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## FORFWORD

The Year 2009 was a very challenging year for the Mindanao Trust Fund-Reconstruction and Development Program (MTF-RDP). Armed hostilities, reignited after the August 2008 breakdown of talks on the Memorandum of Agreement on Ancestral Domain, continued during the first half of the year while security concerns were heightened in the ARMM areas, especially Maguindanao, Sultan Kudarat and Cotabato City after the November 2009 Maguindanao events. These events contributed to the slowing down of program implementation in some areas, as they prevented some of the field workers from implementing activities on the ground. They also increased the number of internally displaced persons and conflict-affected communities and increased the demand for humanitarian, reconstruction and development assistance.

Despite these challenges, the MTF-RDP, in partnership with the Bangsamoro Development Agency (BDA), was able to provide assistance to many conflict-affected communities in urban and rural areas. BDA also began an important partnership with the local government in a pilot activity where, under BDA supervision, local governments in three municipalities and one city are implementing community-driven development sub-projects in conflict-affected barangays.

Reconstruction and development work in an environment of continuing conflict and within the context of on-going peace talks is new and challenging to many of us. With more than three years of MTF-RDP implementation, experience has shown us that our work is inextricably linked with the larger political environment. We have to face the reality that we do not operate in a vacuum and have to respond to the events unfolding in the country. This emphasizes the need for flexibility, patience and perseverance in the work in Mindanao. At the same time, we can take some pride in the results we achieve and the impact that the program has on the lives of people in conflict-affected communities. Together with the Presidential Adviser for the Peace Process, the Bangsamoro Development Agency and the Development Partners, we need to continue building the confidence of the people in conflict-affected communities and support them in building their communities and a better life for themselves.

**BERT HOFMAN** 

Country Director, World Bank Philippines and Co-Chair, MTF Interim Steering Committee

# MESSAGE FROM THE PRESIDENTIAL ADVISER ON THE PEACE PROCESS (OPAPP)

CY 2009 saw very positive developments in the peace process between the Philippine government and the Moro Islamic Liberation Front (MILF) culminating into the resumption of the formal resumption of the talks on December 4 of that year.

A number of breakthroughs surely brought relative peace and profound hope for the conflict-affected communities as well as for the country as a whole, to wit: the government's suspension of military offensives and the MILF's suspension of military action, creation of an International Contact Group to accompany the peace process, and agreement on the civilian protection component of the International Monitoring Team (IMT) as well as on the renewal of the IMT's Terms of Reference. Upon my appointment as the Presidential Adviser on the Peace Process in November, I immediately convened the Task Force H.E.L.P. Central Mindanao to be an active convergence mechanism of the government in support of the GRP-MILF peace process.

Certainly, the continued and expanded implementation of the Mindanao Trust Fund Reconstruction and Development Program (MTF-RDP) last year contributed to sustaining the people's confidence as well as involvement in the peace process at the grassroots level especially in the Bangsamoro community. One of the major thrusts of OPAPP under my leadership is in fact the widening and further empowerment of the local peace constituency through their participation in meaningful programs and projects exemplified by the MTF-RDP. It is my fervent hope that the proposed up-scaling of the Program is realized in support of this thrust, as we seek to advance the peace process with the MILF toward the forging of a comprehensive compact.

At this point, and on behalf of the Philippine government, I would like to thank our partners – in particular the World Bank as the Program's Fund Administrator, the Australian Agency for International Development (AusAID), the Canadian International Development Agency (CIDA), the New Zealand Agency for International Development (NZAID), the Embassy of Sweden, the European Commission (EC), the German Development Service (DED) and the United States Agency for International Development (USAID) – for their steadfast support to the pursuit of the national peace agenda and specifically in helping Mindanao become a progressive and truly secure community.

Mabuhay!

SECRETARY ANNABELLE T. ABAYA

President Adviser on the Peace Process

And Co-Chair, MTF Interim Steering Committee

# MESSAGE FROM THE BANGSAMORO DEVELOPMENT AGENCY (BDA)

#### Greetings of peace to all!

Established in accordance with the Humanitarian, Rehabilitation and Development aspect of the GRP-MILF Peace Agreement of 22 June 2001 signed in Tripoli, Libya, and as an implementing arm of the Moro Islamic Liberation Front (MILF), the Bangsamoro Development Agency (BDA) through the Mindanao Trust Fund – Reconstruction and Development Program (MTF-RDP) has demonstrated its capability in terms of development and rehabilitation of the areas affected by the conflict in Mindanao. A lot of challenges have been encountered by BDA along the way. These challenges are certainly tempering us to be able to move forward towards achieving our dreams for a peaceful and more progressive Mindanao.

Under the Program's Phase I (capability building), BDA gained knowledge and ability to accomplish its mission through the community driven development (CDD) approach, where People's Organizations play a pivotal role in the economic and social recovery of the communities. BDA, in partnership with different funding institutions, has also shown its capability through the implementation of various projects.

The initial success of the BDA as a development arm of the Bangsamoro People became manifest to the BDA Board of Directors when they visited all BDA Projects across the six (6) Regional Management Offices (RMOs) and got positive feedback from the People's Organization as well as from the surrounding communities.

With the initial success shown by the BDA, we would like to extend our sincerest thanks and gratitude to the World Bank, the Fund Administrator of the Mindanao Trust Fund (MTF) and to the different development partners of the BDA for their concern on the plight not only of the Bangsamoro people, but of the Mindanaoans as a whole.

We pray to the Almighty God that institutional partners would continue to assist in financing development programs in the conflict affected areas of Mindanao until these communities can stand on their own.

PARIDO R. PIGKAULAN, LL.B., Ed.D, Ph.D.

Chairperson, Board of Directors Bangsamoro Development Agency and Co-Chair, MTF Interim Steering Committee

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# ACRONYMS & ABBREVIATIONS

ARMM	Autonomous Region in Muslim Mindanao
AusAID	Australian Agency for International Development
BDA	Bangsamoro Development Agency
CDD	Community Driven Development
CFSI	Community and Family Services International
CIDA	Canadian International Development Agency
C/MTT	City/Municipal Technical Team
DED	German Development Service
EU	European Union
GRP	Government of the Republic of the Philippines
LGU	Local Government Unit
MEDCo	Mindanao Economic Development Council
MILF	Moro Islamic Liberation Front
MINLAND	Mindanao Land Foundation
MTF	Mindanao Trust Fund
MTF-RDP	MTF Reconstruction and Development Program
MSC	Multi-sectoral Committee
NZAID	New Zealand Agency for International Development
OPAPP	Office of the Presidential Adviser on the Peace Process
SIDA	Swedish International Development Cooperation Agency
USAID	United States Agency for International Development



# EXECUTIVE SUMMARY

The **Mindanao Trust Fund** (MTF) is a mechanism through which development partners pool and coordinate official development assistance to conflict-affected communities in Mindanao. Launched in March 2006, it is guided by the findings and recommendations of the multi-donor Joint Needs Assessment of 2005. The MTF finances the operations of the **MTF-Reconstruction and Development Program** (MTF-RDP) which features intensive Bangsamoro stakeholder participation in the planning, management and implementation of reconstruction and development activities. To prepare the organizational set-up for inclusive and participatory program management, the Program was designed to undertake capacity-building, networking and community development activities in conflict-affected communities under the first phase. There are plans for expanding implementation of development projects in conflict-affected areas under the next phase.

This annual report is under the first phase of MTF-RDP.

The Mindanao Trust Fund-Reconstruction and Development Program was originally designed with two phases. Phase 1 was envisaged to be a capacity building phase for the Bangsamoro Development Agency (BDA) and other implementing partners; and Phase 2 would involve scaled up implementation, after the peace agreement signing, to assist conflict affected communities within the 150 municipalities listed with the Government of the Republic of the Philippines (GRP) Moro Islamic Liberation Front (MILF) Peace Panels. With the peace agreement seemingly still elusive, the MTF partners decided to remove the phasing of the MTF to pursue more peace building efforts and to provide more socioeconomic assistance to conflict-affected communities without waiting for the peace agreement.

In 2009, the MTF-RDP in partnership with BDA, provided various modes of assistance to conflict-affected communities. Thirty-eight communities implemented and completed sub-projects under the Regular Community Driven Development (CDD) Sub-component. Funds were allocated for the rehabilitation sub-component (known as the Community-Driven Reconstruction Sub-component), under which a rapid needs assessment in 26 barangays in two municipalities in the Lanao area was completed. The pilot implementation of the Urban Internally Displaced Persons Sub-component continued in four urban locations, and the piloting of the Local Government Unit Facilitated-Community Driven Development (LGU-CDD) Sub-component started in three municipalities and one city.

The LGU-CDD Sub-component was introduced to enhance BDA's managerial capacity and to improve LGUs' capacities for project planning, resolving conflicts, project implementation and seeking resources for sub-projects in conflict-affected communities. It was launched as a pilot sub-component in September 2009 with four LGUs as partners of the BDA. While still adhering to the CDD approach, the LGU-CDD Sub-component emphasizes and highlights the crucial and instrumental role of the local government in inclusive and participatory planning, sub-project implementation, as well as in subsequent efforts towards sustaining the operations and maintenance of completed sub-projects. LGUs involved in this sub-component





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are expected to provide significantly higher cash and in-kind counterpart contributions for the completion of the community-identified sub-projects.

As in the previous years, capacity building activities for BDA and other implementing partners were conducted throughout 2009. Guided by a learningby-doing approach, training sessions interspersed with program implementation activities. Training sessions were attended by both men and women from all levels of program structure, and in both old and new sites. In general, men still dominate the number of training participants with an average ratio of 6 men to 4 women.

Formal impact assessment studies of the MTF-RDP have yielded positive findings in relation to its intermediate outcomes. The first study, Mid-Term Evaluation of the MTF-RDP by Social Impact, concludes that the MTF-RDP CDD sub-projects have been and continue to deliver communityprioritized services to the barangays. It notes that planning and carrying-out these community sub-projects have had a positive effect on social cohesion and community spirit, and the sub-projects appear to have improved the working relationship between communities and LGUs as residents signify increased willingness to work with their LGUs. The report points out the improvement of BDA's management capacity and ability to work with local development groups and LGUs. Furthermore, it concludes that MTF-RDP is making incremental but very clear progress toward its Program Development Outcome of having "communities of conflict-affected areas, internally displaced people, and affected households benefit from visible restoration of some basic services of their choice and sustained by more accountable Local Government Units (LGUs)".

Complementing the findings in the first study are further case studies in *Bridging* and Communicating BDA to Mindanao

Peace and Development Stakeholders by the Institute of Autonomy and Governance-Notre Dame University, Cotabato which came up with three conclusions. First, governance in the beneficiary communities is improved through transparency, accountability, and mechanisms that encourage genuine participation of people. Second, communities feel empowered by the trust they experience from the Program (gained from managing the sub-projects by themselves, being in charge of procurement of construction material, and having the necessary funds directly transferred into the community account and under their management). Third, sub-projects require people to work together and, in the process, create positive impact on the local peace situation by providing opportunities for communities to settle the conflict that may beset them.

Positive perception of community members as a result of program implementation is evident in the community contribution to the Program's sub-projects costs. For this year, the amount contributed by the People's Organizations for the implementation of community-identified sub-projects across the six regions exceeded the agreed minimum contribution in cash, kind and labor by 190%.

The interrelated operational, institutional and political challenges prevented the Program from achieving all its agreed deliverables for 2009. For instance, the Community Driven Reconstruction Subcomponent had been started in mid 2009 but suffered a long lull as a result of changes in the political and security landscape associated with the lingering violent conflict of 2008.

With the proposal and endorsement of the MTF partners for expansion, the Program can reach more conflictaffected communities and engage more partners in the years to come. However, local capacity and institutional maturity will continue to need constant nurturing.

# MINDANAO TRUST FUND: RECONSTRUCTION AND DEVELOPMENT PROGRAM

#### MTF-RDP RESULTS FRAMEWORK

#### PROGRAM DEVELOPMENT OUTCOME

Communities of conflict-affected areas, internally displaced people, and affected households benefit from visible restoration of some basic services of their choice and sustained by more accountable Local Government Units (LGUs).

#### **INTERMEDIATE OUTCOMES**

**Outcome 1:** Communities of conflict-affected areas, internally displaced people, and rebel returnees have satisfactorily decided on, planned and implemented sub-projects of their choice.

**Outcome 2:** LGU capacity is improved for project planning, resolving conflicts, project implementation and seeking resources for sub-projects in conflict-affected communities.

**Outcome 3:** Local implementing partners, including the Bangsamoro Development Agency (BDA) have achieved sufficient management capacity to work with Local Government Units (LGUs) and local development groups in reconstruction & development activities.

#### PHASE 1 CAPACITY BUILDING PROGRAM

#### **PERIOD 1**

Capacity building training and workshops;

Experiential learning-by-doing of community development in pilot sites (6 sites at one site per each of the six Regions)

#### PERIOD 2

Learning to work with partner LGUs (40 sites including the 6 sites of Year 1)

#### PERIOD 3

Learning to manage and work with partners for future scale-up reconstruction and development program (40 ongoing+50 new sites)



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The year 2009 was focused on the capacity-building program on Period 3 (see box).

A large part of 2009 was marked by disruptions from violent conflict between the Armed Forces of the Philippines and several renegade commanders of the MILF. In August 2008, when the GRP-MILF peace process nearly collapsed as a result of violent outbreaks following the issuance of a Temporary Restraining Order the Supreme Court on the draft Memorandum of Agreement on Ancestral Domain, many people almost lost hope on attaining peace in Mindanao. This was a daunting challenge to the MTF-RDP as a program supporting the peace process.

In the absence of a peace agreement, program partners saw the greater need to pursue peace building efforts and to provide more socio-economic assistance to conflict-affected communities. The MTF-RDP programmed new sub-projects under the Regular CDD Sub-component, allocated a substantial amount for the Community-Driven Reconstruction Sub-component for the internally displaced people from the 2008 violent conflict, continued with the pilot implementation of the Urban Internally Displaced Persons Sub-component, and started the piloting of the LGU-CDD Sub-component.

All these sub-components were designed as part of the MTF-RDP's graduated capacity building program for BDA, which included managing CDD implementation to managing partners for program implementation. Building the capacity of the BDA remained the major task of the MTF Secretariat and its two current Trust Fund Recipients–Community and Family Services International (CFSI) and Mindanao Land Foundation (MinLand).

While the 2009 Program was being implemented, the MTF development partners conducted a series of discussions aimed at identifying ways and means to scale up MTF-RDP implementation and strengthening its relevance with the call of the times. Several technical working group workshops were held for this purpose.

# DEVELOPING CAPACITY FOR PROGRAM MANAGEMENT AND IMPLEMENTATION

#### MTF-RDP HAS THE FOLLOWING FOUR ON-GOING COMMUNITY DRIVEN DEVELOPMENT (CDD) SUB-COMPONENTS USING AND TESTING DIFFERENT INSTITUTIONAL ARRANGEMENTS:

- Regular CDD (mainly in rural communities)
- Community Driven Reconstruction for 2008 internally displaced persons (in communities of origin and host communities)
- Urban CDD for internally displaced persons in urban areas (these displaced persons include those affected by earlier decades of conflict)
- LGU-CDD (LGU-facilitated CDD)

Capacity building activities for BDA and other implementing partners were conducted throughout 2009. Guided by a learning-by-doing approach, training sessions were interspersed with program implementation activities. BDA's capacity and experience in carrying out reconstruction efforts in conflict affected areas have been enhanced over the past three years. This approach allowed BDA staff to relate actual field level activities with knowledge and skills introduced in capacity building sessions.

For other partners like LGUs and community participants, practical inputs from training activities served as their guide for their venture into implementing CDD subprojects in their respective localities.



# TRAINING AND CAPABILITY-BUILDING SUPPORT FOR BDA

The Program provided capacity-building activities for BDA to strengthen its skills and deepen its accumulated know-how in managing and implementing the peace and development program in conflict-affected communities. In preparation for the implementation of the second Program Partnership Agreement<sup>1</sup> for the year 2009, capacity-building started with the Staff Orientation and Training in December 2008. It continued throughout the remainder of the year with coaching by field-based program technical assistance specialists.

#### MONITORING AND EVALUATION

One of these technical assistance specialists was the Monitoring and Evaluation Specialist whom the Program hired through a firm. Working at the BDA headquarters in Cotabato City, the specialist helped BDA Monitoring and Evaluation staff to understand their roles and coached them on the MTF-RDP results framework and its related data collection and reporting flows. He also coached BDA staff on data gathering, consolidation and analysis, and on using findings for prompt management decision-making.

The Monitoring and Evaluation Specialist also trained and coached the BDA Central Management Office Monitoring and Evaluation Officer on how to monitor projects at the community level, specifically on the conduct of sub-project benefit monitoring, assessment of People's Organizations, and physical inspection of completed sub-projects. As a result, BDA reports have improved in terms of consistency, substance, and timeliness.

<sup>1</sup>The Program Partnership Agreement is a performance-based agreement between the BDA and the Trust Fund Recipient. It spells out BDA's key deliverables in a given period (usually one year). The Trust Fund Recipient provides administrative and operational funds in installments to BDA for the deliverables according to agreed outputs and financial reports.



# MINDANAO TRUST FUND FACILITY RECONSTRUCTION AND DEVELOPMENT PROGRAM

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#### MANAGEMENT INFORMATION SYSTEM

To improve BDA's MTF-RDP Management Information System, the MTF Secretariat together with the Geo-Spatial Solutions, Inc. (service provider of eMindanao. org.ph) and CFSI, designed a one-week training in Manila for the BDA Management Information System Team. The training involved strategies for the mastery of MTF-RDP data capture and reporting forms as well as a practicum for field interviews. An arrangement was made for the BDA Management Information System Team's application of their learning to be supported with coaching assistance from the Geo-Spatial Solutions Team.

#### TRAINING OF TRAINERS

Under the Community Driven Reconstruction Subcomponent, undertaken by the BDA in partnership with CFSI, the Swiss Foundation for Mine Action or Fondation Suisse de Deminage was contracted to conduct training on unexploded ordnance and mine risk awareness. The sessions had the objective of educating participants about the practical and theoretical aspects of Mine Risk Education and equipping them with knowledge and skills on the identity of explosives to avoid untoward incidents especially among innocent civilians. Two separate training sessions in November and December 2009 were held for participants coming from the BDA, CFSI and other Non Government Organizations in Central Mindanao and the Lanao regions. A total of 23 activity sessions were provided to 25 graduates who are expected to re-echo their learning to their respective communities.

#### IMPLEMENTATION TRAINING

In anticipation of full scale implementation of the Community Driven Reconstruction Sub-component in 2010, CFSI conducted a workshop with BDA to develop guidelines on the implementation of Community Driven Reconstruction. The workshop, which was held from December 21-23, 2009, resulted in a Draft Guidance Note that provides detailed and helpful remarks on the steps to be taken by field implementers of this Subcomponent.

#### COACHING

As a parallel effort to the formal training sessions conducted for the BDA, technical assistance specialists continued to coach and provide advice and guidance to the Regional Management Offices. This twinning approach entailed the deployment of MTF-hired consultants to specific regional offices, and has resulted in the provision of focused assistance to the BDA Central Management Office and each of the Regional Management Offices.

#### TRAINING FOR LGUS

Wider and more engaged participation of LGU partners marked training activities organized in 2009. Municipal, city and barangay local government officials actively participated in training sessions, either as participants or as resource persons. The main objective of training for LGUs was to orient them on the inclusive and participatory nature of the Program's CDD approach and their critical role in program implementation.

Under the LGU-CDD Sub-component, members of the City and Municipal Technical Teams (C/MTT) of the four participating pilot LGUs underwent training on CDD as an approach to development. During the same training, the roles and functions of the C/MTTs for each LGU were clarified in the social preparation of communities, as well as in the development and implementation of sub-projects in the selected pilot barangays. Furthermore, representatives of the C/MTT and designated Community Facilitators from each of the LGUs attended training that focused on the CDD process, particularly on the conduct of the Participatory Community Assessment and Planning. (See Annex 1 for the Steps of the CDD Sub-project Cycle).

For the Urban Internally Displaced Persons Subcomponent, LGU participants attended Implementation and Pre-Construction workshops, People's Organization Teambuilding activities and Learning Visits. Although these training activities were organized mainly for community participants, these have succeeded in broadening LGU participants' appreciation and understanding of CDD approaches and activities, and have allowed greater involvement of LGU officials in these community activities. The participation of LGU officials as resource persons in workshops has been noteworthy in the Pre-Implementation Conferences in Barangay Bagua Mother in Cotabato City and Poblacion 7 in Midsayap, where members of the C/MTT and the City/Municipal Engineers Office provided valuable inputs and practical tips on successful construction activities. This is a positive and real indication of the LGUs' sincere desire to see the communities complete their desired sub-projects. This is also a concrete manifestation of the LGUs' commitment as a partner and stakeholder in the CDD process.

Under the Regular CDD Sub-component, LGU orientation was conducted at the start of 2009 implementation.

#### TRAINING FOR COMMUNITIES

Various program-related community training activities were held for the Regular CDD and Urban Internally Displaced Persons Sub-components. For new sites which had first time experience of being MTF-RDP beneficiaries, training activities included the following modules: Participatory Community Assessment and Planning, Values Transformation, Sub-project Proposal Preparation, People's Organization Formation, Project Management, Financial Management and Procurement, Environmental and Social Safeguards, Operations and Maintenance, Pre Implementation or Pre Construction Conference, and Monitoring and Evaluation. Topics on gender, leadership and effective and good governance were also covered in selected training modules. Community training on peace, conflict resolution and barangay justice system was provided by one of the Program's partners, Gerry Roxas Foundation, with support from USAID.

For sites implementing second or third cycle subprojects, writeshops were conducted by the BDA to assist People's Organizations to develop their sub-project proposals. In these sites, refresher or enhancement sessions were provided on topics such as Operations and Maintenance, Project Management, Financial Management, and Monitoring and Evaluation.

Training sessions in old and new sites were attended by and benefited both men and women residents. In general (as Table 1 shows), the ratio of participants is 6 men for every 4 women. Central Mindanao had the highest ratio with almost 8 men to 2 women. The Davao and Zamboanga Peninsula Regions have almost equal gender representation. (See Section on Gender for further details.)



TABLE 1: PARTICIPATION IN TRAINING BY GENDER, BY REGIONAL MANAGEMENT OFFICE, 2009

RMO	Total Participants	Male	Female	% Male	% Female
Central Mindanao	314	240	74	76	24
Davao	704	361	343	51	49
Ranaw/ Lanao	543	361	182	66	34
South Mindanao	596	401	195	67	33
Zamboanga Basilan Sulu Tawi-Tawi	700	471	229	67	33
Zamboanga Peninsula	743	348	395	47	53
Total	3600	2182	1418	63	37

Note: Data represent number of persons benefiting in several training conducted in each region.

Notably, while the training activities conducted in 2009 involved project management skills and technical knowhow, these were complemented by affective learning sessions dealing with values, as well as inputs on building and nurturing peace and conflict resolution.

The Values Transformation Training spearheaded by the BDA has encouraged community participants to reflect on and live out practical guidelines in applying universal values in development. It also set the foundation for the formation of People's Organizations, as it prepared members for the process of renewing and rebuilding relationships and networks.

Community study circles were held after the conduct of the Values Transformation Training to reinforce positive and universal values such as sincerity, honesty and truthfulness; transparency; humility; patience and perseverance; knowledge; selflessness; charity and kindness; justice, fairness and equity; sense of responsibility and accountability; piety; and peace.

Additionally, staff and People's Organization members under the Urban Internally Displaced Persons subcomponent were provided training on the Do-No-Harm concepts introduced in 2008, and were given inputs on Personal Peace. These, together with the values training, taught people to maintain harmonious relations with and among community members.



# PROGRAM IMPLEMENTATION

As in previous years, the 2009 Work Program was jointly developed by the BDA, the Trust Fund Recipients and the MTF Secretariat based on the general thrusts provided by the MTF Interim Steering Committee. The work program planning process involved a series of workshops that began with an assessment of the outgoing year's performance. The assessment provided realistic scenarios to guide MTF-RDP implementing partners in formulating targets for the upcoming year. The process ends with the signing of a Program Partnership Agreement between the Trust Fund Recipient and BDA.

For all sub-components, selected communities are provided block grants to fund their priority community investment programs. One block grant per barangay is allocated for three cycles of sub-projects. The Program adheres to the three cycle process to provide learning opportunities for People's Organizations, so that lessons gained from implementing the first cycle sub-project are deepened and help improve implementation of succeeding sub-projects. Notably, the block grants serve as a leverage for counterpart funds from City/Municipal LGUs and the Barangay LGUs. Most LGUs now provide counterpart funds for sub-project development and to support operation and maintenance of completed subprojects. This set-up is designed to attract LGUs to appreciate the added value of the CDD approach in local development and eventually enable them to conduct their own CDD projects using their local resources.

# REGULAR COMMUNITY DRIVEN DEVELOPMENT SUB-COMPONENT

The Regular CDD sub-component of the MTF-RDP is being implemented in rural conflict affected areas in six regional clusters over Mindanao. The 2009 Work Program showed BDA's continuous commitment to support community-identified and managed projects. While completed sub-projects are concrete and visible manifestations of the Program, the implementation of the sub-projects is also meant to address the Program Objective of empowering communities and promoting and practicing inclusive governance processes. For this reason, priority is also given to the formation and strengthening of People's Organizations that implement, manage and subsequently monitor and maintain the completed sub-projects. A total of 17

new People's Organizations were formed in 2009 while existing organizations were strengthened following the approval of their second cycle sub-projects. There are a cumulative total of 62 People's Organizations under the MTF-RDP.

The People's Organizations were trained on Values Transformation Training and peace building and conflict resolution as well as on topics previously mentioned under the section on Training for Communities.

TABLE 2: REGULAR CDD COVERAGE BY DECEMBER 2009 (CUMULATIVE DATA)

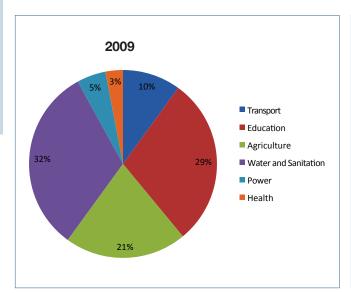
Region	Muni- cipality	Barangay	Sub- project
Central Mindanao Region	11	11	18
Davao Region	9	9	16
Ranaw/Lanao Region	11	12	15
South Mindanao Region	7	9	17
Zamboanga Basilan Sulu Tawi-Tawi Region	6	11	12
Zamboanga Peninsula Region	9	10	13
Total	53	62	91

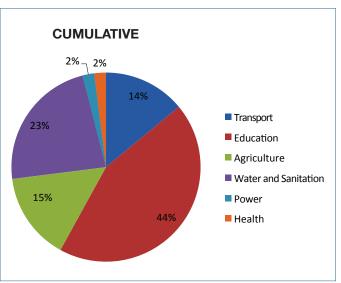
For 2009, 38 sub-projects with a total cost of PhP 20,344,595 (82% from MTF, 12% from LGUs, and 6% from the People's Organizations) were completed. With these newly completed sub-projects, there are now a total of 91 sub-projects spread across 62 barangays in 53 municipalities in 16 provinces in Mindanao ( See Table 2).

Of the 38 sub-projects, there were twelve community centers, twelve potable water supply systems, eight post-harvest facilities, four concrete access paths, and two barangay electrification projects. Community Centers include livelihood, trading, learning, and health centers; Concrete Access Paths include the construction of footbridge, tire path, and farmers' pathway; while Post-Harvest Facilities include solar dryers, warehouses/crop store houses, and copra dryers and grills (grills and coco pugon).

In terms of the distribution of sub-projects by sector, the Water and Sanitation and Education sectors account for the largest percentages, with about thirty-two and twenty-nine percent respectively. Agriculture sub-projects have a twenty-one percent share, while Transport sub-projects claim for ten percent of the total number of sub-projects. Five percent of the total is classified as power projects, while health projects account for about three percent. (See Figure 1 for 2009)

FIGURE 1: PERCENTAGE DISTRIBUTION OF SUB-PROJECTS BY SECTOR





Under the 2009 Annual Work Program the sub-projects benefited a total of 72,446 individuals (35,150 male and 37,296 female) roughly about 14,490 households across the six regions covered.

# URBAN INTERNALLY DISPLACED PERSONS SUB-COMPONENT

The MTF-RDP sub-component that focuses on the reconstruction and development of internally displaced persons in Mindanao urban areas, also known as the Urban Internally Displaced Persons Sub-component, made significant headway in the year 2009.

The four People's Organizations under this sub-component--one in each of the four pilot barangays, namely Barangays Bagua Mother, Poblacion Mother, RH3 in Cotabato City and Barangay Poblaction 7 in Midsayap--have been registered with the Department of Labor and Employment and have been accredited by their respective Municipal or City Councils. The People's Organizations have also opened their respective bank accounts dedicated for sub-project funds. The composition of the four organizations reflects a new and vibrant set of officers and members, with most members starting as community volunteers who developed their respective sub-village Thematic Maps. These maps, which are comprehensive visual representations of the various socio-economic realities of the selected sub-villages in the four barangays, were the basis for iterative community dialogues that resulted in their respective community action and investment plans.

Three of the four People's Organizations have begun implementing their subprojects based on their investment plans. The sub-projects have also benefited from BDA endorsement. Two of the four organizations have begun constructing their priority community based infrastructure, while the third is simultaneously implementing two community based livelihood projects. The fourth People's Organization is set to begin construction of its priority sub-project in January 2010.



Furthermore, the People's Organizations, with the help of the BDA, have engaged their respective local governments to provide technical assistance and counterpart funds for their selected sub-projects. The Barangay LGUs for the four pilot sites have passed resolutions to incorporate the community action and investment plans into their Barangay Development Plans and to provide at least 3% counterpart in support of the community-driven sub-projects.

At the higher LGU level, Cotabato City has committed to provide a 10% cash counterpart for all the subprojects in the three pilot barangays in the City. The two ongoing first cycle projects in Barangays Bagua Mother and Poblacion Mother have already accessed the committed cash contributions from the City LGU. The Municipality of Midsayap has likewise approved the provision of 10% cash counterpart for the community-selected sub-projects in Barangay Poblacion 7. In addition to cash contributions, the City Technical Team of Cotabato City and the Municipal Technical Team of Midsayap have both actively provided valuable guidance in the development of the People's Organizations' sub-project proposals.

This pilot sub-component which began operations in the third quarter of 2008 continues to be implemented by the BDA in partnership with MinLand, where the latter serves as the Trust Fund Recipient and provider of technical assistance for program implementation.



# COMMUNITY DRIVEN RECONSTRUCTION SUB-COMPONENT

The Community Driven Reconstruction sub-component of the MTF-RDP seeks to address the immediate needs of new waves of displaced populations in Mindanao since the August 2008 violent conflict.

Proposed rehabilitation plans for severely affected communities in Maguindanao, North Cotabato and the Lanao areas were being refined by the BDA in 2009, with initial plans indicating that the BDA Regional Management Offices, namely the Central Mindanao and Ranaw/Lanao Regional Management Offices, with support from CFSI as Trust Fund Recipient and implementation partner, would implement livelihood projects and build small infrastructure and shelter in selected conflict-affected communities which are usually in areas where other humanitarian organizations dare not venture due to security risks.

Similar to implementation arrangements under the Regular CDD sub-component, the BDA Regional Management Offices shall handle the overall social preparation work, community investment planning, sub-project proposal preparation and endorsement to the BDA Central Management Office. The Regional Management Offices shall also take charge of supervising of sub-project implementation and ensuring that the sub-projects are completed and properly turned over with their respective operation and maintenance plans.

While BDA plans were being finalized, a Rapid Assessment Tool was completed in October 2009, and was followed by the conduct of the rapid assessment in selected communities of origin of internally displaced persons in Lanao del Norte, Lanao del Sur and North Cotabato. The assessments were undertaken by a composite team of BDA and CFSI, divided into two sub teams, each composed of three members from BDA, a BDA volunteer from the area, and a Community Driven Reconstruction Specialist of CFSI. The results of their rapid assessment have yielded barangay level information on number of families displaced and number of families returned, date of displacement and return, the name of the evacuation center where the family stayed, number of houses burned or partially damaged due to the conflict, the family's livelihood activities, and priority needs of the evacuees. In total, information was collected from 3,928 internally displaced families staying in 26 barangays in two municipalities.

# LOCAL GOVERNMENT UNIT FACILITATED COMMUNITY DRIVEN DEVELOPMENT SUB-COMPONENT

The LGU-CDD Sub-component is the newest subcomponent of the MTF-RDP. Initiatives under this subcomponent support MTF-RDP's program development outcome of having conflict affected communities that benefit from visible restoration of some basic services of their choice and are sustained by more accountable LGUs. Specifically, it was introduced in pursuit of the Program's intermediate outcome on LGUs ("LGU capacity is improved for project planning, resolving conflicts, project implementation and seeking resources for sub-projects in conflict-affected communities"). Launched as a pilot sub-component in September 2009, it has four LGUs as initial implementers and partners of the BDA, namely, Palimbang in Sultan Kudarat, Kiamba in Sarangani, Polomolok in South Cotabato, and General Santos City.

While still adhering to the CDD approach, the LGU-CDD Sub-component emphasizes and highlights the crucial and instrumental role of the local government in inclusive and participatory planning and sub-project implementation as well as in subsequent efforts towards sustaining the operations and maintenance of the completed sub-projects. LGUs involved in this sub-component are expected to provide significantly higher cash and in-kind counterpart contributions for the completion of the community-identified sub-projects.

For 2009, accomplishments under this sub-component were the following:

- The Working Group of the LGU-CDD was legitimized and formally organized with representatives from the four pilot Municipal LGUs, their respective Provincial LGUs, and the National Economic Development Authority Region12 Field Office. During its first meeting, the role of the Working Group was clarified as being an oversight body for the LGU-CDD pilot project in South Mindanao.
- Candidate barangays for the pilot implementation were visited and key informants from the barangays were interviewed by a composite team from BDA South Mindanao, MinLand and the LGU concerned. A long list of candidate barangays was developed by the four LGUs, then narrowed down to a short list during the scanning and final selection of barangay project sites. Previously agreed criteria guided the short-listing and selection of barangays:

   a) high poverty incidence,
   b) high presence of internally displaced persons,
   c) evidence of high degree of Barangay Local Government cooperation,
   d) degree of absence of prior



development assistance, and e) absence of threat and violence in the area that may pose a security threat to project implementers.

- Separate Memoranda of Agreement between the BDA and the LGU have been signed with the LGUs of Kiamba, Palimbang and Polomolok. In the case of General Santos, a resolution authorizing the Mayor to sign the Memorandum of Agreement has been passed by the Sangguniang Panlungsod (City Council).
- The initial Work and Financial Plans of the four LGUs have been developed, following a one year project timeline that covers three subproject cycles. In this exercise, the role of the BDA South Mindanao Regional Management Office proved crucial in providing assistance and guidance to the participating LGUs.

#### **GENDER**

Community driven development offers both men and women in the community with opportunities for inclusion and participation in community affairs that are critical for their own social and economic recovery. This is evident in the tables and figures below that show an almost equal distribution of beneficiaries between men and women.



# TABLE 3: GENDER DISTRIBUTION FOR BENEFICIARIES OF INFRASTRUCTURE SUB-PROJECTS

Region	Male	Female
Central Mindanao	4,630	6,286
Davao	6,369	6,348
Ranaw/Lanao	4,802	5,059
Southern Mindanao	10,120	9,774
Zamboanga Basilan Sulu Tawi-Tawi	4,362	4,623
Zamboanga Peninsula	4,864	5,206

While the gender distribution across sub-project beneficiaries (Table 3) more or less corresponds to the demographic gender proportion, the composition of People's Organizations shows variances across the regions.

FIGURE 2: GENDER DISTRIBUTION FOR PEOPLE'S ORGANIZATION MEMBERS INVOLVED IN SUB-PROJECT IMPLEMENTATION

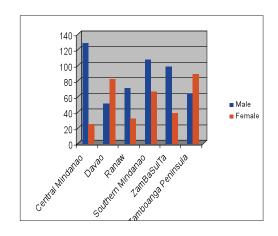
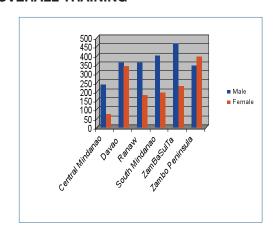


FIGURE 3: GENDER DISTRIBUTION FOR OVERALL TRAINING

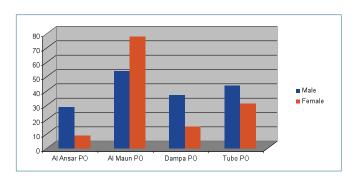


The data presented in Figure 2 illustrates the average gender distribution across all sites in each region. Generally these correspond to the distribution among the beneficiary population at the barangay level. Only one barangay (Barangay Baas in Basilan) has no female People's Organization members.

As discussed in the section on Training for Communities and reflected in Table 1 and Figure 3, there are more men than women who participated and benefited from training provided by the Program. The exceptions are for Davao and Zamboanga Peninsula which have almost equal gender representation.

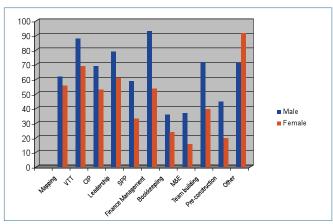
A closer look at each community provides a clearer picture of gender participation. For instance, when one looks at gender participation across the four communities under the Urban Internally Displaced Persons Sub-component, male participation at 55.4% is just slightly higher than female participation at 44.6%. However, when one starts looking at gender participation in each community, significant differences can be seen, as shown in Figure 4.

FIGURE 4: GENDER DISTRIBUTION FOR PEOPLE'S ORGANIZATION MEMBERS INVOLVED IN URBAN INTERNALLY DISPLACED PERSONS SUBCOMPONENT SUB-PROJECTS



In the training activities that were carried out across four communities, men were generally better represented than women. (Figure 5)

FIGURE 5: MALE FEMALE RATIO PER TRAINING TOPIC ACROSS FOUR SITES UNDER THE URBAN INTERNALLY DISPLACED PERSONS SUB-COMPONENT



It is interesting that training subjects and attendance do not show any relevant gender trends. For instance, in some communities there were more men participating in the leadership training, but in others there were more women for the same subject. In financial management, sometimes more men, and sometimes more women participated. In cross visits and study tours (lumped in "others" in Figure 5), there were more women participants.

#### **ENVIRONMENT**

A training needs assessment on environment among BDA staff was carried out in 2009. All respondents, whose ages ranged from 26 to 65 years, thought the environment was "relevant" or "very relevant" to their present tasks at BDA. All answered the question whether



they want more environment training with "yes", and all respondents stressed they wished to know more about general environment and conservation issues. Consequently, the succeeding environment training was designed to cover those topics.

The Learning, Livelihood and Food Sufficiency Handbook was revised to include environment and social safeguards aspects in anticipation of an increase in the volume of functional learning and livelihood subprojects in 2010.

#### **Environment and Livelihood**

From interviews with community members during field visits, it became clear that in many communities the LGUs are taking care of their environment by issuing and enforcing related ordinances. Examples cited were a 500 meter coastal protection zone, restrictions on mesh-size of fishing nets, requirements to register persons wishing to collect scallops, and the protection of mangrove forests. However, as a result of such ordinances, community members claimed that their livelihood options have become severely restricted.

The MTF-RDP responded by starting to identify beneficiary communities that have been affected by environment related ordinances and are looking for ways to adapt. There are two ways to assist such villages: firstly by introducing new livelihood options, and secondly by exposing them to techniques that substitute a natural resource unavailable to them (e.g., firewood). Under the first alternative, "Anita's Kitchen", an Overseas Filipino organization, was contacted to assist with training on cooking and serving simple food with high nutritional value<sup>2</sup>. One training was already carried out in Davao del Norte; others are to follow. In order to substitute the use of firewood, several

<sup>2</sup>This is not a cooking course per se. Beneficiaries learn how to prepare a nutritious meal as well as how to prepare meals on a budget. E.g., for as little as PhP500, meals consisting of three dishes can be prepared for 30 people. This makes it a viable business for communities that are located along roadsides or for provision of meals to school children and others.

training sessions on solar cooker construction and usage were conducted in General Santos City, Cotabato City, Davao City, and Davao del Norte (see Table 4). Training was focused on enabling BDA staff and community multiplicators (People's Organization members, BDA Municipal Development Facilitators, community volunteers) to repeat the training in their areas. One village level training at Canatan, Davao del Norte was already successfully carried out by a BDA Regional Management Office staff. The MTF-RDP is also exploring the possibility of training evacuees who are still displaced, particularly under camp conditions, in order to provide them with a viable alternative to cooking with sparse firewood.

TABLE 4: TRAINING ON USE OF SOLAR ENERGY FOR COOKING, 2009

Solar Cooker Training Participants	Number of Participants
Davao Regional Management Office	4
Regional Management Office and Municipal Development Facilitators	10
Pangi, Davao del Norte	8
Canatan, Davao del Norte	15
BDA Central Management Office	2
MinLand	3
Internally displaced persons/community volunteers from Cotabato (two batches)	15

The link between environment and livelihood appears to be a natural combination for the livelihood component of the Program. So far, barangays in three regions have been surveyed in order to determine potentials and issues related to environment and livelihood (see Table 5).



TABLE 5: OUTCOME OF REGIONAL ASSESSMENT OF ENVIRONMENT AND LIVELIHOOD, 2009

Barangays and Regions	Main Environment and Livelihood Potential	Main Environment and Livelihood Issues
11 barangays in Central Mindanao	Farming (rice and cash crops), fishing, availability of spring water	Flooding, coconut diseases, illegal logging
4 barangays in Davao	Coastal fishing, forests for gathering, plantations	Solid and liquid waste, aerial spraying, restrictions on fisheries (LGU ordinance), lack of alternative livelihoods
9 barangays in South Mindanao	No overfishing because of good enforcement, plantations, rice and cash crop farming, potential for environment tourism (former fruit bat sanctuary in one barangay until habitat was destroyed)	Complete depletion of forest in three barangays, flooding and erosion, lack of education and job opportunities

This survey will be completed for the Ranaw/Lanao, Zamboanga Peninsula and Zamboanga, Basilan, Sulu and Tawi-Tawi regions in 2010. Thereafter, livelihood options beneficial to the environment will be identified and planned, ideally involving local partners wherever possible and appropriate.

#### **LGU Interest**

Some LGUs have shown a deep interest in environment-friendly livelihood training. Before the start of the cooking training, the Barangay LGU of Liboganon equipped their People's Organization with brand new kitchen equipment from their own funds: gas stove and gas bottle, new pots, and cutlery. The LGU of Canatan, which was not originally selected as site for training on solar cooking, approached the BDA Regional Office in Davao through the People's Organization and requested for the training. They provided the barangay hall as training site and also hosted another team of People's Organization delegates. This occasion was the first time two People's Organizations from different barangays worked together and simultaneously attended a training activity.

#### **Networking**

Members of the MTF-RDP environment team participated in the sector activities of the German Development Service (DED), particularly in Solid Waste and Forest Management, and have provided the BDA management with reports and ideas. The BDA Ranao/Lanao Regional Office is also now in touch with the International Lake Environment Commission based in Japan.



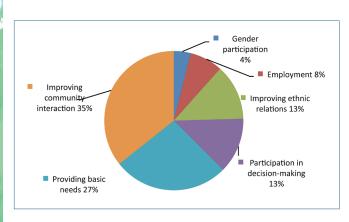
# PROGRAM IMPACT

# MTF-RDP MID-TERM EVALUATION BY SOCIAL IMPACT

Formal impact assessment studies of the MTF-RDP have vielded positive findings in relation to its intermediate outcomes. The first study, Mid-Term Evaluation of the MTF-RDP by Social Impact, concludes that the MTF-RDP CDD sub-projects have been and continue to deliver community-chosen services to the barangays. It notes that planning and carrying-out these community sub-projects have had a positive effect on the social cohesion and community spirit, and the sub-projects appear to have improved the working relationship between communities and LGUs as residents signify increased willingness to work with their LGUs. The report points out the improvement of BDA's management capacity and ability to work with local development groups and LGUs. Furthermore, it concludes that MTF-RDP is making incremental but very clear progress toward its Program Development Outcome of having "communities of conflict-affected areas, internally displaced people, and affected households benefit from visible restoration of some basic services of their choice and sustained by more accountable Local Government Units (LGUs)".

The figure below shows communities' perception about the benefits of the CDD approach

## FIGURE 6: COMMUNITY MEMBERS' PERCEPTION OF THE CDD APPROACH



#### BRIDGING AND COMMUNICATING BDA TO MINDANAO PEACE AND DEVELOPMENT STAKEHOLDERS

Complementing the findings in the first study are further case studies in Bridging and Communicating BDA to Mindanao Peace and Development Stakeholders, completed by the Institute of Autonomy and Governance-Notre Dame University, Cotabato in 2009. The Institute was contracted to undertake the task of compiling lessons learned for the BDA. As part of this consultancy, a series of regional consultation meetings were held in 2009 to introduce BDA and its development work in conflict-affected communities. The target audience for these meetings included local officials, the academe, and representatives of local non-government organizations, among others. Three policy papers were written as a result of the consultations. They are: (1) Improving Governance in BDA-Assisted Communities, (2) The BDA and Empowerment of Communities, and (3) Peace and Peace building in BDA Assisted Communities (Annex 3).

The case studies and the policy papers concluded that:

- Governance in the beneficiary communities is improved through transparency, accountability, and mechanisms that encourage genuine participation of people.
- Communities feel empowered by the trust they experience from the Program (gained from handling and administering the subproject by themselves, being in charge of deliveries, and having the necessary funds directly transferred into their community account).
- 3. Sub-projects require people to work together and in the process, create positive impact on the local peace situation. Two prominent examples are the cases of Lagundi and Koronadal. In the former, a yearlong rift between the people in the village was diminished and the mutual fear people had because of their prejudices disappeared; while in Koronadal the People's Organization was found to be a key organization (and the Community Learning Center the most appropriate location) to help settle the local conflict. (An anecdote featuring the Koronadal experience is found in Annex 5)

Lessons learned from the case studies are an important feedback tool for the Program. Because the studies were undertaken by people who are not in any way involved in project implementation and are neither related to MTF-RDP, beneficiaries felt free to give honest feedback. The Institute of Autonomy and Governance received significantly positive feedback as well as constructive analysis on areas to be improved.

Community members who were interviewed appreciated the Values Transformation Training carried out by BDA in preparation for any development intervention. They were also very satisfied with the way the sub-projects were implemented. Specifically mentioned were efforts to ensure transparency and accountability, the fact that no outsiders were involved in implementation but local people, and how such sub-project implementation boosted the image of the residents and their Peoples' Organization within and around their communities.

Community members were aware that sub-project implementation and management is a learning opportunity for all. Consequently, they reflected and improved on the sub-project design or work processes. One example which also demonstrates the sense of ownership is the warehouse in Magatos, which was utilized as a kindergarten classroom shortly after completion, at a time when there was no crop to be stored. Another example is how beneficiaries found a solution to a significant price increase of needed construction materials from the time the quotation was obtained to the time of purchase. They negotiated with traders in the next city to provide materials for them on credit, secured additional funds from private individuals, and were subsequently able to pay the trader on time.

People's Organization's operation and maintenance plans also show the awareness of the importance of sub-project sustainability (Annex 4.)

The main issue arising from the three regional consultation meetings was that the BDA is still relatively unknown in Mindanao<sup>3</sup>. All participants were happy to have the occasion to meet and discuss with representatives from BDA and some program beneficiaries, although they also expressed the desire to know more about BDA and what it does.

The case studies and consultations also provided opportunities to solicit the following suggestions for improvements:

- Integrate BDA activities with Barangay Development Plans
- Improve resource mobilization skills of People's Organizations and BDA
- Improve focus on tri-peoples' values or universal values in Values Transformation Training
- Conduct inter-faith dialogues
- Involve more groups, such as the elderly and the academe
- Make better use of the potential of women
- Clarify the roles of municipal bodies involved in the Memorandum of Agreement between the LGU and BDA
- Explore the possibilities of the Islamic credit system

#### **SUCCESS STORIES**

More recent case studies concretely demonstrate the growing number of communities positively impacted by the Program's community-led subprojects. Anecdotal evidence shows various changes—both physical and psychological—that have occurred at the community and LGU level. MTF-RDP sub-projects enkindled hopes in the minds of community members and built trust among community groups on the one hand, and between community groups and LGUs on the other. See Annex 5.

The positive perception from community members is evident in their strong support for sub-project implementation. In particular, it is reflected in the increase in community contribution. Table 6 shows that a total amount of Php1,302,305 was contributed by the People's Organizations for the implementation of the community-identified sub-projects across the six regions in 2009. This exceeded the agreed minimum contribution in cash, kind and labor by 190%.

<sup>3</sup>The meetings were held in Cotabato, Zamboanga and Cagayan de oro Cities.





## TABLE 6: SUMMARY OF COUNTERPART BY THE PEOPLE'S ORGANIZATIONS: ACTUAL AGAINST COMMITED CONTRIBUTION, 2009 (IN PHP)

Region	No. Sub-projects	Committed	Actual	% Increase
Central Mindanao	6	92,675	423,465	457 %
Davao 6		189,088	449,696	238 %
Ranaw/Lanao	5	60,840	97,456	160 %
Southern Mindanao	9	151,598	141,734	93 %
Zamboanga Basilan Sulu Tawi-Tawi	6	116,740	97,640	84 %
Zamboanga Peninsula	6	72,638	92,314	127 %
TOTALS	38	683,578	1,302,305	190 %

#### **IMPROVED BDA CAPACITY**

While highlighting the intermediate outcomes of the implementation of sub-projects in the assisted communities, the BDA is equally brought to the fore as a new and emerging program management organization with improved capacity to manage the MTF-RDP community development activities as part of the peace and development program in Mindanao.

With continuous capacity building through the learningby-doing approach, BDA has shown strong indications about its ability to manage development work albeit at the community level. For instance, in 2007-2008, the work and financial plan was prepared by a service provider. In 2009, the work and financial plans for the Regular CDD Sub-component were crafted by BDA central and regional staff during the Project Management Training.

> The Financial Management Manual was revised in 2009 to reflect the financial organization and roles that have been updated to align with the changes in organizational structure of the BDA. A simplified set of accounting concepts, policies, and guidelines were also designed to ensure correct, complete and timely recording of financial transactions.

A structure was established for financial management. The submission of Statement of Expenditures by Regional Management Offices to the Central Management Office was done every 25th day of the month. As a method of releasing funds, a replenishment system was adopted. This was coupled by a "No Statement of Expenditures, no release of funds" system, which proved to be very effective in avoiding accumulation of unsettled advances at the regional offices.

In terms of the financial recording system, the Finance Unit used a computerized accounting software that recorded all the financial transactions for management and implementation. It lessened the time spent for recording and preparing the book of accounts and other necessary financial reports.

Training and coaching on Monitoring and Evaluation also improved the monitoring of field activities and the collection of data. A team from the Central Management Office conducted a series of monitoring activities across the six regions. The purposes of these monitoring activities were to get updates from the regions as to where they are in their work plan and to provide technical assistance where needed.

From the first to the second quarter of 2009, the BDA project engineer was able to assist the regional offices on the preparation of detailed engineering designs, especially for those sites where the LGU engineers could not provide assistance. Regional Finance and Administrative Assistants were coached on financial management. The coaching was focused on the preparation of statement of expenditures and on the use of the accounting software as the same system used at the central office.

In the third and last quarters of 2009, activities were focused on the monitoring of on-going sub-project construction across the regions.



#### **EMERGING TRENDS OF PROGRAM PERFORMANCE**

While the trends in achieving the Intermediate Outcomes of the MTF-RDP are well reflected in the 2008 Annual Report and in the two studies cited earlier, it is worth highlighting some significant and emerging patterns of program performance:

• CDD sub-projects provide avenues and mechanisms for peace building in Mindanao. As of December 2009, there are already a total of 91 CDD completed sub-projects spread out in conflict-affected areas in the six regions in Mindanao. Implemented through a highly transparent, inclusive and participatory manner, each sub-project carries a message of hope and trust from among community members. The three major conclusions from the policy papers put together by the Institute of Autonomy and Governance Notre Dame University-Cotabato show that the Program's CDD approach has facilitated

MUNICIPAL LCLI CONTRIBUTION (PUR)

the establishment of structures or mechanisms for peace building. This is vividly shown in the case of Lagundi (where a yearlong rift between the people in the village was diminished and the mutual fear that people had because of their prejudices disappeared); and in Koronadal Proper (where the People's Organization was found to be the most appropriate organization and the Community Learning Center the most appropriate location to help settle a local conflict).

Much can be gained from partnering with LGUs.
 As more conflict affected communities are served by the MTF-RDP, and as BDA continues to grow in capacity as a key partner, a parallel partnership is emerging with the LGUs. For the past three years of program delivery, the following patterns have been demonstrated by the LGUs:

TABLE 7: SUMMARY OF COUNTERPARTS BY THE LGUs: ACTUAL AGAINST COMMITED CONTRIBUTION, 2009 (IN PHP)

MUNICIPAL LGU CONTRIBUTION (PHP)						
Region	No. SPs	Committed	Actual	% of Committed		
Central Mindanao	6	338,141	75,000	22 %		
Davao	6	705,814	478,316	68 %		
Ranaw/Lanao	5	373,317	15,960	4 %		
Southern Mindanao	9	971,090	682,043	70 %		
Zamboanga Basilan Sulu Tawi-Tawi	6	444,150	136,000	31 %		
Zamboanga Peninsula	6	471,341	430,314	91 %		
SUB-TOTAL	38	3, 303,854	1,817,633	55 %		
BAF	RANGAY LO	GU CONTRIBU	TION (PHP)			
Region	No. SPs	Committed	Actual	% of Committed		
Central Mindanao	6	114,310	86,460	60 %		
Davao	6	147,878	173,300	117 %		
Ranaw/Lanao	5	97,740	57,140	58 %		
Southern Mindanao	9	146,224	104,270	71 %		
Zamboanga Basilan Sulu Tawi-Tawi	6	114,681	2,300	2 %		
Zamboanga Peninsula	6	97,360	154,651	159 %		
SUB-TOTAL	38	748,192	578,121	77 %		

**LGUs** as local partners consistently provide counterpart and technical assistance Organizations, People's although still short of what is expected in most regions. People's Organizations prepare themselves as viable community organizations to plan and implement their chosen sub-projects. thev receive both technical and financial assistance from both the Barangay and Municipal LGUs. Table 7 shows that in general, actual LGU contribution is lower than expected. This could have been a product of poor data gathering and reporting process (i.e., inaccurate monetization of LGU non-cash contributions). Table 7 also shows that Barangay LGUs tend to provide more than Municipal LGUs vis-à-vis the committed amount. This is not surprising considering that Barangay LGUs work more closely with Organizations.vis-à-People's vis committed amount. This is not surprising considering that barangay LGUs work more closely with POs.



# MINDANAO TRUST FUND FACILITY RECONSTRUCTION AND DEVELOPMENT PROGRAM

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- o Institutionalization of local counterpart provision. In BDA's Southern Mindanao Region where a pilot implementation arrangement for the LGU-CDD Subcomponent is being tried, counterpart contributions from three Municipal LGUs and one City LGU are already starting with at least 50% and will increase cycles/sub-projects. succeeding Moreover, because of the positive impact of the Program in the communities, and the convincing demonstration that People's Organizations can plan and implement subprojects of their choice, some LGUs like Cotabato City, General Santos City, Midsayap, Polomolok and Kiamba have already set up special funds for the sole purpose of providing counterpart financing to the community sub-projects, whether financed by the MTF or by other sources. The precedents that these LGUs have adopted are being looked into by other LGUs for further replication.
- o Accessing from other counterpart sources and attracting more grant sources. Encouraged by lessons learned in combining local counterpart funds with grant funds for community sub-projects, the Municipal LGU of Kiamba recently secured another PhP 1 million from the fund facility of the Provincial Government of Sarangani to reinforce its capacity to provide counterpart contribution. This development is significant in that it shows the strong potential of intra-LGU resource mobilization through partnerships such as this case where the Municipal LGU and its Provincial LGU are helping each other. The model of investing some money to attract more resources and reach more poor and conflict affected communities is cascading to other LGUs.
- o Moving from ad hoc towards regular local bodies. For LGUs which have had more than one barangay hosting community sub-projects, the C/MTTs are being reviewed for strengthening to carry on

- subsequent and continuing assistance to the next sub-projects. Reviews have pointed to the need to improve the technical assistance services provided, because servicing the People's Organization's sub-project preparations were initially considered additional load to the regular work of the LGU units concerned. The units often "burdened" with additional work were the engineering and planning units of the LGUs. Moreover, some of the members of the C/MTT were also members of the Multi-sectoral Committee (MSC) which undertakes evaluation and endorsement for approval of the People's Organizations' subproject proposals. Rationalization of the C/MTT and MSC functions to be able to service the People's Organization's sub-projects more effectively continues today. In the case of the General Santos City, this rationalization has gone up to the level of integrating and regularizing the C/MTT and MSC functions to the City Development Council, a regular body mandated under the Local Government Code4.
- o Region-wide Knowledge Sharing Forum: Establishing the Working Group. The establishment of a Working Group in the South Mindanao region is a new and welcome feature introduced into the MTF-RDP and into the CDD approach. It is made up of regionbased stakeholders as program partners—the LGUs (Municipal, City and Provincial LGUs), the South Mindanao Regional Management Office of the BDA, and the Regional National Eco nomic Development Authority. The oversight functions of the Working Group is evolving and growing as it has undertaken three meetings in the last quarter of 2009. The Working Group is also evolving as a forum for exchange on how much progress is being achieved by each participating LGU. It has also become an avenue for the BDA Regional Manager (as Working Group Chair) to develop and demonstrate leadership for program implementation through the CDD approach. One of its major tasks was to agree on a common set of criteria used for selecting barangays from a list of candidates nominated by the participating LGUs. This set of criteria was then applied in the site scanning conducted by a composite team from the Regional Management Office, the Trust Fund Recipient and the LGUs to help in the process of site selection. For 2009, it has facilitated two training activities on strengthening planning and implementation capacity for the participating LGUs.

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<sup>&</sup>lt;sup>4</sup>Two other projects in Mindanao—Mindanao Rural Development Project under Dept of Agriculture; and Autonomous Region in Muslim Mindanao (ARMM) Social Fund under the ARMM Regional Government—have and use the same institutional set up (MTT and MSC) at the LGUs for their subprojects.

# PROGRAM EXPANSION

At the MTF Interim Steering Committee Meeting held in April 2009, the Government, the BDA and the Donor Partners agreed in principle to expand the MTF-RDP and to remove the wording on "phasing", which limited any expansion in Phase 2 to the period after the signing of a peace agreement. The MTF Interim Steering Committee requested for several assessments to be undertaken before fully endorsing the proposal to expand. The table below shows the following preparation activities for 2009.

### TABLE 8: PREPARATION ACTIVITIES UNDER PROGRAM EXPANSION DISCUSSION IN 2009

	Description	Participants	Date
1.	Agreement on removing "phasing" and expanding MTF-RDP in principle. The following items were requested before moving further: a. Impact report with an Economic Rate of Return study; and b. An options paper on scaling up for discussion	Interim Steering Committee Members	April 2009
2.	Performance evaluation of Phase 1 field work and draft report	Independent evaluation team	April to June
3.	Consultation with partners on scope and direction of expansion	Workshop: Australia (AusAID), Canada (CIDA), New Zealand (NZAID), European Union (EU), United States (USAID); Spain, World Bank, BDA, OPAPP, MEDCo	May
4.	Consultation with BDA Board of Directors	In Cotabato	May
5.	Consultation with MILF Central Committee	In Cotabato	May
6.	Options Note: a. Options for scaling up: draft note for MTF participating partners comments b. Revised options note incorporating comments	Email to MTF partners	June
7.	Economic impact fieldwork and analysis	Independent evaluation team	July to August
8.	Endorsement for scaling up proposal to move ahead after a review of all the above requested studies	Interim Steering Committee Meeting	September
9.	Synthesis study: review and analysis		Sept - October
10.	Workshop: a. Synthesis b. Initial proposal on broad directions of expansion (for discussion)	Workshop for MTF partners and other interested donors	November
11.	Preparation of detailed expansion paper		November
	Internal World Bank reviews and revisions		December to January 2010
12.	Finalization of expansion paper		2010





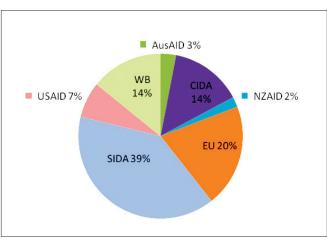
# FINANCIAL HIGHLIGHTS

#### **FUND SOURCES AND USE**

Total donor contributions deposited in the MTF Program account as of December 31, 2009 amounted to about USD 10.8 million coming from Australia, Canada, the European Union, New Zealand, Sweden, United States, and the World Bank. The DED funded a German Environmental Specialist for multiple years to help the MTF-RDP on environmental matters.



## FIGURE 7: MTF FACILITY CONTRIBUTION UP TO 2009



Cumulative contribution to the MTF up to 2009

Funds disbursed for block grants for communities and the grant facility amounted to a cumulative total of about PhP65 million by end of 2009. To date, total cumulative funds used for training and workshops, consultants, management costs, goods and equipment, support for and operational expenses of BDA were over PhP116 million. Monitoring, evaluation and impact assessment costs were about PhP20 million and cumulative funds for program administration were about Php18 million. Annual audit of financial management and use of funds are undertaken by the firm SyCip, Gorres, Velayo and Company (SGV) for the Trust Fund Recipient CFSI; and by Valdes Abad and Associates (VAA) for the Trust Fund Recipient MinLand.

# LESSONS & CHALLENGES

Several lessons in program management and community development have been learned after about three years of MTF-RDP implementation. These lessons serve as an important guide for BDA and its partners in undertaking future development activities, both within and outside the Program. The lessons can be generally clustered into (1) program management and (2) CDD implementation.

#### **LESSONS**

#### **PROGRAM MANAGEMENT**

- As conceived, the learning-by-doing approach of the Program proves to be an effective capacity building strategy for the BDA and its partners.
- The Program Partnership Agreement is an effective instrument in that it teaches BDA to be a responsible and accountable organization.
- Regional Management Offices of BDA are key in facilitating field level program implementation. Performance varies across regions primary based on various factors such as leadership by the manager, quality of regional staff, quality of field supervision and facilitation especially by the municipal development facilitator, and external factors (i.e., peace and order conditions, LGU openness, etc.).
- Effective implementation is to a large extent a function of effective communication. To enhance its performance, BDA still needs to improve communication flow from its Central Management Office to the Regional Management Offices.
- Assigning a person to take care of bookkeeping and financial preparation and reporting frees up staff in the Regional Management Office to concentrate on their facilitation and supervision tasks.
- External factors such as the peace and order situation and the peace process affect program implementation.
- Continuous capacity building of BDA through a pool of technical specialists is crucial especially in light of changes both at the leadership and staff levels.
- BDA has already made some headway in introducing itself as an important player in the development of Bangsamoro communities. However, it still needs to continue communicating itself as such to other stakeholders and to expand its network of implementing partners.

#### CDD IMPLEMENTATION

- The community driven development approach which builds the capacity of People's Organizations increases prospects for sustainability of subprojects.
- MTF-RDP sub-project activities provide avenues for interaction and dialogue, which in turn promotes social cohesion. Moreover, community dialogues provide good opportunities for community members to be aware of issues affecting them (e.g., in Barangay Pangi in the Davao region, the sub-project became an avenue for people to realize and start discussing the harmful effects of aerial pesticide spraying in the surrounding banana plantation).
- The support and moral ascendancy lent by the community's elders to the sub-projects provided legitimacy to the project.
- Pro-active information and advocacy activities during the early stage of the sub-project implementation have proven to be effective in generating support from the community.
- Values training is one of the key activities in the successful implementation and sustainability of sub-projects. However, it can still be enhanced by translating it into local language, emphasizing universal values, preparing training hand-outs, and adapting methods to late-night learning when community members have more time.
- Strong People's Organization leadership is necessary for successful sub-project implementation and sustainability.

While the Program continues to make headway, it is being buffeted by various challenges that impact on program implementation. These interconnected challenges are operational, institutional and political in nature.





#### **CHALLENGES**

#### **OPERATIONAL CHALLENGES**

Challenges that confront program operations include, among others, the following:

- Continuing security problem that prevent program field personnel, especially Central Mindanao BDA personnel, to freely and smoothly conduct program activities in selected communities. Rapid changes in the security situation also affect work programming especially for the Community Driven Reconstruction Sub-component.
- Weak local governance in some areas is characterized by absentee LGU officials and personnel, low level of skills and inadequate number of LGU personnel, limited LGU budget for supervision and counterpart contribution, etc. This is reflected in the inability of some Municipal LGUs to perform their responsibilities as outlined in the Memorandum of Agreement/Understanding and in the Sub-Project Agreement.
- BDA's internal communication at every level, especially between the Board of Directors and Central Management Office, and between the Central Management Office and Regional Management Offices, needs improvement.
- Need for continuous training of new and a few old BDA field personnel.
- Continued tension between BDA and LGUs in some regional offices.
- Types of sub-projects will have to be carefully considered for urban areas as availability of land is an issue in urban communities hosting internally displaced persons.

Many of these challenges are carry-over challenges



from previous years that continue to pose as hurdles for the Program. Most of them trace their roots to a number of institutional as well as political or ideological factors.

#### **INSTITUTIONAL CHALLENGES**

The institutional challenges have to do with the internal and external environment of the Program's main partner—the BDA. Internally, BDA has been beset by organizational and leadership issues since the first Board Chairperson took a leave of absence. There have been several changes at the Board Chair and the Executive Director levels since then but always shifting between two persons. With leadership changes, BDA faced various intra-organizational and interpersonal issues. These issues have affected the effectiveness of the organization, something that BDA itself is aware of<sup>5</sup>.

The internal organizational problems of BDA may be addressed by providing a coherent line of organizational accountability between the Board of Directors and the Central Management Office. However, this will be difficult to achieve under the current set up where the Board, as the highest policy making body in BDA, has no direct control and supervision over the executive director. All are accountable to their higher principals.

#### POLITICAL/IDEOLOGICAL CHALLENGES

Through the learning-by-doing approach of the Program, BDA has shown improvements in managing partnerships with other stakeholders in the peace and development arena. However, as the development arm of the MILF, BDA is limited in how far it can forge new partnerships. On the other side, there are many LGUs who are still wary of partnering with BDA. The Program has rules of selecting target barangays with LGUs and required a Memorandum of Agreement/Understanding and Sub-Project Agreement with LGUs before sub-projects are implemented. This has provided opportunities for both parties to collaborate and in the process increase their awareness and understanding of each other's works. However, while there is increasing openness from both sides to work together, they continue to act in a very cautious manner.

Mobilizing support from other stakeholders keeps the two parties engaged. For instance, OPAPP's assistance in facilitating LGUs support in the Zamboanga Peninsula Region enabled program implementation in the area to

Committee of printing (April 2010) of the annual report, the MILF Central Committee took action to resolve the conflict within BDA by requesting courtesy resignation of all BDA members and appointing a new Chairperson of the BDA Board and a new Executive Director.

# LOOKING AHEAD TO 2010 & BEYOND

With the endorsement of stakeholders for expansion, the Program can reach more conflict-affected communities and engage more partners. In preparation for 2010 implementation, work programming has started but implementation may be slowed down due to the May national elections and the uncertainty of the peace process.

Specifically, the program for 2010 and beyond will include the following:

- Implementation of the Regular CDD Subcomponent.
- Implementation of the Community Driven Reconstruction Sub-component in select regions.
- Completion and evaluation of Urban Internally Displaced Persons Sub-component and LGU-CDD Sub-component implementation and exploring possibilities for replication in more communities.
- Continuous mainstreaming activities across components and sub-components for cross cutting themes of gender, environment, peace building, conflict resolution and governance.

- Continuous capacity building assistance for the BDA Central Management Office and Regional Management Offices through technical specialists and twinning with Trust Fund Recipients, with strengthened organizational development and management interventions.
- Finalize the preparation of the proposal for expansion and decision by the MTF Interim Steering Committee. The proposed expansion plans to continue supporting community-driven development in barangays as this has shown to be effective in rebuilding trust and repairing social relations within a community. However, it plans to include larger strategic investments that will promote peace and development beyond the community level.

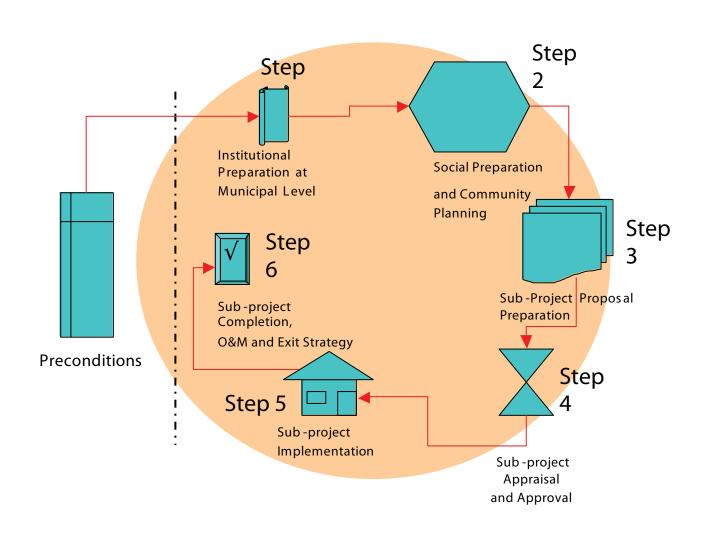
The Program is generally upbeat about these prospects, but also conscious of possible challenges that the May 2010 elections and future GRP-MILF peace talks may bring.





### ANNEX 1

# CDD SUB-PROJECT CYCLE





# MID-TERM EVALUATION OF THE MTF-RDP

### Project Performance Report

# PHASE 1 EXECUTIVE SUMMARY

The Mindanao Trust Fund-Reconstruction and Development Program (MTF-RDP) has endeavored to support post-conflict reconstruction and development in the Southern Philippines through small-scale community driven projects, and by working with local organizations and stakeholder groups under the assumption that participatory and value guided efforts to involve local community members in their own development projects will assist in sustaining conflict-mitigation and peace-building at the local level.

This report examines the effect the MTF-RDP community driven infrastructure projects, and specifically BDA's role therein, have had on communities, their relationship with one another, and their relationship with their respective LGUs under Phase 1 of the Program. This is done in the context of the MTF-RDP Results Framework's Intermediate Outcomes, using data from three surveys fielded in April to May 2009, eight small Case Studies, and an Organizational Review of the BDA.

#### MTF-RDP OBJECTIVES

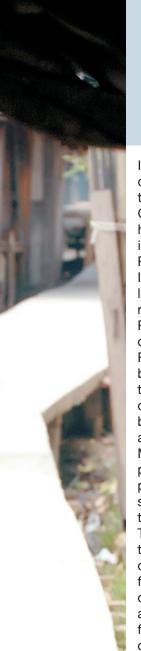
MTF-RDP Program Development Outcome

Communities of conflict-affected areas, internally displaced people, and rebel returnees benefit from visible restoration of some basic services of their choice and sustained by more accountable Local Government Units (LGUs).

#### Intermediate Objectives of the MTF-RDP

- Communities of conflict-affected areas, internally displaced people, and rebel returnees have satisfactorily decided on, planned and implemented sub-projects of their choice.
- LGU capacity is improved for project planning, resolving conflicts, project implementation and seeking resources for sub-projects in conflict-affected communities.
- Local implementing partners, including the Bangsamoro Development Agency (BDA), have achieved sufficient management capacity to work with local government units (LGUs) and local development groups in reconstruction & development activities.





# MINDANAO TRUST FUND FACILITY RECONSTRUCTION AND DEVELOPMENT PROGRAM

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should be noted that because a comprehensive peace agreement between the Moro Islamic Liberation Front and the Government of the Republic of the Philippines has yet to be signed, the Program is still in its first Phase<sup>6</sup>. During this Phase, the Program has emphasized the third of these Intermediate Objectives, which is to prepare local implementing partners to play a central role when the activities are scaled up during Phase 2. This more limited scope of activities during Phase 1 notwithstanding, the MTF-RDP, through learning-by-doing capacitybuilding, has demonstrated progress toward the first Intermediate Objective of delivering community-chosen public services to the barangays, and has laid the foundation for achieving the second Intermediate Objective. Moreover, according to beneficiaries, the process of planning and carrying-out these projects has had a positive effect on the social cohesion and community spirit of the barangays who implemented them. The benefits of these projects, including the process of working on them and once completed, is noted equally by both male and female members of the communities. The conclusions, mainly based on the survey data, are supported by case studies. Participants in focus group discussions independently and consistently indicated that working through the implementation of these projects had brought their community closer together and/ or made working together on other issues and projects easier.

Sustaining a peaceful environment requires that people work towards this end and that they have the opportunity to cultivate a trusting relationship. The process of starting and implementing a CDD project appears to provide one such opportunity for community members to work and solve common problems together. For example, focus group participants in a case study reported that the project at least partially addressed the root of the conflict because it promoted better understanding, cooperation and a sense of closeness among citizens. In another case study, focus group discussion participants reported that nine months after project completion, the Muslims, Christians, and Indigenous People were united and sustained a good relationship. In another case study,

focus group discussion participants also noted that internal community relations had improved, including between Christians and Muslims.

The CDD projects appear to have improved the working relationship between communities and their LGUs. LGU survey responses show that, according to LGU staff, the CDD approach has led to an increased willingness of communities to work with their LGUs. The community surveys yield similar data, with more than three-fourths of community respondents indicating an above average increase in confidence that their LGU could assist their community.

In terms of the BDA's management capacity and ability to work with local development groups and LGUs, information from the surveys, Organizational Review and case studies show that much progress has been made over the last year, while pointing to a few areas for further emphasis. The BDA has received extensive technical assistance and this has improved their organizational procedures and policies. Some policies, such as Human Resources policies on hiring and resolution of staff conflict, require a more focused implementation. The value of technical assistance is also apparent in that BDA staff assessed themselves to have improved in a variety of skills relevant to their work. Perhaps the best indication of BDA's incorporation of the training is the community survey responses on BDA's role in the CDD projects. A majority of community respondents indicated that the BDA was able to provide them training and to organize people in the community.

While there seems to have been some progress on BDA's ability to engage the LGUs as far as the signing of Memoranda of Agreement, a smooth working relationship between the BDA and the LGUs is yet to be achieved. This is an area for improvement in Phase 2 of the Program.

Taken together, the progress toward these three Intermediate Objectives would indicate that the MTF-RDP is making incremental but very clear progress toward its Program Development Outcome. Conflict-affected communities that have been project beneficiaries certainly see restoration of a basic service of their choice. There is evidence from the community and LGU surveys that these projects are leading to better communication between communities and their LGUs, which is a very important first step toward greater accountability.

<sup>6</sup>During the conduct of this evaluation, there were on-going discussions among participating donors, government and Mindanao stakeholders to remove the phasing from MTF so that it can focus on peace and development efforts regardless of a signed peace agreement document.

# MID-TERM EVALUATION OF THE MTF-RDP PROJECT PERFORMANCE REPORT

#### RECOMMENDATIONS

## CCONTINUE TO ENGAGE COMMUNITIES THROUGH THE CDD APPROACH

The CDD approach has been a successful method for implementing community prioritized and managed sub-projects that residents deem most necessary in their barangays. Beyond this immediate goal, however, the CDD approach has proven to have a social value. Both the survey data and case studies indicate that community members have made substantial strides toward cooperating with various members of their communities – members with whom they may not have otherwise been inclined to work with. By both measures, the CDD approach is furthering the goals of the MTF-RDP.

## CONSIDER EXPANDING THE SET OF IMPLEMENTING PARTNERS

Trust between the implementing partner and the targeted community was and is an essential step in the CDD process. Based on the experience of the eight barangays examined for the Case Studies, this was always a challenge, but always a sine qua non for the project to move forward. Engaging a local implementing

partner to enter communities and build this necessary trust to begin a CDD project remains a good strategy. As the MTF-RDP Secretariat considers the scaling-up of activities, expanding the number of implementing partners with whom the MTF-RDP works to organize and manage the CDD projects will allow for more rapid program development. Additionally, inviting more groups to carry out project management activities may add new perspectives and techniques that may prove advantageous.

# ENSURE CONTINUED INTERACTION AND TECHNICAL SUPPORT TO PEOPLE'S ORGANIZATIONS

One of the most valuable outcomes of the Program so far has been the establishment of committed People's Organizations in the project barangays. The continued engagement of these citizens' organizations in capacity building trainings and further projects will build on the good work already accomplished and help sustain the improved social relations in the communities.



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### SITE SELECTION CRITERIA CAN BE FURTHER REFINED

The Program has a set of agreed criteria for selecting project sites. However, a clear process for site selection has not yet been systematically applied. This poses a potential risk of alienating areas or sections of the population of Mindanao over the long term. A policy of including LGUs in the decision on which barangays are identified as project sites has been laid out, and ensuring that this policy is adhered to will benefit the Program in the long term. Moreover, augmenting the current stated system of site selection with more clearly defined criteria, such as population size, distance from the highway, distance from a clean water source, etc., should be considered. As the Program scales up, ensuring that it has the support of the population at large will be important. In this regard, a clear system of site selection will increase the likelihood of general support for and trust in the Program.

## PROVIDE GUIDANCE POINTS TO COMMUNITY FOR SUB-PROJECT SELECTION

Participatory community determination of priority projects is a key principle of the CDD approach which increases ownership and sustainability of the projects. This notwithstanding, some guidance on discussion points for the determination of the best project for a

particular barangay may help ensure that the chosen project is that which is most beneficial to the majority of the barangay residents.

### CONTINUE TO ENGAGE LGU'S BEYOND THE SIGNING OF THE MEMORANDA OF AGREEMENT

Engaging barangay and municipal LGUs in providing technical and financial support of the projects will not only help encourage sustainability of the projects; it is essential to increasing cooperation between communities and their local government. This is an important goal of the MTF-RDP, but the potential gains in terms of building trust between communities and their local government have yet to be fully achieved. Seeking technical support from LGUs, especially when financial support is unavailable, should be a priority whenever possible. Another channel to engage LGUs more meaningfully is through more in-depth discussions on site selection between the implementing partner and the LGUs. These are not only opportunities to hear LGU opinions. These discussions also serve to advertise the benefit these projects can bring and can build support among LGUs for the projects. Building support at this very initial stage will most likely yield dividends as project implementation progresses.



# PEACE AND PEACE BUILDING IN BDA ASSISTED COMMUNITIES

#### Introduction

Peace and peace building are two concepts defined in different ways by different groups of people. For some, peace is simply the absence of war. Others define peace as the nonviolent resolution of conflict with involving both physical and structural conflict. Still others would say that peace is the existence of harmonious relationship with oneself, with others with his/her Creator and with the environment. In Islam, Peace means the harmony in the universe, the laws of life, and the origin of man, while war is the result of violations of harmony as injustice, despotism and corruption. (Sayyid Qutb, 1996) Peace is understood as 'tauhid' a "principle of unity" that provides a fertile soil for Islamic faith and spirituality. Islam underscores the unity of God, the unity of the many streams of revelation, the unity of humanity, and ultimately the unity of existence (wahdat al wujud), principles on which peace and nonviolence are grounded. (http://www.emu.edu/ctp/journal/2/sumanto.pdf)

Peace building is also given several interpretations. Some use it to describe activities following a war. Together with these activities are peaceful ways of approaching development of people and communities. A United Nations report (1992) provides a statement describing the concept of peace building, to wit:

"Peace building is the reconstruction of new environments and new cultures which transform deficient structures and capabilities and which unite the strengths of emerging innovations in all pathways of our local-global planetary life. Peace building creates and maintains beneficial conditions for sustainable (life-enhancing) social, economic, political and spiritual development of the people."



# MINDANAO TRUST FUND FACILITY RECONSTRUCTION AND DEVELOPMENT PROGRAM

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So many aspects of the Philippine society are troubled and are challenging the Filipino sense of security, values, safety affecting the socio-economic and political well being of the citizenry. These are more pronounced in the conflict affected areas of Mindanao. Mindanao graphically portrays and accentuates the malaise afflicting the whole country. It is in this island that history has witnessed the worst armed conflict among Filipinos. And yet Mindanao has all the resources and potentials – human and natural – to satisfy the needs of its people. As Gandhi used to say: 'there is enough for everyone's needs, but not enough for everyone's greed'.

Large-scale conflict in Mindanao began in 1973 with local encounters between Christian and Muslim

paramilitary units which quickly led to a much wider conflict between a rapidly organized Bangsamoro Army and the Armed Forces of the Philippines (World Bank, 2003).

The resulting scenario is an island undergoing a rapid and bloody transformation from a 'land of promise' to a' zone of conflict.' Specifically affected are the central and western regions of Mindanao where the protagonists are locked in mortal combat and hold the nation in the state of fear by the sporadic outburst of heavy fighting activities. The situation is euphemistically referred to as the Mindanao Conflict.

Peace negotiations have been undertaken. The first agreement was signed between the Government of the Republic of the Philippines and the Moro National Liberation Front in 1996. This was followed by the negotiations with Moro Islamic Liberation Front leading the signing of agreements on two aspects of the peace talks agenda, namely: a. security; and b. humanitarian rehabilitation and development.

This paper is written to present the Bangsamoro Development Agency (BDA) and its role on peace building in post-conflict areas in Mindanao. It presents through cases studies BDA's paradigm of development which is rooted in the Qur'anic verse "Allah does not change the condition of a people unless they change themselves" (S. 13: 11). BDA believes that to attain peace, development of the people should be achieved.

Methodology that has been used includes: a.) documentation of success stories of sub-projects implemented in the barangays of Magatos, Kabacan, North Cotabato, Lagundi, North Cotabato, Pangi, Maco, Campostela Valley, and Poblacion Muslim, Titay, Zamboanga Sibugay; and b.) conduct of round table discussions engaging stakeholders in the cities of Cotabato, Zamboanga and Cagayan de Oro. Conduct of three round table discussions entitled "The Evolving Paradigm of Bangsamoro Development" in Cotabato City, Marawi City and Zamboanga City participated in by the BDA, local and international development NGOs, political leaders, the academe, and professional groups. The general program of the round table sessions includes the following: presentation of the case studies; identification of the lessons and guiding principles that the case studies offer on Bangsamoro development; discussions on the divergences and convergences of experiences from past and present development interventions in Mindanao.



PEACE AND PEACE BUILDING IN BDA

# Peace Building: BDA's Role in Conflict Affected Areas

The BDA is a product of the 2001 peace agreement of the Government of the Republic of the Philippines (GRP) and the Moro Islamic Liberation Front (MILF). It was formed to respond to the second aspect of the agreement, i. e., Humanitarian, Rehabilitation and Development. It mandate is "to determine, lead and manage relief rehabilitation and development in the conflict affected areas of Mindanao."

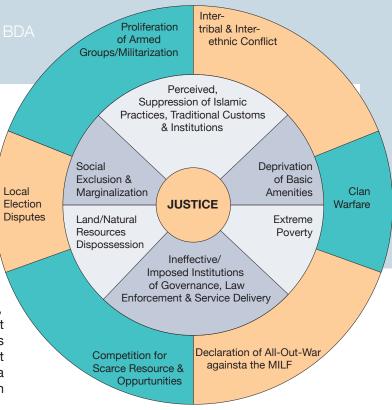
BDA is expected to perform the dual function of first, providing inputs to the MILF in crafting a development agenda for the peace talks; and second, serving as MILF's bridge to Mindanao stakeholders whose support and understanding of the Moro development agenda are needed for sustainable peace and development in Mindanao.

Among its major programs are values transformation program and strengthening of the organizational capacity of BDA as an institution. These two programs are in place and became part of the Mindanao Trust Fund – Reconstruction and Development Program funded under a multi-donor trust fund being administered by the World Bank. The projects under MTF-RDP adopts the principle learning-by-doing and employs the community-driven development approach anchored on bottom-up project management and values transformation.

BDA is responding to the critical situation prevailing in the conflict affected areas of Mindanao. This was expounded by the BDA leaders in their presentations during the round table discussions. The situation of the conflict affected areas in Mindanao as seen from the lens of the BDA leadership is reflected in the "KEY CAUSES OF CONFLICT": (Candao, 2008)

This framework is consistent with the government's analysis of the roots of insurgency, identifying the main roots with injustice which includes human rights violations, graft and corruption and land conflict.

BDA in its peace building effort in conflict affected areas uses this framework and addresses the root causes of conflict in Mindanao. It focuses on the following: a. questions of injustice must be resolved; b. development must be in consonance with Moro way of life; and c. Islam should define the kind of development that the Moros should have. Its development paradigm is in consonance with Islam, i.e., man is the center of development. (Candao, RTD Zamboanga)



#### **KEY CAUSES OF CONFLICT**

Source: World Bank, 2005

### Policy Options

In looking for policy options in the sub-project implemented by BDA, one has to keep in mind the program goals, namely values transformation and the BDA capability building, as well as situational variables, namely: people-centered development and project efficiency and sustainability. The case studies conducted in four conflict affected areas showcase models of how BDA implemented sub-projects to achieve these goals.

The cross-cutting themes in the four sub-projects are values transformation and learning-by-doing. With the aim of assisting the communities to meet basic needs by providing avenues for livelihood in the cases of the Magatos, Kabacan warehouse and solar dryer sub-project and the Lagundi, Kiamba Livelihood Center and water as a basic need in Pangi, Compostela Valley and Poblacion Muslim, Titay, Sibugay, BDA employed the community driven development approach and charted concrete steps for the development of conflict-affected communities. These steps include: social preparation, values transformation training, and trainings on project management, implementation, monitoring and evaluation.

These processes, as shown in these four case studies, manifested some peace dividends. The round table discussion reports reveal the following:



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#### 1. PERCEPTIONS CHANGED

One of the challenges faced by BDA is the resistance of the communities to the entry of BDA in the areas. Fears were raised on the implications of the projects initiated by the socio-economic arm of the Moro Liberation Front (MILF). The lack of media exposure coupled with the existing biases and prejudices especially in Christiandominated communities posed a challenge.

In the four cases studied, a change in perceptions was observed after the completion of the project. The Christians who have negative impressions in the communities covered by the four case studies had a change of heart when they saw the results of the BDA project.

#### 2. TRANSPARENCY & ACCOUNTABILITY

Peace is the absence of injustice and corruption. The project implementers- the People's Organizations formed for the sub-project - boast of transparency and accountability. With values transformation as the first training given to the members of the People's Organization, transparency and accountability became a mindset for all its members. Several approaches were used to show this. In one area, the project expenditures were published in a bulletin board. In another area, continuous consultation of the members of the People's Organization was practiced. In all four cases, experiences of having been able to access credit in times when the MTF funds were not yet ready show the trust and confidence afforded by the business community to the members of the peoples organization. This was due to the track record the People's Organizations have established in the course of implementing the projects.

With all these practices the sub-projects were completed on time with very limited funds.

#### 3. CONFLICT RESOLUTION TRANSFORMATION

Peace building includes the transformation of relationships from conflict to constructive growth and development. It involves the institutionalization of resolving conflict processes and establishment of structures for human security where basic needs are met and human rights respected.

The BDA initiated projects were based on a community needs assessment which is the first step in the community driven development cycle. The projects were identified by the communities as basic needs such as water in the case of Pangi and Poblacion Muslim, food security for Magatos and livelihood for Lagundi.

In the community-driven development approach, there are community structures that provide opportunities for dialogue and conflict resolution. Trainings on conflict resolution are given. Poblacion Muslim water project provides a model where the Council of Elders played a very active role as advisers to the People's Organization and conflict resolution mediators to the project.

The BDA sub-projects also provided opportunities for residents (Christians, Muslims and Lumads) to dialogue, work together and unite to respond to a common community issue.

#### 4. GENDER & PEACE

Issues on gender involvement in the project have been repeatedly mentioned in the case studies and the round table discussions.

In many Islamic societies, a division of roles between men and women continue to exist. Women's role tends to be limited to fulfilling her role as wife and mother. (Gender roles in Islam, wikipedia) This was still observed in some communities, particularly cited in the Lagundi case study. Although membership in the People's Organization was shared by men and women, women's participation continues to be confined to the traditional roles of cooking and providing food during the implementation of the project.

The BDA advocacy has shown some impact in membership and roles of women in the other project sites. Initially, gender balance in the memberships and roles in the People's Organization was missing. However, the trainings and exposure given to members made them realize that women should have bigger representation in the People's Organization (PO) membership and given greater responsibilities in PO activities. The key positions such as president and manager were handled by men but committee chairmanships in some committees were handled by women.

When the issue was raised in the round table discussion, the response of the BDA representatives is that BDA is approaching the gender issue from the Islamic point of view. In a news article, "BDA tosses up the status of women as partners in development", BDA's Education & Training Division Chief Prof. Abdulmuin Lantong said: "Our idea of gender sensitivity is perfectly attuned with the basic teachings of the Quran and the Sunnah/Hadith (traditions) of the Prophet Muhammad (salallahu alaihi wa sallam). It is not influenced by any other perspectives other than what is mentioned in the Quran and the Hadith". (Kablalan BDA Updates, September, 2007)

## **ANNEX 3** PEACE AND PEACE BUILDING IN BDA ASSISTED COMMUNITIES

In the light of the policy options discussed as an offshoot of the case studies and round table discussions, the following specific recommendations are given:

- Values transformation is the centerpiece of the BDA capability building program. It is recommended that BDA harness the potential of the Muslim religious sector to be in the forefront of their Values Transformation campaign. Training and materials should be provided so that the Values Transformation can be mainstreamed in their *Khutbas* (Friday Prayer Sermons). Trainings should be given to more people in the community, particularly the religious and traditional leaders who in turn can echo the training to their followers.
- Government and non-government organizations should conduct interfaith dialogues and symposiums on the culture of peace. This will bring about the elimination of discrimination based on culture, religion, faith or belief which the residents feel still exists in the barangay.
- The important role played by the Council of Elders continues to be the most effective tool for conflict resolution. The recognition or formalization of the Council of Elders composed of religious and traditional leaders already has a function in the community but in an informal capacity.
- Concernforwomen'sparticipationshould be attended to when implementing a project. The involvement of women in the project in some areas is still limited. Gender balance should be made a policy in the implementation of BDA projects. As recommended by a BDA consultant in the round table discussion, gender

- and peace impact assessment should be institutionalized in BDA projects.
- The schools, colleges and universities can play a critical role both in peace building and partnership with BDA. It is recommended that these institutions be tapped by BDA for promoting values transformation, the culture of peace, and interfaith dialogue. Schools can also be an avenue to communicate the role of BDA in peace building.

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# EXAMPLE OF OPERATION AND MAINTENANCE PLAN

# PIGCALAGAN ASSOCIATION FOR PEACE AND DEVELOPMENT (PAPAD)

### Pigcalagan, Sultan Kudarat, Maguindanao

#### I. THE SUB-PROJECT

#### 1.A DESCRIPTION OF THE SUB-PROJECT

The sub-project is composed of 6 hand pumps. The depth of the drilled pipe for each pump is 120 feet. The flooring for the pumps is made of concrete materials. The paint used is a combination of white and green and each unit was numbered.

#### 1.B LOCATION OF THE SUB-PROJECT

The Project is located at Sitios Km 17, Tapukan and Simsiman, Barangay Pigcalagan, Sultan Kudarat Municipality in the Province of Maguindanao.

#### 1.C ASSESSMENT OF THE SUB-PROJECT

The facility was completed according to its plan and specifications. Each unit is accessible to its target beneficiaries. This hand-pump sub-project has been proven easy to maintain compared to the motor-pump water system (CBI1) since there is no electricity involved. Minor repairs can be covered by the collection generated by the People's Organization (PO) from the user fees collected every month. The benefits derived from the hand pumps are also optimal over the motor-pump water system.

#### **II. USES AND BENEFITS**

#### A. WATER SYSTEM LEVEL I: (USES)

- 1. For drinking and cooking
- 2. For bathing and washing
- 3. For watering plants

#### **B. WATER SYSTEM LEVEL I: (BENEFITS)**

- It increases their time for other livelihood activities
- 2. It reduces sickness
- 3. It promotes cleanliness
- 4. It promotes a healthy environment





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#### III. REPAIR AND MAINTENANCE

Part/ Portion of the Water System	Repair Requirements	Maintenance Requirements
1. Assembled hand pump	- Replace if damaged	Regular oiling/greasing     Fencing of the whole area of the unit     Regular cleaning
2. 3" GI handle	- Replace if damaged	- Moderate pumping
3. Floor	- Repair if concrete is cracked	Regular cleaning     Animals must not be allowed to enter inside the fenced area     Washing of clothes and bathing must not be allowed in the fenced area
4. Handle guide (made of wood)	- Repair or replace if damaged	- Moderate pumping - Provision of stopper at both ends
5. Paint	- Repaint if necessary	
6. Gasket	- Replace if damaged	- Moderate pumping - Regular cleaning

#### **IV. POLICIES**

#### 1. INSTITUTIONAL POLICIES

- a. PO shall have its regular monthly meetings and special meetings if necessary.
- b.Major decisions shall be a result of the meeting.
- c. A member who has three consecutive absences from the meeting without prior notice shall be given a notice of termination.
- d.Php 10.00 monthly dues shall be collected from every member.
- e. Membership is open to all community members. Applicants shall undergo orientation and screening.
- f. Replacement of officers shall be done by the PO key officers if necessary.
- g. Election of officers shall be done during a General Assembly.

#### 2. FINANCIAL POLICIES

- a. Every household from among the beneficiaries shall contribute Php 20.00 every month.
- b.The collector shall remit his collections monthly to the PO Treasurer.
- c. Collectors shall be given 10% of his/her collection.
- d.Collections can be used for repairs of the sub-project.

- e. The O&M Committee shall assess the cost of damage and report it to the PO.
- f. Collection shall be deposited to the PO Bank Account.
- g. The PO Auditor shall conduct regular audit.
- h.Borrowing of PO funds will not be allowed unless there is an extreme need. Money will be released only after the approval of the PO.

#### 3. OPERATIONAL POLICIES

- a. The O&M Committee shall assign one collector in every sitio.
- b.The collector is also assigned to monitor if the maintenance plan is being carried out.
- c. Taking a bath and washing laundry in the hand pump floor area is not allowed.
- d.Cleanliness must be observed in the area.
- e. Children using the hand pump must be monitored by the person-in-charge to avoid damages.
- f. The person-in-charge (collector) shall immediately report any damage to the O&M Commitatee Chairman.
- g. The O&M Committee shall request for the repair of any damage of the sub-project.
- h.Immediate repair shall be done after the PO's approval of request.



#### **ANNEX 4** EXAMPLE OF OPERATION AND MAINTENANCE PLAN

### V. THREE YEAR SUSTAINABILITY PLAN (OCT 2009 – DEC 2011)

KRA	Toward Output	Output Indicator	Yearly Targets		
KRA	Target Output	Output Indicator	Yr1	Yr2	Yr3
Institutional					
1. Meetings/ assemblies	Functionality of the BOD/ Committees/ executive officers and active support and cooperation of the members are sustained.	<ul> <li>No. of BOD meetings</li> <li>No. of meetings of each committee</li> <li>No. of executive officers meetings</li> <li>No. of General Assemblies made</li> <li>% of GA attendance</li> </ul>	3 3 3 1 90%	12 12 12 1 95%	12 12 12 1 1 100
2.Training/ education	Knowledge and skills of the PO officers and staff are enhanced.	- No. of trainings conducted - No. of officers trained	4 15	5 20	6 25
3.Membership expansion	Present 100 PO members increased by 50% within three years.	- % increase of members each year	10%	20%	20%
4.Networking	Partnership established with and financial and technical assistance accessed from government and private agencies.	<ul> <li>No. of govt./ private institutions established/ sustained linkages</li> <li>No. of sub-projects accessed</li> </ul>	3	3	3 2
Financial					
1. Financial generation	Generated P10,000 from user fees within three years. Generated P5000 from members' contribution within three years.	- Amount generated from members contribution     - Amount generated from user fees	1000	2000 3000	2000 5000
2.Submission of Financial/ institutional reports	Regular financial and institutional reports required by the registering agency and the BOD submitted on time.	Annual Financial /institutional reports     submitted     Monthly financial status report     submitted to the BOD/ President	1 12	1 12	1 12
Operational					
1.Repair and maintenance	Regular schedule of sub-project operation sustained.	<ul> <li>All major repairs made</li> <li>Parts/ portions of the sub-project are regularly maintained.</li> </ul>			
2.Purchase of additional equipment	Additional unit/s of equipment purchased	- Unit of equipment purchased (The number of equipment to be purchased depends on the financial capacity of the PO.)			
3. Expansion of users/ customers	Users/ customers of the sub-project are increased by 50% within three years	- % increase of users/ customers	10%	20%	20%





# STORIES FROM THE FIELD

# People's Organization helps resolve a conflict in Koronadal Proper

his is the story of how a conflict started in one of the MTF-RDP target villages in Polomolok, and how the People's Organization of Koronadal assisted in resolving it.

Koronadal Proper is a tri-people community -- about 67 percent are "settlers", 30 percent are Maguindanawans, and three percent are Lumads.

The Mindanao Trust Fund – Reconstruction and Development Program started to work in Koronadal in 2008. The first priority project identified by the villagers was a Community Learning Center, which was completed in the same year.

During a barangay fiesta (festival) a brawl developed out of a personal fight. Nobody clearly remembered who the shooter was, but one of the bystanders, a Christian resident, was killed by a gunshot. Because the residents could not pinpoint the person who killed him, a Maguindanaon was blamed.

In order to get even, the family of the victim took revenge after some months. A paramilitary volunteer shot the 7 year old son of a Muslim family; and after that the Muslims retaliated and resulted to the killing of the leader of the Ilagas (settler group known to be an adversary of Muslims). At that point, the community residents, including the People's Organization, felt that the violent events were the beginning of a cycle of conflict. Villagers did not feel secure in the community anymore. Five shops had to close down, and the staff of the BDA Regional Management Office was advised not to stay in the community after three o'clock in the afternoon. As this all came at a time when a lot of training was to be given in the village by the BDA staff, a solution had to be found on how to make the village secure again.

The Barangay Council, assisted by the People's Organization working on the Community Learning Center, then approached the council of elders to respond to the situation. Afterwards, the People's Organization played a major role of facilitating the creation of a fund for conflict resolution and identifying a sponsor. First, the Organization approached the United Muslim Professional Association (UMPA), but because UMPA did not have sufficient funds. They in turn, approached The Asia Foundation for support. After resources were committed, the conflict resolution process started in earnest. The People's Organization facilitated discussions for the Muslim side, and the Community Learning Center became the venue for a series of meetings on how to settle the dispute. Now the conflict has been settled and residents are happy with the mitigation that was initiated within the community.





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Smells Like Team Spirit
Lagundi, Sarangani Province, Southern Mindanao

he village of Lagundi in the Municipality of Kiamba, Sarangani Province is characterized by a mixed population of Muslims and Christians. Before the start of MTF-RDP implementation in village, there was a strict distinction between Christian and Muslim puroks (sub-villages), where no Christian would ever venture into a Muslim purok and vice versa. Not even the children would play together. There was a biased view of Muslims, who were perceived as not being trustworthy. Also, the two groups had (and still have) differing ways of earning an income: while most of the Muslim families own small coconut plantations, the majority of the Christian inhabitants make a living from working in the big coconut plantation as laborers.

Most of all projects ever implemented in Lagundi were placed in Christian puroks. Even the Barangay Captain did not have the necessary trust in the Muslim inhabitants and doubted that they were capable of successfully implementing a project. So when the MTF-RDP sub-project for the construction of a Community Learning Center was identified, he, while not directly opposing the activity, also did not actively support it.

Despite the odds, the sub-project started. In contrast to other projects which were always routed through the LGU and given to sub-contractors in case there was construction involved, this project was implemented by the Peoples' Organization with technical support from the Municipality. LGU support came in the form of assistance given by the Municipal Engineer and the Municipal Technical Team.

For the construction work, people from Lagundi were employed. Some of them were Christians, some Muslim. First the Christian workers were quite reluctant to enter the Muslim purok. However, once the work started, people were very busy -- so busy in fact, that they worked till sunset. And then, because it was late, found occasion to spend the night in the Muslim purok.

This was how the new quality of Christian-Muslim relationship started in Lagundi. Christians benefited from Muslim hospitality and lost their fear. Muslims also saw that there was no reason to shy away from their Christian fellow villagers. Now, Muslims going to Christian puroks are welcome there and the same is true for Muslims visiting the Christian areas.

An interesting side note is that the Municipal Development Facilitator of Lagundi, a Muslim, has gotten married to a Christian woman. The couple now lives together in his house in the Muslim purok without problem. He reports that his wife's parents are supportive as well.

During the turnover ceremony for the Community Learning Center, the Barangay Captain spoke and recalled how he had doubted the villagers' capacity to implement a project themselves, especially since the sub-project was in a Muslim purok. He then mentioned that he had a complete change of heart and was very proud of his community.

Now that the Community Learning Center is finished, the villagers of Lagundi have set out for the next sub-project: three communal coconut smoking ovens (coco pugon or coco grills). They will be located at a Muslim purok as well, because most Muslim families produce copra from their small plantations. Traditionally, the color of copra smoked over open fire from coconut husks is dark brown or black. In addition to getting a lower price in comparison to white copra, the production process exposes the worker to hazardous smoke. The coco-grills planned now are a closed system, using coconut husks like before. However, there is no smoke development, and instead of selling at PhP20 per kilo for the dark copra, white copra fetches a selling price of PhP 20.30.

A recent observation is that when Lagundi villagers relay stories to visitors, they often mention about their new-found solidarity before they discuss about the actual sub-projects. The local administration's previous lack of trust and its complete change of view after the first project was completed is indeed something significant to the villagers.

#### **ANNEX 5** STORIES FROM THE FIELD

# Flood-Free Health Center Improves Access to Health Services in Liguasan Marsh

Can be constructed in the middle of Liguasan Marsh.) This was how Taid Maul, one of the 50 members of the United Peace Homeowners Association (UPHA) expressed his feelings after seeing the newly completed Community Health Center (CHC) in Sitio Marges, Buliok, Pagalungan, Maguindanao. The CHC with a dimension of 48 square meters is a half-concrete building with one lying-in room, a wide sala and toilet. Its floor is elevated from the ground for around four feet by nine concrete posts. The floor elevation is necessary to protect the whole building from frequent flooding in the area. The CHC construction was made possible through the support of the Mindanao Trust Fund-Reconstruction and Development Program.

The sitio is located in the middle of Liguasan Marsh which sprawls some thousands of hectares along the boundary of Maguindanao and North Cotabato provinces. The marsh has some hundreds of islets formed from the sediments due to erosion some centuries ago. A number of these islets with more or less one to five hectares width each comprise Sitio Marges. It has a total of 75 households, all Maguindanaons. The islet where the CHC is located is around two hectares wide with some 10 houses built on it.

Due to extreme poverty, most of sitio residents can only afford to build houses made of round wood, bamboo, nipa and other shrubs; only a few have the luxury to use lumber and galvanized iron as housing materials. The high cost of transporting housing materials from the town centers has been prohibitive. Thus, they just maximize whatever available housing materials they can find around the marsh.

Since the foundation of Barangay Buliok few decades ago, Sitio Marges residents have never seen a build-ing--concrete or not--constructed by any government or private agency to support social and economic development of the sitio and that of its neighboring sitios of Midsayap and Sapakan. Sporadic armed clashes between the military and Moro mujahedeens have disrupted and prevented the extension of development projects and social services to the area.

In particular, the residents have been craving for a regular health service to their community for so long a time. With their isolation, access to health services such as vaccination, first aids, getting blood pressure reading, buying over-the-counter medicines, and prenatal and postnatal check up can only be had by crossing the marsh for more than an hour boat ride and another 30 minutes of land travel.

Frequent flooding in the area contaminates their shallow wells and puts most of them at risk of catching water-borne diseases. Many of the residents have also experienced malnutrition and upper respiratory tract infection, among others.

This explains the thirst for development assistance of Taid and the other residents and their disbelief that such CHC construction is possible, especially so that it's built over the isolated sitio in the marsh and made of semi-concrete materials. They never expected such development project could ever happen in their lifetime.

The construction and operation of the CHC has enkindled the hopes of Sitio Marges residents as well as the 145 households from nearby sitios for development opportunities. The UPHA officers are determined to maximize all internal and external resources to sustain the CHC. An operation and maintenance manual for the CHC has been prepared, and UPHA offices have undergone training to effectively implement it. Part of their plan is to access support from the Botika ng Barangay program, mobilize the Barangay Health Workers and Municipal Midwife, and conduct basic health training for Sitio Marges with the objective of forming their own Sitio Health Workers. The plan is fast becoming a reality, especially now that both the Municipal and Barangay LGUs have declared their support to UPHA.





### MINDANA TRUST FUND FACILITY BECONSTRUCTION AND DEVELOPMENT PROGRAM

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# One thousand Pesos in exchange for water access? Thanks, but no thanks.

upi is a tri-people community (Muslim 65%, 35% Lumads, 5% Christians) in the area near Polomolok in South Mindanao. Tupi has a barangay water system, but not in all sitios. Ten puroks and one sitio were without access to clean water. People used to dig a hole on the river bank for a kind of shallow well and fetched water from there. On average, the water source was 500 meters away from the community.

While this is not an overly long way for walking, there was another draw-back of having this source of water: diarrhea was highly endemic in the area, especially in children. The diarrhea problem was so severe, especially in one purok, that there were ten cases of grave malnutrition reported among children. The malnutrition problem did not come from a lack of food, but from the frequent incidence of diarrhea. This was the reason why a water system for those parts of the Barangay that did not have one was identified as first priority.

Now, people have their water at the doorstep (one tapstand per 5 houses).

Diarrhea has almost disappeared. From the three months after the sub-project completion, there have been no reported cases of diarrhea. There has never been a period without diarrhea in the area before. And of course the cases of malnourishment have disappeared since the people completed their water system. Overall, 100 houses benefit from the new water system, and people seem to be very happy.

One of the community members said: "Even if offered 1,000 Pesos in exchange for my water system, I will not take the money, I would keep the water."

In order to keep the water running, each household contributes 20 Pesos to the maintenance fund per month. This is the same amount, residents of the other puroks pay for using the barangay water system. The collection runs smoothly.

Asked what was the most memorable fact in connection to the water system, the Municipal Development Facilitator recalled the people wondering about the very high commitment of the Municipal Engineer. He was always there, did daily inspections, and was very diligent. According to the community, such a behavior is very rare and highly commended.

#### **ANNEX 5** STORIES FROM THE FIELD

### Water for All Possible

The Pangi Christian and Muslim Solidarity for Peace and Development Organization or PAC-MSPDO, is the BDA-MTFRDP partner in the implementation of a Community Driven Development project in Barangay Pangi, Municipality of Maco, Province of Compostela Valley.

Barangay Pangi has some 600 household (HH) population in seven (7) sitios. The most densely populated sitio is Sitio Durian with 165 HH, followed by Sitio Lanzones with 110 HH. Four (4) of the 7 sitios are situated far from the barangay center namely Sitio Nangka , Marang, Macopa and Manga. The last two sitios are Muslim-populated.

The PO, as its name suggests, is composed of Muslims and Christians, who banded together for the common objective of bringing development and peace in the community. Organized in 2008 during the early years of the MTF-RDP, the PAC-MSPDO has already implemented two (2) water system sub-projects. Both water system projects together aimed to provide drinking water to the residents in the 7 sitios.

The total sub-project cost is P981,623.07 supported by an MTF-RDP block grant of P722,520.97. With this amount however, water service could only reach the nearer households but not the two farthest sitios. The PO, especially its President, Bernabe P. Luna, and the Project Manager, was uneasy and spent sleepless nights thinking how and where they could source additional funds and materials so that all will benefit from the water project.

Despite being aware of policy limits in CDD block grant availment under the MTF-RDP, Mr. Luna lodged continual appeals before the BDA, the MTF Secretariat, and even before visiting donors. Although he gets the same answers disapproving his request, Mr. Luna did not lose sight of the shared vision to provide water for all.

And so they sought out other possible supporters. When the idea of seeking further assistance from provincial and municipal officials was suggested, the PO presented their case before officials of the Provincial LGU, the Municipal LGU and the Office of the Congressional Representative. This proved fortuitous as they successfully solicited pipes and other plumbing materials enough to elevate their water system to level 3 – that is, providing water at the household level.

The experience of PAC-MSPDO demonstrates that if we persist, stay determined and to not immediately give-up, we can achieve our aims.



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### CDD Brought Water Into Our Backyard

**(**(I shall forever be grateful to BDA-MTFRDP for bringing water to our backyard," says an elderly woman, Babu Miramulyn, during the final inspection of Piso Level 2 Water System Project in December 2009.

Barangay Piso is found in the Municipality of Banaybanay, Province of Davao Oriental. It is a coastal barangay traversed by the national highway. Its population of 3,402 people is comprised of K'gan Muslims, Cebuanos, Boholanos, and Ilonggos. The main sources of income are fishing, farming, and employment. The tenurial system in place, where a few people own most of the lands, has brought many people to live in poverty.

While the barangay is easily accessible by transportation, basic services like potable water system are still hard to come by. Accessing water even exposes residents to risks as fetching water entails crossing the national highway. In many rural areas, the children are always the ones burdened with the task of fetching water. Children in Barangay Piso are no different. But for children here, they have to be all eyes and ears when they do so to avoid getting run over by big passenger buses plying the Tagum-Mati route that run at high speeds.

Thus, it was no surprise when the community identified access to potable water in Puroks Niyogan and Nocos as the priority need. The community agreed to undertake a Level 2 Water System Project for Purok Niyogan and the Rehabilitation of the Level 2 Water System in Purok Nocos.

The PO and RMO Project Team faced several challenges during implementation. For one, the people were doubtful about the realization of the project during the early part of the CDD process. This negative attitude is a result of prior experience on failed projects. An even bigger challenge was the lack of support from the MLGU, which resulted to the delay in the finalization of the sub-project proposal. The PO and the RMO Project Team were undaunted; they patiently looked for alternative ways in completing the requirements and their efforts paid off.

On September 11, 2009, the first tranche of the block grant was released. The project's physical construction started on October 6, 2009. On December 10, 2009, after eight (8) weeks of implementation, the project was completed. This is a record for RMO Davao as other projects on the average were completed in three and a half months.

With the completion and functionality of the water systems in Purok Niyogan and Purok Nocos, the community's perception about the Program and the BDA changed. The households that directly benefited from the project had so much to thank about.

With water literally now in their backyard children have been freed from the arduous and risky task of fetching water from a distant source. People have also freed up time in fetching water to work on productive activities.

#### **ANNEX 5** STORIES FROM THE FIELD

# Perserverance and Collective Action Earn Trust

Really, I did not trust you in the beginning that you could do it because of our experience in project implementation in this barangay. But, with what you have shown, all my distrusts were erased." Thus quipped Mayor Elsie Lucille R. Perrett during the inauguration and turn over of the community solar drier with shed in Barangay Pinol, Maitum, Sarangani.

The Maitum local government unit (LGU) has transformed from being reluctant and unenthusiastic to a now very active and functioning LGU partner of the Bangsamoro Development Agency (BDA). The mayor's inspiring message was a welcome change in contrast to what transpired during the initial phases of the MTF-RDP implementation.

Barangay Pinol is one of the priority sites identified in the 2nd Program Partnership Agreement (PPA2) entered into by the BDA and CFSI under MTFRDP. It is the last barangay of Maitum, situated at the boundary of Maitum and the Municipality of Palimbang Province of Sultan Kudarat. The barangay is 127 kilometers from General Santos City and is 100% inhabited by Maguindanaons. The barangay has been in the forefront of armed conflicts since 1968 either as host barangay of internally displaced persons or as host to armed hostilities.

For a time, the Southern Mindanao Regional Management Office (RMO) of the BDA, headed by Mr. Mohalikin Piang, thought that the project implementation for MTF-RDP by the BDA in Barangay Pinol will not materialize. Implementation has been delayed for almost a month as the RMO had difficulties in getting the Mayor to sign the Memorandum of Agreement (MOA). Mayor Perrett was hesitant to submit a request to the Sangguniang Bayan of Maitum to authorize her to enter into an agreement with the BDA despite making a commitment to do so after attending the general orientation for local chief executives conducted by the OPAPP and the MTF Secretariat in Davao City. The Mayor explained that her non-approval of Pinol as the pilot area was because she had other barangays in mind that are more affected by armed conflicts. Mayor Perrett also said she still needs clarifications on some provisions in the MOA regarding counterparts. Moreover, she expressed that she will need to seek the clearance of the Provincial Governor.



# MINDANA O TRUST FUND FACILITY RECONSTRUCTION AND DEVEL OPMENT PROGRAM

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The RMO did not take this sitting down. Immediately, they arranged for a dialogue with the LGU to clarify matters and to convince them to collaborate with the BDA. Before the Mayor, Vice Mayor and the Municipal Planning and Development Coordinator (MPDC), RM Piang explained why Pinol was prioritized. The RMO team also conveyed that if the piloting in Pinol becomes successful, then the other LGU preferred sites might be covered in the next PPA. The RMO's perseverance paid off. The evasive MOA was signed as a result of the dialogue.

The delay in MOA signing, however, was not the only challenge confronting the Municipal Development Facilitator (MDF) and the RMO. There was the ticklish issue of how to properly acknowledge the efforts of the MLGU in the preparation of the DED and in the selection of the skilled work force for the sub-project. The RMO patiently worked out solutions to address the concerns of the MLGU as objectively as possible. Among the actions of the RMO was to involve the MLGU, especially the Municipal Technical Team (MTT) and the Multisectoral Committee (MSC), in decision making in every stage of program implementation.

The Peoples Organization (PO) of Pinol also did their share of the networking responsibilities by seeking audience with the MTT at the municipal hall followed by constant communication and reporting, together with the MDF, on project progress.

These strategies by the RMO and the PO yielded very positive results. The MTT became active in the preparation of the detailed engineering design including the cost of supplies and in monitoring and supervising subproject implementation.

Furthermore, MLGU counterpart substantially exceeded the required 10%. By August 19, 2009, the MLGU counterpart already rose to P183,323.00 or 36.7% of the total project cost. What is more interesting to note was that the Municipal Mayor even submitted a status report to the RM Mohalikin Piang, stating how much counterpart was already given by the MLGU together with updates on physical accomplishment with photo documentation.

Truly, when trust is earned, productive partnerships flourish.

#### **ANNEX 5** STORIES FROM THE FIELD

# Cotabato City: From an apparently hesitant partner to an all out supporter of the MTF-RDP

## THE CITY AS HOST OF MANY MIGRANTS AND IDPS

The Local Government of Cotabato City has jurisdiction over a population of around 259, 153 individuals. Being the largest city in Central Mindanao, it is not difficult to imagine the challenges of running programs and providing basic services for its growing populace. Such was the realization of the BDA when it entered into a partnership with the Cotabato City LGU for the UIDP sub-component of the MTF-RDP.

Selecting Cotabato City as a site for the UIDP sub-component was a natural choice. The City has been known to be the host of many displaced families coming mostly from Maguindanao and nearby municipalities affected by violent conflict. When the BDA conducted protocol visits to the office of the City Mayor, it discovered that at least three barangays had qualified as a beneficiary for the UIDP sub-component of the MTF-RDP.

Cotabato City has been the host of many development programs supported by foreign funds. For that reason, BDA thought that initial arrangements to enter into a partnership with the City LGU would be a breeze. After all, the MTF-RDP would just be one additional Program, as there were a host of many foreign funded programs and offices already found in the City.

## MOU NOT MOA AS STARTING AGREEMENT BETWEEN THE CITY AND BDA

But BDA's spirits were dampened when the CLGU expressed hesitation over signing a Memorandum of Agreement (MOA) for the implementation of the UIDP Sub-component in the city. Instead, city officials insisted on first signing a Memorandum of Understanding (MOU) which would contain more general conditions of partnering with the BDA.

This was a source of concern because in the MTF-RDP implementation, the signing of a MOA was among the very first steps that needed to be done before proceeding with any activities involving the communities. The MOU, which did not specify a commitment in terms



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of amounts that Cotabato City would share as counterpart funds, was a source of uncertainty regarding the City LGU's support of the Program. But because implementation of the UIDP Sub-component could not be hampered, an MOU was good enough, especially since City Officials had assured the BDA that it would later sign a MOA.

On the part of the City, there was good reason not to immediately sign a MOA with the BDA. Mayor Musvlimin G. Sema was willing to provide a cash counterpart, but wanted to ensure that he had enough funds to set aside. Additionally, he wanted the Sangguniang Panlungsod (City Council)'s nod for the amounts that the City would share for the project. That logically meant that the chosen barangays had to undergo the first few steps of the CDD process, and that they had to complete their Community Investment Plans as a precise basis of the City's ten percent counterpart.

The BDA has learned that patience is a road that leads to good things. Eight months after the MOU was signed, the much awaited MOA was signed between the Local Government of Cotabato City and the BDA.

## SPECIAL ACCOUNT FOR COUNTERPART FUNDS

The MOA, signed on September 8, 2009, has guaranteed Barangays Bagua Mother, Poblacion Mother, and RH3 of assured funds for their chosen sub-projects. The City government, in fact, established a special development fund from which projects like MTF-RDP can draw required counterpart funds. This was a wise move especially as forthcoming cycles of sub-projects are to be completed around a month before the May 2010 elections.

The City Government of Cotabato may have created an impression that it was too careful about committing funds to support the MTF-RDP, but it has also shown the BDA that the City government puts its money where its mouth is. It has also shown how to regularize counterpart fund requirements to grant funds like those coming from the MTF and set a precedent for other LGUs to likewise establish an institutionalized financing facility for poor and IDP communities.

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# P.O. AND SUB-PROJECT INFO MATRIX

Cumulative as of December 31, 2009

1	SP Title	Project Cost Sharing				<b>-</b>
Location		MLGU	BLGU	P0	Block Grant	Total SP Cost
CENTRAL MINDANAO REGION	18 SPs					
Sapad, Matanog, Shariff Kabunsuan	13 Units Coco Pugon	111,000	35,309	23,550	976,160	1,146,019
Sapad, Matanog, Shariff Kabunsuan	Water System w/ Communal Toilet	49,900	24,600	12,300	413,241	500,041
Buliok, Pagalungan, Maguindanao	Livelihood Training Center	76,500	70,900	40,400	499,804	687,604
Buliok, Pagalungan, Maguindanao	Community Health Center	47,000	12,200	10,800	407,824	477,824
Labungan, DOS, Shariff Kabunsuan	Deep Well Water System (Level 2) w/ Ground Tank & Power House	125,194	56,175	42,025	859,503	1,082,897
Magatos, Kabacan, Cotabato	Solar Dryer on Grade & Warehouse	84,609	48,775	42,509	499,862	675,755
Magatos, Kabacan, Cotabato	Potable Water Supply System Level 2-Deep Well	86,001	25,275	18,750	499,999	630,025
Dungos, Tulunan, Cotabato	Livelihood Training Center	84,245	46,100	31,100	499,471	660,916
Badak, GSKP, Maguindanao	Multi-Purpose Building	162,225	60,400	35,400	497,917	755,942
Badak, GSKP, Maguindanao	Solar Dryer on Grade	55,973	20,990	18,950	399,976	495,889
Daladagan, Mangudadatu, Maguindanao	Livelihood Training Center	68,200	45,500	30,500	532,756	676,956
Manarapan, Carmen, Cotabato	2 Units Solar Dyer on Grade	50,000	15,000	10,000	425,000	500,000
Manarapan, Carmen, Cotabato	Solar Dryer on Grade	53,917	25,545	20,585	424,858	524,905
Madia, Datu Saudi, Maguindanao	Community Training Center	86,797	19,625	18,775	499,988	625,184
Pigcalagan, SK, Shariff Kabunsuan	Water Supply System Level 2-Deep Well	44,000	17,000	10,000	499,415	570,415
Pigcalagan, SK, Shariff Kabunsuan	6 Units Hand Pump Water Supply System	63,400	50,400	17,218	486,000	617,018
Laguillayan, Isulan, Sultan Kudarat	Community Hall	48,300	15,000	11,300	499,786	574,386
Laguillayan, Isulan, Sultan Kudarat	Warehouse	31,850	9,900	6,372	272,673	320,795
DAVAO REGION	16 SPs					
Lucatan, Tarragona, Davao Oriental	Community & Livelihood Center	153,450	116,739	53,204	944,160	1,267,552
Lucatan, Tarragona, Davao Oriental	Box Culvert	42,048	8,410	11,993	484,178	546,629
Inawayan, Sta. Cruz, Davao del Sur	Electricity Powered Deep Well Water System	49,138	11,339	7,560	377,982	446,019

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	SP Title	Project Cost Sharing				
Location		MLGU	BLGU	P0	Block Grant	Total SP Cost
DAVAO REGION	16 SPs					
Inawayan, Sta. Cruz, Davao del Sur	Water System	65,952	19,785	15,550	484,789	586,076
Tambogon, Pantukan, Compostela Valley	Concrete Tire Path	69,153	8,686	5,790	289,528	373,157
Tambogon, Pantukan, Compostela Valley	Community & Livelihood Center	80,671	19,137	47,970	637,912	785,691
Pangi, Maco, Compostela Valley	Livelihood Center	32,670	217,226	13,920	277,479	541,295
Pangi, Maco, Compostela Valley	Water System Level 2	199,232	30,965	28,905	722,521	981,623
Canatan, Asuncion, Davao del Norte	13 Units Jetmatic Hand Pumps Water System	62,405	19,200	11,400	524,051	617,056
Canatan, Asuncion, Davao del Norte	Electrification Project (960 M Single Phase Line)	131,876	24,174	13,726	475,949	645,725
Liboganon, Tagum City, Davao del Norte	Community & Livelihood Center	80,671	19,137	47,970	637,912	785,691
Liboganon, Tagum City, Davao del Norte	6 Units Elevated Water Tank	74,525	14,484	41,700	362,088	492,797
Fishing Village, Malita, Davao del Sur	Community & Livelihood Center	80,671	19,137	47,970	637,912	785,691
Fishing Village, Malita, Davao del Sur	Electrification Project (750 M Single Phase Line)	99,227	19,261	12,517	362,088	493,093
Cuambog, Mabini, Compostela Valley	Community Learning Center	80,354	24,977	50,640	499,537	655,507
Piso, Banaybanay, Davao Oriental	Water System - Level 2	120,600	34,018	41,600	499,960	696,177
RANAW REGION	15 SPs					
Pacalundo, Baloi, Lanao del Norte	Community Livelihood Training	80,400		132,350	1,000,000	1,212,750
Pacalundo, Baloi, Lanao del Norte	2-Lane Tire Path			35,000	460,000	495,000
Lupitan, Poona Piagapo, Lanao del Norte	Livelihood Training Center	50,000	15,000	10,000	500,000	575,000
Poctan, Butig, Lanao del Sur	Livelihood Training Center	50,000	15,000	10,000	500,000	575,000
Sawer, Masiu, Lanao del Sur	Livelihood Training Center	50,000	15,000	10,000	500,000	575,000
Sawer, Masiu, Lanao del Sur	Community Health Center	50,000	15,000	10,000	500,000	575,000
Nusa, Balindong, Lanao del Sur	Community & Livelihood Center	50,000	15,000	10,000	500,000	575,000
PanggawLupa, Calanugas, Lanao del Sur	Community & Livelihood Center	50,000	15,000	10,000	500,000	575,000
Sandab, Butig, Lanao del Sur	Community & Livelihood Center	50,000	15,000	10,000	500,000	575,000
Sandab, Butig, Lanao del Sur	Community Peace Center	133,768	19,980	13,140	499,815	666,703
Macabao, Ganasi, Lanao del Sur	Community & Livelihood Center	50,000	15,000	10,000	500,000	575,000
Dimarao, Mulondo, Lanao del Sur	Community & Learning Center	59,550	19,620	11,700	499,012	589,882
Maligo, Pualas, Lanao del Sur	Community & Learning Center	59,550	19,620	11,700	499,512	590,382
Tolali, Marawi City, Lanao del Sur	Community & Learning Center	60,899	18,900	12,600	523,107	615,506
Sunggod, Lumba Bayabao, Lanao del Sur	Community & Learning Center	59,550	19,620	11,700	499,012	589,882
SOUTH MINDANAO REGION	17 SPs					
Malisbong, Palimbang, Sultan Kudarat	2 Units Solar Dryer & 2 Units Warehouse	112,085	112,085	56,043	840,644	1,120,857

Location	SP Title	Project Cost Sharing				T. 100 0
		MLGU	BLGU	Р0	Block Grant	Total SP Cost
SOUTH MINDANAO REGION	17 SPs					
Malisbong, Palimbang, Sultan Kudarat	5 Units Communal Toilets	33,000	15,000	18,000	270,000	336,000
Sapu Masla, Malapatan, Sarangani	Water Supply System	80,880	38,400	25,050	500,000	644,330
Sapu Masla, Malapatan, Sarangani	Water System Level 2	100,000	15,000	10,000	375,000	500,000
Pananag, Maasim, Sarangani Province	Training Center	71,356	21,407	14,271	636,854	743,889
Pananag, Maasim, Sarangani Province	Trading Center	100,000	20,800	56,054	273,146	450,000
Koronadal Proper, Polomolok, South Cotabato	Livelihood Training	76,107	22,832	15,221	646,907	761,067
Koronadal Proper, Polomolok, South Cotabato	Community Solar Dryer with Shed	114,753	14,754	9,836	353,421	492,764
Bunao, Tupi, South Cotabato	Community & Livelihood Center	70,788	25,036	23,639	561,172	680,635



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		Project Cost Sharing				
Location	SP Title	MLGU	BLGU	P0	Block Grant	Total SP Cost
		'				
SOUTH MINDANAO REGION	17 SPs					
Bunao, Tupi, South Cotabato	Water System Level 2	112,935	21,390	18,145	338,828	491,298
Kraan, Palimbang, Sultan Kudarat	Community & Livelihood Center	55,500	16,600	46,898	554,302	673,300
Kraan, Palimbang, Sultan Kudarat	7 Units Coco Grilles	48,436	8,400	14,658	195,668	267,162
Lagundi, Kiamba, Sarangani	Community & Livelihood Center	387,970	2,000	71,256	558,730	1,019,956
Lagundi, Kiamba, Sarangani	3 Units Coco Pugon	242,714	12,960	7,020	351,271	613,964
Pinol, Maitum, Sarangani	Water System Level 2	133,405	20,100	13,500	499,995	667,000
Pinol, Maitum, Sarangani	Community Solar Dryer with Ware- house	50,000	15,000	10,000	425,000	500,000
Kabuiling, Palimbang, Sultan Kudarat	Community Solar Dryer on Grade with Multi-Purpose Warehouse	68,847	17,820	12,385	499,352	598,404
ZAMBASULTA REGION	12 SPs					
Baguindan, Tipo-Tipo, Basilan	Community & Learning Center	92,664		46,332	926,639	1,063,827
Upper Garlayan, Maluso, Basilan	Concrete Tire Path	174,047		79,000	810,780	1,065,594
Pamatsaken, Sumisip, Basilan	Concrete Tire Path	156,094		55,100	894,221	1,105,415
Guinanta, Albarka, Basilan	Community & Livelihood Center	74,390		37,195	743,898	855,483
Baiwas, Sumisip, Basilan	Concrete Tire Path	94,070		71,100	703,780	868,949
Tuburan Proper, Mohamma Ajul, Basilan	250 LM Concrete Tire Path & Culvert Installation	105,620		71,100	692,176	868,896
Tuburan Proper, Mohamma Ajul, Basilan	Concrete Tire Path	133,800	19,660	14,140	500,000	667,600
Langgung, Hji. Muhammad Ajul, Basilan	Community & Learning Center	50,600	18,200	18,200	486,000	573,000
Baas, Lamitan City, Basilan	Concrete Tire Path	82,300	21,900	18,000	499,850	622,050
Crossing Baguindan, Tipo-Tipo, Basilan	Community & Learning Center	50,600	18,200	18,200	486,000	573,000
Sapah Bulak, Sumisip, Basilan	Water System Level 2	76,250	18,451	30,000	618,450	743,151
Balagtasan, Lamitan City, Basilan	Community & Learning Center	50,600	18,200	18,200	486,000	573,000
ZAMBOPEN REGION	13 SPs					
Sungayan, Dinas, Zamboanga del Sur	Concrete Tire Path	108,150	34,120	19,925	963,170	1,125,365
Canacan, Kabasalan, Zamboanga Sibugay	Community & Livelihood Center	50,000	15,000	10,000	500,000	575,000
Canacan, Kabasalan, Zamboanga Sibugay	Farmers Pathway	26,600	10,000	11,600	287,761	335,961
Sipakit, Sirawai, Zamboanga del Norte	Warehouse w/ Solar Dryer on Grade	50,000	15,000	10,000	500,000	575,000
Mamagon, Naga, Zamboanga Sibugay	Community & Livelihood Center	50,000	15,000	10,000	500,000	575,000
Mamagon, Naga, Zamboanga Sibugay	Rehabilitation of Intake Box & Construction of Dug Well	129,730	19,459	12,794	486,488	648,470
Kaliantana, Naga, Zamboanga Sibugay	Community & Livelihood Center	50,000	15,000	10,000	608,387	683,387
Kaliantana, Naga, Zamboanga Sibugay	9 Units Shallow/Dug Wells	132,208	19,833	13,220	495,780	661,041
Pob. Muslim, Titay, Zamboanga Sibugay	Improvement of Water System	71,354	21,406	14,271	749,216	856,247
Gulayon, Alicia, Zamboanga Sibugay	Community & Livelihood Center	57,363	17,209	11,472	487,586	573,630
Matiag, Siocon, Zamboanga del Norte	Water System Level 2	69,548	34,774		591,153	695,474
Mucas, Salug, Zamboanga del Norte	200 M Concrete School Pathway	49,200	24,600		418,335	492,135
Pampang, Lapuyan, Zamboanga del Sur	Concrete Foot Bridge with Pathway	57,140	17,134	11,427	485,639	571,340





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Ms. Mary Judd, Mr. Roberto Tordecilla, and Ms. Myra Medina shared the task of carrying out editorial work. Mr. EJ Matela of MinLand served as publishing coordinator. Mr. Bagane Fiola put together the report's layout design.

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