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# Terminal Evaluation

Programme on Assistance for Camp Transformation through  
Inclusion, Violence Prevention, and Economic Empowerment  
(**PROACTIVE**) for November 18 to December 6, 2024



10 January 2025  
Philippines

RHODORA GAIL T. ILAGAN  
for United Nations Development Programme



Co-funded by  
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# TERMINAL EVALUATION

Programme on Assistance for Camps Transformation  
through Inclusion, Violence Prevention,  
and Economic Empowerment (PROACTIVE)

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GAIL T. ILAGAN  
(Individual Contractor)

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Gail Tan Ilagan, PhD, MsC, RP  
Davao City, Philippines  
10 January 2025

# PROJECT AND EVALUATION INFORMATION

## PROJECT/OUTCOME INFORMATION

<b>Project/Outcome title</b>	Programme on Assistance for Camps Transformation through Inclusion, Violence Prevention, and Economic Empowerment (PROACTIVE)	
<b>Quantum ID</b>	0117666	
<b>Corporate outcome and output</b>	<ul style="list-style-type: none"> <li>• <b>PD 2019-2023 Outcome 3:</b> National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of inclusive and responsive governance. / Output 3.3 UNDP-assisted combatants and conflict-affected communities provided with incentives and capabilities to become productive members of society in times of peace</li> <li>• <b>CPD 2024-2028 Outcome 1:</b> By 2028, all people, especially those at risk of being left behind, have increased resilience to economic, climatic, disaster, and public health risk through improved, equitable, and gender-responsive access to and utilization of quality social services, social protection, healthy habitat. and enhanced good governance and peace / Output 1.3 National and subnational government institutions have enhanced capacities to implement peace agreements, strengthened inclusion and reconciliation, including reintegration of former combatants and their communities in peacebuilding and inclusive development process</li> </ul>	
<b>Country</b>	Philippines	
<b>Region</b>	Asia Pacific	
<b>Date project document signed</b>	22 December 2021	
<b>Project dates</b>	<b>Start</b> 22 December 2021	<b>End</b> 31 December 2024
<b>Total committed budget</b>	EUR 4,109,113.00 (USD4,534,731.74)	
<b>Project expenditure at the time of evaluation</b>	EUR 3,051,245.48 (USD4,296,999.40) as of 30 November 2024	
<b>Funding source</b>	European Union (95%), UNDP (5%)	
<b>Implementing party</b>	United Nations Development Programme	

## EVALUATION INFORMATION

<b>Evaluation type (project outcome/ thematic/country programme etc.)</b>	Project evaluation	
<b>Final/midterm review/other</b>	Terminal evaluation	
<b>Period under evaluation</b>	<b>Start</b> 22 December 2021	<b>End</b> 30 November 2024
<b>Evaluators</b>	Gail Tan Ilagan	
<b>Evaluator email address</b>	rgtilagan@addu.edu.ph	
<b>Evaluation dates</b>	<b>Start</b> 18 November 2024	<b>End</b> 06 December 2024

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# LIST OF ACRONYMS AND ABBREVIATIONS

<b>AdDU</b>	Ateneo de Davao University	<b>HACT</b>	Harmonized Approach to Cash Transfers
<b>Agri</b>	Agriculture	<b>Infra</b>	Infrastructure
<b>Aqua</b>	Aquaculture	<b>IP</b>	Indigenous Peoples
<b>BARMM</b>	Bangsamoro Autonomous Region in Muslim Mindanao	<b>JICA</b>	Japan International Cooperation Agency
<b>BDA</b>	Bangsamoro Development Agency	<b>JTFCT</b>	Joint Task Forces on Camps Transformation
<b>Bgy.</b>	Barangay	<b>KII</b>	Key Informant Interview
<b>BLGU</b>	Barangay Local Government Unit	<b>LDS PO</b>	Lanao del Sur Provincial Office
<b>BNTF-WB</b>	Bangsamoro Normalization Trust Fund - World Bank	<b>LGU</b>	Local Government Unit
<b>BPDA</b>	Bangsamoro Planning and Development Authority	<b>LNOB</b>	Leave No One Behind
<b>BPP</b>	Bread and Pastry Production	<b>LOA</b>	Letter of Agreement
<b>CAB</b>	Comprehensive Agreement on the Bangsamoro	<b>LSF</b>	Local Social Formation
<b>CHD</b>	Centre for Humanitarian Dialogue	<b>M&amp;E</b>	Monitoring and Evaluation
<b>CO</b>	Country Office	<b>MBHTE</b>	Ministry of Basic, Higher, and Technical Education
<b>Coop</b>	Cooperative	<b>MILF</b>	Moro Islamic Liberation Front
<b>COPERS</b>	Center of Psychological Extension and Research Services	<b>MINPAD-PD</b>	Mindanao Peace and Development Program-Peace and Development
<b>CSEA</b>	Cooperative and Social Enterprise Authority	<b>MIPA</b>	Ministry of Indigenous Peoples" Affairs
<b>CSS</b>	Computer Systems Servicing	<b>MOOE</b>	Maintenance and other operating expenses
<b>CTIP</b>	Camp Transformation Investment Plan	<b>MSU</b>	Mindanao State University
<b>CTP</b>	Camp Transformation Plan	<b>NCE</b>	No Cost Extension
<b>DCs</b>	Decommissioned Combatants	<b>OECD</b>	Organization for Economic Cooperation and Development
<b>DepEd</b>	Department of Education	<b>OPAPRU</b>	Office of the Presidential Adviser on Peace, Reconciliation, and Unity
<b>EIM</b>	Electrical Installation and Maintenance	<b>PMC</b>	Philippine Marine Corps
<b>EC</b>	Executive Order	<b>PMU</b>	Project Management Unit
<b>EU</b>	European Union	<b>PC</b>	People's Organization
<b>FGD</b>	Focus Group Discussion	<b>PPA</b>	Program, Projects, and Activities
<b>GIA</b>	Gender and Inclusion Assessment	<b>PROACTIVE</b>	Programme on Assistance for Camp Transformation through Inclusion, Violence Prevention, and Economic Empowerment
<b>GPH</b>	Government of the Philippines		



<b>RO</b>	Regional Office
<b>ROM</b>	Results Oriented Monitoring
<b>RPA</b>	Responsible Party Agreement
<b>SGA</b>	Special Geographic Area
<b>TE</b>	Terminal Evaluation
<b>TESD</b>	Technical Education and Skills Development
<b>TFDCC</b>	Task Force for Decommissioned Combatants and their Communities
<b>TOR</b>	Terms of Reference
<b>TVET</b>	Technical-Vocational Education and Training
<b>TVI</b>	Technical Vocational Institution
<b>UNDP</b>	United Nations Development Programme
<b>UNDSS</b>	United Nations Department of Safety and Security

# EXECUTIVE SUMMARY

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This terminal evaluation reports on the implementation and accomplishments of the Programme on Assistance for Camp Transformation through Inclusion, Violence Prevention, and Economic Empowerment (PROACTIVE) in its efforts at providing assistance to the implementation of the Annex on Normalization under the Comprehensive Agreement on the Bangsamoro (CAB). The CAB provides for the transformation of the six previously acknowledged camps of the Moro Islamic Liberation Front (MILF) into peaceful and productive communities, namely: Camp Bilal bin Rabbah Darul Shuhadah, Camp Omar ibn al-Khattab, Camp Rajamuda, Camp Busrah Somiorang, Camp Badre, and Camp Abubakar as-Siddique.

The United Nations Development Programme (UNDP) developed the USD4.6M Project PROACTIVE, with the support of the European Union (EU), under the EU Framework for Assistance to the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), and the Mindanao Peace and Development Programme – Peace and Development in the Bangsamoro Autonomous Region in Muslim Mindanao (MINPAD-PD BARMM), in consultation with relevant stakeholders. This assistance package is intended to contribute to efforts at enhancing local capacities to facilitate the transition and transformation of the six MILF camps into peaceful and productive communities.

This terminal evaluation report used a parallel-mixed method design which included archival review, site visits, key informant interviews and FGDs with selected project participants, partners, donors, implementing and management personnel, and other stakeholders. Findings were cross-referenced against project documents and reports, as well as information provided by stakeholders.

PROACTIVE aligned with the UNDP's Country Programme Document (2019-2023), particularly on providing support to people in crisis and post-crisis settings through jobs, livelihood, and improved infrastructure in their communities. It also aligns with UNDP's new CPD 2024-2028, specifically on ensuring that, by 2028, all people – especially those at risk of being left behind – have increased resilience to economic, climatic, disaster, and public health risks through improved, equitable, and gender-responsive access to and utilization of quality social services, social protection, healthy habitat, and enhanced good governance, and peace.

PROACTIVE is guided by the Theory of Change, which assumes that to improve the prospects of camps transitioning to peaceful and productive communities, an enabling environment for sustainable jobs, access to basic services, and local stakeholder participation should be created. The project targets three key areas for intervention: Component 1. Inclusive and Sustainable Livelihood; Component 2. Initial Peace Dividends; and Component 3. Strengthening Social Cohesion and Community Resilience.

PROACTIVE served as a pilot run for the implementation of the Camp Transformation Plan (CTP) by breaking ground at addressing some of the priority items in the Camp Transformation Investment Plan (CTIP) 2023-2028. It has given a picture of the unique considerations required

for implementing development initiatives in the six previously acknowledged MILF camps, as well as for delivering the Technical and Vocational Education and Training (TVET) for decommissioned combatants (DCs) and their next of kin, as provided in the CAB Annex on Normalization.

Initially slated for a 2-year implementation period, the Contribution Agreement for Project PROACTIVE was signed by the EU and UNDP on 22 December 2021. Delay in initiation due to late staffing, recalibration of target project participants, implementation modalities, and partnership agreements, and the general lack of readiness by partners and camp leadership to respond to project needs required the extension of implementation for another year. This project is slated to end by 31 December 2024.

The project leveraged the commitment of crucial partnerships and local stakeholders for inclusive decision-making and involvement in all phases of the implementation. The implementation of PROACTIVE proceeded in partnership with the Joint Task Forces on Camps Transformation (JTFACT), Task Force on Decommissioned Combatants and their Communities (TFDCC), Bangsamoro Development Agency (BDA) and the Ministry of Basic, Higher and Technical Education (MBHTE). The project also engaged the Mindanao State University – Maguindanao (MSU-Maguindanao) for technical assistance upon the recommendation of Office of the Presidential Adviser on Peace, Reconciliation and Unity (OPAPRU).

PROACTIVE counts the following as its major achievements to date:

- 30 cooperatives provided with livelihood support and capacity building in organizational and project management, financial literacy, marketing sustainable agriculture/aquaculture management practices, conservation and protection of natural resources, and climate change adaptation (368F, 524M);
- 601 decommissioned combatants and their next of kin (139F, 462M) provided with technical and vocational skills training, training support funds, and livelihood starter kits;
- eight small-scale and quick impact community infrastructure projects completed and turned over<sup>1</sup>;
- 26 People's Organizations (POs) provided with capacity-building support to manage the 30 infrastructure projects; and
- 24 local social formations (LSFs) formed and provided capacity-building support to manage social cohesion activities in their respective communities (273F, 391M).

Following the revised Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) Criteria, major highlights of the findings are as below:

**On Relevance.** The project design aligns with the UNDP CPD 2019-2023, the Annex on Normalization of the CAB and Executive Order 79 series of 2019 on "Implementing the Annex on Normalization under the Comprehensive Agreement on the Bangsamoro", and the requirements of targeting women, men, and vulnerable groups, including combatants and their next of kin. It aligns as well with UNDP CPD 2024-2028, specifically on ensuring that, by 2028, all people, especially those at risk of being left behind, have increased resilience to economic, climatic, disaster, and public health risk through improved, equitable, and gender-responsive access to and utilization of quality social services, social protection, healthy habitats, and enhanced good governance and peace.

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<sup>1</sup> 122 civil works projects on-going (average of 74.82% completion), expected to be completed and turned over by 31 December 2024.

The project emphasizes UNDP's continued relevance as a development partner in advancing peacebuilding and normalization efforts in the six previously acknowledged MILF camps, as well as in the Bangsamoro Region as a whole. It covered 16 out of the 36 priority core barangays identified in the CTP. These sites are dispersed across a relatively wide geographical area.

Relevance is deemed Highly Satisfactory.

**On Coherence.** The Project's activities and outputs are consistent with its Theory of Change. The objectives and outputs are generally clear, practical, and feasible within its frame and support the efforts of other stakeholders in the peacebuilding and normalization efforts. A strong synergy with partners is evidenced by the inclusive consultation and decision-making employed at every stage of implementation.

Coherence is rated Highly Satisfactory.

**On Effectiveness.** Much progress has been made towards outcome achievement, contributing to building trust and confidence in the efforts towards transition and transformation of the six previously acknowledged MILF camps. Interventions across the three components were delivered in partnership with BDA. MSU-Maguindanao was also engaged to support two cooperatives. The MBHTE specifically addressed the TVET skills training for DCs and their next of kin. Project participants show evident improvements in capacity for sustainable livelihood, employability, and commitment to managing communal basic services facilities. Across the three project components, there was evidence of wider participation among women and youth. However, the potential of these interventions to benefit the project participants may be reduced by their low absorptive capacity.

Effectiveness is rated Satisfactory.

**On Efficiency.** The Project stayed within budget. However, it was not able to meet its original timeline. Staffing was completed only in the third quarter of that year. Site selection was originally based on the 6-year Camp Transformation Plan (CTP) that was completed in 2020, but had to be finalized only upon the release of the CTIP 2023-2028. Final site selection included 16 barangays that were dispersed over a wide geographical area, requiring the PMU significant travel time to cover. TFDCC did not have an updated registry of DCs and had to be assisted by PROACTIVE to validate project participants for TVET training of DCs and their next of kin. Thus, significant delays featured at the start of project implementation, eventually moving project completion a year beyond the original timeline.

Fund allocations and activities were delivered according to plan, but could not be delivered in a timely manner owing to certain internal and external conditions that raised the degree of difficulty. Confusion and adjustments with UNDP's new management system, Quantum, and delays in fund release for amounts needing regional approval featured in the first procurement requests. The PMU also had to navigate special security considerations for entry into the camp communities. In the partner sites, camp leadership had to be capacitated to engage their respective communities for development support so they could organize or identify potential project participants for PROACTIVE to consider. In some communities, there was a lack of qualified contractors and suppliers that could meet UNDP vetting criteria for participation in project implementation.

The PMU and suppliers also reported difficulty with the new procurement system, such as confusion with liquidation cycles, incomplete documents, and failure to meet billing schedules. Contractors or suppliers, especially those in Northern Mindanao where internet service was unstable, reported difficulty to register, access and communicate via Quantum as they are used to traditional paper-based quotation or bid submissions. Project partners (BDA and MBHTE) experienced difficulties in meeting the reporting requirements as well as liquidation cycles of UNDP. For BDA, the problems stemmed from timing/duration of fund requests, actual

downloading, reporting and new requests. For MBHTE, on the other hand, timing problems were due to the fact that fund transfers to and reporting from TESD and LDS Provincial Office did not pass through a direct channel as these had to go through the Regional Office where the signing authority was often not available.

Evidence indicates strong coordination and feedbacking mechanisms between the implementing partner, with the Project Board, with the Government, and with other project stakeholders. The Project employed a rigorous monitoring and evaluation (M&E) system that ensured effective and efficient project management.

Efficiency is rated Moderately Satisfactory.

**On Sustainability.** For Component 1, there is evidence to support that some project participants would be able to carry on with their livelihood activities and to make improvements on the assistance provided under PROACTIVE. Other groups, especially those that were only able to receive their start-up equipment in December 2024, might need further accompaniment support, especially for project planning and financial management as they start operations after the program's closure.

For Component 2, the 26 POs had been capacitated, but as less than a third of the civil works subprojects (8/30)<sup>2</sup> had been completed and turned over to their care, the POs' capability to manage and operate these communal facilities could not be gauged. As of 6 December 2024, another eight were nearing completion and were awaiting final inspection, while 14 still needed substantial construction work. All construction works were expected to be completed by 31 December 2024. The POs that were trained to manage the remaining 22 community facilities would need further accompaniment support as they initiate operations.

For Component 3, prospects for local initiation of community activities to encourage inclusive participation of women, youth, and faith-based leaders may revert back to baseline due to the project participants' understanding that they were only formed to undertake one community activity. Only two or three LSFs may carry on engagements to spearhead activities that encourage the participation of women, youth, and faith-based leaders towards peacebuilding, promoting a culture of peace, and conflict resolution in their communities because the activities they picked (tree-planting) encouraged further interactions beyond the initial community event they mounted under PROACTIVE.

Through their engagement in this Project, camp command/leadership demonstrated the capacity to coordinate with the various partners and stakeholders for area development. This Project significantly enhanced their leadership capability to carry on with the task of coordinating with government and other stakeholders to ensure area development in their community.

The Likelihood of Sustainability of project participants' capability to harness PROACTIVE interventions for their continued benefit beyond the Project's timeline is rated Moderately Likely.

**On Impact.** The Project made inroads at assisting these communities to move towards peace and productivity. Already, more than 750 hectares were covered by project participants for land preparation, harvest, and post-harvest activities. Immediate benefit was seen in the reduction in land preparation and harvest time from 2-3 days to only 2-4 hours, thus, encouraging farmers to open up more idle land in the camps for farming. In two or three months since some agricultural

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<sup>2</sup> The IP tribal hall in Sitio Hill, Kenebeka and the madrasah building in Nusa, Balindong that were not physically inspected by the Terminal Evaluation team.

cooperatives started operating, they were already able to purchase additional assets and venture into other income-generating endeavors.

There are concrete improvements in productivity and household income among project participants, with women members observed to hold responsible positions in these organizations. In so doing, they are able to exercise their voice and agency on matters of access and control of organizational resources and enhance their decision-making power in the community. More than 50% of the TVET graduates among DCs and their next of kin report utilization of skills/kits for an average 25% contribution to their monthly household income.

Improved infrastructure brings access to basic services that translates to better quality of life for farmers, women, and children. Locating warehouses and solar dryers in the community cut post-harvest and storage costs for farmers, even for those who do not belong to the cooperatives and POs. Community access to potable water eased the burden of household provision for women and children. Hygiene facilities, in particular, assured the health, privacy, and safety, especially for women and girls. The provision of the tribal justice halls promotes positive changes for Bangsamoro IPs now that they have a venue to hold tribal rites and practice customary laws.

The PROACTIVE experience can guide future development efforts by the government, UNDP, and other peace stakeholders at implementing the CAB Annex on Normalization. As the first project to engage in meeting the requirements of the CTP, PROACTIVE addressed some of the priority items on the CTIP 2023-2028 through collaboration with the JTFCT, TFDCC, BDA, and MBHTE. In doing so, it gives a picture of the unique considerations required for implementing inclusive development initiatives in the six formerly acknowledged MILF camps, as well as for delivering the TVET training for DCs and their next of kin. While there were undue delays in profiling of DCs for the finalization of the training participants, this evaluation found that, in general, there is community readiness to receive livelihood assistance and to harness inputs for sustainable economic development among project partners and their communities. The project participants also demonstrated ownership of the basic services installations granted under PROACTIVE, as shown by the readiness of the POs to operate and maintain the facilities upon turnover. In designing the successor program, the following recommendations for UNDP are made:

1. Prioritize the immediate staffing of the proposed successor program;
2. Consider limiting the geographical area of project site;
3. Include value-adding and market linkage to livelihood interventions;
4. Plan infrastructure subprojects with improved functionality in mind;
5. Rethink the delivery of Component 3;
6. Factor in preferential considerations for Indigenous People's inclusion in all components;
7. Provide follow-on support to PROACTIVE project partners;
8. Familiarize suppliers with the UNDP procurement system;
9. Consider holding area-based training for participants;
10. Map the potential pool of development partners and service providers to deliver on capability-building training sessions;
11. Involve the LGU in needs assessment and pre-inception of subprojects, especially those that intend for constructing basic services facilities within the LGU's jurisdiction; and

12. Consider the results of the Gender and Inclusion Analysis in planning assistance to women across the three components.

To enhance the readiness of partners to be engaged with the successor program, the following recommendations are made:

1. Camp coordinators must update their list of local social formations in their respective areas;
2. Technical and livelihood trainers must redesign their instructional modules to accommodate the absorptive capacity of participants;
3. Update the registry of decommissioned combatants; and
4. The Ministry of Basic, Higher and Technical Education should screen Technical Vocational Institutions that are qualified to register as suppliers of National Certificate Level II courses.

# CHAPTER 1

## INTRODUCTION

**1.1 BACKGROUND.** The Programme on Assistance for Camp Transformation through Inclusion, Violence Prevention, and Economic Empowerment (PROACTIVE) project is a European Union (EU)-supported assistance intended to contribute to the attainment of the Comprehensive Agreement on the Bangsamoro (CAB) signed by the Government of the Philippines (GPH) and the Moro Islamic Liberation Front (MILF) in March 2014. In April 2019, Philippine President Rodrigo Roa Duterte issued Executive Order No. 79 for the implementation of the Annex on Normalization under the CAB, which provides for the transformation of the six previously acknowledged MILF camps into peaceful and productive communities. These former MILF camps are (1) Camp Bilal bin Rabbah Darul Shuhadah, (2) Camp Omar ibn al-Khattab, (3) Camp Rajamuda, (4) Camp Busrah Somiorang, (5) Camp Badre, and (6) Camp Abubakar as-Siddique.

To guide this transformation, the Bangsamoro Planning and Development Authority (BPDA) formulated a 6-year Camp Transformation Plan (2021-2026), which envisions “transformed, inclusive, and sustainable communities that are stable and secure, adhering to moral governance, and living the desired quality of life”. The specific elements of the CTP include 1) human security of combatants and their families, 2) community development, and 3) area development.

The desired interventions for camps transformation are specified in the Camp Transformation Investment Program (CTIP) 2021-2026 formulated by the BPDA as directed by the Joint Task Forces on Camps

Transformation (JTFCT). The CTIP 2021-2026 identified 512 priority programs, projects, and activities (PPAs) requiring a total investment target amounting to PHP 29,981,464,805.00 over the 5-year period. Given the limited resources and the need to streamline the priorities, the JTFCT sought the assistance of BPDA, the Bangsamoro Normalization Trust Fund – World Bank (BNTF-WB), and the Centre for Humanitarian Dialogue (CHD) to employ a prioritization framework in updating the CTIP. The resulting CTIP 2023-2028 is the current reference document for priority PPAs in the six previously acknowledged camps of the MILF.

The PROACTIVE Project implemented by the United Nations Development Programme (UNDP) is among the first few initiatives that address the priority PPAs specified in the CTIP 2023-2028. Aligning with the vision of the CTP, PROACTIVE implemented a 3-pronged approach to realize this objective: Inclusive and Sustainable Livelihoods, Initial Peace Dividends, and Strengthening Social Cohesion and Community Resilience.

**1.2 Purpose of this Evaluation.** The purpose of the Terminal Evaluation is to review the overall performance of the project, assess its gaps and achievements, as well as analyze its contribution to the programme outputs and outcomes, and sustainability towards implementing the normalization process, particularly to the CTP. The evaluation was conducted near the end date of the Project as part of its closure process, with the initial findings intended to be reported during the final meeting of the PROACTIVE Project Board.

This report is intended for use of EU and UNDP in reviewing project outcomes and assessing the feasibility of a successor program. It will also be helpful for the BNTF-WB, Office of the Presidential Adviser on Peace, Reconciliation and Unity (OPAPRU), JTFCT, MILF, and the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) officials in tracking progress of normalization efforts in the six previously acknowledged MILF camps. Various development partners intending to engage in similar normalization efforts could learn from the PROACTIVE experience and best practices.



**1.3 Contents.** This report contains 5 chapters:

**Chapter 1. Introduction** provides the background and context of the Terminal Evaluation, identifies its end-users, and discusses why and how they can use the evaluation results. A brief description of the PROACTIVE project intervention is also provided in this chapter.

**Chapter 2. Methodology** discusses the description, purpose, scope, and methodology of this evaluation. It also identifies the evaluation team.

**Chapter 3. Findings** examines PROACTIVE Outcomes based on the revised Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) Criteria of coherence, relevance, effectiveness, efficiency, sustainability, and impact.

**Chapter 4. Conclusions** highlights the major findings, to include project accomplishments and major challenges encountered.

**Chapter 5. Recommendations and Lessons Learned** presents recommendations for the implementing partners and the PMU to consider in the design and implementation of the successor program. Recommendations for the national and regional government are forwarded for actions that could facilitate normalization efforts. Suggestions are also made for project partners to consider in planning capacity-building sessions in the camp communities. Finally, some lessons learned are highlighted in this section.

This report discusses whether and how these deliverables were achieved during implementation – whether such accomplishments and the manner they were done validate the project’s Theory of Change. The report includes the overall performance of the project and an assessment of its gaps and achievements to analyze its contribution to the program outputs and outcomes, as pertinent to the implementation of the normalization process, particularly to the CTP. It provides a documentation of the challenges, best practices, and recommendations to aid future decision making and programming of normalization efforts by UNDP, EU, Peace

Mechanisms (both GPH and MILF), and other relevant partners. As such, this includes an analysis of the context and discusses the potential scalability of the project.

It further seeks to assess the Project’s accountability, transparency, and collaboration with key stakeholders, including donors, partners, and communities served, by validating how the Project reported on its use of resources and what outcomes were achieved.

Finally, it examines the implementation and accomplishments for lessons learned and ways forward to inform the potential successor program or other future projects proposing assistance to normalization, camps transformation, and support to decommissioned MILF combatants.

**1.4 Description of the intervention.** Aligning with the CTP vision, this intervention theorizes that if (1) an enabling environment for sustainable livelihoods is created in MILF camps, (2) community access to basic services is improved as a confidence-building measure, and (3) social cohesion and community resilience are strengthened, then (1) the prospects of camps transitioning to peaceful and productive communities will be greatly enhanced, and (2) the prospect of former combatants joining extremist groups will be reduced.

UNDP deployed a PMU composed of five personnel to implement the USD4,534,731.74 PROACTIVE Project in consultation with the TFDCC and TFDCC. PROACTIVE also partnered with the BDA and MBHTE for the delivery of project interventions.

In consultation with the TFDCC and TFDCC, 16 of the 36 priority barangays identified in the CTIP 2023-2028 were selected for project coverage<sup>3</sup>. These are: Barangay Tamparan, Munai, Lanao del Norte (1) and Barangay Panggao, Munai, Lanao del Norte (2) in Camp Bilal; Barangay Sandab, Butig, Lanao del Sur (3), Barangay Poctan, Butig, Lanao del Sur (4), Barangay Sawir, Masiu, Lanao del Sur (5),

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<sup>3</sup> An additional seven barangays that were not among the core priority barangays within these six previously acknowledged camps of the MILF were also covered for Component 1 interventions for DC cooperatives.

and Barangay Nusa, Balindong, Lanao del Sur (6) in Camp Busrah; Barangay Togaig, Barira, Maguindanao del Norte (7) and Barangay Nabalawag, Barira, Maguindanao del Norte (8) in Camp Abubakar; Barangay Sifaran, Datu Odin Sinsuat, Maguindanao del Norte (9), Barangay Kenebeka, Datu Odin Sinsuat, Maguindanao del Norte(10), and Barangay Datalpandan, Guindulungan, Maguindanao del Norte (11) in Camp Badre; Barangay Rajamuda, Pikit, Special Geographic Area in the Bangsamoro Autonomous Region in Muslim Mindanao (12), Barangay Kilangan, Pagalungan, Maguindanao del Norte (13) in Camp Abubakar; and Barangay Saniag, Ampatuan, Maguindanao del Sur (14), Barangay Tuayan Mother, Datu Hoffer Ampatuan, Maguindanao del Sur (15), and Barangay Kabingi, Datu Saudi Ampatuan, Maguindanao del Sur (16) in Camp Omar.

At inception, project design assumed that there would be cooperatives, People’s Organizations, and Local Social Formations in the selected sites ready to participate in PROACTIVE interventions. PROACTIVE targeted these three components aligned with the Socioeconomic Development Framework of the GPH-MILF Peace Process:

**1.4.1 Component 1. Inclusive and Sustainable Livelihoods**

This component was meant to contribute to creating an enabling environment for sustainable employment and enterprise development. Specifically, this involved having:

- at least 30 groups organized or strengthened as a social enterprise or cooperative
- at least 1,200 men and women trained in organizational and project management, financial literacy, marketing, sustainable agriculture/aquaculture management practices, conservation and protection of natural resources, and climate change adaptation
- at least 24 agriculture-based enterprises established or enhanced
- at least 12 alternative or vocational livelihood programs implemented

- at least 24 organizations linked with stable markets and resource/support institutions

**1.4.2 Component 2. Initial Peace Dividends:**

This component involved the delivery of initial peace dividends to promote confidence building through improved access to basic communal services and facilities. Specifically, this involves having:

- at least 24 local social formations (LSF) organized and trained to manage and sustain projects related to basic services and communal facilities
- 32 small-scale and quick-impact community infrastructure projects completed.

**1.4.3 Component 3. Strengthening Social Cohesion and Community Resilience:**

This component was intended as soft intervention towards strengthening social cohesion and community resilience through enhancing capacities and participation of local stakeholders — including women, youth, and faith-based leaders — in peacebuilding, promoting a culture of peace, and conflict transformation. Specifically, this entails having:

- six camps provided technical assistance for camp/command leadership to meaningfully engage their constituencies, local government units (LGUs), and regional/national government agencies on normalization and socio-economic development initiatives
- 24 social cohesion, peacebuilding, and conflict management initiatives mobilized, assisted with relevant capacities, and accompanied in achieving their objectives

**1.4.4 Implementation.** This USD4.6M funding agreement for a 2-year implementation period was signed between the EU and UNDP on 22 December 2021. It is noted that the Project Management Unit (PMU) assembled only in the third quarter of 2022. The PMU was composed of the Project Manager, Project M&E Analyst, Project Analyst, Project Engineer, and a Finance-Admin Analyst.

The PMU first coordinated with and consulted the GPH and MILF peace mechanisms for guidance on implementing the project. They recommended for PROACTIVE to coordinate with the JTFCTs and the Task Force on Decommissioned Combatants and their Communities (TFDCC) to assist in implementing the project.

Then, to deliver synergistic and impactful interventions within the camps, partnerships with various parties were also established. The Bangsamoro Development Agency, Inc. (BDA) formalized the partnership with the UNDP under a Responsible Party Agreement (RPA)

to assist in delivering the soft interventions across the three project components. To capacitate delivery of the skills training and livelihood/employment assistance to DCs, the UNDP engaged the MBHTE-TESD (Technical Education Skills Development) as a Responsible Party for technical and vocational education training (TVET) programs through a Letter of Agreement to complete the groundwork needed to inform the plan, design, and implementation of PROACTIVE intervention. Later, PROACTIVE tapped Mindanao State University-Maguindanao as partner to support capacity building specifically for livelihood assistance to two cooperatives.

Table 1. Partners' Roles in Project Implementation

<b>PARTNER</b>	<b>Role</b>
Joint Task Forces on Camps Transformation	Coordinate PROACTIVE delivery of interventions in the six previously acknowledged camps of the MILF
Task Force on Decommissioned Combatants and their Communities	Coordinate identification, mapping of technical vocational educational training needs, formation of training batches, and monitoring of graduates among decommissioned combatants and their next of kin
Bangsamoro Development Agency, Inc	Deliver capacity building interventions for sustainable livelihood and organizational management to project participants across the three project components
Mindanao State University-Maguindanao	Provision of technical support to climate-smart fish and vegetable production subproject
Ministry of Basic, Higher, and Technical Education	Provide National Certificate Level II technical vocational education training to decommissioned combatants and their next of kin.

A Technical Advisory Board composed of UNDP and the Secretariats of JTFCT and TFDCC was composed to guide the coordination between the PMU, the JTFCT camp coordinators, and the DC Focal Persons. For progress updates and decision-making during implementation, the

PMU reported to the PROACTIVE Project Board which was composed of the JTFCT and TFDCC as members and UNDP and EU as co-chairs.

These are the annual highlights based on PROACTIVE semestral reports:

#### Year 1 - 2022

<b>March</b>	Preliminary Consultation and Project Inception Workshop.
<b>June</b>	Project Launching at Camp Darapanan.
<b>July to August</b>	Site/beneficiary screening and selection; Site validation and rapid project appraisal; Onboarding of PMU staff.
<b>September to October</b>	Continuation of screening and selection; Site validation; Start of procurement of farm machineries and TVET starter kits; Start of technical survey and consultations; Formalized engagement with BDA and MBHTE.
<b>November to December</b>	Continuation of procurement; Start of drafting of engineering drawings/plans.

By end 2022, most of the coordination and implementation mechanisms were in place to allow for the start of procurement, contracting activities, and rollout of community-based

engagements and training courses by Technical Vocational Institutions (TVIs) in the first quarter of 2023. Construction activities were expected to start within the second quarter of 2023.

### Year 2 - 2023

Much of the sub-projects' implementation milestones began this year. These are detailed below according to the respective Components:

#### *Component 1. Inclusive and Sustainable Livelihood*

<b>January</b>	Launching of the partnerships with BDA and MBHTE-TESD.
<b>January to April</b>	Matching of training requirements, location of DCs, and assessing the availability and capacity of TVIs for training delivery.
<b>May to August</b>	Profiling of DCs and finalization of training participants (including their next of kin).
<b>June to November</b>	Conduct of training proper for 26 batches of TVET trainees and conduct of NC II Assessments for TVET completers.
<b>October</b>	In partnership with the Mindanao State University (MSU)-Maguindanao, JTFCT, and BDA, PROACTIVE provided capacity building for two cooperatives with 63 members (53F, 10M) on the development of sustainable and climate-smart farming systems for vegetable and fish production in Camp Abubakar.
<b>December</b>	A total of 571 DCs and their next of kin graduated from their courses, with 445 passing the assessment and receiving their National Certificate Level II (NC II) for Bread and Pastry Production, Carpentry, Computer Systems Servicing, Dressmaking, Driving, and Electrical Installation and Maintenance.

#### *Component 2. Initial Peace Dividends*

<b>January to May</b>	Officially initiated the first civil works subproject, with groundbreaking ceremonies held in Camp Abubakar (library and warehouse with solar dryer) and Camp Omar (tribal justice hall). The project also managed the needs revalidation, technical survey and evaluation, water potability testing, and social and environmental screening (risk assessment) of the subprojects and proposed sites.
<b>April</b>	Commencement of the formation of POs and LSFs.
<b>May to June</b>	Commencement of capacity-building support for POs.
<b>June</b>	Conducted the first batch of pre-bid conferences with contractors in regard to the UNDP procurement processes and technical details of the infrastructure subprojects.
<b>September</b>	Conducted a second pre-bid session based on feedback from the first session. This also incorporated the conduct of site inspection as a mandatory eligibility requirement.
<b>December</b>	Awarded first batch of successful bids, and construction works started. First batch of construction subprojects were at least 80% complete.

Component 3. Strengthening Social Cohesion and Community Resilience

**March to May**

Conducted a Gender and Inclusion Assessment (GIA) to address some cross-cutting themes in the implementation of the project. It provided several insights related to gender and inclusion concerns that would produce contextualized modules for the community members.

**June to December**

Provided camp/command leadership training with capacity building interventions and continued support on project coordination and monitoring.

Supported 24 local social formations with their initiatives for environmental protection, income generation, engagement with the regional government, etc.

**Year 3 - 2024**

Initially slated to be a 2-year project, PROACTIVE was granted two 6-month no-cost extensions (NCE) to complete its deliverables – the first covering January to June 2024 and the second for July to December 2024.

Procurement of tangible support for cooperatives and construction of infrastructure subprojects proceeded in 2024. BDA, camp commanders, PMU, and DC Focal Persons monitored the milestones of the project participants and documented their achievements.

As of 6 December 2024, all committed deliverables were projected to be accomplished by 31 December 2024. For Component 1, what remained for completion

was the turnover of equipment for seven non-agricultural cooperatives. Most of these assets were already procured, with a few remaining items for delivery from other suppliers.

For Component 2, 22 out of the 30 civil works projects were yet to be turned over to their respective POs. Eight of these 22 had already been more than 95% completed and were scheduled for final inspection. Fourteen were still being constructed. These still needed final inspection and barangay sign off prior to turnover. Only eight had been completed and turned over to their respective POs. These eight facilities were now functioning as intended.

# CHAPTER 2

## METHODOLOGY

This terminal evaluation of the Programme on Assistance for Camp Transformation through Inclusion,

Violence Prevention, and Economic Empowerment (PROACTIVE) was conducted to assess the Project's accountability, transparency, and collaboration with key stakeholders, including donors, partners, and communities served, by validating how the Project reported on its use of resources and what outcomes were achieved.

This report examines the overall performance of the project and analyzes its contribution to programme outputs and outcomes, as well as sustainability towards implementing the normalization process, particularly to the Camp Transformation Plan (CTP). It documents the gaps and achievements, challenges, best practices, and recommendations to aid future decision making and programming of normalization efforts by the national government, United Nations Development Program (UNDP), European Union (EU), Moro Islamic Liberation Front (MILF), and other relevant partners. As such, this includes an analysis of the context and discusses the potential scalability of the project. Finally, it examines the implementation and accomplishments for lessons learned and ways forward to inform follow-up activities and ensure sustainability and promote replicability of project results. This report is intended for the consideration of UNDP, EU, and their respective development partners to guide them in assessing their approaches and design of future interventions.

**2.1 Objectives.** This Terminal Evaluation report aims to assess the following areas of PROACTIVE Project implementation:

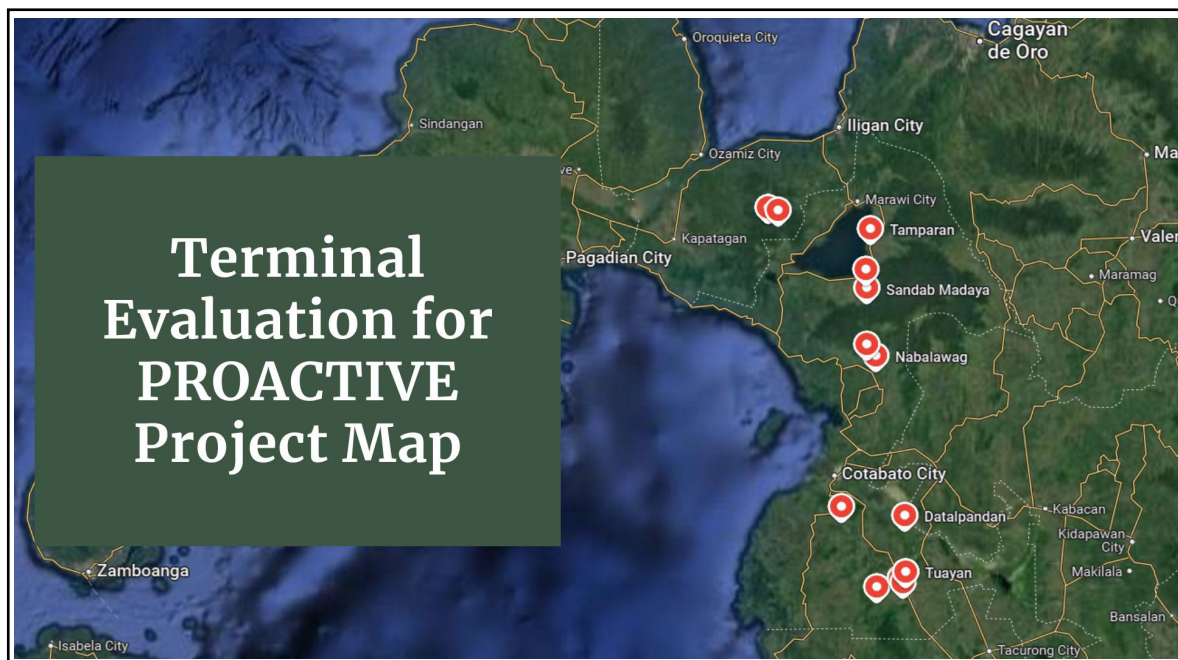
1. Relevance of the Project to the national and sectoral levels, particularly on the implementation of peacebuilding efforts, normalization support, and to the target project participants' needs and priorities;
2. Coherence of the Project with other similar interventions, particularly in the implementation of the normalization efforts;
3. Effectiveness of project implementation strategies in the achievement of objectives and results based on the Theory of Change and Results Framework;
4. Efficiency of the use of the Project resources;
5. Usefulness and sustainability of results;
6. Likely contribution of the Project to the overall impact of the normalization process; and
7. Analysis of cross-cutting issues and application of the rights-based approach, gender responsiveness, and leaving no one behind (LNOB) in project interventions, particularly with the gender and inclusion framework.

**2.2 Scope.** The geographical scope of the evaluation includes the six previously acknowledged MILF camps in Maguindanao del Norte, Maguindanao del Sur, Lanao del Sur, and Special Geographic Area (SGA) in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) and Lanao del Norte in Northern Mindanao Region.

**2.2.1 Sample Sites.** The evaluation team conducted its data gathering from 18 November to 06 December 2024, in 13 out of the 23 barangays assisted by PROACTIVE. In consultation with the PMU, the evaluation team selected at least two barangays for each of the six previously acknowledged camps of the MILF. These are: Barangays Tamparan (1) and Panggao (2) in Munai, Lanao del Norte (Camp Bilal); Barangay Mother Tuayan (3) in Datu Hoffer Ampatuan, Maguindanao del Sur and Barangay Saniag (4), Ampatuan, Maguindanao

del Sur (Camp Omar ibn al-Khattab); Barangay Kilangan (5), Pagalungan, Maguindanao del Sur, Barangay Kibayao (6), Kapalawan, SGA-BARMM, and Barangay Rajahmuda (7), Ligwasan, SGA-BARMM (Camp Rajamuda); Barangays Poktan (8) and Sandab (9) in Butig, Lanao del Sur (Camp Busrah Somiorang);

Barangay Datalpandan (10), Guindulungan, Maguindanao del Sur and Barangay Sifaran (11), Datu Odin Sinsuat, Maguindanao del Norte (Camp Badre); and Barangays Nabalawag (12) and Togaig (13) in Barira, Maguindanao (Camp Abubakar as-Siddique). The locations of these barangays are shown in the box below:



Box 1. Sitemap of Project Sites for Community Appraisal and Data Collection. Red locator marks indicate the 13 barangays in the six previously acknowledged camps of the MILF where the Terminal Evaluation Team conducted fieldwork from 18 to 30 November 2024.

**2.2.2 Respondents/Participants/Key Informants.** Project participants covered for data collection came from 15 cooperatives, 16 POs, and 14 LSFs, eight DCs and their next of kin and three DC Focal Persons. Collateral interviews and FGDs were conducted with Project partners, various government offices (OPAPRU, MIPA, and MBHTE), service providers, and other stakeholders (See Annex D). Information sought was limited to verifying PROACTIVE’s accomplishment and implementation.

**2.3 Evaluation Criteria.** This Project Terminal Evaluation is based on the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) criteria of coherence, relevance, effectiveness, efficiency, sustainability, and impact.

1. To examine the Relevance criterion, data sought for analysis were guided by the following questions:

- a. To what extent was the project design in line with the UNDP’s mandate, national priorities, and the requirements of targeting women, men, and vulnerable groups, including decommissioned combatants and their next of kin?
- b. To what extent was the method of delivery that UNDP selected appropriate to the development context?
- c. To what extent has the project been appropriately responsive to the political, legal, economic, and institutional changes in the country, particularly with the Bangsamoro government?
- d. To what extent did UNDP continue to be a relevant development partner in advancing peacebuilding and normalization efforts in the Bangsamoro Region and 6 previously acknowledged MILF camps?

2. To examine the Coherence criterion, data sought for analysis were guided by the following questions:
  - a. To what extent were the Project's activities and outputs coherent and consistent with its Theory of Change?
  - b. Are the Project's objectives and outputs clear, practical, and feasible within its frame?
  - c. To what extent did the Project either support or undermine the efforts of other stakeholders (National Government Agencies, the private sector, and civil society organizations) in the peacebuilding and normalization efforts?
  - d. How well did the Project strengthen synergies with partners and demonstrate complementation to any other existing initiatives?
3. To examine the Effectiveness criterion, data sought for analysis were guided by the following questions:
  - a. To what extent has progress been made towards outcome achievement? What has been the UNDP's contribution to the observed change?
  - b. To what extent was the Project effective in addressing cross-cutting issues of human rights, inclusion, and gender responsiveness? What have been the key results and changes attained for men, women, and vulnerable groups, particularly to the decommissioned combatants and their communities, and how have they benefited?
  - c. To what extent has UNDP partnered with civil society and local communities to promote peacebuilding and normalization efforts?
  - d. What factors have contributed to either achieving or not achieving intended outcomes and outputs? What were the challenges, strategies, good practices, lessons learned, and recommendations to improve implementation and future programming?
4. To examine Efficiency criterion, data sought for analysis were guided by the following questions:
  - a. To what extent was the project management structure and selected implementation modalities (RPA, LOA, Direct Implementation), as outlined in the project document, efficient in generating the expected results?
  - b. To what extent were resources used efficiently? Were fund allocations and activities delivered based on plans and in a timely manner?
  - c. How efficient were the project coordination and feedbacking mechanisms between the implementing partner, with the Project Board, with the Government, and with other project stakeholders/beneficiaries?
  - d. To what extent do the monitoring and evaluation (M&E) systems that UNDP utilized ensure effective and efficient project management?
5. To examine Sustainability criterion, data sought for analysis were guided by the following questions:
  - a. Is there sufficient support for the Project's long-term objectives as the target communities in camps and beneficiaries transition to their civilian life in transformed and progressive communities?
  - b. To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
  - c. Are there any social or political risks that may jeopardize the sustainability of project outputs and the project contributions to country program outputs and outcomes?
  - d. To what extent do mechanisms, procedures, and policies exist to allow primary stakeholders to carry forward the results attained on peace dividends, normalization, social cohesion, gender equality, empowerment of women, human rights, and human development? What other interventions are needed to strengthen exit strategies and sustainability?



6. To examine Impact criterion, data sought for analysis were guided by the following questions:
  - a. To what extent is the Project likely to contribute to the overall impact? What is its contribution so far and to what extent will target beneficiaries across the different components benefit from the project interventions in the long term?
  - b. To what extent has the Project produced changes in behavior, attitude, or performance in the direct and indirect beneficiaries?
  - c. Has the Project promoted positive changes in gender equality and the empowerment of women and marginalized sectors?
  - d. Are there unintended positive and negative results? Did any unintended effects emerge for women, men, or vulnerable groups?

**2.4 Approach and Methods.** In considering the data gathering methods for this evaluation, the evaluation team strived for transparency, inclusivity, and rigor. The following were the main considerations of the plan: (1) Inclusion of all the six previously acknowledged camps of the MILF; (2) Maximize the units of analysis in terms of number of project participants and basic services facilities constructed; and (3) Target optimal representation of women, IPs, DCs, and other vulnerable groups in the sample. Purposively selecting data sources based on these criteria was intended to try and capture the wide array of contextual factors that influenced the project's progress toward attaining its target outcomes.

The planned sampling of sites was coordinated with the PMU and the camp coordinators for transparency and to ensure that as many project participants would be on hand to discuss their experience with the project. Where possible, an equitable gender distribution was sought for interviews and focus group discussions.

Owing to time constraints, the evaluation team deployed a rapid assessment strategy using parallel mixed methods. Review of project documents were done almost simultaneously with the site visits, wherein the information

on the Project records informed specific clarificatory questions during on-site key informant interviews (KIIs) and focus group discussions (FGDs). To obtain information from primary project participants, such as cooperatives, DCs, POs, and LSFs, the team conducted FGDs to allow rich discussions to emergence and varied perspectives to be expressed. Care was taken to target women, indigenous peoples (IPs), faith-based leaders, and youth for representation in these FGDs. Various stakeholders were also sought for KIIs to expand the background context of the project and shed more light as to its relevance to global, national, and Bangsamoro regional development priorities.

Analysis involved a rigorous cross-referencing of transcript data against project documents and reports, as well as information provided by stakeholders.

**2.4.1 Data Sources.** PROACTIVE project documents were culled for relevant information needed for this report. A list of these source documents is provided in Annex E.

In total, 177 individuals (81F, 96M) were engaged for information on project implementation, representing 15 out of 30 cooperatives, 16 out of 26 POs, and 14 out of 24 local social formations. Also included were seven camp coordinators, three DC Focal Persons, and eight TVET graduates from among the 601 DCs and their next of kin who had completed their skills training through PROACTIVE support. The team also held 12 collateral interviews and FGDs with officials from JTFCT, TFDCC, BDA, MBHTE-TESD, MIPA, UNDP Country Office and PMU, EU, BNTF-WB, OPAPRU, and other peacebuilding partners and stakeholders, to further validate findings from site visits. Three barangay captains and five TVI trainers were also interviewed. On-site data gathering allowed ocular inspection and verification of 22 of the 30 PROACTIVE civil works projects for Component 2.

Collateral KIIs and FGDs were held with project partners and selected government officials (national, regional, provincial, and local) and other stakeholders in economic development and support to normalization efforts.

**2.4.2 Instruments.** Various instruments were used to capture data for analysis in this report. These include KII questionnaires and FGD guides, as well as observation checklists, pictures, rating scales, project accomplishment checklists, and process checklists. The Evaluation Matrix in Annex B shows the rationalization of these instruments. FGD Guides, KII questionnaires, and accomplishment checklists are also shown in Annex B.

**2.5 Data Collection Methods.** Data gathering

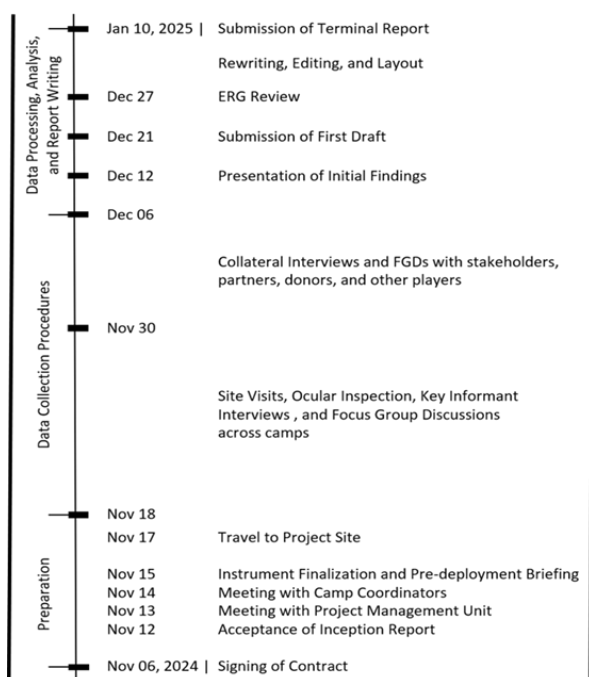


Fig. 2. Timeline of Terminal Evaluation Activities

commenced on 18 November 2024 and ended on 6 December 2024. From November 18 to 30, all six camps were visited, covering 13 of the 16 project core barangays. The site visits allowed the Terminal Evaluation team to conduct community appraisal through ocular inspection of infrastructure and in-person KIIs and FGDs with camp commanders, project participants from assisted cooperatives, POs, and local social formations, as well as with barangay captains, DC focal persons, construction workers, and other community members. Consultations with officers of the joint peace mechanisms, program partners, stakeholders, service providers, donor agencies, OPAPRU, BARMM officials, and other development organizations were conducted online or in person, for triangulation as well as for additional information on the implementation

of PROACTIVE and the organizational, peacebuilding, and development environments it navigates in the process.

*In situ* data gathering allowed the evaluation team to deploy various means of validating the information received, through document inspection and observation of organizational dynamics among cooperatives and POs in managing and operating PROACTIVE development inputs. The team inspected 22 small-scale and quick-impact basic services facilities and 10 tangible agricultural inputs provided under this grant.

Meanwhile, online and in-person collateral interviews and FGDs were also carried out until 6 December 2024, reaching key informants from among programme partners, stakeholders, BARMM ministries, OPAPRU, donor agencies, Technical and Vocational Institutions (TVIs), EU, UNDP, and other projects implementing normalization efforts. Relevant supporting records were also sought from some of these offices during the interview or were later provided by the informant by email.

**2.6 Data Analysis.** Interviews and FGDs were transcribed verbatim and coded using a thematic coding approach. Initial codes were assigned to specific segments of the transcripts that represented key concepts, ideas, or experiences. Post-fieldwork debriefing sessions aided the initial coding of themes emerging from the recent KIIs and FGDs. Field notes from ocular inspections conducted were further used to corroborate and validate the findings from the interviews and document analysis.

Additionally, process coding was used to identify the sequence of events and decision-making processes, while value coding was employed to uncover the underlying beliefs and attitudes of the participants. Codes were grouped into broader themes that captured the essence of the data. These themes were identified through iterative processes of reviewing the coded data, identifying patterns, and refining the thematic framework.

Archival documents, such as progress reports, policies, and guidelines, were subjected to content analysis. This involved systematically examining the documents to identify key

themes, patterns, processes, and trends that aligned with the thematic framework derived from the interviews. This triangulation process enhanced the credibility and trustworthiness of the evaluation.

The evaluation team also considered quantitative data during analysis. Demographic information and frequency counts of data from documents such as attendance sheets, financial statements, and other relevant records were analyzed to provide additional insights. The integration of multiple data sources and analysis techniques enhanced the rigor and validity of the findings.

Before finalizing the report, the evaluator presented the initial findings to the Project Management Board on 12 December 2024.

Finally, this report benefited from the diligent review of the UNDP Evaluation Review Group (ERG), as detailed in the audit trail (See Annex C).

**2.7 Ethical Considerations.** The evaluation team sought informed consent prior to the conduct of these interviews and FGDs. All data gathering followed the interview/FGD guide, with each open-ended question designed to elicit a rich description of the informant's engagement in the PROACTIVE subprojects. The instrument was translated to the language that the key informant felt comfortable using during the conversation. All interviews and FGDs were audio-recorded and lodged in a Google Drive file repository accessible only to the evaluation team. These audio-files shall be immediately discarded after this Terminal Evaluation Report has been accepted.

**2.8 Major Limitations of the Methodology.** This evaluation activity ran for seven weeks, with only three weeks allowed for data gathering. This impacted on the team's ability to capture a more complete picture of PROACTIVE's project implementation. Nonetheless, the period yielded voluminous data (over 60 transcripts) for processing and analysis in just one week before the agreed date of initial results presentation to the PROACTIVE Project Board. In anticipation, each interview or FGD was immediately coded by the interviewer/facilitator for content and themes,

as appropriate, and discussed during post-field work debriefings.

The evaluation team had limited access to project documents. In particular, only 3rd quarter 2022, annual 2022, and 2nd quarter 2023 progress reports were supplied, along with minutes of Project Board Meetings, summary list of project participants with the corresponding PROACTIVE assistance received, and partnership agreements with Responsible Parties. The evaluator consulted the PMU for data gaps as they arose in the writing of the report.

Report writing was accomplished within 10 days after the initial results presentation. The tight schedule required the evaluator to simultaneously refine data analysis while writing the draft report. Audit trail comments were considered in the revision of this final report.

**2.9 The Terminal Evaluation Team.** The evaluation team was headed by Gail Ilagan, a registered psychologist and researcher who has published on community security, trauma recovery, resilience enhancement, and peacebuilding in former conflict-affected areas in Mindanao. Included in the team were three affiliates from the Ateneo de Davao University Center of Psychological Extension and Research Services (ADDU COPERS) – registered counselor Randolph Reserva, registered psychometrician Karl Quilal-Ian, and registered psychologist Rey Jan Pusta. All have experience working in Mindanao communities that are recovering from crisis. They were joined by affiliates from the MSU-Marawi Institute for Peace and Development in Mindanao (IPDM), namely, Mouhammad Camal Sharief, Alnor Macapaar, and Mahdi Sinal, who all have fieldwork experience in the BARMM, notably in the Lanao Region. The final member of the team was Michael Jess Lapid from the Polomolok municipal LGU. He is familiar with local governance and procurement, social services, community organizing, and solid waste management. He also has a background in building construction and design.

# CHAPTER 3

## FINDINGS

The Terminal Evaluation findings are discussed below:

### 3.1 RELEVANCE

The USD4.6M Programme on Assistance for Camps Transformation through Inclusion, Violence Prevention, and Economic Empowerment (PROACTIVE), implemented by the United Nations Development Programme's (UNDP), was largely funded by the European Union (EU) as part of a larger EU assistance package for the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) on Normalization, specifically through its Mindanao Peace and Development Program-Peace and Development in the BARMM (MINPAD-PD BARMM). UNDP proposed this project with the expectation that the outcomes would contribute to its Country Programme Document (CPD) 2019-23, particularly on providing support to people in crisis and post-crisis settings through livelihood and improved infrastructure in their communities.

While the Project was originally intended to be completed within the CPD 2019-2023, its extension to 2024 remained in alignment with the Country Office's key focus areas, as identified in the CPD 2024-2028, particularly on obtaining for all persons – especially those at risk of being left behind – increased resilience to economic, climatic, disaster, and public health risks through improved, equitable, and gender-responsive access to and utilization of quality social services, social protection, healthy habitat, and enhanced good governance, and peace. PROACTIVE aligns with UNDP's thrust to integrate gender equality principles across its

various areas of work, and did so by formulating a draft Gender Mainstreaming Framework that rationalized the conduct of the Gender and Inclusion Analysis (GIA), as well as giving space for women participation across the three components.

The expected results from the Project – particularly on the support for peace dividends for the DCs – aligned with and contributed to the attainment of CPD Outcome 3 “National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of inclusive and responsible governance systems and accelerating sustainable and equitable development for just and lasting peace in conflict-affected areas in Mindanao.” Moreover, project results contributed to meeting Goal 16 of the United Nations Sustainable Development Goals on “Peace, Justice, and Strong Institutions,” specifically on the prevention of all forms of violence that may result in deaths. In addition, the construction of small-scale and quick-impact infrastructure for communal basic services helped to ensure that community residents, especially women and children, have direct access to essential services.

In particular, PROACTIVE intended to respond to the need to jumpstart the long-delayed implementation of the CAB Annex on Normalization, and it did so by targeting both the desired ends for camps transformation, as well as providing TVET skills for the decommissioned combatants. In implementing the project, PROACTIVE engaged in partnership with the joint peace mechanisms, creating an opportunity for both the Joint Task Forces on Camps Transformation (JTFCT) and the Task Force for Decommissioned Combatants and their Communities (TFDCC) to establish its systems of coordinating with partners towards the accomplishment of their respective responsibilities.

It is worthy to note that PROACTIVE was the first foreign donor assistance to respond to the requirements for camps transformation and TVET training support to DCs. In doing so, it entered relatively virgin territory in

development engagement inasmuch as these communities and the decommissioned combatants therein had previously been neglected. Through most of PROACTIVE's initial year (2022), the Camp Transformation Investment Plan (CTIP) 2023-2028 priorities for camps transformation efforts were still largely on the drawing board. At that time, the TVET training support under Executive Order (EO) 79 had only covered less than 25% of the DCs and their next of kin.

In the last three years, the Project had taken some items off the checklist of development inputs required in the CTIP 2023-28 and had already served 601 of the 27,000 DCs, proving to be swifter and more flexible in its delivery of interventions for camps transformation compared to the Bangsamoro Normalization Trust Fund World Fund (BNTF-WB) or even the national government (Interview with Bryan Arevalo, 02 December 2024).

Notably, it had already accomplished the objectives of Components 1 and 3 at the time of this report. Thirty groups had been organized either as social enterprises or cooperatives, with 1,493 project participants (507F, 985M) trained in various capacity building aspects for Component 1. For Component 3, 24 local social formations had been organized for mobilization of community-based activities (2024 Semestral Progress Report).

For Component 1, PROACTIVE successfully delivered a range of support on organizational capacity building and enhancement of production capacities. For example, agricultural subprojects increased productivity and efficiency of harvest activities. In some cooperatives, revenue that they had already generated was used to purchase additional assets that allowed the organization to venture into other income-generating endeavors. PROACTIVE encouraged the cooperatives to apply for registration with the Cooperative and Social Enterprise Authority (CSEA<sup>4</sup>).

On the other hand, the climate-smart project (Fish Condo and Hydroponics) that was implemented with Mindanao State University

4 Applying for CSEA registration usually takes some time. Assistance to cooperatives for this purpose may be included in the successor program.



Pilot hydroponics setup for climate-smart fish and vegetable production in Camp Abubakar (Photo by Mahdi Sinal)

(MSU)-Maguindanao has shown potential for expansion, owing to positive results from successful linkage to a steady market.

The Project also completed the implementation of TVET programs for DCs and their next of kin. For those who had received starter kits (more than 50%), their utilization resulted to an average 25% contribution to household income (PMU Accomplishment Report Update 12/12/24).

Component 2, which had a civil works component, required more time to accomplish. Only eight out of 30 awarded subprojects were completed as of this report (List of Cooperatives, POs, and LSFs). The remaining 22 were still in various stages of construction or awaiting final inspection. These communal basic services facilities will be handled by 26 organized POs that were provided capacity building for subproject implementation. As a tangible output of the training, the POs had crafted their respective Operation and Maintenance Manuals and were poised to begin operations upon turnover of facilities.

For Component 3, 24 local social formations (LSFs) were established, guided by GIA issues and concerns, along with initiatives concerning the environment, moral governance, and engagement with the BARMM government. The Project achieved its target of providing camp command/leadership with capacity-building to meaningfully engage their constituencies, local government units (LGUs), and regional/national government agencies on normalization and socio-economic development initiatives. Camp

coordinators demonstrated these new skills in supporting the Project to achieve its target objectives.

Eventually, when the BNTF-WB, Office of the Presidential Adviser on Peace, Reconciliation, and Unity (OPAPRU), BARMM, local governments, and other non-government entities engage normalization efforts in the six formerly acknowledged camps of the Moro Islamic Liberation Front (MILF), the JTCFT and

the TFDCC would already have the template for coordination with these development partners.

The reality of PROACTIVE’s accomplishments in normalization efforts is a beacon to other like-minded organizations. This is positive proof that normalization efforts can actually be done.

### 3.2 COHERENCE

This project proceeded from a formulated Theory of Change, as below:

## Theory of Change



Figure 1. PROACTIVE’s Theory of Change

Component 2 sought to put in place civil works projects for communal basic services which are to be operated and maintained by community-based POs until such time when the maintenance and other operating expenses (MOOE) would be shouldered by the regional or local government.

Component 3 was intended purely as soft interventions to bring about values transformation towards consultative and inclusive camp leadership, good citizenship, and community involvement among the residents within the aforementioned six MILF camps. This component was essential for peacebuilding, promoting a culture of peace, and conflict transformation.

PROACTIVE project components corresponded to each of the independent variables identified in its Theory of Change. Obtaining the target deliverables on these components could help create a conducive climate for inclusion, violence prevention, and

economic development in the six previously acknowledged camps of the MILF. In working to achieve these objectives, both the Bangsamoro Development Agency (BDA) and the Ministry of Basic, Higher, and Technical Education (MBHTE) - Technical Education and Skills Development (TESD) could report the achievements among the accomplishments of their respective initiatives (Interview with Hamnadisa Comacasar, 29 November 2024 and Rhadzni Taalim, 05 December 2024).

In actual implementation, target outputs proved difficult to deliver within the original 2-year period of PROACTIVE. While the substantial work on implementation required two years from PROACTIVE’s January 2023 launch of its partnership with BDA and MBHTE until the end of December 2024, when all civil works and procured equipment could be turned over to project partners, the evaluation revealed that the preparation period took up to a year just to complete staff onboarding, site selection, profiling and validation of project participants,

preparation of building designs, and initial procurement of project needs. The partnership with BDA and MBHTE was crucial for the delivery of the capacity-building required across the three components of the Project.

Because of the long list of priority projects in the CTIP 2023-2028, there is little danger for PROACTIVE interventions to duplicate concurrent efforts or intended plans for peacebuilding and normalization efforts by other groups (Interview with Wendell Orbeso, 24 November 2024). In fact, by taking off some of the items on the CTIP 2023-2028 list of priority projects, PROACTIVE had contributed to lightening the camps' transformation workload for the BNTF-WB, the national government, BARMM, and local governments.

Project implementation also benefited other stakeholders for peace in Mindanao. For one, it provided an opportunity for MSU-Maguindanao to take part in the effort at creating sustainable livelihood activities, to field-test its fish condominium design, and further innovate with the addition of organic vegetable farming (FGD with MSU-Maguindanao Extension Office, 04 December 2024). In addition, PROACTIVE's implementation of TVET training was closely observed by the Japan International Cooperation Agency Skills Development and Economic Empowerment for Bangsamoro (JICA SEE BANGSAMORO) Project for lessons in designing a program of support to Executive Order 79 (Interview with Mariko Ikawa, 06 December 2024).



The tractor with implements awarded to the Descendants of Mamalo-Tabunaway Farmers Marketing Association, the only IP cooperative included for Component 1, had been lodged at the Tuayan Mother Barangay Hall following the evacuation of the cooperative members from their farms. (Photo by Karl P. Quilal-Ian)

The interviewed barangay captains validated how the Project Management Unit (PMU) collaborated with local governance in site selection and monitoring of project implementation. In Barangay Tuayan Mother in Datu Hoffer, where the Project found a staunch ally in Barangay Captain Abdulmoen Ampatuan, negotiations were successful in converting PROACTIVE's civil works subprojects

to be more responsive to the needs of the barangay. The proposed library and hygiene facilities were converted into a children's playground and a water refilling station. Space was provided for these facilities right next to the barangay hall where the BLGU can closely monitor them. The barangay had also accepted for safekeeping the tractor that PROACTIVE granted to the Descendants

of Mamalo-Tabunaway Farmers Marketing Association under Component 1. A recent security threat, however, made it prudent for the coop members to evacuate the area and the coop officers have yet to convene to decide the fate of the tractor (Interview with Abdulmoen Ampatuan, 24 November 2024).

### 3.3 EFFECTIVENESS

An examination of PROACTIVE progress towards outcome achievement yields the following findings:

**3.3.1 Preparation Phase.** The UNDP Cotabato Office spearheaded the conduct of the preliminary consultation and project inception workshop in March 2022. This was followed by ceremonies for the project launch in Camp Darapanan in June 2022.

The PMU was only assembled and onboarded during the third quarter of 2022. It immediately began to engage the JTFCT secretariat for community consultations on project implementation. Needs assessment during this period showed that the JTFCT did not have a list of identified community organizations that could be nominated for participation in the Project (Quarter 3 Progress Report 2022). To comply, some camps that could not readily produce a list for consideration hastily organized residents for cooperatives, POs, and LSFs. As a result, there is lack of uniformity in terms of experience, commitment, and internal working relations among these community-based groups.

It is noted that these initial engagements occurred while the CTIP 2023-2028 was still being finalized, thus, for the better part of 2022, the decision on the respective locations for the small-scale, quick-impact civil works could not yet be determined.

For its part, the TFDCC also did not have an updated profile of the DCs in the six previously acknowledged camps of the MILF (Interview with Alice Raymundo, 02 December 2024). TFDCC DC Focal Persons did not have mobility resources to locate and engage the DCs and to update their qualifications for participation in the TVET training. It became necessary for the PMU to provide logistical support to the DC Focal Persons to assist in profiling the DCs and finalizing the list of training participants (FGD with PMU, 06 December 2024). The PMU also worked on identifying Technical Vocational Institutions (TVIs) that had the capacity to deliver TVET courses in an effort to match the training requirements of the DCs with the available courses.

Initial talks with the BDA and MBHTE were also held during this period to hammer out the terms of engagement for partnership with PROACTIVE (Annual Progress Report 2022). In anticipation of the training requirements for the cooperatives, DCs, and POs, the PMU commenced procurement of the first batches of farm machineries and TVET starter kits. In determining the specifications for these supplies, the PMU was provided the information by the JTFCT Secretariat and the MBHTE.

In the last quarter of 2022 when the CTIP 2023-2028 became available, the PMU collaborated with the JTFCT to finalize the selection and validation of sites for the civil works subprojects. It was only then that engineering plans could be drawn for presentation during the first pre-bid conference with potential contractors (Annual Progress Report 2022).

**3.3.2 Implementation Phase.** In January 2023, PROACTIVE held the official launch of its partnership with BDA and MBHTE. BDA then began its schedule of capacity-building trainings for Component 1. The first BDA training sessions were held with the cooperatives that had been identified and vetted already. Camp commanders reported difficulty in organizing or re-constituting more cooperatives in the 16 project barangays to complete the targeted 30 cooperatives for Component 1. They suggested instead to include existing cooperatives that were operating in other barangays still within the six previously acknowledged camps of the MILF. This suggestion was agreeable to the PROACTIVE Project Board. Thus, for Component 1 interventions were expanded to seven other barangays.

In October 2023, PROACTIVE engaged MSU-Maguindanao to train two women-led cooperatives in Camp Abubakar on climate-smart farming systems for vegetable and fish production<sup>5</sup>. This arrangement was made in collaboration with the OPAPRU (Interview

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<sup>5</sup> During FGD with the representatives of these cooperatives, they clarified that they were consulted on their wish to accept the MSU-Maguindanao pilot. They said that fish production and hydroponics were not among the list of livelihood projects they were considering for PROACTIVE assistance at that time. They agreed to this offer because it would be impolite to refuse and because OPAPRU was also recommending it.



with Wendell Orbeso, 24 November 2024). BDA supplemented the MSU-Maguindanao livelihood training with capacity building for organizational and project management, financial literacy, and values transformation.

The first batch of TVET courses for DCs and their next of kin started in June 2023 (Interview with Hamnadisa Comacasar, 28 November 2024). A total of 26 batches of TVET training was conducted until November 2024.

To obtain Component 2 objectives, the PMU spent the better part of the first half of 2023 at conducting needs revalidation, technical survey and evaluation, water potability testing for potential water sources, and social and environmental screening for risk assessment of the proposed subproject sites. Meanwhile, camp commanders organized POs for capacity-building training sessions with the BDA. Capacity-building for POs started in the second quarter (Semestral Progress Report 2023).

Two pre-bid conferences were held to invite local contractors to bid on the civil works requirements and to familiarize them with the UNDP procurement processes. The first pre-bid conference was held in June and the successful bids were awarded in September. However, some procurement lots for civil works could not be awarded due to submitted costs exceeding the set budget cap. As a result, a second pre-bid conference incorporating a mandatory site inspection was held later that month. The PMU actively disseminated the calls for bids until all the proposed construction works were awarded (FGD with PMU, 06 December 2024).

Several failed bids, especially for construction works in Camp Bilal, delayed the awarding of building contracts such that the subsequent start of infrastructure construction dragged on until the third quarter of 2024. By that time, the POs had completed their capacity-building in 2023 and were encouraged to facilitate and monitor the work of the contractors. Notably, some POs facilitated the contractors' transport of materials to the construction sites, which proved a challenge in places with bad road conditions (Interview with Sheik Bashir Abdulbayan, 23 November 2024). As of 30 November 2024, 22 civil works subprojects were still under construction, projected to

be completed by 31 December 2024 (List of Cooperatives, POs, and LSFs).

For Component 3, a GIA was first conducted from March to May 2023 to identify the cross-cutting issues in the six previously acknowledged camps of the MILF. LSFs were then organized in the second quarter of 2023 to address these issues. Capacity-building of LSFs started in June 2023. Simultaneously, command leadership was provided with capacity building interventions as well as support for project coordination and monitoring.

**3.3.3 PROACTIVE accomplishments against target per component.** Project accomplishments against target per component are presented below:

**3.3.3.1 Component 1 Provision of Agricultural and Non-Agricultural Inputs/Equipment.**

Against the target of capacitating 30 cooperatives for sustainable livelihood, the evaluation team found that there were 30 such cooperatives with a total of 892 members (368F, 524M) that were trained by either the BDA or MSU-Maguindanao for organizational and project management, financial literacy, marketing, sustainable agricultural/aquaculture management practices, conservation and protection of natural resources, and climate change adaptation. After the completion of their capacity building sessions, PROACTIVE provided tangible equipment they could use for their income generation.

On the next page is a table of PROACTIVE accomplishments for provision of equipment to participating cooperatives.

As of the evaluation period, 23 of these cooperatives – including two with MSU-Maguindanao's climate-smart agricultural pilot – had been granted livelihood inputs and were being provided accompaniment support. There were seven cooperatives that had yet to receive non-agricultural inputs – one for mini-grocery, one for dressmaking, two for events rental/catering, and three for printing services.

Table 2. Inputs/Equipment Provided to Cooperatives

<b>Camp/Barangay</b>	<b>Input/Equipment Provided</b>	<b>Cooperative</b>	<b>Status</b> (as of 30 November 2024)
<b>Camp Bilal</b>			
Brgy. Tamparan	Farm Tractor with machineries	Al Hajj Abdullah Bravo Macapaar Agricultural Cooperative	Delivered and turned over.
Brgy. Adapun Ali	Tarpaulin Printing Services	Al-Fajr Producers Cooperative	Bulk of equipment and supplies delivered. Remaining materials for delivery in December 2024.
Brgy. Abaga	Farm Tractor with machineries	Camp Abaga Agricultural Cooperative	Delivered and turned over.
Brgy. Panggao	Farm Tractor with machineries	Pagnawan Bangsamoro Agricultural Cooperative	Delivered and turned over
<b>Camp Omar</b>			
Brgy. Poblacion	Combine Harvester with Trailer	Al-Lujnatul Jaasuus Farmers Marketing Cooperative	Delivered and turned over.
Brgy. Kakal	Combine Harvester with Trailer	Ampatuan Kalilintad Agricultural Cooperative	Delivered and turned over.
Brgy. Tuayan Mother	Farm Tractor with machineries	Descendants of Mamalo-Tabunaway Farmers Marketing Association	Delivered and turned over.
Brgy. Kakal	Mini Grocery	Mapadtaya Producers Cooperative	For delivery and turnover in December 2024
Brgy. Saniag	Farm Tractor with machineries	Saniag Unified Bangsamoro Farmers Marketing Cooperative	Delivered and turned over
<b>Camp Rajahmuda</b>			
Brgy. Limbalod	Combine Harvester with Trailer	Kudal-Dungguan Farmers and Fisherfolks Association	Delivered and turned over
Brgy. Kibayao	Farm Tractor with machineries	Sustainable Agricultural Farmers Association	Delivered and turned over
Brgy. Limbalod	Dressmaking and Tailoring Services	Matiakap Women's Marketing Cooperative	For delivery and turnover in December 2024
Brgy. Pagagawan	Rental and Catering Services	Sigay Women's Agri-business Marketing Cooperative	For delivery and turnover in December 2024
<b>Camp Busrah</b>			
Brgy. Dilimbayan	Tarpaulin Printing Services	103RD Base Command Producers Cooperative	Bulk of equipment and supplies delivered. Remaining materials for delivery in December 2024.
Brgy. Sandab	Farm Tractor with machineries	Bangsamoro Unified Team into Growth	Delivered and turned over.
Brgy. Poctan	Farm Tractor with machineries	Poctan Bangsamoro Rehabilitation Farmers Marketing Cooperative	Delivered and turned over.
Brgy. Nusa	Tarpaulin Printing Services	Robinhood Farmers and Fishers Folk Producers Cooperative	Bulk of equipment and supplies delivered. Remaining materials for delivery in December 2024.
Brgy. Sandab	Farm Tractor with machineries	Sandab Community Solidarity Producers	Delivered and turned over.

<b>Camp Badre</b>			
Brgy. Sifaran	Rental and Catering Services	Central Dinaig Pangkabuhayan Marketing Cooperative	For delivery and turnover in December 2024
Brgy. Datalpandan	Farm Tractor with machineries	Kalilintad Peoples Organization	Delivered and turned over.
Brgy. Kinebeka	Farm Tractor with machineries	Kauyagan Bangsamoro Producers Cooperative	Delivered and turned over.
Brgy. Sifaran	Farm Tractor with machineries	Sitio Malabaw Agricultural Cooperative	Delivered and turned over.

<b>Camp Abubakar</b>			
Brgy. Togaig	Climate-Smart Vegetable Production	Calagan Pawmana Marketing Cooperative	Completed and turned over.
Brgy. Togaig	Fish Condominium	Gawad Kalinga Village Tugaig Farmers Marketing Cooperative	Completed and turned over.
Brgy. Making	Hydraulic	Making Business Marketing Cooperative	Delivered and turned over.
Brgy. Darapanan	Dressmaking	Miracle Cooperative (BIWAB) Cooperative	Delivered and turned over.
Brgy. Nabalawag	Farm Tractor with machineries	Moonstar Farmers Producers Cooperative	Delivered and turned over.
Brgy. Nabalawag	Farm Tractor with machineries	Nabalawag Peace and Development Cooperative	Delivered and turned over.
Brgy. Togaig	Farm Tractor with machineries	Quality Bugasan Sur Marketing Cooperative	Delivered and turned over.
Brgy. Togaig	Farm Tractor with machineries	Sigay Cabarasan Farmer Producers Cooperative	Delivered and turned over.

Source: List of Cooperatives, POs, and LSFs

The evaluation team was able to reach only 15 of the 30 cooperatives. Of these, thirteen reported during FGDs their earnings ranging from PHP40,000 to PHP500,000 from their utilization of PROACTIVE inputs. The financial records of the two others were not available for review. The Descendant of Mamalo-Tabunaway Farmers Marketing Association in Camp Omar had temporarily ceased operation due to security conditions in their community. Meanwhile, the officers of The Al Hajj Abdullah Bravo Macapaar Agriculture Cooperative were out on an excursion trip when the evaluation team visited Camp Bilal. The informants, members of the cooperative, were not privy to the coop's financial records and the decision making of the officers. The coop was among those formed by camp coordinators to receive the PROACTIVE grant (Interview with Choy Macapaar, 27 November 2024). The coop members observed that camp leadership largely influenced decisions on how the tractor grant would be utilized.

Two women-led cooperatives in Camp Abubakar engaged in organic vegetable production had been linked with a regular buyer. Their first harvest from the condo-style fish (catfish/hito and tilapia) production had also been sold for profit. In total, the Calagan Pamana Women's Cooperative earned close to PHP40,000 already.

This evaluation found that the fish condo and vegetable production subprojects were not originally part of the livelihood support projects considered by PROACTIVE. This was included as an accommodation of the collaboration between the OPAPRU and MSU-Maguindanao to pilot the latter's design for climate-smart agriculture and aquaculture production. Because of the relative speed with which the pilot subprojects were set up, this resulted in some confusion on the part of the women's cooperatives. Some members expressed that what they conveyed to PROACTIVE was their need for assistance to construct a real fishpond, but that they had to settle for the climate-smart

agri/aqua project. They found that hito (*Clarias batrachus*) and tilapia (*Oreochromis niloticus*) grown in the limited confines of the fish condo could not really reach optimal size, unlike when grown in a fishpond. Thus, they believe that their cooperatives could be earning more if they were growing their tilapia and hito in a fishpond (FGD with Calagan Pamana Women’s Cooperative, 18 November 2024).

The Kudal Dunggulan Cooperative in Kibayao, Pagalungan received a combine harvester, which they rented out to members and non-members alike, following a system of booking schedules. The coop charges members PHP200 less than the rate charged to non-members. In the few months of renting out the harvester, earnings allowed the coop to spare PHP 60,000 for the purchase of a second-hand vehicle to tow the harvester to farms that were farther away. Hence, the improved mobility of the harvester allows the coop to maximize its earnings by servicing more farms. The coop planned to allocate part of their proceeds to start a rice retail business. The members were considering other ways to diversify income streams. Women officers who represented the organization during the FGD reported that they were the ones to schedule rental bookings, keep track of the receivables and payables, and assign male members to bring the harvester to the next job. The coop arranged for customers to pay for the harvester rental and also paid the coop member assigned to operate the machine. Because the harvester could dramatically reduce the time for harvest, coop records reflected multiple bookings in one day.

Ten tractors with implements and one combine harvester were part of the first batch of procurement that PROACTIVE made in late 2022, even before the capacity-building for cooperatives began in 2023. Their immediate availability was intended as an incentive for the cooperatives to complete their BDA training and start operations (FGD with PMU, 06 December 2024). Foremost in the consideration for initiating the procurement process for these farm machineries was pressure for PROACTIVE to show project expenditure by the close of year as the 2022 Quarter 3 Progress Report showed 0% activity-level accomplishment and a measly 7% financial performance, spent mostly on initial site profiling. Hence, the procurement of the first batch of farm equipment did not benefit from information generated by the needs assessment in the actual areas where the cooperatives to be assisted work. The required specifications for the tractor had to be provided by the JTFCT secretariat in order for the procurement request to be lodged by end of 2022.

In Barangay Kibayao, the Sustainable Agricultural Farmers Association, to which some DCs belong, received a tractor with a disc harrow and trailer from this first batch of farm equipment. The coop is renting out the tractor, with members given a preferential discount of PHP 200 off the daily rate. From May to November 2024, the coop’s financial records indicated that it earned a net income of PHP 450,371.00.



“Butterfly toddling” harrow fabricated by the Sustainable Agricultural Farmers Association (L) and last page of the cooperative’s ledger (R) showing record of financial transactions and the summary of income over four months. (Photos by Gail Ilagan)

Given the kind of soil in the area, the disc harrow was found not to be very useful. The group decided to invest part of their proceeds to fabricate what they call a “butterfly toddling”, a sturdier plowing shaft commonly used by farmers in this community. They also added floor braces and wings to the trailer to dramatically improve its load capacity. Where it could previously haul only 10 sacks, the trailer could now carry up to 50 sacks (FGD with Sustainable Agricultural Farmers Association, 19 November 2024).

The presence of tractors from the PROACTIVE subprojects opened up more acreage for

planting in the six previously acknowledged camps of the MILF. They also serve for hauling and transport, thus, farm yields could get to the market faster, preventing spoilage and speeding up conversion to cash. In Camp Abubakar, the tractors are also used as personnel carriers over the rough terrain as it could easily cross streams and go over boulders and mud. The contribution towards project outcomes of the tractors for agricultural cooperatives is examined in the case study presented in the box.

*A CASE STUDY ON THE IMPACT OF PROACTIVE TRACTOR GRANTS  
by Randolph R. Reserva, RGC*

*This case study examines the impact of the tractors PROACTIVE provided to the Nabalawag Peace and Development Cooperative, Moonstar Farmers Producers Cooperative, and Sigay Cabarasan Farmer Producers Cooperative in Camp Abubakar and the Sustainable Agricultural Farmers Association in Camp Rajahmuda. The tractors were provided to four cooperatives as part of Component 1 of the PROACTIVE. It aimed to enhance agricultural productivity, improve livelihoods, and contribute to peacebuilding efforts by providing farmers (including decommissioned Moro Islamic Liberation Front combatants) with access to mechanized farming equipment.*

*This case study looks at the Project’s relevance, coherence, effectiveness, efficiency, sustainability, and contribution to community development.*

*The provision of the tractors was highly relevant to the needs of the target communities. In all three barangays, farmers faced significant challenges, including high labor costs for land preparation, lengthy waiting periods for land preparation, and limited access to mechanized farming equipment. The introduction of tractors effectively addressed these challenges, streamlining land preparation procedures and significantly reducing the time and effort required for farming.*

*The provision of the tractors demonstrated strong coherence with other development initiatives in the area. In all three barangays, the provision of tractors effectively complemented the provision of farm inputs such as seedlings and fertilizer, enhancing overall agricultural productivity.*

*The provision of tractors established a crucial foundation for agricultural mechanization in these communities. By incorporating tractors into the agricultural landscape, PROACTIVE ensures that future agricultural inputs coming from the government or other donor agencies, such as improved seeds or more efficient fertilizers, can be more effectively utilized and contribute to greater overall productivity gains.*

*The introduction of tractors significantly enhanced agricultural productivity across all three barangays. By drastically reducing land preparation time, farmers were able to increase planting cycles within a year, leading to higher overall yields. The reduced labor demands also freed up valuable time for farmers to pursue other activities, thereby enhancing their quality of life. In Barangay Kibayao, for example, members of the Sustainable Agricultural Farmers Association were able to dedicate more time to essential training in cooperative administration and management, a crucial step towards strengthening their collective capacity and long-term sustainability.*

*The tractors also generated additional income streams for the cooperatives. All four cooperatives in the three barangays established rental plans for the tractors, with competitive rates typically ranging from PHP 2,800 per hectare, inclusive of diesel and other operational expenses. Typically, members enjoyed a 10% discount.*

*Renting out the tractors not only generated revenue for the cooperatives, but also created new livelihood opportunities for community members. The more efficient farming encouraged more landowners to get into agriculture, and cooperatives now employ tractor drivers. In Barangay Kibayao, for example, drivers received a substantial portion of the rental income, earning up to 15% of the rental fee. These income streams contribute significantly to the long-term sustainability of the program by funding essential tractor maintenance and repair.*

*The cooperatives demonstrated a strong commitment to the long-term sustainability of the tractor program. Each cooperative established clear mechanisms for tractor maintenance, repair, and driver training. This included designating trained drivers to ensure proper operation, conducting regular maintenance checks, and setting aside dedicated funds for repairs and maintenance. Furthermore, cooperatives effectively addressed the logistics of maintenance and repair, identifying reliable mechanics and readily accessible parts suppliers.*

*Demonstrating their ingenuity and adaptability, cooperatives customized the tractors to meet their specific agricultural needs. In Barangay Togaig, the Sigay Cabarasan cooperative commissioned the creation of a modified rake to enhance land preparation. In Barangay Kibayao, the Sustainable Agricultural Farmers Association innovated by developing a 'butterfly toddling' attachment for sugarcane and cassava planting. They also significantly improved the tractor's cargo capacity by modifying the carriage with a more robust suspension system and adding railings, increasing its payload from 10 to 50 sacks.*

#### Contribution to the Normalization Process.

*The tractor program significantly contributed to improved livelihoods, enhanced food security, and fostered community development. By facilitating the creation of a more efficient and interconnected agricultural network within Camp Abubakar, the program strengthened the overall agricultural landscape. For instance, while each cooperative owned a tractor, members retained the flexibility to choose which cooperative to rent from, reflecting existing relationships and preferences. In Barangay Nabalawag, some members continued to rent from the Moonstar Cooperative in Barangay Togaig, highlighting the value of inter-community cooperation.*

*The program also had a particularly positive impact on the reintegration of decommissioned combatants. By providing them with access to mechanized farming and freeing up their time from labor-intensive tasks, the program encouraged their active participation in agricultural activities and facilitated their personal and social development. Decommissioned combatants were able to dedicate more time to skills training, family life, and community engagement, fostering social cohesion and strengthening community bonds.*

*Furthermore, the tractor program served as a catalyst for the adoption of more mechanized farming practices within the cooperatives. Prior to the program, manual labor was the primary method of cultivation, resulting in significant time and cost burdens. The introduction of tractors has revolutionized farming practices, leading to increased efficiency, and opening new avenues for economic growth. This shift towards mechanized farming is expected to incentivize greater land utilization and encourage further investment in agricultural technology, ultimately leading to continuous improvements in agricultural productivity and livelihoods within these communities.*

#### Challenges

*Despite the overall success of the program, several challenges were encountered. While the PROACTIVE project management team effectively consulted with cooperatives regarding their needs, some crucial aspects were overlooked. For example, in Barangay Nabalawag, the provision of a rake proved unsuitable for the area's rocky terrain. Furthermore, a 50-horsepower tractor may have been underpowered for the challenging slopes in some areas, potentially necessitating a more robust 100-horsepower model.*

*Ensuring the long-term maintenance and repair of the tractors remains a critical challenge. Although maintenance mechanisms are in place, the remote locations of the barangays (Nabalawag and Togaig in relation to Barira, and Kibayao in relation to Carmen) may pose logistical challenges in accessing parts suppliers and specialized repair services.*

*To ensure the effective and safe operation of the tractors, ongoing training and skill development are paramount. The limited availability of qualified tractor specialists in these areas necessitates comprehensive training programs for both drivers and maintenance personnel. To enhance long-term sustainability, it is essential for the cooperatives to develop the capacity and resources to independently manage tractor maintenance and repair. Programs for Agricultural Machinery Servicing NC-III certification are available online (see [https://tesdaonlineprogram.com/tesda-agricultural-machinery-servicing-4-wheel-tractor-nc-iii-course/#google\\_vignette](https://tesdaonlineprogram.com/tesda-agricultural-machinery-servicing-4-wheel-tractor-nc-iii-course/#google_vignette)).*

#### Lessons Learned and Conclusions

*The tractor program offers several valuable lessons for future livelihood support initiatives in the region. First, it exemplifies the importance of considering both direct and indirect impacts of development interventions. While the primary objective was to enhance agricultural productivity, the program indirectly spurred the adoption of mechanized farming practices and encouraged cooperatives to invest in modern agricultural technologies.*

*Secondly, the tractor program served as a valuable case study in asset management. It necessitated the development of robust operational and maintenance procedures, including training programs for drivers and mechanics, and the establishment of dedicated maintenance funds. Furthermore, the program encouraged cooperatives to develop efficient rental systems, enhancing their financial management capabilities.*

*Beyond direct agricultural benefits, the program fostered broader community development. By increasing the accessibility and profitability of agricultural pursuits, the program incentivized greater land utilization and encouraged increased participation in agricultural activities. This not only strengthened the agricultural landscape but also fostered social cohesion within the communities.*

*In conclusion, the PROACTIVE Tractor Program in Barangays Nabalawag, Togaig, and Kibayao serves as a powerful example of how targeted interventions can significantly enhance agricultural productivity, improve livelihoods, and contribute to peacebuilding efforts. By prioritizing community participation and addressing the specific needs of the target communities, the program successfully empowered farmers and fostered sustainable development within the region.*

Seven subprojects under Component 1 were for non-agricultural cooperatives, to include one mini-grocery, one dressmaking enterprise, two events rental/catering services, and three tarpaulin printing services. These were awaiting the delivery of tangibles needed to get their respective business off the ground. Procurement was delayed for these inputs because each set required many items that could not be provided by any one supplier. Therefore, the list of required items had to be split, involving the delivery from two or more suppliers to complete (FGD with the PMU,

06 December 2024). In some cases, the list of items submitted was too general and did not have clear specifications. For the mini grocery, for example, the list indicated the item, “coffee,” but did not specify the brand, package volume, etc. The PMU needed first to clarify the specifications of the items on the list before it could be processed for procurement. The procurement process for these tangibles had already progressed to the scheduling of on-site delivery by the suppliers by end of December 2024.

### 3.3.3.2 Conduct of Technical Vocational Education Training for DCs and Their Next of Kin

Against the target of providing TVET training to 600 DCs or their next of kin, this evaluation finds that the MBHTE-TESD partnership was able to hold 26 such TVET training where a total of 601 (139F, 462M) project participants completed such training and were granted starter kits and transportation support fund (TSF). As a further innovation on the EO 79 program, the trainees were given TVET entrepreneurship and Values Transformation training by the BDA. Of the 601 TVET graduates, 460 were able to successfully obtain their National Certification Level II (NC-II) certification (Annual Progress Report 2023). An NC-II certification attests to a person’s ability to perform tasks at a certain industry standard for a specific occupation. It also grants the holder civil service eligibility.

The bulk of the 601 TVET scholars came from Lanao del Sur and Lanao del Norte (Camps Busrah and Bilal), as more DCs in the Maguindanao camps had availed of the EO 79 scholarship (FGD with the PMU, 06 December 2024). Data from the Lanao del Sur Provincial Office of MBHTE-TESD is provided in the table below:

Table 3. Lanao del Sur TVET Enrolment on PROACTIVE Assistance

TVET NC-II COURSE	# ENROLLED	
	Female	Male
Bread and Pastry Production	52	32
Carpentry	0	67
Computer Systems Servicing	43	55
Dressmaking	32	0
Driving	9	124
Electrical Installation and Maintenance	0	103
<b>TOTAL</b>	<b>136</b>	<b>381</b>

Source: MBHTE-TESD LDS PO 2023 Accomplishment Report

As with the procurement of tractors (mentioned in the previous section), starter kits were also procured in anticipation of the Training

Induction Program (TIP) in May 2023. The kits were put on display during the TIP to motivate participants to complete their TVET training. Specifications for these starter kits had been provided by the MBHTE-TESD (Interview with Bato Asnawi, 02 December 2024). However, TVI representatives noted that some tools in the carpentry starter kit, while branded and of high quality, were not commonly used and the ovens given to the graduates of Bread and Pastry Production (BPP) course were too small to bake cakes. They could only be used for cupcakes and cookies. Still, according to the TVI trainer, one of her former trainees reported that she was able to earn enough from using the oven in order to buy a bigger one (FGD with TVI trainers, 29 November 2024).

The first batch of TVET training were institution-based. Participants attended classes in the TVI campuses, mostly in the urban centers, where standard training equipment was available. Participants, however, had to spend on fare to travel every day for their training. It is noted that TSF based on distance from the training center was only provided upon graduation and not during the training as advised by the TFDCC. This posed a problem for many participants (FGD with DCs and their next of kin, 29 November 2024).

Owing to the difficulty of constituting enough participants for subsequent training batches, PROACTIVE proposed for area-based training instead, with the TVI trainers setting up classes in the camp communities. This made it easier to assemble participants as they did not have to travel far (Interview with DCs, 28 November 2024).

MBHTE-TESD officials confirmed that none among the TVIs engaged were actually registered to run mobile programs, which would supposedly allow them to hold certification training outside their respective campuses (Interview with Bato Asnawi, 02 December 2024). Indeed, the earlier batches of TVET training were institution-based. However, despite the Project adjusting to provide logistical support to DC Focal Persons to reach out to DCs, it proved difficult to assemble training batches that matched according to decommissioning batch, area of residence, and preferred TVET certification course.



Hence, even without mobile program registration, MBHTE-TESD allowed delivering institutions to hold area-based training for DCs or their next of kin in the camps. In doing so, PROACTIVE was able to meet the target number of trained DCs and their next of kin. This move, however, downplayed the assumed sequence of support provided to DCs based on the time when they were decommissioned since the foremost consideration of area-based training was their location/residence.

An innovation that PROACTIVE negotiated with TVIs was for the inclusion of BDA training for entrepreneurship and values transformation in the certification courses to be delivered to DCs under this grant. While some of the DCs and their next of kin shared during the FGDs how they were able to use the training they acquired to improve their livelihood through employment, entrepreneurship, or remunerated service provision, others shared how they could be further assisted to use their training in order to have more sustainable livelihood.

In Barangay Sandab, for instance, some DCs who completed the Electrical Installation and Maintenance (EIM) training disclosed the limited effectiveness of their training to grant them sustainable livelihood. They expressed their desire to be organized into a coop and given a grant for an electrical supply store to manage. At the moment, with no opportunities to get hired as electricians in their communities, they are largely using their newly acquired skills to fix electrical connections in their homes, as well as to help out neighbors and relatives at no cost (FGD with DCs and DC Focal Persons, 28 November 2024).

TVI mapping had previously shown that there was a limited number of TVET courses that could be offered to camp residents. The EIM course was offered primarily because of the availability of an accredited TVI to deliver on it and because enough DCs had signed up for this course, perhaps optimistically foreseeing the future expansion of electrification in the camp communities. Some of them said that, among the choices, EIM was preferable to Dressmaking. It was only later, after completion of the EIM training, that some DCs realized the utility of the Dressmaking Course as a

source of livelihood even for men. In general, male participants preferred Driving, EIM, and Computer Repair and Maintenance (CRM), as shown in the table above. Some men took the BPM training. Women, on the other hand, were likely to sign up for Dressmaking, EIM, and Bread and Pastry Production (BPP).

The DCs also compared the kind of training they got against what they heard from those who completed their TVET training earlier under EO 79 through MBHTE-TESD. They appreciated the fact that they received their starter kits and TSF during their graduation ceremonies, unlike many of their counterparts who were still waiting to receive theirs from the MBHTE-TESD. MBHTE-TESD officials and TVI trainers admit that procurement for starter kits for the earlier batches trained under EO 79 had indeed been delayed, implying that EO 79 graduates had limited use for the skills without the required tools. DC Focal Persons expressed that DCs awaiting their TVET training hope to do so under the PROACTIVE successor program rather than under EO 79 (FGD with DC Focal Persons, 28 November 2024).

For the Driving Course, the Project negotiated with the TVIs to assist the graduates in obtaining their student permits, an accommodation that is not part of the standard training package (FGD with TVI trainers, 29 November 2024). Those who successfully passed the competency assessment for the course appreciated TVI assistance to get their student permits. A student permit, however, still requires the supervision of a licensed driver. While it allows them to operate motorized vehicles within the camps where traffic regulation is a bit lax, they expressed a wish for further assistance to obtain non-professional driver's licenses so that they can freely drive to places outside of the camps (FGD with DCs, 28 November 2024).

On the BDA and MSU-Maguindanao livelihood training, a common theme that emerged from FGDs with the project participants – both the cooperative members and DCs – was their difficulty in understanding the training content, especially when it came to figuring out the meaning of English technical terms. Feedback from the participants were further

validated by BDA and TVIs who had to adjust content and language so as to accommodate the trainees' level of comprehension. In particular, BPP trainers had to go back and explain measurements because knowledge, such as three teaspoonfuls being equal to one tablespoonful, among others, was not familiar to the participants (FGD with TVI trainers, 29 November 2024).

MSU-Maguindanao also echoed the felt difficulty of having to simplify instructional content and technical language for the project participants' ease of comprehension. In particular, it noted that its instructional pamphlet for the fish condo and hydroponics needed to be redesigned to accommodate the level of comprehension, learning style, language, and context of the target project participants (FGD with MSU-Maguindanao Extension Office, 03 December 2024).

BDA, on the other hand, seriously reflected on the effectiveness of the capacity-building training it delivered under its partnership with PROACTIVE. According to its Executive Director, what the BDA training team used were stock modules formulated in-house without the benefit of expert validation. As such, these could have been due for updating and contextualization for use in normalization efforts. He further clarified that the modules they employed do not have pre-test and post-test instruments to objectively gauge the participants' learning (Interview with Rhadzni Taalim, 05 December 2024).

PROACTIVE met its target of training at least 1,200 men and women in organizational

and project management, financial literacy, marketing, sustainable agriculture/aquaculture management practices, conservation and protection of natural resources, and climate change adaptation. The actual number of project participants reached for capacity building interventions under Component 1 is 1493 (F507, M986). The Component 1 participants reported gains in their income-earning opportunities, livelihood skills, and employability because of their training. Component 1 tangible support also helped open up more acreage to agricultural production, contributing to improved food security in the camps.

### 3.3.3.3. Component 2. Initial Peace Dividends/ Access to Basic Communal Services and Facilities

Of the original target of building 32 small-scale, quick impact infrastructure subprojects, only 30 such civil works were pursued. Due to the untimely death of the property owner before he could accomplish the deed of donation for the site on which to locate the infrastructure, two proposed civil works subprojects were scrapped. Negotiating with the heirs would take more time than what PROACTIVE had left (Interview with Abu Afghanie, 28 November 2024). The Project also met its target of training at least 24 POs to manage these facilities for their basic functions. There were 26 community-based POs that were trained for operation and maintenance of these facilities.

The table of Component 2 accomplishments is presented below:

Camp/Barangay	Infrastructure Project	Responsible Peoples Organization	Status as of 30 November 2024
Camp Bilal			
Brgy. Tamparan	1. Hygiene facility	Kura Kura Women's Association	61%
	2. Library	Tamparan Salipdaw Organization	55%
	3. Water system	Bilal Camp Association	72%
Brgy. Panggao	4. Madrasah	Panggao Asatidz Association	90%
	5. Warehouse with solar dryer	Panggao Farmers Association	99%, punch works for final inspection

Camp Omar			
Brgy. Mother Tuayan	6. Warehouse and solar dryer	Al-Hayats People Organization	92%
	7. Water refilling station	Mapadtaya People's Organization	85% (structure only), equipment procured
	8.. Playground	Mapadtaya People's Organization	99% (site works and fencing), equipment procured
Brgy. Saniag	9. Madrasah	Madrasah Saniag People's Organization	99%, punch works for final inspection
Camp Rajahmuda			
Brgy. Kilangan	10. Warehouse and solar dryer	Makakena People's Organization	66%
	11. Water system	Timan People Organization	67%
Pikit Mun.	12. Hygiene facility	Timan People Organization	56%
	13. Madrasah	Madrasah Al Ikhwan Al Islamie, Inc.	84%
	14. Library	Rajahmuda National Highschool-barangay Student-Parent-Teacher Organization	91%
Camp Busrah			
Brgy. Poktan	15. Warehouse with solar dryer	Poktanians Reform for People Organization	63%
Brgy. Sandab	16. Library	Bangsamoro United Team for Growth	61%
Brgy. Nusa	17. Madrasah	Nusa Stakeholders	95%
Brgy. Sawir	18. Water system	Sawir Pag-asa Service Peoples Organization	equipment procurement ongoing
	19. Hygiene Facility	Sawir Pag-asa Service Peoples Organization	43%
Camp Badre			
Brgy. Datalpandan	19. IP tribal justice hall	Mamalo Tabunaway Peoples Org.	90%
Brgy. Sifaran	20. Warehouse with solar dryer	Sifaran Peoples Organization	84%
Brgy. Kinebeka	21. Water system	Kinebeka BAWASA	98%, punch works ongoing
	22. Hygiene facility	Kinebeka BAWASA	completed
	23. Madrasah	Magungaya Parents and Asatidz Association	95%
	24. Water system	Kinebeka Bawasa	completed
	25. Warehouse with solar dryer	Kinebeka Kapaguya People's Organization	completed

Source: List of Cooperatives, POs, and LSFs

Formal turnover ceremonies had already been conducted for eight completed projects. The POs operating these eight infrastructures had benefited from BDA accompaniment support during their initial months at managing their respective facilities (FGD with BDA officers, 02 December 2024).



The communal tap stand for the Level II water system in Barangay Nabalawag, Barira within Camp Abubakar. (Photo by Gail Ilagan)

Of the remaining 22 civil works subprojects, four were scheduled for final inspection by the Project Engineer, while construction work was still being done on the remaining 18. As of end November 2024, all infrastructure subprojects still under construction were slated to be completed in December 2024. With barely a month to go, the PMU was arranging for expedited delivery of materials on site to improve the chances of completion and turnover by the date of project closure. Based merely on the number of infrastructure subprojects that could be delivered before closure, PROACTIVE was expecting a 93.75% (30 out of 32) accomplishment rate. At the time of this evaluation, the accomplishment rate stood at 25% (8 out of 32), reflecting the number of completed infrastructure subprojects as of 30 November 2024.

For the sustainability of these communal basic services facilities, 26 POs were trained in their operation and maintenance. This evaluation covered only 16 of the 26 POs. Information gleaned from them indicated that these POs were engaged in advance, even before the



Ongoing construction of the water system in Barangay Kilangan, Pagalungan in Camp Badre (Photos by Michael Jess Lapid).

start of the construction. Together with the camp coordinators and, in some cases, the barangay local government, PO members facilitated the safe delivery of construction supplies and monitored the construction work. They provided feedback to the project team on problems with delivery, instances of work stoppage or shoddy workmanship, and questionable conduct of construction personnel so that these concerns could immediately be addressed.

Some POs took on the monitoring role more seriously than others, owing largely to the personal expertise and commitments from some of their members. To illustrate, in Camp Rajahmuda, where PROACTIVE had arranged to put up the library within the public high school compound, the school principal had taken it upon herself to act as the de facto foreman, requiring construction workers to adhere to strict safety and quality standards. As there are no provisions for books under the library grant, she was already soliciting for

books from various sources. Similarly, in Camp Badre, where the Level II water system was under construction, the barangay captain and a local resident, who fortunately happened to be a retired waterworks consultant, were on hand to ensure that the contractor followed specifications. In Camp Abubakar, the ustadz had taken the initiative to obtain the requirements for the madrasah's DepEd accreditation even while the building was still under construction of their respective facilities.

It is worthy to note that the camp leadership only started organizing POs in their respective areas after PROACTIVE had finalized the location of the civil works projects. Thus, while all the POs were trained in expectation of their role to manage the facilities, some members expected that their involvement would start only upon turnover of these facilities. They were not so participative in monitoring the construction.

Project participants who had received the basic services facilities earlier than the others, however, asserted that BDA and PROACTIVE were still very much on hand to advise them when they encountered organizational and operational problems. Having thus gained much experience and support through engagement with PROACTIVE early on, as well as in managing their endowments, they are now better prepared to manage future developmental support to the normalization process, potentially from other stakeholders as well.

A common theme among the POs managing civil works facilities was their desire for the inputs to accommodate more than what they could. Because of the seasonal nature of agriculture and the expanded acreage planted, owing in part to the provision of farming equipment, farmers would now clamor for more or bigger warehouses and solar dryers, for instance. POs also reported on the desire of community residents for potable water supply to flow directly to their homes rather than being accessible from communal tap stands. As project support was only up to the establishment of Level II water systems (communal faucets), some POs believe it now falls upon them to upgrade to Level III

(individual house connections). They are open to accessing development support towards this, nonetheless (FGD with Nabalawag BAWASA, 18 November 2024).



The library in Camp Abubakar located in Barangay Togaig, Barira. Photo by Mouhammad Camal Sharief.

In conclusion, the 30 small-scale and quick-impact infrastructure projects accomplished their aims of improving access to basic services, as well as in confidence-building within the six previously acknowledged camps of the MILF. The superior quality of their construction strikes a sharp contrast to the existing communal facilities in these camps. The PROACTIVE buildings use quality materials and the design is more pleasing to the eye. The evaluation team also noticed that these civil works subprojects all had a strong foundation, were level, and had an even distribution of weight, probably because the contractors had to wait for the Project Engineer to inspect and approve when the foundation could be laid. When asked how much it would have cost for either local or national government agencies to construct similar-sized madaris or warehouses in their area, the figures the camp coordinators recall from the construction billboards were at least twice the cost it took for PROACTIVE to build their facilities. Another advantageous feature of the facilities provided by PROACTIVE is their being solar powered, enabling their use even without access to on-grid electricity.

#### **3.3.3.4. Component 3. Strengthening Local Capacities and Participation**

Component 3 inputs were intended to enhance capacities for inclusive participation in peacebuilding, promoting a culture of peace,

and conflict transformation. The objective of Capacity-building Support was clear enough: to help the leadership of the six previously acknowledged MILF camps effectively and meaningfully engage with their respective constituencies and coordinate with all parties contributing to or are affected by socio-economic development and transformation efforts. Combined with the readiness of the JTFCT camp coordinators to learn new leadership skills, this component proved easier to deliver.

On the other hand, encouraging inclusive participation of local stakeholders in peacebuilding, promoting a culture of peace, and conflict transformation was a lot harder to accomplish, perhaps because it is an abstract concept. While interventions for enhancing inclusion, community resilience, and social cohesion had indeed been proven to work through the sustained collaboration of community members at addressing a shared concern, it proved difficult to find and design an appropriate activity without first knowing what shared difficulties were felt by most in their respective communities.

For inspiration, therefore, PROACTIVE held community consultations and conducted the Gender and Inclusion Analysis (GIA), which enabled the following community needs to surface: Nutrition, Income Generation, Waste Management, Environmental Protection, and Information Dissemination.

Upon validation of these community needs, they were set as targets for subproject interventions. In April and May 2023, 24 LSFs were organized, many of their members having had no prior experience working together. During their capacity building sessions, BDA facilitated each LSFs' identification of and planning of an activity that corresponded to the GIA findings on community needs within the camps. They were to conduct their respective activities beginning June 2023 with the support of BDA.

Table 5. LSF Activities

Camp/Barangay	Local Social Formation	Activity
<b>Camp Bilal</b>		
Brgy. Tamparan	1. Camp Bilal for Peace and Development Association	Vegetable production
	2. Maahad Al-amana Al- Islamia Association	Engaging BARMM
Brgy. Panggao	3. Panggao Alliance Farmers for Peace and Development	Vegetable production
	4. Panggao Sabnar for Peace and Council Association	Engaging BARRM and Munai LGU
<b>Camp Omar</b>		
Brgy. Mother Tuayan	5. Tuayan Mother Darussalam	Engaging BARMM
Brgy. Saniag	6. Saniag Local Social Formation	Vegetable Production
Brgy. Kaka	7. Kakal Social Formation	Bamboo planting & diking
Brgy. Kabingi	8. Umpungan Nu Kadsuled Brgy. Kabengi	Vegetable production
<b>Camp Rajahmuda</b>		
Brgy. Kilangan	9. Rajahmuda Women's Organization	Vegetable production
	10. Timan Magungaya Organization	Rice delicacy
Pikit Municipality	11. Rajamuda Community Development Organization	Rice delicacy
	12. Talapesan Makinugon Organization	Engaging BARMM
<b>Camp Busrah</b>		
Brgy. Poktan	13. Poktan Local Social Formation	Vegetable production
Brgy. Sandab	14. Sandab Local Social Formation	Vegetable production
Brgy. Sawir	15. Sawir Local Social Formation	Engaging BARMM
Brgy. Nusa	16. Nusa Local Social Formation	Island garbage clearing
<b>Camp Badre</b>		
Brgy. Datalpandan	17. Datalpandan Mediator for Peace Organization	Tree-planting
Brgy. Sifaran	18. Sifaran Bangsamoro Mediator Association	Bread and pastry production
	19. Sifaran Peace and Council Association	Engaging BARMM
Brgy. Kinebeka	20. Kinebeka United for Peace and Development Organization	Tree-planting
<b>Camp Abubakar</b>		
Brgy. Nabalawag	21. Madalum-Nabalawag Women and Youth Association	Engaging BARMM
	22. Nabalawag Local Social Formation	Engaging BARMM
Brgy. Togaig	23. Togaig Women and Youth Organization	Engaging BARMM
	24. Togaig Social Formation	Engaging BARMM

Source: List of Cooperatives, POs, and LSFs

As shown in Table 5, most LSFs chose the Engaging BARMM activity, which was for information dissemination about the structures, functions, and services of the regional government. The LSF members reasoned that this was so because they recognized their lack of knowledge about how the regional governance was supposed to operate. During the Engaging BARMM activity, several BARMM ministries took part in the serbisyo caravan, bringing to the camps various public services, such as issuance of certificates for late registration of birth, health consultations, distribution of agricultural seeds, etc. For many in the camps, this was actually their first experience interacting with and receiving services from the regional government (FGD with Talapesan Makinugon Organization, 22 November 2024).

Other LSFs opted to hold activities that address nutrition, environmental protection, and income generation needs. Some set up communal vegetable farms. Others worked on diking and tree-planting. Some LSFs held skills training on making local food delicacies for consumption or selling, especially during Ramadhan. Only one LSF engaged in a waste management activity (island garbage clearing).

The 24 LSFs have a total number of 664 members (273F, 391M) comprised of faith-based leaders, women, and youth. Based on the reported membership in the LSFs, there was a strong preference for women and those coming from vulnerable groups. To illustrate, Camp Rajahmuda's LSF is an all-women PO, the Rajahmuda Women's Organization. In Camp Abubakar, two LSFs were exclusively composed of women and youth. In Camp Busrah, the 25-member Poktan Local Social Formation reported a composition of five women, five youth, five ustadz, five older persons, and five farmers.

PROACTIVE's influence in the LSF formations effectively allowed the diverse membership, despite their different circumstances, to converge and work collectively to address shared concerns. The selection of activities mounted by the LSFs encouraged inclusive decision-making. While PMU and BDA provided support for these activities, the LSFs worked

on the ground to prepare the venue and invite their neighbors to participate. PMU and BDA support came in the form of coordinating with the regional government contingent for Engaging BARMM, provision of seedlings for tree planting and seeds for vegetable planting, and provision of trainers and cooking equipment for rice delicacy making.

However, when asked to describe their activities as an organization, many LSF members lamented that it was just that one time when they came together to hold their activity. Most LSFs could not even proffer what they intend to do after the initial activity under the Project. This may be because most of the LSF were only organized by the camp commanders for this engagement with PROACTIVE and had yet to internalize the value of social participation and community involvement.

Whether the LSFs take this new inclusive engagement to generate and pursue a self-determined agenda in the future and without PROACTIVE's accompaniment support, however, is at best debatable. In post-conflict communities, even OPAPRU acknowledges that the common desire for peace and development may not be enough to keep people together without the assurance of sustainable socio-economic development opportunities afforded by one's participation in community life (Interview with Wendell Orbeso, 24 November 2024). True enough, a common theme among the LSFs is their desire for PROACTIVE support to their income-generating activities, similar to what cooperatives and DCs were given.

That these Component 3 activities were supposedly intended for peacebuilding and horizontal cohesion seems to be less understood and appreciated. In particular, the POs that did vegetable farming and had soft skills training to make marketable products, like rice delicacies and pastries, could not seem to distinguish themselves from the cooperatives and DCs under Component 1. They were confused why they were not given equipment and starter kits for livelihood when, as with the cooperatives and the DCs, they also completed area-based livelihood skills training under the PROACTIVE project.



In summary, PROACTIVE delivered on its objectives despite starting off with the lack of readiness of the project sites to receive its assistance for normalization efforts. PROACTIVE capacitated camp coordinators to effectively organize or re-constitute cooperatives, POs, and LSFs for participation in the Project. The initial results of PROACTIVE interventions – in terms of modest income and renewed enthusiasm for the cooperatives, livelihood and entrepreneurial skills for the DCs, operational capacity for the POs, and closer ties among the LSFs – contributed to creating an enabling environment for sustainable economic empowerment and violence prevention in the six previously acknowledged camps of the MILF. The provision of the 30 civil works subprojects for basic communal services changed the physical landscape in the project sites, proving that quality infrastructure could be built for less.

The PROACTIVE experience was hobbled by challenges seemingly every step of the way. Late staffing caused less thorough preparation and the adoption of a catching-up mentality during actual project implementation such that, on hindsight, some activities could have been improved with more attention to detail. Some tangible support, especially farm equipment and starter kits, were procured without the benefit of crucial consultations that could have refined the specifications. Training partners belatedly realized the need to adjust the content and delivery of their interventions to accommodate the absorptive capacity of the project participants.

Despite these challenges, PROACTIVE exceeded its minimum targets to capacitate men and women for livelihood and entrepreneurial skills, deliver on TVET training for DCs and their next of kin, capacitating POs to operate and maintain basic communal services, and assist LSFs to mount communal activities towards social cohesion and community resilience. It missed the target of constructing 32 civil works subprojects, causing the construction of only 30, due to a combination of the following factors: complicated procedures for securing deeds

of donation for the identified land on which to build, a meager pool of qualified contractors in the project site, and time lost on failed bids.

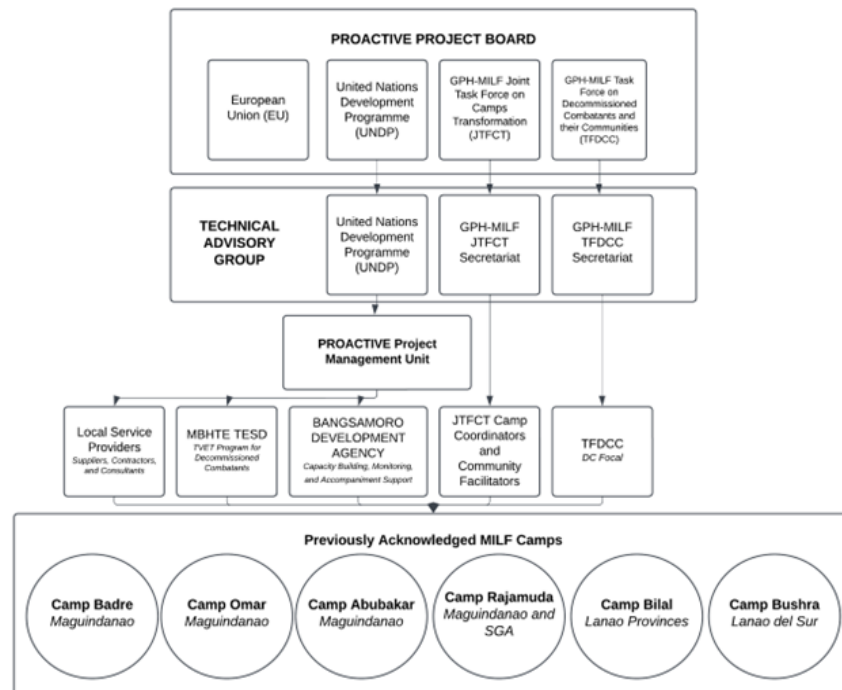


Fig. 3. PROACTIVE Project Management Structure

### 3.4 EFFICIENCY

As shown in the foregoing figure, the EU, UNDP, and the Peace Mechanisms JTFCT and TFDCC were included in PROACTIVE’s Project Board. PROACTIVE was further guided by a Technical Advisory Group composed of the secretariats of the Peace Mechanisms and the UNDP Peace and Stabilization Programme Unit. Helping the PMU with the implementation on the ground were the JTFCT Camp Coordinators, the TFDCC DC Focal Persons, BDA, and MBHTE-TESD.

While the PROACTIVE project management structure looked very rational on paper, there were problems in actual execution, causing delays and a lot of backtracking during the course of project implementation. For one, the UNDP Country Office (CO) was not ready to staff this project upon the signing of the agreement with the EU in January 2022. The hiring process took some time, with the PMU completed only by the third quarter of 2022.

Meantime, the UNDP Head of Cotabato office had oversight of the Project. The PMU head and the Finance Officer then were employed by UNDP, but under another program. They could not officially work on PROACTIVE needs until they were hired under the Project. Nonetheless, UNDP-Cotabato managed to conduct a

preliminary consultation and, subsequently, the project inception in March 2022, enabling PROACTIVE’s launch in Camp Darapanan two months later.

The implementation team was finally assembled in the third quarter of 2022, composed of the Project Manager, Project Monitoring and Evaluation (M&E) Analyst, Project Analyst, Project Engineer, and Administrative and Logistics Assistant. The team composition appeared very lean given that the subproject sites were well-dispersed and most of which were difficult to access. The Project was supported by a Finance and Administrative Officer but with a reduced level of effort, as time was also shared with other UNDP projects.

Special security arrangements were also required in visiting the sites. Aside from the required United Nations Department of Safety and Security (UNDSS) security clearance, which often took two weeks to approve, the PMU had to notify camp coordinators of their intent to visit beforehand so that the latter could determine if it was safe for them to be there. Some of the project sites had ongoing rido or clan wars, as well as encroachment from extremist-inspired groups. Camp coordinators also needed to make the necessary arrangements to formally receive the PMU and escort them during their visit.

Traveling for needs assessment and coordination consumed a significant amount of the PMU's staff hours. In addition to these logistical challenges, the implementing team was also learning how to navigate the new UNDP online management system, often making mistakes that required correction. For one, there was initial confusion on how to guide the MBHTE and BDA on the schedule of liquidation to allow the release of fund for their new procurement requests. It was only so much later that the PMU realized that all releases for procurement had to be liquidated at the end of the year, instead of the quarter (FGD with PMU, 06 December 2024).

They also suggested locating some PROACTIVE inputs beyond the 16 barangays when no qualified beneficiaries could be further identified.

Project partners also lacked the readiness to immediately meet the project requirements for implementation. JTFCT camp coordinators did not yet have a system in place for engagement with their respective constituencies. Furthermore, they had yet to be capacitated for their expected role. The required vetted lists of community-based organizations to be nominated for PROACTIVE support had also not yet been created.

As evidence of their commitment, however, the camp coordinators started organizing cooperatives, POs, and LSFs so that PROACTIVE activities could commence in their respective areas. They actively monitored PROACTIVE implementation and coordinated with the PMU to address emerging concerns. They facilitated negotiations with lot donors<sup>6</sup> and accompanied the PMU in talks with local chief executives and other government offices (Interview with Mike Matucan, 19 November 2024; Interview with Sheik Bashir Abdulbayan, 23 November 2024; Interview with Abdunassir Kusain, 23 November 2024).

Initially, the TFDCC's registry of DCs in the project area were outdated, with some deceased individuals still included while some

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<sup>6</sup> Communal facilities need to be located in public property. Privately owned lots identified as site for the PROACTIVE civil works subprojects had to be donated to the barangay first.

had relocated. The Training Induction Program (TIP) for the TVET sub-component had to be postponed until a more accurate qualification mapping and profiling of DCs could be done. Since the TFDCC did not have funds to carry out the validation of DCs in the camps, the DC Focal Persons, on their own initiative, had to initially conduct validation activities as best as their personal resources could manage until PROACTIVE was able to provide logistical support for a more comprehensive valuation that met the Project's requirements (FGD with TFDCC-MILF, 03 December 2024; Interview with Alice Raymundo, 02 December 2024).

As a consequence of these initial difficulties, the preparation phase extended to almost a year. While PROACTIVE tried to make up for lost time in the second year, procurement processes were still constrained by the difficulties suppliers encountered in registering to the Quantum portal, as well as the lack of qualified bidders in some sites. A number of bids failed due to bid price submissions that were three or four times higher than the allowable costs, especially for the civil works project. Presumably, local contractors, particularly in the Lanao Region, were accustomed to overpricing of bids for building contracts.

The capacity of project partners to efficiently respond to PROACTIVE's needs was also inadequate during the early implementation of the capacity-building interventions. The MBHTE-TESD had only one signing authority, in the person of the MBHTE Minister, who unfortunately assumed multiple responsibilities and was often unavailable to sign financial documents. While UNDP required an alternate signatory, the Minister eschewed this practice. Consequently, as payments to the TVIs had to be coursed through the MBHTE, these were often delayed despite constant follow up by the PMU and the MBHTE-TESD and the TESD Provincial Office in Lanao del Sur. Documentary requirements that TVIs could not immediately provide also delayed processing of payments.

Under the Responsible Party Agreement (RPA) with the BDA, PROACTIVE was limited to just one service provider for all the capability-building interventions across the three project components, which encompassed 30 cooperatives, 26 POs, 24 LSFs, and 26

batches of TVET training<sup>7</sup>. Owing to personnel constraints, the capability-building sessions could only be done sequentially. It is unclear why the BDA did not hire more community trainers, especially ones who had backgrounds in Community Organizing, which was needed directly for Component 3.

With PROACTIVE interventions now stretching beyond the original 16 core barangays, this resulted to the widespread distribution of the groups requiring BDA training, the one-year term of the RPA seemed optimistic at best. BDA innovated by cutting down on content and learning activities, but worried also about the absorptive capacity of the participants. It is noted also that the BDA could only schedule to deploy its training team after PROACTIVE funds could be downloaded. Hence, prolonged release of training expenses also meant corresponding delays in the training schedule. As a result, the BDA's implementation went beyond the original 1-year timeframe (Interview with Rhadzni Taalim, 03 December 2024).

For Component 2, the lack of capacity of contractors in the area made it prudent for PMU to break up bidding lots. It appeared more practical and less risky to have several contractors rather than just one who will work simultaneously on multiple infra projects spread across different sites across BARMM. Breaking up the bidding lots, however, required the issuance of more calls for bidding.

Contributing to the delay in the construction of PROACTIVE civil works subprojects was the lengthy period – about eight months – it took from design to advertising, bidding, evaluation, and award of contracts. The process stretched longer once the bidding process failed, as it would entail the issuance of another call for bids.

Coordination and feedback from partners and PMU leveraged the use of various communication technologies, allowing reporting to be done from the field through video calls and text. Formal communication protocols had

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<sup>7</sup> Note that the BDA was created by the MILF by virtue of the 2001 GRP-MILF Tripoli Agreement with the mandate to “determine, lead and manage relief, rehabilitation and development in the conflict-affected areas in the Mindanao.”

been relaxed and project partners replied to faster concerns coming in through email, text, and social messaging. Some partners used radio receivers where cell and data signal can be spotty or non-existent. Camp coordinators reported having received inquiries and grumbling from local contractors on failed bids, which they referred to the implementing team (Interview with Choy Macapaar, 27 November 2024). Thus, even on field and so long as there was data signal, the PMU could manage emerging project concerns.

Each subproject site installed standard signage to indicate its affiliation to PROACTIVE, with the partners and project participants listed, as well as contact details for reporting of grievances prominently displayed. Grievances received through these channels were minimal and were promptly settled with the assistance of the camp coordinators. Some notable cases were in Camp Bilal, where a contractor's delivery truck accidentally ran over a differently-abled child, and in Camp Abubakar, where a construction worker neglected to pay his debt to a store owner.

PROACTIVE employed participatory M&E systems that allowed the subprojects to unfold in an effective and efficient manner. Aside from dedicated M&E personnel tasked to do on-site inspections, it also arranged for partners and project participants to track the progress of subprojects, as well as the conduct of contractors and suppliers. In addition, PROACTIVE also employed several checks before signing off or closing civil works contracts. For example, aside from the required submission of punch list of rectifications upon final inspection, contractors also had to obtain a certification from the barangay captain to show that their personnel were free of any accountability. This resulted in the high quality of construction of the small-scale quick impact infrastructure, made more remarkable by their comparatively lower cost.<sup>8</sup>

DC Focal Persons were eventually supported by PROACTIVE to engage DCs not only during the formation of TVET training batches, but also

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<sup>8</sup> For example, PROACTIVE's budget for the construction of a madrasah was pegged at PhP2M. It is located within a compound where a PhP10M madrasah was built with OPAPRU funds.

upon completion. BDA and MBHTE monitored and responded to needs of the cooperatives and LSFs, and continued to provide accompaniment support as cooperatives started operations.

In summary, factors that adversely impacted the efficiency of project implementation included late and lean staffing, dispersed coverage area, complicated security arrangements for project site visits, UPNDP's migration to the new online management system, lack of readiness of project participants to engage PROACTIVE assistance, capacity-building partners' personnel and technical limitations, and limited qualified contractors in the project sites.

Overall, however, this evaluation found that fund allocation and activities were delivered as planned, although taking longer than originally expected. No supplemental budget was required despite two 6-month NCEs to complete the deliverables. M&E during implementation was robust. The Project was much aided by the steadfast commitment of the camp coordinators and the DC Focal Persons to push the interventions to fruition. The Project Advisory Board and the PROACTIVE Project Board proved receptive and responsive to the Project's concerns needing guidance and decision.

### 3.5 SUSTAINABILITY

The long-term aspirations of the PROACTIVE intervention for camps transformation are interpreted as follows:

1. Assisted cooperatives harness the inputs and sustain operations to benefit individual members and the community.
2. DCs and their next of kin leverage their TVET knowledge and credentials for stable employment or entrepreneurship.
3. Camp coordinators effectively guide, monitor, and hasten the complex work for camp transformation.
4. Basic services infrastructure is included in the annual budget allocation of the LGU and utilized to improve the residents' access<sup>9</sup>.

<sup>9</sup> The provision of basic services is primarily a government responsibility. PROACTIVE Component 2 infrastructures are basically donations to the government that are to be handled by the POs on a caretaker capacity until the appropriate government unit would

5. LSFs become an important community resource for diversity and redundancy of capacities to anticipate, plan for, mitigate, or recover from the adverse impacts of events that could threaten community stability.

Many project participants presumably share this goal, expressing their desire for the previously acknowledged camps of the MILF to evolve into "transformed, inclusive, and sustainable communities that are stable and secure, adhering to moral governance, and living the desired quality of life."

They also recognize their role as members of the cooperatives, POs, and LSF in contributing to the further development of their communities. Their appeal for additional support is expressly directed towards their collective desire to build on their accomplishments and accelerate their progress, as evinced by their identified needs, such as post-harvest value adding capabilities and market linkages for cooperatives, employment and entrepreneurial opportunities (e.g., electrical supplies cooperatives) for DCs, and more community-owned infrastructure e.g., a Level III water system, and post-harvest facilities for POs. Having experienced the benefits of productivity, they now seek ways to attain inclusive and sustainable livelihoods, and an improved quality of life in the six previously acknowledged MILF camps.

There were some issues that could adversely impact the sustainability of the coop formations. A specific instance involving the organic vegetable garden subproject – to which OPAPRU had facilitated a supply agreement for the provision of its vegetable produce to a local camp of the Philippine Marine Corps (PMC) – was noted by the evaluation team to have unintended consequences and potentially threaten the sustainability of the all-women cooperative. The PMC camp's weekly kitchen requirement, requiring more than what the coop's garden could supply, compelled members working on the communal farm to also augment their supply from individual members growing vegetables in their own backyards. Thus, for approximately the same

have the budget to provide personnel and MOOE. There is a need for the POs to lobby appropriate government units to adopt these facilities for the long-term.

work done, members realized that they could earn directly by harvesting produce from their private gardens instead of the communal farm. Consequently, some members were inclined to cultivate their own backyard plots rather than work at the coop's garden. This sentiment to prioritize home-based activities and generate income for the individual household over participation in cooperative development highlights the need for social preparation among coop members, as well as modifications in the conventional approach to cooperative operations to integrate household production. Also, had the demand from this and new markets been factored into account early into project design, PROACTIVE could have anticipated the need to provide more appropriate support.

Generally, however, the 13 cooperatives subjected to this evaluation showed that they were able to earn and use their finances to diversify their respective enterprises. They quickly set up operational systems to manage their organizational resources. They also reinvested their earnings to procure additional resources needed to sustain and even expand their operations instead of relying on further external assistance or guidance in planning and decision-making.

On the other hand, the 11 TVET graduates – one DC Focal Person, four DCs, and six who were next of kin to DCs – that were included in this evaluation, as well as TVI trainers who remained in touch with their former students, reported that, more often than not, it was the younger family members of the DCs who used their certification for livelihood (bakery, computer shop, dressmaking) or to venture out of camp for employment. Most DCs, as with the ones who participated in the FGDs with the evaluation team, seemed constrained to remain in the camps because of *rido* (clan/kinship group conflict) or other security concerns, significantly limiting their opportunities to use their TVET skills. This is due in large part to the relative lack of employment and livelihood opportunities as yet within the camps.

For the DCs and their next of kin, they recognized that their employability had improved with PROACTIVE's assistance.

Those who were certified could now pursue employment with the regional government. The NC-II certification affords them additional points for civil service eligibility. However, they also expressed fears that applying for government positions might require other considerations, such as political backers or special favors. Their prospects could significantly improve if the regional government allocates a hiring quota for NC-II-certified DCs.

The basic services facilities provided by PROACTIVE may be initially operated by the POs, but the prospect for their sustainability would be significantly improved if, in the future, operation and maintenance would be taken over by appropriate government agencies or LGU. Some POs already worked closely with the barangays on monitoring the civil works construction, while some others were assisted by PROACTIVE to connect with the appropriate government offices that could support their needs and operations. Libraries were purposely established within school premises, enabling the MBHTE or the DepEd to allocate budget and personnel for their management. DepEd support could also be accessed by the madaris. The madrasah POs reported much progress in obtaining DepEd certification.

Among all the project participants, camp coordinators (five per camp) were observed to have benefited the most from their engagement with PROACTIVE interventions. Their close collaboration with the PMU in every step of the way provided them with the skills to effectively guide, monitor, and expedite the complex work for camp transformation. They are now more than ready to efficiently engage normalization assistance from the government and other peacebuilding stakeholders.

From interviews and FGDs with the project participants, the cultural value they held for literal equality<sup>10</sup> could be gleaned from the comparisons they made of the support they received: starter kits from PROACTIVE being “better” than what was given under Executive Order 79; different amounts for TSF for attending the same TVET training; one group (cooperatives) getting “more”

<sup>10</sup> Fairness is construed as receiving exactly the same thing as was given to others.

(livelihood support) than what another group (LSFs) received, etc. Comparisons can breed perceived inequalities and dissatisfaction. This unintended consequence should be factored in by the PROACTIVE successor program when planning for future interventions. The value of equity over equality should be emphasized.

PROACTIVE interventions emphasized enhancing the internal capability of the local groups to manage their resources. Project participants reported making good use of the project inputs and actively taking advantage of opportunities to diversify their respective income streams. However, the future circumstance of the cooperatives, POs and LSFs would still be subject to external threats, such as that posed by the outcome of the impending BARMM elections. If the MILF loses its decisive representation in the Parliament, some project participants worried that development efforts in the MILF camps would stall.

### **3.6 IMPACT**

PROACTIVE interventions contributed to enhancing local capacities to facilitate the transition and transformation of the six previously acknowledged camps of the MILF into peaceful and productive communities. Its interventions made it possible for project participants to find jobs or livelihood. It improved the landscape of basic services facilities in these camps. It also encouraged the community members to come together to plan and execute activities that bring cooperation, harmony, and future benefits for all.

The implementation of this project gave the camp coordinators extensive exposure to the complex task of meaningfully engaging their constituencies as well as governance to facilitate the entry of external assistance. In doing so, camp leadership is also transforming its focus, stance, and direction – from military objectives to those of community engagement and area development.

These accomplishments have set a standard – if not the standard – for projects to assist in camp transformation. This project also illustrated a new definition of external assistance for livelihood: that it is not merely

the grant of equipment and other tangibles, but also the provision of pertinent technical skills and the equally important accompaniment support during start-up, to guide the project participants' deployment of newly learned organization and livelihood skills. Moreover, it assured women's participation in sustainable socio-economic activities and opened up opportunities for them to assume important roles in their respective organizations.

The Component 2 subprojects consist of warehouse and solar dryers, libraries, water systems and hygiene facilities, madaris, tribal justice halls, a playground, and a water refilling station. All have long-term impact to improving access to basic services for the development of the six formerly acknowledged camps of the MILF into peaceful and productive communities. Already, we see this in the increased acreage devoted to agricultural production across the camps. On the other hand, the provision of potable water and hygiene facilities significantly improves health and the quality of life, especially for women and children who are usually tasked to fetch water for the household. Libraries and madaris are venues for educational support for youth. The playground will be a safe space for physical activity and socialization among the children. Furthermore, the construction of tribal justice halls does so much to empower the IP communities in the area. For them, it is a recognition of their right to practice their customs and traditions.

Involving the POs in risk management, project monitoring, and reporting/grievance mechanisms in the component's activities have contributed to capacitating and empowering local stakeholders to ensure that future civil works in their community be of the same quality as those of PROACTIVE's.

Component 3 provided for the involvement of LSFs in peacebuilding activities, especially women, youth, and faith-based leaders. Planning and executing these activities have empowered vulnerable groups, in particular, to be more sensitive to community needs. Particular to this component, however, LSFs that chose to do vegetable farming, delicacy production, or event rentals aspired to more assistance in turning these activities into

sustainable livelihood opportunities similar to what those in Component 1 received. In the future, activities for community engagement have to be well-chosen to avoid confusion. Component objectives and participant expectations should be tempered and directed towards the explicit objectives of promoting a culture of peace and conflict transformation through encouraging social cohesion and community resilience.

**3.7 Cross-cutting Issues.** Interventions that promote sustainable livelihood benefit families, in general. Any addition to household income is likely to improve the family's quality of life. Even when male membership in cooperatives was more dominant, space for women's participation and assumption of important roles was still made in management and operations. Generally, women members managed the books and meeting records. They also scheduled rentals and kept track of collectibles and payables. They took active part in organizational meetings where decisions were made on finances and direction of their respective cooperatives.

The participant organizations engaged by PROACTIVE feature varied demographics in membership. While the composition of LSFs was targeted to prioritize the participation of women, youth, and faith-based leaders, it is noted that this bias also played out in the composition of the cooperatives. There were at least four all-women cooperatives, as well as one whose members are Out-of-School Youth (OSY).

Food production, such as the vegetable farming done by some women-led LSFs improved the nutritional content of family meals and taught skills that members used in making their respective backyards productive. Though some of these vegetable planting subprojects for the LSFs failed the first time due to unfavorable weather conditions, the women said they could easily reestablish them.

The provision of Level II water systems also benefits women and children, who often bear the burden of fetching water for their homes. In places where they used to boil or buy drinking water, potable water from the communal tap stand provided a much-needed convenience.

PROACTIVE's specification for hygiene facilities also provided for a water source. This is a significant improvement over other public toilets built by other development grants that did not take water supply into consideration. Moreover, having these hygiene facilities in the vicinity allowed women and girls privacy and comfort when needed.

Madaris report burgeoning enrolment for Islamic Studies, thus, the construction of madrasah buildings was a welcome development. In Camp Abubakar, the faith-based PO had the two classrooms partitioned to make four classrooms. According to the ustadz, the increasing number of students provided the justification for the DepEd to consider their request for certification.

Similarly, libraries within school campuses would stand a better chance of supplementing curricular requirements, with school librarians and principals monitoring the inventory of books that would hopefully be provided by MBHTE, DepEd, and other donors. This added resource could potentially improve the literacy rates in the BARMM, as well as inspire the children's learning and imagination. Beyond opening up young minds to new knowledge, reading books hastens the development of abstract thinking, a mental faculty that is needed for the unfolding of higher order cognitive skills.

The construction of the tribal justice halls had been well-received by the IPs in Camps Abubakar. PROACTIVE designed a permanent structure when the most that they expected was a basic roofed structure with open walls and an earthen floor. That the Project went through the trouble of bringing in the construction materials across streams and hilly terrain endowed them with a sense of importance. Accordingly, the facilities would be well utilized for various purposes, all towards uniting the tribal members and teaching the young about their unique culture, including formal receptions, livelihood skills training for the elders and IP education for the young, performing important rituals, and conduct of assemblies for the enactment of customary laws. However, the Project was not able to anticipate the need for furniture for the tribal



hall. While initial inquiries had been made by PROACTIVE staff to the MIPA, no concrete commitments have so far been made, suggesting the need for follow up by partners and local stakeholders going forward.

Overall, PROACTIVE interventions prioritized giving space for women to exercise their voice and decision-making on community affairs. The subprojects yielded appropriate response to the needs of women, children, faith-based leaders, farmers, and IPs. PROACTIVE also gave many opportunities for LSFs composed of diverse demographics to develop social cohesion through undertaking activities that responded to their community needs, thus, encouraging social involvement and participation, especially among women, faith-based leaders, and other vulnerable groups.

**3.8 Evaluation Ratings.** PROACTIVE's overall performance is discussed below:

### **3.8.1 Project Monitoring and Evaluation**

This criterion examines the processes employed by PROACTIVE in checking progress against work plan.

*M&E design at entry* is rated **Moderately Satisfactory**. While the project design for PROACTIVE had a system in place to monitor and evaluate its progress, the Project was not officially staffed for the first six months. At the start, it fell upon the Peace and Stabilization Programme Team and the Head of UNDP Cotabato Office to take charge of the technical preparations. They borrowed personnel from other UNDP projects to assist in the important processes of preliminary consultation and project inception, as well as in the official launch of the Project.

*M&E Plan Implementation* is rated **Satisfactory**. The PMU made efforts in the last quarter of 2022 to meet the deliverables in the annual work plan, but had to adjust through a catch-up plan early into 2023.

Aside from the Project M&E Analyst and Project Engineer on the PMU, there was also a Project Engineer under BDA tasked to monitor the progress of the civil works projects. Meanwhile, PROACTIVE successfully engaged its partners and project participants at monitoring the

progress of every intervention, and encouraged feedback on project concerns that could derail their progress. Thus, the second request for NCE anticipated another adjustment in the timeline. The PMU also regularly reported PROACTIVE progress to the Project Board.

A third-party results-oriented monitoring (ROM) of project implementation was conducted in November 2023. ROM recommendations were considered in adjusting the timeline and the design of interventions.

*Overall Quality of M&E* is also rated **Satisfactory**.

### **3.8.2 Implementation and Execution**

This criterion evaluates the quality of the procedures employed by UNDP for PROACTIVE implementation as well as the quality of implementing partners' execution.

*3.8.2.1 Quality of UNDP Implementation/Oversight* is rated **Satisfactory**. PROACTIVE hewed to the UNDP quality standards on project implementation processes, such as partnership engagement, procurement processes, project preparation (project inception, site assessment, validation and revalidation, qualifications mapping and profiling, etc.), and community engagement. Challenges encountered during initial implementation and the time needed to realistically adapt were factored in when making the request for the first NCE.

*3.8.2.2 Quality of Implementing Partner Execution* is rated **Moderately Satisfactory**. There was a lack of uniformity in the quality of execution of each project partner. JTFCT camp commanders demonstrated to be highly collaborative at all stages of the project implementation. TFDCC DC Focal Persons demonstrated personal commitment to the extent of using their own personal resources to meet project needs, however they faced challenges in locating DCs. BDA, meanwhile, lacked the training personnel for simultaneous training sessions and had to do the trainings across the three components sequentially. MBHTE, on the other hand, authorized the delivery of area-based TVET training to help PROACTIVE obtain its target, but did not assign an alternate signatory to handle the finance requirements in a timely manner.

*Overall Quality of Implementation/Execution* is rated **Satisfactory**.

### **3.8.3 Assessment of Outcomes**

This criterion assesses project outcomes as to relevance, coherence, effectiveness, and efficiency.

**3.8.3.1 Relevance** is rated **Highly Satisfactory**. PROACTIVE aligned with the UNDP mandate, national priorities, and the requirements of targeting women, men, and vulnerable groups, including combatants and their next of kin. The method of delivery was appropriate to the context of the six previously acknowledged camps of the MILF. PROACTIVE was the first foreign-funded assistance in response to the CTP, especially to the CTIP 2023-2028. This project shows UNDP's commitment in advancing peacebuilding and normalization efforts in the Bangsamoro Region.

**3.8.3.2 Effectiveness** is rated **Satisfactory**. PROACTIVE was expected to achieve all of its objectives by end December 2024, except for the construction of two small-scale, quick-impact infrastructure projects that had to be discontinued.

**3.8.3.3 Efficiency** is rated **Moderately Satisfactory**. From the original 24-month project timeline, PROACTIVE had extended to 36 months. However, it did not require any supplemental budget to cover the extension, indicating efficient management of funds.

*Overall Project Outcome Rating* is rated **Satisfactory**.

### **3.8.4 Sustainability**

This criterion assesses whether project outcomes have the potential to continue bringing benefits to the project participants and their communities even beyond the Project's timeline.

**3.8.4.1 Financial Resources** is rated **Moderately Likely**. The Component 1 project participants demonstrated their capacity to harness PROACTIVE inputs to make their operations viable. The Component 2 civil works could initially operate. Some POs have also planned on minimal charging for community use while

others have made initial inquiries with pertinent government agencies for the inclusion of their facility in the LGUs' MOOE.

**3.8.4.2 Socio-political/economic sustainability** is similarly rated **Moderately Likely**. PROACTIVE interventions contributed to meeting the terms of the CAB's Annex on Normalization and the intention of FO 79. Camp leadership is supportive of the success of the partner participants and would likely continue to do so. Some BARMM ministries have taken note of the community needs through their participation in the Engaging BARMM activities of the LSF. There were barangay officials that welcomed PROACTIVE inputs and facilitated the implementation of the subprojects.

**3.8.4.3 Institutional framework and governance sustainability** is rated **Likely**, given the existence of mechanisms, procedures, and policies that project participants established in their respective organizations. These management tools would help them carry forward the initial benefits derived from the PROACTIVE interventions.

**3.8.4.4 Environmental sustainability** is rated **Moderately Likely**. The six previously acknowledged camps of the MILF are generally agricultural areas. PROACTIVE inputs improved the productivity of the farming cooperatives and their operations resulted in the opening up of more land for agricultural production. On this aspect, there is still room to grow. Social enterprise start-ups are likely to be viable, if only for lack of competition, especially as they are located in areas where limited businesses are operating.

Overall Likelihood of Sustainability is also rated **Moderately Likely**.

# CHAPTER 4

## CONCLUSIONS

For all intents and purposes, the Programme on Assistance for Camp Transformation through Inclusion, Violence Prevention, and Economic Empowerment (PROACTIVE) served as a pilot run for the implementation of the Camp Transformation Plan (CTP) by breaking ground at addressing some of the priority items in the Camp Transformation Investment Plan (CTIP) 2023-2028. It gave a picture of the unique considerations required for implementing development initiatives in the six formerly acknowledged camps of the Moro Islamic Liberation Front (MILF), as well as for delivering the Technical Vocational Education Training (TVET) for decommissioned combatants (DCs) and their next of kin, as provided in the CAB Annex on Normalization.

The Project leveraged the commitment of crucial partnerships and local stakeholders for inclusive decision-making and involvement in all phases of the implementation. Despite the challenge posed by the relatively complex coordination requirements and security considerations in the camps and having to spend a lot of travel time cover the geographically dispersed subproject sites, the “lean and mean” implementation team was able to deliver the desired project outcomes in a most diligent manner. It helped that the United Nations Development Programme (UNDP) had deployed personnel with an intimate comprehension of the peace process, the field conditions, and UNDP’s internal processes. They could multi-task in a multitude of environments and were physically fit to do onsite arrangements and ocular inspections. They also had the personality to engage all the partners and local stakeholders to translate and communicate the Project’s intentions, needs

and expectations.

Effective communication, monitoring, and reporting strategies were employed for transparency and accountability. Hence, PROACTIVE stayed within budget, preventing waste of resources, inspiring confidence and trust among communities in the six previously acknowledged camps of the MILF, and producing functioning inputs that promise some measure of sustainability even without further assistance.

The actual implementation, however, proved that the Project’s original 2-year timeline was unrealistic. The delay was exacerbated by inertia at project initiation. The implementation was hounded by the adverse impact of the UNDP shift to a new online management system. As a result, project implementation took another year to complete. Among the target deliverables, Component 2 was most delayed, in part because of the lack of qualified bidders among building contractors in the area. Two Component 2 subprojects were eventually discontinued because arrangements for the use of the land for the proposed community facility could not be negotiated before the project’s end date.

The evaluation team found that most of the cooperatives, Peoples Organizations (POs), and Local Social Formations (LSFs) were only organized by the camp commanders to receive PROACTIVE assistance and had no prior experience at working together or in organizations. Thus, the accompaniment support provided by the Bangsamoro Development Agency (BDA), which was akin to on-the-job training to guide them to deploy their newly acquired planning and management skills, helped to orient them work towards project objectives. The cooperatives became a venue for women members to have a voice in organizational decisions to improve socioeconomic conditions in the community.

Another challenge that PROACTIVE had to overcome was the need to accommodate the absorptive capacity of project participants for the capacity building interventions. This was more glaring for DCs who lacked basic formal education and likely contributed to one in four

graduates of the TVET courses not passing the competency assessment to obtain their National Certificate Level II (NC-II) credentials.

This Project closes with 30 cooperatives engaging or about to engage in sustainable agricultural projects and small-scale businesses. Four are women's cooperatives, seven are DC cooperatives, and one is composed of out-of-school youth members. There are 30 newly established facilities for basic services that local stakeholders had been trained to operate in an indefinite caretaker capacity until operations and maintenance could be taken over by local government units (LGUs). The LGU reception of these basic services installation had been cautious in some places, but there is reason to be optimistic about the LGUs eventually embracing normalization efforts in the six formerly acknowledged MILF camps. Sooner or later, the normalization of communities – where some of their constituents incidentally belong – could become politically expedient for them.

Twenty-four LSFs had been assisted to conduct activities for horizontal social cohesion and community resilience. These activities gave women visibility in the community, demonstrating their agency and capacity to undertake activities that address community needs.

Most LSFs chose to hold Engaging BARMM (Bangsamoro Autonomous Region in Muslim Mindanao), an activity where Ministry officials came to the community to run a 1-day Serbisyo (service) Caravan and speak about the structures and functions of the regional government. This indicated the camp communities' desire for political literacy, which is a good start at forming good citizenship among constituents.

It appears, however, that activities were too varied for assessment on any one scale that measures the contribution of each to the Component 3 target outcomes. Some of the activities were designed to be “one-offs” – e.g. Engaging BARMM and training for rice delicacy making – and not requiring subsequent activities. This would likely redound to a return to the baseline in terms of interaction and cooperation among community members, as well as their involvement and

participation in community affairs. Projects that promised to yield longer-term yields, such as tree planting, would give LSF members an agenda to continue collaborative interactions. Also, communal vegetable gardening, when supported with seeds and technical skills at making organic fertilizers, also showed promise for sustainability, serving as it did the daily requirements for family meals. Metrics need to be designed to track how well these LSF activities moved the community towards peacebuilding, developing a culture of peace, and conflict transformation.

# CHAPTER 5

## RECOMMENDATIONS AND LESSONS LEARNED

### 5.1 Recommendations

Based on the evaluation finding, the following recommendations are made for implementing partners, the Program Management Unit (PMU), national government, and project partners:

1. The United Nations Development Programme (UNDP) Country Office (CO) should prioritize the immediate staffing of the proposed successor program so as not to delay the groundwork needed to deliver on intended assistance to camps transformation and DC support. As evidenced by the experience of this project, implementation got off to a slow start for lack of dedicated personnel to deliver on the workplan for the first year. It also found that laying the groundwork with a bias for inclusive and participative planning and decision-making can be complex, tedious, and time-consuming. Thus, it is important that dedicated staff be ready to handle the technical preparations needed to hasten the implementation of the intervention.
2. Because of the widely dispersed project sites, the PMU was required to spend a lot of official time on travel. This implied costs that could have been better spent on direct development inputs. In designing the successor program, UNDP CO should consider limiting the geographical area.
3. Another recommendation for the CO to consider in project design of the successor program is for the expansion of its capability-building interventions to include elements that improve prospects for sustainability. Aside from training sessions on organizational management, project planning, and financial literacy, the design should consider accompaniment support, value-adding, and market linkage to the capability building interventions for livelihood and economic empowerment.
4. Similarly, small-scale, quick impact infrastructure subprojects should be planned with improved functionality in mind. Libraries must have books. Buildings intended for instruction, offices, and community assembly should have furniture, as well as exhibit or presentation areas. Solar dryers may have retractable shelters. Warehouses may also be provided with appropriate post-harvest machinery and equipment, such as corn shellers, moisture meters, weighing scales, etc. Rather than just providing the infrastructure, other requirements needed for the facility to be used as intended should also be provided.
5. In designing the successor program, there is a need to rethink the delivery of Component 3. The deliverable under this component was deemed vague. A learning session with experts at enhancing social cohesion and community resilience in post-disaster, post-conflict settings might help clarify this and home in on measurable targets. Or, the successor program can just concentrate initially on activities for information dissemination on the structures, functions, and services of the regional government as, even in the MILF enclaves, this is not so well understood. Good citizenship requires that people understand the governing laws in order for them to demand accountability, transparency, and moral governance.
6. For efficiency, it is recommended that instead of identifying LSFs among primary project participants for Component 3, requiring the implementation of a community outreach project could be made part of the agreement for assistance to cooperatives and social enterprise groups. This requirement could be packaged as their organization's counterpart or as an evaluation/demonstration of organizational

and management skills. They can have the flexibility of engaging existing LSFs for partnership in this outreach project.

7. This evaluation found that the Bangsamoro IP to be receptive to development support. In designing the successor program, UNDP Country Office should factor in preferential considerations for IP inclusion in all components. Arrangements for their transportation to meetings and activities should be anticipated and provided.
8. If possible, CO should allocate provision for a 3-month accompaniment support to PROACTIVE-assisted cooperatives and POs who only received their assistance in December 2024. This is to improve their prospects for sustainability as indicated in the experience of the project participants who received their inputs earlier.
9. UNDP should also address the biggest source of delay to project implementation, which was the difficulty of partners and suppliers to navigate the Quantum online management system. The UNDP Cotabato Office must exert efforts to familiarize suppliers with said procurement system. UNDP Cotabato Office may extend assistance/support in arranging suppliers' fora in Mindanao. Early activities for pre-qualifying contractors and suppliers should also be made so that they can be registered in the system beforehand, ready to submit their bids upon the issuance of the call.
10. Partners should be oriented by the Country Office (CO) on UNDP partnership requirements, including liquidation procedures and the harmonized approach to cash transfers (HACT).
11. In implementing the capability-building sessions, the PMU should consider holding area-based training. It would be less costly to hold these sessions in the camps, especially now when there are facilities there that can be utilized for this purpose. Training sessions attract more residents who wish to observe the proceedings. Therefore, these sessions hold the potential to educate beyond the intended primary participants. Also, training participants are likely to be more relaxed in their home environment, thus, ready to take in new information. It also gives local stakeholders the opportunity to interact and dialogue among themselves.
12. As part of its technical preparations, the PMU should also map the potential pool of development partners and service providers to deliver on capability-building training sessions. As shown by the experience of the Project, sequential scheduling of training would take too long to complete. Simultaneous training sessions, such as what could be possible when there are more service providers, would significantly improve the chances to meet workplan deliverables in a timely manner. In addition to the Bangsamoro Development Agency (BDA), the PMU may consider community extension centers of universities and colleges in the Bangsamoro region as well as some development nongovernment organizations (NGOs) for delivery of capacity building for organizational management, project planning and design, financial literacy, values transformation, entrepreneurship, and livelihood training.
13. The PMU and UNDP Cotabato Office should make the effort to involve the LGU early into the needs assessment and pre-inception of subprojects, especially those that intend for constructing basic services facilities within the LGU's jurisdiction. This would improve the chances of LGU buy-in on the sustainable operations and maintenance of proposed basic services facilities. Their early involvement might inspire them to trust and commit to the success of the subproject by including the personnel and MOOE for allocation in their budget allocation for the next fiscal year.
14. It is recommended for the PMU to consider the results of the Gender and Inclusion Analysis (GIA) in planning support to women across the three components. Furthermore, in many barangays visited by the terminal evaluation team, solid waste management indeed appeared to be a continuing concern.

While this communal problem was identified in the GIA, only one LSF used PROACTIVE assistance to conduct a community clean-up drive. It is recommended therefore for the successor program to include solid waste management in the capacity-building modules across the three components

For project partners, the following recommendations are made:

1. Joint Task Forces on Camps Transformation (JTFACT) camp coordinators must update their list of various LSFs in their area even before the successor program starts implementation. These groups could already prepare the requirements needed to qualify to receive assistance under the successor program as well as from other future donor grants to the normalization efforts in the six previously acknowledged camps.
2. In preparing its training modules, partners for capability-building must already account for the historically low literacy rates in the BARMM Region. While profiling participants for absorptive capacity may address the trainer's difficulty in simplifying content, language, and delivery, such might mean that some project participants who need the intervention the most could get excluded. Hence, it is recommended for training modules to be adapted and simplified, to include tools to evaluate how well the trainee can demonstrate the knowledge and skills at the end of the training session. This would be more realistic when doing soft interventions in places with historically low literacy rates. If possible, these modules and instructional materials need to be pretested before delivery to project participants to make sure that they are learner-centered rather than trainer-centered.

For the national and regional government, this evaluation recommends that:

1. The Office of the Presidential Adviser on Peace, Reconciliation and Unity (OPAPRU) establish a registry of decommissioned combatants (DCs) that will be regularly

updated and made accessible to the TFDCC. This will reduce the time needed in assembling batches for TVET training and would also be helpful to DC Focal Persons in their work at monitoring DC assistance.

2. Pertinent ministries of the regional government should include budget provision for the logistical support of DC Focal Persons so that they can regularly engage DCs. The TFDCC should create a system that captures updates from the DC Focal Persons to feed into the DC registry.
3. The Ministry of Basic, Higher, and Technical Education (MBHTE), particularly its Regional and Provincial Technical Education Skills Division (TESD) could be engaged to facilitate the PMU in mapping Technical Vocational Institutions (TVIs) that can deliver area-based TVET courses. The identified TVIs, in turn, can be registered as direct suppliers to ensure that payment for their services may be disbursed in a timely manner.

## 5.2 Lessons Learned

Partnerships with the JTFACT and TFDCC must be strengthened. It was obvious that camp coordinators were knowledgeable about PROACTIVE project implementation, suggesting that they were deeply involved in all phases. They were also privy to the concerns of the DC Focal Persons in engaging DCs for the TVET training. They identified and organized the project participants, facilitated negotiations with lot owners, and arranged the entry of trainers and contractors to deliver on project assistance, among others. The success of PROACTIVE is due largely to the commitment of the camp coordinators to help it meet its target objectives.

Partnership agreements for service provision should be reviewed and carefully worded to stipulate project expectations in the quality and timely delivery of interventions. On hindsight, BDA could have made adjustments, such as hiring more trainers in order to meet its obligation to deliver capacity-building interventions across the three components, but it did not do so. For its part, the MBHTE missed out on the required provision of an alternate

signatory to handle the finance requirements of its partnership agreement with the program.

Ample time should be devoted for site assessment, validation, and technical design.

Assistance for enterprise development and sustainable agriculture/aquaculture must be decided in consultation with the project participants to ensure their commitment. The conditions of including the climate-smart vegetable and fish production subprojects to accommodate the OPAPRU-MSU Maguindanao pilot project lent some confusion to the project participants, as discussed in the Findings chapter. Arbitrary assignment of subprojects can lead to resentment, resistance, or outright rejection of the subproject.

Projects for assistance to normalization efforts in the six formerly acknowledged camps of the MILF would be most aided by an up-to-date mapping of capacities and resources for target beneficiary groups. As a transitioning community, livelihood groups found here are expected to lack uniformity in experience and capacity. Early mapping would significantly cut the time in determining the project participants' needs and planning for an intervention that adequately and appropriately responds.

Data on matching of DC skills and qualifications as against their needs and preferences for TVET courses should ideally be in the possession of the TFDCC to expedite the clustering of prospective participants according to TVET courses. MBHTE-TESD should hold a TVET Fair for DCs so they can be better informed of available training courses and the employment prospects or career opportunities for each. Armed with this knowledge, DCs can make informed choices.

Also, robust market analysis needs to be deployed when considering TVET programs for offer to DCs and their next of kin. This is to ensure match between livelihood skills training activities and the job market.

Efforts must be sustained to lobby for counterpart support from the regional government and the LGU, especially during the budget preparation period.

Preparations for delivering on small-scale, quick-impact infrastructure projects must be done deliberately and carefully.



# ANNEXURES

## A. Terms of Reference

### TERMS OF REFERENCE

Conduct of Terminal Evaluation for  
“Program on Assistance for Camp Transformation through Inclusion, Violence Prevention and Economic Empowerment” PROACTIVE Project

#### I. Background and context

The Annex on Normalization signed by the Government of the Philippines (GPH) and the Moro Islamic Liberation Front (MILF) Panel Chairs in January 2014, and the issuance of Executive Order No. 79, series of 2019 by the former President on the implementation of the Annex on Normalization under the Comprehensive Agreement on the Bangsamoro (CAB) provides for the transformation of the six (6) previously-acknowledged Moro Islamic Liberation Front (MILF) camps namely; (1) Camp Abubakar; (2) Camp Bilal; (3) Camp Omar Ibn al-Khattab; (4) Camp Rajamuda; (5) Camp Badre, and (6) Camp Bushra into peaceful and productive communities.

A Camp Transformation Plan (CTP) was formulated in the context of transforming conflict-affected areas in the six (6) camps into peaceful and progressive communities as informed by the Annex on Normalization. The overall vision of the 6-year plan (2021-2026) is to see “transformed, inclusive, and sustainable communities that are stable and secure, adhering to moral governance, and living the desired quality of life”. The Plan is comprehensive as it pays attention to three (3) elements that underpin camp transformation: 1) human security of combatants and their families, 2) community development, and 3) area development.

With the support of the European Union, and in consultation with relevant stakeholders, the United Nations Development Programme (UNDP) developed Project PROACTIVE intending to contribute to efforts in enhancing local capacities to facilitate the transition and transformation of the six (6) major declared camps of the MILF into peaceful and productive communities. The project also aimed to contribute to UNDP’s Country Programme Development (2019-2023), particularly on providing support to people in crisis and post-crisis settings through jobs, livelihood, and improved infrastructure in their communities.

The specific objective of the Action is to contribute to efforts in enhancing local capacities to facilitate the transition and transformation of the six (6) major declared camps of the MILF into peaceful and productive communities. The project will seek to attain this objective by working towards three primary results, as follows:

- ❑ Component 1. Inclusive and Sustainable Livelihoods: Enabling environment for sustainable employment and enterprise development created;
- ❑ Component 2. Initial Peace Dividends: Initial peace dividends delivered, and confidence-building promoted, through improved access to basic communal services and facilities; and,
- ❑ Component 3. Strengthening Social Cohesion and Community Resilience: Social cohesion and community resilience are strengthened through enhancing capacities and participation of local stakeholders—including women, youth, and faith-based leaders—in peacebuilding, promoting a culture of peace, and conflict transformation.

The proposed action will be implemented through an area-based approach and with the following expected outputs:

Component 1. Inclusive and Sustainable Livelihoods are:

- At least 30 groups organized or strengthened as a social enterprise or cooperative
- At least 1,200 men and women trained in organizational and project management, financial literacy, marketing, sustainable agriculture/aquaculture management practices, conservation and protection of natural resources, and climate change adaptation
- At least 24 agriculture-based enterprises established or enhanced
- At least 12 alternative or vocational livelihood programs implemented
- At least 24 organizations linked with stable markets and resource/support institutions

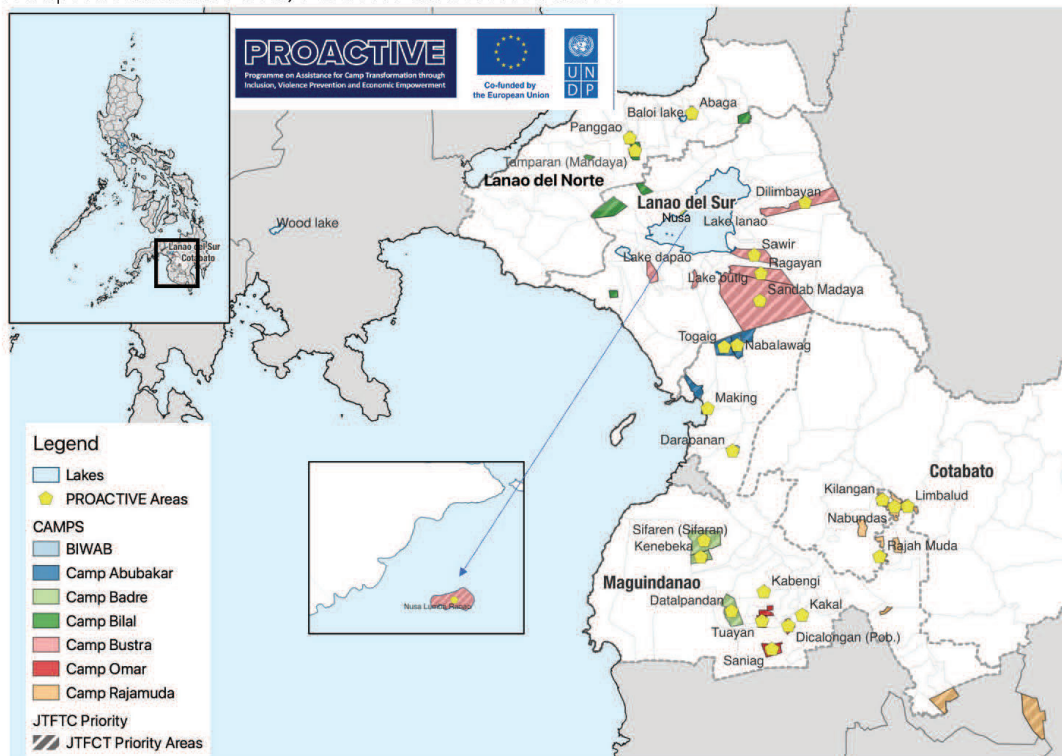
### Component 2. Initial Peace Dividends

- At least 24 local social formations (LSF) organized and trained to manage and sustain projects related to basic services and communal facilities
- 32 small-scale and quick-impact community infrastructure projects completed

### Component 3. Strengthening Social Cohesion and Community Resilience

- 6 camps provided technical assistance for camp/command leadership to meaningfully engage their constituencies, local government units (LGUs), and regional/national government agencies on normalization and socio-economic development initiatives
- 24 social cohesion, peacebuilding, and conflict management initiatives mobilized, assisted with relevant capacities, and accompanied in achieving their objectives.

### Project Implementation Area, Partners and Beneficiaries



PROACTIVE Project is currently being implemented in 5 provinces, 18 municipalities (14 of which are in core areas) and 26 barangays (16 of which are in core areas). The implementation of the project is delivered through the following modalities:

- Direct Implementation Modality (Procurement of hard assets, livelihood support and engagement of building contractors and project management)
- Responsible Party Agreement with BDA to support the provision of capacity building and accompaniment support across the three components
- Letter of Agreement with MBHTE on the implementation of TVET program for the 600 decommissioned combatants and their next of kin.

The project's Theory of Change sets the foundation that if enabling environment for sustainable jobs is created in MILF camps; access to basic services improved as confidence-building measure; and social cohesion and community resilience strengthened through enhancing capacities and participation of local stakeholders—including women, youth, and faith-based leaders; then the

prospects of camps transitioning to peaceful and productive communities, rather than combatants joining extremist groups, will be greatly enhanced.

The theory of change is drawn partly from the global experience of peacebuilding, and partly from the experience of the Philippines itself.

This action is based on the theory that simultaneous and visible action on three fronts—sustainable livelihoods in the affected communities; improved service delivery; and enhanced social cohesion—is necessary to arrest the ongoing violence and to address the root causes indicated above. This approach is also closely aligned with the Camp Transformation Framework and the Camp Transformation Investment Program developed with the Bangsamoro Planning and Development Authority (BPDA).

The project through its activities is providing support to the following beneficiaries:

- 30 cooperatives strengthened and provided with livelihood support and capacity building in organizational and project management, financial literacy, marketing, sustainable agriculture/aquaculture management practices, conservation and protection of natural resources, and climate change adaptation
- 600 decommissioned combatants and their next of kin provided with technical and vocational skills trainings, training support fund and livelihood starter kits
- 16 communities were provided with 32 small-scale and quick-impact community infrastructure projects in the 6 previously acknowledged MILF Camps
- 26 People’s organization provided with capacity-building support to manage the 32 infrastructure projects
- 24 Local Social Formations formed and provided with capacity-building support to manage social cohesion initiatives in their communities

The expected results from the project are aligned and expected to contribute to UNDP’s CPD Outcome 3: *“National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of inclusive and responsive governance systems and accelerating sustainable and equitable development for just and lasting peace in conflict-affected areas in Mindanao”*, particularly on the support for peace dividends for the decommissioned combatants. In addition, the project is also contributing to SDG 16, particularly on the reduction of all forms of violence and related deaths everywhere.

ToR Table 1: PROJECT/OUTCOME INFORMATION

<b>Project/outcome title</b>	Program on Assistance for Camp Transformation through Inclusion, Violence Prevention and Economic Empowerment” PROACTIVE	
<b>Quantum ID</b>	141373	
<b>Corporate outcome and output</b>	3: National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of inclusive and responsive governance..	
<b>Country</b>	Philippines	
<b>Region</b>	Asia Pacific	
<b>Date project document signed</b>	December 22, 2021	
<b>Project dates</b>	Start	Planned end
	07 January 2022	30 June 2024
<b>Project budget</b>	USD 4,627,379	
<b>Project expenditure at</b>	USD 1,952,512.95 (as of 31 Dec 2023)	

<b>the time of evaluation</b>	
<b>Funding source</b>	EU and UNDP
<b>Implementing party<sup>1</sup></b>	UNDP

## **II. Evaluation purpose, scope, and objectives**

The purpose of the Terminal Evaluation is to review the overall performance of the project-, assess its gaps and achievements and analyze its contribution to the programme outputs and outcomes and sustainability towards implementing the normalization process, particularly to the Camp Transformation Plan (CTP). As well as documenting challenges, best practices and recommendations aiding future decision making and programming of normalization efforts by UNDP, EU, OPAPRU, Peace Mechanisms (both GPH and MILF), and other relevant partners considering that the PROACTIVE Project is among the first few initiatives that address the needs and Program, projects and activities (PPAs) of the Camp Transformation Plan in the 6 previously acknowledge MILF camps. This will include an analysis of the context, potential scalability of the project, and similar project design.

It further seeks to assess the Project's accountability, transparency, and collaboration with key stakeholders, including donors, partners, and communities served, by transparently reporting on how resources were used and what outcomes were achieved.

### **Scope:**

The Project Terminal Evaluation will be based on the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) criteria of coherence, relevance, effectiveness, efficiency, sustainability, and impact. UNDP will hire a consultant to lead the conduct of the end-of-project evaluation who will review and co-develop evaluation questions from each of these criteria.

The geographical scope of the evaluation includes the 6 previously acknowledged MILF camps in Maguindanao del Norte, Maguindanao del Sur, North Cotabato, Lanao del Sur, and Lanao del Norte from the following 6 acknowledged camps of the MILF:

- Camp Abubakar
- Camp Badre
- Camp Bilal
- Camp Bushra
- Camp Omar
- Camp Rajahmuda

### **Objectives:**

Specifically, the Project Terminal Evaluation will assess the following areas:

1. The relevance of the Project to the national and sectoral level particularly on the implementation of peacebuilding efforts, normalization support, and to the target beneficiaries' needs and priorities.
2. The coherence of the Project with other similar interventions particularly in the implementation of the normalization efforts.
3. The effectiveness of the Project implementation strategies in the achievement of objectives and results based on the Theory of Change and Results Framework.
4. The efficiency of the use of the Project resources.
5. The usefulness and sustainability of results
6. The likely contribution of the Project to the overall impact of the normalization process

7. Analyze the cross-cutting issues and application of the rights-based approach, gender responsiveness, and leaving no one behind (LNOB) in the Project interventions, particularly with the gender and inclusion framework

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk “(\*)” indicates criteria for which a rating is required.

## Findings

### i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

### ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards

### iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*), Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- Catalytic Role / Replication Effect

- Progress to impact

### Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP , including issues in relation to gender equality and women’s empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

**ToR Table 1: Evaluation Ratings Table for the PROACTIVE Project**

<b>Monitoring &amp; Evaluation (M&amp;E)</b>	<b>Rating</b>
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
<b>Implementation &amp; Execution</b>	<b>Rating</b>
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
<b>Assessment of Outcomes</b>	<b>Rating</b>
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
<b>Sustainability</b>	<b>Rating</b>
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	

Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

### III. Evaluation criteria and key guiding questions

The Evaluation consultant will develop a set of questions based on the revised OECD DAC's Criteria as outlined below:

**Relevance** (*The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.*)

- To what extent was the project design in line with the UNDP mandate, national priorities, and the requirements of targeting women, men, and vulnerable groups including decommissioned combatants and their next of kin?
- To what extent was the method of delivery selected by UNDP appropriate to the development context?
- To what extent has the project been appropriately responsive to the political, legal, economic, and institutional changes in the country particularly with the Bangsamoro government?
- To what extent did UNDP continue to be a relevant development partner in advancing peacebuilding and normalization efforts in the Bangsamoro Region and 6 previously acknowledged MILF camps?

**Coherence:** The compatibility of the intervention with other interventions in a country, sector, or institution.

- To what extent were the Project's activities and outputs coherent and consistent with its Theory of Change?
- Are the Project's objectives and outputs clear, practical, and feasible within its frame?
- To what extent did the Project support or undermine the efforts of other stakeholders (National Government Agencies, the private sector, and civil society organizations) in the peacebuilding and normalization efforts?
- How well did the Project strengthen synergies with partners and demonstrate complementation to any other existing initiatives?

**Effectiveness:** (*The extent to which the intervention achieved, or is expected to achieve its objectives, and its results, including any differential results across groups.*)

- To what extent has progress been made towards outcome achievement? What has been the UNDP's contribution to the observed change?
- To what extent was the Project effective in addressing cross-cutting issues of human rights, inclusion and gender responsiveness? What have been the key results and changes attained for men, women, and vulnerable groups, particularly to the decommissioned documents and their communities, and how have they benefited?
- To what extent has UNDP partnered with civil society and local communities to promote peacebuilding and normalization efforts?
- What factors have contributed to achieving or not achieving intended outcomes and outputs? What were the challenges, strategies, good practices, lessons learned, and recommendations to improve implementation and future programming?



**Efficiency:** *The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.*

- To what extent was the project management structure and selected implementation modalities (RPA, LOA, Direct Implementation) as outlined in the project document efficient in generating the expected results?
- To what extent were resources used efficiently? Were fund allocations and activities delivered based on plans and in a timely manner?
- How efficient were the Project coordination and feedbacking mechanisms between the implementing partner, with the Project Board, with the Government and with other project stakeholders/beneficiaries?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

**Sustainability:** The extent to which the net benefits of the intervention continue or are likely to continue.

- Is there sufficient support for the Project's long-term objectives as the target communities in camps and beneficiaries transition to their civilian life in transformed and progressive communities?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize the sustainability of project outputs and the project contributions to country program outputs and outcomes?
- To what extent do mechanisms, procedures, and policies exist to allow primary stakeholders to carry forward the results attained on peace dividends, normalization, social cohesion, gender equality, empowerment of women, human rights, and human development? What other interventions are needed to strengthen exit strategies and sustainability?

**Impact:** The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects.

- To what extent is the Project likely to contribute to the overall impact? What is its contribution so far and to what extent will target beneficiaries across the different components benefit from the project interventions in the long term?
- To what extent has the Project produced changes in behavior, attitude, or performance in the direct and indirect beneficiaries?
- Has the Project promoted positive changes in gender equality and the empowerment of women and marginalized sectors?
- Are there unintended positive and negative results? Did any unintended effects emerge for women, men, or vulnerable groups?

The Terminal Evaluation must address how the intervention sought to mainstream gender in development efforts, considered disability issues, and applied the rights-based approach. The TE should also provide recommendations for follow-up activities/steps with corresponding management response (which will be prepared by PMU), to ensure sustainability and promote replicability of project results. This will be used by all main parties (UNDP and partner government agencies and stakeholders) to assess their approaches and to inform the design of future interventions.

#### **IV. Approach and Methodology**

The evaluation should be transparent, inclusive, participatory, and utilization-focused, adhering to a Theory of Change (ToC) approach. This approach will assess the results of the intervention

against the expected outcomes, considering the influence of relevant contextual factors at both national and local levels.

The evaluation will employ mixed methods, incorporating both quantitative and qualitative data. It will utilize existing secondary data, complemented by primary data gathered during the evaluation, to enable a comprehensive assessment supported by clear evidence. Where possible, the data should be disaggregated by age, gender, and demographic details of marginalized and vulnerable groups.

The evaluation will be conducted using an appropriate and inclusive methodology, ensuring that cross-cutting issues are captured from the start of data collection, through triangulation, and in the analysis of the findings. The methodology will be determined by the lead consultant in consultation with the UNDP Team, particularly in the context of the camps. The methodologies will include, but are not limited to:

**ToR Table 2: Approach and Methodology**

Method	Description	Target Groups
Desk Review	<p>Review of related documents such as but not limited to</p> <ul style="list-style-type: none"> <li>▪ Project document and contribution agreement (including amendments).</li> <li>▪ LPAC meeting minutes, SESP, and Risk Log</li> <li>▪ Theory of change and results framework.</li> <li>▪ Programme and Project Monitoring and Quality Assurance Reports</li> <li>▪ Annual workplans</li> <li>▪ Activity designs and activity documentation</li> <li>▪ Consolidated quarterly, semestral and annual reports.</li> <li>▪ Combined Delivery Reports (CDR)</li> <li>▪ Cumulative Project Interim Financial Report (CPFR)</li> <li>▪ Results-oriented monitoring report.</li> <li>▪ M&amp;E plan and Project's tracking/monitoring tools</li> <li>▪ Highlights of project board meetings.</li> <li>▪ List of consultants/contracts/LOAs/RPAs and reports/outputs</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Community members from the target sites</li> <li><input type="checkbox"/> Women</li> <li><input type="checkbox"/> Youth</li> <li><input type="checkbox"/> Cooperative members</li> <li><input type="checkbox"/> Decommissioned combatants</li> <li><input type="checkbox"/> Faith-based leaders and organizations</li> <li><input type="checkbox"/> Academic institutions</li> <li><input type="checkbox"/> National government agencies</li> <li><input type="checkbox"/> Regional ministries</li> <li><input type="checkbox"/> Local government units</li> </ul>
Community Appraisal and Consultations	Engagement of male, female, IP, youth and marginalized population during the field visits and on-site validation of key tangible outputs and interventions	
Survey	Offline (in-person) and online administration of survey questionnaire focusing on project indicators involving project beneficiaries and stakeholders	
Key Informant Interview	<p>Offline (in-person) and online conduct of interview with key informants comprising of project partners, beneficiaries and stakeholders</p> <p>All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.</p>	
Focus Group Discussion	Offline (in-person) and online conduct of group discussions with target participants comprising of project partners and stakeholders to obtain diverse inputs to analysis, findings and	

	recommendations, as well as validation of draft report.	
Validation workshop	Presentation of initial key findings, lessons learned and recommendations to relevant stakeholders	

The Consultant is expected to employ a blend of both quantitative and qualitative evaluation techniques, aiming to capture a multifaceted perspective of the situation. The final methodological approach including the interview schedule, field visits, and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed upon between UNDP, stakeholders, and the Consultant. Throughout the evaluation process, it's essential to consider gender-responsive methodologies and tools, ensuring that gender equality and women's empowerment, along with other cross-cutting issues, are thoroughly incorporated into the Terminal Evaluation (TE) report. The evaluation will integrate gender and human rights principles, adhering to the standards set in the United Nations Evaluation Group (UNEG) Handbook. This includes respecting the UNEG Norms and Standards for Evaluation in the UN System and following UNEG's Ethical Guidelines and Code of Conduct<sup>1</sup>.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

An Evaluation Reference Group (ERG) will be established to ensure that the Terminal Evaluation will undergo a peer review process that will ensure the quality of the report before it is finalized. The ERG is composed of select representatives from UNDP CO and key project stakeholders, including members of the peace mechanisms (Joint Task Force on Camps Transformation (JTFACT) and Task Force for Decommissioned Combatants and their Communities (TFDCC) Secretariat both from GPH and MILF).

The ERG is expected to: 1) recommend and share information sources needed in the evaluation; 2) review and provide inputs to the evaluation inception report; 3) act as key informants in the data collection phase; 4) review and provide inputs to the draft evaluation report, especially the conclusions, findings, and recommendations; and 5) review and comment on the evaluation management response.

#### **V. Evaluation of products (deliverables)**

The End of Project Evaluation Consultant is expected to deliver the following:

- **Pre-inception Discussion:** A series of entry meetings to discuss and level off among the UNDP Peace Programme Team Leader, Programme Office, and PROACTIVE Project Management Unit before the submission of the Inception Report.
- **Evaluation inception report (10-15 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution, or field visits). The draft inception report will be circulated to the ERG for review within a period of one (1) week upon receipt of the report.
- **Pretesting of tools-** Pretesting of tools in consultation with the project management unit and ERG members.

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<sup>1</sup> UNEG Evaluations Norms and Standards: <http://www.uneval.org/document/detail/21>

- **Evaluation debriefings.** Immediately following the completion of field visits and data collection activities the Consultant shall present preliminary findings to the Evaluation Managers and PMU for feedback and before the submission of a draft report.
- **Draft evaluation report (40-60 pages).** The draft evaluation report (please see Template) will be circulated to UNDP (RBAP QA, Peace Programme Team, and PROACTIVE Project Management unit) and the ERG for review and within a period of two (2) weeks upon receipt of the report.
- **Evaluation report audit trail.** The program unit from UNDP (CO, PSPT, and PMU) shall review the draft evaluation report and provide a consolidated set of comments to the evaluator within a period of one (1) week upon receipt of comments from UNDP and ERG. The Evaluation Consultant shall be required to detail how comments have (and have not) been addressed in the final report by utilizing the audit trail template (Please see annex). Comments and changes by the evaluator in response to the draft report should be retained by the Consultant to show how they have addressed comments. This audit trail (please see Annex E for template) should be attached
- **Final evaluation report.** Submission of the final terminal evaluation report is based on the outline prescribed in the guidelines and templates provided by UNDP. Annexes to the final report should include the Inception report, audit trail, evaluation matrix, list of stakeholders, key Informants, and participants of focus group discussions. This will be followed by the presentation of the final report to the members of the Project Board Members and relevant stakeholders from the peace mechanism secretariat, partners, and beneficiaries including the ERG.
- **Evaluation brief and other knowledge management products.** The consultant is expected to develop an evaluation brief and knowledge management products highlighting the contribution to the peacebuilding and normalization efforts, best practices, and recommendations tailored to the targeted stakeholders.

#### VI. Evaluation of team composition and required competencies

The interested consultant shall be duly registered to conduct business in the Philippines. The interested consultant shall have the following minimum qualifications:

- a) At least a master's degree in social sciences, development studies, research methods, and/or any other related fields. Specialized training on Evaluation is advantageous.
- b) At least 5 years of experience in the conduct and management of relevant research, assessment, and evaluation studies. Experience In conduct of *mid-term or terminal evaluation is advantageous.*
- c) Should have at least two (2) published and unpublished research work in relevant program areas (peacebuilding, development, BARMM, gender) and/or research output from consultancy. Research works should demonstrate experience in the application of various quantitative and qualitative research methodologies, with demonstrated specialization in either quantitative or qualitative research, or both.
- d) A wide network of BARMM Ministries and Offices, National Line Agencies, NGO/CSOs, and community/people's organizations, in the country, particularly in the Bangsamoro region is an advantage.
- e) Has proven good track record in community-based activities, peace and development work in Mindanao or similar context and in research and community-based assessments.

#### VII. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting of data. The

consultant must also ensure the security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.”

### VIII. Implementation arrangements

The principal responsibility for managing the TE resides with the RBM Analyst of the Results and Quality Team and the Programme Analyst of the Peace and Stabilization Programme Team as Evaluation Managers.

The Consultant will work under the overall guidance of the RBM Analyst from Results and Quality team and Peace and Stabilization Programme Team Leader, Programme Analysts with the close support from PROACTIVE Project Manager and Project Monitoring and Evaluation Analyst. The consultant may also be required, at any time, to submit updates upon the request of UNDP. The consultant is also expected to regularly coordinate with the UNDP Cotabato Field Office.

The Evaluation Manager will contact the evaluators and ensure timely provision of travel arrangements within the country for the TE team to include briefing on nuances and security protocols. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange meetings and field visits.

An Evaluation Reference Group (ERG) shall be formed composed of principal representatives from project stakeholders (government partners, donors, representatives from the Project Board) that will perform an advisory role throughout the process, ensure that evaluation standards as provided by the United Nations Evaluation Group (UNEG) are adhered to, including safeguarding transparency and independence, advise on the relevance and appropriateness of questions, and support and provide input into the development of the management responses and key actions.

Feedback and suggestions will be gathered for all deliverables throughout the process using audit trails. All feedback and suggestions will be collated within 1-2 weeks from the stakeholders, and exchanges with the consultant will be conducted using the audit trail<sup>2</sup>.

### IX. Duty Station

The duty station for the Terminal Evaluation Consultant is in Mindanao. The consultant should be able to operate in areas in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) and Lanao del Norte. For the evaluation, priority areas include the provinces of Lanao del Sur, Maguindanao del Norte, Maguindanao del Sur, North Cotabato (SGA), and Lanao del Norte. Data collection will be undertaken through both offline (in-person) and online channels.

### X. Timeframe for the evaluation process

The Terminal Evaluation Consultant is expected to deliver the following deliverables/outputs, with the corresponding due dates and review/approving authority:

**ToR Table 3: Timeframe for the evaluation**

Deliverables / Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
Conduct of pre-inception discussion and meetings	1 day	10 October 2024	<b>RBM Analyst and Peace and Stabilization</b>

<sup>2</sup> [Sec 4 Audit trail form template.docx \(live.com\)](#)

Deliverables / Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
Submission of Inception report, including tools and templates, evaluation matrix, methodologies, and sampling size  Note: 1 week turn-around time for comments	5 days	Draft: 15 October 2024  Final: 18 October	<b>Programme Officer/Analyst</b>
Conduct of field visits and data collection activities	25 days	12 November 2024	
Conduct of Evaluation debriefings to Evaluation Manager and PMU	1 day	14 November 2024	
Submission of revised draft Evaluation Report and audit trail  Note: 2 weeks turn-around time for comments, 1 week for consolidation of comments	10 days	Draft: 18 November 2024  Revised: 25 November 2024	
Final evaluation report incorporating comments from presentation to ERG and Project Board, including 2-pager briefer and related communication management products as agreed	5 days	Presentation: 28 November 2024  Final: 5 December 2024	
	47 days		

## XI. EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

## XII.SCOPE OF PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

- 1) The contract price shall be a fixed output-based price regardless of the extension of the herein specified duration. Payments shall be made upon submission and acceptance of the outputs as specified in ToR table 4. Acceptance of the outputs shall be upon satisfactory output as per the evaluation quality standards and endorsement of ERG.

- 2) The Consultant shall receive payments based on the following schedule. This also includes the review of the consultant's outputs by the UNDP Peace Programme Analyst and approval by the UNDP Peace and Stabilization Programme Team Leader for 10 days.

**ToR Table 4: Deliverables/Outputs**

Deliverables/Outputs	Payment Tranches	Target Due Dates
Upon submission and acceptance of the Terminal Evaluation Inception Plan including the approved methodology and evaluation matrix	20%	18 October 2024
Upon the completion of data collection and presentation of preliminary findings	40%	14 November 2024
Upon submission of revised draft Terminal Evaluation Report and audit trail	20%	25 November 2024
Upon submission and acceptance of Final terminal evaluation report including 2-pager briefer and related communication management products as agreed	20%	10 December 2024

### **XIII. Application submission process and criteria for selection**

Qualification/s	Points (70)
<p>At least a master's degree in social sciences, development studies, research methods, and/or any other related fields. Specialized training on Evaluation is advantageous.</p> <p><i>7 points for Master's Degree additional 3 points for PhD additional 1 point for any specialized training on Evaluation</i></p> <p><b>Maximum of 10 points</b></p>	10
<p>At least 5 years of experience in the conduct and management of relevant research, assessment, and evaluation studies</p> <p><i>20points for at least five (5) years of work or consultancy experience 1 point for each additional year additional 5 points for experience in conducting mid-term/terminal evaluation of projects</i></p> <p><b>Maximum of 30 points</b></p>	30
<p>Should have at least two (2) published and unpublished research/evaluation consultancy work in relevant program areas (peacebuilding, development, BARMM, gender). Research works should demonstrate experience in the application of various quantitative and qualitative research methodologies, with demonstrated specialization in either quantitative or qualitative research, or both.</p> <p>14 points for at least two (2) relevant sample works Additional 2 points for each additional relevant sample work</p> <p><b>Maximum of 20 points</b></p>	20
<p>Has proven track record in community-based activities, peace and development work in Mindanao with BARMM in research and community-based assessments. Experience working with Camp Transformation Plans is an advantage.</p> <p><i>7 points for proven track record working in community-based activities, , peace and development in Mindanao</i></p>	10

<p>additional 3 points for proven track record and/or working with peace and normalization partners in BARMM  <b>Maximum of 10 points</b></p>	
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For the evaluation of the CV the point system above will be used. Only those who meet the minimum criteria and who will obtain a score of at least 49 out of 70 obtainable points will be shortlisted.

The offer will be evaluated based on a Combined Scoring method where the technical proposal will be weighted 70% and combined with the financial offer which will be weighted 30%.

Applicants are requested to submit the following:

1. Duly accomplished **Letter of Confirmation of Interest and Availability** using the template<sup>3</sup> provided by UNDP.
2. Personal CV or P11<sup>4</sup> indicating all past experiences from similar projects as well as contact details (emails and phone numbers) of the Candidate and at least three (3) professional references.
3. A Portfolio of at least two (2) published and unpublished evaluation reports in relevant program areas (peacebuilding, development, BARMM, gender) and/or research output from consultancy. Research works should demonstrate experience in the application of various quantitative and qualitative research methodologies, with demonstrated specialization in either quantitative or qualitative research, or both. *Mid-term or terminal evaluation is advantageous.*
4. Financial Proposal that indicates the all-inclusive fixed total contract price—daily fee per roser rate and all the other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template provided. If the applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under a Reimbursable Loan Agreement (RLA), the applicants must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP

**XI. TOR annexes**

- [ToR Annex A: Project Logical/Results Framework](#)
- **ToR Annex B: Key stakeholders and partners.** A [list of key stakeholders](#) and other individuals who should be consulted, together with an indication of their affiliation and relevance for the evaluation and their contact information. This annex can also suggest sites to be visited (if required)
- [ToR Annex C: Project Information Package to be reviewed by TE team](#)
- [ToR Annex D: Content of the TE report](#)
- [TOR Annex E. Content of the Inception Report](#)

**ToR Annex F: Evaluation Criteria Matrix template**

Evaluation Criteria	Evaluation Question	Sub-question	Measure(s)/ Indicators	Data Collection Instruments	Data Source	Data Analysis	Responsibility

<sup>3</sup>

<https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

<sup>4</sup> [http://www.undp.org/content/dam/undp/library/corporate/Careers/P11\\_Personal\\_history\\_form.doc](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)



- [ToR Annex G : UNEG Code of Conduct for Evaluators](#)
- ToR Annex H: TE Rating Scales

### Monitoring & Evaluation Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no short comings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation.

### Implementation/Oversight and Execution Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation/execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation/execution met expectations.
4 = Moderately Satisfactory (MS)	There were some shortcomings; quality of implementation/execution more or less met expectations.
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation/execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation/execution was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

### Outcome Rating Scale - Relevance, Coherence, Effectiveness, Efficiency

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings

4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

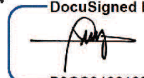
**Sustainability Ratings Scale**

Ratings	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

- ToR Annex I: TE Audit Trail

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken

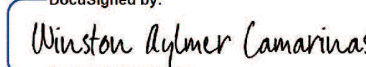
This TOR is reviewed by:

DocuSigned by:  


Signature: \_\_\_\_\_  
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Engr. Nelson R. Peloton Jr  
 Project Manager, PROACTIVE  
 Date: 04-Oct-2024

This TOR is approved by:

DocuSigned by:  


Signature: \_\_\_\_\_  
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Winston Aylmer Camariñas  
 OIC- PSPT  
 Date: 04-Oct-2024

## B. Inception Report and Instruments

### INCEPTION REPORT for the conduct of **TERMINAL EVALUATION** for “Program on Assistance for Camp Transformation through Inclusion, Violence Prevention and Economic Empowerment” **PROACTIVE Project**

Rhodora Gail T Ilagan  
Individual Contractor  
12 November 2024

**1. Background and context.** The project to be evaluated is an EU-funded assistance implemented by the UNDP to contribute to the attainment of the Comprehensive Agreement on the Bangsamoro (CAB) between the MILF and the GPH which was signed in January 2014. Under the CAB’s Annex on Normalization, the transformation of the six previously-acknowledged Moro Islamic Liberation Front (MILF) camps into peaceful and productive communities is stipulated. These former MILF camps are (1) Camp Abubakar; (2) Camp Bilal; (3) Camp Omar Ibn al-Khattab; (4) Camp Rajamuda; (5) Camp Badre, and (6) Camp Busrah.

A 6-year Camp Transformation Plan (2021-2026) had been formulated, oriented on a vision to see “transformed, inclusive, and sustainable communities that are stable and secure, adhering to moral governance, and living the desired quality of life”. The specific elements of 1) human security of combatants and their families, 2) community development, and 3) area development underpin this vision of camp transformation. The PROACTIVE Project is among the first few initiatives that address the needs and program, projects and activities (PPAs) of the CTP.

The PROACTIVE Project implemented a 3-pronged approach to realize this objective. The following are the components of the intervention:

#### Component 1. Inclusive and Sustainable Livelihoods:

Enabling environment for sustainable employment and enterprise development created. Specifically, this involves having

- At least 30 groups organized or strengthened as a social enterprise or cooperative
- At least 1,200 men and women trained in organizational and project management, financial literacy, marketing, sustainable agriculture/aquaculture management practices, conservation and protection of natural resources, and climate change adaptation
- At least 24 agriculture-based enterprises established or enhanced
- At least 12 alternative or vocational livelihood programs implemented
- At least 24 organizations linked with stable markets and resource/support institutions

#### Component 2. Initial Peace Dividends:

Initial peace dividends delivered, and confidence building promoted, through improved access to basic communal services and facilities; Specifically, this involves having

- At least 24 local social formations (LSF) organized and trained to manage and sustain projects related to basic services and communal facilities;
- 32 small-scale and quick-impact community infrastructure projects completed

and,

#### Component 3. Strengthening Social Cohesion and Community Resilience:

Social cohesion and community resilience are strengthened through enhancing capacities and participation of local stakeholders—including women, youth, and faith-based leaders—in peacebuilding, promoting a culture of peace, and conflict transformation. Specifically, this entails having:

- 6 camps provided technical assistance for camp/command leadership to meaningfully engage their constituencies, local government units (LGUs), and regional/national government agencies on normalization and socio-economic development initiatives;
- 24 social cohesion, peacebuilding, and conflict management initiatives mobilized, assisted with relevant capacities, and accompanied in achieving their objectives.

This Terminal Evaluation seeks to assess whether and how these deliverables were achieved during implementation and gauge whether such accomplishment and the manner it was done validates the project's theory of change.

**2. Evaluation objective, purpose and scope.** *Objective.* This Project Terminal Evaluation aims to assess the following areas of PROACTIVE Project implementation:

1. The relevance of the Project to the national and sectoral level particularly on the implementation of peacebuilding efforts, normalization support, and to the target beneficiaries' needs and priorities;
2. The coherence of the Project with other similar interventions particularly in the implementation of the normalization efforts;
3. The effectiveness of the Project implementation strategies in the achievement of objectives and results based on the Theory of Change and Results Framework;
4. The efficiency of the use of the Project resources;
5. The usefulness and sustainability of results;
6. The likely contribution of the Project to the overall impact of the normalization process; and
7. Analyze the cross-cutting issues and application of the rights-based approach, gender responsiveness, and leaving no one behind (LNOB) in the Project interventions, particularly with the gender and inclusion framework.

*Purpose.* This Terminal Evaluation will review the overall performance of the project-, assess its gaps and achievements and analyze its contribution to the program outputs and outcomes and sustainability towards implementing the normalization process, particularly to the Camp Transformation Plan (CTP). It seeks to document challenges, best practices and recommendations to aid future decision making and programming of normalization efforts by UNDP, EU, Peace Mechanisms (both GPH and MILF), and other relevant partners considering that This will include an analysis of the context, potential scalability of the project, and similar project design. It further seeks to assess the Project's accountability, transparency, and collaboration with key stakeholders, including donors, partners, and communities served, by transparently reporting on how resources were used and what outcomes were achieved.

*Scope.* The Project Terminal Evaluation will be based on the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) criteria of coherence, relevance, effectiveness, efficiency, sustainability, and impact.

The geographical scope of the evaluation includes the 6 previously acknowledged MILF camps in Maguindanao del Norte, Maguindanao del Sur, North Cotabato, Lanao del Sur, and Lanao del Norte from the following 6 acknowledged camps of the MILF – Camp Abubakar, Camp Badre, Camp Bilal, Camp Busrah, Camp Omar, and Camp Rajahmuda.

### **3. Evaluation Criteria.**

Based on the OECD DAC criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact, a set of questions is formulated to provide evidence for analysis and discussion of the following:

**Relevance** - The extent to which the intervention objectives and design respond to beneficiaries' global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

**Coherence** - The compatibility of the intervention with other interventions in a country, sector, or institution.

**Effectiveness** - The extent to which the intervention achieved, or is expected to achieve its objectives, and its results, including any differential results across groups.

**Efficiency** - The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

**Sustainability** - The extent to which the net benefits of the intervention continue or are likely to continue.

**Impact** - The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects.

**4. Evaluability Analysis.** Based on the project evaluability checklist below, conducting the Terminal Evaluation of the PROACTIVE Project is still relevant and doable:

#### Evaluability Checklist

1. Does the PROACTIVE Project have a clearly defined theory of change? Is there a common understanding as to what initiatives will be subject to evaluation? **YES**
2. Is there a well-defined results framework for the initiatives that are subject to evaluation? Are goals, outcome statements, outputs, inputs and activities defined? Are the indicators SMART? **YES**
3. Is there sufficient data for evaluation? – to include baseline data, data collected from monitoring against a set of targets, well-documented progress reports, field visit reports, and previous evaluations? **YES**
4. Is the planned evaluation still relevant, given the evolving context? Are the purpose and scope of the evaluation clearly defined and commonly shared among stakeholders? What evaluation questions are of interest to whom? Are these questions realistic, given the project design and likely data availability and resources available for the evaluation? **YES**
5. Will political, social and economic factors allow for effective implementation and use of the evaluation as envisaged? **YES**
6. Are there sufficient resources (human and financial) allocated to the evaluation? **YES**

As intended, the OECD DAC Criteria for project evaluation will be employed:

To examine the **Relevance** criterion, data sought for analysis will be guided by the following questions:

- To what extent was the project design in line with the UNDP mandate, national priorities, and the requirements of targeting women, men, and vulnerable groups including decommissioned combatants and their next of kin?
- To what extent was the method of delivery selected by UNDP appropriate to the development context?
- To what extent has the project been appropriately responsive to the political, legal, economic, and institutional changes in the country particularly with the Bangsamoro government?
- To what extent did UNDP continue to be a relevant development partner in advancing peacebuilding and normalization efforts in the Bangsamoro Region and 6 previously acknowledged MILF camps?

To examine the **Coherence** criterion, data sought for analysis will be guided by the following questions:

- To what extent were the Project's activities and outputs coherent and consistent with its Theory of Change?

- Are the Project's objectives and outputs clear, practical, and feasible within its frame?
- To what extent did the Project support or undermine the efforts of other stakeholders (National Government Agencies, the private sector, and civil society organizations) in the peacebuilding and normalization efforts?

- How well did the Project strengthen synergies with partners and demonstrate complementation to any other existing initiatives?

To examine **Effectiveness** criterion, data sought for analysis will be guided by the following questions:

- To what extent has progress been made towards outcome achievement? What has been the UNDP's contribution to the observed change?
- To what extent was the Project effective in addressing cross-cutting issues of human rights, inclusion and gender responsiveness? What have been the key results and changes attained for men, women, and vulnerable groups, particularly to the decommissioned combatants and their communities, and how have they benefited?
- To what extent has UNDP partnered with civil society and local communities to promote peacebuilding and normalization efforts?
- What factors have contributed to achieving or not achieving intended outcomes and outputs? What were the challenges, strategies, good practices, lessons learned, and recommendations to improve implementation and future programming?

To examine **Efficiency** criterion, data sought for analysis will be guided by the following questions:

- To what extent was the project management structure and selected implementation modalities (RPA, LOA, Direct Implementation) as outlined in the project document efficient in generating the expected results?
- To what extent were resources used efficiently? Were fund allocations and activities delivered based on plans and in a timely manner?
- How efficient were the Project coordination and feedbacking mechanisms between the implementing partner, with the Project Board, with the Government and with other project stakeholders/beneficiaries?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

To examine **Sustainability** criterion, data sought for analysis will be guided by the following questions:

- Is there sufficient support for the Project's long-term objectives as the target communities in camps and beneficiaries transition to their civilian life in transformed and progressive communities?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize the sustainability of project outputs and the project contributions to country program outputs and outcomes?
- To what extent do mechanisms, procedures, and policies exist to allow primary stakeholders to carry forward the results attained on peace dividends, normalization, social cohesion, gender equality, empowerment of women, human rights, and human development? What other interventions are needed to strengthen exit strategies and sustainability?

To examine **Impact** criterion, data sought for analysis will be guided by the following questions:

- To what extent is the Project likely to contribute to the overall impact? What is its contribution so far and to what extent will target beneficiaries across the different components benefit from the project interventions in the long term?
- To what extent has the Project produced changes in behavior, attitude, or performance in the direct and indirect beneficiaries?
- Has the Project promoted positive changes in gender equality and the empowerment of women and marginalized sectors?
- Are there unintended positive and negative results? Did any unintended effects emerge for women, men, or vulnerable groups?

**5. Cross-cutting issues.** The Terminal Evaluation will address how the intervention privileged issues of gender equality, disability, vulnerability, and social inclusion through particular attention to efforts at mainstreaming gender in development efforts, considering disability issues, and application of the rights-based approach. The TE will provide recommendations for follow-up activities/steps with corresponding management response, to ensure sustainability and promote replicability of project results for use of main parties (UNDP and partner government agencies and stakeholders) to assess their approaches and to inform the design of future interventions.

**6. Evaluation approach and methodology.** A mixed method convergent design will be used incorporating both quantitative and qualitative data sources to analyze the overall relevance, coherence, effectiveness, efficiency, sustainability, and impact of PROACTIVE Project implementation. The data gathering procedure will proceed thus:

1. Desk Review of PROACTIVE Project documents to inform how the project was managed and monitored; This will review procedures of needs assessment, consultation, selection, planning, and delivery of Project inputs in the 6 former MILF camps.
2. Community Appraisal and Consultations will be conducted with site visits and inspection of infrastructure delivered under this Project. FGDs and key informant interviews with local social formations and community-based organizations managing these capacitation inputs, as well as camp managers, former MILF combatants and their families will also be conducted to assess the impact of the Project interventions. The schedule of on-site community appraisal is proposed in the attached Appendix F for which UNDSS security clearance will be obtained.

During these on-site visits, the following data collection methods will be deployed:

- A. Ocular verification of tangibles provided under this grant;
  - B. Key informant interviews with camp coordinators,
  - C. FGDs with beneficiaries and stakeholders - Cooperatives, LSF, former combatants and their families.
3. Further, a series of in-person or online KIIs and FGDs will be conducted on 19 to 21 November and 26 November to 5 December 2024 to obtain collateral information from the Project staff, EU, BDA, MBHTE, and Joint Task Forces on Camps Transformation (JTFCT) and the Joint Task Force for Decommissioned Combatants and Their Communities (JTFDCC) as well as their respective Secretariats, depending on their availability as per coordination with UNDP PROACTIVE staff.
  4. Finally, initial results will be presented to the ERG prior to the completion of the TE.
  5. Upon receipt of the audit trail from the ERG, the report shall be finalized incorporating the ERG comments and recommendations.

## 7. Evaluation Matrix

Evaluation Criteria	Evaluation Question	Subquestions	Measures/ Indicators	Data Collection Instruments	Data Source	Data Analysis
Relevance	<p>1. What needs or priorities does this project address for beneficiaries in the former MILF camps? How was needs assessment conducted?</p> <p>2. How are these projects and activities relevant to peacebuilding initiatives?</p>	<p>What CTP PPAs were provided assistance?</p> <p>Do these projects align with urgent community needs?</p> <p>Does the project clearly address issues pertinent to peacebuilding and normalization efforts in the community?</p>	<p>Ocular validation of existing projects</p> <p>Project aligns with specific community needs.</p> <p>The project addresses needs to be prioritized based on urgency and impact, particularly on peacebuilding and normalization.</p>	<p>Observation checklist; pictures</p> <p>KII, FGD</p> <p>Rating scale; KII</p>	<p>On-site inspection Desk review of project documents</p> <p>Coops, POs, LSF, Decommissioned Combatants and their families</p> <p>PMU, EU, MBHTE, JTFCT, JTFDCC, camp coordinators</p>	<p>Process analysis</p> <p>Thematic Analysis</p> <p>Content analysis</p>
Coherence	<p>3. How does this project relate to other similar interventions/projects in the area?</p> <p>4. What lessons from other interventions could enhance this project's implementation?</p>	<p>Were project objectives clear?</p> <p>Do these objectives overlap with, complement, or synergize with the objectives of similar projects in the community?</p> <p>Did the project cause a duplication of efforts?</p> <p>Does the project inform other</p>	<p>Project objectives were clearly defined. These objectives clearly share, complement, and/or synergize with the objectives of other similar projects in the area.</p> <p>Resource optimization is apparent in that the projects avoids the duplication of efforts and</p>	<p>KII, FGD</p>	<p>Coops, LSF, Decommissioned combatants and their families, camp coordinators</p> <p>PMU, JTFCT, JTFDCC, camp coordinators</p>	<p>Thematic Analysis of Transcripts</p>



		projects in the area? Or is it informed by the lessons learned in similar projects in the area?	resources of existing projects.			
Effectiveness	5. What are your overall impressions of the project's progress so far?  6. How effective do you find the current strategies used in implementing this project?	Did the project accomplish its intended deliverables?  Did the project lead to changes among the beneficiaries?  How have the beneficiaries been capacitated by this assistance?  Does the project uplift the quality of life of individuals in the community?  Has particular attention been given to ensure participation and benefit for women, PWDs, and other vulnerable groups?	The project met its intended deliverables  Project led to change in knowledge, attitudes, and behaviors among the target beneficiary.  Improved quality of life was noted in relation to the project.  Diverse participation and benefits of participation are articulated.	Accomplishment checklist  KII, FGD	Desk review of project documents  Coops, POs, LSF, Decommissioned combatants and their families	Thematic Analysis of Transcripts
Efficiency	7. How would you evaluate the efficiency of resources	Are there areas where resources could be	Expectations in regards to the project	Rating scale, KII, FGD	PMU, JTFCT, JTFDCC, camp coordinators, BDA, MBHTE	Thematic Analysis of Transcripts

	(financial, human, material) used in this project?  8. What suggestions do you have for improving resource allocation within the project?	better utilized?  What challenges (i.e., approval delays, disagreements) featured in the project implementation processes?  What were the best practices to ensure efficient use of resources?  What were the threats recognized and how were these mitigated?	outcomes were realistic.  Actionable steps were proposed towards the completion of the project.  Necessary resources were considered and were carefully allocated all throughout the project phases.	Desk Review	Project documents	
Sustainability	9. What results from this project do you find most useful for your community in the long term?  10. What factors do you think will contribute to or hinder the sustainability of these results?	How sustainable do you believe these results will be in the long term?  How has the project developed beneficiaries' capacities to sustain its inputs?  What information have you received regarding the sustainability initiatives	Community ownership and participation in the project is apparent.  Sustainability strategies are in place to ensure long-term impact.	KII, FGD	Coops, POs, LSF, Decommissioned combatants and their families, PMU	Thematic Analysis of Transcripts

		<p>of the project?</p> <p>Are there available resources to ensure sustainability after the closure of this assistance?</p> <p>In what ways would you like to be involved in making the project sustainable?</p>				
Impact	11. In what ways do you think this project contributes to the overall normalization process in your community?	<p>Can you share specific outcomes that illustrate this contribution ?</p> <p>What direct and indirect changes can you observe in your community during and after project implementation in terms of livelihood, peace, social cohesion and community resilience?</p>	The project directly benefits individuals and families in terms of livelihood support, peacebuilding, and strengthening social cohesion and community resilience.	KII, FGD	Coops, POs, LSF, Decommissioned combatants and their families	Thematic Analysis of Transcripts
Cross-cutting Issues	12. How well does this project address cross-cutting issues such as gender responsiveness and inclusion?	Are there specific examples where these issues have been effectively integrated or overlooked?	Response show empathy and understanding for the needs and perspectives of the project beneficiaries.	KII, FGD  Desk review	Coops, LSF, Decommissioned combatants and their families, PMU  Annual progress reports	Content Analysis of Transcripts

	13. What recommendations would you make to ensure that no one is left behind in this project's interventions?	<p>Can you describe how the community and participated in the processes of the project?</p> <p>What constraints or enablers have you observed in community participation across sectors?</p> <p>What sectors of your community do you think have received lesser/more effects of the project outcomes?</p>				Case Analysis
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**Sampling.**

Owing to time constraints, purposive sampling will be conducted in at least two project sites per camp. There will at least be 24 infrastructure projects for ocular inspection. Key informant interviews and focus group discussions will be conducted with the following participants:

- PMU            Project Manager, Procurement, M&E
- EU             Project Manager/Liaison
- BDA            Director, Training Officer
- MBHTE        Tech Voc Chief
- JTFCT         Co-Chairs, secretariat, camp coordinators
- JTFDCC        Co Chairs, secretariat, camp coordinators
- Coop & POs    officers and selected members
- LSF            officers and selected members
- Decommissioned combatants and their families

## 8. Schedule of Milestones

Milestones	Date
Submission of Inception Report	12 November 2024
Data Gathering – field visits, FGDs, KIs	17 November to 5 December 2024
Presentation of Initial Findings	12 December 2024
Submission of First Draft	17 December 2024
Retrieval of ERG Comments/Audit trail template	21 December 2024
Submission of Final Report incorporating ERG comments	28 December 2024

## 9. Resource Requirements

Transportation, accommodation, and meals of Individual Contractor for data collection and coordination for field visits to be handled by UNDP, as per agreed itinerary and schedule.

## 10. Outline of Draft/Final Report

Following the prescribed guidelines and templates provided by UNDP, the Terminal Report shall adhere to the outline below:

1. Title and opening pages providing the Name of the evaluation intervention, Time frame of the evaluation and date of the report, Countries of the evaluation intervention, Names and organizations of evaluators, Name of the organization commissioning the evaluation, Acknowledgements.
2. Project and evaluation information details
3. Table of contents, to include list of boxes, figures, tables, and annexes with page references.
4. List of acronyms and abbreviations.
5. Executive summary (four/ five page maximum), to include a 2-page stand-alone report abstract.
6. Introduction
7. Description of the intervention
8. Evaluation scope and objectives
9. Evaluation approach and methods, to include data sources, sampling and sampling frame, data collection methods and instruments, performance standards, stakeholder participation, ethical considerations, and background information on evaluation team. This section will also identify the limitations of methodology and discuss means employed to mitigate these.
10. Data analysis
11. Findings
12. Conclusions
13. Recommendations
14. Lessons learned
15. Report annexes will include TOR for the evaluation, the Inception report, data collection instruments, audit trail, evaluation matrix, list of stakeholders/key Informants/participants of focus group discussions, list of supporting documents reviewed, Project results framework, summary tables of findings, and Pledge of ethical conduct in evaluation signed by evaluator.

**Appendices.**

Informed Consent Forms and Data Gathering Tools

**Terminal Evaluation for “Program on Assistance for Camp Transformation through Inclusion, Violence Prevention and Economic Empowerment” PROACTIVE Project**

**KEY INFORMANT INTERVIEW (KII) PARTICIPANT INFORMED CONSENT**

My name is Rhodora Gail T. Ilagan, and I am contracted to conduct the terminal evaluation of the "Program on Assistance for Camp Transformation through Inclusion, Violence Prevention, and Economic Empowerment" (PROACTIVE) Project. You are invited to participate in this Key Informant Interview (KII) to help us gain insights into the overall progress of the project. Your input will help us assess project gaps and achievements, and analyze its contribution to sustainable livelihoods, improved service delivery, and enhanced social cohesion in your respective communities.

The evaluation activities include discussions with camp managers, local cooperative and PO representatives, and representatives of local social formations (LSF), as well as decommissioned combatants and their families who had been assisted under this project. You are invited to participate in an individual interview which will take about 60 to 90 minutes.

**Voluntary participation**

Your participation in this KII is entirely voluntary. You can freely decide whether to participate in this KII and you are free to leave the discussion at any time without further obligation. If you decide to stop directly after the start of the activity, you will not lose any benefits; your withdrawal from the KII will remain confidential.

**Risks**

There are no physical risks associated with your participation in this interview FGD. All necessary approvals have been obtained to ensure your safety and security in this activity.

**Benefits**

Your participation in this activity will contribute to the effective evaluation of the PROACTIVE Project. More importantly, the evaluation will inform a wider network of processes that will ultimately benefit your communities. As such, the insights you provide about the project will lead to sustained benefits in the long run.

**Data management and confidentiality**

The confidentiality of the information you provide is our top priority. You will be asked for your name and signature to confirm your understanding of the FGD, including its risks and benefits. Your name (and the name of your organization) will only be noted on this form and will not be shared or used further. All data will be kept strictly private and accessible only to the KII Team.

**Contact person:** If you have any questions regarding this FGD, you may contact me via [gail.ilagan@gmail.com](mailto:gail.ilagan@gmail.com)

\_\_\_\_\_  
Participant Name and Signature

\_\_\_\_\_  
Place and Date

**Terminal Evaluation for “Program on Assistance for Camp Transformation through Inclusion, Violence Prevention and Economic Empowerment” PROACTIVE Project**

## **FOCUS GROUP DISCUSSION (FGD) PARTICIPANT IN FORMED CONSENT**

My name is Rhodora Gail T. Ilagan, and I am contracted to conduct the terminal evaluation of the "Program on Assistance for Camp Transformation through Inclusion, Violence Prevention, and Economic Empowerment" (PROACTIVE) Project. You are invited to participate in this Focus Group Discussion (FGD) to help us gain insights into the overall progress of the project. Your input will help us assess project gaps and achievements, and analyze its contribution to sustainable livelihoods, improved service delivery, and enhanced social cohesion in your respective communities.

The evaluation activities include discussions with camp managers, local cooperative representatives, and representatives of local social formations (LSF). You are invited to participate in a focus group discussion which will take about 60 to 90 minutes.

### ***Voluntary participation***

Your participation in this FGD is entirely voluntary. You can freely decide whether to participate in this FGD and you are free to leave the discussion at any time without further obligation. If you decide to stop directly after the start of the activity, you will not lose any benefits; your withdrawal from the FGD will remain confidential.

### ***Risks***

There are no physical risks associated with this research FGD. All necessary approvals have been obtained to ensure your safety and security in this activity.

### ***Benefits***

Your participation in this activity will contribute to the effective evaluation of the PROACTIVE Project. More importantly, the evaluation will inform a wider network of processes that will ultimately benefit your communities. As such, the insights you provide about the project will lead to sustained benefits in the long run.

### ***Data management and confidentiality***

The confidentiality of the information you provide is our top priority. You will be asked for your name and signature to confirm your understanding of the FGD, including its risks and benefits. Your name (and the name of your organization) will only be noted on this form and will not be shared or used further. All data will be kept strictly private and accessible only to the FGD team.

**Contact person:** If you have any questions regarding this FGD, you may contact me via [gail.ilagan@gmail.com](mailto:gail.ilagan@gmail.com)

***Certificate of consent***

I have read and understood the informed consent form and I consent voluntarily to be a participant in this FGD by signing this form.

No.	Name of participant	Place and date	Signature or thumb print
1	_____	_____	_____
2	_____	_____	_____
3	_____	_____	_____
4	_____	_____	_____
5	_____	_____	_____
6	_____	_____	_____
7	_____	_____	_____
8	_____	_____	_____
9	_____	_____	_____
10	_____	_____	_____



**Terminal Evaluation for “Program on Assistance for Camp Transformation through Inclusion, Violence Prevention and Economic Empowerment” PROACTIVE Project**

**Key Informant Interview (KII) and Focused Group Discussion (FGD) Guide  
for Community Stakeholders and Beneficiaries**

**Section 1: Introduction**

- Icebreaker Question: "Can each participant share their name, their role/designation, and one positive change they hope to see in the community as a result of this project?"
- Overview of FGD Purpose: Facilitator must briefly explain the objectives and importance of the participants' input in this FGD.

**Section 2: Relevance to National and Sectoral Peacebuilding Efforts**

1. What needs or priorities do you believe this project addresses for beneficiaries in your community?
2. How do you perceive the relevance of this project to peacebuilding initiatives?  
Follow-up: "Can you provide specific examples that illustrate this relevance?"

**Section 3: Coherence with Other Similar Interventions**

3. How does this project relate to other similar interventions/projects in the area?  
Follow-up: "Are there overlaps or gaps that you have noticed?"
4. What lessons from other interventions could enhance this project's implementation? What lessons from this intervention could enhance the other projects' implementation?

**Section 4: Effectiveness of Implementation Strategies**

5. What are your overall impressions of the project's progress so far?
6. How effective do you find the current strategies used in implementing this project?  
Follow-up: "Which strategies have worked best?"  
Follow-up: "Which strategies were least helpful?"

**Section 5: Efficiency of Resource Use**

7. How would you evaluate the efficiency of resources (financial, human, material) used in this project?  
Follow-up: "Are there areas where resources could be better utilized?"
8. What suggestions do you have for improving resource allocation within the project?

**Section 6: Usefulness and Sustainability of Results**

9. What results from this project do you find most useful for your community?  
Follow-up: "How sustainable do you believe these results will be in the long term?"
10. What factors do you think will contribute to or hinder the sustainability of these results?

**Section 7: Contribution to Normalization Process**

11. In what ways do you think this project contributes to the overall normalization process in your community?  
Follow-up: "Can you share specific outcomes that illustrate this contribution?"

**Section 8: Cross-Cutting Issues and Rights-Based Approach**

12. How well does this project address cross-cutting issues such as gender responsiveness and inclusion?  
Follow-up: "Are there specific examples where these issues have been effectively integrated or overlooked?"
13. What recommendations would you make to ensure no one is left behind in the project's interventions?

**Section 9: Closing Amenities**

14. Address any final questions by allowing participants to ask questions or clarify statements.
15. Summarize key points. Briefly reiterate the core ideas and discussions that emerged. Emphasize the most important points.
16. Express gratitude and acknowledge the contribution of each participant.

**Terminal Evaluation for “Program on Assistance for Camp Transformation through Inclusion, Violence Prevention and Economic Empowerment” PROACTIVE Project**

**Project Management Focus Group Discussion (FGD) Guide**

**Section 1: Introduction**

- Icebreaker Question: "Can each participant share their name, their role/designation, and one memorable experience in this project?"
- Overview of FGD Purpose: Facilitator must briefly explain the objectives and importance of the participants' input in this FGD.

**Section 2: Project Challenges and Risk Management**

- What were the most significant challenges faced during the project?
- How did the team address these challenges?
- Were there any unexpected risks that arose?
- How did the team respond to these risks?

**Section 3: Project Performance and Evaluation**

- What key performance indicators (KPIs) are most relevant?
- What lessons have you learned from this project?

**Section 4: Points for Improvement**

- What aspects of the project management process could be improved?
- Are there any specific recommendations you would suggest?
- What training or resources do you think would help the team improve in future projects?

**Section 5: Future Projects**

- What are your expectations for future projects based on this experience?
- How can the organization support those expectations?
- How do you envision the role of project management evolving in our organization?
- What trends or changes do you foresee that may impact project management practices?

**Section 6: Closing Thoughts**

- Any final thoughts or reflections on the project?
  
- Address any final questions by allowing participants to ask questions or clarify statements.
- Summarize key points. Briefly reiterate the core ideas and discussions that emerged. Emphasize the most important points.
- Express gratitude and acknowledge the contribution of each participant.

**Terminal Evaluation for “Program on Assistance for Camp Transformation through Inclusion, Violence Prevention and Economic Empowerment” PROACTIVE Project**

**FGD/Interview Guide for JTFCT, JTFDCC, BDA and MBHTE**

1. How does the PROACTIVE Project align with global, national, and local agenda for peacebuilding? With the agenda for normalization in the 6 former MILF camps?
2. The PROACTIVE Project was among the first to respond to the articulated PPAs in the CTP. How do you view its contributions in the light of efforts from other parties in response to the CTP? How has camp command/leadership been strengthened to engage local constituents and external partners?
3. What are your observations in the way the Project attempts to address the cross-cutting issues of human rights, inclusion, and gender responsiveness?
4. Are there any social or political risks that may jeopardize the sustainability of project outputs and project contributions?
5. What are your observations as to the key benefits of the implementation of this Project? To whom? What do you see as unintended consequences?
6. On a scale of 1 to 5, with 1 being the least satisfactory and 5 being most satisfactory, how would you rate the ease of partnership with UNDP on this Project? Why?

**Annex C. Audit trail for PROACTIVE Terminal Evaluation**

<b>Chapter and section number</b>	<b>Paragraph number/ line number</b>	<b>Comments</b>	<b>Evaluation team responses and/ or actions taken</b>
<b>Comments/clarifications to 1<sup>st</sup> draft of the PROACTIVE terminal evaluation report, submitted 20 December 2024, and reviewed between 23-26 December 2024:</b>			
Executive summary, Introduction,	Lines 305-307, 421-423, 595-596	[Zipagan/UNDP] Kindly align MILF camp names for the 6 previously recognized camps based on Normalization Annex of CAB: Camp Bilal, Camp Omar ibn al-Khattab, Camp Rajamuda, Camp Busrah Somiorang, Camp Badre, and Camp Abubakar as-Siddique	Complied
Executive summary	Line 333	[Zipagan/UNDP] TFDCC should be Task Force for Decommissioned Combatants and their Communities	Complied
Executive summary	Line 335	[Zipagan/UNDP] Spell out OPAPRU	Complied
Executive summary, Introduction, Findings, Recommendations	Line 377, 504, 599, 603, 609, 621, 629, 638, 644, 722, 735, 771, 837, 860, 917, 928, 977, 1015, 1141, 1168, 1200, 1306, 1332, 1380, 1409, 1417, 1581	[Hachiri, UNDP] PROACTIVE should be written in capital letter.	Complied
Introduction	Line 418	[Zipagan/UNDP] Could we include that PROACTIVE is under the European Union Framework for Assistance to BARMM, the Mindanao Peace and Development Programme - Peace and Development in the Bangsamoro Autonomous Region in Muslim Mindanao (MINPAD-PD BARMM)	Complied
Introduction	Line number 613	[Zipagan/UNDP] Kilangan is in Pagalungan, Maguindanao del Sur NOT in North Cotabato	Complied
Introduction	Line number 615	[Zipagan/UNDP] Mother Tuayan in Datu Hoffer, Maguindanao DEL SUR	Complied
Findings – Coherence	Line number 745	[Zipagan/UNDP] Suggest to replace the term recycled to recruited or drawn to	Replaced
Conclusions	Line number 1470	[Hachiri/UNDP] Social cohesion can be specified as horizontal social cohesion within communities in this context for clarity.	Complied

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
Recommendations	Line number 1514	[Hachiri/UNDP] This part mentions the technical support to Quantum, but what kind of concrete support can be considered? Is it from CO level or RO/HQ level?	Specified
Recommendations	Line 1527	[Hachiri/UNDP] What kind of partner in mind?	Clarified – community extension arms of universities in the BARRM and development NGOs with a track record at community organizing or coop/social enterprise development
Title page	Line 6-8	[Custodio/UNDP] Suggest taking out “UNDP PROACTIVE Project” and instead include PROACTIVE acronym after the full title indicated in Lines 7-8	Complied
Acknowledgment	Line 44	[Custodio/UNDP] Suggest revising line to ...the Project Management Unit (PMU) of the Programme on Assistance for Camps Transformation through Inclusion, Violence Prevention, and Economic Empowerment...	Revised
Acknowledgment	Line 55	[Custodio/UNDP] ...Suggest revising to “...acknowledged camps of the Moro Islamic Liberation Front (MILF).	Revised
Acknowledgment	Line 49	[Custodio/UNDP] Add ADDU acronym	Added
Acknowledgment	Line 50	[Custodio/UNDP] Spell out Local Government Unit (LGU)	Spelled out
Acknowledgment	Line 54	[Custodio/UNDP] Pictures “and” graphics...	Complied
Project and evaluation information details	Line 74	[Custodio/UNDP] Please use table format as shown here: <a href="#">Sec 4 UNDP evaluation report template and quality standards.docx</a> <ul style="list-style-type: none"> <li>- In place of Atlas ID, indicate Quantum ID. PROACTIVE Quantum ID is 0117666</li> <li>- For corporate outcome and output, indicate CPD 2019-2023 outcome and output AND CPD 2024-2028 outcome and output to which the project contributes <ul style="list-style-type: none"> <li>o CPD 2019-2023 Outcome 3: National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict,</li> </ul> </li> </ul>	Complied

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		<p>enabling the establishment of inclusive and responsive governance. / Output 3.3 UNDP-assisted combatants and conflict-affected communities provided with incentives and capabilities to become productive members of society in times of peace</p> <ul style="list-style-type: none"> <li>o CPD 2024-2028 outcome 1: By 2028, all people, especially those at risk of being left behind, have increased resilience to economic, climatic, disaster, and public health risk through improved, equitable, and gender-responsive access to and utilization of quality social services, social protection, healthy habitat. and enhanced good governance and peace / Output 1.3 National and subnational government institutions have enhanced capacities to implement peace agreements, strengthened inclusion and reconciliation, including reintegration of former combatants and their communities in peacebuilding and inclusive development process</li> </ul>	
Project and evaluation information details	Lines 76-107	[Custodio/UNDP] Suggest for this section to only show the table as indicated in comment above, and for the narrative from lines 76-107 to be integrated into the section "Description of the intervention"	Complied

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
List of acronyms	Line 221 Line 250 Line 256	[Custodio/UNDP] Corrections: Bangsamoro Islamic Women Auxiliary Brigade (no 's); Ministry of Indigenous Peoples' Affairs; Member of the Parliament	Complied
Executive summary	Lines 302-303	[Custodio/UNDP] Replace "UNDP PROACTIVE Project" with Programme on Assistance for Camps Transformation through Inclusion, Violence Prevention, and Economic Empowerment (PROACTIVE)	Complied
Executive summary	Line 312	[Custodio/UNDP] Indicate alignment as well with the new CPD 2024-2028	Complied
Executive summary	Line 316-317	[Custodio/UNDP] Grammatical error correction (GEC) ...ensuring access to basic services is improved	Complied
Executive summary	Line 324	[Custodio/UNDP] Spell out TVET before the acronym; spell out DCs before the acronym	Complied
Executive summary	Line 327	[Custodio/UNDP] Briefly indicate reasons for delay at initiation	Complied
Executive summary	Line 328	[Custodio/UNDP] Revise to "slated to end by 31 December 2024"	Complied
Executive summary	Line 335	[Custodio/UNDP] Spell out OPAPRU before the acronym	Complied
Executive summary	Lines 337, 344, 346	[Custodio/UNDP] If data is available, indicate in parenthesis how many of these organizations were women-led/women organizations	Complied
Executive summary	Line 343	[Custodio/UNDP] If data is available, provide disaggregation of male and female DCs and next of kin supported	Complied
Executive summary	Line 323	[Custodio/UNDP] Add "completed and turned over" at the end of the sentence	Complied
Executive summary	Line 348	[Custodio/UNDP] Spell out OECD DAC (and include in list of acronyms)	Complied
Executive summary	Line 349-351	[Custodio/UNDP] This sentence is unclear or too generic. <i>"The intervention objectives and design respond to the project partner's global, country, and partner/institution needs, policies, and priorities, and would continue to do so if the circumstances change"</i> – What project partner's global needs/policies/priorities? Suggest to take out the sentence instead or just state that the project is aligned with national and subnational priorities.	Complied
Executive summary	Line 351-353	[Custodio/UNDP] Add reference to the UNDP CPD 2024-2028 as well; Spell out EO and add full title "Implementing the Annex on Normalization under the	Complied

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		Comprehensive Agreement on the Bangsamoro”	
Executive summary	Line 357	[Custodio/UNDP] Grammatical error correction (GEC)... “and <u>support</u> ”	Complied
Executive summary	Line 363, 367	[Custodio/UNDP] GEC: “...across <u>the</u> three components...”; GEC: “...commitment to <u>managing</u> ...”	Complied
Executive summary	Line 368	[Custodio/UNDP] GEC: “delays”; Also indicate briefly reason for delays at project initiation	Complied
Executive summary	Line 369	[Custodio/UNDP] GEC: “were delivered”	Complied
Executive summary	Lines 370-371	[Custodio/UNDP] Clarify further since this is a bit unclear: “...owing to certain internal and external conditions that raised the degree of difficulty”. Degree of difficulty in terms of what - implementation? What are examples of these internal and external conditions?	Clarified; examples given
Executive summary	Lines 377-378	[Custodio/UNDP] GEC: “ <u>Other</u> groups”; Elaborate on accompaniment support needed.; Please provide figures e.g., number or percentage of groups able to carry on with livelihood activities post-project; and number or percentage of groups that need accompaniment support.	Complied
Executive summary	Line 379-381	[Custodio/UNDP] “ <i>Less than a third of the civil works subprojects had been completed...</i> ” à specify exact figure; and are these outside the 30 small-scale/quick impact community infrastructure projects indicated as completed under major achievements? When will the remaining subprojects be completed and turned over?  Elaborate on accompaniment support needed.	Specified
Executive summary	Line 381-385	[Custodio/UNDP] Provide brief explanation as to why only 2-3 LSFs out of 24 LSFs trained will be able to carry on social cohesion activities/initiatives?	Complied
Executive summary	Line 388	[Custodio/UNDP] What is the expected outcome from enhanced leadership capabilities? Will the camp leaders be able to lead or coordinate with government and other stakeholders to ensure area development in their community?	Clarified
Executive summary	Lines 375-388	[Custodio/UNDP] On Sustainability – is there a sustainability plan in place to address sustainability issues identified?	No data.



Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
Executive summary	Lines 389-394	<p>[Custodio/UNDP] Cite figures e.g., how much has household income increased? Or income gained from interventions?</p> <p>What is the added value of having women members hold responsible positions in said organizations?</p> <p>How many farmers, women and children are able to benefit from improved infrastructure?</p>	<p>Added based on PMU final report to the Board</p> <p>Clarified</p> <p>No available data to base exact figures</p>
Executive summary	Lines 395-400	<p>[Custodio/UNDP] GEC: "Recommendations for a successor programme include"</p> <p>What kind of adjustments to target outcomes?</p> <p>In strengthening partnership with JTFCT and TFDCC, in what manner?</p> <p>GEC: "across <u>the</u> three components"</p> <p>Recommendation regarding prequalification of suppliers and training on UNDP system is valid, but the reason for this is not clear in the executive summary as there was no mention of challenges relating to procurement.</p> <p>Clarify why it is suggested to limit the geographical area of future project sites. What was the issue with the number of sites?</p>	<p>Complied</p> <p>Specified</p> <p>specified</p> <p>Complied</p> <p>Revised ES to mention the challenges</p> <p>Clarified</p>
Executive summary	--	<p>[Custodio/UNDP] Add a paragraph or two in the executive summary explaining the purpose and objectives of the evaluation, including the audience for the evaluation, and the intended uses. Describe key aspects of the evaluation approach and methods.</p> <p>Clarify and contextualize some of the findings based on the comments provided above.</p> <p>Add summary of conclusions before providing summary of recommendations.</p>	<p>Included</p>
Introduction	416	<p>[Custodio/UNDP] Spell out PROACTIVE and EU before acronyms. Suggest for full names to be spelled out when first mentioned in each chapter.</p>	<p>Complied</p>

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
Introduction	415, 457, 469, 598, 658, 696, 699, 738, 792, 1139, 1213, 1330, 1374, 1433,, 1506, 1579	[Custodio/UNDP] Insert Chapter number and Sub-section number, per header and sub-headers	Chapter numbers inserted
Introduction	425	[Custodio/UNDP] Add acronym (CTP); Suggesting to revise line to "... <i>(2021-2026), which envision "transformed, inclusive..."</i> "	Complied
Introduction	427	[Custodio/UNDP] Incomplete sentence; suggesting to revise line to... "The specific elements of the CTP include..."	Complied
Introduction	430	[Custodio/UNDP] Add CTIP acronym after the full name; include CTIP in list of acronyms as well	Complied
Introduction	432	[Custodio/UNDP] Revise "Php" to "PHP"	Complied
Introduction	--	<p>[Custodio/UNDP] There are some key elements in the Introduction section that may need to be better articulated (prior the sub-sections):</p> <ul style="list-style-type: none"> <li>- Based on the UNDP Evaluation Guidelines (2021), the introduction should explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did. While the introduction explains what the TE report contains, it must clearly articulate the overall purpose/objective of the evaluation.</li> <li>- It should also specify the primary audience or users of the evaluation, what they want to learn from the evaluation and why, and how they are expected to use the evaluation results</li> <li>- While the introduction explains what the TE report contains, it will be helpful to clearly outline the key content/major sections of the report to acquaint the reader with the structure and how the information will meet the purposes of the evaluation</li> </ul>	Revised

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		and satisfy the information needs of the intended users.	
Introduction – Description of the intervention	--	<p>[Custodio/UNDP] Substantive revisions are needed in this section which should elaborate on the intervention itself, including the problem/issue the intervention sought to address, the results framework and implementation strategies employed; the scope; resources, etc. See detailed guidance on content that should be covered under this section: <a href="#">Sec 4 UNDP evaluation report template and quality standards.docx</a></p> <p>Observations/findings relating to delays and late onboarding of staff should not yet be included in this section.</p> <p>The milestones or timeline of implementation presented per year can be in a sub-section under this section.</p>	Revised  Removed  Transferred
Introduction – Description of the intervention	Line 488	[Custodio/UNDP] Spell out TVIs and include in list of acronyms	Complied
Introduction – Description of the intervention	Line 502	[Custodio/UNDP] Spell out NC II and include in list of acronyms	Complied
Introduction – Description of the intervention	Line 508	[Custodio/UNDP] Provide gender disaggregation for 571 DCs if data is available	Complied
Introduction – Description of the intervention	Line 533	[Custodio/UNDP] Cite number of camp/command leaders trained	Complied
Introduction – Description of the intervention	Line 541-546	[Custodio/UNDP] For consistency with previous Year 1 and Year 2 timeline, suggesting for Year 3 milestones to also be shown per month	No per month data available for 2024
Introduction – Description of the intervention	Line 541	[Custodio/UNDP] Identify when the two 6-month no-cost extensions were signed	No documentary information available – data from FGDs with UNDP and PMU
Introduction – Description of the intervention	Line 544	[Custodio/UNDP] Provide gender disaggregation of 1,593 men and women, if available	Not available
Introduction – Description of the intervention	Lines 547-568	[Custodio/UNDP] The reported accomplishments may be better discussed under the Findings chapter. Instead, what can be presented here are the remaining works to be completed within the remaining period of the project.	Revised
Introduction – Evaluation scope and objectives	Line 572-585	[Custodio/UNDP] Add a line or two on what the findings of the evaluation will be used for.	Added
Introduction – Evaluation scope and objectives	Line 587-596	[Custodio/UNDP] Lines 589-591 would fall under Evaluation Criteria sub-section,	Revised

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		rather than Evaluation Scope. Apart from geographic location, also specify under Scope the time period evaluated, segments of the target population, and which components/outcomes/outputs were evaluated.	
Introduction – Evaluation scope and objectives	Line 597	[Custodio/UNDP] Insert separate sections for Evaluation Criteria and Evaluation Questions (same as those reflected in the TOR and inception report).	Inserted
Introduction – Evaluation approach and methods	Lines 613-614	[Custodio/UNDP] Spell out North instead of N. Cotabato	Corrected.
Introduction – evaluation approach and methods	--	<p>[Custodio/UNDP] Contains most of the necessary elements, but structure may be improved describing the overall approach (<i>as described in the TOR – transparent, inclusive, participatory, and utilization focused...</i>), the methodology employed and rationale for this, data sources, sampling, data collection procedures, stakeholder participation, etc. See detailed guidance here: <a href="#">Sec 4 UNDP evaluation report template and quality standards.docx</a></p> <p>Any observations relating to findings should be in the Findings chapter and not yet reported here.</p> <p>The timeline for data collection activities can be presented in a table for clarity, or included as annex.</p> <p>Annexures including below should also be properly referenced in the narrative:</p> <ul style="list-style-type: none"> <li>- list of project documents reviewed/data sources</li> <li>- list of stakeholders met</li> <li>- data collection tools (interview guide and FGD guide)</li> </ul>	Revised  Complied
Introduction – evaluation approach and methods	Line 18	[Custodio/UNDP] Label image of map with " <i>Image #. [Short description]</i> "	Complied
Introduction – evaluation approach and methods	Lines 621-623	[Custodio/UNDP] Findings described here should be reported under Findings chapter.	Removed
Introduction – evaluation approach and methods	Line 651	[Custodio/UNDP] Spell out ADDU COPERS and include in list of acronyms	Complied
Introduction – evaluation approach and methods	Line 653	[Custodio/UNDP] Spell out IPDM and include in list of acronyms	Complied
Introduction – evaluation approach and methods	Line 599	[Custodio/UNDP] Add reference to annexed list of documents reviewed	Complied

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
Data analysis	--	[Custodio/UNDP] Suggest to add the presentation of the preliminary findings to project board members as a means of validating the results of the evaluation.  Also suggest to specify any potential weakness in the data analysis and gaps or limitations	Complied
Findings – Relevance	--	[Custodio/UNDP] Suggest incorporating alignment with the new CPD 2024-2028 as well. While the project was originally intended to be completed within the CPD 2019-2023 period, the project's extension to 2024 remained in alignment with the Country Office's key focus areas as identified in the CPD 2024-2028.  Kindly checking also on the project's alignment with UNDP's thrust to integrate gender equality principles across its various areas of work. PROACTIVE is a Gen-2 project ( <i>i.e., gender equality is not the main objective of the project, but it promotes gender equality in a significant and consistent way</i> ). To what extent was this met?	Complied
Findings – Coherence	Line 741	[Custodio/UNDP] <i>Label chart with Image or Figure #. [Short Description]</i>	Complied
Findings – Coherence	--	[Custodio/UNDP] Findings to be written in past tense. " <i>PROACTIVE envisioned that...</i> "; " <i>The project sought to...</i> ". Kindly ensure consistency also throughout the report.	Complied throughout
Findings – Coherence	Line 757	[Custodio/UNDP] Correction: maintenance and other <u>operating</u> expenses (MOOE)	Revised
Findings – Coherence	Line 763	[Custodio/UNDP] Before moving to the feasibility of the project within its timeframe, can there be a statement regarding the soundness of the theory of change?	Complied
Findings – Coherence	Lines 764-766	[Custodio/UNDP] Would like to confirm the statement " <i>Target outputs proved to be doable within two years with the partnership of responsible parties</i> " – since it has been mentioned that the project had to be extended for 6 months 2x.  Can this be further elaborated on? What made the project feasible or not feasible within its timeframe?	Clarified

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
Findings – Coherence	Line 779	[Custodio/UNDP] Spell out JICA SEE BANGSAMORO and add in list of acronyms	Complied
Findings – Coherence	Line 786-790	[Custodio/UNDP] Suggest to use third person, referring to the “evaluation team” instead of “us”. But unclear what the relevance of this paragraph is in terms of the project’s coherence.	Complied
Findings – Effectiveness (Component 1)	--	[Custodio/UNDP] Suggest to improve structure, adding sub-sections for key activities per component and highlighting main findings for each key activity e.g., in terms of level of completeness/progress towards completion and effectiveness in supporting sustainable livelihoods. Identify what factors have contributed to achieving or not achieving intended outcomes and outputs, challenges, strategies, good practices.  Consider rephrasing anecdotal/human-interest elements in the narrative to a more formal/objective tone, aligning with the overall formal tone of the report.  Where possible provide actual figures e.g. on incomes/earnings of cooperatives, percentage of preferential discounts?	Revised  Rephrased  Complied
Findings – Effectiveness (Component 1)	Line 799-800	[Custodio/UNDP] GEC: “... <i>capacitating 30 cooperatives on sustainable livelihoods...</i> ” / “... <i>892 members (M=524; F=368) trained</i> ”	Complied
Findings – Effectiveness	Line 797, 902, 964	[Custodio/UNDP] Add title per Component.	Complied
Findings – Effectiveness (Component 1)	Line 799-803	[Custodio/UNDP] Kindly clarify number of cooperatives that the TE team was able to interview.	Complied
Findings – Effectiveness (Component 1)	Line 807	[Custodio/UNDP] Consider standardizing the use of numbers throughout the sentence, by using words (e.g. “one”) or all figures (“1”).  Kindly check throughout report; suggesting that all numbers below 10 are shown in words; all numbers above 9 are shown as figures.	Complied
Findings – Effectiveness (Component 1)	Line 810-812	[Custodio/UNDP] Suggest to revise first statement as follows, “ <i>Among the agricultural cooperatives interviewed by the Terminal Evaluation Team was [cite name of cooperative] in Kibayao in Carmen, North Cotabato...</i> ”	Revised

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		Check “ <i>received a harvester and combine</i> ” – Should this be tractor and combine harvester?  “Barangay Kibayao” (pls check if this should be Kib-ayao or Kibayao and ensure consistency throughout the report)	Revised  Complied
Findings – Effectiveness (Component 1)	Line 829	[Custodio/UNDP] “Barangay Kibayao”	Complied
Findings-Effectiveness (Component 1)	Line 832	[Custodio/UNDP] The finding that “ <i>the disc harrow was not found to be very useful</i> ” suggests potential weaknesses in the needs identification process. Are there other underlying issues that contributed to this? Are there similar findings with other cooperatives?	Brief description given
Findings- Effectiveness (Component 1)	Line 844	[Custodio/UNDP] On the finding that there are still items for delivery for the non-agricultural cooperatives, is this according to timeline or was this delayed? If delayed, what contributed to the delays?	Brief discussion of factors to delay added
Findings-Effectiveness (Component 1)	Line 849	[Custodio/UNDP] Suggest to provide sub-section headings for key activities per component to enhance clarity and flow of the report, e.g., Provision of Agricultural and Non-Agricultural Inputs/Equipment; Conduct of Technical and Vocational Education and Training)	Complied
Findings-Effectiveness (Component 1)	Line 853	[Custodio/UNDP] Kindly explain what the NC-II is for, for the benefit of readers who are unfamiliar of the value of this.	Complied
Findings-Effectiveness (Component 1)	Line 856	[Custodio/UNDP] Please clarify for readers who may be unfamiliar with mobile and institution-based programs - “ <i>MBHTE-TESD officials confirm that none among the TVIs engaged are registered for mobile program. Indeed, the earlier batches of TVET training were institution-based.</i> ”	Clarified
Findings-Effectiveness (Component 1)	Line 860	[Custodio/UNDP] Spell out tech-voc	
Findings-Effectiveness (Component 1)	Lines 862-863	[Custodio/UNDP] Statement is a bit unclear. Kindly clarify or provide context for this. -- <i>This move downplayed the assumed sequence of support provided to DCs based on the time when they were decommissioned.</i>	Rephrased
Findings-Effectiveness (Component 1)	Lines 856-863	[Custodio/UNDP] Unclear how this paragraph relates to effectiveness of the TVET program	Removed

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
Findings-Effectiveness (Component 1)	Line 869	[Custodio/UNDP] Kindly elaborate further on this, <i>“others shared how they could further be assisted to use their training in order to have more sustainable livelihood.”</i> – Is this a reflection of weakness in the training design; a question of relevance? A need for additional support systems? Are there barriers to sustainability the project is unable to address?	Brief discussion added
Findings-Effectiveness (Component 1)	Line 870	[Custodio/UNDP] Barangay Sandab, Butig	Complied
Findings-Effectiveness (Component 1)	Line 872	[Custodio/UNDP] <i>“At the moment, with no opportunities to get hired as electricians in their communities, they are largely using their newly-acquired skills to fix electrical connections in their homes as well as to help out neighbors and relatives”</i> – what is this a reflection of? Mismatch between skills training program between job market? Insufficient market analysis?	Brief discussion added
Findings-Effectiveness (Component 1)	Line 877	[Custodio/UNDP] Earlier TVET training conducted by? And under which fund?	Clarified
Findings-Effectiveness (Component 1)	Line 881-883	[Custodio/UNDP] Clarify whether the provision of non-professional driver's license is part of the program or not. If it is, is the provision delayed and why? If not, is there a reason why this was not considered as part of supporting the livelihoods of DCs trained as drivers?	Insufficient data to answer the questions. (Helping Driving NC-II scholars obtain NC-II certification and driver's license is not part of the TVIs' standard course offering. The PROACTIVE partnership with MBHTE was only for delivering the training course).
Findings-Effectiveness (Component 1)	Line 885-889	[Custodio/UNDP] On difficulty of training participants in understanding the training content – what was the reason behind this? Language barrier? Pacing? Highly technical, not tailored to their level of understanding?  Consider rephrasing this for clarity – <i>“Information from the BDA and the TVIs that handled the TVET courses also converge on the difficulty”</i> .. see suggested: Feedback from the participants were further validated by BDA and TVIs who had to adjust..	Brief discussion added.
Findings-Effectiveness (Component 1)	Line 901	[Custodio/UNDP] Before proceeding with next section, suggest to provide a synthesis highlighting the effectiveness of the main activities implemented. How well did the main activities contribute to providing sustainable livelihoods for the beneficiaries? Did this translate to extra	Complied



Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		income; did new skills translate to employment?	
Findings-Effectiveness (Component 2)	--	<p>[Custodio/UNDP] Same comment in previous section to improve structure and include a synthesis on main findings on progress towards completion and effectiveness of intervention in delivering intended result. For component 2, how well has access to basic services been improved? Identify what factors have contributed to achieving or not achieving intended outcomes and outputs, challenges, strategies, good practices.</p> <p>Suggesting to also provide a table of communal infrastructures completed/ongoing per area for better appreciation of the reader of what these communal infrastructures are that the project installed in the 6 camps.</p>	<p>Complied</p> <p>Complied</p>
Findings-Effectiveness (Component 2)	Line 904-905	[Custodio/UNDP] <i>“Two civil works subprojects were scrapped as completion would take more days than what was remaining before UNDP Proactive is terminated.”</i> – What was the reason behind the delay resulting for the 2 projects to be scrapped? How was it decided to cancel the two projects – was this consulted with stakeholders? Was there an alternative intervention for the 2 cancelled projects?	Brief discussion added
Findings-Effectiveness (Component 2)	Line 909	[Custodio/UNDP] Has the accompaniment support been helpful? In what way?	Brief discussion added
Findings-Effectiveness (Component 2)	Line 916-917	<p>[Custodio/UNDP] <i>“Basing merely on the number of infrastructure subprojects that could be delivered before close, UNDP Proactive’s accomplishment is at 93.75%.”</i> – What is the actual accomplishment by the time of the terminal evaluation?</p> <p>Please check in main findings in executive summary – main accomplishments reported are 30 completed infrastructures, but the time of the evaluation, this doesn’t seem to be the case. Should a qualifier be inserted for the sake of accuracy?</p>	<p>25%</p> <p>Changed 30 to eight in Executive Summary</p>
Findings-Effectiveness (Component 2)	Line 927	[Custodio/UNDP] <i>“Some POs took on the monitoring role more seriously than others.”</i> – Is this a reflection of strong ownership and buy-in facilitated by the	Brief discussion added

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		project? Why was this not so present in other areas?	
Findings-Effectiveness (Component 2)	Line 934	[Custodio/UNDP] Was the use of solar power energy part of the design of the project reflecting good planning and situational analysis on the part of the project?	Yes
Findings-Effectiveness (Component 2)	Line 939-940	[Custodio/UNDP] Consider rephrasing as this statement is not very clear: <i>“A common theme among the POs managing civil works facilities their wish for the inputs to accommodate more that what it could.”</i>	Brief discussion added
Findings-Effectiveness (Component 2)	Line 948	[Custodio/UNDP] Please check grammar: <i>“as they anticipate that soon it be the venue”</i>	Corrected
Findings-Effectiveness (Component 2)	Line 956-962	[Custodio/UNDP] Similar to comment above, consider rephrasing anecdotal elements to adopt a more formal/objective tone consistent with the overall tone of the report. Refer to the terminal evaluation team in the third person.  Unclear also how this paragraph is relevant to this section on effectiveness.	Revised  Removed
Findings-Effectiveness	--	[Custodio/UNDP] For all components, to what extent was the project effective in addressing cross-cutting issues such as human rights, inclusion, and gender responsiveness?	Brief quali discussion added
Findings-Effectiveness (Component 3)		[Custodio/UNDP] Same comment in previous section to improve structure, adding sub-sections for main activities; including a synthesis on main findings on progress towards completion and effectiveness of intervention in delivering intended results.	Revised
Findings-Effectiveness (Component 3)	Line 970	[Custodio/UNDP] GEC: <i>“... that are contributing to or <b>are</b> affected by camps transformation ....”</i>	Revised
Findings-Effectiveness (Component 3)	Line 971-972	[Custodio/UNDP] Consider paraphrasing for better clarity: <i>“Coupled with the readiness of the JTFCT camp coordinators to learn new leadership skills, this requirement proved easier to deliver.”</i>	Revised
Findings-Effectiveness (Component 3)	Line 974-976	[Custodio/UNDP] <i>“On the other hand, encouraging the inclusive participation of local stakeholders in peacebuilding, promoting a culture of peace, and conflict transformation was a lot harder to accomplish because the concept is an abstraction. Thus, the activities could not</i>	Brief discussion added

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		<i>be readily designed.</i> – This is a bit unclear. Please provide more context.	
Findings-Effectiveness (Component 3)	Line 977	[Custodio/UNDP] Spell out GIA; ensure this is also included in list of acronyms;  GEC: <i>“and conducted a gender and inclusion assessment (GIA)...”</i>	Complied
Findings-Effectiveness (Component 3)	Line 979	[Custodio/UNDP] Information dissemination on what?	Revised
Findings-Effectiveness (Component 3)	Line 981-982	[Custodio/UNDP] How were the 24 LSFs organized? Were there GEDSI considerations taken into account?  Suggesting to add a table showing a list of subproject interventions agreed to be implemented under Component 3.	Revised, table added
Findings-Effectiveness (Component 3)	Line 992-993	[Custodio/UNDP] <i>“None chose waste management”</i> – This requires a bit more context. Was there a menu of interventions/activities that the LSFs could select from? How did they decide on which intervention to implement? How would they implement these activities?	Revised
Findings-Effectiveness (Component 3)	Line 996-998	[Custodio/UNDP] What is the reason for highlighting the LSF in Poktan in Camp Bushra? List or matrix of LSFs formed, including disaggregation of members can be included as annex.	Brief discussion added
Findings-Effectiveness (Component 3)	Line 1000-1006	[Custodio/UNDP] Consider rephrasing to adopt a more formal and objective tone consistent with the overall tone of the report. Please check grammatical errors as well. On line 1003, please check use of “privileging” – not sure this is the right word.	Revised
Findings-Effectiveness (Component 3)	Line 1004-1006	[Custodio/UNDP] Consider rephrasing also for more clarity. Does this suggest that although the LSFs were organized, there is a lack of clear direction, purpose, or plan, beyond the one activity that they organized?	Revised
Findings-Effectiveness (Component 3)	Line 1010-1017	[Custodio/UNDP] Consider rephrasing for more clarity. Kindly elaborate also on the last statement, <i>“That these Component 3 activities were supposedly intended for peacebuilding seems to be less understood and appreciated”</i> . What are the reasons/issues/factors behind this? Were there issues with regard to the design of this component?	Revised
Findings – Effectiveness (Case Study)	Line 1020 – 1137	[Custodio/UNDP] Suggesting to insert the case study in a box to distinguish	Complied

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		from the main findings, and to move up after discussion on effectiveness on Component 1.	
Findings – Effectiveness (Case Study)	Line 1022-1024	[Custodio/UNDP] Clarifying whether Barangay Kib-ayao is also part of Camp Abubakar? Can the names of the 4 cooperatives be identified here?	Complied
Findings – Effectiveness (Case Study)	Line 1039-1040	[Custodio/UNDP] Clarify who provided the farm inputs	Complied
Findings – Effectiveness (Case Study)	Line 1059	[Custodio/UNDP] Is it Barangay Kibayao or Kib-ayao? (Kindly ensure consistency in other sections as well.)	Complied
Findings – Effectiveness (Case Study)	Line 1063	[Custodio/UNDP] Rather than referring to “communities”, for consistency with other sentences in the para, suggesting to use “cooperatives” instead.	Complied
Findings – Effectiveness (Case Study)	Line 1113-1115	[Custodio/UNDP] Who/which institution can be engaged to explore continuity of training on the maintenance/operations of the tractors?	Revised
Findings – Effectiveness (Case Study)	Line 1133	[Custodio/UNDP] Spell out <i>Brgys</i> .	Complied
Findings – Efficiency	Line 1143	[Custodio/UNDP] Add figure/chart label for the project management structure. Confirm if this is the correct one as the chart is also labelled as the grievance redress system.	Revised
Findings – Efficiency	Line 1147	[Custodio/UNDP] Unclear how the different project structures were unable to perform their functions. Based on narrative, the different project structures faced implementation/operational challenges especially at the start of the project, which affected project implementation, rather than inability to perform their functions.	Revised
Findings – Efficiency	--	[Custodio/UNDP] On the project management structure, what worked/did not work? How well did these different structures work together? How well did this structure facilitate/support project management and implementation?	Revised
Findings – Efficiency	Line 1149	[Custodio/UNDP] GEC: signing <u>of</u>	Complied
Findings – Efficiency	Line 1148-1149	[Custodio/UNDP] Kindly elaborate on how UNDP was not ready to staff the project? What was the reason behind this? And what was the issue exactly with the late hiring, were TORs not yet prepared? Lengthy hiring process?  Kindly qualify as well since at the start of the project, the PM and finance officer	Revised  Revised

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		<p>were already with UNDP. (As well as the Head of Cotabato Office, who provides oversight support)</p> <p>It will be good to include the composition of the PMU in this section and under Introduction – Description of Intervention.</p>	Revised
Findings – Efficiency	Line 1150	[Custodio/UNDP] Suggest to use “lean instead of “spare”	Complied
Findings – Efficiency	Line 1151	[Custodio/UNDP] Kindly elaborate on the special security arrangements needed. It is SOP for UNDP staff to request security clearance from the UNDSS when going on official mission. Are there other special security arrangements needed besides this?	Brief discussion added
Findings – Efficiency	Line 1154-1159	<p>[Custodio/UNDP] GEC: <i>engagement in development projects.</i>;</p> <p>On lack of readiness of project partners, both at the institutional and community level – can this be qualified or elaborated on? Can this be attributed to the novelty of the project such that the the coordination mechanisms, updated list of DCs who would be the beneficiaries of the project, among others were not yet in place and had to be established/addressed during the implementation phase? Were there any findings on why these were not addressed during the design phase (e.g., on list of DCs, or on only having 1 signatory from MBHTE?) On MBHTE, typically UNDP requires an alternate to sign if the main signatory is unavailable. Was it clarified why there was only 1 signatory?</p>	Brief discussion added
Findings – Efficiency	Line 1161-1164	[Custodio/UNDP] For clarification, under the RPA with BDA, they hired a separate service provider or were they the service provider who conducted all the capacity building activities? What was the reason for only having 1 service provider / 1 responsible party considering the number of capbuild interventions? How many project personnel were involved? What limited the onboarding of add'l personnel?	Brief discussion added
Findings – Efficiency	Line 1166-1167	[Custodio/UNDP] Suggesting to rephrase this line for better clarity” “ <i>Still, delivering on the RPA exceeded the time</i>	Complied

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		<i>it was allowed under the agreement.”</i> See suggested: <i>“Implementation of the RPA extended by _ beyond the original 1 year timeframe”.</i>	
Findings – Efficiency	Line 1167-1169	[Custodio/UNDP] Did they mention how many months it took for them to receive the funds after the RPA was signed?	No, just that it was some time
Findings – Efficiency	Line 1172	[Custodio/UNDP] Procurement processes for what? Agricultural equipment? Contractors for the civil works projects?	Clarified
Findings – Efficiency	Line 1178-1182	[Custodio/UNDP] Requesting clarification here. Were the cost estimates at the start inaccurate – not considering costs for ground preparation and hauling/delivery? These should typically be included in costing.  Line 1181-1182 is also unclear. Is this referring to breaking up the call for bids by lots (according to area??), rather than tendering one call for the entire civil works requirements across the 6 camps? Kindly elaborate.	Clarified  Clarified
Findings – Efficiency	Line 1187	[Custodio/UNDP] On this sentence, “On the ground were cell and data signal can be spotty or non-existent, some partners are observed to use radio receivers.” à Suggesting to use active rather than passive voice for better clarity. Please also use past tense. (Please check also throughout report)	Revised
Findings – Efficiency	Line 1190	[Custodio/UNDP] Spell out tarpaulin	Complied
Findings – Efficiency	Line 1196	[Custodio/UNDP] Kindly check use of “redundant” as this implies duplicating functions which convey inefficiency. Perhaps this should be replaced instead with “participatory”/“inclusive” based on succeeding statements.	Complied
Findings – Efficiency	Line 1199-2000	[Custodio/UNDP] Kindly rephrase as statement is not very clear: <i>“The result is a quality of construction of the small-scale, quick impact infrastructure that sets the UNDP Proactive civil works apart from the existing structures where they are.”</i>	Brief discussion added
Findings – Efficiency	Line 1201-1202	[Custodio/UNDP] Unclear how this statement -- <i>“The feat is more remarkable when comparing the cost of similar structures as the project’s infrastructure comes in at least half the cost of the ones put up by the National Government or other donor agencies.”</i> -- relates to preceding statement on M&E system.	Revised

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
Findings – Efficiency	Line 1210	[Custodio/UNDP] “No supplemental budget is required despite two 6-month no cost extensions and a further 2-month NCE for project closure.” – kindly clarify how many months in total did the project have to be extended for. In previous sections, it only referred to 2 6-month NCEs. Kindly check and correct for consistency.	
Findings – Sustainability	--	[Custodio/UNDP] Please check tone of this section, ensuring it aligns with the formal/objective tone of the overall report.  Ensure content also aligns with the evaluation ratings scoring on sustainability which includes sustainability in terms of financial resources, socio-political/economic factors, environmental etc.	Revised
Findings – Sustainability	Lines 1233-1238	[Custodio/UNDP] Suggested improvement to sentence structure for more coherence/clarity: “ <i>Their desire for additional support to accelerate progress is evident in their expressed need for value-addition and market linkages for cooperatives, employment and entrepreneurial opportunities (e.g., electrical supplies cooperatives) for DCs, more community-level infrastructures e.g., a Level III water system and other post-harvest facilities for POs. Having experienced the benefits of productivity, they now seek ways to build on their progress, striving for inclusive and sustainable livelihoods and an improved quality of life in the six previously acknowledged MILF camps.</i> ”	Adopted
Findings – Sustainability	Lines 1240-1241	[Custodio/UNDP] Unclear/check wording: “ <i>some cooperatives have progressed apace at putting systems in place...</i> ”	Revised
Findings – Sustainability	Line 1250-1260	[Custodio/UNDP] For confirmation if it was the project that linked the cooperative with the nearby camp of the Philippine Marines or was this an unintended result of the project?  Also need more clarity/explanation on the claim that cooperative members would rather work on their backyard plot than the communal garden. Is it more profitable? Apart from social preparation, does this also reflect the need for better market analysis?	Brief discussion added  Brief discussion added

<b>Chapter and section number</b>	<b>Paragraph number/ line number</b>	<b>Comments</b>	<b>Evaluation team responses and/ or actions taken</b>
Findings – Sustainability	Line 1251	[Custodio/UNDP] Refer to evaluation team in third person rather than we/us	Complied
Findings – Sustainability	Line 1265	[Custodio/UNDP] Other considerations, such as?	Brief discussion added
Findings – Sustainability	Line 1268	[Custodio/UNDP] “Some POs already work closely with the barangays” -on what?	Revised
Findings – Sustainability	Line 1272	[Custodio/UNDP] Making “progress” rather than making ground	Complied
Findings – Sustainability	Line 1274	[Custodio/UNDP] Please check grammar	Complied
Findings – Sustainability	Lines 1294-1327	[Custodio/UNDP] How this relates to sustainability of the project is not very clear. Needs to be more succinct and straight to the point. This section should also answer whether the project was able to plan for the sustainability of the interventions and results even after it ends; and if support structures including for example from LGU, joint peace mechanisms, or BARMM government, are in place for sustained assistance to the communities.	Revised
Findings – Impact	Lines 1332-1341	[Custodio/UNDP] Use simple past tense rather than past perfect tense	Complied
Findings – Impact	Line 1346	[Custodio/UNDP] Elaborate further on accompaniment support – in what sense?	Complied
Findings – Cross cutting issues	Line 1383	[Custodio/UNDP] Can we provide exact number of all-women cooperatives?	4 or maybe 5. At least 4
Findings – Cross cutting issues	--	[Custodio/UNDP] Provide synthesis on the cross-cutting issues, before moving on to the next section.	Complied
Evaluation ratings table	--	[Custodio/UNDP] Add brief narrative on the evaluation ratings table, and providing a summary of the findings. Annex the rating scales.	Complied
Recommendations	--	[Custodio/UNDP] Number each recommendation. Specific timeframe and priority levels should also be given to each recommendation. Each recommendation needs to state which entity is responsible for implementing the recommendation. The recommendations would need to be linked clearly to the basis of the findings and conclusions as this is becoming an emphasis for IEO as part of more comprehensive evaluations.	Complied
Recommendation	Line 1511-1512	[Custodio/UNDP] Issue regarding the geographical coverage of the project doesn't appear to be emphasized in the report. Recommendations need to be	Revised



Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		clearly linked to the findings/conclusions.	
Recommendation	Line 1543	[Custodio/UNDP] Correction: Doing so inspires their trust OR inspires them to give their trust...	Revised
Recommendation	Line 1544-1548	[Custodio/UNDP] Sound recommendation, but this should also be linked to findings/conclusions. Functionality of the basic services infrastructures doesn't appear to be mentioned or emphasized in preceding sections. This will be good to highlight.	Revised Findings section
Recommendation	Line 1562-1563	[Custodio/UNDP] Good recommendation but should also be tied to findings/conclusions. This is also not very evident in previous sections.	Revised
Lessons Learned	Line 1586-1587	[Custodio/UNDP] Needs a bit more context. Were there issues with regard the partnership agreements with MBHTE and BDA? This should also be cited in the Findings section.	Brief discussion added
Lessons Learned	Line 1588-1590	[Custodio/UNDP] Are there any findings-good or bad- with regard to the process of identifying subprojects to implement? If any, these should be articulated also in the Findings section.	Revised
Lessons Learned	--	[Custodio/UNDP] For consideration if there should be any lessons learned with regard to market analysis to ensure match between livelihood skills training activities and job market.	Added
Annex H List of Stakeholders	--	[Custodio/UNDP] Requesting to classify according to organization/community and present in tables to also shorten as much as possible	Complied
<b>Comments/clarifications to 2<sup>nd</sup> draft of the PROACTIVE terminal evaluation report, submitted 10 January 2025</b>			
Cover Page	Line 6 Line 44 Line 287	[PMU] Correct title as indicated in the Contribution Agreement: <b>Programme on Assistance for Camp Transformation through Inclusion, Violence Prevention, and Economic Empowerment</b>  Should be Camp Transformation in project title; JTFCT meanwhile is Camps Transformation... check for consistency across all sections where project title and JTFCT are mentioned in full text	Complied
Acknowledgment	Line 51	(Delgado/UNDP) Kindly observe use of gender-fair language. Replace	Complied

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		"manpower" with "human resource" or "personnel"	
Executive Summary Chapter 1	Line 75, 322 Line 662-663	[Zipagan/Custodio/UNDP] Revise project start date to 22 December 2021 and project end date to 31 December 2024 based on original and amended Contribution Agreement. No official extension of the project until February 2025.	Complied
Project and evaluation information details	Line 75	[Custodio/UNDP] Please include USD equivalent for total committed budget and project expenditure at the time of evaluation  Total committed budget in USD: <b>4,534,731.74</b>  Total project expenditure at the time of evaluation: <b>4,296,999.40 (as of 30 November 2024)</b>	Complied
Project and evaluation information details	Line 75	[Custodio/UNDP] For evaluation type, indicate "Project evaluation"	Complied in Line 83, not Line 75
List of acronyms	Line 215	[Custodio/UNDP] "Bank" instead of "Fund"	Complied
List of acronyms	Line 207	[Custodio/UNDP] Include the following in in list of acronyms and abbreviations: Brgy. EO	Complied
List of acronyms	Line 219	[Custodio/UNDP] Capitalize H and D in humanitarian dialogue	Complied
List of acronyms	Line 248	[Custodio/UNDP] Peoples' Affairs	Complied
List of acronyms	Line 249	Operating instead of operations	Complied
List of acronyms	Line 255	[Custodio/UNDP] People's Organization	complied
List of acronyms	Line 257 (Check throughout report)	[Custodio/UNDP] Please check consistency on use of Program of Programme for project title throughout the report. Should be "Programme" as reflected in the signed Contribution Agreement	Complied
List of acronyms	Line 264	[PMU] Development instead of Division for TESD	Complied
Executive summary	Line 291-292	[PMU] For consistency, we use full names of all camps as reflected in the CTP, then (short/common) names in succeeding sections: 1. Camp Abubakar as-Siddique (Camp Abubakar) 2. Camp Bushra Somiorang (Camp Bushra)	Complied

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		3. Camp Rajamuda (Camp Rajamuda) 4. Camp Badre (Camp Badre) 5. Camp Bilal bin Rabbah Darul Shuhadah (Camp Bilal) 6. Camp Omar in al-Khattab (Camp Omar)	
Executive summary	Line 296	Add Autonomous between Bangsamoro and Region	Complied
Executive Summary	Line 300, 979	[Zipagan/UNDP] Aligned instead aligns; Country Programme DOCUMENT, not Development	Complied
Executive summary	Line 302	[Custodio/UNDP] with ' <u>UNDP's new CPD...</u> '	Complied
Executive summary	Line 319	[PMU] - Contribution Agreement signed 22 December 2021 - Finalization of the CTIP 2023-2028 was not cited as reason for delays in PROACTIVE initiation/implementation. Note that the Project used as reference the 2021-2026 versions of the CTP and CTIP. Reasons for delays are reflected in the Challenges Encountered Section of Year 1 and Year 2 Progress Reports.	Replaced with "recalibration of target project participants, implementation modalities, and partnership agreements" From Minutes of 2022 Project Board meeting (Only 2022 Q3 and 2024 Q2 progress report templates were endorsed to the terminal evaluation team. No Yr 1 and Yr progress reports)
Executive Summary	Line 327	[Zipagan/UNDP] Remove Education after Basic in MBHTE acronym. It should only be Ministry of Basic, Higher, and Technical Education	Complied
Executive Summary	Line 327	...major achievements "to date"	Complied
Executive summary	Line 337	[Custodio/UNDP] Suggest to add a brief footnote indicating the number of projects expected to be completed/turned over by the end of the project out of the project's target (and if possible, average percentage of completion of these infra projects by the time of the evaluation)	Complied
Executive summary	Line 348	[Custodio/UNDP] Add UNDP before CPD 2024-2028	Complied
Executive summary	Line 355	[Custodio/UNDP] Suggest to qualify the 36 priority core barangays as priorities under the CTP just for clarity.	Complied
Executive summary	Line 356	[Custodio/UNDP] The line " <i>requiring significant travel time</i> " seems a bit misplaced here since the sub-section is on <i>relevance</i> . Suggest to take out and emphasize this instead among factors	Phrase removed here  Info on travel time moved to section on Efficiency

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		that challenged the effectiveness or efficiency of the program.	
Executive summary	Line 362-368	[Custodio/UNDP] Suggest to include a line on <i>To what extent was the Project effective in addressing cross-cutting issues of human rights, inclusion and gender responsiveness?</i>  Suggest to also include a few lines on challenges that affected the effective implementation of the project.	Complied  Complied
Executive summary / Chapter 1	Line 370-371 Line 580-582	[Custodio/UNDP] <b>“Project initiation coincided with UNDP’s migration to a new procurement system in early 2022 and this hampered the immediate hiring of the PMU.”</b>  Quantum migration happened in Q1-Q2 of 2023, rather than 2022. To clarify as well, Quantum is also not just UNDP’s new procurement system, rather it’s the organization’s new management system used for HR, Procurement, Finance, and Project and Portfolio management.	Removed
Executive summary	Line 373	[Custodio/UNDP] GEC: release of <u>the CTIP...</u>	Complied
Executive summary	Line 375	[Custodio/UNDP] GEC: <u>delays</u>	complied
On efficiency	Line 379 and 385	[Zipagan/UNDP] Whose new procurement system caused confusion?	Clarified
Executive summary	Line 378-379	[Custodio/UNDP] Confusion and adjustments with UNDP’s new management system, Quantum	Revised
Executive summary	Line 385-387	[Custodio/UNDP] <b>“The PMU, partners (BDA and MBHTE), and suppliers also reported difficulty with the new procurement system, such as confusion with liquidation cycles, incomplete documents, and failure to meet billing schedules.”</b>  The reporting and liquidation of BDA and MBHTE are unrelated to the new management/procurement system. They do not utilize Quantum. Rather they are requested to report/liquidate based on UNDP partnership and HACT requirements. They submit their FACE report (excel file), along with other required documents.  Suggest separating the difficulties of partners in meeting the reporting requirements of UNDP and confusion with the liquidation cycles, from	Complied

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		challenges encountered by suppliers in navigating the Quantum system. (see comment below from PMU)	
Executive summary	Line 385-387	<p><i>Related to above comment</i> [PMU] We may have to expound to the TE the different challenges so it would not be lumped as Quantum or procurement issue.</p> <p>For MBHTE, the timing of training delivery vis-a-vis HACT/nex advance guidelines and reporting, as well as requirements/timing/duration for fund transfers and reporting (UNDP&lt;---&gt;MBHTE, TESD Region &lt;---&gt;Provincial Offices)</p> <p>For BDA, timing/duration of fund requests, actual downloading, reporting and new requests.</p> <p>For contractors/suppliers, difficulty to register, access and communicate via Quantum as they are used to traditional paper-based quotation/bid submissions and unstable internet connection particularly those based in Northern Mindanao</p>	Complied
On sustainability	Line 398	[PMU] May need to provide additional note that the 30 refer to only those physically checked by TE (i.e., not including the IP tribal hall in Sitio Hill, Kenebeka and the madrasah building in Nusa, Balindong)	The IP tribal hall in Sitio Hill, Kenebeka and the madrasah building in Nusa, Balindong are included in the 30 Comp 2 achievements in Table 3. Note on these not physically inspected by eval team is added
On sustainability	Line 402	[Zipagan/UNDP] Add <i>remaining</i> before 22 community facilities. Sentence structure may misinterpret that only 22 community facilities were provided by the project.	Complied
On Sustainability	Lines 405-408	(Delgado/UNDP) Kindly explain what was the lesson learned on the fact that only two or three LSFs may carry on engagements to spearhead activities that encourage the participation of women youth and faith-based leaders.	Complied
Executive summary	Line 408	[Custodio/UNDP] Can you provide brief examples of what activities these are that encourage further interactions?	Complied
On Impact	Lines 413-418	(Delgado/UNDP) This paragraph discussed the impact on the productivity	No pre- and post-PROACTIVE figures on incidents of

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		part, but what about the peace part? Did the increase in productivity/economic improvement resulted to less incidences of conflict? How?	conflict/violence in the project barangays.
Executive summary	Line 417	[Custodio/UNDP] "...since some project started operating" -- > project? Or cooperatives?	Complied
On impact	Line 427, 1026, 1028, 1124, 1140, 1158, 1169, 1171, 1210, 1222, 1224, 1233, 1235, 1252, 1254, 1256, 1260, 1261, 1262, 1266, 1272, 1276, 1492	[Zipagan/UNDP] Spell correctly coops	Complied
Executive summary	Line 443	[Custodio/UNDP] Requesting to expound a bit on adjustments to target outcomes under Component 3 apart from making it a sub-objective under Component 1?	Complied
Executive Summary	Line 451	[Zipagan/UNDP] Wrong use of punctuation mark. Last punctuation mark should be period (.) instead of comma (,)	Complied
Chapter 1 Intro	Line 480	CAB signing in March 2014, not January	Revised
--	493, 1240, 1253, 1254, 1277, 1278, 1331, 1781, 1782	[Custodio/UNDP] Suggest for all mention of currencies, to also include USD equivalent in parenthesis.	Complied
Executive summary	--	[Custodio/UNDP] The Executive Summary already meets most of the minimum requirements per UNDP guidelines - it describes the intervention, explains the purpose/objective of the evaluation and intended uses, and summarizes principle findings/conclusions/recommendations.  Missing is a brief description on the evaluation approach and methods utilized for the terminal evaluation. Please integrate at least 1 paragraph or few lines on this in this section.	Complied
Introduction	Line 511	[Zipagan/UNDP] Spell out OPAPRU	Complied

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
Chapter 1 Introduction	Lines 516, 519, 521, 524, and 526	[Custodio/UNDP] Insert chapter name for clarity. Please check description for Chapters 3 and 4 as well. Chapter 3 in the table of contents and in the body of the report refers to the Findings; whereas Chapter 4 refers to the conclusions.	Complied
1.4 Description of the intervention	Line 550	[Custodio/UNDP] ... <i>targeted</i> ...	Complied
1.4.1. Component 1. Inclusive and Sustainable Livelihoods	555	(Delgado/UNDP) Please provide sex-disaggregated data so that the report can show the proportion of men who were trained vis-à-vis women	No sex-disaggregated data provided in target of at least 1,200 men and women trained for livelihood skills
1.4 Description of the intervention	Line 579-582	[Custodio/UNDP] Suggest to already identify here the composition of the PMU that was hired to implement the project.	Complied
Introduction (1.4.4 Implementation)	Line 584	[Zipagan/UNDP] Spell out TFDCC	Complied
Introduction (1.4.4 Implementation)	Line 590	[Zipagan/UNDP] Spell out TESD and TVET	Complied
Introduction (1.4.4 Implementation)	Line 591	[Zipagan/UNDP] Rephrase sentence to <i>"It was only then that the necessary groundwork was done to support the intervention's planning, design, and implementation."</i>	Complied
1.4 Description of the intervention	Line 592	[Custodio/UNDP] Suggest to add a line on the governance/management arrangements which include the PMU reporting on the progress of the project to a project advisory board, the decision-making body of the project co-chaired by UNDP and EU etc... This is proposed to also acknowledge their role in the implementation of the project apart from the partners that supported implementation on the ground	Complied
1.4 Description of the intervention	--	[Custodio/UNDP] Section on Description of Intervention already covers several of the minimum requirements per guidelines (with other information described in detail in earlier sections of Chapter 1). Suggesting however to include in this sub-section a few more details about the project to provide better context and to adhere to guidelines here ( <a href="#">Sec 4 UNDP evaluation report template and quality standards.docx</a> )  Additional information to include: - Total resources (human resources and budget) – on human resources, see comment	Complied

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		<p>above to already mention here the composition of the PMU</p> <ul style="list-style-type: none"> <li>- Description of the context – social, political, economic, and institutional factors, and the geographical landscape. – On this one, can already point out the geographical coverage of the project spanning how many barangays, municipalities, beyond just mentioning that the project covers the 6 MILF camps.</li> <li>- Design weaknesses or implementation constraints</li> </ul>	
Introduction	Line 622	[Zipagan/UNDP] Omit UNDP before PROACTIVE	Complied
Introduction	Line 626	[Zipagan/UNDP] Add disaggregated data for 571 DCs, if available Can we also include what kind of courses the DCs acquired NCII?	Disaggregated data for 571 not available; Courses added in draft
Introduction	Line 667	[Zipagan/UNDP] Replace obtained with <i>accomplished</i>	Complied
Methodology	Lines 701-712	[Zipagan/UNDP] Both paragraphs express nearly the same thoughts. Could we merge them?	Revised
Chapter 2	Lines 731-746	[Custodio/UNDP] Formatting - Change text alignment to justify, for consistency.  Suggest to present the 13 sites in a table or in bullet points	Complied
Methodology	Line 732	[Zipagan/UNDP] Replace to "Maguindanao del Norte, Maguindanao del Sur, Lanao del Sur, and Special Geographic Area (SGA) in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) and Lanao del Norte in Northern Mindanao Region"	Replaced
Methodology	Line 924	[PMU] Final Project Board meeting was held on 12 December 2024 instead of 12 November 2024	Replaced
2.2 Scope	Line 737	[Zipagan/UNDP] Remove space between <i>bar</i> and <i>angays</i>	Complied
2.2.2 Respondents/Participants/ Key Informants	Line756	[Custodio/UNDP] Which government agencies are these? Suggest to also add at the end of the paragraph reference to annexed list of stakeholders/key informants/FGD participants	Complied
2.4.1 Data sources	Line 866	[Custodio/UNDP] For clarification please on number of DCs interviewed? In line 866, it says 3 DC focal persons and 7	Line 55 does not contain reference to DCs and DC focals. Corrected



Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		TVET graduates. In Line 55, it mentions 11 DCs and their next of kin.	
Chapter 2	Line 882	[Custodio/UNDP] Suggest rotating the figure for readability of the timeline	Rotated
Chapter 2	Line 885-903	[Custodio/UNDP] Formatting - Change text alignment to justify, for consistency.	Complied
2.6 Data Analysis	Line 926	[Custodio/UNDP] Pls check reference to Annex C if correct	Clarified Annex C refers to audit trail
3.1 Relevance	Line 972	[Custodio/UNDP] USD 4.6M	Corrected
3.1 Relevance	Line 979	[Custodio/UNDP] 2019-2023	Corrected
3.1. Relevance	989-991	(Delgado/UNDP) Does the project have an approved Gender Action Plan? Was this completely implemented? This should be part of the evaluation since PROACTIVE is a Gen2 program.	Project formulated Gender and Inclusion Strategy
3.1 Relevance	Line 993	[Custodio/UNDP] CPD 2019-2023 Outcome 3	Complied
3.1 Relevance	Line 997	[Custodio/UNDP] Goal 16 instead of Goal 6	Complied
3.1 Relevance	Line 1016-1019	[Zipagan/UNDP] How did we come up with this finding? Did the TE have data on the BNTF-WB interventions and compared it with PROACTIVE accomplishments?	Interview reference provided
3.1. Relevance	1021	(Delgado/UNDP) Please provide sex-disaggregated data	Provided
3.1 Relevance	Line 1028	[Custodio/UNDP] Regarding the goal to have the cooperatives registered with CSEA – is this expected within the remaining project timeframe until end of December? Or to be continued through a successor program?	Revised
3.1 Relevance	Line 1030-1032	[Zipagan/UNDP] Can you please expound on the positive results of the fish condo and hydroponics?	Complied
3.1 Relevance	Line 1033	[Zipagan/UNDP] Text says "Insert picture of hydroponics" but No picture of hydroponics inserted. Kindly assure picture inserted in the final layout.	Ok
3.1 Relevance	Line 1035	[Custodio/UNDP] On average 25% contribution to household income, do we know how much this is in pesos?	No actual figure provided in the 2024 PROACTIVE Updates slide 12
3.1 Relevance	Line 1054	[Custodio/UNDP] positive proof	Complied
Coherence	Line 1056	[Custodio/UNDP] Suggest to label as <u>3.2</u> Coherence for consistency with other sub-sections under the Findings Chapter	Complied
Chapter 3	Line 1089, 1103, 1113, 1125, 1149, 1170, 1173, 1195, 1234, 1248, 1544,	[Custodio/UNDP] Kindly checking if interviewees have agreed for their names to be cited in the report?	Yes

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
	1560, 1716, 1821, 1837		
3.1.1 Preparation phase	1149	[Custodio/UNDP] Kindly qualify that DC Focal Persons are from TFDCC (may be interpreted as focal persons among decommissioned combatants)	Complied
3.1.1 Preparation phase	1153	[Custodio/UNDP] GEC: Institutions (plural)	Complied
3.3.2 Implementation Phase	1170-1172	(Delgado/UNDP) Were women consulted in the design of the climate-smart farming system for vegetable and fish production? Can this be mentioned at the narrative? Please see relevant statement in lines 1245-1249	Footnoted
3.3.2 Implementation Phase	1187	[Custodio/UNDP] For clarification – was it PROACTIVE Team that continued to send out calls for bids? This is the function of the UNDP Procurement Team. Or was it that PROACTIVE team also provided support to the Procurement Team in sending out calls for bids in order to reach a wider pool of possible suppliers?	Complied
3.3.2 Implementation Phase	1191	[Custodio/UNDP] Can it be clarified why the awarding of bids and subsequent start of construction dragged on until Q3?	Complied
3.3.2 Implementation Phase	1196-1197	[Custodio/UNDP] Reference is made to a list of cooperatives, POs, and LSFs. Is this the correct reference for the civil works subprojects.  Can you also confirm if 14 is correct? There are supposed to be 30 civil works projects, with 8 already reported as completed. Should this not be 22 subprojects under construction?	The Excel document is a summary of interventions per component provided by the Project M&E Analyst. The file name is “List of Cooperatives, POs, and LSFs”  22 subprojects still under construction
3.3 Effectiveness	Line 1208-1216	[Zipagan/UNDP] Lines 1208-1213 talks about training of cooperatives then Line 1215 is for provision of equipment. Are the cooperatives trained the same cooperatives provided with equipment? If so, could you add a short explanation or clarification to establish the connection between the training and the provision of equipment for these cooperatives?	Complied
3.3.3.1 Component 1...	1124	[Custodio/UNDP] GEC: <i>had</i> yet to receive...	Complied
3.3.3.1 Component 1...	1128	[Custodio/UNDP] How much was the reported earnings? Can provide range or average	Complied

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
3.3.3.1 Component 1...	1245-1248	[Custodio/UNDP] What was the original plan for the cooperative? After the intervention, did they find the project to be more useful versus what they originally had in mind?	Revised to include their wish for a real fishpond
3.3 Effectiveness	Line 1280	[Zipagan/UNDP] Text says " Insert picture of ledger and butterfly toddling side by side " but no picture inserted. Kindly assure picture inserted in the final layout.	Complied
3.3 Effectiveness	Line 1445. Table TVET Course	[Zipagan/UNDP] Lines 1453, 1504, and 1528 indicate Bread and Pastry Making (BPM) but the table indicates it as Bread and Pastry Production. Per MBHTE-TESD qualifications list, it should be Bread and Pastry Production (BPP).	Complied
3.3.3.2 Component 1...	1459-1462	<i>[Custodio/UNDP] What was the reason why the TSF could only be provided during graduation and not during the training itself?</i>  What problem did this cause for the participants? Inability to attend/complete the trainings?	No data to answer this question.  Footnoted
3.3.3.2 Conduct of TVET Education for DCs and Their Next of Kin	1502-1504	(Delgado/UNDP) The sentence mentioned capacity development activities preferred by men but what about women?	Complied
3.3.3.2 Component 1...	1548	[Custodio/UNDP] GEC: The actual number of <i>beneficiaries</i> reached	Used <i>project participants</i> instead
3.3 Effectiveness	Line 1551	[Zipagan/UNDP] Spell out Comp	Complied
3.3.3.3 Component 2.	1554	[Custodio/UNDP] Insert Component 2 full title	Inserted
3.3.3.3 Component 2	1603-1604	[Custodio/UNDP] Statement is a bit unclear; suggest to rephrase à <i>Thus, while all the POs were trained in expectation of their role to manage the facilities, some members had yet to internalize the weight of their responsibility...</i>	Revised
3.3.3.3 Component 2	1638	[Custodio/UNDP] Peoples'	Complied
3.3.3.3 Component 2	1643	[Custodio/UNDP] Request a bit more context on the finding that the infra projects were of superior quality just to strengthen this a bit more in the report – superior quality compared to what? What factors contributed to ensuring superior quality? (e.g., engagement of a project engineer? good engineering designs? monitoring of the engineer and project stakeholders, etc.; reliable contractors? Quality materials vs. substandard materials?)	Complied

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
3.3.3.3 Component 2	1646	[Custodio/UNDP] construction billboards put up by the LGUs/NGAs?	All government construction projects require the prominent display of billboard or tarp detailing cost of project, duration of construction, etc
3.3.3.4 Component 3	1650	[Custodio/UNDP] Insert full component 3 title	Complied
3.3.3.4 Component 3	1680-1688	[Custodio/UNDP] To clarify, does the list of LSF activities represent the menu of activities presented to LSFs to choose from? How do these relate to the community needs mentioned under 1667-1668?	No menu presented. With the facilitation of BDA, each LSF brainstormed on activities they could conduct to address community needs identified in the GIA.
3.3.3.4 Component 3	Line 1679	[Mariano/UNDP] Misspelling. In the Table's last row it should be "Camp" Abubakar and not "Cakp" Abubakar	Corrected
3.3.3.4 Component 3	1696	[Custodio/UNDP] Was the strong preference for women and vulnerable sectors driven by the project? Or by the community?	Project documents specify women, youth, and faith-based leaders to be included in Component 3 interventions
3.3.3.4 Component 3	1703	[Custodio/UNDP] Can it be clarified further how the LSFs worked together on the aforementioned activities? Were they the ones that organized the activities or participated in activities organized by the Project based on their chosen intervention?	Revised
3.3.3 Effectiveness	1726	[Custodio/UNDP] Suggest to include a synthesis on the overall effectiveness of the project before moving to the next sub-section on efficiency. Suggest for the synthesis to summarize the factors that contributed to achieving or not achieving intended outcomes and outputs; the challenges, strategies, good practices, lessons learned, and recommendations to improve implementation and future programming.	Added
3.4 Efficiency	1728-1736	[Custodio/UNDP] Suggest to also include this discussion on project management structure under description of intervention as it presents the key stakeholders involved in the project and lines of engagement. [But agree to retain in this section. The diagram however may be moved up – for consideration of the evaluator]	
3.4 Efficiency	1741	[Custodio/UNDP] The delayed hiring of project personnel, as stated in earlier comment, cannot be attributed to the	Removed

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		<p>migration to the Quantum system which was only initiated in Q1-Q2 of 2023.</p> <p>How long did it take from date of signing to recording of 1<sup>st</sup> tranche?</p>	
3.4 Efficiency	1746, 1748	[Custodio/UNDP] No need to include “-“ for UNDP Cotabato Correct reference is UNDP Head of Cotabato office (line 1746)	Corrected
3.4 Efficiency	1754	<p>[Custodio/UNDP] “The implementation team was finally assembled in the third quarter of 2022, composed of the Project Manager, Project Monitoring and Evaluation (M&amp;E) Analyst, Project Analyst, Project Engineer, and Finance-Administration Analyst. The team composition appeared very lean given that the subproject sites were well-dispersed and most of which were difficult to access.”</p> <p>Finance-Administration Analyst correct title is Administrative and Logistics Assistant. May also add that the project was also supported by a Finance and Admin Officer but with XX% level of effort, as time was also shared with other UNDP projects.</p>	Complied
3.4 Efficiency	1765	[Custodio/UNDP] New UNDP online management system (Rather than just procurement system)	Complied
3.4 Efficiency	1765-1766	[Custodio/UNDP] Suggesting to rephrase to “In addition to these logistical challenges, the implementing team was also learning how to navigate the new UNDP online management system, often making mistakes that required correction.”	Complied
3.4 Efficiency	1766-1768	<p>[Custodio/UNDP] “For one, there was initial confusion on the schedule of liquidation to allow the release of fund for new procurement requests. It was only so much later that the PMU realized that all releases for procurement had to be liquidated at the end of the year, instead of the quarter.”</p> <p>à Statement is inaccurate. The PMU does not liquidate any funds, so unclear why they would have confusion of liquidation schedule. Liquidation of funds are only done by responsible parties (in this case BDA and MBHTE); this has nothing to do with procurement.</p>	Corrected
3.4 Efficiency	1777	[Custodio/UNDP] GEC: coops (plural)	Corrected
3.4 Efficiency	1780	[Custodio/UNDP] Suggest to clarify ‘lot donors’ for the community infrastructure projects?	Footnoted

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
3.4 Efficiency	1809	[Custodio/UNDP] Can it be clarified with PROACTIVE was limited to just one service provider for the cap build interventions across the 3 project components? Is this a limitation in the Camps Transformation Plan that only BDA can conduct such interventions in the camps?	(Same question raised by MSU-Maguindanao.)  No such limitation, but strongly preferred, BDA is an MILF creation by virtue of the GRP-MILF Tripoli Agreement. MILF gave it the mandate to “determine, lead and manage relief, rehabilitation and development in the conflict-affected areas in the Mindanao.”
3.4 Efficiency	1823-1829	[Custodio/UNDP] <i>“For Component 2, the proposed civil works were pegged at a certain allowable cost, but the actual cost could go up as contractors included expenses for ground preparation and transportation of materials to the site. As a consequence, bidding lots which included several buildings were priced above the amount that the Country Office could approve and had to be forwarded to the Regional Office (RO) for approval. This took longer for funds to be released. To expedite the awarding of bids, subsequent calls for bids had to be broken down into smaller lots that the CO could immediately approve. This practice, however, required the issuance of more calls for bidding.”</i> <ul style="list-style-type: none"> <li>➔ Please check accuracy of this. Costing for infrastructure projects should already include site preparation and hauling of materials. This should have been part of the cost estimates.</li> <li>➔ Breaking up of lots is not to reduce the amount per contractor to avoid regional approval per se. Lots are broken up based on practicalities and risk mitigation. It will be more practical to have several contractors rather than 1 contractor who will work simultaneously on multiple infra projects spread across different sites across BARMM.</li> </ul>	Revised
3.4 Efficiency	1831-1836	[Custodio/UNDP] Perhaps can emphasize at the end of the paragraph how this contributed to an effective feedback mechanism	Complied
3.4 Efficiency	1846-1850	[Custodio/UNDP] Were there findings on the project’s M&E system also contributed to efficient project	Revised

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		implementation of the other components, apart from the civil work projects?	
3.4 Efficiency	1850	[Custodio/UNDP] Regarding comparatively lower cost, can this be more specific? Lower cost by how much? Or can an example be provided?	Complied
3.4 Efficiency	1859	[Custodio/UNDP] Suggesting to provide a synthesis of the factors that contributed to efficiencies/inefficiencies in project implementation.	Complied
3.5. Sustainability	1871-1872	(Delgado/UNDP) Is there any indication if livelihood activities for women and operations fPMor LSFs were likewise included in the LGU budget through the GAD Plans and Budgets?	Barangay governance generally not yet at this stage of considering PROACTIVE project participants in GAD budget utilization. Some political tensions observed – non-MILF barangay captains seem to assume it is the responsibility of the MILF, not the BLGU, to provide basic services and socioeconomic support to constituents in their camps. I have no verifiable proof, however. This is hearsay from community FGDs and some interviews with stakeholders.
3.5 Sustainability	1873	[Custodio/UNDP] <i>“redundancy of capacities” – can I clarify if this is the correct term?</i>	Maintenance of diversity and redundancy is the first principle for community resilience following an ecological framework. See  <a href="https://www.hsaj.org/articles/81">https://www.hsaj.org/articles/81</a> file:///C:/Users/Admin/Downloads/Kotschy-et-al-2016-Resilience-ecosystem-services-Chapter1.pdf
3.5 Sustainability	1890	[Custodio/UNDP] Suggest to replace “instances” with “issues”	complied
3.5 Sustainability	1987	[Custodio/UNDP] GEC: <i>...could earn directly (remove 'be')</i>	complied
3.5 Sustainability	1916-1917	[Custodio/UNDP] May I clarify on this à <i>“seemed constrained to remain in the camps” – what prevents them from venturing outside the camps?</i>	Complied
3.5 Sustainability	1942	[Custodio/UNDP] A bit unclear; might require a bit more context à <i>“the cultural value they held for equality”</i>	Complied
3.5 Sustainability	1950-1955	[Custodio/UNDP] Suggest to integrate in the last paragraph an assessment on whether the aforementioned long-term	Footnoted

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		aspirations in lines 1866-1875 are likely to be achieved; and the extent to which the project was successful or not successful in ensuring the sustainability of the interventions considering likely external threats.	
3.6 Impact	1959	[Custodio/UNDP] GEC: interventions (plural)	Complied
3.6 Impact	1961	[Custodio/UNDP] GEC: made <i>it</i> possible	Complied
3.6 Impact	1966	[Custodio/UNDP] GEC: ... <i>as</i> well as	Complied
3.6 Impact	1984	[Custodio/UNDP] " <i>often situated nearer the home</i> " à this point in the context of the statement is unclear	Complied (division of labor here tasks women and children to see to household needs)
3.6 Impact	1995	[Custodio/UNDP] GEC: "sensitive <i>to</i> community needs"	Complied
3.6 Impact	1997	[Custodio/UNDP] GEC: "similar to what those in Component 1 <i>received</i> "	Complied
3.7 Cross-cutting issues	2006-2007	(Delgado/UNDP) These roles played by women are administrative. How about decision-making roles?	Complied
5.2. Recommendations	2228-2241	(Delgado/UNDP) How about the gender-responsiveness of the program? Are there any recommendations? For instance, was there an evaluation if the issues that were surfaced during the GIA were fully addressed at the end of the project?	Complied
3.8 Evaluation ratings	2050	[Custodio/UNDP] Before providing the rating, suggest to explain first the rating criteria/parameters	Complied
3.8 Evaluation ratings	2054-1056	[Custodio/UNDP] <i>Peace and Stabilization Programme Team and the Head of UNDP Cotabato Office</i>	Complied
3.8 Evaluation ratings	2058-2061	[Custodio/UNDP] A bit unclear how the statements in lines 2058-2061 relate to M&E plan implementation. Seems more relevant to include under Implementation and Execution.	Moved
3.8 Evaluation ratings	2094	[Custodio/UNDP] Only 36 months. There is no official 2-month NCE until February 2025. Official end date of the project is December 2024.	Complied
Chapter 4 Conclusions	2146	[Custodio/UNDP] Shift to a new online management system	Complied
Chapter 4 Conclusions	2158	[Custodio/UNDP] GEC: " <i>had to overcome</i> " (remove 'be')	Complied
Chapter 4 Conclusions	--	[Custodio/UNDP] Integrate conclusions related to the project's effort to advance gender equality, women's empowerment and address cross-cutting issues	Complied
Chapter 5 Recommendations	2215-2226	[Custodio/UNDP] Suggest to break this into 2 separate recommendations. Lines	Complied



Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		2215-2219 recommendation on capbuild interventions; Lines 2220-2226 on infra	
Chapter 5 Recommendations	2228-2241	[Custodio/UNDP] Suggest also breaking this into 2 separate recommendations. 1 <sup>st</sup> paragraph as recommendation on rethinking the design of Component 3; and Component 3 on integrating community outreach projects to initiatives done for cooperatives and SE groups	Complied
Chapter 5 Recommendations	2243	[Custodio/UNDP] Clarification if preferential consideration for IP inclusion is only recommended for LSFs or for all components?	All components
Chapter 5 Recommendations	2253	[Custodio/UNDP] Quantum management system	Complied
Chapter 5 Recommendations	2253	[Custodio/UNDP] Correct reference is UNDP Cotabato Office. Further it is the role of the Procurement Team to orient suppliers on the procurement system in Quantum. But the UNDP Cotabato Office may extend assistance/support in arranging suppliers' fora in Mindanao.	Revised
Chapter 5 Recommendations	2254-2256	[Custodio/UNDP] Partners engaged through an RPA use their own procurement system and procedures. They do not use Quantum. They however should be oriented by the Country Office (not the Cotabato Office) on UNDP partnership requirements, including liquidation procedures. and the harmonized approach to cash transfers (HACT)	Revised
Chapter 5 Recommendations	2256	[Custodio/UNDP] Refer to UNDP Cotabato Office instead of Field Office/FO.	Complied
Chapter 5 Recommendations	2279	[Custodio/UNDP] UNDP Cotabato Office (rather than UNDP Cotabato)	Complied
Chapter 5 Recommendations	2283	[Custodio/UNDP] Clarifying if there are any recommendations related to gender equality and women's empowerment issues and priorities for action to improve these aspects?	Complied
5.2 Lessons Learned	Line 2320	[Mariano/UNDP] Misspelling. It should be "JTFCT" and not "JTFDC"	Complied
Annexes	--	[Custodio/UNDP] Please include the following in the annexes: <ul style="list-style-type: none"> <li>- Project results framework</li> <li>- Summary table/matrix showing progress towards outputs/targets relative to established indicators</li> </ul>	Received January 25 Not available

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken
		- Signed Pledge of ethical conduct in evaluation ( <a href="#">2020 Ethical Guidelines for Evaluation-Pledge.pdf</a> )	Appended

#### D. List of Stakeholders/Key Informants/Participants of Focus Group Discussions

Camp Badre Barangay Datalpandan, Guindulungan	
Name of Informant	Organization
Bashir T. Abdulbayan	JTFCT – MILF
Surab A. Kamid	Datalpandan Mediator for Peace
Toks Ebrahim	
Muslimin S. Abdulrahman	
Kaharudin K. Kamid	
Norhatudin A. Kamid	Kaliintad People's Organization
Suraida A. Kamid	
Abubakar K. Uyag	
Raisa S. Gawang	
Taga M. Gawang	
Mohamidin I. Mohammad	Mamalo Tabunaway Peoples Organization
Omar S. Bandara	
Rosindo T. Bandara	
Ubek A. Tanangkil	
Manny B. Ayunan	
Jovita A. Bandara	
Tokie E. Saliling	
Amilyn S. Bandara	
Anwar Abdulrahman	
Muhamed Aban	
Datukan Ibrahim	
Samin Sulayman	

Camp Busrah Barangay Poktan, Butig	
Name of Informant	Organization
Masjida Maliksaif	JTFCT – MILF
Saidamen Omar	Poktanians Reform for People Organization
Linog Mamacol	
Maliksaif M. Masjeda	
Salahoden D. Ilias	
Jamalodin Abdulcarim	
Samporna P. Antor	Poktan Local Social Formation
Janalin M. Antor	
Anida R. Antor	Poctan Bangsamoro Rehabilitation Farmers Marketing Cooperative
Ibrahim N. Hadjirauf	
Andul Nassir Pundogar	
Maimana D. Hadjirauf	

<b>Camp Busrah Barangay Sandab, Butig</b>	
Name of Informant	Organization
Amranie Cali Omar	Bangsamoro Unified Team Into Growth - Tractor
Rosniya M. Shariep	
Alaiza B. Mamao	
Sanairah P. Rendinatar	
Haisah A. Mamayandug	Bangsamoro United Team into Growth - Library
Noraisah M. Bangon	
Norhamida M. Alimana	
Asnairah G. Batuan	
Samona G. Batuan	Sandab Local Social Formation
Aisarah S. Baraontong	
Cosnaira Bimban	TFDCC Focal Person
Faidah Moraki	Sandab Community Solidarity Producers
Diamongan Casad	
Baniamen A. Abbas	
Abdulbaset I. Saidona	

<b>Camp Badre Barangay Sifaran, Datu Odin Sinsuat</b>	
Name of Informant	Organization
Abubakar G. Akmad	BLGU
Allan S. Paiao	Sifaran Peace and Council Association
Movin A. Lintang	
Sukairon S. Odin	
Benshaid A. Ayob	Sifaran Bangsamoro Mediator Association
Abdulnasir P. Kusain	
Abdulnasser K. Akan	Sitio Malabaw Agriculture Cooperative
Nasrudin K. Malaco	
Aaron A. Mama	
Joehari M. Buayan	
Norodin Zanac	Kinebeka Bawasa
Reduan Lebas	
Candao M. Lebas	Sifaran People's Organization
Ali Kalipa	
Samir Alimudin	
Albin Absara	
Sukarno Akmad	

<b>Camp Bilal Barangay Panggao, Munai</b>	
Name of Informant	Organization
Jamal Lampa Arab	Bilal Camp Association
Bishar Paya	
Hapjirakim S. Wali	Panggao Asatidz Association
Abubacar Didaagun	Pagnawan Bangsamoro Agriculture Cooperative
Tabra M. Locsdato	Panggao Farmers Association

<b>Camp Abubakar Barangay Nabalawag, Barira</b>	
Name of Informant	Organization
Jimmy Balitok	JTFCT - MILF
Taker U. Babasal	Madalum-Nabalawag Women and Youth Association
Kamsa S. Mambantas	
Terry D. Macaantang	Nabalawag LSF
Pendaton D. Magundocan	
Zainodin D. Ronda	BAWASA
Mariam M. Ebrahim	
Ominsalam Bambac	
Zeraida Indar Gadi	
Noraisa B. Akmad	Nabalawag Peace and Development Organization
Karim M. Magoy	
Abdulgani Manabilang	
<b>Camp Abubakar Barangay Togaig, Barira</b>	
Name of Informant	Organization
Vilma O. Bulyoc	Tugaig Social Formation
Hayred Manabilang	
Kubua Bulyoc	
Fatima I. Salik	Tugaig Women and Youth Organization
Aida m. Onawal	
Laida M. Nunting	Calagan Pamana Womens Cooperative
Raiza M. Onawal	
Diamond M. Onawal	
Almira B. Onawal	
Rohania Babasal	
Malic Babasal	PTCA Madrasatu Namah
Sambo Babasal	
Talib Macadaag	
Badrodim Manabilang	
Osel Dimatembo	
Khalil O. Olangan	
Alex Sulay	
Shuaib S. Adam	Moonstar Farmers Producers Cooperative
Abdulhalem Manabilang	
Sotor P. Ponda	
Nasrodin Onawal	Sigay Cabasaran Farmer Producer Cooperative
Zimodin Dimatimbo	
Mersi M. Dimatimbo	
Abubacar M. Bulyog	
Alonto L. Simbaas	

<b>Camp Omar Barangay Saniag, Ampatuan</b>	
Name of Informant	Organization
Kataengan Ameril	Madrasah Saniag People's Organization
Mujahid P. Tilibano	
Dali U. Tilibano	
Jomar M. Cabalo	
Rasul A. Ameril	Saniag Local Social Formation
Esmael Lumenda	
Jamil U. Agay	
Sinsio Malubay	Saniag Unified Bangsamoro Farmers Marketing Cooperative
Mamaya D	
Rahim Salilagua	
Kelid B. Kadil	
Nasrola P. Sapal	
Usman Dawaling	
Mama G. Ameril	

<b>Camp Omar</b> <b>Barangay Mother Tuayan, Datu Hoffer Ampatuan</b>	
Name of Informant	Organization
Abdul K. Macacana	JTFCT – MILF
Saga G. Angkal	AL Hayats People Organization
Hussein T. Omar	
Datu Iskak S. Guiamblang	
Kalidin S. Amigos	

<b>Camp Rajahmuda</b> <b>Barangay Kibayao, Kapalawan, SGA-BARMM</b>	
Name of Informant	Organization
Abdulwahid A. Yunos	Sustainable Agricultural Farmers Association
Muhamad S. Abdulsalam	
Ibrahim K. Kabasalao	
Eskak Mustapa	
Ruhib T. Makalikod	
Madali M. Makalikod	
Salamat M. Mohamad	
Mondugan K. Kabasalam	
Noranta H. Odin	Kudal-Dungguan Coop
Sittie Hannah h. Labagani	
Shaffreah H. Kuta	
Hannia P. Haron	
Amerah H. Anta	

<b>Camp Rajahmuda</b> <b>Barangay Kilangan, Pagalungan</b>	
Name of Informant	Organization
Esmael Matucan	JTCFT – MILF
Rugaya Mampiling	Rajamudah Womens Organization
Roida A. Jaiman	
Rugaya Mamalag	
Hamda K. Sapalon	Makakena People's Organization
Manisan Latip Manisi	Timan People's Organization
Max Makalma	
Alex K. Samplidan	

<b>amp Rajahmuda</b> <b>Barangay Rajahmuda, Ligwasan, SGA-BARMM</b>	
Name of Informant	Organization
Edda S. Hussain	

<b>amp Rajahmuda Barangay Rajahmuda, Ligwasan, SGA-BARMM</b>	
Name of Informant	Organization
Edda S. Hussain	
Norhata M. Dalanda	Rajahmuda National High School-barangay Student Parent Teacher Organization
Yasser A. Tabara	
Rechelle T. Gementiza	
Abdulrahman Guiamakedin	Madrasah Al Ikhwan Al Islamie Incorporated
Nasser M. Abdulkadir	
Aminodiu K. Mamasounda	
Abdul Kapal	
Hayrudin Hashim	Rajamuda Community Development Organization
Alibashir H. Abdulkadir	
Mohamadali A. Pitao	

<b>Partners, Stakeholders, Donors, and Others</b>	
Name of Informant	Organization / Affiliation
Hamdanisah S. Comacasar	MBHTE-TESD LDS Focal
Samra M. Ampaso	SGA Skills Institute and Assessment Center
Souhaylah M. Murad	
Mohammad Yusof G. Jabir	DCC TVET graduates
Hasanor A. Somigondo	
Omelkhair A. Abdulkader	
Sodais A. Salahodin	TESDA
Ashma A. Cabaro	Provincial/City Manpower Development Center
Juhainah Macabinta	
Rosbel T. Mangotara	
Tohame Noor	Jaz Institute of Technology Inc.
Rosanna L. Matuan	RLM Multi-Skills Training and Assessment Center
Farhanna Mapandi	FM Sur La Table Training Center Inc
Abdulmoen A. Ampatuan	BLGU Captain Mother Tuayan
Amerodin Casim	BLGU Captain Nabalawag
Abubakar Akmad	BLGU Captain Sifaran
Wendell Orbeso	OPAPRU
Bato Asnawi	MBHTE-TESD (Maguindanao)
Mohammad Ali Diang	
Bryan Arevalo	JTFCT-GPH
Asmerah Lontua	TFDCC-GPH
Alice Raymundo	
Felino Samar	MIPA
Ever Abasolo	BNTF World Bank
Katrina Mariano	MBHTE-TESD EO79 Focal
Rhadzni Taalim	Bangsamoro Development Authority
Anwar Cabalo	
Adiamin Abdulhamid	
Jakiya Elino	
Nasrola Sapal	
Swaib Mohammad	
Mariko Ikawa	JICA - SEE Bangsamoro
Myrto Christofidou	EU
Nelson Peloton Jr.	UNDP PMU
Melanio Teodoro Adao	
Faith Evangelista	
Allen Mariano	UNDP Country Office
Jesa-ann Consolacion	
Winston Camariñas	
Benhur Abdulkarim	JTFCT-MILF
Amerudin Sabdullah	TFDCC-MILF
Hashim Manticayan	
Norodin Salam	
Ping Lembak	

Raquel Santiago-Arenas	Mindanao State University - Maguindanao
Joel Arenas	
Maria Elizabeth Sescar	
Rhea Mae Talaron	
Hazel Faith Sumera	
Danilo Pamonag	JTFCT-GPH

#### E. Evaluation Ratings Table: PROACTIVE

<b>Monitoring and Evaluation (M&amp;E)</b>	
M&E design at entry	<b>4</b>
M&E Plan Implementation	<b>5</b>
Overall Quality of M&E	<b>5</b>
<b>Implementation and Execution</b>	
Quality of UNDP Implementation/Oversight	<b>5</b>
Quality of Implementing Partner Execution	<b>4</b>
Overall Quality of Implementation/Execution	<b>5</b>
<b>Assessment of Outcomes</b>	
Relevance	<b>6</b>
Effectiveness	<b>5</b>
Efficiency	<b>4</b>
Overall Project Outcome Rating	<b>5</b>
<b>Sustainability</b>	
Financial Resources	<b>3</b>
Socio-political/economic	<b>3</b>
Institutional framework and governance	<b>4</b>
Environmental	<b>3</b>
<b>Overall Likelihood of Sustainability</b>	<b>3</b>

[1] Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

#### F. List of Documents Reviewed

Camp Transformation Investment Plan Presentations and Narrative Reports (Version A to C)  
Camp Transformation Investment Programming Consolidated Database  
Camp Transformation Plan 2021-2026  
EU-UNDP Contribution Agreement  
Gender Inclusion Assessment for PROACTIVE Report  
Gender and Inclusion Strategy Report  
Letter of Agreement  
List of Cooperatives, POs, and LSFs  
Minutes of Project Management Board Meetings  
MBHTE-TESD LDS PO 2023 Accomplishment Report  
PMU Accomplishment Report Update 12/12/24 (ppt slides)  
Quarterly, Semestral, and Annual Progress Reports  
Responsible Party Agreement  
ROM Report  
Social and Environmental Screening Report

## G. Project Results Framework

### V. RESULTS FRAMEWORK<sup>6</sup>

<b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework (Outcome 3): National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of inclusive and responsive governance systems and accelerating sustainable and equitable development for just and lasting peace in conflict affected areas in Mindanao.</b>								
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets (2019-2023): 3.1. Number of non-state armed groups transformed into legitimate socioeconomic/political organizations Baseline (2016): 1 Target: 5</b>								
<b>Applicable Output(s) from the UNDP Strategic Plan: 3.3. UNDP-assisted combatants and conflict-affected communities provided with incentives and capabilities to become productive members of society in times of peace.</b>								
<b>Project Title and Atlas Project Number: Programme on Assistance for Camp Transformation through Inclusion, Violence Prevention, and Economic Empowerment (PROACTIVE) / ID</b>								
EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>7</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS	
			Value	Year	2022	2023		FINAL
<b>Output 1</b> Sustained and inclusive economic development.	1.1.1 Number of MILF communities with local economic development plans following inventory of natural resources and other productive assets	Consolidated community economic development plans	0	2022	7	12	12	Review of Project Accomplishment Reports
<b>Indicative Activities</b>	1.2.1 Number of social enterprises or cooperatives organized/reconstituted	Organization profile and registration records	0	2022	14	24	24	Review of organizational and registration records
1.1.1 Conduct of area profiling and resource mapping	1.2.1.1 Number of women and marginalized group-friendly enterprises or cooperatives organized/ reconstituted	Organization profile and registration records	0	2022	4	6	6	Review of organizational and registration records
1.2.1 Organizing, registration or reconstituting of social enterprises and cooperatives	1.3.1 Number of training design/program finalized with modules on sustainable livelihood management, natural resource protection and conservation, and climate change adaptation	Approved training program	0	2022	1	1	1	Review of consolidated training modules
1.3.1 Training module development								
1.3.2 Conduct of training sessions								
1.4.1 Crafting of manual(s) on operation and management								

<sup>6</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>7</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.



of grant/ micro-investment facility 15.1 Identification of agri-based and vocational livelihood requirements 15.2 Procurement and delivery of livelihood inputs to beneficiaries 15.3 Project implementation monitoring and reporting 16.1 Validation of coordination with likely business/private sector partners 16.2 Formalizing partnership agreements with identified business/private sector entities	1.3.2 Number of individuals trained on the principles and application of sustainable livelihood management, natural resource protection and conservation, and climate change adaptation, among others	<ul style="list-style-type: none"> <li>• Agreements with training providers</li> <li>• Training modules</li> <li>• Post-activity reports including completed evaluation forms</li> <li>• Attendance records</li> <li>• Project database and monitoring reports</li> </ul>	0	2022	1200	1200	1200	1200	Review of Project Accomplishment Reports
	1.4.1 Number of households which received additional livelihood support through low value grants	<ul style="list-style-type: none"> <li>• Manual of operations of the grant/micro-investment facility</li> <li>• Grant application or project proposal documents</li> <li>• Organizational or individual profile of grant recipients</li> </ul>	0	2022	0	250	500	500	Review of Project Accomplishment Reports
	1.5.1 Number of men and women provided with individual non-agricultural (entrepreneurial or vocational) livelihood assistance package	<ul style="list-style-type: none"> <li>• Project monitoring and progress reports</li> <li>• Partnership agreement with implementing partners (e.g., MBHTE, TESDA, MAFAR)</li> <li>• Project monitoring and progress reports</li> </ul>	0	2022	300	600	600	600	Review of Project Accomplishment Reports
	1.6.1 Number of community enterprises assisted to formally enter into "production-and-supply" agreements	<ul style="list-style-type: none"> <li>• Signed supply or employment contracts and agreements</li> <li>• Supply and service records</li> </ul>	0	2022	6	12	12	12	Review of Project Accomplishment Reports
	2.1.1 Number of MILF communities in the major camps assisted on community needs assessment and baseline data collection	<ul style="list-style-type: none"> <li>• Needs Assessment and Baseline Reports</li> <li>• Project database</li> </ul>	0	2022	12	12	12	12	Review of Project Accomplishment Reports
	2.1.2 Number of men and women of MILF communities in the major camps involved in the establishment of project baseline data	<ul style="list-style-type: none"> <li>• Attendance records</li> <li>• Baseline data collection forms</li> <li>• Project database</li> </ul>	0	2022	1,200	1,200	1,200	1,200	Review of project baseline records
<b>Output 2</b> Initial peace dividends delivered  <b>Indicative Activities</b> 2.1.1 Conduct of Community assessment and area profiling 2.1.2 Collection of baseline data 2.2.1 Finalizing list of projects, implementation management setup and resource sharing arrangements	2.2.1 Number of community orientations and planning sessions facilitated across the 6 major camps	<ul style="list-style-type: none"> <li>• Post-activity reports</li> <li>• Community/TWG implementation and monitoring guidelines</li> <li>• Partnership and contribution agreements</li> </ul>	0	2022	36	36	36	36	Review of Project Accomplishment Reports

2.3.1 Organizing and training of LSFs 2.4.1 Engagement of implementing partners to manage project implementation 2.4.2 Project implementation monitoring, reporting and evaluation 2.4.3 Formal handover of facilities to the community	2.2.1.1 Number of men and women of MILF communities in the major camps participating in community orientation and planning sessions	<ul style="list-style-type: none"> <li>Attendance records</li> <li>Post-activity reports</li> </ul>	0	2022	1,200	1,200	1,200	Review of Project Accomplishment Reports
	2.3.1 Number of LSFs (basic service delivery and project management related) assisted in their organizing, reconstituting and capacity building needs to deliver their mandates	<ul style="list-style-type: none"> <li>LSF list of members</li> <li>Documentation of meetings and activities</li> </ul>	0	2022	24	24	24	Review of Project Accomplishment Reports
	2.4.1 to 2.4.3 Number of WASH, nutrition, social and spiritual development projects identified, implemented, monitored and completed with community participation	<ul style="list-style-type: none"> <li>Approved detailed designs and workplans</li> <li>Project monitoring and inspection reports</li> <li>Feedback and grievance mechanisms</li> <li>Project completion and turnover reports</li> </ul>	0	2022	36	36	36	Review of Project Accomplishment Reports
<b>Output 3</b> Social cohesion and community resilience advanced <b>Indicative Activities</b> 3.1.1 Provision of technical assistance to MILF camp/command leadership 3.2.1 Organizing and training of LSFs 3.3.1 Engagement of implementing partners to assist LSFs in implementation of priority initiatives	3.1.1 Number of MILF camp / command leadership supported to lead the camp transformation and community development efforts	<ul style="list-style-type: none"> <li>Implementing partner reports</li> <li>Highlights of KIIs/FGDs</li> <li>Project monitoring and assessment reports</li> <li>Partnership agreements</li> </ul>	0	2022	6	6	6	Review of Project Accomplishment Reports
	3.1.1.1 Number of men and women of MILF camp/ command leadership supported to lead the camp transformation and community development efforts	<ul style="list-style-type: none"> <li>Implementing partner reports</li> <li>Highlights of KIIs/FGDs</li> <li>Project monitoring and assessment reports</li> <li>Partnership agreements</li> </ul>	0	2022	840	840	840	Review of Project Accomplishment Reports
	3.2.1 Number of LSFs (on social cohesion and community resilience) assisted in their organizing, reconstituting and capacity building needs to deliver their mandates	<ul style="list-style-type: none"> <li>Training/activity documentation</li> <li>Attendance records</li> <li>LSF operational guidelines</li> </ul>	0	2022	24	24	24	Review of Project Accomplishment Reports
	3.3.1 Number of LSF priority initiatives fully implemented	<ul style="list-style-type: none"> <li>LSF and implementing partner reports</li> <li>Project monitoring reports</li> </ul>	0	2022	18	24	24	Review of Project Accomplishment Reports

## H. Field Mission Itinerary

As of 05 December 2024

Time	Name	Function	Contact details/Address	Institution
	<b>Project Management Unit</b> Mr. Nelson Peloton Jr. Ms. Aimaie Molina Mr. Melanio Teodoro Adao Engr. Mohammad Alon Ms. Faith Evangelista	Project Manager Project M&E Analyst Project Analyst Project Engineer Finance-Admin Analyst	nelson.peloton@undp.org aimae.molina@undp.org chinot.adao@undp.org mohammad.saud.alon@undp.org faith.evangelista@undp.org	PMU, UNDP Cotabato Field Office
	<b>Management/Peace and Stabilization Programme Team</b> Dr. Srinivas Kumar Mr. Allen Mariano Ms. Jesa-ann Consolacion  Mr. Winston Camariñas	Programme Team Leader Programme Analyst Programme Associate  Head of UNDP Cotabato Field Office	srinivas.kumar@undp.org allen.mariano@undp.org jesa-ann.consolacion@undp.org  winston.camarinas@undp.org	UNDP Country Office  UNDP Cotabato Field Office
	<b>Operations Team</b> Ms. Vallerie Ong Ms. Marie Kristelle Aberilla Mr. Jefferson Señorin Mr. Lyndon Pajaro  Ms. Faith Evangelista	Operations Manager Procurement Analyst Finance Analyst Programme Finance Associate (Results and Quality Team, RQT)  Admin and Finance Analyst	vallerie.ong@undp.org marie.kristel.aberilla@undp.org jefferson.senorin@undp.org lyndon.pajaro@undp.org  faith.evangelista@undp.org	UNDP Country Office  UNDP Cotabato Field Office

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	<b>M&amp;E and Quality Assurance Team</b> Ms. Aimaie Molina  Ms. Lissa Custodio Mr. Lyndon Pajaro Mr. Allen Mariano Ms. Jesa-ann Consolacion	Project M&E Analyst  M&E Analyst, RQT Finance Associate, RQT Programme Analyst Programme Associate	aimae.molina@undp.org  kathleen.ivy.custodio@undp.org lyndon.pajaro@undp.org allen.mariano@undp.org jesa-ann.consolacion@undp.org	PROACTIVE Project Management Unit  UNDP Country Office
<b>NOVEMBER 18, 2024</b>				
<b>CAMP ABUBAKAR</b>				
9:00 AM	<b>Brgy. Nabalawag, Barira</b>  Jimmy Balitok  Hon. Amerodin Casim  <b>Component 1</b> Ms. Hassana Balitoc  <b>Component 2</b> Ms. Hawla Balitoc  <b>Component 3</b> Mariam Ebrahim  Pendatun D. Magundacan	JTFCT Camp Coordinator  Punong Barangay  Coop Vice President (tractor with implements)  PO President (water system and hygiene facility)  LSF Focal (Engaging BARMM)  LSF Focal	09758246162  09661739052  09269622458  0926507937	JTFCT-MILF  BLGU Nabalawag  Nabalawag Peace and Development Organization  BAWASA  Madalum- Nabalawag Women and Youth Association

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		(Engaging BARMM)		Nabalawag LSF
12:00 ONN	<b>Brgy. Tugaig, Barira</b> Mr. Alex Sulay BGen Romulo Quemado (1st Marine Brigade) Hon. Taib Bulyuc, Al-Haj <b>Component 1</b> Tractor - Sigay Cabasaran Farmer Producer Cooperative (Abubakr Bulyoc) Tractor - Moonstar Farmers Producers Cooperative (Abdulhalin Manabilang) Vegetable Production - Calagan Pamana Womens Cooperative (Hayrea Bulyoc) Fish Condominium - Gawad Kalinga Village Tugaig Farmers Marketing Cooperative (Abol Pandita) <b>Component 2</b> Library - Abubakar As-Siddique Elementary School PTCA (Abol Pandita) Warehouse with Solar Dryer	JTFCT Camp Coordinator JTFCT Camp Coordinator Punong Barangay President President President President PO President	09068966314  09551337784  09056463852  09056463852  09657780613  09657780613	JTFCT-MILF JTFCT-GPH BLGU Tugaig

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	2-Classroom Madrasah - PTCA Madrasatu Namah (Abubakar Bulyoc) <b>Component 3</b> Tugaig Women and Youth Organization (Saima Macasasa) - Engaging BARMM Tugaig Social Formation – Engaging BARMM (Talib Macadaag)	PO President PO President LSF Focal LSF Focal	09551337784  0958985440  09366638551	
<b>NOVEMBER 19, 2024</b>				
<b>CAMP RAJAHMUDA</b>				
9:00 AM	<b>Brgy. Kilangan, Pagalungan</b> Esmael M. Matucan <b>Component 2</b> Makakena People's Organization (Warehouse with solar dryer) Timan People's Organization (Level II water system and hygiene facility) <b>Component 3</b> Rajamudah Womens Organization – Vegetable Production TIMAN – Rice Delicacy	JTFCT Camp Coordinator Focal: Max Makalma for both POs Samera Mangindra	09976126040 09265591249 09534512958	

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11:00 AM	<b>Brgy. Kibayao, Carmen</b> <b>Component 1</b> Sustainable Agricultural Farmers Association Kudal-Dungguan Coop	Mohammad S. Abdulsalam (President)	09362296477	
<b>NOVEMBER 22, 2024</b>				
10:00 AM	<b>Brgy. Rajahmuda, Pikit</b> <b>Component 2</b> Madrasah Al Ikhwan Al Islamie Incorporated (madrasah) Rajahmuda National High School-barangay Student Parent Teacher Organization (library) <b>Component 3</b> Rajamuda Community Development Organization – Engaging BARMM Talapesan Makinugon Organization – Rice Delicacy	Maruan Mangindra Edda Maruan Mangindra Hamda Sapolan Timan Husain	09359786469 09706908529 09359786469 09268627523	
<b>NOVEMBER 23, 2024</b>				
<b>CAMP BADRE</b>				
9:00 AM	<b>Brgy. Datalpandan, Guindulungan</b>			

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	Sheik Bashir Abdulbayan <b>Component 1</b> Kalilintad People's Organization <b>Component 2</b> Mamalo Tabunaway Peoples Organization – IP tribal Justice Hall <b>Component 3</b> Datalpandan Mediator for Peace Organization – Tree planting	JTFCT Camp Coordinator	09065141821 <b>All communications course thru Sheik Bashir Abdulbayan</b>	
1:00 PM	<b>Brgy. Sifaran, DOS</b> Sukarno Akmad <b>Component 1</b> Sitio Malabaw Agriculture Cooperative <b>Component 2</b> Kinebeka Bawasa Sifaran People's Organization (Warehouse with Solar Dryer) <b>Component 3</b> Sifaran Bangsamoro Mediator Association - Bread and Pastry	JTFCT Camp Coordinator	09177046327 <b>For C1-C3: Point of communication: Abdulnasir Kusain - 09361735666</b>	

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	Sifaran Peace And Council Association – Engaging BARMM			
<b>NOVEMBER 24, 2024</b>				
<b>CAMP OMAR</b>				
9:00 AM	<b>Brgy. Mother Tuayan, Datu Hoffer</b>  Abdul K. Macacana  <b>Component 1:</b> Descendant Of Mamalo-tabunaway Farmers Marketing Association  <b>Component 2</b>  AL Hayats People Organization (warehouse)  Mapadtaya People's Organization  Water and playground  <b>Component 3</b> Tuayan Mother Darussalam-Engaging BARMM	JTFCT Camp Coordinator	09268309527	
1:00 PM	<b>Brgy. Saniag, Ampatuan</b>  Nasrola Sapal  <b>Component 1</b> Saniag Unified Bangsamoro Farmers Marketing Cooperative	JTFCT Camp Coordinator  Norodin L. Abubakar (President)	09978723758  09973674127	

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	<b>Component 2</b> Madrasah Saniag People's Organization  <b>Component 3</b> Saniag LSF– Vegetable Production	Kaetengan Ameril		
<b>NOVEMBER 25, 2026</b>				
<b>Still in Davao City</b>				
<b>NOVEMBER 26, 2024</b>				
<b>Travel from Davao City to Iligan City</b>				
<b>NOVEMBER 27, 2024</b>				
<b>CAMP BILAL</b>				
9:00 AM	Courtesy Call to MP Abdullah Macapaar			
9:30 AM	<b>Brgy. Tamparan, Munai</b>  <b>Component 1</b> Al Haji Abdullah Bravo Macapaar Agriculture Cooperative  <b>Component 2</b> Kura Kura Womens Association (Hygiene)  Tamparan Salipdaw Organization (Library)  <b>Component 3</b> Camp Bilal for Peace and Development Association – Vegetbale Production		<b>All communication course thru Choy Macapaar- 09262125469 as they will use icomm to relay the messages (no signal in the area)</b>	

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	Maahad Al-amana Al- Islamia Association – Engaging BARMM			
1:00 PM	<b>Brgy. Panggao, Munai</b>  <b>Component 1</b> Pagnawan Bangsamoro Agriculture Cooperative  <b>Component 2</b> Bilal Camp Association (water system)  Panggao Asatidz Association (madrrasah)  Panggao Farmers Association (warehouse with solar dryer)  <b>Component 3</b> Panggao Allianace Farmers for Peace and Development  Panggao Sabnar For Peace and Council Association		<b>All communication course thru Choy Macapaar- 0926 212 5469 as they will use icomm to relay the messages (no signal in the area)</b>	
<b>NOVEMBER 28, 2024</b>				
	<b>CAMP BUSHRA</b>			
9:00 AM	Courtesy Call to MP Jannati Mimbantas			
9:30 AM	<b>Brgy. Poktan</b>  <b>Component 1</b> Poctan Bangsamoro Rehabilitation Farmers Marketing Cooperrative	Sood Panaraag	09308206658/ 09509330870	

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	<b>Component 2</b> Poktanians Reform for People Organization (warehouse with solar dryer)  <b>Component 3</b> Poktan Local Social Formation – Vegetable Production	Hadji Rauf, Lumbac	09677402767	
12:00 NN	<b>Brgy. Sandab, Butig</b>  Masjida (Abu Afganie) MalikSaif  <b>Component 1</b> Bangsamoro Unified Team Into Growth- Osolia R. Mimbantas  Sandab Community Solidarity Producers - Baniamen Abbas  <b>Component 2</b> Bangsamoro United Team into Growth (Library) - Osolia R. Mimbantas  <b>Component 3</b> Sandab Local Social Formation – Vegetable Production  TFDCC – EIM and Driving	Camp Coordinator  President  President  President  Asraf	09122424155 / 09270839192  09308206658/ 09509330870  09677702158  09308206658 / 09509330870  09532618811	
6:00 PM	<b>OPAPRU</b> Dir. Wendell Orbeso	Members of EU's Programme on Peace and Development in	wendell.orbeso@peace.gov.ph	PD-BARMM TRC

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	(Head, MILF Peace Process Office and JNC Secretariat)	the Bangsamoro Autonomous Region in Muslim Mindanao (PD-BARMM) Technical Review Committee (TRC)	+63 917 8397465	
<b>NOVEMBER 29, 2024</b>				
9:00 AM	<b>MBHTE-TESD Lanao del Sur</b> Ms. Hamdanisah Comacasar	Provincial Director Focal for Scholarships		MBHTE-TESD Lanao del Sur Provincial Office
11:00 AM	Mr. Rosbel Mangotara	Trainer		Provincial/City Manpower Development Center
	Samra Ampaso	President/Trainer		RLM Multi-Skills Training and Assessment Center
	Ms. Farhannah Mapandi	President and Trainer		Jaz Institute of Technology Inc.  FM Sur La Table Training Center Inc
2:00 PM	<b>DC Interviews</b>	List c/o TVI		
7:00 PM	<b>Debriefing Session</b>			
<b>NOVEMBER 30, 2024</b>				
<b>Travel back to Cot/Davao</b>				

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<b>DECEMBER 1, 2024</b>				
<b>Preparation for Online and In-person interviews Team</b>				
<b>DECEMBER 2, 2024</b>				
8:30 AM	<b>Joint Task Forces on Camps Transformation (JTFACT)</b> Mr. Brian Arevalo	Secretariat	bryan.arevalo@peace.gov.ph   +63 917 7192564	JTFACT - Government of the Philippines
10:30 AM	<b>Task Force on Decommissioned Combatants and their Communities (TFDCC)</b> Ms. Alice Raymundo Ms. Asmerah Lontua	<b>TFDCC - Government of the Philippines (GPH)</b>  Program Manager Secretariat Member	asmerah.lontua@peace.gov.ph   +63 965 5940238	TFDCC-GPH
2:00 PM	<b>MBHTE-TESD Lanao del Sur</b> Mr. Bato Asnawi	Provincial Director Focal for Scholarships		MBHTE-TESD Lanao del Sur Provincial Office
3:30 AM	<b>Bangsamoro Development Agency (BDA):</b>  Mr. Swaib Mohammad  Ms. Julhaina Cadon  Ms. Jakiya Elino	Deputy Director for Administrative, HR and Finance M&E Officer	smmohamad.007@gmail.com   +63 965 122838 jcadon@yahoo.com.ph  jakiyaato@gmail.com	BDA
<b>DECEMBER 3, 2024</b>				

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8:30 AM	<b>Task Force on Decommissioned Combatants and their Communities (TFDCC)</b> Prof. Hashim Manticayan Dr. Norodin Salam Mr. Ping Lembak	<b>TFDCC - Moro Islamic Liberation Front (MILF)</b>  Representative, Office of the MILF TFDCC Chair	hbmanticayan@gmail.com tdcc.milf@gmail.com	TFDCC-MILF
10:30 AM	Ms. Rosanna L. Matuan  Mr. Tohame Noor	President  President		SGA Skills Institute and Assessment Center  FM Sur La Table Training Center Inc
1:30 PM	<b>MIPA</b>  Min. Melanio Ulama	Minister of the Ministry of the Indigenous Peoples Affairs (MIPA)		MIPA
2:00 PM	<b>Joint Task Forces on Camps Transformation (JTFACT):</b> Benhur Abdulkarim  Amerudin Sabdullah	Secretariat Head	<a href="mailto:benhurabdulkarim@gmail.com">benhurabdulkarim@gmail.com</a> 09363042013 <a href="mailto:Amerudinsabdullah37@gmail.com">Amerudinsabdullah37@gmail.com</a>	JTFACT - Moro Islamic Liberation Front (MILF)
2:30 PM	<b>MSU-Maguindanao</b> Dr. Raquel Santiago-Arenas	Vice Chancellor for Research and Extension	rdsantiago@msumaguindanao.edu.ph	MSU-Maguindanao
<b>DECEMBER 4, 2024</b>				
11:00 AM	<b>MBHTE-TESD Maguindanao Provincial Office:</b> Mr. Mohammad Ali Diang Mr. Alimuden Kassar	MBHTE-TESD RMDC as	dalebluerbm@yahoo.com <a href="mailto:adkasan@tesda.gov.ph">adkasan@tesda.gov.ph</a>	MBHT-TESD Maguindanao RMDC

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		Technical Vocational Institute (for EIM and PVS) in Maguindanao		
4:00 PM	<b>Mr. Ever Abasolo</b>	Monitoring and Coordination Specialist BNTF-World Bank		
<b>DECEMBER 5, 2024</b>				
1:30 PM	<b>Ministry of Basic, Higher and Technical Education (MBHTE) - Technical Education and Skills Development (TESD):</b> Ms. Katrina Mariano	E.O.79 and Partnerships Focal Person	kbmariano@tesda.gov.ph   +63 927 0046774	MBHTE-TESD Region
6:30 AM	<b>Bangsamoro Development Agency (BDA):</b> Mr. Rhadzni Taalim	Executive Director Project Coordinator	taalimrhadzni@yahoo.com	BDA
9:00 PM	<b>LtGen Danilo Pamonag</b>	Co-Chair, JTFACT-GPH		
<b>DECEMBER 6, 2024</b>				
8:30 AM	<b>Skills Development and Economic Empowerment for Bangsamoro (SEE BANGSAMORO):</b> <b>Ms. Mariko Ikawa</b>	Expert Team Leader Employment and Entrepreneurship Support Project Coordinator	shai02.musa@gmail.com   +63 953 1237430	Funded by the Japan International Cooperation Agency (JICA)
10:30 AM	<b>EUROPEAN UNION</b> <b>Ms. Myrto Christofidou</b>	Programme Officer – Peacebuilding/ Rural Development	<a href="mailto:Myrto.CHRISTOFIDOU@eeas.europa.eu">Myrto.CHRISTOFIDOU@eeas.europa.eu</a>	Delegation of the European Union to the Philippines

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		Operational Manager European Union to the Philippines		
1:00 PM	<b>UNDP Programme Team, RQT, and Operations</b>			
3:00 PM	<b>UNDP Project Team</b>			

# I. Pledge of Ethical Conduct in Evaluation



## ETHICAL GUIDELINES FOR EVALUATION PLEDGE OF ETHICAL CONDUCT IN EVALUATION



By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

<p><b>INTEGRITY</b></p> <p>I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:</p> <ul style="list-style-type: none"> <li>• <b>Honest and truthful</b> in my communication and actions.</li> <li>• <b>Professional</b>, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.</li> <li>• <b>Independent, impartial and incorruptible.</b></li> </ul>	<p><b>ACCOUNTABILITY</b></p> <p>I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:</p> <ul style="list-style-type: none"> <li>• <b>Transparent regarding evaluation</b> purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.</li> <li>• <b>Responsive</b> as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.</li> <li>• <b>Responsible</b> for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.</li> </ul>	<p><b>RESPECT</b></p> <p>I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:</p> <ul style="list-style-type: none"> <li>• <b>Access</b> to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.</li> <li>• <b>Meaningful participation and equitable treatment</b> of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.</li> <li>• <b>Fair representation</b> of different voices and perspectives in evaluation products (reports, webinars, etc.).</li> </ul>	<p><b>BENEFICENCE</b></p> <p>I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:</p> <ul style="list-style-type: none"> <li>• <b>Explicit and ongoing consideration</b> of risks and benefits from evaluation processes.</li> <li>• <b>Maximum benefits</b> at systemic (including environmental), organizational and programmatic levels.</li> <li>• <b>No harm.</b> I will not proceed where harm cannot be mitigated.</li> <li>• <b>Evaluation makes an overall positive contribution</b> to human and natural systems and the mission of the United Nations.</li> </ul>
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I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

NOVEMBER 6, 2024 \_\_\_\_\_ (Signature and Date)

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UNDP is the leading United Nations organization fighting to end the injustice of poverty, inequality, and climate change. Working with our broad network of experts and partners in 170 countries, we help nations to build integrated, lasting solutions for people and planet.