



USAID
FROM THE AMERICAN PEOPLE

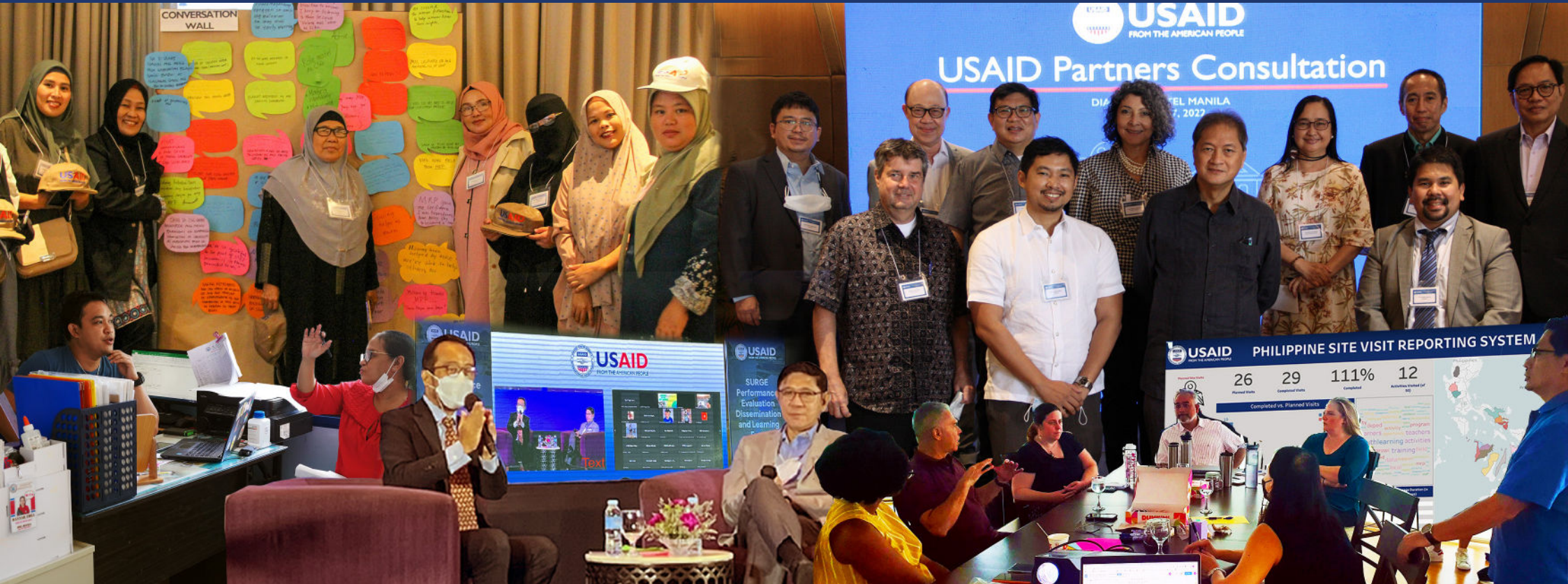


PHOTO CREDITS

Collaborating, Learning, and Adapting for Improved Development (CLAIMDev)

Final Report
JULY 2023

This evaluation inception report was produced at the request of the United States Agency for International Development. It was prepared independently by the USAID/Philippines Collaborating, Learning, and Adapting for Improved Development (CLAIMDev) activity. The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development of the United States Government.

COLLABORATING, LEARNING, AND ADAPTING FOR IMPROVED DEVELOPMENT (CLAIMDEV)
Final Report

July 2023

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Collaborating, Learning, and Adapting for Improved Development (CLAIMDev)

FINAL REPORT

JULY 2023

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Acronyms

ABC+ – Advancing Basic Education in the Philippines	LGU – local government unit
AMELP – Activity Monitoring, Evaluation, and Learning Plan	MARADECA – Maranao People Development Center, Inc.
AOR – Agreement Officer’s Representative	MCST – Mid-Course Stocktaking
BARMM – Bangsamoro Autonomous Region in Muslim Mindanao	MEL – Monitoring, Evaluation, and Learning
BHM – Bureau of Humanitarian Assistance	M&E – Monitoring and Evaluation
CDCS – Country Development Cooperation Strategy	MTB-MLE – Mother Tongue-Based Multilingual Education
CDI – Cities Development Initiative	MRP – Marawi Response Project
CLA – Collaborating, Learning and Adapting	OEd – Office of Education
CLAimDev – Collaborating, Learning, and Adapting for Improved Development	PMP – Performance Management Plan
COR – Contracting Officer’s Representative	PPR – Performance Plan and Report
CSG – community solidarity group	RESPOND – Regulatory Reform Support Program for National Development
DIS – Development Information Solution	RFSC – Regional Financial Services Center
DO – development objective	RTI – Research Triangle Institute
DQA – Data Quality Assessment	SIBOL – Sustainable Interventions for Biodiversity, Oceans, and Landscapes
ECOWEB - Ecosystems Work for Essential Benefits, Incorporated	SOW – Statement of Work
ER4 – Early Recovery, Risk Reduction, and Resilience	SPEED – Strengthening Private Enterprise for the Digital Economy
FGD – focus group discussion	STIP – Science, Technology, Innovation, and Partnership
GESI – Gender Equality and Social Inclusion	STRIDE – Science, Technology, Research, and Innovation for Development
HEI – higher education institution	SW – Safe Water
HCM – host community members	TB IHSS – TB Innovations and Health Systems Strengthening
ICMA – International City/Country Management Association	TPM – Third Party Monitoring
IDP – internally displaced persons	TPDV – Third Party Data Validation
IP – implementing partners	WASH – Water, Sanitation, and Hygiene
IR – intermediate results	WSS – Water Supply and Sanitation
KII – key informant interview	YouthLed – Youth Leadership for Democracy

Executive Summary



USAID/Philippines awarded Panagora Group the Collaborating, Learning, and Adapting activity in July 2020. The contract purpose was to bolster the capacity of USAID/Philippines to effectively lead and practice collaborating, learning, and adapting (CLA), by working closely with USAID/Philippines to integrate CLA principles into the Mission's work — helping staff to strategically collaborate with key internal and external stakeholders, adopt a culture of continuous learning, and practice effective, agile adaptive management to achieve greater development impact. A strong learning agenda and a strengthened evidence base to inform key strategic decisions would drive the greater impact.

Yet, the Philippines and much of the world was under lockdown due to COVID. The Mission and Panagora Group were learning how to work remotely with staff spread across the Philippines and the United States, occasionally unreliable home internet connections, time zone differences, and the uncertainty of when the world would go back to normal. Starting a project, building a team, and helping a Mission build a strong CLA culture to improve its development outcomes is a challenge under any circumstances. Panagora Group needed to do this in the complex context of the pandemic.

Despite the challenges that the pandemic created, CLAIMDev built a team from a collection of individuals spread across the Philippines and the Pacific and slowly, but steadily, built strong relationships with the leadership and staff in the Program Resources Management Office (PRM), technical offices, and other support offices in the Mission. CLAIMDev engaged with the Mission remotely for the first eighteen

months of its base period. Most of CLAIMDev's work during the remote period focused on supporting PRM with performance management, monitoring, and evaluation tasks, to help build the Mission's evidence base. Completed evaluations and research include:

- STRIDE Final Performance Evaluation
- SURGE Final Performance Evaluation
- E-Peso Ex-Post Performance Evaluation
- Marawi Response Project Final Performance Evaluation
- ABC+ Midterm Performance Evaluation
- Safe Water Midterm Performance Evaluation
- Citizen's Perception Survey on Civic Engagement and Local Governance
- Sector Analyses
- Disaster Risk Reduction Implementation Analysis
- Meta-evaluation

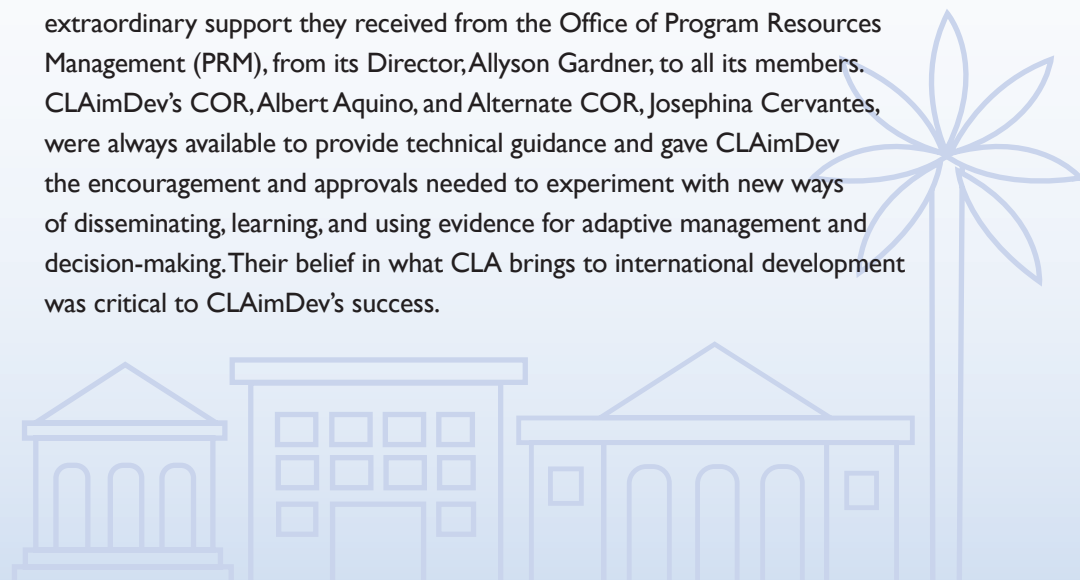
During this time, CLAIMDev's evaluation work achieved significant cost savings from conducting remote evaluations. These cost savings gave CLAIMDev the ability to begin experimenting with new ways of disseminating evidence to increase learning and use. The result of these experiments was a more dynamic approach to evaluation and research learning events and creating multiple pathways for audiences to engage with evidence, such as interactive, multimedia web reports, videos, and infographics. This final report and its web version are examples of the multiple pathways to engage with evidence.

As the Philippines lifted its pandemic restrictions and the Mission returned to hybrid and in-person work, the CLAIMDev's CLA work moved into high gear as the Mission began its preparations for the CDCS Midcourse Stocktaking (MCST). As detailed in this report, CLAIMDev's support to the Mission for the MCST included:

- collating, verifying, collecting, analyzing, and displaying performance management and monitoring data;
- summarizing and reporting on the Mission's work on cross-cutting issues;
- organizing logistics, creating presentations, and facilitating Development Objective (DO) team meetings to analyze the data and issues;
- organizing logistics, creating presentations, and co-facilitating the MCST plenary events;
- analyzing changes in context and sectoral policies, organizing logistics;
- creating presentations, and facilitating stakeholder consultations; and
- facilitating adaptive management workshops.

In what follows, this report describes in greater detail how CLAIMDev helped create a stronger CLA culture in USAID/Philippines. The report, presented in a non-traditional format, includes hyperlinks to full written reports, video interviews with CLAIMDev team members and Mission staff, and infographics. The first section describes CLAIMDev's work on CLA. The second section describes how CLAIMDev generated evidence for the Mission. The third section describes how CLAIMDev supported the Mission's performance management and monitoring work. A short summary of the achievements under the Health Task Order is also included. An interactive web version of this report is available at [LINK](#).

Panagora Group and the CLAIMDev team would like to acknowledge the extraordinary support they received from the Office of Program Resources Management (PRM), from its Director, Allyson Gardner, to all its members. CLAIMDev's COR, Albert Aquino, and Alternate COR, Josephina Cervantes, were always available to provide technical guidance and gave CLAIMDev the encouragement and approvals needed to experiment with new ways of disseminating, learning, and using evidence for adaptive management and decision-making. Their belief in what CLA brings to international development was critical to CLAIMDev's success.





Collaborating, Learning, and Adapting (CLA)

CLAIdev's highest-level purpose is to bolster the capacity of USAID/Philippines to effectively lead and practice CLA, integrating CLA principles into the Mission's work to increase development effectiveness. High-quality, timely, and relevant evidence-driven CLA is CLAIdev's foundation. This section of the report describes CLAIdev's CLA collaboration with the Mission's technical and support offices and the ways that CLAIdev put learning, use, and dissemination at the forefront of its evaluation and research efforts. It also describes how CLAIdev's work generating evidence and supporting the Mission's performance management and monitoring, together with its approach to CLA, supported the Mission's Mid-Course Stocktaking of the 2019–2024 CDCS.

CDCS Mid-Course Stocktaking (MCST)

A USAID Mission must complete at least one Country Development Cooperation Strategy (CDCS) MCST during the life of the strategy. Stocktaking assesses strategy-level results on a cumulative basis and changes in context or opportunity that could result in updates to strategy implementation.

The MCST is a structured opportunity to reflect on how contextual changes and results to date confirm or challenge core assumptions of the Mission's strategy. Often, stocktaking looks ahead to the development of the succeeding CDCS. Stocktaking plays a vital role in a Mission's ongoing learning and adapting as the Mission pauses and reflects to generate, analyze, and apply new knowledge and learning across programmatic and operational approaches.

The MCST should examine whether the critical assumptions for each development hypothesis hold true and whether the operating context has changed. If the context has changed, an MCST provides an opportunity to determine if and how these changes may positively or negatively affect results based on available evidence and data. Because critical assumptions and risks are dynamic, the stocktaking explicitly determines if they are still valid.

USAID/Philippines began preparatory activities for its MCST in September 2021 and conducted the MCST in stages from March 2022 through October 2022. The process involved a series of desk reviews, consultations among the technical offices, and focused discussions with sector representatives..

Figure 1: MCST for USAID/Philippines CDCS



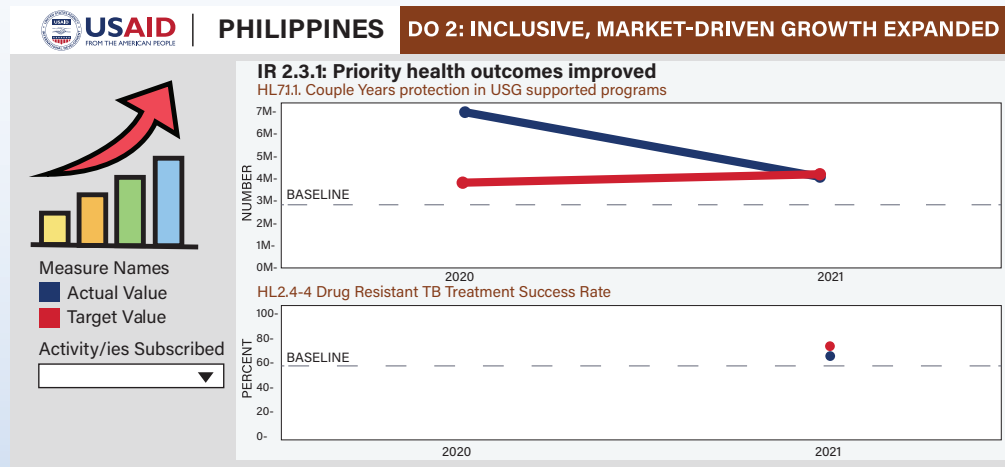
Evidence Review

USAID/Philippines Program Resources Management Office, technical offices, and CLAIMDev discussed the different existing sources of data and evidence for review and identified data, evidence, and analysis that was not available. Based on these discussions, CLAIMDev began work to collate and analyze the data and evidence that was available and generate new data and evidence to inform the Mission’s deliberations during the MCST through the development of an indicator dashboard, six analytic reports using existing indicator, portfolio review, and implementing partner data, developed indicators, and conducted a survey to measure citizen perceptions of civic engagement and local governance, and collated information gathered for six peer reviews of gender and women’s empowerment in the Mission’s activities.

Indicator Dashboard

CLAIMDev consolidated and created visualizations of the Mission’s indicator Performance Management Plan (PMP) and Performance Plan and Report (PPR) indicator data in the Development Information System (DIS) in a dashboard. The dashboard supported the Mission to examine its performance for its development objectives (DO), intermediate and sub-intermediate results, and performance plan. Figure 2 is an example of a visualization for a sub-intermediate result disaggregated by implementing partner .

Figure 2 Sub-IR Results from the indicator dashboard



Performance Analysis Reports

CLAIMDev provided the Mission with six performance analysis reports. The reports covered the three development objectives and three cross-cutting themes. The performance analyses used PMP and PPR indicator data in the DIS as well as activity-level indicator data and contextual information in activity quarterly and annual reports to assess progress on CDCS objectives and results. The Mission Technical Offices and MCST Development Objective Teams used the reports to inform their discussions on CDCS progress. Based on the reports and discussions, CLAIMDev created presentations on each DO and cross-cutting issues for the DO Team meetings and the plenary session of the retrospective phase of the MCST.

CLAIMDev also produced a summary Indicator Analysis Report to identify those DOs and IRs that were at risk of not being measured adequately or are at risk of low performance, applying four dimensions of analysis: 1) use of relevant indicators, 2) presence of baselines, targets, and actuals, 3) use of disaggregation, and 4) indicator trends. As with the Performance Analysis reports, the DO teams used the Indicator Analysis report to understand the status of available performance indicators and data to gauge progress in meeting the CDCS goal and objectives.

Gender Peer Reviews



In September 2021, the Mission launched a peer review of USAID/Philippines integration of gender equality. The first step in the process was a summary review of the Mission's gender-related indicators, activity gender action plans, and activity monitoring, evaluation, and learning plans and activity work plans to provide the Mission's Gender Equality and Social Inclusion Task Force with an overview of how the Mission was implementing gender equality as a cross-cutting issues. The analysis showed that 35 of the 61 PMP indicators measure gender-related outputs and outcomes, and 17 disaggregated individuals by sex. Most activities did not have gender action plans or specific actions within their work plans and AMELPs that emphasized gender as a cross-cutting approach.

The second step in the gender peer review process was a series of cases studies on gender equality and women's empowerment in select activities: Regulatory Reform Support Program for National Development (RESPOND), Advancing Basic

Internal Consultations

The Mission conducted internal DO team meetings to discuss the performance accomplishment reports and design the Retrospective Workshop. CLAIdev hosted these meetings and provided facilitation services to the DO teams. During the meetings CLAIdev presented the evidence and data that it collected, collated, and analyzed and the Indicator Dashboards for the DO teams.

Education in the Philippines (ABC+), ReachHealth, Sustainable Interventions for Biodiversity, Oceans, and Landscapes (SIBOL), TB Innovations and Health Systems Strengthening (TB IHSS), and FishRight. CLAIdev supported the peer review by collating the information that the task force gathered and summarizing it six reports and one summary report.

Citizen's Perception Study on Civic Engagement and Local Governance

To measure progress in achieving Country Development Cooperation Strategy (CDCS) 2020-2024 DO 1, specifically for IR 1.1 Civic Engagement Increased and 1.4 More Responsive Local Governance, CLAIdev's COR requested that CLAIdev develop outcome indicators for these IR. CLAIdev developed these indicators and conducted a survey to measure baseline values. The survey sampled 2,500 rural and urban households in regions where USAID partners were implementing activities on civic engagement and local governance.

The Citizen's Perception Survey found that while nearly half of all survey respondents trust their local governments, only a quarter of them rated the overall performance of their local government positively. Likewise, while almost four of ten citizens believe that civic participation is important, only 15 percent have participated in a civic or community activity.

The DO teams used the survey findings in their discussions during the retrospective and prospective phases of the MCST.

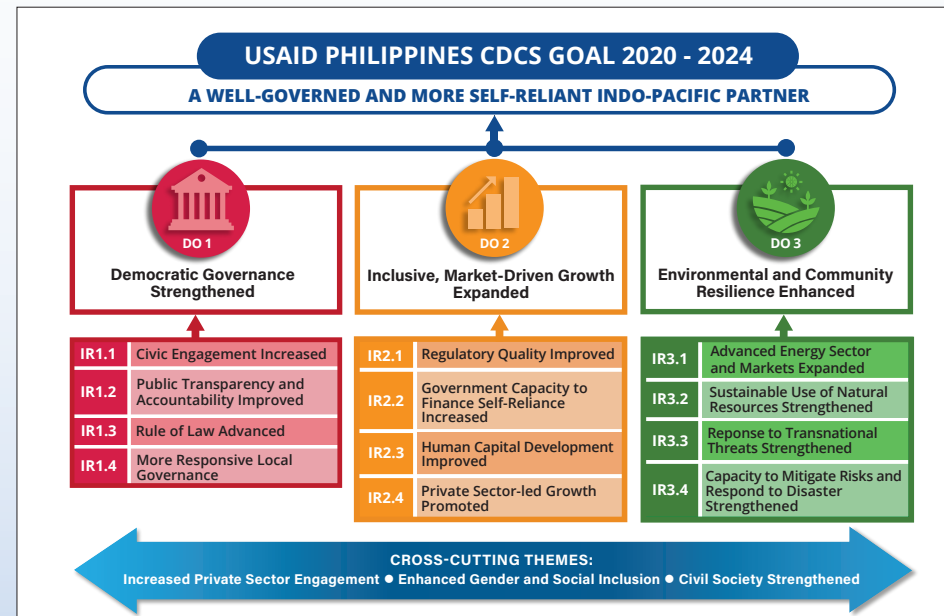
Retrospective Workshop

The Mission held the MCST retrospective hybrid workshop in CLAIdev's collaboration space on June 13, 14, and 16, 2022. USAID/Philippines staff from all technical and support offices participated in the Retrospective Workshop with four goals:

- Eliciting Mission-wide input on the CDCS development hypothesis, assumptions, and risks within each development objective and cross-cutting theme.
- Enabling Mission staff to understand and articulate implications for which aspects of the CDCS will need to be updated, given what the Mission has learned from implementing it for the last two years.
- Providing space to discuss the implications of an updated CDCS to Mission management and operations.
- Identifying remaining questions that need to be tracked closely such as new USAID policies, new national administration priorities, and the next CDCS.

The Mission invited Shannon Griswold, Senior Learning Advisor from the Bureau of Policy, Planning, and Learning, to lead the Retrospective Workshop with CLAIdev co-facilitating the event and providing support services such as note-taking and all logistics. The workshop was live-streamed via Zoom using collaboration applications to enable the participation of Mission staff who could not attend in person .

CLAIdev also developed knowledge and communication products to support the Mission during the Retrospective Workshops. These included activity mapbooks and dashboard, data placemats, posters, and exhibitions of data sources accessible online.



Cross Cutting Priority: CSO Engagement

USAID CDCS 2019-2024 on the Role of Civil Society Goal: To rebuild the Civil Society relationship with the government in order to balance the distribution of power and strengthen democratic governance.

Activities:

- Build CSO ecosystem to promote self-reliance. They include building capacities in organizational development.
- Strengthen CSO networks and how they build linkages with service organizations and CSOs across the country.
- Set-up networks to strengthen CSOs' position to promote inclusive democratic governance principles, integrity transparency, as a check from the bottom up.

Performance Highlights

CDCS CSO Engagement	Score
1. CSOs towards self-reliance	41
2. CSOs as expanded service providers	41
3. CSOs active in governance	41

Cross-Cutting Civil Society Engagement

Excerpts from the Perception Survey 2022

Enriching Context on CSO Engagement

Challenges in Engaging CSOs

Insights & Learning

Top Recommendations

Cross Cutting Priority: Gender

(Diversity, Equity, Inclusivity, and Accessible)

Overall Performance

- Sampled activities are meeting ADS 205 requirements (gender integration)
- Adopting gender-transformative approaches by addressing harmful gender norms (early marriage, GBV)
- Breaking gender stereotypes
- Integrating gender mandate in the policy framework of government partners (RESPOND SURGE, SBOL, Prosex/Widlife)
- Expanding partnerships

Highlights

- Common across the Mission Elements
- Conducted gender analysis
- Gender-related activities weaved into the annual implementation plans
- Capacity building on gender
- Gender integration in materials development
- Targeted strategy to increase women's participation and agency
- Annexes for client feedback
- Partnership with government on policy development

Challenges

- CDCS indicators unable to capture cross-sectoral performance in gender integration
- Existing sex-disaggregated data have no baselines and actual results
- Discontinuation of mission-wide Gender CLA

Cross-Cutting: Gender

Insights & Learning

Next CDCS Focus

- Addressing political misogyny
- Women in media
- Inclusion of SOGIESC
- Basic education on social & emotional learning
- Higher education innovation space for women
- GBV incident ecosystem
- GBV in disasters
- Gender in Environment and Climate Change
- Addressing pregnancy, GBV, early marriage, mental health, men's involvement

Next Two Years

- Set the shared metrics.
- Continue the mission-wide CLA.

Recommendations

DO 1: Democratic Governance Strengthened

Development Hypothesis: If government institutional performance is balanced with robust accountability and participatory mechanisms, then the quality of democratic governance in the Philippines will be strengthened. Strengthened institutions of democratic governance are necessary to achieve a well-governed and more self-reliant Indo-Pacific partner.

Performance Highlights

43M+ Filipinos with improved access to public services across sectors

Preserving civic space USAID & partners expanded online engagement + election

Meeting targets but sharper focus needed for emerging threats & longstanding challenges

DO 1: DEMOCRATIC GOVERNANCE STRENGTHENED

Original Accountability Index	Score	Agree Budget Index	Score
41	41	71	71

Context reflections

- Racing democracy
- Lingering populist sentiment
- Waning opposition, civil society & media
- KCC process uncertain
- Violence & impunity
- Corruption risks
- Geopolitical pressures & gray zone tactics
- Political disinformation

Operational challenges

- US-PH policy alignment
- DRG funding
- DRG integration
- Supply side programming
- Pandemic aftereffects

Assumptions & Risks

- Filipinos prefer a liberal democratic system. There is continued public preference for democratic rights and freedoms in the Philippines, as documented in regularly held
- Businesses are regularly held
- Local pro-democracy groups own reforms. A broad and diverse community of Filipinos invests, champions, and leaders remain committed to advancing reforms that support democratic governance.
- The USG continues to promote ongoing democratic building over other strategic priorities and maintain program support for such activities.

Insights & recommendations

- DOI pillar impact
- Filipinos continue to be an electoralocracy
- High awareness but low democratic engagement
- Long-term elections programming
- New accession activity
- Gender & social inclusion interventions + GBV

DO 2: Inclusive, Market-Driven Growth Expanded

Development Hypothesis: If the enabling environment, infrastructure, and human capital prerequisites for market-driven growth are improved, then businesses can thrive. This would expand and sustain inclusive economic growth, which is key to self-reliance. Therefore, to secure the long-term competitiveness of the economy and make growth inclusive, broader-based, and sustainable, government resources need to be harnessed more effectively, investments in strategic sectors need to be expanded, and the private sector must be given the space to drive growth.

Objectives

- Enabling environment for trade and investment, infrastructure, and basic service delivery improved.
- Improved domestic resource mobilization and public financial management.
- Health outcomes improved.
- Education systems strengthened.
- Private enterprise development and service delivery improved.

Highlights

- Focus point to COVID-19 response
- Advanced policy reforms across all technical sectors
- Strengthened MSME capacity while leveraging private sector support in service delivery

DO 2: INCLUSIVE, MARKET-DRIVEN GROWTH EXPANDED

Original Assumptions	Score
5.6%	51

Insights & Learnings

- Deep engagement and leadership with both government (national and local) has resulted in quick price and policy wins.
- Adaptive management is critical to effective programs.
- Increased leverage from the private sector and donor engagement.

Original Assumptions

- Government agencies continue to work with USAID on reform programs such as those on competition, taxation, and regulation.
- High investments on social services, health, education, continue to be made.
- Economic environment remains stable, allowing for greater fiscal space especially for infrastructure development.
- The private sector continues to be a willing partner.

Evolving Assumptions

- Elevated demand for social services; more people in poverty; rebound in health service demand; learning loss recovery; increased WAKED demand
- Fiscal space has become severely constrained; public spending for social sectors and infrastructure will be limited.
- Domestic economy will face headwinds from impending global recession, stagflation.
- Private sector will be focused on recovery, survival and resilience - more cautious

Challenges & Issues

- Under-resourced economic growth portfolio; no new activity design in the pipeline; EGCGE bilateral issue
- COVID-19 response diverted human resources and funding both internally and externally.
- "Scarring effects" in the economy
- Wide-ranging, compounding, and lingering effects of multiple natural disasters
- Alignment with USAID/DC and USG strategies

Top Recommendations

- Revise the development hypothesis and intermediate results; retain the strategic approaches (e.g., systems strengthening PSE), but tweak indicators to capture work better.
- Greater advocacy will face headwinds from impending global economic growth.
- Build on the learning and leverage adaptive management approaches from COVID-digital economy, procurement systems, hybrid modalities

DO 3: Environment and Community Resilience Enhanced

Development Hypothesis: If energy markets are transformed, natural resources better protected and sustainably managed, and the government has the capacity to address transnational threats, mitigate risks, and respond to shocks; then people and the environment will be resilient to shocks and stresses.

Top Three Accomplishments

- Two million hectares of biologically-significant marine and terrestrial areas better managed and 14M hectares less of GHG emissions reduced because of evidence-based tools that improved policy decisions on natural resource conservation.
- 150K people skilled in applying improved conservation law enforcement policies and practices, with 9M enforcement actions enforced across illegal wildlife trade, while 31,280 people participated in anti- & corruption dialogues and public-private exchanges, and 285 LGUs repositioned to combat transnational threats.
- Institutionalized a national policy mandating LGAs/LGUAs to integrate disaster and climate risk reduction into their land use plans and over 20,000 people relieved of human suffering from disaster due to relief and early recovery assistance.

DO 3: ENVIRONMENT AND COMMUNITY RESILIENCE ENHANCED

Environmental Performance Index	Energy Intensity Index	Planet Resilience Index
3.95	3.95	63,864

Assumption

Continued government commitment to finance biodiversity conservation and advance the resilience of vulnerable communities and the environment to health hazards, natural and man-made shocks and stresses, and transnational threats.

Challenges & Issues

- COVID-19 pandemic shifted GHM priorities, and resources, affected personnel, and delayed project-supported activities
- Occurrence of extreme weather events, multiplied risks and burden for disaster-affected communities, including the poor and most vulnerable

Insights & Learning

- Access to reliable data and information mobilizes investments.
- CCA/DIR capacity building works - evidenced by national and local governments being able to plan ahead, cope better and rapidly deploy resources when disasters struck.
- Quick pilots and adaptive management enabled USAID to provide relevant and timely support.

Recommendations

Assumption:

- Continued government-multi sectoral commitment to finance and support biodiversity conservation, energy sector transformation, and to advance the resilience of vulnerable communities and the environment to health hazards, climate change and natural hazards, and man-made shocks.

Indicators:

- Specific recommendations made on a few indicators

Cross Cutting Priority: Private Sector Engagement

Overall Performance

- Despite the pandemic, the Mission was able to effectively engage the private sector in its sectors; in fact, private sector proved to be critical for pandemic response.
- Substantially more explicitly stated PSE aspirations in the CDCS and beyond
- Increased engagement ecosystem reform policy, supply chain and logistics, tax administration, distribution, legal assistance, youth enabling and employment, basic education, governance, health sector governance and private sector provision of services, tuberculosis prevention and control, renewable energy, labor sector support, and water services strengthening
- Covered the range of PSE approaches as described in the PSE policy ("Ways We Engage")
- After private sector outreach events in FY 2020, USAID finalized PSE plan
- Some promising items
- Locally led development through market-based solutions, leveraging Local Work Leaders
- Increased DFC engagement with potential leads
- Emerging PSEs with private companies, especially on the digital sector

Ways We Engage

Information-Sharing and Strategic Alignment

Capacity Building and Technical Assistance

Advancing Learning and Market Research

Unleashing Private Investment: Engaging the Business Community

Strengthening the Enabling Environment

Major Issues & Challenges

- Business environment: Constrained private sector capacities and resources
- High interest from the private sector but capacity to engage limited to existing activities
- For engaging companies in service delivery, weak creditworthiness (e.g., credit)
- Staff need familiarity with PSE tools and processes (e.g., due diligence)
- Lack of dedicated PSE solutions in USAID; PSE WG members busy with usual work
- Lack of discretionary funds or matching funds
- Traditional mindset of CCA/ID/therapy, not market-based
- Capacity in approaching the private sector

Approaches to Collaboration

Cross-Cutting: Private Sector Engagement


Insights & Learning

- Private sector is a source of innovation; many of the pandemic response success due to existing expertise of private companies
- Private sector has a role to play in sectors that might not seem to be as obvious (e.g., DG)
- List of interests to work with us
- Intensify focus of implementing partners in PSE needs

External Consultations

Sector Analyses

When the Mission designed the MCST, it recognized that 2022 was a national election year. A ushering in a new government and, with it, a changed in political context in which USAID would be implementing the final years of its CDCS. Because of this likely change in context, Mission decided to divide the MCST into two parts, A retrospective workshop during which the Mission would analyze



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Sector Analysis Synthesis Report
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and reflect on its performance and progress, described above; and a prospective workshop during which it would consider how contextual changes with new national and local government administrations and the abatement of the COVID pandemic in the Philippines would affect the CDCS strategy and discuss whether and how to adapt the Mission's strategy.

Once the elections were complete and the new government in place, CLAIMDev engaged experts to rapidly assess the new context, changing dynamics, and

national government's priorities in six sectors: basic education, higher education, environment and energy, economic growth, and democracy, human rights, and governance. The experts prepared six sector analyses and a synthesis report to serve as a core reference for the Mission's MSCT partner consultation.









USAID MCST Partner Consultation

On October 7, 2022, the Mission convened its implementing partners, national and local government counterparts, and independent experts for a one-day, in-person consultation as part of its MCST prospective phase. CLAI Dev facilitated this partner consultation.

The event began with the independent experts presenting the sectoral analyses and an overview of USAID's new Policy Framework. After the presentations, CLAI Dev facilitated breakout groups to discuss emerging sectoral priorities and challenges and USAID's partners validated and enriched the sector analyses with their expertise.



 <h3 style="text-align: right;">Health</h3> <ul style="list-style-type: none"> • Support implementation of the Human Resources for Health (HRH) masterplan, including engaging the private sector, CSOs, and youth to augment HRH. • Support Universal Health Care (UHC) local implementation • Boost current disease program implementation to achieve desired outcomes and support immunization programs in the longer term. • Support Health Information System governance and implementation 	 <h3 style="text-align: right;">Basic Education</h3> <ul style="list-style-type: none"> • Scale-up and replicate existing proven solutions. • Conduct research on how the outcomes of learning from school, individuals and households, and community come together. • Promote better integration between the health, education, and economic sectors. 	 <h3 style="text-align: right;">Higher Education</h3> <ul style="list-style-type: none"> • Review existing laws, policies, and standards that are affecting the quality of higher education • Support the development of a Higher Education 4.0 Plan for the Philippines • Provide technical support for EDCOM-2 (Second Congressional Commission on Education), which could change the face of Philippine education again. 	 <h3 style="text-align: right;">Environment</h3> <ul style="list-style-type: none"> • In terms of resource management, examine the USAID Safe Water activity design as a model for water security, and support the enabling environment like the sustainable forest management act and other policies relating to ENR protection and sustainable production. • Strengthen resource management planning in protected areas and other conservation areas. • Strengthen the capacity of LGUs in implementing devolved functions under the Mandanas ruling. 	 <h3 style="text-align: right;">Energy</h3> <ul style="list-style-type: none"> • Support National Planning for Power Generation and Supply, including supporting the transition to sustainable energy. • Immediate interventions for 2023-2024: (1) Assist in developing a Standard Retirement Plan for Coal Plants to include a financial incentives package for the community affected. (2) Decarbonization, (3) Hybridization. • Assist DOE in planning target emissions reduction (as per Nationally Determined Contribution under the Paris Climate Process). 	 <h3 style="text-align: right;">Economic Growth</h3> <ul style="list-style-type: none"> • CDCS 2023-2024: (1) Food security, (2) Development infrastructure, transport, and logistics, (3) Pursue a geographic focus on poverty reduction, (4) Promote Private-Public Partnerships (basic services). • CDCS 2025-2030: (1) Support potential new sources of economic growth (i.e., Mining and mining taxation, Agri forestry focusing on high-value crops, Aquaculture), (2) Increase the Philippine's participation in global value chains, (3) Support innovation and applications for technology start-ups (start-up of SMEs, streamlining processes, convergence with human capital initiatives, specific focus on women-led SMEs). 	 <h3 style="text-align: right;">Democracy, Human Rights and Governance</h3> <ul style="list-style-type: none"> • Human rights and Justice: Support building the capacity of democracy stakeholders to operate effectively in the new context and milieu (e.g., CSO, media, academe), and strengthen partnerships with good governance champions within the administration. • Climate justice: Increase access to the justice system and provide legal representation for communities vulnerable to climate change. • Balance national, subnational, and local governance (democracy): For example, explore more formal, consortium approaches for, say, economic and governance intersects. • Technology-based disinformation: Understand and address "root cause" of public failure to recognize disinformation. • Capacity-building across all issues, taking advantage of the champions in the government.
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USAID PARTNERS' CONSULTATION SUMMARY



Adaptive Management Workshop

The next step in the prospective phase of the MCST was an adaptive management workshop. The Mission reconvened to review what it had learned from the sector analyses and partner consultation. CLAIMDev facilitated the workshop. The workshop was an opportunity to consider the CDCS and USAID's programs and initiatives with the emerging priorities from the stakeholder consultation. During the workshop, the Mission developed a summary decision tree based on changes to assumptions, risks, programming, learning questions, and indicators, building on the work done during the retrospective phase and to prepare for the MCST Capstone Workshop.

The decisions made during the Adaptive Management Workshop became the backbone of the Mission's draft MCST Memo.



Capstone Event

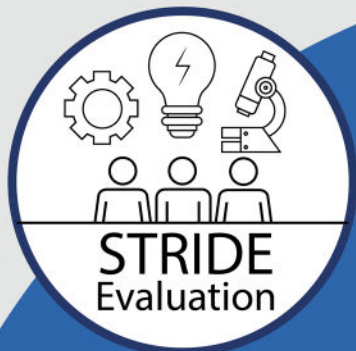
The Capstone Event, held on October 17, 2022, brought the MCST process to a close, socializing what the Mission had learned during the MCST and reaching agreement on the content of the draft MCST Information Memo.



REFLECTIONS: CDCS MCST PROCESS

Learning Events

MARCH 16, 2022



Addressing Priority Challenges in Strengthening the Innovation Ecosystem in the Philippines (The STRIDE Learning and Dissemination Event)
Online participants from: Indonesia, CAR, NCR, I, II, III, IV-A, IV-B, V, VI, VII, VIII, IX, X, XI, XII, XII



FEBRUARY 13, 2023

MRP Performance Evaluation Learning and Dissemination Events - Mindanao
Locations of participants: Cagayan de Oro (Region X), Lanao del Sur and Lanao del Norte (Region XII), Metro Manila, online



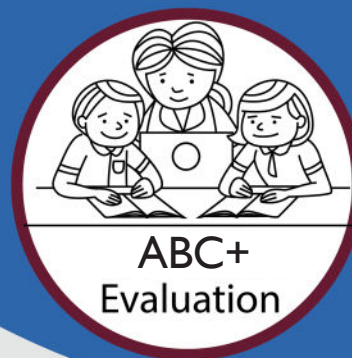
JULY 14, 2022

SURGE Performance Evaluation Learning Event
locations of participants: Batangas (Region 4A), Puerto Princesa (Region 4B), Legaspi (Region VI), Tagbilaran (Region VII) Iloilo (Region VIII), Zamboanga (Region IX), Cagayan de Oro (Region X), General Santos (Region XI)



FEBRUARY 22, 2023

MRP Performance Evaluation Learning and Dissemination Events - Manila
Lanao del Sur and Lanao del Norte (Region XII), Metro Manila, online



ABC+ Evaluation Briefing for DepEd
Location: DepEd HO in Pasig, RMC

MARCH 24, 2023
JUNE 5, 2023

Evaluation Learning, Dissemination, and Use and Innovation for Development

CLAIMDev's approach to learning, disseminating, and using evidence from evaluation is a highlight of its CLA work with the Mission. CLAIMDev's work is premised on the belief that when evidence is disseminated in multiple pathways, to broadly defined audiences, and through an iterative process of engagement and discussion, audiences will be more likely use that evidence to inform their development of policies, programs, and implementation. This approach to learning, dissemination, and use brings together the three cornerstones of CLA: collaborating with broad, diverse audiences; learning from efforts to rigorously gather and analyze evidence; and adapting and presenting the evidence in ways that are relevant and useful to the different audiences.

The pandemic created an opportunity for CLAIMDev to test its premises. CLAIMDev designed its first evaluation under the assumption that the evaluation team would be able to conduct its fieldwork in person and included travel costs in its budget. However, when it became clear that travel would not be possible, CLAIMDev began discussions with its COR on using the unexpended travel funds to experiment with new ways of approaching learning, dissemination, and use. CLAIMDev's COR agreed that the travel restrictions created a fortuitous opportunity to experiment and learn.

CLAIMDev decided to invest the unused travel funds in two ways, both oriented toward increasing prospective use of the evaluation results by creating multiple ways for different audiences to encounter and engage with the evaluation. The first was to create a multimedia, interactive, web-based report that included video clips, infographics, short visually engaging summaries of the major findings, conclusions, and recommendations, and links to the traditional written evaluation report, data

collection instruments, data, interview transcripts, and quantitative and qualitative analyses. The second was to create participatory, interactive learning events that communicated lessons from the evaluation and created space for ownership of that learning by having stakeholders and beneficiaries reflect on the evaluation results based on their experiences.

One challenge that arose during this first experiment was how to attract an audience to a remote-only learning event. CLAIMDev decided on a wide outreach, beyond direct stakeholders to local governments, private sector organizations, and higher education institutions across the country. CLAIMDev also publicized the evaluation results and the multimedia web report through Facebook and LinkedIn posts. The result was more than 200 participants from the Philippines and a handful from other countries in a half-day learning event, more than double the number anticipated. Nearly all of the participants in the learning event remained in the online event for the full duration and many participated actively in small group discussions on different topics covered in the evaluation.

While the STRIDE task order required only two learning events, opportunities arose to disseminate the evaluation findings more widely with additional presentations to government stakeholders and to USAID staff in the Asia Bureau and in Washington. CLAIMDev seized these opportunities and created new presentations directly relevant to these additional audiences.

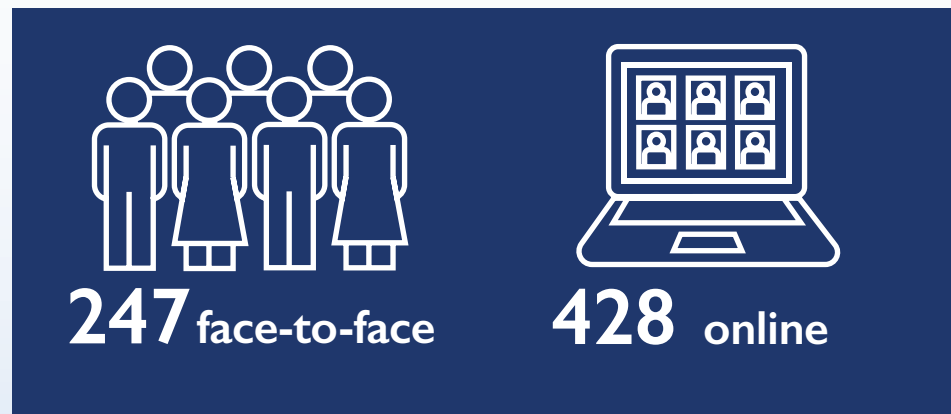
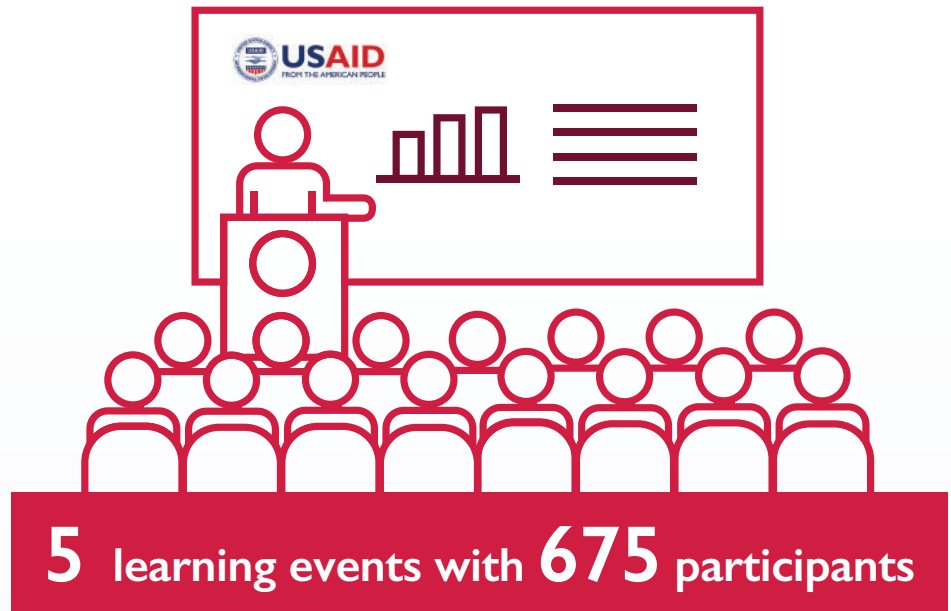
CLAIMDev learned from this first experiment and applied the lessons to later evaluations. Among the most important lessons was that learning, dissemination, and use of evidence must be intentional, systematic, and resourced. After the

STRIDE experience, CLAIdev included and USAID approved line items specifically for innovative knowledge products, such as web reports, explainer videos, and infographics. The evaluation timelines also included up to three months after the evaluation was complete for learning, dissemination, and use activities. CLAIdev started planning for these activities as it was developing the evaluation questions and work plans with the goal of bringing the evaluation results to distinct audiences, using knowledge products and information directly relevant to their interests. STRIDE also showed the effectiveness of delivering evaluation results and knowledge products through social media, such as Facebook and LinkedIn, to increase interest and participation in the learning events.

After each evaluation and its learning events and presentations, CLAIdev conducted an after-action review with CLAIdev's team and COR to capture lessons to inform evaluations and learning activities. Each learning event and the knowledge products created for the evaluation is described below, along with links to and illustrations of the knowledge products.

“ You have to think about how to design the data collection and if you will be able to collect the required data. Otherwise, you won't be able to answer the evaluation questions.”

IVY MEJIA EVALUATION ADVISOR



REFLECTIONS: PERFORMANCE EVALUATIONS



STRIDE Final Evaluation Learning Events

Mission Learning Event October 14, 2021

The first learning event for the STRIDE evaluation was a traditional presentation to the Mission of the evaluation results. During this event, the STRIDE COR proposed presenting the evaluation results to important government stakeholders in the Philippines Department of Finance as part of the Office of Education's (OEd) discussions with the Philippines government on a future higher education program design.

After the Mission learning event, the evaluation team discussed the evaluation recommendations with senior government officials who had been key informants for the evaluation and with the STRIDE implementing partner (IP) to further refine the recommendations to address the concerns of different audiences. Based on their comments, the evaluation team revised the draft evaluation report.

Evaluation Results Presentation to the Department of Finance December 1, 2021

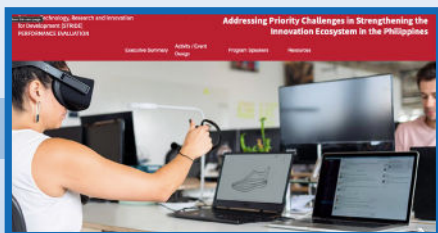
The evaluation team presented the major findings, conclusions, and recommendations to a small group of senior Department of Finance officials.

STRIDE Evaluation Presentation to the Panagora Monitoring, Evaluation, Research, Learning, and Analysis Community of Practice January 27, 2022

The evaluation team presented the major evaluation results and lessons learned from conducting a fully remote evaluation. Participants included Panagora home and field office staff working on CLA/MEL platforms and other interested staff members.

Stakeholder Evaluation Presentation and Learning Event: Addressing Priority Challenges in Strengthening the Innovation Ecosystem March 16, 2022

The STRIDE stakeholder learning event was CLAIMDev's first experiment with creating a different type of learning event. The fully online event included the traditional evaluation presentation and question and answer session as well as topical breakout discussions for direct stakeholders to share their STRIDE experience and lessons learned with stakeholders who were not involved with STRIDE. The breakout sessions topics were Collaboration in the Innovation Ecosystem, Innovation Commercialization, Knowledge Creation and Technology Transfer; and Human Capital Improvement for the Innovation Ecosystem. CLAIMDev invited key direct stakeholders to lead the breakout sessions to share their STRIDE experience with stakeholders from other regions.



[STRIDE PERFORMANCE EVALUATION WEB REPORT](#)

CLAIdev engaged an event organizer to manage the online event format, invite participants, including through email blasts, and confirm participant attendance. CLAIdev also created multiple social media posts in the days before and during the event to bring the evaluation report and learning event to the attention of interested audiences.

STRIDE Evaluation Presentation to the USAID Asia Bureau and Washington, DC Education Teams April 20, 2022

The STRIDE evaluation team presented the evaluation findings, conclusions, and recommendations to a multi-country audience. The presentation focused on those aspects of the evaluation that were most directly relevant to USAID higher education and innovation programs worldwide. The presentation also showcased the evaluation web report as a new way to disseminate evaluation results that can engage larger, more diverse audiences than a traditional written evaluation report.



Lessons learned from the STRIDE evaluation learning events include:

- Budget for expansive knowledge products and learning events, including sufficient level of effort for the evaluation team to create multiple presentations.
- Plan learning, dissemination, and use at the evaluation inception stage and revise as the evaluation results become clear and additional audiences are identified.
- Engage an event organizer to manage fully remote or hybrid events for large complex events.
- Create multiple knowledge products and learning events on distinct topics to bring tailored results directly to the attention of stakeholders who can apply the evaluation results in their work.
- Enlist direct beneficiaries and stakeholders to share their experience with their peers to meld the evaluation results with real-world experience and focus discussions on use of the evaluation results.
- Work with the activity COR to identify opportunities where the evaluation results can be helpful to them in their other work, such as in bilateral conversations with government stakeholders or with their colleagues in other Missions.

“ Learning events are opportunities to co-create the future with the stakeholders that USAID is engaging. This doesn't happen by chance. Learning needs to be planned and resourced or it won't happen. ”

JERRY JOSE CLAIMDEV ELA SPECIALIST

SURGE Final Evaluation Learning Events

Mission Learning Event January 31, 2022

The first SURGE learning event was a traditional evaluation results presentation and question and answer session for the Mission and activity COR. After the event, the evaluation team and CLAIdev worked with the Task Order and Activity CORs to finalize plans for learning, dissemination, and use. The initial plan was for six small learning events in cities where SURGE had worked. After discussion with the Activity COR, CLAIdev revised the plan for three in-person regional learning events and one smaller hybrid traditional presentation in Manila. However, due to the Activity COR's time constraints and priorities, CLAIdev again revised the plans to hold one full-day hybrid learning event in Manila and to bring some regional direct stakeholders to Manila for the event.

Presentation of the Findings, Conclusions, and Recommendations of the SURGE Final Performance Evaluation and Experience Sharing Workshops July 14, 2022

The SURGE hybrid learning event sought to build on the successes of the STRIDE learning event by creating one venue for a two-part event. The morning session included a presentation of the evaluation's overall findings, conclusions, and recommendations, an open session for questions and answers and feedback from stakeholders, and three breakout sessions on local urban development, local economic development, and water and sanitation. The afternoon session began with the evaluation's specific findings, conclusions, and recommendations on different themes and was followed by seven small group learning sessions moderated by

members of the evaluation team. More than 300 participants joined the event, with more than 100 in person and more than 200 online. Most remained in the event for the morning and afternoon sessions. As with the STRIDE evaluation learning event, CLAIdev used social media posts highlighting the web report and hybrid learning event, including Facebook Live streaming, to publicize the event.

Lessons learned from the SURGE evaluation learning events include:

- Large, hybrid events incur significant costs and involve complex logistics. They may not provide as much value for money as multiple smaller hybrid, in-person, or online-only events.
- The SURGE project ended before the learning event. Developing an invitation list after an activity has closed requires close cooperation with the activity COR to help identify and contact direct and indirect stakeholders. An external event organizer is not an effective solution to this problem.
- Publicizing learning events on social media and using Facebook Live to stream the events is an effective way to increase stakeholder participation in the events.
- The STRIDE evaluation's lesson learned on the value of tailoring multiple knowledge products and learning event session to distinct topics and issues proved effective for disseminating the SURGE evaluation results to direct and indirect stakeholders.
- The lesson learned in the STRIDE evaluation of having direct beneficiaries and stakeholders share their experiences with their peers in other regions was effective in increasing the interest of learning event participants and focusing participants on use of the evaluation results.



[SURGE PERFORMANCE EVALUATION LEARNING EVENT WEB REPORT](#)

E-Peso Post-Evaluation Learning Event

The E-Peso evaluation was conducted approximately six months after the project closed and during pandemic lockdowns. Evaluation learning, dissemination, and use focused on providing the Office of Economic Growth and Democratic Governance answers to a limited number of learning questions and communicating the evaluation's results to the implementing partner for their use in new programs. Because the evaluation was limited in scope and was conducted after project close-out, making it impractical to reach many key informants, CLAIMDev and its COR agreed that the learning, dissemination, and use plan should include only the traditional written report and presentation of the results.

Mission Learning Event January 26, 2022

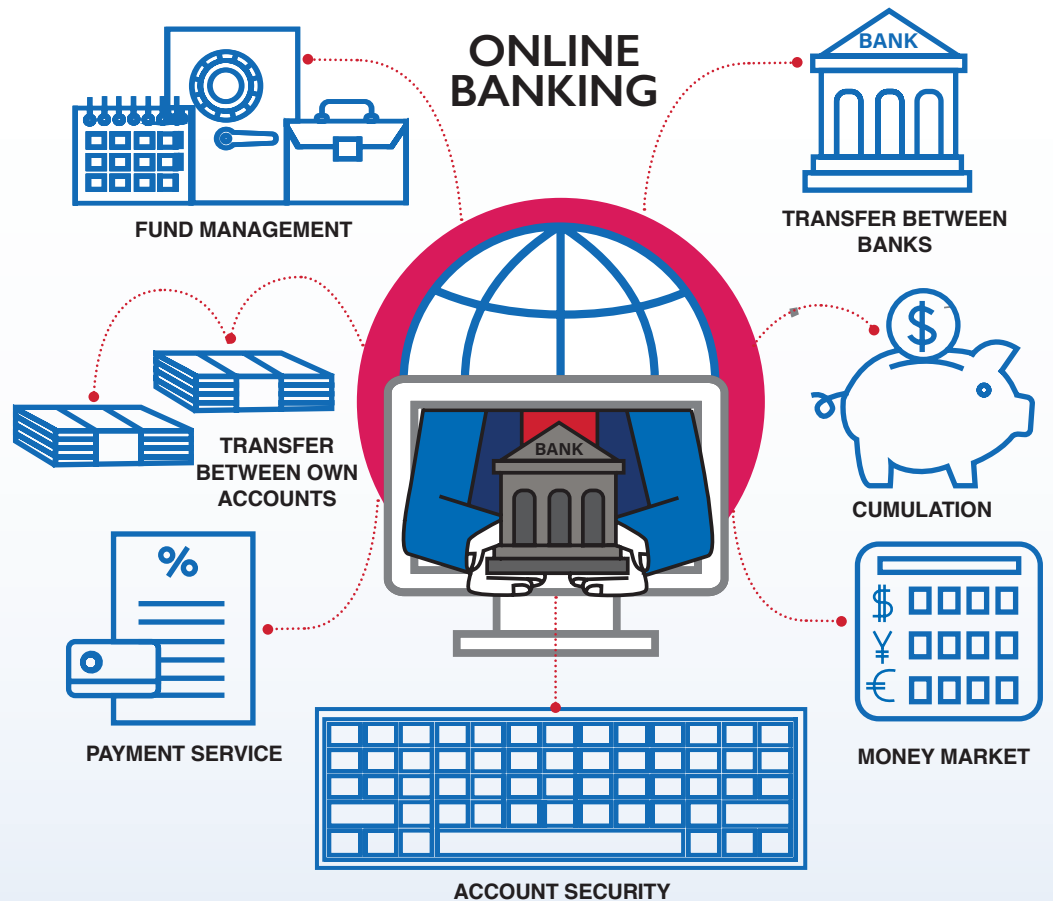
This learning event was a traditional remote presentation of the evaluation results.

Learning Event with Chemonics International and Panagora Group January 31, 2022

This learning event was held remotely with Chemonics International and Panagora Group, both in Washington, DC.

The lesson learned from the E-Peso learning, dissemination, and use is:

- Carefully consider the costs and benefits of investing in learning, dissemination and use. In the E-Peso case, the evaluation results were not surprising. The Mission was not planning follow-on programming and the main stakeholders had moved on to different endeavors. In these circumstances, traditional evaluation presentations and a written report communicated directly to the evaluation's principal audience provided value for money.



E-PESO EX-POST PERFORMANCE EVALUATION



Marawi Response Project (MRP) Final Evaluation Learning Events

The learning, dissemination, and use plan for the MRP final performance evaluation prioritized disseminating the evaluation's results directly to the activity's beneficiaries as well as to local and national government stakeholders. CLAIMDev prioritized dissemination to beneficiaries based on the ethical principle that research subjects should receive the results of the research in a form that is understandable and useful to them. The plan included one learning event in Mindanao targeting MRP beneficiaries and one learning event in Manila. Because the MRP beneficiaries may not have felt comfortable participating in an event with government officials or been able to access an online or hybrid event, CLAIMDev decided to hold an in-person event in Mindanao exclusively for beneficiaries and a hybrid event in Manila for the local and national government stakeholders.

Mission Learning Event October 21, 2022

The evaluation team presented the initial findings, conclusions, and recommendations to the Mission in an online event. Based on feedback from the discussion, the team refined the report. During the event, CLAIMDev and the activity AOR discussed the learning, dissemination, and use plan, modifying it to include a Manila-based event for stakeholders only rather than holding both events in Mindanao.

Mindanao Learning Event February 13, 2023

CLAIMDev conducted an in-person learning dissemination event in Cagayan de Oro, Mindanao for leaders of the community solidarity groups (CSG) organized during the implementation of MRP. The CSGs include women, youth, farmers, and

fisherfolks from the internally displaced persons and host communities. The learning event featured a presentation that focused on the elements of successful community solidarity based on the evaluation results and participants sharing their experiences with MRP and their vision for the future of their communities.

Manila Learning Event February 22, 2023

CLAIMDev conducted a hybrid learning dissemination event in Manila involving USAID and Plan International officials, local officials, and representatives of the provincial and municipal government units of Lanao del Sur and Lanao del Norte, MRP local partners Mindanao People Development Center, Inc. (MARADECA) and Ecosystems Work for Essential Benefits, Incorporated (ECOWEB), and other development partners in Mindanao. During the event, the evaluation team presented the evaluation results, CLAIMDev presented a summary of beneficiaries' experiences and visions for the future shared during the Mindanao learning event, and there was discussion of how MRP's achievements, as documented in the evaluation, could be sustained.

Lessons learned from the MRP learning events include:

- Holding separate events for the beneficiaries and other stakeholders created a safe space where beneficiaries could discuss among themselves how they could sustain MRP's accomplishments after the project ended.
- For the MRP learning events, CLAIMDev's communications, engagement, and learning teams began planning the content as early as the evaluation outbriefing, conducted immediately upon completing the fieldwork. This early planning helped focus attention on what type of content would be useful to beneficiaries.



MRP LEARNING EVENT IN CAGAYAN DE ORO MRP LEARNING EVENT IN MANILA

ABC+ Midterm Evaluation Learning Events

CLAIdev completed the ABC+ evaluation one month before close-out, making it difficult to implement the full learning, dissemination, and use plan. Instead, the activity COR and CLAIdev decided to focus on an evaluation presentation for the implementing partner and Mission and a briefing to the senior officials at the Department of Education (DepEd). After this briefing, the activity COR requested that CLAIdev present the evaluation results to school officials from across the country during a Department of Education event sponsored by the implementing partner. As with the STRIDE evaluation, working closely with the activity COR on learning, dissemination, and use by bringing the results directly to government decision makers supported both the external collaboration efforts of the Mission and increased the likelihood of use by USAID's government stakeholders.

Mission Learning Event March 2023

This was a traditional evaluation presentation with a question and answer period for the activity COR and other members of the Office of Education (OEd). Based on the presentation, CLAIdev and the activity COR refined the learning and dissemination plan. The original plan had envisioned a large learning event. However, given that the



evaluation was completed less than three months before CLAIdev's close-out and a large event would correspond to a time of year when education officials—the primary audience—were particularly busy, CLAIdev and the activity COR decided to hold a smaller briefing for DepEd officials.

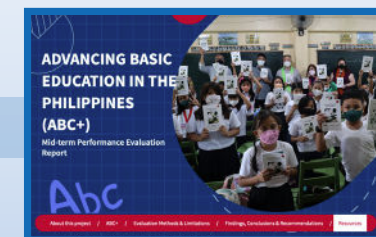
Department of Education Briefing March 24, 2023

The evaluation team presented the evaluation results to the Assistant Secretaries of Curriculum and Instruction. The briefing began with the activity COR's remarks on how ABC+ was contributing to the bilateral agreement between USAID and the Department of Education. The evaluation team presented actionable results from one aspect of ABC+'s work that the evaluation had shown was particularly effective, an intervention package for teachers and school administrators to improve literacy in K-3 students. Based on this presentation, the Department of Education and the ABC+ implementing partner requested that the evaluation team present these results to the Department of Education's Summer Workshop on Learning Recovery.

Department of Education Summer Workshop on Learning Recovery, sponsored by RTI June 5, 2023

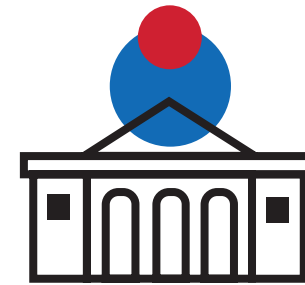
CLAIdev created use-oriented learning products that described the literacy intervention and provided evidence from the evaluation for this event. The evaluation team presented this evidence to the assembled group of 90 Department of Education Bureau of Curriculum development officials and answered their questions about the intervention approach.

[ABC+ WEB REPORT](#)



Increasing the Mission's Internal and External Collaboration

CLAIMDev's first objective was to enhance and expand the ability of the Mission to lead and facilitate strategic collaboration internally and externally. CLAIMDev worked with the Office of Program Resources Management, Office of Education, and other technical offices, and support offices such as the Regional Financial Services Center (RFSC) to support their capacity to collaborate internally within and between offices and externally with their partners and stakeholders. This section of the report describes the different ways CLAIMDev helped to create a CLA culture in the Mission by increasing collaboration.



Office of Education

CLAIMDev's engagement with the OEd began when it was facing a difficult summer. The Office had been working remotely for more than a year. Staff were feeling overwhelmed balancing their work and family responsibilities. Two staff positions were vacant, the Deputy Director was leaving for her next post, and the Director would be on annual leave. OEd requested CLAIMDev's support to facilitate a series of meetings to help the Education team plan for the transition, divide up work among the staff, and improve their internal collaboration to strengthen their processes and the team's ability to work together to achieve OEd's objectives.

The initial transition meetings led to a willingness among the OEd team to begin a more sustained engagement with CLAIMDev. OEd requested CLAIMDev to facilitate a series of workshops to help the Office clearly define their CLA priorities and create an action plan to implement them. During the workshops, OEd identified internal and external collaboration as a shared priority. They developed a CLA action plan for the coming year that included regular CLA action plan check-ins, holding quarterly IP meetings, co-developing the next higher education project, and actively engaging government stakeholders.

CLAIMDev's active engagement with OEd continued during the following two years, holding CLA action plan follow-up meetings quarterly and facilitating a strategic planning office retreat a year after the initial CLA priorities workshop. During the strategic planning retreat, CLAIMDev facilitated OEd discussions on how to manage their relationship with their government counterparts and resources for OEd activities. OEd also discussed staff professional development and had internal discussions with Mission support offices. These regularly scheduled,

intentional internal collaboration activities improved OEd internal processes, a pre-condition for CLA, and created space for OEd to focus on its programming and development outcomes.

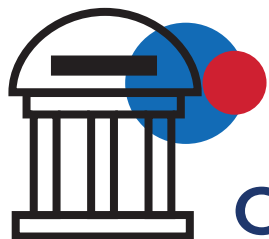
OEd’s external collaboration with its partners and stakeholders had suffered during the pandemic. It had been two years since the office had been able to hold an IP meeting. Previously, OEd had been meeting with its partners once each year, but the pandemic paused these meetings. The Office wanted to reinvigorate and deepen its collaboration with and across its partners. Over the next year and a half, CLAImpDev worked with OEd to develop interactive, thematically focused IP meetings that emphasized collaboration and learning across partners, with most of the meeting time dedicated to small group discussions of the topics. The first meetings were remote due to continuing pandemic restrictions. Gradually, as the Philippines lifted restrictions, the meetings became hybrid remote and in-person, and then fully in-person. CLAImpDev’s Collaboration Space, a large, dividable conference room with capabilities for hybrid and in person meetings, made it easy for OEd to meet with its partners without the scheduling or logistics difficulties of using Mission conference room facilities. The IP meeting topics included:

- Opportunities, challenges, and pivots in implementation during COVID lockdowns and movement restrictions (July 2021)
- Current efforts and challenges in gender equality, women’s empowerment, and gender-based violence and climate change resiliency (October 2021)
- Reflections and learning on disaster preparedness and response (January 2022)
- Managing the transition in national and local government leadership following the May 2022 elections (April 2022)
- Opportunities and challenges in the education sector under the new administration and fostering and deepening cross-activity collaboration to improve development outcomes (September 2022)
- Achieving 2023 results and updates from the Asia Regional Education Workshop (March 2023)
- Opportunities for USAID and its partners from Second Congressional Commission on Education (EDCOM II) (June 2023)

CLAImpDev also supported OEd’s efforts to increase their collaboration with their government stakeholders by presenting evidence to these stakeholders to inform their policy decisions. OEd’s higher education program, STRIDE, focused on supporting the Philippines innovation ecosystem by catalyzing collaboration among academic researchers, the private sector, and local government. Drawing on the results of CLAImpDev’s final performance evaluation of STRIDE, CLAImpDev and OEd government stakeholders co-developed a set of recommendations for policy and procedural changes to further incentivize innovation in the Philippines.

CLAImpDev also conducted an evaluation of OEd’s flagship early grade literacy project, ABC+. The evaluation found strong evidence of the effectiveness of a literacy strategy employed by the implementing partner. OEd invited CLAImpDev to present this evidence at a large workshop for Department of Education officials from around the country; this led to the Department of Education’s decision to scale up the literacy strategy.





Office of Environment (OE)

Climate change poses substantial risk to the Philippines, and increasing climate change resiliency is a priority for USAID worldwide. Climate change's effects create challenges for biodiversity conservation programs, another priority for USAID worldwide. The OE wanted to enhance its understanding of the challenges that these two related development issues create for programming, examine existing practices in addressing them, and develop recommendations for current and existing programming. CLA, with its emphasis on increasing external

collaboration, would help the office to do this. The OE requested CLAImpDev support to convene its stakeholders to discuss these challenges and provide the Office with the insights and perspectives of its partners. Thirty-two stakeholders from the government, private sector, academia, and civil society came together with OE and its partners to jointly think through the issues and develop recommendations for OE in its future and existing programs.



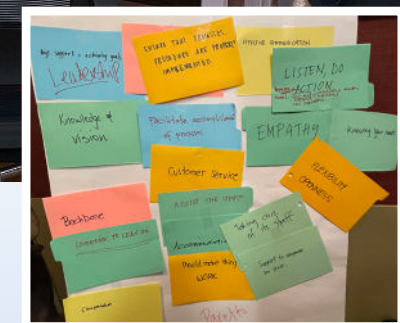


Regional Financial Services Center (RFSC)

When thinking about CLA, support offices rarely enter into the conversation. However, improving development outcomes requires support offices, such as financial services, to have systems and processes that make it possible. CLA can help support offices to do so.

RFSC learned about the transition support and follow-up that CLAIdev had been providing the Office of Education and requested CLAIdev's facilitation services for similar workshops. The goal was to help RFSC with a summer transition with the departure of the Deputy Controller and to harvest lessons learned from working together remotely during the pandemic. CLAIdev facilitated a workshop for RFSC to develop a plan to manage the workload and set priorities for the coming year.

Following this initial support, CLAIdev facilitated an office retreat to support RFSC planning for the upcoming expansion of operations in the Pacific Islands and Mongolia and to improve internal collaboration within the Mission to meet the demands that would come from the expansion. CLAIdev's support continued with two follow-up meetings with RFSC to review progress on the plan and harvest learning and lessons from RFSC's implementation of its plan to meet the demands of the expansion.

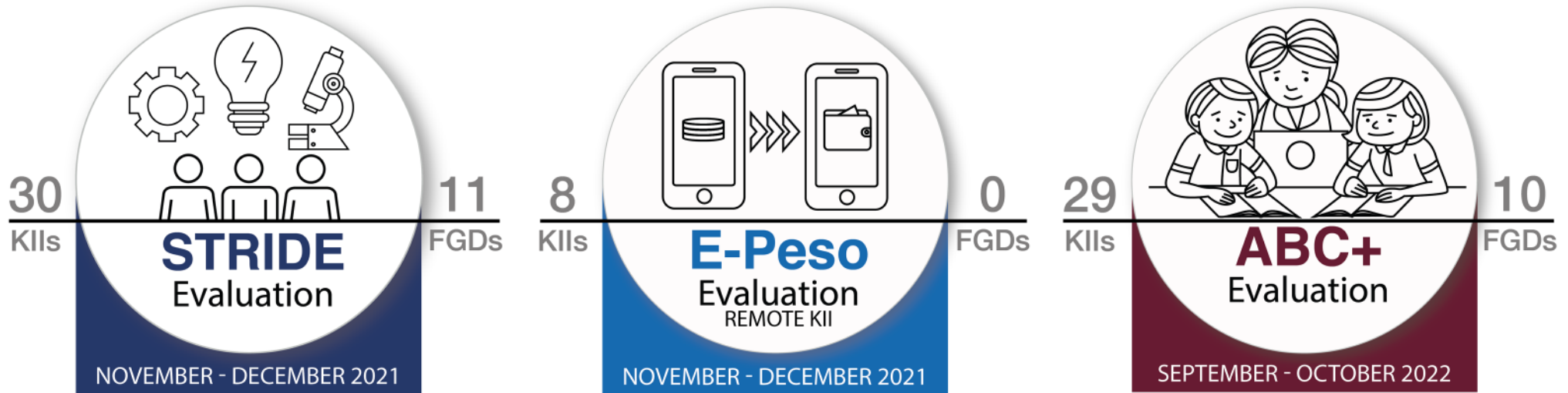




Building the Evidence Base Evaluation and Other Research

CLA's foundation is built on a base of rigorously collected, unbiased, and robust evidence that USAID and its stakeholders can use to make adaptive management decisions. CLAIMDev helped build this base through its work on evaluation and other research. This section of the report discusses lessons learned, best practices, and recommendations that come from CLAIMDev's experience building the evidence base and summarizes the evaluations and research that CLAIMDev conducted.

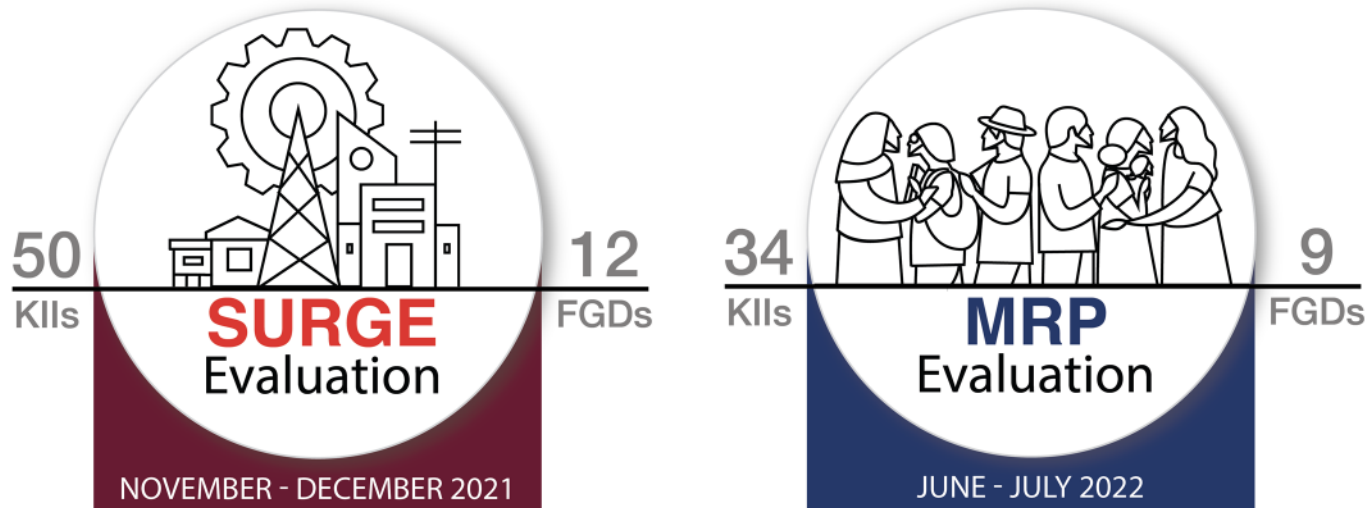
Number of evaluations and other research



Metro Manila, Laguna, Bulacan, Pampanga, Tarlac, Cebu City, Davao City, Cagayan de Oro City, Iligan City

Metro Manila, Philippines and USA

Metro Manila (DepEd Central), Region 5 (Masbate City, Legazpi City, Albay, Iriga City, Camarines Sur, Sorsogon City, Tabaco City, Camarines Norte), Region 6 (Negros Occidental, Antique, Capiz, Iloilo City, Escalante City, Roxas City), BARMM (Cotabato City, SGA, Maguindanao)



Puerto Princesa City, Palawan; Tagbilaran, Bohol; Iloilo City; Cagayan de Oro City; Marawi City

Iligan City, Baloi, Marawi City, Saguiaran, Masiu, Ditsaan Ramin, Balindong, Marantao, Bubong, Butig, CDO

* 48 = 17 KII + 31 Focus Group Interviews (used KII questionnaires)



Insights from the meta-evaluation



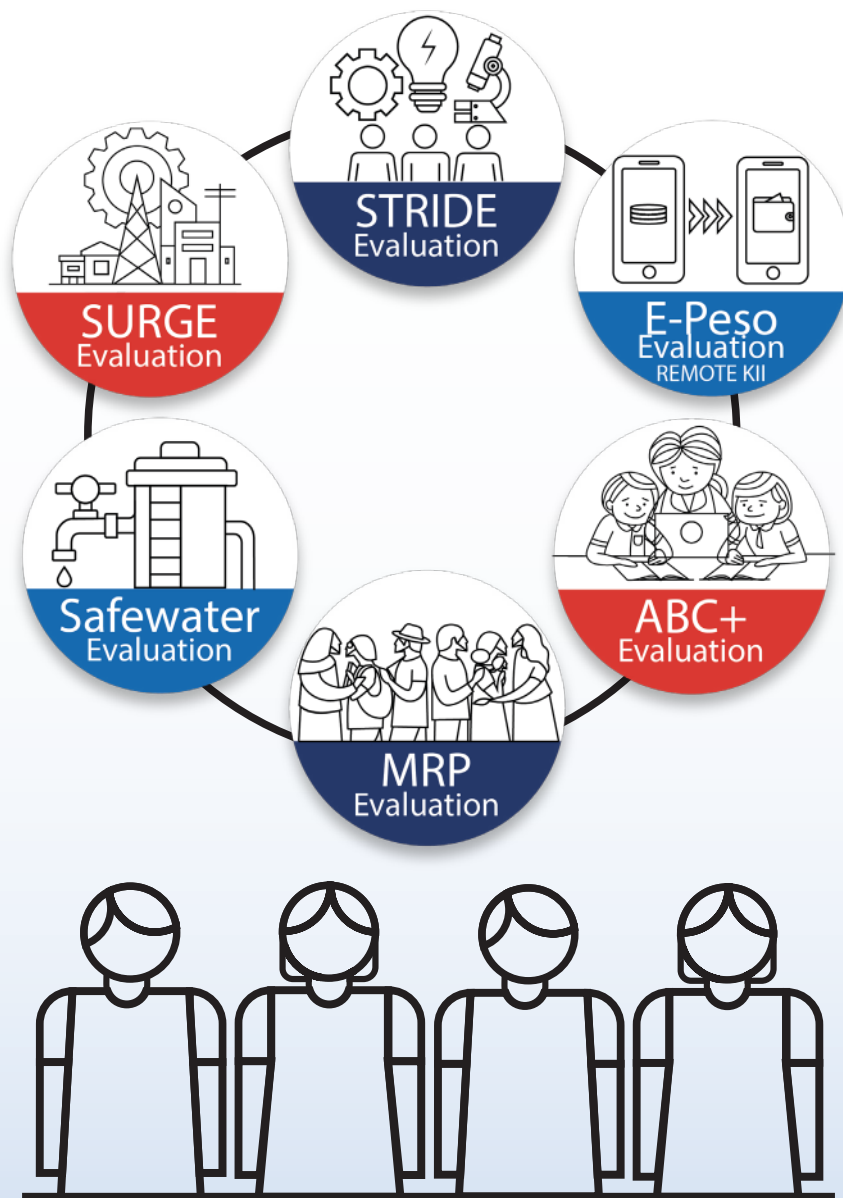
REFLECTIONS: DISSEMINATION AND LEARNING

CLAIMDev produced a meta-evaluation summary report to capture lessons from the project's evaluation experience and, more broadly, to generate findings and lessons that could apply to other USAID evaluations, strengthening USAID's development effectiveness.

CLAIMDev conducted a total of seven evaluation studies between April 2021 and June 2023 under the guidance and leadership of USAID/Philippines PRM Office, in close collaboration with the relevant technical offices. The meta-evaluation report summarized lessons from these, with reference to the following two questions: 1) What has been learned from the evaluation process in terms of design and management? 2) What were the common themes in the findings and conclusions across the various evaluations?

The meta-evaluation presented key observations on the following: 1) findings on relevance; 2) findings on effectiveness; 3) findings on sustainability; 4) findings on the integration of gender equality and social inclusion (GESI); 5) findings on capacity building; 6) feedback on evaluation utilization; 7) lessons on dissemination and learning; and 8) lessons on conducting evaluations.

The review on relevance, effectiveness, and sustainability noted the following facilitating factors as being critical: 1) policy alignment with government and other development partners; 2) building relationships and trust with key counterparts; 3) flexibility and the use adaptive management (especially during the COVID pandemic); 4) being responsive to the needs of counterpart personnel and beneficiaries; 5) beneficiary engagement; 6) implementation collaboration and partnership; and 7) GESI integration.



Some of the factors that hindered effectiveness included: 1) policy differences between industry and academe; 2) limited information flow among key players; 3) bureaucratic procurement processes, including USAID's; 4) funding constraints; 5) performance indicator management systems that did not adequately capture key aspects of activity implementation and progress; and 6) changing political dynamics resulting from the local and national elections.

Overall, the AORs had very positive feedback regarding the process of conducting evaluations as well as evaluation quality, especially for the learning and dissemination events. Most AORs also indicated the evaluations will be useful for informing the design of future strategies and activities.

Prioritizing evaluation use and dissemination was an integral part of each evaluation. Learning events provided a platform for presenting the key findings of the evaluations to relevant stakeholders, engaged participants in discussions, gathered insights, and encouraged the uptake and application of evaluation results. Knowledge and communication products complemented and added value to the learning events, enabling a larger audience to access the results.

Lessons on conducting evaluations included: 1) There were advantages to incorporating remote data collection into the evaluation process, which was initially necessitated by travel and meeting restrictions related to the COVID pandemic created cost savings that made it possible for CLAIMDev to experiment with new types of learning events and knowledge and communications products; 2) Clarifying and developing indicators are useful to activity management and provide information on progress toward accomplishments (beyond a focus on standard indicators which are not always relevant to project outcomes and accomplishments); 3) There is a need to consider the timing of an evaluation relative to the stage of implementation (mid-term and/or end-of project); and 4) Implementing learning and dissemination events is important for broader engagement with the key stakeholders and beneficiaries.

Good Practices, Lessons Learned, and Recommendations

STATEMENT OF WORK (SOW) DEVELOPMENT

Assess an activity's evaluability before making decisions on whether to conduct an evaluation. Evaluability assessments can be conducted at any point during an activity's period of performance, including at start-up when the implementing partner is developing its work plan, indicators, and activity monitoring and evaluation plan. The evaluability assessment can help the Agreement/Contract Officer's Representative (A/COR) and implementing partner determine ways to structure implementation in a manner that increases its eventual evaluability, design pilots that can be rapidly evaluated to provide timely evidence for adaptation or scaling up of promising interventions, and suggest the types of evaluation questions that may be answered later in the activity. Evaluability assessments are also particularly important for midterm performance evaluations because they will provide the information that the A/COR and evaluation team need to define answerable evaluation questions.

Technical offices and A/CORs should be prepared to actively engage with the evaluation team on the purpose and scope of an evaluation. This engagement will help the evaluation team develop the questions and methodology that will provide the A/COR

When developing a SOW, start with a learning question, rather than specific evaluation criteria or questions. The evaluation team can then work with the A/COR to develop evaluation questions that will provide evidence to answer the broader learning question. It is often useful to begin the process by examining the activity's theory of change and determining what evidence is needed to inform key causal hypotheses.

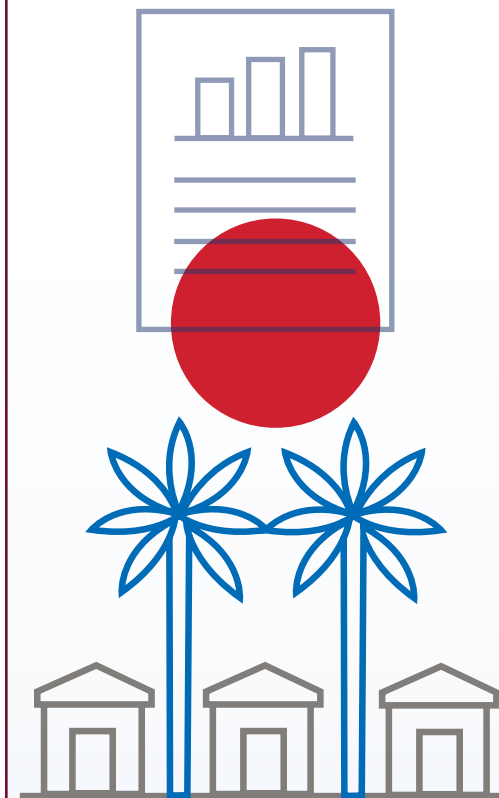
Focus on the development outcome of interventions (how and why did intervention X matter in achieving the development outcome), not on the activity's performance (did the activity do X or Y). The activity's performance should be included in the evaluation, but it can be easily summarized through an implementing partner's reports. However, in some cases the evaluation questions can focus on validating performance, particularly for midterm evaluations.

A/CORs should carefully review the draft SOW and discuss any concerns with the Program Office and evaluation team before the evaluation begins. This will prevent any misunderstandings later in the evaluation process and ensure that the A/COR is clear on what the evaluation will do and what types of evidence it will provide.

More tightly focused evaluation questions will yield more useful and rigorous evaluation results. Many evaluations fail to provide actionable evidence because they seek to do too many things in too little time. Focusing on one or two aspects of an activity's implementation is more likely to yield useful results, particularly if the evaluation results are time-sensitive, such as for adaptive management decisions and new activity designs that are needed in the near-term. The more ambitious and wide-ranging the evaluation questions, the more time and money will be needed to provide useful results, and the more challenging it will be for an evaluation team to provide useful in-depth analysis.

EVALUATION TEAM COMPOSITION

- Local evaluation teams are ideal, but at least one team member, and preferably the team leader, needs USAID evaluation experience or experience conducting evaluations similar to those done by USAID, and preferably of projects similar to the one that is being evaluated. If this is not possible, consider including a third-country or U.S. national with USAID evaluation experience on the team. If this also is not possible, the external evaluation team should have access to an experienced USAID evaluator for consultations and guidance.
- When selecting the evaluation team, be sure to include contingency plans for each team member. Evaluation team members may fall ill, not perform adequately, or have other problems that prevent them from completing the evaluation. Having back-up options on hand will prevent delays in completing the evaluation.
- Experienced evaluators can work across sectors, even in sectors where they do not have specialized expertise.
- The evaluation team should be balanced between evaluation experts and sector experts. The evaluation experts will help to ensure that evaluation provides rigorous findings and conclusions. The sector experts will ensure that the evaluation results fully reflect the activity's context and the technical aspects.
- Include a data analyst with expertise in both quantitative and qualitative skills on the team. One of the most common problems in evaluation is after field work, when evaluation team members are found to lack the capacity to synthesize, organize, and analyze the data that they collected. A data analyst can begin this work during fieldwork by providing the team with early read-outs on the evidence. The analyst can also support storyboarding sessions for the evaluation report by sorting through the data to provide the team with specific evidence they need to support emerging findings.
- Include a junior-level evaluation assistant on the evaluation team. This not only builds local capacity for future evaluations, but the assistant can also be a second notetaker during key informant interviews and organize the team's notes for data analysis.



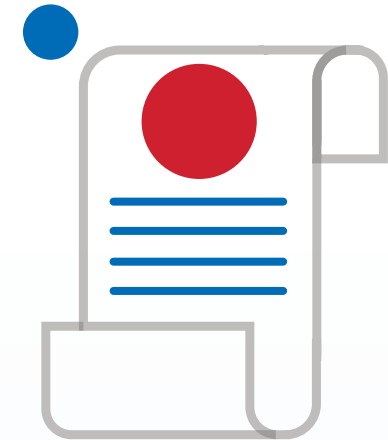
DATA COLLECTION AND FIELDWORK

- COVID taught the world that much can be accomplished remotely, evaluation included. Consider whether and how to use remote data collection and fieldwork when budgets are tight. Remote data collection at times is more effective, such as when setting up interviews with national government officials who may have little time for an in-person interview but are willing to schedule a phone call or video conference.
- When conducting fieldwork in areas unfamiliar to the evaluation team, invest in local field assistants who know key stakeholders and who can perform follow-up work with key informants when needed.

ANALYSIS PROCESS AND STORYBOARDING

Use an iterative, building block process for analysis and storyboarding. Do not wait until all fieldwork and data collection is complete to begin the analysis.

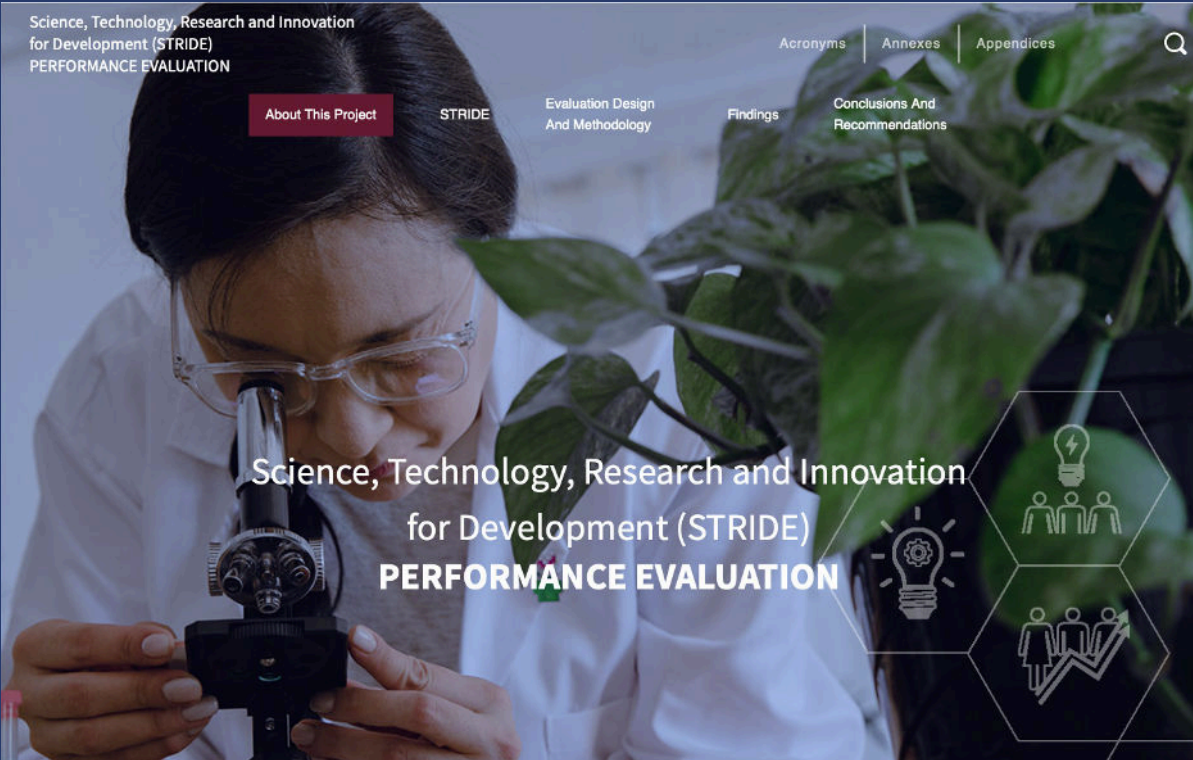
- Do a quick review of the data collected each week to illuminate emerging findings and identify gaps in the evidence.
- The evaluation team member responsible for data analysis should organize, collate, and synthesize all the data collected and present them to the team immediately after fieldwork is complete, or as soon as possible while the fieldwork is still fresh in the minds of the team.
- Hold a findings and conclusions workshop as soon as possible after the data presentation.
- Hold a storyboarding workshop as soon as possible after the findings and conclusions workshop to create the report narrative in a detailed outline format.
- Hold a validation workshop with the implementing partner, A/COR, stakeholders, and beneficiaries to reality check and contextualize the findings and conclusions and co-develop recommendations.



REPORT WRITING

- Report writing will take more time than envisioned in the SOW. Plan for that.
- One team member should be the lead writer. Generally, this will be the team leader. However, if the team leader does not have strong English language writing skills, another team member can lead the writing. In this case, the team leader should maintain primary responsibility, ensuring the written report accurately reflects the evidence, findings, conclusions, and recommendations and that the report well written, well structured, and is in a narrative format.
- Does the report explicitly answer the evaluation questions? If not, restructure the report so the answers to the evaluation questions are clear to the reader. Evaluation reports should be structured to provide findings and conclusions that directly answer the evaluation questions.

Final Performance Evaluation Science, Technology, Research, and Innovation for Development



CLAImpDev conducted its first evaluation during the height of the COVID pandemic while the Philippines was still under partial stay-at-home orders and stringent domestic and international travel restrictions. Unexpectedly, these restrictions opened the door for CLAImpDev to experiment with new ways of disseminating and learning from evaluation (covered in Section 3), increasing value for money while also enabling CLAImpDev to support USAID/Philippines to complete more evaluations during 2021 than it had in any previous year (Annex I).

USAID/Philippines requested CLAImpDev to conduct a final performance evaluation to understand the extent to which the STRIDE Activity met its objective of strengthening science, technology, innovation, and partnership (STIP) in higher education institutions (HEIs).

The evaluation used mixed quantitative and qualitative methods and three levels of analysis: national-level innovation policy analysis, regional-level collaborative framework analysis, and individual-level analysis of higher education and government research and development institutions. There were three evaluation parameters: relevance, effectiveness, and sustainability.



Summary of Findings

<p>Increased human capital via capacity building</p>	<p>Conducted strategic research, leading to knowledge creation</p>	<p>Promoted knowledge and technology transfer</p>	<p>Strengthened collaboration at national and regional levels</p>	<p>Marginally affected commercialization, via start-ups and spin-offs</p>

Relevance



In what ways has STRIDE contributed to addressing the development challenges as outlined in the *Filipinnovation Roadmap of the Philippine Development Plan 2017–2022*, *USAID Policy on Education*, and *USAID higher education program framework*?

Interventions were targeted, focused, and responsive to the needs of actors in the innovation ecosystem which the Philippines Government sees as a prerequisite for creating high-value jobs and reducing poverty. RIICs and government–industry–academe (GIA) partnerships reaching out to industry and medium, small, and micro enterprises formed a critical part of the strategy to increasing innovation in the Philippines. Leveraging participation of local research institution and business organizations in capacity-building work built trust among actors.

Effectiveness



In what ways did STRIDE contribute to achieving the three IRs on improved higher education institutions' capacity for innovation, improved regulatory and policy environment for innovation, and improved government capacity for innovation?

Newly developed curricular programs and the autonomous status of some universities were important factors that helped higher education institutions achieve and sustain improvements in the innovation sector. STRIDE made its greatest impact by facilitating linkages and collaborations among the actors in the innovation ecosystem. This improved cooperation among government departments, paving the way for improved policies for extension services of government, industry, and academe.

Comparing improvement in research and development processes between higher education institutions and regional development initiatives (RDIs) showed that higher education institutions focused more on increasing funding and research while RDIs focused on the commercialization of their output.



Sustainability

What is the likelihood that initiatives and gains will continue after completion of the project?

It is highly likely that many of STRIDE's gains will continue after project completion. Key factors that will likely ensure sustainability include STRIDE's work to:

- Establish a capacity-building training center for advanced research
- Institutionalize the capacity of technology transfer officers for intellectual property management and commercialization through a program with the Department of Science and Technology and Philippine Council for Industry, Energy and Emerging Technology
- Create career centers in STRIDE's higher education partners
- Support the creation and development of master's programs in science and technology that focus on professional rather than academic careers.

RIIC sustainability depends on the cooperation and, in some cases the leadership, of government workers. The Philippine Innovation Act ensures sustained funding of one billion Philippine pesos per year for innovation work. STRIDE supported the crafting of implementing rules and regulations for this law. The Innovation Fund is essential for STRIDE's sustainability.

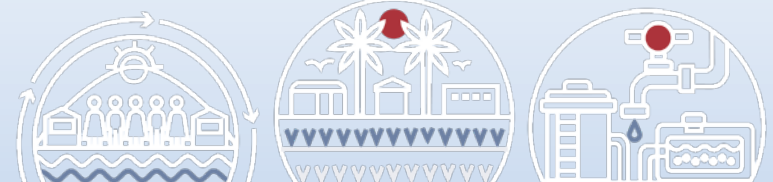
Final Performance Evaluation of Strengthen Urban Resilience for Growth with Equity (SURGE)



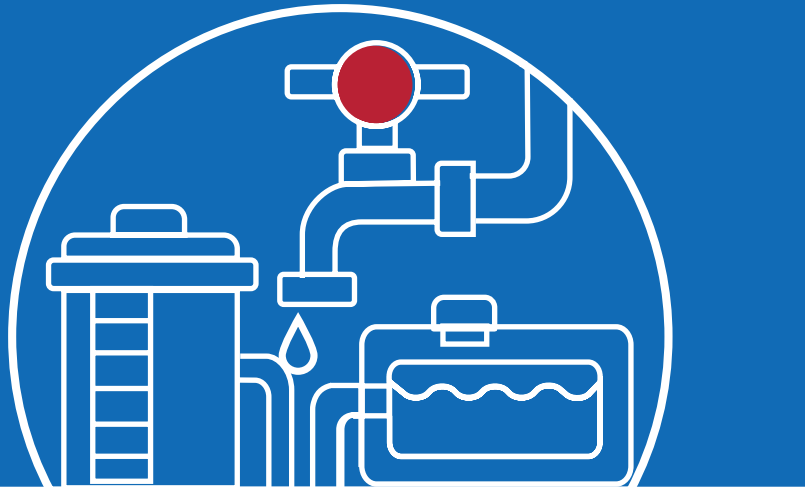
PERFORMANCE EVALUATION OF STRENGTHEN URBAN
RESILIENCE FOR GROWTH WITH EQUITY (SURGE)
PERFORMANCE EVALUATION
INCEPTION REPORT

Economic growth in the Philippines has been highly concentrated in the three largest metropolitan areas of Metro Manila, Cebu, and Davao. This concentration has led to high population growth and congestion in these three cities, while also causing inequities and inequitable access to economic opportunities between the largest cities and secondary cities, and urban and rural areas. To address this problem, the USAID/Philippines SURGE activity, implemented by the International City/County Management Association (ICMA), assisted secondary cities and adjacent rural areas to support inclusive and sustainable economic growth through effective planning, providing basic public services, reducing business transaction costs, promoting competitiveness, supporting sustainable development, and reducing disaster risks.

CLAIMDev conducted a final performance evaluation of SURGE's implementation in eight secondary cities using a mixed-methods approach, with a deeper analysis in four of the Cities Development Initiative (CDI) cities and a focused analysis of SURGE's water, sanitation, and hygiene (WASH) interventions. The evaluation parameters included relevance, effectiveness, and sustainability. The evaluation team used quantitative and qualitative tools for data collection and analysis, including a simple survey to gather feedback from a broad base of stakeholders. The qualitative tools included document reviews, key informant interviews (KIIs), focus group discussions (FGDs), and case studies. The evaluation team interpreted qualitative data through content and thematic analysis and quantitative information through trend analysis. They used baseline data and final outputs and outcomes for comparative analysis.



CASE STUDY



RESTORING WATER SUPPLY SERVICES IN MARAWI CITY

The SURGE evaluation team conducted a case study of SURGE's support to Marawi City for WASH services. Water supply and sanitation services have been a perennial problem for residents of Marawi City residents even before the five-month conflict in 2017 between the Philippine Government and the Maute-ISIS terrorist group. The conflict heavily damaged water and sanitation services in the city. Marawi City developed a Master Plan to restore and extend WASH services. The evaluation found that SURGE's demand-driven, collaborative approach was key to Marawi City's successful development and implementation of the Master Plan.



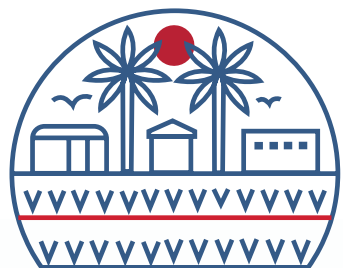
CASE STUDIES

Mainstreaming Disaster Risk Reduction and Climate Change Adaptation in Iloilo Development Planning

Iloilo City is one of the second-tier cities facing challenges in rapid urbanization, vulnerability to disruptions from negative impacts of climate change, and inadequate technical and institutional capacity in climate-resilient and risk-sensitive urban planning and infrastructure development.

Comprehensive Land Use Plan (CLUPs) serve as the primary basis for regulating the use of the city's land resources and as the framework for the different development plans required of local government units. These are mandated by existing national laws and policies such as the Comprehensive Development Plan (CDP) under the Local Government Code of 1992, Local Climate Change Adaptation Plan under the Climate Change Act of 2009, and the Local Disaster Risk Reduction and Management (DRRM) Plan under the DRRM Act of 2010.

SURGE focused on improving Iloilo's local capacity for inclusive and resilient urban development. At the same time, Water Security for Resilient Economic Growth and Stability, another USAID activity, complemented these by improving the city's water and sanitation services.

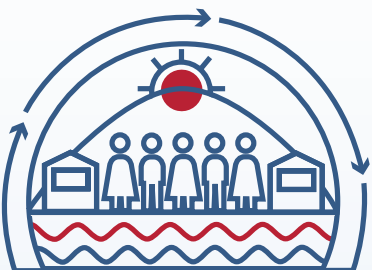


Boosting Private Sector Investments in Puerto Princesa City

USAID engaged Puerto Princesa in July 2015 with a Cities and Municipalities Competitive Index (CMCI) rank of 27 (14 adjusted) and registered businesses of 8,597, generating Php14.1 billion in gross sales. The City generated Php438 million locally and was dependent on the Internal Revenue Allotment (IRA) at 80 percent. By 2020, the City's CMCI ranking improved to 17 (6 when adjusted), and registered businesses reached 11,678, generating Php30.0 billion in gross sales. The City generated Php817.6 million locally, and IRA dependency dropped to 73.7 percent.

Through SURGE, USAID conducted many assessments to determine the appropriate technical assistance needed by Puerto Princesa. These assessments covered: Geographic Information System Mapping, Skills Inventory, Rapid Urban System Analysis, Climate Disaster-Resilient Community, Land Use and Infrastructure, Business Permits and Licensing System (BPLS), Real Property Tax (RPT) and Land Tenure, Public Financial Management (PFM), and the Business Enabling Environment (BEE) of the City.

The skills assessment conducted in 2016 found that Puerto Princesa had a one-person team Local Economic and Investment Promotions Office (LEIPO), which was seconded by the City Planning and Development Office. Like many other cities, the LEIPO was not linked with the Negosyo Center and Public Employment Service Office. The person did not have the necessary skills to deal with investors and business clients. Investors were also unaware of the investment incentives program.



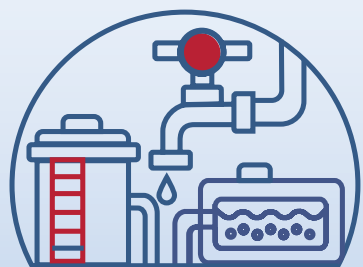
Restoring Water Supply Services in Marawi City

Water supply and sanitation services have been a perennial problem for residents of Marawi City even before the hostility broke out in 2017.

However, after the five-month-long conflict between the Philippine Government and the Maute-ISIS Terrorists Group, the City of Marawi faced an unimaginable challenge in terms of WASH services. Apart from displacing people, the conflict completely paralyzed businesses and social service infrastructures and heavily damaged supply and sanitation facilities.

Three years after the conflict, normalcy reigned, and economic activities have been vibrant in the Less Affected Areas in Marawi City while government agencies conduct full-scale reconstruction works. In particular, government agencies began constructing temporary and permanent shelters for Internally Displaced Persons (IDPs) in the eastern part of Marawi City.

The Marawi City Water District's Development Master Plan includes providing deep wells within the seven barangays surrounding the Mindanao State University, the Department of Interior Local Government's Sagana at Ligtas na Tubig Para sa Lahat Program, and the IDP's permanent resettlement areas in the eastern host barangays. SURGE focused on supporting this Master Plan to increase service coverage.



Relevance

To what extent has SURGE contributed to addressing the development challenges that motivated the Partnership for Growth (PFG)-CDI, the Philippine Development Plan (PDP) 2017–2022, USAID’s Country Development Cooperation Strategies, and USAID’s policies on urban resiliency and WASH?

SURGE interventions to improve the institutional capacity of CDI cities in inclusive and resilient urban development contributed to USAID’s development priorities under the Cities Development Initiative-Partnership for Growth; CDCS and USAID’s policies on urban resilience and WASH; the PDP 2017–2022; USAID’s direction to improve the competitiveness of second-tier cities; and the National Spatial Strategy of the Government of the Philippines. The SURGE project was demand-driven and aligned with the needs of the CDI cities.



Effectiveness

To what extent did SURGE achieve the three outcomes of improving local urban development processes, promoting local economic development, and expanding connectivity and access between urban and rural areas?

SURGE strengthened capacity in inclusive and resilient urban development and improved the enabling environment for local economic development for the target CDI cities. SURGE also improved connectivity and access between urban and rural areas by addressing local regulatory constraints that limit the mobilization of investment capital and increase the costs of doing business in the target CDI cities.



Sustainability

What is the likelihood that initiatives and gains will continue after the completion of the project?

Overall, the evaluation team found that project activities to improve the capacity of local stakeholders for inclusive and resilient urban development are likely to be sustained by local and national government agencies that SURGE engaged and partnered with during the project. SURGE’s well-structured implementation will help ensure the sustainability of many project activities. SURGE used an integrated approach that emphasized the importance of operating under existing policies; helped organizations acquire the skills to run new programs and, in several cases, created partnerships to provide continuity in project capacity building activities; and helped SURGE’s local government counterparts improve local resource mobilization.

Factors that will influence the sustainability of SURGE activities include:

- The government initiating national laws mandating that local government units (LGUs) mainstream the interventions initiated.
- LGUs adopting policies and plans in areas supported by SURGE.
- Key city stakeholders acquiring the technical expertise to perform mandated functions as a result of the project’s capacity building activities.
- LGUs having adequate budgets to implement immediate follow-through activities.
- Changes in political leadership arising from the local elections in 2022, which could hinder sustainability.



Ex-Post Performance Evaluation: E-Peso



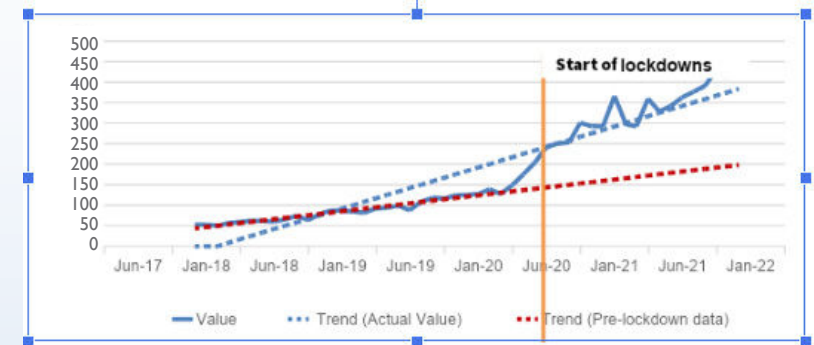
The E-Peso project, implemented by Chemonics International from March 2015 – February 2021, aimed to support a shift from a cash-intensive economy to a cash-light e-economy. USAID believed based on performance reporting that E-Peso had been successful, but was unsure whether and how its successes contributed to the shift to cash-free transactions during the pandemic. Had E-Peso’s work *before* the pandemic and during the first year of the pandemic contributed to the explosion in cash-free transactions?

USAID requested that CLAIdev conduct an ex-post performance evaluation of E-Peso that focused on this key question. However, after the project closed in February 2021, the E-Peso staff and many of its key counterparts moved on to other activities and agencies. The project office was closed; contact information for many staff and counterparts was outdated; and others now held senior government positions or had left the country. Despite these challenges, the evaluation team was able to collaborate with the Central Bank of the Philippines, which opened their books to give the evaluation access to the data that they needed to corroborate USAID’s hunches about the impact of E-Peso.

The evaluation found:

- With support from E-Peso, the Central Bank of the Philippines laid the groundwork to create an interoperable payment system. This payment system was crucial to keep the financial system running during the pandemic.
- The pandemic proved to be a major driving force in shifting payment transactions to digital payments. This shift could not have happened without the work on making the payment system interoperable that E-Peso and predecessor USAID projects supported.
- Slow and steady growth in digital payments growth before the pandemic exploded during the pandemic, helping to keep the country on the path to its target of 50 percent of payments being digital by 2023.

Figure 3: PESONet Value (November 2017–November 2021)



- The gains in digital payments that E-Peso’s work helped to bring about will likely be sustained, as evidenced by strong country ownership (i.e., the digitalization agenda is backed by policies, institutional road maps, strong leadership, and the Central Bank’s institutional capacity).

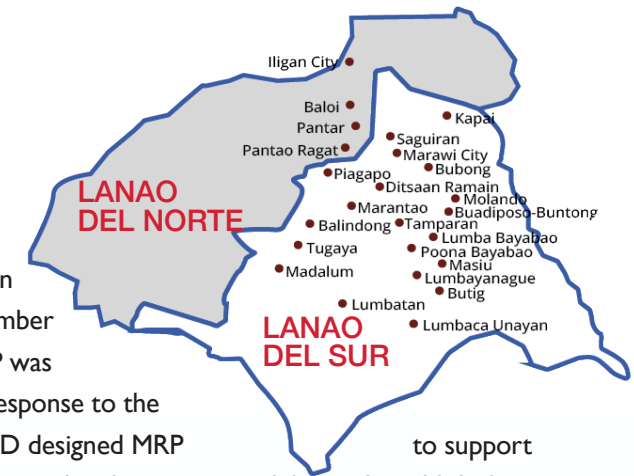
Marawi Response Project: Endline Performance Evaluation



One of the challenges that evaluation teams face is finding evidence of whether a project's results made a difference. The most straightforward way to address this challenge is to replicate a baseline study to measure the difference directly. Unfortunately, this is not always possible even when a baseline measurement exists. The Marawi Response Project (MRP) endline performance evaluation faced this challenge and developed partial solutions to overcome it by creating a comparison group because comparisons with the baseline group were not possible.

USAID requested that CLAIdev conduct an endline evaluation of MRP, implemented by Plan International from September 2018 – March 2022. MRP was USAID's medium-term response to the 2017 Marawi Siege. USAID designed MRP to support the transition of IDPs to social and economic stability and establish the conditions for local governments and communities in and around Marawi to address their long-term rehabilitation needs after the siege. MRP aimed to solidify a social contract between the local population and the local government and to enhance social cohesion between IDPs and HCMs as a means of alleviating latent social conflicts.

MRP conducted a baseline study of IDPs and HCMs in 2019. One intent of CLAIdev's endline performance evaluation was to replicate the baseline study to determine whether there had been a change in IDP and HCM perceptions of self-reliance, polarization, and public participation and representation attributable to MRP's interventions. However, the evaluation team experienced difficulty in involving the baseline respondents for the endline survey due to contamination from other non-USAID interventions in the area, difficulty in establishing contact, and refusal to participate. This affected the already small sample size of the baseline sample. As a result, it was not feasible to perform statistical analyses that compared the baseline and endline groups. Instead, the evaluation team created a comparison group to the MRP beneficiaries (treatment group) to determine whether there were differences in the endline perceptions of a group similar to the baseline respondents and MRP beneficiaries, some of whom were included in the baseline study. The evaluation team used this endline survey, along with key informant interviews, focus group discussions, and document reviews to answer the evaluation questions on the relevance, effectiveness, and sustainability of MRP.



Relevance

Were MRP's development interventions relevant to the needs of the IDPs and HCMs and adaptive to the complex and changing external environment in Mindanao, especially in the project areas?

The evaluation team found that MRP's intervention was highly relevant to USAID's and the national government's objectives. Even more, the interventions were highly relevant to the local government and neighborhood (barangay) leaders as well as the community solidarity groups whose members were the activity's primary beneficiaries. MRP was the first USAID/Philippines activity that was developed through a co-creation process. This process was key to ensuring MRP's relevance to those it was to benefit. MRP's highly collaborative approach with local stakeholders and flexible design that allowed for adaptive management throughout the life of the project also enhanced its relevance.

BOX 1. HARNESSING LGU PARTNERSHIP FOR RELEVANCE, EFFECTIVENESS AND SUSTAINABILITY

The Municipality of Bubong, Lanao del Sur is a second class municipality with a population of 26,514. At the height of the Marawi Siege, Nabillah R.H. Abdulhakim, served as the Municipal Administrator and worked closely with MARADECA, MRP's implementing partner. She lauded how MRP went down to the communities and asked people about their priority needs. "MRP asked people about their needs. The women expressed they needed support for dressmaking to earn income. During the graduation ceremony, I saw the products of women beneficiaries. The women worked hard and committed to supporting their families."



Effectiveness

Did MRP accomplish the project's expected outcomes of improving self-reliance, such as increasing business and livelihood opportunities, strengthening social cohesion, and increasing participation such as in civic and economic activities among IDPs and HCMs?

MRP bolstered beneficiaries' self-reliance in the face of external challenges, including economic challenges brought about by COVID-19 pandemic. Amidst the ramifications of the pandemic, the business grants, community micro grants, and training that beneficiaries received allowed them to generate income by starting businesses and engaging in gainful employment. Thus, MRP created a stimulus for the restoration of individual and community capacities to engage in economic activities. Moreover, the project's interventions contributed to the reduction of gender and social inequalities, particularly those that were noted during the baseline study.

MRP's social cohesion grants and training fostered civic engagement and community improvement among the IDPs and HCMs. The project contributed to improvements in the beneficiaries' perceptions of social relations, connectedness, and orientation toward the common good. It has improved the perceptions of the IDPs and HCMs regarding the existence of polarization in their communities and their level of public participation in civic activities.

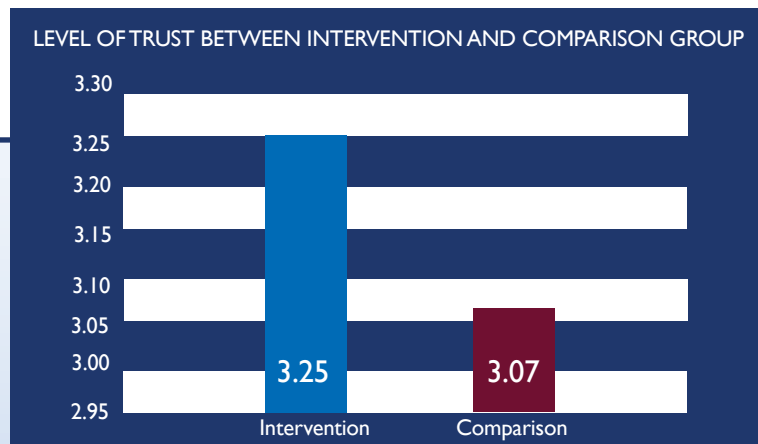
The evaluation found that the proportion of endline survey participants who reported that their income is sufficient to meet the basic needs of their families (e.g., food, medicine, children's education) was higher among participants who received MRP interventions (44.5%) than among the participants from the comparison group (38.0%). In addition, those who reported that they have savings is higher among survey participants who received MRP interventions (15.3%) than among the comparison group (11.3%). The evaluation also found that the proportion of MRP beneficiaries who indicated they have sufficient income to meet the needs of the basic needs of their family (44.5%) is higher compared to the general population in Bangsamoro Autonomous Region in Muslim Mindanao (19.0%).

The endline survey data also suggest that more MRP beneficiaries than members of the comparison group are engaged in paid livelihoods (55%), have the right skills to find a job (83%), and are confident in finding a job should they lose their present job or livelihood (59%). An inferential analysis suggests that the proportion of MRP beneficiaries is significantly higher in terms of engagement in paid work/livelihood ($p=0.024$) and having the right skills to find a job ($p=0.000$). These findings imply that MRP's interventions in the form of business/livelihood grants and training workshops have expanded employment opportunities of the IDPs and HCMs.

Effectiveness

MRP interventions also supported increased social cohesion. The evaluation found that MRP beneficiaries' overall perception of polarization significantly improved at the endline ($p=0.020$). The significant increase in the scores of the beneficiaries from the baseline to the endline suggests that the beneficiaries are perceiving significantly less polarization or fragmentation in the communities they are living in at present. MRP beneficiaries' level of trust also significantly increased in the endline ($p=0.046$). MRP beneficiaries' level of trust was significantly higher than the comparison group ($p<0.001$). The effect size generated in the analysis ($d=0.481$) suggests that MRP interventions have a medium or average effect contribution to the improvement in the trust level of the beneficiaries.

Based on the endline survey, the evaluation also found that MRP beneficiaries have a high level of civic participation compared to the non-intervention group. Further analysis revealed that the level of participation of MRP beneficiaries is significantly higher than the comparison group. The effect size from the analysis suggests that MRP interventions have a large effect ($d=1.113$) on the level of participation of the beneficiaries.



Sustainability

Did MRP establish mechanisms to promote sustainable improved economic conditions and strengthen the social cohesion between IDPs and HCMs?

MRP has established concrete sustainability mechanisms that will be essential in sustaining the outcomes of the project. MRP strengthened the buy-in of strategic stakeholders by harnessing partnerships between and among them, which resulted in institutional complementation.

MRP laid the foundation for the CSGs to qualify for future government support and linked them to potential markets for their products. MRP developed building blocks for CSGs to continue to operate, serve their members, and strengthen livelihoods after the activity's conclusion by empowering and formalizing the CSGs into cooperatives and civil society organizations.

The capacity and partnership-building mechanisms that MRP developed provided an impetus to sustain the social and economic outcomes of the project.

The strengthening, consolidation, and social network expansion of the CSGs transformed them into advocacy/sectoral organizations, serving as a strong foundation for sustaining economic and social cohesion gains. With these mechanisms, it is likely that the outcomes of the projects will be sustained after MRP ends.



Advancing Basic Education in the Philippines (ABC+) Midterm Performance Evaluation



COVID-19 affected all USAID/Philippines projects, perhaps none more so than ABC+. USAID co-developed ABC+ with DepEd and Research Triangle Institute International (RTI) to respond to the challenges of early literacy development in mother tongue-based multilingual education (MTB-MLE). This five-year (2019–2024) project aims to improve early grade reading and emphasizes using mother tongue languages to transition learning in Filipino and English for children in kindergarten to grade 3. It also supports a more solid acquisition of foundational mathematical concepts and skills and aims to improve social and emotional learning. However, just four weeks after ABC+ began implementing its work plan, the Philippines government closed all schools for in-person learning. Schools did not re-open until the 2022–2023 school year. ABC+'s operating context changed dramatically, forcing it to rapidly adapt its implementation strategy.

In the fall of 2022, as schools began to re-open, USAID/Philippines requested CLiAimDev to complete a midterm performance evaluation to assess whether ABC+'s results, in the dramatically altered context, supported the underlying activity TOC and to uncover unanticipated or unintended outcomes, positive and negative, as a result of the changed implementation context.

The evaluation used both qualitative and quantitative methods to answer the evaluation questions related to ABC+'s relevance, effectiveness, and sustainability, and used outcome harvesting to reveal outcomes not envisioned by the TOC. The data collection methods included electronic surveys for individuals, KIIs with implementing partners and the DepEd's central, regional, and division offices to probe system capacity, FGDs, outcome harvesting and most significant change workshops on early grade instruction and delivery and access to materials, and a case study for in-depth analysis of home learning partners (HLPs) and private sector engagement.

Relevance

To what extent does the innovation introduced by ABC+ on improved early grade instruction and delivery, improved access to quality materials, and improved education capacity and commitment to manage and implement interventions supporting early grade instruction correspond with the objectives of the DeEd (priorities, policies, the needs, and the practical requirements)?

The evaluation results show that ABC+'s work during the pandemic and as schools reopened in 2022 was closely aligned to the objectives of the DepEd, particularly in learning continuity and recovery. As schools grappled with remote learning and the new demands of education, ABC+ supported schools' learning continuity programs by producing and distributing millions of supplemental reading materials to support reading practice. ABC+ teacher training also provided teachers with strategies they applied in preparing the modules for learners. ABC+ ensured that instructional materials were distributed on time with the help of stakeholders. Teacher training and materials development continued during the pandemic through online platforms and virtual communication.

The pandemic heightened the need for teacher training and materials development, and ABC+'s ability to supply these was critical because regular teacher training stopped, and schools did not have adequate resources to support developing the reading skills of remote learners. ABC+'s focus on teaching training and materials development for remote literacy instruction produced the unexpected outcome of a ripple effect of trained grade K–3 teachers training intermediate-grade teachers in their school and early grade teachers in other schools. Another unexpected outcome was that children benefited from having ABC+ reading materials at home. Before the pandemic, children were not allowed to bring home instructional materials. The evaluation team found that the ABC+ materials benefited not only the learners but also their siblings and parents, some of whom were illiterate and learned to read along with their children.



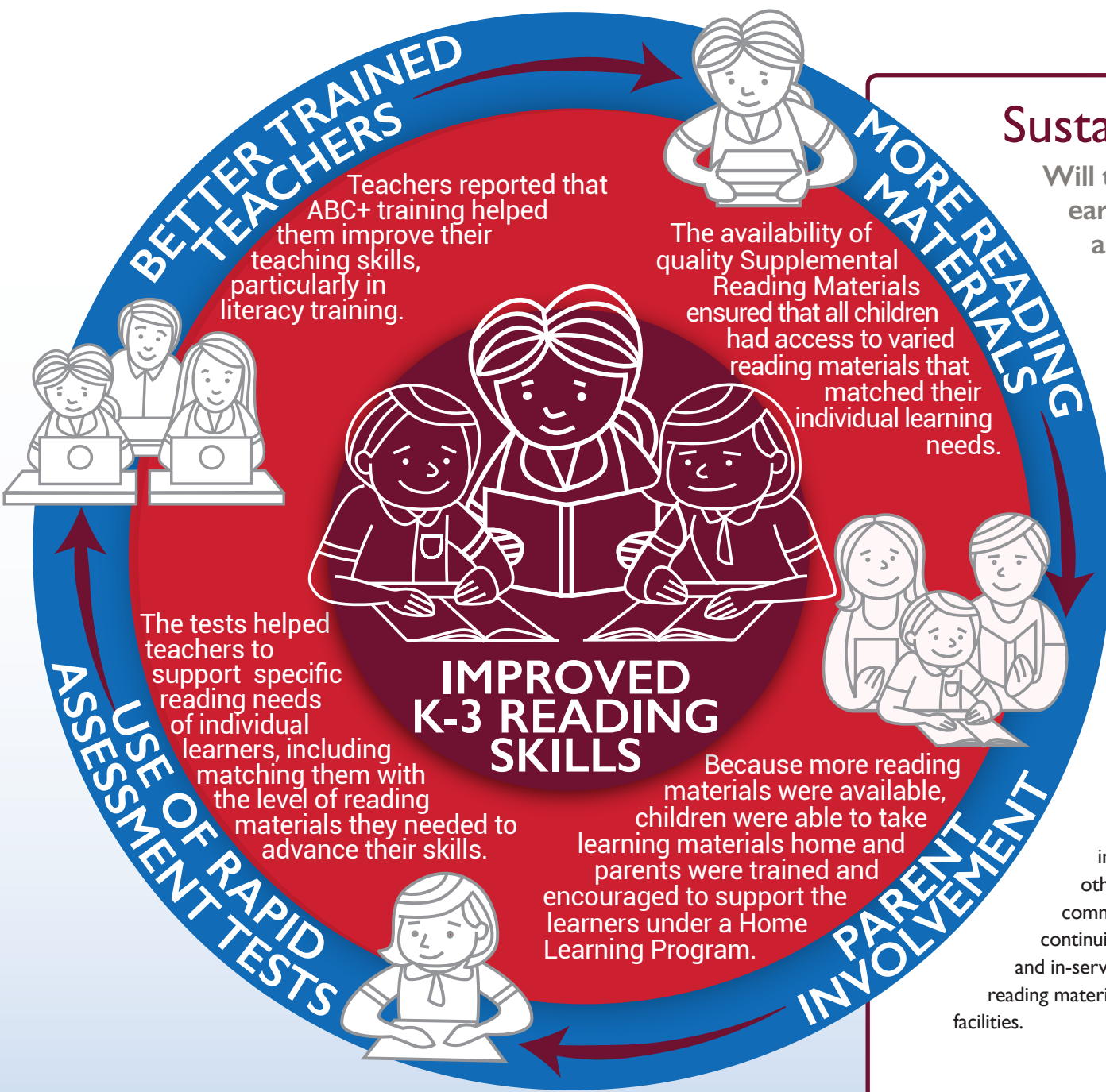
Effectiveness

To what extent did ABC+ achieve its outputs and outcomes in the three IRs on improved early grade instruction and delivery, improved access to quality materials, and improved education capacity and commitment to manage and implement interventions supporting early grade instruction?

Even in the context of the pandemic, ABC+'s use of an agile program model allowed for positive results. It quickly adjusted to ensure achievement of intended outputs and outcomes. Although ABC+ implemented its planned activities in an alternative format, their delivery still demonstrated fidelity to the program design.

ABC+ helped learners to read in their mother tongue and in the Filipino language through provision of contextualized, localized, age- and developmentally appropriate supplemental reading materials; training home learning partners to teach their children at home; and teacher training to design and implement early grade instruction using the science of reading, workshops, and monitoring.

An unintended outcome that enhanced ABC+ effectiveness is the learning recovery plan, which is beginning to show results. ABC+ provided technical support to develop the recovery plan which is contributing to improved instruction and access to quality materials.



Sustainability

Will the achievements in improved early grade reading, math, and social and emotional skills for children in early grades persist after the project's conclusion?

Evaluating sustainability during a midterm performance evaluation is difficult, particularly when the context for the first half of the project (school closures and shift to remote learning) differs from the context of the second half of the project (school re-opening and focus on learning recovery). However, a critical indication that ABC+'s outcomes are likely to be sustainable is the resilience built during the peak of the COVID-19 pandemic through the commitment of all education stakeholders. ABC+ helped create this commitment through its consistent and continuous capacitation of teachers, including monitoring and evaluation using accessible technology; continuous innovations in teaching and learning modalities; and the continuous robust support system provided by various stakeholders to sustain ABC+ program interventions. ABC+ and DepEd collaboration with other government agencies, the private sector, and community stakeholders is an excellent means to achieve continuity of the designed training program (i.e., pre-service and in-service), reproduction and distribution of supplemental reading materials, and improvement of physical infrastructure and facilities.

Safe Water Midterm Performance Evaluation



DENR-USAID

USAID designed the Safe Water (SW) project to assist the Philippine Government to sustain gains made in the water supply and sanitation (WSS) sector; address sector gaps, capitalize on the efforts of predecessor water and sanitation-related projects, and expand the scope to include resource management for sustainability of water supply—in terms of both quantity and quality.

Safe Water aims to improve water security for water-stressed communities in the Philippines. Improved water security entails increased access by underserved or unserved communities to safe Water Supply and Sanitation (WSS) services and more sustainable management of water resources to meet human, economic, and ecosystem needs. Safe Water's objectives, expressed as intermediate results, are as follows: 1) increased and improved access to resilient WSS services, 2) improved sustainable management of water resources, and 3) strengthened water sector governance. Safe Water uses an integrated approach that emphasizes technical assistance and capacity building for greater sustainability.

The evaluation team collected qualitative data through KIIs, FGDs, focus group interviews, and case studies. Secondary data were also generated via document review. The team also conducted three case studies in each of the three provincial study sites for more in-depth information on the three IRs.

The evaluation found that SW's approaches and interventions are relevant and closely aligned with the Philippines policy priorities and the needs of water sector stakeholders.

While COVID-19 pandemic and associated lockdown had a significant, negative impact on SW's effectiveness in years 1 and 2, by the end of Year 3, the implementing partner had made substantial progress towards achieving its objectives and is likely to meet most, if not all of its targets. SW has adopted international best practices in water sector planning and in management of watersheds. Some of the interventions in water sector financing and sustainable livelihoods are yet to show significant results and may need adjustments to achieve program objectives. Stakeholders give high ratings on the relevance, effectiveness, and sustainability of most SW interventions. Overall, SW's approach based on stakeholder participation and engagement in evidence-based planning and resource allocation has created a solid base for the long-term sustainability of the main initiatives for improvement of water and sanitation services and water resource management.

Mid-Course Stocktaking Sector Analyses



USAID/Philippines conducted its 2019–2024 Country Development Cooperation Strategy (CDCS) Mid-course Stocktaking in two parts during 2022, a retrospective analysis of the Mission’s performance and a prospective analysis of the Philippines development context. CLAIMDev supported the Mid-course Stocktaking with research on emerging trends in each development sector and likely changes in policy in the context of the recent election of a new president of the Philippines.

CLAIMDev engaged Filipino experts, mostly from academia, to conduct analyses in seven key sectors: democracy, human rights, and governance; economic growth; health; basic education; higher education; environment; and energy. The analyses covered national development priorities, taking into consideration key areas of CDCS focus; status of sector overall performance with respect to these key priorities as of mid-2022; the challenges affecting current sector performance and in the medium term; and the political and economic dynamics that bear on sector performance and challenges and how these dynamics are changing or expected to change.

The analyses noted that restarting the poverty reduction and expanding quality employment agenda would require the administration to focus on the pandemic’s impact on human capital development, particularly basic and higher education, and health. At the same time, a fast-paced restart of the economy is increasing demand for fossil fuels, which increases pollution pressures. Meanwhile, the broad economic sectors have fared differently from the pandemic, depending largely on their global integration.

Economic growth is anchored on improved quality of governance at all levels, particularly the local governments through renewal of participation; efficient use of and focused generation/reallocation of fiscal

resources to support economic transition; focus on the redevelopment of agriculture to ensure food security; healthy human capital with access to affordable health care and social protection, and resilient against disasters; improving the basic education system to be adaptive to changing methods of delivery, provide higher quality instructions, and have greater accountability in the use of resources; ability to retain quality human resources through better opportunities in all sectors of the economy; leveraging overseas work for local development; finding a balanced approach between energy

interventions and environmental preservation/prioritized development of renewable energy opportunities; and recognition of the human side of energy and environment.

The experts presented their analyses at a partners' consultation, informing and moderating a rich discussion with external and implementing partners on major areas of concern and paving the way for USAID/Philippines' adaptive management discussions.



Disaster Risk Reduction Retrospective Desk Research



DENR-USAID

USAID's Bureau of Humanitarian Assistance (BHA) in Manila requested CLAIMDev to conduct desk research to help it better understand the key results achieved, lessons learned, and beneficiary feedback from its Early Recovery, Risk Reduction, and Resilience (ER4) approach in the Philippines by documenting the key disaster risk reduction strategies adopted by its implementing partners. The objective of the study was to provide data and information to inform future BHA priorities, including approaches for better integration of ER4 into disaster responses with international and the host government's humanitarian system and stakeholders.

The desk research study included 32 BHA Manila awards from 2015 through 2022. Twenty-one of the awards had submitted written reports that CLAIMDev reviewed to provide USAID with summarized information on its ER4 programs. The review collated information on the range and location of the assistance awards, the types of interventions and programs, the beneficiaries of the award, the results and enhancing factors in the interventions, award alignment with USAID initiatives such as localization and private sector engagement, identified good practices, unmet needs and challenges, gaps in assistance and missed opportunities, and lessons learned from the awards.

The study found that all the awards included capacity development in their interventions, with trainings and workshops as the most common type of capacity development, followed by technical assistance and supporting the development of plans. Other typical interventions, present in somewhat less than half of the awards, were emergency response enhancement and livelihood-centered interventions. Collaboration and partnership interventions were less frequently part of the ER4 awards.

The award reports provided insight into the types of implementation issues that USAID's partners faced. The most frequent issues reported were a lack of institutional support from the awardees' counterparts and stakeholders and the COVID-19 pandemic. A few awardees noted issues related to a lack of manpower or capacity on the part of the implementer and site conditions such as weather and security.

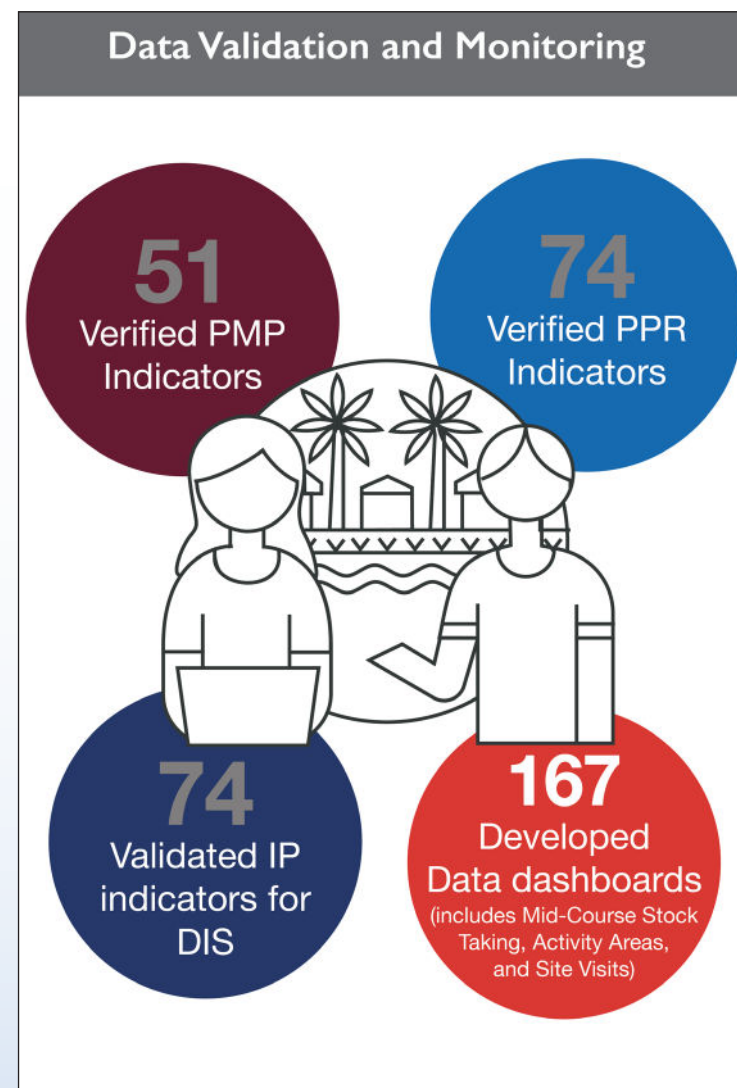
Some emerging good practices include scaling up and horizontal or vertical expansion of interventions and establishing horizontal or vertical linkages with other stakeholders. Another emerging good practice noted in the reports is the importance of building a base of assets before a crisis to support a crisis response.



Performance Management & Monitoring

One of the most important sources of evidence of program effectiveness for USAID is its performance management and monitoring data. The PRM Office requested CLAIMDev to help it sort through its indicators to rationalize the list. In addition to Performance Management Plan (PMP) and Performance Plan and Report (PPR) indicators, USAID/Philippines collected data for the Indo-Pacific Strategy, Gender, Youth, COVID-19, and other reporting requirements. This section of the report includes CLAIMDev's lessons learned, best practices, recommendations, and a summary of CLAIMDev's performance management and monitoring work.

- PMPs are living documents. Output indicators at the sub-IR level that are specific to different awards should be added or removed through regular PMP updates. Having a succinct list of outcome-oriented indicators at the IR level will support robust discussions on progress in achieving development outcomes with consistent data for each indicator that measures trends.
- The CLA/MEL contractor should have specialized expertise in performance management systems and activity monitoring, evaluation, and learning plans (AMELPs). The Mission should rely on their expertise to advise the technical offices and support the Mission's implementing partners. This can only happen with open and active collaboration directly between the CLA/MEL contractor and the technical offices and partners.
- Improving the quality of evidence from indicator data is a bottom-up exercise. The CLA/MEL contractor should work directly with all new implementing partners during the first six months after award on monitoring and evaluation (M&E), such as reviewing their AMELP, providing technical assistance and mentoring on selecting and defining indicators, selecting data collection systems, aligning strategy and indicators with those of the Mission, and data verification to assess the M&E system. The data verification should occur after one year and provide a learning opportunity for the implementing partner on how to improve its M&E system.
- The Health Office's and the CLAIMDev Health Monitoring, Evaluation, Research, Learning and Adapting task order provide a positive example of how regularly scheduled, ongoing work among the technical office, implementing partners, interested stakeholders, and the CLA/Monitoring, Evaluation, and Learning (MEL) contractor can improve the quality of evidence from performance management and monitoring systems. This type of deep collaboration requires direct engagement between the CLA/MEL contractor, the technical offices, and the implementing partners.
- CLAIMDev's work with Youth-led and its AOR provide a positive example of how a CLA/MEL contractor can work directly with the implementing partner and AOR to improve data quality for decision making and increase the M&E capacity of the implementing partner, its sub-grantees, and the AOR. This work included an AMELP review, mentoring and technical assistance, and support for the AOR's monitoring responsibilities through follow-up third-party monitoring or data verifications.



Strategic Alignment and Rationalization of the Indicators

The goals of this first step in CLAIMDev's performance management work was to verify that the Mission's indicators were aligned the Mission's objectives, improve the quality of the data that the Mission reported by validating data entry and calculations, and make it easier for the Mission to analyze and act on its performance management data. Many of the indicators were unique to the different reports, some were similar but not sufficiently similar to aggregate data aggregate across reports, and others were on multiple reports but reported separately. PRM needed to have one crosswalk of all its indicators, finalize the Performance Indicator Reference Sheets for its PMP indicators, develop validation criteria to access data integrity and accuracy, and rationalize the indicator lists by harmonizing similar indicators, eliminating indicators for which there were no active or planned activities which were reporting data. CLAIMDev worked with PRM to achieve these goals, reviewing, organizing, and collating indicators, verifying the accuracy of baselines and targets, and making recommendations to PRM on how to reduce and reuse indicators across reports.

Civic Engagement and Local Governance Perception Survey

One issue that arose during CLAIMDev's strategic alignment work was that the Mission did not have indicators to measure two CDCS intermediate results, IR 1.1 – Civic Engagement Increased and IR 1.4 – More Responsive Local Governance, under its CDCS DO 1 – Democratic Governance Strengthened. The Mission had no baseline for the IRs, and the indicators it had were output indicators at the sub-IR level. Without an indicator at the IR level, required under ADS 201, the

Mission had no means of assessing whether it was making progress in achieving its intermediate results. Relatedly, the IRs were cross-sectoral, meaning that multiple activities working in different sectors were contributing to the Mission's work on the IRs, but not all the activities were contributing to the output indicators under the sub-IRs.

CLAIMDev proposed creating two new outcome indicators for the IRs that would directly measure changes in citizens' perceptions and self-reporting of civic engagement and local governance responsiveness. However, a nationally representative survey to measure these concepts would provide results that were not attributable to USAID because USAID's activities under these IRs were geographically focused and did not include the largest cities and population clusters in the country. Working closely with PRM, CLAIMDev and its local survey research subcontractor, RLR Research, developed a sampling methodology for the population that resided in the regions where USAID activities worked on civic engagement and local governance. With such a sample, changes over time in perceptions of civic engagement and local governance responsiveness would be at least partially attributable to USAID's work, unlike a nationally representative sample.

CLAIMDev and RLR Research conducted the survey in the fall of 2021, about halfway through the CDCS cycle. PRM intends to replicate the survey in 2024 to measure changes that may have occurred in the levels of civic engagement and local governance responsiveness attributable to USAID's work.

PMP and PPR Data Dashboards and Reports

A highlight of the strategic alignment and rationalization exercise was CLAIMDev's development of DO and cross-cutting issues reports for the Mission's CDCS Mid-course Stocktaking Retrospective phase and a Tableau-based PMP and PPR indicator data dashboard that analyzed indicator performance and trends. The

reports included graphs for each indicator using available baselines, actuals, and targets and a short quantitative analysis of performance and trends.

CLAIMDev's compilation and visualization of the Mission's PMP and PPR data were a critical input to the MCST DO teams which relied on the data and visualization to advance their discussions on the Mission's progress in meeting its development objectives. It also helped technical offices understand the insufficiency, in some cases, of their existing PMP indicators. Some PMP indicators changed during the first three years of the CDCS, and others had no implementing partners, making it impossible to determine whether USAID had made progress in achieving its intermediate results based on PMP indicator data alone. With the PPR data compilation and visualization, along with activity AMELP indicator data that CLAIMDev collected from annual reports, the DO teams were able to gain a fuller picture of their progress during the first years of the CDCS.

Geospatial Maps

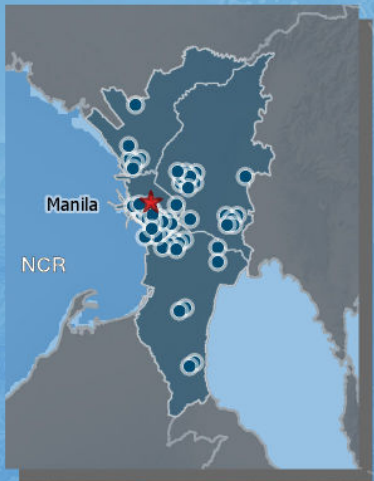
Another analytic product that CLAIMDev created at the request of PRM was 133 USAID activity maps using updated GIS location data. These maps, organized by major island groups, regions, and provinces, featured the exact location in a province of USAID active projects and awards. CLAIMDev provided each technical and support office with a complete compilation of the maps as well as office-specific maps. Maps feature the exact location in a province of specific USAID active projects/awards.

During the MCST, the maps allowed the Mission to visualize the geographic elements of its strategy, overall and by sector, and are a tool for USAID staff planning site visits as part of their monitoring as well as to coordinate visits for U.S. government officials.

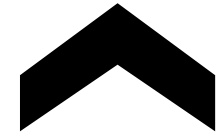
Transition to the Development Information Solution (DIS)

Once the indicator strategic alignment and validation work was well underway, PRM moved to the second stage of its data management priorities, uploading its indicators to USAID's DIS. CLAIMDev generated, with technical inputs and assistance from PRM, a PMP/PPR Indicator and Data Tracking Report based on data on baselines, targets, and actual values that were entered into and extracted from the DIS. This tracking table supplied updates to USAID/Philippines on the status and functionality of the DIS in PMP/PPR indicator and data monitoring and reporting. CLAIMDev provided PRM with multiple iterative reports that flagged data that appeared to be incorrect, activities that were over- or underperforming at the indicator level, and indicators that did not aggregate and disaggregate data correctly or where there appeared to be calculation errors for indicator numerators or denominators. With CLAIMDev's support, PRM was able to create its 2021 PPR using validated data from the DIS.

The second stage in the Mission's transition to the DIS was preparing all activity AMELP indicators for uploading to the DIS. CLAIMDev supported PRM in organizing and validating the indicators and data and reviewed indicator information sheets to ensure that there was correct information for all data fields needed for uploading to the DIS and that the baselines, actuals, and target values were correct.



USAID
FROM THE AMERICAN PEOPLE

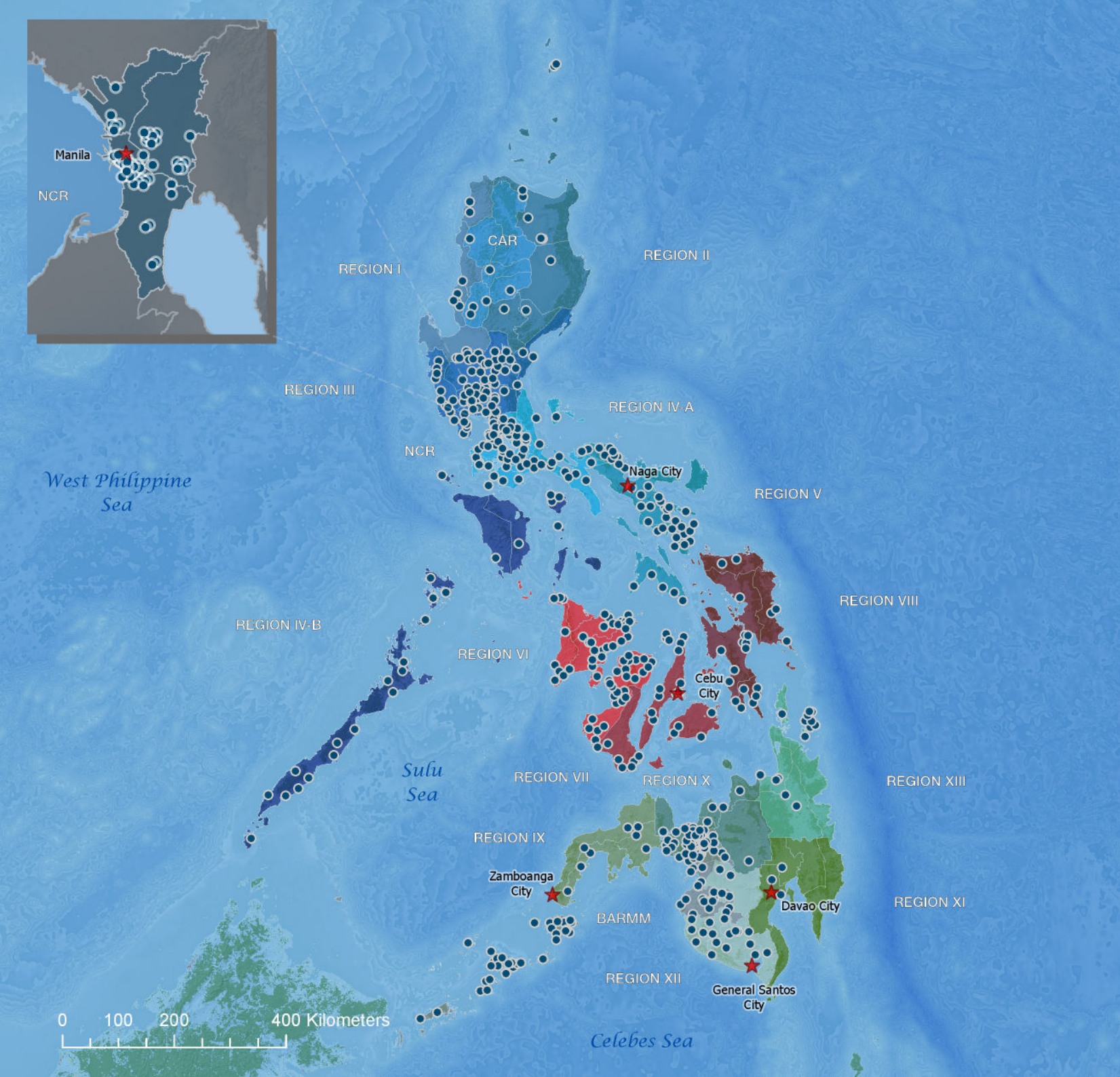


Legend

- Major Cities
- All Offices Activities

USAID ACTIVITIES

*Activities as of March 9, 2022
Coordinate System: WGS 1984



Monitoring

CLAImpDev also supported USAID/Philippines in its monitoring responsibilities through reviews of AMELPs to increase AMELPs' strategic alignment with the Mission's objectives, verifying reported data to increase data quality, conducting third-party data verification and monitoring, creating tools for the Mission to use for its monitoring tasks, and coaching A/CORs and implementing partners to increase indicator data quality.

Remote Data Quality Assessment (DQA)

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AMELP Review

PRM requested CLAImpDev review a newly awarded project's AMELP with a focus on its strategic alignment to USAID and Mission objectives. CLAImpDev examined the existing USAID AMELP review checklist, a Regional Development Mission for Asia MEL group checklist, and an AMELP review tool created as part of the CLAImpHealth CLA Toolkit. All included similar essential requirements for an AMELP review based on ADS 201 guidance, but none had a close focus on alignment of the activity TOC and appropriateness of the indicators for measuring and monitoring activity outcomes and linkages to the CDCS IRs and DOs through the Mission's objectives and Indo-Pacific Framework.

CLAImpDev created a tool with the strategic focus that PRM needed while also incorporating the critical elements of the standard AMELP review tools. CLAImpDev first piloted the tool with two AMELPs and received feedback from the A/CORs, PRM, and the implementing partners on the usefulness of the tool and guidance that CLAImpDev gave to improve the AMELPs. CLAImpDev adapted the tools based on the feedback.

Overall, CLAImpDev reviewed the AMELPs of 11 new awards and activities, and PRM has adopted this tool for future AMELP reviews. As part of the review process, CLAImpDev also coached some A/CORs on reviewing AMELPs for alignment with the Mission's strategic objectives and conducted an online training session with technical office staff.

Gender Action Plan and Indicator Review

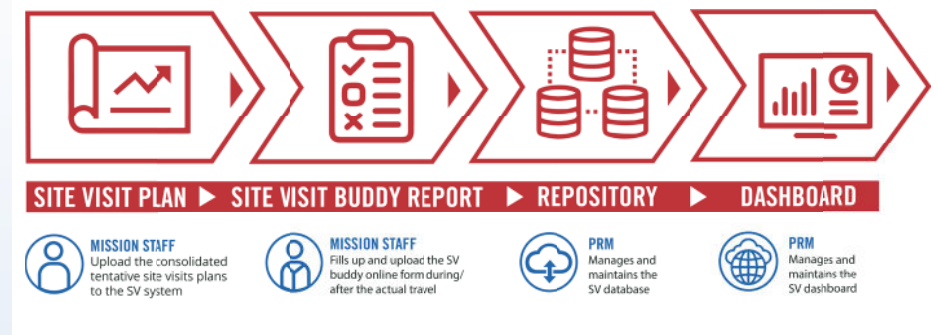
In preparation for the Mission's Mid-course Stocktaking, PRM requested CLAIdev to conduct a review of the gender action plans and the indicators which were gender-based or gender-sensitive for all of its implementing partners. CLAIdev created an inventory of these indicators and reviewed 53 gender-related documents including gender action plans, gender analyses, AMELPs, work plans, and solicitations to provide the Mission with an overview on how implementing partners were incorporating gender in their work. This work was the first step in a series of gender peer reviews that the Mission conducted with assistance from CLAIdev.

Third-Party Data Verification and Third-Party Monitoring

CLAIdev's Third-party monitoring (TPM) services assisted USAID/Philippines in meeting its ADS 201 monitoring requirements through site visits that collected high-quality data in a non-permissive environment. AORs used the TPM outputs to understand the context behind IPs' reported project performance data and applied this information to their management oversight functions.

CLAIdev's Third-Party Data Verification (TPDV) verified the accuracy and validity of the IPs' reported data. The A/CORs used the results for their Data Quality Assurance task and ensured confidence with the data reported to the PPR and DIS. Both services occasionally overlapped, depending on the specific requests of the A/COR.

CLAIdev delivered 15 TPM site visit reports, three TPM thematic reports, and two TPDV reports to USAID. These outputs covered five ongoing USAID projects managed by the three USAID technical offices namely: Office of Education (Youthworks, Opportunity 2.0), Office of Economic Growth and Democratic Governance (Youth-Led, Grow-Coop), and the Office of Health (ReachHealth). In fulfilling these services, CLAIdev visited 21 municipalities and cities in the six provinces of Mindanao, namely Maguindanao, Sultan Kudarat, Basilan, Sarangani, Surigao del Norte, and Zamboanga del Sur.



REFLECTIONS: TPDV AND TPM

Lessons Learned from the Office of Economic Growth and Democratic Governance YouthLed TPDV

Awareness of the specificity of the request. USAID PRM has requested CLAIdev to respond to YouthLed AOR's request to validate the IP's reported performance data in two IP success stories. The reported number of individuals and organizations reached by YouthLed was the first concern. The second query concerned the data on the level of engagement with social media posts about YouthLed's campaign activities. The AOR's expectation for this assignment was to provide the implementing partner (The Asia Foundation) a better framework on how to approach its own monitoring discipline going forward. This served as the orientation of the TPDV services for YouthLed.

Client-focused custom-fit services. The first step for CLAIdev was to thoroughly understand the AOR's concerns regarding the reported data, where he would use the TPDV results, and his expectations regarding the entire TPDV process and outputs. Based on this, CLAIdev conceived a TPDV plan supported by PRM and the technical office. The TPDV included a document review, database navigation, and a few on-site/telephone beneficiary verifications on the identified data points.

Effective AOR-IP-CLAIdev collaboration. The orientation session was an essential TPDV activity for establishing mutual trust among CLAIdev, the implementing partner, and USAID. During the orientation, the collaboration for learning and adaptive management process was established. Due to the IP's willingness to learn, CLAIdev had no trouble requesting additional documents and information during the entire process.

Utilization-focused results. During the debriefing, which served as an opportunity for adaptive management learning, CLAIdev ensured that the AOR

and IP discussed the TPDV's findings, conclusions, and recommendations. The TPDV reports included the results of the learning process, which served as a benchmark for the development of the IP. The TPDV report was straightforward and quickly submitted via PRM to the AOR for the recommendations to be implemented in a timely manner.

Post-TPDV comments from AOR and IP. During the exit meeting, YouthLed presented their MEL action points detailing the actions to be taken in response to CLAIdev's TPDV findings. These included the following:

Refine the reporting processes to ensure consistency between data figures and narratives in project reports and published articles
Improve and standardize data collection system to ensure completeness, accuracy, and timeliness in reporting # of persons, # of organizations, etc.
Employ more mechanisms in managing and cleaning the database to ensure quality data.

Review PIRS, especially the definition, measurement, collection, and reporting of indicators related to counting # of individuals using social media.

Recognition of the TPDV results. Both the AOR and the YouthLed team recognized the success of the TPDV.

USAID-AOR: "I can already confirm that there were definite capacity gains to the team." "I am sure the MEL system will benefit from all the discussions."

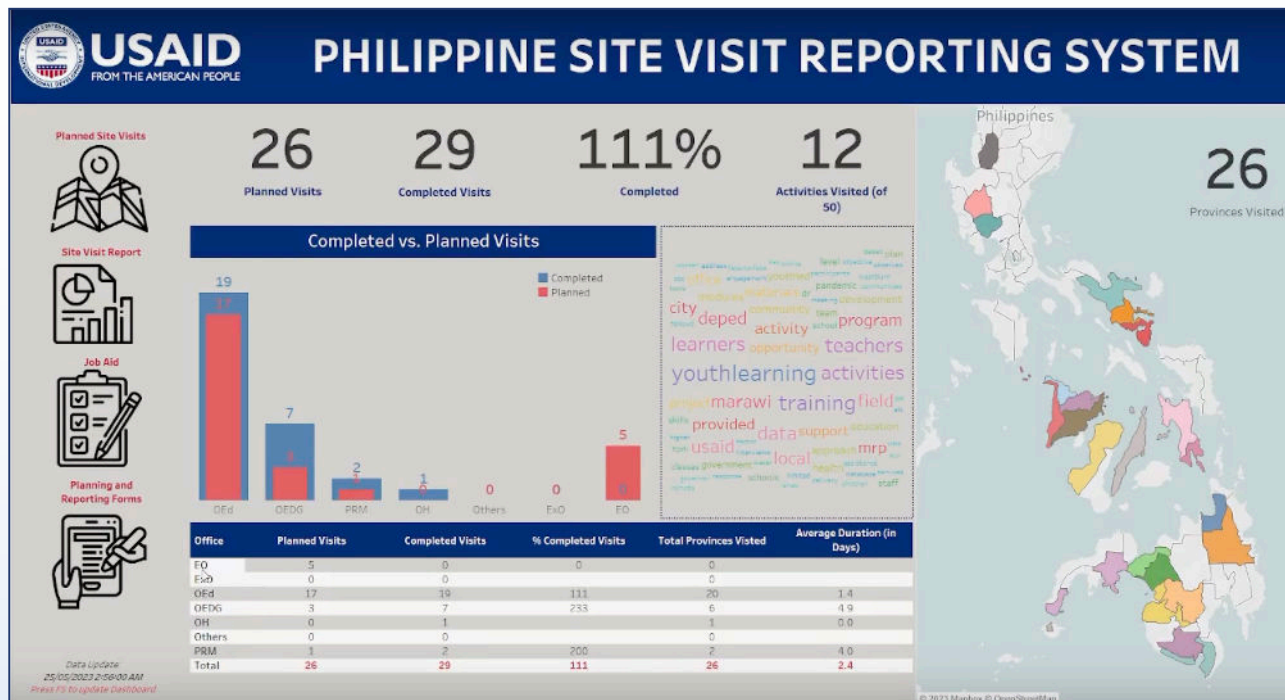
YouthLed COP: "Thank you also for listening and being open to our comments and suggestions. We also learned a lot from this process."

YouthLed MEL Officer: "We learned so much from this" "The process was a good opportunity for the local partner, UVPN, on data collection on the ground and helped us get a better insight on their partners and beneficiaries."

Site Visit System

During COVID-19, the Mission was unable to travel to visit its activities as required by the ADS. Once the Government of the Philippines removed domestic travel restrictions, A/CORs and others in the Mission were eager to restart regular in-person site visits with their activities. PRM requested that CLAIMDev create

a system to plan and track Mission site visits, using as a guide a similar system developed by USAID/Vietnam. CLAIMDev created a Google Forms-based system that allows Mission staff to plan and report their site visits and to share this information with their office directors and others in the Mission. CLAIMDev also created a dashboard and mapping to graphically display the information collected through Google Forms, allowing the Mission to systematically track its site plans and visits, and an instructional video on how to use the site visit system, making it easier for Mission staff to adopt the system.



REFLECTIONS: PERFORMANCE MANAGEMENT AND MONITORING



Health Monitoring, Evaluation, Research, Learning, and Adaptation

[CLAIMDEV HEALTH CLOSEOUT VIDEO](#)



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