

Study of the Swedish Philippine NGO Program

Final report

**Roger Dimmell
Pamela Grafilo**

**Department for Cooperation
with Non-Governmental
Organisations and
Humanitarian Assistance**

Study of the Swedish Philippine NGO program

Final report

**Roger Dimmell
Pamela Grafilo**

Sida Evaluation 00/18

**Department for Cooperation
with Non-Governmental
Organisations and
Humanitarian Assistance**

This report is published in *Sida Evaluation*, a series comprising evaluations of Swedish development co-operation. A second series, *Sida Studies in Evaluation*, concerns methodologically oriented studies commissioned by Sida. Both series are administered by the Department for Evaluation and Internal Audit.

Reports may be ordered from:

Infocenter, Sida
S-105 25 Stockholm
Telephone: (+46) (0)8 795 23 44
Telefax: (+46) (0)8 760 58 95
E-mail: info@sida.se,

Reports are also available to download at:

<http://www.sida.se/evaluation>

Authors: Roger Dimmell, Pamela Grafilo.

The views and interpretations expressed in this report are the authors and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

Sida Evaluation 00/18

Commissioned by Sida, Department for Cooperation with Non-Governmental Organisations and Humanitarian Assistance

Copyright: Sida and the authors

Registration No.: 2000-001258

Date of Final Report: 2000-10-12

Printed in Stockholm, Sweden 2000

ISBN 91-586-8852-8

ISSN 1401-0402

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: S-105 25 Stockholm, Sweden. Office: Sveavägen 20, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

Telegram: sida stockholm. Postgiro: 1 56 34-9

E-mail: info@sida.se. Homepage: <http://www.sida.se>

Acknowledgements

I would like to extend my thanks to the staff of SEKA, Sida, and the Swedish Embassy in Manila for their assistance with information and advice in carryout this most challenging, but very interesting Program Evaluation.

I would especially like to thank the management and staff of the Philippine Partner NGOs for their complete cooperation and assistance during the partner interviews and the project evaluations. Even though I have been resident in the Philippines for over twelve years, I feel privileged to add this evaluation experience to my Philippine knowledge. More importantly I appreciate the opportunity to get to know even more dedicated Philippine NGOs and the important work they are doing for the betterment of the Filipino people.

Finally, thanks to my evaluation assistant Pehm Grafilo whose hard work, insights and ideas were invaluable. At the same time, I acknowledge personal responsibility for any and all errors and omissions.

Roger Dimmell
October 11, 2000

Table of contents

Executive Summary	1
1. Program context.....	6
2. Reason for the Evaluation.....	6
2.1 Scope and Focus of the Evaluation	7
2.2 Evaluation Objectives	7
3. Organization of the Report	7
4. Approach and methodology.....	9
4.1 Approach.....	9
4.2 Methodology	10
4.3 The Evaluation Team	10
4.4 Evaluation Workplan	10
4.5 Limitations of the study	11
5. Overall Evaluation Findings.....	12
5.1 Sida Program Evaluation Issues.....	12
5.2 Sida Evaluation Issues	22
6. Summary of Conclusions and Recommendations	46
6.1 Sida Program Evaluation Issues.....	46
6.2 Sida Evaluation Issues	47

Tables

Table 1 – History and Partnership Information.....	14
Table 2 – Funding Levels 1995 to 2000	16
Table 3 – Geographical Areas of Cooperation	18
Table 4 – Management and Administration Issues	21
Table 5 – Overall Assessment/Issues/Crosscutting Themes.....	22

Appendix 1 – Terms of Reference	51
Appendix 2 – Partner Interview Questionnaire	53
Appendix 3 – Evaluation Framework	68
Appendix 4 – Project Fact Sheets	71

Executive Summary

I. Program Context

A considerable part of Swedish development assistance is channeled through Non-Governmental Organizations (NGOs). Disbursements to NGOs for development co-operation during the recent years have exceeded 830 MSEK per year. At present the NGO Division at Sida contributes funds to approximately 300 Swedish organizations and their co-operation projects in some 100 countries.

In recent years NGO co-operation has focused increasingly on the development or strengthening of civil society. NGOs are increasingly regarded as potential bearers of democratic values and norms, as well as arenas for democratic training/grounding. Since a considerable part of Swedish development support is channeled through NGOs it is of growing interest to ascertain the degree to which Swedish NGO development co-operation has contributed to the development of civil society.

Swedish NGOs have provided support to the Philippines for some time. However, co-operation increased and was given a broader focus at the beginning of the 1990s. Swedish-Philippine NGO co-operation covers different sectors, with a dominant focus on democracy and human rights issues and education programs.

II. Reasons for the Evaluation

This study was initiated by Sida and is part of the general follow up of programs supported by Swedish NGOs co-financed by Sida and is as such an important part of the dialogue between Sida and the NGOs. Furthermore, the study was to serve as an input to the then forthcoming work on a renewed country strategy for the Philippines.

The study was to provide Sida with a comprehensive review and analysis of Swedish development support through Swedish NGOs to the Philippines.

III. Evaluation Objectives

The overall program evaluation objectives as stated in the evaluation TORs are as follow:

- Present an overview of the NGO development program and actors funded by Sida (organizations, places and type of cooperation).
- Present an overview of how the Swedish-Philippine NGO cooperation has evolved and what factors have determined priorities.
- Present an operational structure for this cooperation i.e. agreements, monitoring, control and evaluation.
- Make an assessment of the relevance and effectiveness of this support and its contribution to strengthening the capacity of civil society and to improve the living conditions of the beneficiaries.
- Assess the extent to which the Swedish NGO programs of cooperation have contributed to enhancing the capacity of the partner organizations in the Philippines to pursue their operations.

IV. Conclusions and Recommendations

Sida Program Evaluation Issues

Evaluation Program Issue – Present an Overview of the NGO development program and actors funded by Sida (organizations, places and type of cooperation).

Conclusions – The Swedish-Philippine NGO Program has been on-going in the Philippines since the early 1980s. Swedish Frame Organizations' interest in the Philippines appears to have increased since the late 1980s and there are currently six organizations active. Total funding for the 1995-2000 period is approximately 151 million Pesos, although funding appears to have peaked in 1997 and is now declining. Most projects are focussed in the Metro Manila with a secondary focus on the Central Philippines.

Evaluation Program Issue – Provide an overview of how the Swedish-Philippine NGO cooperation has evolved and what factors have determined priorities.

Conclusions – There are no clear-cut trends on how the overall Swedish-Philippine NGO Program has evolved, except to note general trends in the increase in union based and Democracy/Human Rights projects from the late 1980s to 1995.

Evaluation Program Issue – Assess operational structure for this cooperation i.e. agreements, monitoring, control and evaluation.

Conclusions – The evaluation found most systems in place for effective monitoring and control, with the exception of problems in the lack of written agreements in some instances and the limited duration of others. In addition some issues were identified with funding levels and timing of the receipt of funding. Monitoring systems typically use an annual assessment/re-planning cycle as well as beneficiary training needs analysis and post training evaluations. The lack of project objectives and measurable indicators was identified as the component most often missing in order to maximize the effectiveness of the monitoring systems.

Evaluation Program Issue – Assessment of the relevance and effectiveness of this support and its contribution to strengthening the capacity of civil society and to improve the living conditions of the beneficiaries.

Conclusions – Overall the evaluation found direct relevance of the Swedish-Philippine NGO Program to the developmental needs of the Philippines although some projects appear to have a greater potential impact than others. There is no doubt that the program is contributing to overall strengthening of Philippine Civil Society through institutional strengthening and capability building. This in turn is having a significant impact on the conditions of the beneficiaries.

Evaluation Program Issues – Assessment of the extent to which the Swedish NGO programs of cooperation have contributed to enhancing the capacity of the partner organizations in the Philippines to pursue their operations.

Conclusions – The overall assessment is that funding is by far the most important aspect in enhancing the capacity of the Philippine Partners. As covered more extensively under the Institutional Strengthening/Capability Building section, the Philippines has one of the strongest and most sophisticated Civil Society sectors in Asia. Although selected capacity building is of course required in certain circumstances it appears it is the funding that allows the Philippine Partners to pursue their operations. This was certainly the view of the majority of partners in the Partner Interview Questionnaires.

Sida Evaluation Issues

Relevance – Beneficiary Participation

Conclusions – Generally wide spread and acceptable level of Beneficiary Participation. However in some projects there is room for improvement as indicated in the lower end scores.

Recommendations – For those projects with low Beneficiary Participation scores, the Philippine Partners and the Swedish Implementing partners should make every effort to increase the Beneficiary Participation.

Achievement of Objectives and Key Factors Involved

Conclusions – The evaluation found a generally acceptable level of activity target indicators but a significant deficiency of overall project level measurable indicators and project objective statements. No common key factors in achieving project objectives were evident.

Recommendations – The Swedish Frame Organizations and partners should review the content of their project proposal formats to ensure compliance with Sida's Funding Guidelines concerning the requirements for project objectives. They should also provide appropriate assistance to their Philippine Partners in retro-fitting existing projects and ensuring that future projects have clear project objectives and measurable indicators.

Efficiency and Cost Effectiveness of Projects

Conclusions – The evaluation generally found that the projects are cost effective with the exception of a few with questionable cost efficiencies.

Recommendations – The Swedish Implementing Partners should review those projects with questionable cost efficiencies with their Philippine Partners.

Effectiveness including Institutional Strengthening/Capacity development

Conclusion – The evaluation found that the majority of projects have received institutional strengthening and capability building but overall it is not significant related to the overall project costs. There is a need however for niche technical assistance and training for some of the Philippine partners due to management and governance changes. Limited transfer of knowledge from the Swedish Partners except in Gender and union related methodologies. The vast majority of the Philippine partners mentioned funding as the most important aspect in strengthening their organization's ability to assist their client beneficiaries.

Recommendations – Swedish Frame Organizations and their implementing partners should review institutional strengthening and capability requirements to ensure adequate and appropriate assistance. This especially applies to Philippine Partners undergoing management and governance changes.

Funding Issues

Conclusions – The majority of the projects are project funding with some core funding. The evaluation observed some correlation between core funding and low sustainability. There are a number of projects operating with yearly funding agreements without specified project parameters of duration and funding levels. These projects are subject to uncertain and arbitrary funding levels which is not conducive to effective project management. This situation also appears to be in non-compliance with Sida Funding guidelines that specifies that projects are to have a beginning and end. Receipt

of funding for a number of projects is delayed and is received well into the period for which the funding is allocated.

Recommendations – The Swedish Frame Organizations and their Implementing Partners should review all core funded projects and develop short, medium and long term strategies to reduce dependency. Yearly funding agreements should be reviewed and multi-year agreements negotiated and signed with identified funding levels and duration. The issue of funding delays should be reviewed by Sida, and the Swedish Frame Organizations to identify possible solutions.

Sustainability

Conclusions – Sustainability, although an important goal, is more easily attained in some projects than others. Fund raising and income generating projects may provide an incremental level of sustainability but appropriate institutional strengthening and capability building should be provided. Overall the sustainability of the Philippine NGO Projects is acceptable, although every effort should continue to maximize sustainability through appropriate strategies.

Recommendations – The Swedish Frame Organizations and their Swedish Implementing Partners should review projects with low sustainability scores and develop realistic and appropriate sustainability strategies for the short, medium and long term. These strategies should be supported by appropriate technical assistance and training.

Community Participation/Support of Beneficiaries/Community Support and Participation/Mobilization of Community Resources/Coordination with other Donors and NGOs

Conclusions – The assessment of community participation and support is positive. This correlates with high overall beneficiary participation noted in the projects. Significant mobilization of community resources was found and the general assessment is that risks and consequences are taken into account. Good coordination noted between donors, government offices and other Philippine NGOs. Limited coordination between Swedish funded partners and usually found within organizations with a common Swedish Funding Partner.

Recommendations – Sida, the Swedish Frame Organizations and the Philippine Partners should develop strategies to maximize coordination between the Swedish funded Philippine Partners.

Crosscutting issues

Overall Summary

Conclusions – The data in Table 4, outlines the assessment of the projects in relation to the cross cutting issues. Except for Gender which has a numerical assessment score, the others are defined as direct, indirect or none. Leaving Gender aside for the moment, overall Diakonia seems to have best holistic view of the cross-cutting issues with the majority of their projects having either direct or indirect objectives of all the categories i.e. poverty reduction, environment and democracy.

Gender

Conclusions – Overall assessment of gender integration is that there is a growing awareness which is positive, but it was also noted that more needs to be done by the Swedish Partners to really inculcate gender equity awareness and integration within the projects. Diakonia appears the most consistent frame organization supporting gender awareness and integration.

Recommendations – The Swedish Frame Organization and their Swedish Implementing Partners should apply increased emphasis on gender equity awareness and complete integration of gender issues in all phases of project development and implementation. Diakonia’s approach to gender equity is a useful model to replicate.

Poverty Reduction

Conclusions – There are few Swedish NGO funded projects that have direct poverty alleviation objectives. Those that do need to improve the reporting of results to demonstrate the impact on raising incomes and poverty alleviation.

Recommendations – Those projects that have poverty alleviation objectives should improve reporting to demonstrate the impact vis a vis poverty alleviation objectives.

Sustainable Development

Conclusion – There are few Swedish NGO funded projects with direct environmental objectives and none with a specific environmental focus.

Democracy (Human Rights)

Conclusions – Democracy and Human Rights appear to be the main focus for the majority of the projects reviewed. It was observed however that there is minimal focus on Women’s rights with the main focus being on local governance, union based activities and a focus on the rights of the child. With the exception of the union based activities, the evaluation noted a general low sustainability index for these projects and dependency on outside funding. Although this appears to go against Sida policy there does not seem to be any viable short-term solution to this dependency.

Recommendations – The Swedish Frame Organizations and their Implementing Partners should review Democracy and Human Rights Projects with low sustainability scores and develop appropriate and realistic short, medium and long term strategies to reduce the over dependence of these projects on outside funding.

System for monitoring and follow up including existence of written agreements

Conclusions – The majority of the operational projects have written agreements and from the evaluation findings there appears to be complete compliance on all sides to the terms of the agreements. There are however a number of written agreements that are negotiated and signed yearly and others that have no written agreements. This situation appears to be contrary to Sida Funding Guidelines.

Recommendations – The Swedish Frame Organizations and the Swedish Implementing Partners should regularize those projects with yearly agreements or no agreement with multi-year written agreements.

Conclusions – All Philippine Partner and Swedish partners appear to have adequately functioning monitoring and control systems in place.

Recommendations – To maximize the effectiveness of these systems increased use of overall project objectives and measurable indicators is recommended to provide the “measuring stick” of project progress.

1. Program context

A considerable part of Swedish development assistance is channeled through Non-Governmental Organizations (NGOs). Disbursements to NGOs for development co-operation during the recent years have exceeded 830 MSEK per year. At present the NGO Division at Sida contributes funds to approximately 300 Swedish organizations and their co-operation projects in some 100 countries.

Project proposals are always made by a Swedish NGOs. In order to streamline the administration and assessment procedures for project proposals, Sida has introduced a system of frame agreements with thirteen large organizations. The agreements are based on procedures, principles and criteria laid down in Sida's Conditions and Guidelines for NGO support. As part of the frame agreement Sida allocates funds on a yearly basis to these large organizations which administer, assess, approve or reject project proposals from Swedish NGOs. Sida grants can cover up to 80% of the total project costs.

In recent years NGO co-operation has focused increasingly on the development or strengthening of civil society. NGOs are increasingly regarded as potential bearers of democratic values and norms, as well as arenas for democratic training/grounding. Since a considerable part of Swedish development support is channeled through NGOs it is of growing interest to ascertain the degree to which Swedish NGO development co-operation has contributed to the development of civil society.

Swedish NGOs have provided support to the Philippines for some time. However, co-operation increased and was given a broader focus at the beginning of the 1990s. Swedish-Philippine NGO co-operation covers different sectors, with a dominant focus on democracy and human rights issues and education programs. The following six organizations have a long term frame agreement with Sida and are presently engaged in development co-operation activities in the Philippines: Olaf Palme International Center, LO/TCO Secretariat of International Trade Union Development Cooperation, Swedish Mission Council, Church of Sweden Mission, Church of Sweden Aid, Diaconia and Forum Syd.

2. Reason for the Evaluation

This study was initiated by Sida and is part of the general follow up of programs supported by Swedish NGOs co-financed by Sida and is as such an important part of the dialogue between Sida and the NGOs. Furthermore, the study was to serve as an input to the then forthcoming work on a renewed country strategy for the Philippines.

The co-financed NGO development co-operation is not, contrary to the bilateral Swedish development assistance, programmed by sector or country. The principal steering document for this co-operation is Sida's Guidelines for support to development programs of Swedish NGOs, whereas the content and principles for bilateral cooperation are laid down in the Country Strategy documents.

The study was to provide Sida with a comprehensive review and analysis of Swedish development support through Swedish NGOs to the Philippines.

The study was commissioned by the Swedish International Development Cooperation Agency, the Division for cooperation with NGOs, Sida/SEKA. Sida/SEKA was responsible for drawing up the terms of reference for the study. The officer responsible for the study in Stockholm is Kristina Gough.

The Swedish Embassy in Manila was responsible for the procurement of a local consultants and the contract administration. The contacts at the Swedish Embassy were Mr. Per Hallstrom and Ms Cecilia Romson.

2.1 Scope and Focus of the Evaluation

As mentioned earlier, the evaluation was to provide Sida with a comprehensive review and analysis of Swedish development support through Swedish NGOs to the Philippines.

2.2 Evaluation Objectives

The overall program evaluation objectives as stated in the evaluation TORs are as follow:

- Present an overview of the NGO development program and actors funded by Sida (organizations, places and type of cooperation).
- Present an overview of how the Swedish-Philippine NGO cooperation has evolved and what factors have determined priorities.
- Present an operational structure for this cooperation i.e. agreements, monitoring, control and evaluation.
- Make an assessment of the relevance and effectiveness of this support and its contribution to strengthening the capacity of civil society and to improve the living conditions of the beneficiaries.
- Assess the extent to which the Swedish NGO programs of cooperation have contributed to enhancing the capacity of the partner organizations in the Philippines to pursue their operations.

The complete Terms of reference are attached to this report as Appendix I.

3. Organization of the Report

This evaluation report is organized as follows:

The Executive Summary is presented prior to the Table of Contents and contains major conclusions, and recommendations.

The Approach and Methodology, Section 4, contains a description on the overall implementation of the evaluation and the methodology used. Finally the composition of the evaluation team and the limitations of the study are outlined.

The Findings, Section 5, included analysis and discussion of the major evaluation objectives and issues identified in the Terms of Reference.

The Conclusion/Recommendation, Section 6, contains the overall assessment and conclusions of the evaluation related to the evaluation objectives and issues. Recommendations are also included in this section.

There are several appendices and accompanying Volumes I and II to this report. Most of the appendices are self-explanatory. Appendix IV contains Project Fact Sheets which is a summary of pertinent information from the Partner Interview Questionnaires and Project Evaluations. Within the main body of the report there are five tables that provide a statistical overview of the Swedish-Philippine NGO Program and the geographical distribution of projects. They are as follows: 1) History and Partnership Information – Page 10, 2) Funding levels 1995 to 2000 – Page 12, 3) Geographical Areas of Operation, – Page 14, 4) Management and Administration Issues – Page 18 and 5) Overall Assessment of Issues and Crosscutting Themes – Page 19.

A summary of the information contained in each table is described below.

Table 1., History and Partnership contains data on the length of proposal processing, the basic type of cooperation including the basic focus of the project, the sector (using the Sida Sector Specifications), implementing partner, type of funding, year of initial funding and length of partnership.

Table 2, Funding Levels 1995 to 2000 as the name implies. Consists of funding information from the period 1995 to 2000.

Table 3, Geographical Areas of operations provides an overview of the distribution of projects within the Philippines.

Table 4, Management and Administration Issues consists of information on: the existence of written agreements, whether formal evaluations have been conducted, whether there is an effective monitoring system in place, whether there are clear objectives and measurable objectively verifiable indicators (OVIs) at the activity level and at the Program level and whether the project included capacity building and transfer of knowledge from the Swedish Partner.

Table 5, Overall Assessment of Issues and Crosscutting Themes focuses on: likelihood of Sustainability, Beneficiary Participation, an assessment of Gender integration and the extent to which the projects focus on Poverty Alleviation, Sustainable Development and Democracy objectives.

Volume I contains the results of the Project Evaluations while Volume II contains the results of the Partner Interviews.

The clients of this evaluation are Sida, and the Swedish and Philippine Partners. Sida will most likely be interested in the main program report, while the Swedish and Philippine partners would also be interested in the more detailed reports on the individual projects that are contained in Volumes I and II.

4. Approach and methodology

4.1 Approach

Initial analysis of the Purpose and Scope of the Evaluation TORs indicated that there were two levels to the assignment. The first was the assessment of the relevance and success of the overall approach and strategy of the Swedish-Philippine NGO Cooperation Program over the past five years and the second was a more in-depth evaluation of a sample of the individual projects. The results of the second level assessment was, of course, to contribute to the program level assessment by identifying the factors of success and failures in the individual projects and relating the issues identified to the larger program level assessment.

From this analysis the evaluation was undertaken in essentially three phases. The first phase was general data gathering to update the contact information provided by the Swedish Embassy and to ascertain basic information on the number of projects, approximate amount of funding and project duration. In the second phase, the evaluators interviewed all Philippine partners that could be identified and finally the third phase was to carry out the evaluations of selected individual projects.

For the program level assessment all Philippine Partners that could be identified were interviewed. In summary, of the 37 partner organization identified 29 Partner Interviews were carried out. Of the remaining 8, 5 could not be located due insufficient contact information, 2 are apparently inactive organizations and one is located in the Southern Mindanao where the current military conflict prohibits travel.

For the partner interviews a guide questionnaire (Appendix II) was used to gather as much information as possible to respond to the overall program evaluation objectives and specifically to the issues identified. The results of the Partner Interviews are contained in Volume II – Partner Interviews.

Following the completion of the partner interviews, the projects to be evaluated were selected following a quick analysis of the interview findings. The projects selected were a combination of projects deemed to be relevant to the achievement of the program evaluation objectives.

This project mix included ongoing and completed projects as well as those involving core and project funding. Finally the mix tried to include projects from all Swedish partner organizations but this proved difficult as explained later on in the report.

Using Key Informant and Beneficiary interviews, the evaluation focus was on efficiency and effectiveness measurements for the ongoing projects with some attempt at the likely overall impact of the project. Also the identified Sida evaluation issues were used to supplement those issues not covered by the above assessment.

For the completed projects the emphasis was on the impact assessment with a post mortem look at efficiency and effectiveness issues in addition to the Sida evaluation issues.

The results of the evaluations are contained Volume- I- Project Evaluations.

4.2 Methodology

The evaluation used primary and secondary data, partner interviews, key informant interviews and beneficiary interviews as the main methodology tools for the evaluation. The partner, key informant and beneficiary interviews used an open-ended format based on guide questionnaires. Appendix II contains the Partner Questionnaire format. The Key Informant and Beneficiary Interviews Questionnaires were uniquely developed for each Project Evaluation and are contained as appendices in each Project Evaluation.

Key Informant interviews were undertaken with the main players in each project. These included, project management staff, the implementation staff, members of the Board of Directors of the organization and in some cases other organizations working closely with the Philippine Partner.

Beneficiary interviews were also carried out with selected target beneficiaries of each project being evaluated. These Beneficiary interviews were conducted in a group format.

The secondary data largely came from project progress and financial reports, project proposals and other supporting data such as cooperation agreements. These documents were usually collected during the partner interview and only in a few cases were they provided before hand. Please refer to the Appendix III -Evaluation Framework for the various instruments that were used for different levels of the evaluation.

4.3 The Evaluation Team

The Evaluation Team consisted of Roger Dimmell, Senior Evaluation Consultant and Pamela Grafilo, Evaluation Research Expert.

4.4 Evaluation Workplan

In the original workplan contained in the inception report, the estimated time to complete the various stages of the Evaluation was as follows:

Stage I – Evaluation Design and WorkPlan including background data gathering
– Three weeks.

Stage II – Partner Interviews – Six Weeks

Stage III – Project Evaluations – Three weeks

The contract was signed on March 23. Stage I was completed as planned on April 12 with the submission of the Inception Report. Partner Interviews were started in the week of April 13 to 19th and continued until the week of May 11 to 17th. Unfortunately Easter week limited the number of interviews possible for two weeks in April. Partner Interviews were conducted on an intensive basis until the around the middle of May but continued on a sporadic basis until the middle of June. Out of town trips for Partner Interviews were conducted in early Mays with trips to Central Luzon, Visayas and Mindanao. Delays in the Partner Interviews were caused by a combination of factors including difficulty in getting contact information and the lack of official notification of the Evaluation by the Swedish Partners.

The selection of the projects to be evaluated started in late May and the first evaluation visits were conducted on May 27 (BUKLOD) and continued up August 10 (AHW). Field visits were con-

ducted to Olongapo and Cebu City (Visayas) for the evaluations. The balance of the evaluation were conducted in Manila.

During July there were a number of circumstances that delayed the project evaluations. Including: the absence of key personnel on the NATCCO Coop Housing project, the delay in formal notification of the evaluation to ECPAT Philippines by their Swedish partner and finally the need to change one of the planned evaluations due to a natural disaster which prevented the planned interview of the beneficiaries (Garbage landslide in Payatas).

The initial time frame for the Draft Final report proved impossible to meet for a number of reasons. First of the scheduling of the partner interviews proved more difficult than anticipated, especially considering the majority were scheduled to undertaken in April which conflicted with the Easter Holidays. Secondly there were delays in identification of some of the partners and also some Philippine partners refused to meet until formal notification of the evaluation was given. Finally the sheer volume of data that had to be reviewed and the time necessary to write up the Partner Interviews was not expected. This was in part due to the addition of the Strengths, Issues and Concerns section to the Partner Questionnaire document which was not initially planned.

The Draft Final Report was submitted on August 29, 2000 and the Final Report on October 11, 2000.

4.5 Limitations of the study

The main overall limitation of the study was the lack of time and resources to carry out the overall Evaluation objectives and identified issues to the degree that was desired by the Evaluation Consultants. Never the less the product delivered is viewed by the Evaluation Consultants as fully meeting and hopefully exceeding the requirements of the Terms of Reference. There are however some limitations which should be considered in interpreting the evaluation results.

The Partner Interviews were carried out without the benefit of having the relevant project documentation such as progress reports etc. Most of these documents were gathered during the Partner Interview. This limited perhaps a sharper focus for the questions contained in the Partner Interview Questionnaire as well as the interpretation of the answers. In certain cases there were follow-up questions and additional data gathering but this was limited by the time available. Also in some cases there was a lack of available documentation and corporate memory that effected the level of detail of the some of the Partner Interviews. This is especially true with projects at the lower end of the five-year scope of the evaluation and earlier. Finally the views collected by the Partner Interviews represented only the key informants and not the beneficiaries.

The Project Evaluations included a more in-depth assessment and review of the documentation and included follow on Key Informant and Beneficiary interviews. However the project evaluations should not be compared to individual “stand alone” evaluations which has the luxury of time and focus both of which was limited in this evaluation.

The statistical data contained in the five accompanying tables has been compiled following Partner Interviews of the majority of the Philippine Partners and the Project Evaluations. However, as mentioned earlier, there are a number of partners who haven't been interviewed for a variety of reasons including, incomplete contact information, apparently inactive organizations and finally the peace and order situation in Mindanao. In one instance, that of Forum Syd, only one of the partners has been interviewed due to reasons mentioned above. The data collected on Forum Syd and its partners is therefore highly skewed. There is also a certain element of subjectivity on the part of

the evaluators in interpreting the respondent's comments and documentation provided in context of the ranking of some of the issues such as participation, integration of gender and sustainability.

Although all of the partners have had a chance to review and comment on the individual Partner Questionnaires and the Project Evaluations, the scope of the evaluation did not include the same process for the Swedish Partners.

Finally there are some findings, conclusions and recommendations related to funding levels and timing without a complete understanding of the Sida NGO funding cycle and process.

5. Overall Evaluation Findings

5.1 Sida Program Evaluation Issues

Evaluation Program Issue – Present an Overview of the NGO development program and actors funded by Sida (organizations, places and type of cooperation).

Evaluation Assessment and Findings

Tables 1 and 2, provide a good overview of the current and past Swedish and Philippine organizations involved in the Philippine NGO Programs, types of cooperation. Length of partnership and funding levels.

Appendix IV -Project Fact Sheets also provides a quick overview of project details which is supplemented by Volumes I and II.

Table 1 – History and Partnership Information (Page - 10).

Summary

As mentioned earlier, Table 1 contains data on the length of proposal processing, the basic type of cooperation including the basic focus of the project, the sector (using the Sida Sector Specifications), implementing partner, type of funding, year of initial funding and length of partnership.

The following is a description of the various columns in order of presentation followed by an analysis of the data if required

Length of Proposal Processing

This column attempts to get some idea as the length of time (in months) the various projects have taken from the initial concept to actual receipt of funding.

Qualification of Data

The response of the respondents on this question was based on their recollection and not on documented evidence. Also funding cycles of the respective organizations has not taken into account as this information was not known at the time.

Analysis of Data

From the data collected the respective Swedish Frame Organizations had the following average processing time in months.

Church of Sweden Mission:	9.11
Diakonia:	6.4
Forum Syd	12
LO/TCO	9.5
Olaf Palme Center	10.67
Swedish Mission Council	10.4

Diakonia has the shortest processing time followed by the Church of Sweden Mission, LO/TCO, Olaf Palme and Swedish Mission Council. There are a couple of possible correlations. Diakonia is the only organization that has a Regional Office and both Diakonia and Church of Sweden Mission tend to implement the projects directly as opposed to funding other Swedish Implementing Partners. Forum Syd's data represents only one project.

Type of Project

Most of the programs involve training and technical assistance. There are few projects that involve socio-economic assistance (3) and some involve construction and/or provision of equipment (4).

Sector

Self Explanatory

Implementing Partner

Largely explanatory except to note that Church of Sweden Mission implements most projects directly while Diakonia implements all their projects in the Philippines directly.

Type of Funding

Most of the projects are project funding. Of the 29 Partners listed, 21 are defined as project funding and 8 as core funding. The partner with the greatest number of core funded projects is the Church of Sweden Mission with three.

Table 1 – History and Partnership Information

Table 1 -Summary of Overall Swedish - Philippine Cooperation - History and Partnership Information - Page 10							
Frame Organization / Phil Partner	Length of Proposal Processing (Months)	Type of Project	Sector Base	Implementing Partner	Type of Funding	Year of Initial Funding	Length of Partnership
Church of Sweden Mission	9.11						7.56
Manila-Based							
Bahay Tuluyan	3	Training/St. Children	HR/Education	CSM and SSU	project	1995	6
ECPAT - Philippines	9	abused children	HR	none	core	1994	6
Episcopal Church in the Philippines	10	various	various	none	project	1985	15
Iglesia Filipina Independiente	2	institutional program	HR/Church	none	core	1995	5
Kanlungan sa ER-MA	6	street children	HR	none	core	1993	7
Philippine-China Devt Resource Center	12	Training	Health	none	project	1997	1
United Church of Christ in the Philippines	10	human rights	HR/Church	none	project	1988	13
Luzon							
Buklod Center	12	institutional program	HR/ Women	none	core	1989	12
Easter School	18	building construction / institutional program	HR/Education	Students Union	combination	1995	3
Diakonia	6.40						4.67
Manila-Based							
Institute for Political & Electoral Reform	3	training	Local Admin	none	project	1985	6
Phil. Alliance of Human Rights Advocates	6	Org Dev/Training	Human Rights	none	core	1996	5
Visayas							
Carle Multipurpose Cooperative	11	Credit/Coop Dev	Nat/Res/Coop	none	project	1997	3
Code-Iloilo	7	T/A/Training	Local Admin	none	project	1997	3
Convention of Phil. Baptists Churches	5	Credit/Coop Dev	Nat/Res/Coop	none	largely project	1993	7
Forum Syd	12.00						4.00
Manila-Based							
Bayanihan Prosampi							
Kaisahang Buhay Foundation							
KAMPI							
Medical Action Group	12	technical assistance	health/Refugees	none	project	1997	4
Visayas							
Swedish-Negrense Foundation							
Mindanao							
Center for Community Health Services							
Interfaith Program for Health Concerns							
LO / TCO	9.50						7.37
Manila-Based							
Alliance of Health Workers	12	institutional program	Trade Union	Nurses Union	core	1992	9
Association of Independent Unions							
ITG-Philippines (with 8 TU Federations)	8	training	Trade Union	ITGLWF	project	1990	10
National Federation of Labor	12	training	Trade Union	S. Cooperation Grp	project	1993	8
National Mines and Allied Workers Union	6	training	Trade Union	ICEM	project	1995	6
Frame Organization / Phil Partner	Length of Proposal Processing (Months)	Type of Project	Sector Base	Implementing Partner	Type of Funding	Year of Initial Funding	Length of Partnership
Olof Palme Center	10.67						6.57
Manila-Based							
Labor Education & Research Network	14	training	Trade Union	ABF	core	1991	10
NATCCO Consumer Cooperatives	6	training T/A	Natural Res/Coop	KFPC	project	1998	2
NATCCO Coop Housing	N/A	Training/T/A	Natural Res/Coop	KFPC	project	1997	3
Nuwhrain Development Cooperative	12	Training	Coop/Housing	KFPC	project	1997	3
Swedish Mission Council	10.40						9.67
Manila-Based							
Scandinavian Missions of the Philippines	no data	health & nutrition	Health/Church	SCM-Sweden		1990	11
Star of Hope-Philippines	12	School construction	Education	Star of Hope(SWE)	project	1983	17
Summer Institute of Linguistics	12	Research/Literacy	HR/Education	Interact	project	1994	6
Translators Association of the Philippines	12	purchase of equipment	Educ/Rural Dev	Interact	project	1999	1
Luzon							
Munting Tahanan Apostolate Foundation	6	streetchildren	HR/church	Caritas-Sweden	core	1998	3
Pentecostal Christ Church							
San Pablo Water Association							
Team Mission Philippines	10	School construction	Education	Team Miss(SWE)	project	1980	20
AVERAGE	9.28						6.98

Legend:
 No Contact Information
 Inactive Organization

Year of initial Funding and Length of Partnership

The oldest partnership among the current and past projects is the Swedish Mission Council with projects going back as far as 1980. The Swedish Mission Council also has the highest average length of Partnership. The other Frame Organization that has a long tradition of partnership in the Philippines is the Church Of Sweden Mission which has partnerships going back to 1988 and has the second highest average length of partnership.

There are three Frame Organizations that appear to have initiated their partnership in the 1990s. They are the Olaf Palme Center, LO/TCO and Diakonia, with the exception of one project initiated in 1985.

The oldest project funding is 1980 (Team Mission), newest is in 1999 (Translators Association of the Philippines). 6 of the 29 project partnerships were initiated in the 1980s and 23 in the 1990s. Of the 23 initiated in the 1990s, only 9 were initiated before 1995 and 14 from 1995 to the present.

There are also a significant number of partnerships that have been ongoing for a considerable period of time. There are 8 partnerships that are 10 years or older, and 11 that are five years or older. This seems to indicate that partnerships once started continue for a considerable length of time.

Table 2 – Funding Levels 1995 to 2000 (Page – 12)

Qualification of Data

The data presented represents the evaluators best efforts at collecting the most accurate funding level information from the partners. However the data should still not be considered 100% accurate as the information has not been verified with documentation in all cases and is based on the Partners' recollections which in some cases is compromised due to the lack of corporate memory. Also no attempt has been made to take into account the peso devaluation in 1998 and to a certain extent over the past two to three months. Thus the figures for 1998 onwards represents an approximately 33% devaluation from the 1995 to 1997 exchange rate i.e. from 1998 US dollars or SEKs purchased significantly higher peso amounts. The funding levels for 2000 represents limited data as a significant number of partners do not have guaranteed funding levels and the actual levels are not known until the funding is actually received usually from April to June. The funding levels recorded also do not differentiate between Sida's funding share and the counterpart contributions of the Swedish NGO Partners.

Table 2 – Funding Levels 1995 to 2000

Table 2 - Summary of Overall Swedish - Philippine Cooperation - Funding Levels 1995 to 2000 - Page 12							
Frame Organization / Phil Partner	Level of Funding (In Pesos)						
	1995	1996	1997	1998	1999	2000	Total
Church of Sweden Mission	4 920 000.00	8 900 000.00	11 893 000.00	7 405 388.00	4 233 190.66	3 938 000.00	41 289 578.66
Manila-Based							
Bahay Tuluyan	1 100 000.00	1 000 000.00	4 532 000.00	1 100 000.00			7 732 000.00
ECPAT - Philippines	720 000.00	900 000.00	1 052 000.00	1 448 000.00	1 333 190.66	1 008 000.00	6 461 190.66
Episcopal Church in the Philippines	no data	no data	no data	1 210 000.00	1 000 000.00	1 150 000.00	3 360 000.00
Iglesia Filipina Independiente	no data	800 000.00	800 000.00	800 000.00	800 000.00	680 000.00	3 880 000.00
Kanlungan ER-MA	400 000.00	400 000.00	400 000.00	400 000.00	400 000.00	400 000.00	2 400 000.00
Philippine-China Devt Resource Center			325 000.00				325 000.00
United Church of Christ in the Philippines		2 100 000.00	1 084 000.00	1 247 388.00			4 431 388.00
Luzon							0.00
Buklod Center	600 000.00	700 000.00	700 000.00	700 000.00	700 000.00	700 000.00	4 100 000.00
Easter School	2 100 000.00	3 000 000.00	3 000 000.00	500 000.00			8 600 000.00
Diakonia	711 629.00	1 861 629.00	4 388 633.00	5 225 850.50	6 639 092.50	7 294 125.00	25 447 509.00
Manila-Based							
Institute for Political & Electoral Reform		250 000.00	554 300.00	717 675.00		1 002 125.00	2 524 100.00
Phil. Alliance of Human Rights Advocates		900 000.00	900 000.00	500 000.00	900 000.00		4 100 000.00
Visayas							
Carle Multipurpose Cooperative				700 000.00	900 000.00	900 000.00	2 500 000.00
Code-Iloilo			673 450.00	1 047 292.50	1 047 292.50	1 900 000.00	3 994 585.00
Convention of Phil. Baptists Churches	711 629.00	711 629.00	2 260 883.00	2 260 883.00	3 791 800.00	2 592 000.00	12 328 824.00
Forum Syd	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Manila-Based							
Bayanihan Prosampi							
Kaisahang Buhay Foundation							
KAMPI							
Medical Action Group	no data						
Visayas							
Swedish-Negrense Foundation							
Mindanao							
Center for Community Health Services							
Interfaith Program for Health Concerns							
LO / TCO	4 658 091.00	2 535 091.00	6 720 756.00	7 453 293.00	5 249 968.00	1 000 000.00	27 617 199.00
Manila-Based							
Alliance of Health Workers	2 123 000.00		2 894 265.00	2 839 815.00			7 857 080.00
Association of Independent Unions							
ITG-Philippines (with 8 TU Federations)	1 535 091.00	1 535 091.00	2 826 491.00	3 212 078.00	3 848 568.00	no data	12 957 319.00
National Federation of Labor				401 400.00	401 400.00		802 800.00
National Mines and Allied Workers Union	1 000 000.00	1 000 000.00	1 000 000.00	1 000 000.00	1 000 000.00	1 000 000.00	6 000 000.00
Frame Organization / Phil Partner	Level of Funding (In Pesos)						
	1995	1996	1997	1998	1999	2000	Total
Olof Palme Center	2 567 978.17	3 349 265.20	6 898 334.00	9 026 313.04	6 620 000.00	10 113 268.66	38 575 159.07
Manila-Based							
Labor Education & Research Network	2 567 978.17	3 349 265.20	5 759 834.00	4 812 998.00	2 620 000.00	6 113 268.66	25 223 344.03
NATCCO Consumer Cooperatives				4 000 000.00	4 000 000.00	4 000 000.00	12 000 000.00
NATCCO Housing Coop	no data						
Nuwahrain Development Cooperative			1 138 500.00	213 315.04			1 351 815.04
Swedish Mission Council	1 689 750.00	3 120 750.00	5 907 951.96	5 881 559.99	571 594.71	1 220 283.31	18 391 889.97
Manila-Based							
Scandinavian Missions of the Philippines	no data						0.00
Star of Hope-Philippines			4 926 951.96	4 018 410.51			8 945 362.47
Summer Institute of Linguistics	319 500.00	1 750 500.00	531 000.00	531 000.00	211 000.00		3 343 000.00
Translators Association of the Philippines						805 500.00	805 500.00
Luzon							
Munting Tahanan Apostolate Foundation				882 149.48	360 594.71	414 783.31	1 657 527.50
Pentecostal Christ Church							
San Pablo Water Association							
Team Mission Philippines	1 370 250.00	1 370 250.00	450 000.00	450 000.00			3 640 500.00
TOTAL FUNDING	14 547 448.17	19 766 735.20	35 808 674.96	34 992 404.53	23 313 845.87	23 565 676.97	151 321 335.70

Legend:
 No Contact Information
 Inactive Organization

The following is a summary of the funding data by organization:

1995-2000	Total Funding	No. of Projs	No. of Partners	Average (per project)
Church of Sweden Mission:	P 41,289,578.66	9	9	P 4,587,397
Diakonia:	P 25,447,509.00	5	5	P 5,089,501
Forum Syd	No Data	1	1	No Data
LO/TCO	P 27,617,199.00	4	4	P 7,095,183
Olaf Palme Center	P 38,575,159.07	4	3	P 9,359,164
Swedish Mission Council	P 18,391,889.97	6	6	P 3,065,314
Total funding	P 151,321,335.70	29		

Largest Swedish NGO donor appears to be the Church of Sweden Mission followed by the Olaf Palme Center. The smallest is the Swedish Mission Council, followed by Diakonia.

The largest average per project (or Partner as there may be multiple projects) is Olaf Palme Center followed by LO/TCO. The smallest average is the Swedish Mission Council followed by the Church of Sweden Mission.

Overall funding appeared to increase from 1995 to 1997 peaking that year and declining from 1998 onwards. This decline becomes more significant as the 33% devaluation occurred in 1998 so the equivalent US dollar of SEK contributions must have decreased significantly. To complicate matters it should also be kept in mind that some projects, although not all, are based on project proposals that are budgeted in Philippine Peso and are therefore self adjusting.

Not with standing the above qualifiers, there is an apparent decline in funding from 1998 onwards. This decline is further supported by the fact that there are currently only 19 operational compared to the 29 operational project in 1997.

Geographical Distribution

As geographical distribution goes, as Table 3 indicates, the majority of the Philippine Partners are based in Manila although there is a wide geographic spread of the actual projects. Overall there is one area that appears to have a predominant focus and that is the Visayas, Central Philippines, especially the Island of Panay. This geographic focus is the result of Diakonia's projects with four projects being implemented in the area. One area that has minimal focus in Mindanao with only three projects.

Table 3 – Geographical Areas of Cooperation

Table 3 - Summary of Swedish-Philippine Cooperation - Geographic Areas of Operations - Page 14	
Frame Organization / Phil Partner	Areas of Operation
Church of Sweden Mission	
Manila-Based	
Bahay Tuluyan	Metro Manila
ECPAT - Philippines	Metro Manila/Cebu City
Episcopal Church in the Philippines	Nation-wide
Iglesia Filipina Independiente	Nation-wide
Kanlungan sa ER-MA	Metro Manila, Laguna
Philippine-China Devt Resource Center	Metro Manila
United Church of Christ in the Philippines	Nation-wide
Luzon	
Buklod Center	Olongapo/Central Luzon
Easter School	Baguio/Northern Luzon
Diakonia	
Manila-Based	
Institute for Political & Electoral Reform	Metro Manila, Visayas
Phil. Alliance of Human Rights Advocates	Metro Manila/Nationwide Influence
Visayas	
Carle Multipurpose Cooperative	Iloilo Province/Central Philippines
Code-Iloilo	Iloilo Province/Central Philippines
Convention of Phil. Baptists Churches	Iloilo/Negros/Central Philippines
Forum Syd	
Manila-Based	
Bayanihan Prosampi	
Kaisahang Buhay Foundation	
KAMPI	
Medical Action Group	Metro Manila, Cagayan Valley, Eastern Samar and Negros Occidental
Visayas	
Swedish-Negrense Foundation	Negros Occidental/Central Philippines
Mindanao	
Center for Community Health Services	Davao del Norte
Interfaith Program for Health Concerns	Cotabato City
LO / TCO	
Manila-Based	
Alliance of Health Workers	Nation-wide
Association of Independent Unions	
ITG-Philippines (with 8 TU Federations)	Metro Manila/Nationwide Influence
National Federation of Labor	Metro Manila based/Nationwide influence/Mindanao
National Mines and Allied Workers Union	Metro Manila, northern provinces
Olof Palme Center	
Manila-Based	
Labor Education & Research Network	Metro Manila
National Confederation of Cooperatives	Metro Manila/Luzon/Visayas/Mindanao
Nuwhrain Development Cooperative	Metro Manila/Cebu City
Swedish Mission Council	
Manila-Based	
Scandinavian Missions of the Philippines	Metro Manila
Star of Hope-Philippines	Metro Manila, Rizal
Summer Institute of Linguistics	Metro Manila/Nationwide areas of involvement
Translators Association of the Philippines	Metro Manila-based w/ areas nation-wide
Luzon	
Munting Tahanan Apostolate Foundation	Bataan/Central Luzon
Pentecostal Christ Church	
San Pablo Water Association	
Team Mission Philippines	Bulacan/Central Luzon

Legend:

No Contact Information

Inactive Organization

Overall Findings

- The Swedish Mission Council and the Church of Sweden Mission have the longest history of Partnership in the Philippines. Olaf Palme Center, LO/TCO and Diakonia are relative new comers;
- A Partnership, once initiated appears to continue for a considerable period of time;
- For the period 1995–2000 total funding of approximately P 151 million has been recorded. The largest donor is the Church of Sweden followed by the Olaf Palme Center. The smallest donors are the Swedish Mission Council and Diakonia.
- Overall funding peaked in 1997 and appears to decline after that. 19 projects are currently operational compared to 29 in 1997.
- Most Philippine Partners are based in Manila. Other than Metro Manila the other main geographic focus is the Central Philippines. There is a minimal focus in Mindanao.

Evaluation Program Issue – Provide an overview of how the Swedish-Philippine NGO cooperation has evolved and what factors have determined priorities.

Evaluation Assessment and Findings

There are no clear cut trends in the way the Swedish Philippine NGO Program has evolved over the past ten years.

There are however some general trends noted. Most of the union based activities started from the 1990s onwards to 1995 and this parallels the growth of LO/TCO's involvement in the Philippines. This emphasis dropped somewhat from 1995 to 2000 with only three of the original five partnerships continuing.

There is also an increase in Democracy and Human Rights focused projects (discounting the union based projects) starting from the late 1980s to 1995. This trend appears to have continued from 1995 to 2000 although there is a slight decrease following the trend of reduced number of operational projects.

As to number of Frame Organizations involved in the Philippines, as noted above, there are two that have increased their involvement since 1990, Diakonia and LO/TCO while Forum Syd appears to be reducing involvement.

As to the question, "what factors have determined priorities", the evaluation found no clear cut evidence of overall program strategies on the part of the Swedish Frame Organizations that drives project and partner selection, although admittedly they have not been asked this question directly. Partner and project selection appears to be a random process related to the field visits from the Frame Organization's staff. This conclusion was drawn from the Partners Interview Questionnaire where most of the Philippine Partners indicated their partnership started from a visit by their future Swedish Partners.

Overall Findings

- There are no clear cut trends in how the program has evolved over the past ten years.
- Some general trends noted in the development of the union based project from 1990 to 1995 and a focus on Democracy/Human Rights from the late 1980s to 1995;

- The number of Swedish Frame Organizations increased from two active in the 1980s to six in the 1990s. Forum Syd appears to be reducing involvement significantly;
- The evaluation found no obvious factors that determine program strategies. This appears to be a random process related to visits by the Swedish Frame Organizations.

Evaluation Program Issue – Assess operational structure for this cooperation i.e. agreements, monitoring, control and evaluation.

Evaluation Assessment and Findings

The above assessment is more completely covered within the evaluation issues contained later on in this report. In summary, however the evaluation found most systems in place for effective monitoring and control, with the exception of problems in the lack of written agreements in some instances and the limited duration of others. In addition some issues were identified with funding levels and timing of the receipt of funding. Monitoring systems typically use an annual assessment/re-planning cycle as well as beneficiary training needs analysis and post training evaluations. The lack of project objectives and measurable indicators was identified as the most often missing component to maximize the effectiveness of the monitoring systems.

Evaluation Program Issue – Assessment of the relevance and effectiveness of this support and its contribution to strengthening the capacity of civil society and to improve the living conditions of the beneficiaries.

Overall Assessment and Findings

Overall the evaluation found direct relevance of the Swedish-Philippine NGO Program to the developmental needs of the Philippines although some projects appear to have a greater potential impact than others.

There is no doubt that the program is contributing to overall strengthening of Philippine Civil Society through institutional strengthening and capability building. This in turn is having a significant impact on the living conditions of the beneficiaries.

Evaluation Program Issues – Assessment of the extent to which the Swedish NGO programs of cooperation have contributed to enhancing the capacity of the partner organizations in the Philippines to pursue their operations.

Overall Assessment and Findings

This assessment is specifically covered later in the report. The overall assessment is that funding is by far the most important aspect in enhancing the capacity of the Philippine Partners. As covered more extensively under the Institutional Strengthening/Capability Building section, the Philippines has one of the strongest and most sophisticated Civil Society sectors in Asia. Although selected capacity building is of course required in certain circumstances it appears to be the funding that allows the Philippine Partners to pursue their operations. This was certainly the view of the majority of partners in the Partner Interview Questionnaires.

Table 4 – Management and Administration Issues

Table 4 - Summary of Swedish-Philippine Cooperation - Management and Administration Issues - Page 18							
Frame Organization / Phil Partner	Formal Written Agreement	Formal Evaluation	Monitoring System	Clear Objectives/ Activity Level	Measurable OV/ Program Level	Capability-Building Within Org	From Swedish
Church of Sweden Mission							
Manila-Based							
Bahay Tuluayan	none	yes	yes	limited	none	yes	none
ECPAT - Philippines	yes	none	yes	yes	none	none	none
Episcopal Church in the Philippines	none	yes	yes	yes	none	none	none
Iglesia Filipina Independiente	yes	none	yes	yes	none	yes	limited
Kanlungan sa ER-MA	yes	none	yes	yes	none	yes	none
Philippine-China Devt Resource Center	none	none	yes	yes	yes	none	none
United Church of Christ in the Philippines	yes	none	yes	limited	none	yes	limited
Luzon							
Buklod Center	yes	yes	yes	limited	none	none	none
Easter School	yes	none	yes	limited	none	yes	none
Diakonia							
Manila-Based							
Institute for Political & Electoral Reform	yes	none	yes	yes	limited	yes	none
Phil. Alliance of Human Rights Advocates	yes	none	yes	limited	none	yes	none
Visayas							
Carle Multipurpose Cooperative	yes	none	yes	limited	limited	yes	yes esp. gender
Code-Iloilo	yes	none	yes	yes	none	yes	yes esp. gender
Convention of Phil. Baptists Churches	yes	yes	yes	limited	limited	yes	yes esp. gender
Forum Syd							
Manila-Based							
Bayanihan Prosampi							
Kaisahang Buhay Foundation							
KAMPI							
Medical Action Group	yes	none	yes	limited	none	yes	yes
Visayas							
Swedish-Negrense Foundation							
Mindanao							
Center for Community Health Services							
Interfaith Program for Health Concerns							
LO / TCO							
Manila-Based							
Alliance of Health Workers	yes	none	yes	yes	limited	yes	none
Association of Independent Unions							
ITG-Philippines (with 8 TU Federations)	yes	none	yes	yes	none	yes	yes
National Federation of Labor	yes	none	yes	yes	limited	yes	none
National Mines and Allied Workers Union	none	none	yes	yes	yes	yes	yes
Frame Organization / Phil Partner	Formal Written Agreement	Formal Evaluation	Monitoring System	Clear Objectives/ Activity Level	Measurable OV/ Program Level	Capability-Building Within Org	From Swedish
Olof Palme Center							
Manila-Based							
Labor Education & Research Network	yes	yes	yes	yes	yes	yes	none
NATCCO Consumer Cooperatives	yes	none	yes	yes	none	yes	yes
NATCCO - Coop Housing	none	none	none	limited	none	yes	yes
Nuwrain Development Cooperative	yes	none	yes	yes	yes	no	yes
Swedish Mission Council							
Manila-Based							
Scandinavian Missions of the Philippines	no data						
Star of Hope-Philippines	yes	none	yes	yes	limited	no	none
Summer Institute of Linguistics	none	none	yes	yes	none	no	yes thru volunteer
Translators Association of the Philippines	yes	NA	yes	yes	yes	yes	yes
Luzon							
Munting Tahanan Apostolate Foundation	yes	none	yes	limited	none	yes	none
Pentecostal Christ Church							
San Pablo Water Association							
Team Mission Philippines	yes	none	yes	yes	none	yes	yes

Legend:
 No Contact Information
 Inactive Organization

Table 5 – Overall Assessment / Issues / Crosscutting Themes

Table 5 - Summary of Swedish-Philippine Cooperation - Overall Assessment / Issues / Crosscutting Themes - Page 19							
Frame Organization / Phil Partner	Sustainability Index	Beneficiary Participation	Gender	% Women Beneficiary	Poverty Alleviation	Environment/ Sus Devt	Democracy
Church of Sweden Mission	1.56	2.28	1.83				
Manila-Based							
Bahay Tuluyan	1.5	3	NA	70 Staff 40 Ben	indirect	none	direct
ECPAT - Philippines	1	2	2	70%	none	none	direct
Episcopal Church in the Philippines	2	2	3	no data	indirect	indirect	indirect
Iglesia Filipina Independiente	2	3	1	60	none	none	indirect
Kanlungan sa ER-MA	1.5	2.5	NA	no data	indirect	none	direct
Philippine-China Devt Resource Center	1	2	1	70	indirect	none	none
United Church of Christ in the Philippines	2	2	1	no data	indirect	indirect	direct
Luzon							
Buklod Center	1	3	3	100	direct	none	direct
Easter School	2	1	NA	no data	none	none	indirect
Diakonia	1.60	2.80	2.00				
Manila-Based							
Institute for Political & Electoral Reform	1	3	1	30	indirect	indirect	direct
Phil. Alliance of Human Rights Advocates	1	3	1	no data	none	none	direct
Visayas							
Carle Multipurpose Cooperative	2	2	3	90	direct	indirect	direct
Code-Iloilo	2	3	2	55	indirect	direct	direct
Convention of Phil. Baptists Churches	2	3	3	60	direct	direct	direct
Forum Syd	1.00	3.00	3.00				
Manila-Based							
Bayanihan Prosampi							
Kaisahang Buhay Foundation							
KAMPI							
Medical Action Group	1	3	3	90	indirect	indirect	direct
Visayas							
Swedish-Negrense Foundation							
Mindanao							
Center for Community Health Services							
Interfaith Program for Health Concerns							
LO / TCO	2.00	3.00	2.00				
Manila-Based							
Alliance of Health Workers	2	3	2	70	indirect	indirect	direct
Association of Independent Unions							
ITG-Philippines (with 8 TU Federations)	2	3	2	65	indirect	none	direct
National Federation of Labor	2	3	2	25	indirect	none	direct
National Mines and Allied Workers Union	2	3	2	20	indirect	direct	direct
Frame Organization / Phil Partner	Sustainability Index	Beneficiary Participation	Gender	% Women Beneficiary	Poverty Alleviation	Environment/ Sus Devt	Democracy
Olof Palme Center	2.00	1.75	1.25				
Manila-Based							
Labor Education & Research Network	2	3	2	no data	indirect	indirect	direct
NATCCO Consumer Cooperatives	2	2	1	57	indirect	none	indirect
NATCCO Housing Coop	2	1	1	no data	indirect	none	indirect
Nuwhrain Development Cooperative	2	1	1	50	none	none	indirect
Swedish Mission Council	2.40	2.00	1.00				
Manila-Based							
Scandinavian Missions of the Philippines	no data	no data	no data	no data	no data	no data	no data
Star of Hope-Philippines	3	1	1	60	indirect	none	none
Summer Institute of Linguistics	2	2	1	50-70	indirect	none	indirect
Translators Association of the Philippines	2	3	NA	no data	NA	NA	NA
Luzon							
Munting Tahanan Apostolate Foundation	2	2	NA	30	indirect	none	none
Pentecostal Christ Church							
San Pablo Water Association							
Team Mission Philippines	3	2	1	50	indirect	none	none
AVERAGE	1.43	1.97	1.85				

Legend:
No Contact Information
Inactive Organization

5.2 Sida Evaluation Issues

Relevance

Evaluation Issue -Assess the extent to which the beneficiaries and the local partner organizations actively participate, and are engaged, in the planning and the implementation of project activities.

Evaluation Assessments and Findings

The extent of Beneficiary involvement in planning, implementation and assessment of the project was measured as follows:

Extensive – 3
Acceptable – 2
Minimal – 1

Based on this scale the overall findings are as follows:

Church of Sweden Mission:	2.28
Diakonia:	2.8
Forum Syd	3
LO/TCO	3
Olaf Palme Center	1.75
Swedish Mission Council	1.8

Generally the overall assessment of beneficiary participation is encouraging. Based on the information contained in Table 5, the overall average score for Beneficiary Participation is 1.94 (out of a possible score of 3). The high assessment of Forum Syd is based on only one sample and should be ignored. Tied for the highest score is LO/TCO. This score is perhaps reflective of the democratic and cohesive nature of trade unions. Diakonia is the next highest and considering the nature of their projects they should be commended for the high rating. The two lowest scores (in order) are the Swedish Mission Council and Olaf Palme. The Swedish Mission Council's score was lowered by the school construction projects which by nature are less participative in nature and Olaf Palme Center's score was lowered by two projects involving short term T/A from Sweden with less than adequate coordination and overall planning with the partners and beneficiaries.

Over all findings – The level of beneficiary and local partner participation in planning, implementation and assessment of project activities is acceptable and generally wide spread among the projects and Swedish Frame Organizations.

Achievement of objectives

Evaluation Issue

To what extent do the projects achieve their overall objectives?

What are the key factors that determine the extent to which the projects are able to achieve their specific objectives?

Evaluation Assessment and findings

The first question, of all the Sida evaluation issues, has been the most difficult for the evaluators to answer. The reason, the majority of the projects do not have objectively measurable indicators of overall objective achievement and a significant number have no overall project objective statement. The relevant data from Table 4 is given below

Program Level

At the program level most of the projects do not have program level objective statements or measurable indicators. Of the 29, 16 were deemed to have no overall measurements of objective achievement and most did not even have an overall objective statement. Of the remaining, 6 had limited program level indicators while there were 5 that had acceptable objective level statements and measurable indicators, although most of these were short training projects, or equipment supply projects.

“How do you know when you get there if you don’t know where you are going”

Perhaps the first place to start in this assessment is to discuss why project objectives and objectively measurable indicators of achievement are important.

Project objectives are important as they are the indicator that the sum is indeed greater than the parts. Synergy is an appropriate word to describe the connection between the parts i.e. projects activities and the sum, the higher order project objective. It is the phrase that defines the “success” of the project. Without a project objective statement and the equally important measurable indicators of achievement, it is impossible to make the assessment of the overall success (or failure) of the project.

Obviously Sida feels that it is important as indicated in the Guidelines for Sida support to Swedish NGOs which states. “The overall objective describes the project in a wider context. This overall objective shall be built from one or several well-defined objectives. These objectives shall be worded in such a way that it is possible, after the completion of the project, to determine the extent to which they have been achieved. It shall be possible to measure the fulfillment of objectives in qualitative and quantitative terms.

The objectives of the project constitute the point of departure for identifying the results which shall be achieved. Thereafter necessary activities can be planned. Finally the requisite means needed to implement the activities shall be defined. Thereafter a budget for the project can be determined”.
Page 9

Actually the statement above also raises an important point on the other reason for an Objective Statement and that is it should be basis for determining the appropriate activities which are necessary for its achievement. Without it the activities have no anchor or focus. In some planning tools the “if-then” causal link is used to test the internal logic of the relationship between the activities and the project objective. In other words “if” all of these activities are carried out successfully “then” the project objective will be achieved. Without an overall project objective it is impossible to check this logic.

Perhaps some discussion is appropriate of some of the planning tools available to ensure the appropriate link between activities and project objectives. The oldest, and in the evaluators opinion, still one of the best, is the Logical Framework Analysis or LFA or Log Frame. This was developed for use by USAID in the early 1970s and was adopted by other Bilateral donors such as CIDA and Multinational organizations such as the ADB and the World Bank. If used correctly this is a powerful planning tool. Unfortunately one of the drawbacks was the difficulty in establishing the Project Goal and Project Purpose (or project objective statement) and the tendency to use vague non-measurable indicators of the Project Purpose achievement. To solve this problem GTZ developed a modification to the LFA called ZOPP or Goal Orientated Project Planning (GOPP). The difference between the two systems is that GOPP uses a problem analysis process to establish a cause and effect relationship and then an objective link using the “if-then” logic. The GOPP system also uses the LFA as the Project Planning Matrix. With the problem and objective analysis process the project goal and purpose are much easier to establish with GOPP. The other difference is the rigor in which measurable achievement indicators are used for project activities or Key Result Areas (KRA) as they are called and the project purpose. CIDA has also modified the LFA, now called Results Based Management (RBM) by adding another column to the LFA which is an impact statement. From the feedback from the CIDA partners this addition has confused rather than enlightened as they find the difference between the impact statement and the indicators confusing.

Whatever system is used it is apparent that the Swedish Frame organization and their implementing partners need to improve the Philippine Partners abilities and knowledge in this area.

There are a number of specific discussions in the Partner Interviews and project evaluations about the need for project objectives and some discussion on possible indicators as well as numerous references relating to the lack of project objectives and indicators. Some specific examples of these discussions are found below.

- 1) ECPAT Philippines Evaluation – Page 16, Volume I – Project Evaluations;

Effectiveness Assessment

An objective effectiveness assessment is very difficult as there are no measurable indicators of the overall or general objective as it is called. Therefore some subjective analysis and discussion follows.

The General Objective is stated as follows:

To intensify and heighten public awareness and advocacy campaign against Commercial Sexual Exploitation of Children.

Certainly a number of the proposed activities in the 1999 program were directly supportive of “heightened public awareness”. All of the publications, including the comic book, the ECPAT brochures and newsletter and the traveler brochure were tools to support this goal. Also their education programs aimed at the community and education institutions likewise also contributed to this goal. The problem is how does one know for sure that “public awareness” was increased. Probably the only way for someone to prove that in fact ECPAT reached this goal is to do a survey of a significant sampling of the Philippine population. This of course is prohibitively expensive. There are however some proxy indicators which by reasonable logic should increase awareness. One is the number of times ECPAT’s articles or other general articles about child prostitution appear in the daily newspapers or are the subject of radio and television programs. Actually the newspapers articles are now relatively easy to gather, thanks to the internet. Most of the major papers in Manila now have their own web pages with fairly sophisticated search engines.

Another proxy indicators is perhaps the number of press releases issued by ECPAT. These can be planned around major events and or publications and has a direct link, if a good media strategy is place, to greatly influence the number of tri media reports.

As far as the advocacy component of the objective statement is concerned this should be relatively easy to document based the number of instances where ECPAT has been instrumental in influencing public policy related to the “Commercial Exploitation of Children. They have mentioned some of these activities such their involvement in Council for the Welfare of Children and the Committee for the Special Protection of Children. The respondents also mention considerable success in influencing coordinated government action in a number of cities nationwide.

In summary the evaluator overall assessment is that they have met the overall objective. In future however ECPAT should pay particular attention to identifying measurable indicators of the objective statement achievement.

Effectiveness Level

Overall it is difficult to measure the degree to which the project has met its overall project purpose as there is no purpose statement contained in the documentation provided, let alone measurable indicators of its achievement. There are, however short and long term goals stated as outlined in the earlier sections of the evaluation. Interestingly in CODE's brochure entitled Participatory Local Governance there are Goal and Purpose Statements although no measurable indicators of success. These are stated as follows:

Goal – *To bring about more responsive democratic institutions with greater participation for local governance and development.*

Purpose – *The purpose is to achieve effective local governance with maximized popular participation in selected local government units and establish a functioning system of communication support replication in all aspects of development from planning, decision making, project implementation, monitoring and evaluation.*

The effectiveness assessment will have to be somewhat subjective based the findings of the primary and secondary data analysis starting from the short term objectives (or goals as they called).

Short term goals

1. To increase the level of people's consciousness on the basic human rights and values, the Local Government Code, voter's rights, people's rights and role in the local development process.

Assessment – It is evident from the Beneficiary Interview with the residents of Batad that this objective has been achieved, especially in response to the questions under benefits and impact and sustainability

2. To develop basic leadership and technical skills of six strategic Barangays Development Councils in project planning, development and management

Assessment – Again the responses of the Beneficiary Interview under impact and benefits and sustainability indicate that this objective has been achieved.

3. To revitalize/strengthen structures of POs towards meaningful participation in Barangay Development Councils.

Assessment – From the Beneficiary Interviews it was evident that the NGOs and POs in Batad were strengthened and felt that they are an important part of the Barangay Development Council. The establishment of the Botika Binhi and revitalization of the Coop are two examples. In addition the Phase II (and Phase III) emphasis on rehabilitation and registration of POs and Cooperatives could be an important measurement of this objective achievement.

4. To build and strengthen partnership mechanisms between POs, NGOs, GOs, and the LGU.

Assessment – Difficult to judge considering the vague nature of the statement. Never the less the Barangay Development Plans appear to be well integrated into the Municipal level and participation of Barangay level NGOs and POs in the Municipal level structures appear to support this objective.

Long term objective:

1. To set up viable mechanisms for partnership between the LGU-GO-NGO-POs for the project on participatory local governance

Assessment – Same statement used in the short term goals.

2. To develop research and training tools and designs matching the needs of human resource development.

Assessment – Difficult to judge considering the vague nature of the statement.

3. To train local volunteers to become active participants and actors in the local development planning and project implementation process.

Assessment – If this statement refers to the local Barangay volunteers then from the Beneficiary Interview it has been achieved at least in Batad. There is clear evidence from the residents that they feel very much part of the Barangay level planning and implementation.

4. To mobilize the local resources and gain access to the development resources that are available.

Assessment – From the interviews there is sufficient anecdotal evidence that this has happened although no statistics are available on how much money has been leveraged as a result of the project. This data should be easily gathered and should be used in future reporting as an important indicator.

5. To promote a sound environment for participatory local governance through appropriate advocacy and policy support from lead agencies concerned.

Assessment – Again quite a vague statement and it does not define who the “lead agencies concerned” are. Certainly the Phase II Barangays and Municipal Government of Batad appear to be fully supportive of the project. In addition from the documentation provided, there appears to be indications of higher up support i.e. from the Provincial Government and the Department of Ministry of the Interior and Local Government (DILG) in the discussions of the expansion Municipalities for Phase III.

6. To install system of monitoring and evaluation to ensure the sustainability of the project

Assessment – From the documentation provided there are indications that an adequate system of monitoring and reporting was established. However in the Terminal Report it also mentions (Page 23) that “Another major problem of the project implementers at the field level is their weakness in the staff proficiency to document project outputs and processes because of their lack of skills in technical writing and reporting”. So CODE obviously feels that there is room for improvement. It should also be noted that the lack of adequate activity indicators beyond the actual activity itself may also be one of the reasons for inadequate reporting and monitoring. If they do not know what to measure it makes more difficult to report on overall progress.

Usually, as mentioned earlier, in an effectiveness level evaluation one should assess the degree that the project has or is likely to achieve the project purpose and to examine the degree to which project accomplishments can be sustained after the end of the project. In this project this assessment is difficult to do as 1) there is no official Project Purpose and 2) the project has been extended to a third phase. However the assessment will subjectively look at the Project Purpose as stated in the CODE Brochure and suggest some potential indicators.

Again the Project Purpose is stated as follows:

Purpose – *The purpose is to achieve effective local governance with maximized popular participation in selected local government units and establish a functioning system of communication support replication in all aspects of development from planning, decision making, project implementation, monitoring and evaluation.*

The key to developing indicators for a project purpose statement is to break the statement down in to key phrases. In this statement there appear to be three although the last one covers a lot of ground.

- 1) Achieve effective local government
- 2) Maximized popular participation
- 3) Establish a function system of:
 - Communication support
 - Replication in all aspects of development from planning, decision making, project implementation, monitoring and evaluation

First of all the third key phrase will not be discussed as this appears to focus on the Third Phase where replication to other Municipalities is the main difference from Phase II.

So a quick discussion of the first and second. The first “achieve effective local government” has deemed to have been accomplished at least in Batad. First of all there appears to be effective Barangay Development Plans, functioning Barangay Development Councils and identified projects which appear to reflect the community’s priorities.

Some solid indicators that might be developed include: 1) existence of Barangay Development Plans, 2) functioning Barangay Development Councils with LGC mandated 25% of NGO/POs, 3) comparison of profiles of local Barangay leaders (i.e. before and after) to see the effects of the training on perceived skills development etc .4) documented evidence of leveraged funds other than the IRA for community projects and 5) community residents’ satisfaction of identified projects (through a survey).

For the second phrase “maximized popular participation” one could use some of the same indicators as above including functioning Barangay Development Councils and community residents’ satisfaction of identified priority projects and or perception of the level of participation. The overall growth and registration of POs and NGOs in the respective Barangay’s could also be used as a proxy indicator. Overall in Batad the evaluators assessment is that this “popular participation” has been achieved.

- 3) Carles Multipurpose Cooperative – Page 96, Volume II – Partner Questionnaires.

Issues Concerns and Suggestions

Reporting – According to the reports one comes away with the impression that everything is proceeding as scheduled and that substantial progress is being made in reaching the project objectives. However on closer analysis one realizes that other than the word of the implementers (which we have no reason to doubt) there are no independent project progress indicators which establishes actual project progress beyond the project activities.

This is due to the lack of objectively verifiable indicators (OVIs) for the Goal and Objective statements. In the section of the progress report for the period July 1999 and January 2000 under the section dealing with Achievement of Goals and Objectives, the objectives are merely repeated with no independent assessment of achievement. For example the Objective 3.1 was stated as “To provide a forum for development education where the 90 participants through

processes will be able to see the root causes of their poverty and depravity". The objective achievement is stated as "A forum for development education of 90 participation was provided". As stated, this only indicates that the forum was indeed provided but not what the impact of the activity was. In other words how have the lives of the beneficiaries changed as a result of this forum?

Another example. Objective 3.10 was stated as "To provide socialized credit assistance to 90 participants" and the objective achievement was stated as "Socialized credit was provided to 90 participants". Again there is no indication of the impact of this credit. Have the beneficiaries' incomes risen as a result of the credit? Have their micro-enterprise activities been successful? One clear indication of success is the repayment rate and yet there is no mention this and other indicators of the status of the revolving fund.

In the phase I of the project there was to "an evaluation" of the status of the revolving credit fund in the following areas: Capital build up, loan performance, repayment rate, increase in family income, number of self-sustained profitable business ventures and success or failure of the credit scheme. From the review of the project progress reports there doesn't appear to have been such an assessment and yet this is the core component of the sustainability strategy.

Another comment on the reporting is that there is no indication in the most recent progress report as to what has happened to the previous beneficiaries in the first two years of the project.

Recommendations – Carles should provide Diakonia with an update/status of the revolving credit fund and the capital build-up scheme. If there is a next phase, clear Goals and Objectives should have independent measurement of achievement especially any credit schemes and a baseline study should be carried out to facilitate measurement of the changes in the community over time. In the first three years of the project the Objectives were different from the training modules actually carried out. It is suggested that in future the objectives be directly related to the different training modules to facilitate the development of success indicators. In addition institutional strengthening should be provided to the management and staff for microfinance activities to update them on the latest "best practices".

Activity Level

At the activity or output level, of the 29 projects listed 18 are deemed to have an acceptable level of clear objectives and measurable indicators and 10 are rated as having limited information either on the activity descriptions or on the measurable indicators of activity achievement.

In summary, there appears to be reasonable level of activity achievement indicators although the overall assessment is that this area also needs improvement. The overall assessment at the activity level is that most projects were reasonably successful in achieving their target activities.

As to the other Sida issue – *What are the key factors that determine the extent to which the projects are able to achieve their specific objectives?*

The evaluation results did not identify any specific common factors that were instrumental in achieving specific objectives.

Overall Findings

- The majority of the projects reviewed do not have objectively measurable indicators of overall project objective achievement and a significant number have no overall project objective statement.

- There is a need for the Swedish Frame organizations and their implementation partners to improve the Philippine Partner's knowledge and abilities in project objective setting and in developing measurable indicators of achievement,
- There is a reasonable level of activity target indicators and most projects were successful in meeting the activity targets.
- No common key factors in achieving project objectives were evident.

Efficiency

Evaluation Issue – Assess whether overall costs have been appropriate to the range, level and distribution of benefits

Evaluation Assessments and Findings

This question was asked directly in the Partner Interview Questionnaire and was a focus in the Project Evaluations. With one or two exceptions, the results of the Partner Interviews and the more in-depth evaluations indicated that costs overall were appropriate related to the range, level and distribution of benefits.

Over all Finding – Generally the project costs are appropriate to the range, level and distribution of benefits

Effectiveness

Institutional Strengthening/Capacity development

Evaluation Issue

Make an assessment of the effectiveness of the Swedish NGOs in strengthening the local partners and local participation in the Philippines

Have the Swedish organizations supported capacity development in their partner organizations?
If so, in what way?

Evaluation Assessments and Findings

From Table 4, 21 of the 29 projects have some element of institutional strengthening or capability building activities within the project while 8 are deemed to have no activities related to either institutional strengthening or capability building. This question was specifically asked in the Partner Questionnaire and was covered within the assessment of the project evaluations. The interpretation of institutional strengthening within the project varies from one project to another. For example in the projects focused on Study Circle Method, the training of the Federations' union members would inter alia also be reflected as institutional strengthening of the Federation even though there is minimal or no institutional strengthening of the Federations themselves. In other projects such as the Iloilo CODE's Participative Local Governance project, the training provided to the beneficiaries would not be deemed to be institutional strengthening of Iloilo Code.

Overall, despite the numbers indicating institutional strengthening and capability building the emphasis on this aspect is not all that substantial if you were to compare budgets for capability building to the overall funding. This is a "gut feel" assessment and not based on empirical evidence.

Generally, compared to other countries, especially non-Asian, the Philippines probably has one of the strongest Civil Society sectors in the world, therefore institutional strengthening and capability building is not all crucial. Never the less despite the sophistication and numbers, the fractious nature of the NGO Coalitions and Networks in the Philippines crates special niche requirements for institutional strengthening and capability building. Within the Swedish Philippine Partners there are a number that have under gone management and governance crises of one sort or another over the past few years. In these instances it is crucial for the Swedish Partners to be cognizant of the situation and be prepared to be flexible in funding and supporting the changing institutional and capability building needs of their partners.

There have also been instances where the Philippine Partner has branched out into livelihood and micro-credit activities without sufficient training and skills to manage the programs effectively. Although these programs were not necessarily Swedish funded the success of the activities would have contributed to the overall sustainability of the organization which is currently totally dependent on Sida money for core operating costs. Judicial use funding for training and technical assistance may have prevented the less than encouraging results.

The Partner Interview Questionnaire specifically asked the question “Overall how has the partnership/project strengthened your organizations ability to your client beneficiaries?” The vast majority mentioned funding as the most important aspect.

Transfer of Knowledge from Sweden

The Partners were specifically asked about transfer of knowledge from their Swedish Partners. As Table 4 indicates, 14 out of the 29 projects have indicated that they have received no transfer of knowledge from Sweden, 2 indicated they have had limited transfer of knowledge and 12 have indicated significant transfer of knowledge. Diakonia seems to be involved most in gender transfer of knowledge while the union based projects have been involved with the study circle method, originated in Sweden. Overall not a significant transfer of knowledge from the Swedish Partners.

Over all Findings –

- Overall there has been institutional strengthening and capability building in the majority of projects although it appears to be a relatively small compared to total overall project funding;
- Generally the requirement for institutional strengthening and capability building of the Philippine NGO partners is not as great as in other countries. There is a need however for niche technical assistance and training for some of the Philippine partners due to management and governance changes;
- With the exception of Gender and the introduction of the study circle method within the unions, there has been relatively little transfer of knowledge from the Swedish Partners;
- The vast majority of the Philippine partners mentioned funding as the most important aspect in strengthening their organization’s ability to assist their client beneficiaries.

Funding Issues

Evaluation Issue – Have the Swedish organizations emphasized core funding or project funding in the co-operation with the partner organization?

Evaluation Assessment and Findings

The data from Table 1 indicates that most of the projects are project funding. Of the 29 Partners listed, 21 are defined as project funding and 8 as core funding. The partner with the greatest number of core funded projects is the Church of Sweden Mission with three. See the correlation between core funding and sustainability issues below.

During the evaluation there were a number of other funding related issues that were identified during the Partner Interviews and the Project Evaluations. Some of these funding issues are also related to other evaluation topics discussed later.

Although Table 4 data indicates that most projects have written agreements, 15 out of the current 19 operational project have written agreements, there are a significant portion that are negotiated and signed yearly. In addition there are some Swedish Partner organizations with yearly agreements that either set funding levels arbitrarily, without reference to the Philippine Partner, or reduce the amount requested by the Philippine Partner without prior notification. In addition the projects that have yearly agreements are often projects that have been going on for a considerable period of time without a project proposal which defines the project duration and funding levels.

First of all yearly agreements and the lack of clear project parameters of budget and duration appears to go against the requirements of the Guidelines for Sida's support to development programs of Swedish NGOs which states on Page 5 that "A partnership can continue for an unlimited time. However, individual programs/projects/activities in the program of cooperation financed by Sida shall have a specific beginning and end".

Secondly it is not conducive to overall effective project management by the Philippine Partners. With the uncertainty of funding levels it makes it virtually impossible plan project activities in any sort of coherent manner. In the case of one Philippine Partner, their budget was arbitrarily cut by half for the year 2000.

The other observation, resulting from the Partner Interviews and Project Evaluations was that the funding tranches for the year are not usually received until May/June even though the funding is to cover activities from the start of the calendar year. Most of the Philippines Partners cover this shortfall from either savings or purposely over estimate the previous year's expenditures in order to have sufficient funds to cover activities in the first part year. Regardless of the ways in which the Philippine partners cope with this situation, again it is not conducive to effective project implementation.

There has also been a correlation observed between funding delays and those projects that have Swedish Implementing Partners as opposed to direct implementation by the Swedish Frame NGOs. Obviously it has something to do with coordination of budget requirements and Sida's overall funding process. Unfortunately the lack of detailed knowledge of the overall Sida NGO funding process prevents any sort of assessment of the possible reasons and suggested remedies.

Overall Findings

- The majority of Swedish- Philippine projects are project funded (21 out of 29) although some are core funded. There is also some correlation between core funding and sustainability issues. (See Sustainability Findings)

- A number of projects are operating with yearly funding agreements without apparent project parameters of project duration or specified funding levels. Some of these projects are subject to arbitrary funding levels established by the Swedish partners and some funding levels requested by the Philippine partners are reduced by the Swedish Partners without prior notification. These projects are usually ones without operational project proposals that defines duration and funding levels.
- The above situation seems to be in non-compliance with the Sida Guidelines for NGO support that stipulates that projects should have a clear beginning and end.
- Uncertain funding levels are not conducive to effective project management by the Philippine Partners.
- It has been observed that funding allocated for activities beginning at the start of year is not often received by the Philippine Partner until May or June of that year. This again is not conducive to effective project implementation. There has also some correlation noted between funding delays and projects being implemented with Swedish Implementing partners rather than directly by the Swedish Frame NGOs.

Sustainability

Evaluation Issue

Are the institutions/services supported likely to continue beyond project completion?

Evaluation Assessment and Findings

Before going in to an in-depth analysis of the Sustainability scores perhaps a brief discussion on the definition of Sustainability as it was used in the scoring. First of all, the evaluator's overall definition of sustainability is in the context dependence on or independence of Sida funding. For example if the Swedish NGOs continued to provide assistance following the completion of the Sida funded component then this was taken into account in the assessment of the Sustainability index.

True sustainability should of course occur within the project itself, but there are number of factors which often may prevent this from happening. The biggest factor is the type of project being implemented. There are certain types of projects that are inherently easier to build in sustainability strategies. For example projects with economic components such as revolving credit funds and capital build up schemes for cooperative development have far greater chance of being sustained than say projects involving human rights or advocacy projects involving child prostitution or street children's centers. Also we have seen a number of projects being implemented by church networks. In these cases, even though they may be dealing with the "difficult" kinds of projects as far as sustainability is concerned, they have a built in local infrastructure within their parishes and dioceses which can continue a certain level of activity following the termination of funding. This infrastructure can also be source of captive fund raising.

A number of the projects reviewed involving the "sustainability challenged" projects have had pressure put on them by the their Swedish Partners to do more in local fund raising and to develop income generating projects to reach an acceptable level of cost sharing.

First of all there already are a number of projects that leverage a fair amount of in kind support in the form of donations in food, volunteer services etc.(See section below on Mobilization of Local Resources). However the potential for local fund raising in the Philippines is very minimal at the moment due to the lack of a significant middle class, the usual targets for fund raising (in upper

income countries) and it will be quite awhile before this potential can be tapped to its full potential. That is not to say that fund raising should not be considered and the Swedish Partners should be willing to fund training and technical assistance for their partners to develop fund raising strategies for at least a portion of their ongoing operating costs. There are NGO fund raising seminars held from time to time in the Philippines and these could be tapped.

The other option mentioned above is for Philippine partners to develop income-generating programs as a sustainability strategy. This is not always the panacea that it appears. First of all, as the BUKLOD Center found out, although revolving credit funds can be a valuable source of sustainable funding, the organization embarking on such a strategy is likely to have difficulty in successful implementation if they do not have the appropriate management capabilities and skills. (See above Institutional Strengthening/Capability Building).

The other important point to keep in mind is that both of the sustainable strategies discussed above will naturally take time away from the organization's core activity focus.

In developing the Sustainability Score there were three levels of sustainability identified. These are:

- 1) Continuation of all project activities following completion of project – Score of 3
- 2) Continuation of reduced scope of activities following completion of project – Score of 2
- 3) No continuation of activities following completion of project unless additional funding provided – Score of 1

Using the above categories the following data was taken from the Table 5.

Average Sustainability Score by Frame Organization

Church of Sweden Mission:	1.56
Diakonia:	1.6
Forum Syd	1
LO/TCO	2
Olaf Palme Center	2
Swedish Mission Council	2.4

First of all the data for Forum Syd should be discounted due to limited data. Secondly the data for some of the organizations, such as Diakonia, should be viewed in the context of the kind of projects which they are carrying out as mentioned above. For example two of the projects are related to electoral reform and human rights which are inherently hard to sustain due to the nature of the projects. The score for the Church of Sweden is the highest, but this also should be viewed in consideration of the kind of projects funded. In this instance both of the school construction projects were given scores of three, as the schools are operating without any on-going Sida assistance although it appears that the ongoing operating costs are being provided from fund-raising activities in Sweden. LO/TCO received a relatively high score that reflects their union focus and the inherent sustainability of union related projects. However there is one interesting LO/TCO funded project, the ITGLWF Study Circle Project, where increased counterpart funding requirement is having the opposite effect to the one desired (See ITGLWF Project Evaluation – Volume I).

The evaluation found a couple of interesting correlations. Of the 6 projects that received the lowest score of 1, 3 are core-funded projects and involve direct democracy and human rights activities as their main focus.

Overall the average sustainability score is 1.43. This is not a bad average considering the project mix and generally reflects the over-all assessment of the evaluators concerning sustainability. There is however, always room for improvement as suggested above.

Overall Findings

- Sustainability, although an important goal, is more easily attained in some projects than others;
- Local fundraising may provide an incremental level of sustainability, but the limited overall fundraising potential of the Philippines has to be taken into account. In addition institutional strengthening and capability building has to be provided to maximize this potential.
- Income generating activities may be helpful in increasing overall sustainability but the necessary institutional skills have to be provided before these activities are implemented.
- Overall sustainability of the Philippine NGO Projects is considered to be acceptable, although every effort should continue to be made to maximize sustainability through appropriate strategies.

Evaluation Issues

Do projects generally stimulate community participation and respond to community requests?

Do projects have the necessary support from the beneficiaries, e.g. in the form of active participation, operation of facilities and use of services?

The above evaluation issues are similar and will be dealt with together

Evaluation Assessment

Generally the evaluation's assessment of community participation and support from the beneficiaries has been positive. This assessment comes in part from the positive assessment on overall Beneficiary Participation. Not surprisingly there seems to be a correlation between good beneficiary participatory practices and corresponding support from the beneficiaries and an intuitive response to changing community needs. Some examples from the Project Evaluations and Partner Interview Questionnaires are provided below as indications of the projects' responsiveness to community changing needs. As indications of the mobilization of community resources are indicative of community support and active participation, examples of this are provided under this assessment below.

Project Modifications to Changing Community Needs

CODE- Iloilo Project Evaluations – Volume I, Page 88

From the Beneficiary Interviews it is apparent that there is active beneficiary support and participation in the project activities. There is also evidence of responsiveness to the community's needs with the development of the Botika Binhi, which was initially not part of the Phase II project design, but was developed in response to an expressed community need.

Carles Multi-Purpose Cooperative – Partner Questionnaires – Volume II, Page 96

Do you have a feedback system in place to respond to the community/beneficiary perceptions and changing needs?

As mentioned earlier they have a very close relationship with their beneficiaries through community meetings and training evaluations. Also the community workers provide informal feedback.

If so what are some examples of project modifications in response to these changing needs?

The respondent mentioned one instance where a seaweed project ran into trouble due to pollution and they had to change income-generating programs. Also the shift in emphasis from provision of credit to more skills training is another example. The focus on the need for literacy training in the current project was provided as another example, although one has to wonder about the effectiveness of the participative planning in not finding this out before project implementation.

Labor Education and Research Network (Learn) – Partner Questionnaires – Volume II, Page 140.

Do you have a feedback system in place to respond to the community/beneficiary perceptions and changing needs?

Yes, through regular staff meetings and consultations with partner organizations and trade unions, either formally or informally. The Board and the members are consulted before plans are implemented, during project implementation and evaluation.

If so what are some examples of project modifications in response to these changing needs?

As a result of the feedback sessions, changes in the training module and methodology have been undertaken. As mentioned earlier, the regular consultation meetings with partners and the General Assembly and BOT meetings serve as a feedback system in place to respond to beneficiary changing needs. An example of the partner's requests would be the implementation of more basic courses on trade unionism in 1997 and 1998 and increased women activities in 1999. LEARN generally expects the modifications coming from its partners and the project provides the space for such flexibility.

Evaluation Issues – Do projects stimulate local mobilization of resources?

Evaluation Assessment – From the Partner Interviews and the Project Evaluations there are numerous indications of the mobilization of community resources. This support is usually in kind support in the form of volunteer services, donations of food and facilities and most important of all, the donation of the beneficiaries time to attend and participate in the project activities. Details of this support are contained within the Partner Questionnaires and the Project evaluations. Some indicative examples are provided below.

Convention of Philippine Baptist Churches Inc – Volume II – Partner Questionnaires – Page 107.

Can you describe the extent of community/beneficiary support for the project?

The respondent provided the following response below:

- Giving voluntary labor in constructing physical centers of their projects (store building, structures for animal care) – human and time resources
- Contributing materials for construction of projects structures (bamboo, lumber, nipa and cogon leaves for roofing) – material resources
- Contributing foodstuff during local seminars (vegetables, bananas, fruits in season, chicken meats, eggs, etc.) – material resources
- Complying with requirements for individual capital share contributions and membership dues – financial resources
- Active attendance to meetings – time resources

Bahay Tuluyan Inc. – Partner Questionnaires – Volume II, Page 6 & 7.

Can you describe the extent of community/beneficiary support for the project?

According to the respondents, the approach is to involve the community as much as possible in the running and support of the respective centers. In the case of the Katipunan Drop in Center, the parents of the children utilizing the services of the center are encouraged to provide volunteer services. Also the local hospitals and nursing schools use the center to provide practicum training for their students. Local government support is also evident by the provision of local facilities for special functions. Similar volunteer support is likewise provided for the Sta Mesa Center.

The beneficiaries themselves are actively involved in the project as evidenced by their participation in the various training programs.

If so can you provide indications of this support either through in-kind contributions or other capital and human resources?

From the documentation provided there are numerous indications of local support either in kind or direct funding. A few examples: The Philippine Red Cross is providing materials and training for the Junior Health Workers Program. Local hospitals, Lourdes Hospital and Esperanza Health Center are providing medical/dental services. PETA, a local theatre group, is providing theatre arts training for the Peer counseling program. A local security company is providing security guards for the Sta Mesa Center.

National Mines and Allied Workers Union (NMAWU) – Partner Questionnaires – Volume – II, Page 129.

Can you describe the extent of community/beneficiary support for the project?

Very supportive and active in training activities.

What are the indicators of this support?

Local members aside from putting in time and energy into the training activities, they also provide support in kind such as local transportation, food and venue for the training. Unions allocate at least 10–10% of their funds to education. Union dues collected from the member are 1.5–2% of their salaries.

Evaluation Issues – Have assessments of risks and consequences been made before implementation of projects?

Evaluation Assessment – The overall evaluation assessment is that risks and consequences have been largely taken into account before the implementation of the projects. There are however some projects in which unanticipated problems have occurred. Some examples are provided below. Additional references are contained in the Partner Questionnaires and Project Evaluations in Volumes II and I respectively.

Easter School – Partner Questionnaires Volume II, Page 63.

Issues, Concerns and Suggestions

- After 2 and a half years of the SARAH building, it still remains grossly under-utilized for the purpose for which it was built with only 34 students out of a potential school population of 175 (seven class rooms at an average of 25 students).
- In hindsight the overall feasibility of the school appears not to have carried out otherwise this funding short fall. And resulting under-utilization would not have been happened.
- Although Easter School rents the facilities of the building for seminars and conferences, it still large remains underutilized and most importantly it is not being used for the original purpose.

National Confederation of Cooperatives (NATCCO) – Consumers Coops – Partner Questionnaires – Volume II, Page 150.

In the planning of the project what were the critical assumptions or assessment of risks and consequences?

A couple critical assumptions did not prove correct. The first was that there were sufficient volumes among the participating coops to warrant significant discounts from the major suppliers. This turned out not to be the case. The second assumption was that the majority of consumer coops had access to some form of communication, again this proved incorrect.

Nuwhrain Development Cooperative (NUWDECO) – Partner Questionnaires – Volume II, Pages 159, 163.

Has the community/beneficiary response to the services/activities been what you expected?

No it was not. Despite initial positive reaction to coop housing concept when it came down to officially forming the housing coops the members did not want to give up their individual land titles to the housing coop.

In the planning of the project what were the critical assumptions or assessment of risks and consequences?

As mentioned earlier, the critical assumption was that their members would accept the overall concept of coop housing including joint ownership of land. This proved not to be the case.

Issues Concerns and Suggestions

- Although most of the activities were accomplished in the project, the ultimate goal of transformation of the workers' villages into true Housing Coops was not achieved due to the issues of shared land titles. If the beneficiaries had been more involved in the planning of the project including the issue of joint ownership of land perhaps the project could have been designed differently to overcome this obstacle.

Evaluation Issue – Are projects planned and implemented in co-ordination with other donors/NGOs?

Evaluation Assessment – From the Partner Interviews and Project Evaluations there is evidence of good coordination of donors and partners in most of the projects. This of course varies between project to project, but often coordination is seen between donors, between local government, and other Philippine NGOs. Some examples of this coordination are provided below.

Labor Education and Research Network (Learn) – Partner Questionnaires – Volume II, Page 141.

Is the project working with other organizations/donors?

Yes, such as local NGOs, POs, AKBAYAN and its network.

The institutional project is a complementation of the Norwegian AOF Project, which began in 1996 and will end in year 2001. The Norwegian project, however, is directed on other LEARN regional activities. Aside from Filipino-Swede or Filipino-Norwegian collaboration, the project also somehow facilitated greater collaboration between the ABF-Sweden and AOF-Norway. It strengthened not only LEARN but the Filipino trade unions' connections with the Nordic labor movement.

National Confederation of Cooperatives (NATCCO) – Consumers Coops – Partner Questionnaires – Volume II, Page 151.

Is the project working with other organizations/donors?

NATCCO is working with CIDA Bilateral, in conjunction with the Canadian Cooperative Association and Development Internationale Desjadin (DID) and with the CIDA Development Fund

(Counterpart Fund). In addition they have on-going programs with the International Cooperative Alliance and UNDP.

If so can you describe the extent of networking/coordination with other Partners and how this collaboration has created a value added or synergy within your project?

According to the respondent there has been good synergy with the Cooperative Business Development Project (CBDP), funded by the CIDA Development Fund, as the CBDP funding was used to purchase the cash machines for the point of sale system and the KF T/A was used to produce a Consumers Cooperative Operations Manual for the CBDP Project.

Summer Institute of Linguistics (SIL) – Partner Questionnaires – Volume II, Page 172.

Is the project working with other organizations/donors?

Yes. Currently SIL Philippines is working with SIL International and the New Zealand Embassy. Past projects have been funded by CIDA (7 projects -Literacy/Health Education), the Magsaysay Foundation (350,000 Tausug dictionaries) and the Department of Education, Culture and Sports (Literacy – 200 Matigsalug villages) and SIL International.

If so can you describe the extent of networking/coordination with other Partners and how this collaboration has created a value added or synergy within your project?

Part of SIL's philosophy is work with local Philippine organizations and other international donor to create a value added in all projects that they carry out. A few examples:

On the Literacy project SIL is working with DECS, SIL International and the Embassy of New Zealand in carrying out community literacy projects using the textbooks printed with the Sida NGO funding. The Archiving project is being supported by a local church group in California.

There is also evidence of some coordination between Swedish Philippine NGO partners but surprisingly little. This coordination most often occurs with the Philippine partners that share a common Swedish funding organization. This cooperation is most evident with Diakonia's projects especially those focused in the same regions of the Visayas, specifically Panay Island. Coordination between Iloilo CODE and IPER has been observed as well as coordination between the Convention of Baptist Churches and IPER.

There has also been some convergence between Olaf Palme's project with LEARN and the LO/TCO funded project with the National Federation of Labor (NFL) in which LEARN is providing assistance with training module development.

One of the reasons for this limited cooperation between Swedish funded projects may be the very same reason why it was difficult for the evaluators to identify current contact information for the Philippine Partners i.e. the lack of an overall summary of who is doing what. In order to correct this situation and encourage more cooperation and synergy between the projects, the evaluators recommend that the Fact Sheets contained in Appendix IV (minus the Strengths, Issues and Concerns section) be distributed to all Swedish Frame Organizations and Philippine Partners for their information.

Of course regular Partner workshops once a year or every two years, is the best way to share experiences and information but funding constraints may prevent this.

Overall Findings

- Assessment of community participation and support is positive. This correlates with overall high beneficiary participation noted within projects reviewed;

- The evaluation noted significant mobilization of community support and resources;
- The general assessment is that risks and consequences have been largely taken into account;
- Good coordination noted between donors, government agencies and other Philippine NGOs but limited coordination between Swedish funded Philippine Partners. Coordination that does occur between Swedish funded partners is usually with a common Swedish Funding Partner.

Crosscutting issues

Evaluation Issues – To what extent are issues such as gender awareness, poverty reduction, environmentally sustainable development, and democracy and respect for human rights, addressed in the project design and implementation?

Overall Summary

The data in Table 5 outlines the assessment of the projects in relation to the cross cutting issues. Except for Gender which has a numerical assessment score, the others are defined as direct, indirect or none. Leaving Gender aside for the moment, overall Diakonia seems to have best holistic view of the cross-cutting issues with the majority of their projects having either direct or indirect objectives of all the categories i.e. poverty reduction, environment and democracy.

Gender

Evaluation Assessment

The Gender assessment contained in Table 5 used a Gender index applied as an overlay for each of the projects reviewed. As in most assessments using a pre-determined index, the applicability varies for different types of projects as indeed does the overall relevance of gender concerns. Among the projects reviewed there were a number of what could be described as gender neutral. These projects included, the projects focussing on street children's centers, ECPAT's work with child prostitution, and school construction and equipment supply projects. Some of these projects were assessed while others were not. Admittedly the evaluators used a certain level of subjectivity in these decisions. The results of the scoring should be viewed accordingly.

Explanation of the Gender Index

First of all an explanation of the Gender Index is in order. The index consists of a rating from a high of 3 to a low of 1. A score of 2 indicates a medium assessment.

One point was allocated for each of the categories below:

- 1) Gender Equity Considered (in context of access and control of resources)
- 2) Gender Issues taken into consideration in Planning
- 3) At least 50% of Beneficiaries are women

Analysis of Data

Based on the foregoing index for Gender issues, the assessment by Frame Organization was calculated as follows:

Church of Sweden Mission:	1.83
Diakonia:	2.0
Forum Syd	3.0

LO/TCO	2.0
Olaf Palme Center	1.25
Swedish Mission Council	1.0

The overall average score for all the projects 1.85 but this includes the skewed average of Forum Syd. If the Forum Syd's score is removed the average becomes 1.6.

The assessment for Forum Syd should be discounted due to the limited sampling. Again the individual assessment of each frame organization should be viewed in the context of what kind of projects they are carrying out i.e. gender is more appropriate to some projects than others, as discussed above. The two highest scores were for LO/TCO and Diakonia. LO/TCO received a relatively high score by virtue of the percentage of women beneficiaries and the inherent leadership development of the Study Circle method. Of the other LO/TCO projects, despite a focus on male dominated industries, there was significant focus on Gender issues and attempting to attain a gender balance where ever possible. Diakonia on the other hand have to be the rising stars of Gender emphasis. Actually their score would have been higher, except that the evaluation of the Iloilo CODE project focused on the Phase II of the project which received a score of 2. The Phase III project has increased gender focus and would have likely received a higher score. The lowest scores are for Olaf Palme (1.25) and the Swedish Mission Council (1.0). Olaf Palme's score is dragged down by the Short Term Swedish T/A projects and SMC's projects include school construction and equipment supply projects in which gender issues are difficult if not impossible to incorporate.

Percentage of Women Beneficiaries

Overall there appears to be good representation of women among the target beneficiaries. This of course is determined very much by the nature of the project.

The evaluation's overall assessment of the integration of gender concerns is that there is a growing awareness of gender among the Philippine Partners and the Swedish Frame organizations, but there is also a long way to go before Gender equality issues are adequately taken into consideration in planning and implementation.

Overall there appears to be an emphasis on most projects to balance gender participation which is encouraging. On the other hand, some projects do not consciously take gender issues into consideration during the planning phase but develop bits and pieces as the project is implemented. This has been observed ironically even with Women's focused projects. Although they were given a maximum score of 3, the BUKLOD Center was observed to have problems with IGP training of the urban poor beneficiaries due to lack of day care facilities.

None of the project reviewed appear to use the Harvard Model of Gender Analysis which looks at not only the respective gender roles, but also reviews the important access and control of resources. For true integration of Gender equity this is the ultimate tool.

Overall Findings

- Overall assessment of the integration of gender concerns is that there is a growing awareness of gender issues but that much more needs to be done before Gender equality is adequately incorporated in all phases of project planning and implementation;
- Among the Swedish Frame Organizations, Diakonia appears to be the only organization consistently supporting gender awareness and integration.

Poverty Reduction

The data from Table 5 indicates only 3 of the projects have direct Poverty Alleviation objectives, 20 have indirect and 5 have none. Of the three projects that have direct poverty alleviation objectives, Diakonia is involved in 2 of them.

Evaluation Assessment and Findings

As the data indicates there are not a lot of the Swedish NGO projects that have income generating activities and credit as the core focus of the projects. In fact there are only two, the Convention of Philippine Baptists Churches with the Bukidnon Tribe Empowerment Program (BTEP) and Panay Negros Expansion Program for Education and Development (PNEP-ED) Project and Carles Multi-purpose Cooperative with the Development Project for Peace and Progress at Carles Phases I & II. Both partners are funded by Diakonia.

Unfortunately as indicated in Volume II Partner Questionnaires, Page 101 and 91 respectively, both projects lack adequate reporting on how well they doing as far as poverty alleviation and income generation is concerned. Certainly in the Philippines where almost 37 % of the rural population still live below the poverty line, there is a need for additional poverty alleviation focussed projects.

Overall Findings

- There are few Swedish NGO funded projects that have direct poverty alleviation objectives and those that do need to improve the reporting of the results of the income generating activities on overall poverty reduction.
- There is certainly a need in the Philippines for more poverty alleviation focussed projects.

Sustainable Development

Evaluation Assessment and Findings

Table 5 shows that not too many projects focus on the environment and sustainable development with only 3 projects with direct environmental objectives, 8 with indirect and 15 with no environment related objectives. Again of the three directly related projects, Diakonia is funding two of them. There are however no projects that can be described as having a direct environmental focus, such as coastal resource management, reforestation and pollution abatement etc. Considering the serious environmental issues facing the Philippines there clearly is room for additional projects focussing directly on the environment and environmental issues..

Overall findings

- There are few Swedish NGO funded projects with direct environmental objectives and none with a specific environmental focus.
- With the serious environmental issues facing the Philippines there is a certainly a need for specific environmentally focussed projects.

Democracy (Human Rights)

Evaluation Assessment and Findings

From the data in Table 5, Democracy and Human Rights objectives appear to be the main focus of most of the projects with 16 having direct democracy objectives, 7 indirect while 2 have no democracy objectives. Church of Sweden Mission, Diakonia and LO/TCO each have five projects with direct Democracy objectives.

11 of the 16 projects with direct democracy objectives are on going. Of the 11, 7 are deemed to have democracy and Human Rights objectives as the key focus of the project activities. Most of the projects fall within the following activity descriptions contained in the Sida's policy paper entitled "Justice and Peace – Sida's program for Peace, Democracy and Human Rights – May 1997". They are described below along with the related projects and the Swedish and Philippine NGO Partners.

- Developing appropriate forms of local democracy, local government and local administration, which facilitate the development of democratic practice and the involvement of women and men in development planning and execution;
 - Diakonia/Institute for Political and Electoral Reform (IPER) – Municipal Based Training on Local Governance and Development.(1999–2000);
 - Diakonia/Iloilo CODE NGOs – Participatory Local Governance Project (2000–2002);
- Strengthening of in-country human rights organizations, with priority given to those providing training in, and disseminating, human rights, investigating and documenting violations, providing legal aid, and mobilizing local and international opinion to pressure the authorities;
 - Diakonia/Philippine Alliance of Human Rights Advocates (PHARA) – Comprehensive Development Project (1999–2001);
 - Church of Sweden Mission/United Churches of Christ in the Philippines (UCCP) – Justice, Peace and Human Rights Program (1996–1998).
 - Church of Sweden Mission/Episcopal Church of the Philippines – Various projects focussing on advocacy, indigenous peoples rights, migrant workers rights, inter-village clan conflicts and gender issues. (1993–2000).
- Strengthening the organization and capacity of the trades union movement;
 - Olof Palme Center/ABF/Labor Education and Research Network (LEARN)- Continuing Workers Education on the Party List System (2000) and Human Rights Education for Blacklisted Seamen (1999–2000);
 - LO/TCO/National Federation Of Labor (NFL) in association with LEARN – Trade Union Leadership and Administrative Skills Training (1998-2000).
 - LO/TCO/ICEM/National Mines and Allied Workers (NAMAWU) – Capability Building Program to Sustain NAMAWU's Education Program after Assistance has been phased out. (1995–1998 and Mine Safety and Health Education Program (1999–2001);
 - LO/TCO/The International Textile, Garment and Leather Workers Federation (ITGLWF) – Study Circle Method (1990–2000)

In addition there are a number of projects focusing on the Rights of the Child, although most involve Street Children's centers. These include:

- Church of Sweden Mission/Bahay Tuluyan Inc. – Street Children's Centers (1995–1998);

- Church of Sweden Mission/End Child Prostitution in Asian Tourism (ECPAT) – Support for Advocacy and Capability Building of ECPAT Philippines (1997–2000);
- Church of Sweden Mission/Kanlungan sa ER-MA Ministry – Operations Support for Kunlungan Drop-in Center (Institutional Program) (1993–2000);
- Swedish Mission Council/Munting Tahanan Apostolate Foundation – Helping Street Children Towards Human Development (Institutional Program) (1998–2000).

There is only one project that focuses on women's rights and that is BUKLOD Center -Solidarity Among Women in the Bar (1999-2000) in Partnership with the Church of Sweden Mission. This project, as its name implies focuses on prostituted women although there is also a focus on urban poor women.

Overall there appears to be low emphasis on Women's Rights although there is an increasing focus in some projects on women leadership training and increased involvement in participation and decision making.

One of the issues identified in the projects focusing on Democracy and Human Rights was to tendency to have low overall Sustainability scores. If the union based projects are taken out of the equation (the unions generally have higher sustainability scores due to the generation of union dues) most of the other projects mentioned above have sustainability scores of 1, which implies they are totally dependent on outside funding for their continued operation. This situation seems to be contrary to the desire of Sida to not create dependency. Page 4 of the Sida policy reads as follows

“Support will be provided to national community-based organizations, but care will be taken to avoid their becoming aid dependent by strengthening the requirement that they part-finance their activities and diversify their sources of funding”. As discussed earlier in the Sustainability section, the evaluators do not see any viable short term solution to this situation.

Overall Findings

- Democracy and Human Rights objectives appear to be the main focus of the majority of the projects reviewed.
- There is limited focus on Women's Rights.
- Most of the projects with a Democracy and Human Rights focus have relatively low sustainability scores, with the exception of the union based programs.
- There does not seem to be any viable short-term solution to this dependency on outside funding sources.

System for monitoring and follow up

Evaluation Issue – Assess the existence and fulfillment of written agreements at all levels

Evaluation Assessment and Findings

The issue concerning the existence of written agreements has been partially covered under Funding Issues. To summarize, Table 4 indicates that most of the projects, 15 of the current 19 operational projects, have written agreements.

As to fulfillment of the terms of the agreements, this question was specifically asked in the Partner Questionnaires. The response in all cases was that there was complete compliance on both sides to the terms of the agreement.

As mentioned under the Funding Issues, there are a significant number of agreements that are negotiated and signed on a yearly basis, which appears to be contrary to Sida's Funding Guidelines. Also those projects without signed agreements are likewise not complying with Sida's policy.

Overall Findings

- The majority of the operational projects have written agreements;
- From the results of the Partner Interviews there is complete compliance on all sides to the terms of the agreements;
- There are a number of projects that do not have written agreements and others that are negotiated and signed on a yearly basis. These situations appear to be contrary to Sida Funding Guidelines.

Evaluation Issue – Assess systems for monitoring and control at all levels.

Evaluation Assessment and Findings

From the results of the Partner Interviews and the Project Evaluations, all Philippine Partners interviewed appear to have adequately functioning monitoring and control systems in place. To maximize the effectiveness of these systems increased use of overall project objectives and measurable indicators is recommended to provide the “measuring stick” of project progress.

Typically the Philippine NGO partners use a variety of systems to provide feedback on project activities and progress. All projects reviewed used some sort of annual assessment of project activities combined with a re-planning for the coming year. Some used a semi-annual assessment/re-planning cycle.

Most projects used monthly field reports from the respective staff and had a management structure in place to provide overall guidance and review of project implementation. Where training was an integral part of the project activities most Philippine Partners used a Beneficiary Training Needs Analysis (TNA) to establish the training content and used post training evaluations to modify subsequent training.

Reporting requirements are deemed to be adequate for monitoring and control purposes. Most Swedish Frame organizations require annual narrative and audited financial reports, although in some instances the reporting was on a semi-annual basis. It appears from the results of the evaluation that the majority of Philippine Partners do not have any difficulty in meeting the reporting requirements.

From the Partner Interview Questionnaires, the perception of the Philippine Partners is that there is adequate monitoring and control on the part of their Swedish Partners, through the timely receipt of the narrative and financial reports and either annual or semi-annual monitoring visits by their staff.

Overall Findings

- All Philippine Partners interviewed appear to have adequately functioning monitoring systems in place. To maximize the effectiveness of these systems increased use of overall project objectives and measurable indicators is recommended to provide the “measuring stick” of project progress.

6. Summary of Conclusions and Recommendations

6.1 Sida Program Evaluation Issues

Evaluation Program Issue – Present an Overview of the NGO development program and actors funded by Sida (organizations, places and type of cooperation).

Conclusions – The Swedish-Philippine NGO Program has been on-going in the Philippines since the early 1980s. Swedish Frame Organizations' interest in the Philippines appears to have increased since the late 1980s and there are currently six organizations active. Total funding for the 1995–2000 period is approximately 151 million Pesos, although funding appears to have peaked in 1997 and is now declining. Most projects are focussed in the Metro Manila with a secondary focus on the Central Philippines.

Evaluation Program Issue – Provide an overview of how the Swedish-Philippine NGO cooperation has evolved and what factors have determined priorities.

Conclusions – There are no clear-cut trends on how the overall Swedish-Philippine NGO Program has evolved, except to note general trends in the increase in union based and Democracy/Human Rights projects from the late 1980s to 1995.

Evaluation Program Issue – Assess operational structure for this cooperation i.e. agreements, monitoring, control and evaluation.

Conclusions – The above assessment is covered within the evaluation issues contained later on in this report. In summary, however the evaluation found most systems in place for effective monitoring and control, with the exception of problems in the lack of written agreements in some instances and the limited duration of others. In addition some issues were identified with funding levels and timing of the receipt of funding. Monitoring systems typically use an annual assessment/re-planning cycle as well as beneficiary training needs analysis and post training evaluations. The lack of project objectives and measurable indicators was identified as the component most often missing in order to maximize the effectiveness of the monitoring systems.

Evaluation Program Issue – Assessment of the relevance and effectiveness of this support and its contribution to strengthening the capacity of civil society and to improve the living conditions of the beneficiaries.

Conclusions – Overall the evaluation found direct relevance of the Swedish-Philippine NGO Program to the developmental needs of the Philippines although some projects appear to have a greater potential impact than others. There is no doubt that the program is contributing to overall strengthening of Philippine Civil Society through institutional strengthening and capability building. This in turn is having a significant impact on the conditions of the beneficiaries.

Evaluation Program Issues – Assessment of the extent to which the Swedish NGO programs of cooperation have contributed to enhancing the capacity of the partner organizations in the Philippines to pursue their operations.

Conclusions – The overall assessment is that funding is by far the most important aspect in enhancing the capacity of the Philippine Partners. As covered more extensively under the Institutional Strengthening/Capability Building section, the Philippines has one of the strongest and most sophisticated Civil Society sectors in Asia. Although selected capacity building is of course required in

certain circumstances it appears it is the funding that allows the Philippine Partners to pursue their operations. This was certainly the view of the majority of partners in the Partner Interview Questionnaires.

6.2 Sida Evaluation Issues

Relevance – Beneficiary Participation

Conclusions – Generally wide spread and acceptable level of Beneficiary Participation. However in some projects there is room for improvement as indicated in the lower end scores.

Recommendations – For those projects with low Beneficiary Participation scores, the Philippine Partners and the Swedish Implementing partners should make every effort to increase the Beneficiary Participation.

Achievement of Objectives and Key Factors Involved

Conclusions – The evaluation found a generally acceptable level of activity target indicators but a significant deficiency of overall project level measurable indicators and project objective statements. No common key factors in achieving project objectives were evident.

Recommendations – The Swedish Frame Organizations and partners should review the content of their project proposal formats to ensure compliance with Sida's Funding Guidelines concerning the requirements for project objectives. They should also provide appropriate assistance to their Philippine Partners in retro-fitting existing projects and ensuring that future projects have clear project objectives and measurable indicators.

Efficiency and Cost Effectiveness of Projects

Conclusions – The evaluation generally found that the projects are cost effective with the exception of a few with questionable cost efficiencies.

Recommendations – The Swedish Implementing Partners should review those projects with questionable cost efficiencies with their Philippine Partners.

Effectiveness including Institutional Strengthening/Capacity development

Conclusion – The evaluation found that the majority of projects have received institutional strengthening and capability building but overall it is not significant related to the overall project costs. There is a need however for niche technical assistance and training for some of the Philippine partners due to management and governance changes. Limited transfer of knowledge from the Swedish Partners except in Gender and union related methodologies. The vast majority of the Philippine partners mentioned funding as the most important aspect in strengthening their organization's ability to assist their client beneficiaries.

Recommendations – Swedish Frame Organizations and their implementing partners should review institutional strengthening and capability requirements to ensure adequate and appropriate assistance. This especially applies to Philippine Partners undergoing management and governance changes.

Funding Issues

Conclusions – The majority of the projects are project funding with some core funding. The evaluation observed some correlation between core funding and low sustainability. There are a number of projects operating with yearly funding agreements without specified project parameters of duration and funding levels. These projects are subject to uncertain and arbitrary funding levels which is not conducive to effective project management. This situation also appears to be in non-compliance with Sida Funding guidelines that specifies that projects are to have a beginning and end. Receipt of funding for a number of projects is delayed and is received well into the period for which the funding is allocated.

Recommendations – The Swedish Frame Organizations and their Implementing Partners should review all core funded projects and develop short, medium and long term strategies to reduce dependency. Yearly funding agreements should be reviewed and multi-year agreements negotiated and signed with identified funding levels and duration. The issue of funding delays should be reviewed by Sida, and the Swedish Frame Organizations to identify possible solutions.

Sustainability

Conclusions – Sustainability, although an important goal, is more easily attained in some projects than others. Fund raising and income generating projects may provide an incremental level of sustainability but appropriate institutional strengthening and capability building should be provided. Overall the sustainability of the Philippine NGO Projects is acceptable, although every effort should continue to maximize sustainability through appropriate strategies.

Recommendations – The Swedish Frame Organizations and their Swedish Implementing Partners should review projects with low sustainability scores and develop realistic and appropriate sustainability strategies for the short, medium and long term. These strategies should be supported by appropriate technical assistance and training.

Community Participation/Support of Beneficiaries/Community Support and Participation/Mobilization of Community Resources/Coordination with other Donors and NGOs

Conclusions – The assessment of community participation and support is positive. This correlates with high overall beneficiary participation noted in the projects. Significant mobilization of community resources was found and the general assessment is that risks and consequences are taken into account. Good coordination noted between donors, government offices and other Philippine NGOs. Limited coordination between Swedish funded partners and usually found within organizations with a common Swedish Funding Partner.

Recommendations – Sida, the Swedish Frame Organizations and the Philippine Partners should develop strategies to maximize coordination between the Swedish funded Philippine Partners.

Crosscutting issues

Overall Summary

Conclusions – The data in Table 5 outlines the assessment of the projects in relation to the cross cutting issues. Except for Gender which has a numerical assessment score, the others are defined as direct, indirect or none. Leaving Gender aside for the moment, overall Diakonia seems to have best holistic view of the cross-cutting issues with the majority of their projects having either direct or indirect objectives of all the categories i.e. poverty reduction, environment and democracy.

Gender

Conclusions – Overall assessment of gender integration is that there is a growing awareness which is positive, but it was also noted that more needs to be done by the Swedish Partners to really inculcate gender equity awareness and integration within the projects. Diakonia appears the most consistent frame organization supporting gender awareness and integration.

Recommendations – The Swedish Frame Organization and their Swedish Implementing Partners should apply increased emphasis on gender equity awareness and complete integration of gender issues in all phases of project development and implementation. Diakonia's approach to gender equity is a useful model to replicate.

Poverty Reduction

Conclusions – There are few Swedish NGO funded projects that have direct poverty alleviation objectives. Those that do need to improve the reporting of results to demonstrate the impact on raising incomes and poverty alleviation.

Recommendations – Those projects that have poverty alleviation objectives should improve reporting to demonstrate the impact vis a vis poverty alleviation objectives.

Sustainable Development

Conclusion – There are few Swedish NGO funded projects with direct environmental objectives and none with a specific environmental focus.

Recommendations – None

Democracy (Human Rights)

Conclusions – Democracy and Human Rights appear to be the main focus for the majority of the projects reviewed. It was observed however that there is minimal focus on Women's rights with the main focus being on local governance, union based activities and a focus on the rights of the child. With the exception of the union based activities, the evaluation noted a general low sustainability index for these projects and dependency on outside funding. Although this appears to go against Sida policy there does not seem to be any viable short-term solution to this dependency.

Recommendations – The Swedish Frame Organizations and their Implementing Partners should review Democracy and Human Rights Projects with low sustainability scores and develop appropriate and realistic short, medium and long term strategies to reduce over dependence of these projects on outside funding.

System for monitoring and follow up including existence of written agreements

Conclusions – The majority of the operational projects have written agreements and from the evaluation findings there appears to be complete compliance on all sides to the terms of the agreements. As noted above there are however a number of written agreements that are negotiated and signed yearly and others that have no written agreements. This situation appears to be contrary to Sida Funding Guidelines.

Recommendations – The Swedish Frame Organizations and the Swedish Implementing Partners should regularize those projects with yearly agreements or no agreement with multi-year written agreements.

Conclusions – All Philippine Partner and Swedish partners appear to have adequately functioning monitoring and control systems in place.

Recommendations – To maximize the effectiveness of these systems increased use of overall project objectives and measurable indicators is recommended to provide the “measuring stick” of project progress.

Appendix 1 – Terms of Reference

For the Evaluation of the Swedish-Philippine NGO Cooperation Program

The overall program evaluation objectives as stated in the evaluation TORs are as follow:

- Present an overview of the NGO development program and actors funded by Sida (organizations, places and type of cooperation).
- Present an overview of how the Swedish-Philippine NGO cooperation has evolved and what factors have determined priorities.
- Present an operational structure for this cooperation i.e. agreements, monitoring, control and evaluation.
- Make an assessment of the relevance and effectiveness of this support and its contribution to strengthening the capacity of civil society and to improve the living conditions of the beneficiaries.
- Assess the extent to which the Swedish NGO programs of cooperation have contributed to enhancing the capacity of the partner organizations in the Philippines to pursue their operations.

The study shall in particular deal with the following issues

3.1 Relevance

Assess the extent to which the beneficiaries and the local partner organizations actively participate, and are engaged, in the planning and the implementation of project activities.

3.2 Achievement of objectives

To what extent do the projects achieve their overall objectives?

What are the key factors that determine the extent to which the projects are able to achieve their specific objectives?

3.3 Efficiency

Assess whether overall costs have been appropriate to the range, level and distribution of benefits

3.4 Effectiveness

Make an assessment of the effectiveness of the Swedish NGOs in strengthening the local partners and local participation in the Philippines

3.5 Capacity development

Have the Swedish organizations supported capacity development in their partner organizations? If so, in what way?

Have the Swedish organizations emphasized core funding or project funding in the co-operation with the partner organization?

3.6 Sustainability

Are the institutions/services supported likely to continue beyond project completion?

Do projects generally stimulate community participation and respond to community requests?

Do projects have the necessary support from the beneficiaries, e.g. in the form of active participation, operation of facilities and use of services?

Do projects stimulate local mobilization of resources?

Have assessments of risks and consequences been made before implementation of projects?

Are projects planned and implemented in co-ordination with other donors/NGOs?

3.7 Crosscutting issues

To what extent are issues such as gender awareness, poverty reduction, environmentally sustainable development, and democracy and respect for human rights, addressed in the project design and implementation?

3.8 System for monitoring and follow up

Assess the existence and fulfillment of written agreements at all levels

Assess systems for monitoring and control at all levels

Appendix 2 – Partner Interview Questionnaire

Philippine Swedish-Partner NGOs

I. General Information

Name of the Organization

Names and Positions of People Interviewed

Name of Project:

Swedish Funding Partner:

Swedish Implementing Partner:

Other Swedish or Donor/Organizations involved:

Year of initial funding and project duration:

Level of funding by year and total funding:

Was project a continuation of previous collaboration:

Proactive or Reactive (*whose idea was it?*):

Approximate time taken from initial project concept to receipt of first tranche of funding:

Overall Objectives of the Project (*From project documentation*):

Existence of written agreements: (*please provide documentation*)

Level and frequency of narrative reporting:

Any difficulties in meeting the reporting requirements. If so why?

Is funding guaranteed for the entire period of the project? If not explain and how this effects the effective implementation of the project.

Have there been any difficulties in receiving the required funding on time. If so what are the reasons.

Have there been any evaluations carried of the project. If so by whom.

II. Specific Questions

Relevance

To what extent did you involve your partners (if any) and beneficiaries in the planning, implementation and assessment of the project?

In your opinion have you achieved your project objectives? (List if project documentation available).

If yes how do you measure this success and what are the key factors that enabled you to achieve the objectives?

If no, what are the contributing factors that prevented you from achieving them?

Efficiency

What are the major cost components of your project? (List if project documentation available)

In your opinion are the costs appropriate to the level and distribution of benefits? If you had to plan the project over again what would you change?

Which of the activities contributed most to achieving the project objectives?

56 STUDY OF THE SWEDISH PHILIPPINE NGO PROGRAM – Sida EVALUATION 00/18

Effectiveness and Capacity development

What specific institutional strengthening/capacity building activities have been carried out?

Has there been any transfer of knowledge from your Swedish partners?

Overall how has the partnership/project strengthened your organization's ability to assist your client beneficiaries?

Sustainability

Is the funding you receive from your Swedish partner core funding or project funding?

If core funding, how are you planning to make up the difference when funding stops?

If project finding, what are your strategies for continuing the project activities following the end of the project?

Were sustainability strategies considered in the initial project design? Have they proved successful? If not why not?

If the project funding is finished is your organization continuing the activities started under the project?

If no, explain the reasons why not

Can you describe the extent of community/beneficiary support for the project?

What are the indicators of this support?

Do you have a feedback system in place to respond to the community/beneficiary perceptions and changing needs?

If so what are some examples of project modifications in response to these changing needs?

Has the community/beneficiary response to the services/activities been what you expected?

If so can you provide indications of this response?

If not, how has the project been modified to increase this response?

Does your project stimulate mobilization of local resources?

If so can you provide indications of this support either through in-kind contributions or other capital and human resources?

In the planning of the project what were the critical assumptions or assessment of risks and consequences?

Have there been any unanticipated problems/risks that arose during project implementation?

If so, how have you dealt with them and what impact has this had on the overall project implementation?

Is the project working with other organizations/donors?

If so can you describe the extent of networking/coordination with other Partners and how this collaboration has created a value added or synergy within your project?

Crosscutting issues

Gender and Development (GAD)

To what extent were GAD issues taken into consideration during the project design?

What % of the beneficiaries are women?

Is there a specific WID component in your project?

STUDY OF THE SWEDISH PHILIPPINE NGO PROGRAM – Sida EVALUATION 00/18

Poverty Alleviation

Does your project have poverty alleviation objectives? If so what are they?

To what extent are the poor your target beneficiaries?

Sustainable Development

To what extent has your project (Objectives/Activities) taken into account environmental and sustainable development concerns?

[illegible][illegible][illegible]

Within you organization

On the part of your Swedish Partners

Appendix 3 – Evaluation Framework

Key Result Areas	Data Collection Methodology	Source of Data	Issues/Outputs
<p>Program Level Assessment</p> <p>Present an overview of the NGO development program and actors funded by Sida (organizations, places and type of cooperation)</p> <p>Present an overview of how the Swedish-Philippine NGO cooperation has evolved and what factors have determined priorities.</p> <p>Present an operational structure for this cooperation, i.e. agreements, monitoring, control, and evaluations.</p> <p>Make an assessment of the relevance and effectiveness of this support and its contribution to strengthening the capacity of civil society and to improving the living conditions of the beneficiaries.</p> <p>Assess the extent to which the Swedish NGO programs of cooperation have contributed to enhancing the capacity of the partner organizations in the Philippines to pursue their operations.</p>	<p>Primary and secondary data review</p> <p>Partner interviews</p> <p>As above</p> <p>As above, except Key Informant interviews</p> <p>Partner interviews</p> <p>Key informant interviews</p> <p>Beneficiary interviews</p> <p>Partner interviews</p> <p>Key informant interviews</p> <p>Beneficiary interviews</p>	<p>Project proposals, progress reports etc</p> <p>Partner interview questionnaires</p> <p>As above, except need some historical data to beginning of Sida NGO program in 1990</p> <p>As above, except sample of written agreements and Key informant questionnaires</p> <p>Partner interview questionnaires</p> <p>Key informant questionnaires</p> <p>Beneficiary questionnaires</p> <p>Partner interview questionnaire</p> <p>Key informant questionnaires</p> <p>Beneficiary questionnaires</p>	<p>Summary of all projects from 1995 to date, including Swedish/Philippine partners, summary of projects, scope, financing levels and location</p> <p>Narrative description of program evolution from 1990 to present</p> <p>Summary of Swedish partners and Philippine organizations with outline of systems for monitoring, control and evaluations</p> <p>Analysis/assessment of Swedish NGO co-operation and the impact on strengthening civil society and the beneficiaries</p> <p>Analysis of institutional strengthening/capacity building activities and the impact of Philippine partners on their clientele.</p>
<p>Special Issues</p> <p>3.1 Relevance</p> <p>Assess the extent to which the beneficiaries and the local partner organizations actively participate, and are engaged, in the planning and the implementation of project activities.</p> <p>3.2 Achievement of objectives</p> <p>To what extent do the projects achieve their overall objectives?</p> <p>What are the key factors that determine the extent to which the projects are able to achieve their specific objectives?</p> <p>3.3 Efficiency</p> <p>Assess whether overall costs have been appropriate to the range, level and distribution of benefits</p>	<p>Note: Partner interviews will attempt to gather as much information as possible on the special issues but the Project Evaluations will be main source of the primary data for the analysis/assessment of these issues</p> <p>Primary/secondary data review</p> <p>Key informant interviews</p> <p>Beneficiary interviews</p> <p>As above</p> <p>As above</p> <p>primary and secondary data review</p> <p>Key informant interviews</p> <p>Primary and secondary data review</p> <p>Key informant interviews</p>	<p>Project proposals/progress reports</p> <p>Key informant questionnaires</p> <p>Beneficiary questionnaires</p> <p>As above</p> <p>As above</p> <p>Project proposals/progress financial reports</p> <p>Key informant questionnaire</p> <p>Project proposals/progress reports</p> <p>Key informant questionnaire</p> <p>Beneficiary questionnaire</p> <p>Project proposals/progress reports</p> <p>Key informant questionnaire</p> <p>Project proposals/progress reports</p> <p>Key informant questionnaire</p> <p>Project proposals/progress reports</p>	<p>Assessment of the extent of participatory planning in proposal preparation and ongoing feedback process with local partners and beneficiaries.</p> <p>Measurement/achievement of Objectively Verifiable Indicators (OVIs). If not measurable proxy indicators may have to be established or a subjective analysis required.</p> <p>Assessment of project activities in relation to overall objectives, including relevance to achieving objectives and efficiency in completing activities as planned.</p> <p>Assessment of cost effectiveness of activities</p>

<p>3.4 Effectiveness</p> <p>Make an assessment of the effectiveness of the Swedish NGOs in strengthening the local partners and local participation in the Philippines</p> <p>3.5 Capacity development</p> <p>Have the Swedish organizations supported capacity development in their partner organizations? If so, in what way?</p> <p>Have the Swedish organizations emphasized core funding or project funding in the co-operation with the partner organization?</p> <p>3.6 Sustainability</p> <p>Are the institutions/services supported likely to continue beyond project completion?</p> <p>Do projects generally stimulate community participation and respond to community requests?</p> <p>Do projects have the necessary support from the beneficiaries, e.g. in the form of active participation, operation of facilities and use of services?</p> <p>Do projects stimulate local mobilization of resources?</p> <p>Have assessments of risks and consequences been made before implementation of projects?</p> <p>Are projects planned and implemented in co-ordination with other donors/NGOs?</p> <p>3.7 Cross-cutting issues</p> <p>To what extent are issues such as gender awareness, poverty reduction, environmentally sustainable development, and democracy and respect for human rights, addressed in the project design and implementation?</p> <p>System for monitoring and follow up</p> <p>Assess the existence and fulfillment of written agreements at all levels</p> <p>Assess systems for monitoring and control at all levels</p>	<p>Beneficiary interviews</p> <p>Primary and secondary data review</p> <p>Key Informant interviews</p> <p>Primary and secondary data review</p> <p>Key Informant interviews</p> <p>Primary and secondary data review</p> <p>Key Informant interviews</p> <p>Primary and secondary data review</p> <p>Beneficiary interviews</p> <p>As above</p> <p>As above</p> <p>Primary and secondary data review</p> <p>Key informant interviews</p> <p>As above</p> <p>Primary and secondary data review</p> <p>Key informant interviews</p> <p>Beneficiary interviews</p> <p>Primary and secondary data review</p> <p>Key informant interviews</p> <p>As above</p>	<p>Key informant questionnaire</p> <p>Project proposals/progress reports</p> <p>Key informant questionnaire</p> <p>Beneficiary questionnaire</p> <p>As above</p> <p>As above</p> <p>Project proposals/progress reports</p> <p>Key informant questionnaire</p> <p>As above</p> <p>Project proposals/progress reports</p> <p>Key informant questionnaire</p> <p>Beneficiary questionnaire</p> <p>Project proposals/progress reports/project agreements</p> <p>Key informant questionnaire</p> <p>As above</p>	<p>in contributing to the achievement of project objectives</p> <p>Assessment of the extent of T/A and transfer of knowledge from Swedish partner. Relevance and success of these activities in institutional strengthening and capacity building of Philippine partners</p> <p>As above</p> <p>Assessment of the pros and cons of both types of funding. From the results of the Olof Palme evaluation of LEARN, sustainability issues likely to be relevant to core funded projects</p> <p>Assessment of alternative funding/internally generated funding or fee for service to continue project activities</p> <p>Assessment of community involvement/responsiveness of project activities to community/beneficiary perceived needs</p> <p>Assessment of community participation and sense of ownership of facilities and activities. Level of in-kind contributions and extent of mobilization of capital and human resources</p> <p>Review critical assumptions of projects/programs. Identify any unanticipated problems/risks</p> <p>Extent of networking /coordination of partners to create value-added/synergy with other projects/organizations/donors</p> <p>Gender – Extent to which GAD issues taken into account in project planning/implementation</p> <p>Poverty Alleviation – Extent to which the poor are target beneficiaries. Relationship of project/program to poverty alleviation objectives.</p> <p>Environment – Extent to</p>
--	--	---	--

			<p>which project objectives/activities have taken into consideration environmental and sustainable development concerns.</p> <p>Democracy- Extent to which the project contributes either directly or indirectly to fostering democratic values and increasing the empowerment of the under-represented sectors of society to influence public policy.</p> <p>Assessment of both Swedish and Philippine partners in complying with the terms of the project agreements. Assessment of the Monitoring and control system in place and the degree to which they are functioning effectively.</p>
--	--	--	--

Appendix 4 – Project Fact Sheets

Project Name: Program for Street Children Drop in Center in Katipunan Integrated Agricultural with Residential Facilities in Quezon	Philippine Partner NGO: Bahay Tuluyan Inc.
Address and Contact Information: # 3473 Leyte cor. Lingayan Sts. Sta Mesa, Manila T: 715 7554 715-8019 H: 721-7558 E: gerlock@pworld.net.ph	Contact Person: Edward M. Gerlock Chairman of the Board Lily Flordeliz Executive Director
Project Duration: Initial funding from Church of Sweden Mission was in 1995 to 1998 (for the operation Drop-in Center in Katipunan) and Students Swedish Union from 1997 to 1999 for the Integrated Agricultural and Residential Facilities in Quezon Province.	Project Amount: 1995 – PhP 1.1 M 1996 – PhP 1 M 1997 – PhP4.532 M 1998 – PhP 1.1 M
Funding Organization: Church of Sweden Mission	Partner Implementing Organization: Swedish Students Union
Description of the Project: BT operates three distinct centers for Streetchildren. 1) The residential Streetchildren's center in Sta. Mesa (moved from Malate), the Drop-in Center in Katipunan and the Integrated Agricultural center in Quezon Province. The centers in Metro Manila and Quezon Province operate similar programs such as: <ul style="list-style-type: none"> • Junior Educator Program – This program trains the older streetchildren to become junior staff members and eventually provide BT with a continuing source of future staff. In 1999 approximately 55 JEP candidates received training. • Participatory Team Research- This program trains the children in data gathering, and interview techniques and includes techniques in Peer counseling, Child Abuse Prevention and para-legal training. • Junior Health Workers – A total of 50 children were trained in various elements of basic first aid, human sexuality and AIDS and basic nutrition and pharmacology. • Peer Counseling Program – This program trains children to provide counseling services to other streetchildren through their own life-experiences. Funding for this program is provided from Save the Children -UK. • In addition BT carries out various advocacy, networking and campaigns to raise the awareness of issues facing streetchildren both internationally and domestically. As the programs are continuous there are no specific objectives related to time frames with the exception of the Integrated Agriculture Center where there was a specific timetable for purchase of the land and building construction.	

Over-all Assessment of Issues and Crosscutting Themes:**Beneficiary Participation:** Rating- 3**Sustainability Index** (Likelihood or Actual): – 1.5**Gender and Development:** Rating – Not applicable due to the nature of the program.**Poverty Alleviation:** Indirect**Sustainable Development:** None**Democracy Objectives:** Direct**Strengths, Issues, Concerns and Suggestions:****Strengths**

- Very innovative approach to streetchildren's problems/solutions including: Junior Educators Program; Junior Health Workers training; Peer Counseling; Participatory Research Training and original idea of Integrated Agriculture Center which brings older squatter residents and streetchildren together in a rural setting for mutual support.
- BT is doing some very good work in advocacy and networking in support of streetchildren's rights and raising the profile of streetchildren's issues both internationally and domestically.
- Focus on ultimate objective of family re-integration encouraging.
- Considering the nature of the program relatively high marks for sustainability by using beneficiaries as support infrastructure for programs and source of future BT staff and reasonable local fund-raising through in-kind contributions.
- Very high marks for participation of beneficiaries in planning and assessment of programs, staff and even Board Members.
- Very good leverage of government and private resources and services in support of their program

Issues Concerns and Suggestions

- The paramount issue facing BT is obviously the suspension of funding by the CSM and the Student Swedish Union. Although they continue to attract funding from other sources, they appear to have been kept afloat since the suspension of funding in 1998, by the inappropriate use of the original funding from Student Swedish Union for the on-going operations of the various centers, rather than the construction of facilities for the Agriculture Center, the original purpose. of the funding.
- According to the respondents the issues resulting from the funding suspension and the delay in financial reporting is now behind them. They have hired a new Executive Director and have now fully complied with the reporting requirements up to the end of 1999. In addition there has been a fairly positive assessment of BT carried out by a local consulting firm on behalf of MISEREOR and according to the, accountant another local firm is carrying out a full cost audit of BT. The results of this audit are not known at this time.
- As with all Streetchildren's centers the impact is low considering the huge unmet demand for such services, never the less the need for such centers is obviously there until either government services can take over or economic growth has trickled down sufficiently to increase the incomes of the urban poor. It appears that the temporary drop-in center concept has the greater potential outreach in terms of number of streetchildren served.
- BT approach to streetchildren development goes beyond just providing temporary services and has a value added in training their streetchildren clients to assist in the provision of services to others. Never the less BT should realize that donor fatigue is a reality with open-ended funding fast becoming a thing of the past. In any future programs, BT should try to develop strategies to maximize local fundraising to support an increasing portion of their ongoing expenses.
- It recommended that CSM consider additional funding for BT but to package it with a clear start and finish and with clear objectives and indicators of achievement. It is also recommended that BT provide an increasing percentage of local support for any future project. Institutional strengthening should also be provided for fund-raising strategies to support such an approach.

PROJECT FACT SHEET

Project Name: Institutional Support to Operations	Philippine Partner NGO: End Child Prostitution in Asian Tourism (ECPAT - Philippines)
Address and Contact Information: 123 V. Luna Road Extension, Sikatuna Village Diliman, Quezon City T: 433-5527 E: ecpat@phil.gn.apc.org	Contact Person: Hope Abella Leah Robidillo Co-Executive Directors
Project Duration: 1994 to 2000	Project Amount: 1994 to 1996 US\$ 36,000.00 1997 US\$ 40,000.00 1998 US\$ 36,200.00 1999 US\$ 34,000.00 2000 US\$ 24,000.00
Funding Organization: Church of Sweden Mission	Partner Implementing Organization: None
Description of the Project: ECPAT is a global network of organizations and individuals working together for the elimination of child prostitution, child pornography and the trafficking of children for sexual purposes. It seeks to encourage the world community to ensure that children everywhere enjoy their fundamental rights free and secure from all forms of commercial sexual exploitation. Church of Sweden Mission has been funding ECPAT's operations since 1994. General Project Objective To intensify and heighten public awareness and advocacy campaign against Commercial Sexual Exploitation of Children. Specific Objectives: <ul style="list-style-type: none"> • To mobilize young people to intensify campaign activities; • To raise the level of awareness of the community and to continue and systematize community education activities to prevent more children from becoming victims of commercial sexual exploitation; • To monitor and document cases of Commercial Sexual Exploitation of Children (CSEC) with focus on child pornography in the Internet and trafficking of children for sexual purposes; • To further improve the networking capability of the secretariat to ensure support and actions from the government, the tourism sector, the business and other groups; • To expand the Steering Committee towards the formation of the new Executive Committee; • To enhance and strengthen the capability of the secretariat to be able to respond to the needs of the organization. 	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating- 2 Sustainability Index (Likelihood or Actual): – 1 Gender and Development: Rating – 2 Poverty Alleviation: None Sustainable Development: None Democracy Objectives: Direct	

Findings, Conclusions and Recommendations:**Findings/Conclusions**

- The work of ECPAT is directly relevant the needs of the sexually exploited children in the Philippines and has been effective in raising awareness of the problem and in influencing potential solutions. Their pioneering work with Young People's involvement in education and awareness raising among their peers is especially commendable.
- ECPAT has reasonable efficiency and effectiveness in carrying out their programs and activities and in achieving project outputs and overall program objectives. There is however a need to develop additional success indicators to demonstrate the impact of ECPAT's programs especially in influencing government response to effective surveillance and deterrents to pedophile sex tour operators.
- Recent management and governance problems have prevented ECPAT from maximizing the potential of their programs and have identified the need for substantial staff development resources for training and systems development.
- Sustainability issues should be paramount for the ECPAT management and staff, considering the completion of most of their other donor funding by the end of the year and the possibility of continued reduced funding levels from CSM.

Recommendations

- ECPAT should continue the process of consolidation and develop comprehensive plans for the required programs in institutional strengthening and capability building. The first priority of ECPAT in this process is to complete the reporting requirements for 1999.
- In the 2001 project proposal ECPAT should identify the required staff training and other system development needs as well as develop measurable success indicators to indicate the overall impact of their programs.
- CSM should continue to support ECPAT at reasonable funding levels to match requirements, especially in the short to medium term as the staff and the new ECPAT board continue the consolidation process.

PROJECT FACT SHEET

Project Name: 1) Social Concerns Program 2) Gender and Development Program	Philippine Partner NGO: Episcopal Church of the Philippines
Address and Contact Information: 275 E Rodriguez Ave. cor Señor St., Quezon City (In St. Luke Compound) T: 722 8955 722 8512 E: ecp@phil.gn.apc.org flex@pacific.net.ph rose_rma@hotmail.com	Contact Person: Floyd Lalwet Head Social Concerns Program Rose Maliaman Social Ministry
Project Duration: 1) 1988 – Four year cycle, 1993-96, 1997-98 now annual 2) 1985 – Initial three years – now yearly funding Since 1999 Programming has been combined	Project Amount: 1995 – No data 1996 – No Data 1997 – No Data 1998 – PhP 1.210 M 1999 – PhP 1.00 M 2000 – PhP 1.15 M
Funding Organization: Church of Sweden Mission	Partner Implementing Organization: none
Description of the Project: <p>The ECP projects are funded by a consortium of NGO, including EZE, Germany, Bread for the World, Primate World Relief & Development Fund (PWRDF), Canada and the Church of Sweden. The program is actually a series of independent sub-projects coming from the various Diocese plus administrative and management costs. It appears the Program Proposal is sent to all the NGO donors with a breakdown of what funding is expected from which NGO.</p> <p>Program Goals (Jan. 2000 to Dec. 2001)</p> <ol style="list-style-type: none"> 1) To strengthen peoples' participation on ecology and environmental concerns by providing concrete opportunities for community initiatives in the protection of the environment. 2) To support local advocacy actions of communities/congregations in response to emerging social problems and specific cases of human rights violation and social injustices; 3) To promote the welfare of Migrant workers and labor through the facilitation of services that would address their issues and concerns; 4) To popularize the principles of preventive and gender friendly health care in the communities and enable people to make informed decisions regarding their health; 5) To organize and train a network of volunteers in the community level to manage local social concerns program; 6) To integrate and promote gender orientation and its application in all aspects of social life. <p>Program Components and Description</p> <ol style="list-style-type: none"> 1) Ecological Resource Development – This program is aimed at education and mobilizing the target constituencies on the basic principles of environmental conservation and protection. The awareness programs shall result in the adoption and propagation of technologies on recycling and processing waste materials into valuable resources. 2) Local Advocacy Action – This involves the dissemination of information and popularization of the Church's position on vital issues as: Indigenous People's Rights, Foreign Debt, Peace and Conflict Resolution, Human Rights, Mining Laws, and others. These advocacy programs shall hopefully result to an active role and participation by all concerned to take action to resolve the issues. 3) Migrant Workers Ministry – These are seminar and paralegal seminars on the rights of migrant workers at the Diocesan and Deanery levels. It shall also include services, i.e. assistance in the 	

<p>preparation of complaints against the violation of migrant workers rights for legal proceedings. Finally, a "Migrant Workers Center" shall be established that would cater to the issues and concerns of Migrant Workers.</p> <ol style="list-style-type: none"> 4) Institutional Support Services – These are pastoral, moral and technical services to communities in the struggle to protect their land and environment, as well as mediation and facilitation services in resolving inter village of clan conflicts over boundary disputes. 5) Community Based Health – These are educational activities on preventive and health care, such as immunization, traditional medicine, and reproductive health. This also promotes the use of rational drugs, and environmental sanitation. Assistance to communities in setting up referral systems and tertiary health care, reproductive health, and counseling of survivors of gender violence. 6) Organizational Development – This includes the identification of training needs and capability building among church organizations (parishes, deaneries, women and youth) to manage local programs. Initially skills training on the following have been identified: Social Ministries Management, Conflict Resolution and Paralegal training. 7) Gender and Development – This component shall look into the active participation and responsible partnership between and among men and women in all phases/activities of the above program components. Awareness programs shall take the form of a "dialogue" on present situation and experiences as they move forward and take action in resolving their issues and concerns.
<p>Over-all Assessment of Issues and Crosscutting Themes:</p> <p>Beneficiary Participation: Rating – 2 Sustainability Index (Likelihood or Actual): Rating – 2 Gender and Development: Rating – 3 Poverty Alleviation: Indirect Sustainable Development: Indirect Democracy Objectives: Indirect</p>
<p>Strengths, Issues, Concerns and Suggestions:</p> <p>Strengths</p> <ul style="list-style-type: none"> - Appears to be good convergence between the various NGO Donors in joint funding of the ECP Program. - ECP seems to have relative awareness of gender issues although with the combining of the Social Concerns Program and GAD Program, the Social Concerns appears to getting the lion's share of the funding. - For the 2000 to 2001 program there are relatively good indicators of activity achievement. <p>Issues Concerns and Suggestions</p> <ul style="list-style-type: none"> - Surprised by the brief progress reporting contained in the 1998/1999 GAD Program Progress Reports. Prior to 2000 there does not appear to have been measurable indicators at least as far as the reporting was concerned. - Likewise the 2000 to 2001 Program Proposal is very thin on details especially in the area of problem analysis. One is left wondering why the individual projects are being proposed in the first place. - With the combination of the Social Concerns Program and the GAD Program there appears to have been a marginalization of Gender concerns with only two of the seven sub-projects related to gender issues and concerns and no indication of gender integration within the other projects. Admittedly this is based on limited information on the exact nature of the projects as mentioned earlier. <p>Recommendations</p> <ul style="list-style-type: none"> - The year by year funding is not conducive to rationale planning and the CSM should consider guaranteed multi-year funding with formal written agreements. - ECP should provide more details on the rationale and a more complete description of proposed projects. Likewise reporting should be in more detail. - The use of indicators for activity achievement is encouraging but higher order measurable indicators should developed for the program goals that are independent from the activity OVIs.

PROJECT FACT SHEET

Project Name: Comprehensive National Program of the IFI	Philippine Partner NGO: Iglesia Filipina Independiente (IFI)
Address and Contact Information: Obispado Maximo 1500 Taft Avenue Avenue Malate, Manila T: 523-7242 E: ifi-obispado@pacific.net.ph	Contact Person: Bishop Godofredo David General Secretary
Project Duration: As part of the Concordat in November 1995, Church of Sweden provides block funding for IFI. It has been partners with the Church of Sweden Mission since 1981.	Project Amount: 1996 – PhP .8 M 1997 – PhP .8 M 1998 – PhP .8 M 1999 – PhP .8 M 2000 – PhP .68 M
Funding Organization: Church of Sweden Mission	Partner Implementing Organization: none
Description of the Project: <p>I The block fund is used to pursue IFI's Decade Agenda under its Comprehensive National Program (CNP) and to pursue IFI's ministry and Church work. Under the CNP, IFI will be implementing a 3-year rolling plan from May 1999 to 2002.</p> <p>To accomplish its ministry, IFI undertakes the following programs:</p> <ul style="list-style-type: none"> - Faith and Witness Program to develop and strengthen the potentials and gifts of the general membership in the areas of Christian Education, Promotion of Women's Rights, development of regional seminaries, recruitment and training of lay ministers; - Stewardship And Resource Generation to improve the Church's financial capacity to fully support its programs and activities; - Social Concerns and Services – This program seeks to undertake programs and activities in the national, regional, diocesan and parish levels to enhance and strengthen the people's agenda for peace based on justice, equality, freedom and independence. This program for 2000 includes the establishment of the Marginalized Sectors Desk. - Liturgical Renewal to further develop and enrich the existing Church hymns and liturgy which reflects IFI's identity as a worshipping community' - Strengthening of Ecumenical Relations by establishing bilateral relations with local and international Churches, other Church organizations, NGOs and people's organizations towards the establishment of God's reign on earth where every men and women have equal rights and benefits to enjoy the fruits of Creation; - Publications - Staff Development to develop the spirituality, skills and potentials of its Christian workers and staff. <p>Program priorities to support their efforts towards the sustainability of their activities are the following:</p> <ul style="list-style-type: none"> - Full implementation of the 3-year vision program - Strengthen the collection of 5% parish remittance and rentals - Inventory and development of real estate and properties of the Church - Put up income-generating projects - Strict implementation of the centralization of funds - Tithing as a minimum standard of Christian giving 	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating – 3 Sustainability Index (Likelihood or Actual): Rating – 2 Gender and Development: Rating – 1 Poverty Alleviation: None Sustainable Development: None	

Democracy Objectives: Indirect**Strengths, Issues, Concerns and Suggestions:****Strengths**

- Participatory mechanisms appears to set in place in the Church organization.
- Awareness of gender, sustainability issues are relatively high. These issues are included in the design of IFI's 3-year rolling plan. Sustainability issues are a main thrust of the 3-year program owing to some financial difficulties experienced during the immediate past years.
- Good overall organizational three year plan with clear KRA were formulated for the 3-year rolling plan including measurable indicators.

Issues, Concerns and Suggestions

- Based on IFI's 2000 Proposal and the 1998/99 Progress Report the lions share of IFI's program is allocated for internal institutional development and only a small proportion on development programs. Of the P 1,094,796 Total expenditures for 1998/99 period only P 161,000 was spent on the Social Concerns and Services, the only readily apparent developmental program. Of this amount, P 80,000 (50%) was spent on inter-commission meetings leaving only P 80,000 actually spent on other activities. For the 2000 program the percentages are even lower. Out of a total budget of P 2.05 Million only P 200,000 is allocated for the Social Concerns and Services or less than 10% of the overall budget.
- Activities listed in the 1998/99 Project Progress report for the Social Concerns and Services involve mostly participation in mass rallies against the Charter Change and an Indigenous People's week Celebration. Supportive yes but hardly on the cutting edge of development work. Activities to date in 2000 also involve participation in mass rallies including International Women's Day, the EDSA anniversary celebration. Also some press releases were issued supporting a number striking unions. Again supportive but certainly IFI could do more.
- Justification for the IFI internal regeneration could perhaps be justified if they were carrying out innovative and high impact developmental work. Unfortunately they appear to be operating very much on the developmental fringe and CSM should consider future funding carefully and perhaps focus their funding to more directly relevant development work.

Note: The following comments are based on the assumption that Sida funds are involved in CSM annual funding of IFI operations and the information contained in the documentation provided.

PROJECT FACT SHEET

Project Name: Operations Support for Kanlungan Drop-In Center (Institutional Program)	Philippine Partner NGO: Kanlungan sa ER-MA Ministry
Address and Contact Information: 1625 F. Agoncillo Street Malate, Manila T: 523-0825	Contact Person: Awit Pamfilo Program Coordinator
Project Duration: Since 1993 to present.	Project Amount: US\$ 10,000.00 or PhP 400,000.00 a year
Funding Organization: Church of Sweden Mission	Partner Implementing Organization: none
<p>Description of the Project:</p> <p>Kanlungan has 70 children under its care at the drop-in center in Malate and at the residential center in Laguna. At an average, 5 to 10 children come to the drop-in center daily for their immediate and temporary needs such as food and for a place to rest and sleep.</p> <p>The goals and objectives of Kanlungan are to:</p> <ul style="list-style-type: none"> - Accelerate awareness upon the child that s/he has value, thus creating interest in her/his personal development; - Reconcile the child to God, her/his family and to the community; - Bring about changes in the living conditions of the street children in the areas of health, education and values; - Provide skills training and income opportunities for street children and families. - Bring about participation in the child's family, community and other segments of society towards which the child can derive meaning in life. <p>In order to achieve its goals and objectives Kanlungan provides a holistic approach. It provides the following programs and services through its institutional program:</p> <ul style="list-style-type: none"> - Street Education. - Drop-In Center - Residential Care and training Center - Education - Advocacy 	
<p>Over-all Assessment of Issues and Crosscutting Themes:</p> <p>Beneficiary Participation: Rating – 2.5</p> <p>Sustainability Index (Likelihood or Actual): Rating – 1.5</p> <p>Gender and Development: Rating – Not applicable due to nature of organization</p> <p>Poverty Alleviation: Indirect</p> <p>Sustainable Development: None</p> <p>Democracy Objectives: Direct</p>	

Strengths, Issues, Concerns and Suggestions:**Strengths**

- The staff are very dedicated and committed to the work of Kanlungan despite financial difficulties and the challenge that the work entails.
- They have displayed a capacity to mobilize additional resources to support the activities of the institution given the very limited support coming from the Church of Sweden. They are also able to generate funds, although minimal, from their income-generating projects. They are currently developing a farm in Laguna to support their consumption needs, particularly rice and vegetables.
- Their focus on family re-integration is encouraging
- Has strong ties with the Protestant Church and other members of the community where it draws much of its support.
- Participatory management structures are in place.

Issues, Concerns and Suggestions

- The support coming from the Church of Sweden is small compared to the overall budgetary requirements of operating the center and the challenge of working with street children is increasing. Kanlungan must explore the possibility of increasing support from other donors including the Church of Sweden or alternatively find ways to be more efficient in reaching their target beneficiaries.
- A better approach to addressing sustainability issues is to increase the center's capacity to support itself. Though in a limited way, it has started some income-generating projects, maybe it is just a matter of expanding them or developing new ones. The farm in Laguna is also a viable option that may be able to help support the food consumption needs of the center that eats up much of the center's annual budget.
- The Center has an annual budget of P7 million (no budget breakdown has been provided) with 70 children under its care. This would mean an average budget of P100,000 per child a year or P8,300 per child a month. If this is indeed the case, cost efficiency issues must be seriously considered given the extremely high cost of maintaining a child. The Center should think about ways and means of reducing their costs. Kanlungan may also explore the possibility of identifying the services of other appropriate institutions to support the children. This leveraging of services would reduce the overall cost per child.
- Perhaps Kanlungan can consider an increased emphasis on the drop-in center concept rather than a resident facility. This would not only allow greater impact overall but also reduce considerably the cost per child helped.

PROJECT FACT SHEET

Project Name: Traditional Chinese Medicine (TCM) – Acupuncture Training	Philippine Partner NGO: Philippine – China Development Resource Center (PDRC)
Address and Contact Information: 23 Madison St. New Manila Quezon City T: 721 4651 E: pdrc@info.com.ph	Contact Person: Aileen Baviera Executive Director
Project Duration: 1997	Project Amount: PhP .325 M
Funding Organization: Church of Sweden Mission	Partner Implementing Organization: none
Description of the Project: Project consisted of one cycle of a 10 day Advanced Acupuncture Seminar that was held from June 9 to 20,1997. 34 Doctors and health workers attended the training. Objectives of the Training 1) Promotion of Traditional Chinese Medicine 2) Upgrading of skills of TCM practitioners	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating – 2 Sustainability Index (Likelihood or Actual): Rating – 1 Gender and Development: Rating – 1 Poverty Alleviation: Indirect Sustainable Development: None Democracy Objectives: None	
Strengths, Issues, Concerns and Suggestions: Strengths <ul style="list-style-type: none"> - The Philippines is one of the few countries that support traditional medicine and this course is deepening and expanding this practice. - The training course directly supports the transfer of knowledge from China, the world leader in acupuncture training. - Relatively good participation by the course participants and selection of the participants appears to support the poorer communities of the Philippines. - PDRC appears to be relatively successful in international fund raising activities and is continuing the training programs on a regular basis. Issues Concerns and Suggestions <ul style="list-style-type: none"> - This was a one shot funding exercise on the part of the CSM and one wonders why the funding did not continue for additional courses. The limited impact of the training may have been one reason although there appears to be significant down-stream impact, assuming the participants continue to operate in the poorer communities. - PDRC is totally dependent on outside funding and should explore ways and means to increase internal fund-raising efforts. The Executive Director recently attended the 8th Asia-Pacific Fund Raising Workshop organized by The International Fund Raising Group and has picked up some ideas for income generating and local fund-raising initiatives. - Charging an increasing fee for the course is one option, although the downside of this is that the course participants may tend to come from relatively well off areas at the expense of the poorer communities. 	

PROJECT FACT SHEET

Project Name: Justice, Peace and Human Rights (JPHR) Project	Philippine Partner NGO: United Churches of Christ in the Philippines (UCCP)
Address and Contact Information: 877 EDSA, West Triangle Quezon City T: 924-0219/15 921-5938 921-6034 920-6334 (DL) E: uccpnaof@manila-online.net	Contact Person: Bishop Elmer Bolocon General Secretary
Project Duration: 1996 to 1998	Project Amount: 1996 – PhP 2.1M 1997 – PhP 1.084M 1998 – PhP 1,247,388
Funding Organization: Church of Sweden Mission	Partner Implementing Organization: none
Description of the Project: <p>Much of the work of the UCCPO JPHR has been focused on information gathering about cases related to human rights violations. The continuing JPHR work responded to the necessity for vigilance in protecting the rights of the majority of the Filipino people who are living below poverty line. The JPHR continued to work for the rights of the people against issues such as oil price increases, inflation, anti-terrorism bill, human rights and other government policies that negatively affects the poor. It also conducted fact-finding missions on various human rights violations all over the country.</p> <p>The project aims to achieve the following:</p> <p>General Objectives: To empower and enable UCCP constituents to pursue and protect the legitimate individual and collective rights of persons and communities in order to fulfill God's mission and vision for SHALOM.</p> <p>Specific Objectives:</p> <ul style="list-style-type: none"> ▪ To formulate an educational program to generate awareness and understanding of human rights (for children, women, indigenous peoples, and other marginalized sectors) and of JPHR work for all Church constituencies; ▪ To organize, build and train a pool of human/peoples rights advocates in each 38 area UCCP conferences; ▪ To provide services (materials and resources) for JPHR work; ▪ To facilitate mobilization, lobbying, networking and linkages in all levels (local and national); ▪ To monitor, coordinate and facilitate all human rights cases being worked on by the Church constituencies. <p>The project has several components:</p> <ul style="list-style-type: none"> ▪ Educational Program for Church Constituents ▪ Organizing/Training A Pool of Human/ Peoples Rights Advocates ▪ Advocacy and Networking ▪ Services such as Fact-finding missions, Rehabilitation, Resettlement, Paralegal, Mercy Missions ▪ Coordination and Monitoring of JPHR Work 	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating – 2 Sustainability Index (Likelihood or Actual): Rating – 2 Gender and Development: Rating – 1 Poverty Alleviation: Indirect	

Sustainable Development: Indirect**Democracy Objectives: Direct****Strengths, Issues, Concerns and Suggestions:****Strengths**

- UCCP was able to mobilize various external-funding sources to support its projects and activities. Aside from this, UCCP also has a strong capacity to generate resources internally. To date, Church contribution account for and shoulder at least 60% of operations and programs.
- UCCP have a strong network of Churches, local and international support groups such as NGOs and POs that provide support for UCCP's human rights, justice and peace efforts.
- UCCP membership and affiliated churches are active participants in planning, implementation and evaluation since mechanisms for these purposes are structurally set in place.

Issues, Concerns and Suggestions

- The JPHR project is a relatively long-running project of the UCCP. It started in 1996 or maybe even earlier and remains to be one of the major programs of the UCCP. After more than 5 years of implementation no external evaluation of the project has been conducted. Only internal evaluations during Management/Secretariat meetings and Area Conferences were conducted. A formal evaluation is somewhat overdue. THE UCCP leadership must consider undertaking an evaluation of not only the JPHR Project but other programs as well. The results will be valuable in assessing the extent of achievement vis-à-vis objectives and to examine more closely how these achievements relate to the over-all goal and mission of the UCCP. The results will be valuable input to UCCP in the formulation of plans and future programs
- Although UCCP is successful in generating funds from other sources to continue the JPHR Project (Church of Sweden Mission stopped support in 1998), sustainability issues are still questions that need to be answered and addressed. Increasing Church contributions and livelihood projects to support UCCP's activities such as the JPHR must continue to be developed and strengthened.
- From the minimal documentation provided (1996/97 Project Proposal) there is only brief outlines of the activities to be undertaken let alone targets of activities and measurable indicators of impact. UCCP must look into the formulation of measurable indicators not only for specific JPHR activities but also develop indicators in relation to higher organizational objectives. Should the CSM fund future projects with UCCP it is recommended that a multiple year agreement be used with clear activity descriptions, quantity yearly targets and most of all, measurable indicators of impact.

PROJECT FACT SHEET

Project Name: On-going Institutional Support (Current Project: Bukluran ng Kababaihang Nasa Bar (Solidarity Among Women in the Bar))	Philippine Partner NGO: Buklod Center
Address and Contact Information: # 23 Rodriguez St. Mabayan Olangapo City T: (047) 223-5826 224-8049 E: buklod@svisp.com	Contact Person: Alma Bulawan Coordinator
Project Duration: 1989 to 2000	Project Amount: 1989 – 1992 P 300,000.00 1993 – 1995 P 600,000.00 1996 – 2000 P 700,000.00
Funding Organization: Church of Sweden Mission	Partner Implementing Organization: None
Description of the Project: At the end of 3 years, an ad hoc organization of prostituted women shall have been formed, its organizational capacities developed, enabling it to articulate, support, mobilize and advocate for the cause of prostituted women.	
Objectives <ul style="list-style-type: none"> To come up with an updated baseline on prostitution in the 3 project areas of Olongapo City proper, Barrio Barretto and Subic; To improve the skills on organizational development and orientation on prostitution of 150 bar women; and To pilot test 1 advocacy issue on prostitution 	
Outputs The project's final output is to come up with 1 ad hoc organization of 150 bar women. Of these, 3 shall comprise the core group who will organize the 147 other bar women in the 3 project areas. After having been organized, the ad hoc organization is expected to successfully pilot test 1 advocacy issue on prostitution.	
Status of the current project Historically, in BUKLOD's case there was no "project" but rather an on-going program that was funded for almost nine years. Prior to the proposal in 1998 there was no distinct funding periods or projects but rather a continuous series of program activities that varied slightly year by year. Even with the 1998 Proposal, the programs of BUKLOD still appear to have many of the same components that they have implementing over the past six or seven years. The status of CSM funding vis a vis the 1998 proposal is also uncertain as BUKLOD has not had any official word from CSM since a December 1998 letter advising that could not fund more than one year at a time due to funding constraints. The funding that BUKLOD has been receiving since that time is substantially under the amounts budgeted in the proposal.	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating- 3 Sustainability Index (Likelihood or Actual): – 1 Gender and Development: Rating – 3 Poverty Alleviation: Direct Sustainable Development: None Democracy Objectives: Direct	

Findings, Conclusions and Recommendations:

Findings/Conclusions

- BUKLOD has demonstrated considerable longevity, coming up to its thirteenth year. It initially started out with a focus on prostituted women, many of the current 'survivor' group were the original beneficiaries of this early work. Ironically the closure of the American bases, especially in Olongapo, deprived BUKLOD of most of the original target beneficiaries and over the 1991 to 2000 period their programs re-focused on Amerasian Children, and urban poor women with programs such as scholarships, livelihood activities and health care services.
- Initially BUKLOD was staffed with 'non-survivors' and over the 1996 to 1998 period there were a number of staff and management changes, including the Board of Trustees which severely tested the very survival of BUKLOD.
- The 1998 to 2000 period has been one of transition, reflection and consolidation of staff, management and the Board of Trustees.
- The decision to concentrate on the 'survivor' group as the core of BUKLOD is seen as a positive step and the proposed change of BUKLOD from an NGO to a People's Organization is in line with this philosophy.
- The management, staff and Board of Trustees are moving in the right direction to 're-invent' BUKLOD and develop a clear path for the future. The activities outlined in the August 1999 to February 2000 Progress Report are encouraging indications of this, as was the recently concluded assessment and planning workshop held in July 2000.
- According to the BUKLOD Chair, one of the outcome of the planning workshop was the decision to reduce activities in the short to medium term and concentrate on staff and management systems development.
- As with many NGOs, BUKLOD has embarked on a number of non-core activities such as, health care, Amerasian children scholarships, livelihood and microfinance activities. Their target beneficiaries also shifted, to include urban poor women. This not surprising considering the loss of their key target beneficiaries when the American base in Subic Bay closed in 1991. These activities however put additional management and financial strain on the BUKLOD staff and management. Compounding this was the lack of skills/expertise in managing and administering many of these programs, especially the livelihood and microfinance components. This contributed to the less than encouraging results.

Recommendations

- BUKLOD, its management and staff should continue on the path that they have chosen.
- The most important part of this process is to define what BUKLOD wants to be. Some of the questions that need to be answered include:
 - Should BUKLOD continue to concentrate on the organizing of Bar Women, which was its original *raison d'être* (reason for being) in spite of the difficulties and cost intensiveness of these activities?
 - Should it concentrate on the 'survivors' recognizing that this is a relatively small population considering that most ex-bar girls return to their original homes?
 - What role should income generating activities, health services etc play in supporting the 'core' activities?
- It is strongly recommended that if BUKLOD does venture into IGP activities or credit in the future, that before they do so they receive adequate training in the management and administration of these activities. There are number of support groups in the Philippines that are actively working with Microfinance Standards which are considered to be the 'Best Practices' of the industry. There are also a number of Microfinance training courses available.
- During this transformation of BUKLOD, the management and staff should completely open and transparent with their funding partners. BUKLOD should also develop a two or three-year proposal, as soon as possible that outlines the short to medium terms objectives of BUKLOD and programs and activities required to achieve them. This of course should also include activity level indicators of achievement and most importantly an overall goal of project purpose and measurable indicators of achievement.
- CSM should be supportive of the current changes and transformation of BUKLOD and be prepared to fund substantial institutional strengthening and capability building activities for staff development over the short to medium term.

PROJECT FACT SHEET

Project Name: Interim Funding & Construction of Building for the Special Action for the Rehabilitation and Advancement of the Handicapped (Construction of the House of SARAH)	Philippine Partner NGO: Easter School
Address and Contact Information: P.O Box 60 Guisad, Baguio City T/F: (74) 442 3164 445 7453 F: (74) 442 3164	Contact Person: Ms. Frances Laoyan Acting Executive Director
Project Duration: Institutional Support of SARAH – 1995 to 1998 Construction of SARAH Building – 1995 – 1997	Project Amount: 1995 – PhP 2.1 M 1996 – PhP 3 M 1997 – PhP 3 M 1998 – PhP .5 M
Funding Organization: Church of Sweden Mission	Partner Implementing Organization: Swedish Students Union
Description of the Project: The project aims to achieve the following specific objectives as part of the Easter School's mission to help specially-abled children (hearing and visually impaired): <ul style="list-style-type: none"> To partly support the operations of SARAH through administrative support for teachers' salaries, tuition fees of students and other maintenance costs; To construct a building for SARAH, a 2-storey structure with 4 classrooms at the ground floor and 3 rooms and a function hall at the second floor. 	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating – 1 Sustainability Index (Likelihood or Actual): Rating – 2 Gender and Development: Rating – Not applicable Poverty Alleviation: None Sustainable Development: None Democracy Objectives: Indirect	

Strengths, Issues, Concerns and Suggestions:**Strengths**

- This project is certainly providing schooling for those specially-abled children that had limited access to education before the project.
- Dedicated teaching staff for the development of specially-abled children and good programs to integrate these children into the over-all school structure.
- The provision of sign language instruction for the student's parents and other interested staff is commendable.
- Limited evidence of sustainability as the school is still functioning, although at less than optimum levels.

Issues, Concerns and Suggestions

- After 2 and a half years of the SARA building, it still remains grossly under-utilized for the purpose for which it was built with only 34 students out of a potential school population of 175 (seven class rooms at an average of 25 students).
- In hind sight an overall feasibility of the school appears not to have carried out otherwise this funding short fall. and resulting under-utilization, would not have happened.
- Although Easter School rents the facilities of the building for seminars and conferences, it still large remains underutilized and most importantly it is not being used for the original purpose.
- Considering that currently tuition fees only cover 5% of SARA's operating costs. in order to expand the student population, Easter school should to develop a plan to maximize the use of the building and to earn income to sustain the ongoing operational of SARA in the process. One area that can be explored is to launch a sponsorship program for SARA and to develop income-generating projects to support SARA (Easter School appears to have a number of Income Generating Programs). In addition there are various agencies that are working with specially-abled children that Easter School can approach and develop partnerships. A volunteer program for SARA can also be developed to perhaps lower administrative costs.

PROJECT FACT SHEET

Project Name: 1) Luzon Barangay Development Council Training 2) Preparing for Grassroots Intervention in the 1997 Barangay Election 3) Community-Based Training on Local Governance & Devt 4) Municipality-Based Training on Local Governance & Devt	Philippine Partner NGO: Institute for Political and Electoral Reforms (IPER)
Address and Contact Information: 262 15 th St. Brgy. Silangan, Cubao Quezon City T/F: 912-40005 439-5373 E: iperinc@info.com.ph	Contact Person: Lito Martinez Executive Director
Project Duration: 1) Luzon Barangay Development Council Training, 1995-96 2) Preparing for Grassroots Intervention in the 1997 Barangay Election, 1996-97 3) Community-Based Training on Local Governance & Development, 1998-99 4) Municipality-Based Training on Local Governance & Development, 1999-2000	Project Amount: 1995 to 96 – PhP 250,000.00 1996 to 97 – PhP 554,300.00 1998 to 99 – PhP 717,675.00 1999 to 2000 – PhP 1,002,125.00
Funding Organization: Diakonia	Partner Implementing Organization: none
Description of the Project: <ul style="list-style-type: none"> Various training programs for electoral reform, local governance and participation 	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating – 3 Sustainability Index (Likelihood or Actual): Rating – 1 Gender and Development: Rating – 1 Poverty Alleviation: Indirect Sustainable Development: None Democracy Objectives: Direct	

Strengths, Issues, Concerns and Suggestions:**Strengths**

- Project is very relevant to the needs of the Philippines in making local governance effective.
- Good participatory planning and program implementation in place.
- Gender issue awareness present and is currently in the drawing board on how to integrate gender concerns in its various training program (although documentation provided did not mention much about gender).
- Has a wide network of NGO, PO and multi-sectoral supporters that provides support for the Institute's work.
- Very active in electoral advocacy and has achieved promising results in their participation in electoral reforms and local governance activities.
- Close coordination with other Diakonia funded projects such as those being implemented by Iloilo Code and CPBC.

Issues, Concerns and Suggestions

- Measurable indicators are formulated for specific training activities and courses and some overall project objectives statements but no measurable objective success indicators are in place to gauge the various activities contribution to the over-all goal and objective of the projects. There must be a conscious effort to develop higher level indicators where by the training indicators can be related and assessed. There is also a need to develop indicators and measures, both qualitative and quantitative, of IPER's contribution to the strengthening of local POs and the extent of their participation in local governance.
- Programs with Diakonia are 1-year training programs. To be able to develop a more holistic program for local governance and electoral reform program, IPER must explore the possibility of working out a longer program with Diakonia, such as a 2 to 3-year program.
- Sustainability was considered during project design and IPER aims to undertake 10-year phase out program after which its role will evolve to only technical support to its local network and will no longer directly undertake training programs and local development council organizing. Five years into the 10-year plan, IPER should have already prepared a concrete plan on how to bring this about and develop indicators and monitoring mechanism that will ensure that they are moving towards this goal. This should be an integral part of the next project design.
- Gender issues should be more integrated into the next project perhaps with emphasis on women's leadership.

PROJECT FACT SHEET

Project Name: Comprehensive Development Project	Philippine Partner NGO: Philippine Alliance of Human Rights Advocates (PAHRA)
Address and Contact Information: Rm. 403 FMSG Bldg., Balete Drive, Quezon City T: 721-7814 727-3886 E: pahra@info.com.ph	Contact Person: Santos A. Lamban Executive Director
Project Duration: Initial Funding was for 1996/97 with bridge funding in 1998. Current Project funding is for the period 1999/2001.	Project Amount: 1996 – PhP .9 M 1997 – PhP .9 M 1998 – PhP .5 M 1999 – PhP .9 M 2000 – PhP .9 M
Funding Organization: Diakonia	Partner Implementing Organization: none
Description of the Project: Over all Objective -The 1999-2001 PAHRA Comprehensive Development Program aims to strengthen and solidify the alliance and its membership for effective human rights advocacy, both at the domestic and international, to contribute for the establishment of human rights culture that upholds and protects human rights principles. <ol style="list-style-type: none"> To strengthen the alliance by providing mechanisms which will enhance spirit of pluralism and solidify alliance machineries for more effective human rights advocacy. <ol style="list-style-type: none"> To draft a new Constitution and By-Laws that will provide an organizational structure more responsive to the needs of the Alliance. To come up with an evaluation of PAHRA, its accomplishments and the effectivity of its structures. To expand organizational membership in the following sectors : women, children, labor Indigenous people, Church and Environment; establish 1 regional and 2 provincial counterparts in Luzon, 1 regional three provincial counterparts in Mindanao and establish 3 provincial counterparts in Visayas and presence in the other regions through pre-regional formations Conduct training for members, which will enhance their capabilities in advocacy and management. To increase active participation of members in alliance activities by 25%. To conduct effective human rights advocacy that addresses both the economic, social and cultural rights and civil and political rights maximizing both executive and legislative body to push the government to come up with laws/guidelines that will utilize human rights framework in its programs and to block attempts at restoring or enacting repressive laws. <ol style="list-style-type: none"> To lobby for the enactment of law that will make human rights an integral part of primary and secondary education. To lobby for law that would make human rights education mandatory for government officials and among members of the PNP and the military. To lobby Congress to block laws that attempt to restore laws that infringes on human rights. To lobby for a resolution that will encourage the Philippine government to adopt and support the ratification of the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights. To take an active role in international human rights advocacy particularly in the Asia-Pacific by taking on major roles in Asia-Pacific Human Rights formations and in taking active role in advocacy of regional human rights issue. <ol style="list-style-type: none"> Provide support to the struggle for human rights and democracy of the peoples of Burma, East Timor, Indonesia, Malaysia, Assam and Tibet. Participate in human rights conferences that will promote human rights in the Southeast Asian region. 	

- c. Participate in lobbying at the UN bodies for Philippine and Asian issues.
- 4. To enhance awareness of the grassroots and civil societies of ECOSOC rights through the development of more indicators for monitoring and through popular education on ECOSOC rights.
 - a. Come up with a module on ESC rights and conduct training to raise awareness of member organizations on ECOSOC rights.
- 5. To pursue the initial gains and breakthroughs it has achieved in its campaigns on development aggression, campaign for justice and campaign against political repression.
 - a. To create a public opinion significant enough to put pressure on the government to review the death penalty law.
 - b. To establish task forces or coalitions that will address the issues of development aggression, militarization and other significant human rights issues that may arise.

Over-all Assessment of Issues and Crosscutting Themes:

Beneficiary Participation: Rating – 3

Sustainability Index (Likelihood or Actual): Rating – 1

Gender and Development: Rating – 1

Poverty Alleviation: None

Sustainable Development: None

Democracy Objectives: Direct

Strengths, Issues, Concerns and Suggestions:**Strengths**

- In a country like the Philippines with a history of human rights abuses, under the Marcos regime and increasing instances of militarization and human rights violations of the current government, there is no doubt a need for organizations such as PHARA.
- After going through an organizational crisis in 1994, which lasted until 1997/98 PAHRA is doing the right thing by focusing on consolidation of current members and encouraging a more active role in the operations and programs of PAHRA before attempting to expand membership.
- Despite the organizational difficulties PAHRA appears to be continuing the international activities in support of other South East Asian human rights efforts and in turn raising the profile of the Philippine human rights situation at the same time.
- Good synergy of International Donors that not only divides the funding load but also allows for coordination/and review of activities.
- Although the project lacks an overall Goal and Purpose Statement and success indicators some of the activities are measurable.

Issues Concerns and Suggestions

- Although many of the Objectives have corresponding indicators or planned actions that can be measured, there are a number of activities that are not clearly defined and as such not easy to measure. Also the activities listed under each Objective do not appear to have timelines so success cannot be measured related to the passage of time.
- Despite the slow start in 1999, resulting from the healing and consolidation process and the delay in receiving the initial funding for the 1999-2001 Comprehensive Development Program, according to the respondent, the pace of the activities are picking up and he is confident that the majority of objectives will be achieved by the end of the project.
- PAHRA is totally dependent on outside funding to continue their operations. Unfortunately due to nature of the organization, and the current minimal opportunities for local fundraising activities, there appears to be little hope of achieving sustainability in the near to medium term.

Suggestions

- Considering the factors that have delayed the achievement or even start of many of the activities scheduled for 1999/2000, PAHRA should immediately do a re-planning exercise to rationalize the activities that are feasible within the remaining project period. This re-planning should also consider applying time-lines to the various activities to facilitate reporting and assessment of progress. Also PAHRA should develop an overall program goal or purpose and the development of corresponding success indicators.
- Diakonia and the other donors should be receptive to this re-planning and should consider additional time and money if required.
- In any re-planning or extension of the project PAHRA should be provided with institutional strengthening in fund-raising strategy development and techniques as a first step to even partial self-sustainability.

PROJECT FACT SHEET

Project Name: 1) Carles Women Development. Project. 2) Development Project for Development at Carles Phases I & II.	Philippine Partner NGO: Carles Multi-Purpose Cooperative
Address and Contact Information: Punta Carles Iloilo 5019 F: (033) 329 0618 E: dmcpcb@iloilo.net	Contact Person: Dr. Elvira C. Bernal
Project Duration: 1997 to 2000	Project Amount: Year 1 – P 700,000 – 1997/98 Year 2 – P 900,000- 1998/99 Year 3 – P 900,000 – 1999/2000 Total Funding – P 2,500,000
Funding Organization: Diakonia	Partner Implementing Organization: none
Description of the Project: Carles Multi-Purpose Cooperative is currently in its third year of funding from Dialkonía. In total there have been 180 beneficiaries assisted over the three-year period. The first year project was entirely focused on women with 45 beneficiaries. The second year focused on the original 45 plus 45 out-of-school youths. The third year (on-going) is focused on the island Calagna-an where 90 beneficiaries are involved. The three projects are similar in nature where training and seminars are provided to the beneficiaries. For the third year training is being carried out in the following areas. 1) gender issues, women's issues, children's issues, Political issues, relevant laws of the Philippines, environmental issues, health and sanitary issues, value formation, technical/entrepreneurial management skills, socialized credit scheme, cooperative education and people empowerment strategies. The training programs for the first and second years were similar although a number of training modules have been added or modified. Credit was a component in years 1 and 3 although not provided in year 2. Project Objectives 1) To improve the well being of the participants and their families and to enhance their quality of life particularly their educational, social, economic, political, spiritual and cultural levels by providing them needed skills, experiences, training and an effective cooperative self-help and self-development. 2) To help alleviate poverty in selected less developed rural villages by increase(ing) their abilities to obtain their basic needs by engaging in livelihood projects, income-generating activities and other initiatives for self sufficiency enabling them to live in self-sustaining communities.	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating – 2 Sustainability Index (Likelihood or Actual): Rating – 2 Gender and Development: Rating – 3 Poverty Alleviation: Direct Sustainable Development: Indirect Democracy Objectives: Direct	

Strengths, Issues, Concerns and Suggestions:

Strengths

- Appears to be good participative planning with the target beneficiaries.
- Good mix of economic activities, skills training, empowerment activities and value formation.
- Sustainability index acceptable due to the capital build up scheme and the revolving credit facility as well as built in source of continuing volunteers (Carles Coop Teacher members).
- Excellent gender and development integration with obvious strengthening through the respective phases.
- Appears to be a direct impact on poverty alleviation and democracy objectives according to the reports.
- Good coordination with government line agencies and Local Government Units

Issues Concerns and Suggestions

Reporting – According to the reports one comes away with the impression that everything is proceeding as scheduled and that substantial progress is being made in reaching the project objectives. However on closer analysis one realizes that other than the word of the implementers (which we have no reason to doubt) there are no independent project progress indicators which establishes actual project progress beyond the project activities.

This is due to the lack of objectively verifiable indicators (OVIs) for the Goal and Objective statements. In the section of the progress report for the period July 1999 and January 2000 under the section dealing with Achievement of Goals and Objectives, the objectives are merely repeated with no independent assessment of achievement. For example the Objective 3.1 was stated as “To provide a forum for development education where the 90 participants through processes will be able to see the root causes of their poverty and depravity”. The objective achievement is stated as “A forum for development education of 90 participation was provided”. As stated, this only indicates that the forum was indeed provided but not what the impact of the activity was. In other words how have the lives of the beneficiaries changed as a result of this forum?

Another example. Objective 3.10 was stated as “To provide socialized credit assistance to 90 participants” and the objective achievement was stated as “Socialized credit was provided to 90 participants”. Again there is no indication of the impact of this credit. Have the beneficiaries’ incomes risen as a result of the credit? Have their micro-enterprise activities been successful? One clear indication of success is the repayment rate and yet there is no mention this and other indicators of the status of the revolving fund.

In the phase I of the project there was to “an evaluation” of the status of the revolving credit fund in the following areas: Capital build up, loan performance, repayment rate, increase in family income, number of self-sustained profitable business ventures and success or failure of the credit scheme. From the review of the project progress reports there doesn’t appear to have been such an assessment and yet this is the core component of the sustainability strategy.

Another comment on the reporting is that there is no indication in the most recent progress report as to what has happened to the previous beneficiaries in the first two years of the project.

Recommendations – Carles should provide Diakonia with an update/status of the revolving credit fund and the capital build-up scheme. If there is a next phase, clear Goals and Objectives should have independent measurement of achievement especially any credit schemes and a baseline study should be carried out to facilitate measurement of the changes in the community over time. In the first three years of the project the Objectives were different from the training modules actually carried out. It is suggested that in future the objectives be directly related to the different training modules to facilitate the development of success indicators. In addition institutional strengthening should be provided to the management and staff for microfinance activities to update them on the latest “best practices”.

PROJECT FACT SHEET

Project Name: Partnership in Participatory Local Governance Program	Philippine Partner NGO: CODE – Iloilo
Address and Contact Information: Apt. 2 Villa Compound # 36 D. B Ledesma Street Jaro, Iloilo T: (033) 320 3590 C: 0918-508-4529 E: icode@skyinet.net	Contact Person: Yussa Badong Executive Director
Project Duration: January 2000 – Dec 2002 (3 years)	Project Amount: PhP 5,700,000.00
Funding Organization: Diakonia	Partner Implementing Organization: None
<p>Description of the Project: The modeling of the Participatory Local Governance project in strategic municipalities and the establishment of the Network Institutional Support System is a three year Program that aims to continue the gains of the Project Phase 1 and 2, by widening its scope and impact area.</p> <p>Long Term Objectives:</p> <ul style="list-style-type: none"> • To set up viable mechanisms for partnership between LGU-GO-NGO-POs for the project on participatory local governance • To develop research and training tools and designs matching the needs of human resource development • To train local volunteers to become active participants and actors in the local development planning and project implementation process. • To mobilize local resources in order to gain access to the development resources that are available. • To promote a sound environment for participatory local governance through appropriate advocacy and policy support from lead agencies concerned; • To install system of monitoring and evaluation to ensure the sustainability of the project. <p>Short term goals</p> <ul style="list-style-type: none"> • To increase the level of people's consciousness on the basic human rights and values, the Local Government Code, voter's rights, people's rights and role in the local development process • To develop basic leadership and technical skills of six strategic Barangays Development Councils in project planning, development and management • To revitalize/strengthen structures of POs towards meaningful participation in Barangay Development Councils • To build and strengthen partnership mechanisms between POs, NGOs, GOs, and the LGU. <p>Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating- 3 Sustainability Index (Likelihood or Actual): – 2 Gender and Development: Rating – 2 Poverty Alleviation: Indirect Sustainable Development: Direct Democracy Objectives: Direct</p>	

Findings, Conclusions and Recommendations:

Findings/Conclusions

- Good overall Efficiency and Effectiveness assessment although accomplishment of project Purpose and Goal difficult to assess due to the lack of official Purpose and Goal statements and measurable indicators and the fact that the project has entered a third phase.
- Extensive Beneficiary Participation.
- Reasonable Institutional Strengthening/Capacity Building but minimal transfer of knowledge from Diakonia, with the exception of Gender.
- Acceptable level of sustainability, although Phase III will be the real test.
- Good Community and Beneficiary support with substantial counterpart funds leveraged.
- Very good responsiveness to changing community needs.
- Networking and coordination with other Donors and Organizations has been very effective.
- Reasonable Gender interventions although more still needs to be done in Phase III.
- Indirect Poverty Alleviation focus and CODE should use the Phase III to increase efforts in this area
- Direct Sustainable Development focus through integration of Sustainable Development objectives into the overall planning cycle
- Direct Democracy objective that is directly relevant to the needs of the Philippines.

Recommendations

- For Phase III CODE should develop official Project Purpose and Goal Statements and objectively verifiable indicators to measure achievement and to track progress during the remaining project implementation period.
- CODE should continue the increased emphasis of Gender and explore options for increasing Women's Leadership Training as an important component.
- CODE should put in increasing emphasis on livelihood and microcredit activities in the project area by linking up with other donors/organizations.
- In future reporting CODE should rationalize the project components into a single work breakdown structure and consistently use the same activity description throughout the progress reports.

PROJECT FACT SHEET

Project Name: 1. Panay Negros Expansion Program for Education and Development (PNEP-ED) 2. Bukidnon Tribe Empowerment Program (BTEP)	Philippine Partner NGO: Convention of Philippine Baptist Churches Inc.
Address and Contact Information: Fajardo St., Jaro, Iloilo City or P.O. Box 263 5000 Iloilo City T: (33) 329-0621 F: (33) 329-0618 E: cpbc@iloilo.net dmcpcb@iloilo.net	Contact Person: Ms. Feraz Legita Director Development Ministries
Project Duration: PNEP-ED – 1993 Current funding – 1999-2001 (3 Years) BTEP – 1997 Current funding – 1999-2000 (2 Years)	Project Amount: For Project Panay-Negros Integrated Development Project 01 Jan 93 to 31 Dec 94 P831,130.46 01 Jan 95 to 31 Dec 96 P1,423,259.30 01 Jan 97 to 31 Dec 98 P2,636,998.90 For Bukidnon Tribe Empowerment Program 01 Jan 97 to 31 December 98 P1,884,769.50 Total Past Funding – P 6,776,158.10 Current Funding BTEP Year one (1999) – P 1,124,800 Year two (2000)- P 764,000 Total Funding – P 1,888,800 PNEP-ED Year one (1999)- P 2,667,000 Year two (2000)- P 1828,000 Year three (2001)- P 1,309,306 Total Current Funding – P 7,693,106
Funding Organization: Diakonia	Partner Implementing Organization: none
Description of the Project: The Panay-Negros Expansion Program for Education & Development is an extension of the partnership program launched by the CPBC and Diakonia-Sweden in 1993. This three year program that aims to strengthen and consolidate the existing 37 pre-cooperatives and an expansion among the nearby provinces. The expansion will be involved with the organizing of new cooperatives and reorganization of the existing livelihood associations. Project Objectives PNEP-ED: <ul style="list-style-type: none"> Consolidation of 37 existing cooperatives for expansion of membership and service to the wider community Enhance cooperation and sharing by organizing 30 new cooperatives Provide capital assistance to 30 new cooperatives and capital loan assistance to 30 organized livelihood associations To develop and enhance skills for livelihood/income generating projects and organizational development through skills training among target groups To continue developing positive values and deepen consciousness on socio-economic, political, cultural and environmental issues and biblical studies and reflections through seminar workshops 	

<ul style="list-style-type: none"> ▪ To strengthen program components and advocacy through print and broadcast media and production/publication of quarterly newsletter and other educational materials ▪ To strengthen and develop network and linkages with program partners for resource sharing <p>BTEP:</p> <ul style="list-style-type: none"> ▪ To conduct follow-up adult literacy classes and open classes for children ▪ To conduct follow-up education and skills training on alternative/indigenous health care, methods and practices ▪ To strengthen the livelihood associations by organizing a cooperative ▪ To intensify education and skills training on rights of indigenous people and ancestral domain issue ▪ To expand the program to other four (4) nearby communities
<p>Over-all Assessment of Issues and Crosscutting Themes:</p> <p>Beneficiary Participation: Rating – 3</p> <p>Sustainability Index (Likelihood or Actual): Rating – 2</p> <p>Gender and Development: Rating – 3</p> <p>Poverty Alleviation: Direct</p> <p>Sustainable Development: Direct</p> <p>Democracy Objectives: Direct</p>
<p>Strengths, Issues, Concerns and Suggestions:</p> <p>Strengths</p> <ul style="list-style-type: none"> - Excellent mix of planned activities for both projects with direct impact on Poverty Alleviation, Sustainable development and Democracy objectives. Projects are very holistic in their approach. - Very high marks for beneficiary participation. - High marks for integration of Gender issues in the PNEP-ED Project. - Good coordination with other donors and other Filipino Organizations especially on the PNEP-ED Project and coordination with organization also being funded by Diakonia i.e. Iloilo CODE and IPER.. - Sustainability strategies taken into account with the planned Coop development and seed capital. - Good financial and narrative reporting with some activity level achievement indicators. <p>Issues Concerns and Suggestions</p> <ul style="list-style-type: none"> - Although there are relatively good activity level success indicators there are no overall program level objectives or success indicators. As such it will be difficult to determine whether the projects has had the desired results beyond the activities that were carried out. - Both projects have economic components (Coop Development and seed capital) that are the key to overall sustainability of the respective projects and yet there is no direct reporting on the progress of this component beyond the number of coops organized and registered. There is no mention of the results of the capital build, asset growth and lending repayments rates that are the measurement of healthy coops. - Although in the PNEP-ED Project there is a comprehensive gender awareness and training component there does not appear to be any gender integration or focus in the BTEP Project. This may have something to do with the relative sophistication of the target beneficiaries in the respective projects but still some introduction of gender issues would seem appropriate. <p>Suggestions</p> <ul style="list-style-type: none"> - For both projects CPBC should develop overall goal or program level statements about the desired future condition of the project beneficiaries and identify measurable success indicators to judge whether or not these objectives have been achieved. - CPBC should provide more detailed reporting on the health of the cooperatives and specifically in those areas mentioned above.

PROJECT FACT SHEET

Project Name: Extended Education Program for Health Workers (Institutional Support)	Philippine Partner NGO: Alliance of Health Workers
Address and Contact Information: Room 302 King's Mart Building Vicente Cruz St., Sampaloc Manila T/F: 731 8672 E: ahw@netgazer.com.ph	Contact Person: Ms. Imelda Garcia Executive Secretary
Project Duration: July 1995 to 1998	Project Amount: July 1995 – Dec 1996 – PhP 2,123,000.00 1997 – PhP 2,894,265.91 1998 PhP 2,839,815.00 Total Funding PhP 7,857,280.00
Funding Organization: LO/TCO	Partner Implementing Organization: Nurses Union
Description of the Project: <p>The project's long term objectives are as follows:</p> <ul style="list-style-type: none"> ▪ To raise the level of awareness of health workers regarding public sector unionism in at least 8 expansion areas ▪ To develop the leadership capacity of union officers in organizational management and come up with functional and efficient union structure in the 8 problematic unions ▪ To develop additional trainers among the ranks of active union members/leaders for Level 1 and Level 2 Training services of AHW ▪ To monitor the impact of AHW Training Program among health workers. 	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating – 3 Sustainability Index (Likelihood or Actual): Rating – 2 Gender and Development: Rating – 2 Poverty Alleviation: Indirect Sustainable Development: None Democracy Objectives: Direct	

Strengths, Issues, Concerns and Suggestions:

- Participatory planning and implementation mechanisms are in place. Affiliates and members are part of the planning, implementation and assessment of the project.
- Gender issues are integrated in project design and implementation.
- Direct democracy objectives that are relevant to the needs of the health workers, through active promotion and protection of health workers rights.
- Limited institutional strengthening and limited transfer of knowledge from the Swedish partners.
- Sustainability was considered during project design but it remains a major concern. The project ended in 1998 and financial targets for sustainability were not met. However, AHW was able to continue its work but in a limited scope. AHW must continue to develop new strategies and methods to increase dues collection and generate funds for the organization. While strategies are being developed to increase collection of dues, resource mobilization from donor agencies must be explored at the interim.
- For the next project, AHW must be able to develop objectives and appropriate OVIs to measure its accomplishments. It must be able to develop measures to assess its impact both qualitatively and quantitatively. Accomplishments must be supported with appropriate information/data and variance must be explained.
- While LO/TCO's standard format for its annual report is simple and is generally an acceptable tool to monitor progress of project implementation for each project year. LO/TCO may explore the possibility of requiring terminal reports for projects longer than a year to cover the entire project period. The terminal report must be able to provide measurable indicators to assess project success. It must also be able to capture how yearly activities add up to contribute to the achievement of over-all project goal.

PROJECT FACT SHEET

Project Name: Study Circle Project	Philippine Partner NGO: International Textile, Garment and Leather workers Federation (ITGLWF)
Address and Contact Information: Suite 509, Medalla Bldg., Gen. MacArthur St. corner EDSA, Cubao, Quezon City T: 911-1326 C: 0917-981-3173 E: itgphil@info.com.ph	Contact Person: Annie Adviento Coordinator
Project Duration: 1990 – 2000	Project Amount: July 1990 – June 1991: P1,295,741.72 July 1991-June 1992: P1,435,373.87 July 1992-June 1993: P2,228,698.35 July 1993- June 1994: P1,937,241.12 July 1994-June 1995: P1,790,508.98 July 1995-Dec. 1996: P3,070,182.72 January-December 1997: P2,826,491.35 January-December 1998: P3,212,078.37 January-December 1999: P3,848,568.60 January-December 2000: no data
Funding Organization: LO / TCO	Partner Implementing Organization: ITGLWF Brussels
Description of the Project: This project has been ongoing since 1990. The general goal of the project is the introduction and establishment of the study circle method in trade union education in the Philippines.	
Objectives for 1999	
Project 1023 – Study Circle	
<ul style="list-style-type: none"> To develop 99 new study circle leaders by identifying potential worker educators and providing them with a 5-day intensive workshop. To provide the newly trained SCLs with support and backup to enable them to successfully organize a study circle program for their members. To reassemble the newly trained SCLs for an intermediate course in order to consolidate their skills and knowledge and to enable participants to discuss difficulties or issues they may have encountered since their initial training. To facilitate quarterly meetings of SCLs at which ideas will be exchanged, difficulties discussed and best practice encouraged. 240 SCLs will participate in this program of meetings. To sustain a program of 1000 study circles each meeting for 10 sessions with a combined participation of 10,000 rank and file members. To produce two new sets of educational material for use in study circles and to reproduce sufficient quantities of material made earlier. To redouble efforts to ensure that the participation by women members in all of the project activities is at least in proportion to the gender balance of workers in the industry. The P-organization will continue to make an increasing contribution towards the total project budget, this will rise to 52.5% in 1999 and further rise to 55% in the year 2000. In this way the P-organization will gradually take over an increasing responsibility for the entire financing of the project activities with the ultimate aim of achieving self-reliance. At least one visit will be organized by a member of the ITGLWF Secretariat each year to provide on the spot advice and support to the P-organization. 	

Project 5073 -Health and Safety

- To provide a 3-day project planning workshop on health and safety for study circle leaders.
- To develop 30 new study circle leaders by identifying potential worker educators and providing them with a 5-day intensive workshop.
- To provide the newly trained SCLs with support and backup to enable them to successfully organize a study circle program for their members.
- To provide two refresher courses for established SCLs in order to enable participants to update their skills and knowledge and to share experience with others in order to generate new approaches and develop best practice in the coordination of study circle activities.
- To sustain a program of 240 study circles each meeting for 10 sessions with a combined participation of 2160 rank and file members.
- Reproduce sufficient quantities of material made earlier.
- To redouble efforts to ensure that the participation by women members in all of the project activities is at least in proportion to the gender balance of workers in the industry.
- The P-organization will continue to make an increasing contribution towards the total project budget, this will rise to 27.5% in 1999 and further rise to 30% in the year 2000. In this way the P-organization will gradually take over an increasing responsibility for the entire financing of the project activities with the ultimate aim of achieving self-reliance.
- At least one visit will be organized by a member of the ITGLWF Secretariat each year to provide on the spot advice and support to the P-organization.

Current Status of the Project:

As mentioned earlier this program has been ongoing since 1990 and has been funded by LOTCO through ITGLWF, Brussels each year since that time. It should be noted that starting in 2000 the projects will be combined due to the similar nature of the projects.

Over-all Assessment of Issues and Crosscutting Themes:

Beneficiary Participation: Rating- 3

Sustainability Index (Likelihood or Actual): – 2

Gender and Development: Rating – 2

Poverty Alleviation: Indirect

Sustainable Development: None

Democracy Objectives: Direct

Findings, Conclusions and Recommendations:

Findings/Conclusions

- Overall the efficiency of the project is deemed to be quite high in translating inputs into outputs. The achievement of activity targets indicate the appropriateness of the overall methodology/strategy of program implementation, overall concept of design and management structure. The project is also seen as being cost effective.
- Reporting on the activity level is extremely well documented with clear activity targets related to actual target achievement.
- Financial reports on the other hand are confusing as the financial report's budget lines do not relate to the budget lines in the original budget. This is especially confusing with the consolidation of the Study Circle and the Health & Safety projects in 1999. Also in financial reports there is no narrative explanation of budget variances.
- An objective effectiveness assessment of the project is very difficult to do as there are no higher order project objectives beyond the activity level indicators or any independent measurement of the overall impact of the project.
- There are anecdotal indications that the project has been instrumental in:
 - Increasing the responsiveness of the Federations to the demands of their unions.
 - Developing a cadre of young leaders.
 - Raising the awareness and education level of the rank and file members.
 - Increasing the effectiveness of the unions in negotiating CBAs and demanding compliance of existing ones.
- Correspondingly to the comment above, unfortunately there are no narrative reports of the overall implementation process which could contain even anecdotal indicators of what the impact of the project has been beyond the impressive numbers.
- Good overall sustainability score, which unfortunately masks a growing problem with the Philippine partners in continuing to shoulder the current level of counterpart contributions. Some of the partners may indeed choose not to be part of next year's program.

Recommendations

- ITG should improve the level of narrative and financial reporting as indicated above.
- Develop overall project goals and objectives for the project with clear measurable indicators of achievement.
- Address the growing concern of the Philippine partners on the required level of counterpart contributions.

PROJECT FACT SHEET

Project Name: Trade Union Leadership & Administration Skills Training	Philippine Partner NGO: National Federation of Labor (NFL)
Address and Contact Information: Room 400, Jiao Building 2 Timog Avenue Quezon City T: 373-1817 C: 0917-988-2372 (Magbanua)	Contact Person: Amado Magbanua General Secretary
Project Duration: One-Year, March 1998 to April 1999 (spill over to 2000 due to delays)	Project Amount: P 802,800.00 1998 – PhP 401,400.00 1999 – PhP 401,400.00
Funding Organization: LO/TCO	Partner Implementing Organization: Swedish Cooperation Group
Description of the Project: Seven 3-day training seminars will be conducted to accomplish the following objectives: (Total of 210 union leaders) <ul style="list-style-type: none"> ▪ To design and produce an education module on trade union leadership an administration course for NFL local leaders; ▪ To develop the trade union leadership and administration skills of 210 local leaders; ▪ To forge greater solidarity and comradeship and cooperation between Filipino and Swedish Trade Unionists; and, ▪ To strengthen workers education between NFL and LEARN 	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating – 3 Sustainability Index (Likelihood or Actual): Rating – 2 Gender and Development: Rating – 2 Poverty Alleviation: Indirect Sustainable Development: None Democracy Objectives: Direct	

Strengths, Issues, Concerns and Suggestions:**Strengths**

- There is a good indication of active participation of its members in the planning, implementation and evaluation of the training program.
- Gender issues considered in project planning.
- Conscious effort to develop women leaders within the organization through upgrading of leadership skills and other know-how.
- NFL was able to consolidate its membership after a period of crisis in leadership and is moving forward to continue its work in labor rights advocacy and strengthening of trade unionism in the country.
- Good Coordination with LEARN, another Sida funded organization.

Issues and Concerns

- There are clear measurable targets for the training but no overall objective with success/impact indicators for the training activities i.e. to answer the question What has been the overall impact of the training and is it what we expected.
- NFL recognizes need to address sustainability issues in order to continue its mission, however, low collection of member dues and decrease in membership (due to various factors inside and outside of NFL) has affected its capacity to move towards this direction.

Recommendations

- Higher indicators of achievements of objectives related to the training must be developed in relation to the over-all goals that NFL hopes to achieve as an organization. This will keep NFL informed where the organization stands in relation to the over-all and long-term goals of the organization.
- NFL must intensify its organizing work and institute creative mechanisms to ensure collection of member dues in order to continue the training.

PROJECT FACT SHEET

Project Name: 1. Capability Building Program to Sustain NAMAWU's Education Program After Assistance Has Been Phased Out (July 1995 to 1998) 2. Mine Safety and Health Education Program (1999 to 2001)	Philippine Partner NGO: National Mines and Allied Workers' Union (NAMAWU)
Address and Contact Information: 201 A Dunville Condominium, Catilia St. corner Valencia St. New Manila, 1112 Quezon City T: 415 5582 F: 726 5070 E: namawu@mozcom.com	Contact Person: Mr. Rene Acantilado General Secretary
Project Duration: 1. Capability Building Program (1995 to 1998) 2. Mines Safety and Health Education Program (1999 to 2001)	Project Amount: 1995 P 1,000,000.00 1996 P 1,000,000.00 1997 P 1,000,000.00 1998 P 1,000,000.00 1999 P 1,000,000.00 2000 P 1,000,000.00
Funding Organization: LO/TCO	Partner Implementing Organization: ICEM
Description of the Project: <i>I. Capability Program to Sustain the NAMAWU's Education Program After Assistance Has Been Phased Out</i> The <i>Capability Program to Sustain the NAMAWU's Education Program After Assistance Has Been Phased Out</i> was borne out of the need of NAMAWU to augment its complement of local-based educators and to upgrade its capacity to source needed resources to ensure that NAMAWU's education program becomes a continuing and self-sustaining program even after assistance has been phased out. Project activities under this program included the following: <ul style="list-style-type: none"> • Three-level Leadership Seminar • Basic Worker's Courses • Cooperative and Project Development Seminar <ul style="list-style-type: none"> ▪ Pre-Membership Cooperative Seminar ▪ Cooperative Development Seminars ▪ Cooperative Management Seminars ▪ Project Development Seminars • Study Circles • Annual Evaluation Seminars • Quarterly Project Team Meetings The project has two main thrusts: <ul style="list-style-type: none"> ▪ To lessen the local union's dependence on the federation as regards to trade union services, and; ▪ To increase the capability of NAMAWU to generate the needed resources for education. <i>II. Mines Safety and Health Education Program</i> (Documents from NAMAWU to follow.)	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating – 3 Sustainability Index (Likelihood or Actual): Rating – 2 Gender and Development: Rating – 2 Poverty Alleviation: Indirect	

Sustainable Development: Direct

Democracy Objectives: Direct

Strengths, Issues, Concerns and Suggestions:

Strengths

- ***The capability program addressed an important and often neglected area in trade unionism, --- sustainability. Project-end evaluation showed positive results. The challenge is how to replicate the same results with the mining program.***
- Strong participative processes are in place at the planning, implementation and evaluation/assessment stages.
- Gender issues integrated in programs and training activities.
- Environmental and sustainable development issues are areas of concern in recognition of the implication of mining not only in the environment but also in the communities in the affected areas.
- Over all, NAMAWU has a good reporting system. Activities are appreciated in relation to their contribution to over-all program goals and objectives. OVIs and anecdotal / qualitative indicators are developed.

Issues, Concerns and Suggestions

- Sustainability targets are well defined for the capability program but not clearly defined for the mining program. If the success of the capability program is to be replicated, the lessons learned must be applied to the mining program
- Good anecdotal appreciation of project achievements in mining but there is not much documentation of these. NAMAWU must exert more conscious efforts to document these anecdotal achievements to supplement areas where accomplishments cannot be measured quantitatively.

PROJECT FACT SHEET

Project Name: 1. Strengthening Trade Union Solidarity, Democracy, Gender Equality and Self-Reliance Through Workers' Education (Institutional Support) 2. Preparing Filipino Workers for the 1998 Elections Through Voters Education 3. Assessment of Workers Participation in the May 1998 Elections 4. Continuing Workers Education on the Party List System 5. Human Rights Education for Blacklisted Seamen	Philippine Partner NGO: Labor Education and Research Network (LEARN)
Address and Contact Information: 102 Scout. De Guia Brgy. Sacred Heart 1103 Quezon City T: 927-6713 927-6991 F: 927-6991 E: learn_admin@surfshop.net.ph Learn@info.com.ph	Contact Person: Mr. Marlon Quesada Executive Director
Project Duration: 1. Strengthening Trade Union Solidarity, Democracy, Gender Equality and Self-Reliance Through Workers' Education (Institutional Support) (1995-1998 / 1999-2001) 2. Preparing Filipino Workers for the 1998 Elections Through Voters Education (1997) 3. Assessment of Workers Participation in the May 1998 Elections – (July 1998 – January 1999) 4. Continuing Workers Education on the Party List System (2000) 5. Human Rights Education for Blacklisted Seamen (1999-2000)	Project Amount: 1995 P 2,567,978.17 1996 P 3,349,265.20 1997 P 5,759,834.00 1998 P 4,812,998.00 1999 P 2,620,000.00 (as per proposal) 2000 P 6,113,268.66 (as per proposal)
Funding Organization: Olof Palme Center	Partner Implementing Organization: ABF/SEKO
Description of the Project: Institutional support and various training programs Strengthening Trade Union Solidarity, Democracy, Gender Equality and Self-Reliance Through Workers' Education (Institutional Support) The economic, political and social interests of the working people can be advanced through a united, strong labor, women and civil society movement in the Philippines. This project seeks to strengthen significant segments of the trade unions, labor organizations, women's groups and civil society formations in the country through various workers' education activities. Project Goals: <ul style="list-style-type: none"> ▪ Capability Building of new LEARN partner organizations through the development of knowledge, skills, and attitudes of trade union leaders and members. ▪ Harnessing of democratic processes and traditions of its partners through the "unlearning" of the following: a) sectarianism; b) leader-center orientation; c) immaturity in the conduct of organizational discussions, debates and decision-making. ▪ Strengthening of consciousness and practices on gender equality among trade unions. ▪ Strengthening of the financial self-reliance of partner trade unions and labor groups through greater and effective dues collection from workers. 	

- Strengthening of the women workers' organization MAKALAYA.
- Facilitation of the merger of APL, CIU as well as other partner organizations.
- Forging broader alliance, which would include APL, CIU, MAKALAYA and other progressive trade unions and workers organizations.
- Popularization and expansion of the study circle method of workers' education.
- Production of research and publications, which would facilitate information on labor and women issues and concern.

Over-all Assessment of Issues and Crosscutting Themes:

Beneficiary Participation: Rating – 3

Sustainability Index (Likelihood or Actual): Rating – 2

Gender and Development: Rating – 2

Poverty Alleviation: Indirect

Sustainable Development: None

Democracy Objectives: Direct

Strengths, Issues, Concerns and Suggestions:

Strengths

- Participatory planning and implementation mechanisms are in place.
- Gender issues are very well integrated in the project design.
- Active in policy advocacy for the promotion and protection of workers' rights. LEARN is also actively involved in the democratization of governance through its participation in the party list elections.
- Sustainability issues are taken into account and a scheme / strategy has been developed and being implemented to ensure and move towards this goal. LEARN is targeting a sizeable amount for internal generation for 2000. This will be a test case to its capacity to implement its sustainability strategy.

Issues, Concerns and Suggestions

- Project activities are clearly outlined to meet specific objectives of the project. However, objectively verifiable indicators and quantitative measures must be developed especially to assess LEARN's contribution in the strengthening of the project partners, – the trade unions and women's organization. This way LEARN may be able to assess the impact of its training programs. Qualitative and quantitative indicators may be developed for a more holistic approach. LEARN may consider the possibility of getting a sample group from among its partners, where the quantitative measures and qualitative assessment instruments can be applied and closely monitored over a considerable period of time. A baseline is also necessary to relate the changes over time.

PROJECT FACT SHEET

Project Name: Establishment of a Centralized Purchasing & Distribution System for Consumer Cooperatives in Luzon	Philippine Partner NGO: National Confederation of Cooperatives (NATCCO)
Address and Contact Information: 227 J.P. Rizal St., Project 4 Quezon City T: 913 7011 to 14 local 12 F: 913-7016 E: natcco@wtouch.net	Contact Person: Lou Hernandez Acting General Manager
Project Duration: 1998 – 2000	Project Amount: Approximately P 4,000,000 per year for three years or a total of P 12,000,000.
Funding Organization: Olof Palme Center	Partner Implementing Organization: KFPC
Description of the Project: From the project documentation provided the following are the Project Objectives for the three-year project: 1) Operations of consumer cooperatives are more profitable and beneficial to members. Indicators: Within three years, increased sales volume and profit increase in patronage refunds for members. Objectives for 1998 were: 1) Joint buying operations established – Indicator – Contract with suppliers signed 2) Developed skills of Retail Managers – Indicator – 20 to 60 Managers trained 3) Operations Standardized – Indicator – Operations Manual printed and disseminated. 4) Increased Sales from Primary Societies – Indicator – Sales increase compared to last year. 5) Start to improve store layouts and interiors – Indicator – Store improvements done During 1998 KF Center made approximately 5 visits to NATCCO and the RDCs and conducted 11 different seminars. These seminars included Strategic Planning (2), Management Seminars for Primary Societies (3), Training course for Shop Managers – Primary Societies (3), Cooperative Development Seminars (3). According to the respondent the programs for 1999 were similar to 1998 although focused on different target groups in Luzon and later in 1999 focused in Mindanao. The program for 2000 is similar in nature but with a focus on the Visayas and Mindanao. Training for 2000 includes: Retail Operations -Training Course for Shop Managers Part I, II and III – 31/1-11/2, 1/5 – 12/5, 4/9 – 15/9. Joint Purchasing Operations -Regional Purchasing/Distribution Centers -20/3 – 31/3, 9/10 – 20/10. Project Management – Project Planning and Preparation – January – December 2000.	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating – 2 Sustainability Index (Likelihood or Actual): Rating – 2 Gender and Development: Rating – 1 Poverty Alleviation: Indirect Sustainable Development: None Democracy Objectives: Indirect	

Strengths, Issues, Concerns and Suggestions:**Strengths**

- Project is a logical expansion of cooperative development in the Philippines, which has a strong base and history of coop development although traditionally consumer coops have not been a major focus. NATCCO and its regional affiliates is also a logical implementing partner being the strongest and best organized of the apex organizations.
- The consultancy visits by KF Center seem to have been well received by the target beneficiaries.
- Good synergy with the CIDA funded Cooperative Business Development Project. Activities that directly supported the KF assistance were the provision of 16 point-of-sale (POS) machines that allowed greater inventory control and reporting. The production of the Consumer Cooperative Operations Manual was also helpful although, according to the respondent, it still needs some modifications based on the Swedish model.

Issues Concerns and Suggestions

- Although the project has demonstrated good iterative planning in adjusting the timing and focus of KF Center T/A over the past three years or so, there still appears to be a somewhat fragmented or piece-meal approach to the Technical assistance. The fact that there are separate yearly agreements with only the current years activities outlined contributes to this view.
- There appears to have been considerable effort directed towards establishing joint buying operations, especially in the first two years, 1998 and 1999. According to the respondent this was not successful, as the volumes were not sufficiently large to justify volume discounts. Now the focus of the project is to establish regional centers for joint buying centers. Perhaps a quick feasibility study of the overall concepts should have been carried out first.
- In the 1998 Agreement between KF Center and NATCCO there are clear objectives and measurable indicators and yet in the reports for 1998 there is no mention of the results of objective achievement.
- According to the respondent the activities for 1999 and 2000 are similar to the activities carried out by KF Center in 1998. This being the last year, supposedly, there does not seem to be much emphasis, such as training of trainers, to establish an internal capability within NATCCO and its secondary affiliates to take over the basic training activities. Although according to the respondent there has been some transfer of knowledge, especially in Luzon to continue some activities.

Recommendations

- It is recommended that KF Center use part of the remaining T/A for this year to plan a new two or three year project to consolidate the gains made to date and to plan a distinct project with clear overall project objective and success indicators to the end of the project and clear objectives and measurable indicators for each year of project activities.
- Sustainability should be considered in any follow-on activities that will ultimately transfer the expertise to NATCCO and its regional affiliates for the basic training and T/A with KF Center playing an increasingly coaching and specialized T/A input role.
- A project agreement for the full period of the follow-on project should be developed and signed with sufficient flexibility to adjust KF Center T/A to changing circumstances and progress during the implementation period.

PROJECT FACT SHEET

Project Name: Cooperative Housing Project	Philippine Partner NGO: National Confederation of Cooperatives (NATCCO)
Address and Contact Information: 227 J.P. Rizal St., Project 4 Quezon City T: 913 7011 to 14 local 12 F: 913-7016 E: natcco@wtouch.net	Contact Person: Lou Hernandez Acting General Manger
Project Duration: 1994 to 2000	Project Amount: Funding is in the form of Technical Assistance from KF Center. No information available at this time as to past and future value of this Technical Assistance.
Funding Organization: Olof Palme Center	Partner Implementing Organization: KF Project Center
Description of the Project: <p>Organized in 1997 NATCCO came into being to address the policy, advocacy and training needs of the primary cooperatives. NATCCO is a nationwide network of 1800 cooperatives spread mostly in rural municipalities of the country.</p> <p>NATCCO is a three-tier confederation of cooperatives with the regional federations as direct members at the secondary level. The primary cooperatives are the direct members of the regional federations. Its programs/services are geared towards providing the varied needs of members on financial intermediation, housing, health, insurance, gender, youth, marketing, production etc.</p> <p>NATCCO's involvement with KF Center and Coop Housing began in August of 1998 when NATCCO agreed to formally become part of the Coop Housing project along with NUWDECO and Alterplan. This was followed in January 1999 with an International Co-operative Alliance Housing Organization conference in Manila where the Hosing Cooperative Project was conceptualized and identified NATCCO as the coordinator.</p> <p>This was followed in January 2000 by 12-day mission by KF Center consultants to the Philippines where an implementation plan was drafted and an other follow-up visit was made in March/April. Current plans have the project lasting until 2002.</p> <p>From the documentation provided there appear to be no clear overall Goals and Objectives simply a list of training courses planned for the year 2001 and 2002 (see Logical Framework Analysis for 2001 and 2002 contained in the Project Evaluation – Volume I)</p>	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating- 1 Sustainability Index (Likelihood or Actual): – 2 Gender and Development: Rating – 1 Poverty Alleviation: Indirect Sustainable Development: None Democracy Objectives: Indirect	

Findings, Conclusions and Recommendations:

Findings/Conclusions

Potential for Impact

- Through KF Center T/A, this project has the potential to be a cost-effective method to further encourage the wholesale adaptation of the ICA Co-op Housing model in the Philippines.
- Past KF Center activities appear to have “jump started” the Co-op Housing Movement in the Philippines, especially in the acceptance of the ICA model as the preferred option.
- Future KF Center T/A has the potential to provide a tremendous value-added to the ongoing co-op housing movement, especially with the proper coordination and support of the substantial resources coming from the CIDA funded SEDCOP Project. The potential for synergy is there.

Coordination of Activities

- Despite numerous indications of overall joint planning of activities between KF Center T/A and the CIDA SEDCOP project there still appears to be a lack of appreciation of what the other has done and is planning to do, despite sharing the same primary coop beneficiaries. Both the Key Informant and Beneficiary Interviews shows some confusion on the roles and responsibilities of the respective parties and overall coordination of activities.
- The overall Project/Program Management structure needs to be reviewed. NATCCO appears to have taken a somewhat reluctant lead on this project which has evolved in an informal way, following each visit by the KF Center. From a review of the plans of SEDCOP and the KF Assisted Coop Housing project there appears to be duplication of effort. This is also the view of AlterPlan upon hearing of the KF Center up-coming plans for training/seminars for 2001/2002. The fact that the Alterplan representative claims to have not seen this document does not bode well for overall coordination of the respective programs. Clear overall roles and responsibilities of the respective partners need to be established for coherent implementation of the project activities.

Administrative Framework

- KF Center appears to working under a Cooperation Agreement signed in April 1998 with NUWDECO. This co-operation agreement appears to be the only operational agreement related to Coop Housing assistance by KF Center. KF Center should develop a multi-year agreement with NATCCO as part and parcel of the whole rationalization of this project.

Overall Program Goals

- There appear to be no overall project objectives or project purpose or measurable indicators of achievement. Clear overall objectives/goals or a Project Purpose needs to be established with corresponding objectively measurable indicators. This is a prerequisite to any sort of assessment of project success in the future.

Recommendations

- KF Center should use the next scheduled visit in October of this year to focus on a re-planning session to rationalize and harmonize future T/A with the CIDA funding SEDCOP activities. This re-planning should include:
 - ◆ Establishment of clear overall goals for the T/A assistance within an identified project period (i.e. two or three years).
 - ◆ Development of objectively verifiable indicators of Goal achievement or project success.
 - ◆ Development of activities with an overall project schedule. This schedule should not only include KF Center T/A but also activities of the implementing partners in between KF Center visits.
- Development of clear roles and responsibilities of the respective Philippine Partners.
- KF Center should negotiate and sign an appropriate Co-Operation Agreement with NATCCO (or another organization is so decided) to regularize the KF Center Sida funded assistance. This agreement should be multi-year agreement to coincide with the duration of the re-planned project.

PROJECT FACT SHEET

Project Name: Grass Roots Leadership Meetings and Leadership Seminars	Philippine Partner NGO: Nuwhrain Development Cooperative (NUWDECO)
Address and Contact Information: G/F Del Mundo Building 2125 Taft Avenue, Manila T: 536 2886 524-9352 F: 536 2883 E: nuwdeco@mailcity.com	Contact Person: Daniel Ang General Manager
Project Duration: April 1998 to June 1999 – one year	Project Amount: Total funding P 213,315.04 for one year. In addition KF Center provided T/A in 1997 for a mapping of NUWDECO's cooperation activities. This T/A was valued at P 1,138,500.
Funding Organization: Olof Palme Center	Partner Implementing Organization: KFPC
Description of the Project: <p>The project funding was used to provide Seminars and training to members of seven existing NUWDECO workers villages.</p> <p>Objectives of the Project.</p> <ol style="list-style-type: none"> 1) To convert 7 workers' villages of NUWDECO into real housing cooperatives 2) To provide the housing cooperative training for proper delivery of basic services. 3) To provide training for livelihood activities for members. 	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating – 1 Sustainability Index (Likelihood or Actual): Rating – 2 Gender and Development: Rating – 1 Poverty Alleviation: None Sustainable Development: None Democracy Objectives: Indirect	

Strengths, Issues, Concerns and Suggestions:**Strengths**

- The project was a natural follow-on to the previous consultancy provided KFPC and was followed by NUWDECO's involvement, along with NATCCO in a larger Coop Housing Project. Good progression of activities building on previous work and continuing the relationship between NUWDECO and KFPC.
- Most of the activities were accomplished, although the project was somewhat slow in starting and the beneficiaries were expanded beyond the residents of the 7 workers' villages.
- Some continuation of activities although on a demand basis.
- Capability and knowledge of NUWDECO increased on the issues involved in coop housing and some valuable lessons learned as a result of the project especially in the difficulties of shared titles for Coop housing for existing workers' villages.
- Some additional community cohesion apparently resulted from the training and seminars although reporting did not capture the exact nature and extent of this.

Issues Concerns and Suggestions

- Although most of the activities were accomplished in the project, the ultimate goal of transformation of the workers' villages into true Housing Coops was not achieved due to the issues of shared land titles. If the beneficiaries had been more involved in the planning of the project including the issue of joint ownership of land perhaps the project could have been designed differently to overcome this obstacle.
- The project design should have been more precise on the timing and number of training and seminars and project reporting could have been improved to provide more information on the timing and accomplishments of the actual training and seminars against the original schedule and targets.
- Although the original objectives of the project included training for the livelihood for the residents of the respective workers' Villages, there does not appear to any activities directly related to this objective nor were there any results reported against this objective.
- Overall there was a lack of clearly measurable indicators of objective achievement.

PROJECT FACT SHEET

Project Name: The construction for school buildings: <ul style="list-style-type: none"> • Pasig Day Care (1983) • Crame Day Care (1987) • Taytay Elementary School (1989) • Taytay High School (1996) • Taytay High School Extension & Grandstand (1998) 	Philippine Partner NGO: Star of Hope (Philippines)
Address and Contact Information: #8 Road 1, West Crame San Juan, Metro Manila T: 721 2360 723 2909 E: soh@philonline.com	Contact Person: Pastor Gani Corona President
Project Duration: Various Projects starting in 1983 to 1998	Project Amount: Pasig Day Care (1983) – P 650,000 Crame Day Care (1987) – P 758,624.32 Taytay Elementary School (1989) – P 3,650,642.76 Taytay High School (1996) – P 4,926,951.96 Taytay High School Extension and Grandstand (1998) – P 4,018,470.51.
Funding Organization: Swedish Mission Council	Partner Implementing Organization: None
Description of the Project: Construction of school buildings to support SOH's mission in the Philippines to provide quality education to poor children.	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating- 1 Sustainability Index (Likelihood or Actual): – 3 Gender and Development: Rating – 1 Poverty Alleviation: Indirect Sustainable Development: None Democracy Objectives: None	

Findings, Conclusions and Recommendations:**Findings/Conclusions**

- The overall efficiency and effectiveness assessment for the two construction projects are deemed to be acceptable, although more so for the High School construction compared to the High School extension.
- Narrative and financial reporting needs to be improved in future Sida funded projects with full compliance with their Agreement with Star of Hope (Sweden) especially the establishment of a separate bank account for Sida funded projects.
- From a Sida standpoint the Sustainability index is high in that the High School is in operation with a full complement of teachers and students. However, from Star of Hope (Philippines) point of view they continue to be vulnerable to uncertain and declining funding from Star of Hope (Sweden).
- Acceptable Gender and Beneficiary participation considering the nature of the project.

Recommendations

- Star of Hope (Philippines) should immediately develop sustainability strategies to 1) lower the operational costs of the school by maximizing the use of the school facilities and 2) explore link-ups with government agencies and other NGOs to establish livelihood, micro-credit and other economic uplift activities within the community and specifically for the parents of the students. The ultimate goal of these activities is to raise the potential for a self-sustaining school system within the Taytay community.
- Star of Hope (Sweden) and the Swedish Mission Council should consider the funding of Star of Hope's proposal "Systems Development Project" as a logical extension to the school construction program.

PROJECT FACT SHEET

Project Name: Various Literacy Projects (see list below)	Philippine Partner NGO: Summer Institute of Linguistics
Address and Contact Information: 12 Big Horseshoe Drive Quezon City T: 722 6186 / 87 F: 726-2012 E: dick_albright@sil.org E: project-funding_philippines@sil.org E: rune_cederholm@sil.org	Contact Person: Dick Albright Director of Support Affairs
Project Duration: See list below	Project 1: P 1,134,000 Project 2: P 1,278,000 Project 3: P 273,474 Project 4: P 571,500 Project 5: P 634,500 Project 6: P 859,500 (Refer to list below)
Funding Organization: Swedish Mission Council	Partner Implementing Organization: Nybygget (InterAct) Wycliffe Sweden
Description of the Project: 1] Press and Computer Equipment for Literacy Work (1994) - Provide Computer and Printing Equipment to enable SIL to produce quality material for the enrichment of the cultural communities and academia of the Philippines. 2] Literacy Publications (1994) - Literacy Books in at least 17 languages of the Philippines 3] My Aeta Friends Educational Filipino Books (1997) - Educate and create greater cultural understanding of Aeta people among lowland neighbors and increase Aeta self-esteem. 4] Archiving Equipment - Transfer large volumes of research and documentation of Philippines languages and cultures onto CD-ROM to preserve the materials and enhance accessibility. 5] Literacy Materials Publication (1997) - Produce 16,100 books (35 titles) in 15 languages of the Philippines. 6] Advanced Computer Workstations and Photocopiers (1997) - Provide three computer workstations and two photocopiers to enhance linguistic research and documentation of Philippine languages.	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating – 2 Sustainability Index (Likelihood or Actual): Rating – 2 Gender and Development: Rating – 1 Poverty Alleviation: Indirect Sustainable Development: None Democracy Objectives: indirect	

Strengths, Issues, Concerns and Suggestions:**Strengths**

- Overall SIL appears to be a professionally run organization that provides an important niche service in the Philippine developmental context.
- Good synergy between donors and local implementing partners.
- Very good impact for money especially the literacy project for indigenous communities.
- Clear success indicators that for the most part have been exceeded.
- Acceptable beneficiary participation and sustainability index. SIL International seems to have a good international partner (SIL International) with substantial fund raising capability.
- Low gender rating should not be seen as a problem considering the culturally sensitive environment in which they work.

Issues Concerns and Suggestions

- Only suggestion to be made is that they should regularize any future funding from Swedish organizations with written funding agreements.

Project Name: Provision of Computer Equipment to TAP	Philippine Partner NGO: Translators Association of the Philippines (TAP)
Address and Contact Information: # 1 Don Doroteo St., Don Enrique Heights, Commonwealth Ave., QC T: 931-3043 931-3087 E: tap@sil.org tap@i-manila.com.ph	Contact Person: Mr. Antonio Dasalla Executive Director
Project Duration: March 2000 – 2002	Project Amount: P 805,000.00 for 2000 Funds requested would be needed within the first year of the project to purchase of computers and other related equipment. The rest would be TA through Interact.
Funding Organization: Swedish Mission Council	Partner Implementing Organization: Nybygget (InterAct)
Description of the Project: The Project involves purchase of computers to set-up TAP's Computer and Publications Department. The procurement of computers will facilitate the vital role of the Computer and Publications Department in TAP. This unit which aims to help train TAP's member linguists, translators, community development facilitators and literacy specialists through the utilization of computers and available software and enhance their linguistic analysis and translation work in their language projects. TAP members also want to produce literature in the various vernacular languages where they work.	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating – 3 Sustainability Index (Likelihood or Actual): Rating – 2 Gender and Development: Rating – Not applicable Poverty Alleviation: None Sustainable Development: None Democracy Objectives: None	

Strengths, Issues, Concerns and Suggestions:**Strengths**

- TAP's computer acquisition project is a new project just about to start. This situation gives little insights on actual project implementation. However, organizationally TAP has a network of support organizations and trained linguistics personnel that are very well capable of implementing the computerization project. They also have a Swedish volunteer that will supervise and provide technical assistance during project implementation.
- TAP also has clearly defined goals on what they aim to achieve in every five year period. The challenge therefore is to formulate strategies and plans leading to these goals and to development measurable indicators both at the activity and project levels in relation to the achievement of the five-year goals.
- Project is relevant to TAP's work as it will strengthen its capability in publications, which is an important component of their literacy work with the indigenous peoples. Publication expenses are a considerable portion of TAPs' annual budget and having its own internal capability will save them money in the long-run.

PROJECT FACT SHEET

Project Name: Helping Street Children Towards Human Development (Institutional Program)	Philippine Partner NGO: Munting Tahanan Apostolate Foundation
Address and Contact Information: Sitio Mathay, Tuyo Balanga Bataan T: (47) 237 2584 F: (47) 791 1207 E: nipaphil@mozcom.com	Contact Person: Fr. Lides Pomer Executive Director
Project Duration: 1988 to 2000	Project Amount: Total – PhP 1,657,527.50 1988 – PhP 882,149.48 1999 – PhP 360,594.71 2000 – PhP 414,783.31
Funding Organization: Swedish Mission Council	Partner Implementing Organization: Caritas Sweden
Description of the Project: In order to achieve the goals of Munting Tahanan, it provides the following programs and services through its institutional program: <ul style="list-style-type: none"> ▪ Welfare Assistance through the provision of basic material needs of the children-beneficiaries, which includes food, clothing, dental and medical assistance. ▪ Educational Assistance through formal and informal schools. ▪ Psychosocial Therapy. Children are subjected to evaluation and therapy especially those who suffered traumatic life experiences and those who suffered mental and physical abuse. ▪ Psycho-education and Value Formation designed to respond to the unexpressed needs of a child. This aims to create a caring and altruistic environment from which positive attitudes and values will be learned. It also includes “unlearning” the vices and bad habits during their life in the streets. ▪ Family Development. Prepares the child and the parents for reintegration. Both undergo a process of preparation, psychologically, emotionally and even economically. Munting Tahanan currently has 44 children under its care. As of December 1998, 37 children are living in the center and 7 are living out with their parents and on the process of re-integration.	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating- 2 Sustainability Index (Likelihood or Actual): Rating – 2 Gender and Development: Rating – Not applicable Poverty Alleviation: Indirect Sustainable Development: None Democracy Objectives: None	

Strengths, Issues, Concerns and Suggestions:**Strengths**

- The Board of Directors and the Management Committee have a strong working team spirit. The members are active and work closely together to solve and address problems confronted by the organization.
- Displayed a capacity to mobilize internal resources to support the activities of the institution.
- Has strong ties with the Catholic Church and other members of the community where it draws much of its support.

Issues and Concerns

- Although there is a strong capacity to generate funds internally, the efforts are sporadic and on a needs basis. There is a need to come up with a programmatic plan to generate the necessary resources to support their planned activities
- Much of the project implementation is lagging behind due to lack of qualified staff. This is largely because of limited funding.
- The funding from SMC appears to vary from year to year which probably makes it difficult for Munting Tahanan to budget effectively.

Recommendations

- Munting Tahanan has showed its capacity to generate internal funds however, it needs to develop a clear program for fund generation to complement the 40% funding provided by the Swedish Mission Council in a more stable and programmatic manner. This is to help regulate and ensure steady cash flow for the smooth implementation of the activities of the organization.
- To sustain the “welfare” side of the program (provision of food, shelter and clothing), Munting Tahanan must be able to develop livelihood programs and projects that will support and subsidize this specific area of work. The Church and the community can be tapped for this purpose.
- Munting Tahanan should link up with appropriate organizations that can provide training and financial assistance in the area of livelihood development.
- To address the immediate staffing problem that derails much of the project’s implementation, Munting Tahanan should explore the possibility of benefactors to also sponsor specific staffing requirements. It can also get in touch with volunteer organizations that can possibly meet their needs. This can be a remedial measure while waiting for the organization’s cash flow to become more stable.

PROJECT FACT SHEET

Project Name: 1) Headquarters improvement (deep well, residence extension, repair apartment roofings and generator) 2) 4 Daycare/Preschool buildings 3) Materials for Elementary and Preschool 4) Disaster Pampanga (Relief Distribution / Medical Mission)	Philippine Partner NGO: Team Mission Philippines
Address and Contact Information: 226 Team Mission Compund Lambakin, Marilao Bulacan T/F: (44) 711 1099 E: rdc_lec@blcn.pworld.net.ph	Contact Person: Bishop Romeo Corpuz President
Project Duration: 1) Headquarters improvement (deep well, residence extension, repair apartment roofing and generator (1993-96) 2) 4 Daycare/Preschool buildings (1993-96) 3) Materials for Elementary and Preschool (1993-96) 4) Disaster Pampanga (Relief Distribution / Medical Mission) – 1995-96	Project Amount: 1995 – PhP 1,370,250 1996 – PhP 1,373,250 1997 – PhP 450,000 1998 – PhP 450,000
Funding Organization: Swedish Mission Council	Partner Implementing Organization: Team Mission Sweden
Description of the Project: 1] School materials for Elementary and Preschools - Improve teaching-learning capacity 2] Headquarters' Improvement - Improving facilitation for staff and the institution 3] Construction of Preschool buildings (4) - Permanent Preschool centers 4] Pampanga disaster - Provide immediate needs (food, clothing, medical, financial and spiritual) of the population in lahar stricken areas of Pampanga	
Over-all Assessment of Issues and Crosscutting Themes: Beneficiary Participation: Rating- 2 Sustainability Index (Likelihood or Actual): Rating -3 Gender and Development: Rating – 1 Poverty Alleviation: Indirect Sustainable Development: None Democracy Objectives: None	

Strengths, Issues, Concerns and Suggestions:**Strengths**

- Team Mission appears to have a good monitoring and financial system in place.
- The fact that the TM's schools are still operating following the completion of the Sida assistance is a good indication of self-sustainability. Good cross subsidization by the Elementary school operation to subsidize the operation of the various daycare centers in the poorer communities.
- Team Mission is also able to generate support from the community and from individual donors to support the daycare and the elementary school. The remaining challenge is how to maintain Team Mission's capacity to continue its ministry as it expands its scope of work and as it addresses the growing needs of the ministry and the children.
- Staff are dedicated and committed to the ministry. Technical support is also available through a Swedish volunteer.

Issues

- To date the impact of Team Mission has been relatively small. The real challenge in any future projects is maximize the impact and to develop schemes to replicate Team Missions' expertise to other organizations in the educational sector.

Recent Sida Evaluations

- 00/4 Land Management Programme in Tanzania.** Kjell J Havnevik, Magdalena Rwegangira, Anders Tivell
Department for Natural Resources and the Environment
- 00/5 The National Environment Management Council in Tanzania.** Grant Milne
Department for Africa
- 00/6 The African Books Collective.** Cecilia Magnusson Ljungman, Tejeshwar Singh
Department for Democracy and Social Development
- 00/7 Twinning Cooperation between Riga Water Company and Stockholm Water Company.** Martti Lariola, Sven Öhlund, Bengt Håkansson, Indulis Emsis
Department for Eastern and Central Europe
- 00/8 Cambodia Area Rehabilitation and Regeneration Project.** Hugh Evans, Lars Birgegaard, Peter Cox, Lim Siv Hong
Department for Natural Resources and the Environment
- 00/9 Lao National Drug Policy Programme.** Margaretha Helling-Both, Göran Andersson
Department for Democracy and Social Development
- 00/10 Sida Support to the Asian Institute of Technology. Summary report.** Jan Rudengren, Inga-Lill Andréhn, Guy Bradley, Richard Friend, Dan Vadjal
Department for Natural Resources and the Environment
- 00/11 Butajira Rural Health Project. An evaluation of a demographic surveillance site.** Stephen Tollman
Department for Research Cooperation, SAREC
- 00/12 Nordpraktik – New Managers for Russia.** Lennart Peck, Björn Ternström
Department for Eastern and Central Europe
- 00/13 Environmental Projects in Morocco.** Jean Pierre Bramslev, Gunilla Göransson, Bo Andréansson
Department for Infrastructure and Economic Cooperation
- 00/14 Government Accounting and Interim Budget Development Projects in Tanzania.** Guy Andersson, Suzanne Flynn, Philip Harding, Stewart Maugham. Department for Democracy and Social Development
- 00/15 A Twinning Cooperation between Swedish and Bosnian Municipalities.** Börje Wllallberg
Department for Eastern and Central Europe
- 00/16 Vietnam Women's Union: Promoting Gender Equality.** Wanjiku Kaime-Atterhög, Tra Thi Van Anh. Asia Department
- 00/17 Swedish Support to the Development of Policy Research in Cambodia, the Cambodia Development Resource Institute (CDRI).** Jan Eklöf, Mona Lilja, Charles Myer.
Department for Democracy and Social Development

Sida Evaluations may be ordered from:

Infocenter, Sida
S-105 25 Stockholm
Phone: +46 (0)8 795 23 44
Fax: +46 (0)8 760 58 95
info@sida.se

A complete backlist of earlier evaluation reports may be ordered from:

Sida, UTV, S-105 25 Stockholm
Phone: +46 (0)8 698 5163
Fax: +46 (0)8 698 5610
Homepage: <http://www.sida.se>



SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

S-105 25 Stockholm, Sweden

Tel: +46 (0)8-698 50 00. Fax: +46 (0)8-20 88 64

Telegram: sida stockholm. Postgiro: 1 56 34-9

E-mail: info@sida.se. Homepage: <http://www.sida.se>