



# Evaluation Summary



International  
Labour  
Office

Evaluation Unit

## *Inter-agency Programme to Nurture Peace, Security, and Decent Work through Local Development in Conflict Areas of the Philippines*

### Quick Facts

**Countries:** *Philippines*

**Mid-Term Evaluation:** *May 2012*

**Mode of Evaluation:** *Independent*

**ILO Administrative responsibility:** ILO Country Office,  
Manila

**Technical Area:** EMP/ENTERPRISE, local economic  
development

**Evaluation Management:** *Carlien van Empel,*  
*EMP/ENTERPRISE*

**Evaluation Team:** *Eva Marie F. Famador, Martin lo*  
*Guballa and Shane Andrea Cruz*

**Project End:** *March 2013*

**Project Code:** *PHI/08/03/HSF*

**Donor:** *Japan (US\$ 2,493,484)*

**Keywords:** *Local Economic Development; human security;*  
*peace-building; capacity-building, livelihood, armed*  
*conflict, inter-agency collaboration*

### Background & Context

#### **A. 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 per cent<sup>1</sup>. 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.

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 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.

### **D. Methodology of evaluation**

The evaluators reviewed project documents (i.e., proposal, reports, project logical framework, baseline studies, Rapid Economic Appraisal) to gain a deeper grasp about the project, its context, objectives, strategies and accomplishments. Interviews with project implementers and partner representatives from government and civil society organizations were conducted to determine the learnings, good practices, issues and concerns in project implementation. Focus group discussions were conducted with beneficiaries to elicit feedback on the project, initial changes that may have occurred and their needs and concerns. Given the extensive number of programmes and beneficiaries,

<sup>1</sup>

Source: National Statistical Coordination Board 2006

the evaluators were only able to interview a sample of respondents given the limited time for field work.

### Main Findings & 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.

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.

### Recommendations & Lessons Learned

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 who will provide technical assistance to the community organizations, advice in enterprise and agriculture production development.
  5. 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.
  6. 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.
  7. 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.
  8. 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.
  9. Enhance the consultation process in determining the needs for farm input and machineries relevant to the community organizations.
  10. 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.
- On Maternal and Child Health Care
11. 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.
  12. 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.
  13. 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.
  14. Document maternal health care as an approach to the promotion of socio-economic security.
  15. Enhance information management as a tool for decision-making by computerizing the data.
- On Peace-building
16. 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.
  17. Develop comprehensive programme outcome indicators for peacebuilding interventions. Indicators may be classified according to the identified categories – security; economic productivity; and political/justice. Disaster Risk Reduction Management
  18. 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.