

Monitoring and Evaluation in Practice

6th M&E Network Forum



I. M&E JOURNEY

II. THE UNIFIED RESULTS BASED M&E SYSTEM

III. EVALUATION STUDIES

IV. CHALLENGES, LESSONS LEARNED & MOVING FORWARD

**program/
project-based**

fragmented

**absence of
unified M&E
system**

An illustration showing four hands of different skin tones (green, orange, dark blue, and light blue) holding four interlocking puzzle pieces. The puzzle pieces are arranged in a square pattern, with the year '2008' and the word 'Assessment' overlaid on the center. The hands are wearing sleeves of various colors: green, brown, dark blue, and grey.

2008 Assessment

MC No. 22 S. 2009
*DSWD M&E
Framework*

2010
*DSWD Reform
Agenda*

2011
*Creation of M&E
Unit through
SWDRP*

MC No. 4 S. 2014
*Operationalization
of URBMES*





- ✓ Capacity building (2012 onwards)
- ✓ M&E Division (2014)
- ✓ Dedicated FO M&E Staff (2015)

2015 and 2016 Annual M&E Conference

I. M&E JOURNEY

II. THE UNIFIED RESULTS BASED M&E SYSTEM

III. EVALUATION STUDIES

IV. CHALLENGES, LESSONS LEARNED & MOVING FORWARD

THE UNIFIED RESULTS BASED M&E SYSTEM

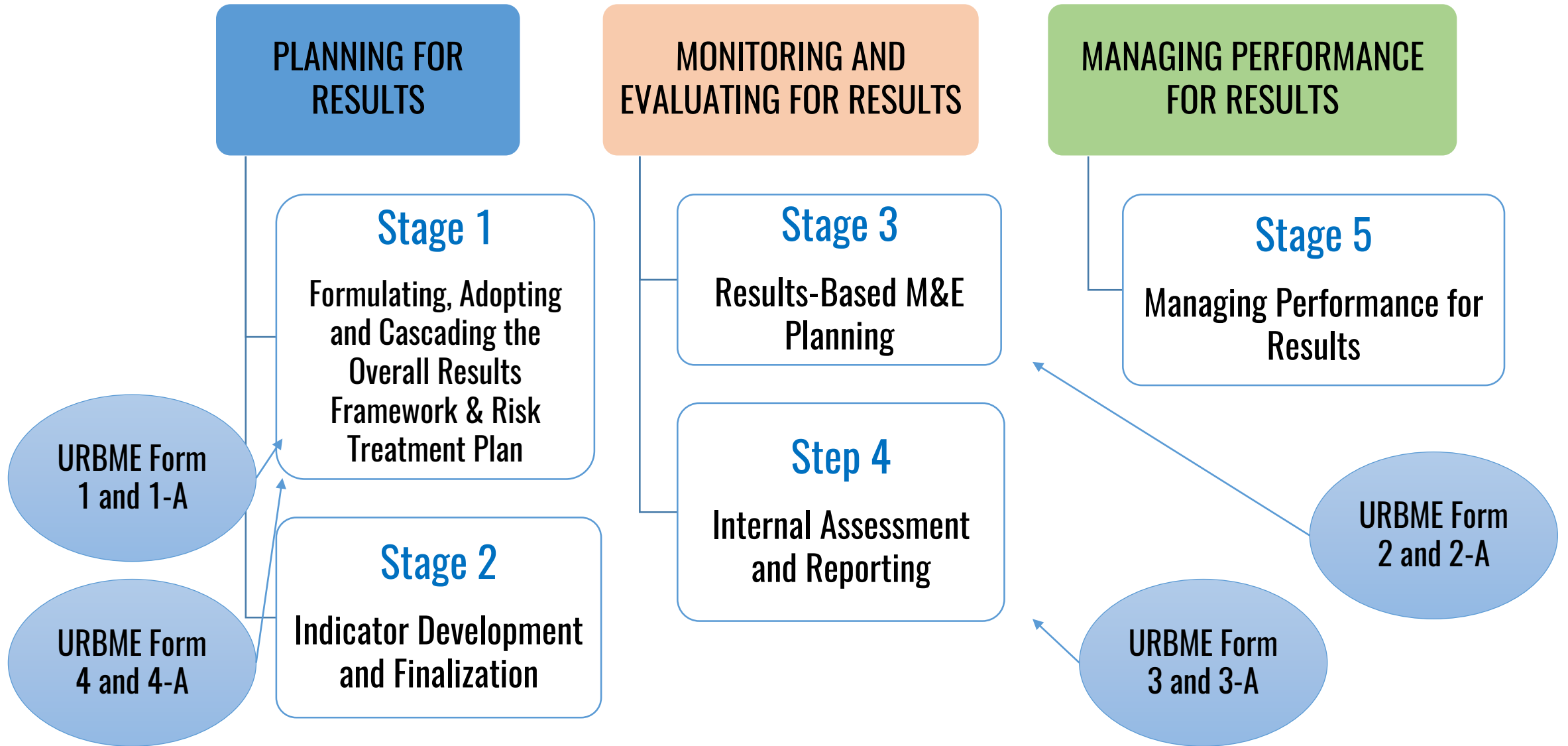
is a system for *regular monitoring and evaluation*
of the various *results frameworks*

of Offices, Bureaus, Services, Field Offices and
Attached Agencies of the Department

as these contribute to overall Department-wide objectives,
sectoral outcomes and societal goals of the country.

THE UNIFIED RESULTS BASED M&E SYSTEM

- the use of *Results Framework* as the primary tool for monitoring and evaluation (M&E) is based on the principles of *results-based management*
- the system is also aligned with the *Organizational Performance Indicator Framework* of the national government and Budget Circular Nos. 532 and 552



URBMES Process

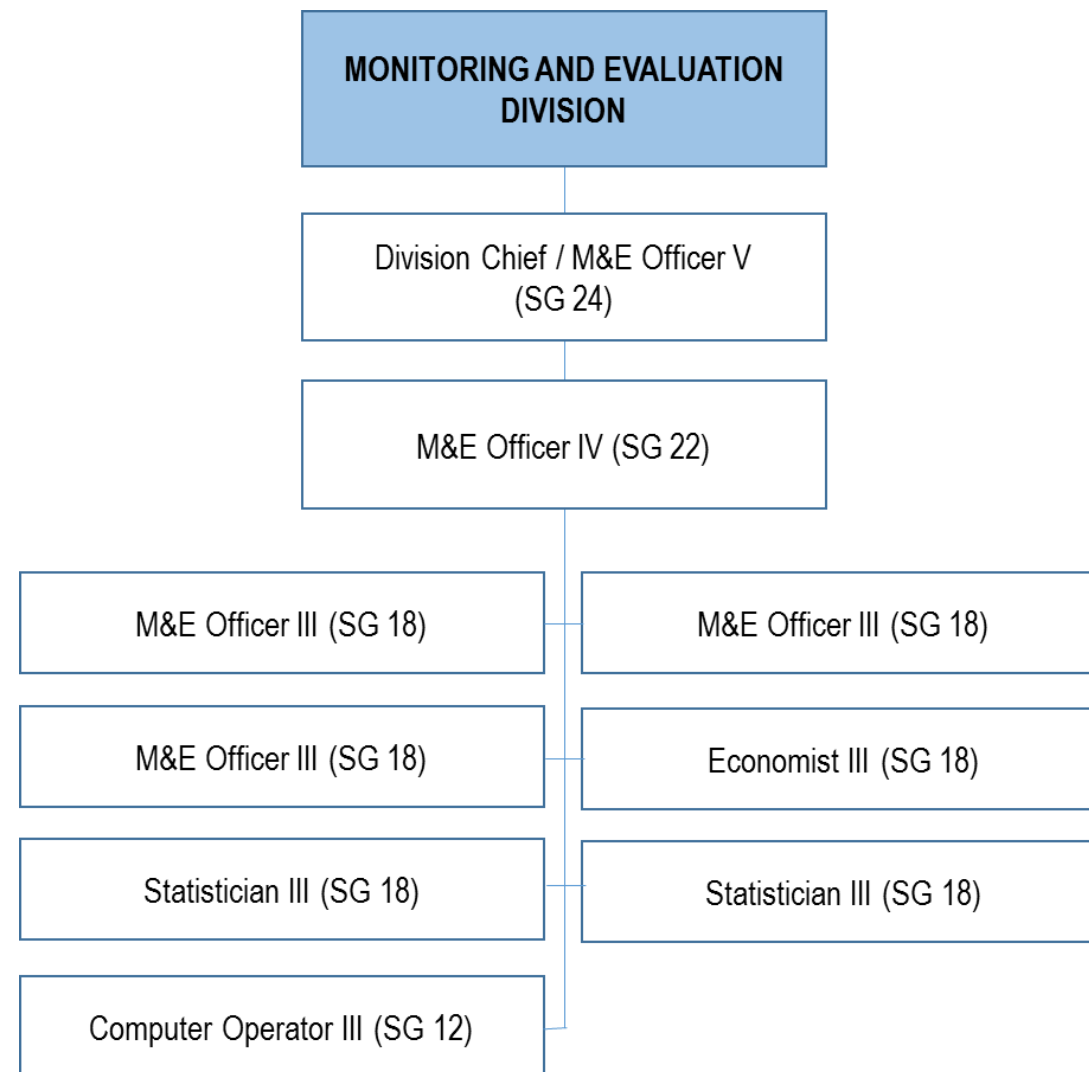
Structure and function

MONITORING & EVALUATION DIVISION

- ✓ operationalization of *URBMES*
- ✓ implementation of the *Evaluation Agenda*
- ✓ capacity building on *Results-Based Monitoring & Evaluation*
- ✓ arbiter of the *Composite M&E Team of DSWD*

POLICY AND PLANS GROUP

Policy Development and Planning Bureau





**MONITORING & EVALUATION
DIVISION**



M&E units of major DSWD programs



FO Planning Units



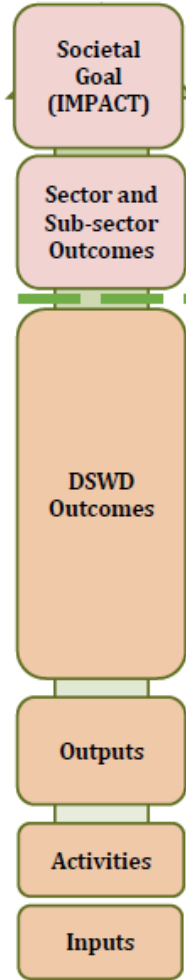
Composite M&E Team



URBME System Outputs

2015 DSWD Outcome Highlights

1 Dynamic organization with a culture of excellence exhibited



Inclusive Growth

- Multidimensional poverty reduced
- Quality Jobs and Livelihood generated

Department of Social Welfare and Development							
Overall M&E Plan							
CY 2016							
Objectives	Indicators	Baseline (2013)	Year 1 (2014)	Year 2 (2015)	Target (2016)		
					1st Semester	2nd Semester	Total
Impact (Societal Goal)							
Multidimensional poverty reduced	Multidimensional poverty measure	28.2 (2008 Data)		TBD	Reduce the incidence of multidimensional poverty to 16-18 percent		
DSWD Outcomes							
Poor, vulnerable, and marginalized citizens are empowered and with improved quality of life							
Long Term Outcomes							
Target clients and communities are less vulnerable and more resilient	Percentage of poor, vulnerable and marginalized citizens with increased access to SWD services	To be determined (TBD)	To be determined (TBD)	TBD	14.38M - Women; 7.9M - Youth; 1.01M - Senior Citizens; 15.63M - Children; 305, 729 HHs with PWDs (From the 5.2 M Listahanan Database)		
	Percentage of poor, vulnerable and marginalized citizens with increased access to quality livelihood & jobs	TBD	TBD	TBD	Collection of data will start in April 2016 20%		
Poor, vulnerable, marginalized individuals and communities actively and effectively participate in improving their quality of lives	Percentage of communities in NCDDP areas with local plans implemented to address risks & SWD needs	80%	-	TBD	100% of local plans prepared in accordance to KC-NCDDP participatory process, which reflects community needs and priorities 80% by 2017		

Overall M&E Plan 2016



private SWAs accredited
 395 accredited out of 1395 licensed private SWAs
 More private social welfare agencies not nationally recognized

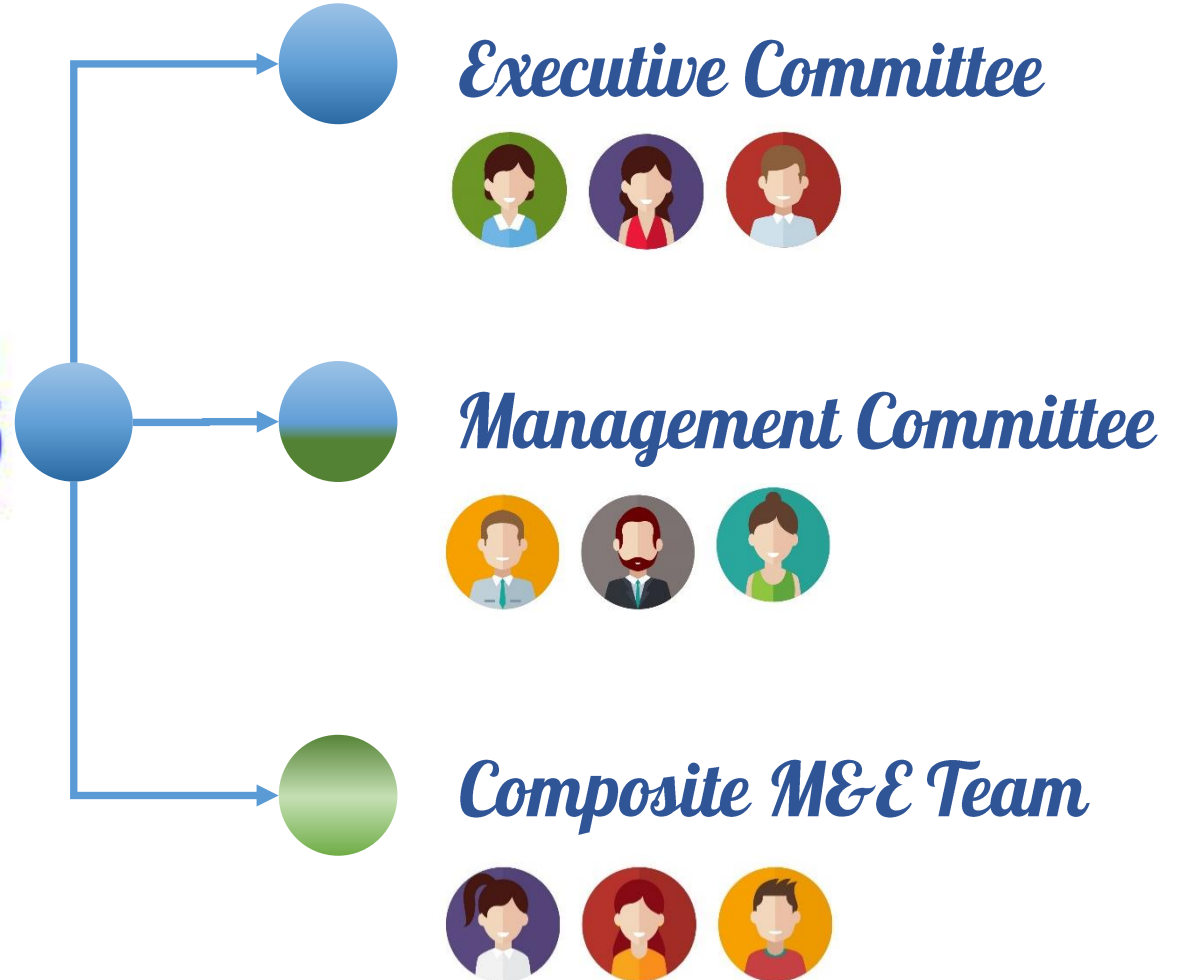
28% SCCs accredited
 246 accredited out of 876 centers

> Proportion of accredited LGU-managed facilities was lower than expected.

Overall Results Framework 2014-2016

Overall Assessment Report 2015

Managing Performance for Results



I. M&E JOURNEY

II. THE UNIFIED RESULTS BASED M&E SYSTEM

III. EVALUATION STUDIES

IV. CHALLENGES, LESSONS LEARNED & MOVING FORWARD

EVALUATION STUDIES

**Pantawid Pamilyang
Pilipino Program**



**KALAHI-CIDSS
NCDDP**



**Sustainable Livelihood
Program**



EVALUATION STUDIES

Pantawid Pamilyang Pilipino Program

1. Impact Evaluation 1 (2012)
2. Impact Evaluation 2 (2014)

On-going:

1. Impact Evaluation 3 (ADB)
2. Assessment of FDS (DFAT)
3. Qualitative Evaluation of FDS (ADB)



expansion of program coverage:

- ✓ going beyond the five-year limit to cover up to high school education
- ✓ extending the coverage to up to 18 years of age (taking into account the K-12 program)
- ✓ providing higher grant amount of PhP500 for children in high school

EVALUATION STUDIES

KALAHI-CIDSS National Community Driven Development Program

1. Baseline Survey for the Impact Evaluation (2004)
2. Gender Assessment (2012)
3. KC 1 Impact Evaluation (2013)
4. Impact Evaluation of Impact Evaluation of the Kalahi-CIDSS: Baseline Report (2014)
5. Rapid Assessment of the Immediate Impacts of KALAHI-CIDSS Project in MCC Areas (2015)
6. Impact Evaluation of KC: Interim Report (2015)

On-going:

1. KC-MCC 3rd Round Survey (MCC)
2. KC-NCDDP Outcome Survey (World Bank)



approval of National
Community Driven
Development
Program (NCDDP)

EVALUATION STUDIES

Sustainable Livelihood Program

1. Assessment of the DSWD SEA-K Strategy (2015)
2. Process Evaluation of SLP Employment Facilitation (2016)

On-going:

1. Impact Evaluation on SLP Employment Facilitation

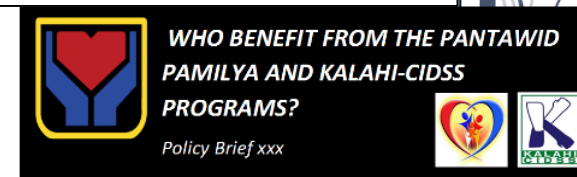
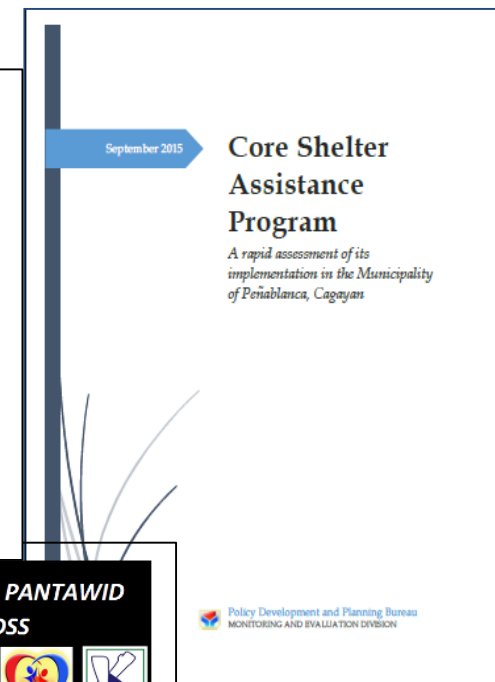
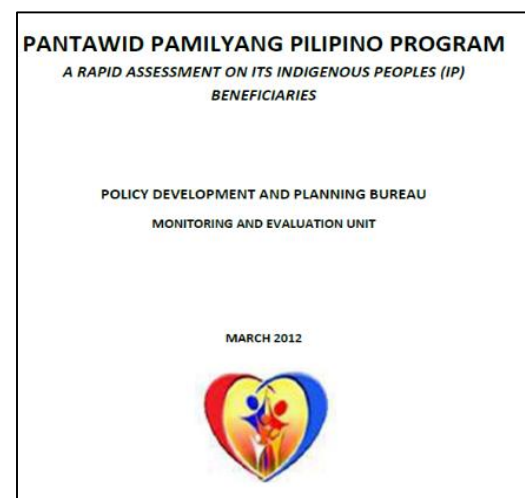


strengthen
employment
facilitation
modality

EVALUATION STUDIES

PDPB-Initiated studies funded through SWDRP

1. Rapid Assessment of Pantawid Pamilyang Pilipino Program on its IP Beneficiaries in Abra de Ilog (2012)
2. Benefit Incidence Analysis of Pantawid Pamilya and KALAHI-CIDSS (2014)
3. CSAP: A rapid assessment of its implementation in Peñablanca, Cagayan (2015)



A BENEFIT INCIDENCE ANALYSIS OF
THE PANTAWID PAMILYA PROGRAM
AND THE KALAHI-CIDSS PROGRAM
(Final Report, 21 Feb. 2014)

Evaluation Agenda 2017-2022

Provides a *recommended list of areas and topics* to be evaluated in the next six years to guide the Department in determining whether its policies, programs, and projects are attaining its intended results

Guide the Department along the conduct of relevant evaluation studies that shall support or *provide evidence* to the attainment of the identified DSWD outcomes as reflected in its Results Framework and Corporate Plan.



I. M&E JOURNEY

II. THE UNIFIED RESULTS BASED M&E SYSTEM

III. EVALUATION STUDIES

IV. CHALLENGES, LESSONS LEARNED & MOVING FORWARD

CHALLENGES, LESSONS LEARNED & MOVING FORWARD

ON EVALUATION

1. Embedding evaluation in program development and management

Development and implementation of an evaluation plan for each program/project/service

2. Developing internal competency for evaluation

Capacity of DSWD personnel to understand, utilize and communicate the results of evaluation studies to its stakeholders

CHALLENGES, LESSONS LEARNED & MOVING FORWARD

ON EVALUATION

3. Inadequate government funding

Funding for evaluation studies are from donors and international organizations

4. Full utilization of evaluation findings as basis for program enhancement

Adoption of recommendations based on evaluation findings takes considerable amount of time

CHALLENGES, LESSONS LEARNED & MOVING FORWARD

ON URBMES IMPLEMENTATION

Human Resources and Capacities

- Fast turn over of staff due to employment status
- No dedicated M&E staff in Offices
- Low level of skills on M&E

Data and Systems

- Lack/absence of baseline data
- Lack of data systems
- Numerous systems and frameworks that are not harmonized

CHALLENGES, LESSONS LEARNED & MOVING FORWARD

1. Importance of ownership

Highlight the significant role of each office and staff on M&E through consultations

- ✓ Involvement fosters accountability and better role performance

2. Role of technical assistance and capacity building

Continuously invest in key personnel to enhance skills on M&E and improve adoption of the newly installed system

- ✓ Stakeholders will feel the support they need to perform M&E tasks assigned to them

CHALLENGES, LESSONS LEARNED & MOVING FORWARD

3. Significance of good documentation

Ensure significant events are captured so knowledge can be easily shared among peers

- ✓ Valuable as guidance for continuous improvements

4. Value of partnerships and knowledge transfer

Broaden network towards an environment supportive of a culture of evidence-based public service

- ✓ Partners can provide resources and technical assistance for various M&E activities
- ✓ External consultants and evaluators can transfer knowledge/technology to M&E staff

CHALLENGES, LESSONS LEARNED & MOVING FORWARD



Serve as a model of excellence for other agencies



Accomplish the 5-Year Evaluation Agenda



Conduct, disseminate and publish M&E studies

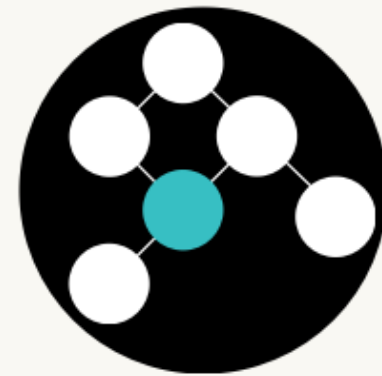
CHALLENGES, LESSONS LEARNED & MOVING FORWARD



Be composed of a pool
of M&E experts



Establish strong
partnerships with local and
international institutions



Ensure that the URBMES is
harmonized with the other
systems of the Department

**“One of the great mistakes is to judge policies and programs
by their intentions rather than their results.”
~Milton Friedman**

THANK YOU

Director Rhodora G. Alday
Policy Development and Planning Bureau
rgalday@dswd.gov.ph