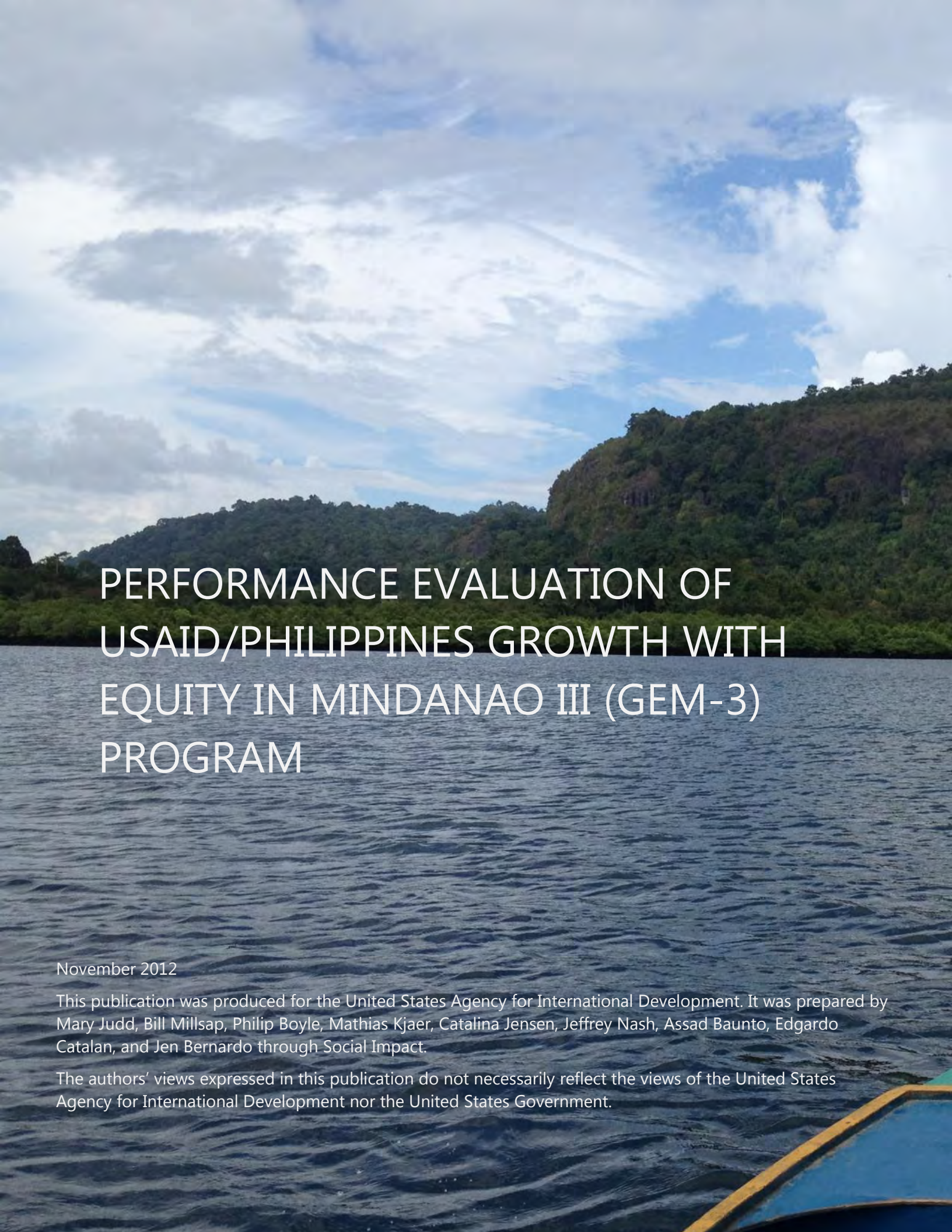




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PERFORMANCE EVALUATION OF USAID/PHILIPPINES GROWTH WITH EQUITY IN MINDANAO III (GEM-3) PROGRAM

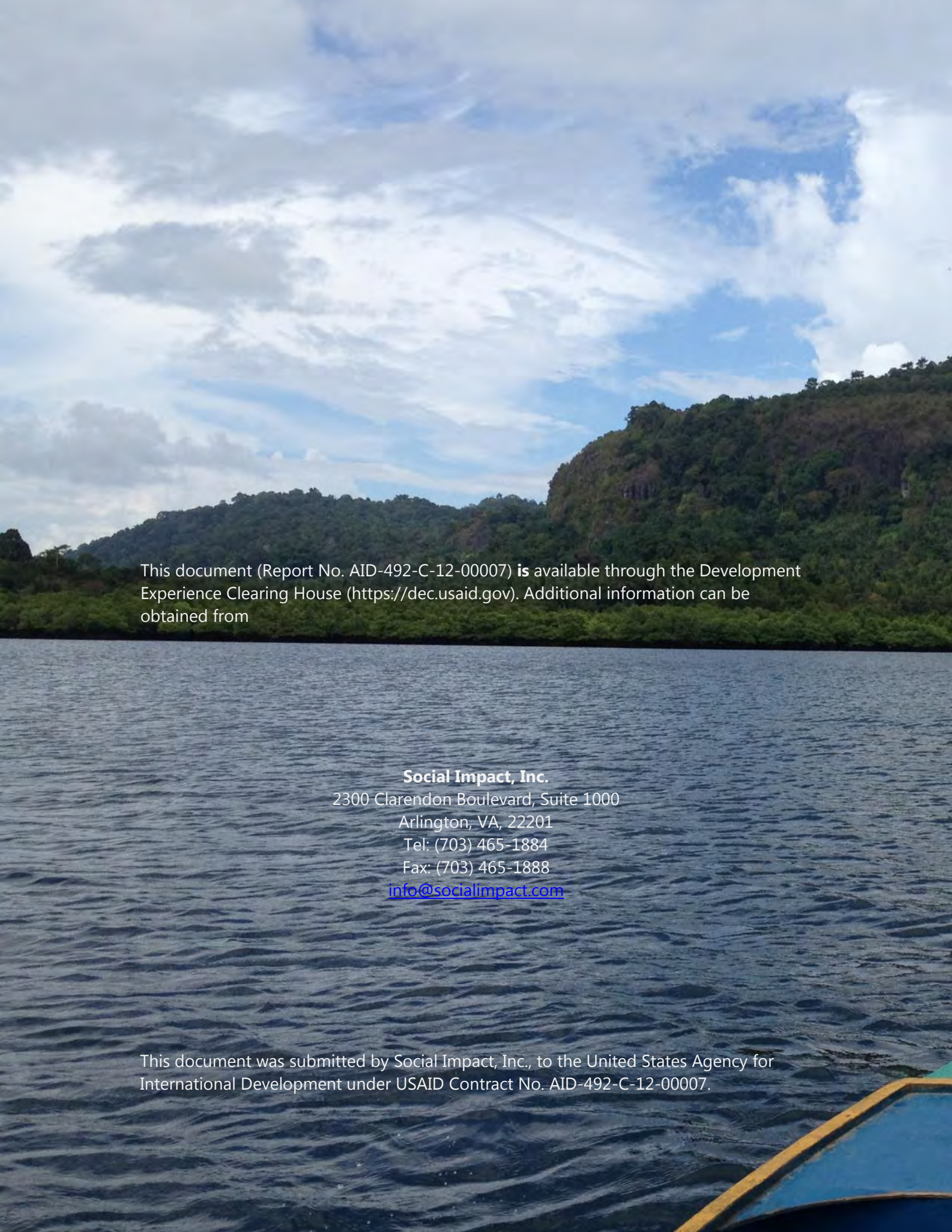


PERFORMANCE EVALUATION OF USAID/PHILIPPINES GROWTH WITH EQUITY IN MINDANAO III (GEM-3) PROGRAM

November 2012

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development nor the United States Government.



This document (Report No. AID-492-C-12-00007) is available through the Development Experience Clearing House (<https://dec.usaid.gov>). Additional information can be obtained from

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This document was submitted by Social Impact, Inc., to the United States Agency for International Development under USAID Contract No. AID-492-C-12-00007.

ACKNOWLEDGMENTS

This evaluation would not have been possible without the contributions made by so many during our planning, fieldwork, analysis, and drafting. While the list of people we wish to thank is too extensive to list here, the evaluation team would like to acknowledge several individuals and organizations whose contributions were instrumental to making this effort a success. First and foremost, the team would like to thank USAID/Philippines Gender Specialist and our Contracting Officer's Representative, Fatima Verzosa, and USAID/Philippines Monitoring and Evaluation Specialist, John Callanta, for their tremendous support, dedication, and guidance throughout our entire evaluation effort. These individuals went beyond the call of duty and were consistently thoughtful, collegial, and welcoming in their interactions with and participation on the evaluation team. The team would also like to thank others at USAID/Philippines and USAID/Washington, including Maria Teresa Robielos, Lee Forsythe, David Dod, for their thoughtful comments on our draft reports.

The team also wishes to acknowledge the tremendous support it received from staff of the implementing partner, The Louis Berger Group, Inc. We are especially thankful for the support received from Marilou Sian and her team, which arranged and coordinated most of the logistics surrounding the team's field visits and security. We would also like to thank the entire GEM staff, both in Manila and Davao, for their willingness to meet with our evaluation team and for their thoughtful and detailed review of our draft evaluation reports. We particularly wish to recognize Charles Feibel, Daniel Bichanich, Michael Langsdorf, Stanley Swerdloff, Adel Oviedo, and Carlos Enriquez for their contributions. We would also like to convey our deep sense of gratitude to the GEM drivers and security staff who were consistently well-organized, responsive and professional. Their tremendous support ensured that the team arrived safely and on-time to even the most remote areas of Mindanao.

The team is also highly appreciative of the information, support, and guidance it received from the Mindanao Development Authority (MinDA). We would like to thank all MinDA staff who took time from their busy schedules to meet with our evaluation team and provide insightful and detailed comments on our draft reports. We would especially like to recognize Janet Lopez, Charlita Escaño, Jayrome Rala, Anelyn Binancilan, Yvette Valderia, and Joan Barera for their contributions.

The team also wishes to recognize the excellent work of our local survey partner, the Research Institute for Mindanao Culture (RIMCU), and particularly the work of Magdalena Cabaraban and Maria Teresa Sharon Linog in leading the data collection and analysis of survey results.

Last but not least, the team wishes to recognize the tremendous contributions of our two research assistants, Jenet Minanga and Aldin Aminulla. Their tremendous dedication, patience, and work ethic in scheduling interviews, translating, researching for sections of the report, and providing overall logistical and administrative support was a critical piece of this evaluation effort.

ACRONYMS

ARMM	Autonomous Region in Muslim Mindanao
AusAID	Australia Agency for International Development
BG	Business Growth
BIP	Barangay Infrastructure Project
BSO	Business Support Organization
BUM	Beneficial Use Monitoring
BWFPDI	Bangsamoro Women's Foundation for Peace and Development, Inc
CAAM	Conflict Affected Areas in Mindanao
CIPYML	Congressional Internship Program for Young Mindanao Leaders
CLIC	Computer Literacy and Internet Connection
CLIN	Contract Line Item Number
COP	Chief of Party
COR	Contracting Officer's Representative
COTR	Contracting Officer's Technical Representative
CPR	Communications and Public Relations
DAAD	Development Activity Approval Document
DA-MRDP	Department of Agriculture-Mindanao Rural Development Program
ELAP	Emergency Livelihood Assistance Program
EMGP	Education Matching Grant Project
ERR	Economic Rate of Return
EU	European Union
FCR	Former Combatant Reintegration
GAP	Gender Action Plan
GEM-3	Growth with Equity in Mindanao 3 Project
GRDP	Gross Regional Domestic Product
GRP	Government of the Republic of the Philippines
HACCP	Hazard Analysis and Critical Control Point
HCAP	HACCP Certification Assistance Project
IEC	Information and Education Campaign
INVESTS	Investments in Vocational, Elementary, Secondary, and Tertiary Studies
JEEP	Job Enabling English Proficiency
JICA	Japan International Cooperation Agency
JSOTF-P	US Joint Special Operations Task Force-Philippines
KII	Key Informant Interview
LEAP	Livelihood Enhance and Peace Project
LGU	Local Government Unit
LGPMS	Local Governance Performance Management System
LOP	Life of Project
MBC	Mindanao Business Council
MILF	Moro Islamic Liberation Front
MinBizCon	Mindanao Business Conference
MLGU	Municipal Local Government Unit
MNLF	Moro National Liberation Front
MinDA	Mindanao Development Authority
MOU	Memorandum of Agreement
MRDP	Mindanao Rural Development Project
MPDO	Municipal Planning and Development Office
MTPDP	Medium-Term Philippine Development Plan
MSUFI	Mindanao State University-General Santos City Foundation

NGO	Non-Governmental Organization
NPA	New People's Army
OPAPP	Office of the Presidential Advisor on the Peace Process
PASS	Producers Association
PCCI	Philippine Chamber of Commerce and Industry
PDC	Peace and Development Community (UN Act for Peace)
PhP	Philippine Peso
PMP	Performance Management Plan
PRIDE	Productive Internships in Dynamic Enterprises
PRM	Program Resources Management Office (USAID/Philippines)
PTA	Parent-Teacher Association
REAP	Revenue Enhancement and Progress
RFP	Request for Proposal
RIMCU	Research Institute for Mindanao Culture
RIP	Regional Impact Project
RPT	Real Property Tax
SAF	Special Activity Fund
SAFE	Sustainable Aquaculture and Fisheries Effort
SI	Social Impact
SMV	Schedule of Market Values
SOCCSKSARGEN	South Cotabato, Cotabato (North), Sultan Kudarat, Sarangani Provinces, and General Santos City
SOW	Scope of Work
TA	Technical Assistance
TCEP	Targeted Commodity Expansion Project
TWG	Technical Working Group
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government

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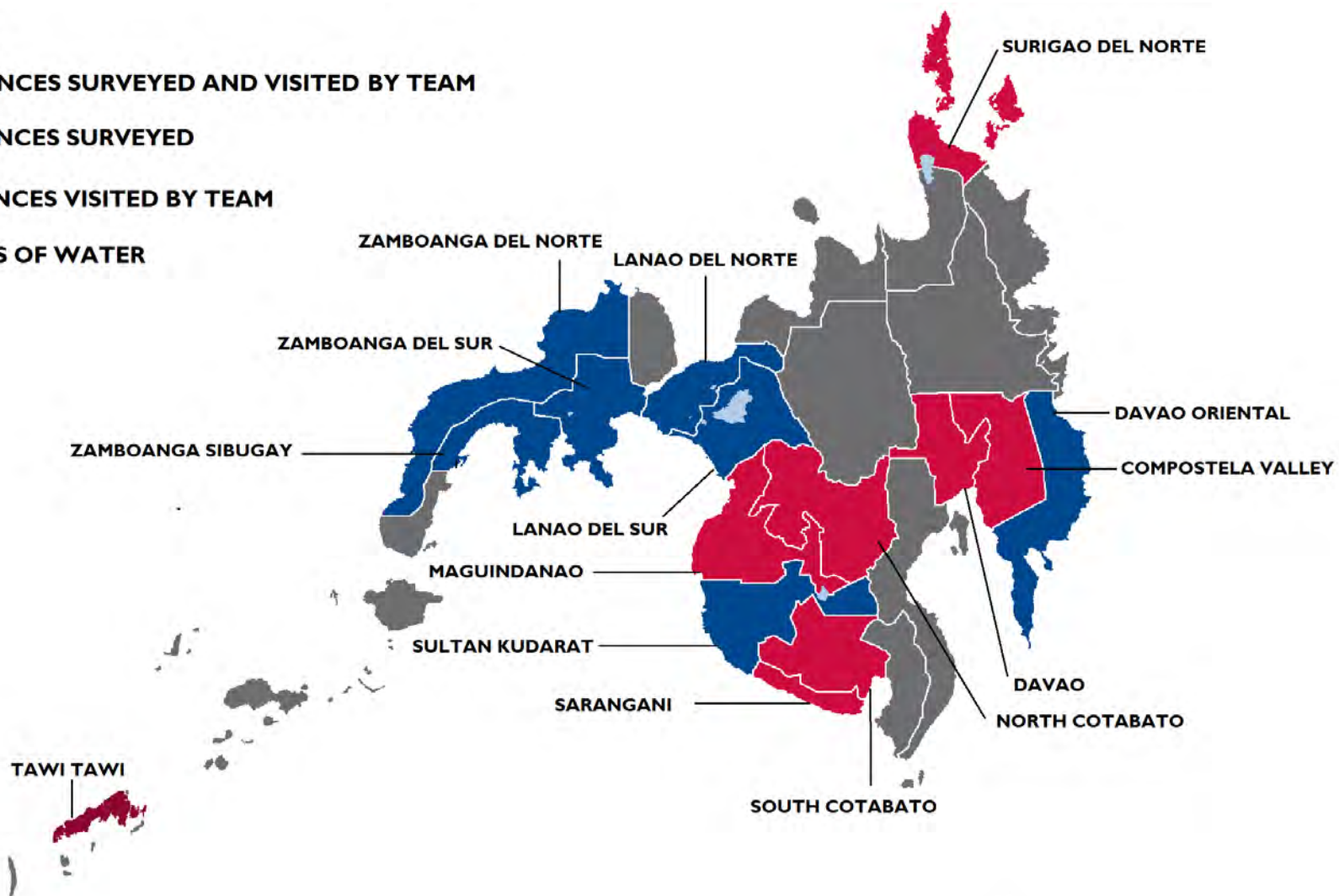
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- PROVINCES SURVEYED AND VISITED BY TEAM
- PROVINCES SURVEYED
- PROVINCES VISITED BY TEAM
- BODIES OF WATER



EXECUTIVE SUMMARY

The United States Agency for International Development's (USAID) "Growth with Equity in Mindanao III" (GEM-3) is a five-year (2008 to 2012), \$99 million dollar program that operates throughout Mindanao, but is specifically targeted to promote development activities in the Autonomous Region in Muslim Mindanao (ARMM) and other conflict-affected areas of the region. GEM-3's principal objectives are to: **(1) accelerate economic growth in Mindanao; (2) assure that as many people as possible participate in and benefit from the growth; and (3) bring about and consolidate peace in Mindanao.** To accomplish these objectives, GEM-3 adopted an "umbrella-type" approach, using one management structure for implementing projects and activities across a wide range of technical fields throughout Mindanao. There are five major and two supporting components under the program: (1) infrastructure development (67% of the budget); (2) workforce preparation (13% of the budget); (3) governance improvement (5% of the budget); (4) business growth (13% of the budget); (5) former combatant reintegration (included in business growth component); (6) communications and public relations; and (7) logistical and operational support (2% of the budget combined).

EVALUATION PURPOSE AND METHODS

The purpose of this *performance evaluation* is to identify strengths and weaknesses in GEM-3. The objective is to assess key issues of impact, relevance, effectiveness, efficiency, gender, sustainability, and lessons that can be learned from the program. The evaluation findings are intended to help inform decisions by USAID/Philippines regarding future programs in Mindanao.

The evaluation was conducted between July and November 2012 by an 11-member evaluation team, comprised of expatriate and host-country evaluation and subject matter experts. It involved over six weeks of fieldwork in Manila and Mindanao and utilized a mixed-methods approach involving a desk review of relevant secondary sources; key informant and group interviews with national, regional, and local government officials, USAID and other donor staff, representatives from civil society organizations, implementer staff, and project beneficiaries and non-beneficiaries; and the design and delivery of a quantitative household mini-survey of over 900 respondents covering 22 provinces, 54 municipalities, five cities, and 87 barangays.

The evaluation team encountered several notable methodological and logistical challenges during its fieldwork. First, the absence of relevant baseline data, a results framework, and other similar data made it difficult to comment conclusively on outcomes and impacts of GEM-3 activities. Second, in an effort to ensure objectivity, the evaluation team was intentionally provided with limited support and information on project beneficiaries and prospective interviewees from USAID and the implementing partner. Third, the evaluation team was not provided with cost data by sub-components, except for infrastructure development, which made it difficult for the team to comment on questions related to cost-effectiveness and efficiency.

KEY FINDINGS AND RESULTS

As of September 2012, GEM-3 had 23 designated targets, of which 18 (78%) have been completed and one terminated (4.5%). Four others (17.5%) are likely to achieve their targets by the end of the project life (December 2012). This is an impressive list of activities carried out by GEM-3 in Mindanao over the last five years. Overall, GEM-3 performance has been on track and will achieve all the physical targets laid out in the project documents by end of project life in December 2012. It is too early to assess the efficacy of the program but it is trending as follows:

- Objective 1 (accelerate economic growth) is partially achieved, as GEM-3 has facilitated and laid the foundation for economic growth in Mindanao.
- Objective 2 (assure many people participate in and benefit from the growth) has been achieved, especially for rural residents, who have benefited from infrastructure projects.
- Objective 3 (bring about and consolidate peace) is more difficult to assess without pre and post project data. Published studies have reported that improved economic condition is necessary but not sufficient to lead to reductions in conflict and violence. The evaluation in GEM-assisted barangays indicated hopeful signs that residents perceived improved security in their barangays.

The findings, conclusions and recommendations of each component are presented below.

Component 1: Infrastructure Development. The Barangay Infrastructure Projects (BIPs) proved to be the most cost-effective and efficient effort carried out under GEM-3 for reaching many rural *barangay* populations and for affecting the lives of local people. As of September this year, 720 out of a target of 760 BIPs were completed. The economic rate of return employed by the evaluation team demonstrated a positive return for BIPs, with grain warehouses/solar dryers, box culvert/bridges, and pedestrian footbridges among the top three. Barangay residents reported high usage of the BIPs (82%) and increased economic opportunities (65% of male and 62% of female). The larger and more expensive Regional Impact Projects (RIPs) have been designed to impact economic growth across barangays and municipalities. 12 out of 12 RIPs have been completed. Taken as a whole, the BIPs and RIPs serve as a clear, daily reminder of the government’s efforts to provide services.¹

Conclusion

- BIPs are cost-effective and efficient in reaching more rural barangay populations and have economic and social influence on the lives of local people. BIPs also serve as a clear daily reminder of governmental service delivery.²
- The most effective and efficient types of BIPs in terms of cost, number of people served, and the time required for implementation are box culverts and bridges, footbridges, boat landings, grain warehouses, and solar dryers.³
- RIPs have a greater influence on the region and able to link across barangays.
- In Mindanao, women generally participated in decision-making through the prioritization of projects in the annual barangay development plan exercise. BIPs and other barangay projects were selected for funding from these plans. GEM sought to involve women’s views on issues and infrastructure needs only at initial meetings, prior to BIP implementation.

Recommendations

- The infrastructure development component of both BIPs and RIPs should be continued and expanded.
- BIPs should be implemented in all barangays that lack basic services, especially in conflict-affected areas to fulfill the government’s promise of peace dividends.
- RIPs should be planned for areas of growth in major cities and potential growth in secondary cities. There should be links to farm-to-market roads for areas with agricultural potential, so that produce can reach major markets.

¹ As echoed in “Evaluation of the Economic Impact of Infrastructure Projects.” Louis Berger Group, Inc. under USAID Contract No. AID 492-C-00-08-000001-00, Sept. 15, 2011.

² Ibid.

³ Ibid.

- Ensure that gender action plans are implemented fully and allow more flexibility in the BIP project menu to meet gender needs.

Component 2: Workforce Preparation. This component has achieved, and in some cases exceeded, most of its targets as of September 2012. Computer Literacy and Internet Connection (CLIC) achieved 265 out of 265 targets; Education Matching Grant Project (EMGP) provided 802 of a target 800 grants; Job Enabling English Proficiency (JEEP) was implemented by and continues to operate in 26 target institutions of higher learning; and Investments in Vocational, Elementary, Secondary, and Tertiary Studies (INVESTS) has awarded 275 out of a target of 185 scholarships. In all likelihood, Productive Internships in Dynamic Enterprises (PRIDE), with 91 out of 100 internships provided, will also achieve its target by December 2012. The component reached a large number of students and teachers, but any real gains will be muted when GEM-3 ends, since replication and continued funding are not in place for most of the programs.

Conclusions

- The sub-components afforded various opportunities to: teachers and students to improve their technical and study skills through access to computers and the Internet; parents and teachers to raise matching funds for needed educational equipment; and students to receive scholarships, internships and become more proficient in English.
- Maintenance issues, power interruptions, unreliable Internet connectivity, the growth of private Internet cafes, and the turnover of trained staff have muted the benefits of the CLIC program.
- Schools are worried that the activities will not be sustained once donor funding ends.

Recommendations

- To ensure project sustainability, early orientation sessions for school faculties and PTA members should be closely followed by GEM staff for the development and implementation of realistic operation and maintenance plans.

Component 3: Governance Improvement. This component provided much-needed technical assistance (TA), enabling 12 local government units (LGUs) under the Revenue Enhancement and Peace Project (REAP) to expand their revenue collection procedures, however, while revenues generally increased in the first year, the results for subsequent years were mixed and there was no indication that LGUs will continue the effort. The Congressional Internship Program for Young Mindanao Leaders (CIPYML) provided opportunities to 200 young leaders to gain first-hand experience in the areas of public policy and legislation.

Conclusions

- The REAP project improved the capacity of LGUs to address key administrative and management problems in internal revenue generation and local tax code enforcement and increased the revenues collected in the first year of implementation. However, in subsequent years the revenue collection decreased and there is no indication if the LGUs will sustain this effort.
- The CIPYML program enabled the graduates to gain knowledge and technical skills pertaining to policy development and legislative processes and has created a pool of young men and women leaders in conflict-affected areas in Mindanao who are equipped with policy know-how and technical skills.

Recommendations

- The REAP project should be carried forward in a future USAID programming effort, since its initial

efforts are likely to be emulated by other municipalities. A more serious effort to spread the project beyond the pilot phase under GEM is warranted and provision of more TA should be made.

- Involve provinces in REAP for amendments of local tax codes, real property tax and schedule of market values.
- A project such as CIPYML should be continued. The high dividends returned over time by identifying future leaders for the Philippines offsets its expense in resources and time. Post-internship transitional assistance should be provided.
- Try to improve synergy by matching CIPYML applications from REAP Municipal Local Government Unit (MLGUs).

Component 4: Business Growth (BG). This component has improved sales of international exports and domestic out-shipments of targeted commodities by \$86,006,914 since 2008. It assisted in linking 6,040 members of community producer associations and cluster groups to markets, provided post-harvest facilities to 4,600 community members in isolated and conflict areas, and strengthened six new chambers of commerce. However, its impact on the overall Mindanao economy is extremely small. If the BG's entire export sales of \$86 million were compared to the total Mindanao economy, the impact would be equivalent to 0.25% of Mindanao's gross regional domestic product in 2011.

Conclusions

- Through strengthening knowledge transfer and market linkages, the BG stimuli assisted in sales improvements in exports and domestic out-shipments of targeted commodities in Mindanao. It expanded agriculture and agribusiness sectors with bearing on supply chain linkages to other industries and on the induced effect of increased household spending on the economy.
- The potential for economic spillovers exist, with 65% of business-growth target sites in leading areas and 35% in isolated areas, but unresolved issues of connectivity, such as farm-to-market roads, limit the benefits derived from spillovers.

Recommendations

- The BG should continue the value-chain and cluster-approach-to-agribusiness programs. However, infrastructure that facilitates connectivity, such as farm-to-market roads, should be pursued to complement the cluster approach and maximize the benefits from spillovers.
- The BG should also continue business matching, trade facilitation, and technology transfer to sustain the momentum of market penetration by exporters and producers. Provision of TA (both hard inputs and capacity building) to small and micro-growers in isolated and conflict areas is also required to strengthen their role in the production-supply value chain.

Component 5: Former Combatant Reintegration (FCR). FCR has assisted with reintegration efforts by developing agriculture and aquaculture facilities to demonstrate the benefits of peace to the former combatants. As of September 2012, 129 out of a target of 125 former combatant groups/communities have been assisted in producing high value commodities, and another 50 have been provided with pre/post-harvest facilities. The evaluation team found that mainland communities appeared to be more successful in their livelihood endeavors than those in the island communities, although it should be noted that the island communities visited represents a small sample of overall island activities. People in the majority of FCR sites visited (20 out of 21 sites) reported no return to major armed conflict, but have known people who participated in *rido* or small-scale communal violence.

Conclusions

- The FCR component contributed to the generation of economic opportunities for MNLF former combatants, but its success and sustainability varied by region and type of economic activities. The FCR's production activities were generally appropriate for most beneficiaries given its simple inputs, production technology, and readily available market.

Recommendations

- Future assistance should be targeted towards conflict-affected communities, not individual former-combatant cooperatives, in instances where they are not synonymous, to help ameliorate underlying conflict drivers of resentment, jealousy, or feelings of deprivation found more broadly in the community.
- Provide additional TA to more remote and isolated FCR communities, such as the island communities.
- Involve LGUs in the implementation of FCR to ensure follow up and sustainability when funding ends.

Relevance. GEM-3 was able to contribute to four out of five goals linked to peace and development objectives of the national and regional governments (Medium-Term Philippines Development Plan 2004–2010). Among the various components of GEM-3, the infrastructure development component was most relevant for achieving the implementation of the signed peace agreements (i.e., provision of the peace dividends) and the rehabilitation, development, and healing of conflict-affected areas.

Effectiveness. GEM-3 carried out an extensive set of activities consistent with its objectives throughout Mindanao during the last five years. The evaluation indicates that the program was able to contribute to its first and second objectives, but the attainment of the third objective is difficult to ascertain. The infrastructure projects certainly assisted economic growth at the local level and promoted participation of LGUs at both the municipal and barangay levels, mainly in counterpart contribution. Other GEM-3 activities (e.g., workforce preparation, business growth, governance improvement, and FCR) made contributions to economic growth and participation in conflict-affected regions. The program generated people's perceptions of reduced violence in project-assisted barangays. Conflicts, however, continued to occur, even during the evaluation; the evaluation team had to cancel planned visits to field sites deemed unsafe by the GEM security officer.

Efficiency. The umbrella management structure reportedly offered added value to USAID in the form of overlapping responsibilities by managers, resulting in reduced staffing levels and reduced costs with respect to sharing resources for logistical operations. However, no cost data were available to the evaluation team to confirm or reject these points. The USAID Contracting Office Technical Representative (COTR) provided oversight and management from GEM-1 through most of GEM-3, and the program appeared to have benefited from the continuity of management as it was reported that the program ran smoothly with no major problems. The Mindanao Development Authority (MinDA), a government agency, provided oversight and helped with resolving local level issues, especially those related to right of way matters in infrastructure. Feedback from the field revealed potential synergy and complementation of BG with REAP, and BG with FCR. Notably, the business support organizations' (BSO) partnership with the LGUs has proven to improve tax collection from local businesses and establishments.

Gender. The Gender Action Plan (GAP), developed by GEM-3 management in February 2008, addressed all program components and sub-components, establishing a total of 51 benchmarks. This was a thorough treatment of potential gender issues in GEM-3, and guidelines for implementers were comprehensive. In practice, however, the Action Plan was not fully implemented.

Sustainability. An obvious goal of promoting sustainability as a management practice is to achieve the continued operation and maintenance of equipment or systems put in place over the life of the project. Except for the infrastructure projects for which maintenance agreements were signed with various levels of LGUs, as well as JEEP in which sustainability plans were designed by the JEEP partner, no complete and formal plan, through which project equipment and activities will be maintained or the project model continued and expanded, has been devised by GEM-3 and agreed with partners or proponents. Beneficial Use Monitoring (BUM) has been useful in checking sustainability issues.

OVERALL RECOMMENDATIONS

- USAID should continue to have a presence in Mindanao and to work collaboratively with government, stakeholders, donors, and civil society in conflict-affected areas.
- Focus development assistance efforts in clusters of conflict-affected areas, either by municipalities or provinces, rather than spreading them too thinly across a wide geographical area.
- Ensure that future gender action plans are implemented fully and in accordance with established Philippines national gender laws, USAID policies, and local practices.
- An umbrella program like GEM-3 and any future USAID projects should have a separate, independent monitoring and evaluation (M&E) project unit for regular monitoring of activity progress. A strategic planning document and/or results framework is necessary for all projects and a baseline should be undertaken at the beginning of the project.

I. INTRODUCTION

This evaluation report examines the successes, shortcomings, and lessons learned from the USAID/Philippines GEM-3 program. It includes recommendations for improving USAID's assistance delivery in Mindanao and highlights comparative advantages in areas not addressed by other initiatives. The report content adheres closely to the structure of the questions in the SOW and findings, conclusions and recommendations are presented for the seven components and five cross-cutting elements.⁴

BACKGROUND

Mindanao, located in southern Philippines, is home to about 22 million people, almost a quarter of the country's population. The region has strong potential for economic growth and development. Currently, it accounts for about a fifth of the real Philippine gross domestic product, and contributes to over a third of the country's agriculture sector and close to 15% each in the industry and service sectors. The region also accounts for about a fourth of the total employment in the country.

However, growth has been stymied by violent conflict, lack of infrastructure, and perceived marginalization from Manila. More than three decades of intermittent conflict in southwestern Mindanao have resulted in destruction of infrastructure, population displacements, deferred development, and lack of trust among people at the local level and between these and government authorities.

Overview of the Conflict in Mindanao

The historical root of the conflict in Mindanao goes back several centuries. In the 20th century, the conflict between Muslims and Christians erupted as a result of the government's policy of encouraging resettlement to Mindanao from the densely populated northern islands, as a way of easing agrarian unrest. Calls for the creation of a separate Muslim state carved out from Mindanao and other adjoining islands began to surface in the late 1960s. By the early 1970s, large-scale armed conflict between the MNLF and the Armed Forces of the Philippines erupted when then President Ferdinand Marcos ordered an assault on the MNLF. In 1976, through the intercession of Libya (Tripoli Agreement), a ceasefire agreement was signed and the MNLF dropped its secessionist goal in exchange for the creation of an autonomous region for the Muslims in Mindanao. The ARMM was created in 1987 and formally inaugurated in 1990.

The situation became more complicated as a result of a split within the MNLF and the establishment of the Moro Islamic Liberation Front (MILF) who demanded a separate Islamic state for the Muslims in Mindanao. The division between the two separatist groups became more pronounced when the MNLF signed a peace agreement in 1996 with the Ramos administration, while the MILF continued its armed struggle.

Immediately after the signing of the Peace Agreement in 1996, foreign assistance through the United Nations Development Program (UNDP), USAID (in 1997 under GEM-1), and the World Bank were provided to MNLF communities as part of the peace dividends. Meanwhile, a series of ceasefire agreements between the government of the Republic of the Philippines (GRP) and the MILF began in 2003 and peace talks continue today, brokered by the Malaysian government. A breakthrough framework agreement was formally signed by both parties on October 15, 2012 paving the way forward for discussions on a final peace agreement.

Government forces are also in violent confrontation with another group of rebels in Mindanao: the New People's Army (NPA), formed in 1969 as the guerilla wing of the Communist Party of the Philippines. While the NPA is nationwide, it has cells in Mindanao with a substantial presence in the Caraga region. Fighting between the NPA

⁴ The SOW for Social Impact is based on RFP No: SOL-492-12-000008, Evaluation of Growth with Equity in Mindanao (GEM-3) Project. USAID/Philippines, January 19, 2012.

and government forces often causes disruption and displacement of communities. Today, the conflict is described as an ideology-based, low-intensity protracted conflict with isolated acts of violence in geographically limited areas.

USAID Assistance

USAID has been implementing major assistance efforts in the region for almost two decades. For the first few years, assistance was focused on the SOCCSKSARGEN area in south-central Mindanao. In 1995, USAID expanded its assistance efforts to cover all of Mindanao and the Sulu Archipelago, and then again following the signing of the Peace Agreement in 1996, to cover further conflict-affected areas of Mindanao—both the areas affected by the Muslim separatist conflict and the areas affected by insurgency and criminality.

Currently, USAID is implementing a sizable assistance effort that includes projects and activities in a wide range of technical areas, including: infrastructure development, agricultural development, education improvement, democracy promotion, governance improvement, health services, environmental management improvement, expansion of microfinance services, and reintegration of former combatants. The activities are carried out across Mindanao, but concentrated in the five provinces that make up the ARMM, its neighboring, conflict-affected provinces, and the areas affected by the NPA. In 1995 through 2002, USAID expanded its assistance efforts to cover all of Mindanao and the Sulu Archipelago under the auspices of GEM-1 (\$22.3 million). Given the continuing need to promote development assistance, USAID funded GEM-2 (\$82 million) for the years 2002–2007. USAID’s largest and most diverse program in Mindanao is GEM-3. This \$99 million program has continued and expanded earlier work carried out under GEM programs 1 and 2 into the years 2008 to 2012.

DESCRIPTION OF PROGRAM

GEM-3 operates throughout Mindanao but is specifically targeted to promote development activities in the ARMM and other conflict-affected areas of the region.⁵ GEM-3’s overarching principal objectives are to:

- Accelerate economic growth in Mindanao;
- Help assure that as many people as possible participate in and benefit from the growth; and
- Help bring about and consolidate peace in Mindanao.

GEM-3 utilizes an “umbrella” approach that features a single management structure responsible for the implementation of projects and activities across a wide range of technical fields, ranging from: (1) **infrastructure development** (budget: \$65, 724,739 or 67%); (2) **workforce preparation** (\$13,087,485, or 13%); (3) **governance improvement** (\$5,133,487 or 5%); (4) **business growth** (\$13,250,085 or 13%); and (5) **former combatant reintegration** (included in business growth but accounted for \$280,000 of Special Activities Fund (SAF) expenses). Beyond these main programmatic areas, GEM-3 also conducted a series of support services in **communications and public relations** and **logistical and operational support** to facilitate the implementation of several program activities throughout the life of the program (total for both: \$1,754,317 or 2% combined).

GEM-3 works with a wide range of public and private organizations and institutions in its efforts to attain its objectives. These include: MinDA, the government agency formally charged with oversight responsibility for GEM-3; the Mindanao Business Council (MBC); the ARMM Business Council; producer association and cooperatives; provincial, municipal, and barangay governments; bilateral and multilateral donor agencies; private firms and corporations; chambers of commerce; national government agencies; PTAs; and non-

⁵ LBGI; GEM-3 follows earlier development activities carried-out by the same contractor. GEM-1 operated from 1995-2002 with GEM-2 continuing many of its efforts from 2002-2007. The initial budget for GEM-3 was for \$126 million later reduced to \$99 million in FY-2011 (refer to the RFP SOL-492-12-000008, p. 9).

government organizations. It is not integrated into any government agency and implements projects, mainly using consultants and sub-contractors to implement projects on the ground.

Underlying Development Assumptions

GEM-3 is based on the premise that peace and economic development are linked. The development hypothesis is that providing economic opportunities in Mindanao, especially in majority Muslim areas, will contribute to a reduction in violence and help sustain peace (primarily defined as keeping the peace between government forces and rebel groups, mainly the MNLF, but assistance is also provided to barangays in MILF and NPA areas).⁶ Many see poverty as a significant factor in the “resilience of the Moro insurgency” and a trigger to armed conflict.⁷ Livelihood activities have been reported as likely to discourage former combatants from resuming armed conflict.⁸ It is believed that, through GEM-3, “properly allocated, properly managed, and properly publicized USAID assistance can and [will] have an impact on changing public perceptions regarding prospects for future prosperity, and [will] reduce the likelihood that people will turn to violence as a means of improving their prospects.”⁹

Monitoring and Evaluation (M&E)

GEM-3 has clearly identified the output targets to be achieved.¹⁰ Unfortunately, no results framework exists, and the three objectives have not been developed further into a logical structure of verifiable indicators, results, outcomes, and impacts that would indicate how changes in welfare, attitude, and behavior would occur. The program has a baseline for some activities in the BG, Governance, and Workforce (JEEP) components, but not for the others. GEM-3’s M&E plan monitors and reports accomplishments of targets by fiscal year. For most of the program (over 76% of the budget) there is very little monitoring on outcomes and no external evaluation has been conducted for GEM-3 (and for that matter neither GEM-1 nor GEM-2).

EVALUATION PURPOSE

The purpose of this evaluation is to “assess GEM-3’s performance in achieving its objectives and meeting its performance targets as defined in the GEM-3 contract and inform USAID/Philippines on the successes and failures of GEM-3 in developing and stabilizing conflict-affected areas of Mindanao.” This report examines the successes, shortcomings, and lessons learned from GEM-3 activities, including recommendations for improving USAID’s assistance delivery in Mindanao and highlights comparative advantages in areas not addressed by other initiatives.¹¹

II. EVALUATION METHODOLOGY

In accordance with the USAID Request for Proposal (RFP), the evaluation team adopted methods to capture sufficient and accurate information for conducting a **performance evaluation**, focusing on what GEM-3 has achieved over time.¹² First, the team designed the evaluation methodology to establish the key results and outcomes

⁶ The DAAD for GEM-3 indicated that the program will focus on the ARMM region and surrounding provinces and to a lesser extent areas of the NPA. GEM-3 Development Activity Approval Document, Office of Economic Development and Governance, USAID, October 31, 2006. Pgs. 4-5, 6-7.

⁷ *Mindanao: A Gamble Worth Taking*. Malcolm Cook and Kit Collier, Lowy, Institute for International Policy, 2006, New South Wales, Australia. Joint Needs Assessment for Reconstruction and Development in Conflict-Affected Areas in Mindanao. World Bank, 2005, Washington DC

⁸ ELAP Assessment Survey Report. Mindanao State University-General Santos City Foundation (MSUFI), 2000.

⁹ GEM-3 DAAD. 2006.

¹⁰ See Annex 1 for GEM-3 output targets.

¹¹ See Annex 2 for the scope of work (SOW) and Annex 3 for the key evaluation questions.

¹² “Performance evaluation: focuses on descriptive and normative questions: what a particular project or program has achieved; how

of the program—what worked and what did not work for GEM-3? Secondly, the team employed data collection procedures that would produce, within a relatively short period of time, pertinent information regarding GEM-3's five major component areas with respect to their respective performance elements.

DATA COLLECTION

The evaluation took place between July and November 2012 and included meetings in Manila (in July and early August) and survey and fieldwork throughout Mindanao (during the month of August and part of September).¹³ The evaluation team of 11 members was divided into two sub-teams in order to maximize the number of sites visited. Some field visits occurred during the fasting month of Ramadan, but this did not pose a problem as local officials and barangay residents were available for the team's visits. As much as possible, the team avoided going to Muslim communities until the fasting period was over.

Data collection methods and procedures varied based on the answers being sought by the team, the time available, and the anticipated costs to collect data. The team adopted a three-stage data collection approach consisting of: (1) acquiring and reviewing data from secondary sources (documents, studies, reports, etc.); (2) collecting primary data (qualitative data) over five weeks of fieldwork interviewing GEM-3 personnel and other organization managers familiar with GEM-3, conducting key-informant interviews and focus groups; and (3) contracting with the Research Institute for Mindanao Culture (RIMCU) to conduct a household survey of GEM and non-GEM barangays.¹⁴

Field visit sites were selected based on the following criteria: (1) at least two provinces per geographical region (as defined by the program, i.e., North, Central and West Mindanao); (2) five to six barangays per province, with each barangay having a cluster of GEM-3 activities; and (3) possess a minimum of security and accessibility issues and with concurrence from USAID.

RIMCU conducted a household survey to collect quantitative data to complement the qualitative field data. The objective was to survey five percent of the barangays that had completed BIPs. At the time of the survey, 578 BIPs were already completed against a LOP target of 760 BIPs. Subsequently, 30 BIP barangays were surveyed in six regions along with 6 non-BIP barangays. Survey sites were selected using a proportional-stratified sampling frame consisting of project type, region, and number of barangays by project type. The survey strategy was to interview 25 persons (gender-balanced to the extent feasible) in each barangay for a total of 750 persons. The non-BIP sites were selected purposively following a selection criterion of being some distance from the BIP barangay but within the same municipality. One hundred fifty persons were interviewed in these six non-BIP barangays, for a total projected survey population of 901 respondents.

The survey data collected relevant household information from 36 barangays in 14 provinces over three weeks. Prior to the actual survey, the RIMCU's trained interviewers pre-tested, refined, and finalized the survey questionnaire. The two sub-teams visited a total of five cities, and 51 barangays in nine provinces during their fieldwork.¹⁵ They conducted fieldwork in the provinces of Surigao del Norte, Compostela Valley,

it is being implemented; how it is perceived and valued; whether expected results are occurring; and other questions that are pertinent to program design, management and operational decision making." USAID Evaluation Report Checklist, 2012.

¹³ See Annex 4 for evaluation work plan and Annex 5 for evaluation timetable.

¹⁴ Research Institute for Mindanao Culture, Xavier University, Cagayan de Oro.

¹⁵ See Annex 6A for survey questionnaire.

Davao del Norte, Lanao del Sur, Maguindanao, North and South Cotabato, Sarangani, and Tawi-Tawi.¹⁶ USAID and GEM-3 staff vetted the list of sites for security and accessibility issues. In addition to the aforementioned methods, the teams kept daily field notes on their direct observations while visiting GEM-3 sites.¹⁷

EVALUATION CONSTRAINTS

The evaluation team experienced several constraints. One was that USAID provided the team with very little documentation about the program; the team was already aware that no baseline data existed and no strategic planning document or results framework materials were available. A second constraint was the advice to the evaluation team from USAID to limit its request to GEM-3 personnel for field assistance to set up interviews in the project sites. It was subsequently up to the team to arrange all their own interviews without the benefit of the implementing partner's assistance, knowledge of key players, and key individuals to interview. This certainly placed an additional burden on the team.¹⁸ A third constraint was the team had little access to GEM-3 cost data by sub-components; it became a difficult task to answer conclusively any question on cost-effectiveness and efficiency. Despite these constraints, the team was able to collect a considerable amount of information for understanding the outcomes and results of the GEM-3 projects.

An additional constraint occurred two weeks into fieldwork as one sub-team was advised to avoid several municipalities in North Cotabato (Aleosan, Carmen and Pikit) due to active conflict in those areas. The team made last minute changes to other sites and cancelled all preparations made for the planned sites.

III. COMPONENTS: FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Key Results and Outcomes of GEM-3 Program

GEM-3 had 23 designated targets of which, as of September 2012, 18 (78%) had been completed and one terminated. The remaining targets will likely be achieved by the end of the contract in December 2012. This impressive list of activities had been implemented by over the last five years. The Infrastructure Development Component, which includes RIPs and BIPs, had achieved well-documented results. Other components, such as parts of business growth and governance, are achieving their targets, some with clear results and others with results anticipated at a later time, most likely after the program ends.

The evaluation did not focus on impact but rather the performance of GEM-3 was laid out in the 2006 DAAD. As a result, the evaluation team can only conclude that GEM-3's performance has been on track and will likely achieve all the physical targets by end of project life in December 2012 and that it is too early to assess the efficacy of the program. However, the evaluation team noted the following trends:

- Objective 1 on accelerating economic growth in Mindanao: while it is difficult to say whether economic growth has been accelerated, GEM-3 has facilitated and laid the foundation for economic growth in Mindanao.
- Objective 2 on helping to assure that as many people as possible participate in and benefit from the growth: GEM-3 has achieved this objective, improving the lives of many people, especially rural residents, who have benefited from infrastructure projects.

¹⁶ See Annex 6B for interview guides.

¹⁷ See Annexes 7, 8 and 9 for field visit sites, schedules and people contacted.

¹⁸ USAID/Philippines provided additional funds to LBGi to provide transportation for the evaluation team to carry out their field site visits and for insuring the security of the team.

- Objective 3 on helping to bring about and consolidate peace in Mindanao: this objective is difficult to assess, especially because there is no baseline data to measure the situation of peace before and after the program. Published studies have reported that improved economic conditions are necessary but not sufficient to lead to reductions in conflict and violence. The evaluation in GEM-assisted barangays indicated that residents perceived improved security in their barangays. While this perception must be substantiated by data, including on the incidences and frequency of violent actions, one can be hopeful that perception will lead to behavior of peace.

The findings, conclusions and recommendations of each component are presented below.

COMPONENT 1: INFRASTRUCTURE DEVELOPMENT (ID)

Findings

Table 1: Infrastructure Development Targets and Completion*

PROJECT	TARGET	COMPLETED SEPT. 2012 ¹⁹
Barangay Infrastructure Projects (BIPs)	760	720 (est.)
Regional Impact Projects (RIPs)	12	12

ID's purpose is twofold. First, GEM-3 has sought to alleviate poverty by improving conditions in the poorest barangays and accelerating economic growth in these remote regions, thereby eliminating and/or reducing the conditions that have often led to social conflict. In addition, the widespread perception, particularly among Muslims, that the area has historically been largely ignored by the national government—with few resources and services provided to the region—led to the notion of being “shortchanged.”²⁰ Accordingly, GEM-3 has sought to assure that as many people as possible participate in and benefit from the program's economic growth activities. See Table 1, above, for completed structures versus targets.

Contribution to the Principal Objectives

ID's targets were the design and construction of 760 BIPs, including community water systems, warehouses, solar dryers, boat landings, barangay bridges, pedestrian bridges, market centers, and farm-to-market roads; and 12 RIPs, including airport runways, water systems, bridges, and roadway upgrades (refer to Table 2). The per-project cost of BIPs generally ranges from \$5,000 to \$50,000. The cost of RIPs, which are larger and designed to help accelerate regional economic growth, generally range from over \$50,000 to \$1 million, although some RIPs exceed \$1 million.²¹ Out of a total budget of almost \$99 million dollars, ID accounts for 67% of GEM-3 expenditures.²² Barangay bridges were the most frequent project type constructed, followed by post-harvest facilities (solar, seaweed dryers, grain warehouse) and trade/community centers. All RIPs were completed by June 2012, including six road upgrades, two airport runway improvement projects, two bridge



Evaluation team inspects GEM-3 constructed Barangay footbridge.

¹⁹ All Sept. 2012 data for this & other tables are from GEM-3 Davao Office.

²⁰ Audit of USAID/Philippines' GEM-3 Program.

Audit Report No. 5-492-12-002-P, December 1, 2011.

²¹ See GEM-3 Quarterly Report #3 (Apr-June 2012), Louis-Berger, Inc.

²² Audit Report No. 5-492-12-002-P, December 1, 2011.

constructions, a water supply upgrade, and one spillway overflow structure.

The key result is that needed infrastructure projects are being funded by USAID through GEM-3 to improve economic growth at the barangay level. Table 2 displays the total number of BIPs to completed by September 2012 and the estimated number of persons benefitting from these BIPs. The recent Regional Inspector General's (RIG) audit report determined that through May 2011 GEM-3 was generally achieving its objectives.²³ The report noted that the program has benefitted tens of thousands of people living in the conflict-affected areas of Mindanao. Among other achievements, the program has resulted in improved infrastructure at the barangay level, better access to local markets, and higher incomes for farmers (including MNLF former combatants).

Table 2: Barangay Infrastructure Projects under GEM-3

DESCRIPTION	COMPLETED AS OF SEPT. 28, 2012	NO. OF BENEFICIARIES
Post-Harvest Facilities	138	13,910
Boat Landings	55	251,251
Road Upgrades	47	193,008
Water Systems	15	41,238
Trade Centers	106	665,368
Box Culverts	244	936,262
Drainage Canals	7	28,814
Irrigation Systems	20	15,096
Pedestrian Footbridges	76	404,891
Others (hand pumps etc.)	12	207,379
TOTALS	720	2,757,217

Source: GEM-3 Program, Davao Office, Mindanao

The SI-RIMCU survey found that 70% (418 of 601 responding) local resident respondents perceived that their local BIPs had helped reduce violence in their communities; 60% (360 of 601 responding) said they thought the BIPs were helping to bring about peace in Mindanao.²⁴ The positive perception was confirmed when the evaluation team conducted interviews with local mayors on their views of conflict taking place within their region. The mayors reported that as socioeconomic conditions and opportunities improved in their municipalities, the incidents of violent conflict would generally go down. They also stated that when people perceived they had more to lose, they were less willing to sacrifice what they had worked so hard to gain. Supporting this assertion, a recent impact study for USAID/Philippines found that “in the barangays where the GEM program was operating, the overall level of income increased significantly between 2002 and 2010.”²⁵ While not conclusive, these findings support GEM-3’s objective of improving economic conditions.

Comparative Advantages/Disadvantages of BIPs and RIPs

In general, the difference between BIPs and RIPs are of scope and magnitude. BIPs cost less (\$5000 to \$50,000) while RIPs range in cost from \$50,000 to \$1 million dollars or more.²⁶ BIPs are small-scale projects designed to

²³ Ibid, p-2.

²⁴ GEM-3 Evaluation Survey, RIMCU for Social Impact, Arlington, VA, August 2012. The total number of survey respondents was 901 with 601 in GEM-assisted and 300 in non-GEM assisted barangays. The survey was conducted for the ID component.

²⁵ *Evaluation of the Economic Impact of Infrastructure Projects*. Louis Berger Group, Inc. under USAID Contract No. AID 492-C-00-08-000001-00, Sept. 15, 2011, p-5.

²⁶ Both RIPs and BIPs were described as “cash-offsetting projects”, i.e., for all projects, GEM-3 provides 75% of the funding needed for a

improve the socioeconomic conditions in local barangays. They serve relatively small numbers of people in specific locations, but in the aggregate, benefit larger populations over a wide geographic region. By contrast, RIPs are mid-scale projects designed to be “transformational” to a given area—to bring about serious economic changes in a particular geographic landscape: the two airport runways expanded in Sulu and Tawi-Tawi, for example. The improvements made by these RIPs have enabled each runway to now accommodate the use of larger aircraft, which is expected to expand trade, business, and tourism in these southern provinces.²⁷

Barangay Participation: In the evaluation survey of 901 residents in both GEM and non-GEM assisted barangays, 488 (54%) stated they had “actively” participated in the process of decision-making for the annual barangay development plans; 292 residents (32%) of those surveyed acknowledged they had not actively participated, while 121 persons expressed “no opinion.” The municipal and barangay governments use the barangay development plans to select projects for funding including GEM-3 BIPs. As for the BIPs, the evaluation data in Table 3 show that most people do not participate in them. This is not unexpected, as the municipal government was required to provide at least 25% of the cost of the project, in money or materials, and subcontractors built the structures. Of those who participated, 50% reported contributing local labor, most probably for the work that is the responsibility of the local government, such as the approach to a bridge or a pedestrian walkway.

Table 3: Barangay Participation in the BIP and LGU Counterpart Process*

RESIDENT CONTRIBUTIONS	MALE	FEMALE	TOTAL	%
Did nothing	78	94	172	37
Contributed materials	12	16	28	6
Contributed local labor	136	96	232	50
Provided local knowledge	9	11	20	4
Gave financial support	3	4	7	2
Provided technical equipment	3	1	4	1
Obtained building permits and legal documents	1	3	4	1
Provided management assistance	9	9	18	4
Provided technical assessment of project	2	1	3	1

*Total survey population in GEM-assisted barangays=601, number responding to questions=460, number stating they “don’t know” 141.

Source: SI-RIMCU Evaluation Survey, August 2012 (multiple responses)

During the evaluation team’s visit to 34 different BIPs, there was an overwhelming agreement on the part of local officials and barangay residents that the BIPs were serving the specific needs of the local community and that these types of projects were having a beneficial impact on the lives of barangay residents. Indeed, when survey participants were asked if they were interested in additional BIPs, 899 out of 901 (99.8%) responded that they were interested in receiving other BIPs to improve the local infrastructure.

Social Benefits: BIPs were essentially designed to improve local economic conditions at the barangay level. The SI-RIMCU survey asked questions regarding community members’ views on other benefits they felt they had

given project with the balance provided by the local copartner (municipality and/or province and barangays). The match can be in cash or in-kind contributions (personal communication).

²⁷ Audit of USAID/Philippines’ Growth with Equity in Mindanao (GEM-3) Program. Office of the Inspector General, December 1, 2011, p-3.

received from the infrastructure project and their responses are provided below in Table 4.

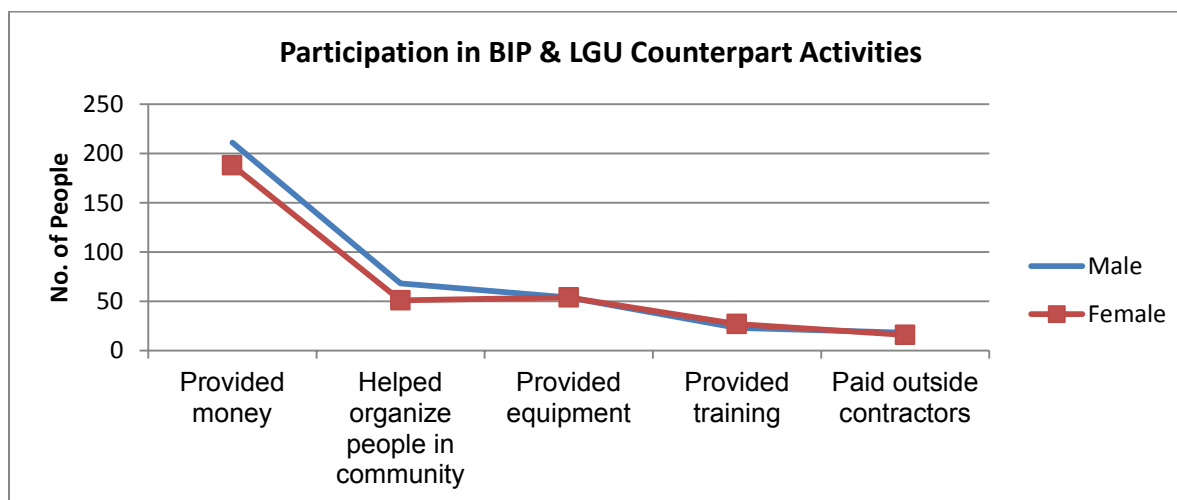
Table 4: Social Benefits Resulting from Barangay Infrastructure Projects*

BENEFIT RESULTING FROM INFRASTRUCTURE PROJECT	MALE	FEMALE	TOTAL	%
Gained skills in working with others as a benefit from the infrastructure project	152	147	299	50
Gained technical skills like financial management working with others as a benefit from the infrastructure project	122	147	212	35
Learned to cooperate with different community members as a benefit from the infrastructure project	196	209	405	68
Brought community members together to help decide what project should be implemented next as a benefit from the infrastructure project	177	200	377	63
Contributed to improvements in my community as a benefit from the infrastructure project	216	235	451	75

*N=601 (from GEM-assisted barangays); No. responding=599; No answer=2.
Source: SI-RIMCU Evaluation Survey, August 2012 (multiple responses)

The majority of survey respondents (75%) acknowledged that BIPs contributed to improving their community infrastructure; 68% said they learned to cooperate with each other as a result of the project; and 63% reported that they came together to decide on what to work on next. In another question regarding types of participation in BIP activities, there appeared to be almost equal participation from men and women in the various activities cited (see Chart 1 below).

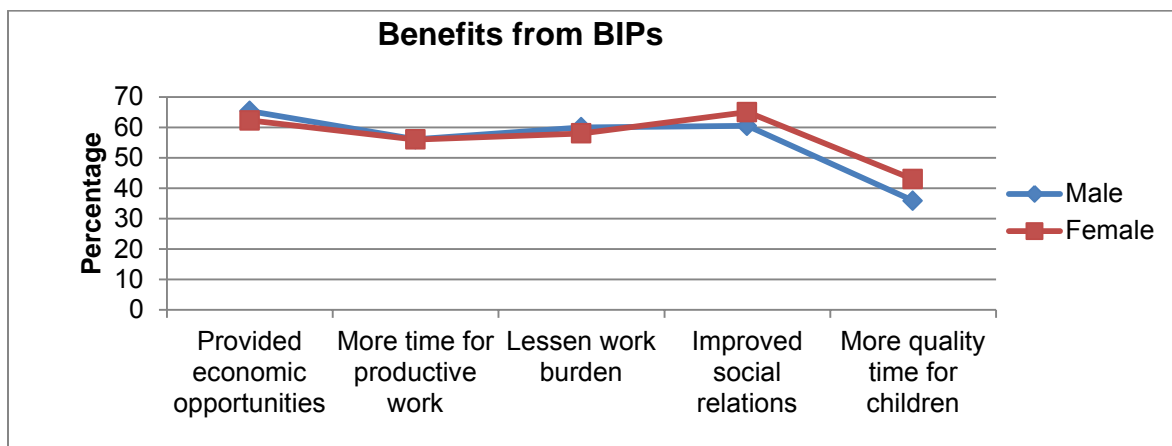
Chart 1: Participation in BIP and LGU Counterpart Activities



N=601 (GEM-assisted barangays); multiple responses
Source: SI-RIMCU Evaluation Survey, August 2012

The data for the question regarding benefits from the BIPs are indicated below (Chart 2). In the GEM-3 assisted areas, a high percentage of men and women (65% and 62%, respectively) reported that the BIPs were providing them with economic opportunities. They said that the improved infrastructure also allowed them more time for productive work, lessened their work burden, and improved social relations within the barangay. The benefits to both men and women appeared to be equal.

Chart 2: Benefits from BIPs



N=601 (GEM-assisted barangays); multiple responses
 Source: SI-RIMCU Evaluation Survey, August 2012

Effective and Efficient BIPs for Meeting GEM-3 Objectives

Local barangay residents who participated in the SI-RIMCU survey indicated that they viewed transportation facilities (roads, box culverts, footbridges, and boat landings) as the main purpose of constructing a BIP in their barangay, (48.4%) followed by agricultural processing (23.9%), commerce activities (trade/community centers—18.3%), and assistance with water resources (water tanks, irrigation systems—14.1%).²⁸ Survey participants (74%) said their BIP project was effective with respect to meeting the needs of their community.

It can be argued that all communities want infrastructure projects, especially those with relatively low counterpart costs; in the case of BIPs, only a 25% match, either in-kind or cash, is required.²⁹ Focus group interviews with local mayors, municipal planners, and engineers assured evaluation team members that residents valued and utilized GEM-3 projects. Survey data also confirmed this point—86% (515 out of 601 respondents) said they used their respective BIPs, ranging from sometimes to all of the time.

Cost-effectiveness and efficiency are important issues for program manager in development projects. One way to gauge the cost-effectiveness of the various BIP activities under the ID Component is to compare the average number of beneficiaries per type of project to the average cost of this project type.

Table 5, below, presents these data.

Table 5: Cost and Beneficiaries of BIP Types

TYPE OF BIP	NUMBER AWARDED	TOTAL NO. OF BENEFICIARIES	AVG. NO. OF BENEFICIARIES	AVERAGE COST ³⁰	COST PER BENEFICIARY
Box Culvert Bridges	253	855,431	3,381	\$35,310	\$10
Grain Solar Dryers	121	37,476	310	\$10,027	\$32
Trading Centers	105	15,841	151	\$31,247	\$207
Pedestrian Footbridges	83	394,662	4,755	\$39,471	\$8
Boat Landings	66	272,820	4,134	\$42,322	\$10
Roads	54	181,096	3,354	\$44,251	\$13

²⁸ GEM-3 Evaluation Survey, RIMCU for Social Impact, Arlington, VA, September 2012, question B5.

²⁹ In practice, this 25% requirement can vary—and ranges from 20-50% depending on the type of project (personal communication).

³⁰ Source: GEM-3 Program. "BIP Distribution by Province and City and Average Cost per BIP Type as of June 30, 2012." Average cost is based on the 803 concurred projects as of June 30, 2012. This cost does not include the 25% counterpart from the MLGU.

Irrigation Systems	22	17,910	814	\$34,334	\$42
Water Systems	19	53,755	2,829	\$38,947	\$14
Drainage	7	28,814	4,116	\$20,250	\$5
Seaweed Solar Dryer	7	606	87	\$26,725	\$307
Grains Warehouse +Dryer	7	684	98	\$28,020	\$286
Seaweed Warehouse +Dryer	2	1,835	918	\$11,635	\$13
Others	14	205,469	14,676	\$15,977	\$1
TOTALS	760	2,577,263	---	---	---

Source: GEM-3 Program, Davao, Mindanao (see footnote for details).

The data are ranked by frequency within the total 760 awarded projects. Only 720 of these projects had been completed by September 2012, but all 760, and are expected to be completed by program end in December 2012. Table 5 also presents the average cost per beneficiary for the different BIPs. The most common type the box culvert-barangay bridge, accounts for exactly one-third of all BIPs awarded. At an average cost of \$35,310 and benefitting an average of 3,381 beneficiaries, this project affords a relatively inexpensive cost per beneficiary, coming in at about \$10/person. Boat landings offer a similar cost per beneficiary. These have an even greater average number of beneficiaries (4,134) than barangay bridges, but cost more on average (\$42,322). However, boat landings constitute only 9 % of total BIPs. In many ways, they play a similar, crucial role in the transportation of goods and persons in rural areas. Other BIP types have cost per beneficiary much closer to the \$8 to \$10 range for footbridges, box-culvert bridges and boat landings. Cost per beneficiary for other BIPs: \$14 for water systems (19 built); \$13 for roads (54 built), and \$13 for the combination of seaweed warehouse and solar dryer (only two built).

Evaluators found that farm-to-market roads were always the top priority for barangay residents (except in Tawi-Tawi, a province made up of many small islands). The 54 BIP road projects awarded by GEM-3 complete only 43.2 kilometers of road (averaging 0.8 km per project). At an average cost of \$44,252, this is \$55,314 per kilometer (PhP 2.27 million), making a full kilometer slightly beyond the usual ceiling for the GEM contribution to BIPs. This is in contrast to the average cost of farm-to-market roads under the Department of Agriculture's Mindanao Rural Development Program (MRDP): \$38,464.36 per kilometer (PhP 1,599,348).³¹ However, the number of beneficiaries per kilometer, according to GEM data, is relatively high at 4,192 persons (about 700 families).

Measuring the *ex-post* economic rate of return (ERR) across various BIPs in the infrastructure component was conducted to assess the economic efficiency of some of these projects. At the very least, the team sought to determine if its analysis was comparable to figures provided in a study conducted by Ateneo de Davao earlier in 2012. The ERR, which is the result of cost-benefit analysis, is the discount rate that equates the present value of benefit stream to the investment cost of a project. The ERR undertaken by the evaluation team used the basic figures from the Ateneo study and added the social and economic benefits, as well as social costs, collected during the field visits. The results confirm the positive ratings of the Ateneo study and in several cases even demonstrated higher ratings (see Table 6).³²

Table 6: Economic Rate of Return of BIP Types

TYPE OF BIP	ERR (FROM GEM-3 STUDY) ³³	ERR (FROM EVALUATION TEAM)
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³¹ This figure refers to the average cost of DA-MRDP farm-to-market roads that are fully liquidated as of August 14, 2012.

³² Refer to Annex 10 for ERRs for several projects from infrastructure and other components.

³³ *Evaluation of the Economic Impact of Infrastructure Projects*. Institute for Socio-Economic Development Initiatives, Ateneo de

Box Culvert Bridges	28%	23%-82%
Grain Solar Dryers	25%–36%	--
Grain Solar Dryers and Warehouse	--	52%–73%
Trading Centers	12%	37%–53%
Pedestrian Footbridges	–	75%
Boat Landings	25%	20%–36%
Water System (Level 2)	–	13%–87%
Drainage canal	–	59%

Note: The ERR from the GEM-3 study is an average while the ERR from the evaluation team is a range.

Maintenance of Infrastructure Projects

Before a Certificate of Completion is provided by GEM-3 staff turning over the complete RIP or BIP, plans for the sustainability of each RIP or BIP must be drawn up via a Memorandum of Agreement (MOU) between GEM (on behalf of USAID) and the municipality or, in the case of RIP projects, provincial government where the project will be constructed and relevant national government departments. Within the MOU, the article on Project Operation, Maintenance, and Sustainability charges the municipality/province with the responsibility for maintenance of the structure. See the Sustainability subsection under Section IV for details on the MOU.

Unfortunately, residents at the barangay level had almost no information regarding the maintenance required for sustaining their BIP: 71% of respondents said they knew nothing about any type of plan to maintain their project; 29% said they were aware of some type of plan and seven respondents declined to answer the question. More generally, local barangay captains and/or residents said their local leaders would ensure that maintenance was provided as needed; in the case of box culverts, footbridges, and boat landings, little maintenance was envisioned given these were generally well-constructed concrete projects. However, projects such as water systems, trade centers, and warehouses require managerial oversight to cover general maintenance and other operation expenses. In one instance where a new water system had been constructed, the fees collected were insufficient to pay the costs of electricity to run the pump. The same was true for trading centers, which had monthly fixed costs to operate.

Conclusions

- BIPs are cost-effective and efficient in reaching individual rural barangay populations and have economic and social influence on the lives of local people. Taken as a whole, BIPs have affected a large number of local residents and have served as a clear, daily reminder of governmental service delivery.
- The most effective and efficient types of BIPs in terms of cost, number of people served, and the total time required for implementation are box culverts and bridges, footbridges, and boat landings.
- RIPs have a greater influence on the region and able to link across barangays.
- All BIPs have been generated at the barangay level, as reflected in their barangay development plans, and these decisions seemingly reflect the prioritized needs of the community.
- Women participated at the barangay level in decision-making regarding the prioritization of local

development projects, according to normal procedures. The GEM program has sought to involve women in discussions of women’s issues and concerns at the beginning of infrastructure implementation.

- GEM has been extremely careful to avoid direct participation in local political decision-making processes.
- GEM has developed the BUM system to track the use and maintenance of completed BIPs and RIPs.

Recommendations

- BIPs and RIPs should be continued and expanded.
- BIPs should be implemented in all barangays that lack basic services, especially in conflict-affected areas to fulfill the government’s promise of peace dividends.
- RIPs offer an efficient means of contributing to economic growth and providing benefits to people across barangays, because of their concentration on major highways and expansion of provincial airports. Their locations should be planned for areas of growth in major cities and potential growth in secondary cities. There should be links to farm-to-market roads for areas with agricultural potential, so the produce can reach major markets.
- Ensure that future gender action plans are implemented fully and in accordance with established USAID and the country’s policies. Allow more flexibility in the BIP project menu to meet gender needs.

Lessons Learned

Good Practices in Infrastructure

- The concentration on BIPs over RIPs is a wise choice in a conflict-affected area, given the much greater visibility of BIPs in local areas, compared to a few large projects. The latter may benefit very large numbers of beneficiaries, because of their concentration on major highways (six of 12 RIPs) and expansion of provincial airports (two RIPs) but overall, local officials and barangay residents offered high praise for the construction of their BIPs, and directly associated GEM with USAID.

Bad Practices or Problems in Infrastructure

- The removal of pre-selection of contractors two years ago has been a source of problems for GEM-3 in its contractor selection and vetting process. The inaccurate assumption that competition would bring more candidates for some projects that were receiving few or no bids, has caused delays. The additional candidates were small firms, often lacking local knowledge of project sites, and not qualified to carry out some types of projects.

Relationship of Scale and Scope of Infrastructure to Program Targets and Objectives

- The impact of three levels of infrastructure projects stand out: RIPs; BIPs with large numbers of beneficiaries for reasonable cost; and BIPs focused on post-harvest facilities usually associated with producer cooperatives and associations as well as with former combatant groups.

COMPONENT 2: WORKFORCE PARTICIPATION

Findings

PROJECT	TARGET	COMPLETED SEPT. 2012
Computer Literacy and Internet Connections (CLIC)	265	265

Education Matching Grant Project (EMGP)	800	802
Job Enabling English Proficiency (JEEP)	26	26
Productive Internships in Dynamic Enterprises (PRIDE)	100	91
Investments in Vocational, Elementary, Secondary, and Tertiary Studies (INVESTS)	185	275

The objective of this component is to help students in ARMM and other conflict-affected areas to acquire the skills needed to successfully compete for jobs in high-growth sectors. Sub-components include:

1. Computer Literacy and Internet Connection (CLIC): Designed to close the “digital divide” separating students in conflict-affected areas from other students in the Philippines by providing internet-connected computers to high schools and training teachers and students on the basics of computer and internet use;
2. Education Matching Grant Program (EMGP): Designed to provide grants that match, peso for peso, funds raised by individual Parent-Teacher Associations (PTAs) to improve specific education programs or facilities in their schools and also encourage parents to become more involved, in and responsible for, the education of their children;
3. Productive Internships in Dynamic Enterprises (PRIDE): Designed to provide recent college graduates with business internships in large national or multi-national firms and to inform graduates from small, rural communities of the potential range of career possibilities available within corporations.
4. Investments in Vocational, Elementary, Secondary, and Tertiary Studies (INVESTS): Designed to provide secondary/tertiary school students with financial support, the primary objective was to encourage students from underrepresented groups to train for careers in which students from Mindanao are under-represented.
5. Job Enabling English Proficiency (JEEP) Project: Designed to establish job-related, English-language training programs in colleges in Mindanao, this program enables graduates to compete successfully for jobs in high growth sectors of the economy.



JEEP participants receiving English-language training

Contributions to the Principal Objectives

All Workforce targets capture input data—ranging from the number of teachers trained and/or computers provided to schools (CLIC), matching grants provided to improve education programs (EMGP), English-language training (JEEP) provided to the number of internships completed (PRIDE), and students assisted with financial support (INVESTS). Table 7 (above) displays the respective targets and the completion of each sub-component.

Discussions with GEM staff on this component emphasized the benefits of expanding educational opportunity, whether through improving computer literacy or language proficiency, along with providing more resources to schools and students by way of direct grants or scholarships would lead to increased employment opportunities.

Most Effective and Efficient Workforce Preparation Sub-Components

Little can be said regarding which sub-component was most efficient since the Workforce Component costs

were treated under a single contract line item (CLIN) and were not broken out by sub-component.³⁴ Despite this, where possible, the team was able to construct ERR for CLIC and JEEP programs based on field data.

(CLIC). Students interviewed said that access to computers aided their research and other educational assignments. Most of the students were interested in enrolling but the computer laboratory could only accommodate a specific number of students, and as a result, some schools opted to randomly enroll students. The lack of computers is thus a constraint for the schools to provide the desired computer literacy program.³⁵

The purchase of new computers ceased in March 2011, once every eligible high school in the target area had received computer equipment. The costs of computer maintenance and Internet connectivity were initially sustained by local PTAs and local resources. Some of these costs have now been taken over by the Department of Education (DepEd) but funds are often delayed, resulting in technical breakdowns. The use of IT equipment is being monitored by BUM teams,³⁶ but the evaluation team observed that many computers were inoperable at the ten CLIC sites visited (out of total 153 standard CLIC sites). The overall effectiveness of the CLIC program is being assessed by the Institute of the Ateneo University of Davao (funded by GEM-3), but only summary results were available when the evaluation report was prepared. Summary results indicate that students in CLIC schools, when compared to non-CLIC, are showing a “robust difference” with respect to cohort survival rate and on the average percent scores received on the National Scholastic Aptitude Test.³⁷ The ERR of CLIC is negligible (see Annex 10).

EMGP. Teachers and students expressed similar views on the benefits they received from the matching grants. Teachers said they were able to adopt new teaching methodologies through the use of multimedia equipment provided under the grant. Additional books and other education materials also facilitated preparation of their lesson plans. For students, the additional equipment supplied in home economics classes enabled comprehensive training in dressmaking, baking, and carpentry work. Access to the Internet made students more interested and excited to do research—indeed, the presence of interactive, multimedia instructional materials was, in several teachers’ views, instrumental in expanding students’ intellectual curiosity. PTA members, largely responsible for collecting matching funds, were satisfied with GEM’s implementation of the matching grant because PTA members were directly involved determining how the matching grants would be used to affect improvements in local educational settings.

The evaluation team visited 14 EMGP schools (out of 802),³⁸ all the informants interviewed said that they wanted the program to continue. Many of the schools receiving grants worried about sustaining progress if further matching funds cannot be found once GEM-3 is completed. Informants enumerated several specific steps for fundraising to help sustain programs initiated by the matching grant. GEM-3 reported that it had completed all its EMGP targets as of September 2012.

PRIDE. Almost all of the interns interviewed said that they were able to enroll in the PRIDE program through the information they received from their respective schools. In order to be selected for the PRIDE program, initial candidates were required to be Muslim graduates from Mindanao and have no grade lower than 88%, but requirements were subsequently relaxed to include all students and the minimum grade average requirement was dropped. Based on GEM’s record as of September 2012, 91 internships have been completed and nine are still ongoing. GEM’s third quarterly report for 2012 noted that, of the 54 students

³⁴ Personal Communication, former Chief of Party, 9-10-12, the Workforce CLIN was \$13.087 million (13.3%) of a total GEM-3 budget of \$98.950 million.

³⁵ CLIC records indicated this sub-component provided a total of 873 internet-connected computers under GEM-2 and 3 while for Teacher CLIC completed 60. GEM-3 Presentation, August 8, 2012, p. 8.

³⁶ Refer to the GEM-3 Quarterly Report, 9-4

³⁷ Ateneo University, “The Impact of USAIS’s Computer Literacy Internet Connection Program: A Summary of Major Conclusion, August-Sept. 2012.

³⁸ SI recognizes that this is not a statistically significant sample and that only inferences, not definitive conclusions, can be drawn.

completing internships, over half were offered employment with the company where they had interned.

INVESTS. This sub-component provides secondary/tertiary school students with financial support; GEM-3 material stated that 275 students have been assisted through September 2012 with three scholarships are still ongoing. GEM-3's last quarterly reported that INVESTS has met its life-of-project target, though it continues to provide financial support to students who have not yet earned their degrees.³⁹

JEEP. As of June 2012, the JEEP program had been implemented in 26 partner schools in Mindanao. From June 2009 to May 2012, the JEEP student enrollment totaled 55,121, 44,913 of whom (or 81.50%) are JEEP Start students, and the other 10,208 or 18.50% are advanced students in JEEP Accelerate.⁴⁰

The four schools visited by the evaluation team (out of 26) had more than two years of implementing the JEEP program. Based on their records (software scoring system) and assessments conducted on the progress of students, the schools concluded that the JEEP program indeed improved students' English proficiency. Student respondents collectively agreed that the program prepared them for the job interview process, increased their confidence, and increased chances of getting better jobs. Despite its widespread support by teachers and students alike, USAID suspended the project in late 2011 because some questions were raised about the possibility of training students for jobs that might conflict with the domestic job market in the United States. Moreover, due to the high operating and maintenance cost of JEEP program, its ERR is negligible, especially for programs implemented by public schools, state colleges, or universities (Annex 10).

Workforce Preparation Synergies

One possible synergistic effects noted by the evaluation team was EMPG being a possible sustaining mechanism for CLIC (i.e., Notre Dame of Parang, one of the private schools visited, received both EMPG and CLIC projects). The school management used a portion of the funds generated from EMPG for maintenance, paying for internet connectivity, and purchasing new computer units to replace dilapidated ones.⁴¹ ⁴² Statements expressed in focus groups conducted in eight out of 23 schools indicated that programs such as CLIC, EMGP, and JEEP encouraged many participants to become better students. Also, a summary of a recent study of the CLIC sub-component by Ateneo of Davao University reported students from CLIC-recipient schools performed better on the National Scholastic Aptitude Test than non-CLIC schools in the same region.⁴³ Unfortunately, the synergy in the Workplace Component could not be documented based on the non-anecdotal evidence.

Conclusions

- The “Peso for Peso” matching-grant project in the EMGP was a new innovation that encouraged self-reliance among schools by mobilizing local community resources through the PTAs.
- The CLIC program offered valuable opportunities to teachers and students to improve their technical skills through their access to computers and the internet.
- The training provided to school teachers in CLIC, especially to those in charge of the computer lab, was insufficient for handling basic computer proficiency and technical problems associated with computer operational maintenance. Frequent turnover of trained staff was also a major impediment.
- PRIDE had been able to establish internships for students in several industries and these internships

³⁹ GEM-3 3rd Quarterly Report 2012, pg. 3-11.

⁴⁰ Ibid, 3-8.

⁴¹ Refer to the American Standard Dictionary. Synergy is rigorously defined as two or more things functioning together to produce a result not independently obtainable from a single variable.

⁴² It should also be noted that GEM claims that BSO and Workforce staff identifies scholarship students using BSOs.

⁴³ As of September 11, only a preliminary summary of the study's findings were available; it is too early to infer whether any synergistic effects took place in educational settings.

may lead to full-time employment of these interns.

- The JEEP program was reported to be effective in improving students' English proficiency.
- Schools are worried that the activities will not be sustained once donor funding ends.

Recommendations

- To ensure project sustainability, early orientation sessions for school faculties and PTA members should be closely followed by GEM staff for the development and implementation of realistic operation and maintenance plans.

Lessons Learned

- EMGP helped several hundred schools improve educational activities, but the program structure might prove unsustainable for local PTAs after GEM-3 ends. The PTAs had a low probability of sustaining EMGP at comparable levels of operation.
- CLIC's intention to provide students with Internet access and a view of things beyond ARMM and Mindanao was well-intended. While GEM certainly made strides in IT education in the Muslim areas, most of the schools visited were maladapted to ensuring a clean environment and regulated temperatures for the long-term use of expensive equipment. Few of the schools visited had personnel who could troubleshoot and maintain computer equipment.
- JEEP was highly praised by the students and faculty, but participants indicated that it will be difficult to raise the required capital outlay and resources to continue JEEP at current levels. JEEP at a private institution had higher chances of sustainability than those at public universities.

COMPONENT 3: GOVERNANCE IMPROVEMENT

Findings

Table 8: Governance Improvement Targets and Completion

PROJECT	TARGET	COMPLETED SEPT. 2012
Congressional Internship for Young Mindanao Leaders (CIPYML)	200	149
Revenue Enhancement and Peace Project (REAP)	12	12 (ongoing assistance for additional 5 MLGUs)

The Governance Improvement component has two sub-components: the Congressional Internship Program for Young Mindanao Leaders (CIPYML), designed to strengthen the roles of young Mindanao leaders in governance and legislative processes; and the Revenue Enhancement and Peace program (REAP), focused on improving the capability of Municipal LGUs in ARMM and conflict-affected areas to govern more effectively and efficiently and contribute to economic growth, peace, and development. Table 8 (above) shows component targets and their completion, to date.

Major Results Achieved under CIPYML

GEM-3 continued the implementation of CIPYML begun under GEM-2. The program offers internship opportunities in the Philippine House of Representatives (PHR) for young leaders from Mindanao's conflict-affected communities, giving them first-hand experience in public policy formulation and legislative processes. To date, 149 out of 200 interns have graduated from the program under GEM-3. In the six cohorts of graduates, overall 60% have been women and 40% men. Another six cohorts of congressional

interns graduated under GEM-2.

The program forged a strong partnership with the PHR, as well as the University of the Philippines National College of Public Administration and Governance (UP-NCPAG) and Mindanao State University (MSU-Marawi), who were sub-contractors, not full partners. Of the GEM-3 CIPYML graduates, 60% came from the ARMM, 20% from Region 12, 15% from Region 10, and 5% from Region 9 (see Table 9).

Table 9: CIPYML Graduates by Cohort, Sex, and Region

COHORT	TOTAL	MALE	FEMALE	ARMM	REGION 9	REGION 10	REGION 12
7	19	5	14	10	1	4	4
8	25	15	10	17	1	3	4
9	25	12	13	18	1	3	3
10	24	6	18	11	2	3	8
11	29	13	16	16	1	3	9
12	27	9	18	17	1	7	2
TOTAL	149	60	89	89	7	23	30

Source: GEM-3 Quarterly Report, April-June 2012.

Based on the interviews conducted with CIPYML graduates, the program delivered the following results: (1) increased personal knowledge and technical skills regarding policy development and legislative processes; (2) creation of a pool of young men and women in Mindanao equipped with a broad understanding of national issues and democratic governance; (3) 12 former interns have occupied senior posts in the regional government of ARMM, and (4) the internship is a life changing experience for the alumni.

According to graduates interviewed by evaluators, the experience opened doors to various opportunities. Examples include: (1) participation in an ASEAN internship program, overseas scholarship programs, increased networking, and improved social capital; (2) increased knowledge of public administration and improved technical skills in writing policy papers, project proposal preparation, and research papers; (3) increased knowledge of the essential characteristics of good governance, such as transparency, accountability, functional public administration, and participatory governance; and (4) new knowledge, skills, attitudes, and values that molded interns into better persons with greater concern for professionalism and strong character.

The most recent GEM-3 quarterly report⁴⁴ indicates that 45 (16%) of the 273 GEM-2 and GEM-3 graduates were seeking employment in June 2012. The remainder were in government service (83); academe (34); pursuing studies (23), or employed in other sectors (88). The four focus group respondents (three males and one female) are currently employed in a World Bank-funded project, a UN World Food Project, as Project Manager of a health organization in Mindanao, and as general manager of the Regional Ports Management Authority of ARMM. The program was credited with providing them with the confidence, problem-solving skills, decision-making skills, and technical capabilities to secure better jobs.

Major Results Achieved under REAP

Under the REAP, the first four municipal governments (MLGUs) began implementing their Revenue Generation Action Plans in January 2009.⁴⁵ All four of these governments met their revenue targets for 2009. Each MLGU received a major incentive ranging from street lights, welcome arch, a multi-purpose training center, a combination of welcome arch and street lights. While this is what the municipalities requested, none

⁴⁴ GEM Quarterly Report (April – June 2012). Page 4-9. Davao City, Philippines.

⁴⁵ See full list of participating municipalities in Annex 10.

of these is economically-oriented in the manner BIPs are intended. However, economic development was not considered a driving factor in the infrastructure facilities offered by GEM to MLGUs. The objective was to incentivize the municipal governments to reach their agreed upon targets.

These same four MLGUs participated in the project in 2010, but despite increasing revenue collection, none was able to achieve its new revenue generation target as specified in its MOU with GEM. In 2011, this first cohort of participant municipalities again increased their revenue collection, but only one (Molave in Zamboanga del Sur province) achieved its target and was entitled to receive a major incentive (medical equipment for two municipal health units). Together the four raised an additional Php 13.83 million (\$337,317) in 2011 over 2010 (28% increase). On average, each municipality gained about \$84,329 more local revenue in 2011 than in 2010.

The first group of four MLGUs (Buug, Dumingag, Lamitin, and Molave) have now been enrolled in REAP for three years, beginning in 2009.⁴⁶ Their performance in 2009, 2010, and 2011 is presented in Table 10. Their overall increase in revenue between 2008 and 2011 is 84.1%.

LGU	2008	2009	2010	2011	% INCREASE
Buug	7.75	9.44	12.19	12.91	66.6 %
Dumingag	5.88	7.18	8.51	8.96	52.4 %
Lamitin	6.69	7.09	7.01	8.63	29.0 %
Molave	13.87	17.19	21.41	32.45	134.0 %
TOTAL	34.19	40.90	49.12	62.95	84.1 %

Source: GEM-3 Quarterly Reports (April-June 2010, 2011, 2012).

A second set of three MLGUs (Datu Paglas, Upi, and Alabel) participated in REAP beginning in 2010. Their performance in 2010 and 2011 is presented below. Their overall increase in revenue between 2009 and 2011 is 17.9%.

LGU	2009	2010	2011	% INCREASE
Datu Paglas	1.17	2.07	2.59	121.4 %
Upi	2.14	4.20	5.39	151.9 %
Alabel	27.03	25.56	27.78	2.8 %
TOTAL	30.34	31.83	35.76	17.9 %

Source: GEM-3 Quarterly Report (April-June 2011, 2012).

Two of this second group of municipalities (consisting of Datu Paglas and Upi) previously had achieved their 2010 targets and qualified for receipt of major incentives. In 2011, however, none achieved its target, although all achieved some revenue increase. The three municipalities together produced an increase of revenue of Php 3.93 million (\$95,854) in 2011 over 2010.

The third group of municipalities participating in REAP set targets for 2011 based on a formula that took the average revenue for the preceding five years, added an agreed upon increase of 30% to 50% , then adjusted this upward to account for inflation and population growth rates. Four of the five municipalities

⁴⁶ Buug Municipality, Zamboanga Sibugay Province; Molave and Dumingag Municipalities, Zamboanga del Sur Province; and Lamitan Municipality, Basilan Province.

outperformed their targets, while one failed to achieve it, despite achieving some revenue increase. The four successful municipalities are now in the process of receiving their major incentives: a trading center in Banga, a public pavilion and computers in Norala, a fruit trading center in Parang, and two solar dryers in Pigcawayan. Some of these municipalities also received a Good Housekeeping monetary award from the Department of the Interior and Local Government. The performance of this group of five municipalities in 2011 is as follows, although the actual 2010 base values were not provided.

Table 12: Revenue Generation Performance of the Third Group of MLGUs in 2011 (Millions of PhP)

LGU	ESTIMATED 2010	TARGET INCREASE	TARGET 2011	ACTUAL 2011	% INCREASE OVER TARGET
Banga	8.21	35 %	11.08	13.07	18.0 %
Norala	5.26	40 %	7.36	8.03	9.1 %
Malapatan	6.16	35 %	8.31	7.10	- 14.6 %
Parang	7.19	30 %	9.35	9.42	0.7 %
Pigcawayan	5.00	30 %	6.50	6.93	6.6 %
TOTAL	31.82	30-40%	42.60	44.55	40.0 %

Source: GEM-3 Quarterly Report (April-June 2012).

Although the 2010 base figures are not provided by GEM, the team was able, by working backward from the target increase percentages, to estimate these 2010 figures at PhP 31.82 million. The actual 2011 revenues of PhP 44.55 million indicate a revenue increase of PhP12.73 million, or 40% more than in 2010. Altogether, the 12 participating municipalities generated additional revenues of PhP 30.49 million (\$743,659) in 2011 compared to 2010. This is on average about PhP 2.54 million (\$61,972) per participating MLGU.

A fourth group of five MLGUs (Kiamba, Maasim, President Roxas, Aurora, and Calamba) received “TA-lite” assistance in early 2012, consisting of a four-day workshop. Only one (Calamba) has received its “teaser” incentive, consisting of a computer with printer as reward for revising its local revenue code and other ordinances to reflect updated charges and rates and securing provincial concurrence.

The increased revenue realized by these municipalities, according to the GEM April-June 2012 quarterly report, was used as intended to improve basic services to constituents. The additional collection in 2011 will be employed in the same way. This use is specified in the MOU with each municipality. On the other hand, major incentive rewards are chosen by the recipients and do not need to target constituents’ basic needs. They included town arches, computers, and a public pavilion.

On the delivery, quality, and range of public services delivered as a result of increased revenue, the evaluation team found that three LGUs (Upi, Datu Paglas, and Parang) channeled their revenue increase to augment development funds for basic services in education, health, social work, and barangay infrastructure. Three others (Pigcawayan, Norala, and Banga), however, used their increased revenues for the improvement of municipal buildings, purchase of computers, and payment of tax collector salaries.

Evaluators visited officials of six of the 12 LGUs participating in REAP. They found that a Technical Working Group (TWG) and a Tax Information and Education Campaign (TIEC) team had been established through the issuance of an executive order by the Sangguniang Bayan (municipal council). Each TWG had formulated and implemented a Revenue Generation Action Plan with a budget, approved through council resolution. The plan has served as the LGU roadmap to improving its revenue management system and pursuing revenue targets. The presence of participatory mechanisms for public consultation and dialogue was observed in all six LGUs.

Each TWG formulated specific and well-defined strategies to enhance the tax collection and recording system, including intensive TIEC activities, collection strategies for business taxes, collection strategies for real property

taxes, monitoring activities, database maintenance, and the implementation of rewards and incentive schemes.

The problem to be addressed through REAP was that the local revenue code and the real property tax schedules of these LGUs are not periodically updated and legislated. The mandate to revise the local revenue code is issued every five years, while a general revision of assessments and property classification is carried out every three years to reflect the true market values of properties. The RPT is a provincial imposition and municipal LGUs cannot, by themselves, amend the schedule of market values (SMV) without approval and legislation by the provincial government. While the REAP project supports the amendment and codification of tax ordinances, LGUs are legally prevented from revising and enforcing new tax measures until the provincial governmental assembly (Sangguniang Panlalawigan) approves and legislates the changes. This is not always forthcoming and some of these discrepancies between appraised and market values can be considerable. In Maguindanao province, for instance, the SMV is still based on 1985 market values.

Contribution to Principal Objectives

Accelerated Economic Growth: The results reported by GEM under the REAP project have not been linked by GEM or USAID to accelerated economic growth in Mindanao. Nor has any theoretical link been established between increased municipal revenue and accelerated economic growth, of the region or of the whole of Mindanao. Even had all increases in municipal revenue and major incentive rewards been devoted entirely to economic development ends, which has not been the case, these small inputs to growth would not be discernible in the overall growth figure. However, the objective of this pilot program was not major impact on economic growth, but to demonstrate that some local revenue gains can be realized by municipal governments and probably sustained. The 12 participating MLGUs generated \$744,000 in extra revenue in 2011 over 2010. Had all 400 municipalities participated in this experience, \$24,800,000 might have been generated. The pilot has involved a total of 17 MLGUs thus far, a small number of municipalities compared to the total for ARMM (118) and the whole of Mindanao (400).

Large-scale Population Participation and Benefits: No attempt has been made by GEM to link activities under REAP with number of beneficiaries. While the rationale for REAP maintains that LGUs can make substantially greater investments in economic and social infrastructure by generating more local revenues, municipal governments throughout the Philippines at present only generate 18 % of their revenue from local sources. Even if they invest in development works, all additional revenue raised by updating tax schedules and land valuations—procedures certain to encounter resistance by local elites—this is unlikely to raise overall per capita incomes by significant levels. Under GEM-3, the involvement and impact of REAP achievements and incentives on beneficiaries has been very limited, since it has been a pilot program. This is also true for CIPYML, where only 200 interns have participated in the program since 2008. By its nature, the CIPYML could not involve large numbers of beneficiaries each year.

Contribution to Overall Peace: To the extent that municipalities can generate additional income and employ most or all of it to meet the basic economic and social needs of their constituents, they will be perceived by the population as serving the people, not simply being exploitative and corrupt. It is unlikely that additional revenues raised thus far by REAP have had a discernible impact on the livelihoods of constituents. A relationship between REAP achievements and the consolidation of peace cannot yet be made.

Success of Technical Assistance Activities

REAP benefitted from minimal TA activities. The most recent GEM-3 quarterly report labels REAP as “TA-lite.”⁴⁷ Such minimal technical assistance has involved two small workshops in each participating municipality, although municipalities sometimes participate in groups of two or three. In the first workshop, the

⁴⁷ GEM-3 Quarterly Report: April 1-June 30, 2012. “USAID Growth with Equity in Mindanao Program,” Davao City, Philippines.

municipality is assisted to set a revenue generation target for the next budget year and determine how additional revenue can be obtained. This is drawn up in a Revenue Generation Action Plan. In the second workshop, the municipality is assisted in drawing up the language for a municipal council executive order authorizing the creation of a TWG and a Tax IEC Team. Following this, the GEM-3 Governance Team, with the Bureau of Local Government Finance (BLGF), verifies municipality achievements in revenue generation.

Cost Effectiveness and Efficiency

Budget information on this component does not distinguish between REAP and CIPYML. The total budget for improving governance under GEM-3 has been about \$5.13 million. In terms of comparative cost effectiveness and efficiency, it is difficult to compare these two very different programs within the Governance component. It is therefore not possible to say that one was more effective or efficient than the other in meeting its targets and programmatic objectives. REAP has reached its life-of-project (LOP) target of 12 municipalities and an additional group of five MLGUs is currently moving forward to implement their action plans in the final months of GEM-3. The revised LOP target of 200 intern graduates under CIPYML will be achieved with the graduation of those that began their internship in the PHR in July 2012. Both programs have achieved very different targets on schedule and within budget.

These two activities are not directly related under governance improvement, except to the extent that CIPYML graduates were expected to become knowledgeable, committed regional citizens committed to the furtherance of democratic institutions, and thereby implicitly take up positions in MLGUs where they might become able interlocutors with GEM under the REAP project. This has not generally happened, although CIPYML graduates are much sought after in other areas.

Addressing Needs and Appropriateness of Incentives

The REAP project did address the most pressing need of municipal governments: increasing revenues overall for economic and social service delivery, investment in development infrastructure, and reduced dependence on outside revenue from the national government and donor organizations.⁴⁸ The two types of REAP incentives—light equipment rewards for revising local revenue codes, and land valuations and major infrastructure or equipment rewards for meeting revenue generation targets in MOUs signed with GEM—were both important in moving the 12 participating MLGUs forward in revenue collection. While all municipalities made some progress in such collection, many were not able to meet agreed targets, especially after the first year of REAP participation. Of the two types of incentives, the larger rewards were the most valued by recipients.

Conclusions

- REAP improved the capacity of LGUs to address key administrative and management problems relative to internal revenue generation and local tax code enforcement—especially in cases where new tax collection rules were incorporated into formal collection policies.
- The implementation of the revenue generation action plans and the innovative collection strategies were effective in increasing the revenues generated from the business and real property taxes.
- While most MLGUs in REAP were successful in realizing gains of 30% to 50% in revenue the first year, none of the second year participants has been able to do so, as of yet. For those few municipalities involved for a third year, the success rate was only 25%.
- No attempt has been made by GEM to link activities under REAP to numbers of beneficiaries or the

⁴⁸ However, it should be noted that other factors such as local elections influence the decision of LGU officials to implement tax collection activities.

amount of increased social or development investment from improved local revenue generation. Under GEM-3, the impact of REAP achievements and incentives on municipal populations has been minimal and limited to only 17 municipalities of the total of 188 in ARMM and 400 in Mindanao.

- CIPYML imparted knowledge and technical skills on policy development and legislative processes to graduates, but failed to provide avenues for actual application in the real context of local governance.
- CIPYML was effective in creating a pool of young men and women leaders in conflict affected areas in Mindanao who are equipped with policy know-how and technical skills.

Recommendations

- CIPYML, or a similar program, should continue in the future— given the high dividends that may occur by identifying future leaders for the Philippines thereby offsetting costs in time and resources.
- A transition period, where interns to actually apply their policy know-how and skills at the local-government level, is needed. Their experience and knowledge would be especially useful at the local level.
- REAP’s pilot-program experience can serve as an example for the remaining 383 municipalities in Mindanao. Total new revenue generation, at least in the early stage, could be substantial in scale up with a large number of participating municipalities.
- The REAP project should also be carried forward in future USAID programming efforts. Its initial efforts are replicable by other communities, and an effort to scale up the project can offer large returns on investment, especially in the beginning.
- For higher and more sustainable impact, the provincial governments should be involved as it is important that the SMVs are made current and the tax base expanded, since any increase in real property tax collection automatically increases municipal and barangay revenues.
- Try to improve synergy by matching CIPYML applications from REAP MLGUs.

Lessons Learned

- REAP was designed to address weaknesses in the revenue-generation capacity of MLGU and to reduce local dependency on funding from the national government leading to increased self-sustaining independence. Unfortunately, those REAP-targeted municipalities most in need of improved revenue generation all too often lacked the personnel to implement revised tax collection strategies; tax collection teams also lacked the skills to effectively implement new tax collection plans and strategies.

COMPONENT 4: BUSINESS GROWTH

Findings

GEM-3 activities in BG are built upon a foundation that began under GEM-1. Initially, organizations benefitted from institutional organization, including group formation; logistical support with office equipment; salaries and materials for key staff; basic management training; and hosting of events and attendance at workshops, seminars, and congresses. GEM-2 continued logistical support and hosting of events, while adding a more focused effort on technology transfer to the particular economic activity of the group and more management-related training to fortify the group’s implementation capacity. Market definition was also important, since GEM-3 gave stronger emphasis to market penetration and less to logistical support. Groups that started up during GEM-3 basically followed this 1-2-3 approach, although it probably was accelerated, given the implementation experience the GEM team had acquired and the widespread public knowledge of the program.

Table 13: Degree of Achievement of Length of Program Targets by Type

PROJECT	TARGET	COMPLETED JUNE 2012	COMMENTS
BSO DEVELOPMENT			
New Chambers of Commerce assisted in CAAM	6	6	100% achieved. Assistance ongoing to all six.
Previous Chambers assisted to advocate improved LGU performance in tax revenue generation	6	6	100% achieved. Assistance ongoing to all six.
BSOs assisted to plan and implement specific events	25	25	100% achieved.
Key growth sector BSOs establish	5	5	100% achieved. Assistance ongoing to all five.
Producer organizations assisted to improve the competitiveness of their products	20	20	100% achieved. Assistance ongoing to eight.
TCEP			
Value in US\$ (millions)	82	77-85	Sept 2012 figure based on prediction. Even if target (82) is achieved, it would only be 2.7 times the baseline
Volume in metric tons (thousands)	90 MT	60-70 MT	Sept 2012 figure based on prediction. Will not reach target.
Expansion of post-harvest facilities (warehousing, cold storage, and VHT)	1	2	Completed one over target.
EXPLORATORY INVESTMENTS			
CAAM tourist resort	0	0	Discontinued.
CAAM BPO facility	4	4	100% achieved and completed.
Mining firms community outreach	4	4	100% achieved and completed.
FORMER COMBATANT REINTEGRATION			
MNLF groups/communities assisted to produce high-value commodities	125	129	See write-up in separate section.
MNLF cooperatives/communities provided with pre- and post-harvest facilities	50	50	

Source: GEM-3 Quarterly Report April-June 2012 (June data used for calculations in BG section as September data were still estimates)

Contribution to GEM Principal Objectives

Accelerated Economic Growth: The most clearly valued output of the BG's activities has been that of export sales of targeted commodities under the Targeted Commodity Expansion Project (TCEP). The total value through June 2012 (4.5 years) of BG-facilitated sales of international exports and domestic out-shipments of fresh and processed fruit products, vegetables, and seafood commodities was \$86 million. While this is 6.5 times greater than the BG budget of \$13,250,085, it is only a yearly average increase equal to 0.06% of the Mindanao GRDP (\$34,482,765,488 in 2011).⁴⁹ Although this increase in sales undoubtedly had employment and private investment impacts, GEM has not tracked this data. The focus remains on increasing annual sales from a baseline of \$30.7 million in 2007 to \$82 million annually by the end of FY2012.

Large-scale Population Participation and Benefits: To ensure that as many people as possible can access and benefit from program activities and to maximize program resources, GEM-3 takes advantage of economies of scale by partnering with BSOs: Chambers of Commerce, business councils, and producer associations and

⁴⁹ However, it should be noted that TCEP focused on a limited set of targeted commodities considered non-traditional export products such as fruit, vegetables, fish and high-value aquaculture and thus comparing total exports to Mindanao's GRDP does not fully capture TCEP's goal of expanding these non-traditional export commodities.

cooperatives. The program has leveraged funds through cost-sharing to reduce cost and has employed organizational networking to reach large numbers of people. The six new Chambers of Commerce formed under GEM-3 now count 520 members, in addition to the approximately 4,000 Chamber members recruited under GEM-1 and GEM-2. Six previously formed Chambers continued to receive support under GEM-3. Under the high-value horticulture activities of TCEP, a total of 6,040 members support producers associations and cluster groups. Except for the large number of beneficiaries reached through ID (BIPs and RIPs) and some of the workforce preparation activities, the business growth component probably has directly reached most beneficiaries in an economic way by assisting beneficiaries in groups with small-scale infrastructure, seed capital, and TA in high-value horticulture and aquaculture.

GEM's activities led to numerous impacts for participating groups, including increase in membership within a group; greater volumes of the major products transacted (crops, fish); greater geographic outreach of the group; deeper technical knowledge of the production and handling of products; more diversification of economic activities and less dependence on a traditional crop; a growing understanding of a market orientation; an increased appreciation of quality aspects and the technology involved; and an awareness of other marketplaces and how to search for access to them. To the degree that producer groups and their members benefitted in these ways from GEM, agricultural productivity, production, and sales increased, engendering fuller household employment and greater net income to participants. This led not only to private economic benefits for the immediate participants, but also social benefits (improvements in health and education for family members) and sometimes community benefits according to interview respondents.

Consolidation of Peace: The impact of GEM's BG activities on bringing about and consolidating peace in conflict areas of Mindanao is unclear and difficult to quantify, particularly given the absence of an explicit, theoretical linkage in project documents. It is the general consensus, however, that access to productive opportunities and income-generating activities and a perceived, rising level of household purchasing power increase the opportunity costs of joining a rebel group and resorting to violence.

The geographic focus of GEM-3 combines ARMM, NPA, and MILF conflict-affected areas (Eastern, Central and Western Mindanao). In the Muslim areas, GEM-3 has completed 79 community development activities and has constructed 50 post-harvest facilities (solar grain dryers and consolidation facilities). These activities have benefited some 4,600 community members. Of the total (6,040) members of producers associations and cluster groups assisted by GEM, 3,504 (55%) are located in the Muslim conflict areas. This assistance provided the communities with income-generating activities, thereby increasing their incomes and purchasing power. Since post-harvest facilities, including solar dryers and consolidation and trading centers, effectively add value and provide micro-growers and farmers linkages to the value supply chain of commodities, some 4,600 community members, including those in isolated and conflict areas, have been integrated into a web of markets and processing plants in a wide range of production areas.

There are, however, no indicators tracking total employment and income generated by these activities with producer associations and cluster groups. Nor has GEM-3 developed proxy measures that might track levels of violence or dissidence in the ARMM and other conflict-affected areas. Reports from program areas anecdotally link these income-generating activities and the provision of small infrastructure projects under GEM-3 with decreased population alienation and the use of violence to resolve conflicts.

Increase in Private Sector Investment

There has been no monitoring of private sector investment under GEM-3; it can only be presumed to have occurred when export volumes and sales increased, as they have done over the LOP. This has not been a performance indicator under GEM-3. Its value, consequently, is not known and cannot be reported.

Relative Effectiveness and Efficiency of the BSO and TCEP Activities

The cost-effectiveness and efficiency of various sub-components of the BG cannot be judged with the information available to the evaluation team. One complicating factor is that many of the results actually stem from GEM 1 and 2 expenditures, from resources supplied by different levels of government, and from the cash and in-kind counterpart of participating organizations and individuals. Moreover, the project-related increases in earnings of participants are unknown, as is the residual value of GEM procurements. Furthermore, many activities should result in after-project incremental earnings of participants, as well as non-participants that benefited from technology transfer, market access, and the like. While increasing the incomes of farmers and their cooperatives was not a target under GEM-3, significant increases were nonetheless substantiated in a GEM-sponsored survey. Finally, it is difficult to determine the efficiency of each activity under the BG component, because the activities are interlinked.

We can compare total costs of training to the number of participants and determine that the average cost of training by participant is PhP 166.⁵⁰ However, we cannot draw a conclusion as to the efficiency of this activity, lacking baseline data on training with which to compare. Nevertheless, this figure appears highly cost efficient.

For the trade fairs, a comparison of their cost and the output generated during the same period indicates that there is a cost-to-output ratio of 0.0038, or 0.38%.⁵¹ GEM's outlay on these fairs is substantially less than one percent of the total value of revenue generated from participation in them—in other words, each peso spent on fairs resulted in PhP 263 of new exports from Mindanao. It should be noted, however, that the cost does not include the cost of the GEM implementation staff, only direct costs (i.e., booth rentals and promotional materials). The cost of participation is also co-shared by the Philippine Department of Agriculture and the Department of Trade and Industry, private firms, and participants, both in monetary and in-kind contributions. Nevertheless, the investment advantage of these events would appear to be solid.

Caveated by the small sample visited, the most cost-effective (efficient) growth activity for participants appears to be the private sector TCEP/H-CAP export operations, when time of project involvement and project expenditures is considered. Several of the producer organizations would qualify as cost-effective at present, but run the risk of being unsustainable under their current mode of operation, because the tendency is to transfer a substantial portion of the final sales receipts to the producer, leaving only a small margin for the Producers Association (PASS). This margin may not be sufficient to cover future replacement of capital goods, participation in foreign expositions and trade fairs, and other costly, recurrent expenditures. Furthermore, the process of transforming a PASS into a growth agent (whether stand-alone or through its participant members) may delay the receipt of benefits long enough that participants discontinue the activity, lessening its effectiveness. This could result in activities with long-range results being discontinued after the project ends because the impact is not obvious to the beneficiaries. The success of the PASS depends largely on the entrepreneurship of its leadership, which may change before the organization's business success proves itself to the general membership.

Effectiveness of Program Activities in Facilitating Business Services

There was a series of overlapping activities by GEM that improved market access for participating BSOs, especially the producer organizations, by focusing on organizational, product,



GEM-3 sponsored *Mindanao Vegetable Congress*, a market development activity designed to promote the export of regionally grown vegetables to other parts in the Philippines and also internationally.

⁵⁰ Training: average cost of PhP 12,000/training. Total of trainings = 522. Total

⁵¹ 6,264,000. Cost per trainee = total cost/total trainees = PhP 6,264,000/37,653 = PhP 166.36.

Trade Fairs: Domestic Fairs – 8 @ average cost of PhP 100,000.00/fair = PhP 800,000. International Fairs – 31@average cost of \$10,000/fair = \$310,000 @ \$1.00 = PhP 42.00 = PhP 13,020,000. Total cost = PhP 13,020,000 + 800,000 = PhP 13,820,000 or \$329,048. Ratio of cost to exports = \$329,048/\$86,000,000 (to end June 2012) = 0.0038.

and market development:

- Organizational development consisted of strengthening the business entity: training in basic skills (bookkeeping, group management, and governance); and providing operational infrastructure and services (office/trading center facilities, office equipment/scales/crates/group input supply and product transport, definition of business practices for produce supply/quality standards/form of payment).
- Product development included various production aspects: determination of product(s) and varieties, TA in production and good agricultural practices; cluster programming according to estimated market demand; timing to stabilize both volume and purchase and sales pricing; quality determination and control mechanisms; and post-harvest handling and packaging.
- Market development included attendance at expositions/trade fairs/workshops, market information on varieties/qualities/presentation/volumes, certification if required for Hazard Analysis and Critical Control Point (HACCP)/Kosher/VHT/ISO, market linkages, and business matching.

Chambers of Commerce had analogous activities, but they were based on provision of services, training, and publications to promote an area's products and activities—rather than simply on products—which requires a prior needs assessment. GEM usually carried out this needs assessment, often in conjunction with the Department of Agriculture or the Department of Trade and Industry.

The evaluation team interviewed representatives of 24 of the 65 organizations listed by GEM as assisted BSOs and producer organizations and can verify GEM's assistance. However, the evaluation is limited to reporting the data in the latest quarterly report (June 2012) and cannot judge the timeliness of these activities.

Overall, the services or outcomes directly related to BSO development clearly stem from increased exposure and information: business matching, expositions (hosting them or attending others), and technology transfer of all types—organization, management, production, and marketing. GEM usually supported around 10 major events a year and over 100 very specific meetings (workshops, seminars), according to local needs.

Effectiveness in Improving Producers' Access to Markets

Targeted Commodity Exports: Targets and Achievements: Based on the latest GEM-3 quarterly report,⁵² the BG aimed to triple the annual value of exports and domestic out-shipments of targeted commodities from the baseline. On average, the BG met 98.3% of its annual targets of sales of exports and domestic out-shipments from a 2007 baseline of \$30.7 million. As of 2011, however, actual sales were only 2.3 times the baseline level. BG needs to achieve 98% of its target for FY 2012, in order to meet its revised LOP target of US\$ 82,000,000. At the end of June 2012 performance was at \$70,000,000, or 85%, of its LOP target. If the BG component reaches this target, performance will stand at 2.7 times the baseline figure of \$30.7 million. This is slightly less than the original objective of tripling the value of exports and out-shipments.

Table 14: Sales of Exports and Domestic Out-shipments: Actual and Targets

FISCAL YEAR	ACTUAL	TARGET	% OF ACTUAL TO TARGET	RATIO OF ACTUAL TO BASELINE	RATIO OF TARGET TO BASELINE
2007 = Baseline	30,700,010				
2008	36,459,970	34,388,056	106.0	1.2	1.1
2009	36,640,834	44,424,909	82.5	1.2	1.4
2010	52,900,793	52,337,225	101.1	1.7	1.7
2011	69,942,753	68,280,577	102.4	2.3	2.2

⁵² GEM-3 Quarterly Report: April1–June 30, 2012.

2012*	70,000,000	82,000,000	85.0	2.3	2.7
CUMULATIVE	265,944,350	281,430,767	–	–	–
AVERAGE (2008–2011)	48,986,088	49,857,692	98.3	1.6	1.6

*Data not yet available for FY 2012. Total estimated through June 2012.

Source: Philippine government data.

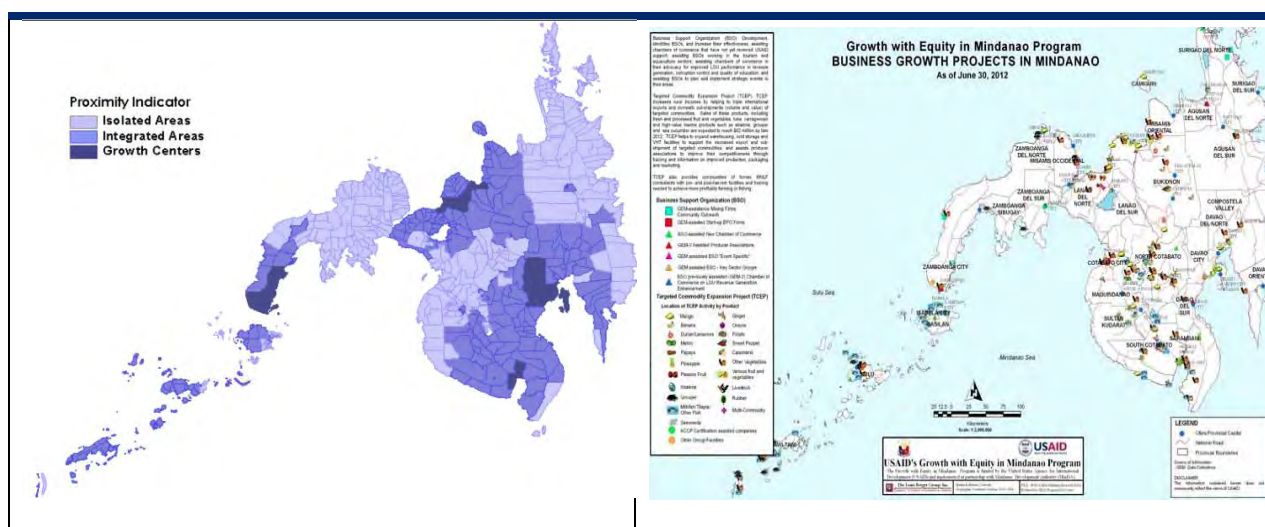
Based on the transactions data compiled in the latest quarterly report, GEM-3 attributes 36.5%—\$86,006,914 of a total of \$235,805,894—of the cumulative sales of international exports and domestic outbound shipments of targeted commodities directly to GEM-3 direct-marketing assistance. There are, however, issues in attribution, since some of the members of business chambers interviewed had already penetrated international or new domestic markets before participating in GEM-3-sponsored trade and event-specific fairs. Aside from the assistance being fungible, there are numerous factors that directly or indirectly affect export and domestic out-shipment sales. Relative prices, market orientations, quality, incentives, changes in domestic and international trade policies, and the macroeconomic and political environments are all factors beyond the control of individual firms and GEM-3. These all make the degree of attribution to GEM-3 activities problematic, except in the case of HACCP certification discussed later.

Integration and Spillovers: Some 65% of GEM-3 BG target areas are in economically leading areas, while 35% are in economically lagging areas, according to a World Bank classification (see Figures 1 and 2). In lagging areas, issues of isolation and conflict discourage producers, and growers take advantage of economies of scale, which explains the predominance of small and micro-growers in these areas.⁵³ The BG took the step of linking small and micro-growers in lagging areas to actors in the value chain located in leading areas.

Providing livelihood assistance, knowledge transfer of the production and handling of products, diversification of economic activities through the TCEP and Sustainable Aquaculture and Fisheries Effort (SAFE), and promoting understanding of market orientation and market linkages are some of the activities that facilitated small and micro-growers to participate in larger markets in semi-urban and urban areas. While there are still outstanding issues in connectivity (e.g., farm-to-market roads) needed to maximize the benefits of spillover of growth from leading to lagging areas, GEM-3 provided post-harvest and product consolidation facilities that complement the institutional support given to businesses. These small infrastructure facilities provide platforms for dispersed farmers to consolidate their produce to meet the competitive volume of production required and to begin connecting with other players in the value chain.

Figure 1: Proximity Indicator of Municipalities	Figure 2: GEM-3 Business Growth
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⁵³ *Behind the Veil of Conflict*. World Bank, 2010



Source: World Bank (2009), "Behind the Veil of Conflict"
 Source: mindanao.org

Knowledge Transfer and Market Linkage: Knowledge transfer and market linkage are highly effective and efficient means of assistance to producers. As of June 2012, trade fairs generated a sales volume of 19,095 metric tons of various commodities, valued at \$40.71 million. Direct marketing assistance resulted in 623 metric tons valued at \$2.88 million. HACCP certified companies increased their exports by 280 metric tons, valued at \$25.47 million. To date, 24 companies are HACCP certified because of GEM TA and can thus be attributed directly to GEM

Table 15: Summary of Sales from GEM-3 Assistance in FY 2012⁵⁴

TYPE OF ASSISTANCE	VOLUME (IN METRIC TONS)	VALUE (IN US \$)	% TO TOTAL VOLUME	% TO TOTAL VALUE
International Trade Fairs	12,429	32,140,772	62.1	46.5
Domestic Trade Fairs	6,667	8,563,116	33.4	12.4
SUBTOTAL	19,096	40,705,888	95.5	58.9
Direct Marketing Assistance (domestic)	623	2,876,000	3.1	4.2
HACCP Certification	280	25,471,000	1.4	36.9
TOTAL	19,999	69,050,888	100	100.0

Note: Figures based on reports submitted to GEM by the program partners.

Quality Control, Public-Private Partnership, and Competitiveness: GEM-3 improved the competitiveness of Mindanao businesses. It supported 522 training workshops and seminars, where good agricultural practices and good manufacturing practices were taught to improve productivity along the supply chain. One of these practices is helping companies through the process of HACCP certification to meet international standard requirements. It is the general consensus that the HACCP-Certification Assistance Project increased commodity exports. For example, some agro-processing companies interviewed experienced a commodity export increase of from 280 to 500 metric tons per month.

Another dimension of improving business competitiveness in the Philippines includes simplifying

⁵⁴ Source: GEM-3, April –June 2012 Quarterly Report: Annexes 2.2 to 2.5.

government requirements (i.e., business licensing) to reduce transaction costs through public-private partnership. The program's revenue generation activity was implemented through BSO/LGU partnerships. Using 2006 as the base year and studying six partnerships, the assisted chambers from Surigao del Norte, North Cotabato and Maguindanao experienced a decrease in time and number of signatories in business processing because of the partnership. In addition, four of the six chambers recorded increases in their revenue collection (Parang municipality registered an increase of 246%), while the Chambers of Commerce in Iligan City and Bongao recorded a drop of 14% in time and signatories and no in revenue, due to natural disasters that damaged or destroyed business establishments.

Effectiveness of the Business Policy Agenda in Improving Competitiveness

“One Voice” for Policy Reform: Multi-sector policy dialogues fostered a “one voice” industry/association mechanism as an effective means for policy reform. GEM's policy approach for Mindanao, especially in the last few years, consisted of a jointly conducted process over several months with MinDA and the national-level Philippine Chamber of Commerce and Industry (PCCI) in several regions of Mindanao. Local government, business, and civil society representatives participated in the dialogues. MinDA and GEM then grouped, studied, and formulated the policy concerns and issues raised by each economic sector: agriculture and fisheries, mining, energy, micro/small/medium enterprises, tourism, human resource development, transport and logistics, and peace and order. The resulting resolutions related directly to sectoral business policy and were presented to the corresponding governmental agencies for a formal response that was later presented in the annual Mindanao Business Conference (MinBizCon). GEM-3 supported 150 training workshops and seminars, conferences, forums and trade fairs attended by 37,653 individuals.⁵⁵ GEM's role has been the provision of the logistical and technical assistance to conduct the regional workshops, preparation of resolutions, and cost-sharing of the MinBizCon. The impact of this activity has subsequently depended on the responsiveness of the governmental agencies and does not reflect the soundness of the policies concerning competitiveness, nor the entities involved. In the final analysis, the policies proposed were thoroughly scrutinized in a series of regional consultations to which many sectors provided inputs.

As an example, GEM-3 supported a series of consultations addressing the 2010 energy crises in Mindanao. The consultations gave birth to the public/private sector Mindanao Electric Power Alliance, tasked to monitor power generators, distributors, and electric cooperatives. The energy policy dialogue initiative catalyzed the expansion of energy sources to address the energy supply deficiency. Completed and still-on-going energy expansion has an estimated investment of \$610 million with a 250 megawatt capacity (estimated Mindanao energy peak requirement is 270MW). As of August 2012, a hydroelectric power plant in the Davao region and a coal power plant in Misamis Oriental have been completed. Construction of hydropower and coal plants is ongoing in Sarangani, Surigao del Norte and Zamboanga City.⁵⁶

Conclusions

- Small and medium businesses have benefited most from the market encounter activities and participation in trade fairs which have made owners aware that regular updates on market demand and requirements are necessary to stay competitive in a global market.
- Through strengthening knowledge transfer and market linkages, the BG stimuli assisted sales improvements in exports and domestic out-shipments of targeted commodities in Mindanao. It expanded agriculture and agribusiness sectors with bearing on supply chain linkages to other industries and on the induced effect of increased household spending on the economy.
- The potential for economic spillovers exist, with 65% of business-growth target sites in leading areas and

⁵⁵ GEM-3 April – June 2012 Quarterly Report, Annex 6

⁵⁶ Interview with Team Leader, Business Support Organization.

35% in isolated areas, but unresolved issues of connectivity, such as farm-to-market roads, limit the benefits derived from spillovers.

Recommendations

- BG should continue the value-chain and cluster-approach-to-agribusiness programs. However, infrastructure that facilitates connectivity, such as farm-to-market roads, should be pursued to complement the cluster approach and maximize the benefits from spillovers.
- BG should also continue business matching, trade facilitation, and technology transfer to sustain the momentum of market penetration by exporters and producers. Provision of TA (both hard inputs and capacity building) to small and micro-growers in isolated and conflict areas is also required to strengthen their role in the production-supply value chain.

Lessons Learned

- BG efforts were extensive and far-ranging—accounting for the second largest amount of funding in GEM-3 (\$13.25 million). Interventions included assistance to Chambers of Commerce, Producer Associations, and BSOs. Thus, in some respects, the program was overly broad but capable of acting opportunistically to new business opportunities. In particular, the special activity fund afforded the implementers the flexibility to allot monies to activities where they thought project resources would have the most impact, focusing on clustered activities. This cluster approach seems to be an effective way of maximizing resources and fostering unity among those with similar interests.

COMPONENT 5: FORMER COMBATANT REINTEGRATION

Findings

Table 16: Former Combatant Reintegration

PROJECT	TARGET	COMPLETED SEPT. 2012
MNLF groups/communities assisted to produce high-value commodities	125	129
MNLF cooperatives/communities provided with pre/post-harvest facilities	50	50

The purpose of the Former Combatant Reintegration (FCR) component is to support MNLF former combatants in the development of agriculture and aquaculture production, demonstrating the benefits of peace and discouraging them from returning to armed conflict. The underlying development hypothesis posits that providing income-generating activities will address a previous conflict driver of perceived relative deprivation,⁵⁷ while simultaneously raising the opportunity costs of reengaging in violent conflict, thereby helping to consolidate peace in Mindanao.

Contribution to GEM-3 Principal Objectives

FCR activities appear to contribute to GEM's principal objectives *in the areas where activities were implemented*, however not enough information is available to make definite statements for non-GEM-3 assisted areas or for Mindanao as a whole. Based on qualitative data derived from key informant and focus group interviews

⁵⁷ Coordinator for Reconstruction & Stabilization, US Department of State. "Philippines: Looking At Mindanao ICAF Report January 2011."

with project beneficiaries and non-beneficiaries from 21 projects,⁵⁸ the evaluation team found that 81% reported some increase in income as a result of participation in FCR activities; 86% mentioned that they felt GEM (and other foreign donors) showed them more consideration than domestic government agencies; and 95% claimed that they have not engaged in major armed conflict since receiving FCR assistance. However, the majority of groups had witnessed or participated in smaller-scale *rido* (clan-based) violence and one group admitted to knowing of some former combatants who had joined the MILF.

This data corresponds with data collected from the quantitative household survey: of the 42 respondents who knew former combatants who had participated in GEM, 36 (86%) said that those former combatants experienced an increase in household income; and the 80 respondents who answered what would cause former combatants to take up arms again, 28% said “nothing,” 20% said only “if they find the government insincere in fulfilling their promises,” and 16% said only “extreme poverty or no work.” These findings are also in line with information gathered from the evaluators’ desk review of secondary sources. The 2000 Mindanao State University-General Santos City Foundation (MSUFI) survey, which analyzed former-combatant assistance provided under GEM-1, confirmed a “clear perception of all the survey respondents [is] that the Emergency Livelihood Assistance Program (ELAP) program has been a great benefit to them;” 99% (595 of 598 respondents) believed “that the continued operation of the program will discourage fellow former combatants from resuming armed conflict;” and 86% made enough income to finance follow-on or expansion production.⁵⁹ Although there are important differences between ELAP activities, which provided simple agriculture and aquaculture inputs and technical training to a broad group of MNLF former combatants, and GEM-3 FCR activities, which provided more targeted assistance to a smaller group of previous ELAP and Livelihood Enhance and Peace Project (LEAP) graduates to diversify into and market higher-value commodities, both sets of activities nevertheless worked towards the same general objective of assisting both MNLF former combatants and community members develop the means to make a better living.

While the impact of FCR assistance clearly supported GEM-3’s principal development objectives in areas where FCR assistance was provided, the situation in non-targeted areas is less clear. The household survey of non-GEM assisted barangays had too small a sample of returned MNLF combatants to be conclusive, i.e., villagers knew of 22 former MNLF combatants who had returned. Of the returnees, none reported any opportunities from gainful employment but respondents from three out of four barangays indicated increase in household income. Given security restrictions and the difficulties of gathering enough information to establish a reliable counterfactual, the evaluation team was not able to draw definitive findings or conclusions on this question.

Generating Sustainable Economic Opportunities for MNLF Former Combatants

GEM was successful in supporting MNLF former combatants to generate economic opportunities, but the success and sustainability appeared to vary by region and type of economic activity, with mainland Mindanao faring better than island communities. The evaluators found that 14 of 16 projects visited in North and South Cotabato succeeded in helping former combatants generate sustainable incomes, while this was only the case in one of five activities visited in Tawi-Tawi. Given the admittedly small sample of activities visited in island communities, the evaluators cannot draw definitive conclusions. However, it appeared that part of the problem in Tawi-Tawi was that post-input activities were not often followed up by technical support. In one case, a cooperative had been given vegetable seeds in 2008, without any consultation or needs assessment, and a one-day training, which had originally been planned to last three days but was cut back due to “transportation issues.” In another case, the co-op had been given a fish cage and over 1,000 fingerlings to raise and harvest under GEM-2. Shortly before their first harvest, inclement weather destroyed their fish cage and all but 10 of their adult fish escaped. The fish cage was never rebuilt, but the cooperative did receive a

⁵⁸ Please see Annex 7 for list of communities and projects visited and Annex 9 for list of people contacted.

⁵⁹ “ELAP Assessment Survey Report.” MSUFI. 2000. Pgs. 15-17.

new plastic abalone cage capable of holding around 500 abalones under GEM-3. However, the low income generated from the past, failed fish production and current abalone production was insufficient to meet the members' needs. The 100-member cooperative under GEM-2 had been reduced to just two members; the other members had taken other jobs, such as hollow block makers, construction workers, and other professions around Tawi-Tawi.⁶⁰ The two remaining members reported that while the marginal profit made from the abalone production was welcomed, it was insufficient to provide for their livelihood needs and that they also had to supplement their incomes with income-generating activities, such as hollow block making, for which they already had requisite skills.

Most Efficient and Effective FCR Component Activities

For broad-based economic growth, GEM's simple production activities under LEAP which were implemented under GEM-2, were generally appropriate for most beneficiaries, given its simple inputs, production technology, and readily available market. For more concentrated economic growth, GEM's high-value production activities, which were implemented under GEM-3, were efficient and effective for those cooperatives able to sustain production. Assessing the efficiency and effectiveness of the individual FCR activities requires a nuanced analysis of their intended results. In the paragraph below, the evaluators examined the choice between broad (to benefit a maximum number of people) and concentrated (targeted but deep) economic growth to reflect the difficult tradeoffs posed by post-conflict environments.

Activities focused on breadth of economic growth: GEM's simple-production activities, which occurred under GEM-1 and GEM-2, led to impressive results. Based on a sample size of 598 participants, the 2000 MSUFI survey found that 92% of participants had continued producing GEM-introduced crops following their graduation; 86% were able to garner savings for the purchase of future production inputs, equipment, and personal and educational expenses; and that 99.5% of participants perceived their participation as a "clear and direct benefit of the GOP-MNLF peace agreement."⁶¹ These findings were validated by the Administrative and Financial Officer of the Bangsamoro Women's Foundation for Peace and Development, Inc. (BWFDPDI), who helped oversee BWFDPDI's participation in LEAP as well as their participation in nine other donor-supported FCR-focused activities.

During an interview with three MNLF former combatants who had received GEM assistance in hybrid corn and high-value vegetable and freshwater-fish production in Barangay Buna, Tupi Municipality, all three responded that of the assistance provided, their most preferred was corn production, adding that they no longer engaged in fish production and only grew vegetables for private consumption. The two other focus groups to have received all three kinds of production assistance also reported that each had sustained their LEAP corn/rice production to this day. However, it should be noted that both also reported fish cultivation and vegetable production were more profitable.

Although more substantial gains can be made from high-value agriculture and aquaculture production, demonstrated by the relative success of the Sumbakil and Polonuling Multipurpose Cooperatives, simple agriculture production of corn and rice was found to be more sustainable. None of the four groups interviewed involved in corn or rice production had experienced any difficulty in sustaining production. However, four of the ten groups interviewed engaged in high-value agriculture or aquaculture had either experienced difficulty or ceased production entirely. This difficulty was further articulated by separate key informant interviews at the Lato-Lato Hatchery, and with MinDA and GEM-3 staff. The GEM-3 staff member, who oversees GEM-3's SAFE activities in Tawi-Tawi, including the assistance provided to FCR communities, estimated that the failure rate of fish production was around 5:1. This finding is also supported by the MSUFI survey, which found that

⁶⁰ It should be noted that the availability of these other income-generating activities may likely be a result of the "dividends of peace," which GEM certainly helped support, however the key informants did not mention that this was the case.

⁶¹ MSUFI Survey, pg.16.

(although still sustainable) fish production was the *least* sustainable of the LEAP assistance activities. However, it should be noted that the survey studied fish production under GEM-1, not GEM-3, and is referenced here to demonstrate historical patterns. The grouper and milkfish production in Moro Point, Parang, for example, proved to have generated substantial financial gains to the community, but the unsustainable farming practices by the growers with adverse effects on marine environment and future productivity will likely offset the gains, resulting in a small ERR (see Annex 10).

Activities focused on depth of economic growth: GEM's high-value production (both agriculture and aquaculture) was found to be efficient and effective in significantly raising incomes in those communities who were able to sustain the activities (6 out of 10). MNLF cooperatives in Sumbakil, Polonuling, and Lake Sebu, South Cotabato; Moro Point, Maguindanao; and Balimbing, Tawi-Tawi were all particularly successful in increasing their household incomes and sustaining their production. Beneficiaries from all of these cooperatives noted that the high-value production was more complicated and required increased attention and patience, but that the benefits outweighed the costs. See Annex 10 for ERR of selected FCR projects—*Buri* weaving, milkfish and grouper fish cage production, Cardaba banana production and consolidation facility and seaweed solar dryer.



GEM-3 supported backyard vegetable farming activity. This all-women's cooperative, in a former combatant community, was able to raise over 1,000 eggplant plants on a previously unused plot of land.

In the four communities interviewed that experienced difficulty sustaining production, three of the barangays mentioned that the difficulty was due to low local market demand and high-cost of production inputs (particularly for fish feed), while the fourth found that production had been successful over two production cycles but that a non-project emergency (hospitalization of a cooperative member) had depleted cooperative funds for future production. Although the beneficiaries felt that the return was not substantial, they still intended to continue production once the funds were paid back.

Consolidating Peace and Recidivistic Tendencies

The question on the “effect of FCR programming on recidivism” is difficult to answer as GEM-3 had not set up any mechanism to track recidivism over time, either within the FCR communities or between FCR and non-GEM assisted barangays. Providing livelihood and economic activities to help former combatants reintegrate into the community is an important first step. This may encourage them to move away from using violence as a political weapon. There is no guarantee, however, that economic activities will remove former combatants' sympathy for the cause.⁶² Furthermore, a study on Indonesia, including Aceh, where large amounts of foreign assistance have been provided, have shown that violence did not decrease after a peace agreement was signed, but that it shifted from large scale violence between government troops and rebels to more routine local violence.⁶³

As mentioned above, information collected from field visits to FCR communities indicated that over 95% of former combatants reported that they had not engaged in major armed conflict since receiving FCR assistance. However, many of them had witnessed and/or participated in smaller-scale *rido* (clan-based) violence. The mutation of conflict is also emerging in an on-going study where data collected from January to April 2011 indicated that 77% of a total 13 violent conflict incidents involving members of the MNLF, and 40% of total 35 incidents involving members of the MILF, are *rido*-related.⁶⁴ The FCR communities may be

⁶² *Leaving Terrorism Behind*. Eds. Tore Bjorgo and John Horgan. New York, Routledge, 2009.

⁶³ *New Patterns of Violence in Indonesia: Preliminary Evidence from Six “High Conflict” Provinces*. The World Bank, November 2010.

⁶⁴ World Bank-State and Peace Building Fund project ‘Conflict Monitoring System’ (pilot period, January to April 2011).

more peaceful than other areas with former combatants as the selection of 30 FCR sites were already Peace and Development Communities that had received project interventions from UNDP.⁶⁵ This convergence of sites may provide potential synergy for a reduction in recidivism in the long run.

Conclusions

- GEM was successful in supporting MNLF former combatants to generate economic opportunities, but the sustainability and success *appears* to vary by type of economic activity and region, with mainland Mindanao faring better than island communities visited by the evaluation team.
- GEM's simple production activities under LEAP were appropriate for most beneficiaries given its simple inputs, production technology, and readily available market. By contrast, GEM's high-value production activities were efficient and effective for those cooperatives able to sustain production.
- There is a marked absence of LGU involvement in the FCR activities.

Recommendations

- Provide additional capacity-building assistance to FCR cooperatives and associations to help sustain activities and gains made under GEM-3.
- Future assistance should be targeted towards conflict-affected communities, not individual former-combatant cooperatives, in cases where these two are not synonymous, to help ameliorate underlying conflict drivers of resentment, jealousy, or feelings of deprivation found more broadly in the community.
- Higher-value production activities should include more regular technical follow-up to ensure that appropriate practices are followed and provide rapid remedies to problematic production.
- Consider providing multi-crop production, which can help shield small-scale farmers from external shocks and crop failures.
- Involve LGUs in the implementation of this component to ensure follow up and sustainability when donor funding ends.

Lessons Learned

- The FCR beneficiaries are generally supportive of the assistance provided, but had useful suggestions for how to improve or adapt assistance, such as a more thorough needs assessments and direct consultation with the targeted community, as well as providing more frequent monitoring and technical follow-up. Beneficiaries also suggested that the range of support activities be increased and targeted at the communal, not former combatant level, possibly including the provision of entrepreneurial and skills training for women. Overall, this component provided much needed assistance to their intended beneficiaries. FCR-type projects should be continued and expanded but with a more comprehensive package of services to fully reintegrate former combatants into a peaceful society.

COMPONENT 6: COMMUNICATIONS AND PUBLIC RELATIONS (CPR)

Findings

⁶⁵ As defined in the 2011 "Act for Peace Terminal Report", a PDC is a "geographic area where opportunities for development, access to basic services, participation in governance and capability-building for managing and resolving conflict may take place." It has the following four key features: (1) marked by a convergence of peacebuilding and development activities; (2) a marginalized conflict-affected community which becomes actively engaged in a process of mainstreaming with the help of development partners; (3) a key production areas which serves as a "resource center" managed by an active cooperative or community association; and (4) serves as a complementation hub of various inputs from difference Program components as well as other donor-assisted projects.

ACTIVITIES	COMPLETED SEPT. 2012
News articles and photos releases	762
Placements in local and national dailies, magazines, news and information websites, and international publications	5502

The purpose of GEM communications and public relations (CPR) is to promote a balanced view of Mindanao through local, national, and international media in order to counter a perception of Mindanao as a “battleground” state and encourage investment in the region. It serves as GEM’s “public diplomacy arm” and focuses on highlighting key success stories, investment opportunities, USG visits, instances of GRP and USG cooperation, and select GEM activities around Mindanao. See Table 19 above for the main activities of the component.

Contribution to Overall Development Objectives

CPR’s contribution to the overall development objectives is indirect, but nevertheless important and facilitative. The evaluators were not able to find any evidence of CPR activities *directly* leading to broad-based, accelerated economic growth and the consolidation of peace in Mindanao. An appropriate assessment would be to focus on CPR’s *indirect* contribution—how did these activities facilitate or enable other GEM components to work towards their development objectives? According to this frame of reference, the evaluators found that activities helped raise awareness of USAID presence in Mindanao through the placement of over 762 related news articles and photos, which contributed to a few significant instances of direct investment in Mindanao.

CPR far exceeded its intended targets outlined in the GEM-3 DAAD with a total of 5,502 placements placed in local and national dailies, magazines, news and information websites, and international publications.”⁶⁶ With the proliferation of online media outlets and content aggregators such as the *Philippines Information Agency*, some GEM placements “take on a life of their own and have even shown up in newspapers as far away as the Middle East,” according to one key informant. Another key informant pointed to the fact that, prior to GEM’s efforts, not a single major news agency had a branch in Mindanao, whereas today, all the major agencies have a branch or dedicated correspondent in Mindanao.

Difficulties in measuring changes in attitudes, behaviors, and beliefs, and specifically attributing those changes to specific CPR activities, as well as limitations in the evaluation purpose and resources, resulted in the evaluators being unable to produce concrete, verifiable findings on the extent to which CPR activities have changed perceptions of Mindanao. However, in an attempt to overcome these limitations, the evaluators were able to collect anecdotal evidence of a few specific instances where CPR placements had contributed to increased investment in Mindanao. A key informant interview indicated, and was subsequently confirmed during an Internet search, that GEM CPR and BG activities helped connect the Northern Mindanao Peanut Industry Association with peanut consolidators in Luzon, resulting in the sale of nearly 80 tons of peanuts a month.⁶⁷ A Mega High-Value Multi-Species Hatchery manager also told evaluators that two of the hatchery’s foreign buyers of mature abalones had heard about the hatchery through stories placed in a major international seafood magazine. The evaluators also learned that another CPR placement in an international seafood magazine led to a U.S. seafood company setting up a seafood processing plant in General Santos City. As a further indicator of CPR’s success, the evaluators found that GEM twice received the *Gold Quill Merit Award* by the International Association of Business Communicators for their work promoting local

⁶⁶ “USAID’S GEM-3 Quarterly Report: April 1, 2012 - June 30, 2012.” Pg.83.

⁶⁷ “Mindanao Pioneers Commercial Peanut Farming,” <http://www.newsflash.org/2001/03/be/be001577.htm>

Mindanao businesses.

Prevalence of “GEM brand”

There is a strong association between GEM and USAID/USG assistance among program beneficiaries, although only a few expressed this was a result of major CPR activities. Eighteen out of 21 beneficiary groups interviewed by the CPR team correctly associated GEM with USAID, and, when further probed, the USG or “the American people.” However, all those interviewed attributed the primary reason for knowing this association to project plaques and signage found on the project sites, which although produced by the CPR team, do not constitute a major activity. Beneficiaries from only two of the 21 groups indicated that they had also heard about GEM and USAID in their local newspapers or radio stations.

During separate, key informant interviews with CPR staff in Davao and Manila, respondents were careful to emphasize that GEM had paid significant attention to making sure that CPR outputs emphasized that GEM assistance was provided “thorough USAID and ‘from the American People.’” Key informants also stressed that the name Louis Berger was never mentioned in their print publications. This statement was corroborated by the evaluation team’s review of 13 CPR-produced news articles. The key informants also noted that new procedures implemented last year now require that USAID’s Program Resources Management (PRM) office and the Public Affairs Section (PAS) of the U.S. Embassy review and clear all written program materials, ensuring they mentioned that GEM assistance is provided by the USG.

Building on the qualitative data gathered from their structured key informant interviews, the evaluators relied on observational data to answer the more subjective evaluation questions of the “worth,” synergistic effects, and implications for continued use of the GEM brand. There was a clear facilitative advantage to using the GEM name during the scheduling and conduct of interviews. The evaluators noted that respondents generally reacted positively when mentioning GEM—in the form of smiling, nodding, and otherwise receptive body language—and were more rapidly able to identify which assistance projects the evaluators were making reference to. Although 86% of respondents associated GEM with USAID when probed, it was clear to the evaluators that the GEM “brand,” not the USAID “brand,” was foremost in their minds. Evaluators also noted that respondents demonstrated similar positive reactions to other assistance brands, such as “Act for Peace,” but that these reactions were most noticeable when mentioning specific program/project names (e.g. “GEM,” “Act for Peace,” etc.) compared to donors names (USAID, UNDP, etc.) which were generally associated with multiple projects. Unfortunately, given the less rigorous qualitative methods used, the evaluators are not able to confidently conclude that the GEM, or similar, project-specific name, would gain positive implications from future use; however, indications are that it would, especially since it is well-known to MLGUs who provided counterpart funding for the infrastructure projects..

Conclusions

- CPR’s contribution to overall development objectives is tenuous and indirect, but nevertheless important and facilitative.
- There is a strong association between GEM and USAID/USG assistance among program beneficiaries, although only a few expressed this as a result of CPR activities.

Recommendations

- Streamline the PRM/PAS approval process so that CPR stories can be timelier and better capture audience attention by linking with topical stories of interest.
- Focus placements on interest/industry-specific publications to encourage more direct investments.

Lessons Learned

- The CPR far exceeded its target outputs and spurred instances of direct investment in Mindanao as a result of its activities. However, CPR staff mentioned that recent changes in the clearance process, now needing PRM and PAS approval before stories can be made publically available, has slowed their process significantly and as a result, the CPR team has to focus on less time-sensitive stories and coverage of larger events. A more streamlined approval process would facilitate the publication of more topical stories that could potentially garner more interest and attention.

COMPONENT 7: SUPPORT SERVICES

Findings

The purpose of the Support Services (SS) component is to facilitate the coordination, security, and transportation of USG officials, visitors, and representatives while in Mindanao on official business or partaking in on-request site visits to GEM or other USG development projects. SS has a fleet of 57 vehicles, including six lightly armed light trucks, with drivers in all major regions throughout Mindanao.

SS was not designed to contribute directly to the overall development objectives, but facilitated GEM-3 and other USAID/USG activities through key logistical support and local operational knowledge. As direct beneficiaries for four weeks, the evaluators were able to gain a firsthand account of the services provided. The evaluators were transported to all meetings with beneficiaries, government officials, and USAID and GEM representatives in a consistent, timely, and reliable manner. They were able to increase the number of barangays visited due to efficient planning and route knowledge, as well as access to more remote barangays than would have been possible through local transportation or taxi. They also benefitted from security bulletins: one of the evaluation sub-teams did not continue with its planned itinerary to visit volatile areas in Maguindanao where skirmishes had broken out between the Armed Forces of the Philippines and the Bangsamoro Islamic Freedom Fighters. Key informant and group interviews with GEM staff echoed the evaluators' own experience and underscored the component's key support in getting GEM staff and US visitors "out in the field" safely and efficiently.

Key informant interviews with USAID staff not directly involved in GEM-3 activities further underscored the evaluators' findings. "[SS staff] has been very professional and responsive...they are flexible when things fall apart and have good enough relationships with local contacts to explain that [last minute cancellation] are often out of our control...Gloria [USAID/Philippines Mission Director] always says 'copy GEM when we need to organize VIP visits,'" commented one USAID specialist. Another USAID staff member echoed similar views and noted that the services were in such high demand that requests for services were sometimes turned down, given the need to focus on GEM activities or other priority visits. Towards the end of the interview, both agreed that the Mission RSO officers "had very high standards" and would not choose to work with GEM if they did not think their services were efficient, safe, and effective.

When asked if SS is a necessary component for USAID/USG programming success in Mindanao, *all* key informants interviewed answered "yes" and stressed the importance of being able to access remote project sites and the ability to confidently and securely arrange for high-level meetings, visits, or business activities as the key contributions of this component to USAID/USG programming in the region. The evaluators noted that the GEM-3 evaluation itself illustrated the contribution of the services to USAID



GEM-3 security staff escorting evaluation team during fieldwork in Tawi-Tawi.

programming, as they were able to access a larger number of barangays and interviewees, many in remote and/or unsafe areas, then would have been possible through other public transportation. Although difficult to quantify and measure, SS facilitation of VIP visits also significantly contributed to the “public diplomacy” efforts of GEM, USAID, and USG. Interviewees from GEM, USAID, and even the local barangay officials told the evaluators that many visits by U.S. Ambassadors, Mission and Deputy Directors, and other higher-level officials would not be possible, certainly not with the current frequency, if not for GEM Support Services.

Conclusions

- SS was not designed to contribute directly to the overall development objectives, but facilitated GEM-3 and other USAID/USG activities through key logistical support and local operational knowledge.

Recommendations

- Continue the preparation, security and logistical arrangements for VIP visits and special events as currently implemented under SS.

Lessons Learned

- Well planned and organized field visits and events complemented by good security arrangements in conflict-affected areas are crucial in supporting the implementation of a development program, especially one that is high profile in the Philippines and in the US.

IV. CROSS-CUTTING ELEMENTS

RELEVANCE AND SELECTIVITY

Government Peace and Development Strategy for Mindanao

GEM-3 addressed relevant and priority areas in Mindanao that were consistent with the Philippine national government peace and development strategies.

The goals of the peace process as articulated in the MTPDP for 2004 to 2010 were as follows:⁶⁹

- Completion of comprehensive peace agreements with rebel groups resulting in the permanent cessation of armed hostilities by 2010;
- Completion of implementation of all final peace agreements signed since 1986;
- Mainstreaming of rebel groups through an enhanced amnesty, reintegration, and reconciliation program;
- Rehabilitation, development, and healing of conflict-affected areas; and
- Strengthening of peace constituency and citizens’ participation in the peace process on the ground

The program was also relevant to the goals of two key government organizations, namely, the Office of the Presidential Adviser on the Peace Process (OPAPP) and MinDA, who are tasked respectively to oversee, coordinate, and implement the comprehensive peace process for the country as a whole and to help integrate a development framework that is consistent with the peace and development initiatives of the national

⁶⁹ Medium-Term Philippines Development Plan (MTPDP), National Economic and Development Authority, Government of the Philippines, 2004.

government for Mindanao in particular.⁷⁰

Relevance and Links to Peace and Development Objectives

GEM-3 was relevant and contributed to four out of five goals linked to the peace and development objectives of the national and regional governments. Among the various components of GEM-3, the infrastructure program had the most relevance for achieving the implementation of the signed peace agreements (goal #2) and the rehabilitation, development, and healing of conflict-affected areas (goal #4). The GRP had promised peace dividends to the people in the form of economic development assistance for signing peace agreements. GEM-3 infrastructure projects had the most visibility in terms of development assistance and benefited a large number of people.

GEM-3's FCR component had specific relevance for integrating former rebel groups into their communities (see goal #3). The FCR component appears to address the MNLF former combatants' priority needs for a better livelihood. For more details, see the FCR component under Findings, above.

Regarding relevance for the peace objective (goal #5), the links are more tenuous; it becomes harder to state with certainty whether GEM-3 had a direct impact in bringing about peace in Mindanao. The evaluation survey reported that when local residents were asked whether their local BIPs had helped reduce violence in their community, 70% (418 of 601 respondents) acknowledged that this appeared to be the case. When asked if the BIP was helping to bring about peace in Mindanao, 60% (360 of 601 persons responding) said, "they thought it was helping," while others said, "they didn't know."⁷¹ The FCR component, while generally seen in a positive light, was reported by interview respondents from one group as a source of conflict within their community, resulting in tension between the beneficiaries (the MNLF former combatants) and the non-beneficiaries (other community members), as the former was seen as being constantly favored by donors at the expense of the latter.

Other studies have reported that improved economic conditions may not necessarily lead to reductions in conflict and violence. A study using data from the Philippines and Iraq found more occurrences of lethal attacks against security forces in areas with higher employment.⁷² Another study of six provinces in Indonesia, including Aceh, where large amounts of foreign assistance have been provided, showed that conflict actors are fluid, violence did not decrease after a peace agreement was signed, and that the form of violence between government troops and rebels shifted from large scale violence to more routine violence, such as fights between neighborhood gangs, political disputes, land issues, and old conflicts.⁷³ A similar study has begun for Mindanao and preliminary results indicate that mutations of conflict are present—77% of a total 13 violent conflict incidents involving MNLF and 40% of a total 35 incidents involving MILF are *rido*-related during the period January–April 2011.⁷⁴ This informs us that the fluidity and mutations of conflict pose challenges for the peace and security of the region and that continued investment in peace-building programs in conflict-affected areas is necessary.

Comparative Advantage of USAID

Development and peace/security are two sides of a coin. Development assistance is necessary, but not sufficient. It is necessary to "bring security and development together first to smooth the transition from

⁷⁰ Meetings notes with OPAPP in Manila, July 27, 2012; MinDA in Davao, August 7, 2012. OPAPP - <http://opapp.gov.ph/what-opapp>. MinDA Act of 2010.

⁷¹ Ibid.

⁷² Do Working Men Rebel? Insurgency and Unemployment in Iraq and the Philippines. Eli Berman, Joseph Felteer and Jacob Shapiro, National Bureau of Economic Research Working Paper, 155547, November 2009.

⁷³ New Patterns of Violence in Indonesia: Preliminary Evidence from Six "High Conflict" Provinces. The World Bank, November 2010.

⁷⁴ World Bank-State and Peace Building Fund project 'Conflict Monitoring System' (pilot period, January to April 2011).

conflict to peace and then to embed stability so that development can take hold over a decade and beyond.”⁷⁵ Such is the case for Mindanao. USAID has a comparative advantage among the donors, as it assists with both development and security.

In development, USAID has already made a strong name for itself in Mindanao through the last 17 years of GEM, especially through infrastructure and private-sector assistance. GEM-3 has developed strong relationships with many LGUs in Mindanao. Combined with other USAID programs in agriculture, education, health, and governance, USAID has a strong comparative advantage of multi-sector development in Mindanao.

The concomitant side of “securing development” is a safe and secure environment in which to work. This is not a question of sequencing but of simultaneity. The fluidity and mutations of conflict pose challenges for peace and stability in Mindanao; continued investment in security in conflict-affected areas is necessary. The U.S. Joint Special Operations Task Force-Philippines (JSOTF-P) is already working with USAID, “securing development” in six priority conflict areas in Mindanao. Good baseline, strong monitoring, and regular assessments will be needed to test this framework and obtain lessons learned for a wider replication later on.

EFFECTIVENESS

Accomplishment of Objectives

The evaluation did not focus on impact but on the performance of GEM-3 as laid out in the DAAD 2006. As such, one can say GEM-3 performance has been on track and will achieve all the physical targets laid out in the project documents by end of project life in December 2012. It is too early to assess the efficacy of the program but trends can be seen as follows:

- Objective 1 on accelerating economic growth in Mindanao: while it is difficult to say whether economic growth has been accelerated, one can say that GEM-3 has facilitated and laid the foundation for economic growth in Mindanao.
- Objective 2 on helping to assure that as many people as possible participate in and benefit from the growth: one can say that this objective has been achieved in that GEM-3 has touched the lives of many people, especially rural residents, who have benefitted from infrastructure projects.
- Objective 3 on helping to bring about and consolidate peace in Mindanao: this objective is difficult to assess, especially because there is no baseline data to measure the situation of peace before and after the program. Published studies have reported that improved economic condition is necessary but not sufficient to lead to reductions in conflict and violence. The evaluation in GEM-assisted barangays indicated that residents perceived improved security in their barangays. While this perception has to be substantiated by data, say of incidences and frequency of violent actions, one can be hopeful that perception will lead to behavior of peace.

Table 18 below shows how the budget is divided among the seven components with Infrastructure Development component commanding the largest share of the GEM-3 budget (67%).

CLIN	AMOUNT (US \$)	PERCENTAGE
CLIN 1: Infrastructure Development	\$65,724,739	(67%)
CLIN 2: Business Development	\$13,250,085 (includes FCR)	(13%)
CLIN 3: Workforce Preparation	\$13,087,485	(13%)

⁷⁵ “Fragile States: Securing Development”. Speech given by Robert B. Zoellick, former President of The World Bank Group at The International Institute for Strategic Studies, Geneva, Switzerland, September 12, 2008.

CLIN 4: Governance Improvement	\$5,133,487	(5%)
CLIN 5: Other Activities	\$1,754,317	(2%)
TOTAL	\$98,950,113	(100%)

The infrastructure projects certainly assisted economic growth at the local level and promoted participation of LGUs at both the municipal and barangay levels, mainly in counterpart contribution. Other GEM-3 activities (e.g., workforce preparation, business growth, governance improvement, and FCR) made contributions to economic growth and participation in conflict-affected regions. The program generated people’s perceptions of reduced violence in project-assisted barangays. Conflicts, however, continued to occur, even during the time of the evaluation; the evaluation team had to cancel planned visits to field sites deemed unsafe by the GEM security officer.

Strengths and Weaknesses of the Program

Infrastructure was a strong component of GEM-3, based on target completion data and widespread implementation that served a relatively large rural population; in the opinion of local residents, it made a difference in their perception of improved conditions for peace in the ARMM and conflict-affected areas of Mindanao.

The main weakness of the program was the incompleteness of the intervention packages of the other components, thereby, reducing their effectiveness and sustainability. For example, besides light TA and incentives for REAP, the component would have benefitted significantly from deeper TA with MLGUs, especially for better use of additional revenues collected, and from working with provincial governments to improve local revenue code and real property tax revisions.

GEM-3 could have benefitted from more comprehensive component packages and stronger linkages with verifiable indicators need to be made with economic development activities and consolidation of peace and order.

Umbrella Assistance Approach

The umbrella assistance approach reportedly worked well, especially for management. Discussions with GEM-3 staff confirmed that management and logistical costs were lower than if each GEM-3 component had to operate independently. However, no cost data by sub-components was made available to the evaluation team so this assertion is difficult to substantiate.

Technical Assistance, Training, and Partnerships

Technical assistance, training, and partnerships have been reported to target the appropriate beneficiaries to ensure the achievement of program targets. Provision of deeper TA, training and monitoring for the non-infrastructure components would have generated greater benefits and ensured better sustainability of completed projects. The US Mission found it necessary to strengthen the interagency collaboration, coordination and synchronization of its various programs in Mindanao through an internal Mindanao Working Group.⁷⁶ This is a step in the right direction.

EFFICIENCY

Program Management Structures and Implementing Tools

Interviews were conducted with the former GEM-3 chief of party (COP) as well as the Acting GEM-3 COP.

⁷⁶ US Mission Manila’s Mindanao Strategy, May 2011.

Both individuals cited the added value gained by USAID’s umbrella management structure. Overlapping responsibilities by managers resulted in reduced staffing levels and reduced costs with respect to sharing resources for logistical operations. However, Louis Berger, Inc. did not share any cost data on sub-components and services to validate the point. Information from another source, the USAID 2011 audit report on GEM-3, mentioned the program’s high support costs. The audit’s financial analysis of expenditures under the program’s infrastructure component revealed that its support costs—originally expected to represent 18% of the component’s total costs—was projected to double the amount planned.⁷⁷ This meant that the support costs of the infrastructure component were about 36%, a figure considered “higher than expected” by the Office of Inspector General.

Appropriate Management and Staffing of GEM-3 Program

The question of whether the various activities and projects carried out through GEM-3 have been appropriately managed and staffed is difficult to answer. The team had limited access to information on staffing levels by component areas and therefore cannot respond to whether staffing levels were appropriate. Nonetheless, the GEM-3 organizational chart indicated that, as of April 2012, the program had 370 staff members employed in management, technical, administrative and support positions. Staff distribution was skewed towards the infrastructure component, which comprised the majority (45.9%) of total staff employed, followed by overall management, administrative, accounting, contracts, security and communication (38.6%), and business growth (8.1%). In terms of intensity of staffing levels, measured by project accomplishments per staff employed (project-to-staff ratio) by component, the workforce preparation and governance components stood out where, on average, each employee handled 60.2 projects. Note, however, that the designated project accomplishments under these two components mainly referred to individual inputs (e.g., internship or scholarship recipients) as opposed to other components, which captured outputs. The FCR component, which employed only 1.9% of total staff members, had a project-to-staff ratio of 25.6—an indication that staffing level of FCR component was either highly productive or overburdened. (See Table 19).

Table 19: Staffing Levels by Components

COMPONENTS	NO. OF STAFF EMPLOYED	SHARE	PROJECT ^a -TO-STAFF RATIO
Infrastructure	170	45.9%	4.3
Business growth	30	8.1%	8.4
Workforce Preparation and Governance	27 ^b	7.3%	60.2
Former Combatant Reintegration	7	1.9%	25.6
Others	143 ^c	38.6%	18.2 ^d
TOTAL	234	100.0%	11.1^d

^a Number of projects refer to LOP accomplishments, as of September 2012.

^b Workforce preparation and governance component share the same management staff

^c Includes GEM-3 overall management, contracts, accounting, administrative, security and communication staff

^d Number of projects refers to total LOP accomplishments across all components, as of September 2012

Source: GEM-3 Program Organizational Chart, as of April 2012.

Adequacy of Management and Oversight Cost

Another question the evaluation team found difficult to answer was whether the management and oversight cost was suitable, given the number and scope of activities carried out. The implementing partner did not

⁷⁷ Audit of USAID/Philippines’ Growth with Equity in Mindanao (GEM-3) Program, 2011, p 10. Support costs are defined as (1) salaries for GEM staff, (2) overhead and fringe benefits, (3) travel, per diem, and allowances, and (4) other direct costs.

allow the evaluation team to examine any cost data beyond CLIN allocations by component and basic figures provided on infrastructure average costs. MinDA could not shed light on this question either as it was not provided with management cost information by USAID or Louis Berger.

Efficiency of USAID Oversight and Management of GEM-3

How efficient was the USAID oversight and management of GEM-3 and how could it be improved? In some respects, the oversight provided by the USAID COTR over the long life of three GEM projects was quite involved and reflected a hands-on management style—even to the point of reportedly micro-managing the program.⁷⁸ In retrospect, the GEM projects became overly identified as the operational domain of a single person. No independent external evaluation of the GEM program was conducted over a 17-year period. Based on USAID’s evaluation policy of 2011, all projects would now have to undertake regular evaluations. The USAID PRM unit should design a results framework with well-defined strategic objectives with verifiable indicators for anticipated new programs that will replace GEM-3.

The Philippines government also has a role in the oversight and management of GEM-3. USAID and MinDA signed an agreement (for Mindanao Peace and Development) at the beginning of GEM-3 making the latter chair of the steering and management committees. MinDA’s main role is to ensure that the USAID-assisted projects are in line with the government’s priorities, to approve funding under the special activity fund, to monitor the achievement of physical targets, and to follow up with LGUs regarding problems, especially related to resettlement for right of way matters in infrastructure projects. While the activities allowed MinDA to participate in GEM-3, MinDA expressed interest in a more meaningful role, such as in the design of the program (which was already set by USAID during the RFP stage), along with the ability to suggest changes in the infrastructure menu, and to receive full disclosure of financial information for transparency and to make informed recommendations.⁷⁹ Based on interviews with other national and international development agencies, USAID tended towards autonomy, with limited interaction with these organizations. Given reduction in development resources today, USAID would be prudent to work with other organizations to achieve a improved rate of investment on taxpayer’s dollars.

Umbrella Project Design and Efficient Use of Program Resources and Synergies among the Different Program Components

From a management perspective, the umbrella approach worked well enough, given the scope and depth of GEM-3. Although the evaluation team lacked access to cost data beyond the CLIN allocation, it is reasonable to assume that an individual component contractor performing the same tasks as GEM-3 would have been more expensive than if undertaken by a single contractor. The umbrella approach enabled GEM-3 to share resources and to work on a larger and broader geographic scale. Since cost data on sub-components and support was not available to the evaluation team, no remarks can be made with reference to the cost-effectiveness of different components.

GENDER

Implementation of the GEM-3 Gender Action Plan

The Gender Action Plan (February 2008) addressed all program components and sub-components. A total of 51 benchmarks were established for the GEM program components; these offered a thorough treatment of potential gender issues in GEM, and guidelines for implementers were comprehensive. In practice, however, the Action Plan was incompletely implemented and monitored. In job creation, it had to be adapted to local cultural practices.

Infrastructure: Under the Infrastructure component, the Gender Action Plan promised to “ensure that

⁷⁸ Personal communication, former DCOP.

⁷⁹ Evaluation team meeting with MinDA in Davao on August 7, 2012.

women are represented equitably during all stages of project identification, design, construction, and operations.” Rather than engage in site-specific consultations, the document proposed a series of four or five generic consultations with women’s groups to ensure that “women’s generic perspectives are represented.” According to GEM Infrastructure managers, some of these discussions were held in 2008, but their implementation, along with the way in which results were incorporated into infrastructure project designs is unclear to the evaluators.

In infrastructure design, the primary equity issue is ease and quality of access for all. Women’s concerns are to be “reflected in the design of all projects as appropriate and feasible.” Final designs would be furnished to municipal and provincial authorities and “made available for perusal by women’s groups among others.” GEM Infrastructure managers and local authorities assured evaluators that discussions during initial public consultations at proposed BIP sites were occurring and that women were making design suggestions, which included shorter step size and railings on boat landings and separate toilets at trading centers. Final designs are approved by the municipalities, but they are not open to further discussion by local citizens.

The MOU signed with municipalities contains a section on commitment to gender equity. In this, the parties agree to a series of benchmarks, including: taking women’s concerns into account; discussion of preliminary and final designs with women’s groups; equality of access to jobs; and 30% of all new jobs created to go to women.

Temporary jobs generated by infrastructure project construction should be equally accessible to men and women. Sub-contractors have to report the number and percentage of women hired as part of the construction process; a statement to this effect is included in their contracts and this information is to be included in GEM’s Quarterly Reports. GEM also pledged to ensure that any operations and maintenance employment generated by these projects would be equally accessible to men and women.

As GEM-3 progressed, further consultations with municipalities, women’s groups, and construction sub-contractors revealed it culturally impossible to meet such a high level of jobs for women in a field where manual labor on infrastructure is almost entirely male, both within small construction businesses and in local communities. LGUs and sub-contractors consequently asked for this obligation to be waived. However, GEM maintains that many of their sub-contractor engineers and owners have been female.

The GAP includes a series of benchmarks for inclusion in the BUM. The benefits to women for each infrastructure project should have been identified in discussions with women and with women’s groups in beneficiary communities. If projects fail to provide intended benefits to women, rectification plans should be implemented and their outcomes assessed. Moreover, project benefits to women should be quantified, if feasible and appropriate. Significant and unanticipated benefits to women should be written up as “best practices.”

Quantification of women’s benefits has not been noted in GEM documentation. Intended benefits to women are not included in initial project rationales and inspection results, but there is mention of women as a percentage of beneficiaries in BIP-concurrence requests to USAID and MinDA. Quarterly reports contain beneficiary numbers, but they are not disaggregated, nor is there any mention of women’s special concerns and benefits. In the latest BUM report on 1,380 completed projects, information on women’s participation or benefits is only occasionally included.

Workforce Preparation: Because of its many activities, the workforce preparation component had 18 benchmarks in the GAP. The various measures included in the GAP to ensure equal inclusion of female teachers and girls in the classroom for the CLIC program proved unnecessary, due to a plurality of girls and a large majority of female teachers in these schools. Visits to 10 schools by evaluators revealed that participants in the CLIC program are indeed primarily female. Of 22 teachers trained in these schools, 73% are female. Of the 500 students reported by five schools to be using the computer laboratory, 56% are female. Regarding the PTAs with which GEM worked in these schools, female membership ranged from 80% to 90%. This means that comments and recommendations provided during CLIC and matching grant discussions are mostly

women's voices. A majority of females in student bodies and the strong majority of women among school teachers and PTA members have meant that a majority of beneficiaries in the EMGP have been female.

A list of 71 PRIDE graduates from various parts of Mindanao contains a slight plurality of females (52%) over males. This is due, in part, to the preferences of hosting organizations. In service-related companies, such as hotels and restaurants, managers prefer female employees because of their perceived eye to detail, steadiness, and superiority in interacting with guests. Interns interviewed stated that to their knowledge, gender is not a factor in the selection process; rather, skills and experience qualifications are the top considerations.

JEEP was designed to assist colleges and universities throughout Mindanao to establish computer-based, English-language training programs. According to JEEP training data, between 2009 and 2012 a total of 930 teachers and technical staff were provided capacity-building support on JEEP and IT-related programs, of which 70% have been female. The same breakdown is found in the number of male and female JEEP teachers in the four schools visited. In these schools, 39 English teachers have been involved in the program, of which 69% are female. School management stated that it is a matter of school policy to ensure equal access to males and females in capacity building; however, in the final screening and evaluation process, a majority of those qualifying as regular JEEP teachers have been female.

Governance Improvement: Governance improvement activities are divided into those addressing human resource development of young leaders (CIPYML) and those focused on working with municipal institutions to generate supplementary revenue (REAP). A number of procedural benchmarks were established under GAP for CIPYML: materials publicizing the program would emphasize equal access of men and women in application; recruitment would stress a gender-blind selection process; equality of participation for men and women would be stressed; and effort would be made to ensure that each group selected for participation would include a percentage of women at least equal to that applying.

These prescriptions have been respected and efforts to include women in CIPYML have been very successful. There have been 149 intern graduates in the six cohorts of GEM-3, of which 60% are women. While sex disaggregation of graduates is reported in GEM quarterly reports, this is not the case for the regional representation and employment status of these graduates.

The GAP for the REAP program states that additional revenues generated by municipalities should be used to improve the scope and quality of municipal services and that these services should provide equal benefits to men and women. Moreover, incentives provided to LGUs had to be equally accessible to men and women. MOUs signed between GEM and LGUs do include a gender equity clause and specify the responsibilities of municipalities to employ additional revenue for development and social service ends. However, not only is this revenue inconsistently devoted to development investments, but there is no indication that municipalities pay any attention to the gender equity clause of their MOUs with GEM. The REAP benchmarks do not include references to sex disaggregation of participants in training activities nor to composition of the TWG and Tax IEC teams in participating REAP municipalities. Evaluators found that, in six municipalities, two of every three members of these groups are men (67%), but that there are more female tax collectors (53%) than male (47%).

Business Growth: The stated objective under business growth was to verify that GEM's support was "equitably available to men and women." One benchmark each referred to working with BSOs, training activities, and participation in GEM-sponsored trade fairs, exhibits, and conferences. Membership in BSOs was to be open to men and women equally and organizational activities should be equally accessible to both. To that end, BSO charters and operating guidelines were to include one or more clauses ensuring gender equity. Training provided or supported by GEM was to be available equally to men and women, and training reports would be disaggregated by gender to verify equality of access. Finally, participation in trade fairs, exhibits, and conferences would be open equally to men and women and GEM would work with

organizations to ensure that an equal number of women could participate.

Not only did GEM insert gender equity clauses into BSO charters and guidelines, but at least five of the 12 Chambers of Commerce with which GEM worked have elected women as presidents, and over half the project officers are women. It is still unclear to what degree GEM worked with BSOs to ensure equitable representation of women in trade fairs, exhibits, and conferences. Lists of participants in training and other events have been disaggregated by sex, but membership in assisted BSOs and attendance in training or other events was simply made available to all participants. No analysis was made of gender-based issues or barriers in participation or attendance. As in other GEM components, project management did not take a position in which it actively tried to redress gender imbalances in BSO membership nor access to special events, and it is not known to what degree these may or may not exist in practice.

The same GAP benchmarks applied to GEM's work with producers and producer associations to introduce high-value crops and aquaculture species and assist these organizations to expand their market share. As in the case of BSOs, while attendance in training and other events was tracked and sex-disaggregated, there is no indication that a proactive role was taken by GEM management to seek out or redress gender-based barriers to association membership, participation, access to resources, or attendance at GEM-sponsored training or other events. GEM admits that while TCEP activities are open to all, attendance at activities is limited by poor and expensive transportation, neither of which is covered by GEM. It is not clear whether this places a greater burden on female attendance than that of males, but it is likely.

Former Combatant Reintegration: The GAP under Business Growth, for its work with 50 FCR communities to supply pre- and post-harvest facilities, established three benchmarks. The GAP clearly states in its first FCR-related benchmark that information to be collected in the “generic” infrastructure focus groups was to be used to ensure that women's perspectives would be “given due consideration” in the identification, design, and location of infrastructure delivered to these communities. It is unclear to what degree these infrastructure-oriented women's focus groups were carried out and how their results were used to inform infrastructure projects.

In these 50 communities, any MOUs signed between GEM and LGUs or cooperatives should contain a clause mandating gender equality in access and use of pre- and post-harvest facilities and any employment involved in the operations and maintenance of these facilities would be open equally to men and women. Finally, any training provided by GEM would be open equally to men and women, and training reports would disaggregate attendees by sex. Beneficiaries stated that trainings were open to both men and women and that the identification, design, or location of the pre/post-harvest facilities did not overlook any unique gender concerns. The GAP does not address the 125 FCR producer associations assisted in the production of high-value horticulture commodities. However, these associations are implicitly covered by the TCEP benchmarks.

Mainstreaming of Gender Concerns into GEM-3 Activities

Beyond the 51 benchmarks of 2008 GAP and initial consultation in the infrastructure component with women's groups on generic gender issues and concerns, attention to or follow-up on these gender concerns has been mixed. In Infrastructure, benchmarks related to women's access to jobs had to be waived as culturally inapplicable. In Workforce Preparation, participants and beneficiaries in PTAs and among teachers and students all appropriately reflected a pre-existing plurality of females in each. In the CIPYML and PRIDE internship programs women also constitute a slight majority. In Governance Improvement, women predominate in tax collection teams, but the opposite is true in the TWG and IEC teams. In BG and FCR activities, women have played a prominent role in Chambers of Commerce, but their roles in various types of producer associations are unclear and unreported.

The statement made in the GAP's introduction—that progress made on each benchmark would be included in GEM's quarterly reports and that all program impact information should be disaggregated to ensure that

benefits to women can be identified, assessed, and described—generally has not been followed in practice. Moreover, the BUM has not carried out its GAP pledge to assess the degree to which that GEM-supported projects provide intended benefits to intended beneficiaries. In short, while GEM-3 appeared to mainstream gender issues and concerns into its projects and activities, it subsequently failed to carry out many of its pledged intentions.

Addressing Gender Issues

GEM-3 did disaggregate training data and placed statements on gender equity in BSO and PASS draft charters, in MOUs with producer associations, PTAs, and MLGUs, and in BIP sub-contractor contracts. Sex-disaggregated data do exist to verify a high degree of female participation in the workforce preparation component, except among students enrolled in JEEP. The degree to which women participated in governance improvement and business growth training and special events can be verified as well through these data. If sex-disaggregated data on employment during or after BIP construction exist, they have not been provided by GEM in quarterly or BUM reports. The same is true for employment generated through assistance to BSOs and producer associations.

Apart from generation of some sex-disaggregated data and insertion of gender equity language into agreements with some program partners, there is little evidence supporting discussions with women's groups or disaggregated data to identify women's issues, concerns, or even traditional barriers to equal access to GEM-sponsored training, resources, and activities. These are likely to have been subtle and linked to traditional gender social and economic roles, especially in the case of producer associations.

Elements Lacking in GEM Design and Implementation

Part of the problem in addressing gender issues in this program is that beneficiary impact data are generally not available in GEM reports, beyond anecdotal references and participant counts. Nearly two dozen life-of-program targets were tracked by GEM, but there has been little follow-up information on outcomes, beneficiaries, or linkage to higher-level objectives such as economic growth or the consolidation of peace. While the intention has been to ensure gender equality of access to benefits, only in the intern and scholarship programs are targets stated in human terms. USAID did give GEM-3 staff a gender orientation early on to enable them to prepare a Gender Action Plan. Nevertheless, the vast majority of program targets continued to be stated as physical outputs: BIPs and RIPs, chambers, associations, BSOs, export sales and volumes, expansions, resorts, facilities, communities, schools, grants, colleges/universities, and LGUs. Program results could have followed up on benefits to men and women.

In the future, a formulated GAP should be respected and followed, but it should be linked to a gender analysis up front. Since a contractor is often absorbed in achieving specified outputs and targets, USAID should ensure that attention to gender is not made subservient to target achievement. Some of the targets themselves should be gender-specific, especially in areas of possible inequality.

SUSTAINABILITY

Sustainability of the Results and Impacts of GEM-3 Activities

The most immediate elements of sustainability are the continued operation and maintenance of the equipment or systems put in place. Ultimately, sustainability also refers to the continuation or spread of the project activities themselves, in the absence of the original funder and promoter.

Except for the infrastructure, CLIC and JEEP projects implemented under GEM, for which maintenance agreements have been signed with various levels of LGUs, no formal plan has been devised by GEM and agreed upon by partners or proponents through which project equipment and activities are to be maintained in the short run, or the project model is to be continued and expanded over the longer run. In the absence of

donor contributions, the ability of even municipal governments to supply needed infrastructure projects to their populations in the future is extremely limited. This has been one reason for the highly visible and successful impact of the infrastructure component under GEM.

On the other hand, the other partner entities under GEM-3 are now casting about to ensure the maintenance and/or continuation of the various activities from which they have benefitted. This includes the Municipal Planning and Development Offices (MPDO) of municipalities, elementary and high schools and their PTAs under CLIC and EMGP, colleges and universities involved in JEEP, municipal LGUs under REAP, graduates and former interns under CIPYML and PRIDE, and BSOs and producer associations and cooperatives under the BG component.

Evaluators were able to investigate some of these partner solutions for maintenance and continuation of GEM activities. At present, there would appear to be few public or private entities willing to pick these up. With the exception of the infrastructure component and the CLIC and JEEP projects under the Workforce Component, GEM has not been active as yet in assisting partners to develop sustainability plans.

Infrastructure

The plan for sustainability in GEM projects is contained in the MOU between GEM and the municipal government where the project will be constructed. The MOU contains an article, "Project Operation, Maintenance, and Sustainability," in which the municipality is charged with responsibility for maintenance of the structure. The same responsibility applies in MOUs with provincial governments.

This MOU pledge is drawn up subsequently in an Operation and Maintenance Plan. An annual appropriation for operation and maintenance of the structure must be included in the MLGU budget. To that effect, a Municipal Council resolution for Year 1 maintenance and supporting budget is submitted concurrently with the MOU, along with the designation of the municipal office responsible for the operation and maintenance of the structure. Following completion of the facility, the MLGU provides an approved operation and maintenance plan and a budget allocating funds for the Year 2 budget and responsible office. If compliance with these terms is not provided, the MLGU may be excluded from future projects. The MOU goes on to say that repair or rehabilitation of any major damage is the responsibility of the recipients. Since the barangay never has funds for such major repairs, the MLGU is responsible for these. To that end, it has a Disaster Fund equal to 5% of its Internal Revenue Allotment (IRA) from the national government. However, MLGUs expect barangays to provide routine maintenance, such as debris and mud removal, cleaning, painting, and minor repairs.

GEM-3 has issued implementing guidelines to assist the MLGUs in assuming their responsibilities in operating and maintaining new BIPs. There is one set for each major type of BIP. Attached to the guidelines are a maintenance plan matrix and an operation and maintenance manual. The latter contains a section on the sustainability framework, where it is noted that the Office of the Municipal Engineer is responsible for maintaining the structure. To that end, this office should "identify the operation and maintenance activities required and prepare an annual budget to fund these activities," monitor and inspect the project on a regular schedule, and perform maintenance work. Operation and maintenance procedures are outlined in the manual.

The only community organizations that have emerged to maintain, at least partially, new BIPs have been water user associations, and sometimes vendor associations to manage trading centers. In the case of product consolidation centers, solar dryers, and small warehouses, GEM insists that recipients already be organized in producer cooperatives or associations. They are the owners of these facilities and are responsible for their maintenance and repair.

Maintenance of RIPS is undertaken by appropriate national governmental departments, in collaboration with provincial governments. These projects deal with a high level of social overhead capital, one that transcends the municipality to affect a whole province or region. National roads, for example, are maintained by the

Department of Public Works and Highways, provincial roads by the provincial governments, and municipal and barangay roads by municipal governments. Airport taxes partially offset maintenance costs of airport runways, but no tolls on national or provincial highways and bridges are employed to generate either a maintenance or depreciation fund.

Workforce Preparation

The four participating universities visited by evaluators, have institutionalized the JEEP program and incorporated the JEEP program into its curriculum.

Three of the public state-funded university/colleges are as yet still struggling to financially sustain their JEEP program. One institution, a private school, is financially self-sustaining. The private institution is charging PhP 1,800 per student per semester for more than 3,000 students for both the Start and Accelerate programs. The fee is almost twice that of the fees charged by the other three public institutions (from PhP 950 to PhP 1,000 per student per semester). GEM reports that several others are financially sustainable as well.

Beyond maintaining equipment and setting up a fund to replace computers and peripherals at the end of their useful life, teachers' salaries, funded by sufficient enrollment fees is also an issue. Only one of these participating schools currently appears capable of raising fees to a level sufficient to approach financial sustainability. If this trend continues, JEEP may not be sustainable in three of the four institutions examined in this evaluation. These universities and GEM-3 have yet to formulate a sustainability plan that will enumerate objectives and strategies to increase income generation, provide allocation of a budget for teachers' incentives and maintenance of the facilities by a technical support team, ensure continuing education and training of JEEP teachers, secure a resource provider of JEEP-related educational materials, and develop promotional activities. GEM points out, however, that sustainability discussions were held with all partner institutions, during which strategies were identified and budgets proposed.

The situation in the CLIC program is rather different. Each CLIC school employs a different method of resource generation for the maintenance of its computer laboratory. Some of the schools earmark a share of their maintenance budgets to maintain their computers. Funds from the students' laboratory fee are also used for the maintenance of the computer laboratory. In most of the eight schools visited by evaluators, DepEd pays for their internet connection.

In the case of the EMGP, PTA members proposed concrete steps toward at least short-term sustainability: (1) Tap PTA dues for maintenance needs; (2) widen the scope and improve implementation of their traditional trash collection and sale drive to generate funds for the PTA; (3) solicit additional funds from the barangay, municipality, friends, and relatives; (4) partner with private sector businesses, such as mining companies; and (5) seek assistance from the local school board and other municipal government sources.

These proposed steps are already proven means of generating additional funds for schools. The exact manner of sustainability will have to be worked out individually. In some cases, PTAs feel unable to raise further support from parents in very poor communities. Not surprisingly, there are also schools/PTAs with no clear plan on how to proceed once GEM-3 phases out. To date, there has been no discussion with GEM on sustaining the project after external support has ceased. For GEM, however, this is a broad program that provides one-off grants to schools for a range of educational activities. They do not see a need to assist these schools to match monies with other potential donors.

PRIDE, an internship program funded by GEM, requires minimal participation, in the form of limited funding and staff support time, by the receiving organizations. In the absence of GEM, there is no apparent institutional or financial mechanism to sustain this activity. Certainly, none has been reported to evaluators. The obvious solution would be for the private sector to sustain this institutionally and financially, since it is not likely that any public sector entity will pick it up.

Governance Improvement

There are no current plans in place to sustain the REAP program. Participating municipalities have not indicated whether and how they will maintain the program, but they do possess the necessary institutions and skills to do so. The following have been suggested at the municipal level for sustaining the REAP program beyond GEM-3: (1) involve civil society and the public more widely in the implementation of the revenue enhancement program; (2) secure the political will of elected officials and local champions within and outside the bureaucracy to enforce local tax codes and sustain the gains already made; (3) maintain the new institutions, mechanisms, systems, and enforced policies; and (4) share the REAP experience in meetings with planners, treasurers, and LGU leagues to promote its replication in other municipalities.

The ARMM regional government is viewed by officials in ARMM as the right institution to continue the CIPYML program. This idea has been supported by the Regional Governor. He is a strong supporter of CIPYML, having been a member of the House of Representatives when CIPYML was first implemented.

In 2009, GEM-3 sponsored a first-time gathering of CIPYML alumni, and one of the expected meeting outputs was for the former interns to formulate their own action/next-step plans. Although these plans were formulated, there was no support mechanism from GEM-3 to actualize and implement them. This will require a new institutional and financial sponsor—perhaps the House, itself. As yet there is no such commitment from any public or private institution. On their own initiative, however, the CIPYML alumni have created a social network page where they can connect in real time to communicate their future plans and aspirations, work opportunities, and their advocacy for governance reforms and peace. This may provide an effective lobbying platform for continuation of the program.

Business Growth

GEM has calculated an efficiency ratio relating the cost of trade fairs to additional exports they generated (\$1 generates \$263). According to this calculation, these events have had positive impact in terms of revenue generation. The positive efficiency is an encouragement for businessmen to continue attending trade fairs. Aside from this, trade fairs of the type supported under GEM will likely be sustained, because this is consistent with the strategy of the government and the private sector. The project has also transferred the skills of trade fair participation to business support organizations.

Three of the nine BSOs interviewed by evaluators are certain to be sustained: the Davao City Chamber of Commerce, Mindanao Trade Expo Foundation, Inc. (MTEF), and the MBC. In each of these organizations, their sources of revenue are sufficient for their operations. Aside from membership dues, they have other sources of funds, including event fees, grants from other foreign donors, and partnership with big organizations, such as the Philippine Chamber of Commerce and the Philippine Export Association. Three other BSOs have a high probability of being sustained, because of strong leadership. However, their sustainability is contingent upon the availability of funds from external sources. Three others, that evaluators feel, are not likely to be sustained, have limited sources of funds, and appear to have weak management. Interviews revealed that those holding management positions in these unsustainable BSOs are too busy attending to their businesses. For these managers, BSO activities are incidental. Another likely reason for lack of sustainability in these marginal BSOs is the discontinuation of some GEM-3-subsidized staff after project completion.

GEM's Business Support Program team, however, feels confident that most GEM-supported BSOs will continue to function, because they have developed networks providing access to resources from government and foreign donors. The team maintains that it has worked with each chamber to introduce sustainability planning, including the design of new projects intended to attract external funding, and has provided training in project proposal writing. With one exception, according to GEM, all GEM-2 BSOs have been sustained.

Former Combatant Reintegration

The evaluators found that four out of the seven post-harvest facilities visited appeared to be sustainable. The facilities were in good working order, regularly used, and had self-sustaining revenue collection to pay for future maintenance. For the other three facilities: (1) equipment had broken down and profitability had fallen; (2) a supplier hatchery was still unprofitable because FCR aquaculture cooperatives have not been able to generate sufficient demand for its products; and (3) intended user fees to maintain a fruit and vegetable consolidation facility were not being collected and the facility was largely unused.

The evaluators found that 8 of 14 FCR cooperative development activities appeared to be sustainable. These cooperatives employed multiple cycles of production, were committed to reinvesting profits for future production inputs, and had alternate plans for receiving additional needed assistance in the event that GEM funding should cease. For six other facilities, the evaluators noted a general lack of profitability and progressive depletion of working capital in various income-generating schemes.

Judging by comments made during qualitative interviews, site visits, and a literature review of other studies, surveys, and assessments, the results and impact of FCR income-generating assistance in simple agriculture, technology transfer, and post-harvest facilities appear to be sustainable. However, assistance provided in high-value production, although still potentially sustainable, had a lower percentage of success, depended to a greater extent on the participants' skills and commitment, and was more vulnerable to external shocks. The vast majority of FCR beneficiaries felt that GEM assistance had made a noticeable difference in their lives and eased their reintegration.

Evidence for Future Host Country and LGU Ownership of GEM-3

LGUs will continue their BIP infrastructure provision activities in barangays to the extent they can find funding, because this is their traditional role. They now set aside funds to match potential donors, something they did not do traditionally. In the absence of outside funds, however, their activities will remain very limited.

Municipalities may sustain their efforts to generate additional revenues from revision of tax codes and raising land valuations. This requires concurrence from provincial governments, however, and may be difficult politically. Resistance within municipalities from landed or moneyed elites will present a barrier. Nevertheless, it is clearly in their interest to raise additional revenue, and largely within their power to do so. Replication in other municipalities is also highly likely, if many of the 12 MLGUs can continue to show positive results. These results have been mixed, though, especially after the first year.

CLIC and EMGP activities could be sustained and expanded by local municipal school boards, but there is no indication at present if this is likely, or even financially possible. JEEP will need to be maintained by the universities and colleges involved, and this will certainly require raising user fees considerably. This, in turn, will limit this program to the wealthier institutions and students. PRIDE, CIPYML, and INVESTS all require a new benefactor, as yet to be identified. It is highly unlikely that any Philippine governmental entity will step forward, except perhaps in the case of CIPYML, but PRIDE could be sustained through a private sector entity or consortium.

Business growth and FCR activities could be maintained by the national government or BSOs, but there is little indication yet of that occurring.⁸⁰

Sustainability of Programs

A plan for sustainability of program achievements should be included in all program components in the future. In infrastructure, the concern was not to sustain a mechanism to provide future infrastructure projects, since this was already the mission of MPDOs, but to maintain the facilities put in place by GEM. In all other GEM components, the possible sustainability of the activity itself should have been explicitly

⁸⁰ It should be noted that future industry-oriented events such as the Mindanao Vegetable and the Mindanao Fruit Conference have already been scheduled by BSOs for 2013 with initial funding commitments from the government primarily DA

addressed (where applicable), not just the maintenance of the outputs delivered.

Sustainability of program impacts implies knowledge of those impacts. A mechanism to track the institutional and personal outcomes of various programmatic outputs, such as impacts on institutions and persons in schools and in municipalities, should be put in place in future programs. This would require tracking of some key elements of desired change from a baseline set of measures.

LESSONS LEARNED

Design and Implementation of GEM-3

Most of GEM-3 activities are appropriate for the Mindanao context. They have focused on the right issues for Mindanao, such as economic growth and stability and on the priority needs of conflict-affected communities; they have aimed at improving the economy and income generation; and have planned for coverage of a large swath of Mindanao, hoping to convince people to move away from conflict. The design, however, was very prescriptive, allowing little room for prospective firms to suggest complementary approaches and comprehensive component packages during the bidding process. The design was also physical target-focused and ignored outcomes and impact. The lack of a complete baseline has hampered the evaluation team.

Implementation of the program is generally sound.⁸¹ The implementing firm, which is generally regarded as an engineering consulting firm, has been best at the infrastructure component; it has produced quality structures well appreciated by the beneficiaries. Implementation of the other components has been adequate. Based on uneven outcomes and supported by empirical evidence, TA has been spread thinly over a vast area, limiting the impact and sustainability it could have had the interventions been more substantial, especially for the workforce preparation, governance improvement and FCR.

An obvious lesson to be learned from GEM-3 (and its predecessors) is that a program of this scope and magnitude requires external evaluations at critical decision points during its operation. Indeed, the DAAD for GEM-3 stated that “in close coordination with implementing partners, the technical assistance contractors will develop a performance monitoring plan.”⁸² After repeated requests by the evaluation team, USAID provided a GEM-3 M&E plan developed in 2008. The document provided a list of physical targets to be completed by the implementer over the life of the program; however, well-defined performance indicators were not in evidence. The implementing firm did undertake various internal studies and reviews to examine GEM-3’s own performance.⁸³ As a result, the current evaluation represents a “close-out” performance evaluation that has had to rely heavily on the collection of qualitative data, some quantitative data, and secondary data in order to gauge what has worked well, and not so well, over the life of GEM-3.

Socio-Economic Development Programs for Fostering Peace and Stability

Socio-economic development programs can go a long way to foster peace and stability in a region. The evaluation has shown that the majority of people appreciated the assistance and the attention they were getting and expressed that the projects provided them with economic opportunities and perceived that they were helping to reduce violence and foster peace in their barangays. Whether actual violence has been reduced is still unclear, as no baseline was collected and other studies have indicated socio-economic development programs are necessary but not sufficient to foster peace and stability.

Effective Activities in Promoting Peace

⁸¹ GEM-3 Development Activity Approval Document, USAID, October 2006.

⁸² Ibid. p-38.

⁸³ Personal communication, many of these studies and reviews have been mentioned earlier in this report—refer to References section in Annex 11.

The national, regional and local governments must play a very strong and key role in leading the post conflict work. Foreign assistance, including USAID and other donors, can assist government in the work, but they should not take the lead. GEM activities that work can be replicated on a wider scale in Mindanao.

There is a critical need for basic services in conflict-affected areas. These programs include large-scale, community-based public works, including in marginalized and conflicted-affected communities; addressing of infrastructure bottlenecks (in particular, electricity, which is the number one constraint for businesses in fragile and conflict-affected areas); and access to finance and investments to bring producers and markets together.⁸⁴ These are all mainly GEM-3 activities. In addition, there is the need to promote transparency and good governance in local institutions, so that the gains of the peace process and dividends can be sustained.

Donors working in Mindanao, including USAID, are reaching the conclusion that development assistance should not be scattered but needs to be focused in clusters of conflict-affected areas, either by municipalities or provinces.⁸⁵ Coordination with government is essential. Coordination among donors is critical to ensure interventions can be delivered with greater impact and convergence.

V. GENERAL RECOMMENDATIONS

USAID has a new strategy for Mindanao where both development and security assistance, will be targeted in six priority areas of conflict. This is a sound approach for many reasons, including easier coordination with a smaller number of partners, better targeting and monitoring of sites, higher possibility of success in the dual function of security and development, and improved sharing of lessons learned for wider replication by others at a later date.

This section highlights the key recommendations from the performance evaluation of GEM-3 and provides additional recommendations from the evaluation team's interviews with national and regional government agencies and donors.

INFRASTRUCTURE

Support a development framework with government to:

- Continue and expand BIP-type infrastructure all across rural barangays in Mindanao where basic services are lacking.
- Locate and construct RIPs in strategic areas, e.g., with the following links: agricultural production areas with major markets; and processing hubs with major airports and seaports.

BUSINESS GROWTH

- Focus on reducing transaction costs and increasing credit opportunities for small businesses and producer associations.

GOVERNANCE

- Involve provincial governments in updated land appraisal and evaluation to increase tax collection at municipal levels.
- Link graduates of the congressional internship program to REAP LGUs for greater synergy.

FORMER COMBATANT INTEGRATION

⁸⁴ World Development Report 2011: Conflict, Security and Development. World Bank, Washington DC.

⁸⁵ Evaluation team's interviews in 2012 with World Bank, July 27; AusAID, EU and JICA, September 14.

- Provide development assistance not only to MNLF former combatants but also to the host and/or community at large so as to minimize potential conflict situations arising from jealousy or resentment.

GENDER

- Ensure that future gender action plans are followed and implemented in accordance with the Philippines' established national gender laws, USAID policies and local practices.

GENERAL RECOMMENDATIONS

- Future project designs should be less prescriptive than GEM-3, so as to afford the implementing party room to suggest new ideas and the ability to work with LGUs, local partners, and communities on priority needs.
- Keep the logistical and operations support activity as implemented by GEM-3, if USAID plans to continue working in conflict-affected areas in Mindanao.

FUTURE EFFORTS

- New initiatives by USAID in Mindanao should continue coordination and partnership with OPAPP, MinDA, ARMM Regional Government and LGUs. This partnership should be a deeper one—starting with the planning and design of the new program through implementation, monitoring, and maintenance—as expressively desired by these organizations.⁸⁶ This will also enable good models and practices to be continued after a project is over.
- Go deep, rather than wide. Focus development assistance efforts in clusters of conflict-affected areas, either by municipalities or provinces, and do not spread them too thinly across a wide geographical area.
- Coordinate among donors so that interventions can be delivered with greater impact, convergence and synergy.
- USAID's should capitalize on its comparative advantage on being able to link with other USG programs (including JSOTF-P) and its ability to help “secure” development for Mindanao.

⁸⁶ Interviews in 2012 with OPAPP, July 27; ARMM, July 25; MinDA, August 7; ARMM-RPDO, August 28; and LGUs during field visits between August 9 to 29.

For more information, please visit
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PERFORMANCE EVALUATION OF USAID/PHILIPPINES GROWTH WITH EQUITY IN MINDANAO III (GEM-3) PROGRAM

ANNEXES

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ANNEX I: GEM-3 CONTRACTUAL REVISED TARGETS AND COMPLETED TARGETS¹

	Project	Total Budget \$98,950,113	Contractual Revised Targets	Completed Targets Sept 2012
INFRASTRUCTURE DEVELOPMENT COMP		\$65,724,739		
1	Barangay Infrastructure Projects (# of BIPs)		760	720 (est)
2	Regional Impact Projects (# of RIPS)		12	12
WORKFORCE PREPARATION COMPONENT		\$13,087,485		
3	Computer Literacy & Internet Connection (CLIC) (# schools)			
	- 153 Standard; 18 internet; 34 computers; 60 teachers		265	265
4	Education Matching Grant (EMGP) (# of grants)		800	802
5	Job Enabling English Proficiency (JEEP) (# of colleges/universities)		26	26
6	Business Internships (PRIDE) (# of interns)		100	91
7	Scholarships (INVESTS) (# of scholarships)		185	275
GOVERNANCE IMPROVEMENT COMPONENT		\$5,133,487		
8	Congressional Internship Program for Young Mindanao Leaders (CIPYML) (# of interns)		200	149
9	Revenue Enhancement and Peace (REAP) (# of LGUs)		12	17
BUSINESS GROWTH COMPONENT		\$13,250,085		
10	Identify new Chambers in CAAM for Institutional Support (# of chambers)		6	6
11	Chambers of Commerce in CAAM assisted to advocate improved LGU performance in tax revenue collection (# of chambers)		6	6
12	Producers Associations assisted to improve the competitiveness of their products (# of associations)		20	20
13	Help BSOs plan and implement specific events (# of BSOs helped)		25	25
14	Key growth sector BSOs established (# of BSOs established)		5	5
15	Triple value from 2007 \$30 million baseline		\$82 million	\$77
16	Triple volume from 207 33T MT baseline		90T MT	60-70T MT
17	Bring about a sizeable expansion of warehousing, cold storage and VHT facilities (# of expansions)		1	2
18	Tourist resort in CAAM (# of resorts)		terminated	
19	BPO Facility in CAAM (# of facilities)		4	4
20	Outreach and community projects by major international mining firms (# of communities)		4	4
FORMER COMBATANT REINTEGRATION COMP (part of BG above)				
21	MNLF Former Combatant coops/communities provided with pre-post harvest facilities (# of facilities)		50	50
22	MNLF Former Combatant groups/communities assisted to produce high value commodities-Sulu (# of groups/communities)		50	50
23	MNLF Former Combatant groups/communities assisted to produce high value commodities-Central Mindanao (# of groups/communities)		75	75
COMMUNICATIONS AND PUBLIC RELATIONS SUPPORT SERVICES		\$1,754,317		

¹ From GEM-3 Davao Office, Louis-Berger Group Inc, September 2012.

ANNEX 2: SCOPE OF WORK

SECTION C . DESCRIPTION/SPECIFICATIONS/STATEMENT OF WORK EVALUATION OF THE GROWTH WITH EQUITY IN MINDANAO (GEM-3) PROJECT (SOL-492-12-0000)

C.1 INTRODUCTION

The United States Agency for International Development (USAID) in the Philippines seeks to conduct an evaluation that will assess the performance of the third phase of its Growth with Equity in Mindanao (GEM-3) project in meeting its overarching objectives: 1) to accelerate economic growth in Mindanao; 2) to help assure that as many people as possible participate in and benefit from the growth; and 3) to help bring about and consolidate peace in Mindanao. To accomplish these objectives the GEM-3 Program conducted a wide range of projects and activities throughout Mindanao with program components ranging from: infrastructure development; workforce preparation; business growth; governance improvement; and former combatant reintegration. Beyond these main programmatic areas, the GEM-3 program also conducted a series of support services in communications and public relations and logistical and operational support to facilitate the implementation of several program activities throughout the life of the program. The evaluation will investigate each of these program components to determine what contribution each made to achievement of the aforementioned overarching objectives, provide lessons learned and make recommendations as to where USAID programs may have a comparative advantage its current assistance provision.

C.2 BACKGROUND

Economic progress in Mindanao has been limited, due to the continuing unrest, armed clashes, kidnappings, and incidents of terrorism in western and central regions of the island, the eastern coastal area, and the Sulu Archipelago. The vulnerability of people and businesses in those areas to criminal gangs, episodic loss of life and property, and armed conflict, has resulted in the expansion of only a small number of firms with a rare establishment of sizable new businesses.

To address the situation in Mindanao, the Government of the Republic of the Philippines (GPH) has been pursuing a two-pronged approach. Using military and other security resources, it is trying to contain and eliminate the violence where it is still prevalent. To eliminate the future resurfacing of violence, the GPH is attempting to expand economic opportunity for all the people of Mindanao, and to improve the general well-being of local populations. USAID has been working closely and extensively with the GPH in its attempts to expand economic opportunity and improve the well-being Mindanao residents. USAID coordinates its efforts in Mindanao with other U.S. Embassy Manila agencies in conflict-affected areas of Mindanao to improve peace and stability. These agencies include the State Department's Public Affairs, Economics and Political Sections, Justice Department, and the Department of Defense, especially the Joint Special Operations Task Force– Philippines (JSOTF-P).

USAID has been implementing major assistance efforts in Mindanao for almost two decades. For the first few years, the assistance was focused on the SOCSARGEN (South Cotabato and Sarangani Provinces, and General Santos City) area in south-central Mindanao. In 1995, USAID expanded its assistance efforts to cover all of Mindanao and the Sulu Archipelago. After the signing of the Peace Agreement between the Moro National Liberation Front (MNLF) and the Government of the Republic of the Philippines (GPH) in 1996, USAID intensified assistance efforts in the conflict-affected areas of Mindanao – both the areas affected by the Muslim separatist conflict, and the areas affected by the New People's Army (NPA) insurgency and criminality.

At this point, USAID is implementing a very sizable assistance effort that includes projects and activities in a wide range of technical areas, including: infrastructure development, agricultural development, education improvement, democracy promotion, governance improvement, health services, environmental management improvement, expansion of microfinance services, and reintegration of former combatants. The activities are carried out across Mindanao, but tend to be concentrated in the five provinces that make up the Autonomous Region in Muslim Mindanao (ARMM), its neighboring conflict-affected provinces, and the areas affected by the NPA.

I. The GEM-3 Program and its Objectives

The largest and most diverse program being carried out in Mindanao by USAID is its Growth with Equity in Mindanao III (GEM-3) Program. The \$98 million² GEM-3 Program continues and expands work carried out under GEM-1 (1995-2002) and GEM-2 (2002-2007) budgeted at \$22.3 million and \$82 million respectively. GEM-3 began in January 1, 2008 and is expected to have a five-year life, ending on December 31, 2012.

GEM-3 operates throughout Mindanao, but had a special focus on the ARMM and other conflict-affected areas of the region. GEM-3 has three related principal objectives:

1. To accelerate economic growth in Mindanao;
2. To help assure that as many people as possible participate in and benefit from the growth; and
3. To help bring about and consolidate peace in Mindanao.

GEM-3 works with a wide range of public and private organizations and institutions in its efforts to attain its objectives. These include: producer associations and cooperatives; the Mindanao Development Authority – (MinDA) (which is the GPH agency formally charged with oversight responsibility for GEM-3); the Mindanao Business Council; the ARMM Business Council; provincial, municipal, and barangay governments; bilateral and multilateral donor agencies; private firms; chambers of commerce; national government agencies; and Non-Government Organizations (NGOs).

GEM-3 is an umbrella-type activity, under which USAID is implementing a wide range of projects and activities throughout Mindanao. The different components of the GEM-3 Program are: a) infrastructure development; b) workforce preparation; c) business growth; d) governance improvement; and e) former combatant reintegration. Projects are carried out under each of these major GEM-3 components. Performance targets, expected results, and standard indicators for the GEM-3 projects can be found in Annex 1.

In addition to the various peace and development activities, GEM-3 also provides a range of general support services for USAID in Mindanao. The most important of these is their continuing information and communication effort aimed at promoting a balanced view of Mindanao through media; i.e., attempting to make people aware that Mindanao is more than just conflict, that it also can be an excellent place to do business. Other services include transporting and arranging security for visiting United States Government (USG) officials, and arranging public diplomacy-related events.

Additional information about the GEM-3 Program, including activity descriptions, activity results, and significant accomplishments, can also be found on the program's website at www.mindanao.org. No results framework was constructed or baseline data gathered during the formulation of the GEM-3 Program.

2. Other USAID Activities in Mindanao

USAID directs 60 percent of its total assistance towards Mindanao to improve the business climate, stimulate economic growth, reintegrate former combatants into the economy, strengthen basic education, improve health services and support transparency in local governance. In the environment and energy sectors, USAID is partnering with local governments and community-based organizations in Mindanao to help them effectively manage their natural resources, improve urban environmental management, and improve access to affordable and renewable energy sources supplied through public-private alliances.

To support the health sector, USAID is working with the private sector and local governments to improve the delivery of family health services, including maternal and child health, voluntary family planning, and control of tuberculosis, HIV/AIDS, and emerging pandemic threats. In its democracy and governance portfolio, USAID is supporting local officials to combat corruption by focusing on transparency and accountability in public administration processes. Finally, in education, USAID is increasing access to quality education and livelihood skills in areas most affected by conflict and poverty and improving the quality of instruction—particularly in math, science, and English. Between 1996 and 2009, through all its programs, USAID provided nearly \$500 million to reinforce Philippine Government efforts to secure a lasting peace and build a better life for the people of Mindanao.

USAID's development programming works in conjunction with the efforts of the U.S. Military colleagues in Mindanao. USAID and the Joint Special Operations Task Force – Philippines (JSOTF-P) work closely together

² In 2011, the contract was renegotiated from its original amount of \$125 million to \$98 million

in several conflict areas of Mindanao to support the Philippine development objectives. The U.S. Embassy's Mindanao Working Group plays a key role in the coordination of all U.S. Government (USG) assistance to Mindanao. One aspect of the USG effort is the prevention of a backsliding effect that would allow terrorist elements to reestablish the safe haven that previously existed in the Philippines.

C.3 SCOPE OF WORK

The purpose of this evaluation is to assess GEM-3's performance in achieving its objectives and meeting its performance targets as defined in the GEM-3 contract.³ The evaluation will inform USAID/Philippines on the success and failures of the GEM-3 program in developing and stabilizing conflict-affected areas of Mindanao. The evaluation's findings, conclusions, and recommendations will provide the Mission with valuable information and insight into its work in Mindanao and its ability to combat transnational-terrorism.

The product of this evaluation will be a final report that evaluates the successes, shortcomings, and lessons learned of GEM-3 activities. The report should include recommendations for improving USAID's assistance delivery in Mindanao and highlight comparative advantages in areas not addressed by other initiatives.

C.4 DETAILED WORK REQUIREMENTS

To evaluate the GEM-3 Program performance, the Offeror will address the following eight areas: impact, relevance and selectivity, effectiveness, efficiency, gender, sustainability, lessons learned, and the process for gathering data to complete the assessment. In the proceeding text, the eight areas are listed with questions for consideration by USAID/Philippines. For each of the eight areas, the Offeror must provide questions in their proposal that will be addressed and answered during the evaluation.

I. IMPACT:

- a) Overall, what are the key results and outcomes of the program? Have the specific targets established for the various activities and projects implemented under the GEM-3 Program been attained?
- b) What has been the impact of the activities? Have the various projects and activities carried out under the GEM-3 Program played an appreciable role in bringing about improved situations with respect to peace and development?
- c) Impact of specific GEM-3 Components:
 - (1) Infrastructure Development – How did the infrastructure development component of the GEM-3 Program contribute to the overarching development objectives outlined in Section II? Did the differing scopes and scales of the infrastructure projects have a significantly different level of impact on meeting the program's targets and objectives? (E.g. Barangay Infrastructure Projects (BIPs) vs. the Regional Infrastructure Projects (RIPs)). Out of the different types of infrastructure projects supported (solar dyers, box culverts, irrigation canals, boat landings, etc.), were there specific types that were more effective and efficient (from a cost and time perspective) in meeting targets and programmatic objectives? Have the quality and functionality of infrastructure projects been maintained by local partners?⁴
 - (2) Workforce Preparation – How did the Workforce Preparation component of the GEM-3 Program contribute to the overarching development objectives outlined in Section II? Which of the different Workforce Preparation activities (Computer Literacy and Internet Connection (CLIC)⁵, Education Matching Grant Project (EMGP), Job Enabling English Proficiency (JEEP), Productive Internships In Dynamic Enterprises (PRIDE), Investments in Vocational, Elementary, Secondary and Tertiary Studies (INVESTS), etc.), were most effective and efficient (from a cost and time perspective) in meeting targets and programmatic objectives and why? Did the combination of Workforce Preparation activities result in synergies that magnified the effect of any one specific activity?

³ GEM-3 performance targets can be found in Annex I.

⁴ Note that GEM-3 is currently undertaking an internal analysis of the economic impact of GEM-3 Infrastructure projects. The Evaluation Team should make use of the report generated from this analysis in their work.

⁵ Note that GEM-3 is currently undertaking an internal analysis of the impact of the Computer Literacy and Internet Connection (CLIC) program. The Evaluation Team should make use of the report generated from this analysis in their work.

- (3) Governance Improvement – How did the Governance Improvement component of the GEM-3 Program contribute to the overarching development objectives outlined in Section II? Did the technical assistance activities conducted under this component effectively improve the capacity of the Government of the ARMM and its constituent Local Government Units (LGUs) to address their key administrative and management problems? Which of the different Governance Improvement activities (Revenue Enhancement And Progress (REAP), Congressional Internship Program for Young Mindanao Leaders (CIPYML), etc.), were most effective and efficient (from a cost and time perspective) in meeting targets and programmatic objectives? Did these programs address the most pressing needs of the ARMM LGUs? Did packaging —incentives|| (e.g. additional infrastructure projects) with governance improvements lead toward successful attainment of LGU targets? Which —incentives|| seemed to be the most effective?
- (4) Business Growth – How did the Business Growth component of the GEM-3 Program contribute to the overarching development objectives outlined in Section II? Did the activities lead to a significant increase in private investment in the targeted sectors? Which of the different Business Growth activities (Business Support Organization (BSO) Development, Targeted Commodity Expansion Project - (TCEP), etc.), were most effective and efficient (from a cost and time perspective) in meeting targets and programmatic objectives and why? How effective were the different activities at facilitating the services required by local businesses to grow and generate employment? How effective has the Business Growth component of GEM-3 been in improving Mindanao producers' access to markets? How effective was GEM-3's business policy agenda in improving competitiveness of Mindanao businesses?
- (5) Former Combatant Reintegration (FCR) – How did the FCR component of the GEM-3 Program contribute to the overarching development objectives outlined in Section II? What effect did FCR programming have on recidivism rates of former combatants towards violence? Did the activities effectively support former MNLF combatants develop the production of agricultural products to generate sustainable economic opportunities? Which of the specific elements of the Livelihood Enhancement and Peace (LEAP) program were most effective and efficient (from a cost and time perspective) meeting targets and programmatic objectives?
- (6) Communications and Public Relations (CPR) – How did the CPR component of the GEM-3 Program contribute to the overarching development objectives outlined in Section II? Have public relations efforts been effective in changing the impression that all of Mindanao is a battleground? If yes, has this led to an increase in business activities and investment in the region? Has the CPR component generated public awareness, understanding and support of the Government of the Philippines and USAID activities in Mindanao? If so, to what extent? What have been the impacts of GEM-3 branding efforts? What is the GEM brand worth? Do different Mindanao stakeholders properly associate the GEM-3 Program with USG/USAID development assistance? Does the GEM brand have a synergistic effect on other USG/USAID activities in Mindanao? Should the GEM brand be used for future programs in the region? What are the implications of continuing to use the GEM brand? Which of the CPR activities (Pamphlets, radio, videos, CD-ROMs, etc.), were most effective and efficient (from a cost and time perspective) in supporting GEM-3/USG branding/outreach efforts?
- (7) Cross Cutting GEM-3 Support Services – How did the Support Services component of the GEM-3 Program contribute to the overarching development objectives outlined in Section II? How has the range of support services provided by the GEM-3 program impacted other USG/USAID programming in the region? Which of the Support Services activities (security services, transportation, arranging Very Important Person (VIP) visits, etc.), were most effective? Are the Support Services a necessary component to achieve success in conflict-affected areas of Mindanao?

2. RELEVANCE AND SELECTIVITY:

Did the program address relevant and priority areas in Mindanao that are consistent with the Philippine government peace and development strategies? Which of the GEM-3 Program activities were the most relevant to meeting its peace and economic development objectives? For which activities did USAID have the best comparative advantage? Is it possible to link GEM-3's socio-economic activities with the objectives

of bringing about peace and stability in Mindanao? What evidence was found to support or dismiss these linkages?

3. EFFECTIVENESS:

Did the GEM-3 Program accomplish its objectives and achieve its targets? What are the strengths and weaknesses of the program? Did the umbrella-type assistance approach work? Have technical assistance, training, and partnerships been targeted at the appropriate beneficiaries to ensure the greatest impact in advancing peace, stability, and economic growth? How effective are the public and private partnerships that GEM-3 developed? How effective was the financial resource leveraging or buy-in of GEM-3 activities? Where have synergies been achieved with other USAID/USG-funded activities in Mindanao, such as the U.S. Department of Agriculture's Food for Progress program and the activities of the Joint Special Operations Task Force – Philippines (JSOTF-P)? What additional opportunities exist for greater collaboration, with JSOTF-P and other USG organizations?

4. EFFICIENCY:

Were the program management structure and implementing tools efficient in achieving results? Have the various activities and projects carried out through the GEM-3 Program been appropriately managed? Have staffing levels been appropriate? Were management and oversight costs suitable given the number and scope of activities carried out? How efficient was the USAID oversight and management of GEM-3? How could it be improved? Has the —umbrella-type project design for GEM-3 been an efficient method of using program resources and finding synergies amongst the different program components? How cost effective were the results of each program area compared with alternative approaches of accomplishing the same objectives?

5. GENDER:

To what extent has the GEM-3 Gender Action Plan been implemented? Have gender concerns been mainstreamed into GEM-3 activities? To what degree have gender issues been addressed? What was lacking in the project design and/or implementation that would have improved gender considerations?

6. SUSTAINABILITY:

Are the results and impacts of GEM-3 activities sustainable? What evidence exists of the host country and local government units (LGUs) taking ownership of the GEM-3 program, including promoting the networks and best practices developed and disseminated under GEM-3?

7. LESSONS LEARNED:

What lessons have been learned from the design and implementation of GEM-3? How can socio-economic development programs be designed to have the greatest impact on fostering peace and stability? Are there activities that are more effective in promoting peace, relative to other activities? If so, which activities are these? Please also include a list of key lessons learned for each of the seven GEM-3 components.

8. DATA COLLECTION:

The Offeror will suggest specific variables to be collected to meet the GEM-3 performance evaluation requirements during Stage 2 (Refinement of Review Methods described below) of the evaluation. Variables should be selected based on availability of data as well as the feasibility and cost of collection.

C.5 METHODOLOGY

The final evaluation will determine the performance and impact of the most sizable, most visible, most varied USAID/Philippines assistance effort in Mindanao. The evaluation will be both quantitative and qualitative and will be implemented over the course of 60 workdays. The evaluation will provide answers to address each of the eight areas outlined in Section IV.

Given the lack of viable baseline information and other severe data limitations, the evaluation will rely mainly on qualitative methods including, but not limited to, semi-structured interviews, direct observation at project sites, focus groups of stakeholders and project beneficiaries, and documentation reviews. The

evaluation should also strive to collect data from areas where GEM-3 was not implemented to provide a with- and without-project comparison. Where feasible and appropriate, efforts should incorporate quantitative methods to measure program performance and impact including household surveys. Quantitative data collected will be vetted to the Mindanao Development Authority for consistency with qualitative findings.

Through participatory methods a multi-disciplinary team composed of an external consultant (team leader), key technical specialists, Government of the Philippines officials, including the Mindanao Development Authority (MindDA), and USAID/Philippines staff will examine GEM-3 program results. A visit to a series of project sites will allow field staff and beneficiaries to provide their inputs to the review process. Because of the broad area covered by the GEM-3 Program, USAID/Philippines suggests having two teams working to conduct research and collect data simultaneously. The final evaluation will be conducted in four stages:

Stage 1: Review of Existing Documentation - Time Frame: 1 week

The review team will conduct a thorough literature review of existing data and analyze relevant documentation such as studies, reports, and assessments produced by public and private sources. In addition, the Evaluation Team may decide to consult additional documentation from the USAID/Philippines, GEM-3 Headquarters office, or other sources as deemed necessary. The team will also familiarize themselves with non-GEM-3 USAID/Philippines activities in Mindanao to differentiate between GEM-3 and non-GEM-3 impacts. The Mission will seek to gather all available project documents and make them available at the USAID/Philippines office. The results of Stage 1 (Document Review) will inform the final evaluation methodology and implementation of field visits. Finally, at the conclusion of this phase, the Evaluation Team will outline preliminary field visit plans to view the various types of projects and activities that USAID has undertaken in Mindanao under the GEM-3 Program.

Stage 2: Refinement of Review Methods - Time Frame: 1 week

GEM-3 program activities are quite broad and diverse as they attempt to achieve the outlined peace and security and economic development objectives in Mindanao. The USAID GEM-3 Team and GEM-3 Staff will provide briefings to the Evaluation Team. To determine whether the collection of program activities had an appreciable impact on its targeted beneficiaries, the team will combine both quantitative and qualitative approaches to data collection. Rather than stating the exact mix in this scope of work, the Evaluation Team will be instrumental in the method selection process. For some selected performance indicators, valid quantitative data should be collected. For other indicators, qualitative methods will be a better way to gather information. At a minimum, the following data collection methods are encouraged: focus group interviews, key informant interviews, review of secondary data, document review, observation, random spot checks (visits to field offices and target population homes/fields), and household surveys.

In addition, decisions will be made on choosing a sample of project staff and target beneficiaries to be interviewed or surveyed. Thus, during this stage, the Evaluation Team will decide on final selection of the methods and instruments to be used during the field visit and prepare for the data collection exercise in the field. The strategy including chosen methods, instruments, and target beneficiaries will be presented to USAID for approval prior to the commencement of data collection.

Stage 3: Field Data Collection - Time Frame: 5 weeks

Stage 3 is the core of the evaluation process, will consider and integrate the findings of Stage 1 and Stage 2, and will involve prime contractor fieldwork, key informant interviews, validation of findings and report preparation. This will involve site visits and key informant interviews with USAID stakeholders at the local and national levels, including project contractors, grantees, MinDA officials, implementing partners in government, civil society and the private sector, beneficiary groups, local leaders, USAID officers and staff, US Embassy officers, and other donors and organizations working in Mindanao. This stage will be preceded by the completion of Stages 1 and 2. Stage 3 will be an in-depth assessment that will further analyze, synthesize and validate the findings under the earlier stages. It will seek to fill the gaps in knowledge and information from the earlier stages, in response to the evaluation questions predetermined by the Offeror.

The team leader and technical staff will plan and coordinate all the necessary logistics for the qualitative and quantitative collection of data at the field level.⁶ The USAID/Philippines and MinDA evaluation team

⁶ All raw quantitative data collected by one of the Agency's contractors or grantees for the purposes of the evaluation

members will also assist the team leader as requested in this stage. While USAID/Philippines does not propose a specific number of field visits, the total number should be sufficient to view a sizable, representative sample of all the key components of the GEM-3 Program. To the greatest extent possible, each type of project under each of the five main GEM-3 components should be visited at the field level.

Stage 4: Write and Present Evaluation Report - Time Frame: 3 weeks

Upon completion of the field data collection, the Evaluation Team will draft the evaluation report with conclusions and recommendations.⁷ The team will analyze and synthesize review findings and field data in order to describe, quantify and assess the impacts of the GEM-3 program on target beneficiaries. It will assess the effectiveness and efficiency of USAID approaches and implementing mechanisms while considering the impact indicators and targets outlined in GEM-3 program design documents. The team leader and technical staff will hold a meeting with USAID/Philippines staff and MinDA officials to present findings, lessons learned, and recommendations. Following the incorporation of feedback from USAID staff and MinDA officials, the team leader and technical staff will present the findings of the report to the entire USAID/Philippines Mission as well as USAID's Philippine Government Partners at MinDA and other interested agencies. The final report will be submitted to USAID/Philippines/Program Resources Office no later than 15 days following the conclusion of the 60-day work period. The Offeror will submit the final report to the Agency's Development Experience Clearinghouse (DEC) within the same timeframe.⁸

C.6 DELIVERABLES AND DELIVERABLES SCHEDULE

The detailed deliverables and deliverables schedule for this contract are as follows:

The Contractor shall deliver the following items to the USAID Contracting Officer's Technical Representative (COTR):

- a) **Detailed Work Plan and Final Report Outline:** Due to the COTR within the first 10 days of engagement. The work plan is to include any suggestions for revisions in the statement of work and the evaluation strategy describing the design and methodologies. The work plan shall reflect the Evaluation Team's schedule for interview, data collection, field visits, report writing, and periodic interim briefings for USAID. The Offeror will also submit an outline of the evaluation report during this time. A checklist for assessing the expected quality of the final report is included in Annex 2. The outline of the final evaluation report and work plan shall be approved by the COTR within five days of reception.
- b) **Draft Report:** A draft report shall be submitted to COTR on or before the 49th work day of the engagement. Comments on the report will be provided by the COTR within five days of reception.
- c) **Presentation of Evaluation Results to USAID:** Prior to the submission of the final evaluation report, the Evaluation Team shall present the results of the evaluation to USAID and MinDA. This session shall also be used to solicit comments and clarify issues. The Offeror will coordinate with the COTR to schedule these sessions between Day 49 and Day 51.
- d) **Final Report:** The final evaluation report shall be submitted to USAID by the Team Leader no later than 15 working days after the completion of the 60 work days of engagement. The final report should contain an Executive Summary of not more than five (5) pages and should clearly identify the team's findings, conclusions and recommendations. Appendices should at a minimum, list the people and organizations interviewed, the Evaluation SOW, evaluation framework and instruments used, success stories, reports from Stages 1, 2, and 3, and references cited. The final report should be single spaced, using Times New Roman font size 12, with each page numbered consecutively. Items such as graphs,

must be provided to USAID/Philippines to be uploaded and stored in a central database. The data should be organized and fully documented for use by those not fully familiar with the project or the evaluation. USAID Evaluation Policy, January 2011, p. 12.

⁷ For specific guidance on preparing the final report, refer to the new USAID Policy on Monitoring and Evaluation at <http://www.usaid.gov/evaluation/policy>. Where applicable this evaluation will follow guidance outlined in this policy.

⁸ Completed evaluations must be submitted to the agency's *Development Experience Clearinghouse (DEC)* and a cover sheet attached indicating the type of evaluation conducted and design. Each completed evaluation must include a 3- to 5-page summary of the purpose, background of the project, main evaluation questions, methods, findings, conclusions, recommendations and lessons learned of the evaluation. USAID Evaluation Policy, January 2011, p. 11.

charts, should be included in a maximum of 60 pages (excluding appendices).

C.7 QUALIFICATIONS OF KEY PERSONNEL

The contractor will field an experienced evaluation team with extensive experience in the fields of monitoring and evaluation of large development projects, institutional development, education, peace and security, agriculture, governance, energy/environment, and impact assessment. The evaluation team should be highly experienced in statistical sampling, surveys, and data analysis. Additional requirements of the team members include previous work experience in Asia, excellent data analysis and computer skills (word processing and spreadsheets), and sufficient language skills to conduct field research in Mindanao. To the extent possible, evaluation specialists with appropriate expertise from the Philippines, but not involved in project implementation, will lead and/or be included in evaluation teams.⁹ Additional logistical support, if necessary, will be drawn from the Office of Economic Development and Governance at USAID/Philippines.

The Offeror must take into consideration the existing security concerns present in some regions of Mindanao. American citizens under the Chief of Mission authority must receive clearance by the Regional Security Office of the U.S. Embassy before traveling to Mindanao. This concern may restrict movement of American citizens. Non-Americans should be aware of any restrictions placed on them by their respective embassies and plan accordingly. Considering these restrictions, appropriate actions must be taken to assure all necessary data can be gathered for a complete evaluation. USAID/Philippines suggests including a proper mix of Filipinos willing and able to enter conflict-prone areas to complete necessary tasks.

The Offeror must verify the availability of any personnel working on the evaluation for more than 20 days. Please include letters of availability for all applicable personnel when submitting the proposal. Submissions not including letters of availability will not be considered for the award.

USAID/Philippines suggests having two teams comprised of approximately six members each with a similar mix of technical specialties. The two teams will work simultaneously to conduct research and compile data in order to achieve the broadest coverage of geographic regions and different GEM-3 components. The teams' activities will be coordinated and managed by the Team Leader. *The following is a list of suggested specialists that should make up each evaluation team, though the Offeror may also suggest a different mix of personnel if deemed more appropriate to conduct this evaluation.*

The following experts should be considered:

The Evaluation Team Leader must have:

- a) An advanced degree in Economics, Business Administration, Regional Planning, Economic Development, or a related field
- b) At least 15 years professional experience in project performance and impact evaluation
- c) Demonstrated ability in designing and implementing development programs on a nation-wide or region-wide basis
- d) Strong skills in designing quantitative and qualitative research instruments and methodologies
- e) Proven ability to analyze data collected as part of program implementation and to prepare reports, including program recommendations
- f) Proven writing and leadership skills
- g) Familiarity with USAID project planning, implementation, and evaluation processes
- h) In-depth knowledge of development issues in conflict-areas of is an advantage

Team Members:

Monitoring and Evaluation Specialist

- a) Post-Graduate degree in Project Monitoring and Evaluation/Project Planning and Management or an advanced degree in relevant social sciences.
- b) Should have a degree in Economics, Socio-Sciences, Statistics, Development Studies or related field
- c) Minimum of 10 years of prior experience in monitoring and evaluation, field-based data collection and analysis experience, and knowledge sharing
- d) Experience in sampling methodologies, in using spreadsheet and data analysis software (e.g. STATA, SPSS), and an acquaintance with other database software

⁹ USAID Evaluation Policy, January 2011, p. 9.

- e) Strong writing skills in a variety of contexts
- f) Previous experience in the development sector in Southeast Asia
- g) Familiarity with USAID project implementation and evaluation processes
- h) In-depth knowledge of development issues in conflict areas in Mindanao is an advantage

Rural Development Specialist:

- a) Advanced degree in economics related to rural development
- b) Minimum of 8 years of prior technical experience with a focus on agricultural business development, agroindustry and/or small enterprise development, export market products, and value chain analysis
- c) Ability to design, manage, and implement quantitative and qualitative field-based evaluations related to economic growth
- d) Strong writing skills in a variety of contexts
- e) Previous experience in the development sector in Southeast Asia
- f) Familiarity with USAID project planning, implementation, and evaluation processes
- g) In-depth knowledge of development issues in Mindanao is an advantage

Institutional Development Specialist:

- a) An advanced degree in Institutional Development, Urban Planning, Business Management;
- b) Minimum of 8 years of prior technical experience with a focus on local governance, institutional development, and the infrastructure sector
- c) Ability to design, manage, and implement quantitative and qualitative field-based evaluations related to economic growth
- d) Strong writing skills in a variety of contexts
- e) Previous experience in the development sector in Southeast Asia
- f) Familiarity with USAID project planning, implementation, and evaluation processes
- g) In-depth knowledge of development issues in conflict-affected areas of Mindanao is an advantage

Peace and Security Specialist:

- a) Advanced degree in a discipline related to international peace, security, conflict management and mitigation and/or governance
- b) Minimum of 8 years of prior technical experience with a focus on conflict mitigation, counter terrorism or counter extremism
- c) Ability to design, manage, and implement quantitative and qualitative field-based evaluations that links peace and security to economic growth
- d) Strong writing skills in a variety of contexts
- e) Previous experience in the development sector in Southeast Asia
- f) Familiarity with USAID project planning, implementation, and evaluation processes
- g) In-depth knowledge of development issues in conflict-affected areas of Mindanao is an advantage

Technical Assistants:

- a) Bachelor's degree in Economics, Business Administration, Agriculture, Education, etc., or a technical field related to one of the principal areas of GEM-3 involvement
- b) At least 3 years of work experience providing technical and administrative support to a team of professionals
- c) Experience in data collection and data quality assurance
- d) Ability to synthesize input from various sources
- e) Experience using of spreadsheet and other database software
- f) Must have a good knowledge of key actors and stakeholders in Mindanao

C.8 PERIOD OF PERFORMANCE

The evaluation is expected to be completed within 60 working days. Following is a suggest timeline for conducting the requested activities. The Offeror may suggest variations to schedule, but the total timeframe cannot exceed 60 working days and the final report must be submitted within 15 days after completion.

Activity	Work Days	
	Review and analysis of basic GEM-3 Program documents and studies	1-5
Briefings from USAID GEM-3 Team and GEM-3 Program management team	6-8	3 days
Refine evaluation methodology, prepare work plan, report outline, and schedule of field visits; review of additional documents	9-13	5 days
Data collection and field visits	14-43	30 days
Preparation of draft report	44-48	5 days
Submission of draft report to USAID's Program Resources Office; briefing and discussions with USAID/	49-51	3 days
Revise report	52-55	4 days
Presentation of final draft report to USAID.	56-57	2 days
Finalize report	58-60	3 days
Submission of final report to USAID - 15 working days after completion of management		

Activity	Month 1			Month 2			Month 3			
	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10
Review and analysis of basic GEM-3 Program documents and studies										
Briefings from USAID GEM-3 Team and GEM-3 Program management team										
Refine evaluation methodology, prepare work plan, report outline, and schedule of field visits; review of additional documents										
Data collection and field visits										
Preparation of draft report										
Submission of draft report; briefing and discussions with USAID; solicit comments of the draft report. Briefing with MinDA on the findings of the evaluation.										
Revise report										
Presentation of draft final report to USAID										
Finalize report										
Submission of report to USAID	15 working days after completion of engagement									

[END OF SECTION C]

ANNEX 3: EVALUATION QUESTIONS

Based on the evaluation expectations presented in the GEM-3 RFP and subsequently discussed with the GEM-3 Contracting Officer's Representative, the evaluation will address the following critical issues across GEM-3 component areas with respect to the achievements of GEM-3 during Fiscal Years 2007-2012.¹⁰ The key evaluation questions as listed in the RFP are as follows:¹¹

Impact: What were the key results and outcomes of this component? Did the GEM-3 projects contribute to economic growth and development in the different intervention regions? How? What kinds of partnerships were generated as part of the GEM-3 process with various stakeholders? In what way did these activities contribute to peace or the reduction of violent conflict in the region? How?

Relevance: Did the component address relevant needs in priority areas in Mindanao as articulated by community members? How were infrastructure needs determined and by what organizations? Who were the primary decision-makers for where and what level of resources would be allocated to a given project?

Effectiveness: What percent of GEM-3 components achieved their targets? Which ones did not meet their targets? Were these targets achieved on schedule? What kinds of problems or issues were identified for contributing to GEM-3 not achieving its targets?

Efficiency: How cost-effective were the projects in achieving its targets? What type of projects were the most cost-effective in terms of time, money and results? What are the comparative rates of return on different types of GEM-3 projects?

Gender: Does the project have sex-disaggregated data? If yes, were gender gaps identified in the data analysis? How were these gender gaps addressed? Was there participation of women in decision-making for the type of projects selected? What have been the contributions of and benefits derived by women and men in this project? To what extent did GEM-3 implement its Gender Action Plan for this component?

Sustainability: What plans are in place to sustain the projects once GEM-3 is finished? By whom? What types of community organizations emerged to maintain a particular project—how was ownership resolved for various types of projects? For RIPs and BIPs, how is maintenance handled? What types of income generation efforts are in evidence to maintain these infrastructure projects?

Lessons Learned: What worked best in designing and implementing the projects? What activities did not work as anticipated? Did the differing scopes and scales of the projects have a significantly different level of impact on meeting the program's targets and objectives? Provide action-oriented, practical and specific recommendations based on evaluation findings for this component. What lessons were learned in the planning, implementation, and monitoring of GEM-3 activities?

¹⁰ USAID/Philippines COR for the evaluation is Ms. Fatima Verzosa of the Program Resources Management Office (PMR)

¹¹ RFP No. SOL-492-12-000008, pp. 10-12.

ANNEX 4: EVALUATION WORK PLAN

FINAL WORK PLAN

August 06, 2012

This revised work plan was produced by Social Impact for review and approval by USAID/Philippines under Contract No. SOL-492-12-000008.

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I. PROJECT OVERVIEW

Introduction

The United States Agency for International Development Mission in the Philippines (USAID/Philippines), through its contractor Social Impact (SI), is conducting an evaluation to assess the performance of the third phase of its Growth with Equity in Mindanao 3 (GEM-3) project in meeting its overarching goals to:

1. accelerate economic growth in Mindanao;
2. help assure that as many people as possible participate in and benefit from the growth; and
3. help bring about and consolidate peace in Mindanao.

To accomplish these objectives, GEM-3 conducted a wide range of projects and activities throughout Mindanao with program components ranging from: infrastructure development; workforce preparation; business growth; governance improvement; and former combatant reintegration. Beyond these main programmatic areas, GEM-3 also conducted a series of support services in communications and public relations and logistical and operational support to facilitate the implementation of several program activities throughout the life of the program. The evaluation will investigate each of these program components to determine what contribution each has made towards achieving the aforementioned overarching objectives therein providing lessons-learned and recommendations for future USAID programs.

Evaluation Purpose

The purpose of the GEM-3 evaluation is to assess the overall impact of GEM-3's complex and extensive set of interventions in achieving the overarching goals mentioned in the overview. This effort will essentially be a "performance evaluation" focusing on descriptive and normative elements that GEM-3 *has or has not achieved*, supported by the collection of quantitative data to document the various aspects of the program and qualitative data to capture the more subtle expressive features of the GEM-3 interventions.

Evaluation Background

Opportunities for economic growth and development in Mindanao exist, but economic growth and institutional development have been stymied by three decades of internal conflict, the lack of infrastructure and institutional development. Social conflict along with the lack of basic social services provided by the national government has resulted in the lack of trust among people at the local level and between citizens and government authorities.

Foreign assistance to Mindanao through donor-funded projects has sought to bridge this gap and, in particular, USAID has been implementing major assistance efforts in the region for almost two decades. Initially, this assistance was focused on South Cotabato, Sarangani Provinces, and General Santos City areas in south-central Mindanao. In 1995 through 2002, USAID expanded its assistance efforts to cover all of Mindanao and the Sulu Archipelago under the auspices of GEM-1 (\$22.3million). Given the continuing need to promote development assistance, USAID funded GEM 2 (\$82 million) for the years 2002-2007. USAID's largest and most diverse program in Mindanao is GEM-3. This \$98 million program has continued and expanded earlier work carried out under GEM programs 1 and 2.

GEM-3 represents a sizable assistance effort that complements projects and activities in a wide range of technical areas including (but not limited to): infrastructure development, agricultural development, education improvement, democracy promotion, governance improvement, environmental management improvement, and reintegration of former combatants. These activities are being carried out across Mindanao, but tend to be concentrated in the five provinces that make up the Autonomous Region in Muslim Mindanao (ARMM) along with neighboring conflict-affected provinces. The GEM-3 program has provided technical and financial intervention assistance to achieve its objectives through the program five components: 1) infrastructure development, 2) workforce preparation, 3) business growth 4) governance improvement, and 5) former combatant reintegration. GEM-3 also provides cross-cutting activities including: a) providing information and communication aimed at promoting a balanced view of Mindanao through mass media efforts, and b) supporting transportation and security for visiting United States Government (USG) officials, and arranging public diplomacy-related events.

Operational Issues to be Addressed by the Evaluation

Based on the evaluation expectations presented in the GEM-3 RFP and subsequently discussed with the GEM-3 Contracting Officer's Representative, the evaluation will address the following critical issues across GEM-3 component areas with respect to the achievements of GEM-3 during Fiscal Years 2007-2012.

Table 1: Project Performance Elements

Impact	
1.	What were the key results (outputs and outcomes) of this component?
2.	Did the GEM-3 projects contribute to economic growth and development in the different intervention regions? How?
3.	What kinds of partnerships were generated as part of the GEM-3 process with various stakeholders?
4.	In what way did these activities contribute to peace or the reduction of violent conflict in the region? How?
Relevance	
1.	Did the component address relevant needs in priority areas in Mindanao as articulated by community members?
2.	How were infrastructure needs determined and by what organizations?
3.	Who were the primary decision-makers for where and what level of resources would be allocated to a given project?
Effectiveness	
1.	What percent of GEM-3 components achieved their targets? Which ones did not meet their targets?
2.	Were these targets achieved on schedule?
3.	What kinds of problems or issues were identified for contributing to GEM-3 not achieving its targets?
Efficiency	
1.	How cost-effective were the projects in achieving its targets?
2.	What type of projects were the most cost-effective in terms of time, money and results?
3.	What are the comparative rates of return on different types of GEM-3 projects?
Gender	
1.	Does the project have sex-disaggregated data? If yes, were gender gaps identified in the data analysis? How were these gender gaps addressed?
2.	Was there participation of women in decision-making for the type of projects selected?
3.	What have been the contributions of and benefits derived by women and men in this project?
4.	To what extent did GEM-3 implement its Gender Action Plan for this component?
Sustainability	
1.	What plans are in place to sustain the projects once GEM-3 is finished? By whom?
2.	What types of community organizations emerged to maintain a particular project—how was ownership resolved for various types of projects?
3.	For RIPs and BIPs, how is maintenance handled? What types of income generation efforts are in evidence to maintain these infrastructure projects?
Lessons Learned	
1.	What worked best in designing and implementing the projects?
2.	What activities did not work as anticipated?
3.	Did the differing scopes and scales of the projects have a significantly different level of impact on meeting the program's targets and objectives?
4.	Provide action-oriented, practical and specific recommendations based on evaluation findings for this component.
5.	What lessons were learned in the planning, implementation, and monitoring of GEM-3 activities?

The original RFP outlined numerous additional questions that the evaluation team has tried to combine and focus in the selection above. However, given that certain component-specific questions are of key interest to the Mission, the evaluation team will ask these questions in their component specific interview protocols.

2. PROJECT WORKPLAN TASKS

Nine major tasks will be carried out to evaluate the GEM-3 program. These tasks are discussed below.

STAGE ONE

Task 1: Orientation Briefing with USAID/Philippines

During the first and second week of the evaluation (July 23-August 6, 2012), the Evaluation Team (consisting of the Team Leader and Sub-Team Leader 1) will meet with USAID/Philippines GEM-3 Evaluation Managers to discuss the scope of work (SOW) of the evaluation, any changes since the contract award, and what areas of particular

sensitivity the Team should be concerned with for carrying out the evaluation (including program objectives, sub-contractor sampling design, and other general observations for carrying-out the evaluation of the GEM-3 program.

Task 2: Review of Key GEM-3 Documents

During Weeks 1 and 2, the entire Evaluation Team will begin reviewing key GEM-3 documents and begin establishing a schedule for meeting with knowledgeable persons regarding the GEM-3 program. The document review and interview findings will provide a critical nexus for determining what activities must be included in the Evaluation Work Plan and what topics and concerns should be addressed within the survey questionnaire and other key informant and focus group protocols. All material and documents will be made available to other members of the evaluation team who are due to arrive during Week 2 of the evaluation.

Key documents: In order to familiarize themselves with GEM-3's mission, its objectives, and programmatic evolution, evaluators will review (among others) the following documents: GEM-3 Quarterly Reports, the GEM-2 Completion Report, recent reports from the USAID Regional Inspector General, along with internal self-assessment reports conducted by the GEM-3 contractor—Louis Berger, Inc. (LBI).

Key Interviews: The Team Leader and Sub-Team Leader 1 will meet with the USAID/Philippines Mission Director to capture her views on the Mission's expectations of the GEM-3 evaluation and other views relevant to conducting the evaluation. Interviews will also be arranged with Mission Specialists familiar with USAID program. Subsequently, interviews will be conducted with other Government of the Philippines (GPH) agencies and international development organizations working in Mindanao. For example, members of the Evaluation Team will meet with representatives of the National Economic and Development Authority (NEDA), the Office of the Presidential Advisor on the Peace Process (OPAPP), the Autonomous Region in Muslim Mindanao (ARMM) Regional Government, and the World Bank (WB). Other interviews will also be arranged with additional organizations, time permitting.

STAGE TWO

Task 3: Prepare Detailed Evaluation Work Plan

During Week 2 (July 30-August 4, 2012), the entire Evaluation Team will participate in preparing a work plan for carrying-out the evaluation of the GEM-3 program. The Evaluation Team will be divided into two sub-teams with respective responsibilities. The work plan will include; a detailed overall evaluation timetable, an expanded fieldwork schedule, a list of the GEM-3 sites to be visited by the Evaluation Team, and the provinces to be covered by Teams 1 and 2 over a five-week period.

Task 4: Conduct a Mini-Survey of BIP Projects

Infrastructure projects accounted for approximately 67 percent of the resources allocated to promote economic growth throughout Mindanao. These projects were conceived as serving relatively large numbers of persons in rural barangays with assumption that by improving the rural infrastructure for these populations would ultimately assist in bringing about peace in Mindanao. These infrastructure projects consisted of Regional Infrastructure Projects (RIPs—projects costing in excess of \$50,000) and Barangay Infrastructure Projects (BIPs—costing less than \$50,000). As part of its proposal, SI proposed using a sub-contractor to conduct a mini-survey of BIP projects. This effort is briefly described below:

Task 4a: Develop and Pre-Test Data Collection Instruments

During Week 2, the Evaluation Team working with its sub-contractor, the Research Institute for Mindanao Culture (RIMCU) will commence on the development of Survey Questionnaire focusing on the results achieved by the GEM-3 BIPs. This questionnaire will be conducted in 36 barangays (30 barangays with GEM-3 projects and six barangays with no GEM-3 projects) and administered to 900 respondents. Twenty-five respondents will be surveyed in each GEM-3 site for a total of 750 persons with the same number of respondents reviewed in the non-GEM-3 sites (6 x 25) for a total of 150. In each BIP site, key leaders, including community leaders, local religious heads or imams, women's group leaders, among others) will also be interviewed to collect their views on the actual benefits they perceive to have been achieved by their respective GEM-3 project. Once the draft questionnaire is developed and reviewed by the Evaluation Team Leader, suggested changes will be incorporated and then sent to the RIMCU field staff for initial translation and preparation for pre-testing the instruments. The development of a GEM-3 mini-survey field questionnaire will involve the following five principles:

First, the questionnaire content should reflect the central questions and issues initially detailed in the Evaluation Statement of Work and subsequently addressed in SI's winning proposal.

Second, the questionnaire items should only seek to collect information that is relevant to answering the aforementioned central question—each item should be justified as part of an integrated analytic plan.

Third, the instrument items should be as clear and simple as possible—the items should be carefully screened for overly complicated sentences and for unnecessary jargon (especially since the questionnaire will need to be translated into Tagalog).

Fourth, the respondent burden should be carefully considered—close-ended items should be used to the extent possible in order to lessen the response burden and to facilitate analysis.

Fifth, the questionnaire must be field-tested under realistic condition—as now envisioned, the survey instrument will consist of approximately 40 questions. No more than 30-40 minutes should be required to complete the survey questionnaire.

By the end of Week 2 (August 4), RIMCU will complete a pre-test of the BIP field questionnaire in a GEM-3 field site to insure that the survey questions make sense, are clear, and are appropriately translated for capturing the desired information on the GEM-3 program. Once the initial pretest is completed, changes to the instrument will be incorporated and then the questionnaire will be administered to an additional GEM-3 group to assess their comment on the revised instrument including the actual questions, the length of the instrument, and how much time was needed to complete the questionnaire.

Task 4b: Provide Training to Field Staff on Data Collection Procedures

By the middle of Week 3 (August 8), basic techniques for conducting the survey will be developed including a basic sample frame from which to draw survey participants (especially with the full preparation of the data base from the SI Evaluation Team Leader). In conducting the survey, the main implementation issues are those of consistency (administering the survey in the same way each time), completion of all survey items, and striving for a reliable response rate during from each participant cohort population.

Task 4c: Analyze Survey Data and Conduct a Briefing on Mini-Survey Findings

RIMCU plans on analyzing their survey data on an ongoing basis as data are collected, cleaned, and entered into a Microsoft Excel document and subsequently a SPSS/PC database. On August 30, towards the end of Week 6, RIMCU will present a briefing on their initial survey findings to the GEM-3 Evaluation Team and representatives from the GEM-3 staff, USAID and other invited parties.

STAGE THREE

Task 5: Collect Field Data

The SI Evaluation Team (divided into two sub teams) will conduct site visits to 36 to 40 GEM-3-assisted barangays; Team 1 (consisting of five persons) will visit approximately 20 barangays with Team 2 (consisting also of five persons) will visit about the same number of barangays. Both teams will conduct their site visits during the Weeks 3 to 5 (August 7-August 25). Teams 1 and 2 will conduct their site visits independent of the mini-survey being conducted by RIMCU. Total sites visited by both the teams and RIMCU will be about 72 to 76 barangays.

Upon arriving in Davao City on August 7, the Evaluation Teams will meet with MinDA officials. The teams will visit the GEM-3 staff the following day to obtain documents and to discuss various aspects of the GEM-3 components. To complement the more quantitative mini-survey data collection procedures of RIMCU, the GEM-3 evaluation teams will design and develop during Week 2 the Guide Questions for Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) for collecting extensive qualitative data during their visits to component barangays.

Unlike the more focused and structured mini-survey questionnaire, these protocols are essentially open-ended sets of questions designed to probe the attitudes and knowledge of local persons about the results and benefits of the projects that were awarded to their respective barangays by the GEM-3 program. Nevertheless, these protocols have been structured to achieve complementarity between the teams such that they will collect similar types of project performance data across the respective GEM-3 program components.

FGDs (between 6 to 8 persons each) and KIIs will require more time—between 50-60 minutes—with focus group sessions limited to an hour and a half sessions. Despite the additional time burden, the expectation is that a rich body of information will be collected to complement the quantitative data collection effort. While all of the team members have experience in conducting interviews, the Team Leader will conduct a short session on how to conduct focus groups prior to the Evaluation Teams' deployment to the field.

Task 6: Data Analysis

During Week 6 and into Week 7 (circa August 29-September 6) the Evaluation Team will return to Davao City to begin analyzing their data and preparing brief 10 page component reports describing the results of their site visits. These qualitative summaries by component area will be augmented by a briefing provided by RIMCU summarizing the major themes identified in the survey data. Part of a week has been set aside to ensure that component team members will provide a written report summarizing their FGDs and KIIs. As noted above, survey data will be entered into a data file for quantitative analysis using SPSS/PC. RIMCU is expected to conduct a brief review of the survey findings on/about August 30.

STAGE FOUR

Task 7: Evaluation Briefing and Preparation of the Evaluation Report

The GEM-3 Evaluation Team will depart from Davao City returning to Manila on September 6. The Team Leader and Sub-Team Leaders will be responsible for producing a Draft GEM-3 Evaluation Report for submission to USAID/Philippines on September 17.¹²

This draft evaluation report on GEM-3 shall be compiled from field data collected from four data sources: quantitative data results from the mini-survey findings analyzed using SPSS/PC, qualitative data summaries and themes generated from extensive key informant interviews and focus groups conducted in approximately 40 barangays, and a mix of quantitative/qualitative data obtained from a thorough review of secondary data sources. The GEM-3 Draft Evaluation Report will be organized as follows: the report will present a succinct analysis for answering how well each component was implemented vis-à-vis the project performance elements—ranging from impact to lessons-learned. Subsequently, based on the specific findings and themes identified in each individual component, a summary chapter will present an analysis of the major findings and crosscutting themes for the GEM-3 program—resulting in a summative performance evaluation with conclusion and recommendations as called for in the GEM-3 RFP. Prior to submission to USAID/Philippines, the Team Leader will submit the draft report for quality review by SI headquarters in Arlington, Virginia.

Once USAID/Philippines and MinDA personnel have reviewed and commented on the draft report (September 20), appropriate revisions will be made by the Evaluation Team. The COR will then arrange for an initial presentation of the Evaluation Team's findings, conclusions, and recommendations on/about September 21 to PRM staff. Based on the feedback from this initial presentation, the COR will arrange a presentation for the entire Mission as well as relevant GPH agencies on/about September 24.

Task 8: Submission of the Final Evaluation Report

A final draft report will be submitted to SI HQ, prior to the departure of the remaining GEM-3 Evaluation team members on September 25, along with evaluation data files, the mini-survey database, and other documents collected by evaluation team members during the fieldwork phase of the evaluation.

Home office personnel from SI in Arlington, Virginia will be responsible for producing the final evaluation document for submission to USAID/Philippines by October 16, 2012.

Task 9: Produce 20-Minute Video on Evaluation Process

As agreed with USAID/PPL/LER and USAID/Philippines (and stipulated in an official contract modification), SI, working with its subcontractor Quimera, will produce a short video (around 20 minutes long) that documents the evaluation process, as outlined in the USAID Evaluation Policy, using the evaluation of GEM-3 as an example. The video will include a short introduction of GEM-3; a section on how the evaluation purpose, questions, and methodology were derived; a section on the data collection process, including recordings of FGDs and KIIs; a section on how the evaluation team will analyze and synthesize its findings, conclusions, and recommendations; and a final section on how the evaluation will be used by USAID/Philippines and USAID/Washington to inform future program design. The intended audience will be USAID staff within the Mission and across the agency.

¹² SI requested and USAID COR agreed to a change in submission date of the Draft Final Report from September 13 to September 17 (email from USAID/Philippines to SI on August 1, 2012).

ANNEX 5: EVALUATION TIMETABLE

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
July 2012	22	Manila 23	Manila 24	Manila 25	Manila 26	Manila 27	Manila 28
		STAGE 1 Meetings w/ USAID 8.30am- 3.30pm Desk Review	STAGE 1 Meetings w/ RMICU Desk Review	STAGE 1 Meeting with USAID Mission Dir Meeting w/ ARMM	STAGE 1 Meetings w/ USAID OEDG & Key Partners Desk Review	STAGE 1 Meetings w/ OPAPP, NEDA & Key Partners	STAGE 1 Desk Review
	29	Manila 30	Manila 31	Manila 1	Manila 2	Manila 3	Manila 4
		STAGE 1 Team Briefings Eval Team Planning Meeting	STAGE 1 Desk Review & Update Eval Methods	STAGE 2 Desk Review & Update Eval Methods	STAGE 2 Submission of Final Work Plan & Final Report Outline to USAID	STAGE 2 Meetings w/ Key Partners (cont.) USAID gives written approval	STAGE 2 Update final work plan, if needed
August 2012	5	Manila 6	TRAVEL 7	Mindanao 8	Mindanao 9	Mindanao 10	Mindanao 11
		STAGE 2 Preparation for field work Team Meeting on work & logistics	STAGE 3 FIELD WORK Team to <u>Davao</u> Meet MinDA	STAGE 3 FIELD WORK Meet GEM-3 staff	STAGE 3 FIELD WORK T1*-travel to Surigao del Sur T2*-travel to Compostela Valley	STAGE 3 FIELD WORK T1-Surigao del Sur T2-C Valley	STAGE 3 FIELD WORK T1-Surigao del Sur T2-C Valley
	12	Mindanao 13	Mindanao 14	Mindanao 15	Mindanao 16	Mindanao 17	Mindanao 18
	Video Team travels to N Cbo on Aug 14	STAGE 3 FIELD WORK T1-Surigao del Sur T2-C Valley	STAGE 3 FIELD WORK T1-to N. Cotabato T2-to S. Cotabato	STAGE 3 FIELD WORK T1-North Cotabato T2-South Cotabato	STAGE 3 FIELD WORK T1-North Cotabato T2-South Cotabato	STAGE 3 FIELD WORK T1-North Cotabato T2-South Cotabato	STAGE 3 FIELD WORK T1-North Cotabato T2-South Cotabato
	19	Mindanao 20	Mindanao 21	Mindanao 22	Mindanao 23	Mindanao 24	Mindanao 25
T2 travels to Davao for flt to ZC	STAGE 3 FIELD WORK [Eid'l Fitri hol] T1- Maguindanao T2-Travel to Tawi-Tawi	STAGE 3 FIELD WORK [nat'l hol] T1- Maguindanao T2-Tawi-Tawi	STAGE 3 FIELD WORK T1- Maguindanao T2-Tawi-Tawi	STAGE 3 FIELD WORK T1- Maguindanao T2-Tawi-Tawi	STAGE 3 FIELD WORK T1- Maguindanao & other prov T2-Depart Tawi-Tawi	STAGE 3 FIELD WORK Return to Cotabato	

T1 and T2 = Team 1 and Team 2

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	26	Mindanao 27	Mindanao 28	Mindanao 29	Mindanao 30	Mindanao 31	Mindanao 1
		STAGE 3 FIELD WORK [nat'l hol] T1 & T2 in Cotabato City	STAGE 3 FIELD WORK T1 & T2 in Cotabato City	STAGE 3 FIELD WORK T1 & T2 return to Davao (by vehicle)	STAGE 3 FIELD WORK Davao Meet business grps, CoCs RIMCU (2- 4pm)	STAGE 3 FIELD WORK Davao Meet business grps, CoCs	STAGE 3 FIELD WORK Davao Meetings & Write shop
	2	Mindanao 3	Mindanao 4	Mindanao 5	TRAVEL 6	Manila 7	Manila 8
		STAGE 3 FIELD WORK Davao Meetings & Write shop	STAGE 3 FIELD WORK Davao Write shop	STAGE 3 FIELD WORK All team members submit component reports	STAGE 3 FIELD WORK Return to Manila	STAGE 4 Data Analysis/ Draft Report	STAGE 4 Data Analysis/ Draft Report
	9	Manila 10	Manila 11	Manila 12	Manila 13	Manila 14	Manila 15
		STAGE 4 Data Analysis/ Draft Report	STAGE 4 Data Analysis/ Draft Report	STAGE 4 Data Analysis/ Draft Report	STAGE 4 Team submits draft report to SI HQ COB for review	STAGE 4 Meetings at USAID and AusAID	STAGE 4 Team revises draft report based on SI HQ comments
	16	Manila 17	Manila 18	Manila 19	Manila 20	Manila 21	Manila 22
		STAGE 4 Submission of Draft Report to USAID	STAGE 4 Team prepares presentation for USAID I	STAGE 4 Receive comments on draft report from USAID	STAGE 4 Team revises draft report	STAGE 4 Presentation to USAID I (USAID & MinDA staff)	STAGE 4 Team prepares presentation for USAID2. Cont w/ revision of draft report.
	23	Manila 24	Manila 25	TRAVEL 26	27	28	
		STAGE 4 Presentation to USAID Mission and GPH agencies	STAGE 4 Finalize Draft Report Eval Team submits draft report to SI HQ				NOTE: Revised date: SI will submit Final Report to USAID by Nov 30

September 2012

ANNEX 6: SURVEY QUESTIONNAIRES AND INTERVIEW GUIDES

6A. SURVEY QUESTIONNAIRE

GROWTH WITH EQUITY IN MINDANAO (GEM-3) BARANGAY MINI-SURVEY Social Impact (SI) and Research Institute for Mindanao Culture (RIMCU) Cagayan de Oro City August 2012	IDENTIFICATION								
	Province: _____ Municipality: _____ Barangay: _____ Name of Respondent : _____ Address (Street & House Number) _____ _____	CODES <table border="1" style="width: 100%; height: 100%; border-collapse: collapse;"> <tr><td style="width: 50%; height: 30px;"></td><td style="width: 50%;"></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> </table>							
	Type of Barangay: GEM 3 Area <table border="1" style="display: inline-table; width: 40px; text-align: center;"><tr><td>1</td></tr></table> Non-GEM Area <table border="1" style="display: inline-table; width: 40px; text-align: center;"><tr><td>2</td></tr></table>		1	2					
1									
2									
	Type of Sub-Project Road Construction/Upgrading (RCU) <table border="1" style="display: inline-table; width: 40px; text-align: center;"><tr><td>1</td></tr></table> Trading Center (TC) <table border="1" style="display: inline-table; width: 40px; text-align: center;"><tr><td>2</td></tr></table> Bridge Construction (BC) <table border="1" style="display: inline-table; width: 40px; text-align: center;"><tr><td>3</td></tr></table> Grain Solar Dryer (GSD) <table border="1" style="display: inline-table; width: 40px; text-align: center;"><tr><td>4</td></tr></table> Grain Warehouse/Solar Dryer (GWSD) <table border="1" style="display: inline-table; width: 40px; text-align: center;"><tr><td>5</td></tr></table> Footbridge (FTBR) <table border="1" style="display: inline-table; width: 40px; text-align: center;"><tr><td>6</td></tr></table> Drainage (DRNG) <table border="1" style="display: inline-table; width: 40px; text-align: center;"><tr><td>7</td></tr></table>		1	2	3	4	5	6	7
1									
2									
3									
4									
5									
6									
7									

Field Control

Name of Interviewer: _____ Signature: _____ Interviewer's Code

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Interview Record

Date of Interview			Time Start	Time End	Interview length (IN MINUTES)
Month	Day	Year			

Interview Completed on

First contact

1

 Second contact

2

 Third contact

3

Name of Field Supervisor: _____ Signature: _____ Date of instrument verification: _____ Supervisor's Code

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Introduction

Good morning/good afternoon. I am _____ (show ID) from the Research Institute for Mindanao Culture (RIMCU) Xavier University. Together with the Social Impact (SI), we are conducting a survey on your community.

This survey represents an effort to assess the level of satisfaction of local community participants with recently completed Barangay Infrastructure Projects. These projects known as Barangay Infrastructure Projects (BIPs) were funded by the U.S. Agency for International Development (USAID) as part of the Growth with Equity (GEM3) program.

The aim of GEM was to improve the quality of life in barangays by providing resources for constructing a wide range of projects based on the perceived needs of local community members.

BE ASSURED THAT ALL RESPONSES WILL BE KEPT CONFIDENTIAL; NO NAMES WILL BE USED OF SURVEY PARTICIPANTS OR THE NAME OF THE BARANGAY. THANK YOU FOR YOUR PARTICIPATION;

REMEMBER: SELECT RESPONDENT ACCORDING TO THE GUIDELINE. ASK EVERY QUESTION, RECORD. EXACT ANSWERS, REPEAT QUESTIONS WHEN NEEDED.

BLOCK A. RESPONDENT CHARACTERISTICS (Demographics, Schooling and Employment)			
A1	How old are you on your last birthday? (<i>Pila na man ang imong edad karon basi nsa imong pinaka-ulahing birthday?</i>)	PLEASE RECORD ACTUAL AGE AS GIVEN BY THE RESPONDENT _____	
A2	Sex of respondent (<i>Ang RSP ba lalaki o babaye</i>)	PLEASE ENCIRCLE ONE CODE Male Female	1 2
A3	What is your marital status? (<i>Ikaw ba ulitawo/dalaga, minyo/may ka-ipon, biyudo/biyuda, o bulag sa bana/asawa</i>)	PLEASE ENCIRCLE ONE CODE Married Single Widowed Separated/Divorced	1 2 3 4
A4	How many children do you have? (<i>Pila man ang tanan nimong anak?</i>)	PLEASE RECORD ACTUAL NUMBER OF CHILDREN THAT RESPONDENT HAS. PLACE "0" IF RSP DON'T HAVE ANY. _____	
A5	What is the highest level of education you have completed? (<i>Unsa ang pinaka-taas nga grado ang imong nahuman?</i>)	PLEASE ENCIRCLE ONE CODE No formal education/no grade Elementary School High School Specialized Technical Training Some College University/College degree Post-Graduate Courses Only attended a Madrasa	0 1 2 3 4 5 6 7
A6	What main ethnic group does your family belong to? (if mixed use other to specify) (<i>Unsa man ang inyong kagikan?</i>)	PLEASE ENCIRCLE ONE CODE Ilocano Tagalog Cebuano Boholano Ilonggo Zamboangueno Maranao Maguindanao Iranun Subanen Manobo Tiduray Others (SPECIFY) _____	1 2 3 4 5 6 7 8 9 10 11 12 13

			98 99
A6.1	Could you tell me what religion do you practice? (<i>Unsa man ang relihiyon sa panimalay?</i>)	PLEASE ENCIRCLE ONE CODE None Islam Christianity Other (specify) _____ Refused Don't know	1 2 3 4 98 99
A7	What is your occupational area? (<i>Unsa man ang klase sa imong trabaho?</i>)	PLEASE ENCIRCLE ONE CODE Unemployed (SKIP TO BLOCK B) Industry and/or mining Agriculture and/or forestry Transportation Construction Private business Commercial services Public health Public utilities Education and/or cultural activities Local or national government Housewife Other (SPECIFY) _____ Refused	0 1 2 3 4 5 6 7 8 9 10 11 12 98
A8	Do you work for someone and receive a salary? (Ikaw ba nagdawat ug suweldo niining imong trabaho?)	PLEASE ENCIRCLE APPROPRIATE CODE YES NO Refused Don't know	1 0 98 99
A8.1	Are you employed full time or part-time? (Ang imo bang trabaho permanente ug walay undang o ikaw ba dili permanente nga adunay trabaho?)	PLEASE ENCIRCLE ONE CODE Full time employment Part-time employment Refused Don't know	1 2 98 99
BLOCK B. PROJECT INFORMATION (<i>This information to be completed by the questionnaire enumerator</i>)			
B1	Are you aware of any GEM project funded by USAID in your barangay? (<i>Nakahibalo ka ba kung adunay GEM project nga ang pondo gikan sa USAID dinhi sa inyong barangay?</i>)	PLEASE ENCIRCLE ONE CODE YES NO (SKIP TO QB3) Refused Don't Know	1 0 98 99
B1.1	IF "YES"--How did you first learn about the BIP project? (<i>Kang kinsa mo kini nahibalo-an?</i>)	PLEASE ENCIRCLE ALL ITEMS THAT APPLY People from GEM came to the community My relatives, family friends told me about BIP Through media (newspaper, radio, TV) Other communities told me about the GEM and the BIPs being funded by USAID Refused Don't know	1 2 3 4 98 99
B2	What was/were this/these GEM project(s) in your community? (<i>Unsa man kini nga mga GEM projects nga ania dinhi sa inyong barangay?</i>) LIST ALL PROJECTS THAT ARE MENTIONED HERE) 01 _____	B2.1 What is the status of the project now? (<i>Unsa man ang nahitabo niini nga project sa pagkakaran?</i>) 1- Discontinued 2- Delayed 3 - On-going 4 -	

	02 _____	Completed		
	03 _____			
	04 _____			
B3 QUESTION IS FOR NON-GEM AREAS ONLY. FOR GEM AREAS, SKIP TO QB4 AFTER QB2				
B3	Which of these infrastructure projects were constructed in your community which is not GEM-funded? (Asa man niini nga mga infra projects ang na-patukod sa inyong lugar nga dili gikan sa GEM?) 01 Box culverts 02 Grain Solar Dryers 03 Training Center 04 Footbridges 05 Boat landing 06 Road 07 Irrigation 08 Water system 09 Drainage 10 Seaweed dryer 11 Grain Warehouse 12 Others (SPECIFY): _____	1 – YES 0 – NO	B3.1 What is the source of fund for this project? (Kinsa man ang naghatag sa pondo alang niini nga project)	B3.1 Was this ever completed? (Kini ba nahuman, wala, o nagpadayon pang gibuhat?) 1 – YES; 0 – NO; 2 ON-GOING
		B4	What was the main purpose of constructing the BIP project in your community? (Unsa man ang tumong o katuyu-an sa paghimo niining BIP Project dinhi sa inyong barangay o lugar?)	PLEASE ENCIRCLE ALL ITEMS THAT APPLY
To improve transportation facilities (roads, footbridges, box culverts, boat landings) (Para sa pag-improve sa transportation o mapadali ug mapasayon ang pagbiyahe)	1			
To improve the processing of agricultural products (solar or seaweed dryers) (Para mapalambo o ma-improve ang pag-proseso sa mga abot sa uma o panagat (pagbulad)	2			
To provide an area for commercial trade and exchanges (trading centers) (Aron mahatagan ug lugar para sa pagpamaligya sa mga abot)	3			
To provide structure for storing crops (grain warehouses) (Paghatag ug building/bodega aron adunay kabutangan sa mga na-ani nga palay, mais)	4			
To improve water resources management (irrigations, drainage etc.) (Para mapalambo ug ma-ampingan nga mga tinubdan sa patubig)	5			
Others (SPECIFY) _____	98			
	Refused	99		
	Don't know			
B5	How did your community decide what kind of project BIP should be done? (Gi-unsan man sa mga tawo sa inyong barangay o lugar ang pagkab-ot sa desisyon kung unsa nga BIP project ang himoon?)	PLEASE ENCIRCLE ONLY ONE CODE		
		Through discussion at the meetings (Gihisgutan o gidiskusyon sa mga meetings)	1	
		Local authorities decided (Ang lokal nga pamunu-ang ang nagdisisyon)	2	
		People's Organization decided (Ang mga POs ang nag-disisyon)	3	
		A few people from the community made the decision (Pipila lang ka tawo sa barangay ang nag-disisyon)	4	
		Refused	98	
	Don't know	99		
B6	How many persons made the decision on this BIP project? Pila man ang gidaghanon sa mga tawo nga mi-	PLEASE RECORD ACTUAL NUMBER OF PERSONS WHO MADE THE DECISION. ENCIRCLE "99" IF DON'T KNOW THE EXACT NUMBER OR 98 IF RSP		

	apil sa paghimo niini nga desisyon?)	REFUSED TO GIVE ACTUAL FIGURE. Refused Don't know	98 99
B7	How did your community participate in the BIP project? (Sa unsang paagi nakatabang ang mga tawo dinhi sa nyong barangay niini nga BIP project?) The community provided: (Sila ba mihatage sa:)	PLEASE ENCIRCLE ALL ITEMS THAT APPLY It did nothing/no contribution at all (walay gitampo) Materials (materyales) Local labor (labor gikan sa mga residente sa barangay) Local knowledge and suggestions (kahibalo ug suggestions gikan sa mga residente sa barangay) Financial support (kuwarta) Technical equipment (technical nga mga gamit/equipment) Obtaining building permits and other legal documents (Pagkuha ug building permits ug uban pang mga legal nga dokumento) Technical assessment (technical nga kahibalo) Management (Pagdumala o pag-manage sa project) Refused Don't know	0 1 2 3 4 5 6 7 8 98 99
B8	Did the residents of the community/barangay actively participated in the BIP project? (Ang mga tawo ba sa inyong barangay aktibong misalmot sa paghimo niining BIP project?)	PLEASE ENCIRCLE ONE CODE YES NO (SKIP TO QB8.2) Refused Don't Know	1 0 98 99
B8.1	IF "YES" approximately, how many persons participated in your community's BIP? (Pila man ka tawo ang misalmot o mitabang sa paghimo niining Barangay Infra Project o BIP?)	PLEASE RECORD ESTIMATED NUMBER OF PERSONS WHO PARTICIPATED IN THE BIP.. ENCIRCLE "99" IF DON'T KNOW THE EXACT NUMBER OR 98 IF RSP REFUSED TO GIVE AN ESTIMATE: Refused Don't know	98 99
B8.2	Were there female community members who participated in the community BIP? (Aduna bay mga babaye nga misalmot o mitabang sa paghimo niining BIP project sa inyong barangay?)	PLEASE ENCIRCLE ONLY ONE ITEM YES NO (SKIP TO QB9) Refused Don't know	1 0 98 99
B8.3	IF "YES" approximately, how female members of the community participated in your community's BIP? (Pila man ang gidaghanon sa mga babaye nga misalmot o mitabang sa paghimo niining BIP Project dinhi sa inyong barangay?)	PLEASE RECORD ESTIMATED NUMBER OF FEMALES WHO PARTICIPATED IN THE BIP.. ENCIRCLE "99" IF DON'T KNOW THE EXACT NUMBER OR 98 IF RSP REFUSED TO GIVE AN ESTIMATE: Refused Don't know	98 99
B8.4	What did the female members do? (Unsa man particular nga gibuhay sa mga mi-apil o misalmot nga mga babaye sa BIP project sa barangay?)	Only listened (naminaw laman) Only provided snacks (naghatag ug merienda/snacks) Provided suggestions for the project (nagpa-ambit/mihatag ug mga sugyot) Provided cash for the project (mihatag ug cash para sa project) Provided inking contribution (mihatag ug gamay nga tabang) Monitored the sub-contractors (gibantayan ang mga sub-contactors) Used the completed project (gigamit ang nahuman nga project) Did more than one of the above (mihimo ug labaw sa	1 2 3 4 5 6 7 8

		usa sa mga nakalistang gimbuhaton sa itaas) Other (SPECIFY) _____ Refuse Don't know	9 98 99
B9	How did GEM personnel participate in your community project? (Unsa man usab ang gitabang o sa unsang paagi nakatabang ang mga taga GEM sa paghimo niini nga BIP project?)	PLEASE ENCIRCLE ALL ITEMS THAT APPLY It did nothing/no contribution at all (walay gitampo) Only provided money (mihatag lamang ug kuwarta) Helped organize people in the community (mitabang sa pag-organisar sa mga tawo sa barangay) Provided equipment (naghatag ug equipment) Provided training (naghatag ug training) Paid for outside contractors (mibayad ug mga taga-gawas nga contractor) Refused Don't know	0 1 2 3 4 5 98 99
B10	Were there problems encountered during the implementation of BIP project? (Aduna bay mga problema sa dihang gihimo kining BIP project?)	PLEASE ENCIRCLE ONLY ONE ITEM YES NO (SKIP TO B11) Refused Don't know	1 0 98 99
B10.1	IF "YES" – what was/were this/these problems(s)? (Unas man kini nga mga problema?) [RECORD SEPARATELY IF THERE IS MORE THAN ONE PROBLEM. DO NOT LUMP]	01 _____ 02 _____ 03 _____	
B11	To what extent do community members utilize this BIP project? (Nagamit o naphimuslan ba ug maayo sa mga tawo dinhi sa inyong barangay kining maong BIP Project?)	PLEASE ENCIRCLE ONE CODE ONLY All the time (sa tanang panahon) Most of the time (kanunay) Sometimes (medyo kanunay) Seldom (panalagsa lang) Not at all (wala gayud) Refuse Don't know	5 4 3 2 1 98 99
B12	Who is responsible for the maintenance of this project? (Kinsa man ang responsable sa pag-maintain niining maong BIP project?)	PLEASE ENCIRCLE ALL ITEMS THAT APPLY Barangay LGU Municipal LGU POs NGOs Community members Refuse Don't know	1 2 3 4 5 98 99
B13	Do you think the community is interested to have other BIP projects to improve local infrastructure? (Sa imo bang pagtu-o ang mga tawo o residente sa inyong barangay interesado pang maka-angkon ug laing BIP project aron mapalambo o ma-improve ang infrastruktura dinhi sa inyong barangay?)	PLEASE ENCIRCLE ONLY ONE ITEM YES NO (SKIP TO B15) Not sure (dili sigurado) Not at this time (wala sa pagkakaran) No opinion (walay opinion)	1 0 2 3 4
B14	Which of the following projects do you think is needed in the community? (Puwede bang imong isulti kung asa niining mga mosunod nga projects ang	1 – Yes 0 - No	B14.1 Please rate according to preference as other types of infrastructure project that you think is needed in your community? (Palihug isulti kung asa niini nga mga projects nga imong ginganlan nga gikinahanglan sa barangay ang labing

	<i>gikinahanglan sa inyong barangay o lugar?)</i>		<i>gusto, sunod nga gusto, ug dili kaayo gusto sa mga tawo)</i> 1 - Most Preferred; 2 – Next Preferred 3 – Least Preferred
	01 Box culverts		
	02 Grain Solar Dryers		
	03 Training Center		
	04 Footbridges		
	05 Boat landing		
	06 Road		
	07 Irrigation		
	08 Water system		
	09 Drainage		
	10 Seaweed dryer		
	11 Grain Warehouse		
	12 Others (SPECIFY) _____		
B15	What benefits that you think resulted from the infrastructure project in your community? (<i>Sa imong pagtu-o unsa man ang mga kaayuhan nga nahatag o mi-resulta tungod sa Infrastructure Project dinhi sa inyong barangay o lugar?</i>)	PLEASE READ AND PLACE CODE FOR EACH ONE 0 – NO; 1- YES	
		01 Gained skills in working with others (<i>Naka-angkon ug kahanas/skills sa dihang nagtrabaho kauban ang mga residente sa barangay</i>)	
		02 Gained technical skills, like financial management (<i>Naka-angkon ug technical nga kahibalo sama sa financial management o unsaon pagpahiluna sa husto ang kuwarta</i>)	
		03 Learned to cooperate with different community members (<i>Nakatu-on sa pagpakig-ambit (cooperate) sa nagkalain-lain residente sa barangay</i>)	
		04 Brought community members together to help decide what project is should be implemented (<i>Nagkahi-usa ang mga residente sa barangay aron sa pagkab-ot sa desisyon kung unsa nga project ang angayang ipahimutang</i>)	
		05 Contributed to improvements in my community (<i>Nakatabang nga mapalambo o ma-improve ang among barangay o lugar</i>)	
		06 Others (SPECIFY): _____	
B16	Has your community been assisted by other groups/ ORGANIZATIONS that provided services to your community? (<i>Ang inyong lugar ba nakadawat ug mga hinabang o ayuda gikan sa ubang mga grupo o organisasyon?</i>)	PLEASE ENCIRCLE ONLY ONE ITEM YES NO (SKIP TO QB17) Refused Don't know	1 0 98 99
B16.1	IF "YES" what other groups/ ORGANIZATIONS have assisted your community? (<i>Kinsa o unsa man kini nga mga grupo o organisasyon?</i>)	PLEASE READ AND PLACE APPROPRIATE CODE FOR EACH ONE 0 – No; 1- YES 98 – Refuse; 99 – Don't know	
		01 Local NGOs	
		02 International NGOs	
		03 LGUs (BLGU, MLGU, PLGU)	
		04 Philippine National government agency(ies)	
		05 International donors	
		06 Church-based organizations	
		07 private companies/corporation (business sector)	
		08 The community did not have a need for projects	

		09 No help was provided by any group					
B16.2	If you had to choose another project, would you choose it from GEM3/USAID or from another organization? <i>(Kung papili-on ka ug lain na usab nga project, pili-on mo ba ang gikan sa GEM/USAID o gikan sa laing organisasyon?)</i>	GEM3/USAID Another Organization Refuse Don't know	1 2 98 99				
B17	<p>Using a scale of 1 to 4 (1=not true; 2=somewhat true; 3=true; 4=very true), please rate your view of the benefits derived from the BIP project in your barangay. <i>(Gamit ang numerong 1 hangtud 4, kung diin ang 1 nagkahulugan nga dili tinu-od, ang 2 nagkahulugan siguro tinu-od, ang 3 nagkahulugang tinu-d ug ang 4 nagkahulugang pinaka-tinu-od sa mga kaayuhan o benepisyo nga nakukuha sa inyong lugar tunogd sa BIP. Puwede ba nga imong masulti kung asa niini nga mga numero ang ha-om sa mga mosunod:)</i></p> <p>(Encircle appropriate code of response. Place 98 if RSP refuse to give answer and 99t if answer is don't know.)</p>						
		CIRCLE ONE NUMBER FOR EACH ACTIVITY					
B17.01	Accelerated economic growth in your barangay <i>(Mikusog ang paglambo sa ekonomiya sa inyong barangay)</i>	1	2	3	4	98	99
B17.02	Accelerated economic growth in your province <i>(Mikusog ang paglambo sa ekonomiya sa inyong probinsya)</i>	1	2	3	4	98	99
B17.03	Benefitted relatively few persons within the barangay <i>(Nakatabang sa pipila lamang ka tawo sa barangay)</i>	1	2	3	4	98	99
B17.04	Benefitted the majority of the barangay's residents <i>(Nakatabang sa kadaghanan sa katawhan sa barangay)</i>	1	2	3	4	98	99
B17.05	BIP project was consistent with the needs of the community <i>(Ang BIP project nakasulbad sa mga panginalanglanon sa barangay)</i>	1	2	3	4	98	99
B17.06	Helped to reduce violence in the community <i>(Nakatabang nga mokunhod o mo-ubos ang kabubot sa sa barangay)</i>	1	2	3	4	98	99
B17.07	Is helping to bring about peace in Mindanao <i>(Nakatabang sa pagkab-ot sa kalinaw sa Mindanao)</i>	1	2	3	4	98	99
B18	<p>Using a scale of 1 to 3 where 1=inefficient; 2=efficient; and 3=highly efficient, please give a rating on how efficiently resources tapped for these barangay infra projects were utilized. <i>(Gamit ang numerong 1 hangtud 3, kung diin ang 1 nagkahulugang na-usik, ang 2 nagkahulugan wala ma-usik o nagamit ug insakto , ug ang 3 nagkahulugang nagamit gyud ng maayo o walay bisan gamay nga na-usik. Puwede ba nga imong masulti kung asa nga numero ang mas ha-om niining mga mosunod:)</i></p> <p>Encircle appropriate code of response. Place 98 if RSP refused to give a rating and 99 if the answer is don't know.)</p>						
		CIRCLE ONE NUMBER FOR EACH RESOURCE/CONTRIBUTION					
B18.01	Materials	1	2	3	98	99	
B18.02	donated labor from community members	1	2	3	98	99	
B18.03	Hired/paid labor	1	2	3	98	99	
B18.04	Local knowledge and suggestions	1	2	3	98	99	
B18.05	Professional/technical support	1	2	3	98	99	
B18.06	Money/Financial support	1	2	3	98	99	
B18.07	Construction equipment	1	2	3	98	99	
B19	Does your community hold public meetings to select what type of projects is needed in the community? <i>(Ang inyo bang barangay nagpatawag ug miting o panagtigum alang sa pagpili kung unsa nga project ang gikinahanglan sa inyong barangay o</i>	PLEASE ENCIRCLE ONLY ONE ITEM					
		YES				1	
		NO (SKIP TO QB20)				0	
		Refused				98	
		Don't know				99	

	lugar?)		
B19.1	What was the nature of these meetings? (Unsa man ang nahitabo/gihisgutan ug resulta niini nga mga miting o panagtigom?)	PLEASE READ AND PLACE APPROPRIATE CODE FOR EACH ONE 0 – NO; 1- YES	
		01 The meetings were open to all members of the barangay (Walay gidid-an sa o ang tanang tawo sa barangay gi-awhag sa pagtambong sa mga miting o panagtigom)	
		02 Men and women could participate equally in these meetings (Ang mga lalaki ug mga babaye pareho nga maka-apil niini nga mga miting o panagtigom)	
		03 Few people attended these meetings (Pipila lamang ka tawo ang mo-apil o motambong niini nga mga miting)	
		04 Most people from the community attended these meetings (Kadaghanan sa mga tawo sa barangay motambong niini nga mga miting)	
		05 We had frequent meetings to arrive at a decision (Daghan nga mga miting o panagtigom ang gihimo ayha pa makahimo ug desisyon)	
		06 We only had meetings when it was necessary (Aduna lamay tigom o miting nga pagahimoon kung kini gikinahanglan)	
		07 Only the barangay and/or LGU officials attended the meetings (Ang mga opisyal lang sa barangay o sa munisipyo ang mitambong sa miting)	
		08 The project was decided on by persons outside the Barangay (Ang project gidesisyonan sa mga tawo nga wala magpuyo sa barangay)	
B20	Once a decision was reached on the selection of an infrastructure project, was it (in your Opinion) relevant to the needs of your community? (Ang napag-desisyonan ba o napili nga infrastructure project sa imong hunahuna mao ang gikinahanglan sa inyong barangay o lugar?)	PLEASE ENCIRCLE ONLY ONE ITEM THAT APPLY Very relevant to community needs (Mitukma gayud sa mga panginahanglan sa barangay) Relevant--but comparable to other community needs (Mitukma sa mga panginahanglan apan aduna saduban nga projects nga anayan himoon) Somewhat relevant—but other infrastructure needs were greater (Medyo nakukma apan adunay mas gikinahanglan nga infra project ang barangay) Irrelevant-project made little sense in terms of community needs (Walay panginahanglan ang barangay sa maong project) Have no idea whether project was relevant or irrelevant (Walay ideya kung ang barangay ba aduna o walay panginahanglan niini nga project) Refused Don't know	1 2 3 4 5 98 99
B21	What changes have you observed taking place in your community since the BIP project was completed? (Unsa man ang mga kausaban nga imong nakita sa inyong barangay o lugar sa dihang nahuman ang BIP project?)	PLEASE ENCIRCLE ONLY ONE ITEM THAT BEST APPLY Community member are interested in further projects (Ang mga residente sa barangay interesado sa uban pang mga projects) Community members are willing to work together on other projects (Ang mga residente sa barangay andam makigtambayayong sa paghimo ug lain na usab nga project) Community members are willing to work together with LGUs (Ang mga residente sa barangay andam	1 2 3

		makigtambayayong uban sa LGU) There is little interest in further projects in my community (Adunay gamay lang nga interest ang among barangay sa uban pang mga projects) People are more willing to talk together about community problems (Ang mga tawo sa barangay andam mohisgot sa mga problema sa barangay) I don't know of any changes in people's attitudes (Wala akoy nahibalo-an nga kausaban sa mga kina-iya sa mga tawo sa among barangay) Refused Don't know	4 5 6 98 99
B22	The benefits from this project in the community were mainly for: (Ang mga kaayuhan o benepisyo nga mahatag sa mga residente sa barangay para sa:)	PLEASE READ AND PLACE APPROPRIATE CODE FOR EACH ONE 0 – NO; 1- YES 01 Improving employment (pag-improve o pagpalambo sa panarbaho o mga gimbuhaton nga pagkakitaan) 02 Improving agricultural production (pag-improve o pagpalambo sa ani o abot pang-arikultura) 03 Improving water management (pag-improve sa pagdumala sa patubig) 04 Improving transportation (pag-improve o pagpalambo sa transportation) 05 Improving inter-community trade (pag-improve o pagpalambo sa lokal na negosyo sa mga kasikbit nga lugar)	
B22.1	For you, what benefits did you derive from this project? (Para kanimo unsa man ang mga kaayuhan o benepisyo tungod sa project?)	PLEASE READ AND PLACE APPROPRIATE CODE FOR EACH ONE 0 – NO; 1- YES 01 given me economic opportunities (nakahatag kanako ug oportunidad pang-ekonomiya o molu-ag ang panginabuhì) 02 more time can be devoted to productive work (daghang oras ang magahin alang sa mga buluhaton nga adunay abot) 03 lessen work burden (moga-an ang trabaho) 04 improve social relation and community participation (nataga-an ug panahon nga maka-apil o makasalmot sa mga activities sa barangay ug adunay panahon sa pakighinabi ug pag-abi-abi sa mga silingan) 05 more quality time for children (nadugangan ang oras para sa pag-atiman sa mga anak)	
B23	Was your barangay's BIP project completed on time as promised by GEM personnel? (Ang BIP ba nahuman sigun sa petsa nga gisa-ad-ingon sa mga taga GEM?)	PLEASE ENCIRCLE ONLY ONE ITEM YES NO Refused Don't know	1 0 98 99
B24	Has the project proved effective in meeting the perceived needs of the community? (Epektibo ba ang project o nahatag ba sa project ang mga panginahanglan sa barangay o lugar?)	PLEASE ENCIRCLE ONLY ONE ITEM YES NO Refused Don't know	1 0 98 99
B25	Are you aware of what plans or procedures are in place to sustain the BIP project? (Aduna ka bay nahibalo-an nga mga plano o pama-agi aron	PLEASE ENCIRCLE ONLY ONE ITEM YES NO (SKIP TO QB26) Refused	1 0 98

	ma-sustain kining BIP project?)	Don't know	99
B25.1	IF "YES" – what are you doing to maintain the BIP project, would you describe them. (Unsa man ang mga gibuhad aron ma-maintain kining BIP project? Imo bang masulti kung unsa kini?)	_____ _____ _____ _____	
QB26 AND BLOCK D IS FOR GEM AREAS ONLY (FOR NON-GEM AREAS SKIP TO BLOCK C)			
B26	Lastly, how did you benefit from the completion of the BIP project funded by the GEM program? (Sa kinatibuk-an, unsa man ang imong nakuhang kaayuhan o benepisyo sa dihang nahuman kining BIP project nga gihatag sa GEM program?)	PLEASE READ AND PLACE CODE FOR EACH ONE 0 – NO; 1- YES	
		01 Improved income for my household (midako ang kita sa panimalay)	
		02 Reduced time spent accessing clean water (gamay na lang ang oras nga nagahin sa pagkuha ug limpyo nga tubig)	
		03 Increased employment (daghang ang trabaho)	
		04 Improved training by working on the project (nahatagan ug dugang nga training tungod sa pagtrabaho sa project)	
		05 Improved setting to conduct trade with other barangays (Nahatagan ug dakong kahigayunan diin ako makapang-negosyo sa uban nga mga barangay)	
		06 Transportation improvement (roads or footbridges) (pag-improve sa facilidad alang sa transportation)	
		07 Improved irrigation or drainage for managing water resources (Mi-improve ang irrigation ug drainage alang sa maayong pagdumala sa tinubdan sa tubig)	
		08 Others (SPECIFY) _____	
B27	What do you believe that the community has learned from doing the GEM project? (Unsa man sa imong pagtu-o ang nakat-unan sa mga residente sa inyong barangay sa paghimo niining GEM project?)	_____ _____ _____ _____	
B28	If your community did another GEM project, what would you propose doing differently? (Kung adunay himoon pag-usab nga GEM project, unsa man ang imong laing makasugyot nga project?)	_____ _____ _____ _____	
BLOCK C. PRESENCE AND ACTIVITIES OF EX-COMBATANTS IN THE COMMUNITY			
C1	Are you aware if there were any Ex-Combatants that returned to your barangay? (Aduna ka bay nahibalo-an nga mga kanhi miembro sa mga armadong grupo o mga kanhi rebelde dinhi sa inyong barangay?)	PLEASE ENCIRCLE ONLY ONE ITEM YES NO (TERMINATE INTERVIEW) Refused Don't know	1 0 98 99
C1.1	IF "YES," do you have any idea how many Ex-Combatants returned/settled to your barangay? (Aduna ka bay ideya kung unsa ka daghan ang mga kanhi meimbro sa armadong grupo o mga	PLEASE RECORD ESTIMATED NUMBER OF EX-COMBATANTS.. ENCIRCLE "99" IF RSP DON'T KNOW OR 98 IF RSP REFUSED TO GIVE AN ESTIMATE. _____ Refused _____	98

	rebelde dinhi sa inyong lugar?)	Don't know	99
C2	Do you have any idea what these Ex-Combatants are doing now? Please describe. (Aduna ka bay ideya kung unsa ang mga gikalingawanng buhaton niining mga kanhi miembro sa armadong grupo o mga rebelde sa pagkakaran?)	_____	
C2.1	Did any ex combatants participate in the GEM project? (Adunay bay mga kanhi miembro sa armadong grupo o mga rebelde nga mi-apil o misalmot sa GEM Project)	PLEASE ENCIRCLE ONLY ONE ITEM YES NO (SKIP TO QC3) Refused Don't know	1 0 98 99
C2.2	How did the ex combatant benefit from the project? (Unsa man ang mga kaayuhan o benepisyo nga ilang nakuha sa ilang pag-apil o pagsalmot sa GEM project?)	PLEASE READ AND PLACE CODE FOR EACH ONE 0 – NO; 1- YES	
		01 Improved income for my household (midako ang kita sa panimalay)	
		02 Reduced time spent on household chores especially in accessing clean water (gamay na lang ang oras nga nagahin sa mga gimbuhaton sa panimalay ilabi na sa pagkuha ug limpyo nga tubig)	
		03 Increased employment opportunities (midaghan ang oportunidad sa pagpanarbaho)	
		04 Improved training by working on the project (nahatagan ug dugang nga training tungod sa pagtrabaho sa project)	
		05 Improved setting to conduct trade with other barangays (Nahatagan ug dakong kahigayunan diin ako makapang-negosyo sa kasikbit nga mga barangay)	
		06 Transportation improvement (roads or footbridges) (pag-improve sa facilidad alang sa transportation)	
		07 Improved irrigation or drainage for managing water resources (Mi-improve ang irrigation ug drainage alang sa maayong pagdumala sa tinubdan sa tubig)	
		08 Others (SPECIFY): _____	
C3	Are these ex-combatants engaged in gainful activities? (Kini bang mga kanhi miembro sa mga armadong grupo o kanhi rebelde nga ania sa inyong barangay adunay mga trabaho o mga pangita?)	PLEASE ENCIRCLE ONLY ONE ITEM YES NO (TERMINATE INTERVIEW) Refused Don't know	1 0 98 99
C4	What events or circumstances do you think that will make these ex-combatants to resume hostilities or to fight again against the government? (Unsa man kaha sa inyong pagtu-o ang mga panghitabo nga makapaghat kanila nga mobalik sa ilang pagpakig-away sa gobierno?)	_____	
BLOCK D. FOR LOCAL OFFICIALS AND COMMUNITY STAKEHOLDERS (ONLY)			
D1	What is your current position/work for the barangay/community? (Unsa man imong katungdanan o posisyon sa	PLEASE ENCIRCLE ONLY ONE ITEM Barangay Chair Barangay Council member	1 2

	pagkakaran dinhi sa inyong barangay?)	Religious leader People's organization officer (PO officer) Health provider (midwife, nurse, etc) Community tribal leader Business leader/entrepreneur	3 4 5 6 7
D1.1	How many years of service have you rendered in this office/position? (Pila na ka-tuig nga ikaw nag-alagad dinhi sa inyong barangay?))	PLEASE RECORD NUMBER OF YES OF SERVICE ENCIRCLE "99" IF RSP DON'T KNOW OR 98 IF RSP REFUSED TO GIVE ANSWER. _____ Refused Don't know	98 99
FOR GEM AREAS ONLY (DO NOT ASK QD2 TO QD3.3 FOR NON-GEM AREAS)			
2.	Let us talk about the cost of the projects that the community acquired through GEM (Atong estoryahan ang mga projects nga nahatag o na-angkon sa inyong barangay pina-agi sa GEM.) (LIST PROJECT MENTIONED THAT ARE ACQUIRED THROUGH GEM)		
	D2.1 How much is the total cost of the project? (Pila man ang kinatibuk-ang kantidad sa project?))	D2.2. Did the community shared in the cost? (Mihatag ba ug kontribusyon ang mga tawo sa barangay? 1 – Yes 0 – No	D2.3 How much is the cost shared by the community? (Pila man ang kantidad nga gihatag sa barangay isip ilang kontribusyon?)
			D2.4. What form of contribution is this? (Unas man kini nga klase sa kuntribusyon?) 1 – labor 2 – in kind 3 – professional/ technical fees
			D2.5 IF LABOR: Can you estimate the total cost of labor contribution? (Pila man kaha ang kantidad sa labor nga nahatag alang sa project?)
			D2.6 IF IN KIND: Can you estimate the total cost of in kind contribution? (Pila man kaha ang kantidad sa nahatag nga in kind para sa project?)
3	Is the project earning or generating an income? (Mikita o aduna bay kita ang project?))	PLEASE ENCIRCLE ONLY ONE ITEM YES NO (TERMINATE INTERVIEW) Refused Don't know	1 0 98 99
D3.1	In what ways? (Sa unsang paagi mikita ang project?))	_____	
D3.2	How much income does the project generates annually? (Pila man ang kita sa matag tuig sa project? e.g. abang,bayad sa paggamit, bayad sa toll etc) (e.g. rental, usage/storage fee, toll fee, etc)	PLEASE RECORD ANNUAL INCOME DERIVED FROM THE PROJECT QOUTED BY THE RESPONDENT. RECORD 98 IF RSP REFUSE TO GIVE AMOUNT AND 99 IF RSP DON'T KNOW HOW MUCH IS THE ANNUAL INCOME	
D3.3	Aside from cash earnings, what other benefits does the community gained from the project? (Gawas sa cash nga kita unsa pa man ang mga kaayuhan o benepisyo ang na-angkon sa inyong barangay tungod sa project?))	01 _____ 02 _____ 03 _____	

(LEAVE TAKING)

THANK YOU FOR TAKING THE TIME TO ANSWER OUR QUESTIONS. GOOD DAY

TIME ENDED: _____

FOR INTERVIEWER'S ATTENTION: RETURN TO THE FRONT PAGE TO COMPLETE the FINAL INTERVIEW DETAILS

ANNEX 6B: INTERVIEW GUIDES

FOCUS GROUP DISCUSSION

Date of Interview	Province:
Interviewer:	Municipality:
Time Start: _____ Time End: _____	Barangay:
Component: INFRASTRUCTURE	Project: Barangay Infrastructure Project (BIP)
Topic of Focus Group:	
Number of Persons in attendance: _____ No. Males _____ No. Females _____	

Results

1. What were the key outputs and outcomes of the project?
2. How did this project help your barangay? Who primarily benefitted from this project?
3. Did the GEM project contribute to economic growth in your community? How?
4. In what way did these activities contribute to the peace or the reduction of violent conflict in the region? How?

Relevance

1. Did this project serve the needs of your community? The entire community or a group of families?
2. How and who decided on doing this type of project? What did your community contribute in conceptualizing, building and operating the project?

Effectiveness

1. Given the range of projects from box culverts, roads to footbridges and water systems, what types of projects do you think are most effective for your community?
2. Was the project completed on time based on your Barangay Development Plan?

Efficiency

1. What are the important benefits that your community derived from the project?
2. How many people in your community who benefitted from project? How many people outside your community who benefitted from the project?
3. What type of projects do you believe are the most cost-effective in terms of time, money and results?
4. Since the community had to provide resources, what projects required the most effort in terms of labor, money or materials?

Gender

1. Did women participate in deciding the type of project to carried-out in your community?
2. Were women consulted in the design of the infrastructure projects (e.g. multipurpose center, trading post, port landing, water systems)?
3. What community organizations participated in selecting the community project—did they contribute any labor or other support as part of the community contribution?

Sustainability

1. Are there any plans are in place to sustain the project once GEM3 has completed building your community's project? By whom?
2. Do you believe that any infrastructure activities contribute to the peace process or help in the reduction of violent conflict in the region? How?

Lessons Learned

1. What worked best in designing and implementing the projects?
2. What activities did not work as anticipated?
3. Any suggestions you would make to improve the allocation of resources for projects and how they are selected and then constructed.

Peace and Security

Have you seen a decrease in violence (armed conflict) in your barangay in the last 12 months?

Yes: _____ No: _____ Not Sure _____ Don't Know _____
 If yes, how many incidences of violence were there in your barangay during this time:
 None 1 2 3 4 More than 5 instances

Can you describe what types of conflict are typical in this area?

1-Political **2**-Resource conflict (land, access to labor market, access to roads) **3**-Popular justice (vigilantism) **4**-Administrative conflict (corruption, procurement, donor assistance) **5**-Identity based on religion or ethnicity

Additional Comments

FOCUS GROUP DISCUSSION

Date of Interview	Province:
Interviewer:	Municipality:
Time Start: _____ Time End: _____	Barangay:
Component: WORKFORCE PREPARATION	Project: COMPUTER LITERACY (CLIC)
Topic of Focus Group:	
Number of Persons in attendance: _____ No. Males _____ No. Females _____	

Results

1. Is there an increase in the number of students accessing the internet? (M/F)
2. Do you perform better in your class now that you have access to computer and internet connection? Why?
3. Are the students able to comply with their school assignments/requirements faster and with substantive outputs?

Relevance

1. Are the interventions/support on CLIC relevant to your needs? Why?
2. Before CLIC was realized, where do you go for your computer needs? Do you have to pay for it? How much?

Effectiveness

1. Since computer and internet facility is available in your school, do you often visit the facility for your school requirements? If yes, did it help you? In what way? If not, why do you visit the facility?
2. Besides complying with your school requirements, do you use the computer and internet access for other purpose? If yes, what are these? If no, why?

Efficiency

1. Did you experience downtime due to power interruptions, internet service disruption? If yes, what are your alternatives?
2. If you encounter technical problem while using the computer and internet facility, who usually assist you? Are the problems resolved? If not what do you do?
3. What time does the facility opens and closes? Does this give you enough time to finish your work?

Gender

1. How many male and female teachers were trained on computer and internet technology to assist in the facility (sex-disaggregated data)
2. Is there equal access to the facility? What is the percentage of male and female students accessing the facility? If there is wide gender gap, how did the project reduce this gap?
3. Is there a separate space for female students using the computer? If none why?

Sustainability

1. Is your school allocating regular budget for maintenance and upgrading of the facilities?
2. How can the facility continue to operate even without outside assistance?

Lessons Learned

1. What are the difficulties encountered during project implementation? What are the learnings?

Peace and Security

Have you seen a decrease in violence (armed conflict) in your barangay in the last 12 months?

Yes: _____ No: _____ Not Sure _____ Don't Know _____

If yes, how many incidences of violence were there in your barangay during this time:

None 1 2 3 4 More than 5 instances

Can you describe what types of conflict are typical in this area?

1-Political **2**-Resource conflict (land, access to labor market, access to roads) **3**-Popular justice (vigilantism) **4**-Administrative conflict (corruption, procurement, donor assistance) **5**-Identity based on religion or ethnicity

Additional Comments:

FOCUS GROUP DISCUSSION

Date of Interview	Province:
Interviewer:	Municipality:
Time Start: _____ Time End: _____	Barangay:
Component: WORKFORCE PREPARATION	Project: ENG MATCHING GRANT (EMGP)
Topic of Focus Group:	
Number of Persons in attendance: _____ No. Males _____ No. Females _____	

Results

1. How much funds was raised by the EMGP? How many MGPs completed by LOP?
2. How much equity contribution raised/ provided by the PTCA?
3. What are the systems/facilities/improved practices in place as a result of the intervention?

Relevance

1. What are the projects funded by EMGP?
2. Are the funded projects relevant to the needs of the school? Why?
3. Are there other school needs that could have been supported by EMGP but was not given assistance? Why? What are these?

Effectiveness

1. Do you think all the approved matching grants projects benefit your school? Why?
2. How do you decide on what projects to be funded by the matching grant program? Are there criteria to be followed? If yes, what are these? If no, why?

Efficiency

1. How do you ensure that projects funded under the matching grant are handled and managed for efficient delivery of services? (e.g. libraries, science laboratories)
2. As a member of the PTCA, what is your contribution in conceptualizing projects for funding under the matching grant program.

Gender

1. Among PTCA members, how many are male and female? What is the percentage of attendance on PTCA meetings between male and female members? If there are gender gaps, how were these addressed by the project?
2. Did males and female members participate in different ways?

Sustainability

1. Does the PTCA engage LGU to tap Special Education Fund (SEF) for additional funding support?
2. What are your plans when the matching grant program by GEM is already completed?

Lessons Learned

What are the difficulties encountered during project implementation? What are the learnings?

FOCUS GROUP DISCUSSION

Date of Interview	Province:
Interviewer:	Municipality:
Time Start: _____ Time End: _____	Barangay:
Component: WORKFORCE PREPARATION	Project INVEST
Topic of Focus Group:	
Number of Persons in attendance: _____ No. Males _____ No. Females _____	

General:

1. How did you know the INVEST program?
2. Why did you apply in the program? Are you convinced that the program can help you? Why?

Results:

1. How many students were provided scholarship/ financial support (M/F)
2. How many students have completed the program/graduates (M/F)
3. How many graduates were employed (M/F)

Relevance:

1. What are the types support/ interventions provided (training, co-financing agreements, financial, school supplies, etc.)?
2. Are the interventions/ activities relevant to the needs of the student-beneficiaries? Why? Are they sufficient to fulfill the needs of the students?

Effectiveness:

1. Are there dropouts in the program? (M/F) What are the reasons?
2. How are you monitored by the project? Are you compliant with all the requisites of the scholarship program? Why?
3. Do you think your capability and skills is compatible with your course under the scholarship program? Why?

Efficiency:

1. How is your application for your scholarship been processed? What are the requirements? Were you able to comply with the requirements easily?

Gender:

1. What is the number of male and female students that were able to avail of the project?
2. What is the percent of male and female able to complete the program? If there are gender gaps, how were these addressed by the project?
3. What courses have the most number of males and females? Do you think male and female students were given equal opportunity to access the program?

Sustainability:

1. Do you want the program to continue beyond GEM's project life? If yes, what are your efforts to sustain the program? If no, why?
2. Are there other organizations that are willing to partner and continue the program? If yes, can you identify those organizations?

Lessons Learned:

1. What difficulties were encountered during program implementation? Are the identified difficulties given appropriate solution?
2. What lessons did you learn?

Peace and Security

Have you seen a decrease in violence (armed conflict) in your barangay in the last 12 months?

Yes: _____ No: _____ Not Sure _____ Don't Know _____

If yes, how many incidences of violence were there in your barangay during this time:

None 1 2 3 4 More than 5 instances

Can you describe what types of conflict are typical in this area?

1-Political **2**-Resource conflict (land, access to labor market, access to roads) **3**-Popular justice (vigilantism) **4**-Administrative conflict (corruption, procurement, donor assistance) **5**-Identity based on religion or ethnicity

FOCUS GROUP DISCUSSION

Date of Interview	Province:
Interviewer:	Municipality:
Time Start: _____ Time End: _____	Barangay:
Component: WORKFORCE PREPARATION	Project: JEEP
Topic of Focus Group:	
Number of Persons in attendance: _____ No. Males _____ No. Females _____	

Results

1. Among the total number of students who have attended the JEEP courses, how many are immediately employed? Please provide also percentages (M/F)
2. What is the percentage of male and female graduates under JEEP that are already employed? What are their usual jobs (e.g. maritime, travel and tourism, health and allied services)

Relevance

1. Why do you need to participate in the JEEP courses (Start and Accelerate)?
2. Are the regular courses on English Proficiency in your schools not enough to produce the same results as in JEEP courses? Is there any difference? If yes, what are these?

Effectiveness

1. Are you more confident now to respond to job interviews? Why?
2. Based on your personal assessment, did your English proficiency skill develop after the JEEP training? Why?
3. Are the JEEP teachers more marketable than their counterpart teachers that did not undergo JEEP training? Why?

Efficiency

1. Are the schools participating in the JEEP program accessible to you?
2. Don't you consider your attendance in the JEEP courses as additional 'burden' in completing your college course? Why?

Gender

1. How many male and female students are enrolled in the JEEP courses? (sex-disaggregated data). If there are gender gaps, how were they addressed?
2. How many male and female teachers are involved in the JEEP courses? (sex-disaggregated data)

Sustainability

1. Do you have to pay for any fee related to your attendance in the JEEP program? If yes, how much?
2. Is your school allocating regular budget to sustain the JEEP program?
3. How can the program continue to operate even without outside assistance?

Lessons Learned

1. What difficulties were encountered during project implementation?
2. What lessons were learned?

Peace and Security

Have you seen a decrease in violence (armed conflict) in your barangay in the last 12 months?

Yes: _____ No: _____ Not Sure _____ Don't Know _____
 If yes, how many incidences of violence were there in your barangay during this time:
 None 1 2 3 4 More than 5 instances

Can you describe what types of conflict are typical in this area?

1-Political **2**-Resource conflict (land, access to labor market, access to roads) **3**-Popular justice (vigilantism) **4**-Administrative conflict (corruption, procurement, donor assistance) **5**-Identity based on religion or ethnicity

FOCUS GROUP DISCUSSION

Date of Interview	Province:
Interviewer:	Municipality:
Time Start: _____ Time End: _____	Barangay:
Component: WORKFORCE PREPARATION	Project: PRIDE
Topic of Focus Group:	
Number of Persons in attendance: _____ No. Males _____ No. Females _____	

General:

1. How did you know the PRIDE program?
2. Why did you apply in the program? Are you convinced that the program can help you? Why?

Results:

1. How many interns were absorbed by companies or employed elsewhere (GEM 2 and GEM 3)?

Relevance:

1. What are the types support/ interventions provided (training, co-financing agreements, financial, school supplies, etc)?
2. Are the interventions/ activities relevant to the needs of the student-beneficiaries? Why? Are they sufficient to fulfill the needs of the students?
3. Is your course/ degree responsive to the skill sets required by the companies? Why?

Effectiveness:

1. How were you selected? What was the process and criteria of selection?
2. Do you think your capability and skills is compatible with your current work as an intern in _____ (corporation/company)? Why?
3. What are the in-demand skills required by the companies?
4. How did the internship program help you find a job?

Efficiency:

1. How is your application for your internship been processed? What are the requirements? Were you able to comply with the requirements easily?
2. How long did you wait before you were given your current internship in _____ company?
3. Are you currently employed? Is your work related with your course? How long did it take for you to find a job?

Gender:

1. What is the number of male and female students that were able to avail of the program (per cohort)
2. What is the percent of male and female able to complete the program? If there were gender gaps, how were they addressed?
3. Do you think, male and female students were given equal opportunity to access the program?
4. What is the percent of women and men given regular work after their internship in a certain company?

Sustainability:

1. Do you want the program to continue beyond GEM's project life? If yes, what are your efforts to sustain the program? If no, why?
2. Do you know of other organizations or government officials that are willing to partner and continue the program? If yes, can you identify those organizations?

Lessons Learned:

1. What difficulties did you encounter during program implementation? Are the identified difficulties given appropriate solution?
2. What lessons were learned?

Peace and Security

Have you seen a decrease in violence (armed conflict) in your barangay in the last 12 months?

Yes: _____ No: _____ Not Sure _____ Don't Know _____

If yes, how many incidences of violence were there in your barangay during this time:

3. None 1 2 3 4 More than 5 instances

Can you describe what types of conflict are typical in this area?

1-Political **2**-Resource conflict (land, access to labor market, access to roads) **3**-Popular justice (vigilantism) **4**-Administrative conflict (corruption, procurement, donor assistance) **5**-Identity based on religion or ethnicity

FOCUS GROUP DISCUSSION

Date of Interview	Province:
Interviewer:	Municipality:
Time Start: _____ Time End: _____	Barangay:
Component: Business Growth	Project Type: Business Service Organization
Role of Person Interviewed: 1- LGU Official 2-Municipio Official 3-Barangay Official	
4-Community Member 5-Other _____ Gender: M F	

Results

1. How long have you/your organization have been a GEM 3 beneficiary? What kind of assistance did you get from GEM3?
2. What were the key results and outcome of the project?
3. Do you feel the GEM assistance has assisted in promoting economic growth in your community? How?

Relevance

1. How did the GEM project serve the needs of your organization?
2. How and who decided on doing this type of project? What did your organization contribute in conceptualizing, building and operating the project?

Effectiveness

1. Are you satisfied with the assistance provided by GEM 3? Why?
2. From the assistance provided by GEM 3, how did your organization benefit directly from the assistance?
3. How did you organization benefit indirectly?
4. How effective has the Business Growth component of GEM-3 been in improving Mindanao producers' access to markets?
5. How effective was GEM-3's business policy agenda in improving competitiveness of Mindanao businesses?

Efficiency

1. What are the specific benefits that your organization derived from the GEM assistance?
2. As a BSO, were you able to document an increase in any sector's (e/g. agriculture production, fish production, export) activities?
3. Did your BSO add value added to any particular sector in your province and/or region?

Gender

1. What is the membership of your BSO? What is the ratio of men to women?
2. How has your BSO benefited your women members?
3. Do women play a major role in your organization's decision-making?

Sustainability

1. Are there any plans in place to sustain the project once GEM3 has finished providing direct assistance to your organization?
2. Do you believe that your organization's efforts to improve business activity contribute to the peace process or help in the reduction of violent conflict in the region? How?

Lessons Learned

1. What activities on the part of your BSO worked best in promoting business?
2. What activities did not work as anticipated?
3. Any suggestions you would make to improve future assistance to other BSOs?

Peace and Security

Have you seen a decrease in violence (armed conflict) in your province or region in the last 12 months?

Yes: _____ No: _____ Not Sure _____ Don't Know _____

If yes, how many incidences of violence are you aware in your municipality during this time:

None 1 2 3 4 More than 5 instances

Can you describe what types of conflict are typical in your municipality?

1-Political **2**-Resource conflict (land, access to labor market, access to roads) **3**-Popular justice (vigilantism) **4**-Administrative conflict (corruption, procurement, donor assistance) **5**-Identity based on religion or ethnicity

Other Comments?

FOCUS GROUP DISCUSSION

Date of Interview	Province:
Interviewer:	Municipality:
Time Start: _____ Time End: _____	Barangay:
Component: GOVERNANCE IMPROVEMENT	Project: CIPYML
Topic of Focus Group:	
Number of Persons in attendance: _____ No. Males _____ No. Females _____	

General:

1. How did you know about the program on CIPYML? How were you selected to participate?
2. Why did you decided to participate in the project?

Results

1. Did you learn any new knowledge and skills? Do you use these skills today?
2. Are you better off now than you were before you joined the internship?
3. Did it help enhanced your chance to land a better job?
4. In what way did you contribute to enhance local governance processes and the peace and development agenda of the LGUs as a result of the internship program?

Relevance

1. How did the internship program help you deal with your LGU's efforts on peace and development?
2. Are the interventions relevant to you and your LGU's needs? Did the program address the most pressing needs of your LGU?
3. Do you feel that the project taught you the necessary knowledge and skills to help improve local governance and peace and development efforts of the local governments?

Effectiveness

1. Do you feel that you have benefited from your participation in the internship? What about your respective LGU?
2. Were you able to achieve the objectives and goals of the internship on time?
3. Do you feel that a different type of project would have been more useful for you?

Efficiency

1. What are the important benefits that you and your LGU derived from the internship?
2. What did you or your LGU contribute in conceptualizing, building and operating the project?
3. How many people in your community who benefited from project? How many people outside your community who benefited from the project?

Gender

1. How many men and women participate in the project? What is the ratio of men and women? If there are gender gaps, how were they addressed?
2. Were there any constraints to female participation and were they treated differently from men in the project?
3. Do you think that men and women benefited differently from the project? Why?

Sustainability

1. Are there any plans in place that will sustain the project when GEM3 phases out? Do you think this project will continue?
2. Did you manage to find a job after the internship program?
3. Will you advocate to HOR or any donor program to continue and support the same project?

Lessons Learned

1. What worked and did not work?
2. Would you make any changes to the way the projects work? What would these changes be?
3. What are the issues, problems and challenges encountered?

Peace and Security

Have you seen a decrease in violence (armed conflict) in your barangay in the last 12 months?

Yes: _____ No: _____ Not Sure _____ Don't Know _____

If yes, how many incidences of violence were there in your barangay during this time:

None 1 2 3 4 More than 5 instances

Can you describe what types of conflict are typical in this area?

1-Political **2**-Resource conflict (land, access to labor market, access to roads) **3**-Popular justice (vigilantism) **4**-Administrative conflict (corruption, procurement, donor assistance) **5**-Identity based on religion or ethnicity

KEY INFORMANT INTERVIEW

Date: _____	Municipal: _____
Interviewer: _____	Barangay: _____
Time Start: _____ Time End: _____	Project: <u>REAP</u>
Individual Role: Municipal Mayor	Discussion on Component: Governance

Key Results: Financial management capacity of LGUs enhanced through implementation of revenue generation plans to increase locally generated revenues that are earmarked for development priorities and improve the delivery, quality and range of public services.

Key Informant: The Local Chief Executive

General:

1. Are you aware of GEM-3 projects in your municipality? What was the extent of your participation in these projects?
2. What made you decide to participate in the REAP project?

Results:

1. Do you have a revenue generation plan that was approved by the SB/P and actually implemented? What is your involvement in the revenue generation plan of your municipality (formulation, consultation, approval, information campaign)?
2. Are you convinced that this plan will increase your revenue targets? Why?

3. In terms of the enabling environment are there related policy, structure, systems and mechanisms in place for collection, legislative measures, public consultation, information drive, computerization, etc.?
4. Are the local tax codes updated and legislated periodically as mandated by the LGC?
5. Did the delivery, quality and range of public services improved as a result of the technical assistance on REAP?

Relevance

1. Were you or your LGU staff consulted during the design of the project?
2. Have the project interventions (training/coaching support) helped (or not helped) your LGU tax collection team formulate appropriate/creative/innovative tax collection system?
3. Would you recommend the same project to your fellow LCEs for scaling up and replication?

Effectiveness

1. How did your LGU get selected? Are you aware of the selection criteria?
2. When did you start implementing your revenue generation plan? Was there an increase in revenue collection over the years? By what percent?
3. Have you encountered difficulties in implementing the revenue generation plan? What did you learn from participating in this project?

Efficiency

1. What are the important benefits that your community derived from the project?
2. What did your community contribute in conceptualizing, building and operating the project?
3. How many people in your community who benefited from project? How many people outside your community who benefited from the project?

Gender

1. What is the extent of women’s participation in the project?
2. Are women involved in the revenue generation planning, implementation and monitoring?
3. Are the trainings/ capability building and other TAs equally available to men and women?

Sustainability

1. Are there sustaining mechanisms in place to sustain the gains and to maintain a functional and proactive revenue generation system?

Lessons Learned

1. What worked and did not work?
2. What are the issues, problems and challenges encountered?

Summary of Interview:

FOCUS GROUP DISCUSSION

Date of Interview	Province:
Interviewer:	Municipality:
Time Start: _____ Time End: _____	Barangay:
Component: Former Combatant Reintegration	Project:
Topic of Focus Group:	
Number of Persons in attendance: _____ No. Males _____ No. Females _____	

General:

1. Were there any projects in your community that provided assistance to former combatants? Can you tell me about them?
2. How did people participate? Were they invited or did they ask to join?
3. Do you know who funded these projects?

Results:

1. Did the project teach you or your neighbors any news skills? Do you use these skills today?
2. Is your community better off now than before the project started? Are you satisfied with how things are going now?
3. How were participants viewed in your community? Did this change over the life of the project? (Probe: was there jealousy/resentment; did community feel participants were productive members again, etc.)

Relevance:

1. Do you feel that the project taught you the necessary skills to adjust to civilian life? Are there any other skills/activities you wish that the project had taught you?
2. Was the community consulted during the design of the projects? Was the project designed based on your input?

Effectiveness:

1. Do you feel that you have benefited from your participation in these projects? What about your community?
2. Is it easier or more difficult to provide for your family since you returned?

Efficiency:

1. Would you make any changes to the way the projects work? What would these changes look like?
2. Who gets to use the project facilities? (M/F)

Gender

1. Did both men and women participate in your project?
2. Were there female former MNLF combatants who participated in the project. Were the women treated differently from men in the project?
3. Do you think that men and women benefit differently from the project?

Sustainability

1. Do you plan on continuing to participate in this project? Why or why not?
2. Are there any similar projects that have been abandoned in the past? If so, why?

Lessons Learned

1. Which aspects of the project worked particularly well? Which did not?
2. If you could design your own project, what would it look like to really meet your needs?

Peace and Security

Have you seen a decrease in violence (armed conflict) in your barangay in the last 12 months?

Yes: _____ No: _____ Not Sure _____ Don't Know _____

If yes, how many incidences of violence were there in your barangay during this time:

None 1 2 3 4 More than 5 instances

Can you describe what types of conflict are typical in this area?

1-Political **2**-Resource conflict (land, access to labor market, access to roads) **3**-Popular justice (vigilantism) **4**-Administrative conflict (corruption, procurement, donor assistance) **5**-Identity based on religion or ethnicity
Do you know of any former combatants assisted by GEM who returned to arms?

ANNEX 7: FIELD SITES FOR SURVEY AND FIELD VISITS

FIELD VISIT SITES

PROVINCE	MUNICIPALITY/CITY	BARANGAY	
Northern Mindanao Section			
1. Compostela Valley	1. Maco	1. Elizalde	
	2. Mawab	2. Malinawon	
	3. Monkayo	3. Salvacion	
2. Surigao del Norte	4. New Bataan	4. Batinao	
	5. Claver	5. Hayanggabon	
	6. Gigaquit	6. Ladgaron	
	7. Surigao City	7. Mahanub	
	8. Tagum	8. Poniente	
3. Davao del Norte		9. Poblacion	
8. Tagum		10. Poblacion	
Central Mindanao Section			
4. North Cotabato	9. Carmen	11. Kitulaan	
		12. Manili	
	10. Pigcawayan	13. Poblacion	
		15. Buluan	
		16. Bulucaon	
	11. Libungan	17. Poblacion	
		18. Batiocan	
		19. Gumaga	
		20. Sinwingan	
		21. Poblacion	
	5. South Cotabato	12. Makilala Koronadal City	22. Poblacion
13. Banga		23. Benitez	
		24. Brgy Punong Grande	
		25. Lampari	
14. Noralla		26. Poblacion	
		27. San Miguel	
15. Polomolok		28. Bentung	
		29. Sumbakil	
16. Tupi		30. Poblacion	
		31. Bunao	
		32. Kalkam	
		33. Lunen	
		34. Polonulong	
		35. Poblacion	
6. Sarangani	17. Alabel		
7. Lanao del Sur	Marawi City		
8. Maguindanao	18. Datu Odin Sinsuat	36. Poblacion	
		37. Awang	
		38. Dalican	
	19. Datu Paglas	39. Poblacion	
		40. Baguadatu	
		41. Damalusay	
	20. Parang	42. Poblacion	
	21. Upi	43. Poblacion	
Western Mindanao Section			
9. Tawi-Tawi	23. Bongao	44. Poblacion-Bongao City	
		45. Lato-Lato	
		46. Sanga-sanga	
		47. Sowangkowang	
		48. Tongsinah	
		49. Balimbing	
	24. Panglima Sugala	50. Malacca	

1. Cotabato City
2. Davao City
3. Kidapawan City
4. Koronandal City
5. Marawi City

SURVEY SITES – GEM 3 ASSISTED AREAS

PROVINCES	MUNICIPALITY/CITY	BARANGAYS
Zamboanga Peninsula		
1. Zamboanga del Norte	1. Salug 2. Manukan 3. Liloy	1. Caracol 2. Poblacion 3. Baybay
2. Zamboanga del Sur	4. Labangan 5. San Pablo	4. Tawagan 5. Sagasan 6. Tadubuay
3. Zamboanga Sibugay	6. Tungawan 7. Ipil	7. Tigbanuang 8. Batungan 9. Don Andres
ARMM		
4. Lanao del Sur	8. Taraka 9. Masiu	10. Dilabayan 11. GubarSawer
5. Maguindanao	10. North Upi 11. Datu Blah Sinsuat 12. Pandag	12. Nuro 13. Pinansaran 14. Kabuling 15. Barangay Pandag
CARAGA		
6. Surigao Del Norte	13. Alegria 14. Malimono	16. Budlingin 17. Cagtinae
7. Compostela Valley	15. Monkayo	18. Upper Ulip
8. Davao Oriental	16. Banaybanay	19. Maputi
Northern Mindanao		
9. Lanao Del Norte	17. Kapatagan	20. Mahayahay 21. Tiacongan
SOCCSKSARGEN		
10. North Cotabato	18. Aleosan 19. Libungan	22. Upper Mingading 23. Ulamian 24. Batiocan
11. Sarangani	20. Tulunang 21. Malapatan 22. Glan	25. Bunawan 26. Poblacion 27. Big Margus
12. Sultan Kudarat	23. Lambayong 24. President Quirino	28. Poblacion 29. Bagumbayan
13. South Cotabato	25. Polomolok	30. Rubber

SURVEY SITES – NON GEM 3 ASSISTED AREAS

PROVINCES	MUNICIPALITY/CITY	BARANGAYS
Lanao del Norte	26. Baloï	31. Sandor
Lanao del Sur	27. Masiu 28. DitsaanRamain	32. MacalumpangLumbac 33. Pangandapan
Surigao del Norte	29. Alegria	34. Ombong
Compostela Valley	30. Monkayo	35. Olaycon 36. Banlag

ANNEX 8: FIELD WORK SCHEDULES FOR EVALUATION TEAM

SCHEDULE FOR FIELD VISIT – TEAM I								
Date	Province	Municipality	Barangay	Project	Organization	Contact Person	Respondents	
							Male	Female
Aug 10	Surigao del Norte	Claver		BIPs	MLGU	MPDC Eva Casedo; Staff: Ms. M Entenia	0	3
Aug 10	Surigao del Norte	Claver	Hayanggabon	BIP	BLGU	MPDC Eva Casedo	2	2
Aug 10	Surigao del Norte	Claver	Daywan	BIP	BLGU	Barangay Chairman Rogelio Nazi	2	2
Aug 10	Surigao del Norte	Claver	Ladgaron	BIP	BLGU	Barangay Chairman Renerio B. Galinato	1	
Aug 10	Surigao del Norte	Claver	Hayanggabon	BIP	BLGU	MPDC Eva Casedo	0	2
Aug 10	Surigao del Norte	Claver	Hayanggabon	EMGP	Hayanggabon Elementary School	School Head : Beda G. Murcia	3	10
Aug 10	Surigao del Norte	Claver	Ladgaron	EMGP	Ladgaron Elementary School	Former School Head : Rosie Entoc	1	8
Aug 11	Surigao del Norte	Gigaquit	Mahanub	BIP	MLGU	MPDC Rodelio Torregosa	2	2
Aug 11	Surigao del Norte	Gigaquit	Poniente	BIP	MLGU	Restituto Mira, Municipal Engineer	1	4
Aug 11	Surigao del Norte	Gigaquit	San Isidro	BIP GEM 2	MLGU	MEO Mira	1	0
Aug 12	Surigao City			BSO	Surigao City Chamber of Commerce and Industry	Willie Gan, President	7	2
Aug 13	Surigao del Norte	Gigaquit	Poniente	EMGP	Poniente Elementary School	School Head Joselito P. Manongas	1	10
Aug 13	Surigao City			JEEP	Surigao City State College of Technology	JEEP Coordinator Iryn Cavite	1	8
Aug 15	Maguindanao	Municipality of Datu Paglas	MLGU	REAP	Municipal Government	Mayor Mohammad Paglas; MPDC Padido Usman	6	3
Aug 15	Maguindanao	Municipality of Datu Paglas	Damalusay	BIP	BLGU	Mayor Mohammad Paglas; MPDC Padido Usman; Barangay Chairman Mando Guiwan	3	0
Aug 15	Maguindanao	Municipality of Datu Paglas	Manindolo	BIP	BLGU	Mayor Mohammad Paglas; MPDC Padido Usman	2	0
Aug 15	Maguindanao	Municipality of Datu Paglas	Bunawan	BIP	BLGU	Mayor Mohammad Paglas; MPDC Padido Usman	2	0
Aug 15	Maguindanao	Municipality of Datu Paglas	Damalusay	EMGP	Baguadatu Elementary School	School Head Pahmia Abubacar		
Aug 15	North Cotabato	Kidapawan City		BSO	Metro Kidapawan Chamber of Commerce and Industry	Chamber President Dr. Ramon Floresca and Project Officer Blesilda Bayoy	1	2
Aug 16	North Cotabato	Kidapawan City		RIP	Provincial Local Government Unit	Prov Engrs Office Admin Officer Oscar Sumejo; GEM Projects In Charge Engr. Eliodoro Vergadera Jr.	2	0
Aug 16	North Cotabato	Municipality of Libungan		Standard CLIC	Notre Dame of Libungan	School Head Anita Ceballos	1	0
Aug 17	North Cotabato	Municipality of Libungan	Batiocan/ Demapaco	BIP	BLGU	MPDC Renante Ponce	5	0

SCHEDULE FOR FIELD VISIT – TEAM I (cont.)								
Date	Province	Municipality	Barangay	Project	Organization	Contact Person	Respondents	
							Male	Female
Aug 17	North Cotabato	Municipality of Libungan	Sinawingan	BIP	BLGU	MPDC Renante Ponce	4	0
Aug 17	North Cotabato	Municipality of Libungan	Gumaga	BIP	BLGU	MPDC Renante Ponce	4	0
Aug 17	North Cotabato	Municipality of Libungan	Ulamian	BIP	BLGU	MPDC Renante Ponce	4	0
Aug 17	North Cotabato	Municipality of Libungan	Baguer	BIP	BLGU	MPDC Renante Ponce	4	0
Aug 18	North Cotabato	Pigcawayan		REAP	Municipal Government	MPDC Zaldy Balofinos	3	3
Aug 18	North Cotabato	Pigcawayan	Buluan	BIP		MPDC Zaldy Balofinos	3	0
Aug 18	North Cotabato	Pigcawayan	Bulucaon	BIP		MPDC Zaldy Balofinos	3	0
Aug 18	Cotabato City			BSO	Metro Cotabato Chamber of Commerce and Industry	Mr. Pete Marquez, Former Chamber President	1	0
Aug 21	Cotabato City			BSO	Metro Cotabato Chamber of Commerce and Industry	Dr. Danda Juanday, President; Ms. Janette Eran	1	1
Aug 22	Maguindanao	Upi		REAP	Municipal Government	MPDC Paulo	6	8
Aug 22	Cotabato City			JEEP	Cotabato City State Polytechnic College	JEEP Coordinator Arbaya Boquia	2	4
Aug 22	Cotabato City			PASS	Department of Agriculture and Fisheries ARMM	Executive Director Felix Mosne	1	0
Aug 23	Cotabato City			FCR PH	Biruran Famers Association	Barangay Chairman Jack Mohammad	1	0
Aug 23	Cotabato City			PASS	Lucrative Fruits Growers Multi Purpose Cooperative	President Baintan Guinta	0	1
Aug 23	Maguindanao	Datu Odin Sinsuat		JEEP	Mindanao State University	JEEP Coordinator Sarah Jane Diang	0	11
Aug 23	Maguindanao	Datu Odin Sinsuat		EMGP	MSU Integrated Laboratory High School	School Head Lornaida Madale	1	1
Aug 23	Maguindanao	Datu Odin Sinsuat		Standard CLIC	DOS Educational Foundation	IT In charge Abdul Makalilay	1	0
Aug 24	Maguindanao	Parang		REAP	Municipal Government	Mayor Ibrahim P. Ibay; MPDC Ma. Theresa Ubas	3	2
Aug 24	Maguindanao	Parang	Poblacion (Market)	BIP	Municipal Government	Municipal Administrator Usman Ibay; MPDC Ma. Theresa Ubas	2	1
Aug 24	Maguindanao	Parang	Poblacion	BIP	BLGU	Municipal Admin Usman Ibay; MPDC Ma. Theresa Ubas	2	1
Aug 24	Maguindanao	Parang		EMGP	Notre Dame of Parang	School Head Caroline Rusiana	0	1
Aug 24	Maguindanao	Parang		Standard CLIC	Easter Joy School Incorporated	School Head Amelita Lim	0	1
Aug 24	Maguindanao	Parang	Moro Point	FCR CD	Illana Bay Multi Purpose Cooperative	Barangay Chairman Jun Serasar	1	0
Aug 24	Maguindanao	Parang	Moro Point	FCR PH	Illana Bay Multi Purpose Cooperative	Barangay Chairman Jun Serasar	1	0
Aug 25	North Cotabato	Carmen	Kitulaan	FCR CD	Kababaihang Carmeniang Nagkakaisa	MPDC Engr Marilyn Garcia		

SCHEDULE FOR FIELD VISIT – TEAM I (cont.)								
Date	Province	Municipality	Barangay	Project	Organization	Contact Person	Respondents	
							Male	Female
Aug 25	North Cotabato	Carmen	Manili	FCR CD	Manili Free Farmers Association	MPDC Engr Marilyn Garcia	1	0
26 Aug	Cotabato City			BSO	Iranon Chamber of Commerce and Industry	Ex Director Monina Macarongon; Chamber President ARMM DTI Secretary	1	4
27 Aug	Cotabato City			CIPMYL		Mr. Shim Yu, CIPMYL alumni	3	1
28 Aug	Maguindanao	Datu Odin Sinsuat	Awang	BIP	Municipal Government	MPDC Manan Mandaragon	1	0
28 Aug	Maguindanao	Datu Odin Sinsuat	Poblacion	BIP	Municipal Government	MPDC Manan Mandaragon	1	0
28 Aug	Maguindanao	Datu Odin Sinsuat		CLIC	Camp Siongco National High School	IT in charge, Analyn Ballesteros	0	4
28 Aug	Maguindanao	Datu Odin Sinsuat	Poblacion	BIP	Municipal Government	MPDC Manan Mandaragon	1	0
	Maguindanao	Datu Odin Sinsuat	Awang	BIP		MPDC Manan Mandaragon	1	0
	Cotabato City			BSO	ARMM Business Council	Datu Haron Bandila, Chairman	1	0
30Aug	Davao City			JEEP	Davao Merchant Maritime Academy	Jee Gica, JEEP Coordinator	3	2
				BSO	Davao City Chamber of Commerce and Industry	Mary Anne Abundo, Executive Director	0	1
				PRIDE	Casa Leticia	Liezel Apple Tungpalan, Officer In Charge	2	6
				BSO	Mindanao Trade Expo Foundation, Inc.	Ann Pamintuan, President	0	1
Aug 31	Davao City			HCAP	Southern Philippines Fresh Fruits Corporation	Christine Joyce Legaspi	0	1
				HCAP	KF Nutri Foods International	Marilou Fernandez	0	1
				PASS	Mindanao Fruits Council	Atty. Antonio B. Partoza, Jr., President	1	0
Sept 3	Davao City			BIP, FCR, BSO	GEM Staff	Marilou Sian, Executive Officer and Support Services Team Leader		
				BSO	Mindanao Business Council	Debbie Gail Laburada, Project Management Officer	1	0
				MRDP	Dept of Agric	Engr. Renato Tamos	1	

SCHEDULE FOR FIELD VISIT – TEAM 2

Date	Province	Municipality	Barangay	Project	Organization	Contact Person	Respondents	
							Male	Female
9 Aug	Compostela Valley	Mawab	Malinawon	BIP	MLGU	MPDC Roland Jose E. Escalantar	2	1
			Malinawon	BIP	BLGU	Barangay Chair Rogelio D. Galo	2	4
			Malinawon	EMGP	Malinawon Elementary School	School Head Arlyn B. Lim	2	6
10 Aug	Davao del Norte	Tagum		PASS	Dynamic Vegetable Growers Association	Ray A. Acain, President	4	1
10 Aug	Compostela Valley	Maco	Pangi	BIP	BLGU	Carlo Bangales, Barangay Secretary	2	0
			Elizalde	BIP	BLGU	BLGU	4	1
			Elizalde	BIP	BLGU	Beneficiaries	0	12
			Elizalde	EMGP	Elizalde National High School	IT In Charge Mary Jean B. Soriano	2	6
			Elizalde	CLIC	Elizalde National High School	IT In Charge Mary Jean B. Soriano	1	11
11 Aug	Compostela Valley	New Bataan	Batinao	BIP	BLGU	Barangay Chair Bonifacio M. Jaso	9	32
13 Aug	Compostela Valley	Monkayo	Salvacion		MLGU	MPDC Geronimo O. Balana	2	0
			Salvacion	CLIC	Samuag Elementary School	Perlito Operario, Master Teacher	3	9
			Union	BIP	BLGU	Barangay Chair Harvey D. Taroy	3	0
			Salvacion	BIP	BLGU	Geronimo O. Balana, MPDC	4	5
13 Aug	Davao City			BSO		Marilou N. Infante	0	1
				PASS	Central Mindanao Vegetable Industry Council	Jose Victor Santos, President	3	0
Aug 13	Davao City			PASS	Northern Mindanao Vegetable Producers Association, Inc. (NorminVeggies)	Marcelino Remotigue, President	1	0
14 Aug	South Cotabato	Polomolok	Sumbakil	FCR	Sumbakil Vegetable Producer Association	Sarodin Kakim, President	5	0
			Sumbakil	BIP	MLGU; BLGU	Eronio P. Muno, MPDC	11	0
			Bentung	EMGP	Bentung-Sulit National High School	Digna A. Hibionada, Head Teacher	3	2
			Bentung	FCR	Bangsmoro Women's Association	Husna Anjam, President	6	15
Aug 15	South Cotabato	Tupi	Bunau	BIP	Bunao Muslim Association	Renette Bergado, Municipal Admin	2	6
			Kalkam	FCR	Kalkam Aquaculture and Farmers Assoc.	Arsad Landasan, MNLF former commander	3	0
			Palian	FCR	Palian Community Workers Assoc.	Alexander Basilio, Barangay Chairman	5	1

SCHEDULE FOR FIELD VISIT – TEAM 2 (cont.)

Date	Province	Municipality	Barangay	Project	Organization	Contact Person	Respondents	
							Male	Female
Aug 15	South Cotabato	Koronadal City		BSO	South Cotabato Chamber of Commerce	LitoUy, President	1	0
				CLIC	Saravia National High School	Gil G. Subang, School Head	4	4
Aug 16	South Cotabato	Koronadal City		FCR	Lake Sebu Bangsa Moro Multi-Purpose Cooperative	Rudy Tomas, Chairman	1	0
				PASS	South Cotabato Banana Creations, Inc.	Benigno R. Sensano Jr., President	5	1
		Banga	Municipal government	REAP	MLGU	MPDC Virgilio S. de Leon	3	2
				CLIC	Banga Central Elementary School	Marites P. Gahaport, ICT Coordinator	8	2
Aug 16	South Cotabato	Banga		CLIC and EMGP	Punong Grande National High School	Roden E. Solatorio, ICT Coordinator	2	4
			Lampari	BIP	BLGU	Abrila N. Miskinan, Brgy. Captain	4	2
Aug 17	South Cotabato	Norallah	Municipal Government	REAP	MLGU	Victor Y. Balayon, Mayor	2	3
				EMGP	San Miguel National High School	Nemesio M. Alvero, Principal	3	0
		Tupi	Polonuling	FCR	Manisan Multi-purpose Cooperative	Mendato c. Abo	10	6
			Polonuling	BIP	BLGU	Victor Y. Balayon, Mayor	3	0
			Poblacion	BIP	BLGU	Victor Y. Balayon, Mayor	4	0
Aug 21	TawiTawi	Bongao	SangaSanga	RIP	PLGU,MLGU of Bongao	Ruby Sahali, Vice Governor; Michael Guanieso, Staff Vice Governor's office	6	0
				FCR	Botica sa Campo Brgy Womens Club	Edwina T. Jumsali, President	4	0
				BSO	TawiTawi Chamber of Commerce	Nazrullah G. Masahud Executive Vice President	0	23
Aug 22	TawiTawi	Panglima Sugala	BatoBato		MLGU	Nurbert M. Sahali, Mayor	1	0
			Malacca	BIP	BLGU	AdzharAbdulmurib, Brgy. Chairman	5	2
				EMGP	Panglimajalman Elementary School	Erlinda M. Saiyari, Teacher	1	3
Aug 22	TawiTawi	PanglimaSugala	Parangan	BIP	BLGU	MahamudAskali, Barangay Secretary	25	0
				FCR	Parangan Multi Purpose Cooperative	MadohSahiron, Chairman	9	0
			Balimbing	BIP	BLGU	Raffy Soon, Barangay Chairman	4	1

SCHEDULE FOR FIELD VISIT – TEAM 2 (cont.)								
Date	Province	Municipality	Barangay	Project	Organization	Contact Person	Respondents	
							Male	Female
Aug 23	TawiTawi	Panglima Sugala	LatoLato	FCR	Mega High-Value Multi Species Hatchery	Arlyn Carroz, Hatchery Manager	0	1
			Tongsinah	EMGP	Tongsinah Child Friendly Elementary School	Evangeline Tadás, School Head	1	12
				FCR	Tongsinah Multi Purpose Cooperative	MuhminArik, Chairman	1	0
		Bongao	SangaSanga	EMGP	SangaSanga Elementary School	Hja. Anselma A. Jamma, Principal	0	6
Aug 27	Cotabato City			FCR	Bangsamoro Women for Peace and Development	Bai Grace Maryam A. Sinsuat, Ex Director	0	2
				BSO	Metro Cotabato Chamber of Commerce	Dr. Danda N. Juanday, President	1	0
				BSO	Muslim Chamber of Kutawato	Hadji Abdunnasser D. Sema, President	1	0
Aug 28	Maguindanao	Datu Odin Sinsuat	Awang	FCR	Kadtabanga Foundation for Peace & Dev Advocates	Hadja Giobay Diocolano, Executive Director	1	1
	Cotabato City				Notre Dame University Peace Center	Mr. Essex Guiguento, Executive Director	1	
	ARMM				Regional Planning & Development Office	Engr. Baintan Ampatuan, CESO, Regional Executive Director	0	1
Sept 3	Davao City			FCR	GEM-3	Adel Oviedo		1
Sept 6	Manila			Comm/P R	GEM-3/USAID	Tina Cuyugan, Nikki Meru, Ima Vermoza		3
Sept 6	Manila			Support Services	GEM-3/USAID	Karen Smith and Enrique Gallardo, Jr	1	1

People Interviewed:

Males 305

Females 313

ANNEX 9: PEOPLE CONTACTED

CAGAYAN DE ORO CITY

Northern Mindanao Vegetable Producers Association, Inc. (NorminVeggies)

Marcelino Remotigue, President

PROVINCE OF COMPOSTELA VALLEY

Municipality of Maco

Elizalde Barangay Local Government Unit

Fidel G. Cabello, Barangay Chairman
Domingo Cabillo, Councilor
Florencio C. Bricaole, Councilor
Amelia B. Flores, Secretary,
Nicolas Maynocas, Tribal Chairman

Elizalde National High School

Mary Jean B. Soriano, Computer in Charge
Meriam R. Andrade, ICT Coordinator
Abel E. Dongono, Student
Dannah Loveila D. Loguisan, Student
Bernadeth S. Lee, Student
Jezzel Rabe, Student
Jejeen Jiani A. Sinsano, Student
Cynthia P. Caasi, Student
Crisostomo Abelleja Sr., Parents Teachers Association (PTA) President
Virginia S. Perong, PTA officer
Malina A. Degamo, PTA officer
Genelyn T. Canite, PTA officer
Emma K. Resani, PTA officer
Apolonia S. Pantaleon, PTA officer
Edillyn O. Tating, PTA Officer
Ruleth C. Tisado, PTA Officer
Roxan C. Tating, PTA Officer
Cresencia A. Socorro, PTA Officer
Ruby Dizon, PTA Officer
Remelyn T. Marmito, PTA Officer

Pangi Barangay Local Government Unit

Carlo V. Bongales, Secretary
Caprida S. Dave, Beneficiary

Municipality of Mawab

Municipal Government

Evalina Jampayas, Municipal Mayor
Abram A. Agosajes, Water system In-Charge
Roland Jose E. Escalantar, Municipal Planning and Development Coordinator

Malinawon Elementary School, Mawab

Victor Paig, Parents Teachers Association President

Arlyn B. Lim, School Head
Evelyn G. Buntrostto, Master Teacher
Jeany M. Baring, Student
Arnold E. Raronable Jr., Student
Reigna Marie P. Decio, Student
Princess Claire G. Paig, Student
Cyrill Jean B. Satinigan, Student

Malinawon Barangay Local Government Unit

Rogelio D. Galo, Barangay Chairman
Josefina Flores, Secretary
Analou G. Balsa, Treasurer
Aisa Compendio, Record Keeper
Rosita Good, Nutrition Staff
Reynaldo Cayang, Councilor

Municipality of Monkayo

Municipal Government of Monkayo

Manuel B. Brillantes(Mayor, M)
Geronimo O. Balana, Municipal

Samuag Elementary School, Monkayo

Perlito Operario, Master Teacher
Norma L. Tabios, Teacher
Fe R. Ferasol, Teacher
Mercy J. Salve, LSB Teacher
Josevil A. Borres, Teacher
Jan Faye A. Baluis, Teacher
Josephine N. Dingal, LSB Teacher
Analyn P. Dingal, Teacher
Antonio D. Tobias Sr., PTA President
Helen M. Parulanang, PTA Treasurer
Jocelyn P. Mangayan, PTA Secretary
Mario P. Racia, PTA officer

Union Barangay Local Government Unit

Harvey D. Taroy, Barangay Chairman
Jonah C. Salmeo, Councilor
Billy M. Paniamogan, Councilor

Union National High School

Gaudencio M. Binalangbang Jr - principal
Ma. Charito O. Mater - computer incharge
Mechellie E Pacheco - Teacher
Uzziel P Abatayo - Student
Mae Liza M. Legatob - Student
Lyn E Taroy – Teacher
Gena S. Gonzaga - PTA Treasurer
Christine Marie D. Villa - PTA Secretary
Vilma Castino - PTA PIO
Arceli P. Layson - PTA Vice President
Renato D. Quinones - PTA President
Monaliza M. Sanchez - PTA Business Manager

Salvacion Barangay Local Government Unit

Bonifacio C. Pagador, Barangay Chairman
Nestor M. Leoparipas, Treasurer
Joeched Paculanang, Councilor
Sanra A. Golez, Beneficiary
Tata C. Mondejar, Beneficiary
Rhea A. Escorial, Beneficiary
Lucrecia M. Tulo, Barangay Health Worker
Nora D. Gumantasan, Purok Chairwoman
Daniel Miel, Purok Chairman

Municipality of New Bataan**Batinao Local Government Unit**

Bonifacio M. Jaso, Barangay Chairman
Caraciolo O. Jaso, Councilor
Dominador Sabite, Staff
Evena D. Plantes, Treasurer
Eledia Jaso, People's Organization Treasurer
Ceriaca L. Dagal, Purok Chairman
Marainito Erosedo, Purok Chairman

COTABATO CITY**Bangsamoro Women for Peace and Development**

Bai Grace Maryam A. Sinsuat, Executive Director
Anisa K. Abad, Admin and Finance officer

Biniruan Famers Association

Jack Mohammad, Association President and Barangay Chairman

Cotabato City State Polytechnic College (CCSPC)

Arbaya H. Boquia, JEEP coordinator
John Alles, Teacher
Aida Gasang, Teacher
Rica Ali, Teacher
Franklin Tizon, Teacher
Asliah Balindong, Teacher

Department of Agriculture and Fisheries ARMM

Felix Mosne, Agribusiness Chief
Jelica Mangacop, Chief of Crops Division

Growth with Equity in Mindanao Cotabato Office

Mao Baraguir, Agriculture Specialist

Kadtabanga Foundation for Peace and Development Advocates (KFPDAI)

Hadja Giobay Diocolano, KFPDAI Executive Director

Makol Musa, KFPDAI member and Chair of Mapayag Multi Purpose Cooperative

Lucrative Agri-Development Multipurpose Cooperative

Bainta Ginta, Treasurer
Mr. Ginta, member

Metro Cotabato Chamber of Commerce

Dr. Danda N. Juanday, Current President
Pete Marquez, Former President
Janette Eran, Executive Director

Muslim Kutawato Chamber of Commerce and Industry

Hadji Abdunnasser D. Sema, President

Notre Dame University, Peace Center

Mr. Essex Guiguiento, Executive Director

Regional Planning and Development Office

Engr. Baintan Ampatuan, Regional Executive Director

DAVAO CITY**Davao City Chamber of Commerce and Industry**

Mary Ann Abundo, Executive Director

Davao Merchant Maritime Academy

Jee Gica, JEEP Coordinator
Roly Oring, Teacher
Neil Exclamador, Teacher
Irish Baguio, Teacher
Jake Diacono, Teacher

Growth with Equity in Mindanao

Dan Bichanich, Chief Oo Party and Infrastructure Team Leader
Ross Wherry, Former Chief of Party
Dr. Charles E. Feibel, Vice Pres. Louis Berger Group, Inc
Marilou Sian, Executive Officer and Support Services Team Leader
Dr. Stanley N. Swerdloff, Senior Fisheries Adviser
Neil P. Cachuela, BIP Project Manager
Arnold A. Dacula, Business Growth Team
Roselle P. King, BSO Specialist
Adel Oviedo, TCEP – Former Combatant Reintegration Team Leader
Carlos Enriquez, TCEP-High Value Horticulture (Veggies/Fruits) Team Leader
Armando Sucgang, BSO –Governance Mgmt Specialist
Engr. Vilma Belches, Infrastructure Team
Lanie Villan, CLIC in Charge

Anna Pulido, Workforce Staff

KF Nutri Foods International, Inc

Marilou Fernandez, Marketing Officer and owner

Mindanao Business Council

Rolando Torres, Executive Director

Mindanao Development Authority (MinDA)

Janet Lopez, Executive Director

Engr. Charlita Escaño, Division

Jayrome Rala, Project Monitoring Specialist

Anelyn Binancilan

Yvette Valderia

Joan Barera

Mindanao Trade Expo Foundation, Inc.

Ann Pamituan, President

Mindanao Fruits Council

Atty. Antonio B. Partoza, Jr., President

PRIDE Interns

Carlo Jay Bagundang, We are IT Philippines

Hannah Oliveros, Italianni's Restaurant

Ramil Alfaras, Italianni's Restaurant

Gerlie Salgado

Crystal Joy Pirante

Cristy Cabino

Claire Marie Ancheta

Liezel Apple Tungpalan

Southern Philippines Fresh Fruits Corporation

Christine Joyce Legaspi, Marketing Officer

PROVINCE OF DAVAO DEL NORTE

Dynamic Vegetable Growers Association

Ray A. Acain, President

Dr. Anastacia Notarte, Asst. Provincial Agriculturist

Jesus H. Almendres, Board of Directors

C. Feuntes, Board of Directors

Alfredo P. Coita, Board of Directors

PROVINCE OF NORTH COTABATO

Provincial Local Government Unit of North Cotabato

Oscar Sumejo, Provincial Engineers Office

Administrative Officer

Engr. Eliodoro Vergadera Jr., GEM Projects In Charge

Kidapawan City Chamber of Commerce

Dr. Ramon Floresta, President

Blessilda Bayoy, Project Officer

Alma Respicio, Board of Director

Municipality of Libungan

Manuel dela Serna, Mayor

Renante Ponce, Municipal Planning and Development Coordinator

Engr. Jerry Licayan, Municipal Engineer

Florante Depas, Barangay Chairman

Joseph Dante Devilleres, Barangay Chairman

Mario E. Pretesto, Barangay Chairman

Federico J. Paseoles, Barangay Chairman

Rolando E. Martin, Barangay Chairman

Beneficiaries while project visits

Notre Dame of Libungan

Anita Ceballos, School Head

Municipality of Pigcawayan

Municipal Local Government Unit

Zaldy Balofinos, Municipal Planning and Development Coordinator

Jaime Akinde, Municipal Treasurer

Jocelyn Jaconob, CPA, Municipal Accountant

Rosalie Pascual, Municipal Budget Officer

Romulo delos Santos, Municipal Assessor

Armelinda Palma, Revenue Code Focal Person

Buluan Local Government Unit

Noel Marfil, Barangay Chairman

Barangay Officials

Bulacaon Local Government Unit

Wilson Untal, Barangay Chairman

Barangay Officials

Municipality of Carmen

Integrated Cultural Livelihood Assistance

Multipurpose Cooperative

HadjiYusupAmella, Chairman

Kababaihang Carmenian Nagkakaisa Cooperative

PROVINCE OF MAGUINDANAO

Municipality of Datu Paglas

Municipal Local Government Unit

Mohammad Paglas, Mayor

Padido Usman, Municipal Planning and Development Coordinator

Arcadio Duruin, Municipal Budget Officer

Alfredo Macion, Municipal Assessor

Julinar Abutasil, Municipal Treasurer's Office

Hamida Adzal Abubacar, Assistant treasurer
Engr. Nemia Nando
Councilor Nando
Councilor Datang

Damalussy Local Government Unit

Mando Guiwan, Barangay chairman
I Barangay councilor

Baguadatu Elementary School

Pahmia Abubacar, School Head

Municipality of Datu Odin Sinsuat

Municipal Local Government Unit

Manan Mandaragon, Municipal Planning and
Development Officer

Camp Siongco National High School

Analyn M. Ballesteros, ICT In Charge
Helen P. Bayon, Department Head
Marfelina I. Buenafe, Department Head
Angel Joy R. Condes, IT Teacher

**Datu Odin Sinsuat Educational Development
Foundation**

Abdul Makalilay, ICT Coordinator

Mindanao State University, DOS Campus

Sarah Jane Diang, JEEP Coordinator
Fhajema Kunso, Teacher
Amie Lazado, Professor
Agnes Baay, Professor
Princess Sheryn Mamuca, Professor
Noriel Sabandal, Student
Meldred Baguio, Student
Ma. Angelica Bagayas, Student
Gay Borja, Student
Jessa Ybas, Student
Elsa Felipe, Student

**Mindanao State University- Integrated
Laboratory High School**

Lornaida Madale

Municipality of Parang

Dr. Ibrahim P. Ibay, Mayor
Usman Ibay, Municipal Administrator
Ma. Theresa Ubas, Municipal Planning and
Development Officer
Municipal Budget Officer
Revenue Collections Officer
Staff from Municipal Treasurers Office

Easter Joy School Incorporated

Amelita Lim, School Head

Notre Dame of Parang

Ms. Caroline Rusiana, School Head

**Illana Bay Fishermen Multi-purpose
Cooperative, Moro Point**

Jun Sarasar, Cooperative President and Barangay Moro
Point Chairman

Iranon Chamber of Commerce and Industry

Bai Monina Macarongon, President
Chamber Chair
Rayda Rachel Sentita, Project Officer
Gina Autida, Technical Assistant
Mr. Macarongon, Chamber member

Municipality of Upi

Municipal Government of Upi

Ramon Piang Sr., Mayor
Alexis Platon - Vice mayor
Susan Mayo - SB Member
Engr. Paulo Cagara – MPDC
Helen Faith Apostol - HRMO
Herlinda Aguilos - BPLO - In-Charge
Edna Claveria - Treasurer Representative
Christdane Sente - IT In-Charge
Jose Boglosa - SB Secretary
Cherubin Real - Engineering Staff (Sounds - In charge)
Pearl Chiong - TV In-Charge
Marni Pablo - Mun. Accountant Designate
Ma. Selda Platon - Mun Assessor Representative
Engr. Gerardo Carino - Mun. Engineer

GENERAL SANTOS CITY

Neil Cachuela, BIP Project Manager in the GEM
General Santos City Office

PROVINCE OF SOUTH COTABATO

Municipality of Banga

Municipal Government of Banga

Henry Ladot, Mayor
Virgilio S. De Leon, MPDC cum Municipal
Administrator
Lolita E. Tillan, Municipal Accountant
Delilan G. Tanag, Municipal Treasurer,
Robert V. Franilla, Municipal Engineer

Banga Central Elementary School

Melitona M. Santbayanes, School Guidance
Marites P. Gahaport, ICT Coordinator

Beatrice Joy L. Tingson, Student
Shekinah Bagaman, Student
April Jeanhien C. Castillo, Student
Brix O. Embedia, Student
Kevin Riggs A. Gacilos, Student
Lourdes D. Amparo, SPED Teacher
Beverlie O. Labordo, Teacher
Willafe B. Nicer, Teacher

Lampari Local Government Unit

Abrila N. Miskinan, Barangay Chairman
Susan U. Pineda, Treasurer
Jack M. Mame, Councilor
Mindal Pablito Councilor
Tayan Anibalgan, Councilor
Taugan Samerey, Representative, T'boli community

Punong Grande National High School

Roden E. Solatorio, ICT Coordinator
Grace P. Asturias, Student
Ma. Carah Ken Tambungalan, Student
Elidenio I. Perez, PTA Vice-President
Melinda A. Ramos, PTA Treasurer
Jocelyn G. Alacayan, Property Custodian

Koronadal City

Lake Sebu Bangsa Moro Multi-Purpose Cooperative

Rudy Tomas, Chairman

Palian Barangay Local Government Unit

Alexander Basilio, Barangay Chairman
Abbie P. Bansil, Councilor
Joel E. Basilio, Councilor

Palian Community Workers Association (PACOWA)

Ruden S. Bantu, PACOWA Chairman
Mercedes S. Espiritu, Secretary
Marcos Gabat, Auditor

Saravia National High School

Gil G. Subang, School Head
Ricky B. Romua, Student
Jetlyn G. Vargas, Teacher
Jannien O. Selomenio, Student
Kent Joseph Burgos, Student
Irish Cabarcas, Student
Apple Grace J. Arabaca, Student
Michael Rey Patricio, Teacher

South Cotabato Chamber of Commerce

Lito Uy, President

South Cotabato Banana Creations, Inc.

Benigno R. Sensano Jr., President
Eduardo Morante, Vice President
Bernadette De Jesus, Secretary
Melecio De Luna, Treasurer
Silvestre R. Caduada, Auditor
Jershon C. Malubay, Board of Director

Municipality of Noralla

Municipal Government of Noralla

Victor Y. Balayon, Mayor
Rosemarie B. Enriquez, Municipal Treasurer
Salve M. Fano, Revenue Collector II
Zenaida A. Esprella, Revenue Collector
Diogenes C. Aquilan, Market Supervisor

Manisan Multi-purpose Cooperative

Mendato C. Abol, Chairman
Analyn Cunahap, Bookkeeper
Marcelino O. Rafael, Vice Chairman
Clarita Rafael, Treasurer
Satornino Basques, Recipient
Romfo Rafael, Recipient
Elvie C. Liza, Recipient
Analea A. Phaza, Recipient
Ignazio S. Sulit Jr., Board of Director
Jaime D. Gonzales Sr. Board of Director
Aladino H. Cunahap, Recipient
Doseray Cordero, Recipient
Salome Rafael, Recipient
Romeo Rafael, Recipient
Aldo A. Dela Cruz, Councilor
Ronilo H. Juevesa, Councilor

Poblacion Local Government Unit

Morlito Apuzen, Trading Center Manager
Rodolfo E. Empig, Board of Director
Marlo Villalon, Board of Director
Jaime Jangcan, Board of Director

Polonuling Local Government Unit

Rey Balanon, Councilor
Vicente L. Trabado, Councilor
Edgar A. Barrientos, Councilor

San Miguel National High School

Nemesio M. Alvero, School Head
Elnar I. Robles Jr., ICT Coordinator
Ernie A. Tianchon, ICT Teacher

Municipality of Polomolok

Bangsamoro Women's Association

Husna Anjam, Barangay Chair

President of Bangsmoro Women's Assc.

Bentung-Sulit National High School

Digna A. Hibionada, Head Teacher
Raymund S. Arellano, Student
Florence C. Miano, IT Coordinator
Joy R. Javier, SLRC Coordinator
Nelson R. Gasmin, Teacher

Sumbakil Local Government Unit

Datu Asgar A. Mangelin, Barangay Chairman
Sarodin M. Kakim, Councilor
Ting R. Lido, Councilor
Raffy G. Solaiman, Beneficiary
Suieb K Mangelin, Councilor
Kanar M. Kakim, Beneficiary
Daven A. Mangelin, Beneficiary

Sumbakil Vegetable Producer Association

Sarodin Kakim, President,
Teng Lido, Vice President
Adjed Salik, Treasurer
Mangantong Mamdong, Auditor
Raffy Solaiman, Secretary

Municipal Government of Polomolok

Eliazar G. Jobero, Vice Mayor
Eronio P. Muno, Municipal Planning and Development
Coordinator
Ronelio J. Diaz, Municipal Engineer

Municipal Government of Tupi

Reynaldo S. Tamayo, Mayor
Renette Bergado, Administrator

Kalkam Aquaculture and Farmers Association

Arsad Landasan, Councilor and MNLF former ground
commander
Nonoy Diego, Beneficiary
Felipe Diego, Beneficiary

Lunen Local Government Unit

Roberto Liwao, Councilor
Gina Laco, Tribal Women's President
Dolores Ponan, Representative Tribal Youth
Glay Joy D. Poncardas, Beneficiary
Lilibeth Tamayo, Beneficiary
Amy O. Suarez, Beneficiary

SURIGAO CITY

Surigao City Chamber of Commerce and Industry

Willie Gan, President
Jun Piong, Executive Director

Cresol Mantong, Project Officer
Manuel R. Kong, Chamber member
Ferdinand P. Sembrano, Chamber member
Concepcion R. Paqueo, Chamber member
Julius R. Marasigan, Chamber member
Alma Rita M. Laayon, Chamber member
Leila G. Esparrago, Chamber member

Surigao City State College of Technology

Iryn Cavite, JEEP Coordinator
Eden Pungkol, Teacher
Vera Gingo, Teacher
Vanessa Velarde, Teacher
Anabelle Laig, Teacher
Myron Cubillan
Dr. Rowena Plando
Dr. Jane Jabonera
Alice Maghuyop, Former JEEP Coordinator

PROVINCE OF SURIGAO DEL NORTE

Municipality of Claver

Municipal Local Government Unit

Rosemarie Mira Gokiangkee, Mayor
Eva Casedo, Municipal Planning and Development
Coordinator
Manche Entenia, Executive Assistant to the Mayor
Renerio B. Galinato, Chairman of Barangay Ladgaron
Rogelio Nazi, Chairman of Barangay Daywan
Beneficiaries of Daywan (3)
Beneficiaries of Ladgaron (4)
Beneficiaries of Hayanggabon (2)

Hayanggabon Elementary School

Beda G. Murcia, School Head
Fely D. Malinao, Teacher
Custodia S. dela Piña
Vivian B. Goron, Teacher
Aimee Lubapis, Teacher
Dave G. Balili, Teacher
Alfredo Pantilo, Parents Teachers Association (PTA)
President
Gemma More, PTA Officer
Liza Maglante, PTA Officer
Tres Rosendo Ebol, PTA Officer
Isabel Pardillo, PTA Officer
Salome Ruiz, PTA Officer
Rosita Cuanan, Parent

Ladgaron Elementary School

Rosie Entoc, Former School Head
Renerio Galinato, Parents Teachers Association
President
Deodlyn Solis, Teacher

Marilyn Leyros, Teacher
Meriam Sajulga, Teacher
Ma. Luz Tejano, Teacher
Adela Galagala, Teacher
Mary Ann Acedo, Teacher
Rosalinda Najjal, Teacher

Municipality of Gigaquit

Municipal Government of Gigaquit

Carlos Egay, Mayor
Redelio Torregosa, Municipal Planning and
Development Coordinator
Engr. Restituto Mira, Municipal Engineer
Abundio L. Amarille, Barangay Chairman of Mahanub,
with 4 beneficiaries
Angelita L. Gesta, Barangay Chair of Poniente, with 3
Barangay councilors

Poniente Elementary School

Joselito P. Manongas, School Head
Loida Galido, Teacher
Dalicerna Yamson
Alma D. Bayang, Teacher
Herminia Montalban, Teacher
Warlita Unayon, Teacher
Dalicerna Yamson, Teacher
Angelyn Pepino, PTA President
Evelyn Payajo, PTA Vice President
Josefina Villar, PTA Officer
Rochelle F. Omandam, PTA Officer

PROVINCE OF TAWI-TAWI

Provincial Local Government Unit

Michael E. Guanieso, Vice Governor's Office, Staff
Nestor Delasas, Provincial Planning and Development
Officer

Municipality of Bongao

Municipal Local Government Unit

Jasper Que, Municipal Mayor
Manuel G. Pampora, Bongao Municipal Planning and
Development Coordinator
Moh. Nur Bahap, Bongao Municipal Engineer
Jun Q. Ibbo, Municipal Councilor

Botica sa Campo Barangay Womens Club Multi Purpose Cooperative

Edwina T. Jumsali, President
22 member-beneficiaries

Sanga Sanga Elementary School

Pepang S. Aksa, Teacher

Hja. Manis A. Sammani, PTCA Treasurer
Amina H. Lahug, Teacher
Noradina J. Abduljabul, Teacher
Sherwina A. Hajan, Teacher
Hja. Anselma A. Jamma, School Head

Tawi Tawi Chamber of Commerce

Nazrullah G. Masahud, Executive Vice President
Alvin Tan, Board of Director
Rolando E. Lim, Board of Director
Rasil S. Ibno, Executive Director

Municipality of Panglima Sugala

Nurbert M. Sahali, Mayor

Malacca Local Government Unit

Adzhar Abdumurin, Barangay Chairman
Jamaica Faizal, Councilor
Abdurajik Amag Councilor
Jum Habu Councilor
Lutian Badbaran Councilor
Mabini Usman Councilor
Madezan H. Badbaran, Project Evaluation Officer

Panglima Jalman Elementary School

Erlinda M. Saiyari, ESP-I
Dambong B. Tingkasa, Parents Teachers Association,
Public Information Officer
Mersa A. Sabuddin, Home Economics Teacher
Leonora A. Ylanan, Teacher

Parangan Local Government Unit

Mahamud Askali, Brgy. Secretary
Muhai Alhari Councilor
Saldy Alhari Councilor
Dahim Adih Councilor

Parangan Multi Purpose Cooperative

Madoh Sahiron, Chairman
Alsamer S. Hamed, Vice-Chairman
Bisar Odan, Member
Moktadil Monir, Member
Monir Ahmad, Member
Odan Osman, Member
Yayah Osman, Member
Olod Bassad, Member
Radz Bassad, Member

Balimbing Local Government Unit

Raffy Soon, Barangay Chairman
Tinding Hassan Councilor
Tating Mohammad Councilor
Abdurasa Asiri, Councilor
Zaffrullah Soon, Municipal Councilor

Tongsinah Child Friendly Elementary School

Evangeline Tadus, School Head
Apsa T. Melaham, PTCA officer
Juhura S. Abdulmonap
Shelma A. Halipa, PTCA Treasurer
Rubin Tawasil, PTCA Vice President
Ainul S. Mohammad, PTCA President
Huricha Knaick, PTCA Member
Luciana A. Akil, Teacher
Sharipa T. Sarahan, PTCA Member
Partana Y. Lssden
Al-shaima M Knaic, PTCA Officer
Elizabeth Arandilla, PTCA Officer
Narcisa Marabbam, PTCA Officer

Tongsinah Multi Purpose Cooperative

Muhmin Arik, Chairman

MANILA**Australia Agency for International Development**

Sam Chittick
Suhart Ambolodto, Mindanao Conflict Affected Areas Specialist

Autonomous Region in Muslim Mindanao (ARMM) Manila Liaison Office

Jolly Lais, Officer in Charge
Abdulhamid Alawi, Jr, Executive Assistant

Community and Family Services International (NGO)

Steven Muncy, Executive Director

European Union

Emily Mercado, Program Officer

Japan International Cooperation Agency

Mori Yusuke, Representative, Mindanao and Governance Section
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Noel Quejada, USAID Desk Officer

Office of the Presidential Adviser on the Peace Process (OPAPP)

Secretary Teresita Quintos-Deles
Undersecretary Luisito Montalbo
Howard Cafugauan, Assistant Secretary for Operations
Pamela Padilla, Director III, Program Development Unit

United States Agency for International Development

Gloria Steele, Head of Mission, USAID/Philippines
Reed Aeschliman, Deputy Mission Director
Karen Smith and Enrique Gallardo, Jr for Support Services
Tina Cuyugan and Nikki Meru for Communications
William Murphy, Head, USAID Audit Office/Regional Inspector General
Daniel Miller, Head, USAID Office of Economic Development and Governance (OEDG)
Fatima Verzosa, Contracting Officer's Representative, Program Resource Management (PRM)
Gerald Britan, Ph.D., Senior Strategy & Evaluation Advisor
John Callanta, Monitoring & Evaluation Specialist, PRM
Maria Teresa Robielos, Development Assistance Specialist, OEDG
Myre Emata Stokes, Office Chief, PRM
Stephanie Whittle, Captain U.S. Army/JSOTF-P

World Bank

Felizardo Virtucio, Rural Development Specialist
Matt Stephens, Sr. Social Development Specialist
Roberto Tordecilla, Operations Officer
Fermin Adriano, Social Development Consultant

Other

Robert Barnes, former USAID Program Manager for GEM
Renne Subido, former DCOP under GEM 2 and GEM 3

ANNEX 10: REVENUE ENHANCEMENT AND PEACE (REAP)

<u>Cohort</u>	<u>Municipality</u>	<u>Province</u>
1	Buug	Zamboanga Sibugay
1	Dumingag	Zamboanga del Sur
1	Molave	Zamboanga del Sur
1	Lamitan	Basilan
2	Datu Paglas	Maguidanao
2	Upi	Maguidanao
2	Alabel	Sarangani
3	Banga	South Cotabato
3	Norala	South Cotabato
3	Malapatan	Sarangani
3	Parang	Maguidanao
3	Pigcawayan	North Cotabato
4	Kiamba	Sarangani
4	Maasim	Sarangani
4	Presidente Roxas	North Cotabato
4	Aurora	Zamboanga del Sur
4	Calamba	Masamis Occidental

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ANNEX 12: ECONOMIC RATE OF RETURN CALCULATIONS

Baragay Infrastructure Projects	ERR
Box Culverts	
Purok 1, Sitio Bokbokon, Bgy Daywan Footbridge	74.7%
Purok 4 Barangay Bridge (Box Culvert) Construction in Ladgaron	81.5%
Sitio Day-ason Barangay Bridge (Box Culvert) Construction	76.4%
Buluang Barangay Bridge (Box Culvert)	22.6%
Trading Centers	
Hayanggabon Trading Center	53.2%
Purok 3, Mahanub Proper Trading Center (with toilet)	37.4%
Parang Trading Center (with toilet)	50.0%
Water Systems and Irrigation	
Poblacion 2 Drainage Canal Upgrading	58.6%
Malinawon Water System Upgrading (Level 2)	86.5%
Sitio Dungo-an, Buluacang Water System Upgrading (Level 2)	13.2%
Boat Landings	
Malacca Boat Landing	19.5%
Parangan Boat Landing	35.8%
FCR-Grain Dryers/Warehouses	
Batinao Grains Warehouse and Solar Dryer Construction	48.8%
Manisan Grains Solar Dryer Construction	73.3%
Moro Point Seaweed Solar Dryer (Kauyaguyag Fishing Cooperative)	13.7%
FCR-Livelihood	
Cardaba Banana Production Consolidation Facility	21.6%
Grouper and Milkfish Fishcage Farming (Illana Bay Cooperative)	7%
Buri Weaving, Nagkakaisang Carmenian Association	37.0%
Workforce Preparation	
Mindanao State University (JEEP)	-
Surigao State College and Technology (JEEP)	-
Datu Odin Sinsuat Educational and Development Foundation Inc. High School (CLIC)	-
Notre Dame of Libungan (CLIC)	-

NOTE: The Philippines Government (NEDA) uses 12 % and above ERR for economically feasible.

Component: Barangay Infrastructure Project

Barangay: Daywan

City/Municipality: Claver

Province: **Surigao del Norte**

Region: Caraga

Date visited: 10 August 2012

Basic info:

<i>Items</i>	<i>Qty</i>	<i>Unit</i>	
Size of footbridge	60	meters	source: field
No. beneficiaries	327	persons	source: field
Ave. household size	4.64	persons per household	source: census
No. of households (HH) beneficiaries	70	households	source: field
% of adults of total HH members	55.7	%	source: census
No. of adult beneficiaries	182	persons	source: field (validated census data)
% of adult females of total HH members	27.3	%	source: census
No. of female adult beneficiaries	89	persons	source: field (validated census data)
No. of HH members attending primary school	2	person per HH	source: field
Enrolment growth rates at primary school (all levels) SY 2010-11, Caraga	4.08	%	source: DepEd-BIS
No. of HH members attending secondary school	1	person	source: field
Enrolment growth rates at secondary school (all levels) SY 2010-11, Caraga	6.50	%	source: DepEd-BIS
Population growth rate, Surigao del Norte	1.24	%	source: NSCB
No. of HH evacuees due to flooding	20	households	source: field
No. of person-evacuees due flooding	70	persons	source: field
Travel time savings by beneficiaries, normal days	5	minutes	source: field
Travel time savings by the beneficiaries, flooding season	10	minutes	source: field
Frequency of flooding	3	per month	source: field
No. of months (flooding), December to February	3	months per year	source: field
No. of days of suspended classes due to flooding	3	days per flooding	source: field
Total no. of school days in a school year (exc holidays)	180	days per school year	field, estimate
Incremental no. of visits to town center (adult females)	0.5	days per week	source: field
No. of days devoted to farming	7	days per week	source: field
Incremental no. of month-visit to farm site (adult)	9	months per year	source: field
Incremental sacks of palay harvested	20	sacks per hectare	source: field
No. of harvest in a year	2	harvest seasons per year	source: field
Average area of rice field tended by one HH	0.311	hectare	source: field (validated DA-BAS data)
Price of palay (farm-gate)	700	pesos per sack	source: field
Growth rate of volume of palay production in Surigao del Norte, 2011	3.73	%	source: DA-BAS
Fare to nearest town center, public market, secondary school and clinic	20	pesos per head (return trip)	source: field
Fare to nearest elementary school	10	pesos per head (return trip)	source: field
Travel time to nearest town center, public market, secondary school and clinic	10	minutes	source: field

Travel time to nearest primary school from pickup point near residence	5	minutes	source: field
Start date of construction	24-Feb-12		source: GEM3 website
Completion date	30-May-12		source: GEM3 website
No. of days of construction	96	days	source: GEM3 website
Delays in completion	0	months	source: GEM3 website
Construction cost	1,003,571	pesos	source: GEM3 website source: Evaluation of the Economic Impact of Infrastructure Projects
Salvage value	10	% of total cost	derived estimate
Depreciation cost (linear approach)	45,161	pesos per year	source: GEM3 Infra interview
Lifespan	20	years	source: Evaluation of the Economic Impact of Infrastructure Projects
Maintenance cost	1	% of total cost per year	
Unpaid laborers employed during construction, from the community	4	persons	source: field
Minimum daily wage non-agriculture, Caraga	258	pesos per person-day	source: DOLE-NWPC
No. of violent conflict (last 12 months)	1	incidents	source: field
Type of violent conflict		political (communist insurgency)	source: field
Violent conflict actors		New Peoples Army, private citizens	source: field
Violent conflict form		P10,000 extortion ('tax') or death	source: field
Discount rate	12	%	assumption
2011 inflation rate, Caraga	4.9	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	0	1	2	3	4	5	6	7
BENEFITS									
[A]	Private benefits		0	0	0	0	0	0	0
	User fee		0	0	0	0	0	0	0
[B]	Social benefits		957,519	922,568	827,512	742,344	665,978	597,502	536,098
	Incremental farm income of households		613,689	596,225	532,344	475,307	424,381	378,912	338,314
	Cost savings from travel time to nearest town center by adult females		325,839	308,968	279,285	252,453	228,200	206,276	186,459
	Cost savings from travel time to nearest school by students		5,391	5,428	5,084	4,822	4,573	4,338	4,115
	Cost savings from travel time to nearest safe area by evacuees during flooding		12,600	11,948	10,800	9,762	8,824	7,977	7,210
[C]	Total benefits [A]+[B]		957,519	922,568	827,512	742,344	665,978	597,502	536,098
COST									
[D]	Private costs	1,102,643	55,196	51,697	46,158	41,213	36,797	32,855	29,334
	Capital outlay (inc. contractor labor input)	1,003,571	0	0	0	0	0	0	0
	Imputed labor cost of community	99,072	0	0	0	0	0	0	0
	Maintenance		10,036	9,400	8,392	7,493	6,690	5,974	5,334
	Depreciation cost		45,161	42,298	37,766	33,720	30,107	26,881	24,001
[E]	Social cost		0						
	Imputed traffic cost due to delay in construction		0						
	Total cost [D]+[E]	1,102,643	55,196	51,697	46,158	41,213	36,797	32,855	29,334
	NET PRESENT BENEFITS - economic, inflation adjusted	(1,102,643)	902,323	870,871	781,354	701,131	629,181	564,648	506,764
	NET PRESENT BENEFITS - financial, inflation adjusted	(1,102,643)	(55,196)	(51,697)	(46,158)	(41,213)	(36,797)	(32,855)	(29,334)

Conclusion, at 12% discount rate

NPV	7,208,279.9
BCR	5.5
FRR	-
ERR	74.7%

Hence, the project is economically (but not financially) feasible. given that a footbridge is an impure public good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	4,633,130.9	4.2	-	68.7%
30% discount rate	3,082,402.6	3.3	-	62.1%
10% increase in benefits	8,087,540.5	6.1	-	83.6%
10% increase in costs	7,049,847.3	5.0	-	66.7%

8	9	10	11	12	13	14	15	16	17
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
481,034	431,651	387,363	347,641	312,014	280,057	251,391	225,675	202,606	181,909
302,066	269,702	240,805	215,005	191,968	171,400	153,036	136,639	121,999	108,928
168,546	152,353	137,716	124,486	112,526	101,716	91,944	83,111	75,126	67,909
3,904	3,705	3,516	3,337	3,168	3,007	2,855	2,712	2,575	2,446
6,518	5,891	5,325	4,814	4,351	3,933	3,555	3,214	2,905	2,626
481,034	431,651	387,363	347,641	312,014	280,057	251,391	225,675	202,606	181,909
26,191	23,385	20,880	18,643	16,645	14,862	13,269	11,848	10,578	9,445
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
4,762	4,252	3,796	3,390	3,026	2,702	2,413	2,154	1,923	1,717
21,429	19,133	17,083	15,253	13,619	12,160	10,857	9,694	8,655	7,728
26,191	23,385	20,880	18,643	16,645	14,862	13,269	11,848	10,578	9,445
454,842	408,266	366,483	328,999	295,369	265,195	238,121	213,828	192,028	172,464
(26,191)	(23,385)	(20,880)	(18,643)	(16,645)	(14,862)	(13,269)	(11,848)	(10,578)	(9,445)

18	19	20
0	0	0
0	0	0
163,339	146,678	131,727
97,257	86,837	77,533
61,384	55,487	50,156
2,324	2,208	2,098
2,374	2,146	1,940
163,339	146,678	131,727
8,433	7,529	6,723
0	0	0
0	0	0
1,533	1,369	1,222
6,900	6,160	5,500
8,433	7,529	6,723
154,906	139,148	125,004
(8,433)	(7,529)	(6,723)

Component: Barangay Infrastructure Project

Barangay: Ladgaron

City/Municipality: Claver

Province: Surigao del Norte

Region: Caraga

Date visited: 10 August 2012

Basic info:

	Qty	Unit	
Size of box culvert/bridge construction	10	meters	source: field
No. beneficiaries	779	persons	source: field
Ave. household size	4.64	persons per household	source: census
No. of household (HH) beneficiaries	168	households	source: field
% of adults of total HH members	55.7	%	source: census
No. of adult beneficiaries	434	persons	source: field (validated census data)
% of adult females of total HH members	49	%	source: census
No. of female adult beneficiaries	382	persons	source: field (validated census data)
No. of HH members attending elementary school	1	person per HH	source: field
No. of days of suspended classes at primary school due to flooding	2	days per flooding	source: field
% of HH population in the informal sector, Caraga	16.1	%	derived estimate: source: NSCB, census
% of self-employed w/o paid employee of total informal sector operator, Caraga	90	%	source: NSCB
Cost of raft	300	pesos per raft	estimate
No. of rafts due on flooding season	5	units	source: field
Frequency of flooding	2	per week	source: field
No. of months (flooding)	2	months per year	source: field
Incremental visits to town center (adult females)	5	days per week	source: field
Incremental visits to town center (adult, non-mothers)	2	days per week	source: field
Incremental income of HH	350	pesos per week	source: field
Fare to nearest town center	20	peso per head (return trip)	source: field
Daily traffic volume, <i>habal-habal</i> (average)	8	units per day	source: field
Daily traffic volume, 4-wheel vehicle (average)	2	units per day	source: field
Traffic volume growth rate	5	% per year	source: Evaluation of the Economic Impact of Infrastructure Projects
Operating cost savings of vehicle, motorcycle	1.09	pesos per km	source: DPWH, Evaluation of the Economic Impact of Infrastructure Projects
Operating cost savings of vehicle, utility car	5.98	pesos per km	source: DPWH, Evaluation of the Economic Impact of Infrastructure Projects
Average time savings of vehicles	8	minutes per vehicle	source: field
Average traffic time due to delay in construction	15	minutes per vehicle	source: field
Start date of construction	9-Oct-09		source: GEM3 website
Completion	20-May-10		source: GEM3 website
No. of days of construction	221	days	source: GEM3 website
Delays in completion due to cracks	4.87	months	derived estimate, source: GEM3 website

Construction cost	2,015,452	pesos	source: GEM3 website
Salvage value	10	% of total cost	source: Evaluation of the Economic Impact of Infrastructure Projects
Depreciation cost (linear approach)	90,695	pesos per year	derived estimate
Lifespan	20	years	source: GEM3 Infra interview
Maintenance cost	1	% of total cost per year	source: Evaluation of the Economic Impact of Infrastructure Projects
Unpaid laborers employed during construction, from the community	10	persons	source: field
Minimum daily wage non-agriculture, Caraga	258	pesos per person-day	source: DOLE-NWPC
No. of violent conflict (last 12 months)	4	incidents	source: field
Type of violent conflict		political (communist insurgency)	source: field
Violent conflict actors		New Peoples Army, private citizens	source: field
Violent conflict form		extortion ('tax')	source: field
Discount rate	12	%	assumption
2011 inflation rate, Caraga	4.9	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	0	1	2	3	4	5	
[A] Private benefits			15,770	15,509	14,540	13,631	12,779	
User fee			0	0	0	0	0	
Operating cost savings of vehicles			75	74	70	65	61	
Time cost savings of vehicles			15,695	15,435	14,470	13,566	12,718	
[B] Social benefits			2,372,539	2,222,137	2,081,269	1,949,331	1,825,758	
Incremental income of HHs			408,239	382,359	358,121	335,418	314,155	
Cost savings from travel time of adult females			1,835,573	1,719,211	1,610,225	1,508,149	1,412,543	
Cost savings from travel time of adult males			98,864	92,597	86,727	81,229	76,080	
Cost savings from building rafts during flooding			3,000	2,810	2,632	2,465	2,309	
Cost saving from travel/access by students during flooding			26,862	25,159	23,564	22,070	20,671	
[C] Total benefits [A]+[B]			2,388,309	2,237,646	2,095,809	1,962,963	1,838,537	
COST								
[D] Private costs		2,015,452	110,850	103,823	97,241	91,077	85,303	
Capital outlay (inc. contractor labor input)		2,015,452						
Imputed labor cost of community		570,180						
Maintenance			20,155	18,877	17,680	16,559	15,510	
Depreciation cost			90,695	84,946	79,561	74,517	69,793	
[E] Social cost			14,513					
Imputed traffic cost due to delay in construction			14,513					
Total cost [D]+[E]			2,585,632	125,362	103,823	97,241	91,077	85,303
NET PRESENT BENEFITS - economic, inflation adjusted			(2,585,632)	2,262,947	2,133,823	1,998,568	1,871,886	1,753,234
NET PRESENT BENEFITS - financial, inflation adjusted			(2,585,632)	(110,850)	(103,823)	(97,241)	(91,077)	(85,303)

6 7 8 9 10 11 12 13 14

11,981	11,232	10,530	9,872	9,255	8,676	8,134	7,626	7,149
0	0	0	0	0	0	0	0	0
57	54	50	47	44	42	39	36	34
11,923	11,178	10,479	9,824	9,210	8,635	8,095	7,589	7,115
1,710,018	1,601,615	1,500,084	1,404,989	1,315,923	1,232,503	1,154,371	1,081,192	1,012,652
294,240	275,587	258,117	241,754	226,429	212,075	198,631	186,039	174,245
1,322,998	1,239,129	1,160,577	1,087,005	1,018,096	953,556	893,108	836,491	783,464
71,257	66,740	62,509	58,546	54,835	51,359	48,103	45,054	42,198
2,162	2,025	1,897	1,777	1,664	1,558	1,460	1,367	1,280
19,361	18,134	16,984	15,907	14,899	13,954	13,070	12,241	11,465
1,721,998	1,612,847	1,510,614	1,414,861	1,325,178	1,241,179	1,162,505	1,088,818	1,019,801

79,896	74,831	70,087	65,644	61,483	57,585	53,935	50,516	47,313
14,526	13,606	12,743	11,935	11,179	10,470	9,806	9,185	8,602
65,369	61,225	57,344	53,709	50,304	47,115	44,128	41,331	38,711

79,896	74,831	70,087	65,644	61,483	57,585	53,935	50,516	47,313
1,642,103	1,538,016	1,440,527	1,349,217	1,263,695	1,183,594	1,108,570	1,038,302	972,488
(79,896)	(74,831)	(70,087)	(65,644)	(61,483)	(57,585)	(53,935)	(50,516)	(47,313)

15	16	17	18	19	20
6,702	6,283	5,891	5,522	5,177	4,854
0	0	0	0	0	0
32	30	28	26	25	23
6,670	6,253	5,862	5,496	5,153	4,830
948,457	888,332	832,018	779,274	729,874	683,605
163,200	152,854	143,164	134,088	125,588	117,627
733,798	687,280	643,711	602,905	564,685	528,888
39,523	37,017	34,670	32,473	30,414	28,486
1,199	1,123	1,052	985	923	864
10,739	10,058	9,420	8,823	8,264	7,740
955,160	894,615	837,909	784,796	735,051	688,459

44,314	41,505	38,874	36,409	34,101	31,939
8,057	7,546	7,068	6,620	6,200	5,807
36,257	33,958	31,806	29,789	27,901	26,132
44,314	41,505	38,874	36,409	34,101	31,939
910,846	853,111	799,035	748,387	700,950	656,519
(44,314)	(41,505)	(38,874)	(36,409)	(34,101)	(31,939)

Conclusion, at 12% discount rate

NPV	23,640,185.5
BCR	7.1
FRR	-
ERR	81.5%

Hence, the project is economically (but not financially) feasible given that a barangay bridge/box culvert is an impure public good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	14,275,499.2	5.2	-	75.2%
30% discount rate	9,037,380.5	3.9	-	68.5%
10% increase in benefits	26,962,070.9	9.2	-	118.1%
10% increase in costs	23,252,498.6	6.5	-	73.1%

Component: Barangay Infrastructure Project

Barangay: Poniente

City/Municipality: Gigaquit

Province: Surigao del Norte

Region: Caraga

Date visited: 10 August 2012

Basic info:

	Qty	Unit	
Size of box culvert/bridge construction	10	meters	source: field
No. beneficiaries (Bgy Poniente and Bgy Camboayon)	2,198	persons	source: field and census
Ave. household size, Surigao del Norte	4.64	persons per household	source: census
No. of household (HH) beneficiaries	474	households	source: field
% of adults of total HH members, Caraga	55.7	%	source: census
No. of adult beneficiaries	1,224	persons	source: field (validated census data)
% of adult females of total HH members, Caraga	49	%	source: census
No. of adult female beneficiaries	1079	persons	source: field (validated census data)
Population growth rate, Caraga	1.25	%	source: NSCB
Land area for palay production	60	hectares	source: field
Volume of palay production	60	sacks per hectare	source: field
Frequency of harvest	2	times per year	source: field
Growth rate of volume of palay production in Surigao del Norte, 2011	3.73	%	source: DA-BAS
Handling fee to transport palay produce to town on a motorcycle (with bridge)	5	pesos per sack	source: field
Carrying capacity of motorcycle	6	sacks per trip	source: field
Handling fee to transport palay produce to town on carabao cart (without bridge)	50	pesos per sack	source: field
Carrying capacity of carabao cart	10	sacks per trip	source: field
Average traffic time of handling palay produce to cross creek - carabao cart	20	minutes per vehicle	source: field
Average traffic time of handling palay produce to cross creek - motorcycle	1	minutes per vehicle	source: field
Average traffic time saving of handling agri produce to cross the creek	19	minutes per vehicle	source: field
Incremental visits to town center (adult females)	2	days per week	source: field
Fare to nearest town center	20	peso per head (return trip)	source: field
Start date of construction	4-Nov-09		source: GEM3 website
Completion date	7-Aug-10		source: GEM3 website
No. of days of construction	282	days	source: GEM3 website
Delays in completion due to cracks*	207	months	derived estimate, source: GEM3 website
Construction cost	1,830,484	pesos	source: GEM3 website
Salvage value	10	% of total cost	source: Evaluation of the Economic Impact of Infrastructure Projects
Depreciation cost (linear approach)	82,372	pesos per year	derived estimate
Lifespan	20	years	source: GEM3 Infra interview
Maintenance cost	1	% of total cost per year	source: Evaluation of the Economic Impact of Infrastructure Projects
Unpaid laborers employed during construction, from the community	10	persons	source: field
Minimum daily wage non-agriculture, Caraga	258	pesos per person-day	source: DOLE-NWPC
*no reported additional cost due to delay in			

construction			
No. of violent conflict (last 12 months)	0	incidents	source: field
Type of violent conflict			source: field
Violent conflict actors			source: field
Violent conflict form			source: field
Discount rate	12	%	assumption
2011 inflation rate, Caraga	4.9	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	0	1	2	3	4	5
[A] Private benefits			144,000	139,902	129,572	120,004	111,143
User fee			0	0	0	0	0
Operating cost savings of vehicle to transport palay produce			30,000	29,146	26,994	25,001	23,155
Time cost savings of vehicles to transport palay produce			114,000	110,756	102,578	95,003	87,988
[B] Social benefits			2,071,677	1,940,347	1,817,343	1,702,136	1,594,233
Cost savings from travel time by adult females			2,071,677	1,940,347	1,817,343	1,702,136	1,594,233
[C] Total benefits [A]+[B]			2,215,677	2,080,249	1,946,915	1,822,141	1,705,376
COST							
[D] Private costs		1,830,484	100,677	94,294	88,317	82,718	77,474
Capital outlay (inc. contractor labor input)		1,830,484					
Imputed labor cost of community							
Maintenance			18,305	17,144	16,058	15,040	14,086
Depreciation cost			82,372	77,150	72,259	67,679	63,388
Total cost [D]		2,558,044	100,677	94,294	88,317	82,718	77,474
NET PRESENT BENEFITS - economic, inflation adjusted		(2,558,044)	2,115,000	1,985,955	1,858,598	1,739,423	1,627,902
NET PRESENT BENEFITS - financial, inflation adjusted		(1,830,484)	43,323	45,608	41,255	37,286	33,669

Conclusion, at 12% discount rate

NPV	21,740,679.1
BCR	6.8
FRR	-
ERR	76.4%

Hence, the project is economically (but not financially) feasible given that a barangay bridge/box culvert is an impure public good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	13,088,551.4	5.0	-	70.2%
30% discount rate	8,242,772.2	3.7	-	63.4%
10% increase in benefits	25,014,066.7	9.4	-	121.4%
10% increase in costs	1,170,786.6	2.0	-	-

6	7	8	9	10	11	12	13	14
102,937	95,336	88,296	81,777	75,738	70,146	64,966	60,169	55,726
0	0	0	0	0	0	0	0	0
21,445	19,862	18,395	17,037	15,779	14,614	13,535	12,535	11,610
81,491	75,474	69,901	64,740	59,959	55,532	51,432	47,634	44,117
1,493,170	1,398,514	1,309,858	1,226,822	1,149,051	1,076,209	1,007,985	944,086	884,238
1,493,170	1,398,514	1,309,858	1,226,822	1,149,051	1,076,209	1,007,985	944,086	884,238
1,596,107	1,493,850	1,398,154	1,308,599	1,224,789	1,146,355	1,072,951	1,004,255	939,964
72,563	67,963	63,655	59,620	55,840	52,300	48,985	45,879	42,971
13,193	12,357	11,574	10,840	10,153	9,509	8,906	8,342	7,813
59,370	55,606	52,081	48,780	45,687	42,791	40,078	37,538	35,158
72,563	67,963	63,655	59,620	55,840	52,300	48,985	45,879	42,971
1,523,544	1,425,886	1,334,500	1,248,979	1,168,949	1,094,055	1,023,967	958,376	896,993
30,373	27,373	24,642	22,157	19,898	17,846	15,982	14,290	12,755
15	16	17	18	19	20			
51,612	47,801	44,271	41,002	37,975	35,171			
0	0	0	0	0	0			
10,752	9,958	9,223	8,542	7,911	7,327			
40,859	37,842	35,048	32,460	30,063	27,843			
828,183	775,682	726,510	680,454	637,318	596,917			
828,183	775,682	726,510	680,454	637,318	596,917			
879,795	823,483	770,781	721,456	675,293	632,087			
40,247	37,696	35,306	33,068	30,972	29,008			
7,318	6,854	6,419	6,012	5,631	5,274			
32,929	30,842	28,887	27,055	25,340	23,734			
40,247	37,696	35,306	33,068	30,972	29,008			
839,548	785,787	735,475	688,388	644,321	603,079			
11,365	10,105	8,965	7,934	7,003	6,162			

Component: Barangay Infrastructure Project

Barangay: Buluan

City/Municipality: Pigcawayan

Province: North Cotabato

Region: Soccsksargen

Date visited: 18 August 2012

Basic info:

	<i>Qty</i>	<i>Unit</i>	
Size of bridge	10	meters	source: field
No. beneficiaries, (population of barangay)	1070	persons	source: census
Average household size, Pigcawayan	4.7	persons per household	source: census
No. of household (HH) beneficiaries	228	households	source: field (validated census data)
% of HH members aged 5 years and above, Pigcawayan	88.35	%	source: census
No. of beneficiary HH members aged 5 years and above	945	persons	source: field (validated census data)
% of adult females of total HH members	28.26	%	source: census
No. of female adult beneficiaries	302	persons	source: field (validated census data)
% of HH population in the informal sector, North Cotabato	16.3	%	derived estimate: source: NSCB and census
% of self-employed w/o paid employee of total informal sector operator, North Cotabato	77.81	%	source: NSCB
Population growth, North Cotabato	2.19	%	source: NSCB
Duration of days of flooding	2	days per flood	source: field
Frequency of flooding	3	per week	source: field
No. of months (flooding)	2	months per year	source: field
Incremental visits to town center (adult females)	1	days per week	source: field
Incremental visits to town center (adult, non-mothers)	1	days per week	source: field
Incremental income of HH	0	pesos per week	source: field
Fare to nearest town center	16	peso per head (return trip)	source: field
Daily traffic volume, habal-habal (average), daily	20	units per day	source: field
Daily traffic volume, truck (average), during harvest season	1	unit per day	source: field
Traffic volume growth rate	5	% per year	source: Evaluation of the Economic Impact of Infrastructure Projects source: DPWH, Evaluation of the Economic Impact of Infrastructure Projects
Operating cost savings of vehicle, motorcycle	1.09	pesos per km	source: DPWH, Evaluation of the Economic Impact of Infrastructure Projects
Operating cost savings of vehicle, truck	5.98	pesos per km	source: field
Average time savings of vehicles	10	minutes per vehicle	source: field
Incremental distance saved by vehicles from residence to town center	3	kilometers per trip	source: field
Incremental length of time pedestrians can cross the bridge due to construction delays	3	minutes	source: field
Note: before GEM3, wooden bridge impassable to vehicles			
Harvest season	3	seasons per year	source: field
Start date of construction	27-May-10		source: GEM3 website
Completion date	17-Sep-11		source: GEM3 website

No. of days of construction	475	days	derived estimate, source: GEM3 website
Delays in completion due to flood	400	days	derived estimate, source: GEM3 website
Construction cost	1,940,319	pesos	source: GEM3 website
Salvage value	10	% of total cost	source: Evaluation of the Economic Impact of Infrastructure Projects
Depreciation cost (linear approach)	87,314	pesos per year	derived estimate
Lifespan	20	years	source: GEM3 Infra interview
Maintenance cost	1	% of total cost per year	source: Evaluation of the Economic Impact of Infrastructure Projects
Unpaid laborers employed during construction, from the community	14	persons	source: field
No. of days devoted by unpaid local laborers to construction before they quit	5	days	source: field
Minimum daily wage, Soccsksargen	270	pesos per person-day	source: DOLE-NWPC
No. of violent conflict (last 12 months)	4	incidents	source: field
Type of violent conflict		communist insurgency New Peoples Army, private citizens	
Violent conflict actors		extortion ('tax')	
Violent conflict form			
Discount rate	12	%	assumption
2011 inflation rate, Soccsksargen	4.6	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	0	1	2	3	4	5
[A] Private benefits			67,054	65,755	61,645	57,793	54,181
User fee			0	0	0	0	0
Operating cost savings of vehicles			25,486	24,992	23,430	21,965	20,593
Time cost savings of vehicles			41,569	40,763	38,216	35,827	33,588
[B] Social benefits			726,025	678,055	633,255	591,415	552,340
Incremental income of HHs			0	0	0	0	0
Cost savings from travel time of adult females			232,229	216,886	202,556	189,173	176,674
Cost savings from travel time of adult males			493,796	461,170	430,700	402,243	375,666
[C] Total benefits [A]+[B]			793,079	743,811	694,901	649,208	606,520
COST							
[D] Private costs		1,940,319	106,718	99,667	93,081	86,931	81,188
Capital outlay (inc. contractor labor input)		1,940,319					
Imputed labor cost of community		18,900					
Maintenance			19,403	18,121	16,924	15,806	14,761
Depreciation cost			87,314	81,545	76,158	71,126	66,426
[E] Social cost			477,090				
Imputed traffic cost due to delay in construction			477,090				
Total cost [D]+[E]		1,959,219	583,808	99,667	93,081	86,931	81,188
NET PRESENT BENEFITS - economic, inflation adjusted		(1,959,219)	209,272	644,144	601,819	562,276	525,332
NET PRESENT BENEFITS - financial, inflation adjusted		(1,940,319)	(19,403)	(18,121)	(16,924)	(15,806)	(14,761)

6	7	8	9	10	11	12	13	14	15
50,794	47,620	44,643	41,853	39,237	36,785	34,486	32,331	30,310	28,416
0	0	0	0	0	0	0	0	0	0
19,306	18,099	16,968	15,907	14,913	13,981	13,107	12,288	11,520	10,800
31,489	29,521	27,676	25,946	24,324	22,804	21,379	20,043	18,790	17,616
515,846	481,763	449,932	420,205	392,441	366,512	342,296	319,680	298,558	278,832
0	0	0	0	0	0	0	0	0	0
165,001	154,099	143,917	134,408	125,528	117,234	109,488	102,254	95,498	89,188
350,845	327,664	306,015	285,796	266,913	249,278	232,808	217,426	203,060	189,644
566,640	529,383	494,576	462,058	431,679	403,297	376,782	352,011	328,868	307,248

75,824	70,814	66,135	61,765	57,684	53,873	50,314	46,989	43,885	40,985
13,786	12,875	12,025	11,230	10,488	9,795	9,148	8,544	7,979	7,452
62,037	57,939	54,110	50,535	47,196	44,078	41,166	38,446	35,906	33,533

75,824	70,814	66,135	61,765	57,684	53,873	50,314	46,989	43,885	40,985
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490,817	458,569	428,441	400,292	373,994	349,424	326,468	305,021	284,984	266,263
(13,786)	(12,875)	(12,025)	(11,230)	(10,488)	(9,795)	(9,148)	(8,544)	(7,979)	(7,452)

16	17	18	19	20
26,640	24,975	23,414	21,950	20,578
0	0	0	0	0
10,125	9,492	8,899	8,343	7,821
16,515	15,482	14,515	13,608	12,757
260,409	243,204	227,135	212,128	198,112
0	0	0	0	0
83,296	77,792	72,652	67,852	63,369
177,114	165,412	154,483	144,276	134,743
287,049	268,178	250,549	234,078	218,691

Conclusion, at 12% discount rate

NPV	5,358,729.4
BCR	2.5
FRR	-
ERR	22.6%

Hence, the project is economically (but not financially) feasible given that a barangay bridge/ box culvert is an impure public good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	2,599,216.2	1.8	-	16.2%
30% discount rate	1,048,920.4	1.4	-	9.2%
10% increase in benefits	6,277,489.8	2.7	-	26.5%
10% increase in costs	5,190,663.9	2.4	-	21.6%

38,277	35,748	33,386	31,180	29,120
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248,772	232,430	217,162	202,898	189,570
(6,960)	(6,500)	(6,070)	(5,669)	(5,295)

Project Name: Hayanggabon Trading Center	BIP
Component: Barangay Infrastructure Project	

Barangay: Hayanggabon
City/Municipality: Claver
Province: **Surigao del Norte**
Region: Caraga
Date visited: 10 August 2012

Basic info:			
	Qty	Unit	
Size of trading center	84	square meters	source: field, GEM3
Population of barangay	880	persons	source: census
HH size of town	4.85	persons per household	source: census
Population (HH) of barangay	181	households	source: field
Population growth rate, Caraga	1.25	%	source: census
No. beneficiaries (vendors) - 1st year	24	persons	source: field
No. beneficiaries (vendors) - 2nd year	5	persons	source: field
No. beneficiaries (buyers)	50	persons per day	source: field (MPDC)
Peak days (weekend)	2	days per week	source: field
Trough days (weekdays)	5	days per week	source: field
Days open	365	days	source: field
Incremental total volume of fish sold per day	2	<i>bandehada</i> of fish	source: field
incremental total volume of fish sold per day by dropout-vendors during the 1st year	0.25	<i>bandehada</i> of fish	field estimate
Kilogram equivalent of 1 <i>bandehada</i> of fish	8	kilograms	source: field
Price of fish (peak)	20	pesos per kilo	source: field
Price of fish (trough)	20	pesos per kilo	source: field
Growth rate of sales	5	% per year	assumption
Cost of goods sold by farmers	50	% of sales	field estimate
Rental fee - for 1st year (with total 24 vendors)	60	pesos per stall-per week	source: field
Rental fee - for 2nd year*	288	pesos per stall-per week	source: field
Subsidy (working capital) given by mining company for vendors	5,000	pesos per person, lump-sum, 1st year	source: field
* with total 5 vendors who now bear the fees of 19 dropout-vendors			
Rental fee of stalls at the nearest alternative trading center/public market	50	pesos per week	source: field (MPDC)
Average travel time to nearest alternative trading center/public market	5	minutes	source: field
% of residents who ride public transport to nearest trading center/public market	0	%	source: field
**reason: within walking distance			
Start date of construction	30-Mar-09		source: GEM 3 website
Completion/turn-over date	24-Jun-09		source: GEM 3 website
No. of days of construction	84	days	source: GEM 3 website
Delays in completion	24	years	derived estimate, source: GEM 3 website
Construction cost	1,617,762	pesos	source: GEM3 website
Salvage value	10	% of total cost	source: Evaluation of the Economic Impact of Infrastructure Projects
Depreciation cost (linear approach)	72,799	pesos per year	derived estimate
Lifespan	20	years	source: GEM3 Infra interview
Maintenance cost	1	% of total cost per year	source: Evaluation of the Economic Impact of Infrastructure Projects

Unpaid laborers employed during construction, from the community	0	persons	source: field
Minimum daily wage, Caraga	258	pesos per person-day	source:DOLE-NWPC
No. of violent conflict (last 12 months)	0	incident	source: field
Type of violent conflict			
Violent conflict actors			
Violent conflict form			
Discount rate	12	%	assumption
2011 inflation rate, Caraga	4.9	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	0	1	2	3	4	5
BENEFITS							
[A]	Private benefits		69,120	64,738	60,634	56,791	53,190
	User fee (rental fee of stalls)		69,120	64,738	60,634	56,791	53,190
[B]	Social benefits		950,484	1,029,384	964,600	903,894	847,008
	Incremental retail net earnings		415,908	528,696	495,653	464,674	435,632
	Cost savings from travel time to nearest alternative trading center/public market		534,576	500,688	468,948	439,220	411,376
[C]	Total benefits [A]+[B]		1,019,604	1,094,122	1,025,235	960,685	900,199
COST							
[D]	Private costs	1,617,762	88,977	83,336	78,053	73,105	68,471
	Capital outlay (inc. contractor labor input)	1,617,762					
	Maintenance		16,178	15,152	14,192	13,292	12,449
	Depreciation cost		72,799	68,184	63,862	59,814	56,022
[E]	Subsidy and Opportunity cost		131,520	10,790	10,106	9,465	8,865
	Incremental user fee cost		11,520	10,790	10,106	9,465	8,865
	Subsidy		120,000				
	Total cost [D]+[E]	1,617,762	220,497	94,126	88,159	82,571	77,336
	NET PRESENT BENEFITS - economic, inflation adjusted	(1,617,762)	799,107	999,996	937,075	878,114	822,863
	NET PRESENT BENEFITS - financial, inflation adjusted	(1,617,762)	(19,857)	(18,598)	(17,419)	(16,315)	(15,281)

Conclusion, at 12% discount rate

NPV	10,451,048.1
BCR	4.6
FRR	-
ERR	53.2%

Hence, the project is economically (but not financially) feasible. given that a trading center is a club good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	6,040,900.5	3.4	-	46.7%
30% discount rate	3,576,274.5	2.6	-	39.7%
10% increase in benefits	11,785,677.4	5.1	-	59.7%
10% increase in costs	10,161,523.6	4.2	-	47.4%

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49,819	46,660	43,702	40,932	38,337	35,907	33,631	31,499	29,502	27,632
49,819	46,660	43,702	40,932	38,337	35,907	33,631	31,499	29,502	27,632
793,703	743,753	696,946	653,085	611,985	573,471	537,381	503,562	471,872	442,176
408,405	382,880	358,950	336,515	315,483	295,765	277,280	259,950	243,703	228,472
385,298	360,873	337,996	316,570	296,501	277,705	260,101	243,612	228,169	213,705
843,522	790,413	740,648	694,017	650,322	609,378	571,012	535,061	501,374	469,808

64,131	60,065	56,257	52,691	49,351	46,222	43,292	40,548	37,977	35,570
11,660	10,921	10,229	9,580	8,973	8,404	7,871	7,372	6,905	6,467
52,470	49,144	46,029	43,111	40,378	37,818	35,421	33,175	31,072	29,103
8,303	7,777	7,284	6,822	6,390	5,984	5,605	5,250	4,917	4,605
8,303	7,777	7,284	6,822	6,390	5,984	5,605	5,250	4,917	4,605
72,434	67,842	63,541	59,513	55,740	52,207	48,897	45,798	42,894	40,175

771,088	722,571	677,107	634,504	594,581	557,171	522,114	489,264	458,480	429,633
(14,312)	(13,405)	(12,555)	(11,759)	(11,014)	(10,315)	(9,661)	(9,049)	(8,475)	(7,938)

16	17	18	19	20
25,880	24,239	22,703	21,264	19,916
25,880	24,239	22,703	21,264	19,916
414,350	388,274	363,840	340,943	319,487
214,192	200,805	188,255	176,489	165,458
200,157	187,469	175,585	164,454	154,029
440,230	412,514	386,542	362,206	339,403
33,315	31,203	29,225	27,372	25,637
6,057	5,673	5,314	4,977	4,661
27,258	25,530	23,911	22,396	20,976
4,313	4,040	3,784	3,544	3,319
4,313	4,040	3,784	3,544	3,319
37,628	35,243	33,009	30,916	28,956
402,601	377,271	353,534	331,290	310,446
(7,435)	(6,964)	(6,522)	(6,109)	(5,721)

Component: Barangay Infrastructure Project

Barangay: Mahanub

City/Municipality: Gigaquit

Province: Surigao del Norte

Region: Caraga

Date visited: 11 August 2012

Basic info:

	Qty	Unit	
Size of trading center	84	square meters	source: field
Population of barangay	2,050	persons	source: census
Ave. HH size	4.95	persons per household	source: census
No. of HHs	414	households	source: field
Population growth rate, Caraga	1.25	%	source: census
No. beneficiaries (vendors)	8	persons	source: field
No. beneficiaries (buyers) - peak	200	persons per day	source: field
No. beneficiaries (buyers) - trough	70	persons per day	source: field
Peak days (weekend)	2	days per week	source: field
Trough days (weekdays)	5	days per week	source: field
Days open	365	days	source: field
Monthly electricity bill	500	pesos per month	source: field
Incremental total volume of sales (peak)	750	pesos per seller-day	source: field
Incremental total volume of sales (trough)	70	pesos per seller-day	source: field
Growth rate of sales	5	% per year	assumption
Cost of goods sold by farmers	50	% of sales	field estimate
User fee for toilet	1	peso per head	source: field
% of vendors and sellers who use the toilet	20	%	assumption
Rental fee - peak	100	pesos per stall-day	source: field
Rental fee - trough	50	pesos per stall-day	source: field
Fare from residence to nearest alternative trading center/public market	14	pesos per head (return trip)	source: field
Fare from residence to nearest alternative trading center/public market-chartered	56	pesos per return trip	source: field
Rental fee of stalls at the nearest alternative trading center/public market	20	pesos per day	source: field
% of residents who ride public transport to nearest trading center/public market	10	%	source: field
Start date of construction	26-Oct-09		source: GEM3 website
Completion date	11-Jan-10		source: GEM3 website
No. of days of construction	75	days	source: GEM3 website
Delays in completion*	15	months	source: GEM3 website
Construction cost	969,958	pesos	source: GEM3 website
Salvage value	10	% of total cost	source: Evaluation of the Economic Impact of Infrastructure Projects
Depreciation cost (linear approach)	43,648	pesos per year	derived estimate
Lifespan	20	years	source: GEM3 Infra interview
Maintenance cost	1	% of total cost per year	source: Evaluation of the Economic Impact of Infrastructure Projects

Unpaid laborers employed during construction, from the community	0	persons	source: field
Minimum daily wage non-agriculture, Caraga * no reported additional cost due to delay in construction	258	pesos per person-day	source: DOLE-NWPC
No. of violent conflict (last 12 months)	0	incidents	source: field
Type of violent conflict			
Violent conflict actors			
Violent conflict form			
Discount rate	12	%	assumption
2011 inflation rate, Caraga	4.9	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	0	1	2	3	4	5
BENEFITS							
[A]	Private benefits		28,601	26,788	25,090	23,499	22,009
	User fee (rental fee from stalls)		27,375	25,640	24,014	22,492	21,066
	User fee (for use of toilet)		1,226	1,148	1,075	1,007	943
[B]	Social benefits		492,893	461,980	417,411	377,305	341,203
	Incremental retail net earnings		372,605	349,317	311,890	278,473	248,637
	Cost savings from travel time to nearest alternative trading center/public market		120,288	112,663	105,521	98,831	92,566
[C]	Total benefits [A]+[B]		521,494	488,767	442,500	400,804	363,212
COST							
[D]	Private costs	969,958	53,348	49,966	46,798	43,832	41,053
	Capital outlay (inc. contractor labor input)	969,958					
	Maintenance		9,700	9,085	8,509	7,969	7,464
	Depreciation cost		43,648	40,881	38,290	35,862	33,589
[E]	Opportunity cost		21,120	19,781	18,527	17,353	16,253
	Incremental user fee cost		21,120	19,781	18,527	17,353	16,253
	Total cost [D]+[E]	969,958	74,468	69,747	65,326	61,184	57,306
	NET PRESENT BENEFITS - economic, inflation adjusted	(969,958)	447,026	419,020	377,175	339,619	305,907
	NET PRESENT BENEFITS - financial, inflation adjusted	(969,958)	(24,747)	(23,178)	(21,709)	(20,333)	(19,044)

Conclusion, at 12% discount rate

NPV	3,141,549.0
BCR	2.7
FRR	-
ERR	37.4%

Hence, the project is economically (but not financially) feasible given that a trading center is a club good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	1,848,858.8	2.2	-	31.3%
30% discount rate	1,078,011.3	1.8	-	24.8%
10% increase in benefits	3,638,468.5	3.0	-	42.9%
10% increase in costs	2,958,784.3	2.5	-	32.4%

6	7	8	9	10	11	12	13	14	15
20,614	19,307	18,083	16,937	15,863	14,858	13,916	13,034	12,207	11,434
19,731	18,480	17,308	16,211	15,183	14,221	13,319	12,475	11,684	10,944
883	827	775	726	680	637	596	559	523	490
308,695	279,414	253,029	229,246	207,801	188,455	170,997	155,237	141,003	128,141
221,997	198,212	176,975	158,013	141,083	125,967	112,471	100,420	89,661	80,054
86,698	81,202	76,054	71,233	66,717	62,488	58,527	54,817	51,342	48,087
329,310	298,721	271,113	246,183	223,664	203,313	184,913	168,271	153,210	139,575
38,451	36,013	33,730	31,592	29,589	27,713	25,957	24,311	22,770	21,327
6,991	6,548	6,133	5,744	5,380	5,039	4,719	4,420	4,140	3,878
31,460	29,465	27,597	25,848	24,209	22,675	21,237	19,891	18,630	17,449
15,222	14,257	13,354	12,507	11,714	10,972	10,276	9,625	9,014	8,443
15,222	14,257	13,354	12,507	11,714	10,972	10,276	9,625	9,014	8,443
53,673	50,270	47,084	44,099	41,303	38,685	36,233	33,936	31,784	29,770
275,637	248,451	224,029	202,085	182,361	164,628	148,681	134,335	121,426	109,805
(17,836)	(16,706)	(15,647)	(14,655)	(13,726)	(12,856)	(12,041)	(11,277)	(10,563)	(9,893)

16	17	18	19	20
10,709	10,030	9,394	8,799	8,241
10,250	9,600	8,991	8,421	7,888
459	430	403	377	353
116,516	106,002	96,490	87,881	80,084
71,477	63,819	56,981	50,876	45,425
45,039	42,183	39,509	37,005	34,659
127,224	116,032	105,885	96,679	88,325
19,975	18,708	17,522	16,412	15,371
3,632	3,402	3,186	2,984	2,795
16,343	15,307	14,336	13,428	12,576
7,908	7,407	6,937	6,497	6,085
7,908	7,407	6,937	6,497	6,085
27,882	26,115	24,459	22,909	21,457
99,342	89,917	81,425	73,771	66,868
(9,266)	(8,678)	(8,128)	(7,613)	(7,130)

Component: Barangay Infrastructure Project

Barangay: Poblacion 2

City/Municipality: Parang

Province: **Maguindanao**

Region: ARMM

Date visited: 24 August 2012

Basic info:

	Qty	Unit	
Size of trading center	84	square meters	source: field
Population of barangay	8916	persons	source: census
Ave. HH size	5.15	persons per household	source: census
No. of HHs	1731	households	derived estimate, (validated census data)
Population growth rate, Maguindanao	6.60	%	source: census
No. beneficiaries (vendors)	16	persons	source: field
No. beneficiaries (buyers) - peak	200	persons per day	source: field
No. beneficiaries (buyers) - trough	160	persons per day	source: field
Peak days (Saturday)	1	day per week	source: field
Trough days (weekdays)	5	days per week	source: field
Days open	317	days	source: field
Salary of watchmen	2,000	pesos per head	source: field
No. watchmen	4	persons	source: field
Start date of installing watchmen	2011	year	source: field
Average losses incurred by each vendor before start date of employing watchmen	200	pesos per vendor-day	source: field
Incremental total volume of sales (peak)	230	pesos per seller-day	source: field
Incremental total volume of sales (trough)	200	pesos per seller-day	source: field
Growth rate of sales	5	% per year	assumption
Cost of goods sold by farmers	50	% of sales	field estimate
User fee for toilet	2	peso per head	source: field
% of vendors and sellers who use the toilet	20	%	assumption
Rental fee - peak	7	pesos per stall-day	source: field
Rental fee - trough	7	pesos per stall-day	source: field
Fare from residence to nearest alternative trading place--street	14	pesos per head (return trip)	source: field
Fare from residence to nearest alternative trading place--street	50	pesos per return trip	source: field
Rental fee of stalls at the nearest alternative trading place--street	2	pesos per day	source: field
% of residents who ride public transport to nearest trading place--street	10	%	source: field
Start date of construction	6-Aug-08		source: GEM3 website
Completion date	15-Sep-09		source: GEM3 website
No. of days of construction	409	days	derived estimate, GEM3 website
Delays in completion*	349	months	derived estimate, GEM3 website
Construction cost	832,235	pesos	source: GEM3 website
Salvage value	10	% of total cost	source: Evaluation of the Economic Impact of Infrastructure Projects
Depreciation cost (linear approach)	37,451	pesos per year	derived estimate
Lifespan	20	years	source: GEM3 Infra interview
Maintenance cost	1	% of total cost per year	source: Evaluation of the Economic Impact of Infrastructure Projects
Unpaid laborers employed during construction, from	0	persons	source: field

the community				
Minimum daily wage (non-) agriculture, ARMM *no reported additional cost due to delay in construction	232	pesos per person-day		source: DOLE-NWPC
No. of violent conflict (last 12 months)	1	incident		source: field
Type of violent conflict	rido			
Violent conflict actors	families			
Violent conflict form				
Discount rate	12	%		assumption
2011 inflation rate, ARMM	6.19	%		source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	0	1	2	3	4	5
BENEFITS							
[A] Private benefits			7,333	6,953	6,592	6,250	5,926
User fee (rental fee of stalls)			4,438	4,208	3,990	3,783	3,586
User fee (for use of toilet)			2,895	2,745	2,603	2,468	2,340
[B] Social benefits			660,917	621,303	563,085	510,672	463,464
Incremental retail net earnings			501,557	470,209	419,830	374,848	334,686
Cost savings from travel time to nearest alternative trading center/public market			159,360	151,093	143,255	135,824	128,778
[C] Total benefits [A]+[B]			668,250	628,255	569,677	516,922	469,390
COST							
[D] Private costs		832,235	141,773	134,418	127,445	120,834	114,566
Capital outlay (inc. contractor labor input)		832,235					
Imputed labor cost of community		0	96,000	91,020	86,298	81,822	77,577
Maintenance			8,322	7,891	7,481	7,093	6,725
Depreciation cost			37,451	35,508	33,666	31,919	30,264
[E] Opportunity cost		-	35,280	33,450	31,715	30,069	28,510
Incremental user fee cost			35,280	33,450	31,715	30,069	28,510
Total cost [D]+[E]		832,235	177,053	167,868	159,160	150,904	143,076
NET PRESENT BENEFITS - economic, inflation adjusted		(832,235)	491,197	460,387	410,517	366,018	326,314
NET PRESENT BENEFITS - financial, inflation adjusted		(832,235)	(134,440)	(127,466)	(120,853)	(114,584)	(108,640)

Conclusion, at 12% discount rate

NPV	3,417,507.3
BCR	2.1
FRR	-
ERR	50.0%

Hence, the project is economically (but not financially) feasible given that a trading center is a club good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	2,137,860.1	2.0	-	44.0%
30% discount rate	1,357,189.1	1.8	-	37.5%
10% increase in benefits	4,066,174.8	2.3	-	58.3%
10% increase in costs	2,593,299.7	0.2	-	-

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5,619	5,327	5,051	4,789	4,540	4,305	4,081	3,870	3,669	3,479
3,400	3,224	3,057	2,898	2,748	2,605	2,470	2,342	2,220	2,105
2,218	2,103	1,994	1,891	1,793	1,699	1,611	1,528	1,449	1,373
420,924	382,573	347,981	316,764	288,576	263,110	240,090	219,268	200,423	183,356
298,827	266,809	238,223	212,699	189,910	169,562	151,395	135,174	120,691	107,760
122,098	115,764	109,759	104,065	98,666	93,548	88,695	84,094	79,732	75,596
426,543	387,900	353,032	321,552	293,116	267,415	244,172	223,138	204,092	186,834

108,623	102,988	97,646	92,580	87,778	83,224	78,907	74,814	70,933	67,253
73,553	69,737	66,120	62,690	59,438	56,354	53,431	50,659	48,031	45,540
6,376	6,046	5,732	5,435	5,153	4,885	4,632	4,392	4,164	3,948
28,694	27,205	25,794	24,456	23,187	21,984	20,844	19,763	18,737	17,765
27,031	25,628	24,299	23,038	21,843	20,710	19,636	18,617	17,651	16,736
27,031	25,628	24,299	23,038	21,843	20,710	19,636	18,617	17,651	16,736
135,654	128,616	121,945	115,619	109,621	103,934	98,543	93,431	88,584	83,989
290,889	259,284	231,088	205,934	183,496	163,481	145,629	129,707	115,508	102,846
(103,004)	(97,661)	(92,595)	(87,791)	(83,237)	(78,919)	(74,825)	(70,944)	(67,264)	(63,774)

16	17	18	19	20
3,298	3,127	2,965	2,811	2,665
1,996	1,893	1,794	1,701	1,613
1,302	1,235	1,171	1,110	1,052
167,888	153,862	141,132	129,572	119,065
96,214	85,905	76,701	68,483	61,146
71,674	67,956	64,431	61,089	57,920
171,187	156,989	144,097	132,383	121,731

63,764	60,456	57,320	54,347	51,528
43,177	40,937	38,814	36,800	34,891
3,743	3,549	3,365	3,190	3,025
16,844	15,970	15,142	14,356	13,611
15,868	15,045	14,264	13,524	12,823
15,868	15,045	14,264	13,524	12,823
79,632	75,501	71,584	67,871	64,350
91,555	81,488	72,513	64,512	57,381
(60,466)	(57,329)	(54,355)	(51,536)	(48,862)

Component: Barangay Infrastructure Project
 Barangay: Poblacion 2
 City/Municipality: Parang
 Province: **Maguindanao**
 Region: ARMM
 Date visited: 23 August 2012

Basic info:			
	Qty	Unit	
Size of canal drainage	200	meters	source: field
No. beneficiaries, (population of barangay)	1958	persons	source: census
Average household size, Parang	5.15	persons per household	source: census
No. of household (HH) beneficiaries	380	households	source: field (validated census data)
Population growth, Maguindanao	6.6	%	source: NSCB
Duration of days of flooding	2	days per flood	source: field
Frequency of flooding	3	per week	source: field
No. of months (flooding)	1	months per year	source: field
Daily traffic volume, habal-habal	30	units per day	source: field
Daily traffic volume, utility vehicles	25	unit per day	source: field
Daily traffic volume, trucks	15	units per day	
Traffic volume growth rate	5	% per year	source: Evaluation of the Economic Impact of Infrastructure Projects
Operating cost savings of vehicle, motorcycle	1.09	pesos per km	source: DPWH, Evaluation of the Economic Impact of Infrastructure Projects
Operating cost savings of vehicle, utility vehicles	5.98	pesos per km	source: DPWH, Evaluation of the Economic Impact of Infrastructure Projects
Operating cost savings of vehicle, trucks	6.14	pesos per km	source: DPWH, Evaluation of the Economic Impact of Infrastructure Projects
Average time savings of vehicles	20	minutes per vehicle	source: field
Incremental distance saved by vehicles from residence to poblacion	3	kilometers per trip	source: field
No of shops affected during flooding	14	shops (wholesalers)	source: field
Volume of losses during flooding	3	sacks of corn	source: field
Wholesale price of corn (white)	20.15	pesos per kilogram	source: BAS
Kilogram equivalent of 1 sack	50	kilograms per sack	source: field
Start date of construction	8-Aug-08		source: GEM3 website
Completion/date	20-Jan-09		source: GEM3 website
No. of days of construction	162	days	derived estimate, source: GEM3 website
Delays in completion due to flood	102	days	derived estimate, source: GEM3 website
Construction cost	494,988	pesos	source: GEM3 website
Salvage value	10	% of total cost	source: Evaluation of the Economic Impact of Infrastructure Projects
Depreciation cost (linear approach)	22,274	pesos per year	derived estimate
Lifespan	20	years	source: GEM3 Infra interview
Maintenance cost	1	% of total cost per year	source: Evaluation of the Economic Impact of Infrastructure Projects
Laborers employed during construction,	5	persons	source: field

from the LGU			
Minimum daily wage agriculture and non-agriculture, ARMM	232	pesos per person-day	source: DOLE-NWPC
No. of violent conflict (last 12 months)	4	incidents	source: field
Type of violent conflict		political (communist insurgency)	source: field
Violent conflict actors		New Peoples Army, private citizens	source: field
Violent conflict form		extortion ('tax')	source: field
Discount rate	12	%	assumption
2011 inflation rate, ARMM	6.19	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	0	1	2	3	4	5
[A] Private benefits			547,342	544,896	510,840	478,912	448,980
User fee			0	0	0	0	0
Operating cost savings of vehicles			300,359	299,016	280,328	262,807	246,382
Time cost savings of vehicles			246,983	245,880	230,512	216,105	202,599
[B] Social benefits			126,945	120,360	114,116	108,196	102,584
Incremental loss prevention from flooding			126,945	120,360	114,116	108,196	102,584
[C] Total benefits [A]+[B]			674,287	665,256	624,956	587,109	551,564
COST							
[D] Private costs		494,988	27,224	25,812	24,473	23,204	22,000
Capital outlay (inc. contractor labor input)		494,988					
Imputed labor cost of community		187,920					
Maintenance			4,950	4,693	4,450	4,219	4,000
Depreciation cost			22,274	21,119	20,023	18,985	18,000
[E] Social cost			552,160				
Imputed traffic cost due to delay in construction			552,160				
Total cost [D]+[E]		682,908	579,384	25,812	24,473	23,204	22,000
NET PRESENT BENEFITS - economic, inflation adjusted		(682,908)	94,903	639,444	600,483	563,905	529,564
NET PRESENT BENEFITS - financial, inflation adjusted		(494,988)	(4,950)	(4,693)	(4,450)	(4,219)	(4,000)

Conclusion, at 12% discount rate

NPV	6,732,581.7
BCR	5.3
FRR	-
ERR	58.6%

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	3,850,402.2	3.7	-	51.3%
30% discount rate	2,246,153.6	2.6	-	43.3%
10% increase in benefits	7,751,662.5	6.6	-	86.6%
10% increase in costs	6,642,969.7	5.0	-	55.9%

Hence, the project is economically (but not financially) feasible given that a drainage canal is an impure public good.

6	7	8	9	10	11	12	13	14	15	16
420,919	394,612	369,948	346,827	325,150	304,828	285,776	267,915	251,171	235,472	220,755

0	0	0	0	0	-	0	0	0	0	0
230,983	216,547	203,012	190,324	178,429	167,277	156,822	147,021	137,832	129,218	121,141
189,936	178,065	166,936	156,503	146,721	137,551	128,954	120,895	113,339	106,255	99,614
97,262	92,217	87,433	82,897	78,597	74,520	70,654	66,989	63,514	60,219	57,095
97,262	92,217	87,433	82,897	78,597	74,520	70,654	66,989	63,514	60,219	57,095
518,181	486,828	457,381	429,724	403,747	379,348	356,430	334,904	314,684	295,692	277,851

20,859 19,777 18,751 17,778 16,856 15,981 15,152 14,366 13,621 12,914 12,244

3,792 3,596 3,409 3,232 3,065 2,906 2,755 2,612 2,477 2,348 2,226
17,066 16,181 15,341 14,546 13,791 13,076 12,397 11,754 11,144 10,566 10,018

20,859 19,777 18,751 17,778 16,856 15,981 15,152 14,366 13,621 12,914 12,244

497,323 467,052 438,631 411,946 386,891 363,367 341,278 320,538 301,063 282,777 265,606

(3,792) (3,596) (3,409) (3,232) (3,065) (2,906) (2,755) (2,612) (2,477) (2,348) (2,226)

17 18 19 20

206,958 194,023 181,897 170,528

0 0 0 0

113,570 106,472 99,817 93,579

93,388 87,551 82,079 76,949

54,133 51,325 48,663 46,138

54,133 51,325 48,663 46,138

261,092 245,349 230,560 216,667

11,609 11,007 10,436 9,895

2,111 2,001 1,897 1,799

9,499 9,006 8,539 8,096

11,609 11,007 10,436 9,895

249,482 234,341 220,124 206,772

(2,111) (2,001) (1,897) (1,799)

Project Name: Malinawon Water System Upgrading (Level 2)

BIP

Component: Barangay Infrastructure Project

Barangay: Malinawon
City/Municipality: Mawab
Province: **Compostela Valley**
Region: Davao
Date visited: 9 August 2012

Basic info:			
	Qty	Unit	
Size of water system			
Population of barangay	3,048	persons	source: field (validated census)
Ave. HH size	4.70	persons per household	source: census
No. of household (HH) in the barangay	649	households	source: field
% infant population (< 1 year old) of total, Compostela Valley	2.2	%	source: census
% child population (1-9 year old) of total, Compostela Valley	21.7	%	source: census
Population growth rate, Compostela Valley	1.30	%	source: census
No. of neighborhoods serviced by the project	8	puroks	source: field
No. beneficiaries (HH)	298	households	source: field
User fee (proportional rate)	60	pesos per cubic meter	source: field
Average HH water consumption per month	7	cubic meters per month	source: field
No. of minutes to nearest alternative source of water (deep well) from residence	5	minute-walk	source: field
Infant mortality (< 1 year old) rates due to diarrhea and gastroenteritis	0.7	per 1,000 persons	source: DOH- National Objectives for Health, Philippines 2005-2010 source: DOH- National Objectives for Health, Philippines 2005-2010
Child mortality (1-4 year old) rate due to diarrhea and gastroenteritis	16.14	per 100,000 persons	source: DOH- National Objectives for Health, Philippines 2005-2010
Child mortality (5-9 year old) rate due to diarrhea and gastroenteritis	2.19	per 100,000 persons	source: DOH- National Objectives for Health, Philippines 2005-2010
Cost of treating diarrhea, inflation adjusted 2012	3,044.5	pesos per month	source: Forsberg, Sullesta, Pieche and Lambo (1993)
Start date of construction	28-Jun-09		source: GEM3 website
Completion	10-Nov-09		source: GEM3 website derived estimate, source: GEM3 website
No. of days of construction	132	days	derived estimate, source: GEM3 website
Delays in completion*	42	days	source: GEM3 website
Construction cost	1,291,093	pesos	source: Evaluation of the Economic Impact of Infrastructure Projects derived estimate
Salvage value	10	% of total cost	source: GEM3 Infra interview
Depreciation cost (linear approach)	84,244	pesos per year	source: Evaluation of the Economic Impact of Infrastructure Projects
Lifespan	20	years	
Maintenance cost	1	% of total cost per year	
Counterpart contribution, cost overrun from 25% to 45% (inc labor payments)	580,992	pesos	source: field
Minimum daily wage, agriculture Davao	281	pesos per person-day	source: DOLE-NWPC
*no reported additional cost due to delay in construction			

No. of violent conflict (last 12 months)	0	incidents	source: field
Type of violent conflict			
Violent conflict actors			
Violent conflict form			
Discount rate	12	%	assumption
2011 inflation rate, Davao	4.5	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	0	1	2	3	4	5
BENEFITS							
[A]	Private benefits		1,569,506	1,419,562	1,283,944	1,161,281	1,050,337
	User fee		1,569,506	1,419,562	1,283,944	1,161,281	1,050,337
[B]	Social benefits		321,220	303,606	274,601	248,367	224,639
	Cost savings from travel to nearest alternative water source (deep well)		318,379	300,921	272,172	246,170	222,652
	Health cost savings from contracting water-borne diseases due to improved water source		2,841	2,686	2,429	2,197	1,987
[C]	Total benefits [A]+[B]		1,890,727	1,723,169	1,558,545	1,409,648	1,274,976
COST							
[D]	Private costs	1,872,085	97,155	90,649	84,579	78,915	73,630
	Capital outlay (inc. contractor labor input)	1,872,085					
	Maintenance		12,911	12,046	11,240	10,487	9,785
	Depreciation cost		84,244	78,602	73,339	68,428	63,846
	Total cost [D]+[E]	1,872,085	97,155	90,649	84,579	78,915	73,630
	NET PRESENT BENEFITS - economic, inflation adjusted	(1,872,085)	1,793,572	1,632,520	1,473,966	1,330,733	1,201,346
	NET PRESENT BENEFITS - financial, inflation adjusted	(1,872,085)	1,472,352	1,328,914	1,199,365	1,082,366	976,707

Conclusion, at 12% discount rate

NPV	14,290,740.1
BCR	5.8
FRR	68.9%
ERR	86.5%

Hence, the project is economically and financially feasible given that a level 2 -water system is a club good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	9,221,480.2	4.6	62.9%	80.4%
30% discount rate	6,195,397.2	3.6	56.4%	73.9%
10% increase in benefits	16,015,833.8	6.4	77.3%	96.6%
10% increase in costs	1,228,208.3	1.1	2.2%	75.1%

6	7	8	9	10	11	12	13	14	15
949,993	859,234	777,147	702,902	635,749	575,013	520,078	470,392	425,453	384,807

949,993	859,234	777,147	702,902	635,749	575,013	520,078	470,392	425,453	384,807
203,178	183,767	166,211	150,332	135,970	122,980	111,231	100,604	90,993	82,300
201,381	182,142	164,741	149,002	134,767	121,892	110,247	99,714	90,188	81,572
1,797	1,626	1,470	1,330	1,203	1,088	984	890	805	728
1,153,170	1,043,001	943,358	853,233	771,719	697,992	631,309	570,997	516,446	467,107

68,700	64,099	59,807	55,802	52,065	48,579	45,326	42,291	39,459	36,816
9,130	8,518	7,948	7,416	6,919	6,456	6,023	5,620	5,244	4,893
59,570	55,581	51,859	48,386	45,146	42,123	39,302	36,671	34,215	31,924
68,700	64,099	59,807	55,802	52,065	48,579	45,326	42,291	39,459	36,816

1,084,471	978,902	883,551	797,431	719,654	649,413	585,983	528,706	476,987	430,291
881,293	795,135	717,340	647,099	583,684	526,434	474,753	428,102	385,994	347,991

16	17	18	19	20
348,044	314,794	284,720	257,519	232,916
348,044	314,794	284,720	257,519	232,916
74,437	67,326	60,894	55,076	49,815
73,779	66,730	60,355	54,589	49,374
658	596	539	487	441
422,482	382,119	345,613	312,595	282,731

34,351	32,051	29,904	27,902	26,033
4,565	4,259	3,974	3,708	3,460
29,786	27,791	25,930	24,194	22,574
34,351	32,051	29,904	27,902	26,033

388,131	350,069	315,709	284,693	256,698
313,693	282,743	254,815	229,617	206,883

Component: Barangay Infrastructure Project

Barangay: Bulucaon

City/Municipality: Pigcawayan

Province: **North Cotabato**

Region: Soccsksargen

Date visited: 18 August 2012

Basic info:

	Qty	Unit	
Size of water system	-		
Population of barangay	3,048	persons	source: field (validated census)
Ave. HH size	4.70	persons per household	source: census
No. of household (HH) in the barangay	649	households	source: field
% infant population (< 1 year old) of total, North Cotabato	2.3	%	source: census
% child population (1-9 year old) of total, North Cotabato	22.4	%	source: census
Population growth rate, Soccsksargen	2.41	%	source: census
No. of puroks serviced by the project	3	puroks	
No. beneficiaries (HH) - normal days	60	households	source: field
No. beneficiaries (HH) not paying the user fee for the last two years	50	households	source: field
Additional no. beneficiaries, evacuees, (population) - flooding season	292	persons	source: field
No. of months -flooding season	2	months per year	source: field
User fee (flat rate - for the first 10 cubic meters)	80	pesos per 10 cubic meters	source: field
User fee (proportional rate - in excess of 10 cubic meters)	7	pesos per cubic meter	source: field
Average HH water consumption per month	10	cubic meters per month	source: field
No. of minutes to nearest alternative source of water (deep well) from residence	12	minute-walk	source: field
Infant mortality (< 1 year old) rates due to diarrhea and gastroenteritis	0.7	per 1,000 persons	source: DOH-National Objectives for Health, Philippines 2005-2010
Child mortality (1-4 year old) rate due to diarrhea and gastroenteritis	16.14	per 100,000 persons	source: DOH-National Objectives for Health, Philippines 2005-2010
Child mortality (5-9 year old) rate due to diarrhea and gastroenteritis	2.19	per 100,000 persons	source: DOH-National Objectives for Health, Philippines 2005-2010
Cost of treating diarrhea	3,112.25	pesos per month	source: Forsberg, Sullesta, Pieche and Lambo (1993)
Start date of construction	13-Jan-10		source: GEM3 website
Completion date	8-May-10		source: GEM3 website
No. of days of construction	115	days	derived estimate, source: GEM3 website
Delays in completion*	40	days	derived estimate, source: GEM3 website
Construction cost	1,200,981	pesos	source: GEM3 website
Salvage value	10	% of total cost	source: Evaluation of the Economic Impact of Infrastructure Projects
Depreciation cost (linear approach)	54,044	pesos per year	derived estimate

Lifespan	20	years	source: GEM3 Infra interview
Maintenance cost	1	% of total cost per year	source: Evaluation of the Economic Impact of Infrastructure Projects
Unpaid laborers employed during construction, from the community	0	persons	source: field
Minimum daily wage, Soccsksargen *no reported additional cost due to delay in construction	270	pesos per person-day	source:DOLE-NWPC
No. of violent conflict (last 12 months)	0	incidents	source: field
Type of violent conflict			
Violent conflict actors			
Violent conflict form			
Discount rate	12	%	assumption
2011 inflation rate, Soccsksargen	4.6	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	0	1	2	3	4	5
BENEFITS							
[A]	Private benefits		32,991	18,689	17,089	15,626	14,288
	User fee		32,991	18,689	17,089	15,626	14,288
[B]	Social benefits		314,733	287,784	263,143	240,611	220,009
	Cost savings from travel to nearest alternative water source (deep well)		314,733	287,784	263,143	240,611	220,009
	Health cost savings from getting water-borne diseases due to improved water source		145	138	127	116	106
[C]	Total benefits [A]+ [B]		347,724	306,473	280,231	256,237	234,296
COST							
[D]	Private costs	1,200,981	66,054	61,690	57,614	53,807	50,252
	Capital outlay (inc. contractor labor input)	1,200,981					
	Maintenance		12,010	11,216	10,475	9,783	9,137
	Depreciation cost		54,044	50,473	47,139	44,024	41,115
[E]	Social costs		0				
	Imputed labor cost of community due to delay		0				
	Total cost [D]+ [E]	1,200,981	66,054	61,690	57,614	53,807	50,252
	NET PRESENT BENEFITS - economic, inflation adjusted	(1,200,981)	281,670	244,784	222,618	202,429	184,044
	NET PRESENT BENEFITS - financial, inflation adjusted	(1,200,981)	(33,063)	(43,001)	(40,525)	(38,181)	(35,964)

Conclusion, at 12% discount rate

NPV	1,327,669.98
BCR	1.7
FRR	-
ERR	13.2%

Hence, the project is economically (but not financially) feasible given that a level 2-water system is a club good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	521,387.4	1.3	-	7.3%
30% discount rate	44,476.4	1.0	-	0.8%
10% increase in benefits	1,656,644.5	1.9	-	16.2%
10% increase in costs	-7,669,332.7	0.3	-	-

6	7	8	9	10	11	12	13	14	15
13,064	11,946	10,923	9,988	9,132	8,350	7,635	6,982	6,384	5,837
13,064	11,946	10,923	9,988	9,132	8,350	7,635	6,982	6,384	5,837
201,170	183,945	168,195	153,793	140,625	128,584	117,574	107,506	98,301	89,884
201,170	183,945	168,195	153,793	140,625	128,584	117,574	107,506	98,301	89,884
97	89	81	74	68	62	57	52	47	43
214,235	195,891	179,118	163,781	149,757	136,934	125,209	114,488	104,685	95,721
46,932	43,831	40,935	38,230	35,704	33,345	31,142	29,085	27,163	25,368
8,533	7,969	7,443	6,951	6,492	6,063	5,662	5,288	4,939	4,612
38,399	35,862	33,492	31,279	29,213	27,283	25,480	23,796	22,224	20,756
46,932	43,831	40,935	38,230	35,704	33,345	31,142	29,085	27,163	25,368
167,303	152,060	138,183	125,550	114,053	103,589	94,067	85,404	77,522	70,353
(33,867)	(31,885)	(30,012)	(28,243)	(26,572)	(24,995)	(23,507)	(22,103)	(20,779)	(19,531)

16	17	18	19	20
5,337	4,880	4,463	4,080	3,731
5,337	4,880	4,463	4,080	3,731
82,188	75,150	68,716	62,832	57,452
82,188	75,150	68,716	62,832	57,452
40	36	33	30	28
87,525	80,031	73,178	66,912	61,183
23,692	22,127	20,665	19,299	18,024
4,308	4,023	3,757	3,509	3,277
19,384	18,104	16,908	15,790	14,747
23,692	22,127	20,665	19,299	18,024
63,833	57,904	52,513	47,613	43,159
(18,355)	(17,246)	(16,202)	(15,219)	(14,293)

Component: Barangay Infrastructure Project

Barangay: Malacca

City/Municipality: Panglima Sugala

Province: **Tawi-Tawi**

Region: ARMM

Date visited: 22 August 2012

Basic info:

	Qty	Unit	
Size of boat landing	-		
No. beneficiaries	2385	persons	source: census
Average household size	6.63	persons per household	source: census
No. of household (HH) beneficiaries	360	households	source: field (validated census data)
% of adult females of total population	25.07	%	source: census
No. of female adult beneficiaries	598	persons	derived estimate, source: census
Population growth, Tawi-tawi	4.7	%	source: NSCB
Daily traffic volume (persons)	314	persons per day	derived estimate, source: field and Evaluation of the Economic Impact of Infrastructure Projects
No. of days in a year	365	days	source: Evaluation of the Economic Impact of Infrastructure Projects
Traffic volume growth rate	5	% per year	
Incremental visit of women in town proper	0.5	day per week	
Average time savings of passengers	4.9	minutes per person	derived estimate, source: field and Evaluation of the Economic Impact of Infrastructure Projects
Start date of construction	26-Jul-09		source: GEM3 website
Completion date	19-Jan-10		source: GEM3 website
No. of days of construction	193	days	derived estimate, source: GEM3 website
Delays in completion	103	days	derived estimate, source: GEM3 website
Construction cost	2,193,948	pesos	source: GEM3 website
Salvage value	10	% of total cost	source: Evaluation of the Economic Impact of Infrastructure Projects
Depreciation cost (linear approach)	98,728	pesos per year	derived estimate
Lifespan	20	years	source: GEM3 Infra interview
Maintenance cost	1	% of total cost per year	source: Evaluation of the Economic Impact of Infrastructure Projects
Counterpart laborers employed during construction, from the community	3	persons	source: field
Minimum daily wage agriculture and non-agriculture, ARMM	232	pesos per person-day	source: DOLE-NWPC
No. of violent conflict (last 12 months)	0	incidents	source: field
Type of violent conflict			source: field
Violent conflict actors			source: field
Violent conflict form			source: field
Discount rate	12	%	assumption
2011 inflation rate, ARMM	6.19	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	0	1	2	3	4	5
[A] Private benefits			272,710	271,491	254,523	238,616	223,702
User fee			0	0	0	0	0
Time savings of passengers			272,710	271,491	254,523	238,616	223,702
[B] Social benefits			438,312	436,353	409,081	383,514	359,544
Shadow value of time reallocation of adult women from doing household chores			438,312	436,353	409,081	383,514	359,544
[C] Total benefits [A]+[B]			711,022	707,845	663,604	622,129	583,246

COST

[D] Private costs		2,193,948	120,667	114,408	108,473	102,846	97,511
Capital outlay (inc. contractor labor input)		2,193,948					
Imputed labor cost of community		134,328					
Maintenance			21,939	20,801	19,722	18,699	17,729
Depreciation cost			98,728	93,606	88,750	84,146	79,781
[E] Social cost			76,957				
Imputed traffic cost due to delay in construction			76,957				
Total cost [D]+[E]		2,328,276	197,624	114,408	108,473	102,846	97,511

NET PRESENT BENEFITS - economic, inflation adjusted

	(2,328,276)	513,398	593,437	555,132	519,283	485,735
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NET PRESENT BENEFITS - financial, inflation adjusted

	(2,328,276)	(120,667)	(114,408)	(108,473)	(102,846)	(97,511)
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Conclusion, at 12% discount rate

NPV	4,783,901.5
BCR	2.2
FRR	-
ERR	19.5%

Hence, the project is economically (but not financially) feasible given that a boat landing is an impure public good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	2,215,382.3	1.7	-	13.2%
30% discount rate	774,813.6	1.3	-	6.5%
10% increase in benefits	5,789,597.0	2.5	-	24.4%
10% increase in costs	4,623,751.7	2.1	-	18.8%

6	7	8	9	10	11	12	13	14	15
209,721	196,613	184,325	172,805	162,004	151,879	142,387	133,487	125,144	117,323
0	0	0	0	0	0	0	0	0	0
209,721	196,613	184,325	172,805	162,004	151,879	142,387	133,487	125,144	117,323
337,072	316,005	296,255	277,739	260,380	244,107	228,850	214,547	201,138	188,567
337,072	316,005	296,255	277,739	260,380	244,107	228,850	214,547	201,138	188,567
546,793	512,619	480,580	450,544	422,385	395,986	371,237	348,034	326,282	305,889

92,452 87,656 83,109 78,798 74,710 70,835 67,160 63,676 60,373 57,241

16,809 15,937 15,111 14,327 13,584 12,879 12,211 11,577 10,977 10,407
75,643 71,719 67,998 64,471 61,126 57,956 54,949 52,099 49,396 46,834

92,452 87,656 83,109 78,798 74,710 70,835 67,160 63,676 60,373 57,241

454,341 424,962 397,471 371,746 347,675 325,151 304,077 284,358 265,909 248,648

(92,452) (87,656) (83,109) (78,798) (74,710) (70,835) (67,160) (63,676) (60,373) (57,241)

16	17	18	19	20
109,990	103,116	96,671	90,629	84,965
0	0	0	0	0
109,990	103,116	96,671	90,629	84,965
176,781	165,732	155,374	145,663	136,559
176,781	165,732	155,374	145,663	136,559
286,771	268,848	252,045	236,292	221,524

54,272 51,456 48,787 46,256 43,857

9,868 9,356 8,870 8,410 7,974
44,404 42,101 39,917 37,846 35,883

54,272 51,456 48,787 46,256 43,857

232,500 217,392 203,258 190,036 177,667

(54,272) (51,456) (48,787) (46,256) (43,857)

Component: Barangay Infrastructure Project

Barangay: Parangan

City/Municipality: Panglima Sugala

Province: **Tawi-Tawi**

Region: ARMM

Date visited: 22 August 2012

Basic info:

	Qty	Unit	
Size of boat landing	-		
No. beneficiaries	2026	persons	source: field (validated census)
Average household size	6.63	persons per household	source: census
No. of household (HH) beneficiaries	306	households	source: field (validated census data)
% of adult females of total population	25.07	%	source: census
No. of female adult beneficiaries	508	persons	derived estimate, source: census
Population growth, Tawi-tawi	4.7	%	source: NSCB
Daily traffic volume (persons)	267	persons per day	derived estimate, source: field and Evaluation of the Economic Impact of Infrastructure Projects
No. of days in a year	365	days	
Traffic volume growth rate	5	% per year	source: Evaluation of the Economic Impact of Infrastructure Projects
Incremental visit of women in town proper	0.5	day per week	source: field
Average time savings of passengers	4.9	minutes per person	derived estimate, source: field and Evaluation of the Economic Impact of Infrastructure Projects
Start date of construction	9-Aug-11		source: GEM3 website
Completion date	20-Oct-11		source: GEM3 website
No. of days of construction	73	days	derived estimate, source: GEM3 website
Delays in completion	0	days	derived estimate, source: GEM3 website
Construction cost (inc labor from community paid by the contractor)	1,319,857	pesos	source: GEM3 website
Salvage value	10	% of total cost	source: Evaluation of the Economic Impact of Infrastructure Projects
Depreciation cost (linear approach)	59,394	pesos per year	derived estimate
Lifespan	20	years	source: GEM3 Infra interview
Maintenance cost	1	% of total cost per year	source: Evaluation of the Economic Impact of Infrastructure Projects
Minimum daily wage agriculture and non-agriculture, ARMM	232	pesos per person-day	source: DOLE-NWPC
No. of violent conflict (last 12 months)	0	incidents	source: field
Type of violent conflict			source: field
Violent conflict actors			source: field
Violent conflict form			source: field
Discount rate	12	%	assumption
2011 inflation rate, ARMM	6.19	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	0	1	2	3	4	5
[A] Private benefits			231,890	230,854	216,426	202,899	190,218
User fee			0	0	0	0	0
Time savings of passengers			231,890	230,854	216,426	202,899	190,218
[B] Social benefits			372,705	371,039	347,849	326,109	305,727
Shadow value of time reallocation of adult women from doing household chores			372,705	371,039	347,849	326,109	305,727
[C] Total benefits [A]+[B]			604,595	601,893	564,275	529,008	495,945

COST

[D] Private costs		1,319,857	72,592	68,826	65,256	61,871	58,661
Capital outlay (inc. contractor labor input)		1,319,857					
Maintenance			13,199	12,514	11,865	11,249	10,666
Depreciation cost			59,394	56,313	53,391	50,622	47,996
[E] Social cost			0				
Imputed traffic cost due to delay in construction			0				
Total cost [D]+[E]		1,319,857	72,592	68,826	65,256	61,871	58,661

NET PRESENT BENEFITS - economic, inflation adjusted

	(1,319,857)	532,003	533,067	499,019	467,137	437,284
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NET PRESENT BENEFITS - financial, inflation adjusted

	(1,319,857)	(72,592)	(68,826)	(65,256)	(61,871)	(58,661)
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Conclusion, at 12% discount rate

NPV	5,172,393.3
BCR	3.3
FRR	-
ERR	35.8%

Hence, the project is economically (but not financially) feasible given that a boat landing is an impure public good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	2,847,321.4	2.5	-	29.6%
30% discount rate	1,545,198.5	1.9	-	22.8%
10% increase in benefits	5,913,333.2	3.6	-	40.6%
10% increase in costs	5,080,678.5	3.2	-	35.3%

6	7	8	9	10	11	12	13	14	15
178,329	167,184	156,735	146,939	137,755	129,146	121,074	113,507	106,413	99,762
0	0	0	0	0	-	0	0	0	0
178,329	167,184	156,735	146,939	137,755	129,146	121,074	113,507	106,413	99,762
286,619	268,705	251,911	236,167	221,406	207,568	194,595	182,433	171,031	160,342
286,619	268,705	251,911	236,167	221,406	207,568	194,595	182,433	171,031	160,342
464,948	435,889	408,646	383,106	359,161	336,714	315,669	295,940	277,444	260,103
55,618	52,733	49,998	47,404	44,945	42,613	40,403	38,307	36,320	34,436
10,112	9,588	9,090	8,619	8,172	7,748	7,346	6,965	6,604	6,261
45,506	43,145	40,907	38,785	36,773	34,865	33,057	31,342	29,716	28,175
55,618	52,733	49,998	47,404	44,945	42,613	40,403	38,307	36,320	34,436
409,330	383,156	358,648	335,702	314,217	294,101	275,267	257,633	241,124	225,668
(55,618)	(52,733)	(49,998)	(47,404)	(44,945)	(42,613)	(40,403)	(38,307)	(36,320)	(34,436)

16	17	18	19	20
93,527	87,681	82,201	77,064	72,247
0	0	0	0	0
93,527	87,681	82,201	77,064	72,247
150,320	140,925	132,117	123,860	116,119
150,320	140,925	132,117	123,860	116,119
243,847	228,607	214,319	200,924	188,366
32,649	30,956	29,350	27,827	26,384
5,936	5,628	5,336	5,060	4,797
26,713	25,327	24,013	22,768	21,587
32,649	30,956	29,350	27,827	26,384
211,198	197,651	184,969	173,096	161,982
(32,649)	(30,956)	(29,350)	(27,827)	(26,384)

Component: Barangay Infrastructure Project

Barangay: Batinao

City/Municipality: New Bataan

Province: **Compostela Valley**

Region: Davao

Date visited: 11 August 2012

Basic info:

	Qty	Unit	
Size of solar dryer	240	square meters	source: field
Size of warehouse	36	square meters	source: field
No. beneficiaries (within and neighboring barangays)	260	households	source: field
Population of barangay	1085	persons	source: census
Average household (HH) size, New Bataan	5.14	persons per household	source: census
No. HH of barangay	211	households	source: census
Population growth rate, Compostela Valley	1.3	%	source: census
Volume of palay - harvested	85	sacks per hectare	source: field
Kilogram equivalent of 1 sack of palay	50	kilograms per sack	source: field
% of post harvest losses, without GEM3 solar dryer	8	% per harvest season	source: Evaluation of the Economic Impact of Infrastructure Projects
Production capacity	60	% per harvest	source: Evaluation of the Economic Impact of Infrastructure Projects
Ratio of dry yield palay harvest to wet yield palay harvest, Davao	0.9795		source: DA-BAS
Frequency of harvest in one year	2	times per year	source: field
Farmgate price of palay (wet)	15.04	pesos per kilogram	source: DA-BAS
Farmgate price of palay (dry)	15.3	pesos per kilogram	source: DA-BAS
Land area for palay production	40	hectares	source: field
User fee (goes to association)	1.75	pesos per kg	source: field
User fee (goes to barangay council for social responsibility activities, e.g. feeding program)	2	pesos per sack of palay	source: field
Distance from residence to nearest alternative solar dryer (in another barangay)	1	km	source: field
Fare from site to nearest alternative solar dryer	16	pesos (return trip) per head	source: field
Start date of construction	12-Jul-11		source: GEM3 website
Completion date	27-Sep-11		source: GEM3 website
No. of days of construction	75	days	source: GEM3 website
Delays in completion*	15	days	derived estimate, source: GEM3 website
Project cost	1,092,699	pesos	source: GEM3 website
Salvage value	10	% of total cost	assumption
Depreciation cost (linear approach)	35,671	pesos per year	derived estimate
Lifespan	20	years	source: field
Maintenance cost	1	% of total cost per year	assumption
Counterpart contribution by the provincial govt (inc labor)	300,000	pesos	source: field
Palay worker daily wage rate, Phil	236.14	pesos per person-day	source: BAS

*no reported additional cost due to delay in construction			
No. of violent conflict (last 12 months)	0	incidents	source: field
Type of violent conflict			
Violent conflict actors			
Violent conflict form			
Discount rate	12	%	assumption
2011 inflation rate, Davao	4.5	%	source: NSO

PRESENT VALUE, inflation-adjusted

Year	0	1	2	3	4	5	6
BENEFITS							
[A] Private benefits		365,160	326,036	291,103	259,914	232,066	207,202
User fee		365,160	326,036	291,103	259,914	232,066	207,202
[B] Social benefits		309,874	289,123	269,762	251,698	234,843	219,117
Incremental gross earnings (quantity and price effects)		309,874	289,123	269,762	251,698	234,843	219,117
[C] Total benefits [A] + [B]		675,034	615,159	560,866	511,612	466,909	426,319
COST							
[D] Private costs	1,092,699	46,598	41,606	37,148	33,168	29,614	26,441
Capital outlay	1,092,699						
Maintenance		10,927	9,756	8,711	7,778	6,944	6,200
Depreciation cost		35,671	31,850	28,437	25,390	22,670	20,241
Total cost [D]	1,092,699	46,598	41,606	37,148	33,168	29,614	26,441
NET PRESENT BENEFITS - economic, inflation adjusted	(1,092,699)	628,435	573,553	523,718	478,444	437,295	399,877
NET PRESENT BENEFITS - financial, inflation adjusted	(1,092,699)	318,562	284,430	253,955	226,746	202,452	180,760

Conclusion, at 12% discount rate

NPV	5,042,834.5
BCR	4.4
FRR	18.3%
ERR	48.8%

Hence, the project is economically and financially feasible given that a grain solar dryer with warehouse is a club good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	3,016,920.7	3.2	12.4%	42.8%
30% discount rate	1,840,172.6	2.4	6.0%	36.2%
10% increase in benefits	5,695,371.0	4.8	21.7%	55.0%
10% increase in costs	4,894,581.3	4.0	15.2%	43.2%

7	8	9	10	11	12	13	14	15	16
185,001	165,180	147,482	131,680	117,572	104,975	93,727	83,685	74,719	66,713
185,001	165,180	147,482	131,680	117,572	104,975	93,727	83,685	74,719	66,713
204,444	190,754	177,980	166,062	154,941	144,566	134,885	125,853	117,425	109,562
204,444	190,754	177,980	166,062	154,941	144,566	134,885	125,853	117,425	109,562
389,445	355,933	325,462	297,742	272,513	249,541	228,613	209,538	192,144	176,275
<hr/>									
23,608	21,079	18,820	16,804	15,003	13,396	11,961	10,679	9,535	8,513
5,536	4,943	4,413	3,940	3,518	3,141	2,805	2,504	2,236	1,996
18,072	16,136	14,407	12,863	11,485	10,255	9,156	8,175	7,299	6,517
23,608	21,079	18,820	16,804	15,003	13,396	11,961	10,679	9,535	8,513
<hr/>									
365,837	334,855	306,642	280,938	257,510	236,145	216,652	198,859	182,609	167,762
161,393	144,101	128,662	114,876	102,568	91,579	81,767	73,006	65,184	58,200

17	18	19	20
59,566	53,183	47,485	42,398
59,566	53,183	47,485	42,398
102,225	95,380	88,993	83,033
102,225	95,380	88,993	83,033
161,790	148,563	136,478	125,431
<hr/>			
7,601	6,787	6,060	5,410
1,782	1,591	1,421	1,269
5,819	5,195	4,639	4,142
7,601	6,787	6,060	5,410
<hr/>			
154,189	141,776	130,418	120,020
51,964	46,397	41,426	36,987

Component: Barangay Infrastructure Project

Barangay: Polonuling

City/Municipality: Tupi

Province: **South Cotabato**

Region: Soccsksargen

Date visited: 17 August 2012

Basic info:

	Qty	Unit	
Size of solar dryer	360	square meters	source: field
No. beneficiaries (members of the producers association)	50	households	source: field
Population of barangay	6261	persons	source: census
Average household (HH) size, Tupi	4.66	persons per household	source: census
No. HH of barangay	1344	households	source: census
Population growth rate, South Cotabato	1.46	%	source: census
Volume of palay - harvested	55	sacks per hectare	source: field
Kilogram equivalent of 1 sack of palay	45	kilograms per sack	source: field
% of post harvest losses, without GEM3 solar dryer	8	% per harvest season	source: Evaluation of the Economic Impact of Infrastructure Projects
Production capacity	60	% per harvest	source: Evaluation of the Economic Impact of Infrastructure Projects
Ratio of dry yield palay harvest to wet yield palay harvest, Soccsksargen	0.8713		source: DA-BAS
Frequency of harvest in one year	2	times per year	source: field
Farmgate price of palay (wet)	15.04	pesos per kilogram	source: DA-BAS
Farmgate price of palay (dry)	15.3	pesos per kilogram	source: DA-BAS
Land area for palay production	31	hectares	source: field
User fee	2	pesos per kg	source: field
Start date of construction	27-Oct-09		source: GEM3 website
Completion date	28-Nov-09		source: GEM3 website
No. of days of construction	31	days	derived estimate, source: GEM3 website
Delays in completion	0	days	derived estimate, source: GEM3 website
Project cost	239,150	pesos	source: GEM3 website
Salvage value	10	% of total cost	assumption
Depreciation cost (linear approach): cement foundation	8,071	pesos per year	derived estimate
Lifespan	20	years	source: field
Maintenance cost	1	% of total cost per year	assumption
Counterpart contribution by the provincial govt (inc labor)	59,788	pesos	source: field
Palay worker daily wage rate, Phil	236.14	pesos per person-day	source: DA-BAS
No. of violent conflict (last 12 months)	0	incidents	source: field
Type of violent conflict			
Violent conflict actors			
Violent conflict form			
Discount rate	12	%	assumption
2011 inflation rate, Soccsksargen	4.6	%	source: NSO

PRESENT VALUE, inflation-adjusted

	Year	0	1	2	3	4	5
BENEFITS							
[A]	Private benefits		148,500	138,688	129,525	120,967	112,975
	User fee		148,500	138,688	129,525	120,967	112,975
[B]	Social benefits		100,426	93,791	87,594	81,806	76,401
	Incremental gross earnings (quantity and price effects)		100,426	93,791	87,594	81,806	76,401
[C]	Total benefits [A] + [B]		248,926	232,479	217,119	202,774	189,376
COST							
[D]	Private costs	298,938	10,463	9,342	8,341	7,447	6,649
	Capital outlay	298,938					
	Maintenance		2,392	2,135	1,906	1,702	1,520
	Depreciation cost		8,071	7,207	6,434	5,745	5,129
	Total cost [D]	298,938	10,463	9,342	8,341	7,447	6,649
	NET PRESENT BENEFITS - economic, inflation adjusted	(298,938)	238,463	223,137	208,778	195,326	182,727
	NET PRESENT BENEFITS - financial, inflation adjusted	(298,938)	138,037	129,347	121,184	113,520	106,325

Conclusion, at 12% discount rate

NPV	2,420,933.8
BCR	7.3
FRR	39.8%
ERR	73.3%

Hence, the project is economically and financially feasible given that a grains solar dryer with warehouse is a club good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	1,455,230.5	5.0	33.6%	67.1%
30% discount rate	913,514.1	3.7	26.9%	60.4%
10% increase in benefits	2,701,673.9	8.0	44.8%	81.6%
10% increase in costs	2,382,287.1	6.6	35.3%	65.8%

105,510	98,539	92,028	85,948	80,269	74,966	70,013	65,387	61,067	57,032
105,510	98,539	92,028	85,948	80,269	74,966	70,013	65,387	61,067	57,032
71,353	66,639	62,236	58,124	54,284	50,697	47,348	44,219	41,298	38,569
71,353	66,639	62,236	58,124	54,284	50,697	47,348	44,219	41,298	38,569
176,864	165,178	154,265	144,072	134,553	125,663	117,360	109,606	102,364	95,601
5,937	5,301	4,733	4,226	3,773	3,369	3,008	2,686	2,398	2,141
1,357	1,212	1,082	966	862	770	687	614	548	489
4,580	4,089	3,651	3,260	2,911	2,599	2,320	2,072	1,850	1,652
5,937	5,301	4,733	4,226	3,773	3,369	3,008	2,686	2,398	2,141
170,927	159,877	149,532	139,846	130,780	122,294	114,352	106,920	99,966	93,460
99,573	93,238	87,296	81,722	76,496	71,597	67,005	62,701	58,669	54,891

16	17	18	19	20
53,264	49,744	46,458	43,388	40,522
53,264	49,744	46,458	43,388	40,522
36,021	33,641	31,418	29,342	27,404
36,021	33,641	31,418	29,342	27,404
89,284	83,385	77,876	72,730	67,925

1,912	1,707	1,524	1,361	1,215
437	390	348	311	278
1,475	1,317	1,176	1,050	937
1,912	1,707	1,524	1,361	1,215
87,373	81,679	76,352	71,370	66,710
51,352	48,038	44,934	42,028	39,307

Component: Former Combatant Reintegration

Barangay: Moro Point

City/Municipality: Parang

Province: **Maguindanao**

Region: ARMM

Date visited: 24 August 2012

Basic info:

	Qty	Unit	
Size of solar dryer (120 sq m x 2 levels)	240	square meters	source: field
No. beneficiaries	50	farmers	source: field
No. members of cooperative who are former MNLF combatants	35	persons	source: field
Population of barangay	533	persons	source: census
Average household (HH) size, Parang	5.15	persons per household	source: census
No. HH of barangay	103	households	source: census
% HH with former MNLF combatants	50	%	source: field
Volume of seaweed - harvested (wet seaweed)	1,000	kilograms per harvest-farmer operator	source: field
Capacity of GEM3 solar dryer	1,000	kilograms	source: field
Conversion rate of wet to dried seaweed	40	%	source: field
% of post harvest losses due to high tide season, without GEM3 solar dryer	8	% per harvest season	source: Evaluation of the Economic Impact of Infrastructure Projects
Frequency of harvest in one year	8.1	times per year, i.e. every 45 days	source: field
Duration of sun drying process	3	days per harvest	source: field
Farmgate price of dried seaweed	30	pesos per kilogram	source: field
Farmgate price of wet seaweed	25	pesos per kilogram	source: field
High tide season	50	% (or half of the time)	assumption
Seaweed seedlings	10	kilograms per grow out	source: field
User fee	0	pesos	source: field
Fare from site to the wharf in Poblacion 1, Bacolod	20	pesos (return trip) per head	source: field
Fare from site to the wharf in Poblacion 1, Bacolod	300	pesos (return trip), chartered	source: field
Farmers employed	3	persons	source: field
Salary of employed farmers	1,500	pesos per person-month	source: field
Fish farming permit fee for the municipal government	0		source: field
Profit tax for the barangay	0		source: field
Start date of construction	24-Aug-09		source: GEM3 website
Completion date	8-Mar-10		source: GEM3 website
No. of days of construction	194	days	derived estimate, source: GEM3 website
No. of days to replace bamboo slats	3	days	source: field
Delays in completion	134	days	derived estimate, source: GEM3 website
Project cost	661,146	pesos	source: GEM3 website
Cost of replacement of bamboo slats	10,000	pesos	source: field
Unpaid loan made by the barangay chief to the contractor for construction	8,000	pesos	source: field
Salvage value	10	% of total cost	Source: field estimate
Depreciation cost (linear approach): cement foundation	29,302	pesos per year	derived estimate
Depreciation cost (linear approach): bamboo cage	970	pesos per year	source: field

Lifespan (cement structure)	20	years	source: field estimate
Lifespan (bamboo slats)	3	years	source: field estimate
Maintenance cost	1	% of total cost per year	assumption
Unpaid laborers employed during construction, from the community	6	persons	source: field
Minimum daily wage, agriculture, ARMM	232	pesos per person-day	source: DOLE-NWPC
No. of violent conflict (last 12 months)	0	incidents	source: field
Type of violent conflict			
Violent conflict actors			
Violent conflict form			
Discount rate	12	%	assumption
2011 inflation rate, ARMM	6.19	%	source: NSCB

PRESENT VALUE, inflation-adjusted

Year	0	1	2	3	4	5
BENEFITS						
[A] Private benefits		209,548	187,097	167,051	149,152	133,172
User fee						
Incremental gross earnings		209,548	187,097	167,051	149,152	133,172
[B] Total benefits [A]		209,548	187,097	167,051	149,152	133,172
COST						
[C] Private costs	661,146	39,336	35,121	31,358	36,083	24,999
Capital outlay	661,146	0	0	0	0	0
Imputed value of labor cost (replacement of bamboo slats) by the community	0	0	0	0	526	0
Operating cost (excluding labor)		170	152	135	121	108
Maintenance (including replacement of bamboo cages every after 5 years)		7,021	6,268	5,597	12,556	4,462
Depreciation cost		32,145	28,701	25,626	22,880	20,429
[D] Social costs		29,778				
Foregone earnings due to disruption of production		29,778				
Total cost [C] + [D]	661,146	69,114	35,121	31,358	36,083	24,999
NET PRESENT BENEFITS - economic, inflation adjusted	(661,146)	140,434	151,975	135,692	113,069	108,173
NET PRESENT BENEFITS - financial, inflation adjusted	(661,146)	170,212	151,975	135,692	113,069	108,173

Conclusion, at 12% discount rate

NPV	723,014.4
BCR	1.7
FRR	14.7%
ERR	13.7%

Hence, the project is economically and financially feasible given that a seaweed solar dryer is a club good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	298,254.6	1.3	8.8%	7.8%
30% discount rate	39,181.3	1.0	2.5%	1.4%
10% increase in benefits	899,757.3	1.9	17.9%	16.8%
10% increase in costs	621,095.3	1.5	11.7%	10.8%

6 7 8 9 10 11 12 13 14 15 16

118,903	106,164	94,789	95,212	75,565	67,469	60,240	53,786	48,023	42,878	38,284
118,903	106,164	94,789	95,212	75,565	67,469	60,240	53,786	48,023	42,878	38,284
118,903	106,164	94,789	95,212	75,565	67,469	60,240	53,786	48,023	42,878	38,284

22,320	25,683	17,794	15,896	18,281	12,665	11,308	13,012	9,015	8,049	9,262
0	0	0	0	0	0	0	0	0	0	0
0	374	0	0	267	0	0	190	0	0	135
96	86	77	77	61	55	49	44	39	35	31
3,984	8,937	3,176	2,836	6,361	2,260	2,018	4,528	1,609	1,437	3,223
18,240	16,286	14,541	12,983	11,592	10,350	9,241	8,251	7,367	6,578	5,873

22,320	25,683	17,794	15,896	18,281	12,665	11,308	13,012	9,015	8,049	9,262
96,583	80,480	76,995	79,316	57,284	54,804	48,932	40,774	39,008	34,829	29,022
96,583	80,480	76,995	79,316	57,284	54,804	48,932	40,774	39,008	34,829	29,022

17	18	19	20
34,182	34,334	27,250	24,330
34,182	34,334	27,250	24,330
34,182	34,334	27,250	24,330

6,417	5,732	6,592	4,567
0	0	0	0
0	0	96	0
28	28	22	20
1,145	1,023	2,294	815
5,244	4,682	4,180	3,732

6,417	5,732	6,592	4,567
27,765	28,602	20,657	19,763
27,765	28,602	20,657	19,763

Component: Former Combatant Reintegration

Barangay: Manili

City/Municipality: Carmen

Province: North Cotabato

Region: Soccsksargen

Date visited: 25 August 2012

Basic info:

	Qty	Unit	
Size of consolidation facility	288	square meters	source: field
Capacity of consolidation facility	1,000	clusters of bananas	source: field
Population of barangay	2,594	persons	source: census
Average household (HH) size, Carmen	4.57	persons per household	source: census
No. HH of barangay	568	households	source: census
% HH with former MNLF combatants	50	%	source: field
Members of the cooperative	100	persons	source: field
% of cooperative members who are former MNLF combatants	100%	%	source: field
Volume of cardaba bananas harvested	500	kilograms per hectare	source: field
Farmland area for cardaba banana production, 2012	200	hectares	source: field
Farmland area for cardaba banana production, 2012	7	hectares per farmer	source: field
Farmland area for cardaba banana production, 2006	2	hectares per farmer	source: field
Average expansion rate of land devoted to banana production*	0.83	hectares per year	derived estimate
Frequency of harvest in one year	12	times per year	source: field
Farmgate price of cardaba bananas (before PRC ban on Phil banana export in 2012)	7	pesos per kilogram	source: field
Farmgate price of cardaba bananas (after PRC ban on Phil banana export in 2012)	4	pesos per kilogram	source: field
Product substitution: Volume of <i>lacatan</i> bananas harvested (due to PRC ban 2012)	500	kilograms per hectare	source: field
Land substitution: Farmland area for <i>lacatan</i> banana production (due to PRC ban)	1	hectare	source: field
Farmgate price of <i>lacatan</i> bananas	15	pesos per kilogram	source: field
<i>*assume farmland expansion will be devoted to lacatan banana production starting 2012</i>			source: field
<i>(note: farmers stopped using fertilizers/pesticides)</i>			
Transportation fare from site to market (jeepney)	2,000	pesos (return trip, chartered trip)	source: field
Cargo capacity of jeepney	4,000	kilograms per trip	source: field
Farmers employed	3	persons per hectare	source: field
User fee: harvest fee for the association	5	% of sales per harvest	source: field
<i>(note: farmers do not use fertilizers or pesticides)</i>			
Start date of construction	2009		source: field
Completion date			source: field
No. of days of construction	10	days	source: field
Delays in completion	0	months	source: field
Project cost (consolidation facility)	1,000,000	pesos	source: field
Salvage value	10	% of total cost	assumption
Depreciation cost (linear approach):	80,000	pesos per year	derived estimate
Lifespan (net, security post)	10	years	source: field
Lifespan (cage - bamboo)	5	years	source: field
Maintenance cost	1	% of total cost per year	assumption

Unpaid laborers employed during construction, from the community	3	persons	source: field
Minimum daily wage, agriculture (plantation), ARMM	232	pesos per person	source: DOLE-NWPC
Minimum daily wage, agriculture (non-plantation), ARMM	232	pesos per person	source: DOLE-NWPC
No. of violent conflict (last 12 months)	0	incidents	source: field
Type of violent conflict			
Violent conflict actors			
Violent conflict form			
Discount rate	12	%	assumption
2011 inflation rate, Soccsksargen	4.6	%	source: NSO

PRESENT VALUE, inflation-adjusted

Year	0	1	2	3	4	5
BENEFITS						
[A] Private benefits		8,676,570	7,779,625	6,975,279	4,463,907	5,560,650
Incremental gross sales		8,676,570	7,779,625	6,975,279	4,463,907	5,560,650
User fees		433,829	388,981	348,764	223,195	278,032
[B] Total benefits [A]+[B]		8,676,570	7,779,625	6,975,279	4,463,907	5,560,650
COST						
[C] Private costs	1,006,960	8,067,620	7,230,867	6,480,806	5,718,960	5,203,472
Capital outlay	1,000,000					
Imputed value of labor cost (construction and operation)	6960	6,901,592	6,188,136	5,548,336	4,974,599	4,460,113
Operating cost (excluding labor)		627,600	560,357	500,319	446,713	398,851
Maintenance		10,460	9,339	8,339	7,445	6,648
User fees		433,829	388,981	348,764	223,195	278,032
Depreciation cost		94,140	84,054	75,048	67,007	59,828
Total cost [D]+[E]	1,006,960	8,067,620	7,230,867	6,480,806	5,718,960	5,203,472
NET PRESENT BENEFITS - economic, inflation adjusted	(1,006,960)	608,950	548,758	494,473	(1,255,053)	357,178
NET PRESENT BENEFITS - financial, inflation adjusted	(1,006,960)	608,950	548,758	494,473	(1,255,053)	357,178

Conclusion, at 12% discount rate

NPV	1,426,238.7
BCR	1.0
FRR	21.6%
ERR	21.6%

Hence, the project is economically and financially feasible given that a consolidation facility is a club good.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	744,136.1	1.0	16.7%	16.7%
30% discount rate	351,637.0	1.0	11.4%	11.4%
10% increase in benefits	8,559,124.9	1.1	126.6%	126.6%
10% increase in costs	-5,564,023.7	0.9	-	-

4,964,866	4,432,916	3,957,961	3,533,893	3,155,262	2,817,198	2,515,356	2,245,853	2,005,226	1,790,380
4,964,866	4,432,916	3,957,961	3,533,893	3,155,262	2,817,198	2,515,356	2,245,853	2,005,226	1,790,380
248,243	221,646	197,898	176,695	157,763	140,860	125,768	112,293	100,261	89,519
4,964,866	4,432,916	3,957,961	3,533,893	3,155,262	2,817,198	2,515,356	2,245,853	2,005,226	1,790,380

4,662,481	4,177,683	3,743,247	3,353,946	3,005,096	2,692,497	2,412,387	2,161,391	1,936,487	1,734,965
3,998,768	3,585,082	3,214,138	2,881,528	2,583,294	2,315,888	2,076,129	1,861,161	1,668,425	1,495,624
356,117	317,962	283,894	253,477	226,319	202,070	180,420	161,089	143,830	128,419
5,935	5,299	4,732	4,225	3,772	3,368	3,007	2,685	2,397	2,140
248,243	221,646	197,898	176,695	157,763	140,860	125,768	112,293	100,261	89,519
53,418	47,694	42,584	38,022	33,948	30,311	27,063	24,163	21,574	19,263
4,662,481	4,177,683	3,743,247	3,353,946	3,005,096	2,692,497	2,412,387	2,161,391	1,936,487	1,734,965
302,385	255,233	214,714	179,948	150,166	124,701	102,969	84,462	68,739	55,415
302,385	255,233	214,714	179,948	150,166	124,701	102,969	84,462	68,739	55,415

16	17	18	19	20
1,598,554	1,427,280	1,274,357	1,137,819	1,015,910
1,598,554	1,427,280	1,274,357	1,137,819	1,015,910
79,928	71,364	63,718	56,891	50,795
1,598,554	1,427,280	1,274,357	1,137,819	1,015,910

1,554,396	1,392,604	1,247,638	1,117,749	1,001,371
1,340,698	1,201,802	1,077,279	965,643	865,563
114,660	102,375	91,406	81,613	72,869
1,911	1,706	1,523	1,360	1,214
79,928	71,364	63,718	56,891	50,795
17,199	15,356	13,711	12,242	10,930
1,554,396	1,392,604	1,247,638	1,117,749	1,001,371
44,158	34,676	26,720	20,070	14,539
44,158	34,676	26,720	20,070	14,539

Component: Former Combatant Reintegration

Barangay: Moro Point

City/Municipality: Parang

Province: **Maguindanao**

Region: ARMM

Date visited: 24 August 2012

Basic info:

	Qty	Unit	
Size of fish cage - milkfish	36	square meters	source: field
No. fish cage - milkfish	2	pieces	source: field
Size of fish cage - grouper	16	square meters	source: field
No. fish cage - grouper	4	pieces	source: field
No. beneficiaries (members of the cooperative)	25	persons	source: field
No. members of cooperative who are former MNLF combatants	19	persons	source: field
Population of barangay	533	persons	source: census
Average household (HH) size, Parang	5.15	persons per household	source: census
No. HH of barangay	103	households	source: census
% HH with former MNLF combatants	50	%	source: field
Volume of milkfish harvested	1,000	kilograms per cage-harvest	source: field
Volume of grouper harvested	180	kilograms per cage-harvest times per year, i.e. every 4 months	source: field
Frequency of harvest in one year - milkfish	3	months	source: field
Frequency of harvest in one year - grouper	1	i.e. every 8 months	source: field
Farmgate price of milkfish	85	pesos per kilogram	source: field
Farmgate price of grouper	450	pesos per kilogram	source: field
Volume of fingerlings per grow out - milkfish	3,500	pieces per growout	source: field
Volume of fingerlings per grow out - grouper	1,200	pieces per growout	source: field
Buying price of fingerlings - milkfish	3.5	pesos per piece	source: field
Buying price of fingerlings - grouper	48	pesos per piece	source: field
Fare from site to Cotabato for purchase of the fingerlings	1,300	pesos (return trip, chartered trip)	source: field
Farmers employed	3	persons	source: field
Salary of employed farmers	1,500	pesos per person-month	source: field
Volume of feeds - milkfish	65	sacks per cultivation cycle	source: field
Volume of feeds - grouper	20	sacks per cultivation cycle	source: field
Buying price of feeds - milkfish or grouper	650	pesos per sack	source: field
Hatchery soon to open within the site within 2012 (construction on-going)			source: field
Fish farming permit fee for the municipal government	800	pesos per operator-year	source: field
Profit tax for the barangay	5	% of total profits	source: field
Technology adoption externality: no. households/operators	2	operators	source: field
Technology adoption externality: size of fishcage - milkfish	36	square meters	source: field
Technology adoption externality: no. fishcage - milkfish	1	piece per operator	source: field
Technology adoption externality: length of months of adoption	4	years	source: field
Growth of technology adoption	2	operators every four years	field estimate
Scale		constant returns to scale	assumption
Recommended stocking of fish (pen culture: milkfish, Philippines)	12	fingerlings per square meter	source: Yap, et al (2007)
Average mortality rate of milkfish (for recommended stocking)	10	%	source: Yap, et al (2007)
Start date of construction	2008		source: field

Completion date	-		
No. of days of construction	15	days	source: field
Delays in completion	0	months	source: field
Project cost (GEM3 assistance: net, security post, etc)	86,950	pesos	source: field
Operating cost (GEM3 assistance: fingerlings and feeds) - first year	363,050	pesos	source: field
Cost of bamboo cage replacement - community counterpart	20,000	pesos	source: field
Salvage value	10	% of total cost	assumption
Depreciation cost (linear approach): net, security post, etc	7,826	pesos per year	derived estimate
Depreciation cost (linear approach): bamboo cage	1,900	pesos per year	source: field
Lifespan (net, security post)	10	years	source: field
Lifespan (cage - bamboo)	5	years	source: field
Maintenance cost	1	% of total cost per year	assumption
Unpaid laborers employed during construction, from the community	6	persons	source: field
No. of violent conflict (last 12 months)	0	incidents	source: field
Type of violent conflict			
Violent conflict actors			
Violent conflict form			
2011 91-day T-bill rate	12	%	assumption
2011 inflation rate, ARMM	6.19	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	0	1	2	3	4	5			
BENEFITS										
[A]	Private benefits		885,625	1,097,929	706,015	875,262	562,830			
	Incremental gross sales		885,625	1,097,929	706,015	875,262	562,830			
[B]	Social benefits					239,756	256,896			
	Positive externality due to technology adoption by neighboring farmers					239,756	256,896			
[C]	Total benefits [A]+[B]		885,625	1,097,929	706,015	1,115,018	819,726			
COST										
[D]	Private costs	89,200	794,171	736,151	633,109	586,855	504,710			
	Capital outlay	86,950	0	0	0	0	0			
	Labor cost (construction and operation)	2250	57,343	51,199	45,713	40,815	36,442			
	Operating cost (excluding labor)		719,915	655,107	573,912	522,247	457,519			
	Maintenance (including replacement of bamboo cages every after 5 years)		923	824	736	657	587			
	Fee for the municipal permit		850	759	677	605	540			
	Profit tax		4,813	19,041	3,837	15,179	3,059			
	Depreciation cost		10,328	9,221	8,233	7,351	6,563			
[E]	Social cost		337,846	444,762	286,001	510,715	367,421			
	Environmental damage		337,846	444,762	286,001	510,715	367,421			
	Total cost [D]+[E]	89,200	1,132,018	1,180,912	919,109	1,097,570	872,131			
	NET PRESENT BENEFITS - economic, inflation adjusted	(89,200)	(246,393)	(82,984)	(213,095)	17,448	(52,405)			
	NET PRESENT BENEFITS - financial, inflation adjusted	(89,200)	91,453	361,778	72,906	288,407	58,120			
6	7	8	9	10	11	12	13	14	15	16

697,754	448,685	556,245	357,689	443,435	285,147	353,504	227,318	281,811	181,216	224,658
697,754	448,685	556,245	357,689	443,435	285,147	353,504	227,318	281,811	181,216	224,658
229,371	379,436	365,707	322,210	415,845	390,455	345,549	399,746	368,109	328,669	356,431
229,371	379,436	365,707	322,210	415,845	390,455	345,549	399,746	368,109	328,669	356,431
927,125	828,121	921,952	679,899	859,280	675,602	699,053	627,064	649,920	509,885	581,089

479,285	402,352	372,957	320,753	328,950	262,198	237,021	203,844	188,952	162,503	154,317
0	0	0	0	33296	0	0	0	0	0	0
32,538	29,052	25,939	23,160	20,678	18,463	16,485	14,718	13,141	11,733	10,476
416,332	364,731	331,898	290,762	264,587	231,793	210,927	184,784	168,150	147,309	134,048
12,575	468	418	373	333	7,135	265	237	212	189	4,049
482	430	384	343	306	274	244	218	195	174	155
11,498	2,439	9,647	1,944	6,026	1,208	6,131	1,235	4,887	985	3,702
5,860	5,232	4,672	4,171	3,724	3,325	2,969	2,651	2,367	2,113	1,887
407,139	404,053	423,808	322,109	416,969	327,419	332,405	317,327	315,269	252,971	291,411
407,139	404,053	423,808	322,109	416,969	327,419	332,405	317,327	315,269	252,971	291,411
886,425	806,405	796,764	642,861	745,919	589,617	569,426	521,171	504,220	415,475	445,728

40,700	21,716	125,188	37,038	113,360	85,985	129,627	105,892	145,700	94,411	135,361
218,468	46,333	183,288	36,936	114,485	22,949	116,483	23,474	92,859	18,713	70,341

17	18	19	20
144,465	179,096	115,166	142,774
144,465	179,096	115,166	142,774
327,952	292,814	306,267	280,363
327,952	292,814	306,267	280,363
472,416	471,910	421,433	423,138

129,547	120,082	103,274	105,913
0	0	0	10,720
9,354	8,352	7,457	6,658
117,434	106,862	93,617	85,190
151	134	120	107
139	124	110	99
785	3,106	626	1,940
1,685	1,504	1,343	1,199
237,454	232,311	217,825	210,669
237,454	232,311	217,825	210,669
367,000	352,393	321,099	316,582

105,416	119,517	100,334	106,555
14,918	59,014	11,893	36,861

Conclusion, at 12% discount rate

NPV	800,170.8
BCR	1.1
FRR	177%
ERR	7%

Hence, the project is financially feasible given that fish cage farming is a private good. It is not economically feasible due to the environmental impact of the project.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	3,847.0	1.0	172.9%	0.1%
30% discount rate	-325,770.6	0.9	163.6%	-
10% increase in benefits	2,237,390.7	1.2	267.4%	24.1%
10% increase in costs	557,032.0	1.0	99.3%	

Component: Former Combatant Reintegration
 Barangay: Kitulaan
 City/Municipality: Carmen
 Province: **North Cotabato**
 Region: Soccsksargen
 Date visited: 21 August 2012

Basic info:	Qty	Units	
Volume of <i>Buri</i> mat produced	10	mats per month	source: field
Selling price of <i>Buri</i> mat	250	pesos per mat	source: field
cost of goods (paint, shipping, packaging, but exc labor)	65	% of price	source: field
Labor	1	person per mat	source: field
Work day	3	days per mat	source: field
Minimum daily wage, agriculture, Soccsksargen	270	pesos per person	source: DOLE-NWPC
Cost of training	30,000	pesos	source: field estimate
Discount rate	12	%	assumption
2011 inflation rate, Soccsksargen	4.6	%	source: NSCB

Present value, inflation adjusted

	Year	0	1	2	3	4	5
[A] Private benefits			30,000	28,018	25,016	22,336	19,943
Sales			30,000	28,018	25,016	22,336	19,943
[B] Social benefits			97,200	90,778	81,052	72,368	64,614
Shadow value of freed-up time of adult women from household chores			97,200	90,778	81,052	72,368	64,614
Total benefits [A] + [B]			127,200	118,796	106,068	94,703	84,556
[C] Private costs		30,000	116,700	104,196	93,033	83,065	74,165
Cost of goods			19,500	17,411	15,545	13,880	12,393
Labor			97,200	86,786	77,487	69,185	61,772
Training cost		30,000	0	0	0	0	0
Total cost [C]		30,000	116,700	104,196	93,033	83,065	74,165
NET PRESENT BENEFITS - economic, inflation-adjusted		(30,000)	10,500	14,599	13,035	11,638	10,391
NET PRESENT BENEFITS - financial, inflation-adjusted		(30,000)	(86,700)	(76,179)	(68,017)	(60,729)	(54,222)

6 7 8 9 10 11 12 13 14 15

17,806	15,898	14,195	12,674	11,316	10,104	9,021	8,054	7,191	6,421
17,806	15,898	14,195	12,674	11,316	10,104	9,021	8,054	7,191	6,421
57,691	51,510	45,991	41,063	36,664	32,735	29,228	26,096	23,300	20,804
57,691	51,510	45,991	41,063	36,664	32,735	29,228	26,096	23,300	20,804
75,497	67,408	60,186	53,737	47,980	42,839	38,249	34,151	30,492	27,225

66,219	59,124	52,789	47,133	42,083	37,574	33,548	29,954	26,745	23,879
11,065	9,879	8,821	7,876	7,032	6,278	5,606	5,005	4,469	3,990
55,154	49,245	43,968	39,257	35,051	31,296	27,943	24,949	22,276	19,889
0	0	0	0	0	0	0	0	0	0
66,219	59,124	52,789	47,133	42,083	37,574	33,548	29,954	26,745	23,879

					0	0	0	0	0
9,278	8,284	7,396	6,604	5,896	5,265	4,701	4,197	3,747	3,346
(48,413)	(43,226)	(38,594)	(34,459)	(30,767)	(27,471)	(24,527)	(21,900)	(19,553)	(17,458)

16	17	18	19	20
5,733	5,119	4,570	4,081	3,643
5,733	5,119	4,570	4,081	3,643
18,575	16,585	14,808	13,221	11,805
18,575	16,585	14,808	13,221	11,805
24,308	21,704	19,378	17,302	15,448

21,321	19,036	16,997	15,176	13,550
3,563	3,181	2,840	2,536	2,264
17,758	15,855	14,157	12,640	11,286
0	0	0	0	0
21,321	19,036	16,997	15,176	13,550
0	0	0	0	0
2,987	2,667	2,381	2,126	1,898
(15,588)	(13,918)	(12,426)	(11,095)	(9,906)

Conclusion, at 12% discount rate

NPV	100,939
BCR	1.1
FRR	-
ERR	37.0%

Hence, the project is economically (but not financially) feasible given that *Buri* weaving is a private good. Reason: not enough volume sold.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	59,697.0	1.1	-	30.8%
30% discount rate	16,329.4	1.0	-	15.3%
10% increase in benefits	211,661.8	1.2	-	77.5%
10% increase in costs	3,310.7	1.0	-	1.3%

Component: Workforce Preparation- Job Enabling English Proficiency Project,

Barangay: Poblacion

City/Municipality: Datu Odin Sinsuat

Province: **Maguindanao**

Region: ARMM

Date visited: 23 August 2012

Basic info:

	Qty	Unit	
No. units of computers used by students - JEEP Start	31	units	source: field
No. units of computers used by students - JEEP Accelerate, given on 2nd year	10	units	source: field
No. units of computers used by the teacher - JEEP Start	1	unit	source: field
No. beneficiaries (JEEP Start - students), 1st school year	450	students per semester	source: field
No. beneficiaries (JEEP Start - students), 2nd school year	570	students per semester	source: field
No. beneficiaries (JEEP Accelerate - students), 2nd school year	330	students per semester	source: field
No. of student dropouts per JEEP class	1	student per class-semester	
No. teachers (part-time), 1st school year onwards	8	persons	source: field
Additional teachers (full-time), 2nd school year	2	persons	source: field
No. teaching assistants	2	persons	source: field
No. IT personnel	1	person	source: field
College enrollment growth rate, ARMM	2.22	% per year	source: CHED
No. classes per day	9	classes	source: field
No. hours per class session - normal days	1	hour	source: field
No. hours per class session - Ramadan or imposition of curfew due to violent conflict	0.45	hour	source: field
No. times sessions per week for a class	3	sessions per class-week	source: field
No. semesters in a school year	2	semesters per school year	source: field
No. months per semester	5	months per semester	source: field
Attendance rate of a teaching assistant per week	3	days per week	source: field
Attendance rate of IT personnel for JEEP in a week	1	day per week	source: field
Required no. of hours devoted by teaching assistants	2	hours per day	source: field
Required no. of hours devoted by IT personnel (on-call)	1	hour per day	source: field
Electricity bill (based on university allotment of expenditures)	10,400	per month	source: field
Annual license fee of software (for JEEP start computer units only)	10,000	pesos per computer unit-year	source: field
Monthly teacher salary inc. taxes and other dues (entry level)	19,000	pesos per teacher-month	source: field
Teacher's incentive provided by GEM3 for the first year	14,250	pesos per teacher-semester	source: field
Teacher's incentive provided by MSU-JEEP for the 2nd year onwards	8,000	pesos per teacher-year	
Average number of headphone set replaced per year	6	units	source: field
Replacement cost of headphone set	1,500	pesos per unit	source: field
User fee - JEEP Start	1,000	pesos per student-semester	source: field
User fee - JEEP Accelerate	600	pesos per student-semester	source: field
Teaching assistant salary	600	pesos per person-month	source: field
Start of GEM3 JEEP training of teachers			source: field
Start date of JEEP Start	Jun-10		source: field
Start date of JEEP Accelerate	Jun-11		source: field
Project cost (hardware)	22,000	pesos per unit	source: field estimate
Project cost (software, given free by GEM3 for the first year)	10,000	pesos per unit	source: field

Project cost (training*)	168,000	persons	source field
Salvage value	10	% of total cost	source: field estimate
Depreciation cost (linear approach)	4,950	pesos per computer unit-year	derived estimate
Lifespan of computers	4	years	source: field estimate
Maintenance cost (excluding replacement of damaged headphone set)	1	% of total cost per year	source: field
Minimum daily wage rate, non-agriculture, ARMM	232	pesos per person-day	source: DOLE-NWPC
Minimum hourly wage rate non-agriculture, ARMM	29	pesos per person-hour	
* note: this refers to per diem only			
No. of violent conflict (last 12 months)	1	incident	source: field
Type of violent conflict		secessionism	
Violent conflict actors		BIFF and AFP	
Violent conflict form		firefight	
Discount rate	12	%	assumption
2011 inflation rate, ARMM	6.19	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	1	2	3	4	5	6
BENEFITS							
[A] Private benefits		900,000	1,488,650	1,411,427	1,338,209	1,268,789	1,202,971
User fee of students		900,000	1,488,650	1,411,427	1,338,209	1,268,789	1,202,971
[B] Total benefits [A]		900,000	1,488,650	1,411,427	1,338,209	1,268,789	1,202,971
COST							
[C] Private costs		3,138,000	2,626,022	2,292,030	2,173,131	2,629,299	2,122,075
Capital outlay (hardware)		704,000	208,588	0	0	568,899	168,559
Training cost		168,000					
License fee for the software		320,000	303,400	287,661	272,739	258,590	245,176
Maintenance (including replacement of damaged headphone set)		16,040	17,294	16,397	15,546	14,740	13,975
Salary		1,533,160	1,813,915	1,719,818	1,630,602	1,546,015	1,465,815
Teacher incentive		228,000	75,850	71,915	68,185	64,648	61,294
Electricity bill		10,400	9,861	9,349	8,864	8,404	7,968
Depreciation cost		158,400	197,115	186,890	177,195	168,003	159,288
Total cost [C]		3,138,000	2,626,022	2,292,030	2,173,131	2,629,299	2,122,075
NET PRESENT BENEFITS - economic, inflation adjusted		(2,238,000)	(1,137,372)	(880,603)	(834,922)	(1,360,509)	(919,104)
NET PRESENT BENEFITS - financial, inflation adjusted		(2,238,000)	(1,137,372)	(880,603)	(834,922)	(1,360,509)	(919,104)

Conclusion, at 12% discount rate

NPV	(16,047,647.0)
BCR	0.5
FRR	-
ERR	-

Hence, the project is not economically and financially feasible, given that the JEEP project, which is a private good, is implemented by a public school.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	-10,450,434.2	0.5	-	-
30% discount rate	-7,374,358.5	0.5	-	-
10% increase in benefits	-14,130,951.6	0.6	-	-
10% increase in costs	-30,483,631.9	0.2	-	-

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1,140,567	1,081,400	1,025,302	972,115	921,686	873,874	828,542	785,561	744,810
1,140,567	1,081,400	1,025,302	972,115	921,686	873,874	828,542	785,561	744,810
1,140,567	1,081,400	1,025,302	972,115	921,686	873,874	828,542	785,561	744,810

1,852,178	1,756,096	2,124,723	1,714,838	1,496,736	1,419,092	1,716,978	1,385,752	1,209,504
0	0	459,724	136,211	0	0	371,501	110,072	0
232,458	220,399	208,966	198,125	187,848	178,103	168,864	160,104	151,799
13,250	12,563	11,911	11,293	10,707	10,152	9,625	9,126	8,653
1,389,776	1,317,682	1,249,327	1,184,518	1,123,071	1,064,812	1,009,575	957,203	907,548
58,114	55,100	52,241	49,531	46,962	44,526	42,216	40,026	37,950
7,555	7,163	6,791	6,439	6,105	5,788	5,488	5,203	4,933
151,025	143,190	135,762	128,720	122,042	115,711	109,709	104,018	98,622
1,852,178	1,756,096	2,124,723	1,714,838	1,496,736	1,419,092	1,716,978	1,385,752	1,209,504

(711,611)	(674,696)	(1,099,421)	(742,723)	(575,049)	(545,219)	(888,436)	(600,191)	(464,694)
(711,611)	(674,696)	(1,099,421)	(742,723)	(575,049)	(545,219)	(888,436)	(600,191)	(464,694)

16	17	18	19	20
706,173	669,540	634,808	601,877	570,655
706,173	669,540	634,808	601,877	570,655
706,173	669,540	634,808	601,877	570,655

1,146,761	1,387,481	1,119,819	977,394	926,692
0	300,208	88,948	0	0
143,924	136,458	129,379	122,668	116,304
8,204	7,778	7,375	6,992	6,629
860,469	815,832	773,511	733,385	695,341
35,981	34,115	32,345	30,667	29,076
4,678	4,435	4,205	3,987	3,780
93,506	88,655	84,056	79,696	75,562
1,146,761	1,387,481	1,119,819	977,394	926,692

(440,588)	(717,941)	(485,011)	(375,517)	(356,037)
(440,588)	(717,941)	(485,011)	(375,517)	(356,037)

Project Name: Surigao State College and Technology (JEEP)	WORKFORCE
Component: Workforce Preparation- Job Enabling English Proficiency Project	

Barangay: Poblacion
 City/Municipality: Surigao City
 Province: **Surigao del Norte**
 Region: Caraga
 Date visited: 13 August 2012

Basic info:			
	Qty	Unit	
No. units of computers used by students - JEEP Start	42	units	source: field
No. units of computers used by students - JEEP Accelerate	5	units	source: field
No. units of computers used by the teacher - JEEP Start	1	unit	source: filed
No. beneficiaries (JEEP Start - students)	631	students per semester	source: field
No. beneficiaries (JEEP Accelerate - students)	252	students per semester	source: field
No. teachers (1st year of project onwards)	6	persons	source: field
Additional no. teachers (starting 2nd year of project due to JEEP Accelerate)	2	persons	source: field
No. teaching assistants	3	persons	source: field
No. IT personnel	1	person	source: field
College enrollment growth rate, Caraga	2.21	% per year	source: CHED
No. classes per day	8	classes	source: field
No. hours per class session	1	hour	source: field
No. times sessions per week for a class	3	sessions per class-week	source: field
No. semesters in a school year	2	semesters per school year	source: field
No. months per semester	5	months per semester	source: field
Attendance rate of teaching assistants per week	3	days per week	source: field
Attendance rate of IT personnel for JEEP in a week	1	day per week	source: field
Required no. of hours devoted by teaching assistants	8	hours per day	source: field
Required no. of hours devoted by IT personnel	8	hour per day	source: field
Electricity bill (based on university allotment of expenditures)	36,000	per year	source: field
Annual license fee of software (for JEEP start computer units only)	10,000	pesos per computer unit-year	source: field
Monthly teacher salary inc. taxes and other dues (entry level)	20,000	pesos per month-teacher	source: field
Teacher's incentive provided by GEM3 for the first year	12,000	pesos per semester-teacher	source: field
Average number of headphone set replaced per year	10	units	source: field
Replacement cost of headphone set	2,500	pesos per unit	source: field
User fee (subject fee and laboratory fee)	950	pesos per semester-student	source: field
User fee of nearest alternative JEEP (Butuan City)	2,000	pesos per semester-student	source: field
Start of GEM3 JEEP training of teachers	Apr-11		source: field
Start date of JEEP Start	Jun-11		source: field
Start date of JEEP Accelerate	May-12		source: field
Project cost (hardware)	22,000	pesos per unit	source: field estimate
Project cost (software, given free by GEM3 for the first year)	10,000	pesos per unit	source: field
Project cost (training of 15 teachers over 2 weeks*)	168,000	pesos	source field
Salvage value	10	% of total cost	source: field estimate
Depreciation cost (linear approach)	4,950	pesos per computer unit-year	derived estimate
Lifespan of computers	4	years	source: field estimate
Maintenance cost (excluding replacement of damaged headphone set)	1	% of total cost per year	source: field
Minimum daily wage non-agriculture, Caraga	258	pesos per person-day	source: DOLE-NWPC

*note: this refers to per diem only			
No. of violent conflict (last 12 months)	0	incidents	source: field
Type of violent conflict			
Violent conflict actors			
Violent conflict form			
Discount rate	12	%	assumption
2011 inflation rate, Caraga	4.9	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	1	2	3	4	5	6
BENEFITS							
[A] Private benefits		1,198,900	1,606,800	1,504,940	1,409,538	1,320,183	1,236,493
User fee of students		1,198,900	1,606,800	1,504,940	1,409,538	1,320,183	1,236,493
[B] Total benefits [A]		1,198,900	1,606,800	1,504,940	1,409,538	1,320,183	1,236,493
COST							
[C] Private costs		4,131,660	2,964,137	2,776,232	2,600,238	3,163,385	2,360,298
Project cost (hardware)		1,056,000	0	0	0	727,983	79,283
Training cost		168,000					
License fee for the software		430,000	402,741	377,210	353,298	330,901	309,924
Maintenance (including replacement of damaged headphone set)		34,460	33,306	31,194	29,217	27,365	25,630
Salary		2,025,600	2,271,834	2,127,816	1,992,928	1,866,590	1,748,262
Teacher incentive		144,000					
Electricity bill		36,000	33,718	31,580	29,578	27,703	25,947
Depreciation cost		237,600	222,538	208,431	195,218	182,842	171,251
Total cost [C]		4,131,660	2,964,137	2,776,232	2,600,238	3,163,385	2,360,298
NET PRESENT BENEFITS - economic, inflation adjusted		(2,932,760)	(1,357,337)	(1,271,291)	(1,190,700)	(1,843,201)	(1,123,805)
NET PRESENT BENEFITS - financial, inflation adjusted		(2,932,760)	(1,357,337)	(1,271,291)	(1,190,700)	(1,843,201)	(1,123,805)

Conclusion, at 12% discount rate

NPV	(20,449,342.8)
BCR	0.5
FRR	-
ERR	-

Hence, the project is not economically and financially feasible given that the JEEP project, which is a private good, is implemented by a public school.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	-13,511,051.6	0.5	-	-
30% discount rate	-9,623,570.6	0.5	-	-
10% increase in benefits	-18,525,102.6	0.5	-	-

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1,158,108	1,084,693	1,015,931	951,528	891,208	834,712	781,797	732,237	685,818
1,158,108	1,084,693	1,015,931	951,528	891,208	834,712	781,797	732,237	685,818
1,158,108	1,084,693	1,015,931	951,528	891,208	834,712	781,797	732,237	685,818

2,136,415	2,000,981	2,434,343	1,816,338	1,644,052	1,539,830	1,873,319	1,397,740	1,265,160
0	0	560,210	61,011	0	0	431,103	46,950	0
290,277	271,876	254,641	238,498	223,379	209,219	195,956	183,534	171,899
24,005	22,484	21,058	19,723	18,473	17,302	16,205	15,178	14,216
1,637,435	1,533,633	1,436,412	1,345,353	1,260,068	1,180,188	1,105,373	1,035,300	969,669
24,302	22,762	21,319	19,967	18,702	17,516	16,406	15,366	14,392
160,395	150,227	140,704	131,784	123,430	115,606	108,277	101,413	94,984
2,136,415	2,000,981	2,434,343	1,816,338	1,644,052	1,539,830	1,873,319	1,397,740	1,265,160

(978,306)	(916,289)	(1,418,413)	(864,810)	(752,844)	(705,119)	(1,091,522)	(665,504)	(579,342)
(978,306)	(916,289)	(1,418,413)	(864,810)	(752,844)	(705,119)	(1,091,522)	(665,504)	(579,342)

16	17	18	19	20
642,342	601,622	563,484	527,763	494,306
642,342	601,622	563,484	527,763	494,306
642,342	601,622	563,484	527,763	494,306

1,184,957	1,441,589	1,075,614	973,588	911,869
0	331,750	36,130	0	0
161,002	150,795	141,236	132,283	123,897
13,314	12,470	11,680	10,939	10,246
908,199	850,626	796,702	746,197	698,894
13,479	12,625	11,824	11,075	10,373
88,963	83,323	78,041	73,094	68,460
1,184,957	1,441,589	1,075,614	973,588	911,869
(542,615)	(839,967)	(512,130)	(445,825)	(417,563)
(542,615)	(839,967)	(512,130)	(445,825)	(417,563)

Barangay: Poblacion
 City/Municipality: Datu Odin Sinsuat
 Province: **Maguindanao**
 Region: ARMM
 Date visited: 23 August 2012

Basic info:			
	Qty	Unit	
No of computer units	6	units	source: field
No. beneficiaries (3rd and 4th year high school students) - primary users	248	per school year	source: field
No. beneficiaries (5th and 6th grade elementary school students) - secondary users	160	per school year	source: field
No. teachers (2008)	1	person	source: field
No. teachers (post 2008)	2	person	source: field
No. IT personnel	0		source: field
Elementary school (5th-6th grade) enrolment growth rate, Soccsksargen	2.04	% per year	source: DepEd-BIS
Secondary school (3rd-4th year) enrolment growth rate, Soccsksargen	5.50	% per year	source: DepEd-BIS
No. of classes per day (3rd and 4th year high school)	4	classes per day	source: field
No. of classes per day (5th and 6th grade elementary school)	4	classes per day	source: field
No. hours per class session	1	hour	source: field
Hands-on learning time per student, actual	10	minutes	source: field
No. hours per student, ideal	1	hour	source: field
No. times sessions per week for a class	3	sessions per class-week	source: field
No. months in a school year	9	school year	source: field
user fee: computer laboratory fee	50	pesos per student-month	source: field
Electricity bill	1,000	per month	source: field
Internet service fee*	3,600	pesos per quarter	source: field
Monthly teacher salary inc. taxes and other dues (entry level)	6,000	pesos per month-teacher	source: field
<i>*2010: disconnection of internet service</i>			
User fee of nearest alternative internet café shops, Cotabato City - 2008-10	15	pesos per hour	source: field
Frequency of study visit to Cotabato City	1	time a month	source: field
Hands-on learning time per student per 1 class session	60	minutes	source: field
Transportation fare to Cotabato	30	pesos per head (round trip)	source: field
User fee of nearest alternative internet café shops, (within campus)-2010 onwards	15	pesos per hour	source: field
Start date	2008		source: field
Project cost (computer hardware, software and internet connection)	22,000	pesos per unit	source: field estimate
Salvage value	10	% of total cost	source: field estimate
Depreciation cost (linear approach)	6,600	pesos per computer unit-year	derived estimate
Lifespan of computers**	3	years	source: field estimate
Maintenance cost	1	% of total cost per year	source: field estimate
<i>note: **lifespan is reduced from 4 to 3 years given</i>			

intense use of computers by # students

No. of violent conflict (last 12 months)	0	incidents	source: field
Type of violent conflict			
Violent conflict actors			
Violent conflict form			
Discount rate	12	%	assumption
2011 inflation rate, ARMM	6.19	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	1	2	3	4	5	6
BENEFITS							
[A] Private benefits		3,610	3,357	3,122	2,905	2,703	2,516
User fee of students		3,610	3,357	3,122	2,905	2,703	2,516
[B] Social benefits		165,240	165,285	155,692	166,527	156,862	147,758
Cost savings from access		165,240	165,285	155,692	166,527	156,862	147,758
[C] Total benefits [A] + [B]		168,850	168,642	158,815	169,432	159,565	150,275
COST							
[D] Private costs		250,320	163,458	142,034	247,171	127,680	121,057
Capital outlay		132,000	0	0	112,505	0	0
Maintenance		1,320	1,329	1,260	1,195	1,133	1,074
Salary		54,000	102,398	97,086	92,049	87,274	82,747
Internet connection service fee		14,400	13,653				
Electricity bill		9,000	8,533	8,090	7,671	7,273	6,896
Depreciation cost		39,600	37,546	35,598	33,751	32,001	30,341
[E] Social Cost		137,700	137,737	129,744	138,772	130,718	123,132
Cost due to reduced learning hour relative to alternative		137,700	137,737	129,744	138,772	130,718	123,132
Total cost [D] + [E]		250,320	163,458	142,034	247,171	127,680	121,057
NET PRESENT BENEFITS - economic, inflation adjusted		(81,470)	5,184	16,781	(77,739)	31,885	29,218
NET PRESENT BENEFITS - financial, inflation adjusted		(246,710)	(160,101)	(138,912)	(244,266)	(124,977)	(118,541)

Conclusion, at 12% discount rate

NPV	(214,950.2)
BCR	0.9
FRR	-
ERR	-

Hence, the project is not economically and financially feasible given that the CLIC project, which is a private good, is implemented by a small private NGO-school.

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	-1,356,318.1	0.5	-	-
30% discount rate	-925,648.2	0.5	-	-
10% increase in benefits	-1,910,230.5	0.6	-	-
10% increase in costs	-2,596,224.1	0.5	-	-

2,343	2,182	2,032	1,894	1,765	1,645	1,534	1,431	1,335
2,343	2,182	2,032	1,894	1,765	1,645	1,534	1,431	1,335
139,183	131,106	123,497	116,330	109,578	103,219	97,228	91,586	86,270
139,183	131,106	123,497	116,330	109,578	103,219	97,228	91,586	86,270
141,526	133,287	125,529	118,223	111,343	104,864	98,762	93,016	87,605

210,666	108,823	103,178	179,552	92,751	87,939	153,034	79,052	74,951
95,889	0	0	81,727	0	0	69,656	0	0
1,018	965	915	868	823	780	740	701	665
78,454	74,385	70,526	66,867	63,399	60,110	56,992	54,035	51,232
6,538	6,199	5,877	5,572	5,283	5,009	4,749	4,503	4,269
28,767	27,274	25,859	24,518	23,246	22,040	20,897	19,813	18,785
115,986	109,255	102,914	96,941	91,315	86,016	81,024	76,321	71,892
115,986	109,255	102,914	96,941	91,315	86,016	81,024	76,321	71,892
210,666	108,823	103,178	179,552	92,751	87,939	153,034	79,052	74,951

(69,140)	24,464	22,351	(61,329)	18,592	16,925	(54,271)	13,964	12,654
(208,323)	(106,641)	(101,145)	(177,659)	(90,986)	(86,294)	(151,500)	(77,622)	(73,617)

16	17	18	19	20
1,245	1,162	1,085	1,013	946
1,245	1,162	1,085	1,013	946
81,264	76,548	72,105	67,920	63,979
81,264	76,548	72,105	67,920	63,979
82,509	77,710	73,190	68,933	64,925

130,432	67,377	63,882	111,168	57,426
59,369	0	0	50,600	0
630	598	567	537	509
48,574	46,055	43,666	41,400	39,253
4,048	3,838	3,639	3,450	3,271
17,811	16,887	16,011	15,180	14,393
67,720	63,790	60,088	56,600	53,315
67,720	63,790	60,088	56,600	53,315
130,432	67,377	63,882	111,168	57,426
(47,923)	10,333	9,308	(42,235)	7,499
(129,187)	(66,215)	(62,797)	(110,155)	(56,480)

Project Name: Notre Dame of Libungan (CLIC)	Workforce
Component: Workforce Preparation-Computer Literacy and Internet Connection	

Barangay: -
City/Municipality: Libungan
Province: **North Cotabato**
Region: Soccsksargen
Date visited: 16 August 2012

Basic info:			
	Qty	Unit	
No of computer units (GEM3)	5	units	source: field
No of computer units (school counterpart)	5	units	source: field
No. beneficiaries (3rd and 4th year high school students)	273	per school year	source: field
No. teachers	3	person	source: field
No. IT personnel	1	person	source: field
Secondary school (3rd-4th year) enrolment growth rate, Soccsksargen	5.50	% per year	source: DepEd-BIS
No. of classes per day (3rd and 4th year high school)	7	classes per day	source: field
No. hours per class session	60	minutes	source: field
Hands-on learning time per student, actual (with GEM3)	15.38	minutes per session	derived estimate, source: field
Hands-on learning time per student, actual (before GEM3)	7.69	minutes per session	derived estimate, source: field
No. hours per student, ideal	1	hour	source: field
No. times sessions per week for a class	3	sessions per class-week	source: field
No. months in a school year	9	school year	source: field
Student-computer ratio per class (with GEM3)	3.9	students per computer-class	derived estimate, source: field
Student-computer ratio per class (without GEM3)	7.8	students per computer-class	derived estimate, source: field
user fee: computer laboratory fee	100	pesos per student-month	source: field
Electricity bill	2,900	pesos per month	source: field
Internet service fee (from W.I.T., 2009-2011)*	3,600	pesos per quarter	source: field
Monthly salary of computer technician	3,000	pesos per month	source: field
Monthly teacher salary inc. taxes and other dues	7,000	pesos per month-teacher	source: field
*2011: disconnection of internet service, school subscribed to PLDT starting 2012	2,300	pesos per month	
User fee of nearest alternative internet café shops, poblacion	10	pesos per hour	source: field
Hands-on user time	60	minutes	assumption
Average frequency of visits by students to alternative internet café shops per week	2	time a week	source: field
Transportation fare to Poblacion	14	pesos per head (round trip)	source: field
% of students without access to computer at home	90	%	source: field
Start date	2009		source: field
Project cost (computer hardware, software and internet connection)	22,000	pesos per unit	source: field estimate
Salvage value	10	% of total cost	source: field estimate
Depreciation cost (linear approach)	6,600	pesos per computer unit-year	derived estimate
Lifespan of computers**	3	years	source: field estimate
Maintenance cost	1	% of total cost per year	estimate
<i>note: **lifespan is reduced from 4 to 3 years given intense use of computers by # students</i>			source: field

No. of violent conflict (last 12 months)	0	incidents	source: field
Type of violent conflict			
Violent conflict actors			
Violent conflict form			
Discount rate	12	%	assumption
2011 inflation rate, Soccsksargen	4.6	%	source: NSCB

PRESENT VALUE, inflation-adjusted

	Year	1	2	3	4	5	6
BENEFITS							
[A] Private benefits		257,002	242,087	228,037	214,803	202,337	190,594
User fee of students		257,002	242,087	228,037	214,803	202,337	190,594
[B] Social benefits		88,452	87,151	82,093	77,329	72,841	68,614
Cost savings from access		88,452	87,151	82,093	77,329	72,841	68,614
[C] Total benefits [A] + [B]		345,454	329,238	310,131	292,132	275,178	259,208
COST							
[D] Private costs		400,600	271,447	265,025	337,120	231,161	215,888
Project cost		110,000	0	0	89,605	0	0
Maintenance		1,100	1,075	1,004	937	875	818
Salary		216,000	201,729	188,400	175,952	164,327	153,469
Internet connection service fee		14,400	13,449	24,073	22,483	20,997	19,610
Electricity bill		26,100	24,376	22,765	21,261	19,856	18,544
Depreciation cost		33,000	30,820	28,783	26,882	25,105	23,447
[E] Social Cost		54,432	53,632	50,519	47,587	44,825	42,224
Cost due to reduced learning hour relative to alternative		54,432	53,632	50,519	47,587	44,825	42,224
Total cost [D] + [E]		455,032	325,078	315,544	384,707	275,986	258,112
NET PRESENT BENEFITS - economic, inflation adjusted		(109,578)	4,160	(5,414)	(92,575)	(809)	1,096
NET PRESENT BENEFITS - financial, inflation adjusted		(143,598)	(29,360)	(36,988)	(122,317)	(28,824)	(25,294)

x

Conclusion, at 12% discount rate

NPV	(338,336.9)
BCR	0.9
FRR	-
ERR	-

Hence, the project is not economically and financially feasible given that the CLIC project, which is a private good, is implemented by a small private school that still relies on government transfer (i.e. 90% of students receive state scholarship).

Sensitivity Analysis

Scenarios	NPV	BCR	FRR	ERR
20% discount rate	-263,052.6	0.9	-	-
30% discount rate	-211,264.0	0.9	-	-
10% increase in benefits	81,344.5	1.0	-	7.8%
10% increase in costs	-791,851.9	0.8	-	-

7	8	9	10	11	12	13	14	15
179,533	169,113	159,299	150,054	141,345	133,142	125,415	118,137	111,280

179,533	169,113	159,299	150,054	141,345	133,142	125,415	118,137	111,280
64,632	60,881	57,348	54,019	50,884	47,931	45,149	42,529	40,061
64,632	60,881	57,348	54,019	50,884	47,931	45,149	42,529	40,061
244,164	229,994	216,646	204,073	192,230	181,073	170,565	160,666	151,341

274,616	188,302	175,861	223,700	153,390	143,255	182,225	124,950	116,695
72,992	0	0	59,459	0	0	48,435	0	0
763	713	666	622	581	542	507	473	442
143,330	133,860	125,015	116,755	109,041	101,837	95,108	88,824	82,955
18,314	17,104	15,974	14,919	13,933	13,012	12,153	11,350	10,600
17,319	16,175	15,106	14,108	13,176	12,305	11,492	10,733	10,024
21,898	20,451	19,100	17,838	16,659	15,558	14,530	13,570	12,674
39,773	37,465	35,291	33,243	31,313	29,496	27,784	26,172	24,653
39,773	37,465	35,291	33,243	31,313	29,496	27,784	26,172	24,653
314,389	225,767	211,152	256,943	184,703	172,751	210,009	151,122	141,348

(70,225)	4,227	5,495	(52,870)	7,526	8,322	(39,444)	9,544	9,994
(95,083)	(19,189)	(16,562)	(73,647)	(12,045)	(10,113)	(56,810)	(6,814)	(5,414)

16	17	18	19	20
104,822	98,739	93,008	87,611	82,526
104,822	98,739	93,008	87,611	82,526
37,736	35,546	33,483	31,540	29,709
37,736	35,546	33,483	31,540	29,709
142,558	134,285	126,491	119,150	112,235

148,439	101,784	95,059	120,918	82,912
39,455	0	0	32,139	0
413	385	360	336	314
77,474	72,356	67,575	63,110	58,940
9,900	9,245	8,635	8,064	7,531
9,361	8,743	8,165	7,626	7,122
11,836	11,054	10,324	9,642	9,005
23,222	21,874	20,605	19,409	18,283
23,222	21,874	20,605	19,409	18,283
171,661	123,658	115,664	140,327	101,195

(29,103)	10,627	10,828	(21,176)	11,040
(43,617)	(3,045)	(2,050)	(33,307)	(386)

ANNEX 13: STATEMENT OF DIFFERENCES

ON SOCIAL IMPACT'S PERFORMANCE EVALUATION OF USAID/PHILIPPINES GROWTH WITH EQUITY IN MINDANAO III (GEM-3) PROGRAM

Executive Summary, Workforce Preparation, p. iii

“Maintenance issues, power interruptions, unreliable Internet connectivity, the growth of private Internet cafes, and the turnover of trained staff have muted the benefits of the CLIC program. Schools are worried that the activities will not be sustained once donor funding ends.

Recommendations

To ensure project sustainability, early orientation sessions for school faculties and PTA members should be closely followed by GEM staff for the development and implementation of realistic operation and maintenance plans.”

- *Contractor response: GEM monitoring systems noted a significantly high level of continued operation of CLIC computers and internet connections, except in a few provinces where the internet service providers ceased operations. Various models of revenue generation or fees were designed and implemented by schools and were developed with GEM assistance.*

Executive Summary, Component 4: Business Growth (BG), p. iv

"...the impact of BG's total exports and out shipments (\$86 M) is extremely small... compared to the total Mindanao economy, it is only 0.25% of the Mindanao GRDP for 2011.."

- *Contractor response: Comparing the total exports and out-shipments facilitated under the BDT component vis-a-vis the total Mindanao GRDP is simplistic and meaningless. Under the GEM TOR, exports and out-shipment targets are focused on very specific commodities and tripling their values from 2007 to 2012. The main goal was to develop new and emerging Mindanao commodities that have very good market potentials in the export and local markets. Thus, the targeted commodities were those non-traditional Mindanao products (fruits, vegetables, high value aquaculture) as opposed to Mindanao traditional commodities (coconut, corn, etc). Even some Mindanao products which were considered highly-developed by agribusiness multinationals such as Cavendish banana and pineapple were not included as GEM-targeted commodities. In determining the impact of GEM's export and out-shipment results, it would have made more sense if they were compared with total Mindanao food exports rather than the total Mindanao GRDP which is a rather broad indicator.*

Executive Summary, Gender, p. v

- *Contractor response: The statistics on the participation and number of beneficiaries that were women speak for themselves and should have been repeated in this section.*

Executive Summary, Sustainability, p. vi

- *Contractor response: Many programs have no issue of sustainability and others were designed to have a limited life (including the various internship programs and scholarship program). The Business Growth activities had sustainability built in as those organizations that are succeeding and making money are likely to continue activities. Also, other partners such as the Philippine Chamber of Commerce and the Department of Agriculture now have*

more effective linkages to these organizations. For the over 80 BSOs supported over the life of GEM 1, 2 and 3 – only one was not sustainable. CLIC was intended to provide internet to high schools and bridge the digital divide. It accomplished that task. Two years before the end of GEM, the Department of Education began a program to expand internet provisions to schools and to pay for the internet connections. The JEEP schools have continued their participation in JEEP even after GEM assistance ended. The Education Matching Grants were intended to show that PTAs could contribute financially to increasing community resources available for education and in this it succeeded as all community contributions were in place before GEM assistance was provided. REAP benefits will continue in the future since the additional tax revenue collections achieved are permanent. No special, one-off increases were permitted under the program.

Lessons Learned – Design and Implementation of GEM 3, p.53

“Implementation of the program is generally sound. The implementing firm, which is generally regarded as an engineering consulting firm, has been best at the infrastructure component; it has produced quality structures well appreciated by the beneficiaries. Implementation of the other components has been adequate. Based on uneven outcomes and supported by empirical evidence, TA has been spread thinly over a vast area, limiting the impact and sustainability it could have had the interventions been more substantial, especially for the workforce preparation, governance improvement and FCR.”

- *Contractor response: The Louis Berger Group is an internationally recognized consulting firm that provides engineering, architecture, program and construction management, environmental planning and science, and economic development services, not solely an engineering consulting firm. Furthermore, the implementation of all program components greatly exceeded that of “adequate”, as supported by reports, studies, and this very evaluation. While there could have been greater interventions, the range of work is set by the limited funds available and the objectives of the program.*

General Recommendations, Former Combatant Reintegration, p.55

“Provide development assistance not only to MNLF former combatants but also to the host and/or community at large so as to maximize potential conflict situations arising from jealousy or resentment”

- *Contractor response: While the FCR component of GEM 3 may have focused on cooperatives that were primarily made up of former MNLF combatants, these cooperatives had non-MNLF members. It is also important to note that these communities, barangays and municipalities (not only the cooperative) were also explicitly targeted by other GEM components including Infrastructure, workforce preparation, business growth and governance. Additionally, these small projects with the MNLF were examples to the MILF group (which most of the time lived in the same community or nearby) of the types of assistance that could be provided to them once a peace agreement was signed, and of the benefits of peace.*

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