



ILO EVALUATION

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Unit.



INTERNATIONAL LABOUR ORGANIZATION

**Typhoon Bopha Philippines: Application of Local Resource-based
Employment Generation Approach
(PHI/12/08/AUS)
and
Joint Response Based Employment Generations and Livelihood
Recovery Interventions
(PHI/13/03/AUS)**

INDEPENDENT FINAL EVALUATION REPORT

Prepared by

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October 2014

Acknowledgements and Disclaimer

This is an Independent Final Evaluation. The evaluation team, as writer of the report would like to thank the evaluation management, the project management and implementation team for their valuable support. Many thanks also to all the respondents who took time from their busy schedules to share data and information which contributed significantly to the success of the Evaluation Mission.

The authors have made a great effort to interpret and analyse the data as accurately as possible. Information and data has been provided by the various respondents, but the views expressed in the report are those of the author and **not** those of the project Team or DFAT. Any errors or omissions in the report are entirely the responsibility of the author.

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LIST OF ACRONYMS AND ABBREVIATIONS

ACTED	Agency for Technical Cooperation and Development
BAP	Typhoon Bopha (Pablo) Response - An Action Plan for Recovery
BBB	Building Back Better
CERF	Central Emergency Response Fund
CFW	Cash for Work
CRS	Catholic Relief Services
DAR	Department of Agrarian Reform
DFAT	Department of Foreign Affairs and Trade
DOLE	Department of Labor and Employment
DMT	Debris Management Team (at Regional, Provincial, and Municipal level)
DRRMO	Disaster Risk Reduction and Management Officer
DRR	Disaster Risk Reduction
DSWD	Department of Social Welfare and Development
EIIP	Employment Intensive Investment Programme
ENRO	Environment and Natural Resources Office
FAO	Food and Agriculture Organization of the United Nations
IFRC - RCS	International Federation of the Red Cross and Red Crescent Societies
ILO	International Labour Organization of the United Nations
INGO	International Non-Government Organisation
IP	Indigenous Peoples
LGU	Local Government Unit
LNGO	Local Non-Government Organisation
NCIP	National Commission on Indigenous Peoples
OCHA	Office of the Coordination for Humanitarian Affairs
PCA	Philippine Coconut Authority
PHAP	Philippines Mindanao Humanitarian Action Plan
PHILDHRRRA	Philippine Partnership for the Development of Human Resources in Rural Areas
PhilHealth	Philippine Health Insurance Corporation
PPE	Personal Protective Equipment
SAC	Social Action Centre
SALT	Sloping Agricultural Land Technology
SSS	Social Security System (Philippines)
TESDA	Technical Education and Skills Development Authority
UNDP	United Nations Development Programme

1. Executive summary

Quick Facts

Country	: <i>Philippines</i>
Final Evaluation	: <i>September-October 2014</i>
Mode of Evaluation	: <i>Independent</i>
ILO Office Administratively backstopping the Project	: <i>ILO Country Office for the Philippines</i>
ILO Technical Backstopping Office	: <i>Employment Intensive Investment Programme</i>
Evaluation Manager	: <i>Saloman Rajbanshi</i>
Evaluation Consultants	: <i>Carlos Rodríguez Ariza and Arvy Origenes</i>
Project End	: <i>30-09-2014</i>
Project Code AND Donor & Project Budget:	
<i>(PHI/12/08/AUS) Agreement No. 65815 -DFAT - AuD\$ 300,000</i>	
<i>(PHI/13/03/AUS) Agreement No. 66507 -DFAT - AuD\$ 900,000</i>	
Keywords: Crisis responses, livelihood recovery, local resource-based approaches	

Background & Context

Summary of the project

In March 2013, the ILO was granted a project to be implemented in the municipality of Baganga with a funding support of AUD 300,000. The immediate objective of this project was to regenerate incomes through medium term employment intensive reconstruction works that will lead to longer term livelihood restoration.

In May 2013, a second project was granted with a funding support of AUD 900,000, for implementation in the municipalities of Cateel and Boston, Davao Oriental in collaboration with the Food and Agriculture Organization of the United Nations (FAO) and United Nations Population Fund (UNFPA). The immediate objective of this project was to increase access to income generating opportunities and improved livelihood (particularly on agriculture) for disaster affected households.

The first project is entitled “Typhoon Bopha Philippine: Application of Local Resource-based Employment Generation Approach” and the second project, “Typhoon Bopha Philippine: Joint Response to Post Calamity Interventions, Local Resource-based Employment Generation and Livelihood Recovery” are hereinafter collectively referred to as “the project”. Both projects, led by a National Project Manager and backstopped by technical experts in Bangkok, were already closed as of this report.

Purpose, scope and clients of the evaluation

The end users of this evaluation report are: 1) The Australian Department for Foreign Affairs and Trade (DFAT) as the donor; and 2) the ILO project management team, technical specialists and technical unit at the headquarters.

This final evaluation is directed at appraising the extent to which the project partners and beneficiaries have benefited from the project and the extent to which the project strategy and implementation arrangements were successful. The following evaluation criteria were applied.1. Relevance and strategic fit of the project; 2. Validity of the project design; 3. Project effectiveness; 4. Efficiency of resources use; 5. Sustainability of project achievements/results; 6. Impact orientation;

In addition, the evaluation is expected to assess the following areas: 1. Application of result-based management; 2. Gender equality; 3. Adoption of human rights-based approach; 4. Capacity development; 5. Environmental sustainability;

While this evaluation sought to address a set of relevant *evaluation questions*, the findings herewith shall be used for *promoting accountability and organizational learning* among the stakeholders including the ILO.

Methodology of evaluation

The evaluation desk review took place between 2- 8 September, the Field mission between 11-20 September, and the Reporting phase between 22 September and 17 October (see in Annex for the time line and the evaluation mission schedule).

The evaluation had complied with evaluation norms and DAC standards and followed ethical safeguards, all as specified in the ILO's evaluation procedures. In order to enhance usefulness and impartiality of the evaluation, evidence-based approach to evaluation had been adopted.

A combination of tools and methods had been used to collect relevant evidences. Adequate time had been allocated to plan for critical reflection processes and to analyse data and information. The methodology for collection of evidences included the following: Interviews, Workshop (Mati City), Documents review and Site visits (Subprojects).

A number of *potential limitations, assumptions and constraints* were identified at inception stage. In most cases, these were addressed or mitigated ---

1. By triangulating information gathered from various sources in order to provide stronger evidence-based conclusions; and
2. By the fact that during the evaluation mission the 3 municipalities and 21 out of the 22 subprojects were visited.

Main Findings & Conclusions

1. Relevance and strategic fit

- The project has contributed to the PHAP and the APFR and to the newly emerged needs of the project beneficiaries like social protection.
- ILO ensured that decent work and sound labour practices were integrated to the process anent to implementing the EIIP through Community Contracting and Cash-for-Work (CFW) schemes by providing social protection coverage like SSS and Philhealth.
- The project was aligned with and supported other relevant areas of the ILO's mandate like green jobs/works, social inclusion and social protection measures.
- The project was aligned with the strategic thrusts of the Local Government Units. The project complements the provincial government's pursuits of rehabilitating the livelihoods and reconstructing the agricultural infrastructures (with emphasis on mobilizing the community in CCA works) under the early recovery and building back better phases.
- The project was an appropriate contribution for DFAT to be made.

2. Validity of design

- The project design was adequate to meet the project objectives. The delays affected the initial design of providing in the short term rapid employment during the emergency phase.
- The baseline condition established was not a conventional study, but other baseline references were useful in designing the subprojects.

- There were gender activities but not gender mainstreaming nor formal gender team capacity building. A gender analysis was not carried out. Indirectly, some gender information was taken into consideration.
- Explicitly local authorities benefited from the overall project.
- The capacity of various project's partners was taken into account in the project's strategy and means of action.
- Some risks and assumptions were identified and managed but some risks could have been better taken into consideration –for example for avoiding delays.
- Monitoring arrangements at the local level (project management office in Cateel down to the subproject sites) were adequate.
- Monitoring arrangements at the national –regional level were more focused in delivery rates and accountability towards the donor than in internal learning.

3 Project progress and effectiveness

- The quantity of the outputs produced has been satisfactory and Project partners are using the outputs.
- The quality of the outputs produced could have been better monitored -documented. Even if the processes are there, the time frame does not permit for the outputs to be fully transformed into outcomes -in the longer term.
- Alternative strategies would have been more effective in achieving the project's objectives like strategies related to reducing the delay in administrative matters.

4 Efficiency of resource use

- The project team performed well given the challenges and the delays. There were several strategies employed to maximize the resource allocation. The technical advice from the ILO EIIP specialist in Bangkok was an important support.
- The project had not been especially sensitive to different levels of investment required by local governments' existing programmes and newly introduced programmes in terms of their capacities to respond to similar future disasters.
- Project funds and activities have been delivered by ILO but not in a timely manner. Challenges in relation to ILO administrative system under humanitarian quick responses have been already pointed out in this and other two evaluations-WASHI and CERF evaluations. This evaluation reiterates the need to construct a more appropriate administrative procedure for projects that are of humanitarian context.

5 Management arrangements including monitoring and evaluation

- At ILO subprojects and local level management capacities and arrangements were adequate so as to facilitate good results and efficient delivery. At ILO national level there is room for improving the adequate facilitation of good results and efficient delivery.
- The project received adequate political, technical and administrative support from its national partners through their regional counterparts and local governments at the project areas.
- The Project made strategic use of coordination and collaboration with other ILO projects and with other donor's projects in the project areas.

6 Impact and sustainability

- ILO project has no detailed preference, approach or framework specific to the Indigenous Peoples. Indigenous organisations in the project areas have been empowered in the same way as any other kind of organisation.
- There was no explicit exit strategy of the project. No document called exit strategy but there was merely a description of an exit strategy. Nevertheless, exit activities were effective and realistic.

- The project has contributed to the enabling environment for developing technical capacities, local knowledge, and people's attitudes.

7 Special concerns

- Even if the model was not implemented as expected, the overall model had been effective as a post crisis-recovery transition strategy to restore livelihoods in the short term. The model could clarify how to be effective to restore livelihoods in the long term.
- The project applied the core concepts of human rights-based approach to ensure equality, non-discrimination, inclusiveness and participatory, accountability and rule of law.
- At subprojects level the project applied outputs-outcomes-based management principles/approaches to achieve the project objectives in different stages of the project cycle. At national level the project was more focused on inputs-based management.
- The number and level of staffing hired by the project was not adequate for effective and efficient delivery of the services to its stakeholders and the beneficiaries. This implied a big pressure to deliver on the part of the field team who had to work beyond normal working time. There should have been one project manager in Baganga and another one in Cateel and Boston. The project budgeted human resources working in Manila were not only working for the project administrative, financial and technical implementation.

Recommendations & Lessons Learned / Emerging Good Practices

Main recommendations and follow-up

1. Consider the risks and implications of the delays in future projects' designs: Consider the late project implementation and time mismanagement as risks. ILO should learn about the reasons of the delays in this project. Consider the ways of reducing delays in emergency contexts. Consider strategies related to reducing administrative delays and matching the technical implementation and the administrative processes in emergency contexts. To avoid the gaps between the field team and administrative unit at the ILO country office in Manila in future similar situations, leveling off on the specific procedures should be done. Construct a more appropriate administrative procedure for projects that are of humanitarian context.

2. Consider for future analysis and assessment: Consider the implementation of a meta-analysis of ILO model and approaches and focus in linking the emergency-recovery-development of livelihoods. Consider the need of an assessment of sustainability in 1 or 2 years to check again if the outputs-outcomes are there. Consider the documentation of the strategies used to increase efficiency at subprojects level, so as to integrate them in future planning. Need to explore/study the factors that make the community contracting successful (local contexts, attitudes, culture, etc). Explore when and in what contexts community contracting is not the best approach. (Example for communities with strong local governments)

3. Consider the challenges of joint programming: DFAT could consider the need of time to make operational the effective coordination of stakeholders like UNFPA, ILO and FAO.

4. Need to reinforce the gender approach and formal gender capacity building: Consider the need to carry out gender analysis and establish a gender framework for integration in the project logframe.

5. Need a Monitoring specialist or advisor at country level: Need to focus more on changes and outputs than in inputs –delivery rates. The quality of the outputs produced needs to be better monitored-documented. Need of a stricter follow up of risk assessment to avoid delays in the implementation.

6. Considerations for improving the project management and results: Need to develop an implementation plan as attachment to the project document. Revisit the project model if the project is not executed as expected (example: due to delays). Need to develop exit strategy at global and subproject level (example: exit strategy as a prerequisite for the last tranche). Need to consider the correct number of staff and to consider the implications of not devoting for the project only, all the budgeted resources in Manila -for technical, administrative or financial tasks. ILO Manila to develop advocacy strategies with the learning and knowledge products of this project specifically on integration of decent work and social protection activities in emergency and recovery phases.

Important lessons learned

The ILO EIIP approach, even if innovative, can be effective with correct support from the local governments. Community contracting complemented with local government's active monitoring and participation is a correct approach.

Designing Joint interventions, adding value of different UN agencies is very relevant but certain considerations should be looked into like time, operational cost, overhead expenses and challenges of coordination. Capacity building strategies adopted in this kind of operation are keys to success. Some examples are gender capacity building for field staff, monitoring capacity building of implementing partners and exit strategy capacity-building

Technical implementation and administrative system need to be integrated and maximize efficiency. Working in emergency and early recovery interventions implies pressures on the field team and must be internalized by ILO.

Emerging good practices.

The provision of social protection coverage and adequate personal protection gears are innovations of ILO as part of its promotion of decent work and sound labour practices to the informal sector being the primary target of the project. Community contracting, being the primary mode of operating the community-led infrastructure-cum-job creation approach, paved way for improving the capacities of the workers

Alignment with the strategic thrusts of the Local Government Units

Community contract is a correct approach in contexts similar to Davao oriental, with local governments that permit this kind of approach

2. Project and evaluation’s background and description

2.1 Context of the Disaster

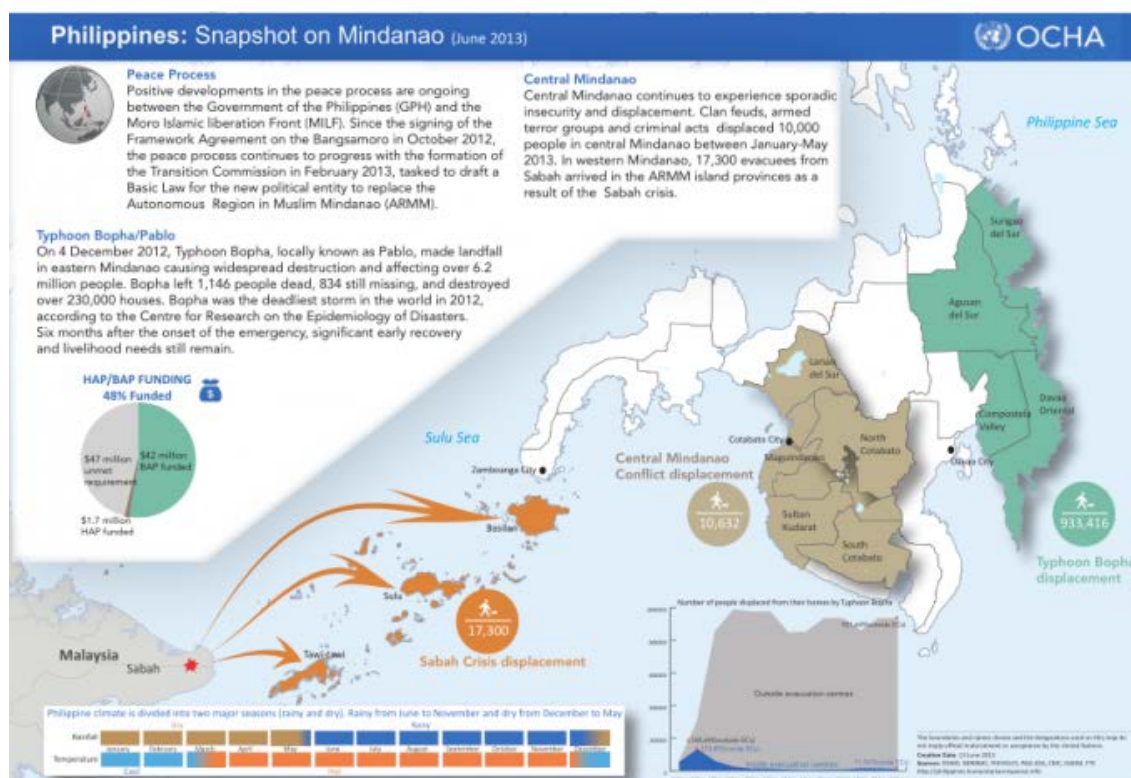


Figure 1 Snapshot of Bopha / Pablo typhoon (source: Reliefweb)

In 2012 world data, the Philippines was listed second in terms of the number of people affected by natural disaster - with 12.5 million people affected, a significant portion of which is located in the island of Mindanao. The Philippine Disaster Report showed a notable increase in the number of people affected by natural disasters at 2.4 million or 562,222 families in Mindanao largely due to Tropical Storm Washi in 2011 and Typhoon Bopha in 2012. The latter was declared by the Centre for Research on the Epidemiology of Disasters as the world’s deadliest catastrophe for that year.

Locally known as Pablo, typhoon Bopha made landfall over Baganga Town, Davao Oriental in Eastern Mindanao on 4 December 2012 with maximum sustained winds of 175 kilometers per hour (kph). It traversed the neighboring Province of Compostela Valley as it moved across Central and Northern Mindanao weakening further to sustained winds of 140 kph before it subsequently dissipated three days after. The coastal municipalities of Baganga, Cateel, and Boston in Davao Oriental Province were devastated the most. Approximately 559,000 people were affected with reported 537 fatalities, 2,271 injured, and 51 missing. [PDNA, 2013]

Estimates in the Provincial Post Disaster Needs Assessment as of 5 April 2013 indicated a total damage of PhP12.8-billion across social, infrastructure, resettlement, and livelihood sectors. The total amount needed for reconstruction and rebuilding was pegged at PhP14-billion. The assessment further noted that the agriculture sector suffered the most. The pre-Bopha economy of the province was chiefly dominated by agriculture, with coconut having accounted 70.8 percent of total hectareage

planted to crops and generated about 60 percent of the jobs in the province. Total damage to livelihood sector is approximately PHP6.6-billion of which PHP469.8-million accounted for the damage to agriculture subsector.

International humanitarian assistance was mobilized to help affected municipalities rebound from the devastation. In early 2013, the International Labour Organization (ILO) was granted US\$597,060 by Central Emergency Response Fund (CERF) through OCHA to implement cash-for-work activities in the municipality of Baganga as part of an emergency response phase. Subsequently, the ILO further sought funding assistance from the Australian Department of Foreign Affairs and Trade (DFAT) to expand the initial intervention by implementing the Employment Intensive Investment Programme (EIIP), applying labour intensive and local resource based strategy to help recover livelihoods in Baganga, Cateel and Boston municipalities.

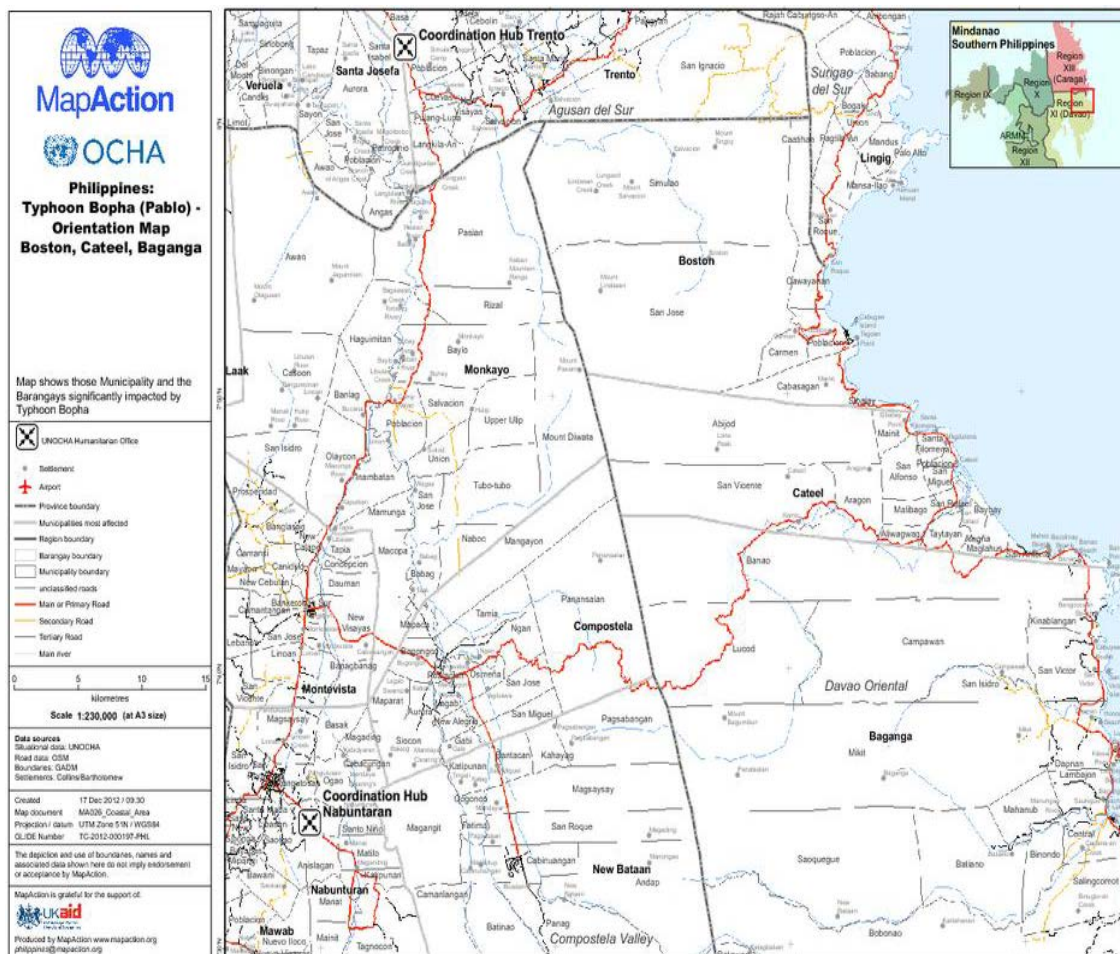


Figure 2 : Map of the Municipalities covered by the project. Source: OCHA

2.2. Background and description of the project

In March 2013, the ILO was granted a project to be implemented in the municipality of Baganga with a funding support of AUD 300,000. The immediate objective of this project was to regenerate incomes through medium term employment intensive reconstruction works that will lead to longer term livelihood restoration. It had a target beneficiary of 1,000 for livelihood recovery. In May 2013, a second project was granted with a funding support of AUD 900,000, for implementation in the municipalities of Cateel and Boston, Davao Oriental in collaboration with the Food and Agriculture Organization of the United Nations (FAO) and United Nations Population Fund (UNFPA). The immediate objective of this project was to increase access to income generating opportunities and improved livelihood (particularly on agriculture) for disaster affected households. It had a target beneficiary of 2,000 livelihoods recovery. The funding assistance of DFAT for both the projects were meant to sustain humanitarian assistance in affected municipalities, and facilitate transition from short term to medium-term recovery.

The first project is entitled “Typhoon Bopha Philippine: Application of Local Resource-based Employment Generation Approach” and the second project, “Typhoon Bopha Philippine: Joint Response to Post Calamity Interventions, Local Resource-based Employment Generation and Livelihood Recovery” are hereinafter collectively referred to as “the project”. Both projects were led by a National Project Manager and backstopped by technical experts in Bangkok.

Description of the project’s objectives, duration, funding arrangements, coverage, partners, beneficiaries

Elements	Agreement 65815 PHI1208MAUS	Agreement 66507 PHI1303MAUS
Immediate Objective/s	Regenerate incomes through medium-term employment intensive reconstruction works that will lead to longer-term livelihoods restoration	Increase access to income earning opportunities and improved livelihoods (particularly on agriculture) for disaster affected households
Duration	March 27, 2013 to March 31, 2014	May 3, 2013 to May 15, 2014
Amount Granted	AUD 300,000 (equivalent to US \$299,552)	AUD 900,000 (equivalent to US \$879,570)
Coverage	Baganga	Cateel, Boston
UN Partners	None	FAO, UNFPA
Target Beneficiaries	750 cash-for-work 250 livelihood recovery	1,000 cash-for-work 1,000 livelihood recovery
Target Work Days	11,250 cash-for-work 7,500 livelihood recovery	15,000 cash-for-work 15,000 livelihood recovery

Organizational arrangements for the project’s implementation in the project document

A. Baganga project was implemented by ILO

Implementation modalities

The ILO Manila Office would execute the project. It would jointly implement activities with DOLE in close collaboration with the LGUs and local communities. It would collaborate with DSWD and DILG. The ILO’s Employment Intensive Investment Programme (EMP/INVEST-EIIP) would technically backstop the project. The project would receive further support from the ILO CRISIS programme.

The project would be implemented over a period of 12 months.

AusAID would be involved throughout project implementation and actively participate in project meetings and monitoring missions. AusAID would play an important role in knowledge development and sharing with the purpose to inform its own policies and programmes for the Philippines particularly in the areas of climate change adaptation, crisis response and social protection.

An independent Government/AusAID/ILO outcome evaluation and impact review would be carried out at the end of the project.

Strategy

The key elements of the project strategy are to:

- Identify severely affected and least supported communities through consultations with key stakeholders at regional, provincial and municipal levels;
- Use local resource-based methods to ensure optimum labour content, good productivity standards and improve the quality and extend the infrastructure's useful life;
- Provide on-the-job skills training for workers engaged in recovery and construction work, ensuring that women, youth and indigenous people would also be able to participate;
- Create work through sub-contracts with DOLE, civic organizations, faith-based groups and community-based associations using community contracting modalities earlier demonstrated in calamity-hit areas in Central Philippines and Northern Mindanao;
- Inject AUD 187,275 of cash into the local economies through the payment of wages and local purchase of materials and services;
- To the extent possible, develop the work in the context of climate change adaptation to increase the resilience of local communities and local governments;
- Facilitate the work of the livelihood cluster and harmonize the approaches used by UN agencies, DSWD and DOLE; and
- Contribute to the development of guidelines and technical manuals that can be used in response to future disasters.

B. Cateel and Boston projects-ILO, FAO and UNFPA intended jointly implement this project. Below are the key activities summarized by implementing partner.

Key activities of the ILO.

1. The ILO would carry out the preliminary work activities, strengthen municipal clusters, coordinate with partner organizations for information sharing, avoiding overlaps, identifying needs and gaps and harmonizing cash for work and emergency employment approaches;
2. Conduct Cash-for-Work activities in the municipalities of Cateel and Boston to be participated in by one household member from the affected areas;
3. Mobilize, organize and develop small community contractors from among the participants of CfW activities;
4. Provide livelihood support services, e.g. small hands tools and equipment, green agricultural inputs, entrepreneurship and skills training, and start-up fund for micro-enterprises;
5. Document and implement processes, good practices and lessons learnt for replication and upscaling of tested tools and interventions; and
6. Provide overall project management support and monitoring and evaluation.

Key Activities of the FAO

1. In collaboration with the Department of Agrarian Reform (DAR) and the ILO, would identify, select and verify priority agrarian reform community and beneficiaries;
2. Purchase vegetable seeds, assorted fruit trees and high value crop seedlings and hand tools for distribution to agrarian reform beneficiaries in Boston and Cateel;
3. Provide agriculture input packages consisting of two packs of assorted vegetable seeds for about 380 square meter of backyard plot; 20 kilograms of certified rice seeds per half-hectare farm; 20 kilograms of white corn per half-hectare farm; 20 seedlings of assorted and asexually propagated fruit trees; and, one set of garden hand tools for cluster of vegetable growers;
4. Organize clusters to facilitate community sharing, group maintenance and management of tools consisting of shovel, hoe, rake, bolo and pick mattock; and
5. Provide guidance in developing cohesion among cluster members.

Key Activities of the UNFPA

1. Provide inputs for the selection of beneficiaries of the CfW program, ensuring that women and men, including indigenous peoples have equal opportunities;

2. Conduct of in-depth gender sensitivity orientation to project staff, other stakeholders and partners and the Team Leaders for cash-for-work and employment recovery schemes; and
3. Link CfW beneficiaries with existing Gender-Based Violence (GBV) prevention and response services and the dissemination of relevant materials in the project barangays.

Implementation modalities

1. The ILO Manila Office would execute the project. The direct partners in the implementation were FAO and UNFPA.
2. The project would jointly implement activities with the Department of Labour and Employment (DOLE), the Department of Agrarian Reform (DAR) and the Department of Agriculture (DA) in close collaboration with the LGUs and local communities. It will collaborate with the Department of Social Welfare and Development (DSWD) and the Department of Interior and Local Government (DILG). The ILO's Employment Intensive Investment Programme (EMP/INVEST) would technically backstop the project.
3. The project would be implemented over a period of 12 months.
4. AusAID would be involved throughout project implementation and actively participate in project meetings and monitoring missions. AusAID would play an important role in knowledge development and sharing with the purpose to inform its own policies and programmes for the Philippines particularly in the areas of climate change adaptation, crisis response and social protection.

2.3 Project time line: Major events and brief description

Date		Project Life Cycle
2012	Dec 4	Typhoon Bopha hits eastern Mindanao. The municipality of Baganga, Davao Oriental and its neighbouring municipalities Cateel and Boston were most affected.
2013	Jan 25	The BAP was launched.
		The post-Bopha reconstruction and development framework adopted by the Provincial Government of Davao Oriental is pursued in three phases: first , emergency humanitarian response relief operations, from December 2012 to June 2013; second , early recovery for rehabilitation of livelihood from January to December 2013; and third , building back better for land use and sectoral re-planning, including mainstreaming of DRR and climate change adaptation, from January 2013 to December 2016.
2013	Jan-Feb	The International Labour Organization (ILO) was granted US\$597,060 by the Central Emergency Response Fund (CERF) through OCHA to implement cash-for-work activities in the municipality of Baganga.
		The design failed to consider the various approval procedures of the different agencies of UN-FAO and UNFPA.
2013	Feb	The project coordinator tasked to manage the interventions under the CERF was recruited.
2013	Mar 27	The deed between the Commonwealth of Australia represented by AusAID and the ILO was made for the DFAT Agreement No.65815 ---- “Typhoon Bopha Philippines: Application of Local Resource-based Employment Generation Approach”.
2013	Apr 24	PARDEV Minute Sheet from the Department of Partnership and Field Support was issued indicating approval of the funding support worth AUD300,000 for the Project “Typhoon Bopha Philippines: Application of Local Resource-based Employment Generation Approach” to be implemented in the Municipality of Baganga. Project Duration: 27 March 2013 - 31 Mar 2014
2013	April	Post Pablo/Bopha Needs Assessment was conducted.
2013	June	6 Months after Typhoon Pablo hit the area, the Emergency phase is over. However the project still has not started. Given some period for admin processes (recruitment, etc), the project should have already started in June.
2013	June 05	PARDEV minute sheet was issued indicating approval of the funding support worth AUD 900,000 for the Project “Typhoon Bopha Philippines: Joint response to Post Calamity Interventions, Local Resource-based Employment Generation and Livelihood Recovery” to be implemented in the Municipalities of Boston and Cateel. Project Duration: 3 May 2013 - 15 May 2014
		Delays in the project implementation were attributed to: 1) difficulties in recruitment of project coordinator; 2) no well defined implementation plan.
2013	Jun-Aug	An implementation specialist from the Washi Project of ILO was deployed in the Bopha Project site for three months to assist in the transitioning of the interventions from CERF to DFAT project.
2013	Jul	The CERF-CEEP culminated.
2013	Jul 12	Evaluation of the CERF interventions was conducted.
2013	Oct	Project transition from emergency phase to medium term livelihood recovery was faced with difficulties causing further delays in the implementation.
2013	Oct 2	The Project Coordinator (NO-B) was officially on-board following a short

Date		Project Life Cycle
		briefing in Manila. The Project Coordinator (NO-A) previously handling the Baganga Project resigned.
2013	Oct 21	NO-B arrived in the project base in Cateel.
2013	Nov	UN Agency to UN Agency contribution agreement was signed by FAO and ILO officials.
2013	Dec	The 3rd quarter progress report for Baganga project was finalized covering the period July -October 2013 (output classification: satisfactory and maintains project start and end date)
		ILO prescribes two report formats: 1) for interim report (narrative and financial progress reporting); 2) for final reports
2013	Dec	OCHA, other ODAs and INGOs left the zone
2013	Dec 10-11	Implementation Planning Workshop for the project was conducted in Mati City participated by relevant stakeholders
2013 Dec	2014 Feb	Mobilisation of local partners and simultaneous implementation of subprojects
		For Baganga: Only one subproject was implemented before the end of CY 2013, subprojects were deferred for implementation in 2014. Development of subprojects with local partners on-going and simultaneous implementation to be pursued for the first quarter of 2014
		For Baganga: Identification of damaged infrastructure and other community assets was only finalised in Dec 2013. Strategic community assets were targeted to be restored towards the first quarter of 2014
2014	Jan 21	Baganga was isolated due to Low Pressure Area
2014	Jan 21	2 nd Progress Report for Cateel and Boston Projects was finalized covering the period from May 2013 - Jan 2014 (output classification: " very satisfactory " ; had NOT followed slated project start and end date: from 15 May 13 to 2 oct13/ 15 May 14)
2014	Jan-Feb	Various Baganga subprojects did not push through due to low pressure area
2014	Jan	The ILO requested for no cost extension due to delays.
2014	Jan	The implementation of Cateel and Boston project was also stalled due to low pressure area (no access roads so no contracts was processed with local organisations)
		After the LPA, 14 contracts for Cateel and Boston were awarded with local organisations and a government agency (aligned with the Building Back Framework)
2014	Feb 14	3rd progress report for Baganga project was finalized covering the period from Nov 2013 to Jan 2014 (output classification: " unsatisfactory " and maintains project start and end date)
2014	Mar 31	Original ending date for the Baganga Project per DFAT Agreement No. 65815.
2014	May 15	Original ending date for the Cateel and Boston Project per DFAT Agreement No. 66507.
		Only 3 subprojects in Baganga: (1) Irrigation system (Brangays, San Isidro and Mikit), (2) DORECO Electrification of 3 barangays, (3) Footbridge reconstruction in Miik tBarangay
		Cateel/Boston apart form subprojects also (1) clarify procedures at the national, regional and provincial levels SSS/ PhilHealth through a MoU; (2) work with clusters (livelihood /MoU-accident insurance coverage SSS/Phil Health
2014	Jun 19	No cost extension for Baganga, Cateel and Boston project was granted and approved by DFAT until 30 Sept 2014
2014	Jun 14	UNFPA through Child Alert Mindanao (CAM) finished training community

Date		Project Life Cycle
		educators
2014	Jun 19	4th progress report for Baganga project was finalized covering the period from January to June 2014 (output classification: " Probable " and project end date 30 Sept 2014)
2014	Jun 24	4th progress report for Cateel and Boston project covering the period from January to June 2014 (output classification: " Highly Probable " and project end date 30 Sept 2014)
2014	Jul-Aug	Project team pursued implementation of remaining subprojects
2014	Aug	Monitoring and Knowledge Management Workshop was conducted in Mati City
		Formulation of a Knowledge Products that showcases the experiences of local partners as they pursued the subproject implementation
2014	Sept 26	Closing ceremony in Manila
2014	Sept 30	Project onclusion
2014	Oct	Final progress report

2.4 Project key elements

Output 1: Emergency phase- Short term - Rapid employment created through cash for work (CfW) activities . Time frame - 6 months after Pablo

Output 2: Early recovery component- Medium to Long term employment created through community contracting in affected communities particularly related to improvement of agri- infrastructure and livelihood.–Time frame- more than 6 months after Pablo

Output 3: Recovery component – phase capacity building and mainstreaming -institutionalizing

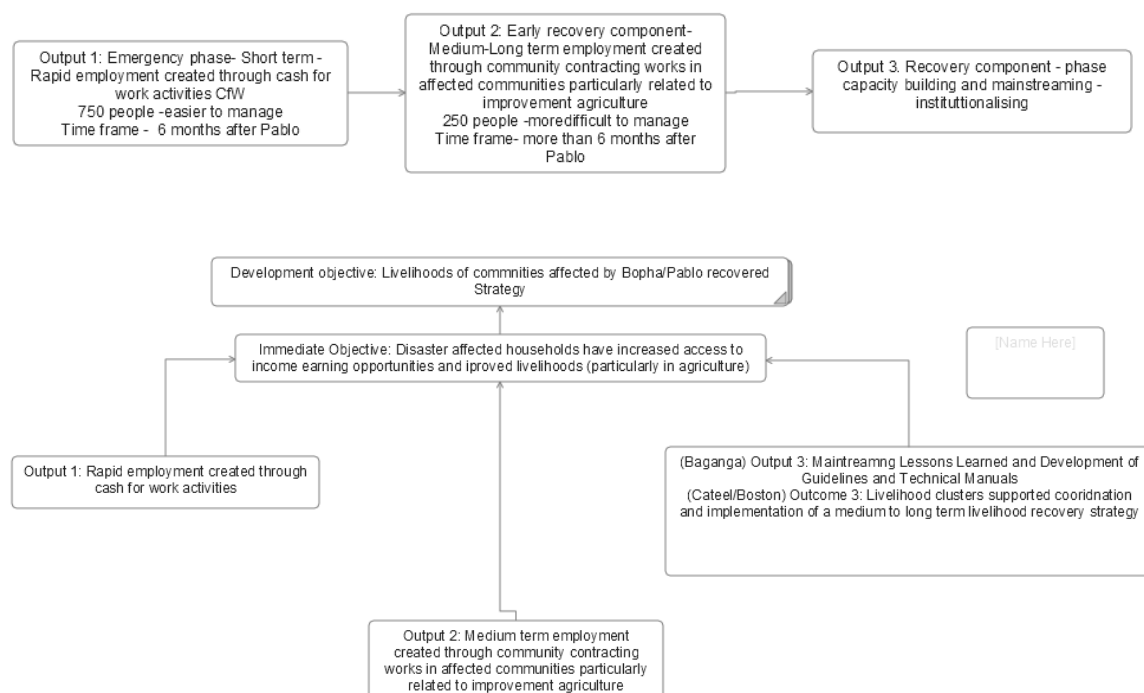


Figure 3 Project's outputs and outcomes

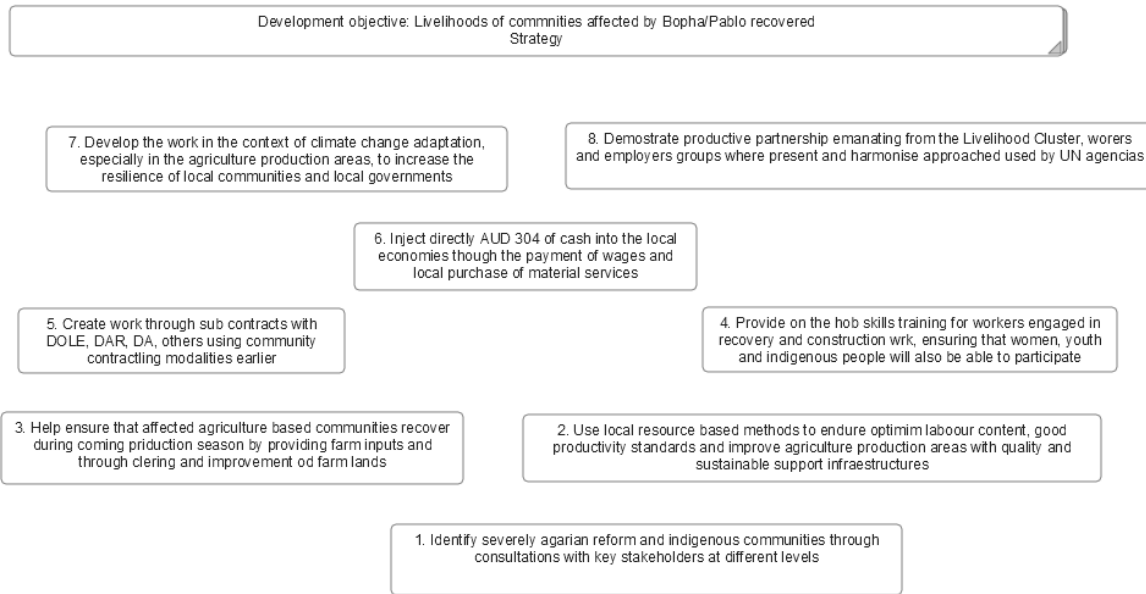


Figure 4 Key elements of the Project strategy

2.5 Project and Subprojects status

Details pertinent to the subprojects including the contracted parties, title of contract, brief description, areas covered, beginning and end date, actual cost and key outputs are herewith found in the annexes.

The bulk of the subprojects were implemented between March-May 2014, as we can see in Figure 5 below.

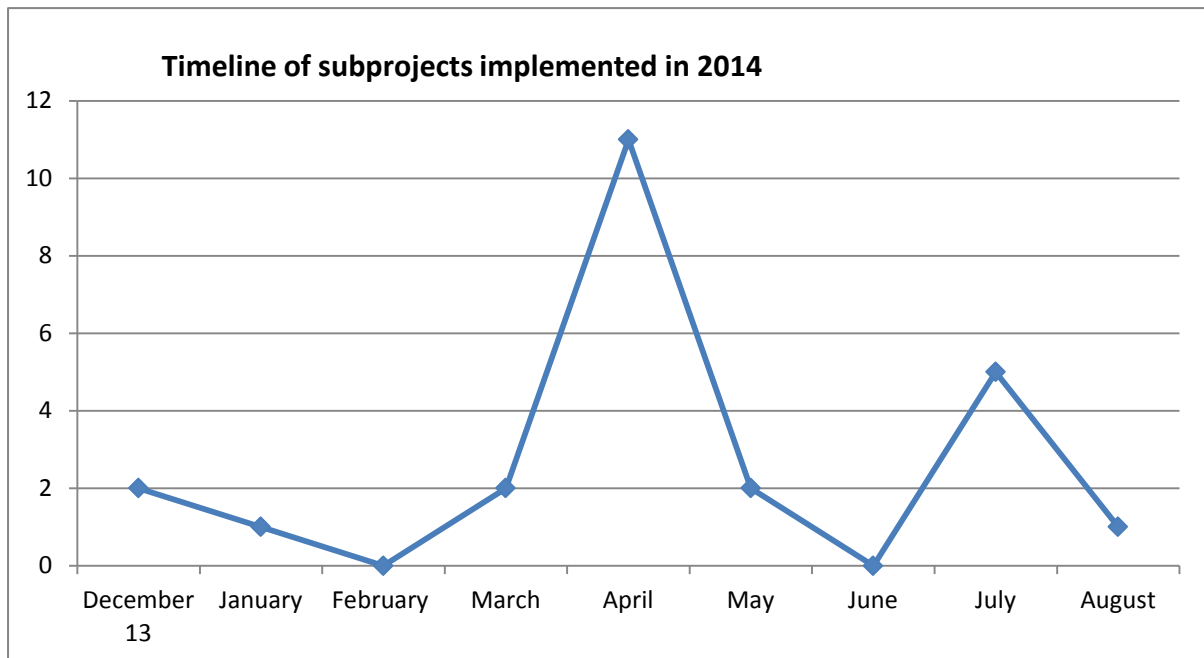


Figure 5 Time line of subproject implementation

3. Evaluation background and methodology

3.1 Purpose and objectives of the evaluation

The end users of this evaluation report are: 1) The Australian Department for Foreign Affairs and Trade (DFAT) as the donor; and 2) the ILO project management team, technical specialists and technical unit at the headquarters.

The evaluation criteria and questions that this evaluation sets out to answer were identified (as per the OECD/DAC).

This final evaluation is directed at appraising the extent to which the project partners and beneficiaries have benefited from the project and the extent to which the project strategy and implementation arrangements were successful. The following evaluation criteria were applied.

- Relevance and strategic fit of the project;
- Validity of the project design;
- Project effectiveness;
- Efficiency of resource use;
- Sustainability of project achievements/results;
- Impact orientation;

In addition, the evaluation is expected to assess the following areas:

- Application of result-based management;
- Gender equality;
- Adoption of human rights-based approach;
- Capacity development;
- Environmental sustainability;

While this evaluation sought to address a set of relevant *evaluation questions*, the findings herewith shall be used for *promoting accountability and organizational learning* among the stakeholders including the ILO. To achieve the above mentioned objectives, this evaluation appraised the following:

- the final progress made in relation to the planned achievements of the results and the immediate objectives;
- the effectiveness of the measures taken to ensure results-based management in the project implementation;
- the project management, coordination mechanisms among various stakeholders in the project areas;
- the institutional arrangements and capacities within the Governments at various levels to monitor the implementation of the projects during and beyond the timeframe of funding;
- project experiences that can be learned with regard to promoting decent work, gender equality, rural access and environmental sustainability, promoting indigenous knowledge and skills;
- the project's direct and indirect impact across socio-economic variables as well as environmental variables;
- the feasibility and scope for the replication of the activities demonstrated by the projects and well received by the ultimate beneficiaries;
- the measures taken to ensure human rights-based approach to development;

- the measures taken to ensure sustainable capacity development of the partners and collection of evidences that shows the partners wilfully taking increasing responsibility in transforming the outputs of the project into the outcomes.

3.2 Evaluation approach and tools

The evaluation had complied with evaluation norms and DAC standards and followed ethical safeguards, all as specified in the ILO's evaluation procedures. In order to enhance usefulness and impartiality of the evaluation, evidence-based approach to evaluation had been adopted. A combination of tools and methods had been used to collect relevant evidences. Adequate time had been allocated to plan for critical reflection processes and to analyse data and information. The methodology for collection of evidences included the following:

Evaluation sources	Number
Municipalities	Baganga, Cateel and Boston. The geographic coverage of the evaluation has been the 3 municipalities.
Interviews	55 persons
Workshop (Mati City)	65 persons
Documents review	>100 relevant documents
Site visits (Subprojects)	12 site visits (21 subprojects)

- Review of documents related to the project, including the initial project document, progress reports, technical assessments and reports, project monitoring and evaluation documents.
- Design of an Evaluation Matrix, including evaluation indicators, sources and tools (see Annex 1)
- Review of technical products (training manuals, technical guidelines, etc.) and other publications used or developed by the project
- Review of other relevant documents (see Annex 4)
- Conduct field missions, interview and focus group discussion in Banganga, Cateel and Boston with key stakeholders (see Annex 2 and timeline).
- Conduct stakeholders' workshop to validate information and data collected through various methods. (see Annex 3)
- Pro-active and informed consultation with and participation of the key stakeholders in the evaluation process and the finalization of the report will be ensured.
- Integration of gender sensibility in the evaluation process: Sex-disaggregated data will be collected and different needs of women and men will be considered through-out the evaluation process.
- The use of a program based theory approach, that supports the contribution analysis of the design, implementation, context (external factors), structure (internal factors as

organisational structure and management) and results of the operation and the analysis of the internal validity¹ and external validation² of the operation.

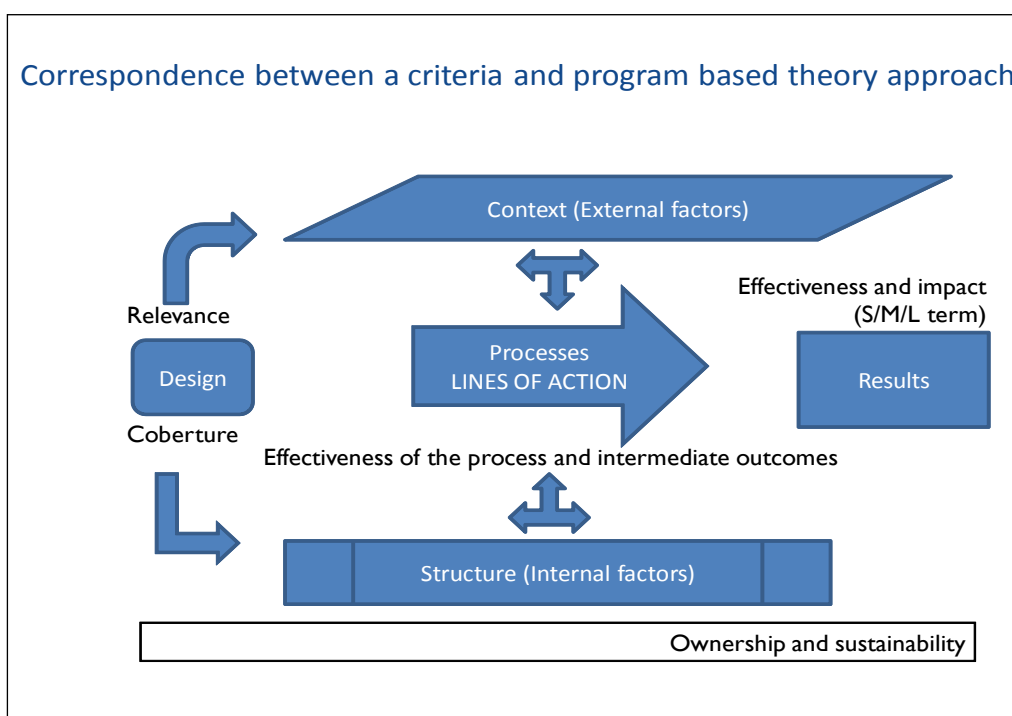


Figure 6 Dimensions of analysis: design, implementation processes, context, structure and results

The evaluation desk review took place between 2- 8 September, the Field mission between 11-20 September, and the Reporting phase between 22 September and 17 October (see in Annex for the time line and the evaluation mission schedule).

3.3 Limitations of the evaluation

A number of potential limitations, assumptions and constraints were identified at inception stage. In most cases, these were addressed or mitigated ---

1. By triangulating information gathered from various sources in order to provide stronger evidence-based conclusions; and
2. By the fact that during the evaluation mission the 3 municipalities and 21 out of the 22 subprojects were visited.

Other limitations of the evaluation encompass the following:

¹Internal validity is about (1) clarity of description, (2) use of the outcomes chain as central organizing principle, (3) demonstration of how desired outcomes relate to addressing the problem, (4) the strength and plausibility of the logical argument/connections, (5) articulation of mechanisms for change

²External validation considers: (1) the existence of relevant evidence, (2) whether the program theory incorporated consideration of context and its impact on outcomes, (3) consistency with accepted theories, (4) the ethical base for the program theory, (5) whether it was worth the time, effort and resources given the purposes. (Funell& Rogers, 2011)

- The terminal project report was not yet available during the conduct of the project evaluation.
- The time for evaluation report drafting and finalisation is notably tight.

Given the abovementioned limitations, the evaluators have nevertheless considered that the findings here do present a credible assessment of the progress and status of the project.

3.4 Assessment of the evaluation processes by the implementing partners

The validation workshop was attended by 65 participants and was very useful for the purpose of the evaluation. At the same time the evaluation process had a very good assessment in terms of participation, utility and comprehensiveness by the implementing partners.

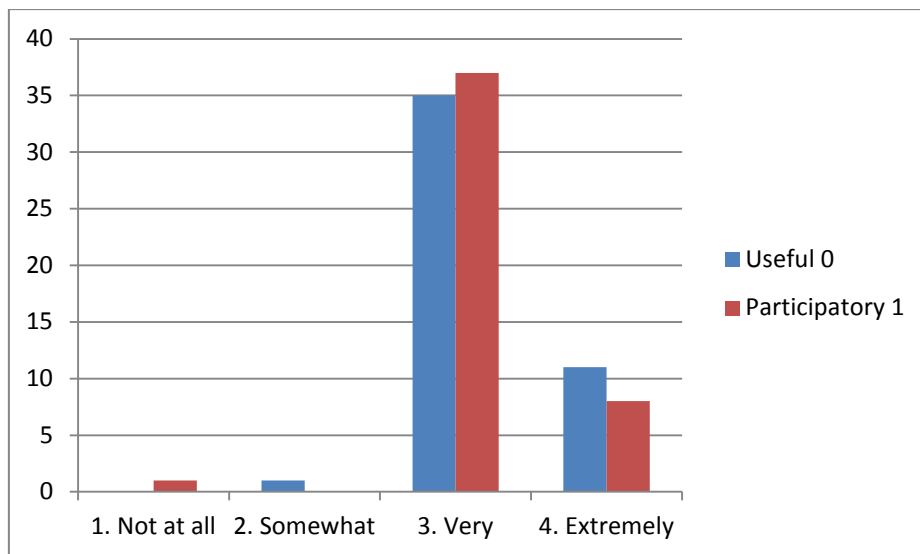


Figure 7 - Perception on the utility and participation of the evaluation process. Source validation workshop

	1. Not at all	2. Somewhat	3. Very	4. Extremely
Useful	0	1	35	11
Participatory	1	0	37	8

Table 1- Perception on the utility and participation in the evaluation process. Source Validation Workshop

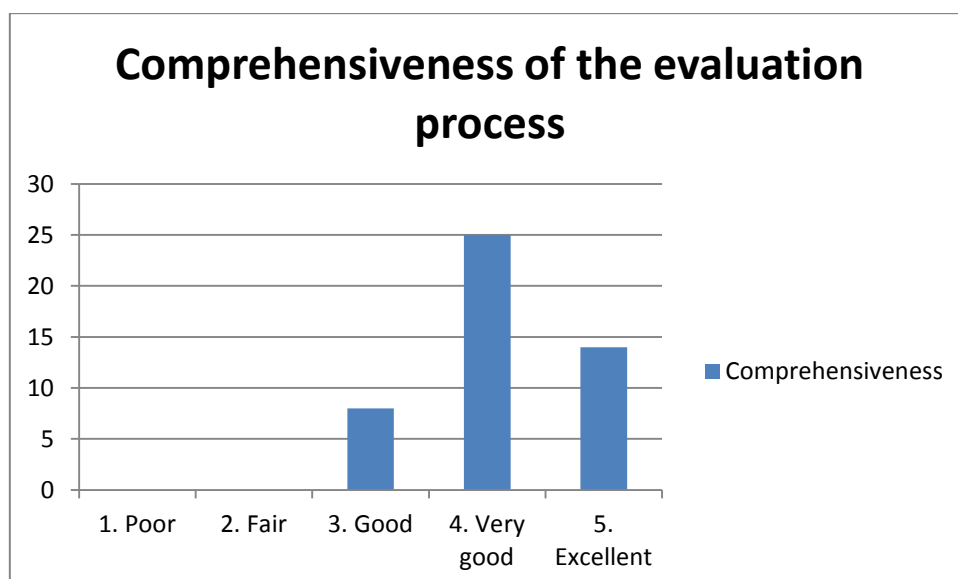


Figure 8 Perception on the comprehensiveness of the evaluation process. Source validation workshop

	1. Poor	2. Fair	3. Good	4. Very good	5. Excellent
Comprehensiveness	0	0	8	25	14

Table 2 Perception on the comprehensiveness of the evaluation process. Validation Workshop

4. Findings of the evaluation

4.1 RELEVANCE AND STRATEGIC FIT

4.1.1 To what extent the objectives of the program are consistent with the Philippines-Mindanao Humanitarian Action Plan (HAP) and Typhoon Bopha (Pablo) Response - An Action Plan for Recovery BAP.

Published in January 2013, the BAP was launched as an addendum to the Humanitarian Action Plan of 2013. Under the Livelihood Cluster Response Plan in the BAP, ILO being the co-lead for the Livelihood Cluster initially targeted to access a total funding of \$2,760,575 to implement four (4) priority projects covering the most affected provinces of Davao Oriental, Compostela Valley, Agusan Del Sur and Surigao del Sur. The said projects complement the government efforts in restoring the affected communities to their pre-Bopha circumstances. [APfR, pp.1, 47] Consequently, only two of the four proposed projects were funded through a grant from DFAT amounting to \$1,200,00 or 43% of the original funds requested covering the Davao Oriental province only out of the four previously mentioned most affected provinces. [Project Document: AusAID Grant Agreement 65815 & 66507]

The said projects respond to two of the seven overall priority needs identified in the BAP: 1) Immediate opportunities for income generation and interim livelihoods, and planning for re-establishment of sustainable permanent livelihoods; and 2) Debris clearance and rehabilitation of essential public infrastructure. Under the livelihood cluster response plan, the said projects are directly linked to strategic objective 3: Early re-establishment of livelihoods with special focus to agriculture. [APfR, pp. 3, 66]

The direct link and contributions of the projects to each indicator set forth under the strategic BAP objective 3 are reckoned as follows:

Indicators under Strategic Objective 3 in the BAP (APfR, pg. 47)	Project Contributions (Project final consolidated output, 21 Sept, excel file)
<u>Number of ARBs/farmers provided with agriculture/fishery input packages and trained on agriculture/fishery based livelihood options</u>	1,760 farmers in Agrarian Reform Communities (ARCs) were provided with agricultural packages consisting of rice, corn, vegetables and fruit trees seeds, organic fertilizers and hand tools (this particular activity was implemented in partnership with FAO)
<u>Number of food insecure households reached through FFW and CFW activities to undertake various works projects jointly agreed with the government</u>	4,734 workers were engaged in CFW activities across the three project sites (Baganga, Cateel, and Boston)
<u>Number of participants engaged in public infrastructure restoration activities</u>	1,743 workers were engaged in public infrastructure restoration activities to include: power restoration

	activities; road rehabilitation and improvement; declogging, desilting, clearing of irrigation canal; restoration of day-care center and barangay hall; reconstruction of hanging bridge; rehabilitation of water system, among others.
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Table 3- Project contribution to the BAP

Major findings

The project was situated in the transition phase between early recovery and building back better specifically contributing to the land use, reconstruction, and rebuilding agenda. The project was originally designed to pursue rapid employment through CFW under the emergency phase. Since there were delays in the start-up of the implementation, the project came in not within the emergency phase but rather within the early recovery and building back better phases. It has directly contributed to the rehabilitation of livelihoods and reconstruction of agricultural infrastructures through labour-intensive employment scheme.

The project responds to two of the seven overall priority needs identified in the BAP. The project contributed to each indicator set forth under the BAP strategic objective 3.

4.1.2 Extent to which the activities and outputs of the program are relevant to the social protection needs of project beneficiaries

Legal framework: The Social Security Act of 1997 (Republic Act No. 8282) created the Social Security System-(SSS) for the promotion of social justice and provision of meaningful protection of private employees and their dependents against, among others, disabilities. It provides for an income replacement benefit.

On the other hand, the National Health Insurance Act of 1995 (Republic Act No. 7875), as amended by Republic Act No. 9241, instituted a National Health Insurance Program that shall provide health insurance coverage and ensure affordable, acceptable, available and accessible health care services for all citizens of the Philippines. It provides for assistance to costs incurred for hospitalization i.e. room and board, drugs and medicines, laboratories, operating room and professional fees. [Decent Work Country Profile Philippines, p. 72]

National context per percentage share of workers with access to social protection: In 2010, just 6.3 percent out of the total 10.858 million self-employed workers in the country were actively contributing SSS members. Proportions of the economically active who contribute to SSS remain low at between 26-28 percent. With regard to national health insurance coverage, considerable progress had been achieved at 74 percent in 2010. However, this stands in stark contrast to the increasing trend in healthcare expenditures financed out of pocket by private households, indicating that government and other institutions are disbursing proportionally less of total healthcare spending than private households/ individuals are spending on their own. The national social security system was designed with regular, formal employment in mind and **part-time workers have limited ability to participate in the system.** [Decent Work Country Profile Philippines, pp. 73, 75]

ILO's Employment Intensive Investment Programme (EIIP): Given the fragmented social protection system in the country, ILO ensured that decent work and sound labour practices are integrated to the process anent to implementing the EIIP through Community Contracting and Cash-for-Work (CFW) schemes. Key features of the latter were to -- 1) provide opportunities for work that is productive and delivers a fair income; 2) provides security in the workplace and protection against

occupational hazards; and 3) access to social protection by the workers and their families. [Community Contracting Initiatives in Calamity-prone Areas: A Practical Guide, pp. 2-8]

Major findings

All the workers employed in the CFW activities were paid with the regional standard minimum wage of P301 per 8-hour work/day. Prior to the start of work, all of them were covered with one-year accident insurance and were handed with a set of personal protective equipment (PPE) plus a set of working tools for every group of workers. New accounts were created for those who were not previously enrolled in SSS and Philhealth. The project ensured the workers' 1-month coverage to SSS and 1-quarter to Philhealth. These social protection mechanisms warranted the workers' medical care, employment injury benefit, and survivor's benefit should untoward incidents occur during project implementation.

One set of PPE is usually comprised of hat, long-sleeved shirt, hand gloves, and rubber boots. Variations to the set were made depending on the type of subproject. For example, thermal shirts were provided to workers engaged in the construction of lobster pens. Hard hats were provided to those engaged in reconstructive works of agri-infrastructures and ****buri** hats to those involved in the development of SALT areas.

***Buri is of the palm family widely used in the handicraft industry*

Box 1 - PPE composition

The provision of social protection coverage and adequate personal protection gears were innovations of ILO as part of its promotion of decent work and sound labour practices to the informal sector being the primary target of the project. Community contracting, being the primary mode of operating the community-led infrastructure-cum-job creation approach, paved way for improving the capacities of the workers in: 1) gathering and processing of the appropriate documentary requirements; and 2) managing funds/allocating for the premium contributions. Such processes also paved way for their increased appreciation and consciousness for social protection.

- The SSS provides for an income replacement benefit while PhilHealth provides for assistance to costs incurred for hospitalization.
- All the workers employed in the CFW activities were paid with the regional standard minimum wage of P301 per 8-hour work/day.
- The project had the support of the local government in relation to increasing consciousness, appreciation, and access of the project beneficiaries/workers to SSS and Philhealth coverage.

Box 2 Key ideas on social protection

4.1.3 Project's alignment with and support to other relevant areas of the ILO's mandate like green jobs/works, Philippines UNDAF-2012-2018, and Philippines ILO Decent Work Country Programme outcomes

For purposes of the project, the concept of **green jobs** is directed at providing a decent employment in agriculture, industry services and administration that contributes to preserving or restoring the quality of the environment, and to adapting to climate change impacts (including climate disasters). Tree planting, sloping agricultural land technology, riprap construction to control soil erosion and flooding are some of the examples of green jobs. **Green works**, on the other hand, refer to strategies employed in creating green jobs through local resource based methods. [Implementation Planning Workshop Documentation Report p.10]

The project has supported the realization of the Philippines Decent Work Country Programme outcomes through the outcome 210225 - Outcome 01 – Employment Promotion: More women and men have access to productive employment, decent work and income opportunities. The project has supported the needs and priorities of the social partners in Philippines and the relevant UNDAF-2012-2018- outcomes through the outcome area 2- decent and productive employment for sustained greener growth,, in both subareas, 1. Productive employment for sustainable and greener growth and 2. Decent work mechanisms. [UNDAF, p.13 and Philippines ILO Decent Work Country Programme]

Major findings

The project introduced the Sloping Agricultural Land Technology-SALT to the farmers in fourteen (14) sites across Cateel and Boston. The objectives were twofold, viz: 1) provide resource-poor farmers with potential source of livelihood that is agri-based and economical (without using expensive synthetic fertilizers); and 2) mobilize the farmers to become major players in climate change adaptation works. Through SALT, the occurrence of erosion shall be minimized thus conserving the agricultural soil in upland areas. Legumes and trees were planted to form hedgerows thus protecting the soil from falling-off and at the same time serve as organic fertilizer and mulch. Alleys between contoured soils were alternately planted to corn, peanut, chili, root crops (camote), vegetables, among others. The yields are for selling to the market or for family consumption. Average income of each farmer per planting cycle is pegged at P100 to P300 per 100 sq.m. area depending on the type of crop.

The project is aligned with the UNDAF and the Philippines ILO Decent Work Country Programme

4.1.4 Project's alignment with the strategic thrusts of the Local Government Units (LGUs), its consideration of the different levels of investment required by local governments' existing programmes and newly introduced programmes

The post-Bopha reconstruction and development framework adopted by the Provincial Government of Davao Oriental is pursued in three phases: **first**, emergency humanitarian response relief operations, from December 2012 to June 2013; **second**, early recovery for rehabilitation of livelihood from January to December 2013; and **third**, building back better for land use and sectoral re-planning, including mainstreaming of DRR and climate change adaptation, from January 2013 to December 2016. In this framework, the project complements the provincial government's pursuits of rehabilitating the livelihoods and reconstructing the agricultural infrastructures (with emphasis on mobilizing the community in CCA works) under the early recovery and building back better phases. [APfR, pg. 36; Implementation Planning Workshop Documentation Report pp.11-15]

Further, the project also specifically addressed the identified immediate priority needs articulated under the Livelihood Section in the Post Disaster Needs Assessment (PDNA) Report: 1) provision and distribution of seeds and planting materials; 2) Capability building of farmers on upland technology i.e. SALT; 3) Agricultural land debris management (Cash for Work); 4) Debris Management of forest trees and coconut trunks. [PDNA Davao Oriental as of 5 Apr 2013, pp. 44-49]

The presence of the Provincial and Municipal Livelihood cluster members during the conduct of the ILO Implementation Planning Workshop on 10-11 December 2013 warranted the generation of Livelihood Impact Assessment and list of subprojects which were aligned with the medium to long term recovery strategy of the LGUs of Cateel, Boston, and Baganga.

4.1.5 Project's appropriateness as contribution for DFAT to make

There was an alignment between the project and the DFAT country strategy 2012-2017, especially in 1. sectoral aspects like DRR, livelihoods and emergency; 2. approaches like the CfW; and 3. geographical areas – South of Philippines. The project was an appropriate contribution for DFAT to be made.

Major findings

The project was aligned with DFAT's two strategic objectives to reduce poverty: 1. strengthening basic services for the poor 2. reducing vulnerabilities arising from climate change and conflict.

The project was aligned with two of DFAT's four strategic goals: 1. Building sustainable economic development; 2. Responding effectively to humanitarian crises and natural disasters.

The project was aligned with two of the specific targets for measuring DFAT's progress: 1. Strengthened climate change adaptation and disaster risk reduction management; and 2. Improved conditions for peace and security.

Box 3-Alignment of the project with the DFAT strategy. Source Philippines Program Strategy 2012-2017

4.2 VALIDITY OF DESIGN

4.2.1 Appropriateness of the design of the intervention to meet the project objectives and appropriateness of the design of the intervention to take into consideration potential interactions or conflicts with other actions plans and interventions.

The design of the project was already tested³ and formed part of the EIIP endeavours, using CfW in the short term and community contracting in the medium term.

Major findings

The initial project design was to transition the interventions from emergency to early recovery and development. However there had been delays in its full-swing implementation such that the project had been more focused in achieving the early recovery outputs rather than the development outcomes. However it is notable that even with the short time-frame, efforts had been made so that the processes employed linked the project outputs to the outcomes. In terms of sustainability however, there are many contextual factors (positive or negative external factors) that affect these processes. The model needs to further clarify how to support livelihoods to last a longer time.

The division of labour between ILO, UNFPA and FAO was not clarified and articulated in relation to the objectives. This design –suggested by the donor- failed to consider the various approval procedures of the different agencies of UN, in this case FAO and UNFPA.

Project key elements and programming theory: While key drivers as *subprojects and project team leadership, commitment and motivation* have made possible the positive changes in perception, attitude and behaviors of the partners, there have been other factors that have affected the project implementation--these factors are the following ones-

- a. internal factors as the capacity of the ILO Manila to support the project's needs in a timely, service oriented and proactive way,
- b. external factors as the dispersion of attention-resources due to other similar disasters in Philippines during 2013 and 2014.

³ The approach was field-tested in the recent Washi and CERF projects

Theory of the program (the “story” of the intervention)

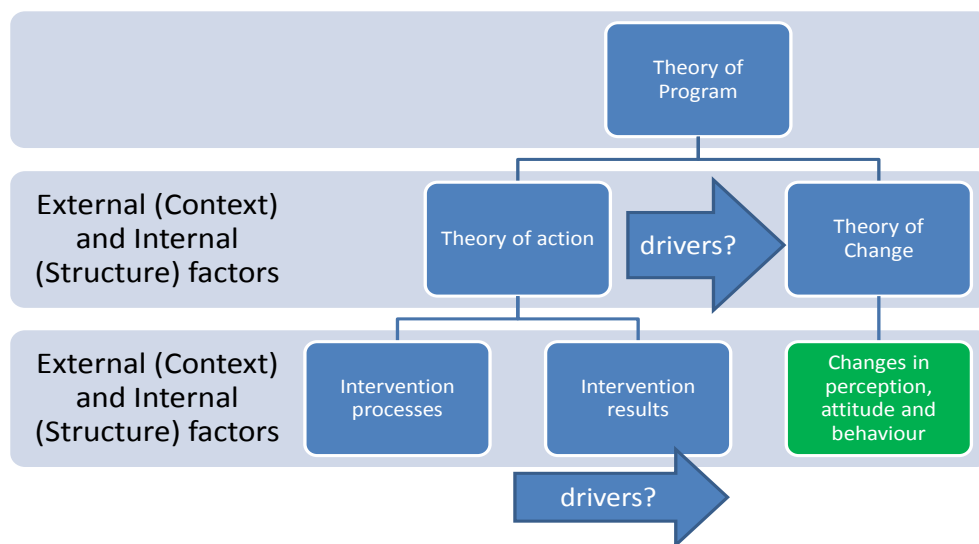


Figure 9 Components of the program theory: theory of action and theory of change.

Table 4 Program theory in practice

External factors	Internal factors	Theory of action. Intervention process and results	Theory of change. Changes in perception, attitude and behavior
Regional and National Political support Other disasters focusing the attention of public and resources Weather	Enough Staff ILO Time management ILO Admin system service oriented and proactive ILO admin and finance system is set up for quick crisis response work ILO, UNFPA FAO coordination-harmonization	The Projects' Strategy 1. Consultations and participatory planning 2. Labour-intensive and local resource-based approach 3. Community contracting 4. Subcontracting 5. Social protection coverage 6. Occupational safety and health 7. Gender equality 8. Environmental protection and climate change adaptation	Satisfaction of immediate needs Ownership Responsibility Awareness on social protection Capacity building
DELAYS	DELAYS	Drivers. Time and process management Subprojects leadership, commitment, motivation Project Team leadership, commitment, motivation Technical support from ILO EIIP specialist in Bangkok	

Central to the project design is the subproject implementation through community contracting. This scheme provided for the achievement of the immediate objective indicated in the project document through: 1) providing access by affected population to rapid employment via cash for work activities (thus stimulating local economy through cash injection to the workers); 2) creating labour intensive and resource-based jobs aimed at reconstruction and rehabilitation of damaged agricultural facilities; 3) providing alternative technology for improvement of agri-related livelihoods (e.g. SALT; vermicast production; organic method of farming). [Project Document: AusAID Grant Agreement 65815]

It can be noted that the implementation was not executed as expected in the original project design. Output 1. Emergency phase--- doables as targeted did not materialize attributed to the delayed project start, so the project proceeded directly to the achievement of output 2. Early recovery phase. The project took off at a period past the emergency phase, hence the target deliverables under Output 1 were carried over to Output 2. In the latter, the interventions were focused on the Employment Intensive Investment (EII) as an approach to operationalize the project, not so much focus on skills building leading to enterprise development. The employment of EII has stimulated the local economy and the introduction of social protection has produced awareness amongst the beneficiaries. The experience of these processes had been documented as knowledge products.

In the next figure, we point out with green color the activities and outputs that were implemented as expected and with orange or red color these ones that were not.

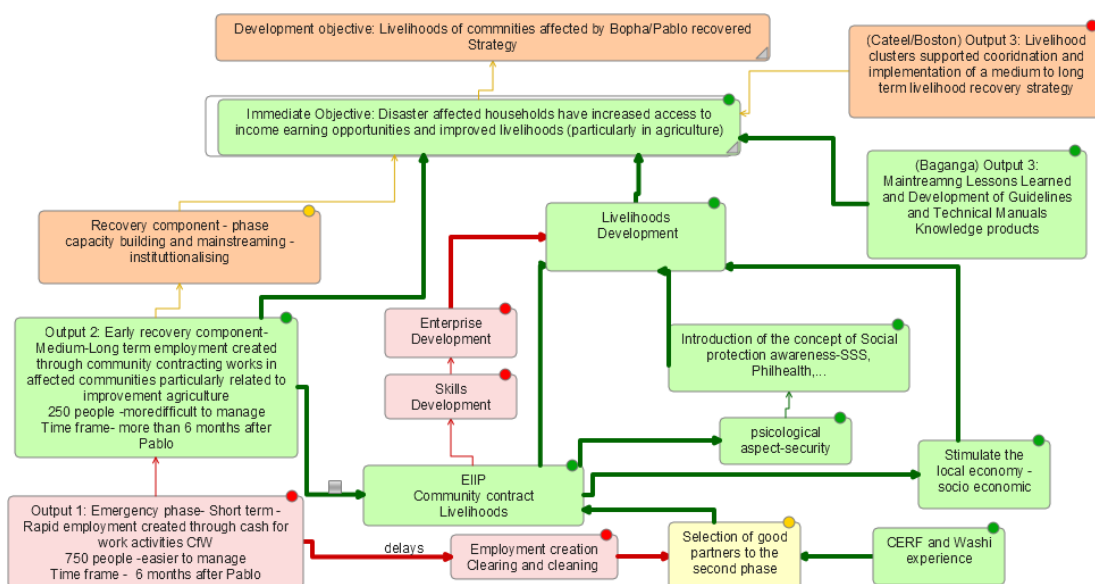


Figure 10 Project design and implementation

4.2.2 Establishment of the baseline

Major findings

The baseline was not reckoned from a full blown baseline report/study

- The project used the disaster needs assessment (PDNA) report and focused on livelihoods.
- The project invited key representatives and other key informants as they knew the data better.
- The project was satisfied with the baseline provided during the implementation planning workshop as the remaining project time was already too short. No possibility of crafting something more scientific given the delays. Doing a rigorous baseline would have implied project start-up in January 2014 and not in December 2013.
- Other sources of initial information were the recent evaluations of similar ILO interventions in Washi project areas and CERF project in Baganga.

Source: KII on baseline establishment

4.2.3 Extent to which the local authorities benefited from the overall project in terms of their capacities to respond to similar future disasters

The design of the project did not encompass the provision of capacity building interventions to local authorities specifically those involved in operating the Local Disaster Risk Reduction and Management offices at the provincial, municipal and barangay levels.

The extent of ILO's contribution to enhancing the Local Government Units' capacities to respond to similar future disasters is through the publications (reference materials) that were produced as practical guide to climate change adaptation and crisis response.

Major findings

The project design did not explicitly extend influence over capacitating the LGUs on DRR other than through providing reference materials on prevention, preparedness, crisis response, and rehabilitation.

No clear deliverables pertinent to capacitating the local authorities in responding to future disasters (that impacts on livelihoods, economic growth, climate change, etc.) There was no verifiable indicator in the logframe that tracks extent of project's contribution to improving capacities of local authorities in this regard mainly because it was not designed to have a direct collaboration with the local disaster risk reduction management council (LDRRMC).

Source: KII on local authorities' capacity building

4.2.4 Extent to which the capacity of various project partners were taken into account in the project's strategy and means of action; Extent to which the project implementation arrangements contributed to the enhanced capacity of the project's implementation partners

At the fore of the community contracting process was the conduct of participatory planning. At this stage, a general-assembly type consultation was done to (among others) ascertain the community organization's/association's capacity to undertake the community infrastructure development work and assess the skills level among members. Based on the results of these assessments, the project provided the appropriate trainings to prepare the participants/workers for the task ahead.

On-site hands-on trainings conducted:

- 1. Construction skills:** carpentry, masonry, installation of power distribution line, correct use of carpentry tools; construction of drainage canal; net structure and adjoining installation of rope line and post line; manual installation of culverts.
- 2. Agri-production related skills development:** seedling management; SALT farming - contouring and landscaping; improved lobster feeding management; chili processing; organic farming with the use of vermicast technology; mushroom production; establishment of watershed through planting of mahogany and bamboo (as windbreakers); mangrove rehabilitation.
- 3. Organizational/Management skills:** leadership skills (enhanced ability to manage the association members); communication skills; project proposal development; project implementation, monitoring and management; leadership skills; report-making (liquidation and narrative terminal report); community managed disaster risk reduction; safety practices for workers.
- 4. Others:** time management, resource (human and material) management.

Box 4 Trainings conducted by the Project. Source : Validation workshop

4.2.5 Risks and assumptions identified and managed and adequacy of risk management processes

Integral to the project document is the risk assessment, where the probable effect of every known risk to the target outputs was enumerated. During the course of project implementation, such risks were adequately managed so as not to affect the pursuits of the project.

RISK	MITIGATING ACTIONS TAKEN
CFW activities cannot be easily identified designed and planned (works that are culture and gender sensitive)	Conducted an Implementation Planning Workshop participated by key stakeholders to identify the priority subprojects that can be supported by ILO --- those that were aligned to the strategic thrusts of the local government ; inclusive for participation of women, men and vulnerable groups across different tribes and culture; labour-intensive and agri-based.
Affected households are not interested to work on CFW schemes; not committed to community contracting modalities	Social preparation sessions were conducted to raise awareness of the affected population on the modality of community contracting and on how they accrue benefits from actively participating
Workers are not paid on time	Workers were oriented at the onset of the centralized internal admin/finance system of ILO Implementing partners with sufficient funds paid the workers' wages (reimbursed upon availability of the project funds downloaded in tranches)
Community do not have sufficient capacity to implement community contracting agreements	On-site hands-on skills training were conducted to capacitate the unskilled workers. An inventory of skilled workers was done to identify those who can take leadership role during subproject implementation.
Lack of commitment within participating agencies to continue coordinating work on livelihoods through livelihood clusters	Linked the subproject to the appropriate government agency for continuity of technical support beyond the project life (e.g. DAR on the vermicast production; DOLE and DTI on the chili production; DA on coconut nursery, etc.)
Gender equality objectives are not supported by local partners and community leaders	Gender awareness and sensitivity sessions were conducted inclusive of men, women and children

Table 5 Risks and action taken by the project

4.2.6 Adequacy of planned monitoring and evaluation arrangements

Developing monitoring activities at the subproject level was a recommendation of the Washi project evaluation report. These monitoring activities were implemented in this project. Monitoring and evaluation arrangements at the local level (project management office in Cateel down to the subproject sites) were adequate in that monitors were assigned per subproject site, tasked to check the following: 1) compliance of the workers to wear the standard uniform (w/ PPEs); 2) daily work progress as indicated/targeted in the Program of Work; and 3) attendance of workers; among others. An onsite nurse was also deployed to monitor the vital signs/health of the workers at the start and finish of each day's work.

Progress reports are promptly submitted by group leaders and area supervisors to the project management office for validation by the Project Coordinator. The latter monitored the subprojects to ensure timely and efficient delivery of project outputs.

Major findings

ILO doesn't have a Monitoring Specialist at the country level who may provide technical support to the project team by: a) providing timely and accurate information to the donors and ILO top management about the project; b) generating feedback from partners and stakeholders as basis for corrective and remedial actions; c) optimizing immediate project results and aligning all operating units, systems and processes in order to achieve the overall project objective.

- At the project level, there was an outputs/outcomes based management orientation
- At ILO-Manila, there was no clear RBM enforcement and the focus was more on delivery rate.
- There was no M&E advisor in ILO-Manila.
- A strong monitoring system at ILO-Manila could have helped avoid certain delays

Box 5 - Key ideas on Monitoring

4.3 PROJECT PROGRESS AND EFFECTIVENESS

4.3.1 Quantity and quality of outputs produced

For the municipality of Baganga, the project intended to benefit at least 1,000 vulnerable men, women, including indigenous peoples by creating 18,750 workdays through CFW activities and injecting cash to local economy worth AUD187,275. [Project Document: AusAID Grant Agreement 65815, pg.3]

Actual outputs for the Municipality of Baganga: Employed a total of 1,112 (F-424; M-688) workers with 38% women participation; generated a total of 21,001 workdays and injected a total of US\$204,390.43 into the local economy (total contract price). [Final consolidated output, 21 Sept, excel file]

NO.	TITLE OF TOR/CONTRACT Baganga	OUTPUTS
1	Baganga Rice Granary Restoration Initiative	Desilted 5 km. stretch of irrigation canal in San, Isidro Baganga, Davao Oriental
2	Mangrove Habitat Assisted Regeneration and Establishment of Baganga Bay Protected Landscape Monitoring Office.	30,000 propagules collected and planted, constructed monitoring office and 10 units of cottages, and rehabilitated the road leading to the area
3	Phase II, Baganga Rice Granary Restoration Initiative "A Disaster Recovery Approach"	Restored/repared the 10 kilometers irrigation canal and contoured the edge of the canal to prevent soil erosion
4	Hot Chili Production	15 hectares fully planted of chili on the identified areas (1 hectare per site)
5	Clearing, Grubbing, and Desilting of Irrigation Canals	Restored and repaired the 5,240 linear meter of irrigation canal and additional 5,000 linear meter of lateral canal
6	CORN & ROOT CROPS (Peanut/Cassava/Potato) PRODUCTION (Cash for Work & Livelihood Program for 111 Farmers/Beneficiaries)	83 hectares fully planted of root crops @ 124 farmers beneficiaries benefited
7	Construction of Water Supply System	Constructed the intake box, reservoir and restored the water mainline (Level 2 water supply system)
8	Construction of Vermicast Building Facility	Constructed and established vermicast facility for Agrarian Reform Beneficiaries

Table 6 Outputs in Baganga project

For the municipalities of Cateel and Boston, project targets were pegged to directly benefit 1,000 vulnerable population by generating 30,000 workdays and directly inject AUD304,000 into the local economy. [Project Document: AusAID Grant Agreement 66507, pg. 13]

Actual outputs for the Municipalities of Cateel and Boston: Employed a total of 3,622 (F-983; M-2,639) workers with 27% women participation; generated a total of 30,086 workdays and injected a

total of US\$451,180.10 into the local economy (total contract price). [Final consolidated output, 21 Sept, excel file]

NO.	TITLE OF TOR/CONTRACT CATEEL AND BOSTON	OUTPUTS
1	Restoring agricultural livelihoods in typhoon-affected agrarian reform communities in Davao Oriental Province, Region XI, Mindanao, Philippines	Restored the agricultural-based livelihoods of the target beneficiaries through provision of agricultural input and enhanced the sustainable farming capabilities of household food securities through training and disaster risk reduction
2	Initial Implementation of Power Restoration Activities in Cateel and Boston Davao Oriental	Retrieved and restored electrical power lines at the identified areas
3	Eco Park Rehabilitation and Road Improvement	Reconstructed the damaged facilities and pathways improved
4	Electrification of ten Interior Barangays	Electrification of barangays devastated by Typhoon Pablo/Bopha
5	Sloping Agricultural Land Technology of three sites	Capacitated farmers on SALT concepts and application and implemented SALT in three sites
6	Lobster Production Facility	Constructed three lobster production facilities
7	Declogging, desilting, clearing of 1600 linear meters of Irrigation Canal in Buguis, San Antonio, Cateel, Davao Oriental	Cleared and desilted 1.6 km stretch of irrigation canals
8	Irrigation System, Vermicast Production, and Coconut Nursery	Irrigation canal desilted, constructed coconut nursery and rehabilitated vermicast facility
9	Chili production in Cateel and Baganga	12 hectares fully planted of chili of the identified site in Baganga and Cateel
10	Rehabilitation of Food Terminal, San Rafael Barangay Hall and Day Care Center	Rehabilitated the Barangay Food Terminal and repaired the Barangay Hall and Day Care Center
11	SALT with FAO in Five (5) Barangays (Abejod, Aragon, Poblacion, San Antonio, San Alfonso) of Cateel, Davao Oriental	Farmers applied SALT as a climate resilient farming approach
12	Improvement of Access Road to Mantunao Eco Park in Brgy Taytayan/ Rehabilitation of Central Nursery in PurokTagadao Cateel, Davao Oriental	Improved road sections leading to the Mantunao Eco-park and rehabilitated the central nursery
13	Rehabilitation of the School Canteen and Kitchen in BrgyAbejod Cateel and Reconstruction of 60 mtrs wide Mikit hanging bridge in Baganga, Davao Oriental.	Renovated the school canteen and kitchen; Reconstructed the Hanging Bridge in Mikit
14	Rehabilitation and Improvement of Municipal Nursery at Carmen, Boston	Rehabilitated the Municipal Nursery and its surrounding facilities
15	Basic SALT with inland fish culture	Farmers applied SALT as a climate resilient farming approach
16	Increasing Awareness on Gender Sensitivity, Women Rights, Violence Against Women and Human Trafficking in the TY Pablo/Bopha affected communities of Davao Oriental.	Awareness raising on gender sensitivity, women rights, violence against women and human trafficking for Cateel and Boston

Table 7 Outputs in Boston and Cateel

Major findings

Scope and Coverage by Municipality

- Baganga: 16 out of 18 barangays (communities) with subprojects
- Cateel: 16 out of 16 barangays (communities) with subprojects
- Boston: 6 out of 8 barangays (communities) with subprojects

Employed Workers

- Baganga: Employed a total of 1,112 (F-424; M-688) workers with 38% women participation
- Cateel & Boston: Employed a total of 3,622 (F-983; M-2,639) workers with 27% women participation
- 24 contracts awarded for subprojects implementation supporting 44 local organizations

Support to the Building Back Better Framework of the PLGU

- Agri-based livelihood development
- Irrigation system rehabilitation
- Reconstruction or improvement of roads and utilities
- Reconstruction of local government facilities
- Environmental resource generation

Support to the Agrarian reform beneficiaries through the FAO

- 1,760 agrarian reform beneficiaries composed of 1,268 males and 492 females (39%)
- Distributed agricultural inputs and hand tools in Cateel and Boston

Box 6 Overview of the Projects' Accomplishments. Source - validation workshop

Increasing awareness of Communities on Gender Based Violence and Human Trafficking

Area	No. of Sessions	No. of Participants by Target Population Group		No. of Participants by Sex		Total no. of Participants
		Community members	Students	Male	Female	
Boston	48	1,331	559	623	1,267	1,890
Cateel	75	1,720	912	1104	1,528	2,632
Total	123	3,051	1,471	1,727	2,795	4,522

Table 8 attendees to the activities of Child Alert on Gender Based Violence and Human Trafficking. Source- Project presentation during the validation workshop

Major findings

- All partners have model subprojects.
- Project had no favoritism with anyone (all partners had to comply with the rules).
- All finished their respective subprojects ahead of time.
- Partners were innovative in pooling resources to pay for the accident insurance premium while the first tranche was not yet available. Some workers resorted to availing loans in order to be able to pay for the accident insurance. Some partners with sufficient resources paid for the wages of the workers while the project funds were not yet downloaded.

Source: KII on project outputs

4.3.2 Extent to which outputs were transformed into outcomes and project partners using the outputs

The following table shows the major outputs of the project and the ways they have transformed into outcomes:

Project Outputs	Outcomes/Benefits
Generated employment through CFW	Cash injected to the workers stimulated the local economy
Power restored in Cateel and Boston Davao Oriental	Major boost to the community (economic, social) Safer environment at night
Developed SALT areas	Increased access to agri-based livelihood opportunities Enhanced capacities of farmers to engage in low-cost method of upland farming
Irrigation canals cleared of debris and silt	Wider service area with increased agricultural production
Improved access roads	Fast and convenient way of transporting farm produce to the market
Reconstructed water supply system	Access to safe, potable water
Constructed vermicast building/facility	Increased production of organic fertilizer Access to cheap organic fertilizer
Constructed lobster production facility	Alternative source of livelihood among fisher folks

Table 9 Major outputs of the project and the ways they transformed into outcomes

Source- Validation workshop

4.3.3 Extent to which the project had identified/strengthened the skills in terms of promoting gender equality; gender mainstreaming tools adopted and utilized; extent of gender analysis conducted; and project benefits' accrual to men and women

The document entitled "ILO Action Plan for Gender Equality 2010-2015" articulates gender mainstreaming as a strategy to promote equality between men and women. This Action Plan facilitates effective and gender-responsive delivery of ILO's Decent Work Agenda in line with the 2009 International Labour Conference (ILC) resolution on gender equality at the heart of decent work. The direct audience for the Action Plan is all ILO staff in headquarters and the regions, in order to guide them in mainstreaming gender across all their work at all levels of the Organization, including regional priorities. The Action Plan uses a gender-mainstreaming strategy and a results-based management approach. [ILO Gender Action Plan, pp. 4-5]

At the project level, the extent of integrating gender perspective to the implementation was limited to the central premise of promoting opportunities for women and men to obtain decent and productive work in conditions of freedom, equity and human dignity. To quantify this claim, the following indicators were framed in the project document: 1) percentage/number of women participating in project training activities; 2) percentage/number of women workers employed in CFW or have accessed CFW activities; 3) percentage/number of women workers employed through community contracting; 4) number of gender awareness and sensitivity sessions; 4) number of deliberate training/interventions that are designed and identified through community participation to increase opportunities for women participation. **Collaboration with the UNFPA through the Child Alert Mindanao (CAM), a UNFPA accredited NGO, was instituted in order to execute the gender doables and to integrate gender perspective in the project.** [Project Document: AusAID Grant Agreement 65815; Documentation Report - Implementation Planning WS, pp. 9-10]

There was **no gender analysis carried out at the onset of the project implementation**. To the full extent of a standard gender analysis in the post-disaster context of the project, there should have been a rapid appraisal or assessment conducted to ascertain the following: **a) analysis of gender roles perspectives and needs** (division of labour between men and women at the HH and community levels; practical and strategic needs of men and women that the project can address; gender gaps and inequalities arising from existing gender division of labour); **b) analysis of access to and control of resources and benefits** (what resources are available to both men and women; what resources do women have control over; who has access and control over the benefits derived from the resources; what are gender gaps and inequalities arising from the control and access of such resources); and **c) analysis of constraints and opportunities** (constraints related to women's participation in the project; opportunities related to the achievement of project's gender equality objectives).

It is significant to note however that the gender issues that the project was designed to address are- *1) lower rate of women participation in labour force as compared to men; 2) benefits less from coverage of contributory social security schemes*. This explains the much reiterated emphasis of the project's bias on women community contractors; women participants in the subproject implementation; and women having same wages earned and social protection coverage as men.

Major findings

At the institutional level of ILO, there is a comprehensive gender equality framework. However, this framework was not systematically communicated to the project staff. The latter did not receive a technical training on 'Gender Equality and Mainstreaming' prior to deployment at the project base in Cateel as they were just given a CD containing all the standard procedures of ILO (administrative only).

-
- *There was no document highlighting the situation of women.*
 - *When profiling was done for selecting workers the project prioritized and encouraged to target 1. Single mothers; 2. Unemployed persons with dependents; and 3. Women-headed households.*
 - *There were no standard guidelines from ILO Manila or Regional office in Bangkok neither was there an orientation conducted for the project team.*

The design of the gender mainstreaming session conducted during the social preparation phase of the project was informed by what the staff knows about the subject.⁴ The guide for community contracting initiatives in calamity prone areas used by the project had no gender explicit approach.

CAM's gender framework used in the subproject interventions was the one from UNFPA not from ILO. However, it can be implied that ILO and UNFPA, being both UN-member agencies, have harmonized Gender and Development framework. FAO provided training on livelihood options with organic fertilizer preparation with 58% women; mushroom production for 19 (100%) women.

Gender equality at the purview of the project is defined not to make women become the same as men but rather to give equal access to employment opportunity by men and women with complete disregard of biases and discrimination.

At the subproject level, women account for a significant number of workers at 30 percent (1,407 of 4,734). They have availed the on-site hands-on training for reconstructive works of the damaged agricultural and communal infrastructures, as well as SALT farming and organic method of farming.

Other than acquiring these skills, at the subconscious level of these men and women was instilled the value of equal access to such opportunities as contributory to the gender impact that the project aimed to attain.

The project had fairly strengthened skills in terms of promoting gender equality within the limited project life and within the productive role of men and women (with limited budget and in consideration of its post-disaster context). The project took important actions to promote gender equality.

However, it is noted that at the monitoring level, there was no articulation on how the project has affected the other responsibilities of the men and women involved in the subproject implementation –reproductive and social roles; and whether or not the project has helped address the issue of the women-worker's multiple burdens.

There was no Gender Advisor in ILO-Manila.

⁴ The project manager was a Gender and Development focal point-person at the government institution (NEDA) where he previously worked.

During the validation workshop, the project's contributions in promoting gender equality are noted as follows:

- Wages received were the same among men and women;
- The same social protection coverage to both sexes;
- Fair treatment of women during work-days (both men and women held the same working tools);
- Equitable participation of women in all activities (women were not forced to engage in labour intensive activities);
- Equal opportunities for both men and women to undergo skills training (SALT; reconstructive works, etc);
- No gender bias in decision making.

Box 4 Project contributions in terms of promoting gender. Source- Validation workshop

4.3.4 Alternative strategies that would have been more effective in achieving the projects' objectives

During the validation workshop, the partners and stakeholders enumerated the following as alternative strategies that would have made the implementation mode more effective in achieving the project's objectives:

On administrative matters:

1. funds handed to the implementing partners should be in cash not in cheque (bank clearing takes about 7-10 working days)
2. funds should have been downloaded to the implementing partners prior to the subproject implementation
3. more time should have been allocated for the profiling/processing of identification papers

On the subprojects:

1. more workdays should have been allocated for the CFW activities
2. more trainings and capability building activities should have been conducted to further capacitate the organizations
3. linkage of community organizations to NGOs, PLGU and national government agencies should have been established (tap funding support and technical assistance)
4. sustainable strategies should have been devised for the livelihood component
5. livelihood of community associations should have been linked to bigger markets
6. value adding to products should have been supported i.e. processing

Box 5 Alternative effective strategies. Source- Validation workshop

4.4 EFFICIENCY AND RESOURCE USE

4.4.a. RESOURCES MANAGEMENT

4.4.1 Extent of project resources (funds, human resources, time, etc) efficient and effective allocation

The original budget for the wages of the workers was pegged at P226/day (75% of the regional wage rate which is P301/day; the other 25% was set as counterpart of the workers). Accordingly, a new wage order was instituted citing that workers had to be paid 100% of the minimum wage rate. Significant adjustments to the budget were made (without having to reduce the number of target

workers despite paying the full minimum wage and still be able to give the standard social protection coverage).

Strategy employed to maximize the resources: The project operated within a limited fund. During the budgeting phase, a full inventory of the workers was done to ascertain those who are already active members of SSS and Philhealth. This way, savings were generated such that those already covered will no longer be paid for by the project.

1) Project negotiated with the SSS to allow the workers to pay for a month's coverage only rather than the minimum 1-quarter coverage. The minimum period for SSS coverage (for new accounts) is one quarter per person amounting to PhP 990. The project negotiated with SSS to allow only one-month coverage for the workers worth PhP385, which was promptly granted. This way, the project generated savings worth P605 per person.

2) Scouted accident insurance company that provides comprehensive coverage on a cheaper price. From the original budget of P120/person for accident insurance, the project saved P70/person because it was able to scout an insurance provider that offered P50/per person premium contribution for one year. A total of PhP675/person savings was generated by the project. This amount was figured to cover wages of two unskilled workers for one day of work at P301/day.

3) Tapped relevant government agency/office (i.e. Provincial Agriculture Office) to appropriate budget to support the associations (of coconut farmers) by providing inputs (seed nuts). The association's counterpart was the land for the coco-nursery while the Philippine Coconut Authority provided technical assistance.

4.4.2 Extent to which project funds had been delivered by ILO in a timely manner; Factors that have hindered the timely delivery of project funds and counter-measures that were put in place in light of delayed delivery of project funds

The delays in the project start and implementation were due to the following:

a. Centralized administrative and financial management system:

- The ILO is still in the process of rolling out its web base system that included processing of administrative and financial documents. As such, the current system can only be accessed in Manila Office from workstations that are physically connected to the network. This resulted to among others, delays in the processing of contracts with the implementing partners.
- Remote location of the project office in Cateel hence the internet connection was not stable.
- Access to courier services from the project base in Cateel takes three hours travel by land. Documents sent from there took a week before reaching CO-Manila. Urgently required documents for sending-out were hand-carried to Davao City and sent from there for overnight delivery to CO-Manila.
- The stringent processing of funds for downloading (unless the finance staff in Manila gets the original documents they do not process the payment request) had contributed to the delayed delivery of payout cheques for the workers. The 7-working days as clearing period of cheques at the local rural banks furthered the delays.

b. Coordination gaps

- Coordination gaps at three levels, viz: Geneva -Manila-Cateel caused delays in the project extension process.
- Submission of progress reports to DFAT was not done on time.

c. No practical system of orienting new project teams on procedures

Project team did not receive formal orientation about administrative procedures. Some issues from the field team that contributed to delays: (1) documents submitted with incorrect calculations or incomplete supporting documents; (2) providing incorrect code to charge that may be rejected by the system; and (3) documents submitted in rush (without consideration for ample time for review, availability of signatories, falling after the monthly cut-off period when the monthly accounts are closed and reports are being prepared for submission to HQ and Regional Office in Bangkok).

d. Project was undermanned

In the field, it was difficult to handle the administration and management of two projects that were implemented simultaneously. The finance staff had to multi-task (i.e. processing of payment requests, liquidation, checking liquidation/gave technical assistance to the partners), catering the logistic needs of the two projects. Hence the difficulty on improving the following: (1) more proper planning, in particular for travel; (2) improved monitoring system (when payments and deliverables will fall due); and (3) more compliance to established rules and regulations, set policies and procedures by exercising due diligence in reviewing documents for submission and processing.

Delays attributed to the management:

- Delayed recruitment of Project Coordinator (i.e. NO-B) tasked to manage the expanded operations in Cateel and Boston.
- The implementation plans for the three municipalities were only finalized when the Project Coordinator (NO-B) was officially on board in October 2013. The project was inactive (no significant increase in delivery rate) for almost 4-months since June 2013 in Cateel and Boston project areas. First designated project coordinator failed to deliver the expected outputs in a timely manner.

Delays attributed to the community contractors/subproject

- Completion of documentary requirements (info pertinent to legality of the association)
- Limited capacities of the community contractors to prepare liquidation and narrative reports
- Delays in public administration processes

Others:

- Weather condition (LPA Agaton rendered the project sites not accessible for a month)

Some of the abovementioned issues were already mentioned in past ILO evaluations such as:

- Delays in recruitment of staff led to long delays in the active initiation of the project.
- Limitations on contract values meant more partners had to be found.
- Partners were happy with the level of technical and admin support from the ILO-CERF team, however without a 'crisis set-up' in CO-Manila there were difficulties with admin and financial policies and they could not act on the ground as fast as desirable. Halving the project time frame led to pressures on ILO CERF staff and ILO Manila admin staff
- Despite a requirement for 6 monthly reports to the donor, at the time of writing only one report for the first 6 months of cash-for-work/emergency employment has been produced. AusAID reported that their own follow up on reporting and monitoring of the project has been lacking, although the ILO should have been more proactive in producing the agreed reports and monitoring documents.

Major findings

1. The delays due to administrative issues were already indicated in the past ILO evaluations like CERF and WASHI evaluations.

2. The CO-Manila has procedures to follow and they could not be flexible in the processing of documents as rules set forth for development projects were applied to the humanitarian (post crises) projects. There was no flexible administrative procedures constructed that is appropriate for projects implemented under humanitarian (quick response) category.

3. There was no formal discussion between the Cateel Team and the ILO-Manila management conducted sometime during the project life to systematically assess the practical difficulties encountered by the implementers on the ground specific to administrative procedures. No consensus or agreement had been arrived at to systematically address the need for an administrative procedure appropriate for the context of the project.

4.4.b MANAGEMENT ARRANGEMENTS INCLUDING MONITORING AND EVALUATION

4.4.3 Adequacy of management capacities and arrangements; extent to which they facilitate good results and efficient delivery

The project received adequate support from the regional counterparts of the relevant government line agencies like DOLE (provided technical assistance in the implementation of the chili production in Cateel, Boston, and Baganga); DAR through its provincial office (provided administrative and technical support in the implementation of the vermicast production). The Philippine Coconut Authority also supported the project by providing technical assistance and lending chainsaws (used in cutting coco lumber that was utilized in the construction of vermicast production facility); NIA for giving technical inputs to the irrigators' association; DENR for the technical assistance in mangrove rehabilitation, among others.

Collaboration was established between ILO, local governments and communities during the entire project life. There were regular meetings, more bilateral than multilateral meetings. During the validation workshop, the project partners and stakeholders listed the following as their significant contributions to the success of the project implementation:

Community members/associations:

1. Provided counterpart contribution (construction materials; coco lumber/ bamboo; motorized and non-motorized boats)
2. Offered sites for the subproject location
3. Full cooperation and compliance to project requirements

Stakeholders: (government line agencies):

1. Technical assistance (transfer of technology)
2. Oversight personnel (monitors)

Other partners: (DORECO; SAC, Green Mindanao, etc.)

1. Provided materials for the restoration of power lines
2. Assigned skilled/technical manpower as field supervisors during the electrification restoration work
3. Paid the wages of the workers while waiting for the downloading of tranches
4. Transfer of skills on water system maintenance and organized water association officers

Box 6 Partner's contributions to the project

Major findings

One advantage of community contracting is that high ownership of the project is established such that the quality of the output was ensured. The workers employed in the subproject implementation made sure to perform well in their respective deliverables because the output will be left to them as a legacy of their combined efforts. This empowers them despite the limited time invested by the project to achieve this effect.

4.4.4 Strategic use of coordination and collaboration with other ILO projects and with other donor's projects in the project areas

The ILO collaborated with FAO in restoring the agricultural livelihoods in typhoon-affected agrarian reform communities (ARCs) through provision of agricultural packages consisting of rice, corn, vegetable and fruit tress seeds and hand tools. FAO technical backstopping support to ILO on SALT (site selection and training).

Further, the ILO also coordinated with UNFPA to give gender perspective on the subprojects. Such was executed through the involvement of Child Alert Mindanao who has been a partner of UNFPA in linking communities to existing gender based violence prevention and response services.

The crisis and recovery strategy as applied by ILO in Typhoon Washi (Sendong) affected areas were applied in the project. Economic activities were stimulated by providing immediate but short-term income earning opportunities through CFW that was transitioned into medium to longer term livelihood recovery focused on creating green jobs in the agriculture sector. [Project Document: AusAID Grant Agreement 66507, pg.14]

4.5 IMPACT AND SUSTAINABILITY

4.5.1 The impacts of the project and the likely future impacts that can be causally linked to the project interventions

The changes/impacts brought about by the project to the individual, organization, and community, are noted below-source workshop of validation:

Individual level

- Developed a new gender perspective (women can do what men can do)
- Motivated to work more to earn more
- More health conscious (vital signs are monitored during work days)

Association/Organization

- Acquired knowledge on SALT and organic farming
- Linked to other agencies and partners (opened opportunities for potential partners)
- Conscious of the social protection coverage

Community level

- developed a stronger sense of community (brotherhood and sisterhood; unity and strong camaraderie;)
- safer community during night time (power services fully restored)
- improved road condition paved way for increased economic activity

Box 7 Changes brought about by the project

Major findings

The subproject implementation helped the people recover from trauma because they were kept busy. Despite the fact that what they were doing was labour intensive and required much effort, they felt happy while learning at the same time. They also developed strong camaraderie among themselves. The simultaneous implementation of the subprojects changed the physical landscape of their community and this made them feel and see the change unfolding in their immediate environment as a result of their efforts.

The provision of social security coverage reinforced their sense of self worth. Before typhoon Pablo wrought havoc in their area, the concept of savings was not inculcated in their minds because

money flowed by just harvesting coconuts. Prior to the disaster, families earned approximately Php30,000 to 50,0000 per month but now the most is at Php3,000 to 6,000 per month. While the project has afforded them only Php301 per day for 15 to 25 days of work as compared to their pre-Bopha income, the change in their perspective in valuing money is notable. They now have increased appreciation for the value of being enrolled at SSS and Philhealth.

4.5.2 Arrangements to measure the projects' impact during and at the end of the project and the adequacy of these arrangements

A terminal evaluation was sufficed to measure the projects' most immediate impact. Results of which shall inform the ILO management on ways to improve future projects and interventions to post-disaster affected communities.

The project's monitoring tool (matrix) was more focused in tracking the quantitative outputs. It can be reckoned that the agreement with the donor is more on humanitarian assistance, as such it is not expected to have a very high or advance monitoring system.

The project's intent for funding request from the donor was to support livelihoods and bridge the transformation from medium to longer term. The project document was nevertheless silent on the specific net benefits that the project intends to achieve in order for the community organizations to continue operating over the long term.

Major findings

For a livelihood project to work in the long run, more time should be appropriated for social preparation and value chain analysis, including identification of specific subsectors that can support it.

Further on the community contracting, one of the objectives was to capacitate the organizations so that they can enter into contracts with other entities once the project phased out. The flaw in this model is that if the skilled members of the organization opted to seek employment outside of the community, there will be no guarantee for continued development of capacities by the unskilled members of the organization.

4.5.3 Extent to which indigenous organizations in the project areas have been empowered

Even if ILO has a specific framework on indigenous peoples' issues through a convention (C169) that provides a framework for addressing issues related to indigenous peoples' rights, the project had no detailed implementing approach specific to the Indigenous Peoples. If there was a framework at the institutional level of the ILO, it was not relayed to the project staff.

Many workers account for those within the Indigenous Peoples communities. It is within the best interest of the project to reach out to them by providing them opportunities to participate in the subproject activities without discrimination. They received the same trainings/wages/benefits provided to every other worker involved in the subproject.

4.5.4 Extent to which the project had developed effective and realistic exit and sustainability strategy

The project and implementing community contractors did not have an explicit exit strategy. Some elements that were seen to contribute in the sustainability of the project are 1. High degree of ownership at subprojects and local government's level; and 2. Congruence of the subprojects to the government line agencies' mandates and thrusts.

For individuals: The project was designed so that those directly involved in the reconstructive works can acquire useful skills (hands-site training) to improve their chances of getting future employment.

For the community: The members are involved in the identification, design and implementation of the subprojects to develop a sense of ownership of the improvements (i.e. reconstruction of bridges and other public infrastructure, etc). This way, the facility's proper use and maintenance is ensured.

For the associations/organizations: ILO did not require a full blown business plan from them. They were only asked at the onset of the project implementation to describe how they plan to continue their respective livelihood activities. Key items that were looked into were - 1) potential market; 2) equity sharing among the members; and 3) retention of a portion of their income for operational costs. The extent of ILO's assistance to ensure continuity of the subproject operations was to link them to potential partners (to open opportunities for future collaborations).

There was no document as comprehensive exit strategy but there was an implicit exit strategy. With what the project had established the partners see that this is a continuous cycle. The task of the project was to link the implementing partners with the local governments and other potential partners. With what the implementing partners learnt, they can be engaged in contracts and can have opportunities for future collaboration. The context of the project was focused on humanitarian assistance--- interventions like these normally have no exit strategy.

Major findings

The project's community partners can sustain the subprojects if they have an opportunity. It will depend on how willing the regional and local governments are going to give support. Part of the sustainability depends on getting more projects (community contracts). There are plenty of opportunities for agriculture-related and reconstruction works. The challenge is if the local governments will prefer or select private or community contractors (like the irrigators associations). It is however hoped that given the quality of the work that the community contractors have accomplished, they will be preferred to be contracted for future reconstructive works.

4.5.5 Extent to which the project had built a sense of ownership among its partners

During the validation workshop, the implementing partners were asked to enumerate what the project has brought to their respective communities that they can claim as their own. Their responses were summarized as follows:

1. Agri-production facilities: vermicast facility for organic production; rehabilitated / reconstructed irrigation canals; reconstructed irrigation office;
Transformation: inland fishpond for tilapia production, nursery established for coconut
Diversification: developed SALT areas

2. Other Facilities: potable water system; reconstructed hanging bridge; fully restored barangay electric service

Box 8 Ownership building of the project. Source validation workshop

4.5.6 Extent to which the project successfully built or contributed or strengthened an enabling environment (laws, technical capacities, local knowledge, people's attitudes)

The project contributed to the enabling environment for developing technical capacities, local knowledge, and people's attitudes.

1) At the national level there was a MoU with SSS signifying the latter's pursuance in promoting social protection in post calamity period.

2) At the local level, in relation to the constructed bridge for example, a barangay ordinance was enacted specific to ensuring its maintenance. Before the subproject was implemented, the workers coming from the barangay underwent an onsite hands-on training on the design and manner of constructing the infrastructure -- transfer of technology not only in terms of technical reconstructive works but also in administrative procedures like project development, bookkeeping, and accounting.

Further, there had been a notable change in the attitudes of the workers :a) They changed their perspective on how to do work and valued each day of work as opportunity to earn a full day's wage b) They learnt discipline so as to meet targets; and c). They understood the concept of social protection and occupational safety which they did not know before.

4.6 SPECIAL CONCERNS

4.6.1 Extent to which the overall model had been effective as a post crisis strategy to restore livelihoods in the long run; ILO's comparative advantage; Extent to which supported subprojects serve as models that can be replicated by other organisations or local government units

Major findings

The project was designed as a humanitarian grant for implementation within a short duration. It simply "paves the way" to start up livelihood activities. Proving an economic model takes a longer time (beyond one year) to show its effectiveness. To be able to do this, a follow-up intervention (second phase) should have been ideal to really measure appropriateness of the strategies employed in restoring the livelihoods of the affected communities.

The approach of the project works but if livelihood restoration and development are central to its focus then more time is needed to prove the extent of its contribution in self-help capacitation of the individuals and organizations. A developmental approach to livelihoods focuses more in economics, and a humanitarian one does not.

A post calamity intervention normally does not have a great advance in livelihoods. It is only a start up for livelihoods projects, so as to afterwards secure another funding to pursue full economic advancement through livelihood development.

On the other hand, one replicable model that the project can document is its promotion of social benefits. One example of the project's experience to show the advantage of social security is when a worker died during the implementation of the subprojects (the death was not attributed to the

intensive labour associated with the subproject implementation). The wife got Php20,000 pesos for burial assistance and additional 12,000 pesos as mortuary benefits. All these benefits were received as a result of a month's contribution of the project to SSS worth Php385 pesos. This also served as a reference for other partners on the importance of social protection.

Both success and failure are sources of learning of the project. The knowledge products are key outputs. **It will be very useful to conduct a meta analysis of the lessons learnt across all other similar interventions so as to construct models for replication to other areas.**

4.6.2 Extent to which the project applied the core concepts of human rights-based approach to ensure equality, non-discrimination, and participatory accountability and rule of law

The extent of the project's application of human rights-based approach to ensure equality, non-discrimination, inclusiveness and participation were through the following: 1) women and members of vulnerable groups were prioritized as participants to the subproject implementation; 2) no gender discrimination; 3) inclusive project design to encompass members of the indigenous peoples.

Given the varied and limited capacities of the participants, the project conducted an assessment to ascertain the extent of tasks that will be assigned to participants and the kind of technical assistance that will be provided to them. **Women were not forced to participate but rather they were given the option that should they choose to participate they are given utmost priority.**

Ensuring the provision of social security is a manifestation of the project's intent to pursue serving the rights of the informal sector to avail such coverage, on top of their rights to be paid with the minimum wage, and to enjoy safety from occupational hazards (through provision of PPEs).

In terms of accountability, this can be interpreted in two ways. Accountability of the community contractors to ILO was to properly manage the funds downloaded to them, ensure that those were utilized as intended, and properly liquidated. Accountability of ILO to the community contractors was to provide them the funds, never stopped guiding them through provision of technical assistance, and linked their organization to appropriate agencies for sustainability purposes.

In terms of rule of law, the project made sure that the community contractors are legitimate organizations and operated within the bounds of the law.

Major findings

In the selection of workers, the project management made sure that there was no discrimination based on capacities. The women and members of the vulnerable groups were given equal opportunities with men to participate. The subprojects were inclusive in that non-members of the association were employed because more workers were needed. Community participatory processes were employed.

All workers, women and men alike, received the same wage rate per day (based on regional policy on wages), social protection coverage, and personal protection equipment (respective families of the workers were assured that they are adequately protected from accidents). If something untoward will happen the worker/s can avail of social benefits.

The project enforced the "no work-no pay policy". Also the project reserved the right to terminate contracts with non-performing organizations after having investigated the reasons for it.

The project funds were downloaded directly to the community contractor. Technical assistance was provided to increase their capacities in fund management (utilize money according to what it was intended for) and in preparing the liquidation report promptly.

4.6.3 Adequacy of the number and level of staffing hired by the project for effective and efficient delivery of the services to its stakeholders and the beneficiaries

At least three project officers (one for each municipality) and two coordinators (one for each DFAT project) could have been recruited to distribute the load of project management and monitoring. This way, the Project Coordinator (NO-B) should not have shouldered alone the bulk of responsibility anent to running the project.

Major findings

In principle the initial budget of the project can sufficiently allocate manpower to execute the deliverables. However, the administrative works brought about by the project operations were added-on to the load of the existing admin/finance staff in the ILO-Manila office or those hired were integrated in the general pool of workers at the country office. Some delays could have been avoided, if the human resources allocated based in the prodoc for technical, administrative or financial tasks would have worked for the project only.

4.6.4 Good practices and lessons learnt noteworthy of documentation; Most significant achievement/information that the project can communicate?

In this point we are describing some of the good practices and lessons learnt from the implementing projects. In the points 7. Lessons learnt and 8. Good practices, we will refer in general to all the intervention, considering the integration of all the activities and actions.

During the validation workshop, the lessons learnt listed and validated by the partners and stakeholders are noted as follows:

1. Community contracting procedures;
2. Local Intensive and Local Resource-based approach (entire process);
3. Benefits (minimum wage; accident insurance coverage; social protection coverage; PPEs)

Knowledge Products. The knowledge products are a good practice of the project. These products, as documented at the end of the project implementation are herein presented thematic of the following: 1) Project strategies and processes that worked well; 2) Good practices; and 3) Lessons Learnt. These were validated during the evaluation rounds in the project areas.

A. Project Strategies and Processes that worked well and-good practices

1. Consultations and participatory planning

- Courtesy calls to the Provincial Governor, respective Municipal Mayors of the 3 municipalities; barangay leaders of the target barangays
- Conducted consultation workshop with stakeholders: NGOs, POs, concerned government line agencies, local government unit officials (provincial, municipal, barangay levels)
- Conducted implementation planning workshop to suffice identification of appropriate subprojects that ILO can support in line with its objectives which are also in line with the LGU thrusts

2. Application of Labour intensive and local resource-based approach

- Optimized the use of local resources such as unskilled and skilled labour, local materials, local suppliers, local communities and local contractors (used in the repair of damaged infrastructures, the climate proofing of existing infrastructures, the restoration of disrupted basic services, the clearing and cleaning of vast areas of debris in the aftermath of calamities.

Example: The cost of materials is also minimized when debris after the calamity are salvaged and reused. In the case of the power restoration subprojects in the three municipalities, damaged wooden electrical posts

were collected and reused as anchor logs for the new posts. Fallen indigenous hardwood trees were the source of lumber for constructing two new guest cabins at the Taytayan Eco Park in Cateel and some of the structures at the Boston municipal nursery. Coconut trees felled by the typhoon are also a common source of construction material and became part of the workers' equity in building production-related structures such as the vermi beds and houses, and the women's chili farm sheds in Baganga. (TyphoonBopha KP, p. 12)

3. Community Contracting

- Community associations took the lead in the subproject implementation (POs, community-based organizations, NGOs or cooperatives that are registered with the appropriate government agency)

Example: Irrigators associations, women's associations, fisherfolks' associations, farmers' associations and farmers' multi-purpose cooperatives. An electric cooperative and an electricians' association were also contracted for the re-energization subprojects. An indigenous peoples' organization was the implementer of one SALT subproject in Cateel. A religious organization of a parish and a Mindanao based NGO were also project holders of other subprojects in Baganga. (Typhoon Bopha KP, p. 13)

Given the limited capacities of the community contractors, constant mentoring and technical assistance by ILO staff and technical personnel from concerned government agencies were provided to them in the following subproject aspects, viz: Project development including the preparation of the subproject proposal and budget using prescribed outlines or formats as well as of the engineering design where necessary; Monitoring subproject implementation and productivity rates; Basic bookkeeping and financial reporting for the administrative support staff of the association; Procedures, forms and guidelines in securing the workers' accident insurance and social protection coverage from SSS and PhilHealth; Complying with ILO's work standards on occupational safety and health, particularly, the use of protective personal equipment and running a nurse's station on site for monitoring vital signs and administering first aid. (TyphoonBopha KP, p. 14)

4. Sub-Contracting

- Aside from community contracting, ILO also directly entered into a contract with institutions.

Examples:

4.1 Community Based Hot chili production in Cateel and Boston is partly funded by DFAT-ILO. In this subproject, DOLE Regional Office XI sourced funds from the Rebuilding Innovations, Sustainable-Employment and Enterprise (RISE) programme which the agency is implementing jointly with the Department of Science and Technology (DOST) in typhoon-affected communities. The DTI also committed to provide product development and marketing assistance to the RISE programme. For this subproject, the 67th Infantry Battalion of the Philippine Army took charge of the selection of production sites workers and coordinated with the Public Employment Service Offices (PESO) and the Municipal Agriculture's Offices (MAOs) of Baganga and Cateel.

4.2 The ILO also opted to subcontract interventions with UNFPA through Child Alert Mindanao, Inc. to increase awareness on gender equality among local associations and communities involved in the subprojects implemented in Boston and Cateel.

4.3 Sub-contracting was also instituted with FAO to implement a component of the DFAT-ILO project in Boston and Cateel especially designed for agrarian reform beneficiaries (ARBs) entitled 'Restoring Agricultural Livelihoods in Typhoon-Affected Agrarian Reform Communities in Davao Oriental.' In partnership with DAR Regional Office XI, the FAO provided 1,760 ARB households agricultural input packages that included planting materials for rice, corn, vegetable and fruit tree production and hand tools for farming. Also included was capacity-building on organic fertilizer preparation, SALT, and mushroom production. (Typhoon Bopha KP, pp. 14-18)

5. Provision of social protection coverage and promotion of occupational safety and health

- In compliance with the decent work standards set out by ILO, social protection coverage (SSS and Philhealth membership) was appropriated to the workers on top of the 1-year accident insurance coverage, regional minimum standard wage per day, personal protective gears, and working tools.

B. Best Practices

1. Local Organizations as “Big Brothers”

- Subproject implementers with capacities and proven track record in implementing community-based undertakings went out their way to provide technical assistance to enhance the capacities of the local organizations.

Examples: [\(Typhoon Bopha KP, p. 28\)](#)

1.1 Green Mindanao Association, Inc. (GMAI) is the implementer of three subprojects in Baganga deployed an engineer to serve as technical adviser to the POs of two other subprojects in the same municipality. It already has established ties with the local governments of the three target municipalities and other local organizations in the area prior to the project. It helped the ILO connect with potential partner POs and local government departments.

1.2 In Cateel, the Taytayan Irrigators Association (TIA) also acted as a big brother to the Buguis-Yahuno Irrigation Association (BYIA) by helping the smaller organization in packaging their subproject proposal and terminal report.

1.3 The Davao Oriental Electric Cooperative (DORECO) did the same for the Baganga Electricians Association (BEA) for the latter’s power restoration subproject in Baganga and Cateel.

2. Collaborations with government institutions

- Contributions of relevant government entities (national line agencies or local government units) were crucial in the achievement of the overall project targets.

Examples: [\(Typhoon Bopha KP, pp. 29-30\)](#)

2.1 The Philippine Coconut Authority (PCA) lent chainsaws to the projects which was used in various subprojects to remove brush and fallen coconut trees during land clearing activities and also to cut logs into lumber for use as building materials of the proposed community structures.

2.2 The National Irrigation Administration (NIA) provided technical assistance to the five irrigation canal rehabilitation subprojects. It also provided construction materials to the San Isidro-Dapnan-San Victor Irrigators Association, Inc., (SAIDAVI) for the reconstruction of their association’s office.

2.3 The Department of Environment and Natural Resources (DENR) gave technical inputs to the Baculin Fisherfolks Association (BFA) in Baganga in the implementation of its assisted mangrove regeneration subproject, particularly in the right way of selecting and planting propagules.

2.4 The Department of Agrarian Reform (DAR), aside from being the implementing partner of the FAO in the project’s special intervention for Agrarian Reform Communities (i.e., Restoring Agricultural Livelihoods in Typhoon-Affected Agrarian Reform Communities in Davao Oriental) in Boston and Cateel also provided guidance on project and financial management to KIFAPCO for its vermicast production subproject in Baganga.

2.5 The DFAT-ILO project, four government agencies and the municipal governments of Baganga and Cateel collaborated in the implementation of the chili production and processing subproject as part of the Rebuilding Innovations, Sustainable-Employment and Enterprise (RISE) Programme of DOLE, Philippine Army, DOST and DTI. The project shouldered the labour cost during land preparation and planting; DOLE provided the funds for the farm inputs, equipment, tools and materials; DOST conducted training sessions on chili processing; DTI will later provide marketing support; and the 67th Infantry Battalion of the Philippine Army with the assistance of the PESOs of the municipal governments took on the subproject management role at the community level.

2.6 The municipal and provincial governments, especially the agriculture departments, also provided

production inputs like planting materials and technical support on project proposal development, project and financial management, and farming technologies in several subprojects. The Municipal Social Welfare and Development Offices and Philippine National Police of Boston and Cateel also actively participated in the gender equality education campaign implemented by CAM. · Barangay governments also pitched in resources for some of the subprojects like the women’s chili production in Baganga and the interventions in Upper Mikit.

3. Promotion of Green Jobs and Green Works

- The concept of **green jobs** is directed at providing a decent employment in agriculture, industry services and administration that contributes to preserving or restoring the quality of the environment, and to adapting to climate change impacts (including climate disasters). Tree planting, sloping land agricultural technology, riprap construction to control soil erosion and flooding are some of the examples of green jobs. **Green works**, on the other hand, refer to strategies employed in creating green jobs through local resource based methods. (*Implementation Planning Workshop Documentation Report p.10*)

Examples:

3.1 The project introduced the Sloping Agricultural Land Technology (SALT) to the farmers in fourteen (14) sites across Cateel and Boston. The objectives were twofold, viz: 1) provide resource-poor farmers with potential source of livelihood that is agri-based and economical (without using expensive synthetic fertilizers); and 2) mobilize the farmers to become major players in climate change adaptation works. Through SALT, the occurrence of erosion is minimized thus conserving the agricultural soil in upland areas.

3.2 The vermicast production subprojects in Cateel and Baganga also support already existing initiatives to promote the use of organic fertilizers among community association members and other farmers in the locality.

3.3 Extra attention also went into the design and location of new or restored community infrastructures so that they are more likely to withstand climate change hazards. Road sections in Taytayan were climate-proofed by adding reinforced concrete pipe cross culverts, canals and riprapped embankments. New structures like the vermicast production facilities were intentionally located on higher grounds. (TyphoonBopha KP, p. 23-24)

C. LessonsLearnt

The following lessons learnt were extracted from the Knowledge Product document of the project. These reflect the overall learning of the project team in implementing the post-calamity livelihood recovery and reconstruction interventions:

- It is important to develop networks with local government and national government agencies the soonest possible to expedite information gathering on potential subproject ideas and PO implementers as well as possible resources to tap for funding subproject costs that are not covered by the project or funding facility.
- It also pays to seek partnerships with local NGOs. NGOs that have worked in and are expected to remain in the target areas for the long-term are also a valuable source of information of project ideas as well as the sociocultural and political factors that should be taken into account in assessing and enhancing the likelihood of project success and sustainability.
- Taking into account the local production cycles or seasons is also crucial in timing and scheduling interventions especially those that are related to crop production and irrigation system rehabilitation, e.g., when is the best time to plant, the rainy season, the harvest season, etc.
- A thorough assessment of the subproject proponent should be conducted to determine three things: its capacity to implement the subproject, its requirements for technical assistance and coaching, and its

integrity in managing project funds. In the case of the DFAT-ILO projects, a background check on the proponent organizations was done with

- Government agencies or with other POs that were already contracted to do other subprojects to ensure that these were of good repute.
- Getting social protection for all workers proved to be a challenge because some of them could not comply with the documentary requirements for registration like marriage contracts and birth certificates which may have been lost during the typhoon. The ILO project team thus encouraged these workers to get temporary accounts with the SSS or PhilHealth so that the payment of contributions can still be made and later credited to their regular accounts once they have complied with the requirements. Another challenge is in motivating the workers to set aside income to continue with the payments given that in most households, especially in poor and rural communities, such an expense is not a priority.
- It is also worthwhile to look for accident insurance policies that can be provided to the workers that not only covered dismemberment or loss of limbs but also minor injuries. There were several cases of minor injuries sustained by workers at the work sites of the DFAT-ILO projects which were not covered by the accident insurance and their treatment had to be paid for by the PO or by the local government.

During the validation workshop, the following points surfaced as significant learning of the subproject implementers and stakeholders, those that could have contributed in making the implementation more efficient and effective.

On administrative matters:

1. funds handed to the implementing partners should be in cash not in cheque (bank clearing takes about 7-10 working days)
2. funds should have been downloaded to the implementing partners prior to the subproject implementation
3. more time should have been allocated for the profiling/processing of identification papers

On the subprojects:

1. more workdays should have been allocated for the CFW activities
2. more trainings and capability building activities should have been conducted to further capacitate the organizations
3. linkage of community organizations to NGOs, PLGU and national government agencies should have been established (tap funding support and technical assistance)
4. sustainable strategies should have been devised for the livelihood component
5. livelihood of community associations should have been linked to bigger markets
6. value adding to products should have been supported i.e. processing

5. Conclusions

1. Relevance and strategic fit

- The project has contributed to the PHAP and the APFR and to the newly emerged needs of the project beneficiaries like social protection.
- ILO ensured that decent work and sound labour practices were integrated to the process anent to implementing the EIIP through Community Contracting and Cash-for-Work (CFW) schemes by providing social protection coverage like SSS and Philhealth.
- The project was aligned with and supported other relevant areas of the ILO's mandate like green jobs/works, social inclusion and social protection measures

- The project was aligned with the strategic thrusts of the Local Government Units. The project complements the provincial government's pursuits of rehabilitating the livelihoods and reconstructing the agricultural infrastructures (with emphasis on mobilizing the community in CCA works) under the early recovery and building back better phases.
- The project was an appropriate contribution for DFAT to be made.

2. Validity of design

- The project design was adequate to meet the project objectives. The delays affected the initial design of providing in the short term rapid employment during the emergency phase.
- The baseline condition established was not a conventional study, but other baseline references were useful in designing the subprojects.
- There were gender activities but not gender mainstreaming nor formal gender team capacity building. A gender analysis was not carried out. Indirectly, some gender information was taken into consideration.
- Explicitly local authorities benefited from the overall project.
- The capacity of various project's partners was taken into account in the project's strategy and means of action.
- Some risks and assumptions were identified and managed but some risks could have been better taken into consideration –for example for avoiding delays.
- Monitoring arrangements at the local level (project management office in Cateel down to the subproject sites) were adequate.
- Monitoring arrangements at the national –regional level were more focused in delivery rates and accountability towards the donor than in internal learning.

3 Project progress and effectiveness

- The quantity of the outputs produced has been satisfactory and Project partners are using the outputs.
- The quality of the outputs produced could have been better monitored -documented. Even if the processes are there, the time frame does not permit for the outputs to be fully transformed into outcomes -in the longer term.
- Alternative strategies would have been more effective in achieving the project's objectives like strategies related to reducing the delay in administrative matters.

4 Efficiency of resource use

4.1 Resources management

- The project team performed well given the challenges and the delays. There were several strategies employed to maximize the resource allocation. The technical advice from the ILO EIIP specialist in Bangkok was an important support.
- The project has not been especially sensitive to different levels of investment required by local governments' existing programmes and newly introduced programmes in terms of their capacities to respond to similar future disasters.
- Project funds and activities have been delivered by ILO but not in a timely manner. Challenges in relation to ILO administrative system under humanitarian quick responses have been already pointed out in this and other two evaluations-WASHI and CERF evaluations. This evaluation reiterates the need to construct a more appropriate administrative procedure for projects that are of humanitarian context.

4.2. Management arrangements including monitoring and evaluation

- At ILO subprojects and local level management capacities and arrangements were adequate so as to facilitate good results and efficient delivery. At ILO national level there is room for improving the adequate facilitation of good results and efficient delivery.
- The project received adequate political, technical and administrative support from its national partners through their regional counterparts and local governments at the project areas.
- The Project made strategic use of coordination and collaboration with other ILO projects and with other donor's projects in the project areas

5 Impact and sustainability

- ILO project has no detailed preference, approach or framework specific to the Indigenous Peoples. Indigenous organisations in the project areas have been empowered in the same way as any other kind of organisation.
- There was no explicit exit strategy of the project. No document called exit strategy but there was merely a description of an exit strategy. Nevertheless, exit activities were effective and realistic.
- The project has contributed to the enabling environment for developing technical capacities, local knowledge, and people's attitudes.

6 Special concerns

- Even if the model was not implemented as expected the overall model has been effective as a post crisis-recovery transition strategy to restore livelihoods in the short term. The model could clarify how to be effective to restore livelihoods in the long term.
- The project applied the core concepts of human rights-based approach to ensure equality, non-discrimination, inclusiveness and participatory, accountability and rule of law.

- At subprojects level the project applied outputs-outcomes-based management principles/approaches to achieve the project objectives in different stages of the project cycle. At national level the project was more focused in inputs-based management.
- The number and level of staffing hired by the project were not adequate for effective and efficient delivery of the services to its stakeholders and the beneficiaries. This implied a big pressure to deliver on the part of the field team who had to work beyond normal working time. There should have been one project manager in Baganga and another one in Cateel and Boston. The project budgeted human resources working in Manila were not only working for the project administrative, financial and technical implementation.

Summary of conclusions on evaluation criteria and areas

EVALUATION CRITERIA:	VAL
Relevance and strategic fit of the project;	HIGH
Validity of the project design; <i>Correct design, missing elements in the implementation plan (definition, articulation between ILO, UNFPA and FAO)</i>	HIGH
Project effectiveness; <i>Achievement at outputs level Incertitude at outcomes level</i>	HIGH
Efficiency of resource use;	HIGH
Sustainability of project results; <i>Recommendation of a future sustainability assessment</i>	MEDIUM
Impact orientation; <i>Outputs/outcomes based management at subprojects level Inputs based management as a consequence of focusing in delivery rates Need enforcement of results based management</i>	MEDIUM

Table 10 Conclusions on Evaluation criteria

EVALUATION AREAS:	VAL
Application of result-based management	MEDIUM
Gender equality	MEDIUM
Adoption of human rights-based approach;	HIGH
Capacity development;	HIGH
Environmental sustainability;	HIGH
Administrative and financial management	MEDIUM

Table 11 Conclusions on Evaluation areas

6. Recommendations

1. Consider the risks and implications of the delays in future projects' designs: Consider the late project implementation and time mismanagement as risks. ILO should learn about the reasons of the delays in this project. Consider the ways of reducing delays in emergency contexts. Consider strategies related to reducing administrative delays and matching the technical implementation and the administrative processes in emergency contexts. To avoid the gaps between the field team and administrative unit at the ILO country office in Manila in future similar situations, leveling off on the specific procedures should be done. Construct a more appropriate administrative procedure for projects that are of humanitarian context.

Responsibility	ILO Manila
Priority	High
Time frame	Short term
Resource implications	Yes, human resources

2. Consider for future analysis and assessment: Consider the implementation of a meta-analysis of ILO model and approaches and focus in linking the emergency-recovery-development of livelihoods. Consider the need of an assessment of sustainability in 1 or 2 years to check again if the outputs-outcomes are there. Consider the documentation of the strategies used to increase efficiency at subprojects level, so as to integrate them in future planning. Need to explore/study the factors that make the community contracting successful (local contexts, attitudes, culture, etc). Explore when and in what contexts community contracting is not the best approach. (example: for communities with strong local governments)

Responsibility	ILO Manila and Project management
Priority	High
Time frame	Medium t term
Resource implications	Yes, financial resources

3. Consider the challenges of joint programming: DFAT could consider the need of time to make operational the effective coordination of stakeholders like UNFPA, ILO and FAO.

Responsibility	DFAT
Priority	High
Time frame	Medium t term
Resource implications	Yes

4. Need to reinforce the gender approach and formal gender capacity building: Consider the need to carry out gender analysis and establish a gender framework for integration in the project logframe.

Responsibility	ILO Manila
Priority	High
Time frame	Short term
Resource implications	Yes, Financial, time and human resources

5. Need a Monitoring specialist or advisor at country level: Need to focus more on changes and outputs rather than on inputs (i.e. delivery rates). The quality of the outputs produced need to be better monitored and documented. Need of a stricter follow up of risk assessment.

Responsibility	ILO Manila
Priority	Medium
Time frame	Medium term
Resource implications	Yes, financial resources

6. Considerations for improving the project management and results: Need to develop an implementation plan as attachment to the project document. Revisit the project model if the project is not executed as expected (example: due to delays). Need to develop exit strategy at global and subproject level (example: exit strategy as a prerequisite for the last tranche). Need to consider the correct number of staff and to consider the implications of not devoting for the project only, all the budgeted resources in Manila -for technical, administrative or financial tasks. ILO Manila to develop advocacy strategies with the learning and knowledge products of this project specifically on integration of decent work and social protection activities in emergency and recovery phases.

Responsibility	ILO Manila
Priority	High -Medium
Time frame	Short-Medium term
Resource implications	Yes, human resources

7. Lessons learnt

ILO Lesson Learned Template	
Project Title: Typhoon Bopha Philippines: Application of Local Resource-based Employment Generation Approach Project TC/SYMBOL: PHI/12/08/AUS Project Title: Joint Response Based Employment Generations and Livelihood Recovery Interventions Project TC/SYMBOL: PHI/13/03/AUS Name of Evaluator: CARLOS RODRIGUEZ ARIZA Date: Oct 2014 The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson is included in the full evaluation report.	
LL Element	Text
Brief description of lesson learned (link to specific action or task)	The ILO EIIP approach, even if innovative, can be effective with correct support from the local governments. Community contracting complemented with local government's active monitoring and participation is a correct approach.
Context and any related preconditions	The project alignment with the strategic thrusts of the Local Government Units is seen to guarantee success and sustainability. The same area of intervention with the same inputs can have different outputs or outcomes depending on the contextual or structural factors - (Example different locations of SALT) Community contracting is useful when local government does not have enough capacities.
Targeted users / Beneficiaries	Local governments and implementing partners
Challenges /negative lessons - Causal factors	The ILO administrative system not prepared for quick operations Delays in project implementation can have implications to the approach of the interventions and in situating the project within the timelines of the local action plans. If local governments are strong, government's active involvement can be alternative or parallel to community contracting
Success / Positive Issues - Causal factors	EIIP is an Effective approach It is important to align the interventions to local action plans and to develop local leadership, commitment and motivation
ILO Administrative Issues (staff, resources, design, implementation)	ILO Administrative system must respond in the short term ILO administrative systems and procedures must consider the exigency required for projects that are humanitarian in context.

ILO Lesson Learned Template

Project Title: Typhoon Bopha Philippines: Application of Local Resource-based Employment Generation Approach

Project TC/SYMBOL: PHI/12/08/AUS

Project Title: Joint Response Based Employment Generations and Livelihood Recovery Interventions

Project TC/SYMBOL: PHI/13/03/AUS

Name of Evaluator: CARLOS RODRIGUEZ ARIZA Date: Oct 2014

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Designing Joint interventions, adding value of different UN agencies is very relevant
Context and any related preconditions	Factors such as time, operational cost, overhead expenses and challenges of coordination must be considered.
Targeted users / Beneficiaries	DFAT , UN Agencies
Challenges /negative lessons - Causal factors	No time to prepare the joint intervention can imply a parallel intervention but not a joint one UN agencies' coordination procedures and project time frame challenges are seen as constraints to be solved
Success / Positive Issues - Causal factors	Joint programming is key for One UN Joint programming amongst UN agencies is key to reinforcing achievement of humanitarian towards development objectives through common approach.
ILO Administrative Issues (staff, resources, design, implementation)	Administrative issues are key for speeding the joint programming and implementation -MoUS, budget... Administrative issues (delays) should be addressed to speed up the joint programming and implementation (MOU finalizing and signing; document preparation per parallel fund management as applicable)

ILO Lesson Learned Template

Project Title: Typhoon Bopha Philippines: Application of Local Resource-based Employment Generation Approach

Project TC/SYMBOL: PHI/12/08/AUS

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Project TC/SYMBOL: PHI/13/03/AUS

Name of Evaluator: CARLOS RODRIGUEZ ARIZA Date: Oct 2014

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Capacity building strategies adopted in this kind of operations are keys to success. Some examples are gender capacity building for field staff, monitoring capacity building of implementing partners and exit strategy capacity-building.
Context and any related preconditions	Need of guidelines, time for debriefing and enforcement
Targeted users / Beneficiaries	ILO field team and Implementing partners
Challenges /negative lessons - Causal factors	The absence of formal gender capacity building and initial gender analysis, make difficult integrating the gender approach throughout all the cycle of the intervention
Success / Positive Issues - Causal factors	Monitoring capacity building of implementing partners increases empowerment and sustainability Exit strategy to be integrated from the beginning as a guarantee of sustainability
ILO Administrative Issues (staff, resources, design, implementation)	Technical implementation and administrative system need to be integrated to maximize the efficiency.

ILO Lesson Learned Template

Project Title: Typhoon Bopha Philippines: Application of Local Resource-based Employment Generation Approach

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Project TC/SYMBOL: PHI/13/03/AUS

Name of Evaluator: CARLOS RODRIGUEZ ARIZA Date: Oct 2014

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>Technical implementation and administrative system need to be integrated to maximize the efficiency</p> <p>Working in emergency and early recovery implies pressures on the field team that must be internalized by ILO</p>
Context and any related preconditions	Need of coordination and mutual understanding between the ILO-HQ administrative unit and the field management.
Targeted users / Beneficiaries	ILO admin system and field team
Challenges /negative lessons - Causal factors	<p>Not achieving good communication between the field management and the HQ admin unit implies frustrations</p> <p>Not devoting only for the project the budgeted resources for financial, administrative and technical tasks has consequences in the implementation of the project.</p>
Success / Positive Issues - Causal factors	<p>Mutual understanding of the challenges in the field and in the admin system.</p> <p>Proactive approaches looking for solutions to existing administrative limitations</p>
ILO Administrative Issues (staff, resources, design, implementation)	Communication between field and HQ admin staff

8. Good practices

ILO Emerging Good Practice Template

Project Title: Typhoon Bopha Philippines: Application of Local Resource-based Employment Generation Approach

Project TC/SYMBOL: PHI/12/08/AUS

Project Title: Joint Response Based Employment Generations and Livelihood Recovery Interventions

Project TC/SYMBOL: PHI/13/03/AUS

Name of Evaluator: CARLOS RODRIGUEZ ARIZA Date: Oct 2014

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson is included in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The provision of social protection coverage and adequate personal protection gears are innovations of ILO as part of its promotion of decent work and sound labour practices to the informal sector being the primary target of the project. Community contracting, being the primary mode of operating the community-led infrastructure-cum-job creation approach, paved way for improving the capacities of the workers
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Alignment with the strategic thrusts of the Local Government Units Community contract is a correct approach in contexts similar to Davao oriental, with local governments that permits this kind of approach
Establish a clear cause-effect relationship	Achieving outputs
Indicate measurable impact and targeted beneficiaries	Not measurable impact at this moment Beneficiaries are Implementing partners and local governments
Potential for replication and by whom	High potential by ILO in similar interventions
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCPs
Other documents or relevant comments	

ToR tabulated questions with corresponding pages and sections

Evaluation Questions	PAGE No.	Section/ subheading num
1.1 Relevance and strategic fit		
1- To what extent have the Project contributed to		
a) the Philippine Humanitarian Action Plan, 2013-2014 (PHAP)?	18-19	4.1.1
b) Typhoon Bopha/Pablo Response: An Action Plan for Recovery (Revision: January 2013) (APfR)?	18-19	4.1.1
2- To what extent have the Project contributed to the newly emerged needs of the project beneficiaries like social protection?	19-21	4.1.2
3- How did the project align with and support other relevant areas of the ILO's mandate like green jobs/works, social inclusion and social protection measures? (see the ILO country strategy)	21	4.1.3
4- Was the project aligned with the strategic thrusts of the Local Government Units?	21	4.1.4
5- Was the project the most appropriate contribution for DFAT to be made?	22	4.1.5
1.2 Validity of design		
6- Was the project design adequate to meet the project objectives?	22-25	4.2.1
7- How was the baseline condition established?	25	4.2.2
Was a gender analysis carried out?	32-33	4.3.3
8- Have the local authorities benefited from the overall project in terms of their capacities to respond similar future disasters?	25	4.2.3
9- Were the planned project objectives, means of action and outcomes, relevant, coherent and realistic to the situation on the ground?	22-25	4.2.1
Did it address gender needs and interests? Gender issues were treated? Equal activities for men and women?	32-33	4.3.3
10- Was the capacity of various project's partners (PP) taken into account in the project's strategy and means of action (PSMA)?	26	4.2.4
11- Which risks and assumptions were identified and managed? In relation to gender? (existing documentation) List	27	4.2.5
Were risk management processes adequate?	27	4.2.5
12- Were the planned monitoring and evaluation arrangements adequate?	27-28	4.2.6
1.3 Project progress and effectiveness		
13- Have the quantity and quality of the outputs produced been satisfactory?	28-30	4.3.1
Did the benefits accrue equally to men and women?	32-33	4.3.3
14- Are the project partners using the outputs?	30-31	4.3.2
Have they transformed outputs into outcomes?	30-31	4.3.2
15- Have the project implementation arrangements contributed to the enhanced capacity of the project's implementation partners (IP)?	26	4.2.4
16- Has the project identified/strengthened skills in terms of promoting gender equality? Changes in girls	32-33	4.3.3
17- What, if any, alternative strategies would have been more effective in achieving the project's objectives?	33	4.3.4
1.4 Efficiency of resource use		
18- Have resources (funds, human resources, time etc.) been allocated strategically to achieve outputs and outcomes?	34	4.4.1
Have they been used efficiently?	34	4.4.1

Evaluation Questions	PAGE No.	Section/ subheading num
19- Has the project been sensitive to different levels of investment required by local governments' existing programmes and newly introduced programmes? (gender)	21	4.1.4
20- Have Project funds and activities been delivered by ILO in a timely manner?	34-35	4.4.2
What were the factors that have hindered timely delivery of project funds and the counter-measures that were put in place in lights of delayed delivery of project funds?	34-35	4.4.2
21- What were the good practices and lessons learned noteworthy of documentation?	42-46	4.6.4
<i>1.5 Management arrangements including monitoring and evaluation</i>		
22- Were management capacities and arrangement adequate and did they facilitate good results and efficient delivery?	35	4.4.3
Was there a clear understanding of the roles and responsibilities by all parties involved?	36	4.4.4
23- Did the project receive adequate political, technical and administrative support from its national partners, especially local governments at the project areas?	35-36	4.4.3 - 4.4.4
24- Did implementing partners provide for effective Project implementation?	35-36	
25- Did the project stakeholders' coordination activities contribute to greater programme synchronization among themselves?	35-36	
26- How did the project stakeholders contribute to the success of the project?	35-36	
27- Was cooperation with project stakeholders efficient?	35-36	
28- How effectively did the project management and ILO monitor project performance and results?	27-28	4.2.6
29- Was available gender mainstreaming tools adapted and utilized?	32-33	4.3.3
30- Did the Project make strategic use of coordination and collaboration with other ILO projects and with other donor's projects in the project areas?	36	4.4.4
<i>6 Impact and sustainability</i>		
31- What have been the impacts of the project?	37	4.5.1
What are the likely future impacts that can be causally linked to the project interventions?	37	4.5.1
32- What were the arrangements to measure the project's impact during and at the end of the project?	38	4.5.2
Were these arrangements adequate?	38	4.5.2
33- To what extent indigenous organisations in the project areas have been empowered?	38	4.5.3
34- Was there an effective and realistic exit strategy of the project? Document?	39	4.5.4
35- How effectively has the project built a sense of ownership among its partners?	39-40	4.5.5
36- Has the Project successfully built or contributed or strengthened an enabling environment (laws, policies, technical capacities, local knowledge, people's attitudes, etc.)?	40	4.5.6
<i>1.7 Special concerns</i>		
37- To what extent has the overall model been effective as a post crisis strategy to restore livelihoods in the long run?	40-41	4.6.1
Does ILO have a comparative advantage here?	40-41	4.6.1
38- The Projects have worked with the partners as it did not have the capacity to implement all sub-projects directly. What have been the experiences and how effective has this approach been?	35-36	4.4.3 - 4.4.4
39- What were the cost and benefits, in qualitative terms, of involving the partners to implement the sub-projects? (Perhaps, a random sample of the sub-projects can be considered for this analysis).	35-36	
40- To what extent the project applied the core concepts of human rights-based approach to ensure equality, non-discrimination, inclusiveness and participatory, accountability and rule of law?	41	4.6.2
41- To what extent the project applied result-based management principles/approaches to achieve the project objectives in different stages of the project cycle?	28	4.2.6

Evaluation Questions	PAGE No.	Section/ subheading num
42- Was the number and level of staffing hired by the project adequate for effective and efficient delivery of the services to its stakeholders and the beneficiaries?	42	4.6.3
43- What was the most significant achievement/information that the project can communicate? Challenges	42-46	4.6.4

INPUTS FOR AN ACTION PLAN

1 Relevance and strategic fit				
Consider the risks and implications of the delays in future projects' designs. Consider the late project implementation and time mismanagement as risks. ILO should learn about the reasons of the delays in this project.	Responsibility	ILO Manila		
	Priority	High		
	Time frame	Short term		
	Resource implications	Yes, human resources		
Consider the specific -needs of the different kinds of jobs and areas for the different elements of the ILO EIIP approach - example different kinds of protections and clothes...	Responsibility	ILO Manila		
	Priority	High		
	Time frame	Short term		
	Resource implications	None		
Consider the implementation of a meta analysis of ILO model and approaches and focused in the link emergency-recovery-development of livelihoods	Responsibility	ILO Manila Project management		
	Priority	High		
	Time frame	Medium t term		
	Resource implications	Yes, financial resources		
DFAT could consider the need of time to make operational the effective coordination of stakeholders like UNFPA, ILO and FAO	Responsibility	DFAT		
	Priority	High		
	Time frame	Medium t term		
	Resource implications	Yes		
2 Validity of design				
Consider the need to establish baseline even in situations of scarcity of time.	Responsibility	ILO Manila		
	Priority	High		
	Time frame	Short term		
	Resource implications	Yes, Financial, time and human resources		
Need to reinforce the gender approach and formal gender capacity building. Consider the need to carry out gender analysis and establish a gender framework for integration in the project logframe.	Responsibility	ILO Manila		
	Priority	High		
	Time frame	Short term		
	Resource implications	Yes, Financial, time and human resources		
Need to include explicitly-directly the local authorities benefited from the overall project <u>in terms of their capacities to respond similar future disasters</u>	Responsibility	ILO Manila		
	Priority	High		
	Time frame	Short term		
	Resource implications	Yes		
Need to explore/study the factors that make the community contracting successful (local contexts, attitudes, culture, etc). Explore when-in what contexts community contracting is not the best approach. Example with strong local governments	Responsibility	ILO Manila Project management		
	Priority	High		
	Time frame	Medium term		
	Resource implications	Yes, financial resources		

Need of a stricter follow up of risk assessment	Responsibility	ILO Manila Project management		
	Priority	High		
	Time frame	Medium term		
	Resource implications	Yes,		
Need a Monitoring specialist or advisor at country level. Need to focus more on changes and outputs than in inputs – delivery rates	Responsibility	ILO Manila		
	Priority	Medium		
	Time frame	Medium term		
	Resource implications	Yes, financial resources		
3 Project progress and effectiveness				
The quality of the outputs produced need to be better monitored-documented	Responsibility	ILO project management		
	Priority	High		
	Time frame	Short term		
	Resource implications	Yes, human resources Project manager		
Consider the need of an assessment of sustainability in 1 or 2 years to check again if the outputs-outcomes are there	Responsibility	ILO Manila		
	Priority	Medium		
	Time frame	Medium term		
	Resource implications	Yes, financial resources		
4 Efficiency of resource use				
Consider the documentation of the used strategies to increase efficiency at subprojects level, so as to integrate them in future planning	Responsibility	ILO Manila		
	Priority	Medium		
	Time frame	Medium term		
	Resource implications	Yes, financial resources		
Consider the ways of reducing delays in emergency contexts. Consider strategies related to reducing administrative delays and matching the technical implementation and the administrative processes in emergency contexts.	Responsibility	ILO Manila and Geneva		
	Priority	High		
	Time frame	Short term		
	Resource implications	Yes, human resources		
5 Impact and sustainability				
Need to develop exit strategy at global and subproject level – example-exit strategy as a prerequisite for the last tranche	Responsibility	ILO Manila		
	Priority	High		
	Time frame	Short term		
	Resource implications	Yes, human resources		
ILO Manila to develop advocacy strategies with the learning and knowledge products of this project on integration of decent work and social protection activities in emergency and recovery phases	Responsibility	ILO Manila		
	Priority	Medium		
	Time frame	Medium term		
	Resource implications	Yes, human resources		
6 Special concerns				
Need to develop an implementation plan after the project document and to readapt the project document-model if the	Responsibility	ILO Manila		
	Priority	Medium		

project is not applied as expected –example due to delays.	Time frame	Medium term		
	Resource implications	Yes, human resources		
Need to consider the correct number of staff and to consider the implications of not devoting for the project only all the budgeted resources in Manila -for technical, administrative or financial tasks-.	Responsibility	ILO Manila		
	Priority	Medium		
	Time frame	Medium term		
	Resource implications	Yes, human resources		