

**Inter-agency Programme to Nurture Peace, Security, and Decent Work
through Local Development in Conflict Areas of the Philippines
(Bondoc Peninsula) – Mid-Term Independent Evaluation**

(PHI/08/03/MHSF)

Project Title	:	Inter-agency Programme to Nurture Peace, Security, and Decent Work through Development in Conflict Areas of the Philippines (Bondoc Peninsula)
ILO Project Code	:	PHI 0803MHSF
Project Site	:	Bondoc Peninsula, Quezon Province Philippines
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Duration	:	Three Years
Executive Agency	:	ILO and FAO
Total Project Cost	:	USD 2,493,484 (USD 1.49M ILO allocation)
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Prepared by

Eva Marie F. Famador, *Evaluation Team Leader*
Io Martin Guballa, *Associate Evaluator*
Shane Andrea Cruz, *Research Assistant*

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4. ACRONYMS

ILO	International Labour Organization
FAO	Food and Agriculture Organization
OPAPP	Office of the Presidential Adviser on the Peace Process
LGU	Local Government Unit
NGO	Non-government Organization
LED	Local Economic Development
UNTFHS)	United Nations Trust Fund for Human Security
NPC	National Project Coordinator
DOLE	Department of Labor and Employment
TESDA	Technical Education and Skills Development Authority
DAR	Department of Agrarian Reform
PESO	Public Employment Service Office
BFAR	Bureau of Fisheries and Aquatic Resources
REA	Rapid Economic Appraisal
MAFC	Municipal Agriculture and Fisheries Council
POs	People's Organizations
FFs	Farmer's Field School
QNAS	Quezon National Agricultural School
DTI	Department of Trade and Industry
BEST	Business Expense and Savings Training
SIYB	Start and Improve Your Business
GYB	Generate Your Business
DRRM	Disaster Risk Reduction and Management
MDRRMO	Municipal Disaster Risk Reduction and Management Officer
MCHC	Maternal and Child Health Care
MHO	Municipal Health Office
FPOGS	Federation of Philippine Obstetrician and Gynecologists Society
BHW	Barangay Health Worker
PHO	Provincial Health Office
IUD	intrauterine contraceptive device
PAMANA	Payapa at Masaganang Pamayanan
CPP/NPA	Communist Party of the Philippines / New People's Army
UN	United Nations
AFP	Armed Forces of the Philippines
MFI	Micro-finance Institutions
TSPI	Tulay sa Pag-unlad Incorporated
CARD	Center for Agriculture and Rural Development

5. EXECUTIVE SUMMARY

Project Background

A. Summary of the project purpose, logic, and structure

The project seeks to contribute in addressing the root causes of poverty and conflict in the most vulnerable groups and communities in Bondoc Peninsula, Quezon Province, Philippines. The project's strategy is to integrate several interventions such as livelihood assets expansion and enterprise development (economic productivity), vulnerability and risks exposure reduction, support maternal and child health care, and to enhance capacity building for local economic development (LED) activities.

Specifically, the project seeks to realize two objectives at the end of three years: 1) To expand livelihood assets and increase productivity of families and communities, especially the vulnerable groups in four municipalities; and 2) To improve coordination and enhance cooperation of Local Government Unit (LGUs), civil society organizations, the private sector and community organizations towards local socio-economic development and peace-building processes.

The International Labour Organization (ILO) is the lead executing agency, with the Food and Agricultural Organization (FAO) as the United Nations' executing partner. The Office of the Presidential Adviser on the Peace Process (OPAPP) is the lead government partner. The project team is composed of a National Project Coordinator (NPC), two field coordinators working on programme planning and implementation of the ILO and FAO components. Two administrative/finance assistants help the field coordinators and the NPC. The NPC provides the over-all management and direction of the project activities. The NPC directly reports to the ILO Director in Manila. The project team coordinates with various national agencies, the Provincial Steering Committee and the Municipal Technical Working Groups, which are composed of different government agencies.

B. Present situation of project

Bondoc Peninsula in Quezon Province is identified as one of the poorest areas in the Philippines. Its poverty incidence registered at 47.7 percent¹. Around 80% of Bondoc Peninsula households are engaged in subsistence farming and fishing. The farms mostly engage in coconut mono-cropping. Outdated farm and fishing technologies are being used by farmers and fisherfolks. Although abundant with agriculture and fishing resources, the people do not have access to socio-economic support systems. There is inadequate access to capital and insufficient market information support. The businesses suffer because of low entrepreneurial and productive skills.

Bondoc Peninsula is a conflict-prone area and is also vulnerable to climate-induced hazards. There is lack of access to social protection programmes. In the aspect of governance, the province has limited participatory local development processes.

¹

Source: National Statistical Coordination Board 2006

It is in this context that the **Inter-agency Programme to Nurture Peace, Security, and Decent Work through Local Development in Bondoc Peninsula, Philippines** was conceived. This is a three-year project which started in March 2010 and culminates in 31 March 2013.

C. Purpose, scope, and clients of the evaluation

The Bondoc-LED project mid-term evaluation seeks to achieve the following objectives:

- Determine the progress of the project vis-a-vis the approved logframe and work plan in terms of objectives, outputs activities, inputs, budget, and timelines;
- Identify project implementation gaps and provide recommendations on how to improve the project's approach and to enhance project management to attain the set goals and objectives by the end of the project period (31 March 2013);
- Identify good practices and lessons learned for future use by project stakeholders in implementing similar or related initiatives

The evaluation assessed the first 18 months (March 2010 – December 2011) of ILO and FAO project implementation. This mid-term evaluation covered all the four (4) municipalities included in the project, namely: Unisan, Catanauan, Mulanay, and San Narciso of Quezon Province, Philippines. Also included were the institutional project partners - LGUs, NGOs, community associations, government line agencies, and the academe.

D. Methodology of Evaluation

The evaluation employed the following data collection methods - review of relevant documents, in-depth interviews with implementers, and focused group discussions (FGDs) with beneficiaries.

Main Findings and Conclusions

In general, the project addresses different dimensions of human security -- hunger and food security, physical safety, health, and socio-economic issues. In responding to these issues, a common framework of promoting local economic development in sustaining peace and security is adopted by multiple stakeholders -- the UN agencies, the Philippine government, and the beneficiaries.

Given the framework of human security, the project design generally and logically led to the objectives of expanding livelihood assets and increased productivity. The identified gaps in the livelihood component are in the aspects of: a) maximizing the integration of market analysis in programme design; b) identifying specific local person or LGU unit to perform marketing; c) monitoring at the beneficiary level; d) coaching and mentoring of beneficiaries. In the aspect of peacebuilding, while the framework is clear, specific project outputs/intervention on peace and outcome indicators need to be integrated in the logic framework.

In terms of implementation, in spite of some delays in deliverables, the project is able to accomplish significant results. Institutional and multi-sectoral coordination systems were set up at the national and local levels. Livelihood support interventions for 41 target communities were identified, validated, and prioritized in the community plans. Rapid rural appraisal and community-based hazard mapping were conducted. Inter-agency dialogue preparations for upgrading of maternal and child health programme were conducted. Start-up activities for livelihood support activities were undertaken (e.g., skills training, technology transfer for agriculture and livestock production, and business skills development). Capacity

building activities (17 training and workshops) were implemented covering 1,090 beneficiaries, of whom 43% are women.

In terms of effectiveness, the project presents some efficient approaches and interventions. The use of vertical and horizontal coordination, consultative process, counterpart of resources, and multi-stakeholder dialogue contribute to strong ownership of the project by stakeholders.

Some of the highlights of effective livelihood project interventions so far are: provision of farm inputs; Farmer Field School (FFS); Farmer's Seminar on Coconut Sap Collection for Sugar Production; and Maternal and Child Health Care. The initiatives facing more challenges and opportunities are the Weaver's Association, Start and Improve Your Business (SIYB), Start and Improve Your Business (GYB), and Technical Education and Skills Development Authority- Quezon National Agricultural School (TESDA-QNAS) Skills Training.

In the livelihood component, the project desired outcomes could be more optimized in the aspects of: a) provision of appropriate farm machineries; b) adoption of sectoral microenterprise development in skills and entrepreneurial training; c) expansion of beneficiaries of Farmer's Field School; and d) strengthening of organizational capacity building of community organizations (e.g. cooperative management, cooperative governance, management of input supply, collective marketing, and cooperative marketing services, etc.).

The project approaches ensure efficient use of resources. The counterpart scheme between LGUs and ILO/FAO in sharing expertise, personnel, fund and facilities led to saving of fund but obtaining the desired result. The contracting scheme in the construction of birthing station incurred less cost for the project and at the same time built the capability of community organizations.

Project staffing is not adequate to respond to the capacity building needs of the municipal and community organizations. The employment of LED process consumes much time of the field officers for consultation, coordination, and dialogue with various stakeholders.

Good Practices

Engaging all stakeholders in identifying needs and opportunities, defining priorities, formulating plans, and in implementing the programme is an effective process to enhance capacities and maximize ownership of the programme. As stakeholders own the initiative, sharing of resources toward the attainment of the goal becomes a natural undertaking. The project is able to mobilize cooperation among government agencies, non-government organizations, people's organization, academe, local business groups, and other UN agencies.

The various organizations - ILO, FAO, OPAPP, LGUs, and other local organizations- complement in bringing a comprehensive and integrated approach in tackling the complex and inter-connected human security issues. The inter-agency and inter-sector partnerships provide concrete benefits to people who experience threat in their livelihood and dignity.

The LED participatory approach, continuous consultation, and multi-stakeholder dialogue foster social cohesion. This is an effective strategy in promoting peace. The approach serves as a facilitator and a catalyst in the resolution of conflicts. In the context where constituents have distrust and are disappointed with the government, the project provided the venue where aspirations are shared and threshing of issues discussed. The approach help brings government to the people and be transparent and accountable to its constituents.

Community contracting scheme in the construction of health station for the barangay association of health workers ensured efficient use of project resources, provide temporary employment for people in the community, and enhance the capability of the community organization.

Important Lessons Learned

1. Timing of project implementation is critical. Planners have to consider political events like the conduct of election, or even major social events like fiestas that may affect the efficiency and effectiveness of project implementation.
2. Building the capacity of the people's organization is pivotal to the project's success.
3. Depending entirely on the peoples' organization to develop their own policies and procedures with regards to grants is not helpful. Most of the associations were not ready and most of the policies developed will lead to unsustainable operation of the grants.
4. Empowering people is a process and an end in itself. This is one lesson learned from using the LED approach.
5. Farmers request could not be taken at face value. An in-depth analysis should be taken to validate such requests.
6. Enterprise development is a holistic approach. The provision of skills training is not a guarantee for success. Market, credit, processing, and financial literacy should be the component of the enterprise development.
7. Training and mentoring should be provided to individuals because not everyone is predisposed to entrepreneurship.

Main Recommendations

Some highlights of the recommendations are to address the gaps in the project design:

On Livelihood

1. Integrate access to capital, coaching/mentoring, and monitoring of graduates of micro-enterprise skills training. Linking micro-enterprise with credit address the need of enterprising beneficiaries of SIYB and GYB. There are two identified strong MFIs that the project can work in partnership with: TSPI and CARD who both have strong presence in Bondoc Peninsula.

2. Modify SIYB and GYB by adopting Sectoral Enterprise Development Approaches in Swine Raising, Arrow Root Production/Processing, Weavers' association and others.
3. Maximize the integration of market- and resource-based analysis before implementing livelihood projects.
4. Integrate expertise in local agriculture and enterprise in the hiring of FAO additional staff that will provide technical assistance to the community organizations, advice in enterprise and agriculture production development.

On Maternal and Child Health Care

5. Link the LGU advocacy campaign of this component through radio programme, raising awareness on maternal and child health care, touching on risks on home delivery and gender concerns, with the end goal of changing the attitude and practices of the community. This can be done by linking the MCHC to local radio stations who may be willing to produce the information, education, and communication (IEC) materials in radio programme formats and are willing to provide free airtime. Other radio programmes can integrate the maternal and child care concerns in their current programming.
6. Step-up the echoing of training to increase the number of BHWs so that they are present in all impact barangays; and provide continuing development for nurses through more exposure in the hospital to enhance knowledge and skills and build their confidence.
7. Consider expanding the role of barangay unit in facilitating the access to delivery of pre-natal services through organizing and training of interested individuals in the community.
8. Document maternal health care as an approach to the promotion of socio-economic security.
9. Enhance information management as a tool for decision-making by computerizing the data.

On Peace-building

10. Integrate gender concern in the design and programming. In consecutive sessions, OPAPP can facilitate the gender analysis with the participants, identifying how women are affected by conflict and ways of tackling women/men issues and their corresponding role in peacebuilding.
11. Develop comprehensive programme outcome indicators for peacebuilding interventions. Indicators may be classified according to the identified categories – security; economic productivity; and political/justice.

Other project mechanisms are recommended for further enhancement:

Livelihood

1. Link micro-enterprise projects and associations to their potential market by identifying opportunities, trade exhibits, or business enterprises which will subcontract the production of current products.

2. Strengthen project monitoring in the local level by identifying the agency/organization which will do it and conduct training on monitoring and evaluation to stakeholders.
3. Fast track the support to the fishing sector. If the proposals of the beneficiaries are denied, the proponents should be immediately notified, then move on to a project that is practical, relevant, and sustainable.
4. Expand beneficiaries of Farmers Field School (FFS) by integrating this in the Provincial Agriculture programming, giving allocation for trainers' training who will be the resource persons for FFS.
5. Enhance the consultation process in determining the needs for farm input and machineries relevant to the community organizations.
6. Encourage more women farmers and fisherfolk to be part of the association that they may have a voice in project planning. This can be done during dialogues and sessions with community.

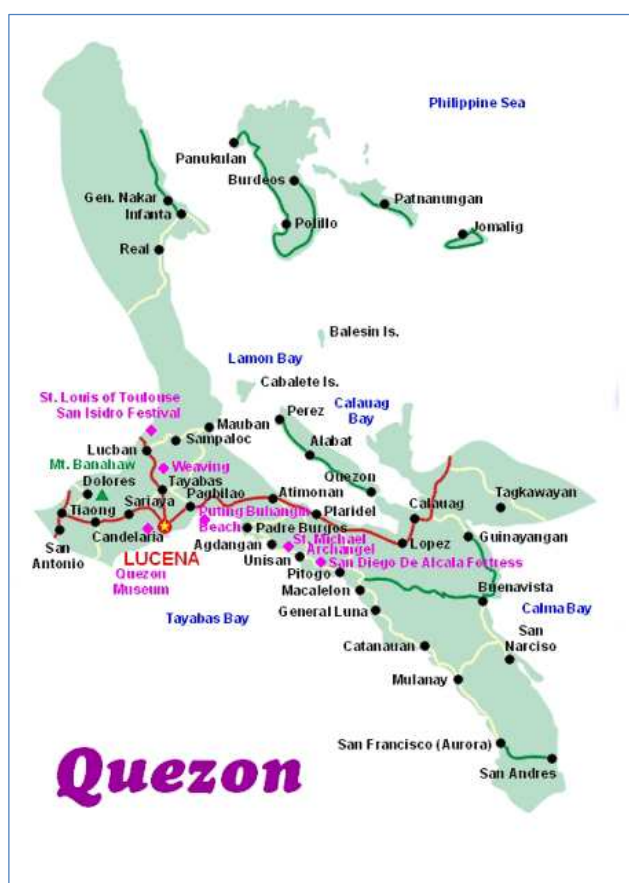
Disaster Risk Reduction Management

Popularize the content of the hazard maps to make it more understandable to stakeholders and local people. The radio may also be considered as another medium in raising awareness of more people in a short period of time.

6. PROJECT BACKGROUND

6.1 Project Context

Bondoc Peninsula in Quezon Province is identified as one of the poorest areas in the Philippines. The household income reported is at near or below the poverty annual per capita threshold of Php15,920 (USD370.23). Its poverty incidence registered at 47.7 percent².



Around 80% of Bondoc Peninsula households are engaged in subsistence farming and fishing. The farms mostly engage in coconut mono-cropping. Outdated farm and fishing technologies are being used by farmers and fisherfolks. Although abundant with agriculture and fishing resources, the people do not have access to socio-economic support systems. There is inadequate access to capital and insufficient market information support. The businesses suffer from low entrepreneurial and productive skills.

Bondoc Peninsula is a conflict-prone area and is also vulnerable to climate-induced hazards. There is lack of access to social protection programmes in the area.

In the aspect of governance, the province has limited participatory local development processes.

It is in this context that the **Inter-agency Programme to Nurture Peace, Security, and Decent Work through Local Development in Bondoc Peninsula, Philippines** was conceived.

The programme is a joint undertaking between

the International Labour Organization (ILO) and the Food and Agriculture Organization (FAO), in collaboration with the Office of the Presidential Adviser on the Peace Process (OPAPP), local government units (LGU) and local non-government organizations (NGOs).

This is a three-year project which seeks “to promote human security and sustain peace building initiatives by capacitating the key stakeholders in the project site to define and manage their own path of local economic development (LED).”

²

Source: National Statistical Coordination Board 2006

The project adopts “the human security framework that puts a premium on human protection and empowerment of the most vulnerable groups and communities in Bondoc Peninsula. The project’s human security goal is to catalyze and contribute to the attainment of sustainable peace and development in the area through an integrated and human-centered approach.”

The project strategy seeks to contribute in addressing the root causes of poverty and conflict in Bondoc Peninsula area by integrating several interventions such as livelihood assets expansion and enterprise development (economic productivity), vulnerability and risks exposure reduction, support to maternal and child health care, and capacity building for LED activities.

Specifically, the project seeks to realize two objectives at the end of three years:

- Expanded livelihood assets and increased productivity of families and communities, especially the vulnerable groups in four municipalities, and
- Improved coordination and enhanced cooperation of LGUs, civil society organizations, the private sector and community organizations towards local socio-economic development and peace-building processes.

6.2 Funding Arrangements

The project is funded by the United Nations Trust Fund for Human Security (UNTFHS). At the local level, the local government provides its counterpart in the construction of the birthing station, annual provision of agricultural inputs, technicians, usage of facilities, and transportation of training participants.

6.3 Organizational Arrangements

The ILO is the lead executing agency, with the FAO as the UN executing partner and the OPAPP as the lead government partner.

The project team is composed of a National Project Coordinator (NPC), two field coordinators working on programme planning and implementation of the ILO and FAO components. Two administrative/finance assistants help the field coordinators and the NPC. The NPC provides the over-all management and direction of the project activities. The NPC directly reports to the ILO Director in Manila.

6.4 Contributions of Project Partners and Stakeholders

The ILO’s main contribution is on strengthening and stabilizing community livelihoods, enterprise development, and skills training. Using the LED as the overall strategy, the ILO employs its tools and approaches in facilitating stakeholders’ dialogue; economic development in conflict-prone situations; livelihood and employment creation; entrepreneurship development; youth and employment; and social protection programmes.

The FAO’s role is providing agricultural and fishery input and training on improved technologies. The FAO focuses on addressing food security and on diversifying livelihood opportunities in Bondoc Peninsula. These activities complement existing national programmes on food security and poverty

alleviation in the area, and contribute to the economic empowerment of target beneficiaries and communities. The FAO's in-country experience in conflict-affected Mindanao in southern Philippines is valuable in its implementation of agricultural-based work.

OPAPP's role is to provide the national comprehensive framework to the peace agenda, which includes economic, political, and social dimensions. Its peace building experience and achievements in Mindanao and in other provinces is valuable in guiding the project. OPAPP ensures project monitoring and strategic implementation of capacity building of LGUs and other partners while also implementing the peace and development information and education campaign component of the Project.

Other national government agencies such as DOLE, TESDA, DA, and DAR are also partners. The DOLE is the main partner for employment promotion and manpower development through the assistance of TESDA. At the provincial and local levels, the Municipal Health, Agriculture, Social Welfare and Development Offices and PESO are involved. Other partners are the local NGOs, the academe and the community groups/organizations.

7. EVALUATION BACKGROUND

7.1 Purpose/Objectives of the Mid-Term Evaluation

The mid-term project evaluation is an integral part of the project and it is required by the UNTFHS, under Section VII (project Monitoring and Evaluation) of the UNTFHS Guidelines.

The Bondoc-LED project mid-term evaluation seeks to examine key areas such as efficiency and effectiveness; relevance; impact and sustainability based on the approved project concept and technical construct.

Specifically, the mid-term evaluation aims to achieve the following objectives:

- Determine the progress of the project vis-a-vis the approved logframe and work plan in terms of objectives, outputs activities; inputs, budget and timelines;
- Identify project implementation gaps and provide recommendations on how to improve the project approach and to enhance project management to attain the set project goals and objectives by the end of the project period (31 March 2013);
- Identify good practices and lessons learned for future use by project stakeholders in implementing similar or related initiatives

7.2 Scope, Coverage, and Clients

The evaluation assessed the first 18 months (March 2010 – December 2011) of ILO and FAO project implementation. This mid-term evaluation covered all the four (4) municipalities of the project namely, Unisan; Catanauan; Mulanay; and San Narciso of Quezon Province, Philippines. Also included were the institutional project partners -- LGUs, NGOs, community associations, government line agencies, and the academe.

7.3 Key Evaluation Questions

The mid-term evaluation was based on the following criteria and key questions as measures of performance:

1. Relevance and strategic fit of the project

- To what extent do the project objectives/outcomes correspond to beneficiary requirements, country needs, global priorities and partners/donors policies?
- How well does it complement other ILO/FAO projects in the countries and/or other donors' activities?

2. Validity of project design

- To what extent are the project objectives/outcomes realistic?
- To what extent could the planned activities and outputs logically and realistically be expected to meet desired objectives/outcomes (causality)?
- To what extent does the LED approach serve as enabling strategic framework for the project interventions?
- Was a gender analysis/baseline carried out as part of the initial needs assessment of the project, or independently?
- Are gender concerns integrated in the project design (e.g. do the project objectives and outcomes adequately address gender issues and the needs of women and men, are indicators gender-sensitive)?

3. Project progress and effectiveness

- To what extent is the project on track to achieving its immediate objectives?
- Which have been the most successful and least successful project outputs so far, and why?
- What has, so far, contributed to or limited the project's effectiveness?
- Do the results affect women and men differently, and if so, why and in what way?
- What effects is the project likely to have on gender relations and gender equality?

4. Efficiency of resource use

- What is the quality and timeliness of delivery on allocated resources?
- To what extent have resources (financial, human, institutional, and technical) been allocated strategically?
- To what extent does spending and resource allocation respond to gender-related objectives and to the identified needs of women and men? (e.g. Is there a specific budget for gender mainstreaming activities? If so, how has it been used?)
- To what extent were resources have been used efficiently, and do the obtained results justify the expenditure?

5. Effectiveness of management arrangements

- To what extent are the work arrangements under the project effective?
- Is the technical, programmatic, administrative and financial backstopping from project management adequate?
- Is adequate gender expertise available and used within the project or mobilized from external sources?
- To what extent has the project set up a monitoring and evaluation framework to measure progress, impact and raise lessons learned?
- To what extent does the project's monitoring and evaluation framework enable the collection of sex-disaggregated data and the monitoring and reporting of results from a gender perspective, taking into account the different situations of women and men?
- Are the project monitoring measures adequate for tracking progress?

6. Stakeholder Involvement

- How have stakeholders been involved in the implementation of the project?
- Are project partners satisfied with the quality of tools, technical advice, training and other activities, delivered by the project?
- Have there been any resulting changes in constituents'/partners' capacities on LED?
- To what extent are women and men equally involved in the implementation of the project?

7. Impact Orientation and Sustainability of the Project

- How likely are project achievements going to be sustainable?
- How likely is it that the project will have effectively contributed to the creation of an enabling environment for LED before its completion?
- What contributions is the project making to broader and longer-term development goals?
- To what extent are sustainability considerations taken into account in the execution of project activities?
- What are the possible long-term effects on gender equality?
- Are the gender-related outcomes of the project likely to be sustainable, and what factors strengthen/weaken their sustainability?
- Are measures taken to ensure the capacity of implementing partners will sufficiently be strengthened to ensure sustainability of achievements beyond the project?
- Is there a potential for project achievements to be up-scaled in other conflict-prone areas or in other similar countries?
- Is the involvement of implementing partners and national stakeholders sufficient to support the outcomes achieved during the project?
- To what extent the project has adopted a partnership approach to sustain and leverage its interventions?
- Is there potential for project activities to be replicated in future work?

9. Peace-building aspect

- Is there a conscious effort to be conflict-sensitive and peace promoting in the identification of projects and beneficiaries?

- How has the project contributed to a more productive and positive engagement between and among stakeholders – community members, local government agencies, service providers?
- To what extent did the project contribute to the regularity of meetings by the local government structures (i.e., local peace and order councils, local development councils, barangay assemblies) and their responsiveness to the community needs?
- Is there an observed greater participation from the community members/stakeholders in the project processes?
- Are the project-related issues and grievances effectively and promptly addressed?

7.4 Time Frame of the Evaluation

The mid-term evaluation commenced in November 26, 2011 and is expected to be completed in the last week of January, 2012. However, the evaluation started two months later than originally planned because it took longer to seek an independent consultant available to conduct the project evaluation in the given period.

7.5 Clients and the Main Audience of the Report

The clients and users for this mid-term evaluation include the project management office based in Lucena City; the ILO and FAO Offices; the donor agency (e.g. OCHA-UNTFHS and Government of Japan); the members of the Project Steering Committee³; Project Steering Committee; Municipal Technical Working Groups, and other key project partners from civil society.

7.6 The Evaluation Team

The mid-term project evaluation is conducted by independent, external evaluators: Eva Marie F. Famador is the Evaluation Team Leader with Io Martin Guballa as the associate and Shane Andrea Cruz as the Research Assistant.

The project evaluation manager is Carlien van Empel, LED expert, Job Creation and Enterprise Development Department, ILO, Geneva. She is assigned by ILO to backstop and oversee the conduct of the independent mid-term evaluation

³ The Bondoc-LED Project Steering Committee is composed of Local Government Authorities; Government Line Agencies; NGO representative and the ILO and FAO.

8. MAIN FINDINGS

8.1 Relevance and Strategic Fit

The project addressed a broad range of inter-connected issues that threaten human security in the Bondoc Peninsula, specifically in the towns of Catanauan, Mulanay, San Narciso, and Unisan.

Based on the mission visits and the Rapid Economic Appraisal in March 2011, Bondoc Peninsula suffers from low agricultural productivity. Rice productivity was low at less than 3,500 kilogram of palay per hectare, reaching only 48% of rice sufficiency level. Vegetable production is only at the backyard level. Farmers have limited access to farm inputs, particularly on seed stocks and fertilizers. Most farm plots and coconut areas utilize mono-cropping system. Farmers need trainings on how to improve crop and livestock production, integrated farming systems, integrated pest management and postharvest facilities. There is a need for support such as establishment of feed mill for local livestock industry and irrigation for rice growers.

In the aspect of fishing industry, the fisherfolks have inadequate and outdated fishing gears. There is minimal opportunity for alternative livelihood especially during the lean season. Unisan and San Narciso municipalities face the issue of illegal and destructive fishing methods. This is a significant issue considering that these municipalities comprise the major bulk of fishing villages.

Based on the Bondoc-LED Project Baseline Survey on Livelihood, the four municipalities are in need of agricultural inputs. For the farmers, they need fertilizer (for palay and coconut), insecticides, tractor, threshers, rice seeds, sprayer, carabao, swine and/or livestock dispersal. As for the fisherfolks, the articulated needs were capital, motorized boat, fishing gears/net, financial assistance, and training,

In terms of employment, Bondoc Peninsula has limited employment opportunities. Company closures or massive lay-offs in surrounding provinces had an adverse impact in the area, increasing unemployment and underemployment rate. The Baseline Survey revealed that the majority (62.43%) of the labor force is in the informal sector, while 29.32% is in the formal sector. Those in the informal sector are engaged in farming and fishing. On the average, agricultural plantation workers are paid Php200 per day, lower than the minimum wage which is between Php253 to Php 337 per day⁴. Workers tend to migrate because laborers outside Bondoc Peninsula get higher pay.

Bondoc Peninsula has few training centers which can provide opportunities for vocational and technical skills training and retooling. The current skills training need to be matched with the needs of the provincial and regional labor markets. There is limited knowledge and technology to utilize raw materials that abound in the area. Enterprise development is also needed. For the business sector to thrive, local business policies need to be in place and financing and business development services should be made available.

⁴ According to the MPDC Office, Mulanay and the Ms Percy Galang, MAO Unisan.

Given the above-mentioned livelihood situation, the first objective of the project, which is: *To expand livelihood assets and increase productivity of communities through enhanced decent work opportunities for the disadvantaged/vulnerable groups in four municipalities*, corresponds to the pervasive problem of hunger and food security of Bondoc Peninsula.

The human security aspects of health, environment, physical safety and socio-economic security are addressed by the second objective of the project, which is: *To improve coordination and enhance cooperation of local government units and civil society organizations, the private sector, the community organizations towards local socio-economic development and peacebuilding*. This objective was crafted on the basis of environmental, socio-economic, and political situation of Bondoc Peninsula.

Bondoc Peninsula is not only poor, it is one of the strategic strongholds of the Communist Party of the Philippines-National People's Army (CPP-NPA). Quezon Province is one of the areas with high concentration of communist armed group encounters.

During the PAMANA road mapping for Quezon, participants analyzed the incidents of violence as rooted in the issues of land ownership and landlordism. CPP-NPA condemned the implementation of the comprehensive Agrarian Reform Program. The common folks fear the CCP for its practice of killing/harassment of those who oppose their beliefs. Massive land grabbing was rampant in 70's especially in San Narciso. Farmers and the potential beneficiaries of agrarian reform are afraid of private armed groups employed by landlords who resisted the government's land reform program.

With these stressors, a culture of silence is developed among common folks. A sense of helplessness has grown given the perception that most LGUs display weakness in governance. Partisan and patronage politics, aggravated by scarce resources, lead to insufficient delivery of basic social services to distant villages. Governance is characterized by absence of dialogue and consultative planning. This results to poor identification of needs as well as implementation of projects that do not meet the needs of constituents.

Furthermore, the insufficient delivery of social services in Catanauan, Unisan, Mulanay, and San Narciso is manifested in the aspect of maternal and child health care services. These municipalities lack birthing facilities. Most pregnant women practice home deliveries; making them vulnerable to infection and at risk especially in cases of complicated pregnancy. They are not informed where and when to access health services. They could not afford medical care services of hospitals and private clinics.

Poverty would also mean that people are more vulnerable to natural disasters. Cyclones, storm surges, flashfloods, soil run-off and drought exacerbate the lack of food security as well as threaten personal safety. Among the four local government units, disaster risk reduction measures are not present in their development programs. The common folks have limited knowledge on disaster risk reduction.

In the aspect of social protection, the Baseline Survey reported that only 41.94% have savings. Only 38.79% of the respondents, or their family members, have access to insurance. Only few are covered by PhilHealth, the government health insurance company.

Given, the above-mentioned issues in the target municipalities, the project provides a clear and compelling objective for human security project. The interconnected issues required a consensual framework for the application of human security among the multiple stakeholders involved.

The project corresponds to the global, national, and local mandate of key stakeholders – ILO, FAO, UNTFHS and OPAPP – which is addressing human security. ILO exercises its mandate of generating opportunities for investment, entrepreneurship, skills development, job creation, and sustainable livelihood; and extending social protection. The project is aligned with FAO's concern for food security by providing agricultural and fishery input and training on improved technologies.

The concept of human security is mainstreamed in the overall development thrusts of Philippine government, both at the national and local level. The Philippine government aims at securing peace, while accelerating development in conflict-affected areas through its PAyapa at MASaganang PamayaNAn (PAMANA) program. The PAMANA program is a complementary track to peace negotiations, seeking sustainable rural development, community infrastructure and focused delivery of social services.

The project corresponds to UNTFHS' agenda and parameters of promoting human security in the following terms:

- a) *providing concrete and sustainable benefit to people and communities threatened in their survival, livelihood and dignity.* The project addresses the concrete needs of vulnerable groups — the farmers, fisherfolks, and youth — by providing the needed assistance (livelihood inputs, training on skills, health and social security, health facilities) to preserve human security. The series of assessments (mission trips, REA, baseline study) and validation with stakeholders supported forward-looking assessments of potential threats to human security. This becomes a basis for a relevant planning, implementation and evaluation of actions as well as contributing to sustainable benefit to communities. (Objective 1, outputs 1.1-1.7 and Objective 2, outputs 2.1-2.4)
- b) *implementing the “Protection and Empowerment” framework by comprehensively including both top-down protection and bottom-up empowerment measures.* The adoption of a strategy of Local Economic Development promoted a vertical coordination among the national agencies (OPAPP, DOH, DA, DOLE, DAR, DTI, and TESDA) and the local government units. To provide oversight of the project, the structure of the Provincial Steering Committee was established. This consists of the Provincial governor, the provincial offices of DA, DOLE, DAR, DOH and the Provincial Agrarian Reform Councils.

At the municipal level, horizontal coordination mechanism was established through the Municipal Project Working Groups, an inter-office coordination of LGUs, and together with other local stakeholders such as Municipal Development Councils, Municipal Fisheries and Agriculture Resource Management. (Indicated in Project 2, outputs 2.2, 2.3, and 2.4)

With the setting up of institutional and multi-sectoral mechanism, a corresponding capacity building is provided through consultation and planning workshops.

- c) *promoting partnerships with civil society groups and other local entities and encouraging implementation by these entities.* The project established partnership with civil society groups such as Cora Cares Foundation for the development of handbag and raffia cloth making; Tambuyong Social Action Center; Municipal Fisheries Council; Punla sa Tao Foundation to accelerate the conduct of entrepreneurship skills training; (as indicated in Objective2, outputs 2.1, 2.2, 2.3, 2.4, 2.5, 2.6) and educational institutions for conduct of research/survey and for technical training for beneficiaries (UPLB, PUP, ASTI, QNAS).
- d) *advancing integrated approaches that preferably involve more than one organization in planning and implementation.* The project adopts the approaches of asset-based and LED which involved the participation of all stakeholders. (Objectives 1 and 2). Organizations coming from different

sectors together with national and local government were involved in validation and prioritization of livelihood support interventions covering all the 41 target villages; conduct of rapid economic appraisal; community-based hazard mapping; conduct of inter-agency dialogue and preparations for the upgrading of maternal and child health programme.

- e) *addressing the broad range of inter-connected issues that take into account the multi-sectoral demands of human security.* The project addresses the different facets of human security - hunger and food security as indicated by objective 1 (the objective outputs 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7), as well as health, environment, physical safety and social security as indicated in objective 2 (objective outputs 2.1, 2.2., 2.3, 2.4, 2.5, 2.6, 2.7, 2.9 and 2.10). The strategy of addressing these human security issues included setting up of systems; social empowerment of beneficiaries through participation in dialogues and decision –making; economic empowerment through capacity-building, start-up livelihood enterprises; and facilitate the access to technology and market.
- f) *concentrating on areas of human security that are currently neglected and avoiding duplication with existing programmes and activities.* In adopting the PAMANA framework in peacebuilding, the project addresses the issue of conflict in the area by accelerating rural development, improving governance, and empowering communities. The approach of aiming poverty reduction and peacebuilding with the Communist Party of the Philippines in Bondoc Peninsula is a distinctive project, not supported by other donors. The project helps catalyze an integrated approach to sustained peace and development in the four municipalities.

The value of this project does not only lie on its response to the inter-connected human security issues in the four municipalities. The value-added effect of this project is the preventive aspect. By employing assessments – from the perspective of the technical and the experiences of community people – all stakeholders are more aware of their vulnerabilities to threats to human security. This heightened awareness and trainings from this project compels the stakeholders to plan together in order to preserve and promote human security. Another value added effect is the way it has stimulated an integrated and comprehensive assessment of threats and programme planning. Furthermore, another advantage is the global, national, and local interdependence of stakeholders that existed through the project. The technical, financial, and human resources of UN Agencies, the Philippine government agencies and local government units, and civil society are mobilized, creating new partnerships and synergy.

8.2 Validity of the Project Design

The project design may be examined according to some identified human security issues.

- a) **Hunger and lack of food security.** The objective 1 which aims to expand livelihood assets and increase in productivity is realistic. The determination of the extent of expansion of livelihood assets is based on the series of assessments and validation activities (i.e., mission trips, REA, Baseline Survey, consultations, focus group discussions with LGUs, farm and fisheries productivity assistance plan).

The Value Chain Analysis (VCA) as a project output logically will help in identifying and harnessing local economic potentials of identified products. Planned outputs such as provision of farm and fishery inputs and technical assistance are likewise expected to expand livelihood assets and increase

productivity. The value of VCA is also important in determining the market for the identified products.

One strength of the project design is its asset-based analysis of the project sites but its gap is in maximizing of the integration of market-based analysis at the beginning of the programmes. As indicated in the REA and baseline survey, marketing of products is limited to the beneficiaries' respective municipalities. This is the reason for the growing concern of implementers on lack of market of entrepreneurial projects. (Refer to the section on *Effectiveness* for deeper discussion) The concern on marketing becomes more prominent once the affordability of the products (i.e., coconut products and weavers' products) is tested in the local market. The function of marketing and the identification of assigned person/agency is another gap in the design. Currently, ILO representative helps in linking the agricultural and entrepreneurial activities and products with its potential market. PESO utilizes the agricultural exhibits as an avenue in promoting some products.

The desired outputs on “*access to better income opportunities through alternative and non-agricultural production livelihood assistance and improving entrepreneurial skills*” (output 1.5) and “*women and men acquire improved entrepreneurial skills*” (output 1.6) will be attained if some gaps in design and implementation would be addressed. The design in the skills training programme needs to consider the provision of or facilitate access to capital as well as coaching/mentoring and monitoring of graduates. If pursued, the project will have a greater chance of achieving its objective.

- b) *Security from physical violence and threats and protection of basic rights and freedom.* Armed conflict between state and non-state actors threatened lives of people. In addressing the issue of conflict, the Bondoc LED project is influenced by the PAMANA framework of peacebuilding. Peacebuilding is not just about engaging into peace negotiations but is also into adopting poverty reduction programmes to address one root cause of conflict in Bondoc Peninsula. This means aiming for sustainable rural development, community infrastructure, and improved delivery of basic services to conflict-affected areas. In this sense, objective 1 and the corresponding outputs logically contribute to the attainment of the goal of addressing the roots of conflict which is poverty.

The framework of peacebuilding also covers building capacities for governance, and enhancement of transparency and accountability mechanism. PAMANA's strategy is to bring back the government to conflict-affected areas to provide basic social services. Its key objectives are to reduce poverty; improve governance of local authorities; and build capacity in addressing disputes and promoting peace through activities that ensure participation and inclusion. The LED as a strategy helps attain the objective of building capacities for governance and enhance transparency and accountability. The LED facilitates the vertical and horizontal coordination among stakeholders. Objective 2 and its outputs help promote social cohesion - capacity development plan; strategic planning with stakeholders; building and formalizing partnerships; enhancing community and associations and networks.

To further enhance the project logic framework, specific peacebuilding interventions were explicitly indicated in the document. Project outputs such as peace and conflict sensitivity programming; formation and/or strengthening of structure (PAMANA technical working group/peace and order

council); capacity building efforts (i.e., training on conflict resolution, mediation, dialogue); and intervention on the aspects of physical security, justice and political (issue of landlordism and landownership).

As of the mid-term of the project, the gaps in the logic framework in the peacebuilding component that needs to be given attention are: a) integration of gender concern; b) development of comprehensive peacebuilding outcome indicators; and c) tracking of livelihood intervention contributing to peacebuilding.

- c) *Health security.* Health is a crucial domain of human security. Inadequate health services and inaccessibility of health centers are dimensions of poverty. The project is addressing health security, specifically on maternal and child health care by enhancing access to health services; disseminating information education materials in maternal and child health care; and providing basic tools/equipment for maternal and child health care. (Objective 2, output 2.10)
- d) *Social protection.* The project design provides schemes in social protection through community-based savings, access to credit and savings insurance. (Objective 2, output 2.9). The promotion of social protection programme and savings mobilization at the household level will contribute to resiliency and capacity to recover when affected by disasters and other types of emergencies.

In view of the vulnerability of Bondoc Peninsula to natural disasters, the design also incorporated the promotion of pro-active and local driven DRRM by coming up with a community assessment on its vulnerability to climate-induced hazards; drafting of vulnerability and hazard maps; and formulation of disaster preparedness and contingency plan.

- e) *Social Capital.* Moreover, the project may enhance its logic framework by integrating the social capital as a desired output. Promoting social capital would facilitate cooperation and mutually supportive relation in the communities. It is a valuable means of building peace in the area. It can also enhance supply chain relations. Some suggested indicators of social relations are: number and type of associations or local institutions; extent of membership in local associations; extent of participatory decision-making; extent of trust among village members and households; and extent of trust in government.
- f) *Gender Analysis.* Gender analysis is integrated in REA and baseline study as part of the initial assessment for the project. The project design ensures the participation of both men and women in livelihood training and in other activities. Attention to women's health is underscored in maternal and child health care project component (Objective 2, output 2.9).

8.3 Project Progress and Effectiveness

The achievement of immediate project objectives are presented in this section according to the key project components: a) the livelihood support (agricultural and non-agricultural) and entrepreneurship training; b) community-based disaster risks reduction; and c) peacebuilding.

A. Livelihood Support

The livelihood project component's major objective is to expand livelihood assets and increase productivity of communities, especially the vulnerable groups in four municipalities, through:

- 1) provision of farm and fishery inputs
- 2) enhancement of farm and fishery technologies
- 3) access to alternative and non-agricultural livelihood assistance, including skills training and job-matching support
- 4) improvement of entrepreneurial skills
- 5) establishment of community-business linkages with neighboring industrial and commercial areas

The project adopts the approach of LED which focuses on strengthening the links between economic growth and the creation of decent jobs through stakeholders' dialogue and an inclusive policy process. It is a tested methodology which encourages partnership arrangements between local private and public stakeholders to play a role in ensuring inclusive growth and sustainable development.

Performance

Output 1.1 Livelihood baseline validation report needs and opportunities assessment with response programmes completed and inputted to the formulation of Municipal Development Plans

Through community consultations, focus group discussions with the participation of LGUs, livelihood baseline was established and a corresponding response plan was formulated (mostly agriculture and fisheries). The baseline covered 41 villages. Livelihood needs were then prioritized in the four municipalities based on the Rapid Economic Appraisal (REA) findings. Integration of REA findings and recommendations into the municipal development plans and priorities is being sought in consultation and dialogue with LGUs and stakeholders. The household livelihood baseline survey was completed and was under review.

Output 1.2 Value chain analysis and upgrading for three commodities/sectors: corn, low-land vegetable crops, livestock and fisheries including aquaculture, completed.

As of September 2011, the conduct of MPWG planning workshop and the REA resulted to the validation and prioritization of specific products that will be covered by the Value Chain Analysis (VCA) which are: coconut-based products, yellow corn, arrow root flour, and palm-based handicraft. Research on Value Chain Analysis was on-going at the time with SDCAsia (Consultant) covering three sectors - coconut sap sugar, arrow root, and yellow corn. Final report is expected in mid January 2012. Once this is available, the information becomes the basis for product development and marketing.

Output 1.3 *At least 3500 women and men have enhanced livelihood assets through farm inputs.*

Farm inputs include corn seeds, rice seeds, assorted vegetable seeds, fruit tree seedlings, fertilizers, small farm equipment, farm tools, and livestock. Fishery inputs consist of fishing boats, assorted fishing gears and floating fish shelters based on existing coastal/fisheries resource management plans or BFAR and municipal government regulations governing fishing activities.

Progress

The cumulative beneficiary reach for this output is 2,978 or 85% of 3,500 target beneficiaries.

The project was able to conduct a validation workshop at the LGU and community level for specific agri-based support inputs (e.g. fishing, livestock, farm implements and small scale irrigation) in 41 barangays. A master list of self-help groups with corresponding farms and fisheries productivity assistance plan was formulated. This serves as a road map for FAO intervention at the individual and household level. A corresponding procurement plan for farm and fishery inputs was completed for 2011.

Based on series of consultations, farm inputs were identified and distributed to selected sites. Table 1 shows the distribution of seeds and fertilizers.

Table 1: Farm Inputs Distributed to Four Municipalities

Inputs	SUMMARY OF AGRICULTURAL INPUTS									
	Catanauan		Mulanay		San Narciso		Unisan		Total	
	Reqd	Prvd	Reqd	Prvd	Reqd	Prvd	Reqd	Prvd	Reqd	Prvd
Certified Corn Seeds (Bags)	150	150	200	200	185	185	100	100	635	635
Certified Rice Seeds (Bags)	200	130	154	122	135	105	150	113	639	470
Certified Upland Rice Seeds (Bags)	100	40	40	40	40	40	35	30	215	150
Assorted Vegetable Seeds (Packs)	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	5,000	5,000
Urea Fertilizer (Bags)	600	600	586	586	500	500	300	300	1,986	1,986
Complete Fertilizer (Bags)	600	600	586	586	500	500	300	300	1,986	1,986
Organic Fertilizer (Bags)	200	200	740	516	520	520	540	440	2,000	1,676
TOTAL	3,100	2,970	3,556	3,300	3,130	3,100	2,675	2,533	12,461	11,903
Reqd = What is required based on the revalidation with target beneficiary-groups per municipality										
Prvd = what has been provided										

As shown in Table 1, the project promotes the utilization of organic fertilizer and certified seeds for sustainable development. The volume of inputs reflects the degree of need of these towns as well as the degree of investment of this project. The project is on track in providing farm inputs considering that it is only in its mid-term implementation. Though the provision of farm inputs has not been fully completed, this will be addressed before the project ends. To date, farmers have already started planting the seeds.

To enhance rice sufficiency in the area, which is at 48%, the project identified around 1,003 hectares of rain-fed lowland and upland areas to serve as buffer areas. The project aims to increase the yield of around 20% per cropping season for 1,020 farmers.

Moreover, rain-fed lowland rice areas in 11 barangays were also identified for possible installation of small-scale irrigation system to serve at least 600 hectares during dry season. Site validation and topographic survey of rain-fed lowland rice lands in Barangay Tubigan, Unisan for the preparation of engineering plan, design and plan of work for the establishment of small-scale irrigation systems.

Preparation of technology demonstration on coconut-based farming systems in the two municipalities are made – identification of areas; collaboration with University of the Philippines, Los Banos and the Philippine Coconut Authority for the improvement of coconut-based farming system; validation and reconnaissance survey of potential rain-fed lowland rice land in Unisan and Catanaun.

Initial Changes



Photo credit: Bondoc-LED project

- a) Community associations organized. The project sparks the interest of the community for collective action. Community-based organizations were formalized and some community-based organizations have been re-organized with the guidance and assistance of the concerned LGUs due to the requirement that the project operates through organized groups. For those that are already organized, they reported increase in their membership.

- b) Confidence developed. MAFC representatives reported that training and consultations build up the confidence of farmers and fisherfolks. Before, they had low self-esteem due to broken promises of previous project implementers in the area. Also, the farmers used to rely heavily on traditional and inefficient way of farming. Now, they are motivated and they adopt more positive attitudes because of their involvement in the project.
- c) Resources augmented. Farmers benefit from the seeds and fertilizers instead of relying on their meager money to improve agricultural productivity. Most of the farmers have already planted the seeds. In Catanaun, MAFC reported that there are farmers whose harvest doubled to 300 pails (100 sacks). Initial increase in productivity is a result of improved technologies being implemented. This has made the farmers appreciate the use of certified seeds as a way of

increasing their productivity 43% more (70 – 100 bags). The inputs/grants only demonstrated to the farmers that if they use the right approach/technology they can achieve higher production.

- d) Relation among stakeholders improved. Within MAFC, they hold regular meetings where they openly discuss issues and concerns. They generally have a smooth relation with the LGUs. The project has strengthened the relationship of the barangay officials, technical working group, LGUs and the ILO/FAO to work together to achieve project objectives. As a whole, they find the project well-planned, organized, and coordinated. The farmers and LGUs are appreciative of the promptness in the release of farm inputs.

Issues and Concerns

- a) Selection of Beneficiaries. According to the Municipal Agriculturists, the farm inputs were distributed to people's organizations located in the target barangays. For some areas where the community-based organizations have not been re-organized, the input distribution was managed by the Barangay Agriculture and Fishery Council (BAFC) and the Barangay Council.

There were instances when some of the farm inputs were distributed to POs or barangays not included in the list of target barangays. This happened when some farmer-beneficiaries in the target barangays were not able to prepare the land for the dry season cropping due to insufficient soil moisture. At the same time, there was an excess/unused fertilizers for the dry season cropping. Thus, the allocated fertilizers, upon the approval of the Mayor, were distributed to other farmers with farm lands ready for planting of corn/rice. In this situation, the LGU exercise judgment and flexibility in selecting project beneficiaries.

- b) Scheme. The farm inputs are considered as grants to farmers. This is intended to operate as a revolving fund where the farmer can borrow or buy three or four bags, depending on the need. They will replenish the borrowed inputs in the form of cash or the same input after harvest. In some cases, inputs were distributed to the barangay. In this scheme, a farmer can purchase farm inputs at 50% discount. This is in consonance with the government's 50:50 scheme implemented by the Department of Agriculture and LGU-Quezon for the purchase of certified rice seeds (CRS). Sales proceeds then will be remitted to the municipal treasurer, who in turn, will buy another set of farm inputs to be sold to the farmers again at 50% discount. If computed, this scheme will be depleted 50% every cropping period. It is estimated that the farm inputs will last only for two or four years cropping.
- c) Written Agreement. The four POs interviewed revealed that they do not have a written agreement on how to lend the farm inputs. This caused disagreements among the POs. One view is not to oblige the member to pay the farm inputs borrowed; it should be the initiative of the borrower to pay instead. The opposing view insists that all farm inputs borrowed should be paid upon harvest, whether they have a good or bad harvest, so that they will be able to sustain the revolving of farm inputs.

The PO, however, admitted that if they borrowed from other sources they usually pay immediately, whether they have a good or bad harvest. This ensures them that they can borrow from the lender again.

The POs received an average of P201, 161.30 worth of inputs which necessitates for strong control system over the revolving fund. Without it, the fund is at risk of being depleted, not to mention the potential disagreement that may arise among its members. POs though keep records of their disbursements through provisional receipt and/or distribution lists.

- d) **Feedback on proposal.** The fisherfolks expressed that feedback of their proposal takes too long. The delay can be attributed to several reasons. One, the fisherfolks' proposals did not give the required specifications, particularly for the fishing nets and boats; thus, the request was sent back for revision. Two, some of the target barangays/municipalities did not immediately submit the inventory of fishery resources which is a requirement of BFAR. Three, proposals are reviewed in several levels – the FAO field coordinator, the BFAR – Region 4A, and then the technical division of FAO Regional Office for Asia and the Pacific.
- e) **Needs vs Input.** The low level of rice production in the project area is attributed partly to the farmers' use of inferior seeds and misapplication of amount and type of fertilizer. The project addresses this by providing appropriate farm inputs. While the project aims that the farm inputs be rolled-over after every cropping, four POs interviewed said that they intend to use the sales proceeds to purchase farm machineries such as hand tractor and thresher. A thresher is important to avoid spoilage.

Some requests for farm machineries, though, were not approved because these were not considered cost-effective. The policy of the Office of Provincial Agriculturist is to provide small farm machinery to farmers' association with the production area of 50 or more hectares.

The Candalao Irrigator's Association was able to purchase two grass cutters from the sale proceeds of farm inputs. They claimed that while they need farm inputs, the machines are more important. They can source out the farm inputs but they will be able to purchase the machines easily. The account of their proceeds and intentions are shown below:

Total Value of Farm Inputs Granted	P286,630.00
Sales to members at 50% discount	P143,315.00
Less:	
Purchase of two Grass Cutters	<u>P 26,500.00</u>
Net Cash-on-Hand	<u>P 116,815.00</u>
Allocation for multi-purpose hand tractor	P 50,000.00
Allocation for livelihood loans to members	P 66,815.00

Output 1.4 At least 3500 women and men utilized improved agricultural and fishery and increased productivity and incomes.

The project targets at least 3,500 women and men to utilize improved agricultural and fishery technologies and increased productivity and incomes. Technologies provided by the project range from proper seed production and storage; integrated farming systems; organic farming techniques, integrated pest management; improved poultry and livestock production; proper harvest and post-harvest practices; fish shelter construction; meat and fish processing to even include registration/certification to enable farmers to capitalize on higher market prices.

Progress

The cumulative beneficiary reach for this output is 2,978 or 85% of the 3,500 target beneficiaries.

Trainings and Workshops were conducted on the following topics/areas:

- 1) Training Needs Assessment for technology support requirements of 41 barangays,
- 2) Technical Assistance in the formulation of Quezon Province Comprehensive Agricultural and Fisheries.
- 3) Native swine production and management training in two municipalities benefitting 125 farmers, women and youth.
- 4) Aquaculture forum in Unisan identifying priority areas for aquaculture enterprise and coastal conservation/protected areas.
- 5) Fisheries development planning workshop in Unisan with 94 participants (27% women)
- 6) Health Management for native swine in San Narciso and Mulanay benefitting 114 farmers (42% women).
- 7) Training-workshop on entrepreneurship for farmers and women-beneficiaries in Mulanay and San Narciso benefitting 42 participants (60% women)
- 8) Hands-on training and study tour of arrowroot growers in Albay benefitting 40 participants (40% women).
- 9) Farmer's seminar on sap collection for sugar production and making coconut products benefitting 89 participants (9% women)
- 10) Vermicomposting benefitting 30 participants (10% women)
- 11) Workshop on the formulation of the comprehensive agriculture and fisheries development plan for Mulanay. A total of 122 participants (51% women) participated in the planning workshop.

In support to fisherfolks, the project was able to conduct aquaculture forum in Unisan resulting to the identification of priority sites for aquaculture enterprises and coastal/protected areas. A multi-stakeholder Fisheries Development Planning Workshop was conducted in Unisan with 94 participants (27% women).

Initial Changes

- a) Farmer's Field School. The Farmer's Field School (FFS) conducted in Tubigan Rice Farmer's Association, was a collaboration of the Provincial Agriculture Office, Municipal Agriculturist Office, the Barangay Local Government and Bondoc-LED Project. The Project provided training and farm inputs, benefitting 28 farmers, 6 of them were females. The training is conducted half day for 18 weeks. The FFS contributed to an increase of 36% in palay sales from Php 15,840.00 to approximately Php 21,516.00. The increased in sales can be attributed to the additional 516 kilos more palay harvested. The application of the FFS has also dropped inputs expenses to approximately P1200.00. Before the FFS, the farmers shared that their knowledge on farming was a practice they have learned from their forefathers. This was the first time that they learned the scientific way of planting rice.
- a. Health Management for Native Swine Training. A total of 114 farmers (42% women) participated in the two-day training workshop⁵. The farmers claimed they are now more equipped in dealing with common swine diseases. Swine health problems are now easily remedied resulting to less mortality thereby providing higher income to farmers.
- c) Hands-on Training and Study tour of Arrowroot Growers from Catanuan, Quezon. A total of 40 persons (24 males and 16 females) participated in the training and the five-day study tour called, *Lakbay Aral*.⁶ During the FGD, the participants shared that *the Lakbay Aral* provided exposure on the different by-products of arrowroot and more efficient and effective ways of processing arrowroot. Arrowroot growers, who are also members of the Buklod Pagkakaisa Association, articulated their need for the needed machineries so they can effectively process arrowroot.
- e) Farmer's Seminar on Coconut Sap Collection for Sugar Production and Making Coconut Products. A total of 89 persons (81 males and 8 females) participated in the activity.⁷ This training led to the production of coconut-based sugar that is now being marketed in Bicol Region, Metro Manila and Canada.

The demand for the product is more than what the project can supply. To address this supply shortage more individual sap suppliers are tapped. A bigger factory is used to accommodate the growing market.

Output 1.5 *At least 2500 women and men have access to better income opportunities through alternative and non-agricultural production livelihood assistance, including skills training and job-matching support resulting to income augmentation/increase*

⁵ ILO-FAO Bondoc-Led Project Project Progress Report as of 30 September 2011, page 4.

⁶ ILO-FAO Bondoc-Led Project Project Progress Report as of 30 September 2011, page 5.

⁷ ILO-FAO Bondoc-Led Project Project Progress Report as of 30 September 2011, page 5.

Progress

The project is still undertaking preparatory activities such as the conduct of VCA which serves as the basis for rolling out of support. To date, the beneficiary reach for this output is 407 or 16.28% of 2,500 target beneficiaries.



Photo credit: Bondoc-LED

- i. **Skills Training.** Skills training programmes are conducted in coordination with DOLE, QNAS, DTI and LGUs. This resulted to training of 118 (50% female) individuals to enhance opportunities for livelihood and economic activities.⁸ The main task of Technical Education and Skills Development Authority-Quezon National Agricultural School (TESDA-QNAS) to train participants on the following:

- Food Processing by Sugar Concentration (i.e. jams, jellies, preserves, juices, candies and pastillas de leche);
- Food Processing by Curing, Salting and Smoking (i.e. tocino, skinless longganisa, hamburger patties, deboning bangus and smoking);
- Food Beverage Services;
- Baking and Pastry Production (i.e. cakes, bread, pastries and other bakery products).

All the 118 trainees graduated from the 12-day skills training. The participants were also provided with a two-day training on Recording conducted by the Department of Trade and Industry using Business Expense and Savings Training (BEST) Methodology. The output of the training is an action plan on starting up their own business or job application.

Issues and Concerns

- a) **Beneficiary selection.** The project aims to foster appreciation of various skills training but the head of the training management unit expressed that a considerable number of participants do not have interest on the course. To address this problem, the project needs to be strict in implementing the selection criteria of beneficiaries: i) literate and numerate; ii) representative of community organization; iii) willing to set-up a business or expand business; and iv) resides within Bondoc-LED project assisted areas/sites.
- b) **Programme gap.** The coordinator and Training Head disclosed that knowledge and skills may not be applied because of lack of capital, no market for the products, and absence of coaching and mentoring to the graduates. In addition, they gave the remark that those who will be able to

⁸

ILO-FAO Bondoc-Led Project Project Progress Report as of 30 September 2011, page 6.

implement are those with predisposition, finances to support the business, and a recognition of the need to be trained.

According to them, the skills training programme can be improved if: a) TESDA-QNAS will be included in the screening process; b) the programme design will be adjusted to adopt a holistic approach and to include monitoring and coaching of students in implementing their action plans; c) there will be enhancement of learning on product packaging; and d) there will be opportunity to participate in an industry forum (job fair) so students who do not want to do business can be employed.

- ii. Provision of sewing machines to Maguiling Womens Weaver's Association with 20 members. The strengthening of the weaver's association is part of the LGU project. Before the implementation of the project, the LGU was able to provide the PO with tables, weaving machines, electric fans and link with DSWD-KALAHYAN resources. The project provided the association three high-speed sewing machines valued at Php 223,000.00. The sewing machines are grants from the project to the PO which needs a written document indicating the transfer of ownership of machines.

Aside from providing sewing machines, the project also sent two representatives of the PO to Bulacan for a one-month training on the quality and development of new designs. Prior to that, the skills of the weavers were limited to production of Buri mats. The project increased the skills of the weavers to produce new product lines such as folders, handbags, pouches, cellphone holders, and wallets.

For the second half of the project period, more attention is needed on building the market and development of entrepreneurs. Initial initiatives to market the products are still at the level of retailing on homes within the barangay or town center. The project is hiring a marketing consultant to give attention to this.

Output 1.6 *At least 2000 women and men acquire improved entrepreneurial skills*

Progress

The cumulative beneficiary reach for this output is 2,040 or 102% of 2,000 target beneficiaries.

The project entered into a service contract agreement with Punla sa Tao Foundation, Inc. to conduct a 5-day course on Start and Improve Your Business (SIYB) for the project sites. The SIYB seeks to facilitate participants in developing a simple business plan to start or improve their businesses.⁹ SIYB targeted at least 20 participants in each municipality.

Likewise, Punla was contracted to conduct the GYB which focuses on creating entrepreneurial awareness to participants to partner beneficiaries. GYB targeted to reach at least 1,900 project beneficiaries.¹⁰

The second year targeted 1,500 beneficiaries of aggregated participants for SIYB and GYB. Cumulative beneficiary reached a total of 2,147 (ILO-SIYB at 87 and ILO-GYB at 2,060)¹¹.

⁹ Service contract between ILO and Punla dated November 30, 2010.

¹⁰ Service contract between ILO and Punla, undated, Page 1

¹¹ ILO-FAO Bondoc-Led Project Project Progress Report as of 30 September 2011, page 7

Issues and Concerns

- a) **Selection Criteria.** The beneficiaries are selected using the following criteria: i) literate and numerate; ii) representative of community organization; iii) willing to set-up a business or expand business; and iv) resides within Bondoc-LED project assisted areas/sites. But interviews revealed that participants of SIYB and GYB were selected more on the basis of the allocated three slots per association and not on interest to set up a business. Other issues encountered were availability of target participants to attend 5-day training and their capacity to implement post-training plans, especially on providing or accessing business capitalization and market information.
- b) **Training Duration.** The three Municipal Agriculturists stated that SIYB participants came from rural-based organizations such as the Rural Improvement Clubs, cooperatives, and farmer's associations. Some target participants did not attend the training because the five-day training is a very long time for them to be away from the farms.
- c) **Monitoring and coaching/mentoring.** The number of participants implementing their business plan, how many have failed, and how many are still thriving could not be determined because monitoring was not yet implemented at the time of mid-term project evaluation. Follow up and continued coaching/mentoring of the participants are some deficiencies that need to be integrated in the project design.
- d) **Programme gaps.** To ensure sustainability, the project needs to link micro-financial institutions and undertake market linkage. This affirms the findings of REA report which identified the following as business weaknesses: the lack of capital, equipment, geographic distance of sources of supplies, limited market, stagnating or falling sales, and turn-over.¹²

Output 1.7 Community-business linkages established in the project sites and with neighboring industrial and commercial areas.

PESO workshop was conducted to enhance linking of community business. The PESO Manager of Catanauan said that, business linking should include the graduates of the TESDA-QNAS. To be more effective he suggested that the Special Recruitment Agencies and Local Recruitment Agencies, like multinational companies in the export processing zone in CALABARZON, be invited to Catanauan and recruit local people.

B. Social Protection

Output 2.9 Community-based savings and other social protection schemes promoted, including community access to credit, savings, loan guaranty and insurance and community-based risk management

¹² Rapid Economic Appraisal annex 1: Summary of Findings for Four Areas, page

In line with the aspiration of human security to protect people from critical pervasive threats to human lives, the project aims to promote community-based savings and other social protection schemes, including community access to credit, savings, loan guaranty and insurance, and community-based disaster risk management.

To achieve this objective, the initial activities are to:

- a. Conduct research on existing social protection and savings scheme/programmes
- b. Orient and organize training on social protection and savings
- c. Conduct training and simulation exercises on community based disaster risk management

Progress

1. **Social protection and savings scheme.** An on-going research on social health protection and savings is being conducted by the Ateneo de Manila University.

2. **Disaster Risk Reduction Management**

- a) Municipal hazard maps of the LGUs were completed. The maps were developed through participatory community mapping and dialogue with local technical persons of the four LGUs. The identified natural hazards are cyclone, storm surge, soil run-off and landslide; flooding; drought and crop infestation. Only San Narciso municipality is vulnerable to a secondary fault line.

The hazard maps were reproduced and distributed to enhance the awareness of all LGUs on their vulnerabilities and the need for preparedness for possible disaster. The concern on using this hazard map is raised by Mulanay LGU official. They find the map very technical. Their concern is on learning how to use the Geographical Information System. Though it is integrated in the Land Use Plan, they are not trained to use it.

- b) An orientation on DRRM was conducted for the four LGUs and community leaders. The session was well appreciated by the participants and they were motivated to produce a disaster preparedness plan for their respective municipalities.

Initial Changes

- a) **Catanauan.** After the orientation on the Disaster Risk Reduction and Management, Municipal Disaster Risk Reduction Officer conducted an awareness-raising campaign on climate change and its effects. The MDRRO covered six out of eight clusters of barangays. Before this project, the calamity fund was not fully utilized for disaster preparedness.

The Municipal Disaster Risk Reduction and Management Officer proposed for the inclusion of Php 4.9 million local DRRM Fund into the 2012 Annual Investment Plan. The MDRRO hopes to utilize 70% of the calamity fund for disaster preparedness such as purchase of rescue vehicle and conduct of a refresher course for the personnel.

Gender issue is now being addressed. Participation of women in cluster training is ensured. Ideally, male and female comfort rooms are separated but during evacuation comfort rooms are common, because public schools lack the facility.

In terms of coordination within the MDRR, there is good communication among offices involved in disaster preparedness.

- b) Unisan. Unisan LGU had no disaster plan. The LGU only operate when a disaster occurred. The Calamity Fund is only used when the town is hit by a storm or typhoon; the fund was not used to support activities to prevent or mitigate impact of disasters.

Through the Bondoc –LED project, they were given orientation and had a tour visit in Sorsogon, and attended the training on disaster alertness and prevention. They were able to establish DRRM office and assigned and trained a DRRM officer. They now have a DRRM plan. They have started to organize associations and conduct training. They procured equipment needed for rescue operation and communication device. They also have set-up a rain gauge to measure water level of the river.

- c) Mulanay. DRRMC is established but not very functional. They used to rely on MSWDO during calamities but with the existence of the council it is given focus and is now better coordinated.

Through the Bondoc-LED project, the Disaster Council and the Technical Working Group started to coordinate with each other and have drafted a contingency plan. The LGU projects are now considering the factor of resilience to disaster. This is the result of REA, which helped them come up with an integrated approach in doing things.

These are some of their projects: Zero Waste Management was implemented last October 2011. A recovery facility is established in every poblacion barangay. The Rural Improvement Club collects the biodegradable trash. Kalipi uses the plastic for the production of straw bags and other handicrafts.

C. Maternal and Child Health Care

Output 2.10 This project component aims that at least 2,000 women and children would have enhanced access to maternal and child health care services.

The activities of the project are as follows:

- 1) Information dissemination on maternal and child health care program
- 2) Provision of basic tools/equipment for maternal health care
- 3) Construction of four village-level health stations using community contracting scheme. This will produce at least 4,214 workdays to provide temporary employment for the people in the community
- 4) Training of Barangay Health Workers (BHWs)

Approaches

Convergence of resources. The birthing station is a collaborative effort of several stakeholders. The local government provided the lot where the facility was constructed. The construction was administered by the barangay association of health workers. ILO provided the funds for the construction materials and labor.

Equipment, tools and kits for mothers were likewise provided. The capability building activities were mainly supported by ILO, while the LGU shouldered the transportation of participants. The technical input is given by the Provincial Health Office.



Photo credit: Bondoc-LED project

The collaboration with WHO and UNFPA provided technical support on standards for birthing stations' equipment and tools as well as on the planning for MCHC training component.

'Community Contracting Scheme. The barangay association of health workers was contracted to administer the construction of health stations. In turn, the laborers were hired from the community. There were at least 4,214 workdays and these provided temporary employment to the people in the community.

Coordinating mechanism. The project coordinating team, MCHC Task Force, was created. This is composed of the Provincial Health Officers, Municipal Health Officers from the four LGUs, and the FPOGs which provide technical guidance.

At the municipal level, the MHO supervises the nurses, midwives and Barangay Health Workers. They meet every month together with and barangay captain. The MHO is tasked to monitor the progress of this project component. ILO representative meet them once a month to check on the progress of the project. The mechanism has fostered good communication and coordination among stakeholders.

Progress

- a) Construction of birthing stations. The birthing stations were already constructed at the time of evaluation. The layout of birthing stations of LGUs could be improved by: i) providing space for pre-natal check-up and a waiting room; ii) increasing the area of the delivery room; iii) constructing ramps to facilitate mobility; and iv) carefully choosing the construction materials to ensure hygiene.
- b) Building the Capabilities of Health Workers. A study tour on model MCHC programme was conducted with the purpose of enhancing the service delivery and administration. Appropriate training for midwives and barangay health workers were also provided. Eight midwives from four LGUs had a one-month intensive training on Basic Emergency on Maternal Obstetric and New Born Care programmes. In general, the feedback on the quality, efficiency, and usefulness of the training was positive. The participants appreciated the rare opportunity to build their capabilities.
- c) Disseminate information on maternal and child health care program. The project reproduced 2,000 copies of MCHC "Booklet for Mommy and Baby" and turned over to the MHO of four LGUs for distribution. The barangay health workers disseminated information on maternal and child care and the available health care services offered by the health station.

Initial Changes

- a) Facility-based delivery. Local people experience a gradual paradigm shift - from normal home delivery attended by the traditional birth attendants or *hilot* to facility-based delivery. This change is very prominent particularly in Mulanay which had served 152 deliveries since it opened in September 2011.

The gradual change to facility-based delivery is attributed to various approaches of the LGUs. One is the municipal government's prohibition on home-based delivery. Second, some traditional birth attendants became part of the community health team whose role is to refer all pregnant women to the birthing station. Third, the Municipal Health Office, through the BHWs, conducts continuous awareness-raising in the barangay on the benefits of facility-based delivery.



Photo credit: Bondoc-LED project

- a) Fostered collaboration. There is an increasing involvement of the local people in the project sites to support the maternal and child health program. Many women became barangay health workers. Barangay council supports the dissemination of the project. The barangay captains attend the meeting of the Municipal Health Council.

The BHWs think that the role of the barangay units needs to be expanded. But the officials have to be briefed about the birth plan, so they can make the vehicle available to transport pregnant women and inform them where to go. If the case is high risk, the pregnant women will be advised to go directly to the hospital.

Issues and Concerns

- **Workload.** With the opening of the birthing station, the midwives are required to render longer time of service. They manage all health programs and takes charge in the delivery of babies. Midwives lamented over their heavy workload.
- **Referral system.** If the cases are difficult to handle, the patient are referred to the hospital in Lucena City. Unfortunately, public hospitals are not functioning well. Obstetricians-Gynecologists are mostly in private hospitals. The Provincial Health Office hopes that under the Aquino administration the public hospitals in the area will be upgraded.
- **Community attitude.** There are still some people who are not comfortable with the facility-based delivery and do not have much confidence on the BHWs. Their preference for home-based delivery poses risk due to lack of water, electricity, and cleanliness at home.

- Absence of policy. The LGUs of Unisan and Mulanay do not have yet policies or rules and regulations, guidelines in prohibiting home-based delivery.
- Inadequate facility. In Mulanay, their present facility is not enough given the high number of cases of delivery. They also lack personnel with only two nurses and 10 midwives (3-4 per barangay).

Sustainability

Several measures need to be considered in ensuring sustainability of the health services beyond the project's time frame. This include: a) accreditation of the birthing stations to PhilHealth; b) charging fee for services; c) provision of medical supplies integrated in local development budget; and d) continuous community education on maternal and child care; and e) improvement of referral system.

D. Peacebuilding

The project adopts the national government's peace and development framework called Payapa at Masaganang Pamayanan (PAMANA). The specific objectives are:

- To reduce poverty in conflict-afflicted areas through community infrastructure and focused delivery of social services
- To improve governance through partnership with national and local institutions, building capacities for governance, and enhancement of transparency and accountability and mechanism
- To empower communities and strengthen their capacity to address issues of vulnerability and peace.

The role OPAPP in this project is to introduce the PAMANA framework to concerned agencies; ensure coordination of peace and development programming; develop and implement capacity-building programs for implementing agencies on conflict-sensitive programming, promote social cohesion; develop and oversee implementation of its communication plan; and monitor and evaluate PAMANA implementation.

OPAPP identified the Province of Quezon as the target project area. Quezon belongs to the Bicol-Mindoro Zone where recovery efforts of CPP/NPA continue. OPAPP, together with ILO and FAO conducted several mission visits to the Bondoc Peninsula. The mission held consultations and discussions with stakeholders in the four target municipalities resulting to the assessment of development and human security needs.

Progress

While the components of livelihood, disaster risk reduction, and maternal and child health care have been implemented, project intervention on peacebuilding started only in November 2010 through its Conflict Sensitivity Seminar. The delay is attributed to the change in key official within OPAPP.

In collaboration with the provincial government and with the support of the ILO and FAO, a PAMANA road mapping: Peace and Development Convergence Workshop for the province was conducted in November 2011. The workshop output is the draft of the Peace and Development Goals. (Refer to Table 2)

Table 2: Peace and Development Goals

Peace and Development Goals	
1)	Absence of non-state armed groups Strategies:
	<ul style="list-style-type: none"> i. information drive against extortion activities ii. include concerns on private armies iii. conduct Ugnayan sa Paaralan iv. strengthen the Municipal Peace and Order Council v. review qualifications in owning a firearm and ensure strict implementation vi. stiffer penalty on illegal possession of firearms violation vii. convergence of all agencies in implementation
2)	Conflict-affected areas have full access to sustainable support services (i.e., construction of farm to market roads, school buildings and health centers; support to agriculture production)
3)	Government processes that are participatory, inclusive, transparent, and conflict-sensitive Strategies:
	3.1 bottom up approach monitoring and evaluation
	3.2 development of sustainable mechanisms to all projects

The drafted Peace and Development Goals have not included Unisan as target area but identified two more towns – Buenavista and San Francisco. Moreover, the proposed agenda has not indicated the time frame so the feasibility could not be assessed. One challenge the implementers are facing is coming up with a comprehensive indicators in measuring and tracking the contribution of LED to peacebuilding. It is also worthy to note that inclusion of gender concerns are not yet indicated in the drafted agenda. Given the road map, discussion on the operational implications to the Bondoc-LED project is to be made. In terms of time frame, the Bondoc-LED project ends in 2013 while the PAMANA Peace and Development Goals may operate on longer time frame.

So far, with the LED's use of participatory approach and stakeholders' dialogue have contributed to peacebuilding:

- a) Greater participation among stakeholders in project processes. All stakeholders attest that they were consulted in identifying needs, problems, and assets in the community. They were consulted in the identification of target barangay and beneficiaries of the project. In the process of project implementation, they conducted dialogues to thresh out the issues and concerns between people organization and LGUs. They claimed that the interaction between the government and people's organization rarely happened before. Their participation in the project fostered a positive relation with the government whom they previously mistrust and were frustrated on its inefficient service delivery.
- b) Promote greater collaboration. Given the common goal of increasing productivity and addressing vulnerabilities, the roles of stakeholders and their corresponding contributions were defined. This generated convergence of resources among stakeholders.

Issues and Concerns

- a) Some barangays and towns felt envious that they were not able to receive benefits from the project.
- b) Adjustments in selecting beneficiaries caused confusion among the beneficiaries and MAO officials.
- c) Agreements within peoples' organization and between agencies which are not documented are concerns that need to be addressed.

8.4 Efficiency of Resource Use

The project is generally on track in implementing planned timeline of activities. The areas that experienced delays were in: a) the conduct of the Value Chain Analysis; b) research on social protection and savings scheme; and c) construction of birth stations. The delays can be attributed to several factors. One was the holding of the national and local elections (May and October 2010). With the pre-election campaign and post election activities, the project management team deemed it wise to shield the project from politicking as well as ensure safety of the staff by minimizing project activities. Another reason for the programme delay is the need to comply with some requirements and the late release of fund.

As a result, not all targets set for the period were reached like in the areas of alternative and non-agricultural production livelihood assistance (target – 2,500 pax; actual – 407 pax) and training of local health workers (target- 2,500; actual – 342). There is therefore a need to fast-track the delivery of services by expanding the partnerships with agencies that provide livelihood and employment services. With the upcoming results of value chain analysis, more definite alternative and non-agricultural livelihood will be identified for the support and training of beneficiaries.

In terms of project financial delivery/performance, the overall spending rate was recorded at 44.5% or a total spending of USD\$1,121,959 as of December 31, 2011. Specifically, on the side of ILO, fund disbursement posted at USD\$704,793 which is 47% of total budget approved by UNTFHS. On the other hand, FAO registered a total disbursement of US\$417,166 or 42% of total budget.

It is worthy to note that the project adopted some approaches which contributed to the efficiency in the use of resources. The contracting scheme employed in the construction of birthing stations means less cost for the project. Instead of hiring a business contractor to oversee the construction, the engineering

office of the four LGUs supervised the technical part which resulted in savings. Also, the counterpart scheme between LGUs and ILO in equipment and personnel leads to less project fund requirement. Counterpart between FAO and provincial government in FFS led desired results at less cost.

8.5 Effectiveness of Management Arrangements

The working arrangement between ILO and FAO helps bring out the best in each agency. Their respective expertise is fully tapped and has served the vulnerable groups in Bondoc Peninsula. The scope of responsibilities is clearly defined according to their organizational mandate.

Complementation of Roles

ILO is the lead executing agency, with FAO as a UN executing partner and the OPAPP as the lead government partner. ILO brings in its main competencies of policy and technical cooperation in employment cooperation, labour standards, social protection, stakeholders dialogue, and gender equality. The ILO cultivates local partnerships and provides tools for implementation of local development programmes in conflict areas. ILO focuses on strengthening and stabilizing community livelihoods, enterprise development and skills training; youth and employment; and social protection programme. In this project, a field officer and an administrative/finance assistant are part of the Project Management Office.

The FAO focuses on addressing food security and on diversifying livelihood opportunities. FAO provides agricultural inputs for diversified farming and fishery inputs to target beneficiaries through farmer and fisherfolk organizations. Technical assistance and training on improved agricultural and fishery technologies are provided to equip target beneficiaries and LGU personnel to enhance local food security and livelihood. In this project, a field officer and administrative/finance assistant are assigned as part of the Project Management Office.

OPAPP provides a comprehensive approach on the concern of peace, which integrates economic, political and social dimensions. OPAPP implements the information and education campaign and training on peace and development; and ensures project monitoring and strategic implementation of capacity building of LGUs and partners. A focal person is designated within OPAPP.

The project team is headed by National Programme Coordinator reporting to ILO national office and supervises the two field officers and two administrative/finance assistants and two drivers/messengers. Third party service providers who are experts in their own field are being contracted for the project.

With this set up, the expertise and convergence of ILO and FAO interventions are maximized to achieve a higher impact. As a team, the staff has to harmonize its project work plan; defining the specific agency interventions and other value added activities. Technical backstopping mission and support from Regional and country offices of ILO and FAO enhanced the technical and conceptual design and implementation of the project. The collaboration also expanded to other UN agencies such as WHO and UNFPA.

As ILO and FAO work in complement with each other, the scope of responsibility is clear at the national and provincial levels. It can be noted that ILO and FAO have specific common responsibility and concern for community livelihood. Understandably, the ILO/FAO project staff are more focused on the strategic level of implementation. On the project implementation at the beneficiary level, the staff find the necessity of integrating FAO and ILO interventions. For instance, technical assistance on diversified coconut farming systems of FAO will be in complement with entrepreneurship training and product development. This may imply either both field coordinators being present during trainings or both need to sit down together in developing training modules for rice, corn, and coconut-based products to meet beneficiary training needs. This may also imply that the person managing and monitoring at the beneficiary level has both knowledge and skills in agriculture and enterprise development.

Vertical and Horizontal Arrangement

The project management team has to coordinate with national government agencies and local governments not only to tap their respective resources (expertise and technology) but also to facilitate the implementation of the project. The project is leveraging on the LGU's local presence and the availability of service providers. This approach is effective because the LGU is very much on the ground in the areas and is in direct coordination with the POs. The role of LGU is critical in providing the counterpart of personnel, fund, and facilities for project implementation. The LGUs' degree of ownership is manifested in the integration of the project into the local development plans, a critical element in sustaining the project even after the phasing out of ILO/FAO in the area.

Given the vertical and horizontal working arrangement, the coordination is more demanding and complex. The coordinating body at the municipal level is confused on their line of authority – local executive, or project steering committee, or project arrangement team. The working arrangement demands more meetings but these fostered positive relations among stakeholders.

Achieving project outcomes is affected by the very lean staffing in the Project Management Office. With only two field coordinators, the demand for technical assistance is great given the level of capacity of 41 community-based organizations. FAO has recognized this need and has allocated fund for the hiring two persons – a field assistant and a project assistant. If this is implemented, the FAO may consider integrating coaching, monitoring, community organizing and field support as part of the responsibility of these prospective staff.

Gaps in Functions

At present, the function of monitoring is focused more on the level of ILO/FAO/LGU. The monitoring of direct beneficiaries level is a gap in the implementation. Baseline was conducted as aggregate community data, but not at individual beneficiary level. Profile of individual beneficiaries indicating agricultural productivity, income/other sources of income, system of farming terms will help in tracking the attainment of project goals.

Aside from the concern in monitoring, the person who will perform the marketing function is not clearly defined at this time – whether it will be through a service provider; or through an arrangement with DTI

or by the LGU. So far, ILO facilitated the linking of marketing activities. But from the angle of sustainability, this concern needs to be addressed.

8.6 Stakeholders Involvement

The project aims to improve coordination and enhance cooperation of Local Government Units and civil society organizations, the private sector and community organizations towards local socio-economic development and peacebuilding (Objective 2).

To achieve this objective, stakeholder and institutional mapping was made through REA so that a capacity building plan would be developed. The project intends to extend technical service and facilitate the coordination with the LGUs to ensure integration of recommendations into the development plans and programmes. (Output 2.1) Continuous stakeholder dialogues and training and workshops in livelihood, DRR, health and peacebuilding were conducted to enhance the community associations and social networks. (Output 2.7)

The involvement of stakeholders was elicited during the validation of the REA. Inter-agency consultation workshops were undertaken to ensure convergence of resources for DRR and conflict-sensitive programming. (Output 2.2) Stakeholders were also involved in drafting community action plans for social and political development and in consolidating LED plans of four municipalities.

To enhance collaboration and sustainability, several steps were undertaken by the project. The institutional partnerships were formalized in the form of a Memorandum of Agreement among 26 organizations and agencies representing LGUs, NGOs, the academe, and line agencies. Necessary structures were established - the Municipal Project Working Groups and Project Steering Committee – which serve as mechanism for coordination and communication. (Output 2.3)

The LED approach of utilizing multi-stakeholders dialogue, participatory approach and an inclusive policy process has brought about initial positive outcomes. Its specific initial contributions to the project are:

- a) Building capacity for governance. The representatives of the four LGUs attest that all of the trainings and seminars they participated in are very useful. Health personnel have enhanced knowledge and skills to provide services on maternal and child care. The birthing stations have increased its capacity to respond to the needs in baby delivery. DRROs start to make preparations for government and communities to mitigate risks during disasters. MAOs are able to oversee activities promoting agricultural productivity.

The national government agencies are connected with local stakeholders to promote and complement existing programmes in the target areas. The DOLE is tapped as the primary partner employment promotion. Through its PESO, managers are trained to manage Phil-Job Net to improve job matching activities. The DTI and TESDA were tapped in the convergence of livelihood skills and training programmes. DOH contributed in providing the technical assistance in the area of maternal and child health care. The DA through BSWM assisted in mapping the design of appropriate small scale irrigation system. PCA is tapped for the

improvement of coconut-based farming system. OPAPP contributed its wide experience in Mindanao in peacebuilding, linking local activities to the broader national policy of government.

- b) Enhance transparency and accountability mechanism. The establishment of local inter-agency working group, regular meetings among offices and with community organizations demonstrated the experience of a truly democratic governance. The consultation with the community in all phases of the project cycle – problem identification, design, planning and implementation – is an experience that made the LGUs transparent and accountable to the community organizations.
- c) Empowered communities. Community organizations have grown in capability to address vulnerabilities to food security, health and natural calamities. The training seminars, stakeholders' dialogues and consultations developed their self-esteem and confidence to address issues that affect their lives. Their participation in the project fostered a positive relation with government whom they previously mistrust and were frustrated on the inefficient delivery of service.

8.7 Impact Orientation and Sustainability of the Project

As a whole, the project has taken into account sustainability concerns which has integrated into the design and the execution of project activities. The ILO's use of participatory process promotes local ownership of the initiatives and enhances the current capacities of local stakeholders. The FAO's focus on food security and sustainable development help in building capacity to sustain development action. The employment of LED process strategically builds local institutional capacities of the four municipalities toward manageable and sustained growth.

Livelihood

There are some interventions that would be more sustainable because of its nature and design. Example is the farmer's field school where it can be replicated and applied in other areas. On the other hand, there are some interventions that would not be sustainable because of the strategy adopted.

The provision of farm inputs as a revolving fund will deplete itself because:

- 1) there are no clear and written guidelines in four farmer associations as to how they will roll over the fund;
- 2) farm inputs are being converted into machines in some cases;
- 3) farm inputs (certified rice seeds) distributed to the barangay captains sold at 50% will be depleted as the resource is being reduced 50% every cropping period. If this scheme will be stopped for the next cropping season, the farm inputs will continue to roll over.

SIYB, GYB and other skills training provided to the participants will be strengthened and be sustainable if the following will be given attention: 1) facilitation in the access to capital or support saving/credit service within community-based organizations; 2) integration of the coaching and mentoring to the programme design; and 3) recruitment of more interested and committed participants.

Maternal and Child Health Care

The local stakeholders gave consideration to the prospect of sustaining the programme even after the term of the project. Sustainability is seen in various aspects: a) accreditation of the birthing stations to PhilHealth will address the concern of mothers capability to pay for the medical services; b) charging of fees for the health services will contribute to financial sustainability of birthing stations; c) the maintenance of birthing stations and information and education campaign will be integrated in the local development plan; and d) the echoing of learning on maternal and child care by the barangay health workers to the community will contribute to sustainability of the project outcomes.

The prospect of serving a greater number of beneficiaries hinges on active promotion of barangay health workers on the services of the health stations. The role of BHW in influencing the attitudes of women towards facility-based delivery is very important. The change of mindset and attitudes of community people will reduce the risks associated with home-based delivery.

Moreover, the project scheme, approaches, and learning in the construction of birthing station will be useful information for other local government units interested to adopt this type of programme.

Disaster Risk Reduction Management

The sustainability considerations are taken into account in the execution of the programme by intentionally integrating DRR to the local development plan and budget allocation. The continuous awareness-raising and capability-building in communities and the application of learning will help sustain the current initiatives.

Peacebuilding

The sustainability orientation of this programme lies on its design. Pursuing a focused social service delivery in conflict-affected areas to a certain extent sustains peace in the community. Improving governance and empowering communities to address issues of vulnerabilities and peace are factors that contribute to sustainability. The adoption of LED strategy in peacebuilding is something that OPAPP may integrate in its program design for replication purposes. The issues of justice and political issues are aspects that PAMANA programme has yet to address in order to resolve conflicts in Bondoc Peninsula.

8.8 Gender

The project integrated gender concerns in the project design and implementation. During consultations, the conduct of REA, agenda-setting, decision-making, and assessment of projects, women have been actively involved. The project also displays gender-sensitivity in its general consciousness to disaggregate data according to sex, making the women visible in the project reports.

- a) In the *livelihood component*, the choice of livelihood training offered for women considered the usual daily activities and interests where women gravitate. Agri-business and food processing are areas where women are more involved in. Weavers group and swine project are managed by women. The choice of skills training courses on food processing, food beverage services, and baking gave consideration on the interest and available time of women. The project gives attention to women by supporting Rural Improvement Clubs and KALIPI which are associations for women. The engagement of women in various economic ventures will be a step toward empowerment.

In the implementation stage, the project ensures that both women and men are able to avail of the project benefits. The potential effect of intentionally including women is the heightening of consciousness among local people that women should not be marginalized and ignored in any undertaking.

- b) For *maternal and child health care*, the interest of women is the main focus of this project. Women are not just beneficiaries of the project but the prime mover of promoting maternal and child health. Most of the BHWs are women. The tapping of women as barangay health workers is an opportunity for their personal growth. The engagement of the association of barangay health workers in the contracting scheme in the construction of health station enhances their management skills.

In the birthing facilities, the space and layout constrained the practice of gender sensitivity in the delivery of babies. For example, when wives are in labor, they are accompanied by their female parent or relative. It is not a practice that husbands/males are inside the delivery area. And even if they are willing, delivery rooms cannot accommodate more people.

- c) In the DRR project component, the concern on gender is given attention through the participation of women in cluster training. The LGUs have yet to address gender concerns during evacuation. Ideally, there are separate comfort rooms for female and male; but this could not be provided during evacuation due to lack of facility. Likewise, the lack of space constrains the meeting of the standard of having room for breastfeeding.
- d) The peacebuilding project component is yet to integrate gender concern

9. CONCLUSIONS

In general, the project addresses different dimensions of human security - hunger and food security, physical safety, health, and socio-economic issues. In responding to these issues, a common framework of promoting local economic development in sustaining peace and security is adopted by multiple stakeholders - the UN agencies, the Philippine government and the beneficiaries.

Given the framework of human security, the project design generally and logically led to the objectives of expanding livelihood assets and increased productivity. The identified gaps in the livelihood component are in the aspects of: a) maximizing the integration of market analysis in programme design; b) identifying specific local person or LGU unit to perform marketing; c) monitoring at the beneficiary level; d) coaching and mentoring of beneficiaries. In the aspect of peacebuilding, while the framework is clear, specific project outputs/intervention on peace and outcome indicators need to be integrated in the logic framework.

In terms of implementation, in spite of some delays in deliverables, the project is able to accomplish significant results. Institutional and multi-sectoral coordination systems were set up at the national and local levels. Livelihood support interventions for 41 target communities were identified, validated, and prioritized in the community plans. Rapid rural appraisal and community-based hazard mapping were

conducted. Inter-agency dialogue preparations for upgrading of maternal and child health programme were conducted. Start-up activities for livelihood support were undertaken (e.g., skills training, technology transfer for agriculture and livestock production, and business skills development). Capacity building activities (17 training and workshops) were implemented reaching 1,090 beneficiaries, of whom 43% are women.

In terms of effectiveness, the project presents some efficient approaches and interventions. The use of vertical and horizontal coordination, consultative process, counterpart of resources, and multi-stakeholder dialogue contribute to strong ownership of the project by stakeholders.

Some of the highlights of effective livelihood project interventions are: provision of farm inputs; Farmer Field School; Farmer's Seminar on Coconut Sap Collection for Sugar Production; and Maternal and Child Health Care. The initiatives that are facing more challenges and opportunities are the Weaver's Association, SIYB, GYB, and TESDA-QNAS Skills Training.

In the livelihood component, the project desired outcomes could be more optimized in the aspects of: a) provision of appropriate farm machineries; b) adoption of sectoral micro-enterprise development in skills and entrepreneurial training; c) expansion of beneficiaries of Farmer's Field School; and d) strengthening of organizational capacity building of community organizations (e.g. cooperative management, cooperative governance, management of input supply, collective marketing, and cooperative marketing services, etc.).

The project approaches ensure efficient use of resources. The counterpart scheme between LGUs and ILO/FAO in sharing expertise, personnel, fund, and facilities led to saving of resources but obtaining the desired result. The contracting scheme in the construction of birthing station incurred less cost for the project and at the same time built the capability of community organizations.

The composition and number of project staff is not adequate to respond to the capacity building needs of the municipal and community organizations. The employment of LED process consumes much time of the field officers for consultation, coordination, and dialogue with various stakeholders.

Good Practices

Engaging all stakeholders in identifying needs and opportunities, defining priorities, formulating plans, and in implementing the programme is an effective process to enhance capacities and maximize ownership of the programme. As stakeholders own the initiative, sharing of resources toward the attainment of the goal becomes a natural undertaking. The project is able to mobilize cooperation among government agencies, non-government organizations, people's organization, the academe, local business groups, and other UN agencies.

The various organizations - ILO, FAO, OPAPP, LGUs, and other local organizations- complement in bringing a comprehensive and integrated approach in tackling the complex and inter-connected human security issues. The inter-agency and inter-sector partnerships provide concrete benefits to people who experience threat in their livelihood and dignity.

The LED participatory approach, continuous consultation, and multi-stakeholder dialogue foster social cohesion. This is an effective strategy in promoting peace. The approach serves as a facilitator and a

catalyst in the resolution of conflicts. In the context where constituents have distrust and are disappointed with the government, the project provided the venue where aspirations are shared and threshing of issues discussed. The approach help brings government to the people and be transparent and accountable to its constituents.

Community contracting scheme in the construction of health station for the barangay association of health workers ensured efficient use of project resources, provide temporary employment for people in the community, and enhance the capability of the community organization.

Important Lessons Learned

- a) Timing of project implementation is critical. Planners have to consider political events like the conduct of election, or even major social events like fiestas that may affect the efficiency and effectiveness of project implementation.
- b) Building the capacity of the people's organization is pivotal to the project's success.
- c) Depending entirely on the peoples' organization to develop their own policies and procedures with regards to grants is not helpful. Most of the associations were not ready and most of the policies developed will lead to unsustainable operation of the grants.
- d) Empowering people is a process and an end in itself. This is one lesson learned from LED approach.
- e) Farmers request could not be taken at face value. An in-depth analysis should be taken to validate such requests.
- f) Enterprise development is a holistic approach. The provision of skills training is not a guarantee for success. Market, credit, processing, and financial literacy should be the component of the enterprise development.
- g) Training and mentoring should be provided to individuals because not everybody is predisposed to entrepreneurship.

10. RECOMMENDATIONS

These are recommendations to address the *gaps* in the project design:

On Livelihood

1. Integrate access to capital, coaching/mentoring, and monitoring of graduates of micro-enterprise skills training. Linking micro-enterprise with credit address the need of enterprising beneficiaries of SIYB and GYB. There are two identified strong MFIs that the project can work in partnership with: TSPI and CARD who both have strong presence in Bondoc Peninsula.
2. Modify SIYB and GYB by adopting Sectoral Enterprise Development Approaches in Swine Raising, Arrow Root Production/Processing, Weavers' association and others.
3. Adopt a modular approach to skills training, very similar to Farmer's Field School, so that there will always be immediate application of learnings and application is monitored at the same time giving the project time to monitor and evaluate learnings.
4. Maximize the integration of market- and resource-based analysis before implementing livelihood projects.
5. Enhance the logic framework by integrating the social capital as desired output. Promoting social capital would facilitate cooperation and mutually supportive relation in the communities. It is a valuable means of building peace in the area. It can also enhance supply chain relations. Some suggestive indicators of social relations are: number and type of associations or local institutions; extent of membership in local associations; extent of participatory decision making; extent of trust in village members and households; extent of trust in government.
6. Integrate expertise in local agriculture and enterprise in the hiring of FAO additional staff that will provide technical assistance to the community organizations, advice in enterprise and agriculture production development. This will give the project stronger presence on the field thereby strengthening capacity of community organizations (i.e., supply management, cooperative management etc.)

On Maternal and Child Health Care

7. Link the LGU advocacy campaign of this component through radio program, raising awareness on maternal and child health care, touching on risks on home delivery and gender concerns, with the end goal of changing the attitude and practices of the community. This can be done by linking the MCHC to local radio stations who may be willing to produce the information, education, and communication (IEC) materials in radio program formats and are willing to provide free airtime. Other radio programs can integrate the maternal and child care concerns in their current programming.

8. Step-up the echoing of training to increase the number of BHWs so that they are present in all target barangays; and provide continuing development for nurses through more exposure in the hospital to enhance knowledge and skills and build their confidence.
9. Consider expanding the role of barangay unit in facilitating the access to delivery of pre-natal services through organizing and training of interested individuals in the community.
10. Document maternal health care as an approach to the promotion of socio-economic security.
11. Enhance the information management as a tool for decision-making by computerizing the data.

On Peacebuilding

12. Integrate gender concerns in the design and implementation of programmes and activities. In consecutive sessions, OPAPP can facilitate the gender analysis with the participants, identifying how women are affected by conflict and ways of tackling women/men issues and their corresponding role in peacebuilding.
13. Develop comprehensive programme outcome indicators for peacebuilding interventions. Indicators may be classified according to the identified categories – security; economic productivity; and political/justice. Indicators on security may include decreasing incidents of violence, reports of extortion initiated by private armed groups as well as its presence. Indicators on political/justice may include resolution of land disputes; increasing number of beneficiaries of CARPER; project mechanism in place to address grievances; functional mechanism and sustained participatory and inclusive process in the planning and implementation of PAMANA program.

Other project mechanisms are recommended for *further enhancement*:

On Livelihood

1. Link micro-enterprise projects and associations to their potential market by identifying opportunities, trade exhibits, or business enterprises which will subcontract the production of current products. This will require identifying a point person or local office/organization which can focus on disseminating information and can provide coordination.
2. Strengthen project monitoring in the local level by identifying the agency/organization which will do it and conduct training on monitoring and evaluation to stakeholders.
3. Fast track the support to the fishing sector. If the proposals of the beneficiaries are denied, the proponents should be immediately notified, then move on to a project that is practical, relevant, and sustainable.
4. Expand beneficiaries of Farmers Field School (FFS) by integrating this in the Provincial Agriculture programming, giving allocation for trainers' training who will be the resource persons for FFS.

5. Enhance the consultation process in determining the needs for farm input and machineries relevant to the community organizations. In support of this, the project provides the beneficiary association with minimum policies and guidelines in the use of grants.

Disaster Risk Reduction Management

Popularize the content of the hazard maps to make it more understandable to stakeholders and local people. The use of radio may also be considered as a medium in raising awareness of more people in a short period of time.

11 ANNEXES

Appendix 1. Terms of Reference



International Labour Organization
Organisation internationale du Travail
Organización Internacional del Trabajo

Terms of Reference: Independent Mid-Term Project Evaluation

General Information

Project Title	:	Inter-agency Programme to Nurture Peace, Security And Decent Work through Local Development in Conflict Areas of the Philippines (Bondoc Peninsula)
ILO Project Code	:	PHI 0803MHSF
Project Site	:	Bondoc Peninsula, Quezon Province, Philippines
Donor Agency	:	UN Trust Fund for Human Security (Japan Government)
Duration	:	Three Years
Executing Agency	:	ILO and FAO
Total Project Cost	:	USD 2.493,484 (USD1.49M ILO allocation)
Date of Mid-Term Evaluation	:	15 November to 30 January 2012

1. Background/Rationale

Project evaluation, whether mid-term or terminal evaluation, plays a crucial role in the overall project management that provides information and lessons learned necessary for decision-making and improved project delivery. As a common understanding, project evaluation seeks to examine key areas such as efficiency and effectiveness; relevance; impact and sustainability based on the approved project concept and technical construct.

The Bondoc-LED Project document and approved work plan includes the conduct of two (2) project evaluations namely (1) mid-project evaluation and (2) final evaluation. The evaluation is an integral part of the project and it is required by the UN Trust Fund for Human Security (UNTFHS), under Section VII (Project Monitoring & Evaluation) of the UNTFHS Guidelines. The evaluation will comply with UN norms and standards and ethical safeguards will be followed¹³ as a benchmark for the approach and methodology of the evaluation.

¹³UN Evaluation Norms and Standards and OECD/DAC Evaluation Quality Standards, see <http://www.ilo.org/eval/policy>

This TOR refers to the conduct of Bondoc-LED project independent mid-term evaluation. It frames the background/rationale; objectives; coverage; the analytical framework approach; expected outputs; clients; methodology and management arrangement of the said mid-term evaluation. An independent evaluator will be hired by the ILO CO-Manila to conduct the project evaluation.

2. Project Brief

The Inter-agency programme to nurture peace, security and decent work through local development in conflict affected areas of Bondoc Peninsula (Bondoc-LED Project) was conceived as a joint undertaking between the International Labour Organization (ILO) and the Food and Agriculture Organization (FAO). Through a funding support from the United Nations Trust Fund for Human Security (UNTFHS), this 3-year project seeks to promote human security, and sustain peace building initiatives by capacitating the key stakeholders in the project site to define and manage their own path of local economic development (LED). This LED-driven project strategy seeks to contribute in addressing the root causes of poverty and conflict in Bondoc Peninsula area by integrating several interventions such as livelihood assets expansion and enterprise development (economic productivity), vulnerability and risks exposure reduction, support to maternal and child health care, and capacity building for LED activities.

Bondoc Peninsula Quezon province is one of the poorest areas in the Philippines. With more than 1.63 million people¹⁴, the poverty incidence in the province was registered at 47.7 percent¹⁵. Moreover, around 80% of Bondoc Peninsula households engage in subsistence farming, mostly coconut mono-cropping, and fishing, with incomes near or below the poverty annual per capita threshold of P15,920 (USD370.23).

While the area is abundant with land and fishing resources, Bondoc Peninsula remain to be a conflict-prone area and vulnerable to climate-induced hazards that further hamper linkages and access to socio-economic support systems. As a result, livelihood and income generating assets of the population are not maximized, resulting in inadequate access to capital support, outdated farm and fishing technologies, insufficient market information support, low levels of entrepreneurial and productive skills, a weak enabling business environment, limited participatory local development processes, and the lack of access to social protection programmes.

It is in this context that the **Inter-agency programme to nurture peace, security and decent work through local development in Bondoc Peninsula, Philippines** has been conceived. A joint undertaking between the International Labour Organization (ILO) and the Food and Agricultural Organization (FAO), in collaboration with the Office of the Presidential Adviser on the Peace Process (OPAPP), local government units and local non-government organizations, the project takes-off from the human security framework that puts a premium on human protection and empowerment of most vulnerable groups and communities in Bondoc Peninsula. The project utilizes local economic development processes and tools as the overall strategy, and integrates several components such as agricultural and fisheries productivity improvement; skills training;

¹⁴National Statistics Office, Census of Population and Housing 2007. National poverty incidence in the Philippines is 32.9% and 10.4% in Manila

¹⁵Source: National Statistical Coordination Board 2006

entrepreneurship skills training; organizational capacity strengthening; disaster risks management; and maternal and child health care programme.

The project's human security goal is to catalyze and contribute to the attainment of sustainable peace and development in Bondoc Peninsula of Quezon province through an integrated and human-centered approach. In particular, the project seeks to realize two objectives at the end of three years:

- Expanded livelihood assets and increased productivity of families and communities, especially the vulnerable groups in four municipalities and
- Improved coordination and enhanced cooperation of LGUs, civil society organizations, the private sector and community organizations towards local socio-economic development and peace-building processes.

3. Purpose/Objectives of the Mid-Term Evaluation

The Bondoc-LED project mid-term evaluation seeks to achieve the following by 15 December 2011:

- To determine the progress of the project vis-a-vis the approved logframe and work plan in terms of objectives, outputs activities; inputs, budget and timelines and
- To identify project implementation gaps and provide recommendations on how to improve the project approach and to enhance project management to attain the set project goals and objectives by the end of the project period (31 March 2013)
- Identify good practices and lessons learned for future use by project stakeholders in implementing similar or related initiatives

4. Scope, Coverage and Clients

The subject of mid-term evaluation is the "Bondoc-LED" project funded by the UN Trust Fund for Human Security. The evaluation will assess the first 18 months of ILO and FAO project implementation. This mid-term evaluation will cover all the four (4) municipalities of the project namely Unisan; Catanauan; Mulanay and San Narciso of Quezon Province, Philippines. Institutional project partners will include local government units, NGOs, community associations, government line agencies, and the academe.

Key project components that will be reviewed will include institutional coordination and training; livelihood support (agricultural and non-agricultural); entrepreneurship training; community-based disaster risks reduction; and the maternal and child health care protection. As an added project feature, the evaluation will also initially assess the contribution of the project in the overall peace-building efforts in the Bondoc Peninsula area.

The clients and users for this mid-term evaluation will include the project management office based in Lucena City; the ILO and FAO Offices; the donor agency (e.g. OCHA-UNTFHS and Government of Japan); the members of the Project Steering Committee¹⁶ and other key project partners.

5. Criteria, key evaluation questions/analytical framework :

The mid-term evaluation will be designed based on the following criteria and key questions (which the evaluator can adapt as necessary) as measures of performance:

5.1 Relevance and strategic fit of the project

- To what extent do the project objectives/outcomes correspond to beneficiary requirements, country needs, global priorities and partners/donors policies?
- How well does it complement other ILO/FAO projects in the countries and/or other donors' activities?

5.2 Validity of project design

- To what extent are the project objectives/outcomes realistic?
- To what extent could the planned activities and outputs logically and realistically be expected to meet desired objectives/outcomes (causality)?
- To what extent does the LED approach serve as enabling strategic framework for the project interventions?
- Was a gender analysis/baseline carried out as part of the initial needs assessment of the project, or independently?
- Are gender concerns integrated in the project design_(e.g. do the project objectives and outcomes adequately address gender issues and the needs of women and men, are indicators gender-sensitive)?

5.3 Project progress and effectiveness

- To what extent is the project on track to achieving its immediate objectives?
- Which have been the most successful and least successful project outputs so far, and why?
- What has, so far, contributed to or limited the project's effectiveness?
- Do the results affect women and men differently, and if so, why and in what way?
- What effects is the project likely to have on gender relations and gender equality?

¹⁶The Bondoc-LED Project Steering Committee is composed of Local Government Authorities; Government Line Agencies; NGO representative and the ILO and FAO.

5.4 Efficiency of resource use

- What is the quality and timeliness of delivery on allocated resources?
- To what extent have resources (financial, human, institutional and technical) been allocated strategically?
- To what extent does spending and resource allocation respond to gender-related objectives and to the identified needs of women and men? (E.g. Is there a specific budget for gender mainstreaming activities? If so, how has it been used?)
- To what extent resources have been used efficiently, and do the obtained results justify the expenditure?

5.5 Effectiveness of management arrangements

- To what extent are the work arrangements under the project effective?
- Is the technical, programmatic, administrative and financial backstopping from project management adequate?
- Is adequate gender expertise available and used within the project or mobilized from external sources?
- To what extent has the project set up a monitoring and evaluation framework to measure progress, impact and raise lessons learned?
- To what extent does the project's monitoring and evaluation framework enable the collection of sex-disaggregated data and the monitoring and reporting of results from a gender perspective, taking into account the different situations of women and men?
- Are the project monitoring measures adequate for tracking progress?

5.6 Stakeholder Involvement

- How have stakeholders been involved in the implementation of the project?
- Are project partners satisfied with the quality of tools, technical advice, training and other activities, delivered by the project?
- Have there been any resulting changes in constituents'/partners capacities on LED?
- To what extent are women and men equally involved in the implementation of the project?

5.7 Impact Orientation and Sustainability of the Project

- How likely are project achievements going to be sustainable?
- How likely is it that the project will have effectively contributed to the creation of an enabling environment for LED before its completion?
- What contributions is the project making to broader and longer-term development goals?
- To what extent are sustainability considerations taken into account in the execution of project activities?
- What are the possible long-term effects on gender equality?
- Are the gender-related outcomes of the project likely to be sustainable, and what factors strengthen/weaken their sustainability?

- Are measures taken to ensure the capacity of implementing partners will be sufficiently strengthened to ensure sustainability of achievements beyond the project?
- Is there a potential for project achievements to be up-scaled in other conflict-prone areas or in other similar countries?
- Is the involvement of implementing partners and national stakeholders sufficient to support the outcomes achieved during the project?
- To what extent the project has adopted a partnership approach to sustain and leverage its interventions?
- Is there potential for project activities to be replicated in future work?

5. 8 Peace-building aspect

- Is there a conscious effort to be conflict-sensitive and peace promoting in the identification of projects and beneficiaries?
- How has the project contributed to a more productive and positive engagement between and among stakeholders – community members, local government agencies, service providers?
- To what extent did the project contribute to the regularity of meetings by the local government structures (i.e., local peace and order councils, local development councils, barangay assemblies) and their responsiveness to the community needs?
- Is there an observed greater participation from the community members/stakeholders in the project processes?
- Are the project-related issues and grievances effectively and promptly addressed?

6. Outputs:

Inception Report including finalized methodology detailing steps to be taken, evaluation questions and other relevant aspects of methodology.

- Draft Mid-term Project Evaluation Report containing the following information/sections:
 1. Cover page with key project and evaluation data
 2. Executive and Evaluation Summary (with ILO standard template)
 3. Introduction and Background
 4. Purpose, Scope, and Clients of Mid-Term Evaluation
 5. Methodology
 6. Review of Project Progress/Accomplishments vis-à-vis work plan and logframe
 7. Assessment of inputs provided into the project
 8. Presentation of Findings
 9. Conclusions
 10. Set of operational recommendations
 11. Lessons learned
 12. Annexes (including TORs, evaluator's itinerary, persons interviewed, the list of documents reviewed, etc.)
 - Presentation and workshop facilitation

- Final mid-term project evaluation report, incorporating written and oral feedback.

The quality of the report will be determined by conformance with checklist 4 Formatting Requirements for Evaluation Reports, and Checklist 5 Rating for Quality of Evaluation reports (See Annexes)

7. Methodology:

Methodology of the independent mid-term evaluation will utilize combination of secondary data review and participatory data collection and analysis methods, including available beneficiary baseline data. All data collected for evaluation purposes will be disaggregated by sex, and findings will be analyzed from a gender perspective to ensure that the respective situations of women and men beneficiaries and stakeholders is reflected in the evaluation.

The independent evaluator, will meet with the Project Management staff (ILO and FAO); carry out site visits to facilitate focus group discussions (FGD) with beneficiaries and institutional partners in the project sites; key informant interviews; review of project financial report; and the conduct of small-group validation workshop to present the findings of the mid-term project evaluation. Key stakeholders and members of the Project Steering Committee (PSC), including ILO and FAO management will be involved during the evaluation through inter-active meetings such as FGDs, key informant interviews and debriefing.

All data should be sex-disaggregated and the different needs of women and men should be considered in the whole evaluation process.

8. Management arrangement:

A third party or independent evaluator (national consultant) will be hired by the project using ILO standard contract guidelines (External Collaborator). The TOR will be reviewed and approved by the ILO and FAO being the sole UN executing agencies for the Bondoc-LED project.

A “project evaluation manager” has been assigned by the ILO¹⁷ to backstop and oversee the conduct of the independent mid-term evaluation and will participate during the actual presentation and review of the mid-term evaluation results/findings. To ensure the efficiency of the evaluation and the consultant, the project team will extend support

¹⁷Carlien van Empel, LED expert, Job creation and Enterprise Development Department, ILO, Geneva, vanempel@ilo.org

such as the access to project data and documents; coordination with target respondents; planning of community visits and FGDs and communication at the project/local level. The Evaluation Manager's main task is to ensure that the mid-term evaluation process is consistent with the evaluation standards, and the key tasks will include the finalization of the Terms of Reference (mid-term evaluation) and the consolidation of comments from stakeholders of the report. ILO Manila Office and the Regional Office in Bangkok, Thailand will likewise extend technical and backstopping assistance to ensure synergy and compliance to the standards of project mid-term evaluation.

The report of the evaluator will be forwarded to the Evaluation Manager. The evaluation report and its content are the property of the ILO.

9. Timetable:

The project Mid-Term Evaluation will be completed within 45 calendar days. The conduct of midterm-evaluation will commence from 1 November and will end 15 December 2011. The deadline (15 December 2011) will already include the presentation of findings and the submission of final/revised report. It is expected that the consultant will need approximately twenty eight (28) work days to accomplish the tasks.

Key Activities	Timetable	Person Responsible
A) Preparatory Stage	10 September to 25 October 2011	
Drafting, review and approval of TOR (ILO and FAO)	10 September to 21 October 2011	Evaluation Manager and ILO, FAO concerned staff
Preparation and finalization of contract (ILO)	25 October 2011	ILO National Project Coordinator, Bondoc-LED, Manila
Identification and hiring of Consultant	1-28 October 2011	ILO and FAO, Evaluation manager
Contract signing	15 November 2011	ILO Manila
Inception meeting (ILO, FAO, Consultant)	18 November 2011	National Project Coordinator
B) Actual conduct of mid-term evaluation	26 November to 15 December 2011	
visits to project Field Office	26-27 November 2011	Evaluator
Data gathering (secondary data)	1-5 December 2011	Evaluator
Key informant interviews/FGD	6-10 December 2011	Evaluator
First draft report	10 January 2012	Evaluator
Presentation of findings with key partners and ILO and FAO, Lucena City, Philippines (debriefing)	18 January 2012	Evaluator and Evaluation Manager

Revision and submission of final report	19-30 January 2012	Evaluator
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10. Tasks and requirements of the Independent Evaluator

1. Responsible for the overall completion of the Bondoc-LED mid-term project evaluation
2. Prepare and finalize research work plan based on the results of the inception meeting with ILO and FAO
3. Prepare and finalize mid-term project evaluation questionnaires/analytical framework
4. Ensure consultation with Project Management Office (PMO) in Lucena City, the Evaluation Manager and other concerned ILO and FAO staff
5. Conduct the mid-term assessment data gathering based on the approved TOR and set of questionnaires
6. Ensure that the activities and outputs are delivered on agreed timelines
7. Facilitate and conduct the presentation of mid-term evaluation findings
8. Responsible for the revision and submission of final report to the ILO CO-Manila

The evaluation will be carried out by an independent evaluator collaborator who will fulfill the following requirements:

- A minimum of eight years experience in evaluating development interventions, with particular experience in the field of LED, livelihoods development;
- Acquaintance with ILO's mandate on Decent Work;
- Familiarity with UN reform processes (in particular "Delivering as One");
- Familiarity with gender mainstreaming processes and mechanisms;
- Fluent written and spoken English;
- Excellent writing skills.

The breakdown of work days required from the consultant follows:

Activity/Particulars	Number of work days
Inception meeting with ILO and FAO	1 day
Field work and travel	10 days
Finalization of questionnaire/tool	2 days
Draft report	7 days
Presentation workshop of results with partners, including travel	3 days
Final report revision	5 days
Total	28 days

11. Sources of Data/Information

1. Bondoc-LED approved proposal (project document)

2. Year 1 Progress Report
3. Update/Monitoring reports
4. Financial Reports
5. Training/Activity Documentation reports
6. ILO and FAO Country Programmes/Plans
7. Guidelines on UN Trust Fund for Human Security and UN Evaluation Norms and Standards and OECD/DAC Evaluation Quality Standards (see <http://www.ilo.org/eval/policy>)
8. Primary data: interview with project partners (LGUs, NGOs, Government Line Agencies)

Appendix 2. Participants Interviewed

Data Methods	Participants		Total
	Male	Female	
Interviews	14	13	27
FGDs	65	58	123
Total	79 (53%)	71 (47%)	150

ILO/FAO/OPAPP

NAME	GENDER
1. Ma. Concepcion Sardana, ILO	F
2. Aris, FAO	M
3. Alberto C. Aduna , FAO	M
4. Ma. Eileen Jose, OPAPP Director	F

Project Management Team

NAME	GENDER
1. Yen Flores, ILO Project Officer	M
2. Jimmy Montesur, FAO Project Officer	M
3. Rudy Coronel, Project Officer	M

Provincial PSC

NAME	GENDER
1. Rosemarie Suarez, Nurse	F
2. Dr. Cuento, Assistant PHO	M
3. Ms. Malou, DOLE	F
4. Robert Gajo, PAO	M

Municipal Working Group

Catanauan

NAME	GENDER
1. Paul S. Fortaleza, PESO Manager	M
2. Joel Orpanel Pereyna, MAFC President	M
3. Althea Santiago, MSWD Officer	F
4. Miner Coronacion, MAO	F
5. Nixon Alcala, MDRRMO	M

*Municipal Health Office
Catanauan*

NAME	GENDER
1. Catalina Gonzales	F
2. Agnes Rizarre	F
3. Susana Manalo	F
4. Randy Abital	M
5. Romocaldo de Leon	M

*Barangay Health Workers
Catanauan*

NAME	GENDER
1. Ana Marie O. Enriquez, BHW President	F
2. Delia C. de Gala	F
3. Yulita Pernia	F
4. Marivic M. Organo	F
5. Nancy A. Alcala	F
6. Amylou M. Caag	F
7. Antonina P. Cueto	F

*Municipal Working Group
Unisan*

NAME	GENDER
1. Nonato Puache, Municipal Mayor	M
2. Kagawad Lito, in charge on DRRM	M
3. Joselito Amparo, ABC President	M
4. Niño Elmo R. Tiama, MPDC officer	M
5. Felicidad Salvador	F

*Municipal Working Group
Mulanay*

NAME	GENDER
1. Marisse Cortez, MPDO and OIC for MSWD	F
2. Melissa R. Tesalona, Head Nurse	F
3. Kristine Aguirre Adao, Committee Chair Agriculture	F
4. Preceva Q. Villafranca, MAO	F

*Barangay Health Workers
Mulanay*

NAME	GENDER
1. Leonida Manalo, BHW President	F
2. Eufracia R. Bueno	F
3. Eufemia R. Jornadal	F
4. Josephine R. Briones	F
5. Leonides V. Rogel	F
6. Thelma A. Rejono	F
7. Elena Reyes	F
8. Lilia C. Paulino	F
9. Mely E. Cinco	F
10. Bernandina L. Fabricante	F
11. Ligaya F. Acuña	F

*Municipal Working Group
San Narciso*

NAME	GENDER
1. Eleanor Uy, Municipal Mayor	F
2. Benny Rivadulla, MPDC Officer	M
3. Elvira Lingahan, MAO	F
4. Justero Carabit, PDO	M

*Municipal Health Office
San Narciso*

NAME	GENDER
1. Mark Mangotara, Doctor	M
2. Nelly A. Cartoneros, Nurse	F
3. Jeanilyn A. Rivera, Midwife	F
4. Sonia B. Caraballido, Mmidwife	F

TESDA-QNAS

NAME	GENDER
1. Mely D. Pena, COC Coordinator	F
2. Rhodora A. Ulan, Head Training Management Unit	F

Tubigan Rice Farmer's Association

NAME	GENDER
1. Ronald M. delos Reyes, President	M
2. Renato M. Laballes, Punong Barangay	M
3. Joselito o. Restles, Kagawad	M
4. Eric V. Playullo, Farmer	M
5. Leonides Flozida, Kagawad	M
6. Leonardo Estrada, Kagawad	M
7. Anecito Largado, Farmer	M
8. Alejandro B. Maruse, Farmer	M
9. Salvador S. Subijano, Unisan Farmers' Association President	M

Golden Bay Multi-Purpose Cooperative

NAME	GENDER
1. Angelito P. Estrada, Fisherman	M
2. Evarando D. Buhatin, Fisherman	M
3. Marona A. Fuentes, Fisherman	F
4. Gregoria Lagan, wife of Fisherman	F
5. Norma L. Lagan, wife of Fisherman	F
6. Emelita B. labodlay, wife of Fisherman	F

Gintong Ani Farmers Association

NAME	GENDER
1. Alex Mijano, President	M
2. Eduardo Roxas, Farmer	M
3. Melchor Rosas, Farmer	M
4. Enrique de Gula, Farmer	M
5. Nicasio Femis, Farmer	M
6. Joel Resaria, Farmer	M
7. Melecio Bracis, Jr., Farmer	M
8. Elmer Sanvictores, Farmer	M
9. Renato Robaria, Farmer	M
10. Ramel Mendoza, Farmer	M
11. Nestor Rosario, Farmer	M
12. Marlon Sevileno, Farmer	M
13. Samson Rosas, Farmer	M
14. Rodrigo Loracas, Farmer	M
15. Marianita Rosas, Farmer	F
16. Suplicia Rosas, Farmer	F
17. Marig Sanvictores	F
18. Joel Paular, Farmer	M
19. Elson Gealogo, Farmer	M

20. Rey Rosario, Farmer	M
21. Mardo Rosas, Farmer	M
22. Ronald Palacio, Farmer	M
23. Arnel Rosario, Farmer	M

*Buklod Pagkakaisa Association
Matandang sabang Silangan, Catanauan*

NAME	GENDER
1. Eduardo Rey, Sr., Arrow Root Grower	M
2. Lourdes P. Rey, Arrow Root Grower	F
3. Lilia Iadlad, Arrow Root Grower	F
4. Lerma Rey, Arrow Root Grower	F
5. Judita Rey, Arrow Root Grower	F
6. Irene Rey, Arrow Root Grower	F
7. Rebeca S. Rodones, Arrow Root Grower	F

San Narciso, Municipal Agriculture Office

NAME	GENDER
1. Hermelito Riaz, Farm Aide	M
2. Felicito Dinglasan, Fishery Technician	M

*Coco Sugar Production
San Narcisio*

NAME	GENDER
Rowena Williams, Stockholder, Trainer, Coco Sugar Production	F

*Barangay San Juan Multi-Purpose Cooperative
San Juan, San Narciso*

NAME	GENDER
1. Marcelino Moroda, Farmer	M
2. Mateo Martovia, Farmer	M
3. Garino Rodriguez, Farmer	M
4. Rico Llamita, Farmer	M
5. Glen Bernardo, Farmer	M
6. Melvin Morado, Farmer	M
7. Melchor Esguero, Punong Barangay	M
8. Nelson CureadA, Farmer	M
9. Vicene Villones, Farmer	M
10. Curico Alcueso, Farmer	M
11. Reyman Llanita, Farmer	M
12. Roel G. Auron	M

Maguiling Weavers' Association
Barangay Maguiling, San Narciso

NAME	GENDER
1. Nenita A. Saspa, Presdient	F
2. Penilla M Salazar, Member	F
3. Wilbelyn T. Fontamillas, Treasurer	F
4. Daisy M. Lingahan, Secretary	F

Samahan ng nga Magsasaka ng Maguiling
Barangay Maguiling, San Narciso

NAME	GENDER
1. Ertemio Bulibuli, Preident	M
2. Joel Ramos, Auditor	M
3. Nermia Plagan, Secretary	F
4. Fely A. Pautan, Treasurer	F
5. Dante Alvarez, Farmer	M
6. Alihandro Siropin, Farmer	M
7. Winer Siropin, Farmer	M

Few Selected SIYB Participants
Mulanay

NAME	GENDER
1. Renato P. Rey, Cooperative Chairman	M
2. Diosado R. Constantino, Cooeprative Chairman	M
3. Mary Ann Devilla, Cooperative Bookkeeper	F
4. Precy P. Roadilla, PMTC Member	F
5. Lolita R. de Lara, Entrepreneur	F
6. Lolita A Castillo, Entrepreneur	F
7. Romeo Paras, Entrepreneur	M

Few Selected SIYB Participants
Barangay Latangan, Mulanay

NAME	GENDER
1. Loreata Pilar, RIC President	F
2. Marilyn Advincula, Member	F
3. Nelia Mercario, member	F
4. Fatima Aurin, Member	F
5. Emilia Planas, Member	F
6. Ricardo M. Roca, Punong Barangay	M
7. Leonardo Mercurio, Kagawad	M

8. Marilou R. Veron, Member	F
9. Luisa Zulueta	F
10. Paciencia Mutya	F

Cancalao Pag-Asa Irrigator's Association
Barangay Caluyep, Mulanay

NAME	GENDER
1. Anselmo Emata, President	M
2. Pacifico Robles, Treasurer	M
3. Rosalinda Anonuevo, Auditor	F
4. Henry Mercene, Vice President	M
5. Noriel Manalo, BOD	M
6. Beldo Silos, BOD	M
7. Jaime Mogol, Jr., Member	M

Appendix 3. List of Participants in Consultation Workshop / Presentation of Preliminary Findings

Methodology	Participants		Total
	Male	Female	
<i>A. Interviews</i>	N	N	N
• ILO/FAO/OPAPP	2	1	3
• Project Management Team	3	0	3
• Provincial PSC	2	2	4
• Municipal Working Groups:			
-Catanauan	2	2	4
-Unisan	4	1	5
-Mulanay	0	4	4
-San Narciso	1	2	4
• Coco Sugar Production (San Narciso)	0	1	1
<i>B. Focus Group Discussion</i>			
• Barangay Health Workers	0	18	18
• Municipal Health Office (Catanauan)	2	3	5
• Municipal Health Office (San Narciso)	1	3	4
• TESDA-Quezon National Agricultural School	0	2	2
• Tubigan Rice Farmer's Association	9	0	9
• Golden Bay Multi-Purpose Cooperative	2	4	6
• Gintong Ani Farmer;s Association	20	3	23
• Buklod Pagkakaisa Association	1	6	7
• San Narciso MAO	2	0	2
• Barangay San Juan Multi-Purpose Cooperative	12	0	12
• Maguiting Weavers' Association	0	4	4
• Samahan ng nga Magsasaka ng Maguiting	5	2	7
• Few Selected SIYB Participants (Mulanay)	5	12	17
• Candalao Pag-Asa Irrigator's Association	6	1	7
TOTAL	80 (53%)	71 (47%)	151 (100%)

Appendix 4 List of Publications Cited

ILO-FAO Bondoc-Led Project Project Progress Report as of 30 September 2011, page 4-7.

PAMANA Road Mapping. 2011.

National Statistical Coordination Board 2006.

Rapid Economic Appraisal Annex 1: Summary of Findings for Four Areas.

Service contract between ILO and Punla dated November 30, 2010.

Service contract between ILO and Punla, undated, Page 1.

Appendix 5: Project Logical Framework

Objectives, Outputs and Activities	Objectively Verifiable Indicators	Sources and Means of Verification	Important Assumptions and Risks
Human Security Goal Catalyze and contribute to the attainment of sustainable peace and development in the Bondoc Peninsula of Quezon Province through a multi-pronged, integrated approach			
Objective 1 To expand livelihood assets and increase productivity of communities through enhanced decent work opportunities for the disadvantaged/vulnerable groups in the four municipalities	No. of vulnerable individuals and groups enrolled in the project with increases in income and productivity and living in better socio-economic conditions as indicated in ability to meet survival and enabling needs	Interviews with beneficiaries, project and LGU/beneficiary group records	Available financial and technical resources despite crisis
Outputs 1.1 Livelihood baseline validation report and needs and opportunities assessment with response programmes completed and inputted to the formulation of Municipal Development Plans Activity 1.1.1 Conduct training and provide technical assistance on project development and monitoring and installation of baseline tools and systems Activity 1.1.2 Conduct baseline validation including relevant policies and development programmes and needs assessment for crops, livestock and fisheries 1.2 Value chain analysis and upgrading for three commodities/sectors: corn, lowland vegetable crops and fisheries including aquaculture, completed	<ul style="list-style-type: none"> No. of Municipal Development Plans/Programmes (MDP) reflecting recommendations of the baseline livelihood needs assessment No. of livelihood baseline validation studies made No. of value chain analysis reports made 	MDPs of the four municipalities Project study report Delivery receipts or distribution lists with acknowledgment receipts Project progress; monitoring and evaluation reports Training documentation reports	All four LGUs have MDPs Full cooperation and transparency of private traders and middle brokers Commitment of the beneficiaries to properly utilize and manage the sustainability of the inputs Openness of the beneficiaries to adopt and use the new technologies, appropriate spending habits/pattern of individuals and

Objectives, Outputs and Activities	Objectively Verifiable Indicators	Sources and Means of Verification	Important Assumptions and Risks
<p>Activity 1.2.1</p> <p>Conduct value chain analysis including marketing and economic aspects</p> <p>Activity 1.2.2</p> <p>Upgrade value chain</p> <p>1.3 At least 3,500 women and men have enhanced livelihood assets through farm inputs (e.g. corn seeds, rice seeds, assorted vegetable seeds, fruit tree seedlings, fertilizers, small farm equipment, farm tools, poultry, livestock) and fishery inputs (e.g., fishing boats, assorted fishing gears, floating fish shelters based on existing coastal/fisheries resource management plans or BFAR and municipal government regulations governing fishing activities)</p> <p>Activity 1.3.1</p> <p>Provide good quality seeds, planting materials, fertilizers and small farm equipment to ensure sustainable crop production and supply of seed stocks</p> <p>Activity 1.3.2</p> <p>Provide livestock (e.g. swine, goat, etc.) and supplemental feeds</p> <p>Activity 1.3.3</p> <p>Provide of shallow well water pumps or pump irrigation on open source to augment irrigation capacity and mitigate potential impacts of drought especially in San Narciso and Catanauan</p> <p>Activity 1.3.4</p>	<ul style="list-style-type: none"> - No. of beneficiaries by sex and age given farm and fishery inputs - Volume and type of farm and fishery inputs distributed and no. of recipients 	<p>Archived documents (e.g., MoAs, Minutes of meetings, partner reports)</p>	<p>families (rational spending)</p> <p>Availability of post-harvest resources and willingness to venture into non-traditional activities, available training institutes and job generation programmes</p> <p>Presence of the "right culture and attitude" of beneficiaries towards entrepreneurship</p> <p>Presence of business establishments in the area and nearby communities, support of the private sector to the project</p>

Objectives, Outputs and Activities	Objectively Verifiable Indicators	Sources and Means of Verification	Important Assumptions and Risks
<p>and fisheries resource management</p> <p>Activity 1.4.5</p> <p>Conduct of training on improved milkfish and tilapia production, processing and marketing</p> <p>1.5 At least 2,500 women and men have access to better income opportunities through alternative and non-agricultural production livelihood assistance, including skills training and job-matching support resulting to income augmentation/increases</p> <p>Activity 1.5.1</p> <p>Conduct technical and vocational skills training for 554 individuals</p> <p>Activity 1.5.2</p> <p>Assist 1904 individuals in community-based livelihoods</p> <p>Activity 1.5.3</p> <p>Conduct job matching support activities</p> <p>1.6 At least 2,000 women and men acquire improved entrepreneurial skills</p> <p>Activity 1.6.1</p> <p>Conduct ILO entrepreneurship development training (i.e. SIYB modules; SEED tools; and TREE approach to create and promote self-employment for women and men) prioritising agribusiness, food processing and weaving</p> <p>1.7 Community-business linkages established in the project sites and with neighbouring</p>	<p>activities</p> <ul style="list-style-type: none"> - No. of individuals provided with skills training and job-matching support, by sex and age - No. of Technical Assistance (TA) activities (mentoring sessions, trainings, workshops, study tour, systems installation) on production plan preparation held, time/days spent for TA - No. of individuals with improved entrepreneurial skills, by sex and age - No. of partnerships/agreements between community and business groups - No. of multi-sectoral meetings and business fora held - No. of agreements/partnerships forged during such meetings - No. of project technical working groups established - No. and type of job-placement activities conducted - No. of job placement - No. of product development trainings held - No. of trade fairs conducted or participated 		

Objectives, Outputs and Activities	Objectively Verifiable Indicators	Sources and Means of Verification	Important Assumptions and Risks
<p>industrial and commercial areas</p> <p>Activity 1.7.1</p> <p>Organize national workshops to link skills training programme with Provincial and Regional economies such as the available service jobs in Lucena City and neighbouring industrial and commercial areas like Laguna and Batangas leading to better job matching opportunities between employers and potential employees/workers</p> <p>Activity 1.7.2</p> <p>Conduct LGU-community-business sector dialogue to create a more conducive business enabling environment, decent work and social protection for the target beneficiaries</p>			
<p>Objective 2</p> <p>To improve coordination and enhance cooperation of local government units and civil society organizations, the private sector, and community organizations towards local socio-economic development and peace building</p>	<p>Increased accessibility and improved quality of social services and peace and order condition</p>	<p>Interviews with the population and other stakeholders</p>	<p>Local institutions (state and non-state) willing and committed to work together as well as establish formal partnerships</p> <p>Minimal occurrence of armed encounters</p> <p>Women and men participate in consultations, planning, and implementation activities of project</p>
<p>Outputs</p> <p>2.1 Stakeholder and institutional mapping reports prepared and capacity development plan developed</p> <p>Activity 2.1.1</p>	<ul style="list-style-type: none"> - No. of stakeholder and institutional mapping reports - No. of capacity development plans; participating community 	<p>Project progress reports, no. of institutional capacity development plan</p>	<p>Institutional coordination in place, availability of basic institutional profile such as By-laws, registration and</p>

Objectives, Outputs and Activities	Objectively Verifiable Indicators	Sources and Means of Verification	Important Assumptions and Risks
<p>Conduct Institutional mapping (capacity and influence)</p> <p>Activity 2.1.2</p> <p>Develop capacity development plan</p> <p>2.2 Consolidated and institutionalized LED plans for the four municipalities formulated and submitted for inclusion in the LGU development plans: e.g., Executive-Legislative Agenda (ELA), Annual Investment Programmes (AIPs), Municipal Development Plans (MDPs)</p> <p>Activity 2.2.1</p> <p>Conduct strategic planning for stakeholders</p> <p>Activity 2.2.2</p> <p>Organize policy advocacy workshops</p> <p>2.3 Memoranda of Agreement (MoA) and Cooperation among project stakeholders (state and non-state actors, communities, ILO, FAO and OPAPP) signed</p> <p>Activity 2.3.1</p> <p>Build partnership and sign MoA</p> <p>2.4 Project Technical Working Groups (TWG) established and multi-sectoral coordination systems organized at the LGU level</p> <p>Activity 2.4.1</p> <p>Conduct LED workshops and partnership management</p>	<p>organizations</p> <ul style="list-style-type: none"> - No. of municipalities with LED plans incorporated into LGU plans - No. of LED planning workshops and dialogues held with a design that allows an inclusive voice mechanism for all participants, - No. of MoA signed by all supposed signatories - No. of functional multi-sectoral coordination systems and TWGs installed in the target four LGUs - No. of LGUs with inter-sectoral coordination system - No. of business tie-ups made - No. of beneficiaries - No. of signed marketing agreements/contracts 	<p>Municipal records- ELA, AIPs, MDPs</p> <p>Archive of resolutions and ordinances passed</p> <p>Interviews and site visits to the LGUs, LGU resolutions passed</p> <p>Interviews with stakeholders</p> <p>Project/LGU records, interviews with community organizations</p> <p>Records of beneficiary associations/groups, project monitoring reports</p> <p>Records of the Municipal Health Office/Municipal Planning and Development Office, Community-Based Monitoring System</p>	<p>organizational programmes and plans</p> <p>Participation of all stakeholders, availability of secondary data (socio-economic, infrastructure, environmental, fiscal, etc.)</p> <p>Consensus amongst project partners</p> <p>Support from Local Chief Executives</p> <p>Presence of business establishments in the area and nearby communities, support of the private sector to the project</p> <p>IEC materials should consider local culture and common language/dialect</p> <p>Inclusive process of community action planning</p>

Objectives, Outputs and Activities	Objectively Verifiable Indicators	Sources and Means of Verification	Important Assumptions and Risks
<p>2.5 Marketing agreements and contracts signed</p> <p>Activity 2.5.1</p> <p>Organize public-private sector dialogue</p> <p>Activity 2.5.2</p> <p>Conduct business fora and trade fairs</p> <p>2.6 Information, education and communication (IEC) and advocacy materials developed and disseminated</p> <p>Activity 2.6.1</p> <p>Develop and disseminate IEC and advocacy materials</p> <p>Activity 2.6.2</p> <p>Sub-contract IEC design and material production</p> <p>Activity 2.6.3</p> <p>Roll-out/implement IEC plan</p> <p>2.7 Enhanced community associations and social networks</p> <p>Activity 2.7.1</p> <p>Organize study tours</p> <p>Activity 2.7.2</p> <p>Conduct community training and upgrading of</p>	<ul style="list-style-type: none"> - No. of popularized versions of IEC materials produced and distributed - No. of villages and families covered by the IEC - No. of advocacy workshops conducted; - No. of dialogues, consultations, other multi-sectoral meetings and activities held - No. of community action plans prepared 	<p>(CBMS)</p> <p>Business contracts</p> <p>Training reports</p> <p>Workshop documentation report</p> <p>Project progress and evaluation reports; MHO Accomplishment Reports; delivery receipts; facility management and maintenance plan and operation guidelines</p>	<p>Presence of service providers (NGOs, LGUs)</p> <p>Proximity of health centers, wider IEC support, personnel support and counterpart from LGUs (health workers, medical supplies)</p>

Objectives, Outputs and Activities	Objectively Verifiable Indicators	Sources and Means of Verification	Important Assumptions and Risks
<p>informal community-level organizations to more established business and social service-oriented associations and cooperatives</p> <p>2.8 Community action plans for economic, social and political development developed</p> <p>Activity 2.8.1</p> <p>Organize community dialogues and action planning</p> <p>2.9 Community-based savings and other social protection schemes promoted, including community access to credit, savings, loan guaranty and insurance and community-based disaster preparedness plan</p> <p>Activity 2.9.1</p> <p>Conduct research on existing social protection and saving schemes/programmes</p> <p>Activity 2.9.2</p> <p>Orient and organize training on social protection and savings</p> <p>Activity 2.9.3</p> <p>Conduct training and simulation exercises on community-based disaster risk management</p> <p>2.10 At least 2,000 women and children access enhanced maternal and child health care services</p> <p>Activity 2.10.1</p> <p>Disseminate information on maternal and</p>	<ul style="list-style-type: none"> - No. of individuals/families with savings scheme, amount of savings generated - No. and type of social protection schemes introduced and put in place - No. of trainings/workshops and simulation exercises - No. of participating organizations and members - No. and scope of research on available social protection programmes in the Bondoc area - No. of health stations constructed - No. of temporary jobs generated at the community - No. of IEC materials developed and no. of communities covered - No. of tools/equipment provided; number of beneficiaries served (mother & children) - No. of women and children availing of health services - No. of pregnant women with pre-natal check-ups and given supplements (Vitamin A, iron, iodine, tetanus toxoid) - Percentage of full immunization coverage - Health status of women and children indicated by the infant mortality rate (IMR); child mortality rate (CMR); and maternal mortality rate (MMR) 		

Objectives, Outputs and Activities	Objectively Verifiable Indicators	Sources and Means of Verification	Important Assumptions and Risks
<p>child health care programme</p> <p>Activity 2.10.2</p> <p>Provide basic facilities/equipment for maternal and child health care</p> <p>Activity 2.10.3</p> <p>Construct four village-level health stations using community contracting scheme (e.g., area-based work methods)</p> <p>Activity 2.10.4</p> <p>Conduct training for Barangay Health Workers</p>			

