Research for Inclusive Development Initiative (RIDI) of the Department of Foreign Affairs and Trade (DFAT)

Independent Strategic Review (ISR)

5 February 2024

Investment Summary

Aid Investment Name	Research for Inclusive Development Initiative (RIDI)
Commencement date	January 1, 2020
Completion date	December 31, 2023 (extended to 30 June 2026 as of July 2023)
Total Australian dollars	AUD 5,500,000 (increased to AUD6,900,000 as of July 2023)
Delivery organisation	United Nations Population Fund (UNFPA) in the Philippines, Stratbase Albert Del Rosario Institute (ADRi), and International Initiative for Impact Evaluation, Inc (3ie).
Country/Region	Philippines
Primary Sector	Economic Growth and Development

Acknowledgments

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Abbreviations

Acronyms	Definition
ADRi	Stratbase Albert Del Rosario Institute
BEDP	Basic Education Development Plan
CSRE	Center for Social Research and Education
DCR	Democratic Continuity and Reforms
DepEd	Department of Education
DFAT	Department of Foreign Affairs and Trade
DHOM	Deputy Head of Mission
DOH	Department of Health
DOLE-NCLC	Department of Labour and Employment - National Child Labour Committee
DRDF	Demographic Research and Development Foundation
FCS	Filipino Cohort Study
GEDSI	gender equality, disability, and social inclusion
GPH	Government of the Philippines
IE	impact evaluation
ISR	independent strategic review
KII	key informant interview
MC	managing contractor
MEL	monitoring, evaluation, and learning
NEDA	National Economic Development Authority
NEP	National Evaluation Policy
NSC	National Steering Committee
OECD	Organisation for Economic Co-operation and Development
PDP	Philippine Development Plan
PGPA	Philippine Government Procurement Act
PPA	Partner Performance Assessment
PWP	Policy Window Philippines
REA	Rapid Evidence Assessment
RIDI	Research for Inclusive Development Initiative
RIMCU	Research Institute for Mindanao Culture
SCM	steering committee meeting
SG	steering group
TOC	theory of change
UCL	University College London
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund

1   Executive Summary

The Department of Foreign Affairs and Trade (DFAT) launched the Research for Inclusive Development Initiative (RIDI) in 2019 with an investment of AUD $5.5 million, to advance inclusive growth in the Philippines. RIDI emphasised the importance of leveraging high-quality research and evidence in policymaking, development planning, and program execution. Slated for completion in 2023, RIDI meant to enhance the policy frameworks in the Philippines through analytical support, technical assistance, and the establishment of institutional connections. RIDI was also designed to fund independent research, fostering policy discussions, and offering significant insights for the development of economic and developmental policies in the Philippines.

RIDI integrated DFAT research initiatives to streamline DFAT's research efforts, reduce redundancies, and simplify the administration of these interconnected projects. It brought together the Longitudinal Cohort Study on the Filipino Child (Filipino Cohort Study or FCS) managed by the United Nations Population Fund (UNFPA) in the Philippines; the Democratic Continuity and Reforms: Philippine Development in the Framework of Rules-Based International System (DCR), with the Stratbase Albert Del Rosario Institute (ADRi), and the Policy Window Philippines: Supporting Evidence-informed Policies and Programs-Phase 2 (PWP2) with the International Initiative for Impact Evaluation, Inc (3ie). While enhancing ties with Australian academic circles and institutions was encouraged, RIDI primarily focused on empowering local Filipino partners and forging stronger connections between the Philippines and its Indo-Pacific counterparts.

The investment focused on three thematic areas:
1.   Supporting inclusive economic growth
2.   Promoting evidence-based policy development
3.   Understanding demographics for policy development.

RIDI's end of program outcomes (EOPOs) and intermediate outcomes (IOs) are as follows:
1.   EOPO1: Greater evidence-based policy making and program implementation through research focused on development and economic inclusion.
2.   EOPO2: Strengthened research policy networks, institutional linkages and partnerships that increase the research capabilities of government think tanks and enhance public policy debate.
3.   IO1: Access and use of research findings and data.
4.   IO2: Policy issues in RIDI focused areas discussed in a range of public fora.
5.   IO3: Increase government and partner capacity for research and advocacy.
6.   IO4: Extended research and policy networks and linkages.

DFAT conducted this independent strategic review (ISR) to assess RIDI's progress from January 2019 to December 2022. It aims to inform future bilateral economic and development research partnerships between Australia and the Philippines. Employing qualitative methods, complemented by mixed methods, the ISR analysed data from RIDI's Monitoring and Evaluation (M&E) reports and qualitative insights from interviews. This ISR assessed RIDI based on its 2019 design framework, following the Organisation for Economic Co-operation and Development's (OECD's) evaluation criteria, and aligning with DFAT's Design, M&E and Learning Standards[1], and the Partner Performance Assessment Ratings Matrix[2]. The assessment yielded the following ratings (Table 1):

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[1] Department of Foreign Affairs and Trade. (2023) Design and Monitoring, Evaluation and Learning Standards, downloaded at https://www.dfat.gov.au/about-us/publications/dfat-design-monitoring-evaluation-learning-standards
[2] Department of Foreign Affairs and Trade. (year unknown) Partner Performance Assessment, downloaded at https://www.dfat.gov.au/about-us/publications/Pages/partner-performance-assessment

Table 1. Summary of RIDI's Review Rating

Assessment Area	Rating
Relevance	5
Effectiveness	4
Efficiency	3
Sustainability	3
GEDSI	4
Monitoring and Evaluation	4
Risk Management	4

This ISR found that RIDI's TOC remains relevant and that its outcomes are essential in supporting the Philippine government's economic growth aspirations and promoting evidence-based policymaking. There is also a significant emphasis within the Philippine government on nurturing a research and evidence culture, extending beyond the economic and governance sectors, to include other government areas. Given this, it is highly recommended that DFAT consider extending RIDI by launching RIDI 2.0. In the proposed new phase, RIDI may continue as a portfolio of research-oriented interventions, supporting the Philippine government's economic growth objectives and the advancement of evidence-based policymaking. However, to enhance value for money, the proposed new phase could cover other sectors, thereby benefitting in economies of scale and scope. This possible new phase for RIDI may also benefit from the following lessons learned from this ISR.

1. Past lessons that remain relevant include maintaining strong connections with change champions in key Philippine government agencies is important in generating buy-in and support; and sustaining dialogues across various levels of authority within administrations ensures progress and sustainability of results[3].
2. A strong and well-designed TOC is crucial for adaptability, fostering flexibility and resilience in challenging circumstances.
3. An investment design allowing greater oversight and decision-making to funding agencies facilitate strategic adjustments, keeping interventions relevant and effective in dynamic settings.
4. A strong expert team is crucial for project success. They produce outputs, results, and innovations for unexpected challenges, aligning project delivery with the TOC.
5. Integrating academic and non-academic institutions in overseeing research-oriented projects enhances the policy research ecosystem. It ensures quality data and research outputs and their wide dissemination, thus maximizing the return on investment.
6. Delivering investment level TOCs requires a cohesive implementation arrangement with adequate controls at the investment level to ensure that deviations from the outcome trajectory can be addressed quickly and effectively.
7. To ensure the sustainability of research-oriented interventions' results, appropriate mechanisms should be put in place for building the capacity of internal and external stakeholders to properly use and maintain these research outputs.
8. Research-oriented interventions should ensure adequate resources for results-based M&E to track the intervention's progress in turning research to policy.
9. Having a well-developed and comprehensive risk management plan in navigating the complexities and extended timelines characteristic of research-oriented programs.

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[3] These lessons picked up by RIDI's design document from feedback from the earlier phases of DFAT's activities with 3ie, UNFPA and ADRi remain relevant.

Considering these lessons learned, a key change in this proposed RIDI phase could be that the new investment, and all its partners and activities, may be collectively driven to achieve a unified, central TOC. This TOC will ideally be in harmony with the goals and priorities of both the Australian and Philippine governments. Contrasting with previous iterations where partners had distinct objectives that aligned with RIDI's TOC, RIDI 2.0 could envision partners contributing strategically to this comprehensive TOC. This approach departs from the conventional grant modality, wherein individual partner objectives might differ and dominate. The proposed new phase could ensure a more cohesive and goal-oriented execution. it is also ideal for the TOC to be designed for adaptability and flexibility to navigate challenging circumstances, focusing not only on delivering innovative and high-quality research but also on enhancing the capacity of stakeholders to effectively use and sustain research outputs. The activities within this portfolio could ideally be designed to achieve the identified end-of-program outcomes within the intervention's timeframe.

In terms of implementation, RIDI 2.0 may be designed with the following arrangements:

1. It could strategically integrate research consumers and producers in one portfolio, emphasizing purposeful and cohesive implementation. Partner selection will focus on synergistic potential and mutual enhancement of efforts for a balanced research mix.
2. It may implement strong investment-level controls, granting DFAT enhanced oversight and decision-making power for strategic, adaptable management in evolving environments.
3. It could form expert teams, including academic and non-academic professionals, for producing innovative outputs and results. It may prioritise building and strengthening relationships with influential figures in Philippine government agencies to ensure support and commitment.
4. It could dedicate sufficient resources to robust M&E and risk management, ensuring effective tracking of research-to-policy transformation and adeptly managing the complexities of research-oriented programs.

DFAT may also consider designing RIDI 2.0 to operate under a Research Management Contract (RMC). The Managing Contractor (MC), selected by DFAT in conjunction with key stakeholders, could report exclusively to DFAT. Tasked with realizing the outputs and outcomes outlined in the TOC within a specific timeframe, the MC's role could include overseeing research, managing grants, and coordinating with think tanks to ensure TOC alignment. The implementation phase may begin with a research needs assessment, leading to the creation of a comprehensive research agenda for RIDI 2.0. This agenda could incorporate strategies for M&E, risk management, knowledge management (KM), and communication for development. To ensure the selection of high-quality, capable partners, the MC may develop and implement a robust partner selection tool. These selected researchers and think tanks could be required to follow DFAT's standards, including policies on Gender Equality, Disability and Social Inclusion (GEDSI). The report "2020 Global Go To Think Tank Index Report" by Bruegel[4] lists the top 10 think tanks in the Philippines, providing a reference for potential partners.

With its scope encompassing other sectors of the Philippine government, there is an opportunity for DFAT to integrate the research activities from other DFAT sections into RIDI 2.0, provided they align with the TOC. As a program possessing cross-cutting potential, RIDI 2.0 can leverage its expertise, thereby enhancing efficiency and effectiveness in the use of resources. Furthermore, RIDI 2.0 could collaborate with multiple implementing agency partners, catering to the diverse research needs of various DFAT sections. These sections could then act as internal clients for RIDI 2.0, promoting greater coherence across DFAT's range of research initiatives. This is elaborated upon in Section 6.

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[4] Retrieved October 13, 2023, from https://www.bruegel.org/sites/default/files/wp-content/uploads/2021/03/2020-Global-Go-To-Think-Tank-Index-Report-Bruegel.pdf)

2 Introduction

This ISR assessed RIDI's progress from January 2019 to December 2022 against its EOPOs and suggests adjustments for its completion. The findings intend to guide DFAT in shaping future phases of bilateral economic and development research partnerships, including supporting the Philippine Development Plan (PDP) 2023-2028.

2.1 Background

DFAT launched RIDI (2019 to 2023) with a funding allocation of up to AUD $5.5million, to promote inclusive growth in the Philippines. It aimed to enhance the use of high-quality research in policymaking and development planning, strengthen policy ecosystems by offering analytical support and technical assistance, and foster policy debates through independent research. RIDI, aligned with Australia's objectives of supporting effective institutions and an open, inclusive economy, consolidated Australia's research activities in the Philippines. It integrated initiatives like the PWP2, the FCS, and DCR, aiming to streamline DFAT's research efforts, reduce duplications, and manage complementary initiatives efficiently[5]. While fostering ties with Australian academics and institutions was a part of RIDI, its primary focus was to support local partners and enhance linkages between the Philippines and other Indo-Pacific countries.

RIDI focused on three thematic areas: supporting inclusive economic growth, promoting evidence-based policy development, and understanding demographics for policy development. It was designed to deliver the following end of program outcomes and intermediate outcomes (Figure 1):

Figure 1. Draft Investment-Level Program Logic for RIDI[6]

Overarching Objective	To support GPH policy reform agenda and more inclusive economic growth			
End of Program Outcomes	Greater evidence-based policy making and program implementation through research focused on development and economic inclusion		Strengthened research policy networks, institutional linkages and partnerships that increase the research capabilities of GPH and Philippine think tanks and enhance public policy debate.	
Intermediate Outcomes	Research findings and data are being accessed and used	Policy issues discussed in a range of public fora	Increased capacity within GPH, partners and networks	Extended research and policy networks and linkages.
Outputs	High quality research products developed	Research findings and data publicly available and accessible	Research and policy partnerships in place and operating	GEDSI plans in place and being implemented
Key Inputs / Activities	Research and Analysis	Communications and Advocacy	Partnerships and Linkages	Capacity Building and Training
Partners	UNFPA	3ie	ADRi	DFAT	Other Flexible Fund partners
Cross Cutting: Gender Equality, Disability Inclusion, Sustainability				

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[5] DFAT considered two approaches for carrying out the activities: grouping them under a single portfolio or executing them independently. The decision was made to implement them collectively to show the strategic impact of Australian Aid investments more effectively in the Philippines. Managing these complementary investments in a streamlined manner would also enhance the communication of research-focused development activities and ensure that these investments are collectively reported through DFAT's aid quality processes.

[6] From the RIDI MEL Plan (Final) shared by DFAT

RIDI implemented the following research activities, each with its own governance arrangements. DFAT took charge of overall management at the investment level, in coordination with activity agreement managers from both the Development and Political -Economic sections.

1. **Longitudinal Cohort Study on the Filipino Child (FCS) (AUD750,000, 2020-2023) with the United Nations Population Fund (UNFPA), Philippines**: The activity supported seven waves[7] of a 15-year nationwide study that tracks a group of 5,000 Filipino boys and girls. The study started in 2016 when they were 10 years old and will follow these children as they transition from childhood to adolescence and adulthood until 2030. The study gathered socioeconomic data to inform national and local development planning, policymaking, and budgeting for achieving the Sustainable Development Goals (SDGs) and the Philippine Government's 25-year development strategy, Ambisyon Natin 2040 ("Our Ambition"). Longitudinal data on "the Filipino Child" are collected through household and community surveys, focus group discussions, and case studies for analysis. The FCS identified the following outcomes, outputs, and indicators[8].

   a. Long-term Outcome 01. Increased use of generated study data and information.
      i. Number of institutions documented to have a partnership with UNFPA and the University of San Carlos - Office of Population Studies (USC-OPS) in the use and analysis of the data.
      ii. Evidence of increased evidence-based discussion of policy issues generated by the FCS.
      iii. % of total budget for the 15 years study as committed funding from the government.
      iv. Number of government agencies using the data as an official reference.
   b. Long-term Outcome 02. More informed national programs and policies.
      i. Number of documented evidence that Government agencies are using the Cohort Study findings to inform policy making and implementation (e.g., reports, minutes of the meeting, articles citing the use of the study in a particular policy or program).
   c. Intermediate Outcome 01. Accessibility and usability of data improved.
      i. Number of people requesting access to the data.
   d. Intermediate Outcome 02. Awareness of the study increased.
      i. Number of people reached in the communication activities on the results of the study.
      ii. Number research/studies, reports, documents with citation of the study.
   e. Intermediate Outcome 03. Stakeholder activity engaged.
      i. Number of partnerships established (government, NGO, academe, etc).
      ii. Number of experts engaged in relation to the study.

2. **Democratic Continuity and Reforms: Philippine Development in the Framework of Rules-Based International System (DCR) (AUD810,000, 2020-2023), with the Stratbase Albert Del Rosario Institute (ADRi)**: The activity supports research activities to elevate public policy discussions and engagement in the Philippines, focusing on governance, economic, and environmental concerns. It for aims to foster stronger research policy networks, institutional connections, and collaborative partnerships, and generates analyses on reform areas relevant to the Philippines. Under the DCR, ADRi committed to implement the following programs and activities[9]:

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[7] Following Waves 1 through 4, the FCS conducted Waves 4A, 5, and 5A. In November 2020, Wave 4A was executed as a telephone survey, aimed at tracking the cohort's status and location during the initial phase of the pandemic. Wave 5, originally planned as a detailed survey from June to August 2021 with conventional in-person interviews like earlier waves, was adapted to phone interviews in response to a resurgence in COVID-19 cases. Subsequently, Wave 5A involved a community survey in conjunction with Wave 5, carried out once face-to-face interviews were feasible again.

[8] Department of Foreign Affairs and Trade, Australia. (2022). The 15 Year Longitudinal Cohort Study on the Filipino Child 2022 Annual Report. Contributing Agency: Department of Foreign Affairs and Trade, Australia. Reporting Agency: United Nations Population Fund (UNFPA). Implementing Partner: University of San Carlos - Office for Population Studies.

[9] Approval document for the inclusion of DCR in RIDI (2020)

    a. Rules Based Governance for a Working Democracy and Responsive Public Service (focuses on democratic institutions, regulatory reforms, and processes)
        i. Regaining public trust in democratic institutions through greater transparency and accountability.
        ii. Regulatory stability and tax reforms for investment and employment generation.
        iii. Democratic processes for electoral, participatory, and political reforms.
    b. Economics with a Human Face: Sustained and Inclusive Growth for a Fairer Philippines (focuses on poverty reduction, inequality, and infrastructure development)
        i. Reducing poverty by creating jobs and livelihood opportunities.
        ii. Addressing inequality amidst economic growth and affluence in Philippine society.
        iii. Infrastructure development through (a) transportation system adequacy; (b) balance energy mix, affordability, and climate protection; and (c) technological change and adaptation.
    c. iii. Environmental Stewardship and Circular Economy (focuses on sound resource management, urbanization and sustainable development, and climate change)
        i. Advancing sound natural resource management through responsible extractive industries.
        ii. Urbanisation and the challenge of sustainable development.
        iii. Global affluence, consumerism, and the effects of climate change in the Philippines.

3. **Policy Window Philippines: Supporting Evidence-informed Policies and Programs-Phase 2 (PWP2) (AUD3 million, 2020-2023[10]) with the International Initiative for Impact Evaluation, Inc (3ie):** This activity was intended to support impact evaluations in the Philippines and help strengthen the country's evaluation capabilities. It was meant to foster collaboration between policymakers and evaluation practitioners. In particular, the PWP2 activity had six objectives[11]:

    a. Production of high-quality rigorous evidence on the impact of programs in the Philippines.
    b. Integration of GEDSI considerations in impact evaluations.
    c. Strengthening of capacity of local researchers to conduct evaluations and engage with policymakers.
    d. Conduct of training to strengthen capacity among government and other ecosystem actors to commission impact evaluations and use evidence.
    e. Holding of high-level policy forum and other engagement efforts and ensuring that they are valued by policymakers.
    f. Making final reports and data publicly available.

The PWP2 activity completed earlier. DFAT and the National Economic Development Authority (NEDA) are designing a new initiative focusing on strengthening the M&E capacity of Philippine officials and using M&E to inform policy reforms.[12]

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[10] PWP2 was concluded on 31 January 2023 instead of its original schedule of 31 December 2023. Based on its latest available Expenditure Report, as of December 31, 2022, PWP2's total expenses amounted to AUD 511,759.
[11] PWP2's objectives are listed in its Evaluation Framework, along with their indicators and information collection methods.
[12] As advised by DFAT, this agreement has already been put in place and is ready for implementation.

2.2   Purpose and Scope

This review is meant for DFAT as its main audience, to provide inputs for a future phase of bilateral economic and development research partnerships between the Australian Government and the Philippine government. It assessed RIDI's progress with a focus on the following priorities:

1. Using the design framework (developed in 2019), assessed the investment's progress towards the achievement of its intended outcomes based on the OECD-defined evaluation criteria of Efficiency, Effectiveness and Sustainability, with particular emphasis on Gender Equality, Disability, and Social Inclusion (GEDSI) issues.
2. Documented lessons learned from the implementation of RIDI partnerships, particularly its contribution to evidence based policy making, its ability to improve development expertise in the Philippines and its influence the priorities of the Philippine government.
3. Recommended ways to improve communications of RIDI's achievements; and build greater knowledge within DFAT and beyond of the analysis and insights provided through the various RIDI activities with partners in the Philippines.
4. Assessed whether reports from partners met the objective to provide evidence for policymaking, including whether data or recommendations was credible, and whether it was utilised by government and development partners to inform policy development or legislative reforms.
5. Based on the above findings, recommended options for a future phase of policy research, with some suggested areas, including:
    a. Role and value to the Australian Embassy of a stand-alone economic and development policy research initiative.
    b. Impact and capacity of economic and development partners contracted under RIDI, and recommendations for selection of future partners.
    c. Improved governance, monitoring and evaluation, and implementation arrangements.
6. Recommend priorities for a potential future phase of bilateral economic and development research partnerships, including options to support implementation of the PDP 2023-2028.

This review assessed RIDI's progress from January 2019 to December 2022, including its progress before and during the COVID 19 pandemic.

3 Approach

3.1 Key Evaluation Questions

This review addressed the key evaluation questions (KEQs) in Table 1, based on OECD's criteria of efficiency, effectiveness, and sustainability. It highlighted GEDSI issues following DFAT's Monitoring and Evaluation Standards. In compliance with the TOR, it also documented lessons, suggested improvements for RIDI's communications and knowledge management, assessed partners' report efficacy for policymaking, and recommend options and priorities for potential future policy research and bilateral economic and development research partnerships.

Table 1. Review Matrix[13]

Domains	Key Evaluation Questions
Relevance	How well does RIDI align with the priorities of the Australian and Philippine governments?
	How has this alignment changed over time?
	How adaptable is RIDI to these evolving priorities
Effectiveness	How effectively has RIDI delivered its outputs and outcomes, and is its approach well-designed to achieve its overall goals?
	What factors have influenced its success, and how has RIDI adapted to challenges affecting its effectiveness?
Efficiency	How efficiently has RIDI used time and resources from Australia and its partners to meet its goals, and how does it compare to alternative approaches?
	What factors influenced RIDI's efficiency, including its funding model and partner capabilities?
	How has RIDI managed challenges affecting its resource use?
Sustainability	How sustainable are RIDI's benefits, what factors have influenced its long-term viability?

3.2 Evaluation Design and Methods

This review mainly utilised qualitative methods, supplementing with mixed methods when appropriate[14]. Output level quantitative data, to assess RIDI's effectiveness and efficiency, was obtained from desk research, including examination of project documents and M&E reports. On the other hand, key informant interviews (KIIs) served as primary source for qualitative information.

3.2.1 Desk Research

This evaluation conducted desk research to gather, organise, and synthesise information on RIDI, including its inputs, policies, processes, and outputs. It used key documents from various sources, such as RIDI's management team, partner research organizations, and other relevant online reports. The study also utilised and analysed available monitoring and evaluation data.

The study reviewed the following documents provided by DFAT (Annex 2):
1. RIDI Concept note and project design documents.
2. RIDI Monitoring, Evaluation and Learning (MEL) Plan
3. RIDI Risk Management Plan
4. RIDI Stakeholder Management Plan
5. Concept notes and approval documents for the research activities
6. Key outputs and deliverables of the research activities based on their approval documents.

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[13] Please refer to Annex 1 for greater detail.

[14] Please refer to Annex 1 for detailed information on the data collection methods and their usage in this review.

7. Relevant M&E reports
8. Relevant feedback notes and reports referring to RIDI outputs and outcomes.
9. Steering committee meeting minutes
10. Other relevant meeting minutes

3.2.2 Key Informant Interviews (KIIs)

This ISR conducted KIIs with stakeholders from DFAT, partner research institutions, NEDA, UNFPA, the United Nations Children's Fund (UNICEF), 3ie, Stratbase ADRi, and the academe (Annex 3). The interviews explored RIDI's unintended benefits, factors contributing to its success, any hindrances and how they were addressed, and identified areas for further support or improvement.

3.3 Data Analysis

This review was meant to assess the progress of the RIDI investment against its committed EOPOs and provide insights for DFAT's priorities in potential future phases of bilateral economic and development research partnerships with the Government of the Philippines. It therefore analysed administrative data and KII results thematically to identify common themes. It also analysed variations in RIDI's performance before and after the onset of the COVID-19 pandemic.

3.4 Gender Equality, Disability and Social Inclusion (GEDSI)

Where applicable, the review incorporated GEDSI throughout its timeline in the following ways:
1. Ensured equal access and opportunities for both men and women to participate in the study.
2. Disaggregated data and analysis by sex whenever possible.
3. Developed all outputs and deliverables with a GEDSI lens.
4. Identified Persons with Disability (PWDs) and Indigenous Peoples (IPs) in data collection and highlight significant stories of PWDs and IPs when available.

3.5 Constraints, Limitations and Mitigation Strategies

The review noted the following limitations and mitigation strategies.
1. Unavailability of Interviewees. DFAT supplied a list of alternate interviewees with relevant topic knowledge. Online interviews were conducted to address interviewee unavailability.
2. Information Gaps. The review collected information from DFAT team members and other provided program documents when necessary to fill in information gaps. It's worth noting that RIDI had different DFAT personnel overseeing its implementation at various point. Information had to be pieced through by conducting interviews with current and former RIDI officers.
3. Activities already implemented in response to challenges up until December 2022. As this report was prepared in December 2023, it is expected that RIDI has already implemented significant activities in response to the challenges encountered by the project up until December 2022. These instances will be highlighted throughout this report as necessary.
4. Informed Consent. Consent was secured from all interviewees at the review's commencement. Participants understood the research and agreed to partake voluntarily, enabling them to provide verbal consent initially.
5. Confidentiality and Privacy: Participants' privacy was protected under the Philippines' Data Privacy Act of 2012. Code names were used for interview participants and institutions where necessary to protect identities. Findings remained unattributed to any specific interviewee, barring the case study where explicit consent was secured from respondents.

4 Findings

4.1 Relevance

Table 2. Summary of Assessment for Relevance

Domain	Rating	Key Evaluation Questions
Relevance	5 = Good	How well does RIDI align with the priorities of the Australian and Philippine governments?
		How has this alignment changed over time?
		How adaptable is RIDI to these evolving priorities

- **RIDI aligns well with the priorities of the Australian and Philippine governments.** Relevance refers to how well the goals of a development initiative align with the demands of its beneficiaries[15]. In RIDI's case, the ISR reviewed how the research portfolio aligned with the priorities of the Australian and Philippine governments and found it "Good" (see Table 2). As a research portfolio engaged in promoting evidence-based policy reforms and inclusive economic growth, RIDI's goal is consistent with the Philippine Vision 2040 (Ambisyon Natin 2040): "Economic growth must be relevant, inclusive and sustainable"[16]; the goal of the Philippine Development Plan 2017-2022: to "lay a stronger foundation for inclusive growth, a high-trust society, and a globally-competitive economy toward realizing the vision by 2040"[17]; and the aim of the Philippine National Evaluation Policy Framework (2015) (NEP), which is "to provide a framework for the purposive conduct of evaluations in the public sector in support of good governance, transparency, accountability, and evidence-based decision-making"[18]. As indicated in its Investment Design Document (IDD), RIDI is also consistent with Australia's Foreign Policy White Paper and meets the four tests for Australia's development cooperation.[19,20]

  At the activity level, RIDI's activities support the Australian and Philippine government in promoting evidence-based policy formulation and execution. PWP2, based on its original design, was meant to assist government agencies with evaluation and analysis. FCS was implemented to generate evidence on the lives and needs of Filipino adolescents, addressing multiple dimensions[21], thus facilitating informed policymaking. DCR, while it lacked a direct Philippine government counterpart, was expected to ensure that its research informs policy development stakeholders. Moreover, DCR's activities provided insights into the Philippine Government's priorities and developmental needs. This was achieved through ADRi, a recognised local think-tank with an established local network in policy research and advocacy.

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[15] Organisation for Economic Co-operation and Development (OECD). (n.d.). Glossary of Key Terms in Evaluation and Results Based Management. Retrieved from https://www.oecd.org/development/evaluation/glossaryofkeytermsinevaluationandresultsbasedmanagement.htm

[16] National Economic and Development Authority. (n.d.). About Ambisyon Natin 2040. Retrieved from https://2040.neda.gov.ph/about-ambisyon-natin-2040/

[17] National Economic and Development Authority. (2017). Philippine Development Plan 2017-2022. Retrieved from https://pdp.neda.gov.ph/wp-content/uploads/2017/01/PDP-2017-2022-10-03-2017.pdf

[18] National Economic and Development Authority. (n.d.). National Evaluation Policy Framework. Retrieved from https://neda.gov.ph/national-evaluation-policy-framework/

[19] Department of Foreign Affairs and Trade. (2017). 2017 Foreign Policy White Paper. Retrieved from www.dfat.gov.au/sites/default/files/2017-foreign-policy-white-paper.pdf

[20] The 2017 Foreign Policy White Paper outlines four criteria the Australian government employs when allocating development assistance. These are: determining whether the assistance aligns with Australia's national interest; assessing if it fosters inclusive growth and poverty reduction; evaluating whether Australia's contribution offers added value and leverages partner funding; and confirming that the assistance ensures results and value for money.

[21] The FCS studied a wide array of factors, including nutritional status, nutrition, sexual and reproductive health, education, life aspirations, living conditions, etc.

- **RIDI remains relevant.** RIDI maintains its alignment with the Philippine's and Australia's interests despite the challenges brought by COVID 19 and changes due to the Philippine elections. At the investment level, its TOC remains relevant and its intended outcomes and the context upon which the investment was based are still valid. The Philippines continuous to strive for inclusive economic growth, as outlined in the Philippines Vision 2040 (Ambisyon Natin 2040) and the new Philippine Development Plan (2023-2028)[22]. The PDP's guiding principles for the next six years emphasise poverty reduction and inclusive growth. The country remains committed to evidence-based policies and decision making as detailed in the NEP and reinforced in NEDA's Six-Year Evaluation Agenda. RIDI also aligns with Australia's New International Development Policy[23], particularly on achieving sustainable development and lifting people out of poverty.

  At the activity level, PWP2's original intent remains relevant based on feedback from key government stakeholders. The Philippines even needs continued assistance in producing high-quality rigorous impact studies to support the evaluation of the PDP beyond the economic and governance area. It also needs capacity building of local researchers to conduct evaluations and engage with policymakers. This need has led to discussions between DFAT and NEDA for a new project supporting NEDA's Six-year Evaluation Agenda, albeit with appropriate implementation changes based on learnings from PWP2. The Philippine government and other stakeholders also continue to view FCS as important in informing policy. The insights from FCS have contributed to the PDP and informed policies within the Department of Education. They raised awareness among policymakers about the pandemic's effects on youth, supporting the decision to resume in-person classes with health measures in place. FCS data played a key role in developing the Reopening Roadmap, later integrated into the National Action Plan against COVID-19 Phase IV[24]. FCS stakeholders expect the study to continue producing critical information that will inform Philippine policies. DFAT also continues to value the advocacy work done by DCR. Outputs continue to be used for strategic purposes. Based on feedback, DCR has influenced policy discussions through its research. Its approach is flexible, allowing for adaptation to new priorities or administration, and its capacity to address gaps in public policy debate is particularly valued.

- **RIDI is adaptable to changing priorities, but on a limited scale.** RIDI demonstrated adaptability amid the pandemic and changing political landscape. It sustained operations to deliver intended results, albeit at a slower pace. This adaptability can be traced from the sustainability of its TOC, which was appropriately designed. To ensure the delivery of RIDI's results, PWP2 was completed ahead of schedule[25], followed by discussions on new a design to meet the government's evolving needs. RIDI continued the FCS and DCR, modifying their implementation strategies to comply with pandemic-related restrictions. However, RIDI's adaptability appeared to be constrained by its grant modality. RIDI afforded its beneficiaries autonomy over daily operations while strategic decisions were made by steering committees. This approach may have restricted its ability to adapt swiftly. Understanding this dimension requires a detailed evaluation. Key learnings include: a strong and well-designed TOC leads to adaptability, flexibility, and resilience; and providing greater oversight and decision-making to the funding agency facilitates strategic adjustments, continued relevance, and effectiveness in dynamic settings.

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[22] National Economic and Development Authority. (2023). Philippine Development Plan 2023-2028. Retrieved from https://pdp.neda.gov.ph/philippine-development-plan-2023-2028/.

[23] Department of Foreign Affairs and Trade. (n.d.). Australia's International Development Policy: Summary. Retrieved from https://www.dfat.gov.au/sites/default/files/australias-international-development-policy-summary.pdf

[24] Department of Foreign Affairs and Trade, Australia. (2022). The 15 Year Longitudinal Cohort Study on the Filipino Child 2022 Annual Report.

[25] DFAT and 3ie mutually agreed that the Evidence Synthesis review will be completed, and all other activities will be discontinued.

4.2 Effectiveness

Table 3. Summary of Assessment for Effectiveness

Domains	Rating	Key Evaluation Questions
Effectiveness	4 = Adequate	1. How effectively has RIDI delivered its outputs and outcomes, and is its approach well-designed to achieve its overall goals? 2. What factors have influenced its success, and how has RIDI adapted to challenges affecting its effectiveness?

Table 4. Summary Findings[26]

Outcomes	Findings
IO1: Access and use of research findings and data.	• FCS outputs informed the PDP 2017-2022, programs of the DOLE National Child Labour Committee, the Department of Education policy on Alternative Learning System and the Basic Education Development Plan 2030. • The utilization of FCS outputs by other researchers could have been better, potentially leading to more extensive research initiatives. DCR outputs supported policymakers in their decision-making process. • PWP2 concluded earlier than planned. It was unable to deliver its output and IOs, other than the completion of the Rapid Evidence Assessment (REA) of teacher training programs.
IO2: Policy issues in RIDI focused areas discussed in a range of public fora.	• DCR disseminated knowledge through its events and publications. Whether this information was used by policymakers requires a more rigorous evaluation. • 3ie presented the REA results at the 9th M&E Network Forum organised by NEDA on 28th November 2022.
IO3: Increase government and partner capacity for research and advocacy.	• FCS, through its publications and dialogues contributed to strengthening research-policy networks, institutional linkages, and partnerships, as well as promoted public debate on key policy issues. More could have been done to broaden its reach and maximise the value of RIDI's investments.
IO4: Extended research and policy networks and linkages.	• DCR's outputs contributed to strengthening research-policy networks, institutional linkages, and partnerships, as well as promoted public debate on key policy issues. Its events and publications facilitated discussions, fostering wider, evidence-based policy discussions. • DCR's operations were affected by the COVID 19. It adapted its activities by focusing on digital format. Its implementation strategy was reoriented with increased focus on social media.

• **EOPO1 was adequately delivered.** EOPO1 expected RIDI's outputs to be used by the government for improved policy making and program implementation. From an investment perspective, RIDI delivered EOPO1 adequately (see Table 3), supported by good performance of both FCS and DCR. As shown in Table 4, feedback from DFAT's counterparts in NEDA and other stakeholders, as well as project documents suggest that FCS outputs were used in updating the

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[26] Please refer to Annex 4 for a discussion of outputs.

PDP 2017-2022 (particularly Chapter 13)[27], while insights from the policy note on child labour[28] informed the enhancement and formulation of programs by the DOLE- National Child Labour Committee (NCLC) to address child labour[29]. The Department of Education (DepEd) also used FCS outputs for its policy on Alternative Learning System[30] and the Basic Education Development Plan 2030.[31] The utilization of FCS outputs by other researchers could have been improved, potentially leading to more extensive research initiatives. However, this was not realised, as access to FCS data remained limited, pending the development of specific usage protocols.

Based on stakeholder feedback, this ISR believes that DCR operated as an advocacy program providing policymakers with information to support their decision-making process. DCR consistently organises and hosts various events such as town hall discussions (THDs), webinars, virtual workshops, and book launches, along with publishing various studies, statements, commentaries, and blogs across tri-media platforms. However, assessing whether policymakers used this information requires a rigorous evaluation that is beyond the scope of this ISR. Determining causality in advocacy related interventions require a more nuanced evaluation study making it difficult to ascertain causality[32]. Nevertheless, proponents believe that DCR's outputs informed important economic policies like the amendments to the Retail Trade Liberalization Act, Foreign Investments Act, and Public Service Act. They reported observing shifts in policymakers' views on several occasions after engaging with DCR. The key reasons for DCR's success, as identified by stakeholders, are its credibility and the strength of its network. These factors allow DCR to connect with change champions and key officials from various government agencies and levels of authority, enabling it to garner their support and buy-in.

Regarding the PWP2, the project and all its components were concluded earlier, except for the Rapid Evidence Assessment (REA) of teacher training programs[33]. However, the REA was completed in December 2022, and any results from this component are beyond the scope of this ISR. Since RIDI is a portfolio of various activities, and based on the foregoing, RIDI's overall effectiveness in delivering EOPO1 is deemed adequate[34].

- **EOPO2 was adequately delivered.** EOPO2 expected RIDI to help strengthen the Philippines' policy research ecosystem. The investment's effectiveness in achieving EOPO2 was somewhat diminished due to the early conclusion of PWP2. Nevertheless, RIDI seems to have adequately delivered on EOPO2, owing to the strong contributions of both FCS and DCR.

  Evidence suggests that FCS, through its various publications and sponsored dialogues (Annex 4) delivered EOPO2, and have contributed to strengthening research-policy networks, institutional linkages, and partnerships, as well as promoted public debate on key policy issues. However, feedback from researchers and government stakeholders suggests that more could have been

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[27] National Economic and Development Authority. (2021). Updated Philippine Development Plan 2017-2022 [PDF]. Retrieved from https://pdp.neda.gov.ph/wp-content/uploads/2021/06/Updated-PDP-2017-2022-as-of-06_29-V3.pdf.
[28] Longitudinal Cohort Study on the Filipino Child. (2020). Early work/labor patterns of Filipino children and their implications on policy. UNFPA-OPS Policy Notes Series No. 4.
[29] Longitudinal Cohort Study on the Filipino Child National Steering Committee meeting highlights. (2021, October 5).
[30] Department of Foreign Affairs and Trade. (2023). Draft 2022-23 Annual Investment Monitoring Report for INN321 - Research for Inclusive Development Initiative (RIDI). Aidworks.
[31] Department of Education. (2022). Department Order Number 24, Series of 2022. Retrieved from https://www.deped.gov.ph/wp-content/uploads/2022/05/DO_s2022_024.pdf
[32] Assessing the causal relationship between DCR activities and policy changes require an impact evaluation, which is beyond the scope of this ISR.
[33] The REA results were presented by 3ie at the 9th M&E Network Forum organised by NEDA on 28th November 2022,
[34] Note that this ISR weighed RIDI's portfolio performance based on the original budget allocations for PWP2, FCS and DCR. Readers may modify this approach using equal weights, depending on their intended use of the ISR outputs.

done to broaden the reach of its outputs to maximise the value of RIDI's investments. FCS stakeholders have underscored the importance of adopting a more proactive approach in disseminating study findings. There is also a need to improve other researchers' access to FCS data and to provide training on the use of longitudinal data to ensure its proper use. It is noteworthy, for example, that despite FCS's principle of an open approach to data sharing with potential researchers and users, only seven people or institutions have sought and utilised this data. This limited access could be attributed to the program's design, which overlooked including activities and outputs to improve access not only to processed data but also to the raw data itself. The review further observes that FCS is implemented by academic institutions. These institutions, while experts in collecting, processing, and analysing data to produce and publish high-quality research for evidence-based decision-making, tend to concentrate less on disseminating raw data and providing extensive training to researchers on data usage. It may be beneficial to consider including non-academic institutions that specialise in advocating for access to and proper use of all outputs, raw data included[35].

- DCR's outputs have also contributed to strengthening research-policy networks, institutional linkages, and partnerships, as well as promoted public debate on key policy issues. Its activities were designed to influence its networks and partners (Annex 4) towards evidence-based decisions. DCR's events and publications, functioning as fora for high-level policymakers, facilitated discussions on key themes, contributing to the earlier discussed EOPO1 performance. Furthermore, DCR emphasised the media's role in broadcasting the issues raised, fostering wider, evidence-based policy discussions. DCR's operations were affected by the COVID 19, however, specifically regarding mobility. In response, DCR adapted its activities, greatly increasing its focus on digital format, which included organizing virtual townhall meetings and integrating teleconferencing. Its implementation strategy was also reoriented to reflect the growing importance of social media.

- **Contributing factors[36].** RIDI's strength lies with its choice of partners and stakeholders, and its use of adaptive management[37]. The COVID 19 pandemic, on the other hand, is its key hindering factor. The UNFPA, the research team and the government agencies involved in FCS managed the activity well as they delivered their outputs and EOPOs. The research team comprised experts in longitudinal surveys and was able to adapt to the challenges brought by the pandemic, even maintaining a high response rate. From the beginning, the FCS was intentionally oversampled to counterbalance an anticipated annual attrition rate of 3%. This foresight provided a cushion when the pandemic struck, enabling the implementation of mitigating measures. The project team capitalised on this oversampling by recalibrating the sample distribution, ensuring balanced representation from areas with higher attrition. Innovations in respondent tracking were also introduced, such as enhanced community involvement to ascertain current participant locations and the use of phone surveys. These measures increased the response rate, achieving 92% in the project's sixth wave of in-person community surveys.

  DCR was also managed well by experts in policy research and advocacy. The team adapted well to the pandemic and conducted their activities using innovative approaches, as explained in the discussion on EOPO2. These innovative approaches allowed DCR to continue its operations

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[35] According to DFAT, its support to Phase 3 of the FCS includes a component on building capacity, initially on the utilisation and analysis of FCS data.

[36] This includes both hindering and facilitating factors.

[37] The ISR points out that RIDI's adaptive management allowed it to navigate through challenges like the pandemic. However, as explained in Section 4.1, it appears that its use of the grant modality may have affected its ability to adapt to these challenges swiftly.

despite the pandemic. PWP2, although managed by experts, faced significant challenges due to pandemic-related factors. Stakeholder feedback indicated that the pandemic shifted agencies' attention away from rigorous impact evaluation. The PWP2 team, operating primarily from overseas locations, also found it challenging to maintain engagement with their network within the Philippine government. Two key insights emerge from evaluating RIDI's effectiveness: First, a strong team of local and international experts is crucial for project success. These experts are strategically placed to produce outputs, results, and innovative solutions for unexpected challenges, aligning project delivery with the TOC as feasibly as possible. Second, integrating academic and non-academic institutions in overseeing research-oriented projects better enhances the policy research ecosystem. This integration ensures the quality of data and research outputs and their wide dissemination, thus maximizing the return on investment.

4.3   Efficiency

Table 5. Summary of Assessment for Efficiency

Domains	Rating	Key Evaluation Questions
Efficiency	3 = Less than Adequate	3. How efficiently has RIDI used time and resources from Australia and its partners to meet its goals, and how does it compare to alternative approaches? 4. What factors influenced RIDI's efficiency, including its funding model and partner capabilities? 5. How has RIDI managed challenges affecting its resource use?

- **RIDI's efficiency is less than adequate (see Table 5).** RIDI faced significant challenges due to COVID-19. While FCS and DCR operated efficiently, the premature conclusion of PWP2 affected RIDI's overall efficiency. In early 2020, RIDI effectively used time and resources, aligning activities with its TOC objectives. However, by 2021, the pandemic's impact intensified, leading to a decline in RIDI's resource utilization. RIDI expended just 53.4% of its total investment, which amounted to AUD2,936,452.88[38]. Despite these obstacles, RIDI continued to use DFAT resources and partner expertise to support the Philippine government and other stakeholders in evidence-based policymaking, adapting to digital platforms for efficiency. By the end of 2022, RIDI's efficiency was less than satisfactory. Only 61.46% of the $5.5 million total RIDI allocation, or $3,389,229.45[39], had been used. The shortfall was primarily due to the early conclusion of PWP2.

  DFAT's investment in FCS and DCR showcased efficiency. Co-funded by DFAT, FCS utilised modest contributions to produce high-quality studies and later secured additional funds from government agencies like DOH (~AUD320,000) and NEDA (~AUD430,000)[40]. The project developed contingency plans for potential funding issues and strategically used donor funds (DFAT and UNICEF) for key study components. Despite facing communication and dissemination challenges due to delayed NEDA funding, counterpart funds were utilised for dissemination. DCR adeptly moved its engagements to online platforms, efficiently using resources. Savings from this shift were reallocated to strengthen staff resources, enhancing research and advocacy efforts. The transition to virtual townhall discussions led to larger audience engagement and

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[38] Annual Investment Monitoring Report 2022, p.4
[39] Annual Investment Monitoring Report 2023, p.4
[40] According UNFPA, "DOH funding was secured and implemented. NEDA's funding commitment did not materialise because of legal challenges from the side of NEDA. NEDA decided to spend the money in 2023 on other activities related to the study. This decision happened after the interview by the DFAT consultant."

more extensive partnerships and collaborations. By April 2022, over 70 percent[41] of the funds allocated for FCS and DCR activities were disbursed, indicating an effective resource utilization.

The pandemic significantly impacted PWP2's efficiency. In 2020, despite the pandemic's onset, PWP2 successfully preserved its relationship with NEDA, effectively handling changes such as the appointment of a new NEDA Secretary, who became a strong advocate for the project. By 2021, however, PWP2 faced delays, with many activities remaining incomplete due to the limited capacity of government partners and coordination challenges caused by the PWP2 team's limited in-country presence and differing time zones. These issues necessitated amendments to PWP2's workplan and timeline, and the introduction of performance-based payments to improve efficiency. By the end of 2021, only around AUD189,000 (13%)[42] was expensed out. The challenges continued into 2022, despite the easing of pandemic restrictions and resumption of business and government operations. By April 2022, only about 20% of the USD1.5 million that has already been transferred to 3ie was spent by PWP2. Consequently, PWP2 was concluded early, with unspent funds returned to the consolidate funds.

- **Adaptive management slightly mitigated RIDI's efficiency losses.** RIDI's investments employed adaptive management to accommodate changing priorities during the COVID-19 pandemic. FCS supplemented its face-to-face surveys with the phone surveys using the Computer-Assisted Personal Interviewing (CAPI) platform to uphold high response rates. There were plans to follow up the phone surveys when the pandemic ebbed, but a surge of the Delta variant of the virus prevented its implementation. DCR adopted online platforms to maintain and even broaden its network, including policymakers, the private sector, civil society, and other stakeholders. Its virtual townhall activities reached larger audience, which increased from 30 to 200. PWP2 streamlined its processes, facilitating direct engagement with other agencies. However, PWP2 faced challenges due to team members spanning various time zones and limited bandwidth by government counterparts who were then deployed and focused on addressing pandemic-related national concerns. This limited PWP's ability to coordinate with government partners even for virtual meetings. At an investment level, RIDI demonstrated adaptive management by initiating a revision of PWP2's workplan and timeline in 2021. This involved reviewing options to manage the investment and address non-delivery of results, which led to the early conclusion of PWP2.

- **Contributing factors.** Resource leveraging proved beneficial for RIDI as, in the case of FCS, government, UNFPA, and UNICEF funding allowed RIDI to achieve its EOPOs with limited resources. But while this investment approach seems strategic, further analysis is needed to assess its influence on DFAT's adaptability to shifts in developmental context. FCS, for example, faced issues disseminating its study, when NEDA held on to its counterpart funds to UNFPA and related research bodies. UNFPA financed the dissemination using counterpart funds. Adaptive management also allowed RIDI to reallocate its resources when necessary or when there are activities that were underperforming or underspending. As previously discussed, the early conclusion of PWP2 led to the return of its remaining funds. DFAT then reallocated these funds to other investments, ensuring effective utilization of resources.

- **Implementation arrangements.** RIDI was designed to consolidate DFAT's investments into one portfolio. This strategy was seen as an innovative method to optimise outcomes, positioning 3iE and ADRi as "consumers" of data and UNFPA as a "producer" of evidence. It was hoped that this design would foster synergies between evidence consumers and producers, thereby promoting

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[41] Annual Investment Monitoring Report 2022, p.4
[42] Annual Investment Monitoring Report 2022, p.10

innovation. The design aimed to facilitate a cohesive approach to M&E and enable more effective communication of research-focused development activities. At the investment level, RIDI is managed by the Development Section of DFAT Manila Post. This leadership structure seeks to complement other DFAT initiatives while aligning with the efforts of the Political, Governance, and other Sections supporting RIDI's goals and EOPOs. At the activity level, each project has distinct governance frameworks, with DFAT playing a key role in major decisions through formal and informal methods. Governance at the investment level is done through a biannual DFAT Steering Committee meeting chaired by the Counsellor (Development), with all activity managers and other attendees such as Desk and DHOM as necessary.

The design's objective is to create synergy between evidence consumers and producers, based on the assumption of significant interaction to align demand and supply. However, in RIDI's situation, the three activities operate independently, limiting opportunities for interaction within RIDI's timeframe. The TOC that underpins these activities is meant to shape their deliverables. However, given that these activities are grant-based and supervised by a steering committee of high-level officials with unique objectives, and executed by partners with their own research agenda, achieving a cohesive approach to deliver the TOC outcomes is extremely challenging. The potential drawbacks of this design become apparent when considering the addition of one or two hypothetical activities to RIDI. Such an expansion could ostensibly reveal the complexity and implementation and coordination challenges inherent in this structure. A key lesson from this discussion is that delivering investment level TOCs requires a cohesive implementation arrangement with adequate controls at the investment level to ensure that deviations from the outcome trajectory can be addressed quickly and effectively.

4.4   Sustainability

Table 6. Summary of Assessment for Sustainability

Domains	Rating	Key Evaluation Questions
Sustainability	4 = Adequate	1. How sustainable are RIDI's benefits, what factors have influenced its long-term viability? 2. How has RIDI addressed challenges to its sustainability?

- **Sustainability and Utilisation of Outputs.** This ISR identifies two critical factors underpinning RIDI's sustainability: the continued use of its research outputs, and ability of partners to sustain the use of these outputs effectively. The latter underpins the former because, without it, there is a risk of the research outputs becoming outdated, or their dissemination ceasing. This factor also ensures that users are proficient in utilising these outputs, such as being skilled in accurately analysing longitudinal data[43]. In terms of the continued use of it outputs, FCS and DCR produced high-quality research that the government uses, with a high likelihood of long-term utility. This is the case for the earlier discussions about the development plans that were seemingly influenced by FCS and the legislative amendments that were said to have been driven by DCR. However, while plans exist to continue the use of FCS outputs, extending the FCS study itself beyond 2030 seems unlikely, as NEDA, UNFPA, and academic partners see no further need for

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[43] Interviewees have identified the limited capacity of local researchers to use longitudinal data as a key obstacle to the broader application of the FCS outputs.

investigation[44,45]. DCR outputs, being specialised and primarily for advocacy, may have limited longevity as well. PWP2's premature conclusion suggests limited use of its outputs. Regarding the partners' capacity to sustain the use of these outputs effectively, the operations of the DCR are significantly reliant on RIDI's resources[46]. This suggests that without RIDI, it is highly unlikely that DCR's partners will be able to sustain its outputs. Additionally, within the timeframe of this report, capacity building of partners for the use of FCS outputs has not yet been undertaken.

- **Addressing challenges to sustainability.** DFAT is actively working towards sustaining RIDI's outputs and outcomes. The impact evaluation training sessions for government staff planned by PWP2 were interrupted due to its early conclusion, but as per this ISR timeline, plans are underway to launch a new project[47]. This initiative, a collaboration between DFAT, NEDA and UNDP, aims to fulfill this training need, among other activities. Although FCS has not developed the capacity of researchers in longitudinal research, there are plans to address this gap[48]. Feedback from DFAT and NEDA indicates that FCS will undertake this capacity-building activity for the remaining duration of the project. In contrast, for the DCR project, RIDI's capacity-building efforts has not been extended to think tanks other than ADRi[49]. But this is done by design, which RIDI may want to address in future iterations. While RIDI has produced volumes of research outputs and research processes, the lack of a central knowledge repository and effective dissemination channels mitigates their long-term viability. Ideally, NEDA should serve as the repository for PWP2 and FCS outputs. However, PWP2 has concluded early, and access to FCS data remains limited. Interviewees indicated that the data will soon become available, albeit to a select audience and under a set of rules and processes that are yet to be established. For the DCR project, while ADRi currently holds the pertinent knowledge, the sustainability and accessibility of this information remains uncertain.

- The sustainability of RIDI, as a research portfolio, should be considered in its totality. While each activity within the portfolio maintains its own project design, they should ideally work together to contribute to the sustainability of RIDI's outcomes. This ISR believes that RIDI's Intermediate Outcome 3 (IO3) on "Increased capacity within GPH, partners and networks" is a precondition to its sustainability. Strategically, this outcome should have been incorporated across all activities. Despite this, RIDI has demonstrated the continued use of its research outputs, and efforts are underway to deliver IO3. Consequently, the ISR considers RIDI's sustainability to be adequate (see Table 6). The key lesson in this discussion is that to ensure the sustainability of research-oriented interventions' results, appropriate mechanisms should be put in place for building the capacity of stakeholders to properly use and maintain these research outputs.

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[44] Based on feedback, the FCS is designed to follow the progress of its cohort until 2030. Any new investment would likely add more value if used to fund a new study following a new cohort or addressing a new set of research questions.

[45] Note that the ISR only RIDI's support to Waves 4-6 of the FCS. The FCS itself, led by UNFPA, is scheduled for completion by 2030. According to DFAT, as of this writing, there are ongoing discussions for the funding of FCS waves 7 and 8.

[46] Feedback indicates that approximately half of ADRi's resources were attributed to RIDI's contribution.

[47] According to DFAT, the arrangement with UNDP to support NEDA's evaluation plans was approved in Oct 20 (Strengthening Evaluation for Evidence-based Development - SEED).

[48] This outcome was not originally planned for FCS at the activity level. However, this ISR believes that, considering the sustainability of the broader research portfolio, RIDI should have incorporated this outcome in its TOC, and influenced FCS to adopt a similar approach.

[49] According to DFAT, its support to FCS Phase 3 now includes a component on capacity building, with initial focus on the utilization / analysis of FCS data.

4.5   GEDSI

Table 7. Summary of Assessment for GEDSI

Domains	Rating	Key Evaluation Questions
GEDSI	4 = Adequate	How effectively has RIDI addressed GEDSI?

- **RIDI's GEDSI Responsiveness.** RIDI's research and activities support DFAT's Gender Equality and Women's Empowerment Strategy. This framework informs RIDI's reporting protocols and implementation methods, ensuring a gender-responsive approach. RIDI's baseline data features a diverse respondent pool that includes vulnerable communities such as those with disabilities and indigenous individuals. For example, in the FCS, half of the respondents are male, mirroring natural sex distribution. Oversampling techniques have been used to ensure the adequate representation of children from these vulnerable groups. ADRi's Gender and Disability Inclusion Plan aims for holistic inclusivity. While more still needs to be done, i.e., GEDSI disaggregation, this focus became prominent after ADRi partnered with DFAT, indicating a shift in policy towards comprehensive GEDSI considerations. FCS adheres to robust privacy protocols to protect individual identities. In instances where gender-based violence or high-risk behaviours are identified, recommendations are provided to caregivers or families on appropriate avenues for assistance. The FCS highlighted gender-specific issues, notably the disparate learning experiences affecting female students. It also had a qualitative study with specific questions focused on LGBTQIA+ and other GEDSI groups. RIDI has successfully built the GEDSI capacity of its partners. Although academic partners of FCS and 3ie were already aware of GEDSI principles, ADRi indicated that participation in RIDI has strengthened their capacity and commitment to implement GEDSI practices in their operations. Considering all these observations, this ISR considers RIDI's GEDSI responsiveness to be adequate (see Table 7).

4.6   Monitoring and Evaluation

Table 8. Summary of Assessment for Monitoring and Evaluation

Domains	Rating	Key Evaluation Questions
Monitoring and Evaluation	4 = Adequate	1. How effectively did RIDI's M&E system provide credible information and to what extent were its outputs utilised for management decision-making, learning, and accountability? 2. Were the M&E resources and arrangements appropriately allocated and well-suited for both investment and activity levels within RIDI? 3. What factors influenced the design and implementation of RIDI's M&E system, and how were challenges in its design and implementation addressed?

- **RIDI's monitoring and evaluation system is adequate (see Table 8).** RIDI monitors the progress of its activities through bi-annual reports from its partners and bi-annual Steering Committee Meetings (SCMs). These SCMs serve as forums for DFAT and its partners to review the project's status and significant achievements, with further details provided in the partners' Annual Reports. Regular operational meetings are also held to track progress, address risks, and leverage opportunities as the activities develop. RIDI has a draft Monitoring, Evaluation, and Learning (MEL) Plan, offering a straightforward, fit-for-purpose MEL strategy and approach. This MEL Plan adheres to DFAT's M&E Standards and is tailored to the investment's scale. It incorporates and aligns with the MEL Plans of the three RIDI partners and was collaboratively

developed by these partners and DFAT Manila to enhance the reporting of partner progress in achieving the RIDI investment outcomes. RIDI's adaptability has been informed by its M&E arrangements. For example, its decision to conclude PWP early was in response to its M&E findings on effectiveness and efficiency.

- **Different levels of reported information.** The quality of the partners' reported information is based on the activities they are implementing. FCS provides output and outcome data, which is useful for assessing its progress towards results. The quality of its indicators aligns with M&E standards, likely due to the team's expertise in statistics and M&E. FCS's National Steering Committee (NSC) Meeting (SCM) is structured to include a session on "how the NSC members utilised policy notes for policy planning in their respective agencies," enabling FCS to evaluate the usability of its outputs. This M&E data is also included in the annual reports, facilitating the monitoring of FCS' progress at the RIDI level. DCR, conversely, reports information at the activity and output levels. While it does reference outcome information, such as policies influenced by DCR outputs, this data is unverified. ADRI attributes this to the "inherent challenges of measuring outcomes for advocacy-focused initiatives like DCR"[50]. Stakeholder feedback indicates that DCR is aware its reported outcome data is anecdotal, stemming from a lack of comprehensive data. Given that DCR's activities are focused on advocacy, the gathering of outcome information typically requires a more rigorous approach, for which DCR lacks the necessary resources[51]. This is unfortunate, considering DCR's outcomes are what research-oriented interventions aspire for: converting research to policy. Note, however, that DCR's anecdotal evidence offers valuable insights into its potential influence on policymaking. It could serve as a foundation for further research to verify DCR's outcome. PWP2 also conducted SCM in which its progress was discussed. However, as it was unable to implement its activities and concluded earlier there was limited time for PWP2 to report any outcome. This is again unfortunate because with its M&E expertise, PWP2 could have easily provided valuable output and outcome level information on its progress. The key lesson in this section is that research-oriented interventions should ensure that adequate resources are allocated for results-based M&E to track the intervention's progress in turning research to policy.

4.7   Risk Management and Safeguards

Table 9. Summary of Assessment for Risk Management and Safeguards

Domains	Rating	Key Evaluation Questions
Risk Management and Safeguards	4 = Adequate	1. How effectively did RIDI identify and manage various risks, including diversion risks such as fraud and terrorism resourcing? 2. How did RIDI identify and address safeguard risks?

- **Adequate risk management and safeguard protocols (see Table9).** DFAT has risk management protocols that RIDI and its activities adequately complied with. At the investment level, RIDI maintains a risk register, updated quarterly, and approved by the Development Counsellor. It is uploaded into AidWorks and the Electronic Document and Records Management System. Each activity has a risk management plan (RMP) complying with DFAT's requirements. They submitted these RMPs to DFAT shortly after the start of their timeline. Within the scope of this ISR, RIDI identified several risks, some of which materialised and were addressed accordingly.

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[50] This comment was taken from ADRI's response to an earlier ISR draft.

[51] This limitation may be addressed by incorporating greater funding for evaluating outcomes in advocacy programs.

1. **COVID-19 Impact on Research Activities**: Despite challenges from the pandemic, partners managed to deliver outputs through flexible data collection and planning strategies.
2. **Government Priority Shifts and Research Alignment**: Potential changes in research priorities and GPH receptiveness post-2022 election was addressed by partners through extensive networking within GPH and aligning research with long-term government goals.
3. **Personnel Turnover Management**: Partners addressed project momentum and relationship impacts due to staff turnover by retaining key personnel as consultants.
4. **Investment Activity Delays**: Challenges from delayed government co-funding and limited staff resources were avoided through regular stakeholder dialogues and DFAT's flexible funding to offset government shortfalls.
5. **Partner Capacity and Government Relationship**: Issues arising from staff changes and COVID-19 impacts are mitigated by maintaining strong government relationships and effective transition planning for leadership changes.
6. **Government Engagement and Risk Management**: Risks of government disagreement or disengagement due to policy changes or critical research findings are mitigated through continuous engagement and careful communication strategies.
7. **Project Delays and Adaptations**: Significant delays in PWP due to the pandemic and administrative transitions led DFAT to end the agreement, while UNFPA adjusted its data collection methods for the Cohort Study in response to COVID-19 restrictions.
8. **Funding Challenges for UNFPA Cohort Study**: Legal obstacles[52] hindered the transfer of committed government funds for Wave 6 in 2022, impacting the study's progression.
9. **Government Buy-In for RIDI Activities**: Despite the risk of government non-utilization of research evidence due to policy shifts or negative reactions, effective risk management ensured this did not occur in 2022.

RIDI effectively responded to pandemic-related risks, but PWP2 was severely impacted due to overlapping issues of personnel turnover and project delays, causing considerable delays in output delivery. Both FCS and DCR faced significant challenges due to the pandemic but adapted innovatively. FCS additionally dealt with funding delays as government co-financing was redirected to COVID-19 response. DCR mitigated pandemic risks by shifting to online operations. RIDI's experience underscores the importance of a well-developed and comprehensive risk management plan in navigating the complexities and extended timelines characteristic of research-oriented programs.

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[52] Based on UNFPA's response to an earlier ISR draft, "DOH funding was secured and implemented. NEDA's funding commitment did not materialise because of legal challenges from the side of NEDA. NEDA decided to spend the money in 2023 on other activities related to the study. This decision happened after the interview by the DFAT consultant."

5 Lessons

Based on the discussion in the previous section, the following lessons can be observed from the implementation of RIDI:

1. Lessons learned prior to RIDI that remain relevant include: the importance of maintaining strong connections with change champions in key Philippine government agencies to generate buy-in and support, and the need to sustain dialogues across various levels of authority within administrations to ensure progress and sustainability of results[53].
2. A strong and well-designed TOC is crucial for adaptability, fostering flexibility and resilience in challenging circumstances.
3. An investment design that provides greater oversight and decision-making authority to the investor can facilitate strategic adjustments, keeping interventions relevant and effective in dynamic settings.
4. A strong team of experts is crucial for project success. These experts are strategically placed to produce outputs, results, and innovative solutions for unexpected challenges, aligning project delivery with the TOC as feasibly as possible.
5. Integrating academic and non-academic institutions in overseeing research-oriented projects better enhances the policy research ecosystem. This integration ensures the quality of data and research outputs and their wide dissemination, thus maximizing the return on investment.
6. Delivering investment level TOCs requires a cohesive implementation arrangement with adequate controls at the investment level to ensure that deviations from the outcome trajectory can be addressed quickly and effectively.
7. The key lesson in this discussion is that to ensure the sustainability of research-oriented interventions' results, appropriate mechanisms should be put in place for building the capacity of stakeholders to properly use and maintain these research outputs.
8. Research-oriented interventions should ensure that adequate resources are allocated for results-based M&E to track the intervention's progress in turning research to policy.
9. Having a well-developed and comprehensive risk management plan in navigating the complexities and extended timelines characteristic of research-oriented programs.

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[53] These lessons picked up by RIDI's design document from feedback from the earlier phases of DFAT's activities with 3ie, UNFPA and ADRi remain relevant.

6   Recommendations

This ISR found that RIDI's TOC remains relevant and that its outcomes are essential in supporting the Philippine government's economic growth aspirations and promoting evidence-based policymaking. There is also a significant emphasis within the Philippine government on nurturing a research and evidence culture, extending beyond the economic and governance sectors, to include other government areas. Given this, it is highly recommended that DFAT consider extending RIDI by launching RIDI 2.0. In the proposed new phase, RIDI may continue as a portfolio of research-oriented interventions, supporting the Philippine government's economic growth objectives and the advancement of evidence-based policymaking. However, to enhance value for money, the proposed new phase could cover other sectors, thereby benefitting in economies of scale and scope. This possible new phase for RIDI may also benefit from the following lessons learned from this ISR.

1. Past lessons that remain relevant include maintaining strong connections with change champions in key Philippine government agencies is important in generating buy-in and support; and sustaining dialogues across various levels of authority within administrations ensures progress and sustainability of results[54].
2. A strong and well-designed TOC is crucial for adaptability, fostering flexibility and resilience in challenging circumstances.
3. An investment design allowing greater oversight and decision-making to funding agencies facilitate strategic adjustments, keeping interventions relevant and effective in dynamic settings.
4. A strong expert team is crucial for project success. They produce outputs, results, and innovations for unexpected challenges, aligning project delivery with the TOC.
5. Integrating academic and non-academic institutions in overseeing research-oriented projects enhances the policy research ecosystem. It ensures quality data and research outputs and their wide dissemination, thus maximizing the return on investment.
6. Delivering investment level TOCs requires a cohesive implementation arrangement with adequate controls at the investment level to ensure that deviations from the outcome trajectory can be addressed quickly and effectively.
7. To ensure the sustainability of research-oriented interventions' results, appropriate mechanisms should be put in place for building the capacity of internal and external stakeholders to properly use and maintain these research outputs.
8. Research-oriented interventions should ensure adequate resources for results-based M&E to track the intervention's progress in turning research to policy.
9. Having a well-developed and comprehensive risk management plan in navigating the complexities and extended timelines characteristic of research-oriented programs.

Considering these lessons learned, a key change in this proposed RIDI phase could be that the new investment, and all its partners and activities, may be collectively driven to achieve a unified, central TOC. This TOC will ideally be in harmony with the goals and priorities of both the Australian and Philippine governments. Contrasting with previous iterations where partners had distinct objectives that aligned with RIDI's TOC, RIDI 2.0 could envision partners contributing strategically to this comprehensive TOC. This approach departs from the conventional grant modality, wherein individual partner objectives might differ and dominate. The proposed new phase could ensure a more cohesive and goal-oriented execution.it is also ideal for the TOC to be designed for adaptability and flexibility to navigate challenging circumstances, focusing not only on delivering innovative and high-quality research but also on enhancing the capacity of stakeholders to effectively use and

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[54] These lessons picked up by RIDI's design document from feedback from the earlier phases of DFAT's activities with 3ie, UNFPA and ADRi remain relevant.

sustain research outputs. The activities within this portfolio could ideally be designed to achieve the identified end-of-program outcomes within the intervention's timeframe.

In terms of implementation, RIDI 2.0 may be designed with the following arrangements:

1. It could strategically integrate research consumers and producers in one portfolio, emphasizing purposeful and cohesive implementation. Partner selection will focus on synergistic potential and mutual enhancement of efforts for a balanced research mix.
2. It may implement strong investment-level controls, granting DFAT enhanced oversight and decision-making power for strategic, adaptable management in evolving environments.
3. It could form expert teams, including academic and non-academic professionals, for producing innovative outputs and results. It may prioritise building and strengthening relationships with influential figures in Philippine government agencies to ensure support and commitment.
4. It could dedicate sufficient resources to robust M&E and risk management, ensuring effective tracking of research-to-policy transformation and adeptly managing the complexities of research-oriented programs.

DFAT may also consider designing RIDI 2.0 to operate under a Research Management Contract (RMC). The Managing Contractor (MC), selected by DFAT in conjunction with key stakeholders, could report exclusively to DFAT. Tasked with realizing the outputs and outcomes outlined in the TOC within a specific timeframe, the MC's role could include overseeing research, managing grants, and coordinating with think tanks to ensure TOC alignment. The implementation phase may begin with a research needs assessment, leading to the creation of a comprehensive research agenda for RIDI 2.0. This agenda could incorporate strategies for M&E, risk management, knowledge management, and communication for development. To ensure the selection of high-quality, capable partners, the MC may develop and implement a robust partner selection tool. The selected researchers and think tanks could be required to follow DFAT's standards, including policies on GEDSI. The report "2020 Global Go To Think Tank Index Report" by Bruegel[55] lists the top 10 think tanks in the Philippines, providing a reference for potential partners (see Figure 2).

With its scope encompassing other sectors of the Philippine government, there is an opportunity for DFAT to integrate the research activities from other DFAT sections into RIDI 2.0, provided they align with the TOC. As a program possessing cross-cutting potential, RIDI 2.0 can leverage its expertise, thereby enhancing efficiency and effectiveness in the use of resources. Furthermore, RIDI 2.0 could collaborate with multiple implementing agency partners, catering to the diverse research needs of various DFAT sections. These sections could then act as internal clients for RIDI 2.0, promoting greater coherence across DFAT's range of research initiatives.

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[55] Retrieved October 13, 2023, from https://www.bruegel.org/sites/default/files/wp-content/uploads/2021/03/2020-Global-Go-To-Think-Tank-Index-Report-Bruegel.pdf)

Figure 2. Top Local Think Tanks

Quadrant	Academic	Advocacy
Public	• Philippine Institute for Development Studies (PIDS) • Center for International Relations and Strategic Studies (CIRSS)	
Private	• Asian Institute of Management (AIM) Policy Center, • Ateneo Center for Economic Research and Development (ACERD), • International Rice Research Institute (IRRI) • East Asian Development Network	• Initiatives for International Dialogue (IID), • Institute for Strategic and Development Studies (ISDS) • WorldFish

Aside from the list of Think Tanks identified above, DFAT may also consider the following Think Tanks as potential partners.

1. The Stratbase ADR Institute for Strategic and International Studies (ADRi). ADRi is one of the research partners of RIDI. According to DFAT, ADRi's performance meets its expectations in terms of quality and responsiveness. ADRi is an international research firm specializing in economic, social, political, and strategic research and advocacy. Its extensive research and advocacy experience and reach will make it a strategic partner in a potential next phase for RIDI.

2. Development Academy of the Philippines (DAP). DAP is a Philippine government owned and controlled corporation. It is an attached agency of the NEDA focusing on policy and program development, implementation, and coordination. Its vast experience in research, project management, and advocacy will make it a strategic partner in a potential next phase of RIDI.

3. Philippine Statistical Research and Training Institute (PSRTI). PSRTI is the research and training arm of the Philippine Statistical System (PSS). It has been supporting NEDA and other government agencies in statistical development and implementation. With its extensive expertise and experience in research and statistical analysis, will make it a strategic partner in potential next phase of RIDI.

ANNEX 1. Detailed Review Matrix[56]

Domains	KEQs	Indicative Sub-KEQs	Desk Research	DFAT	Partners	NEDA	Others
Relevance	To what extent is RIDI relevant to Australian Government priorities?	What are the Australian Government priorities in the Philippines that relate to RIDI?	RIDI Investment Design	Yes	No	No	No
Relevance	To what extent is RIDI relevant to Australian Government priorities?	How does RIDI aim to contribute to these priorities per the TOC?	RIDI Investment Design	Yes	No	No	No
Relevance	To what extent is RIDI relevant to Australian Government priorities?	Why did DFAT select RIDI over alternative investments?	RIDI Investment Design	Yes	No	No	No
Relevance	To what extent is RIDI relevant to Australian Government priorities?	To what extent has RIDI's TOC been validated and approved by DFAT?	RIDI Investment Design	Yes	No	No	No
Relevance	To what extent is RIDI relevant to Philippine government priorities?	What are the RIDI-related priorities of the Philippine Government?	RIDI Investment Design	Yes	No	Yes	No
Relevance	To what extent is RIDI relevant to Philippine government priorities?	How does RIDI's TOC relate to the Philippine Government's TOC?	RIDI Investment Design	Yes	No	Yes	No
Relevance	To what extent is RIDI relevant to Philippine government priorities?	How does RIDI aim to enhance the outcomes of similar Philippine initiatives?	RIDI Investment Design	Yes	No	Yes	No
Relevance	To what extent is RIDI relevant to Philippine government priorities?	To what extent did the design of RIDI consider the views and priorities of the Philippine government?	RIDI Investment Design	Yes	No	Yes	No
Relevance	To what extent is RIDI relevant to other beneficiaries?	How relevant is RIDI now compared to its inception?	RIDI Investment Design	Yes	No	No	Yes
Relevance	To what extent is RIDI relevant to other beneficiaries?	How is RIDI's TOC connected with the Philippine Government TOC?	RIDI Investment Design	Yes	No	No	Yes
Relevance	To what extent is RIDI relevant to other beneficiaries?	How is RIDI expected to supplement or complement the outcomes of similar initiatives in the Philippines?	RIDI Investment Design	Yes	No	No	Yes
Relevance	To what extent is RIDI relevant to other beneficiaries?	To what extent were the views and priorities of the Philippine government considered in designing RIDI?	RIDI Investment Design	Yes	No	No	Yes
Relevance	What factors influenced RIDI's relevance over time?	To what extent is RIDI still relevant compared to when it was first developed?	M&E Reports	Yes	Yes	Yes	Yes
Relevance	What factors influenced RIDI's relevance over time?	What factors facilitated and hindered the continued relevance of RIDI?	M&E Reports	Yes	Yes	Yes	Yes
Relevance	How did RIDI respond to factors that challenged its relevance?	How did RIDI respond to factors influencing its continued relevance?	M&E Reports	Yes	Yes	Yes	Yes

[56] The Review Matrix lists down the KEQs answered by this ISR based on the different domains of analysis. Key evaluation questions and sub-key evaluation were first developed to assess the different domains. During the implementation of the study, similar KEQs and sub-KEQs were consolidated for better processing of information and to avoid repetition. The findings reported in the ISR are based on these rationalised KEQs and sub-KEQs.

Domains	KEQs	Indicative Sub-KEQs	Desk Research	DFAT	Partners	NEDA	Others
Relevance	How did RIDI respond to factors that challenged its relevance?	To what extent are RIDI's strategies effective in maintaining or enhancing its relevance?	M&E Reports	Yes	Yes	Yes	Yes
Relevance	How did RIDI respond to factors that challenged its relevance?	What challenges did RIDI face in maintaining its relevance and how were they addressed?	M&E Reports	Yes	Yes	Yes	Yes
Relevance	How adaptable and flexible is RIDI to changes in Aus/GoP priorities?	How did RIDI adjust its strategies to changes in Australian Government / GoP priorities?	M&E Reports	Yes	Yes	Yes	No
Relevance	How adaptable and flexible is RIDI to changes in Aus/GoP priorities?	How does RIDI track and react to changes in Australian Government / GoP priorities?	M&E Reports	Yes	Yes	Yes	No
Relevance	How adaptable and flexible is RIDI to changes in Aus/GoP priorities?	How effectively does RIDI respond to changes in Australian Government / GoP priorities?	M&E Reports	Yes	Yes	Yes	No
Effectiveness	To what extent has RIDI met its intended outcomes?	How do RIDI's actual outcomes compare to its projected outcomes?	M&E Reports	Yes	Yes	Yes	Yes
Effectiveness	To what extent has RIDI met its intended outcomes?	What evidence support the achievement of RIDI's outcomes?	M&E Reports	Yes	Yes	Yes	Yes
Effectiveness	To what extent has RIDI met its intended outcomes?	What factors contributed to the achievement or failure of these outcomes?	M&E Reports	Yes	Yes	Yes	Yes
Effectiveness	Are the EOPOs realistic and measurable?	Who defined the EOPOs and how were they defined?	RIDI Investment Design	Yes	No	No	No
Effectiveness	Are the EOPOs realistic and measurable?	What criteria or benchmarks assessed the EOPO's realism and measurability?	M&E Reports	Yes	No	No	No
Effectiveness	Are the EOPOs realistic and measurable?	What tools or methods tracked the EOPOs, and how effective were they?	M&E Reports	Yes	No	No	No
Effectiveness	Are the EOPOs realistic and measurable?	What measurement challenges did the EOPOs face, and how were they addressed?	M&E Reports	Yes	No	No	No
Effectiveness	To what extent have the outcomes contributed to RIDI's overall objective?	How do RIDI's outcomes contribute to its overall objective?	RIDI Investment Design	Yes	Yes	Yes	Yes
Effectiveness	To what extent have the outcomes contributed to RIDI's overall objective?	What evidence shows these contributions?	M&E Reports	Yes	Yes	Yes	Yes
Effectiveness	To what extent have the outcomes contributed to RIDI's overall objective?	What unexpected outcomes contributed to the overall objective?	M&E Reports	Yes	Yes	Yes	Yes
Effectiveness	To what extent has RIDI met its intended outputs?	How do RIDI's actual outputs compare to its projected outputs?	M&E Reports	Yes	Yes	Yes	Yes
Effectiveness	To what extent has RIDI met its intended outputs?	What evidence supports the achievement of these outputs?	M&E Reports	Yes	Yes	Yes	Yes
Effectiveness	To what extent has RIDI met its intended outputs?	What factors influenced the achievement or failure of these outputs?	M&E Reports	Yes	Yes	Yes	Yes
Effectiveness	How have RIDI activities contributed to the achievement of its intended outcomes?	How have RIDI's activities contributed to the intended outcomes?	M&E Reports	Yes	Yes	Yes	Yes

Domains	KEQs	Indicative Sub-KEQs	Desk Research	DFAT	Partners	NEDA	Others
Effectiveness	How have RIDI activities contributed to the achievement of its intended outcomes?	Does RIDI possess an appropriate mix of activities?	M&E Reports	Yes	Yes	Yes	Yes
Effectiveness	How have RIDI activities contributed to the achievement of its intended outcomes?	How does RIDI's mix of activities align with its goals?	RIDI Investment Design	Yes	Yes	Yes	Yes
Effectiveness	How have RIDI activities contributed to the achievement of its intended outcomes?	How does RIDI's approach compare to best practices or similar organizations?	RIDI Investment Design	Yes	Yes	Yes	Yes
Effectiveness	How have RIDI activities contributed to the achievement of its intended outcomes?	What evidence supports the appropriateness of RIDI's mix of activities?	M&E Reports	Yes	Yes	Yes	Yes
Effectiveness	How have RIDI activities contributed to the achievement of its intended outcomes?	What factors influenced the completion or incompletion of these activities?	M&E Reports	Yes	Yes	Yes	Yes
Effectiveness	What factors influenced RIDI's effectiveness over time?	What changes have been observed in RIDI's effectiveness over time?	M&E Reports	Yes	Yes	Yes	Yes
Effectiveness	What factors influenced RIDI's effectiveness over time?	What factors (facilitating and hindering) affected RIDI's effectiveness?	M&E Reports	Yes	Yes	No	No
Effectiveness	What factors influenced RIDI's effectiveness over time?	How has RIDI identified and responded to these factors?	M&E Reports	Yes	Yes	No	No
Effectiveness	What factors influenced RIDI's effectiveness over time?	What evidence shows the impact of these factors on RIDI's effectiveness?	M&E Reports	Yes	Yes	No	No
Effectiveness	To what extent have partners influenced RIDI's outcomes?	How have partners contributed to RIDI's outcomes?	M&E Reports	Yes	Yes	No	No
Effectiveness	To what extent have partners influenced RIDI's outcomes?	What mechanisms exist for partner collaboration and coordination?	RIDI Investment Design	Yes	Yes	No	No
Effectiveness	To what extent have partners influenced RIDI's outcomes?	What evidence shows partner influence on RIDI's outcomes?	M&E Reports	Yes	Yes	No	No
Effectiveness	To what extent have partners influenced RIDI's outcomes?	What partnership challenges have arisen, and how were they resolved?	M&E Reports	Yes	Yes	No	No
Efficiency	How well has RIDI utilised the time of Australia and its partners to achieve its intended outputs and outcomes?	Did RIDI meet its implementation timeline?	M&E Reports	Yes	Yes	Yes	Yes
Efficiency	How well has RIDI utilised the time of Australia and its partners to achieve its intended outputs and outcomes?	What factors affected RIDI's ability to complete activities on time?	M&E Reports	Yes	Yes	Yes	Yes
Efficiency	How well has RIDI utilised the time of Australia and its partners to achieve its intended outputs and outcomes?	How did RIDI handle factors influencing its on-time completion?	M&E Reports	Yes	Yes	Yes	Yes
Efficiency	How well has RIDI utilised the time of Australia and its partners to achieve its intended outputs and outcomes?	What evidence indicates appropriate time usage for achieving outputs and outcomes?	M&E Reports	Yes	Yes	Yes	Yes

Domains	KEQs	Indicative Sub-KEQs	Desk Research	DFAT	Partners	NEDA	Others
Efficiency	How well has RIDI utilised the resources of Australia and its partners to achieve its intended outputs and outcomes?	Did RIDI operate within its budget?	M&E Reports	Yes	Yes	No	No
Efficiency	How well has RIDI utilised the resources of Australia and its partners to achieve its intended outputs and outcomes?	What factors influenced RIDI's spending compared to its budget?	M&E Reports	Yes	Yes	No	No
Efficiency	How well has RIDI utilised the resources of Australia and its partners to achieve its intended outputs and outcomes?	What evidence shows appropriate use of RIDI's resources for outputs and outcomes?	M&E Reports	Yes	Yes	No	No
Efficiency	How well has RIDI utilised the resources of Australia and its partners to achieve its intended outputs and outcomes?	What resource management challenges occurred, and how were they resolved?	M&E Reports	Yes	Yes	No	No
Efficiency	How does the efficiency of RIDI compare to alternatives?	In what contexts is RIDI more efficient than alternatives, and vice versa?	M&E Reports	Yes	Yes	Yes	Yes
Efficiency	How does the efficiency of RIDI compare to alternatives?	How do RIDI's methods differ from alternatives, and what's their impact on efficiency?	M&E Reports	Yes	Yes	Yes	Yes
Efficiency	How effective is RIDI's implementation modality (e.g., grant-based agreements)?	How did RIDI's implementation modality affect its effectiveness?	M&E Reports	Yes	Yes	Yes	Yes
Efficiency	How effective is RIDI's implementation modality (e.g., grant-based agreements)?	What evidence supports the effectiveness of RIDI's implementation method?	M&E Reports	Yes	Yes	Yes	Yes
Efficiency	How aligned is RIDI with the resource mechanisms of DFAT, partners, and beneficiaries?	How does RIDI's approach align with DFAT, partners, and beneficiaries' resource mechanisms?	M&E Reports	Yes	Yes	No	No
Efficiency	How aligned is RIDI with the resource mechanisms of DFAT, partners, and beneficiaries?	What evidence shows this alignment's contribution to RIDI's efficiency?	M&E Reports	Yes	Yes	No	No
Efficiency	How aligned is RIDI with the resource mechanisms of DFAT, partners, and beneficiaries?	How were alignment challenges with these resource mechanisms resolved?	M&E Reports	Yes	Yes	No	No
Efficiency	What factors influenced RIDI's efficiency over time?	What changes in RIDI's efficiency have been observed over time?	M&E Reports	Yes	Yes	No	No
Efficiency	What factors influenced RIDI's efficiency over time?	What facilitating and hindering factors affected RIDI's efficiency?	M&E Reports	Yes	Yes	No	No
Efficiency	What factors influenced RIDI's efficiency over time?	How did RIDI identify and respond to these efficiency-influencing factors?	M&E Reports	Yes	Yes	No	No
Efficiency	What factors influenced RIDI's efficiency over time?	What evidence shows the impact of these factors on RIDI's efficiency?	M&E Reports	Yes	Yes	No	No
Efficiency	To what extent are partners' systems able to deliver RIDI's intended outputs/outcomes?	What systems have RIDI's partners implemented?	M&E Reports	Yes	Yes	Yes	Yes

Domains	KEQs	Indicative Sub-KEQs	Desk Research	DFAT	Partners	NEDA	Others
Efficiency	To what extent are partners' systems able to deliver RIDI's intended outputs/outcomes?	How did these systems contribute to achieving intended outputs/outcomes?	M&E Reports	Yes	Yes	Yes	Yes
Efficiency	To what extent are partners' systems able to deliver RIDI's intended outputs/outcomes?	What evidence shows the effectiveness of partner systems in delivering outputs/outcomes?	M&E Reports	Yes	Yes	Yes	Yes
Efficiency	To what extent are partners' systems able to deliver RIDI's intended outputs/outcomes?	How were system-related challenges resolved?	M&E Reports	Yes	Yes	Yes	Yes
Efficiency	How well-resourced are partners to enable delivery of expected outputs?	How did partner resources contribute to expected outputs?	M&E Reports	Yes	Yes	Yes	Yes
Efficiency	How well-resourced are partners to enable delivery of expected outputs?	What evidence shows that partner resources were sufficient and effective?	M&E Reports	Yes	Yes	Yes	Yes
Efficiency	How well-resourced are partners to enable delivery of expected outputs?	How were challenges with resource provision addressed?	M&E Reports	Yes	Yes	Yes	Yes
Efficiency	How did RIDI address factors that challenged its efficiency?	What factors challenged RIDI's efficiency?	M&E Reports	Yes	Yes	No	No
Efficiency	How did RIDI address factors that challenged its efficiency?	How did RIDI respond to these efficiency challenges?	M&E Reports	Yes	Yes	No	No
Efficiency	How did RIDI address factors that challenged its efficiency?	How effective were RIDI's responses to these efficiency challenges?	M&E Reports	Yes	Yes	No	No
Efficiency	How has RIDI managed budgetary concerns?	What budget concerns did RIDI face?	M&E Reports	Yes	Yes	No	No
Efficiency	How has RIDI managed budgetary concerns?	How did RIDI manage these budget concerns?	M&E Reports	Yes	Yes	No	No
Efficiency	How has RIDI managed budgetary concerns?	How effective was RIDI's management of budget concerns?	M&E Reports	Yes	Yes	No	No
Sustainability	To what extent are RIDI's benefits likely to last?	What evidence supports the continuation of RIDI benefits?	M&E Reports	Yes	Yes	Yes	Yes
Sustainability	To what extent are RIDI's benefits likely to last?	What strategies has RIDI employed for benefit longevity?	M&E Reports	Yes	Yes	Yes	Yes
Sustainability	To what extent are RIDI's benefits likely to last?	What challenges may affect RIDI benefits' longevity?	M&E Reports	Yes	Yes	Yes	Yes
Sustainability	What factors influenced RIDI's sustainability over time?	How has RIDI's sustainability changed over time?	M&E Reports	Yes	Yes	No	No
Sustainability	What factors influenced RIDI's sustainability over time?	What factors influenced RIDI's sustainability?	M&E Reports	Yes	Yes	No	No
Sustainability	What factors influenced RIDI's sustainability over time?	How did external factors affect RIDI's sustainability?	M&E Reports	Yes	Yes	No	No
Sustainability	How did RIDI address factors that challenged its sustainability?	How did RIDI identify and respond to sustainability-impacting factors?	M&E Reports	Yes	Yes	No	No
Sustainability	How did RIDI address factors that challenged its sustainability?	What evidence demonstrates these factors' impact on RIDI's sustainability?	M&E Reports	Yes	Yes	No	No

Domains	KEQs	Indicative Sub-KEQs	Desk Research	DFAT	Partners	NEDA	Others
GEDSI	To what extent has RIDI contributed to gender equality and the empowerment of women and girls?	What actions has RIDI taken to promote gender equality?	M&E Reports	Yes	Yes	Yes	Yes
GEDSI	To what extent has RIDI contributed to gender equality and the empowerment of women and girls?	How did these actions impact women and girls' empowerment?	M&E Reports	Yes	Yes	Yes	Yes
GEDSI	To what extent has RIDI addressed the needs of individuals with disabilities?	What provisions has RIDI made for people with disabilities?	M&E Reports	Yes	Yes	Yes	Yes
GEDSI	To what extent has RIDI addressed the needs of individuals with disabilities?	How effective were these provisions in enhancing disabled people's lives?	M&E Reports	Yes	Yes	Yes	Yes
GEDSI	To what extent has RIDI addressed the needs of individuals with disabilities?	What challenges occurred in addressing disabled people's needs, and how were they resolved?	M&E Reports	Yes	Yes	Yes	Yes
GEDSI	To what extent has RIDI promoted social inclusion?	How has RIDI promoted social inclusion?	M&E Reports	Yes	Yes	Yes	Yes
GEDSI	To what extent has RIDI promoted social inclusion?	What impact have these efforts had on marginalised community groups?	M&E Reports	Yes	Yes	Yes	Yes
GEDSI	What factors influenced RIDI's GEDSI responsiveness over time?	What external factors influenced RIDI's GEDSI responsiveness?	M&E Reports	Yes	Yes	Yes	Yes
GEDSI	What factors influenced RIDI's GEDSI responsiveness over time?	How did environmental changes affect RIDI's GEDSI approach?	M&E Reports	Yes	Yes	Yes	Yes
GEDSI	What factors influenced RIDI's GEDSI responsiveness over time?	What facilitating and hindering factors influenced RIDI's GEDSI responsiveness?	M&E Reports	Yes	Yes	Yes	Yes
GEDSI	How did RIDI address factors that challenged its GEDSI responsiveness?	What strategies overcame challenges to GEDSI responsiveness?	M&E Reports	Yes	Yes	Yes	Yes
GEDSI	How did RIDI address factors that challenged its GEDSI responsiveness?	How effective were these strategies in maintaining or improving GEDSI responsiveness?	M&E Reports	Yes	Yes	Yes	Yes
M&E	How effectively did RIDI's M&E system provide credible information for management decision-making, learning, and accountability?	How did RIDI's M&E system ensure data accuracy and reliability?	M&E Reports	Yes	No	No	No
M&E	How effectively did RIDI's M&E system provide credible information for management decision-making, learning, and accountability?	What information did the M&E system provide for decision-making?	M&E Reports	Yes	No	No	No
M&E	How effectively did RIDI's M&E system provide credible information for management decision-making, learning, and accountability?	How did the M&E system facilitate organizational learning?	M&E Reports	Yes	No	No	No
M&E	How effectively did RIDI's M&E system provide credible information for management decision-making, learning, and accountability?	In what ways did the M&E system contribute to RIDI's accountability?	M&E Reports	Yes	No	No	No

Domains	KEQs	Indicative Sub-KEQs	Desk Research	DFAT	Partners	NEDA	Others
M&E	Was the resourcing for M&E appropriate at both investment and activity levels?	What resources were allocated for M&E activities?	M&E Reports	Yes	No	No	No
M&E	Was the resourcing for M&E appropriate at both investment and activity levels?	How did these resources compare with effective M&E requirements?	M&E Reports	Yes	No	No	No
M&E	Was the resourcing for M&E appropriate at both investment and activity levels?	What impact did resourcing level have on M&E output quality?	M&E Reports	Yes	No	No	No
M&E	How well-suited were the M&E arrangements for RIDI at the investment and activity level?	How well did M&E arrangements align with RIDI's objectives and outcomes?	M&E Reports	Yes	No	No	No
M&E	How well-suited were the M&E arrangements for RIDI at the investment and activity level?	How did M&E arrangements adapt to context or priority changes?	M&E Reports	Yes	No	No	No
M&E	How well-suited were the M&E arrangements for RIDI at the investment and activity level?	What limitations exist in M&E arrangements and how were they resolved?	M&E Reports	Yes	No	No	No
M&E	To what extent were RIDI's M&E outputs used for management decision-making, learning, and accountability?	What decisions were informed by M&E outputs?	M&E Reports	Yes	No	No	No
M&E	To what extent were RIDI's M&E outputs used for management decision-making, learning, and accountability?	How did M&E outputs contribute to organizational learning?	M&E Reports	Yes	No	No	No
M&E	To what extent were RIDI's M&E outputs used for management decision-making, learning, and accountability?	How did M&E outputs enhance RIDI's operational accountability?	M&E Reports	Yes	No	No	No
M&E	What factors influenced the design and implementation of RIDI's M&E system?	What factors influenced the M&E system's design?	M&E Reports	Yes	No	No	No
M&E	What factors influenced the design and implementation of RIDI's M&E system?	How did these factors influence the M&E system's implementation?	M&E Reports	Yes	No	No	No
M&E	What factors influenced the design and implementation of RIDI's M&E system?	How did changes in these factors over time affect the M&E system?	M&E Reports	Yes	No	No	No
M&E	How did RIDI respond to challenges in designing and implementing its M&E system?	What design and implementation challenges were encountered in the M&E system?	M&E Reports	Yes	No	No	No
M&E	How did RIDI respond to challenges in designing and implementing its M&E system?	How did RIDI respond to these M&E challenges?	M&E Reports	Yes	No	No	No
M&E	How did RIDI respond to challenges in designing and implementing its M&E system?	What lessons were learned from dealing with these M&E system challenges?	M&E Reports	Yes	No	No	No
Risk Management and Safeguards	How effectively did RIDI identify and manage risks, including diversion risks such as fraud and terrorism resourcing?	What risk identification methods did RIDI utilise?	M&E Reports	Yes	No	No	No
Risk Management and Safeguards	How effectively did RIDI identify and manage risks, including diversion risks such as fraud and terrorism resourcing?	How effective was RIDI's management of identified risks, including diversion risks?	M&E Reports	Yes	No	No	No

Domains	KEQs	Indicative Sub-KEQs	Desk Research	DFAT	Partners	NEDA	Others
Risk Management and Safeguards	How effectively did RIDI identify and manage risks, including diversion risks such as fraud and terrorism resourcing?	What anti-fraud and anti-terrorism financing measures did RIDI implement?	M&E Reports	Yes	No	No	No
Risk Management and Safeguards	How effectively did RIDI identify and manage risks, including diversion risks such as fraud and terrorism resourcing?	How successful were these measures in mitigating diversion risks?	M&E Reports	Yes	No	No	No
Risk Management and Safeguards	How did RIDI identify and address safeguard risks?	What methods did RIDI employ for safeguard risk identification?	M&E Reports	Yes	No	No	No
Risk Management and Safeguards	How did RIDI identify and address safeguard risks?	How did RIDI respond to identified safeguard risks?	M&E Reports	Yes	No	No	No
Risk Management and Safeguards	How did RIDI identify and address safeguard risks?	What safeguard risk mitigation measures were implemented by RIDI?	M&E Reports	Yes	No	No	No
Risk Management and Safeguards	How did RIDI identify and address safeguard risks?	How effective were these measures in safeguarding objectives and stakeholders?	M&E Reports	Yes	No	No	No
Lessons Learned	To what extent did RIDI contribute to evidence-based policy making?	What type of evidence was generated by RIDI?	M&E Reports	Yes	Yes	Yes	Yes
Lessons Learned	To what extent did RIDI contribute to evidence-based policy making?	How was this evidence communicated to policy makers?	M&E Reports	Yes	Yes	Yes	Yes
Lessons Learned	To what extent did RIDI contribute to evidence-based policy making?	What specific policy decisions were influenced by RIDI's evidence?	M&E Reports	Yes	Yes	Yes	Yes
Lessons Learned	To what extent did RIDI improve development expertise in the Philippines?	What capacity-building initiatives were implemented by RIDI?	M&E Reports	Yes	Yes	Yes	Yes
Lessons Learned	To what extent did RIDI improve development expertise in the Philippines?	How did RIDI engage local experts and stakeholders?	M&E Reports	Yes	Yes	Yes	Yes
Lessons Learned	To what extent did RIDI improve development expertise in the Philippines?	What development expertise improvements resulted from RIDI's efforts?	M&E Reports	Yes	Yes	Yes	Yes
Lessons Learned	To what extent did RIDI influence the priorities of the Philippine government?	How did RIDI advocate for its findings and recommendations?	M&E Reports	Yes	Yes	Yes	Yes
Lessons Learned	To what extent did RIDI influence the priorities of the Philippine government?	Were there instances of government officials endorsing RIDI's priorities?	M&E Reports	Yes	Yes	Yes	Yes
Lessons Learned	To what extent did RIDI influence the priorities of the Philippine government?	What evidence supports the assertion that RIDI influenced government priorities?	M&E Reports	Yes	Yes	Yes	Yes
Lessons Learned	What factors influenced RIDI's contribution to evidence-based policy making, improving	What were RIDI's primary implementation challenges?	M&E Reports	Yes	Yes	Yes	Yes

Domains	KEQs	Indicative Sub-KEQs	Desk Research	DFAT	Partners	NEDA	Others
	development expertise in the Philippines, and influencing the Philippine government priorities?						
Lessons Learned	What factors influenced RIDI's contribution to evidence-based policy making, improving development expertise in the Philippines, and influencing the Philippine government priorities?	How did external factors, such as political climate or economic conditions, affect RIDI's outcomes?	M&E Reports	Yes	Yes	Yes	Yes
Lessons Learned	What factors influenced RIDI's contribution to evidence-based policy making, improving development expertise in the Philippines, and influencing the Philippine government priorities?	What organizational or logistical factors affected RIDI's effectiveness?	M&E Reports	Yes	Yes	Yes	Yes
Lessons Learned	How did RIDI respond to challenges in contributing to evidence-based policy making, improving development expertise, and influencing the government's priorities?	What strategies addressed challenges?	M&E Reports	Yes	Yes	Yes	Yes
Lessons Learned	How did RIDI respond to challenges in contributing to evidence-based policy making, improving development expertise, and influencing the government's priorities?	What adaptive measures were taken by RIDI in response to unexpected obstacles?	M&E Reports	Yes	Yes	Yes	Yes
Lessons Learned	How did RIDI respond to challenges in contributing to evidence-based policy making, improving development expertise, and influencing the government's priorities?	How did responses affect RIDI's overall outcomes?	M&E Reports	Yes	Yes	Yes	Yes
KM and C4D	How effectively did RIDI communicate its achievements to stakeholders?	Which channels were used by RIDI to communicate its achievements to stakeholders?	M&E Reports	Yes	Yes	No	No
KM and C4D	How effectively did RIDI communicate its achievements to stakeholders?	How frequently did RIDI communicate its progress and achievements?	M&E Reports	Yes	Yes	No	No
KM and C4D	How effectively did RIDI communicate its achievements to stakeholders?	What type of feedback did RIDI receive from stakeholders about its achievement communication?	M&E Reports	Yes	Yes	No	No
KM and C4D	How extensively did partners use RIDI's various platforms for disseminating outputs?	Which platforms were most used by partners for RIDI output dissemination?	M&E Reports	Yes	Yes	No	No
KM and C4D	How extensively did partners use RIDI's various platforms for disseminating outputs?	What was the user engagement level on these platforms?	M&E Reports	Yes	Yes	No	No
KM and C4D	How extensively did partners use RIDI's various platforms for disseminating outputs?	What factors influenced partners' platform choice for RIDI output dissemination?	M&E Reports	Yes	Yes	No	No
KM and C4D	To what extent did RIDI enhance knowledge within DFAT and beyond through the analysis and insights provided through various activities with partners in the Philippines?	What key insights and analyses did RIDI share with DFAT and other stakeholders?	M&E Reports	Yes	Yes	No	No

Domains	KEQs	Indicative Sub-KEQs	Desk Research	DFAT	Partners	NEDA	Others
KM and C4D	To what extent did RIDI enhance knowledge within DFAT and beyond through the analysis and insights provided through various activities with partners in the Philippines?	How did DFAT and other stakeholders utilise RIDI-provided knowledge?	M&E Reports	Yes	Yes	No	No
KM and C4D	To what extent did RIDI enhance knowledge within DFAT and beyond through the analysis and insights provided through various activities with partners in the Philippines?	What feedback was received from DFAT and other stakeholders about the value and relevance of the shared knowledge?	M&E Reports	Yes	Yes	No	No
KM and C4D	What factors influenced RIDI's ability to effectively communicate results and share knowledge within DFAT and beyond?	What facilitating and hindering factors influenced RIDI's effective communication and knowledge sharing?	M&E Reports	Yes	Yes	No	No
KM and C4D	What factors influenced RIDI's ability to effectively communicate results and share knowledge within DFAT and beyond?	How did these factors affect the perception of RIDI's work among DFAT and other stakeholders?	M&E Reports	Yes	Yes	No	No
KM and C4D	How did RIDI address challenges in communicating results and sharing knowledge within DFAT and beyond?	What strategies were used by RIDI to overcome communication and knowledge sharing challenges?	M&E Reports	Yes	Yes	No	No
KM and C4D	How did RIDI address challenges in communicating results and sharing knowledge within DFAT and beyond?	How effective were these strategies in overcoming the identified challenges?	M&E Reports	Yes	Yes	No	No
KM and C4D	How did RIDI address challenges in communicating results and sharing knowledge within DFAT and beyond?	What lessons were learned by RIDI from addressing these challenges?	M&E Reports	Yes	Yes	No	No
Use of Outputs	How much did RIDI's partners' reports contribute to policymaking evidence?	What types of evidence did RIDI's reports provide for policymaking?	M&E Reports	Yes	Yes	Yes	Yes
Use of Outputs	How much did RIDI's partners' reports contribute to policymaking evidence?	How did policymakers incorporate this evidence into their decision-making processes?	M&E Reports	Yes	Yes	Yes	Yes
Use of Outputs	How much did RIDI's partners' reports contribute to policymaking evidence?	What was the impact of this evidence on policymaking?	M&E Reports	Yes	Yes	Yes	Yes
Use of Outputs	How credible were the data and recommendations from RIDI's partners?	What methodologies were used by RIDI's partners for data gathering and analysis?	M&E Reports	Yes	Yes	Yes	Yes
Use of Outputs	How credible were the data and recommendations from RIDI's partners?	How were recommendations derived from data by RIDI's partners?	M&E Reports	Yes	Yes	Yes	Yes
Use of Outputs	How credible were the data and recommendations from RIDI's partners?	What feedback was received from stakeholders about data credibility and recommendations?	M&E Reports	Yes	Yes	Yes	Yes
Use of Outputs	To what extent were RIDI's reports from partners utilised by government and development partners to inform policy development or legislative reforms?	Which reports were most used by government and development partners?	M&E Reports	Yes	Yes	Yes	Yes

Domains	KEQs	Indicative Sub-KEQs	Desk Research	DFAT	Partners	NEDA	Others
Use of Outputs	To what extent were RIDI's reports from partners utilised by government and development partners to inform policy development or legislative reforms?	What changes were made in policy or legislative reforms based on RIDI's reports?	M&E Reports	Yes	Yes	Yes	Yes
Use of Outputs	To what extent were RIDI's reports from partners utilised by government and development partners to inform policy development or legislative reforms?	How did the government and development partners perceive the impact of these reports on their work?	M&E Reports	Yes	Yes	Yes	Yes
Use of Outputs	What factors influenced RIDI's ability to have its partners' reports used by stakeholders?	What facilitating and hindering factors influenced the usability of RIDI's partners' reports?	M&E Reports	Yes	Yes	Yes	Yes
Use of Outputs	What factors influenced RIDI's ability to have its partners' reports used by stakeholders?	How did these factors affect the usage extent of the reports by stakeholders?	M&E Reports	Yes	Yes	Yes	Yes
Use of Outputs	How did RIDI respond to challenges in getting its partners' reports used by stakeholders?	What strategies did RIDI implementers use to enhance the usability of their partners' reports?	M&E Reports	Yes	Yes	No	No
Use of Outputs	How did RIDI respond to challenges in getting its partners' reports used by stakeholders?	How effective were these strategies in overcoming the identified challenges?	M&E Reports	Yes	Yes	No	No
Use of Outputs	How did RIDI respond to challenges in getting its partners' reports used by stakeholders?	What lessons did RIDI implementers learn from these experiences?	M&E Reports	Yes	Yes	No	No
Value Addition	To what extent can a stand-alone economic and development policy research initiative add greater value to the Australian Embassy?	How can the research initiative directly contribute to the strategic goals of the Australian Embassy?	RIDI Investment Design	Yes	No	No	No
Value Addition	To what extent can a stand-alone economic and development policy research initiative add greater value to the Australian Embassy?	What specific insights or benefits can the initiative provide to the Australian Embassy's work in the Philippines?	RIDI Investment Design	Yes	No	No	No
Value Addition	To what extent can a stand-alone economic and development policy research initiative add greater value to the Australian Embassy?	How can the initiative improve the Australian Embassy's relationships with local stakeholders and partners?	RIDI Investment Design	Yes	No	No	No
Value Addition	How well is RIDI delivering value for money, considering DFAT's Value for Money Principles, the requirements of the Philippine Government Procurement Act (PGPA), CPRs, and CGRGs?	How is RIDI aligning its operations and outcomes with DFAT's Value for Money Principles?	M&E Reports	Yes	No	No	No
Value Addition	How well is RIDI delivering value for money, considering DFAT's Value for Money Principles, the requirements of the PGPA Act, CPRs, and CGRGs?	How is RIDI meeting the requirements of the PGPA Act, CPRs, and CGRGs in its operations and activities?	M&E Reports	Yes	No	No	No
Value Addition	How well is RIDI delivering value for money, considering DFAT's Value for Money Principles,	What are the tangible and intangible benefits that RIDI is delivering relative to the investment made by the Australian Government?	M&E Reports	Yes	No	No	No

Domains	KEQs	Indicative Sub-KEQs	Desk Research	DFAT	Partners	NEDA	Others
	the requirements of the PGPA Act, CPRs, and CGRGs?						
Partner Capacity	How much can the impact of RIDI's economic and development partners be improved?	What specific areas of impact are currently underperforming for RIDI's partners?	M&E Reports	Yes	Yes	Yes	Yes
Partner Capacity	How much can the impact of RIDI's economic and development partners be improved?	What strategies or interventions could increase the impact of RIDI's partners on economic and development goals?	M&E Reports	Yes	Yes	Yes	Yes
Partner Capacity	How much can the impact of RIDI's economic and development partners be improved?	How could improvements in partner impact enhance the overall effectiveness and reach of RIDI's work?	M&E Reports	Yes	Yes	Yes	Yes
Partner Capacity	To what extent can the capacity of RIDI's economic and development partners be enhanced?	What are the current strengths and weaknesses in the capacity of RIDI's partners?	M&E Reports	Yes	Yes	No	No
Partner Capacity	To what extent can the capacity of RIDI's economic and development partners be enhanced?	Which capacity-building initiatives could RIDI implement to enhance the abilities of its partners?	M&E Reports	Yes	Yes	No	No
Partner Capacity	To what extent can the capacity of RIDI's economic and development partners be enhanced?	How might improving partner capacity lead to better project outcomes and impacts?	M&E Reports	Yes	Yes	No	No
Implementation Arrangements	How much can RIDI's governance, monitoring and evaluation, and implementation arrangements be improved?	What are the current strengths and weaknesses in RIDI's governance structures?	M&E Reports	Yes	No	No	No
Implementation Arrangements	How much can RIDI's governance, monitoring and evaluation, and implementation arrangements be improved?	How effective is RIDI's current monitoring and evaluation system, and where are areas for potential enhancement?	M&E Reports	Yes	No	No	No
Implementation Arrangements	How much can RIDI's governance, monitoring and evaluation, and implementation arrangements be improved?	What are the strengths and weaknesses in RIDI's current implementation arrangements?	M&E Reports	Yes	No	No	No
Implementation Arrangements	How much can RIDI's governance, monitoring and evaluation, and implementation arrangements be improved?	Which specific interventions or changes could improve the effectiveness of RIDI's governance structures?	M&E Reports	Yes	No	No	No
Implementation Arrangements	How much can RIDI's governance, monitoring and evaluation, and implementation arrangements be improved?	What enhancements could be made to RIDI's monitoring and evaluation system to provide more insightful, timely, or useful data?	M&E Reports	Yes	No	No	No
Implementation Arrangements	How much can RIDI's governance, monitoring and evaluation, and implementation arrangements be improved?	How might adjustments to RIDI's implementation arrangements lead to more efficient or effective project outcomes?	M&E Reports	Yes	No	No	No
Future Priority Areas	What areas should a potential future phase of bilateral economic and development research	Which areas of the PDP 2023-2028 align with RIDI's expertise and capacity?	M&E Reports	Yes	Yes	Yes	Yes

Domains	KEQs	Indicative Sub-KEQs	Desk Research	DFAT	Partners	NEDA	Others
	partnerships prioritise to support the Philippine Development Plan (PDP) 2023-2028?						
Future Priority Areas	What areas should a potential future phase of bilateral economic and development research partnerships prioritise to support the Philippine Development Plan (PDP) 2023-2028?	Where are the gaps in current research and knowledge that the bilateral partnerships could help to fill?	M&E Reports	Yes	Yes	Yes	Yes
Future Priority Areas	What areas should a potential future phase of bilateral economic and development research partnerships prioritise to support the Philippine Development Plan (PDP) 2023-2028?	What potential areas of collaboration exist between the bilateral partners that could effectively support the PDP's objectives?	M&E Reports	Yes	Yes	Yes	Yes
Future Priority Areas	What areas should a potential future phase of bilateral economic and development research partnerships prioritise to support the Philippine Development Plan (PDP) 2023-2028?	How do these priority areas align with Australia's strategic interests and commitments in the Philippines?	M&E Reports	Yes	Yes	Yes	Yes
Future Priority Areas	What areas should a potential future phase of bilateral economic and development research partnerships prioritise to support the Philippine Development Plan (PDP) 2023-2028?	What resources or capacity-building initiatives would be needed to support these priority areas?	M&E Reports	Yes	Yes	Yes	Yes

ANNEX 2. List of Documents to Review

RIDI Documents

1. RIDI Investment Design
2. Annual Investment Monitoring Report 2021
3. Annual Investment Monitoring Report 2022
4. Annual Investment Monitoring Report 2023
5. RIDI MEL Plan FINAL
6. RIDI Case Studies Guide FINAL
7. Checklist for RIDI Partner Reporting FINAL
8. RIDI Standard Agenda FINAL
9. RIDI Engagement and Influence Matrix Guidance FINAL
10. Approval to Commence Design Minute (Approved by Ag DHOM)

3ie Documents

1. PWP II Concept Note for Phase II PWP under RIDI
2. Signed S23 - 3IE PWP Phase II
3. Agreement 75810 - Policy Window Philippines Phase 2
4. S23 Minute signed - PWP Phase II Amendment 1
5. PWP Phase II Agreement Amendment 1 - Signed
6. Revised Workplan and Budget
7. Partner Performance Assessment 2022
8. 3IE Response to PPA 2022
9. PWP 2 Annual Report 2021
10. Progress update Jan-June 2022
11. Progress update July-Dec 2022
12. 29March2022 - Minutes 18th SCM PWP
13. DFAT Letter to 3ie re early end date
14. 3ie Letter to DFAT re early end date
15. DFAT Thanh Le Letter to Usec. Capuno re 3ie_221122
16. NEDA Teacher Training REA Protocol draft
17. Review process for IE proposals
18. REA brief - Teachers' Training Programs in LMICs
19. 3ie PWP2 Financial report January-June 2022
20. PWP2 Expense Report until Dec 2022_AUD
21. PWP 14th Steering Committee Meeting Minutes
22. PWP Draft Minutes 15th Meeting
23. PWP Draft Minutes 16th Meeting
24. PWP-17th SG Meeting_Draft Minutes_0912
25. Draft Highlights of the 18th Meeting of the PWP-Steering Committee

DCR Documents

1. DHOM Approval of ADRI Phase 2 10March2020(2)
2. DHOM Letter to Prof Manhit (Agreement ADRI Phase2)
3. Stratbase ADRi Communications and Branding Strategy
4. Stratbase ADRi Gender and Disability Inclusion Plan
5. Stratbase ADRi Sustainability Plan

6. Stratbase ADR Institute Year 1 2020-2021 Annual Report
7. March 2022_ FINAL DFAT RIDI STRATBASE ADRI YEAR 2 ANNUAL REPORT
8. Stratbase ADRi - DFAT RIDI Annual Report_Year 3
9. Edited_DFAT_Stratbase ADRi Management Meeting Notes June 30, 2021
10. Presn DFAT-STRATBASE ADRi Management Meeting (30 June 2021)
11. ADRI Risk Register as of 11 June 2020
12. Manila Post - Risk and Safeguard Screening Tool (current as of September 2020) ADRI
13. ADRI - Risk and Safeguard Screening Tool 14 January 2021 latest
14. ADRI - Risk and Safeguard Screening Tool 14 April 2021
15. Manila Post Risk Register (as of July 2021) ADRI Democratic Continuity
16. Manila Post Risk Register Template (as of 24 Sept 2021) ADRI Democratic Continuity
17. Manila Post Risk Register (as of Jan 2022) ADRI Democratic Continuity
18. Manila Post Risk Register (as of March 2023) ADRI Democratic Continuity
19. Manila Post Risk Register (as of April 2022) ADRI Democratic Continuity
20. Manila Post Risk Register (as of September 2022) ADRI Democratic Continuity
21. Manila Post Risk Register (as of December 2022) ADRI Democratic Continuity
22. Year 1 outputs
23. Year 2 outputs
24. PWP Activity Proposal

UNFPA Documents

1. AGREEMENT 75811 The Partnership to Implement the Cohort Study on the Filipino Child
2. MINUTE Approval to Commit and Enter into an Arrangement - UNFPA - Phase II
3. Cover Letter to UNFPA
4. Multilateral Partner Assessment for UNFPA 2016 (18 July 2016)
5. 2020_Aug05_FCS National Steering Committee_Meeting Highlights
6. 2021_Feb11_FCS National Steering Committee_Meeting Highlights
7. 2021_Oct05_FCS National Steering Committee_Meeting Highlights
8. 2021 Revised Cohort Study Annual Report
9. 2022 Cohort Study Annual Report Final as of 09_06_23
10. 20201002a_W4 Survey Data Collection Completion Report
11. 20210119b_W4A Phone Survey Data Collection Completion Report
12. Baseline Qualitative Report
13. Baseline Quantitative Report
14. iPhone Survey Results 20200210
15. Wave 2 Technical Report
16. Wave 3 Technical Report
17. Wave 4 Technical Report
18. Wave 4A and Wave 5 Final Report_01112023
19. UNFPA_The Demographic Intelligence Review 2020.pdf
20. UNFPA-OPS Policy Note Series_1_Undernutriton 20200806
21. UNFPA-OPS Policy Note Series_2_Bullying 20200806
22. UNFPA-OPS Policy Note Series_3_Disability 20200806
23. UNFPA-OPS Policy Note Series_4_Child Labor 20200806
24. UNFPA-OPS Policy Note Series_5_Gender 20200806
25. UNFPA-OPS Policy Note Series_6_Food Insecurity
26. UNFPA-OPS Policy Note Series_7_Safety and Welfare
27. UNFPA-OPS Policy Note Series_8_COVID-19 Impact
28. DFAT Revised Risk Register in Line with COVID-19 Pandemic-2.xlsx

ANNEX 3. List of Key Interviewees

Name	Organisation	Designation	Email address	Other emails to be cc-ed	Agreement
Emmanuel Jimenez	3IE	Former Focal for PWP			3IE
Joseph Capuno	NEDA	Undersecretary	jjcapuno@neda.gov.ph	lebeltran@neda.gov.ph	3IE
Christian Leny Hernandez	NEDA	Division Chief	cghernandez@neda.gov.ph	kslaqui@neda.gov.ph	3IE
Ma Claudette Guevara Hizon	Stratbase ADR Institute	Deputy Executive Director for Programs	mcg@stratbase.ph	vacm@stratbase.ph; Elnora.Palomo-Jensen@dfat.gov.au; Simon.Reid@dfat.gov.au	ADRi
Simon Reid	DFAT	First Secretary	Simon.Reid@dfat.gov.au		ADRi
Elnora Palomo-Jensen	DFAT	Senior Program Officer	Elnora.Palomo-Jensen@dfat.gov.au		ADRi
Thanh Le	DFAT	Counsellor	Thanh.Le@dfat.gov.au		RIDI
Georgina Harley-Cavanough	DFAT	First Secretary	Georgina.Harley-Cavanough@dfat.gov.au		RIDI
Grace Borja	DFAT	Senior Program Officer	Grace.Borja@dfat.gov.au		RIDI
Angela Aquino	DFAT	Program Officer	Angela.Aquino@dfat.gov.au		RIDI
Rosemarie Edillon	NEDA	Undersecretary, Planning and Policy	RGEdillon@neda.gov.ph		UNFPA
Girlie Grace J. Casimiro-Igtiben	NEDA	Director, Social Development Staff	gjcasimiro@neda.gov.ph		UNFPA
Maurene Ann D. Papa	NEDA	Senior Economic Development Specialist	MDPapa@neda.gov.ph		UNFPA
Dr. Beverly Lorraine C. Ho, MPH	DOH	Assistant Secretary of Health, Public Health Services Team (PHST B)	phstusec@doh.gov.ph		UNFPA
Josefina N. Natividad	Academe	Professor Emeritus, University of the Philippines Population Institute	jnnatividad@up.edu.ph		UNFPA
Alejandro N. Herrin	Academe	Economist/Consultant	anherrin@gmail.com		UNFPA
Ben Edwards	Academe	Professor/Senior Fellow, The Australian National University Centre for Social Research and Methods	ben.edwards@anu.edu.au		UNFPA
Judith Rafaelita	University of	Consultant-Investigator	judithborja@gmail.com	Marilyn Cinco	UNFPA

Name	Organisation	Designation	Email address	Other emails to be cc-ed	Agreement
Borja	San Carlos – Office of Population Studies			mqvcinco.usc.ops@gmail.com	
Nanette Lee-Mayol	University of San Carlos – Office of Population Studies	Director	nanette_rlee@yahoo.com	Marilyn Cinco mqvcinco.usc.ops@gmail.com	UNFPA
Xavier Foulquier	UNICEF	Chief of Planning, Monitoring and Evaluation	xfoulquier@unicef.org		UNFPA
Charl Andrew Bautista	UNFPA	Programme Analyst, Demographic Intelligence Analysis & Planning, Manila	cbautista@unfpa.org	Jamela Patrisha A. Robles jrobles@unfpa.org	UNFPA
Joseph Michael Singh	UNFPA	National Program Officer, Reproductive Health	jsingh@unfpa.org	Vida Isabel Vasquez vvasquez@unfpa.org	UNFPA
Jose Roi Avena	UNFPA	Monitoring and Evaluation Specialist	avena@unfpa.org		UNFPA

ANNEX 4. Highlights of RIDI Outputs Contributing to Outcomes

RIDI Investment-Level Accomplishment by IOs[57]
IO1: Research findings and data are being accessed and used
• 5 institutions are documented to have partnerships with FCS for the utilisation and analysis of data: UNICEF, the Centre for Social Research and Education (CSRE) at the University of San Carlos, the Demographic Research and Development Foundation (DRDF) at the University of the Philippines Population Institute, the Research Institute for Mindanao Culture (RIMCU) at Xavier University, and University College London (UCL). • There is one documented case of the FCS study results being employed in evidence-based policy discussions during the COVID-19 pandemic. • 9 government agencies have been provided with relevant FCS information: NEDA, PopCom, DOH, DepEd, DSWD, PSA, PSRTI, PCW, and CWC; 4 government agencies used the FCS data as an official reference; 3 government programs and policies have used the FCS findings to inform policy making and implementation. • Six individuals/organisations external to the research team requested access to the FCS data for their publications: Benjamin Edwards - Australian National University, Krizelle Fowler - London School of Hygiene and Tropical Medicine, Jason Haw - Ateneo de Manila University (requested in 2019 & 2021), Ace Lopez - University of San Carlos, Food & Nutrition Research Institute (FNRI), Thomas Steare - University College London. • The FCS has been cited in 3 research studies, reports, or documents. • DCR implemented advocacy activities. It published 72 Blogs and Article Columns, 24 Politika and Economic Snapshots, 22 Occasional Papers, 18 Special Studies, and 12 SPARK publications.
IO2: Policy issues discussed in a range of public fora.
• The FCS has generated 8 policy briefs. They are the following: UNFPA-OPS Policy Note Series 1: Undernutrition, UNFPA-OPS Policy Note Series 2: Bullying, UNFPA-OPS Policy Note Series 3: Disability, UNFPA-OPS Policy Note Series 4: Child Labor, UNFPA-OPS Policy Note Series 5: Gender, UNFPA-OPS Policy Note Series 6: Food Insecurity, UNFPA-OPS Policy Note Series 7: Safety and Welfare, UNFPA-OPS Policy Note Series 8: COVID-19 Impact. Dissemination efforts comprise 1 national dissemination activity conducted in 2019, 3 presentations to agencies in the National Steering Committee, and 4 presentations in various forums, namely the CLOSER Conference, a Poster Presentation, the Philippine Population Association Forum, the Philippine Statistics Authority National Convention on Statistics, and Adolescent Research Day in LAO-PDR. • DCR organised 13 Conferences, 61 Roundtable Series & Forums, and 21 virtual townhall discussions. It conducted 10 Public Perception Surveys.
IO3: Increased capacity within GPH, partners and networks
• FCS, through its publications and dialogues contributed to strengthening research-policy networks, institutional linkages, and partnerships, as well as promoted public debate on key policy issues. • PWP2's Objectives 3 and 4 aimed to enhance the capacity of local researchers in conducting evaluations and engaging with policymakers; and to strengthen the ability of government and other actors to commission impact evaluations and utilize evidence. • PWP2 selected the Philippine Statistical Research and Training Institute (PSRTI) as its training partner and initial discussions took place in January to outline the capacity building program's key components. PSRTI submitted a concept note and a training module, and from April to June, the PWP2 team reviewed and provided feedback on the training design.

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[57] The information provided in Tables 10, 11 and 12 were taken from DCR's annual reports. Table 10 summarises the outputs delivered by DCR. Table 11 provides a limited list of these outputs. Table 12 lists down DCR's partner organisations. If interested, a more comprehensive list may be requested from DFAT.

RIDI Investment-Level Accomplishment by IOs[57]
• PWP2 emphasized the importance of GEDSI responsiveness, and PSRTI meant to ensure that about 50% of trainees are female and will attempt to include other disadvantaged groups such as individuals with disabilities. The training modules will also cover data analysis for various subgroups, including those based on gender, ethnicity, and disability.
• The capacity building program was not implemented because PWP2 was concluded early.
IO4: Extended research and policy networks and linkages.
• In expanding research and policy networks and linkages, the FCS established 1 additional partnership beyond UNICEF, involving a collaboration with UNICEF, UNDP, and UNFPA. Also, the FCS engaged 12 experts in relation to the study.
• DCR maintained partnerships with 86 partner organisations such as: AI Pilipinas Coalition, American Chamber of Commerce of the Philippines (AmCham), Amnesty International, Ateneo de Iloilo, Ateneo Policy Center, Ateneo School of Government, Bantay.ph, BantayKita, Bantayog ng mga Bayani Foundation, and BlogWatch. The full list of DCR partner institutions is in Table 12.

Table 10. Summary of DCR Outputs

DCR Output	Total
SPARK	12
Occasional Paper	22
Special Studies	18
Politika and Economic Snapshots	24
Blogs and Article Columns	72
Public Perception Surveys	10
Roundtable Series & Forums	61
Conferences	13

Table 11. Snapshot of DCR Outputs

Snapshot of DCR Outputs
SPARK
• Buendia, Rizal G. (2020). Prospects and limits of ASEAN as a security community: Looking at the way forward.
• Cabalza, Chester. (2021). China's Coast Guard Law: A 'Time Bomb' Ready to Explore.
• Heydarian, Richard Javad. (2020). China's strategic opportunism: South China Sea disputes in the time of Corona.
• Maniego, Pedro "Pete" H. Jr., Dalusung, Alberto "Bert" III, Manansala, Jephraim, & Tan, Marion. (2022). Sustainable development demands a resilient power system.
• Mendoza, Ronald U. (2022). Marcos vs. inequality.
Occasional Paper
• Buendia, Rizal. (2021). The Continuing Saga for Better Governance in the Philippines.
• Delos Santos, Danilo. (2020). Multi-platform learning and open-source governance: Disrupting Philippine education towards innovation integration.
• Federigan, Ludwig. (2020). The interconnectedness of health, climate change, and society.
• Garcia, Robin, Dr. (2020). Neighborly accommodation: The Philippines' China policy in the Duterte presidency, 2016-2020.
• Jimenez, Jaime, & Pangalangan, Francesco. (2021). Signs of the Times: Building Back Better.

Snapshot of DCR Outputs
Special Studies
- Buendia, Rizal, Dr. (2020). The continuing political development and nation-state building in the Philippines.   - Caballero-Anthony, Mely. (2022). Non-traditional security threats to peace and security.   - De Castro, Renato, Dr. (2020). The challenge of managing 21st-century pandemics amidst the U.S.-China strategic competition.   - Diokno-Sicat, Charlotte Justine. (2022). Building back better towards inclusive growth with innovative public sector governance.   - Guinigundo, Diwa. (2021). Philippines: Pursuing an Investment-led, More Sustainable Economic Growth.
Roundtable Series & Forums
2021 Open Budget Survey: How did the Philippines Score?   - A Government Agenda for Development in the Marcos Jr. Presidency Post-Pandemic   - Addressing the COVID-19 Economic Impact through Public-Private Partnership   - Advocating for Evidence-Based Good Governance Reforms   - Best Practices for a Proactive Approach to Climate Resiliency
Conferences
- Pilipinas Conference: "Rebooting the Economy Post-Pandemic: Cushioning the Long Emergency"   - Pilipinas Conference: "Towards Green Economic Recovery: Designing Climate Resilient and Sustainable Communities"   - Pilipinas Conference: "A New Indo-Pacific: The Strategic Role of Middle Powers"   - Pilipinas Conference: "Opportunities Within the COVID-Crisis: Towards Transparent and Accountable Governance"   - Pilipinas Conference: "The Key Role of the Business Sector in Economic Recovery"   - Pilipinas Conference 2021: "Sustaining Economic Recovery Post-Pandemic Towards 2022 and Beyond"

Table 12. DCR Partner Institutions

Partner Institutions
Year 1
- Transparency International Philippines   - INCITEGov   - Parish Pastoral Council for Responsible Voting   - Transparent Election Foundation of Afghanistan   - De La Salle University Institute of Governance   - Human Rights Resource Center   - BlogWatch   - BantayKita   - Global Partnership for the Prevention of Armed Conflict   - University of the Philippines Institute for Human Rights   - University of the Philippines National   - College for Public Administration and Governance   - Ateneo School of Government   - Ateneo Policy Center   - Democracy Watch Philippines   - International Budget Partnership   - Pacific Economic Cooperation Council

Partner Institutions
• US-ASEAN Business Council
• Philippine Business for Social Progress
• The Heritage Foundation
• Wallace Business Forum
• Tax Management Association of the Philippines
• Philippine Rural Reconstruction Movement
• Philippine Chamber of Commerce and Industry (PCCI)
• Employers Confederation of the Philippines (ECOP)
• Management Association of the Philippines (MAP)
• Makati Business Club (MBC)
• Federation of Philippine Industries (FPI)
• Philippine Trade Foundation (Philippines, Inc.)
• Citizen Watch Philippines
• Infrawatch
• Philippine Mine Safety and Environment Association (PMSEA)
• Solid Waste Management Association of the Philippines (SWMAP)
• DIWATA/ Women in Resource Development
• Climate Reality Project
• Institute for Climate and Sustainable Cities (ICSC)
• Greenpeace/Eco-waste Coalition
• World Wildlife Fund (WWF) Philippines
• Hinrich Foundation
• Partnership for Clean Air
• Philippines Business for Environmental Stewardship
Year 2
• Institute for Leadership, Empowerment, and Accountability (iLEAD)
• PARTICIPATE PH
• KontraDaya
• Youth Leadership for Democracy (YouthLED PH)
• Legal Network Truthful Elections
• Tsek.ph
• Foundation for Economic Freedom (FEF)
• Financial Executives Institute of the Philippines (FINEX)
• Filipina CEO Circle
• American Chamber of Commerce of the Philippines (AmCham)
• AI Pilipinas Coalition
• Bantay.ph
• Philippine Association of Sari-sari Stores and Carinderia Operators
• Urban Land Institute (ULI) Philippines
• Philippine Business for Social Progress (PBSP)
• Move as One Coalition
Year 3
• Amnesty International
• Bantayog ng mga Bayani Foundation
• Human Rights Online PH
• Ateneo de Iloilo
• Cebu Normal University

Independent Strategic Review

Partner Institutions
• Nineveh Academy • Pilar College of Zamboanga City • Romblon State University • Southwestern University PHINMA • University of Cebu • UP Diliman • Xavier University • Metro United Livelihood Initiatives (MULI) • Tahanan Books • Young Educators Society • International Foundation for Electoral System • Konrad Adenauer Stiftung • Makati Tourism Foundation • Food Industry Asia • The Asia Foundation • Caritas Paranaque • Institute of Corporate Directors (IPD) • GreenArc Capital • Philippine Red Cross • Social Housing Finance Corporation • Philippine Institute of Civil Engineers • Transportation Science Society of the Philippines • Philippine Institute of Environmental Planners • Environmental Science for Social Change (ESSC)