the NDC Gender Action Plan was not available for interview as she had unfortunately passed away. NSPP outputs were also examined for gender-related considerations in plans, strategies, and frameworks. The evaluation includes an analysis of the NSPP results framework, which covers several gender output indicators.

The evaluation also aims to collect evidence as to how NSPP integrates LNOB principles throughout the project lifetime, at the design stage, stakeholder and vulnerable group analysis, evidence of inclusive project activities and quality engagement and participation of stakeholders. This includes, but is not limited to activities that support:

- Equality – the imperative of moving towards substantive equality of opportunity and outcomes for all groups.
- Non-discrimination – the prohibition of discrimination against individuals and groups on the grounds identified in international human rights treaties.
- Equity – which refers to fairness in the distribution of costs, benefits, and opportunities.

### **3.8 Evaluation Ethics**

The evaluation has been guided by the highest ethical standards set and outlined by the United Nations Evaluation Group in the document entitled Ethical Guidelines for Evaluations. The principles of fairness, objectiveness, evidence-based and independence have been ensured throughout the evaluation process. The stakeholders participating in the KIIs and FGDs have been briefed on the evaluation and have provided consent to be interviewed and/or recorded. Data has been aggregated in the analysis and no direct quotations or attributions have been used to maintain the confidentiality of the KIIs and FGDs. The evaluator has not been part of the NSPP implementation and has no direct conflict of interest with the project.

### **3.9 Evaluability Analysis and Limitations of the Evaluation**

Ideally, terminal evaluations are to be conducted before the project ends to ensure availability of stakeholders for primary data gathering. While the evaluator was onboarded before NSPP ended and the initial set of documents was available for, the inception report was finalized in January 2024, one month after project end date. Given this limitation, UNDP assigned one staff member to coordinate the KIIs and FGDs. Official communication and endorsement from UNDP made scheduling interviewees more efficient despite the project being officially closed by then.

There is adequate availability of data from the documents provided by UNDP PH CO and the Project Management Unit (PMU) to corroborate the targets and indicators in the results framework. Aside from project reports, data is available on the specific activities implemented by the NSPP. These data were further triangulated through the KIIs and FGDs. Findings from the desk review were corroborated and more insights were gleaned from the KIIs and FGDs.

Time has been a constraining factor, with the aim of completing the evaluation process before the end of the first quarter of 2024. This reduced primary data collection through KIIs and FGDs to about two weeks in February 2024. The evaluation reference group decided to prioritize stakeholders to those critical to the project implementation. Moreover, only the stakeholders who were available during this period was able to participate in KIIs and FGDs. While the evaluator was able to conduct multiple interviews with personnel from UNDP and CCC, as well as the PMU, there were limited sessions with members of the NSC and other stakeholders. However, the twenty-one participants of the KIIs and FGDs covered UNDP, the project management unit, project consultants, the CCC as primary government partner, and three institutions who were members of the NSC, which almost covers the universe of stakeholders. The only type not covered by the KIIs and FGDs were representatives from the bilateral donors of the project, who were not available during the two-week data gathering period. The participants were able to provide enough information and insight to further flesh out the narratives of the evaluation.

Connectivity and availability of respondents have been the biggest risk factor since most of the sessions were conducted virtually. Fortunately, there were no significant internet disruptions during the data collection period. Moreover, the evaluator, at the request of some stakeholders, went on mission to conduct some of the interviews and focus group discussion face to face in Metro Manila. This mission was successful at conducting several KIIs and FGDs in a span of two days. Further, there are a number of stakeholder movements, with some potential interviewees no longer connected to the relevant organizations or with the present administration. Project consultants had specific engagement periods; some were engaged in other projects at the time of the evaluation and were unavailable for interviews. While more participants for the KIIs and FGDs would probably strengthen the evaluation further, it has been assessed the KIIs and FGD conducted already provided adequate quality information.

## 4. KEY FINDINGS

### 4.1 Key Findings for Relevance

**4.1.1 NSPP was designed to be Philippine government driven, anchored to the Philippine commitments to the Paris Agreement in relation to the country’s development context. NSPP primarily contributed to the development of the policy notes for the country’s first NDC submission, considered as the guiding document for mitigation and decarbonization commitments of the Philippines.**

#### Relevance to SDGs

UNDP has unique experience supporting countries to develop INDCs and NDCs later on, support governments in designing and implementing NDC and SDG roadmaps to meet these commitments. Building on this experience across a range of countries and development contexts, nine entry points across three categories have been identified as critical for fostering greater complementarity between NDCs and SDGs. NSPP outputs and activities are significantly aligned to these entry points<sup>2</sup>. NSPP focuses on creating an enabling environment for NDC implementation in the Philippines including institutional arrangement and capacities, drafting various implementations plans, strengthening MRV systems, translating policy into concrete actions, and developing financing opportunities. All of these are considered points of alignment between the Philippine NDC and the SDGs.

**Table 3.** NSPP alignment to NDC and SDG entry points

Category	Entry Points for Alignment of NDC and SDG	NSPP Output Alignment
Establishing an enabling environment	<ul style="list-style-type: none"><li>• Institutional arrangements</li><li>• Policy coherence</li><li>• Capacity building efforts</li><li>• Data generation and management</li></ul>	Output 1 Output 2 Output 3 Output 4
Planning and delivering on commitments	<ul style="list-style-type: none"><li>• Timelines and scales</li><li>• Targets</li><li>• Financing opportunities</li></ul>	Output 2 Output 3
Tracking progress and reporting	<ul style="list-style-type: none"><li>• Reporting and review mechanisms</li><li>• Processes for revision and updates</li></ul>	Output 1 Output 2

NSPP is also directly aligned to supporting three SDGs: SDG 1 – No poverty, SDG 13 – Climate action and SDG 5 – gender equality. With its GEN2 marker, the project design indicates that gender is a significant objective, explicitly stated as Outputs 1.1 and 2.1.

<sup>2</sup> UNDP (2017). Aligning NDCs and SDGs. Lessons learned and practical guidelines.



## **Relevance to the Philippine Commitments to the Paris Agreement**

At the United Nations climate change conference in Paris in December 2015, countries adopted the Paris Agreement that sets out a global action plan for limiting global warming to 2 degrees Celsius and to pursue efforts to limit the increase even further to 1.5°C, starting 2020. The Agreement built upon the foundation of climate pledges from 187 countries, known as Intended Nationally Determined Contributions (INDCs). Then President Rodrigo Duterte, signed the Instrument of Accession for the Paris Agreement on 28 February 2017 which the Senate of the Philippines unanimously adopted through a resolution concurring to the accession on 14 March 2017. The Instrument was accepted/approved by the UNFCCC on 23 March 2017, and it officially entered into force on 22 April 2017.

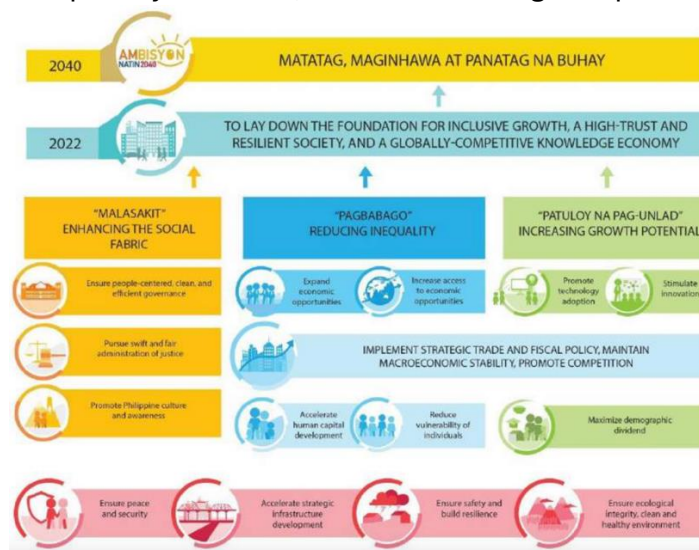
The NSPP project came as a successor to the Low Emission Capacity Building (LECB) project in the Philippines, which achieved a range of significant outputs that the CCC used for decision-making. LECB culminated in the development of an NDC roadmap/framework to guide the government on how to achieve its commitments under the Paris Agreement (PA) on Climate Change. The Philippines has revisited the INDC it submitted in 2015 and the NSPP supported reconstructing the mitigation options and adaptation priorities assessing its applicability to the NDC. The NSPP contributed directly to the NDC through developing background technical and policy notes that formed the basis of the NDC, as well as in the framing of the NDC document. The NDC charts a course towards an inclusive climate-resilient, disaster-resilient, and low-carbon trajectory. The Philippines submitted its first NDC in April 2021, more than three years after NSPP started its implementation. At the time of its inception, the NSPP was the only project in the UN system directly contributing to the NDC. Further, the NSPP supported the implementation of the NDC, including through the formulation of vital plans such as the NDC Implementation Plans for waste, transport, forestry, and energy sectors, alongside the NDC Measurement, Reporting, and Verification Plan. Additionally, gender analysis was conducted, leading to the development of the NDC Gender Action Plan. While there would be challenges in the government's acceptance and utilization of these plan, discussed in later sections of this evaluation, NSPP was still able to support the initial work on these activities.

NSPP was also able to support and facilitate the Philippines' active participation in diverse climate negotiations and conferences, such as COP, enhancing the Philippines' presence and leadership in global climate leadership and cooperation.

## **Relevance to Philippine Development Priorities**

The NSPP is aligned but does not have a one-on-one correspondence to the Philippine Development Plan (PDP) 2017-2022 and 2023-2028. NSPP was conceptualized after the PDP 2017-2022 was released, thus the PDP introduced the Paris Agreement but did not specifically mention the INDC/NDC or decarbonization commitments. However, the PDP acknowledged that there was a need to *“integrate new policies on disaster preparedness, response, mitigation, prevention, rehabilitation, and recovery to address existing implementation gaps and challenges”*.

Furthermore, the PDP indicated a policy gap undermining the private sector’s potential to significantly contribute to poverty reduction, and climate change adaptation and mitigation.



**Figure 5.** Snapshot of the Philippine Development Plan 2017-2022

Source: NEDA

The strategies outlined in the PDP 2017-2022 of the Duterte administration aimed to lay down the foundation for inclusive growth, a high trust and resilient society, and a globally competitive knowledge economy. NSPP contributes to this whole-of-nation goal because project activities support climate-resilient development mainly through developing the policy for mitigation at the country level. Moreover, NSPP is designed to increase capacity to reduce greenhouse gas emissions, which is in direct contribution towards the PDP’s cross-cutting strategy of ensuring ecological integrity, clean, and healthy environment. The NDC Economic Modelling was developed to inform on the Philippine NDC implementation and low-carbon infrastructure development, while maintaining economic growth. The Philippine Greenhouse Gas Emission, Economic Growth and Poverty included an economy-wide, computable general equilibrium (CGE) model that was able to project the sectoral growth of the Philippine economy consistent with Ambisyon Natin 2040 and can estimate the corresponding greenhouse gas (GHG) emissions.

Since NDC implementation is considered to be a mechanism for scaling up investment in sustainable development, NSPP project activities can be indirectly linked towards reducing inequalities and expanding economic opportunities. The GEN2 marker also indicated a contribution to reducing the vulnerability of individuals.

**Relevance to UNDP PH CO Work**

A reconstruction of the UNDP CPD 2019-2023 theory of change initially identified two outputs that would achieve the outcome of urbanization, economic growth, and climate change actions converging for a resilient, equitable, and sustainable development path for communities. Although the Partnership Framework for Sustainable Development (PFSD) have reworded the outputs, the message remains the same. This is emphasized in the UN Socioeconomic and Peacebuilding Framework for COVID-19 recovery (SPF), wherein “The UN will support long term resilience that

considers climate and disaster risks, with equal attention to economic, health, social, governance aspects to protect from future shocks.” Building resilience requires a combination of mitigation and adaptation actions, therefore NSPP, primarily supports the mitigation side of building resilience.

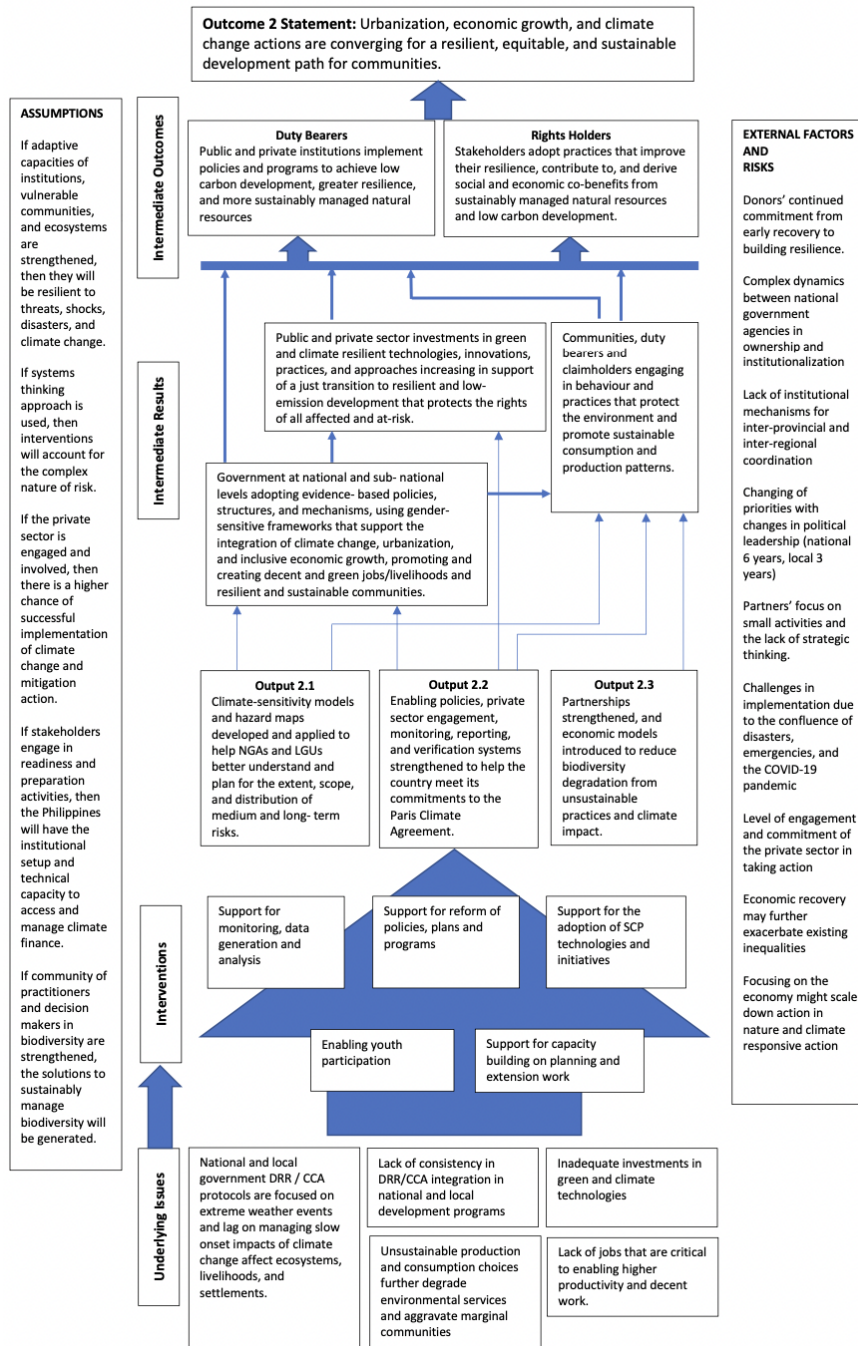


Figure 6. UNDP PH CO CPD 2019-2023 theory of change

NSPP primarily fits as part of CPD Output 2.2, which supports the Philippines in meeting its commitments to the Paris Agreement. It is also aligned to CPD Output 2.1, wherein NDC implementation can be embedded in national government agency and local government unit risk analysis and planning. NSPP activities aim to support adoption of evidence-based policies for mitigation and decarbonation and also stimulate the enabling environment for both public and private investments towards a just transition. NSPP activities, therefore, can contribute towards the immediate results and intermediate outcomes for CPD Outcome 2c. Moreover, NSPP also contributed other UNDP PH related projects. For instance, NSPP support to operationalization of the Extended Producer Responsibility (EPR) Act strengthened the Accelerating NDC through Circular Economy project. The development of policy notes for green recovery and standards for climate-smart hospitals also contributed to UNDP PH COVID-19 assistance to the Philippines.

#### **4.1.2 Timing issues on the implementation of NSPP led to decreased relevance when the NDC was submitted in 2021. Moreover, the project underwent two extensions and several modifications to project activities due to the COVID-19 pandemic and the shift from INDC to NDC.**

There have been several significant changes in context throughout the NSPP implementation. There was a change in presidential administration during the lifetime of the project. The NSPP was implemented under the Duterte administration from 2018 to mid-2022 while the remaining eighteen months of the project was under the Marcos administration. The CCC also changed leadership of its vice chairperson and executive director in 2022. Finally, the official representative of the president to the CCC shifted from the DOF secretary to the DENR secretary. These major shifts had a corresponding effect on the execution of the NSPP, resulting in implementation delays, restructuring of the workplan, and significant changes in the activities to be included in the later stages of the project. In terms of relevance, the COVID-19 pandemic perhaps had the biggest influence on the project design and changes at the activity level while the other emergent factors had a corresponding effect on efficiency and other evaluation criteria.

The world has experienced a prolonged period of uncertainty and unrest caused by the COVID-19 pandemic. The pandemic represents not just a health crisis, but a series of cascading crises that may have long-lasting impacts on the social and economic fabric of the Philippines. As part of its whole-of-government, whole-of-nation approach/response, the Government has initiated the so-called “Green COVID-19 Recovery Program”.

Commensurate with UNDP’s areas of expertise, the Government has welcomed UNDP’s assistance which is focused on three areas: (i) Access to timely data, and use of fintech, providing a granular understanding based on available data of how COVID-19 will impact markets, labour, capital, production, and population groups, especially the marginalized and vulnerable, in the short to medium term, (ii) Assist BARMM and the MILF to manage COVID-19 and its impact especially their ability to monitor COVID 19-related programs and to improve their delivery and inclusiveness, and (iii) management of critical supplies where off-shore procurement options are limited with huge demands on global supply. This includes efficiently and effectively managing stock and flow

of essential equipment and supplies by strengthening local manufacturing capacity and linking that capacity to demand in-health facilities through the use of online platforms. The NSPP 2020 AWP is therefore prepared, developed and, to the extent possible, (i) aligned or harmonized its activities with the Government's GCRP, (ii) reviewed the support activities to minimize, if not forego, physical/face-to-face meeting/events such as workshops, stakeholders consultation meetings, FGDs, etc. by employing online platforms and virtual meetings (e.g. via Zoom, Skype, Messenger, etc. (iii) the development of Policy Notes/Guidance Documents covering thematic areas/sectors of: ecosystems, sustainable agriculture, renewable energy, climate risk/insurance, climate-resilient infrastructures, and hospital reforms.

The Philippine Government submitted its First NDC to UNFCCC on 15 April 2021, setting an ambitious 75% emissions reduction by 2030. This triggered a review and realignment of NSPP activities since the NDC now served as the project's anchor. With the submission of Philippine NDC, the NSPP has continued its support to CCC through the following target outputs and activities:

- Enhancement of the NDC Partnership Plan
- Development of the NDC Implementation Plan for the agriculture and industry sectors as well as the NDC Communication Plan
- Mainstreaming of the NDC into national plans and policies
- Climate-smart building standards and hospitals
- Engaging the private sector by aiming to establish and/or operationalize the climate investment network-climate finance systems and services, providing necessary support for the sustainability reporting of publicly listed companies
- Finalization of the green jobs assessment and certification system
- Stakeholder consultations and coordination, better normal scenario-adaptive strategies, and communication/advocacy tools for a robust NDC Process
- Crafting and dissemination/release of information, education, and communication materials on the NSPP and NDC-related initiatives of the CCC.

The interviews revealed varying perspectives on the changes in target outputs and activities. Some respondents viewed it as a natural progression to shift to a more sectoral-level implementation in the last year of project implementation since the NDC has already been submitted in 2021 and the high-level policy framework has already been established. However, there are some critics of these changes, indicating that while some of the activities such as green hospitals, circular economy and green jobs may be loosely connected to the NDC, the technical documents failed to align the activities to the NDC or decarbonization. Decisions were made to implement what could be completed in the short timeline before the project closed in 2023, not what was the most relevant activities for NSPP

### **4.1.3 NSPP contributed to UNDP’s continued expertise in climate change adaptation and mitigation. NDC support remains a UNDP cornerstone for policy work and technical assistance.**

Climate action is a cornerstone of UNDP work and is squarely within UNDP’s climate promise. NSPP, as a continuance from LECB, indicates that UNDP remains a development partner of choice for NDC related projects. NSPP is firmly lodged within the climate action programme portfolio for supporting the government in achieving its NDC ambition. For CPD 2019-2023, the Outcome 2 portfolio managed about fifty-four projects<sup>3</sup>. NSPP is one of only nine projects tagged under Output 2.2, the fewest amongst the three outputs. Despite the small number of projects, Output 2.2 portfolio covered 35.4 percent of UNDP budget. It also had the biggest proportion of projects where a national government agency was the implementing partner (4 out of 9 projects), including NSPP, which is a NIM project.

Despite the challenges of NSPP implementation, both UNDP and CCC remain committed in collaborating and working together towards achieving the climate adaptation and mitigation goals of the Philippines. Post-NSPP UNDP continues to support government-driven projects on climate action, not just with CCC, but with other national government agencies as well.

## **4.2 Key Findings for Coherence**

### **4.2.1 The original set of NSPP activities were coherent with the desired outputs of the Theory of Change. Modifications to the project activities due to several factors led to broader range of activities that were more loosely tied to the achievement of the Theory of Change and Results Framework.**

The NSPP contributed to the policy work for framing the NDC, which was transmitted to the UNFCCC on 15 April 2021. The Philippines committed to a projected GHG emissions reduction and avoidance of 75%, of which 2.71% is unconditional and 72.29% is conditional, representing the country’s ambition for GHG mitigation for the period 2020 to 2030 for the sectors of agriculture, wastes, industry, transport, and energy. This commitment was referenced against a projected business-as-usual cumulative economy-wide emission of 3,340.3 MtCO<sub>2e</sub> for the same period.

The analysis of the Theory of Change and Results Framework in Section 2.4 revealed the NSPP outputs were practical, feasible, and achievable, but only to a certain extent. The initial set of NSPP project activities and outputs were coherent and consistent with the Theory of Change. The very comprehensive ProDoc justified the design of a new set of outputs to continue the gains from the LECB project, and address gaps in relation to the NDC. The design was logical, anchored on a previous project, which made the project objectives and outputs clear and consistent. For instance, the development of the NDC related plans were consistent with enhancing governance on NDC related matters and developing evidence-based plans for NDC implementation. However, activities for Outputs 3 and 4 were quite ambitious given the original short timeline of three years.

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<sup>3</sup> ICPE Philippines 2019-2023 annex containing the list UNDP projects for the CPD period

Engaging the private sector in socio-economic development activities often required longer time frames.

The Social and Environmental Screening Procedure for NSPP indicated a number of risks to the project, with an overall assessment of low risk. The highest risk is the lack of appreciation by the government of the benefits of an ambitious NDC. Medium risks include duty bearers not having the capacity to meet project obligations and insufficient capacity to implement the NDC. All other identified risks were assessed to be low. The achievability of outputs could have been possible if not major hindering events occurred. However, NSPP project timelines were derailed by the COVID-19 pandemic and its extension was hampered by the requirement for a Special Presidential Authority. Outputs were also contingent on the timing of implementation vis-à-vis the Philippine NDC submission.

The addition of the top-up support fund was still consistent with the project objectives, since NSPP Outputs 3 and 4 aimed to increase private sector engagement and investments. The activities for NDCP and CPI were included in the NSPP Annual Workplan. Since it was now embedded within NSPP, it can be unclear whether an activity contributes as NSPP results, NDCP and CPI results, or double tagged based on the fund.

Implementation delays due to internal and external forces led to discontinued activities or modifications to suit the remaining timeline. The focus was on what can be implemented in the short timeframe left for the project, rather than look at the coherence of the proposed activities. Partner government agencies who were members of the National Steering Committee identified, which activities being implemented by their agencies could be supported by NSPP. The new outputs and activities are designed to be coherent the NSPP to the submitted NDC.

**4.2.2 The National Steering Committee (NSC) provided a good mix of stakeholder representation, which included National Government Agencies, private sector, civil society organizations, and the academe. Members of the NSC were consulted on how NSPP could fill in the NDC-related capacity gaps of these various organizations. Since NSPP primarily focused on high-level policy work, the role of local government units, academic, CSOs, and communities were limited at this point, beyond membership in the NSC.**

The multistakeholder composition of the National Steering Committee (NSC) allowed the project to be cognizant of the different efforts of national government agencies, the private sector, academic institutions, and civil society organizations. Discussions were made on points of collaboration, how NSPP can fill in the NDC related gaps for each stakeholder, and how to capacitate stakeholders and sectors. For instance, NSPP provided support for NEDA to hire a technical consultant to perform an economy wide analysis and emissions scenario building, which was an identified need as the Philippine government was developing its first NDC. There was an absence of a long-term economic growth projection due to the practice of conducting medium term planning only, to align to the term of each Presidential administration. A significant number of NSPP activities is centred on private sector engagement and increasing their capacity and remove barriers for investing in climate related actions. NSPP collaborated with the Philippine Chamber

of Commerce and Industry, an NSC member, to conduct business summits for familiarization and capacity building. Members of academic institutions were tapped as consultants but there were very limited collaborations at the academic institution level, such as the masterclass and writeshop on strengthening corporate social responsibility reporting organized by the University of Asia and the Pacific in 2021. CSOs were included in the multi-stakeholder consultations for the different plans under development. However, a number of KIIs revealed that the role of CSOs within NSPP could have been expanded.

**4.2.3 From a UNDP portfolio management standpoint, NSPP was a natural successor to the LECB project and capitalized on its gains. It was coherent with other projects under the portfolio for CPD Output 2.2. While NSPP was closely linked to UNDP global initiatives, embedding these initiatives within the Project was challenging from a contribution and attribution perspectives.**

NSPP is a follow-on project to the Low Emission Capacity Building (LECB) project, focusing on the finalization and implementation of the NDC. The phases of NSPP were based on the roadmap developed by the LECB project, particularly strengthening the assumptions and data from greenhouse gas estimation and identifying pathways to reducing those emissions. The last phase of NSPP then shifted from the macro to the micro, supporting the implementation of key priority sectors of the NDC. Other CPD Output 2.2 projects from 2019-2022 include:

- Low Carbon Urban Transport System in the Philippines
- Development for Renewable Energy Applications Mainstreaming and Market Sustainability
- UNEP-UNDP-WRI Green Climate Fund Readiness Programme
- Strengthening PHL Covid19 Response
- Ending Plastic Pollution Innovation Challenge

These projects provided support for promoting renewable energy and energy efficiency, reducing plastic pollution, reducing emissions in the transport sector, and COVID-19 responses. These support NDC sectors and NSPP provides that integrative project that developed the overall framework for transitioning into a lower carbon economy and linked all the UNDP Output 2.2 initiatives together.

NSPP funds were also drawn from several sources and initiatives, shown in Figure 4.

**Table 4. NSPP fund sources**

Fund Source	Start Date	End Date	Total Fund (US\$)
Regular fund	01 Sept 2018	31 Aug 2020 extended to 31 Dec 2021	802,500.00
Top-up support	01 Aug 2019	30 Sept 2021 extended to 31 Dec 2021	648,000.00
NDC Partnership	01 Aug 2020	30 Sept 2021	92,800.00
Climate Promise Initiative	01 Aug 2020	30 Sept 2021	175,000.00

Source: APR 2021 and Final Project Report 2023



A number of policies and frameworks support the transition to a low carbon, climate-resilient and green economy and the engagement of the private sector. This is underscored in the Climate Change Act, which mandates the CCC to “coordinate with local government units (LGUs) and private entities to address vulnerability to climate change impacts of regions, provinces, cities and municipalities” and to coordinate various sectors, including the private sector, in the development and implementation of the National Climate Change Action Plan, and the local action plans. The CCC and UNDP recognize the strategic role and acknowledge the vulnerability of the private sector in addressing climate change, hence, a Top-up Support Fund of USD 600,000.00 for private sector engagement in the NDC has been granted to the NSPP to strengthen and enhance private engagement in the NDC.

The NDC Partnership (NDCP) was launched at the 22nd Conference of the Parties (COP) of the United Nations Framework Convention on Climate Change (UNFCCC) in 2016 in Marrakech. It is a coalition of countries and international institutions working together to ensure countries receive necessary technical and financial support to achieve ambitious climate and sustainable development targets as fast and effectively as possible. As a member country, the Philippines is supported by the NDCP, by providing technical assistance for, among others, (i) the implementation of its NDC, as well as for designing monitoring and evaluation frameworks; (ii) building in-country capacity and increasing knowledge sharing for climate policies to have meaningful and enduring impacts, and drive increasing ambition over time. The NDC Partnership Support Unit has approved for the NSPP an additional amount of US\$ 92,800 to provide facilitation support to the Government of the Philippines for the NDC Partnership.

In the Philippines, UNDP provided technical assistance along four service lines tailored to fit specific country needs and augmented the NSPP, with particular focus on supporting the NDC finalization and submission process:

- Building political will and societal ownership at national and sub-national levels
- Reviewing, aligning and updating existing targets, policies and measures
- Incorporating new sectors and/or Greenhouse Gases
- Monitoring progress & strengthen transparency

The Climate Promise Initiative (CPI) activities have been executed under a Direct Implementation Modality (DIM) and serve as complementary support to NSPP, in partnership with the Climate Change Commission, and in close coordination with relevant Government agencies and stakeholders. While it was beneficial that NSPP was able to access additional funding from the NDCP and CPI, questions have been raised on why these two funds were embedded within the NSPP. This has led to some confusion on developing the annual work plans, because it was sometimes unclear to implementors which activities were commitments to the NDCP or CPI and which ones have been tagged as NSPP activities that directly contributed to the results framework.

### 4.3 Key Findings for Effectiveness

#### 4.3.1 The NSPP played a pivotal role in enabling the Philippine Government to develop and operationalize the NDC and in supporting the achievement of the country’s climate goals, including pursuing low carbon development.

This was achieved through

- Supporting the drafting and finalization of the Philippines’ first NDC, which charts a course towards an inclusive climate-resilient, disaster-resilient, and low-carbon trajectory. (Output 1)
  - Supporting the implementation of the NDC, including through the formulation of vital plans and gender analysis. (Outputs 1 and 2)
  - Facilitating an economy-wide modelling study, which projected sectoral economic growth aligning with the country's 2040 vision while estimating associated greenhouse gas emissions. (Output 2)
  - Strides in engaging the private sector and catalysing both public and private investments in alignment with the NDC objectives (Outputs 3 and 4)
  - Continued support in facilitating NDC Partnership activities, including the ongoing updating of the NDC Partnership Plan. (Output 1)
  - Facilitation of the Philippines’ active participation in diverse climate negotiations and conferences. (Output 3)
- Supporting the operationalization of the newly enacted Extended Producer Responsibility (EPR) Act, towards a circular economy (Outputs 3 and 4)

The NSPP support to the drafting and submission of the Philippines’ first NDC in 2021 is considered to be the primary achievement of the project. Originally, several NDC related plans were supposed to be developed by the NSPP, however, only the NDC Measurement, Reporting, and Verification Plan (NDCMRVP) and the NDC Implementation Plan (NDCIP) were completed. The NDC Partnership (NDCP) plan was on its 6th iteration when NDCP, as part of NSPP, was discontinued in September 2021 based on the guidance of CCC project management. Work commenced on NDC Gender Analysis & Gender Action Plan (NDCGA-GAP) and reached the validation stage, but the NSPP 2021 APR is unclear whether this was completed and adopted. There were no significant results in 2022 while the NSPP on hiatus pending the approval of the SPA.

**Table 5.** Key project outputs for NSPP

Project Component	Key Results	Status
Output 1: Integrated Governance Enhanced to Deliver NDC Outcomes	• Formulation of the NDC Implementation Plan	Completed in March 2021
	• Support to the facilitation of the NDC Partnership (NDCP) activities through the engagement of the in-country facilitator	Completed in March 2021
	• Formulation of the NDC Measurement, Reporting, and Verification Plan	Completed in April 2021

Project Component	Key Results	Status
	<ul style="list-style-type: none"> <li>Support to the drafting and finalization of the Philippines' first NDC, including production of documents in support of the NDC formulation and operationalization</li> </ul>	Completed in April 2021
	<ul style="list-style-type: none"> <li>Enhancement of the National Integrated Climate Change Database Information and Exchange System (NICCDIES)</li> </ul>	Partially Completed (No completion date indicated)
Output 2: Evidence-based Design and Action Plan Planning of Mitigation Options Delivered	<ul style="list-style-type: none"> <li>Conduct of an economy-wide modelling and emission scenario building study to inform the NDC formulation</li> </ul>	Completed in December 2020
	<ul style="list-style-type: none"> <li>Formulation of the NDC Implementation Plans for Waste, Transport, Forestry, and Energy sectors</li> </ul>	Completed in March 2021
	<ul style="list-style-type: none"> <li>Conduct of Gender Analysis and Development of the NDC Gender Analysis &amp; Gender Action Plan</li> </ul>	Completed in October 2021
Output 3: Capacities Developed to Design Climate-Friendly Investment Opportunities	<ul style="list-style-type: none"> <li>Operationalization study for the Climate Investment Network and Climate Finance Systems and Services (CIN-CFSS)</li> </ul>	Completed in December 2021
	<ul style="list-style-type: none"> <li>Initial scoping and recommended policy direction has been done on promoting climate-smart hospitals and climate-smart buildings</li> </ul>	Completed December 2021
	<ul style="list-style-type: none"> <li>Support for the Philippine Delegation to the COP</li> </ul>	Completed in December 2023 for COP 28
Output 4: Enabling Environment Enhanced for Private Sector Development	<ul style="list-style-type: none"> <li>Conduct of Business Climate Action Summits in 2018 and 2019 at the national and regional levels, which provided in-depth presentations and facilitate interactive discussions on levers for shifting private investment patterns towards low-carbon, climate-resilient development</li> </ul>	Completed in November 2020
	<ul style="list-style-type: none"> <li>Climate-Smart Building (CSB) Standards</li> </ul>	Partially completed in June 2021
	<ul style="list-style-type: none"> <li>Policy guidance notes on green recovery from COVID-19</li> </ul>	Partially completed in November 2021
	<ul style="list-style-type: none"> <li>Management policies and strategies for the effective communication and whole of nation/economy support of the NDC process</li> </ul>	Completed in December 2021
	<ul style="list-style-type: none"> <li>Development of communication and advocacy materials and strategies to support acceleration of climate investments by the private sector</li> </ul>	Partially Completed December 2021
	<ul style="list-style-type: none"> <li>Support to Securities and Exchange Commission (SEC) for the Sustainability Reporting of Publicly Listed Companies (PLCs)</li> </ul>	Completed in December 2021
	<ul style="list-style-type: none"> <li>Conduct of Climate Investment Forum in 2021 and 2023</li> </ul>	Completed November 2023

Sources: 4<sup>th</sup> NSC Meeting (2021), 5<sup>th</sup> NSC Meeting (2022), 2022 AWP, 2023 Final Project Report

The 6<sup>th</sup> NSPP – NSC meeting on 29 March 2023, outlined the annual workplan for 2023. The NSC, during the 5<sup>th</sup> meeting in 2022, endorsed the NSPP’s extension until December 2023. The status of the activities are initially anecdotal based on the KIIs and FGDs with key project stakeholders and have been triangulated with the 2023 final project report and the minutes of the 7<sup>th</sup> NSC meeting in 2023.

**Table 6.** Status of planned NSPP activities for 2023

Project Component	Planned Activity	Status
Output 1: Integrated Governance Enhanced to Deliver NDC Outcomes	Updating and enhancement of the draft NDC Implementation Plan (NIP)	Not Implemented (c/o ADB)
	Finalization of the NDC Partnership Plan	Partially Implemented with spill over from project implementation period
	Support to facilitating a Just Energy Transition, in alignment with the NDC	Not Implemented
Output 2: Evidence-based Design and Action Plan Planning of Mitigation Options Delivered	Assessment of current industry practices / processes based on GHG inventory methodologies	Not Implemented
	Identification of climate-responsive alternatives with GHG reduction potential and/or adaptation co-benefits	Partially Implemented
	Estimation of initial financial requirements of proposed low carbon alternatives	Not Implemented
	Participation to certificate courses on Intergovernmental Panel on Climate Change and Greenhouse Gas Inventory	Not Implemented
Output 3: Capacities Developed to Design Climate-Friendly Investment Opportunities	Scaling-up the mobilization of the People’s Survival Fund	Not Implemented
	Support to international climate negotiations	Implemented
Output 4: Enabling Environment Enhanced for Private Sector Development	Support to operationalization of the Extended Producer Responsibility (EPR) Act, as enabler in the transition to circular economy and implementation of the NDC	Implemented
	Development and implementation of communication and advocacy tools and strategies (NDC Communications Plan)	Partially Implemented with spill over from project implementation period
	Conduct of Climate Investment Forum 2023	Implemented

Source: 6<sup>th</sup> NSPP-NSC Meeting, KIIs and FGDs, 7<sup>th</sup> NSPP-NSC Meeting

Several of the planned activities were not carried out due to delayed implementation. Bottlenecks include a combination of long and drawn-out administrative processes such as procurement and onboarding of consultants, payment of PMU salaries and consultant fees, and approval of outputs as well as unforeseen events such as the COVID-19 pandemic. The decision to no longer pursue these activities were reflected in the adjusted annual workplan during the 4<sup>th</sup> quarter of 2021, based on the decisions of the 4<sup>th</sup> NSC meeting. The rationale behind the NSC decision was based on the premise that NSPP’s target outputs/activities were identified during the development of the NDC. However, these activities may no longer be appropriate since the Philippine NDC has been finalized and submitted. If NSPP continued to implement these programmed activities, then the

money will be spent on things that are not optimal towards supporting the different government agencies in attaining the proper implementation of the NDC

From a project management perspective, while activities were removed from the annual workplan, and new activities were added in, the target outputs remained the same. This has resulted in the inability to meet yearly and cumulative targets since the original project activities all aimed to contribute to the different project outputs. For example, the non-pursuance of developing the NDCIP for agriculture, and industry sectors resulted in completing only four out of the targeted six developed and costed gender responsive NDC sectoral implementation plan (Output 2.2a).

**Table 7. NSPP activities that were not pursued**

Project Component	Activities Not Pursued or Not Completed
Output 1: Integrated Governance Enhanced to Deliver NDC Outcomes	<ul style="list-style-type: none"> <li>• NDC partnership facilitator and support activities for NDC partnership Plan procured through the NDC support unit instead of NSPP</li> <li>• Development of NDC communication strategy</li> <li>• Institutional capacity assessment for NDC implementation</li> <li>• Rapid assessment for conditional targets of priority sectors</li> <li>• Identification of priority sectoral adaptation measures for inclusion in the NDC</li> <li>• Improved NDC data analytics platform</li> <li>• Communication products on Climate Promise support and outcomes</li> </ul>
Output 2: Evidence-based Design and Action Plan Planning of Mitigation Options Delivered	<ul style="list-style-type: none"> <li>• GEF proposal for the 1<sup>st</sup> biennial update report</li> <li>• NDCIP consultant for agriculture and industry sectors</li> </ul>
Output 3: Capacities Developed to Design Climate-Friendly Investment Opportunities	<ul style="list-style-type: none"> <li>• Development of the NDC financial plan</li> <li>• Procurement of consultant and support activities for climate investment network</li> <li>• Climate finance handbook and training</li> </ul>
Output 4: Enabling Environment Enhanced for Private Sector Development	<ul style="list-style-type: none"> <li>• Development of policy notes for the Green COVID-19 recovery plan</li> <li>• Operationalization of Green Jobs Act Assessment and Certification System</li> <li>• Support to SEC on sustainability reporting guidelines</li> <li>• Technical advisory for climate smart building standards</li> <li>• Mainstreaming of NDC in national plans</li> <li>• Development of communication advocacy strategies to support acceleration of private sector climate investment</li> <li>• Development of online platform for Green Jobs and Climate Investment Network</li> </ul>

Source: APR 2021

**4.3.2 Timing issues related to utilizing the INDC as the reference materials at the start of the project, finalization of the first submitted NDC, as well as the new SPA requirement in the middle of the project’s implementation where the NSPP project specific factors that contributed to limited achievement of intended outcomes and outputs. The COVID-19 pandemic was the biggest external factor beyond project control that had negative impact on project implementation.**

UNDP policy support assisted in the finalization of the country’s submission of its first NDC and associated components, and further contributed to the development of key plans such as the NDC Gender Action Plan and NDC Financing Plan. UNDP technical assistance was provided, and the resulting plans developed, before the Philippines submitted its first NDC, and as such were based on the INDC. However, these have been put on hold and not adopted by the Government. The CCC initially gave a go signal to proceed and the NDC Financing Plan was developed. However, the NDC preparation process caught up with the progress on the NDC Financing Plan. Moreover, the government had a change of mind during the finalization of the NDC Financing Plan, and there was no clear guidance from CCC on how to proceed after that. As a result, the NDC reporting system was not fully captured<sup>4</sup>.

It should be noted that the Annual workplan for the project was approved by the Government based on the assumption that there would be minimal difference between the INDC and the actual first NDC. However, this is not the case. Interviews revealed that the INDC is based on a previous cost benefit study for mitigation benefits in the Philippines. However, a new study was conducted in 2018 that led to major changes in the data collected and calculations for the mitigation potential.

Significant changes from INDC to NDC include: 1) a 5 percent increase in target emissions reductions (from 70 percent to 75 percent) (biggest change); 2) a shift from fully-conditional to unconditional commitments; 3) changes in adaptation objectives; 4) changes in the order of identified sectors (unclear if this indicates changes in prioritization); 5) INDC aligns to specific laws whereas NDC aligns to specific plans and frameworks; 6) NDC has a stronger social component; 7) little to no participatory governance structures mentioned in the NDC<sup>5</sup>.

Furthermore, the requirement to secure SPA led to activities being put on hold including the lack of endorsement from CCC to UNDP for payment of remaining staff salaries. Salaries were delayed up to six months as a cascading effect from the SPA issue. Moreover, late procurements and late issuances of payments to consultants due to changes in systems and processes watered down interest of people to be involved in NSPP.

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<sup>4</sup> Findings from ICPE Philippines (2023)

<sup>5</sup> Findings from ICPE Philippines (2023)

## 4.4 Key Findings for Efficiency

**4.4.1 Several factors contributed to NSSP activity implementation delays which resulted in low execution rates in the first half of the project. NSSP attempted to accelerate activity implementation and extended the project’s life through two no-cost extensions to 2022 and 2023. While the resources were increasingly utilized towards the latter half of the extended timeline, it was still not successful in using all available funding by project close.**

The NSSP suffers from an underutilization of the budget. Execution rates were not optimal during the first two years of the project, and the two years of the COVID-19 pandemic. Despite ramping up activity implementation and expenditure in 2022 and 2023 to more than 100% of the respective annual budget, NSSP still did not reach full utilization of the total project budget. Several factors have led to the low utilization rate throughout the project’s lifetime.

Project management became more demanding when the other funds were integrated into the project: NDC Partnership and Climate Promise Initiative (CPI). While these funds indeed contributed to the umbrella that is the NDC, these were global initiatives and had its own accountability measures for results. It was challenging for CCC to separate and attribute results to NSSP vis-à-vis results for NDCP and CPI.

**Table 8.** Financial analysis for NSSP

Year	Budget (USD)	% of Total Budget	Expenditure (USD)	% of Total Expenditure	Execution Rate (Year)	Execution Rate (Cumulative)
2018	160,204.00	7%	113,857.00	6%	71%	5%
2019	451,954.00	19%	326,475.00	18%	72%	19%
2020	630,819.00	27%	334,913.37	19%	53%	33%
2021	514,103.00	21%	359,647.32	20%	70%	48%
2022	87,168.00	4%	93,313.31	5%	107%	52%
2023	534,994.00	22%	577,462.93	32%	108%	76%
<b>Total</b>	<b>2,379,242.00</b>	<b>100%</b>	<b>1,805,668.93</b>	<b>100%</b>	<b>76%</b>	<b>76%</b>

Source: UNDP Transparency Portal , Atlas, and CDR

Challenges in procurement of consultants led to delays in starting the work on several activities. Many delays were not short-term, some delays lasted months and programmed activities were not implemented by the end of the fiscal year. This meant that resources budgeted for a specific year was not utilized and had to be pushed forward to the following year. Moreover, there was a significant decision in 2021 to no longer pursue certain activities, which resulted in freed up

resources. Decisions for replacement activities were made in 2023, with the project having an implementation hiatus in 2022.

It was agreed upon that procurement will be done by UNDP on the assumption that it would be more efficient than going through PHILGEPS and the government procurement process. However, not many efficiencies have been realized with changes in UNDP's procurement processes, and the shift from Atlas to Quantum system.

The COVID-19 pandemic also derailed timelines of several multi-stakeholder consultations and data gathering for the different plans being developed. Many of these consultations were shifted to a virtual environment and at that time, everybody was still adjusting to changing that way work was being done.

The initial fund was supposed to end in 2020 but with the top-up support fund, the project was extended to the end of 2021. The annual meeting of the NSC at the end of 2021 led to the decision to extend the NSPP to 2022 due to the significant amount of unused financial resources that needed to be utilized by the project, totalling to 52% of the project budget. However, throughout the first extension period for FY2022, the NSPP has not moved significantly compared to previous years. NSPP implementation has been mostly in hiatus in 2022, due to the lack of a special presidential authority (SPA). NSPP was required by the DOF in 2021 to have an approved SPA<sup>6</sup>. NSPP did not have an SPA at the onset because it was considered to be a continuance from the LECB project. Concerns have been raised in 2022 during the final NSC meeting that this low execution rate might not send a good message to the donors and international community. With the SPA still pending at this time, the DOF confirmed that SPA is still needed project, whether it remained national implementation modality (NIM) or shifted to direct implementation modality (DIM). NSPP was given the approval to continue without an SPA, and by then, only several months were left for project implementation. The annual work plan was revised to pursue activities that could be completed with the limited timeframe. Despite the project's extension until the end of 2023, the final utilization rate is at 76% upon project close. It was decided to close the project by the end of 2023, with no application for further extension.

**4.4.2 NSPP initially started with a hybrid-NIM/DIM implementation modality. Disagreements on the NIM or DIM modality led to delays in documents processing. Further, the NSPP Project Management institutional arrangement was modified from vertical to horizontal structure in 2021, which somewhat impeded the efficiencies in project implementation.**

NSPP was implemented using a national implementation modality (NIM) with UNDP PH CO support. Responsibility for NIM projects rests with the government, as reflected in the Standard Basic Assistance Agreement signed by UNDP with the government, and with the implementing partner, the CCC for NSPP in this scenario, as agreed in the country programme action plan. CCC as the implementing partner assumed full responsibility for the effective use of UNDP resources and the delivery of outputs, reports on progress in accordance with the reporting schedule and

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<sup>6</sup> Many foreign assisted projects were subjected to an SPA in 2021, a directive from the DOF.

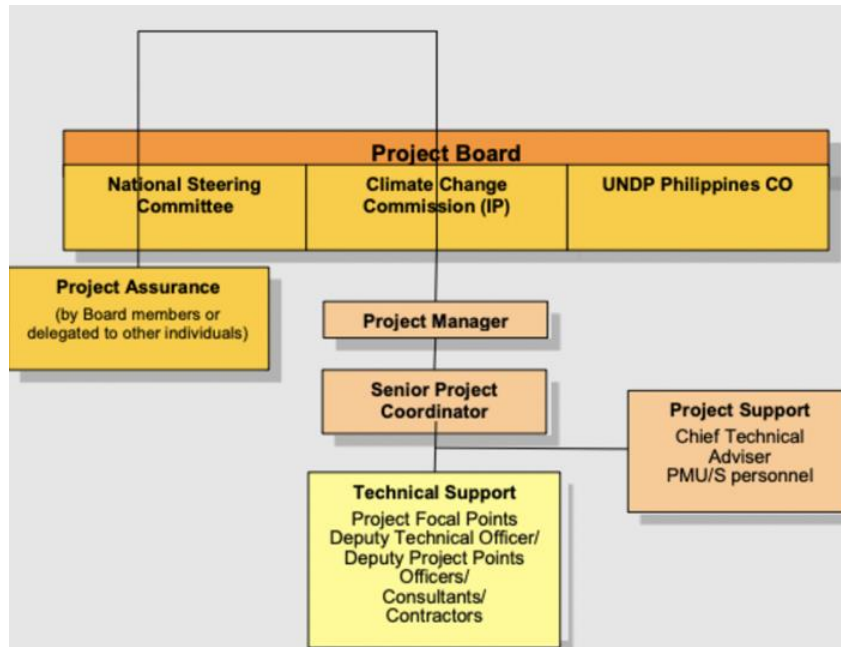


maintains proper documentation of the use of project resources. NIM was the logical choice for modality because this resulted in government ownership of the project and the NDC process as a whole. The PMU was hired and lodged internally within the CCC, based on the preferences of CCC management. There were some challenges with NIM implementation including the limited absorptive capacity of the CCC for NSPP related workload.

UNDP provided support services for NSPP, which was primarily concentrated in recruitment of consultants and bigger procurement requirements. Support services were in accordance with UNDP processes. Staff salaries of the PMU, supplies, and small procurements were under the responsibility of the CCC and followed government processes. The decision to use UNDP support was based on the premise that UNDP procurement processes and hiring consultants would be quicker than going through government PhilGEPS. There is no concrete data available on whether going through the government procurement system will be more efficient compared to the UNDP system. Both procurement systems have long processing times. Further studies and analysis are required to fully assess whether UNDP support was necessary.

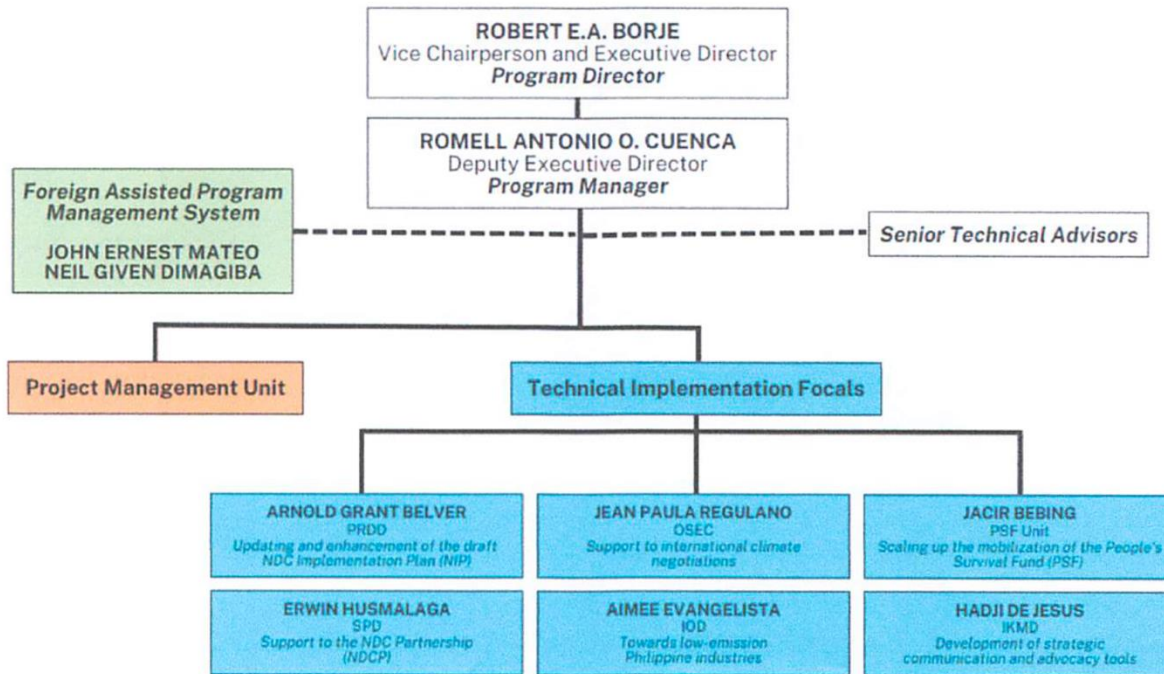
A NIM modality required a very effective PMU to handle most of the project tasking. However, an understaffed PMU due to high turnover rates struggled to comply with UNDP procurement requirements. The UNDP programme team, which primarily had an oversight role, ended up handholding the PMU in substantive Terms of Reference (TOR) development. The PMU was not maximized in these tasks, including checking and quality assurance for the TORs. The TORs had to go back and forth directly between UNDP and CCC prior to approval because it was easier to just do it that way, which was not efficient at all and defeated the purpose of having a PMU lodged within CCC. UNDP also shifted from Atlas to Quantum for its management system and the PMU did not have access to the new system, leaving the UNDP team with the task of inputting all requirements in the system.

There were changes in the management structure during the NSPP implementation. The initial phase of implementation using regular funds from 2018 to early 2021 relied on a vertical organization structure. The NSPP was initially under the management of a single division within CCC, the Implementation Oversight Division (IOD). It was easier for the PMU to coordinate with the same people from IOD.



**Figure 7.** NSPP original organigramme

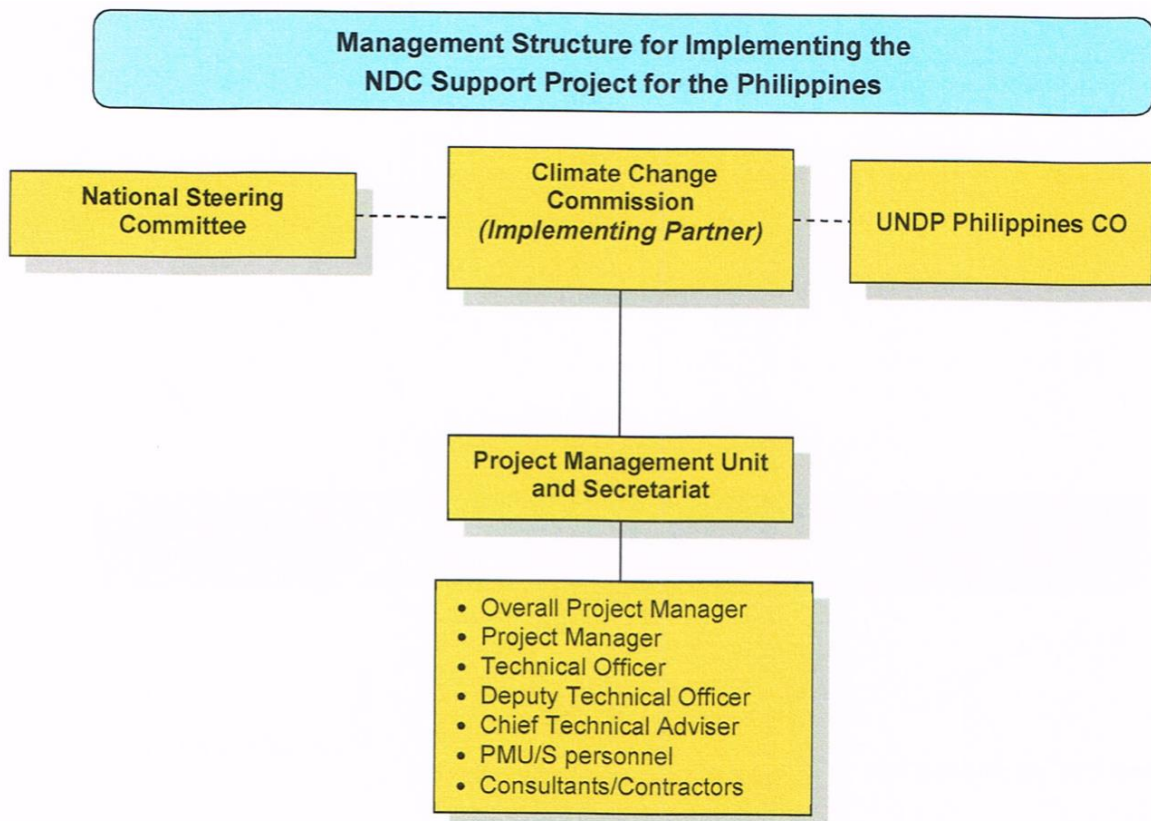
During the time when the NSPP was granted a top up support fund, CCC Office Order 2021-074 designated the CCC Executive Director as the overall program director and the Deputy Executive Director as the concurrent interim head of the Foreign Assisted Program Management System to oversee the implementation of NDC related foreign assistance programmes, activities, and projects. The CCC Special Working Group for NSPP was created in response to the oversight changes. The NSPP was modified into a lateral structure which turned over the project’s management to a coordinating group of technical focals from various divisions. The rationale was based on directly involving the corresponding divisions who will be taking ownership of NSPP activities once the project ends and is turned over to the government. On paper it made sense, but it was complicated in execution since the PMU now had to engage multiple CCC divisions, leading to inefficiencies and delays. The independent authority from the special working group decreased the direct participation of the PMU. While it was natural for the government to increase ownership of the processes and activities close to the project closure, this shift was assessed to be somewhat disruptive to project implementation.



**Figure 8.** NSPP Special Working Group organigramme

#### 4.4.3 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?

NSPP is implemented by the CCC as the government implementing agency with UNDP PH CO support to implementation. The project is also under the oversight of a project board, in the form of the National Steering Committee (NSC), chaired by CCC with UNDP as vice-chair. Moreover, the NSC comprises ten other national government agencies or line agencies, two national government commissions, and representatives from bilateral donors, the academe, civil society, and private sector, providing a multi-sectoral composition on the project board. Further, the government agencies present in the NSC are the key agencies for NDC implementation. This benefitted the NSPP because NDC implementation required a whole-of-government, and whole-of-nation approach to be successful. Putting up a multistakeholder NSC mirrors the multistakeholder aspect of the project. The NSC play a crucial role in decision-making and oversight. The accountability for the decisions enabled government agencies to own the achievement alongside the risk, de-risking from UNDP and CCC. Selecting the key NDC agencies and sectors to be NSC members was critical for gaining support.



**Figure 9.** Management arrangements for NSPP  
Source: NSPP ProDoc

It can be challenging to gather all twenty NSC members for a project board meeting, even if it was conducted virtually. For instance, only twenty-two people from ten out of twenty NSC members attended the December 2022 meeting conducted via Zoom. In contrast, the 2021 attendance was comprised of forty people from sixteen NSC member organizations. Representation from the private sector, CSO and academe was notably absent in the 2022 NSC meeting. PCW was also not present and thus unable to provide expertise in gender related consideration. The 2022 meeting was critical since the NSC had to decide whether to seek another extension of NSPP through FY2023. Decisions were made through an ad referendum circulated to the members not able to attend. The process ensured that a consensus is made by the NSC, however, it can affect efficiency since the ad referendum took additional time. In general, the NSC was able to make the critical decisions required for project oversight.

UNDP PH CO senior management had to spend more time sorting high-level issues and providing more oversight guidance due to the changing dynamics of the environment surrounding the NSPP implementation. It also took time to engage new government leaders that came with a change in administration. A series of board meetings were carried out to make decisions on how to move forward.

**4.4.4 While NSPP had a planned M&E system, most of the project monitoring focused on monitoring activity outputs. Some activities were not properly reported and there was a lack of monitoring at the higher levels, moving from outcome to impact.**

Given the size and nature of the project, only one evaluation is required. No mid-term evaluation was done, hence, the requirement for a terminal evaluation.

Monitoring & evaluation (M&E) was acknowledged by many respondents to be one of the weaknesses of the project. Due to the challenges experienced by the project, management was primarily concerned with execution rates and utilizing the resources allocated to the project. M&E was concentrated more on the activity and output levels. There was a gap in M&E for higher level results at the outcome and impact stages, with M&E minimally harvesting outcomes and linking the activity outputs to specific contributions upstream. For instance, it was acknowledged in the minutes of the 7<sup>th</sup> NSC meeting that some activities, such as those related to the operationalization of the Green Jobs Act were not reported as accomplishments of NSPP, leading to decision points resulting in discontinuance of support by the Project. NSPP complied with also the reportorial requirements such as QPRs and APRs, but there was limited data and narrative to fully capture the project's accomplishments as well as challenges.

UNDP PH CO relied on the PMU for the monitoring and evaluation tasks, including securing the needed data for the regular reports. NSPP followed the reportorial requirements for all UNDP reports, such as quarterly progress reports, which were then consolidated into annual progress reports. However, the understaffing and high turnover of the PMU, and the changes in management structure resulted in the insufficient project M&E. Securing the right data was one of the challenges. The PMU worked from home during the pandemic and there were no work activities when the NSPP was placed on hiatus in 2022. Some physical records and files went missing when the PMU returned to the office for face-to-face work. Fortunately, the digital files were intact, and the UNDP programme team was also able to capture some of the key results of the project because they were doing their own reporting to the global team. NDC Partnership and Climate Promise are both global programmes and required UNDP PH CO to report on progress.

It seemed that capturing NDC related data and indicators is also a challenge not only experienced by NSPP but by the country as a whole. The Philippine Statistics Authority (PSA), a member of the NSC, indicated that an assessment revealed there is no available data on climate mitigation technology in practice such as statistics of electric and hybrid vehicles, climate change mitigation patents, trade, import, and export data in low carbon technology products, emission intensity of production activities, and GhG removals by technological processes. There is a lot of missing data for the 136 indicators of climate change and PSA had hard time in identifying the focal point responsible for producing these statistics.

## 4.5 Key Findings for Impact

**4.5.1 NSPP has significantly contributed to the development of gender-sensitive and inclusive low emission and climate-resilient development frameworks, policies and national plans and strategies of the Philippines. It has made strides and contributed to increasing private sector awareness and engagement on investing in low emissions solutions.**

The NSPP results framework was revised from the end of 2021 to the project end in 2023 to reflect the project extension and changes in the activities approved by the NSC. Table 9 summarizes and compares the differences in contributions towards output indicators between the end of 2021 and the end of 2023. The project made the biggest contribution towards gender equity. Progress was made in integrating gender responsive approaches into institutional frameworks. Moreover, developing gender responsive NDC sectoral implementation or action plans progressed at 4 out of 6 plans or 66 percent against the 2021 target or 100 percent against, one of the most significant contributions of the project. Limited impact was made on the finance and investment components of the NSPP, including private sector enabling policies, due to non-pursuit of activities. Several output indicators from 2021, mostly on private sector engagement, were no longer included in the 2023 report. The remaining indicator for Output 4 showed significant progress in conducting business summits.

**Table 9.** Progress along the NSPP output indicators

Output Indicator	Baseline	End of Project Target <sup>7</sup>	End of Project Results (2023)	Variance
1.1 Number of gender-responsive approaches developed for integration into institutional frameworks	0 [2017]	5 (2021) 3 (2023)	5	0 (2021) +2 (2023)
1.2 Number of monitoring and transparency systems enhanced for NDC Implementation	0 [2017]	4 (2021) 2 (2023)	5	+1 (2021) +3 (2023)
2.1 Action plan developed and implemented for mainstreaming gender into NDC Implementation/ Monitoring, Reporting, Verification / Financial Plans	0 [2017]	2 (2021) 1 (2023)	1	-1 (2021) 0 (2023)
2.2 Number of gender-responsive NDC sectoral implementation/action plans developed and costed	0 [2017]	6 (2021) 4 (2023)	4	-2 (2021) 0 (2023)
2.3 Tools developed to model economic impacts of mitigation scenarios (No longer included in the 2023 Final Project Report)	0 [2018]	2 (2021)	0 (2021)	-2 (2021)
3.1 Number of investment de-risking strategies developed	0 [2017]	4 (2021) 2 (2023)	2	-2 (2021) 0 (2023)

<sup>7</sup> Some targets were revised from the 2021 APR to the 2023 final project report.

Output Indicator	Baseline	End of Project Target <sup>7</sup>	End of Project Results (2023)	Variance
3.2 Number of sectors with identified gender-responsive financing propositions/mechanisms	0 [2018]	6 (2021) 2 (2023)	0	-4 (2021) -2 (2023)
3.3 Number of investment networks established to support climate investments for NDC implementation (No longer included in the 2023 Final Project Report)	0 [2018]	2 (2021)	0 (2021)	-2 (2021)
4.1 Number of enabling policies identified for private sector engagement (No longer included in the 2023 Final Project Report)	0 [2017]	4 (2021)	0 (2021)	-4 (2021)
4.2 Number of green jobs assessment and certification systems operationalized (No longer included in the 2023 Final Project Report)	0 [2018]	1 (2021)	0 (2021)	-1 (2021)
4.3 Number of climate investment models and solutions developed and piloted for potential scaling (No longer included in the 2023 Final Project Report)	0 [2018]	4 (2021)	1 (2021)	-3 (2021)
4.4 Number of advocacy and communication strategies and tools developed and/or implemented to support acceleration of private sector climate investments (No longer included in the 2023 Final Project Report)	0 [2018]	4 (2021)	1 (2021)	-3 (2021)
4.1 Number of summits held to systematically engage the private sector (New output indicator in the 2023 Final Project Report)	7	3 (2023)	9	+6 (2023)

Source: UNDP Transparency Portal, 2021 APR, 2023 FPR

**4.5.2 NSPP outputs focused on high-level policy development in the form of institutionalization of plans and strategies. Thus, there is limited changes in behaviour, attitude, or performance in the direct and indirect beneficiaries. The most significant change is the increased awareness of NDC sectors in relevant public sector agencies as well as increased awareness on climate investments for the private sector.**

It is unclear whether NSPP was able to produce changes in behaviour and attitudes, primarily because the project supports more policy-driven work and establishing an enabling environment for the NDC implementation, rather than implementing activities at the ground-level in communities and sectors. Perhaps the more appropriate result would be the level of engagement with state and non-state actors. For example, UNDP support to conducting annual business summits provides a venue to discuss and resolve industry and climate related issues. NSPP was able to improve engagement and gather the perspectives of the private sector during the business

summits. However, there is no data indicating how attendance to the business summit correspond to any changes within the companies.

**4.5.3 Most of the NSPP results were technical outputs that contribute to the project outcomes. However, the outcomes cover a long-term horizon, and it is unclear as to what extent the project outputs contributed to progress towards the outcome. There were no indicated unintended effects emerge for women, men, or vulnerable groups.**

The NSPP M&E primarily focused on activity implementation as well as on output-level results. There is limited evidence to show results at the outcome level. Implementors were focused more on fund utilization towards the later stages of the project. The APR mostly contains technical accomplishments at the output level. There is no indication that outcome harvesting was conducted at project closure.

**Table 10.** Assessment of NSPP outcome level results

NSPP Outcomes	Evaluation of Contribution to Outcome
The Philippine NDC is transformed into tangible actions that lead to long term, zero-carbon and climate-resilient development	The Philippine submitted its first NDC in 2021. The NDC indicated upholding inclusion principles for different minority and vulnerability groups. The NDC Implementation Plan drafted through NSPP has been pending and later discontinued. However, the development of the plan is now supported by ADB. The ADB supported NDCIP was launched at COP 28. Since the document has not been made public, the evaluation is unable to assess whether NSPP has led into tangible contributions to the NDCIP.
The Philippines has sustained financial, human, and technical capacities to regularly prepare, implement, and report on national actions under the PA and more specifically against NDC targets for reducing GHGs.	Too early to tell if there are sustained capacities. This outcome would be evident once the Philippines begins the NDC update process for 2025.
The NDC implementation has become a mechanism to scale up investment in climate change and deliver sustainable development.	The NDC Implementation plan as well as the financial plan is still pending. However, some of the activities that was not pursued in NSPP have been folded into other UNDP projects specific to climate finance. These projects are new and have no outcome level results on scaling up investments.



## 4.6 Key Findings for Sustainability

**4.6.1 NSPP generated outputs that contributed to the development of the policy framework for the NDC and its operationalization. However, some of the outputs need to be revisited and realigned to fit the current context and status of NDC implementation in the Philippines. There are further opportunities to utilize project outputs for the next stage of NDC related work.**

The initial outputs of NSPP were anchored on the INDC while the NDC was concurrently being developed. Thus, they were based on the assumptions that grounded that INDC. Changes in models and calculations on mitigation potential, and the results of the economy-wide economy modelling, led to a significantly different NDC. This has resulted in a misalignment with the NSPP outputs that were completed before the submission of the Philippines' first NDC. The development of the NDCIP in 2023, based on the submitted NDC, was no longer under the NSPP, but now implemented with ADB support. The NDCIP, which is estimated to be launched in the second quarter of 2024 outlines roadmap and guiding principles for NDC implementation and lay out the financial strategy and roles for the governance of the climate finance architecture in the Philippines.

There is also a need to revisit several NSPP outputs, in particular, the NDC Measurement, Reporting and Verification Plan and the NDC Gender Analysis & Gender Action Plan and examine if they are still relevant and useful to the current context. An updated version of these plans may then be aligned to upcoming NDCIP. NSPP outputs may also be used as reference for developing investment strategies, building up readiness to enhance the NDC, and policies and measures identification to support NDC implementation.

Most of the component activities of Output 3 on climate-friendly investment opportunities were not pursued under the NSPP. However, these gained traction with the Philippine government and there was still a desire to continue developing a robust investment environment for climate change mitigation and adaptation in the country. These activities were retooled, realigned to government priorities, redesigned and spun-off into separate UNDP projects with support from the Bangkok Regional Hub. The Accelerating Green and Climate Finance in the Philippines: Nature-Based Solutions (AGCF) and The Climate Finance Network are projects currently being implemented by UNDP Philippines with the Department of Finance and key government agencies and supported by the Government of Canada and the UK Foreign, Commonwealth and Development Office. Both projects aim to leverage private sector investments in gender-responsive nature-based solutions for climate resilient technologies, innovations, practices, and approaches, which could contribute towards bridging the financing gap in the country. While these projects consider both mitigation and adaptation finance, these have roots from Output 3 of NSPP.

**4.6.2 Government ownership and institutionalization of the NSPP outputs ensures project benefits will last beyond the project lifetime. The significant contribution of NSPP to the development of the NDC submitted by the Philippine government enshrines the country's commitment in an international document. The 2025 update to the NDC is required to be more**

**ambitious, thus the importance on building further gains from the project output. The Philippine government continues to engage with development partner on NDC matters.**

NSPP started the work for developing the first NDC, which will have to be reviewed and updated in 2025. Further, there is now a shift from building the policy framework to sectoral implementation. Since these are anchored on commitments made in relation to the Paris Agreement, NDC implementation remains a development priority for the Philippine government. Thus, despite all the challenges and unrealized outputs from the NSPP, it has made a significant contribution to laying down the groundwork for future mitigation action.

UNDP support to NDC related initiatives continues in the new CPD covering 2024-2028<sup>8</sup>. The next five years has significant potential to sustain the benefits achieved by the NSPP, as shown in Table 11. The new CPD aims to strengthen the implementation of the NDC and support a more ambitious NDC should the government decide to do so during the submission of the next iteration of the NDC in 2025.

**Table 11.** Excerpts from the UNDP country programme document for the Philippines (2024-2028)

PHILIPPINE DEVELOPMENT PLAN, 2023-2028 GOAL: Accelerate climate action and strengthen disaster resilience			
COOPERATION FRAMEWORK OUTCOME 3: By 2028, all people benefit from just transition to low-carbon, climate-resilient development, sustainable management of environment, natural resources and biodiversity and strengthened resilience to disasters and natural hazards.			
RELATED STRATEGIC PLAN OUTCOME: Outcome 3: Resilience built to respond to systemic uncertainty and risk.			
Output 3.1 Relevant policies, frameworks, strategies and local actions developed to support NDC implementation.	Output 3.2 National and subnational institutions have improved adaptive capacities and resilience to disasters and climate change through increased financing, enhanced tools and platforms, data driven planning and development and enabling policies.	Output 3.3 Public and private institutions have improved capacities to promote sustainable management of biodiversity and natural resources, promote equitable sharing of benefits, particularly for women’s groups, indigenous peoples.	Output 3.4 Public and private institutions have improved capacities to promote increased investments in low-carbon, climate and disaster resilience and biodiversity conservation.

Source: UNDP<sup>9</sup>

<sup>8</sup> Permanent Mission of the Republic of the Philippines to the United Nations. The Country Programme Documents of UNDP, UNFPA, and UNICEF for the period 2024-2028 for the Philippines are adopted at the UN Headquarters in New York. <https://www.un.int/philippines/activities/country-programme-documents-undp-unfpa-and-unicef-period-2024-2028-philippines-are>

<sup>9</sup> [https://www.undp.org/sites/g/files/zskgke326/files/2023-12/dpdcpPHL-4\\_final.pdf](https://www.undp.org/sites/g/files/zskgke326/files/2023-12/dpdcpPHL-4_final.pdf)

Aside from its support for the NDCIP, The ADB is preparing its country partnership strategy for the Philippines, 2024–2029, which will prioritize climate action and promote inclusive growth and program US\$ 10 billion in climate finance for the Philippines to support low-carbon transport, renewable energy, the development of carbon markets, flood management, resilient coastal development, food security and adaptive health and social protection.

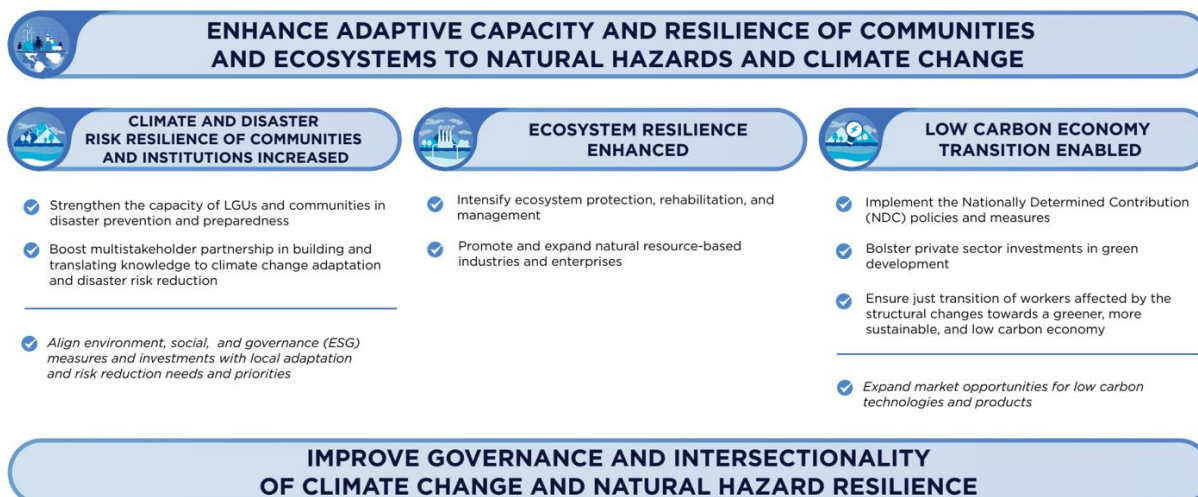
**4.6.3 The inclusion of the NDC in the new Philippine Development Plan 2023-2028 signals the importance and priority of NDC related actions to the Philippine government and current administration, indicating that the work will be further carried out by stakeholders. The capacity development plans, and knowledge products created by the project will help increase sustainability in different sectors**

Since the NSPP covered two presidential administrations, the final year of implementation coincided with the release of the latest PDP 2023-2028, which outlines the priorities of the Marcos administration. The NDC is now specifically mentioned in the PDP. This statement indicates the importance of NDC related activities to the Philippine government but also acknowledges that there is still more work to be done in this area.

*“In its Nationally Determined Contribution (NDC) submitted to the United Nations Framework Convention on Climate Change in 2021, the Philippines commits to reduce and avoid 75 percent of its projected GHG emissions against the business-as-usual scenario (2020-2030). Of this mitigation target, 2.71 percent are unconditional, and 72.29 percent are conditional on resources to be provided by developed countries to implement mitigation actions in the agriculture, waste, industrial processes and product use, transport, and energy sectors. However, the plan to operationalize the NDC policies and measures (PAM) and their corresponding financing, technology, and capacity development are yet to be developed as well as the necessary measurement, reporting, and verification system to track, monitor, and report the progress of NDC implementation.”*

PDP 2023-2028

Further, enabling a transition to a low carbon economy through NDC implementation is one of the cornerstone strategies of the latest PDP. This indicates a level of project sustainability since government ownership is key to carrying the outcomes of NSPP moving forward.



Note: Strategies above the dashed lines require action by government entities, and those below by non-government entities.

**Figure 10.** Snapshot of the Philippine Development Plan 2023-2028  
Source: NEDA

The composition of the NSC also made it easier to carry forward the results of the NSPP. National government agencies that are members of the NSC have mandates related to NDC sectoral implementation. The 5th NSC meeting in December 2022 laid the groundwork for different government agencies to identify potential activities for the remaining available resources. The 6<sup>th</sup> NSC meeting in March 2023, presented the final annual workplan for the project while the final meeting in December 2023 served as the project closure. The minutes of the meeting indicated the government will be using the lessons learned from NSPP as guidance for the next stage, which entails a more ambitious NDC by 2025. NSPP may serve as a bridging project towards setting out tracking measures for the operationalization of the NDCIP.

## 4.7 Key Findings for GRES and LNOB

**4.7.1 Gender mainstreaming is a specific area of support for NSPP with gender-related outputs included into the project’s results framework. The gender lens and approaches has been included in relevant outputs. However, the non-pursuit of several activities, resulted in the limited achievement and revision of gender-related targets.**

NSPP has a GEN2 gender marker, indicating the project is designed to make a significant contribution to gender equality and/or the empowerment of women and girls. Both women and men are very well represented in the Project Management’s Structure, with nine (9) women and eight (8) men. Project activities also had a good representation of participants.

**Table 12.** Gender disaggregation of selected NSPP activities

<b>2022-2023 Project Activities</b>	<b>Number of beneficiaries/ participants</b>	<b>Gender disaggregation</b>
Workshop on the NSPP 2022 Annual Work Plan	18	Female: 11 Male: 7
NDCIP Multi-Stakeholder Consultation	65	Female: 40 Male: 25
16 <sup>th</sup> Annual Global Warming & Climate Change Consciousness Week: Climate Investment Forum	223 (Excluding online participants)	Female: 122 Male: 101
Training on Greenhouse Gas Inventory Cum Planning Workshop on NDC Operationalization and Climate Change Activities - Coron, Palawan	70	Female: 36 Male: 34
NSC Meeting	20	Female: 11 Male: 9

Source: 2023 NSPP Final Project Report

The TOC and results framework explicitly stated gender on Outputs 1.1 and 2.1. Further, the Philippine Commission on Women is a member of the NSC, to ensure oversight on inclusion of gender in project activities. One of the biggest accomplishments of the project is explicitly integrating inclusion in the Philippines' NDC submitted to the UNFCCC:

*“The Philippines shares the view that the NDC is a means to communicate opportunities for transforming our world with gender-responsive sustainable development options through the commitment of Parties to support and complement each other’s endeavors in accordance with the partnership arrangement under the UNFCCC and the Paris Agreement.*

*Developed through a whole-of-government-and-society approach, the Philippines’ NDC upholds the importance of meaningful participation of women, children, youth, persons with diverse sexual orientation and gender identity, differently abled, indigenous peoples, elderly, local communities, civil society, faith-based organizations, and the private sector, and recognizes the indispensable value of inclusion and collaborative participation of local governments in implementing climate actions.”*

The National Gender Consultant was able to submit three interim reports for the NDC Gender Analysis & Gender Action Plan (NDCGA-GAP). The first interim report contained the NDC Gender Analysis. The second interim report developed the Participatory NDC Gender Action Plan. Specifically, the proposed gender action plan included the consultant’s recommendations to remove the barriers, resolve the gaps and needs in NDC implementation that was identified in the gender analysis of the NDC Process. The third interim report, the last report submitted by the consultant, contained the following:

- Customized and evidenced-based Gender and Development (GAD) scoring checklist for the climate change adaptation and mitigation (CCAM) sector. Two sets of GAD checklists – one for Project Identification and Design, and the other is for Project Implementation, Management, Monitoring and Evaluation, which ones approved, was supposed to be part of the compilation of sector-based GAD checklists of the Harmonized Gender and Development Guidelines (HGDG) for Project Development, Implementation, Monitoring and Evaluation of the Philippine Commission of Women (PCW).
- Developed a customized tool for mainstreaming gender and climate change in support of NDC implementation, including the GAD strategies and gender actions resulting from the gender analysis of the NDC thematic areas and sectors identified in the second interim report.
- Compilation of other relevant gender mainstreaming tools that were developed by the PCW and by other international organizations, including the tools used the Global Environment Fund and the Green Climate Fund, and could serve as a useful and relevant resource in strengthening gender mainstreaming in the People’s Survival Fund.
- Gender assessment of the NDC Implementation Plan and the NDC Measurement, Reporting and Verification Plan, both also drafted as part of the NSPP outputs.

The submission of the third interim was followed by a series of validation meetings with national government agencies and relevant non-government stakeholders from the relevant sectors. However, similar to the other NSPP outputs, the gender related plans have not been officially adopted by the CCC and the Philippine government because it is also anchored on the INDC. The project went on hiatus in 2022 without a formalized response on the NDCGA-GAP.

The NSPP results framework has four primary gender-related indicators. Targets were revised from 2021 to 2023 due to the project board’s decision to not pursue several NSPP activities due to changing contexts and the constraints identified in the previous sections. As such targets were reduced in 2023, most specifically for the indicator on gender-responsive financing propositions / mechanisms. Many Output 3 activities on private sector financing were no longer pursued by the project.

**Table 13.** Progress along the NSPP gender-related results indicators

Indicator	Baseline	Target	Results	Variance
1.1 Number of gender-responsive approaches developed for integration into institutional frameworks	0 [2017]	5 (2021) 3 (2023)	5	0 (2021) +2 (2023)
2.1 Action plan developed and implemented for mainstreaming gender into NDC Implementation/ Monitoring, Reporting, Verification / Financial Plans	0 [2017]	2 (2021) 1 (2023)	1	-1 (2021) 0 (2023)
2.2 Number of gender-responsive NDC sectoral implementation/action plans developed and costed	0 [2017]	6 (2021) 4 (2023)	4	-2 (2021) 0 (2023)

Indicator	Baseline	Target	Results	Variance
3.2 Number of sectors with identified gender-responsive financing propositions/mechanisms	0 [2018]	6 (2021) 2 (2023)	0	-4 (2021) -2 (2023)

Source: UNDP Transparency Portal

For Indicator 1.1. gender lens and approaches have been incorporated into relevant policies, plans and frameworks developed with support from the project, including: 1) NDC Gender Analysis and Action Plan; 2) NDC Implementation Plan; 3) NDC MRV Plan; 4) NDC Partnership Plan (NDCP Plan); 5) Philippine NDC Document. Indicator 2.1 refers to the development of the NDC Gender Analysis and Gender Action Plan. Indicator 2.2 accomplishments include NDC sectoral implementation plans covering the waste, transportation, forestry, and energy sectors. There were no sectoral plans for agriculture and industry sectors. The last indicator resulted in no specific gender-responsive mechanisms identified. Financial mechanisms, especially those that respond well to gender concerns, were not established to attract investments in priority mitigation actions.

While these outputs had the potential to be gender responsive in the GRES scale, the failure of these plans to be formally adopted by the government meant that the documents have been set aside and was not used in the preparation of the first NDC. There was still a need to revisit and review the gender plans to assess alignment to the NDC and the forthcoming NDC Implementation Plan. As such, these remain as outputs and the NSPP cannot assess outcome level contributions to gender.

**4.7.2 LNOB has been specifically integrated in the NDC submitted by the Philippine government, which acknowledges the importance on ensuring the participation of different vulnerable and minority groups. Multi-stakeholder consultations strove to have participation from a diverse set of stakeholders.**

In terms of LNOB, most of the outputs are high-level policy development to institutionalize the NDC process within the Philippine government. These plans were developed primarily through multi-stakeholder consultations, representing different sectors, from national government agencies, the private sector, the academe, and civil society organizations. This is reflected as well in the composition of the NSC.

These multi-stakeholder consultations, fora, and validation sessions were initially conducted face-to-face at the start of the project. However, these had to be shifted to virtual events due to the COVID-19 pandemic. It was difficult to execute at first, the necessary consultations were completed virtually. However, with online platforms requiring stable internet connection, there was potential for exclusion of some participants who are unable to connect to the platform.

The different plans developed through NSPP included LNOB elements. All plans emphasized the need to collect disaggregated data to measure inclusivity. The NDC Implementation Plan identified that NDC measures must also incorporate the inclusivity of other vulnerable groups such as the elderly, minority groups, and persons with disabilities. The responsiveness and inclusivity of gender

and other vulnerable groups will be measured and verified as part of the MRV system. The plan also identified livelihood support, especially in vulnerable and indigenous communities, as adaptation and mitigation strategies. Further, Chapter 4 of the NDC MRV Plan mainstreamed LNOB considerations in the broader context of climate transparency. The section also proposed entry points to ensure the country’s climate initiatives become systematically ambitious, gender-responsive and inclusive. The plan also included indicators pertaining to LNOB such as multidimensional poverty index, extent of communities living in areas vulnerable to climate change, reduction of deaths, missing persons, and persons affected by disaster, number of persons affected by disaster who are receiving assistance. Finally, a Gender Scoping Study was conducted during the National Business Climate Action Summit to collect gender-related data on private sector companies, which could then inform the implementation of NSPP activities related to increasing private sector investment in NDC implementation.

There was limited engagement with the local government units since the primary focus was on national policy the development. Localized implementation would have been the focus of the NDC Implementation Plan. Therefore, LNOB impact at the community level is not measured since the NSPP does not have activities with communities as the beneficiaries.

**4.8 Summary of Ratings and Conclusions**

The evaluation rated the project against the criteria of relevance, coherence, efficiency, effectiveness, impact, sustainability, gender responsiveness, and leaving no one behind. An examination of NSPP activities and corresponding results have identified both the accomplishments of the project as well as the gaps in managing and implementing the project’s different activities. Facilitating factors as well as barriers were surfaced from the narratives. These are synthesized and distilled into lessons learned for UNDP and the project’s stakeholders.

**Table 14.** Ratings table for NSPP

Criteria	Rating	Rationale
Relevance	MS = 4	<p>Project design was primarily government driven and anchored on the Philippine development context and aimed to fulfil a need. However, the outputs, which were based on the INDC, lost some relevance when the first NDC was submitted. The project underwent several modifications to the different activities. Moreover, the support to the post-pandemic green recovery was loosely connected to the NDC. In a bid to use resources before the project closed in 2023, decisions were made to implement what could be completed in the short timeline, and not what was the most relevant activity.</p> <p>For it to be more relevant, multi-sectoral, inclusive and transparent, sub-national or regional agencies, as well as local governments must be engaged. There should also be a deeper involvement with the private sector, civil society, and academe moving forward, as the focus of the Philippine government shifts to implementation of the NDC.</p>



Coherence	S = 5	<p>The project theory of change was anchored to the national development priorities as well as UNDP CPD. The NSPP is coherent with UNDP’s climate action programme portfolio and does not duplicate the work being done by other projects under UNDP Output 2.2.1 and 2.2.2. However, there were some overlaps with other UNDP projects after NSPP was redesigned, with activities covering a broad range of activities from climate smart hospitals to green buildings, to circular economy. It would have been more coherent to initiate the review and updating of the Philippines NDC, which would be due in 2025. However, the NDCIP was completed in December 2023, which was the end date of the NSPP. Given the timing, it would not have been possible to initiate the review of the NDC as part of NSPP’s final set of activities.</p> <p>UNDP PH CO is now working under the new CPD 2024-2028. NSPP activities and results can frame the expansion into new projects within CPD Output 3.1, ensuring coherence with UNDP’s past efforts.</p>
Effectiveness	MU = 3	<p>There was just as many NSPP activities that were not pursued as what was completed for every output. The results show that only 2 out of 12 indicator targets were met. Once the NDC had been submitted, some of the original activities were no longer optimal based on the NDC commitments. Moreover, CCC later partnered with ADB for the development of the NDCIP, which was originally an output for NSPP. The COVID-19 pandemic also resulted in shorter timelines for implementation. Activities that required longer timelines were replaced with activities that could be implemented in fewer months and led to quicker wins. Furthermore, results were not accurately captured due to the weaknesses in the implementation of the project’s M&amp;E plan.</p> <p>Enhancing project monitoring can improve results measurement and increase accountability for results. PMUs can also explore agile project management as an iterative and more flexible approach to project delivery, increasing adaptability to changing requirements and environment.</p>
Efficiency	MU = 3	<p>Utilization rate was at 76%, with 24% of the budget remaining, despite the no-cost extension until 2023. Only 48% was utilized by the original project closure date of December 2021, primarily due to the COVID-19 pandemic and ensuing mobility restrictions. The SPA requirement put the project on hiatus in 2022. There were procurement and staffing issues that further delayed project outputs. High turnover within the PMU resulted in a lack of institutional knowledge and capacity.</p> <p>Improving efficiency entails improving projects systems that are in place, since these are factors that are within the control of the project team. Shortening procurement processes, early pooling of possible consultants, and ensuring the stable capacity and competency of the PMU can contribute to improved efficiency.</p>
Impact	MU = 3	<p>The impact is more on the contribution to the high-level policy sphere. The NSPP, thru the Climate Promise, supported the finalization and</p>

		<p>background policy notes for the NDC. However, impact was decreased since a significant number of activities were not pursued. The long-term impact will be realized once the NDC Implementation Plan is rolled out and serves as the guidance for NDC Implementation as a whole-of-nation approach and across different sectors.</p> <p>The members of the NSC will be key for any further impact. These stakeholders will be able to draw from the experiences and lessons learned from NSPP as they become key sectoral actors of the NDCIP. Engaging other partners, especially the private sector, can be an impact multiplier.</p>
Sustainability	MS = 4	<p>NDC has remained a priority area for the Philippine government. However, there is a need to review some of the outputs (e.g., gender action plan, MRV plan) for alignment and usefulness to the NDCIP, to be able to carry forward the work started by NSPP to other NDC related initiatives. Some of the NSPP activities, such as on climate finance, that were not implemented were folded into new UNDP projects. This was not done to merely accomplish what NSPP has failed to do, but as an expansion of support to a critical development area, as evidenced by the inclusion in the new CPD. NDC continues to be an area of support from other development partners as well. Foreign assistance is available for future climate change mitigation and adaptation projects.</p> <p>While it has remained as a priority area, the role of CCC is also critical to ensure sustainability or pursuing activities beyond the project life. Implementing partner ownership and institutionalization is always key to ensuring that further activities sustaining project outcomes are included in the government's planning and budgeting.</p>
GRES and LNOB	MS=4	<p>Gender related performance indicators made the most progress. However, one indicator did not indicate any progress because the corresponding activity was no longer pursued.</p>

**5. LESSONS LEARNED**

The following are the key lessons learned from the implementation of NSPP:

1. Timing issues and unknown elements can significantly affect a project. It can be too risky to start implementing a project based on intended policy instruments, and not the final and approved version. Drafting different plans anchored to the INDC, and not waiting for the actual NDC became problematic when the submitted NDC was significantly different from the INDC. However, there would be significant period where no activity will be implemented if NSPP waited until the NDC was completed before commencing activities. CCC, as the implementing partner weighed in on the decision. In the interim, the NDC Roadmap that was developed by NSPP fed into the policies and measures after the NDC was finalized. Moreover, there were other reasons why several activities were discontinued and these pre-dated the move to prepare the NDC. Making decisions under uncertainty will

yield to different probably outcomes, In this case, the outcome was not as favourable as expected.

2. Stakeholders need to be adaptive when projects are disrupted by both internal and external forces. Government agencies as the primary implementing partner, need to build adaptive capacity to be able to pivot in a shorter time to capitalize on opportunities. Further, UNDP, as an implementing partner and provider of oversight function needs to have the agility to convene partners and work through the project's issues.
3. The PMU is at the centre of project implementation. An understaffed PMU or a PMU with high staff turnover will be less effective due to the loss of institutional knowledge. The PMU needs to have the rights skills and capabilities based on their defined role in the project, which is to accomplish most of the initial legwork such as developing terms of reference for recruiting consultants. The CCC technical focal persons and UNDP program team should only vet, verify, and approve the work. They should not be burdened with the tasks that the PMU is responsible for.
4. Projects can only be extended a certain number of times before a final endpoint will be decided. Low execution and fund utilization rates might give the wrong impression to donors and funders. However, it is also important that decisions on activities to be implemented are not based on what can be accomplished in the shortest amount of the time, like a laundry list to simply zero out funding or increase utilization rates. The workplan still be based on what activities can contribute the most to the objectives and desired outcomes of the NSPP. The rationale for activities should still be grounded in NDC, mitigation, or decarbonization principles. The CCC and NSC had to strike a balance between completing the Project with significant funds remaining and failing to contribute to the overall achievement of Project objectives. In a sense, much of the activities were in support of NDC achievement, towards bridging policy and sectoral work.
5. M&E has an important role in providing evidence to influence and support decision-making. Progress against results should also be considered in pivoting the project. NSPP provides a case example of how weak or ineffective M&E struggled to provide quality data and its translation into actionable insight. M&E capacity within the PMU has to be strong, with well-developed processes and protocols.
6. NDC implementation is a whole-of-government, and whole-of-nation approach, and will affect every Filipino. Thus, it is critical that voice and representation from all sectors are heard. There should be increased transparency in multi-stakeholder consultations to ensure that there is ample participation from national government, local government, CSOs/ NGOs, the private sector, the academe, and other stakeholders.

## **6. DIRECTIONS**

### **6.1 Directions for Relevance**

#### **Review and Revisit Completed NSPP Outputs from an Implementation Perspective**

The NDC Implementation Plan that was developed with assistance from ADB has been launched at COP 28. The next several years will now be focused on sectoral implementation of mitigation related activities. Further, the Philippines will need to submit an updated NDC in 2025, which means that this will also be a priority for 2024. NSPP project outputs need to be reviewed to assess relevance and coherence against the First NDC and the upcoming Implementation Plan. Parts of those outputs might still be aligned to the national policies and can therefore be still used. Other parts might need a consultant to update the documents and realign it to the Philippines' current international commitments. Knowledge products could also be developed from the outputs, so it could still be beneficial from an information and education perspective.

UNDP needs to provide support in conducting baseline capacity assessments for implementing the NDC across the priority sectors. These assessments can inform capacity development plans for key actors in the sectors. Moreover, UNDP has significant experience supporting these sectors through other UNDP projects and can leverage previous and ongoing technical assistance in renewable energy, waste and circular economy, low carbon transport, and carbon policy, to name a few, towards expanding UNDP's footprint in the key NDC sectors.

### **6.2 Directions for Coherence**

#### **Harmonize NDC Related Support**

Given the plethora of support from different sectors and organizations, there is a need to harmonize NDC projects and activities to ensure coherence and avoid duplication of work. That way, resources are maximized and efficiently used. While the Department of Foreign Affairs keeps track of all the different official development assistance projects, the CCC, as the lead agency for NDC related activities, must take on this role. For example, a heatmap or projects combined with a gap analysis, can identify NDC areas that have adequate support and those that require more funding.

### **6.3 Directions for Effectiveness**

**Strengthen Project Monitoring and Evaluation Systems. Improved M&E is needed to effectively understand the contribution of project activities to the larger project outcomes and overall impact to country development.**

Resources, especially personnel, must be allotted to project monitoring and evaluation. M&E frameworks need to be developed to reflect linkages between activity outputs to harvesting outcomes. Annual reports need to contain more narrative explanations that are reviewed on an

annual basis to evaluate the different factors contributing to achievement and non-achievement of targets.

#### **6.4 Directions for Efficiency**

**Strengthen The Project Management Units Implementing Climate Action Projects. Utilize a fixed management structure from start to end that is most appropriate to the mode of implementation and type of arrangement with the implementing partner.**

PMU effectiveness hinges on the right combination of experience, knowledge, leadership, and soft skills. The ability to work both within government processes and UNDP processes is critical as well. Understanding and operating within the methods and processes are critical to the overall team system. Thus, developing an integrated team is necessary for project success.

Roles and responsibilities need to be clearly identified to avoid using the PMU simply as an administrative function. The project manager must have a level or authority recognized by all parties. Further, identifying and providing a means for the PMU to build skills and abilities will ultimately support the project and the work that needs to be done.

The PMU needs to have specific skills and capacities for the project, and these should be present at the very start of the project. Thus, selection of PMU personnel with the right competencies is crucial to ensure that the PMU is correctly staffed. The PMU must also work with stakeholders to be able to co-design and co-develop activities for the annual work plans in support of the NSPP outcomes and objectives. Recruitment and selection of PMU members must be centred on demonstrating these abilities.

If the arrangement is NIM but with UNDP PH CO support, then it is more efficient for the PMU to be hired by and lodged at UNDP, instead of seconded to or embedded within the Philippine government agency acting as implementing partner. The PMU would have improved knowledge and access to UNDP's procurement system and processes and would be able to streamline the administrative functions. This includes recruitment and hiring of personnel, procurement of resources, or payment of salaries and professional fees.

#### **6.5 Directions for Sustainability and Impact**

##### **Revisit Activities Not Pursued for Current and New Project Pipelines**

The evaluation has shown that a significant number of NSPP activities were no longer pursued due to the different constraints. A review of these activities should be done to assess which can be spun off into separate projects in support of the NDC or added on as activities to other existing projects. New pipelines that support to activities addressing NSPP gaps and articulate the NDC implementation plan to target sectors will be crucial in the near future. Preparing and increasing capacity in these sectors will be necessary as the country shifts from developing the holistic policy umbrella to sector-level implementation.

## **Further Engage Private Sector to Unlock More Financing Opportunities**

Engaging the private sector is an important cross-cutting strategy for the Climate Action Programme. It is recognized that unlocking private financing is key to addressing the climate financing gap. Several activities have already integrated into UNDP's Climate Action Programme Team portfolio. For instance, the Accelerating Green and Climate Finance Project of UNDP supported by the Government of Canada is heavy on private sector engagement and developing financial models and instruments for climate change adaptation, which complement or overlapped with some of the planned NSPP activities. A pipeline of projects is needed to continuously engage the private sector in increasing investments in NDC activities. Developing the business case for private sector involvement in NDC implementation is key to mobilizing private resources.

## **6.6 Directions for Gender and LNOB**

### **Expanding the Role of CSOs and Academic Institutions in NDC Implementation**

CSO and academic institutions had limited roles in the NSPP, beyond representation in the NSC. UNDP has a long history of working with CSOs and the academe and can replicate this to supporting NDC implementation. The engagement of CSOs can be crucial to advocate for higher ambitions and amplify the voices of the most vulnerable, poor, or marginalised populations. State universities and colleges are repositories of knowledge and can provide technical expertise to project activities. Long term institutional agreements can be explored.

**ANNEX A**  
**List of Documents Reviewed for This Evaluation**

UNDP CO Documents

- Country Programme Document 2019-2023
- UNDP HACT Micro Assessment of the Climate Change Commission
- UNDP Spot Check Audit on the Climate Change Commission

NSPP Project Documents

- NSPP ProDoc
- NSPP Social and Environmental Screening
- NSPP Description of Action
- NSPP Organigramme
- NSPP Extension
- NSPP Letter of Agreement
- NSPP Office Order

NSPP Project Board Meetings

- 2018, 2019, 2020, 2021, 2022, 2023

NSPP Combined Delivery Report

- 2018, 2019, 2020, 2021

NSPP Annual Work Plans

- 2018, 2019, 2019 revised, 2020, 2021, 2022, 2023

NSPP Annual Progress Report

- 2018, 2019, 2020, 2021
- 2023 Final Project Report

NSPP Quarterly Progress Reports

- 1Q, 2Q, 3Q 2018
- 1Q, 2Q, 3Q 2019
- 1Q, 2Q, 3Q 2020
- 1Q, 2Q, 3Q 2021
- 1Q, 2Q, 3Q 2022
- Note QPR is removed in 2023 and reduced to a semestral report

Personnel

- Directory of project staff and partners
- Directory of NSC members
- Contracts of PMU personnel

## NSPP Project Deliverables

- Business summit reports
- NDC MRV
- Climate promise
- Policy notes
- Mainstreaming of NFSCC-NCCAP
- NDC partnership
- NDC financial plan
- NDC implementation plan
- Climate investment network and climate finance system and services
- Updating the NFSCC and NCCAP
- Climate smart buildings
- Management policies
- NDC economy wide model
- Climate related disclosures for publicly listed corporations
- NDC communication plan
- Climate smart hospitals
- Green jobs
- NICCDIES
- NDC gender analysis and gender action plan



**ANNEX B**  
**Project Stakeholders Interviewed**

Organization	Unit	Name	Position	Date	Mode
UNDP	PH CO	1. Selva Ramachandran (M)	Resident Representative	Feb. 19, 2024	Online
		2. Edwine Carrie (M)	Deputy Resident Representative	Feb. 19, 2024	Online
		3. Floradema Eleazar (F)	Team Leader, CAPT	Feb. 15, 2024	Online
		4. Gwyneth Anne Palmos (F)	Programme Analyst	Feb. 15, 2024	Online
CCC	PMU	5. Francis Benito (M)	Chief Technical Adviser	Feb. 15, 2024	Online
		6. Raquel Abellon (F)	Finance Assistant	Feb. 16, 2024	Online
	CCC-FAPMS	7. John Ernest Mateo (M)	Development Management Officer I	Mar. 01, 2024	In-person
		8. Carmina Villena (F)		Mar. 01, 2024	In-person
	CCC-ODED	9. Romell Antonio O Cuenca (M)	Deputy Executive Director	Mar. 06, 2024	Online
	IOD-CCC-CCO	10. Aimee S. Evangelista (F)	OIC-IOD	Mar. 01, 2024	In-Person
	CCC-PRDD	11. Jerome Ilagan (M)	Chief-PRRD	Mar. 01, 2024	In-person
	CCC-SPD	12. Erwin Husmalaga (M)		Mar. 01, 2024	In-person
	OSEC	13. Jean Regulano (F)	FAP-MS	Mar. 01, 2024	In-Person
NEDA	ANRES	14. Nieva Natural (F)	Director, ANRES	Feb. 29, 2024	In-Person
		15. Julius Casabal (M)	Chief, Environment Areas Steering Committee	Feb. 29, 2024	In-Person
		16. Roald Taperda (M)	Supervising Economic Development Specialist	Feb. 29, 2024	In-Person
DENR	CIS	17. Rolando Abad Jr. (M)	Science Research Specialist 2	Feb. 29, 2024	In-Person
		18. Carl Louis Santiago (M)	Science Research Specialist 2,	Feb. 29, 2024	In-Person
PCCI		19. Jess Reyes (M)	Chair, PCCI Committee on Environment and Climate Change	Feb. 28, 2024	Online
Consultants	Clean Air Asia	20. Glynda Bathan Baterina (F)	Deputy Executive Director	Feb 27, 2024	Online
	NDC Partnership	21. Joyceline Goco (F)		Feb 27, 2024	Online

## **ANNEX C**

### **Evaluation Instruments**

#### **C.1 Interview Protocols for UNDP CAPT, NSPP PMU**

1. Please describe the underlying development issues and problems that prompted the initiation of the project.
2. Give an overview of the project focusing on:
  - a. Intervention and types of UNDP support
  - b. Geographic locations
  - c. Partners and key stakeholders [and their role in the project]
  - d. Current status of the project
3. To what extent did the project change or evolve throughout time and what were the reasons that prompted the change?
  - a. How did the program pivot during the COVID-19 pandemic
4. To what extent was the project strategic in terms of what UNDP should be doing / or not doing in terms of supporting the Philippines? How is this project aligned to different outputs for Outcome 2?
5. To what extent did the project promote leave no one behind principles, human rights, gender equality and social inclusion?
6. To what extent did the project form and utilize partnerships to achieve the desired outputs? What have been the gaps and challenges in terms of partnerships?
7. To what extent was the project efficient in the use of resources – timelines, human resources, financial resources
8. To what extent was the monitoring and evaluation protocols of the project able to track results and the project's contributions to the outputs and outcome?
9. What have been the project's results in relation to the outputs? And how have these results contributed to progress in Outcome 2?
  - a. What was the most significant change that was brought about by the project?
  - b. Were there negative or regressive outcomes? Were there any unintended results?
10. What are the factors that contributed to the success of the project?
11. What are the hindering factors that impeded the project from achieving desired results?
12. What should UNDP have done more of or done differently in implementation of the project?
13. To what extent did UNDP support lead to sustaining the outcomes beyond the project's implementation period?
  - a. Institutionalization and ownership from government agencies
  - b. Developed capacities
  - c. Ability to raise funds and obtain resources need to continue beyond the project's lifetime
14. What were the key lessons learned from the project, how was it documented, how was it used for learning? To what extent did these inform the initiation and design of new projects?

#### **C.2 Interview Protocols for NSPP Partners and Beneficiaries**

1. Please describe the situation prior to the implementation of [project]. Why was there a need to implement [project]?
2. Give an overview of the project focusing on:
  - a. Intervention and types of UNDP support that your organization has received

- b. Your organization's role in [project]
  - c. Geographic locations for your involvement in the [project]
  - d. Current status of the [project]
- 3. To what extent was the project strategic in terms of supporting the Philippines and aligned to the Philippine Development Plan, to your organization's mandates and other plans and frameworks? [for government agencies]
- 4. To what extent was the project [and project design] relevant to the needs of your cities / municipalities / communities? [Beneficiary]
- 5. To what extent did the project promote leave no one behind principles, human rights, gender equality and social inclusion? What was the process of consulting stakeholders during the inception and design phase? How was gender mainstreamed?
- 6. To what extent did the project change or evolve throughout time and what were the reasons that prompted the change?
  - a. How did the program pivot during the COVID-19 pandemic
- 7. To what extent was the project efficient in the use of resources – timelines, human resources, financial resources. Were resources put to use in a way that maximized benefits?
- 8. To what extent did the project form and utilize partnerships to achieve the desired outputs? What have been the gaps and challenges in terms of partnerships? To what extent were you able to leverage these partnerships within the project, and beyond the project?
- 9. To what extent was the monitoring and evaluation protocols of the project able to track results and the project's contributions to the outputs and outcome? What was your organization's role in M&E? How easy or difficult was it to track progress in terms of outcomes and outputs?
- 10. What have been the project's results in relation to your organization's work / community needs? [specific examples]
  - a. What was the most significant change that was brought about by the project?
  - b. Were there negative or regressive outcomes? Were there any unintended results?
- 11. What are the factors that contributed to the success of the project?
- 12. What are the hindering factors that impeded the project from achieving desired results?
- 13. What should UNDP have done more of or done differently in implementation of the project? What should project partners have done more or differently?
- 14. To what extent did UNDP support lead to sustaining the outcomes beyond the project's implementation period? [Anecdotes]
  - a. Institutionalization and ownership from government agencies
  - b. Developed capacities
  - c. Contribution to policies
  - d. Knowledge products
  - e. Ability to raise funds and obtain resources need to continue beyond the project's lifetime
- 15. What were the key lessons learned from the project, how was it documented, how was it used for learning? To what extent did the lessons learned feed into other work being done by your organization?
  - a. For your organization
  - b. For your city / municipality
  - c. For your communities

**ANNEX D**  
**Evaluation Matrix**

Relevant evaluation criteria	Key Questions	Specific sub-questions	Data sources	Data collection methods / tools	Indicators / success standards	Methods for data analysis
Relevance	Is the NSPP doing the right things?	<ul style="list-style-type: none"> <li>• To what extent was the Project relevant to supporting the national and regional development priorities?</li> <li>• How well did the Project respond to changing context and emerging risks during design and implementation?</li> <li>• To what extent did UNDP continue to be a relevant development partner in advancing climate action?</li> </ul>	Prodoc, project reports  UNDP CO  PMU  CCC  Donor governments	Desk review of project documents  KII  FGD	Alignment to national frameworks and development plans  Agreement from government partners	Output / outcome harvesting  Descriptive statistics  Trend analysis  Thematic analysis  Change stories and narratives
<b>Coherence</b>	Is the NSPP doing the right things?	<ul style="list-style-type: none"> <li>• To what extent were the Project's activities and outputs coherent and consistent with its Theory of Change? Are the Project's objectives and outputs clear, practical, and feasible within its frame?</li> <li>• To what extent did the Project support or undermine the efforts of other stakeholders (National Government Agencies, private sector, civil society organizations)?</li> <li>• How well did the Project strengthen synergies with partners and demonstrate complementation to any other existing initiatives?</li> </ul>	Prodoc, project reports  UNDP CO  PMU  CCC  Other government agencies	Desk review of project documents  KII  FGD	Alignment to TOC, Logframe, results framework  Alignment to agenda and plans of government agencies.  Ability to bring in partners.	Output / outcome harvesting  Descriptive statistics  Trend analysis  Thematic analysis  Change stories and narratives

Relevant evaluation criteria	Key Questions	Specific sub-questions	Data sources	Data collection methods / tools	Indicators / success standards	Methods for data analysis
<b>Effectiveness</b>	Is the NSPP achieving its objectives?	<ul style="list-style-type: none"> <li>To what extent were the Project outputs and outcomes achieved based on the Project's Theory of Change and Results Framework? In which areas does the Project have the greatest and fewest achievements?</li> <li>What factors have contributed to achieving or not achieving intended outcomes and outputs? What were the challenges, strategies, good practices, lessons learned, and recommendations to improve implementation and future programming?</li> <li>To what extent was the Project effective in addressing cross-cutting issues of human rights, inclusion and gender responsiveness?</li> </ul>	Prodoc, project reports  UNDP CO  PMU  CCC	Desk review of project documents  KII  FGD	Actual vs planned results  Execution rates  Changes in work plans  Assessment against prodoc	Output / outcome harvesting  Descriptive statistics  Trend analysis  Thematic analysis  Change stories and narratives
<b>Efficiency</b>	How well are resources being used?	<ul style="list-style-type: none"> <li>To what extent were resources used efficiently? Were funds and activities delivered based on plan?</li> <li>To what extent were the management structure and selected implementation modalities (national implementation modality with CO support) efficient in generating the expected results?</li> <li>How efficient were the Project coordination and feedback mechanisms between the implementing partner, with the Project Board, with the Government</li> </ul>	Prodoc, project reports  UNDP CO  PMU  CCC	Desk review of project documents  KII  FGD	Execution rates and financial reports  Little to no delays in procurement, disbursements.  Assessment of the modality  M&E reports are complete	Financial and execution analysis  Output / outcome harvesting  Descriptive statistics  Trend analysis  Thematic analysis

Relevant evaluation criteria	Key Questions	Specific sub-questions	Data sources	Data collection methods / tools	Indicators / success standards	Methods for data analysis
		<p>and with other project stakeholders/beneficiaries?</p> <ul style="list-style-type: none"> <li>To what extent did the Project use its monitoring and evaluation mechanisms to improve efficiency?</li> <li>To what extent did the Project applied rights-based approach, gender responsiveness, and leaving no one behind (LNOB) principles in the Project's activities/interventions?</li> </ul>			Specific examples of how gender, LNOB is included. Plus data disaggregation.	Change stories and narratives
<b>Impact</b>	What difference does NSPP make?	<ul style="list-style-type: none"> <li>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?</li> <li>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?</li> <li>What are the outcome-level results, including unintended positive and negative results?</li> <li>Did any unintended effects emerge for women, men, or vulnerable groups?</li> </ul>	<p>Prodoc, project reports</p> <p>UNDP CO</p> <p>PMU</p> <p>CCC</p> <p>Other government agencies</p>	<p>Desk review of project documents</p> <p>KII</p> <p>FGD</p>	<p>Policies drafted or supported</p> <p>Implementation plans, strategic plans, etc. drafted and accepted.</p> <p>Changes in workplan – activities that were modified, did not push through, etc.</p>	<p>Output / outcome harvesting</p> <p>Descriptive statistics</p> <p>Trend analysis</p> <p>Thematic analysis</p> <p>Change stories and narratives</p>
<b>Sustainability</b>	Will the benefits last?	<ul style="list-style-type: none"> <li>To what extent are Project's outputs useful for stakeholders? Is there sufficient support for the Project's long-term objectives?</li> </ul>	<p>Sustainability / turnover / institutionalization plans</p> <p>UNDP CO</p>	<p>Desk review of project documents</p> <p>KII</p>	<p>Sustainability plan</p> <p>Follow on projects either for UNDP or the government</p>	<p>Output / outcome harvesting</p> <p>Descriptive statistics</p>

Relevant evaluation criteria	Key Questions	Specific sub-questions	Data sources	Data collection methods / tools	Indicators / success standards	Methods for data analysis
		<ul style="list-style-type: none"> <li>• To what extent are financial and human resources available to sustain the benefits achieved by the Project?</li> <li>• 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?</li> </ul>	PMU CCC	FGD	Government use of the outputs  Turnover and ownership for institutionalization	Trend analysis  Thematic analysis  Change stories and narratives

**ANNEX E**  
**2023 End-of-Project Results Framework**

Project Output Indicator/s	Baseline		End-of-Project Target	End-of-Project Result	Remarks
1.1 Number of gender-responsive approaches integrated into institutional frameworks	2017	No NDC office is officially established. Gender responsive ness of institutional frameworks will be reviewed during gender analysis and action plan prepared	3	5	Gender lens and approaches have been incorporated into relevant policies, plans and frameworks developed with support from the project, including: 1) NDC Gender Analysis and Action Plan; 2) NDC Implementation Plan; 3) NDC MRV Plan; 4) NDC Partnership Plan (NDCP Plan); 5) Philippine NDC Document
1.2 Number of monitoring and transparency systems enhanced for NDC implementation	2017	NICCDIES system designed but sectoral and sub-national aspects need improvement	2	5	1) Enhanced NICCDIES; CCC-MDS; 2-5) NDCMRVP (Proposed MRV systems for waste, transportation, energy, forestry)
2.1 Action plan developed and implemented for mainstreaming gender into NDC	2017	0 - No targeted gender analysis of NDC implementation has been conducted	1	1	NDCGA-GAP
2.2 No. of gender-responsive NDC sectoral implementation/action plans developed and costed	2017	0 - NDC roadmap developed but no NDC sectoral implementation/ action plan	4	4	NDCIP covering the waste, transportation, forestry and energy sectors
3.1 No. of investment de-risking strategies implemented	2017	0 – Some initial analysis undertaken on barriers to investment but no systematic analysis	2	2	As part of the operationalization study of the CIN-CFSS



Project Output Indicator/s	Baseline		End-of-Project Target	End-of-Project Result	Remarks
3.2 No. of sectors with identified gender-responsive financing propositions/ mechanisms to support NDC implementation	2017	0 – No gender-responsive financing propositions/ mechanisms identified	2	0	No specific gender-responsive mechanisms identified
4.1 No. of summits held to systematically engage private sector	2017	7	3	9	6 Business Climate Action Summits in 2018 and 2019 at the national and regional levels; 3 Climate Investment Forum from 2021-2023
4.2 No. of private companies monitoring and reporting GHG emissions	2018			0	This was agreed to be removed
4.3 Number of advocacy and communication strategies and tools developed and/or implemented to support acceleration of private sector climate investments (TUS)					

