

Ex-post Evaluation Report 2013-1

Philippines Country Evaluation

Summary Report

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(Government Agency for the EDCF)

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(Evaluated by Korea Institute for Industrial Economics & Trade)

I. Introduction and evaluation methods

A. Purpose of Country Evaluation

A country program evaluation is a review of the overall activity of the donor agency itself (program) in various environment of a particular country.

There are two main purposes for conducting a country program evaluation. First, to review the relevance and consistency of country strategies and the country program itself, in addition to supporting the information for the next country strategy and for program development. Second, to analyze the factors used for verifying the achievement of outcomes during the period of a country strategy.

In other word, the country program evaluates outcomes for the next country strategy and is used to improve programs. It is also the first step for evidence-based planning.

B. Overview of EDCF Philippine Country Evaluation

For a country program evaluation, the country strategy should be first set up and a plan made such that one country program can possibly achieve both country strategy goals and program goals.

Table 1 Goal and Role of Country Program Evaluation

Evaluation Purpose	Detail of evaluation	Datum
Country Strategy/Program Effectiveness Review	<ul style="list-style-type: none">• Strategy Review• Review Assistance of Sector/Scope/Strategic Direction	Recipient Country Development Context
	<ul style="list-style-type: none">• Review Country Program & Project Compatibility/Consistency	Country Strategic Direction
Country Program Outcome Review	<ul style="list-style-type: none">• Review Achievement of Country Outcome Goals• Analysis Factors of Outcome Achievement	Outcome Goals for Country Strategy



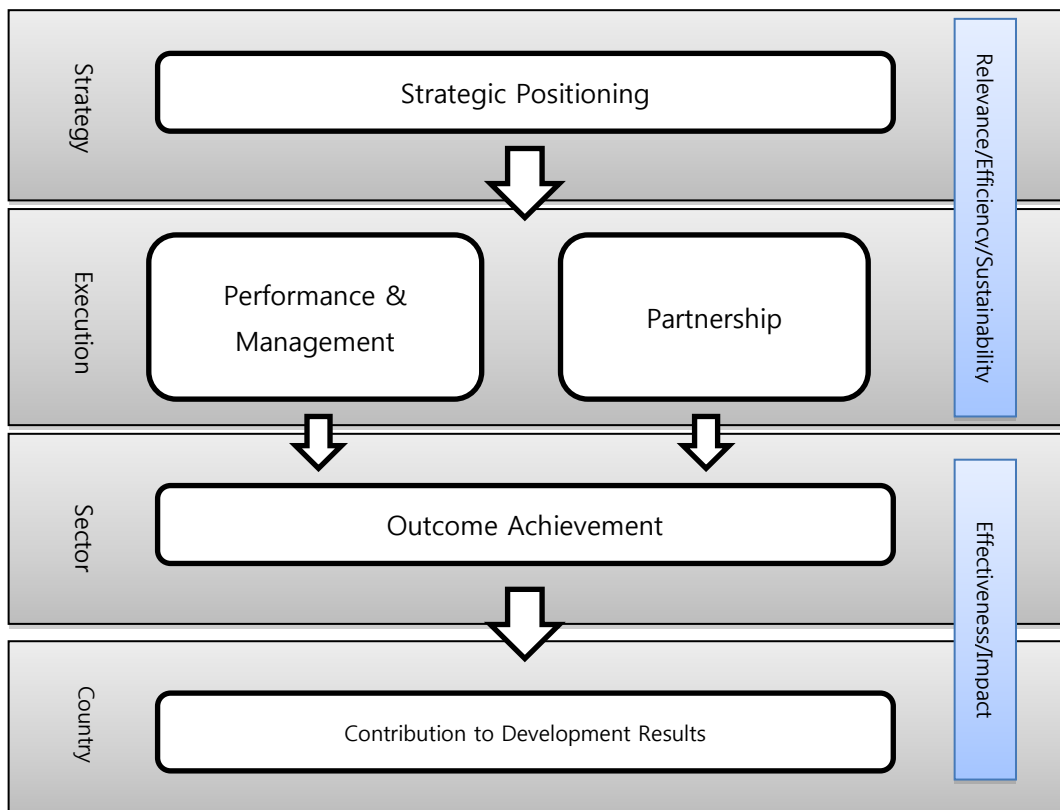
Role of Evaluation : Provide Meaningful Information for Establishing Next Country Strategy/Country Program

However, the purpose for an Economic Development Corporation Fund (EDCF) 'country evaluation' is to measure the value obtained by verifying EDCF activity in the recipient

country. In case of the Philippines, there are limitations such as: 1) no country program has been formed, 2) individual projects for assistance acts have been the main focus to date and 3) no strategic goals of a country or sector level have been established.

Therefore, the purpose of this country evaluation is to clarify the scope and target of evaluation to derive the direction and strategy of EDCF assistance in a particular country. The evaluation framework to be included in the actual evaluation criteria is as follow:

Figure 1. EDCF Philippine Country Evaluation Framework



C. Methodology

In order to collect data for analysis, the evaluation used polite methodologies such as a 'desk review', 'interview with stakeholder' and quantitative methodologies such as 'surveys'.

In the case of a 'desk review', the audit report including the EDCF evaluation report,

the strategy report for the Philippines, and other country evaluations were referred and analyzed. Also interviews with EDCF stakeholders in the Philippine were conducted to collect fundamental data and for a better understanding of the local situation prior to on-site inspection.

'On-site inspections' were performed from 21 July 2013 to 27 July 2013 in Manila, the Philippines. One of major activities was to have interviews with stakeholders in the local EDCF branch as well as in the Philippine government's and other donor's agencies in the Philippines. Other sources that were not found in Korea were noted and updated.

In addition, in order to promote the ownership of the recipient country and the evaluation for its objective improvement, joint evaluation workshops were conducted with key stakeholders of the recipient countries in the Philippines on 17 October 2013. The purpose of this joint evaluation workshop was to share the main features of the Philippines country evaluation and reflect upon opinions and recommendations. The data collected at the workshop was also used as part of the main materials for this evaluation.

D. Limitations of Evaluation

There were two main findings regarding limitations determined while performing this evaluation. First, the target of a country evaluation was not clearly defined. Second, it was difficult to collect relevant sources due to limited time and scope.

For this reason, the project team targeted evaluation topics that could be checked in the real world according to the following evaluation frameworks: 'strategy-performance-sector achievement-country achievement' in which the local stakeholder's opinions were also reflected. In addition, the difficulty of obtaining information was resolved by calculating the effectiveness in priority fields rather than through a detailed analysis of individual projects.

II. Philippine Development Policy and Assistance Environment

A. Philippine Development Policy

In order to overcome the limitations of various developments and to further develop as a modernized industrial country, the Philippine government formulated a medium-term strategy that has been the core of its projected development, with plans established for each sector. For example, the Medium-Term Philippine Development Plan (MTPDP) its most fundamental strategy 6-year period has been established each time a new government is elected.

The current country development is driven by 2011-2016 MTPDP, put forward under Aquino's government. This plan consists of the three goals of sustainable economic growth, equitable development opportunities, and a social safety net in order to achieve the higher goals of poverty reduction, job creation and inclusive growth. Five major strategies of large-scale of infrastructure development, criteria for high governance, direct poverty relief, human development, formation of human capital, and job creation have been suggested for achieving these three goals.

B. Philippine Development System and EDCF Assistance

Philippine's Official Development Assistance (ODA) system is organized around three institutions: National Economy Development Authority (NEDA), Department of Finance (DOF) and Department of Budget and Management (DBM). In ODA management and regulation, NEDA coordinates the plan and programming, DOF negotiates and manages loans, DBM supports budget expenditures according to contracts and draws.

Based on the ODA system in the Philippines, NEDA should be responsible for finding new businesses and selecting partners, though this is currently being carried out under the Department of Finance (DOF). Because the Philippine government wants to make the most use of international technical support it provides a substantial

enforcement of projects to domestic companies via the reliable control of ODA.

The Philippines received a total of USD 22 billion assistance from donor countries and international organizations from 1992~2004 for an annual average of about USD 1.7 billion. This amount was comprised of 87% credit assistance loan and 13% technical assistance from GRA (grant aid). In 2010, the total foreign aid in the Philippines was USD 530 million (credit: USD 150 million, GRA: USD 640 million) and 85% bilateral aid is charged from the total.

Table 2. Philippine ODA Receipt of Progress

(unit: million USD)

Division	2006	2007	2008	2009	2010	Annual Average
Bilateral	641.5	626.7	-24.6	275.6	452.7	394.4
Multilateral	40.9	70.4	37.1	62.0	78.5	57.8
Total	682.4	697.1	12.5	337.6	531.2	539.8

Reference : OECD/DAC

From the assistance trend, in the period from 2005~2009, the ODA fund converged in the sectors of economic and social infrastructure (42%) and program assistance and emergency assistance (30.6%). During this period, ODA was focused on economic infrastructure due to financial deficits in the Philippines and as such funds from international organizations and donor agencies were used as the main funds for investments in local infrastructure.

C. EDCF Assistance Strategy and Status in Philippine

The Philippines EDCF Country Cooperation Strategy and Program (CCSP) was established as a part of the country assistance strategy for priority assistance country. The plan has the role of establishing guidelines for presenting the strategic direction of EDCF support projects in the Philippines and was extended from 2010 to 2012.

The CCSP set cooperation goals for a 'preparing sustainable growth platform and

mitigation of regional disparities' and 'poverty eradication' in the Philippine EDCF. As part of the strategic direction, improving the assistance effectiveness for the Philippines was established, in addition to the selection for and concentration on priority sectors (e.g. construction of infrastructure).

III.EDCF Philippines Country Program Evaluation

The EDCF Philippine country evaluation was deemed as "successful" with 3.25 out of 4 points awarded, based on the total results from each part of the strategic, execution, field, and country evaluation, as shown in the following table.

Table 3. Overall Results for EDCF Philippine Country Evaluation

Division	Evaluation	Evaluation Item		Overall Result	
Strategy	Relevance Effectiveness Consistency	1. Vision / Coincidence of Strategic Goal and Direction		4	
		2. Coincidence in Philippine Development Need of Strategic Goal and Direction 2-1. Connectivity of Philippine Development Policy and Strategy 2-2. Relevance of Strategic Direction Selection		3	
Execution	Relevance Effectiveness Sustainability	1. Relevance and Effectiveness of EDCF Project Execution System and Management 1-1. Execution of Project Plan 1-2. Effectiveness of Group and EDCF Project Execution System 1-3. Relevance of Ex-post Management, Monitoring and Evaluation Plan 1-4. Compliance of International Standard		3	
		2. Partnership with Internal/External Stakeholders 2-1. Status of Establishment of Partnership with Philippine Government 2-2. Status of Establishment of Partnership with Other Donor Agencies		3	
Sector	Effectiveness	Transportation Sector	Actual Output	2 Roads Project	4
				1 Train Project	4
				1 Airport Project	4
		Sector and Region Outcomes		3	
		Telecommunication Sector (Telephone Network Project)	Actual Output	Telephone Network Project	4
				Sector and Region Outcomes	
Energy Sector (2 Power)	Output	Power Transmission Project	3		

		Transmission Project)	Sector and Region Outcomes	3
Country	Effectiveness Impact	Contribution of Country Development Outcome	4-1. Social Impact	4
			4-2. Economic Impact	4
Overall Result		Evaluated as "Successful"		3.25

A. Strategic Evaluation

Division	Evaluation	Evaluation Item	Overall Result
Strategy	Relevance Effectiveness Consistency	1. Coincidence of Strategic Goal and Direction for EDCF Vision and Purpose	4
		2. Coincidence in Philippine Development Need of Strategic Goal and Direction 2-1. Connectivity of Philippine Development Policy and Strategy 2-2. Relevance of Strategic Direction Selection	3

(Strategic goals) EDCF's strategic goal regarding evaluation results was considered to coincide with the goals of the Philippine development strategy and EDCF operational strategy. A 'sustainable growth platform and mitigation of regional disparities' and 'poverty eradication', which are a strategic goals of the Philippines CCSP in EDCF were established in conjunction with the 2006~2010 MTPDP development goal. It was also deemed to coincide with the goal of promoting industrial development and economic stability in a developing country.

However, unexpected limitations were found in the scope of strategy goals which were too wide and thus there was no difference between the strategy goals for the Philippines and EDCF visions and goals. In addition, the comparative advantages of Korea relative to the Philippines were not specifically derived from risks, in order to achieve the development needs of the recipient country, gaps of development, activity of the country and other donor agencies, and development goals; moreover,

the level of cooperation with the Philippine government and other donor agencies was not sufficient. As a result, in the case of CCSP, it was recommended that the EDCF's internal strategy be utilized rather than to use the strategy based on the common agreement between the Philippine government and EDCF.

(Strategy direction) It was evaluated that the selection and concentration of infrastructure (as a priority sector in telecommunications, energy, and transportation) an EDCF strategic direction for Philippines assistance, is to be appropriately reflected in the development needs of internal organization in order to achieve the strategic goals. In addition, understanding the development needs is required in terms of basic infrastructure facilities at the stage of country development. Therefore, it was recommended that the project been performed to contribute to the sustainable 'foundation of growth/mitigation of regional disparities' and 'poverty eradication', which are CCSP strategy goals.

There was a suggestion to concentrate on the assistance of infrastructure building which is a strategic direction; however, there was nothing specifically mentioned in the assistance direction regarding the development of detailed sectors of economic infrastructure such as transportation, telecommunications and energy, which much also be considered in near future. In the case of CPS, there is clear description of how to aid infrastructure in the transportation sector, therefore, a detailed EDCF assistance plan could be established for the future.

B. Evaluation of Execution

Division	Evaluation	Evaluation Item	Overall Results
Execution	Relevance Effectiveness Sustainability	1. Effectiveness and Propriety of EDCF Project Execution System and Management 1-1. Execution of Project Plan 1-2. Effectiveness of EDCF Project Execution System and Group 1-3. Propriety of Ex-post Management and M&E Plan 1-4. Compliance to International Standard	3

		2. Partnership with Internal/External Stakeholders 2-1. Partnership Setting with Philippine Government 2-2. Partnership Setting with Other Donor Agencies	3
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(Project performance system and management) According to the plan, the assistance generally flowed well and focused on improvement efforts and establishing systems for improving the efficiency and effectiveness of EDCF projects. In particular, efforts focusing on efficient project management such as finding projects, contracting F/A, and expending F/S at the first stage of the project via sustainable policy consultations with the Philippine government were evaluated positively in terms of relevance and efficiency of execution.

However, it was found that the execution was lower than the approved amount due to the delay of individual projects. This delay is due to the complex administrative procedures of the Philippine government, a delay in the coordination with relevant organizations and in the selection of suitable project execution companies, ROW and migration issues etc. Therefore, aggressive action to rectify these conditions is highly required in the future. Also, affective action is required during the evaluation stage of ex-post management and monitoring, as was done for reducing the lead time or project at the stage of project plan and execution.

On the other hand, even though a local office was established and functions extended in 2013, as part of a strategy to strengthen the assistance, its role in execution was deemed to restricted in terms of defined manpower and finance. In the case of environmental and migration matters, it was evaluated that the project was conducted under appropriate cooperation with the Philippine government and that it complied with establishing guidelines.

(Partnership) As positive factors, it was evaluated that EDCF strategy, development needs and cooperation, and adjustment in the Philippines were being conducted by implementing regular policy consultations with NEDA and other key relevant

ministries and agencies. For this reason, however, the agenda for policy consultation was mainly focused on discovering new project; in the future having consultations pertaining to existing projects regarding ex-post management and their evaluation are also required.

In the case of cooperation with other development partners, it was evaluated that this factor is still establishing a foundation. It remains necessary to discuss what EDCF sector has a comparative advantage attending each part of conferences and PDF in the near future. As mentioned above, professional manpower should be reinforced in development projects and also be increased in local offices.

C. Sector Evaluation

Division	Evaluation	Evaluation Item		Overall Result	
Sector	Effectiveness	Transportation Sector	Actual Outcome	2 Roads Project	4
				1 Train Project	4
				1 Airport Project	4
			Sector and Region Outcomes in Project		3
		Telecommunication Sector	Actual Outcome	Telephone Network Project	4
				Sector and Region Outcomes in Project	
		Energy Sector	Actual Outcome	Power Transmission Project	3
				Sector and Region Outcomes in Project	

(Transportation sector) The development strategy of the transportation sector in the Philippines could be summarized as the construction of infrastructure for mitigation of regional disparities and the improvement of accessibility. As previously described in the strategy points, most EDCD projects have been carried out in the transportation sector in order to achieve strategic goals, after the focus was in the energy and

telecommunication sectors in the early 90s. This change in focus was evaluated to increase the impact and effectiveness of projects by investing in projects of strategic location, which takes into account the development priorities in the Philippines.

Outputs of the EDCF project in the transportation sector have improved the quality and lifespan of roads such that these roads are better than the common roads in the Philippines, due to the high quality of Korean construction skills. Indeed, in order to learn the skills and road construction ability of Korean and to improve upon the goal of improving the road quality in the Philippines, local authorities want to continually cooperate with EDCF in the future. Therefore, the evaluation of this outcome is deemed to be "very effective".

However, there was no change in the awareness of local residents who were the actual recipients. This factor left much to be desired from the point of development effectiveness; the effectiveness evaluation of outcomes in the transportation sector was just evaluated as "effectiveness". It is very difficult to control the factors that affect the project effectiveness due to features of credit assistance, which then become the focus of system making, and affect policies for relevant projects and promotion (for instance, traffic jams are not only matter of road capacity but are also due to in part to illegal acts such as improper driving and maintaining proper lane control.)

(Telecommunication sector) In the case of telecommunications outputs, a digital switching system was installed to support good quality communication services in the Philippines, especially in areas where digital equipment has yet to be used. For this reason, the outcome was evaluated as being "very effective".

After conducting the project, by changing the communication environment, the users of mobile communications has increased rapidly since the early 2000s, and the network utilization of traditional system (ground cables) was reduced due to an increase in mobile networks. Thus, there was no degradation of call quality or lack of

bandwidth, enabling the system to also play a role in the infrastructure for Internet and fax (at this point most Internet users connect using a modem and telephone line rather than having a dedicated line). Therefore, for this outcome, the traditional system (ground cable) is still being used as the infrastructure for communications, supporting the need for Internet, fax, and other relevant services. From the point of view of the impact and effectiveness of the communications infrastructure, the outcome was evaluated as being "very effective".

(Energy sector) Outwardly it seems that the outputs of power transmission and distribution projects have contributed to the Philippine energy sector enabling by the construction of high quality equipment, though the actual planned output was different, due to changes in the project scope caused by the economic crisis of the late 1990s, the structural reform of the Philippine electricity project, increase in the exchange rate and external environmental factors. Mostly, these differences were dependent on the external factors, but it was deemed as an improvement point of project processes and lead-time against risk management and the external environment.

The situation made it impossible to achieve the goals of providing a stable power supply and sustainable development in a particular region, because the supply could not meet the demand. This outcome is one reason to postpone the substation expansion project, which is necessary due to its lack of capacity; however, there is another cause in that the relevant systems and structure become more complicated through the power industry structural reform, rather than there being a problem with the project itself.

Project goals such as electronic service improvement or a decrease of utilization fee were not achieved, with rolling blackouts or lack of a quality power supply still common in some areas. Furthermore, due to increases in the quality of living, power consumption has also been increased; therefore, the current situation of power shortage is likely to continue.

However, regions where the project was carried out were expected to significantly increase their power consumption over the long-term at the time of project planning. This failure to achieve the planned outcomes is expected to influence the perceived effectiveness of the project in terms of achievement, especially relative to the national challenge of eliminating regional disparities and for the development needs in Mindanao. Also the effectiveness of the general project has been widely influenced due to characteristics of the power project; indeed, the outcome is clearly due to the impact of infrastructure. Nevertheless, the current view of the potential for economic growth in both project regions, suggests that this outcome can be evaluated as being a sustainable project.

D. Country Evaluation

Division	Evaluation	Evaluation Item	Overall Result
Country	Effectiveness	Country Development Outcome Contribution (Impact)	4
		4-1. Social Impact	4
		4-2. Economic Impact	4

(Social impact: Improvement of accessibility) It seems that the expansion of social infrastructure in the Philippines through ODA such as EDCF, which has brought an improvement in sustainable accessibility, has contributed to an increase in consumption and economic growth as well as an increase in local manpower and the movement of goods. Since the early 2000s, with the development of ports and airports, the improvement in accessibility has brought positive results that have increased human and material movement in the country, and has enabled the number of tourists to increase 1.7 times from 2000-2010.

(Social impact improved quality of life) The outcomes indicate that the overall quality of life has continually improved, from the view of MDGs and HDI and also in the overall index regarding employment and the GDP. This improvement has been

made possible due to the sustainable investment in infrastructure from the Philippine government.

(Economic impact) Since the early 1990s, EDCF has been providing support to the Philippines in three main infrastructure sectors (transportation, communications and energy). In areas where support has been received, effects have been truly astounding and the effectiveness of development driveled. Therefore, based on the indexes of typical economic social developments such as MDG, HDI, GNI, income, and employment, it is deemed that the economic cooperation between other donor agencies and EDCF has significantly contributed to Philippine development.

In particular, the scale of credit assistance has been a significant portion of central government expenditure (about 17.9%). At the beginning stage of development efforts, ODA funds including those obtained through EDCF were used to invest in infrastructure (which required high funds) and contributed to the long-term social economic development. As a result, these activities were evaluated as being "excellent"

IV. Lessons and Recommendations

A. Lessons

i) The outcome of the EDCF projects in the Philippines

First, the Philippines' needs of demand was reflected and designed for the strategic goals. This guided the direction of the Philippines project by EDCF. It is necessary to elaborate the goal and the strategy with monitoring the outcomes, and support the needs for development in the Philippines.

Second, various efforts of managing the projects were able to establish implementation agency.

Third, since the EDCF projects were involved with primary industries for the national development of the Philippines, the effectiveness of the projects were increased. Recently, the assistance for the large-scale industry is going on in the Philippines. This will be expected to increase the effectiveness and maximize the impact as well.

ii) Improvement for the EDCF projects in the Philippines

First, the CCSP presented the general direction for the projects in the Philippines. However, it was not able to verify how it was utilized in the projects and there was not any specific plan for the projects.

Second, EDCF assistance has been rather focused on establishing the strategic direction and individual projects within the direction than the program with a specific strategy and procedure.

Third, it is necessary to design a practical and a systematical plan to enhance the accountability and the outcome management.

Fourth, it is necessary to consider the contribution analysis to evaluate the mid-term and

long-term impacts of the infrastructures by EDCF assistance.

B. Recommendations

i) EDCF strategic goal and direction setting

First, EDCF assistance for strategic goal and its direction should be established for practical implementation and in more specific sector by considering the development context in the Philippines. Strategic EDCF goals should be set to connect with the upper strategic goals of CPS, which already contain the infrastructure sectors of transportation, agriculture, and water resources as the main part of CPS currently employed in the Philippines. For this reason, if the strategic direction could be centrally derived to contain the transportation, agriculture, and water resource sectors, it can be possible to improve the effectiveness of EDCF assistance project in the Philippines.

Second, in terms of software, strategic highlights and plans should be established in conjunction with the viewpoint of hardware by considering the conditions of the strategic direction, especially regarding the construction of infrastructure which is the priority of development needs in the Philippines at this stage of strategy setting. Until the present, it was considered that the assistance of the software side for policy capacity building and industrial bases such as system reform, the improvement of market efficiency and financial system setting were insufficient because they mainly aided the hardware side, such as construction and the building of physical structures.

Third, it is necessary to organically cooperate with related stakeholders based on a thorough case-study at the establishment of strategic goals and to further share established strategies with the Philippine government and other development partners. It is also necessary to run the project accordingly to ensure the predictability of EDCF projects and increase its visibility in the Philippines. In particular, in terms of the selection of individual partners that are proposed by the Ministry of Finance, it is important to select and find the projects in advance that can emphasize the comparative advantages of Korea and EDCF as well as to cooperate with

stakeholders of the recipient country.

ii) EDCF Philippine Country Program Development and Execution

First, the general plan for EDCF assistance activities should be formulated according to its established strategy. There is no management method pertaining to a stereotypical project or other program according to the establishment of country assistance strategies for the Philippines in current EDCF projects; moreover, the project is being conducted by request from the Philippine government in terms of individual projects. A country program must be formed as one single integrated program not just as a collection of individual projects. In other words, it is necessary to achieve a strategic goal as the integrated management of outcomes in terms of project/program outputs, sector-level outcomes and the long-term impact of upper level management.

Second, extending the role of local branched in the Philippines for site centered assistance is required, and the capacity of manpower and financing need to be secured. In addition, it is necessary to minimize the number of administration manpower to promote the number of manpower involved in the development sector, and to train the staff being dispatched (job rotation every 2 years) in terms of the Philippine situation in order to properly manage the education required for local development projects. In addition, considering that staff are dispatched for relatively short periods of time away from EDCF HQ, it is better to employ experienced staff in various years in NEDA or other donor agencies and appoint them as dispatched staff.

Third, in order to cooperate with other development partners, active participation in PDF and cooperation with partners who are in priority positions by providing strategic assistance is required. Currently, EDCF was not obliged to attend conferences in the Philippine assistance donor country. Therefore, it should now be obliged to attend PDF, which is a conference of Philippine assistance donor country and to understand the main agenda of the meeting every year in order to understand assistance trends. Moreover, it is recommended that participation in PDF be required,

in addition to attendance in subcommittee meetings select main donor countries and institutions that can cooperate with EDCF.

Fourth, it is necessary to gradually derive measures to manage outcomes in each sector and to strengthen the ex-post management of individual projects, for monitoring and evaluation. For this reason, it is important to conduct ex-post management to ensure whether the project is well performed or not in accordance with its original plan and to further consider a limited capacity of maintenance control. These components can be taken into account during the proposal at the time of plan setting to the ex-post management, monitoring systems and the direction of evaluation within a certain period after completion of the project. In addition, in consideration of the point where roads, airports and ports are concentrated in the infrastructure facilities, it is recommended to focus on package-type of ex-post management system in cooperation with the private sector rather than only looking at the construction of facilities and material supply. Through this, it is possible to improve plan, which can then enhance the effectiveness of assistance provided.

Fifth, it is necessary to join influential project that meets the country development strategies. In order to improve the outcomes at a country level, it is important to find projects that meet the country development strategies. Through consultation and discussions with strategic planning departments such as NEDA, it is desirable to join and find strategic projects; i.e., to select influential projects through a consultation and discussions process, thereby establishing a possible development strategy.

Sixth, a detailed study for improving the development effectiveness in each country is required. It is recommended to prepare a scheme in order to strengthen the consulting function in order to consistently oversee the ex-post management and to manage subsequent projects. As an example, it is helpful to improve the features and development effectiveness of a country if a country by country program theory or logic model has been established through how a credit-assistance program based on a country development strategy and/or individual projects in each sector contribute to

the social and economic development of a country, and to then analyze its route and understand relevant factors by using in-depth research and inspection.

iii) EDCF Philippine assistance project's outcome management

First, outcome evaluation strategies and plans are required for each country and sector. In the same manner as in the evaluation of strategy and execution level earlier, the evaluation strategy and the index for the evaluation in each sector has yet to be established as part of the Philippine country program. Nevertheless, a qualitative review was possible through macroscopic quantitative data and interviews. For this reason, it was possible to establish a framework of outcome management for projects, sectors and countries applicable to the Philippine situation, using a sectoral outcome index for 7 sectors to assist the current EDCF strategy.

Second, it is necessary to make joint effort with coalition partner for data collection and evaluation. In the case of the Philippines, multiple agencies are responsible for managing and collecting statistical data. Generally, it was found that the social-economic statistical data was managed in the affiliated National Statistics Office of NEDA. However, even though specific agencies including the National Statistics Coordination Board manage and collect statistical data, there is lack of consistency and insufficient of data available to create a meaningful comparative analysis at the moment. Therefore, the data for actual evaluation and outcome management should be shared and collected in collaboration with agencies having appropriate human infrastructure, thus making it possible to collect data from enforcement and primary action agencies.