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ASIAN DEVELOPMENT BANK

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TECHNICAL ASSISTANCE COMPLETION REPORT

FOR

STRENGTHENING POST-EVALUATION CAPABILITY

OF THE

NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY
(TA NO. 1650-PHI)

IN THE

PHILIPPINES

August 1994

CURRENCY EQUIVALENTS

Currency Unit - Peso (₱)

At Approval

\$1.00	=	₱ 26.70
₱ 1.00	=	\$0.037453

At Completion

\$1.00	=	₱ 27.37
₱ 1.00	=	\$0.036536

ABBREVIATIONS

ADB	-	Asian Development Bank
AIDAB	-	Australian International Development Assistance Bureau
DMC	-	Developing Member Country
IA	-	Implementing Agency
ICC	-	Investment Coordinating Committee
JICA	-	Japan International Cooperation Agency
LAN	-	Local Area Network
MTPIP	-	Medium Term Public Investment Program
NEDA	-	National Economic and Development Authority
OECF	-	Overseas Economic Cooperation Fund
PCR	-	Project Completion Report
PED	-	Post-Evaluation Division
PEIS	-	Post-Evaluation Information System
PEO	-	Post-Evaluation Office
PMS	-	Project Monitoring Staff
PPAR	-	Project Performance Audit Report
SIADP	-	Sorsogon Integrated Area Development Project
TA	-	Technical Assistance

NOTES

- (i) The fiscal year (FY) of the Government ends on 31 December.
- (ii) In this Report, "\$" refers to US dollars.

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BASIC DATA

TA No. and Title : TA No. 1650-PHI: Strengthening Post-Evaluation Capability of the National Economic and Development Authority

Implementing Office : Post-Evaluation Office

Recipient Agency : NEDA, Republic of the Philippines

TA Cost (\$):

	Expected	Actual
Foreign Currency Cost	90,200	89,910
Local Currency Cost	<u>15,800</u>	<u>16,090</u>
Total TA Cost	106,000	106,000

Key Dates:

	Expected	Actual
President's Approval	02 January 1992	07 January 1992
Signing of Consultant's Contract		
Evaluation Systems Expert	15 January 1992	27 January 1992
Post-Evaluation Trainer	15 January 1992	28 January 1992
TA Completion	January 1993	26 April 1994

Contracted Consultant (Man-days):

Expertise	Expected	Actual
Evaluation Systems Expert	45	46
Post-Evaluation Trainer	45	50

Training Program Implemented:

Title of Program	Dates	No. of Participants
Post-Evaluation Training Course (PETC)	10 Feb-06 Mar 1992	16
Foxpro Programming	16 Nov 1992-30 Jan 1993	8
PETC Training Attachment I	23 Nov-11 Dec 1992	2
PETC Training Attachment II	12-13 October 1993	1
PETC Training Attachment III	19-29 October 1993	1
PETC Training Attachment IV	10-30 March 1994	1

Mission Data:

Type of Mission	Dates
Fact-Finding	3-4 December 1991
Review Mission 1	15 September 1992
Review Mission 2	28 April 1993
Review Mission 3	13 December 1993
Completion	26 April 1994

I. BACKGROUND AND OBJECTIVES

A. Background

1. Philippine development strategies of past decades have relied greatly on foreign borrowing from official sources. All major sources of foreign assistance have sustained relatively large assistance programs but had to contend with a difficult sociopolitical environment compounded by policy failures and external shocks. Thus, resources were not well utilized, growth was intermittent and slow, and a large debt accumulated. To break the cycle of debt, poor growth, and unproductive new borrowing is the main challenge to Philippine economic policy. Success will depend at least partly on improved project work; this involves more effective monitoring and feedback.

2. The Bank has a major stake in raising the efficiency of new lending and in reducing the deadweight of nonperforming or poorly performing assets in the public sectors of its developing member countries (DMCs), including the Philippines. Bank efforts to improve project quality have included provision of advisory services and other assistance to introduce central monitoring and feedback capabilities in its borrowing countries, or to strengthen existing capabilities. A Bank technical assistance (TA) program to strengthen post-evaluation systems was extended to the Philippines in 1992. This TA provided training services and equipment to the National Economic and Development Authority (NEDA), the designated Government agency.

B. Rationale, Objectives and Scope of TA

3. The legal basis for NEDA to monitor and post-evaluate important development projects existed since 1979, but was not activated. The constitutional changes in 1987 and the reorganization of NEDA in 1988 established post-evaluation and impact work as a regular function of NEDA's Project Monitoring Staff (PMS) and created a post-evaluation division (PED) within PMS. While this opened new possibilities, interagency and funding constraints interfered with a more systematic approach. In 1986-88, out of 14 completed projects only 3 had Project Completion Reports (PCRs) and executing agencies were reluctant to cooperate in sharing data. In early 1991, based on a policy decision to move towards regular performance audits for Government development projects/programs, NEDA sought Bank assistance to strengthen its post-evaluation system and upgrade staff capabilities. The request was endorsed by the Government.

4. After exploratory contacts in the first months of 1991, the Bank initiated work on an advisory and operational TA. In August 1991 a TA proposal was included in the Post-Evaluation Office's (PEO) 1992 work program and later accepted by the Bank. The proposal was structured to follow earlier, similar TAs in Papua New Guinea and Sri Lanka and, based on a thorough review of existing procedures and practices, would recommend steps for NEDA to institutionalize post-evaluation, train NEDA and line agencies' technical staff, and provide electronic equipment. After obtaining concept clearance in October 1991, a brief PEO Fact-Finding/Appraisal Mission endorsed this approach.

5. Specifically, the TA covered three man-months of consultants' services to (i) design a post-evaluation system appropriate to NEDA's needs, (ii) formulate guidelines and organization/staffing plans to implement the system, and (iii) devise and hold a training course in post-evaluation methods and in retrieval system software. Remaining funds were to be used to purchase equipment to computerize the system.

II. IMPLEMENTATION AND INPUTS

A. Concept and Approach

6. The TA was provided to help NEDA take a long overdue step towards greater accountability and transparency in the use of public funds. The wide knowledge in the Government of project evaluation methods, and NEDA's monitoring background and proximity to Bank headquarters were taken into account in TA design. Emphasis was laid on "hands on" training and system development in close consultation with NEDA implementing management.

B. Terms of Reference

7. In January 1992, the Bank recruited initially for 90 man-days two foreign consultants with professional expertise in post-evaluation systems, to work separately on system design/implementation and training course design, and to work together in the training course. The consultants were to make recommendations on the electronic equipment PED would need, and on ongoing work on PEO's post-evaluation training manual.

8. The terms of reference represent a difficult choice between depth and comprehensiveness against the smallness of the TA. Considering the favorable ground conditions for post-evaluation in the Philippines and the catalytic role of the Bank's initiative, simultaneous systems and training work was adjudged appropriate. However, the Completion Mission is of the view that inclusion of system implementation was too ambitious. The topic should have been dealt with under a separate, longer term component; this would have required a larger TA allocation.¹

C. Physical Inputs

9. The physical inputs provided under the TA (see Appendix 1) comprised eight sets of microcomputers, ancillary equipment, and software to support the installation of the Post-Evaluation Information System (PEIS). In addition, a local area network (LAN) connecting seven workstations in different PMS divisions was set up to facilitate the timely retrieval of information required by the users. The equipment was procured by the Bank's Office of Administrative Services in accordance with the Bank's *Guidelines for Procurement*.

D. Engagement of Consultants

10. The TA consultants were recruited in accordance with the Bank's *Guidelines on the Use of Consultants*. The systems expert was engaged from a firm on a lump sum basis, and the training expert under a per diem arrangement, as is standard Bank practice for individual staff consultants. Both were selected by the Bank based on services rendered previously and on this occasion fully met the Bank's expectations. NEDA and the course participants also rated the consultants' contribution as outstanding.

¹ To institutionalize performance audits in the Philippines would involve all Government agencies that execute foreign-assisted projects and require systems/procedures and a network of correspondent post-evaluation support units to ensure the data flows that permit feedback. The terms of reference did not require assessment of these systems implications. The Completion Mission feels, however, that this would have been desirable to provide PED with a vision of its future task and NEDA with a longer term concept for planning.

E. Implementation Schedule and Financing Arrangements

11. The TA as originally conceived was to be completed within one year from approval in January 1992. The institutional review of NEDA's post-evaluation set up, the training of NEDA and other agencies' staff, and the formation of a system for storage and retrieval of post-evaluation findings were implemented in February 1992. Installation of the LAN and procurement of equipment through the Bank's Office of Administrative Services were completed in June 1992. However, in September 1992, savings of \$15,000 accrued and the Bank approved a Government request to utilize the savings for TA-related expenses. Accordingly, additional computer equipment and peripherals were procured and further training in computer programming was provided to NEDA staff; savings were also used to fund some expenses of NEDA staff participating in Bank post-evaluation missions in the Philippines. Since these missions were variously rescheduled, implementation of the TA took longer than expected. The TA was substantially completed in April 1994.

12. The actual cost of the TA has amounted to \$97,541, compared to the original estimate of \$106,000 (see Appendix 2). The amount utilized is expected to reach \$100,000 when \$7,000 worth of residual procurement (ongoing) and PEO's forthcoming missions in the Philippines with NEDA staff participation are completed.

F. Supervision

13. Close contact between the Bank and NEDA was maintained since TA inception. In addition to three formal Bank review missions, there were regular informal consultations, mostly to coordinate training or installation and use of electronic equipment supplied by the Bank.

14. Implementation of the TA has been smooth, except for slow procurement of additional equipment from TA savings, mainly because of difficulties with payment to a supplier the Bank selected. NEDA has fulfilled its counterpart obligations in a manner satisfactory to the Bank. At the time of the TA Completion Mission (26 April 1994) all equipment provided by the Bank to establish NEDA's nucleus post-evaluation unit was found to be in good working order and the unit was operational and functioning as intended.

III. EVALUATION OF OUTPUTS

A. Training

15. Training given by the Bank under the TA consisted of an intensive course (10 February to 6 March 1992) held by two foreign experts (staff consultants) in post-evaluation methodology and planning for designated post-evaluation staff from NEDA and other Government agencies. Training included fieldwork for participants during two ongoing Bank project performance audits, one in Palawan and one in Bicol,¹ as well as computer supported classroom sessions. Subsequent training provided by the Bank to NEDA staff comprised a 60-hour computer course in data base programming (FOXPRO Programming) during 16 November 1992 to 30 January 1994 as well as continued involvement of NEDA staff in PEO project reviews

¹ Loan Nos. 528-PHI/529-PHI(SF): Palawan Integrated Area Development Project, for \$32 million and \$15 million, respectively, both approved on 29 September 1961; and Loan No. 417-PHI: Bicol River Basin Irrigation Development Project, for \$41 million, approved on 25 October 1979.

in the Philippines. During February 1992 to May 1994, five NEDA professionals participated in four Bank missions.

16. Bank efforts to train staff have been the most intensive among its several TA initiatives to establish post-evaluation systems in DMCs. This reflected (i) easy access because NEDA is near the Bank, in Metropolitan Manila; and (ii) the Philippines' ability to absorb such training because it has an established administrative framework for project monitoring and an objective need to introduce systematic performance auditing in the country.

17. Therefore, participating agencies and assigned staff valued highly all training provided by the Bank, as is shown by the post-course poll among participants. Trainers confirmed that only well qualified career staff had attended the course and that course lessons had been well absorbed. The Bank's subsequent FOXPRO initiation seminar was equally well attended and has enabled PMS/PED to establish and use a computerized data base for post-evaluation work. Training during Bank post-evaluation missions has proved to be both popular and effective; this form of assistance will be discontinued in 1994 as NEDA is beginning to post-evaluate Government projects on its own. Overall, the Bank has made a significant input, although NEDA's commitment to put this knowledge to work remains to be tested.

B. Institutional Reviews

18. The two TA staff consultants submitted an institutional review report (Post-Evaluation Systems Study) to the Bank on their findings and recommendations on 11 March 1992. The Study was reviewed by NEDA and comments were incorporated. The Study found that, with PED as then constituted and the contribution made by the Bank TA, NEDA had acquired a technical capability to post-evaluate Government projects on a regular basis, if existing levels of staffing and budget support were maintained and expanded. The Study recommended that PED should consolidate its operations and begin regular Project Performance Audit Report (PPAR) work as soon as possible. Results of a TA completion review by the Bank are summarized in Appendix 3.

C. PEIS and Use of Equipment

19. The PEIS established at NEDA by Bank staff is capable of collecting and retrieving data on post-evaluated projects and programs, such as important post-evaluation findings, lessons learned, and performance ratings of projects. Initially, the major findings and summaries of all post-evaluation reports prepared by the Bank for the Philippines were installed in the PEIS to serve as pilot data base system. NEDA has reported that the system is operating and the staff in charge of the system has updated the PEIS by including the findings and summaries prepared by the Overseas Economic Cooperation Fund (OECF) and World Bank. Access to the system was made available to NEDA sectoral staff, line agencies, and researchers (masteral students).

20. The equipment supplied under the TA has provided NEDA with adequate capacity for processing and storing post-evaluation data and information, and therefore has enhanced the use and dissemination of information. The establishment of a LAN, which links several workstations, has facilitated the timely retrieval of information required by the users. Overall utilization of the equipment is about 90 per cent, including support to other monitoring and post-evaluation activities. Regular maintenance of the equipment is done by NEDA's Systems Development Division, and NEDA has allotted funds for repairing the equipment after its warranty period expires.

D. Consultants' Performance

21. Both experts employed by the Bank as institutional analysts and trainers made a highly professional contribution, as had been expected. The training course and classroom materials were thoroughly prepared; sessions were intensive and presented advanced coverage of post-evaluation techniques; case studies applied analysis, yet with a practical note. The course was conducted well and with productive interaction among participants and trainers. This was confirmed by a post-course survey among participants and random observations of PEO staff who contributed to case presentations.

E. Other Outputs

22. It had been envisioned at TA inception that the consultants' time would allow further work on a post-evaluation manual that the Bank had earlier initiated to support its post-evaluation extension program with DMCs. However, course commitments left no time for this activity, which was deferred.

F. Institutional Impact

23. The Bank's various initiatives (under and since the TA) to transfer to NEDA know-how to post-evaluate Government projects as part of the regular project cycle have had their intended immediate effect. A post-evaluation unit staffed by career professionals, equipped with modern electronic processing capability, and with access to data and other necessary information and an analytic capability is in place; the unit is in its second year of operation. Its work program for 1994 (Appendix 3) includes the first regular PPAR carried out by NEDA staff; the study will be discussed with concerned Government agencies and its findings will be appropriately disseminated. As a first stage in this longer term effort to institute greater accountability in project work, the Mission considers this a satisfactory outcome.

24. PED is vulnerable in several respects. To become viable it needs to gain acceptance; to do so, it needs to demonstrate its usefulness. Constraints to the sustained effort this requires lie within NEDA and with its partner institutions in the Government. To enable PED to produce quality PPARs and to generate solid feedback material, staff must be retained and their skills enhanced continuously; this assumes a special commitment by NEDA management to foster PED and to promote recognition of the need for post-evaluation in the Government bureaucracy. Without this commitment the present momentum will quickly be lost. NEDA's high staff turnover because of low remuneration and other factors, which has affected PMS and to a lesser degree PED, are of concern.

IV. CONCLUSIONS

A. Overall Assessment

25. By helping to strengthen performance evaluation of completed Government projects in the Philippines, the Bank has initiated an activity that could expedite the pace of project implementation and reduce the rate of redundancy in slow moving or badly conceived projects in the public sector. Longer term, more intensive Bank assistance would have been preferable. However, the TA made a small beginning that was of a reasonably good quality but needs to be sustained.

B. Lessons Learned

26. The main lesson from the TA is that careful study of the post-evaluation environment during TA implementation can help identify factors that will affect sustainability. A phased, medium-term system building program and work plan that takes these factors into account and commits the counterpart agency in charge of post-evaluation to sustaining the effort would be a useful TA output to monitor further progress. When counterpart staff participate in Bank missions, assignments should be planned, and at the end of the mission, the mission chief should prepare a performance assessment to guide the participant's professional growth.

C. Follow-up Actions and Recommendations

27. The Bank should keep close contact with NEDA/PED on its ongoing work during 1994 and beyond. If NEDA demonstrates a commitment to post-evaluation, the Bank should consider further assistance when NEDA is ready to enter the next stage of this long-term effort.

APPENDIXES

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EQUIPMENT

Item	Quantity	Actual Cost (\$)
A. Hardware		
Desktop Computers	8	11,365
Notebook Computer	1	1,690
Mouse	7	131
Laserjet Printer (including two toner cartridges)	1	1,039
Dot Matrix Printers	2	1,162
Automatic Voltage Regulators	5	209
Uninterrupted Power Supply	1	1,181
Bernoulli Box	1	1,471 ^a
Ethernodes (Local Area Network cards)	10	1,840 ^a
Subtotal		<u>20,089</u>
B. Software		
Novell Netware (Version 3.11)	1	3,000 ^a
Foxpro Local Area Network (Version 2.0)	1	1,395
Subtotal		<u>4,395</u>
C. Miscellaneous		
Facsimile Modem	1	258
Laserjet Printer Toner	5	457
3.5" HD Diskettes	100	
Subtotal		<u>716</u>
D. Additional Equipment ^b		
Desktop Computer	3	
Notebook Computer	1	7,000
Laserjet Printer (including two toner cartridges)	1	
Subtotal		<u>7,000</u>
TOTAL		32,200

^a Delivered but not yet billed by the supplier.

^b Additional equipment are being procured to utilize part of TA savings.

COMPARISON OF ESTIMATED AND ACTUAL TA COSTS
(\$)

Item	Estimate	Actual
A. Costs Financed by the Bank		
1. Consultants	60,000 ^a	58,738
2. Computer Equipment & Software	28,000	32,200
3. Expenses for In-Country Training	8,000	9,062
4. Contingency	4,000	-
Subtotal	<u>100,000</u>	<u>100,000</u> ^b
B. Costs Financed by the Government		
5. Office Space, Salaries of Counterpart and Support Staff, Domestic Travel of NEDA Staff, Office Support Services and Office Supplies	<u>6,000</u>	<u>6,000</u>
TOTAL	106,000	106,000

NEDA = National Economic and Development Authority.

^a Including contingency provision of \$4,000.

^b Includes the amount of \$8,459 which is being utilized to procure additional computer equipment amounting to \$7,000 and the remaining balance to cover the travel expenses and allowances for NEDA staff who would participate in the post-evaluation missions for projects in the Philippines.

(Reference in text: page 3, para. 12)

POST-EVALUATION TA FOLLOW-UP SURVEY

A. Answers Provided by National Economic and Development Authority (NEDA) to Post-Evaluation Office (PEO) technical assistance (TA) Completion Questionnaire (Establishment of Post-Evaluation Support System)

1. Institutional Support and Capacity Build-up

- (i) *Which measures have been and need to be taken to ensure that NEDA career staff assigned to post evaluation can progress competitively in their civil service careers within the post-evaluation function and through interchange with other departments?*

Post-Evaluation Division (PED) staff are devoted to the post-evaluation function and, as envisioned, now form the core of professionals within the NEDA and the network of offices involved in project monitoring and evaluation that handles post-evaluation and/or coordination of such activities exclusively. This working arrangement, as well as the formal and on-the-job training provided under the TA on post-evaluation, enhance the staff's prospects for advancing in their careers within the post-evaluation function.

A major factor also is the secondment to post-evaluation missions of Asian Development Bank (ADB) as well as a parallel evaluation done with Japan International Cooperation Agency (JICA) for ten projects that have bolstered the staff's capacity and confidence in undertaking post-evaluation activities. This collaboration with other donor institutions is being actively pursued. These also provided opportunities for advocacy, i.e., making the key implementing agencies realize that NEDA (through PED) is the lead coordinator of post-evaluation activities, and that serious post-evaluation work is being done within the Philippine Government.

In future, what needs to be done is to provide other opportunities for formal or on-the-job training (through secondment with donor missions) on post-evaluation and allied disciplines, especially for new staff that will be taken in at PED. Technology transfer to other implementing agencies is already being done through the participation of PED staff as lecturers/resource persons on training programs on project evaluation, but this needs to be expanded to cover more agencies. Technical assistance is also extended by the staff to other agencies in the conduct of evaluations and in the design of training programs for post-evaluation. This, too, needs to be expanded.

- (ii) *What is the Office Chief, PED's career status vis-a-vis other NEDA division heads and what is PED's present (1993) and proposed (1994) budget allocation? How many staff positions are involved?*

The PED is headed by a division chief that enjoys all the powers and responsibilities of chiefs of all other divisions within NEDA. The Chief has relative autonomy in mapping out the work program of the division given the latter's mandates, key result areas and staff complement, and manages the day-to-day affairs of the division. The Chief reports to the Staff Director, through the Assistant Director, who gives the overall policy guidance and management support to the division. The Director, who is responsible for the discharge of the staff's functions, is a member of NEDA's Management Committee. (It will be recalled that PED is one of five divisions comprising the Project Monitoring Staff [which is headed by the Director]; two divisions are engaged in project monitoring and another two are support divisions for monitoring and evaluation.)

The PED has provisions for eight positions including Chief (eight being the maximum size of a division per NEDA's organic structure). The positions, in descending order of seniority, are: one Supervising Specialist, four Senior Specialists, and two Specialists. Administrative support personnel are in a common pool that serves the entire staff.

In terms of warmbodies, the PED is presently manned by four Senior Specialists and one Specialist. The PED Chief is temporarily on loan to another division (made in response to exigencies of the service) but retains some oversight functions with respect to major assignments of PED. One of the Senior Specialist serves as Officer-in-Charge, managing the day-to-day operations of the division. The PED is also screening applicants to one Specialist position.

- (iii) *Which initiatives, if any, have been taken or are being considered by NEDA to follow-up on and work towards a regular post-evaluation systems that involves implementing agencies (IAs) for data sharing and feedback, as major long term technical assistance (TA) objective? In this connection, please state follow-up actions, if any, to IAs' participation in the post-evaluation pilot course. Which completed projects in 1993 and how many projects were actually completed?*

The current NEDA Post-Evaluation System has demonstrated growing capacity to link-up post-evaluation results to the project appraisal (ex-ante evaluation) process. This is being operationalized via NEDA/PED staff's providing feedback to the NEDA Board's Investment Coordinating Committee (which is principally responsible for approving major development projects). Synthesis reports, drawing from existing Project Completion Reports (PCRs)/Project Performance Audit Reports (PPARs), on key sectors as transport and irrigation, have been prepared by PED, presented to the Investment Coordinating Committee (ICC), and

disseminated to implementing agencies with the view to improving the quality of projects.

Of ten projects completed in 1993, five had PCRs prepared, as follows: Department of Environment and Natural Resources (1); Department of Agriculture (1); Department of Public Works and Highways (2); and National Irrigation Agency (1).

- (iv) *The TA systems study recommended that NEDA take steps to enable mobilization of local capacity (consultants, academics, corporate sector, etc.). Have any such steps (e.g., to inventorize expertise) been taken or are any being envisaged?*

NEDA has not prepared a roster of local experts who may be engaged on post-evaluation work, nor has it taken steps to focus primarily on mobilizing local (whether academe, consultants, etc.) capacity for post-evaluation. Local experts are generally known to NEDA, and are therefore tapped or endorsed by NEDA for post-evaluation activities.

2. Training

- (i) *Since the assignment of permanent NEDA staff to the post-evaluation function, which specific (other than the general training needs arising from the "post-evaluation experience gap") staff training needs have been identified by NEDA/PED and what provision has been or being made to meet these needs (seminars, in-house tuition, participation in post-evaluation work of other agencies, etc.)? In this connection, which further training relevant to post-evaluation has been provided to PED staff since the end of the TA pilot course?*

Further training of PED staff has generally been provided as part of a NEDA-wide career development program. Such training has been in the form of pursuing graduate studies.

Further training of PED staff in specific tools on economic and financial analysis has been recognized; in-house training in these areas is planned within the year.

- (ii) *Have measures been taken or are there definite plans to institutionalize post-evaluation training in NEDA other than thru "hands-on" training of NEDA staff in ADB post-evaluation exercises (e.g., have similar arrangements with other multilateral and bilateral agencies like the World Bank, OECF/JICA and others been worked out or initiated?*

Post-evaluation (both as a process and methodology) is a standard topic in Project Development Courses conducted by NEDA and other training institutions (Development Academy of the Philippines, University of the Philippines, etc.). In most (if not all) cases, NEDA/PED serves as resource persons/lecturers.

With respect to arrangements with other donors, PED staff have been working with/served as counterpart staff for JICA and Australian International Development Assistance Bureau (AIDAB) post-evaluation studies; there is opportunity for intensifying and expanding this arrangement in the near future.

3. Information

- (i) *What is the current content and status of the proposed evaluation library? With which funding agencies which prepare PPARs/PCRs has NEDA concluded document-sharing arrangements and what is the experience so far? Has responsibility for the nucleus evaluation library been transferred to the NEDA general library?*

The NEDA Post-Evaluation Library, the maintenance responsibility of which is lodged at the PED, has at present a collection of some 185 reports and studies on completed projects. More than half of these (98) are Project Completion Reports (PCRs), 30 per cent or 50 are Project Performance Assessment Reports while the rest are re-evaluation or other special studies on completed projects. By funding agency, more than 40 per cent (80) are ADB prepared, about 19 per cent (35) are World Bank and the rest are prepared either by the implementing agencies (PCRs) or other agencies like OECF, JICA, and AIDAB.

This is expected to expand as soon as arrangements to secure from the World Bank and OECF copies of PCRs and PPARs are finalized.

There is no plan to transfer these to the NEDA Main Library, but users could be allowed access.

- (ii) *With regard to Post-Evaluation Information Systems (PEIS), please indicate: (i) the major users of the PEIS and feedback about its usefulness from the users; (ii) whether the NEDA staff trained in the operation of the PEIS are still with NEDA; (iii) to what extent staff have further developed their capability to improve the system; and (iv) whether staff have updated the PEIS to include the findings of post-evaluation reports prepared by the other donor agencies such as World Bank and OECF.*

NEDA sectoral staff, line agencies and researchers (masteral students), are the major users of the system; the NEDA staff trained in the operation of the system are still with NEDA except for one who resigned; the PED staff who attended the training already echoed and trained staff to update the data base system.

- (iii) *Have PPARs completed with inputs from PED been disseminated to other Government agencies and have their comments been sought and processed?*

Initial drafts of PPARs forwarded by the Bank to NEDA for comments were referred to NEDA sectoral staff concerned for technical inputs, and likewise coordinated with other line agencies to clarify administrative and other implementation issues.

4. Post-Evaluation Activity

- (i) *Please summarize PED's major activities since the ending of the TA pilot course. Which external and internal post-evaluation exercises were conducted/completed? For which projects did PED prepare PPARs? How were results shared with other agencies? Which activities are planned in 1994?*

Please see the Post-Evaluation Division Work Program for 1994.

- (ii) *If available, please provide a copy of PMS' 1993 annual activity report to NEDA management as well as the related PED report, if any.*

Please see the NEDA Post-Evaluation Division Accomplishment Report.

5. Electronic Equipment Use

- (i) *Please indicate: (i) equipment provided under TA No. 1650-PHI utilized to support non-PED functions; (ii) overall utilization levels of equipment; (iii) utilization levels of equipment in PED work.*

The equipment provided under TA No. 1650-PHI consist of eight sets of microcomputers (IBM-PC compatibles), one laser printer, two Dot-Matrix printers, one notebook computer, peripherals and communication equipment. A local area network links the seven microcomputers installed. Overall utilization of the equipment for staff data processing is about 90 per cent; this includes support to other monitoring and evaluation system application of Project Monitoring Staff (PMS) aside from post-evaluation activities.

- (ii) *Which provisions have been made in NEDA/PED to ensure proper maintenance of equipment?*

Maintenance of the equipment by Systems Development Division of PMS is done in-house while breakdowns which require repairs are referred to the suppliers. NEDA allotted funds for equipment repair beyond the warranty period of the equipment under the lump sum maintenance and other operating expenses allotment.

- (iii) *Please discuss the extent to which equipment supplied by the Bank has strengthened NEDA's post-evaluation capability.*

Equipment has provided NEDA/PED adequate capacity for processing and storage of post-evaluation data/information, and enhanced retrievability (and therefore use and dissemination) of information. With the computer-based Post-Evaluation Information System, access to relevant post-evaluation findings and lessons learned has enabled ex-ante evaluation to draw from this resource.

B. NEDA Post Evaluation Division Accomplishment Report (For the Period January to December 1993)

1. Post-Evaluation Activities

- (a) Review of PCRs/PPARs prepared by Donor/IA
 - prepared and provided comments on six PCRs/PPARs for integration in the final report/study
- (b) Disseminate post-evaluation findings/lessons learned to ICC, project planners/implementors
 - reviewed the PCRs, PPARs and other pertinent documents of 46 projects for post-evaluation highlights and to draw lessons learned for eventual presentation to ICC and dissemination to NEDA officials, NROs, IAs, academe, etc.
 - designed and developed the PED Library System
- (c) Prepare Annual Reviews/Special Studies on post-evaluation findings/lessons learned
 - reviewed the PCRs/PPARs of 82 projects in agriculture (18), irrigation (15), transportation/communication (22), power (12), and social development (15) for the synthesis of sectoral reviews with main focus on reasons for time and cost overrun
- (d) Conduct of post-evaluation of completed projects
 - conducted a post-evaluation study on the Samar Island Development Project
 - undertook an ocular inspection and prepared evaluation report on the RPS Explorer per request of the Mines and Geosciences Bureau
- (e) Counterpart Post-Evaluation Missions
 - coordinated with lead agencies and provided counterpart participation in the JICA Country-Wise Post-Evaluation involving 11 projects
 - participated in the post-evaluation of the ADB-assisted NGO Microcredit Project and Second Laguna de Bay Irrigation Project
 - coordinated the post-evaluation wrap-up meeting for ADB's Palawan Integrated Area Development Project

- coordinated the kick-off meeting for the post-evaluation of the Irrigation Sector Project

2. PMS Activities

- (a) Prepared report on the status of compliance of conditionalities for the release of the Local Development Assistance Program Third Tranche;
- (b) Provided technical and administrative support to the Sorsogon Integrated Area Development Project (SIADP) Board and management assistance on financial and monitoring aspects;
- (c) Assisted ADB in the conduct of project implementation review on SIADP;
- (d) Monitored, evaluated, provided technical assistance at all levels of planning/implementation and prepared the Terminal Implementation Report for the Tawi-Tawi and Ifugao Area-Based Child Survival and Women Development Programme under the United Nations Children's Fund (UNICEF)-assisted Country Programme for Children, Phase III;
- (e) Participated in the Inter-division Medium Term Public Investment Program (MTPIP) Task Force discussion meetings to wrap-up the findings of the MTPIP survey; and
- (f) Provided assistance to the Investment Coordinating Committee-Technical Board (ICC-TB) Secretariat and prepared materials used in the presentation of post-evaluation findings for the transport, irrigation/water resources, health and power sectors to Investment Coordinating Committee-Cabinet Committee (ICC-CC).

3. Ad Hoc Activities

- (a) Actively participated in the Staff Team-Building Activity;
- (b) Participated in the activities of the Sports, Cultural and Internal Selection and Promotion (ISP) Committees;
- (c) Participated in the NEDA-wide Computer Training on Word Perfect Version 5.1; and
- (d) Provided inputs to the Civil Service Commission Survey on Manpower Utilization.

C. Post-Evaluation Division Work Program for 1994

ACTIVITY	TIMETABLE			
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
I. POST-EVALUATION ACTIVITIES				
1. Conduct of post-evaluation study for five projects				
– preliminary activities	■			
– undertake post-evaluation study		■		
2. Coordination of and participation in post-evaluation activities				
– JICA Seminar	■			
– coordinate and participate in post-evaluation activities of funding agencies, IAs and NEDA Regional Offices		■	■	■
3. Collection and dissemination of post-evaluation findings				
– Update the filing system and inventory of the PED Library including the data base system	■		■	
– Prepare post-evaluation highlights and summaries on lessons learned from completed projects		■	■	■
– Inform the ICC-TB of the post-evaluation results and conduct briefings and seminars on post-evaluation and its major findings		■	■	■
4. Enhancement of the post-evaluation capability of PED				
– Conduct training on the economic internal rate of return (EIRR) and financial internal rate of return (FIRR)		■		
5. Advocacy on post-evaluation				
– conduct post-evaluation briefing and seminar			■	
– network with IAs, the academe and other institutions		■	■	■
– prepare Post-Evaluation Manual		■	■	■
6. Conduct of sectoral, geographic or thematic studies on completed projects	■			
II. PMS AND PROJECT ACTIVITIES				
1. Coordinate/monitor SIADP implementation	■	■	■	■

Note: Derived from the 1994 Work Program submitted by NEDA-PED.

D. Post-Evaluation Pilot Course Follow-up Survey Results

1.	How strongly does your agency support the post-evaluation concept?	<u>Strong</u> 7	<u>Moderate</u> 0	<u>Not Strongly</u> 0
2.	Is the person designated by your agency to attend the course still connected with your agency and does he/she still act as contact person for post-evaluation activities?	<u>Yes</u> 4	<u>No</u> 3	
	If no, has another been appointed to oversee post-evaluation?	<u>Yes</u> 1	<u>No</u> 1	<u>No Response</u> 1
3.	How useful has your agency found the training provided by the Bank's pilot course in its evaluation work in completed projects?	<u>Very Useful</u> 6	<u>Moderately Useful</u> 1	<u>Not Useful</u> 0
4.	Has your agency been actively engaged in post-evaluation of projects since the pilot course? If so, can you provide details?	<u>Yes</u> 3	<u>No</u> 4	
	a. Initial training for more project staff has just been conducted in 1993 in conjunction with NEDA Post-Evaluation Division.			
	b. Only in the conduct of initial impact evaluation of several project components under the First Palawan Integrated Area Development Project.			
	If no, what are the main reasons?			
	a. The agency usually provides assistance to the lending institution or other government agency conducting post-evaluation of completed projects.			
	b. The team on Task Force has not been created yet.			
	c. There were no projects/programs completed in 1993.			
5.	How many large, foreign-assisted projects/programs under your agency were completed in 1993 and how many project completion reports (PCRs) did you prepare?	<u>Foreign-Assisted Projects/Programs</u>	<u>Project Completion Reports</u>	
	a. National Irrigation Administration	2	1	
	b. Department of Environment and Natural Resources	1	1	
	c. Department of Public Works and Highways	All ADB-assisted projects		
	d. National Power Corporation	4	-	
	e. Palawan Council for Sustainable Development	-	-	
	f. Department of Health	-	-	
	g. Department of Agriculture	1	1	
6.	Has your agency made provisions (or are there plans to this effect) to participate on a regular basis in a Government-wide system of post-evaluation of projects/programs through interagency information sharing/feedback centered in NEDA?	<u>Yes</u> 4	<u>No</u> 3	