

MINDANAO TRUST FUND

Facility

RECONSTRUCTION AND DEVELOPMENT PROGRAM

ANNUAL REPORT

2008



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Deutscher
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Photos courtesy of the MTF Secretariat and Partners

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See eMindanao.org.ph for more information on the MTF*

TABLE OF CONTENTS

Acknowledgements	5
Foreword	6
Messages	7
Acronyms and Abbreviations	9
Executive Summary	10
Mindanao	12
Mindanao Trust Fund: Reconstruction and Development Program	13
Developing Capacity for Program Management and Implementation	14
BDA Board of Directors Training	
Central and Regional Staff Training	
Municipal Development Facilitators Training	
Community Training for People's Organizations and LGUs	
Conflict Resolution Training	
Gender and Peace-building Training	
Program Implementation	21
Community-driven Sub-project Development	
Urban Internally Displaced Persons	
Physical Achievements of Community-based Infrastructure	
Grant Facility	
Environment	
Gender Participation	
Program Impact	26
Social Impact	
Economic Impact	
Impact on LGU	
Knowledge Management	29
Bridging Communication	
Peace Advocacy	
eMindanao Portal	
Financial Highlights	34
Fund Sources and Use	
Program Partnership Agreement	
Lessons and Challenges	36
Looking Ahead to 2009 and Beyond	37

Tables

Table 1:	Batches 1 and 2	14
Table 2:	Gender Disaggregation of Participants at Barangay and Municipal Levels	18
Table 3:	Types of Community Sub-projects	23
Table 4:	Gender Participation in People's Organizations	25

Chart

Chart 1:	CDD Sub-project Cycle	21
Chart 2:	Contribution to the MTF Facility	34

Map:	MTF-RDP Sub-project Sites as Displayed in eMindanao	32
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Annex

Annex 1:	BDA Board of Directors Capacity-Building Program for 2008	
Annex 2:	MTF-RDP Capacity Building Program	
Annex 3:	Example of Training Activity Report	
Annex 4:	Municipal Development Facilitator (MDF) Task Description	
Annex 5:	Internally Displaced Persons in Urban Areas Training	
Annex 6:	Gender and Peace-building Field Manual	
Annex 7:	Sub-project Information Matrix	
Annex 8:	Grant Facility Sub-projects' Achievements	
Annex 9:	Results Framework and Logframe	
Annex 10:	A Farmer's Prayer Answered	
Annex 11:	Bridging the Boundaries of Peace and Community Development: An LGU Perspective	
Annex 12:	Peace and Development Advocacy and Public Awareness through Media Project	

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Special thanks go to the staff of the Bangsamoro Development Agency (BDA) headed by its Chairperson Dr. Abas Candao and recently by Dr. Danda Juanday, and to the Technical Assistance Specialists led by Team Leader Mr. Rene Manantan.

Much of the information, stories, and pictures used in this report were drawn from progress reports, monitoring reports, project site monitoring visits and other documents prepared for the MTF-RDP. The pictures were taken by the MTF Secretariat. The Trust Fund Recipient, Community and Family Services International, provided important fiduciary and financial management services. A second Trust Fund Recipient, Mindanao Land Foundation, was brought in mid 2008 to provide technical assistance to BDA and pilot a sub-component on improving the lives of internally displaced persons in urban areas. The Implementation Service Provider, Associated Resources for Management and Development, continued to provide valuable guidance to and mentoring for the staff of the BDA for a good part of the year that led to stronger organizational capacity and effective implementation of the different sub-projects in the community. Success on the ground owes much to the BDA Central and Regional Staff, the Local Government Units and the People's Organizations in the communities.

Special thanks go to the contributing International Development Partners who believe in the efforts on promoting peace and development in Mindanao. These Partners are: AusAID, CIDA, DED, EC, NZAID, SIDA, USAID, and the WB. Our thanks also go to the Office of the Presidential Adviser on the Peace Process that provided strategic direction, facilitated LGU participation and cooperation and assisted in coordinating security for the partners' visit with the Joint Coordinating Committee on the Cessation of Hostilities and the Local Monitoring Teams.

FOREWORD

The events that took place in 2008 showed us the sensitivity and unpredictability of a peace process. Things that have been carefully and laboriously crafted over the years could suddenly come apart in the fragile social, economic or political environment. But however challenging a peace process can be, it must be pursued and kept. Talking is always a better option than fighting and the path to peace is the way to move forward.

Progress in the last two years of the capacity-building phase of the Mindanao Trust Fund-Reconstruction and Development Program (MTF-RDP) has been generally encouraging. Reports about increasing capacities and confidence of conflict-affected communities to manage their desired development projects now abound, as well as growing interest among local government units to take part in the MTF-RDP processes. Apparently, they are coming forward as a result of the opportunities that the MTF-RDP and other complementary initiatives in the area have created.

I believe that all these are happening primarily because the Bangsamoro Development Agency—the agency to whom the GRP-MILF peace panels has entrusted the task of leading and coordinating the reconstruction and development of conflict-affected areas—has ably taken on the challenge and remain committed to pursuing its development mission. I think we can now say that, to a certain extent, investment in capacity-building of BDA and its development partners is starting to pay off.

The MTF-RDP, together with other projects in Mindanao, and the continued commitment and strong cooperation among MTF development partners and stakeholders, is making a difference. I remain confident that we can continue to make a difference in the lives of our brothers and sisters in conflict-affected areas notwithstanding the difficult challenges that lie along our path to peace and development.

A handwritten signature in black ink, appearing to read 'Bert Hofman', with a stylized, cursive script.

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

MESSAGE FROM THE OFFICE OF THE PRESIDENTIAL ADVISER ON THE PEACE PROCESS (OPAPP)


Amidst the serious challenges and obstacles confronting the peace process in Southern Philippines in 2008, the Mindanao Trust Fund for Reconstruction and Development Program (MTF-RDP) continued to shed rays of hope in conflict-affected communities. I am particularly pleased to note the expansion of the program to other sites, creating more spaces for sustained collaborative peace-building among key stakeholders: the national government, the Bangsamoro Development Agency, the local government units, the donor community led by the World Bank, and the people themselves.

Year 2008 saw a major shift in the peace paradigm. To date, emphasis is placed on the conduct of authentic dialogue with the communities and stakeholders as the more important focus of the peace process. I regard the MTF-RDP as an effective vehicle for genuine dialogue not just in words but, more significantly, dialogue in action that significantly empowers the people in relatively less advantaged areas. The program is laudable for effectively promoting peace-building not only as a community-based process but one that is community-driven. Its unique approach is indeed worth replicating.

With the current thrust on Projects for Peace in Mindanao, as announced by Her Excellency Gloria Macapagal Arroyo during the first Cabinet meeting in Iligan City this year, the Philippine government through the OPAPP is even more committed to pursue the program as a flagship endeavor in support of the peace process with the Moro Islamic Liberation Front. The rehabilitation and development of conflict-affected areas need not wait for the peace negotiations to conclude. Through the MTF-RDP, we hope to build and sustain strong partnership with more and more local leaders who are at the forefront of transforming communities into more productive zones and thereby nurturing the grassroots peace constituency.

On behalf of the Philippine government, I wish to extend our profound appreciation and deep gratitude to the donor community – particularly, the World Bank as the Fund Administrator of the Program, the Australian Agency for International Development, the Canadian International Development Agency, the New Zealand Agency for International Development, Swedish International Development Cooperation Agency, the European Commission, the German Development Service (DED) and the United States Agency for International Development -- for their unwavering support to the pursuit of a comprehensive, just and lasting peace especially in Mindanao.

Mabuhay!


Secretary Arvelino I. Razon, Jr.
Presidential Adviser on the Peace Process
and Co-Chair, MTF Interim Steering Committee

MESSAGE FROM THE BANGSAMORO DEVELOPMENT AGENCY (BDA)

Greetings of Peace!

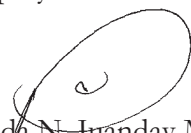
The Mindanao Trust Fund-Reconstruction and Development Program (MTF-RDP) through its 1st phase (capacity-building phase) characterized by a “learning by doing” approach has provided major contribution in capacitating the Bangsamoro Development Agency (BDA), an agency created by virtue of the GRP-MILF Tripoli Agreement on Peace of June 22, 2001 to determine, lead and manage relief, rehabilitation and development programs in the conflict affected areas in Mindanao. For this, the BDA is very grateful.

As development is both an individual and a collective responsibility, BDA believes that moral and spiritual development must precede material development if we are to guarantee lasting peace and prosperity. The Holy Qur’an provides, *“Allah does not change the condition of the people until the people change what is in themselves.”* Thus, it has been BDA’s strategy to start any development initiative with the strengthening of people’s moral fabric, through our values transformation activities. Although it may still be too early to claim that we are reaping its fruits at this point, we have received positive feedback from our field personnel about the People’s Organizations who refused bribes from suppliers or BDA volunteers who continued working in the field despite the very limited allowance given to them.

With the learning from the last two years, BDA continues to be confident that it could accomplish its mission through the community-driven development approach that MTF-RDP employs, where people play a vital role in determining what is best for them.

On behalf of the BDA, we would like to extend our thanks and gratitude to the World Bank, the Fund Administrator of the MTF, and to our other partner donor agencies in the MTF, who have been instrumental in making the dreams of the people in the conflict-affected areas a reality.

We pray to the Almighty that permanent peace be achieved in Mindanao.



Danda N. Juanday M.D.
Chairperson, Board of Directors
Bangsamoro Development Agency
and Co-Chair, MTF Interim Steering Committee

ACRONYMS AND ABBREVIATIONS

ARMM	Autonomous Region in Muslim Mindanao
AusAID	Australian Agency for International Development
BDA	Bangsamoro Development Agency
BOD	Board of Directors
CDD	Community Driven Development
CFSI	Community and Family Services International
CIDA	Canadian International Development Agency
CMO	Central Management Office (BDA)
DED	German Development Service
EC	European Commission
FA	Field Advisers
FLT	Functional Literacy Training
GRP	Government of the Republic of the Philippines
IAG	Institute of Autonomy and Governance
IDP	Internally Displaced Persons
LGU	Local Government Unit
MDF	Municipal Development Facilitator
MILF	Moro Islamic Liberation Front
MINLAND	Mindanao Land Foundation
MNLF	Moro National Liberation Front
M&E	Monitoring and Evaluation
MOA	Memorandum of Agreement
MDF	Municipal Development Facilitators (BDA volunteers)
MTF	Mindanao Trust Fund
MTF-RDP	MTF for Reconstruction and Development Program
MSC	Multi-sectoral Committee (municipal level)
MTT	Municipal Technical Team
NZAID	New Zealand Agency for International Development
OPAPP	Office of the Presidential Adviser on the Peace Process
PO	People's Organization
PPA	Program Partnership Agreement
RMO	Regional Management Office (BDA)
SIDA	Swedish International Development Cooperation Agency
SPP	Sub-project Proposal
TFR	Trust Fund Recipient
USAID	United States Agency for International Development
WB	World Bank

EXECUTIVE SUMMARY

The year 2008 started with optimism that a peace agreement between the Government and the Moro Islamic Liberation Front (MILF) would soon be forthcoming. However by late 2008, things took a turn for the worse when the Memorandum of Agreement on Ancestral Domain (MOA-AD or MOA), the culmination of eleven years' negotiation, scheduled to be signed in August 2008, was at the last minute aborted by a court issued temporary restraining order. In October the draft MOA was declared unconstitutional. Renewed fighting by two or three renegade commanders and the government forces resulted in hundreds of thousands of internally displaced persons and destruction of livelihood and property. The National Disaster Coordinating Council of the Government of the Philippines reports that, as of December 29, 2008, internally displaced population comprised of 15,392 families in evacuation centers and 47,457 families in areas outside the centers. This amounts to over 300,000 persons still displaced.

Even as the situation remains uncertain, ceasefire mechanisms on the ground are still holding except for certain areas. The Central Committee of the MILF as well as the Presidential Adviser on the Peace Process have requested that the MTF not stop but infact strengthen its important work in building the confidence of the people in conflict-affected communities and at the same time improve their lives.

This year has been a strong learning year for the Bangsamoro Development Agency (BDA) and its partners amidst all the challenges of community development work and both natural and man-made disasters. MTF-RDP continued its focus on building the capacity of, among others, the BDA, local government units (LGUs) and people's organizations at the community level.

The capacity building program is envisaged as a graduated process starting small and increasing in complexity, especially in the management aspects. This is necessitated by the fact that BDA was an infant organization in early 2006. The program has been divided into three learning batches: Batch 1 consisted of 6 sites with one site in each of the six BDA regional offices. Batch 2 increased it from a range of 5 to 10 sites. Batch 3, which will begin in 2009, will increase the types of sub-programs implemented to include stronger partnership with LGUs. To date, two batches of community development activities in 45 barangays with 53 sub-projects have been satisfactorily accomplished.

A new sub-component of working with internally displaced persons (IDPs) in urban settings was added in 2008 in the MTF-RDP. The BDA, in discussion with the Mayor of Cotabato City, identified the IDPs as an important and unserved group impacted by the armed conflict. Activities have begun in four urban areas.

The MTF-RDP opened a Grant Facility in 2007 to help expand the network of BDA partners for peace and development in conflict-affected communities in Mindanao. The BDA, in close coordination with the MTF Secretariat, awarded grants between Php300,000 to Php500,000 to qualified non-government organizations. A total of 15 approved

proposals and almost Php9 million was awarded in 2007 and 2008. The awards were given to strong proposals in the areas of knowledge management, gender in peace building, Muslims and indigenous youth vocational training, and educational facilities improvement. Results have been positive.

The impact of the MTF-RDP has been significant but more needs to be accomplished. It has built the capacity of BDA as an organization that can partner with LGUs and communities to implement small-scale reconstruction and development projects. It is now learning to work with professional development organizations for future up-scaling of the reconstruction and development work in Mindanao.

In general, the results of the surveys undertaken in 2008 were overwhelming positive and show that MTF-RDP has made a real difference in communities and its members' lives, in both tangible and intangible ways. The tangible impacts community members mentioned were those direct practical effects of the sub-project. For instance, as a result of a new access tire path, community members said that travel was now easier, faster and more comfortable. Moreover, they can now transport their products (such as copra) to larger markets outside of their barangay without difficulty or delay. The community now has a place to hold meetings, weddings and even training classes in the new community livelihood and training centers. The reports corroborated the findings of other studies on investments in community-driven development projects in that they are well spent and create beneficial economic impact.

The Program has also facilitated the partnership of BDA with external institutions to expand its reach on peace-building efforts, such as: to build and strengthen bridges of knowledge and information on peace and development issues between and among the MILF, the BDA and the greater Mindanao and Philippine public; and to tap various media and television for the production and airing of video documentary and live discussions of subjects featuring its development activities and related peace and development efforts in conflict-affected areas of Mindanao.

The coming year of 2009 poses many challenges for everyone, none more so than the Government of the Philippines and the MILF in seeking a path to peace. The challenges brought about by the global financial crisis, the poor economic performance of the country, and the re-occurrence of violence in Mindanao in late 2008 provide an important juncture for various groups to review and re-evaluate its program and approach. While the BDA will proceed with the planned Batch 3 of its work program and consolidate its gains in capacity building, it will also turn its attention to help the IDPs from the recent violence rebuild their homes and their interrupted livelihood. The External Monitoring Agent contracted by the MTF Secretariat will undertake a full evaluation of the MTF-RDP, the results of which would help OPAPP, BDA and the contributing MTF partners decide on the future direction of the Program. In the meantime, opportunities to continue working with others in health, education, gender, infrastructure, and peace monitoring and evaluation work will be welcome.

MINDANAO

The economic performance of the Philippines has decelerated in 2008 in line with the global economic slowdown and rising oil and food prices. Rapidly rising inflation has caused real income of households to decline, significantly increasing the hardships faced by the poor. With the twin challenges of slower growth and higher inflation buffeted by a major global financial crisis, the economy face difficult times ahead.

The Philippines continues to be adversely affected by violent and armed conflict in parts of the country, and especially in the Mindanao region. The decades-long intermittent conflict between government forces and separatist groups in Mindanao have destroyed infrastructure, displaced populations, slowed development, and have resulted in below-average human development and stagnating economic outcomes far below potential in the affected regions.

Sustained growth and development for the Mindanao region as a whole cannot take place without giving considerable attention to the development needs of identified conflict-affected areas, which comprise a sizeable portion of the island. However, recent violent conflict in the latter part of 2008 resulted in hundreds of thousands of internally displaced persons and destruction of livelihood and property (see box below). This, coupled with weak governance in many parts of the region, has reduced the effectiveness of development programs.

On 14 October 2008 the Supreme Court of the Philippines declared a draft agreement between the Moro Islamic Liberation Front (MILF) and the Philippines government unconstitutional, effectively ending any hope of peacefully resolving the 30-year conflict in Mindanao while President Gloria Macapagal-Arroyo remains in office. The Memorandum of Agreement on Ancestral Domain (MOA-AD or MOA), the culmination of eleven years' negotiation, was originally scheduled to have been signed in Kuala Lumpur on 5 August. At the last minute, in response to petitions from local officials who said they had not been consulted about the contents, the court issued a temporary restraining order, preventing the signing. That injunction in turn led to renewed fighting that by mid-October had displaced some 390,000.

The immediate task now is to prevent escalation and discourage the government and local officials from plans to arm civilians. Interested governments and donors should press both sides to keep existing ceasefire mechanisms in place, while quietly urging a return to talks. They can also take steps now to build or strengthen the institutions that a post-conflict Mindanao will need, even if peace seems a long way off.

(International Crisis Group, pg 1, October 23, 2008)

The National Disaster Coordinating Council of the Government of the Philippines reports that, as of December 29, 2008, internally displaced population comprised of 15,392 families in evacuation centers and 47,457 families in areas outside the centers (NDCC Update: Sitrep No. 80 re IDPs in Mindanao, December 29, 2008). This amounts to over 300,000

internally displaced persons. The Government has been anxious to reduce the number of IDPs and have them return to their homes and farms as soon as possible.

MINDANAO TRUST FUND: RECONSTRUCTION AND DEVELOPMENT PROGRAM

*The **Mindanao Trust Fund** (MTF) is a mechanism through which development partners can 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 Phase 1. Implementation of development projects in conflict-affected areas will be scaled up under Phase 2, especially after the signing of the peace agreement.*

Phase 1 of the MTF-RDP started implementation in April 2006. The World Bank as administrator of the MTF signed a grant agreement with Community and Family Services International (CFSI), an international non-government organization, to provide financial and fiduciary assistance in the implementation of Phase 1 activities. CFSI continues to work in this capacity to date. In mid 2008, another grant agreement was signed with Mindanao Land Foundation (MinLand), a national non-government organization located in Mindanao, to boost the technical assistance needed, especially on working with internally displaced persons.

Together with the MTF Secretariat and its consultants, CFSI and MinLand are focused on building the capacity of, among others, the Bangsamoro Development Agency (BDA) that was designated by the GRP-MILF February 2004 Joint Statement to be responsible for the rehabilitation and development efforts in conflict-affected areas in Mindanao. Phase 1 also provides capacity-building to local government units (LGU) and People's Organizations (PO) at the community level.

Phase 1 Capacity-Building Program

- *Training, refresher courses, workshops, and learning-by-doing all throughout the Program.*
- *2006: Experiential learning-by-doing of community development (Batch 1)*
- *2007-2008: Learning to network and work with partners (Batch 2)*
- *2008-2009: Learning to manage reconstruction and development program (Batch 3 onwards)*
- *Study tours and exchanges with other programs in Mindanao.*

The learning program is envisaged as a graduated process starting small and increasing in complexity, especially in the management aspects. This is necessitated by the fact that BDA was an infant organization in early 2006. The program has been divided into three batches: Batch 1 consisted of 6 sites with one site in each of the six BDA regional offices. Batch 2 increased it from a range of 5 to 10 sites. Batch 3, which will begin in 2009, will increase the types of sub-programs implemented to include stronger partnership with LGUs.

Table 1: Batches 1 and 2

Region	Municipality	Barangay	Sub-project
Central Mindanao Region	10	11	12
Davao Region	7	7	10
Ranaw Region	7	8	10
South Mindanao Region	6	7	8
ZamBaSulTa Region	5	6	6
ZamboPen Region	5	6	7
Total	40	45	53

DEVELOPING CAPACITY FOR PROGRAM MANAGEMENT AND IMPLEMENTATION

In pursuit of MTF-RDP Phase I objective of developing the capability of BDA and its development partners in undertaking and managing reconstruction and development work, capacity-building activities have been undertaken through the learning-by-doing approach. To date, as mentioned above, two batches of community development activities in 45 barangays with 53 sub-projects have been satisfactorily accomplished. All capacity building activities are geared towards making BDA a self-reliant organization, able to tap locally available knowledge, resources and to work with different project partners, not only within the framework of MTF-RDP.



Top: Workshop for BDA Staff

Left: Workshop exercise



Right: MOA Signing between BDA and Mayor



Meeting with MILF Central Committee

BDA Board of Directors Training

Technical assistance has been provided to the BDA Board of Directors since 2005. In the early years, the assistance was focused on helping BDA develop a strategy and plan for the organization. In late 2007, it was found that while the BDA staff were becoming more skilled and capable in implementing development programs, the Board members were becoming weaker and less effective, especially in dealing with the personality issues that were becoming evident among the staff. The MTF Secretariat decided that it needed to build the capacity of the Board members. In 2008, a twelve month program was developed to build the capacity of the members to be able to operationalize BDA's vision, develop and implement effective human resource policies, enact and enforce guidelines and procedures, monitor field activities, and become competent leaders in guiding the young organization (see Annex 1 for the capacity building program).

For the full year of 2008, the BDA Board of Directors combined monthly meetings with training on Board matters. The MTF Secretariat provided BOD members with various inputs and learning exercises to enable them to perform their functions more effectively. Significant improvements were seen in implementing policies, communicating and overseeing the advocacy good values and code of conduct for BDA management staff, and creating and operationalizing mechanisms for stakeholders' participation.

Following are the key accomplishments of the BDA Board of Directors:

- *Revision of BDA Strategic Plan:* The BDA Organizational Vision has been formulated. The Mission Statement was modified. Eight core universal values have been prioritized to serve as behavioral guideposts for the BDA staff and its community partners. Principles and procedures for working with other institutional partners have been formulated. Board working committees (Values and Ethics, Selection, Plans and Programs, Grievance) have been set up and are now functional. BDA formal structure is now established and key positions are currently being filled up.
- *Policy Formulation:* Various policies governing the management and operations of the BDA organization have been developed. Noteworthy among these is the centralization and monitoring of all program or project financial information under the Finance Division. The Board has also formulated staff recruitment and selection policies which guided BDA when it reorganized during the last quarter of the year and when it screened the personnel.
- *BDA Project Monitoring:* For purposes of monitoring and providing immediate resolutions to problems affecting sub-project implementation, the Board organized itself into Area Support Teams. All projects are being monitored through Executive Director's regular reporting during Board meetings.
- *Board Meetings with Communities:* The Board started getting feedback from People's Organizations during turnover ceremonies. As a result, appreciation for the community-driven development approach to service delivery continues to build up on both sides. The Board is contemplating on applying the approach to all their community projects.

Central and Regional Staff Training

The Program deployed a team of technical assistance consultants to serve as BDA learning partner and guide the entire organization. The team is composed of a technical assistance head, a training specialist, a community development specialist, an administration and human resource specialist, a monitoring and evaluation specialist, and a financial management specialist. Towards the last quarter of 2008, the Program gradually reduced the role of the on-site coaches at each BDA Regional Management Office (RMO) to a centralized pool of technical assistant consultants at the BDA Central Management Office (CMO). By now, the hand-holding by the on-site coaches would not be necessary as the regional staff became more capable. The Technical Assistance Specialists would, in 2009, provide specialized assistance and training to the regional staff and municipal volunteers on a scheduled basis. They would be also be available on call by the RMO if required. The list of training topics and the skills achieved by the RMO staff are provided in Annex 2.

The major trainings and workshops for 2008 were as follows:

Learning Enhancement and Manual Update (July 31 to August 6, 2008): Mid way through the year, a learning enhancement workshop was conducted for BDA staff. This 7 day workshop was for BDA staff to share experiences culled from the first half of Batch 2 period, discuss areas for improvement, and undertake a review and update of the field manuals.

Program Assessment and Management Training (November 22-31, 2008): The Program conducted a participatory self assessment by all BDA staff, on-site coaches, and consultants. Topics included a discussion about the impact of the violent conflict and achievements, issues and gaps of the work program under Batch 2. This workshop ran for 9 days and covered old and new management skills such as project management, change management, leadership, procurement and financial management including work and financial plan preparation, problem solving and decision-making, construction supervision, monitoring and evaluation, environmental and social safeguards, and conflict sensitivity and peace-promoting approach in development. The workshop also provided an opportunity for BDA staff to deepen and level off on their understanding of BDA's mandate, vision and mission, core values, and direction.¹ See Annex 3 for Training Activity Report.

Training of Trainers (December 4-7, 2008): This training was conducted in preparation for the training of BDA Municipal Development Facilitators. A total of 16 staff from CMO and RMO went through the training which aimed to enhance BDA trainers' knowledge and skills in designing and managing training and related skills such as facilitation and presentation. A demonstration of learning was done during the training to assess trainers' capabilities to apply what they learned.

Regional Finance and Administrative Assistants Training (December 9-13, 2008): This training was designed based on Batch 2 experience where it was found, that among other factors, finance and administrative staff's low level of financial and administrative management

¹ This training workshop was particularly useful for newly recruited BDA members.

know-how heavily contributed to the delays in program implementation. A total of 16 BDA finance and administrative personnel participated in the training, with 10 coming from the BDA MTF-RDP Program and six from other BDA programs. Participants were provided inputs and learning exercises on financial management, procurement management, office management and human resource management.

Municipal Development Facilitators Training

Municipal Development Facilitators Training Workshop (December 9-14, 2008): The MDFs are BDA volunteers recruited from the municipalities. The MDFs will assist their respective RMOs in the barangay and be responsible for facilitation and community development assistance (see Annex 4 for task description and qualifications of a MDF). A team composed of Technical Assistance Specialists and newly trained BDA trainers jointly handled the workshop for 30 MDFs. The workshop was designed to familiarize MDFs with the MTF-RDP project cycle and enhance their relevant/required skills in each step. In the last two days of the workshop, the MDFs were joined by their respective teams from the RMO to formulate their entry plans to the community. The workshop culminated with a meeting with BDA Board of Directors, regional managers, and key staff from the CMO.

Community Training for People's Organizations and LGUs

A cumulative total of 12,224 (7,553 men and 4,671 women) participants composed of PO officers, members, barangay and municipal government officials, have participated in different social preparation activities, orientation and training of MTF-RDP.² These include project orientation, socially responsible values, community assessment, thematic mapping, investment planning and prioritization, project management, budgeting, accounting, procurement, monitoring and evaluation, and operations and maintenance. See Annex 5 for an example of training details provided under the Urban IDP sub-component. See Table 2 below for gender disaggregation of participants.

Table 2: Gender Disaggregation of Participants at Barangay and Municipal Levels

Period	Men	Women	Total
January-March 2008	6,223	3,728	9,951
April-June 2008	1,213	833	2,046
November-December 2008	117	110	227
Total	7,553	4,671	12,224

² The total number of people trained does not indicate discrete individuals. It could include the same people but who have attended multiple trainings.

Conflict Resolution Training

BDA, through the MTF Secretariat, entered into an agreement with the Gerry Roxas Foundation for implementation of community conflict resolution training under the Mindanao Initiative for Peace Project being supported by the USAID.

Project teams have been organized and trained at the CMO and RMO level. For RMOs, the project team consists of an area project coordinator, a documenter/assistant, and trainers. A conflict resolution manual has been developed by the project team and reviewed and approved by the BDA Board of Directors.

In the first quarter of 2009, three development catalysts for each of 150 barangays will be trained on community-based conflict documentation and resolution. They will then undertake profiling of 150 communities after which conflict resolution training will be provided at the community level.

Gender and Peace-building Training

The gender-related initiatives with BDA in 2008 were in three clusters. The first cluster was the provision of assistance to BDA for the development of their field manual on gender responsive peace-building. A series of activities were undertaken in 2008 in relation to this, namely: 1) two writeshops and a meeting with BDA volunteer-writers and staff to develop the first draft of the manual; 2) one workshop to review and refine the first draft; and 3) presentation of the general contents of the final draft to BDA Municipal Development Facilitators in a training workshop in December 2008.

The second cluster of activities was the review of the MTF-RDP Field Manual for Community-Driven Development. This was to ensure the gender sensitivity of the field manual and to include activities that can make the manual more gender responsive.

The third cluster was the review of the gender aspect of the supported projects of 15 Grant Facility recipients. Gender and Development was one of the themes of the Grant Facility program, and gender responsiveness was made part of the criteria for selection of projects. The monitoring and evaluation tool also included gender elements. During the evaluation workshop in December 2008, the BDA Board of Directors and consultants agreed on measures to strengthen the fulfillment of the core themes, including gender, of the program.

Refer to Annex 6 on elements of the Gender and Peace-building Field Manual.



Above pictures show before and after an access path was built.

Sub-projects visited by community member and visitors.



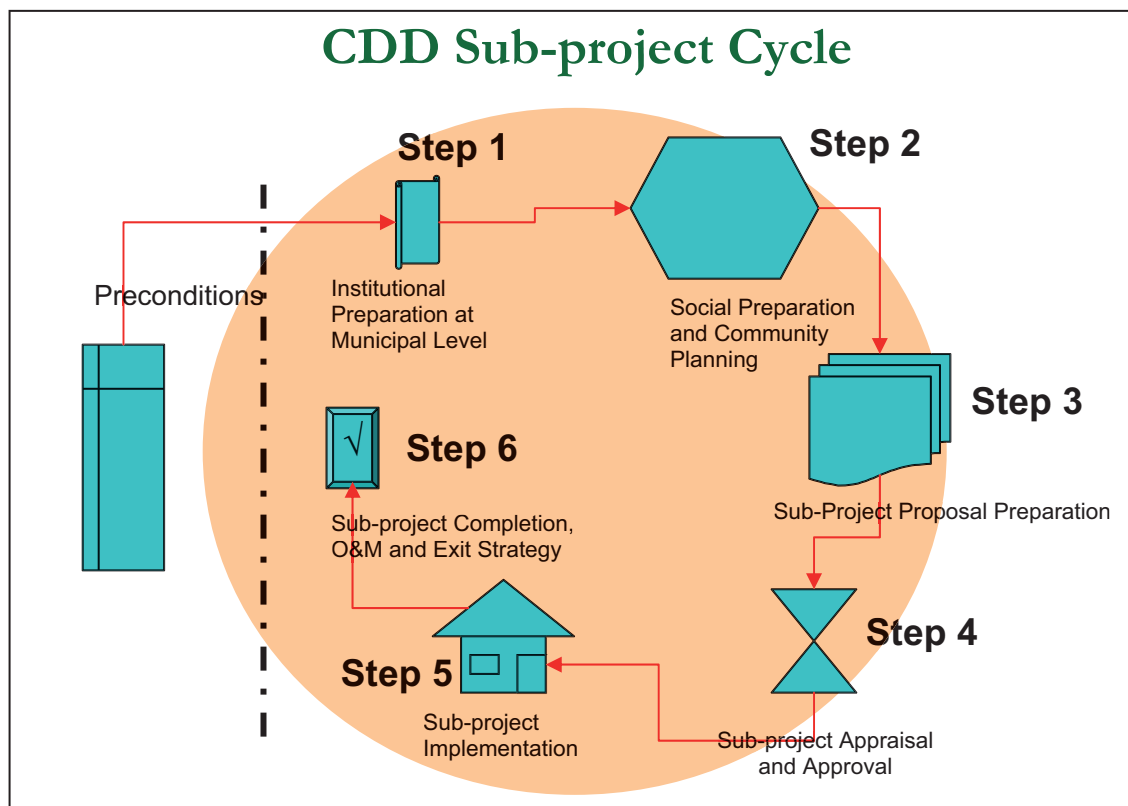
PROGRAM IMPLEMENTATION

Community-driven Sub-project Development

Community-driven development (CDD) project implementation, in partnership with LGUs, expanded to 41 new barangays in 34 municipalities in the second half of 2007 and continued into 2008. By the end of 2008, the Program was in 45 barangays in 40 municipalities with a total of 53 sub-projects. The BDA staff conducted project orientations at the municipal and barangay LGUs to get official endorsement, signed the Memorandum of Agreement with Mayors, created and/or activated Municipal Multi-Sectoral Committees to guide project appraisal and prioritization, and discussed the allocation of funds for LGU counterpart of the proposed sub-project.

The CDD approach is represented in the diagram below in 6 steps:

- Step 1: Institutional preparation at municipal level
- Step 2: Social preparation and community planning
- Step 3: Sub-project proposal preparation
- Step 4: Sub-project appraisal and approval
- Step 5: Sub-project implementation
- Step 6: Sub-project completion and O&M



Urban Internally Displaced Persons

The urban IDP sub-component started in the 3rd quarter of 2008 under the Mindanao Land Foundation (MinLand) in partnership with BDA. The BDA in discussion with the Mayor of Cotabato City identified the IDPs as an important and unserved group impacted by the armed conflict. BDA serves as the implementing organization under this arrangement with MinLand providing technical support in project implementation as well as support for community information, communication and visibility activities. As a learning partner of BDA, MinLand also takes charge of capacity building and strengthening of BDA as they adopt a learning-by-doing approach in the piloting of sub-projects in four urban communities, especially in the use of Thematic Maps as a community organizing and community development strategy.

The Urban IDP Project follows the same six steps of the MTF-RDP CDD Sub-project implementation in four pilot urban areas. Before selecting the pilot communities, BDA and MinLand jointly conducted the following preparatory activities:

- Leveling off and discussion on the CDD Field manual and adjust where appropriate. This process is necessary to ensure the CDD steps are responsive to IDP requirements, including those in urban areas.
- Selection and recruitment of BDA urban IDP community facilitators and supervisor.
- Teambuilding with BDA, including further project orientation with CMO staff (with representative of the BOD); training on thematic mapping; and other learning activities such as a session on values transformation.
- Review and agreement on the criteria for site selection, finalization of sites for scanning, actual scanning of the candidate sites, and identification of four pilot sites.
- Scanning of 12 potential urban areas.
- Detailed workplanning for September 2008 to April 2009 to guide the implementation of activities for the Urban IDP Program.

Four pilot barangays—Mother Poblacion, Rosary Heights 3 and Mother Barangay Bagua in Cotabato City; Poblacion 7 in Midsayap, North Cotabato—have been selected and community preparation activities have begun and are underway. Courtesy calls and community consultations have yielded positive results. The Local Governments of the City of Cotabato and the Municipality of Midsayap have both committed to install their respective Technical Team to work with the Program.

Physical Achievements of Community-based Infrastructure

During the reporting year, there were a cumulative total of 53 sub-projects, 6 from Batch 1 and 47 from Batch 2. Out of this number, 50 sub-projects were already completed by December 2008 while three encountered delays, because they were located in or near villages affected by recent violent conflict.³

³ At the time of the writing of this report in early 2009, all 53 sub-projects have been completed.

The completed sub-projects are providing significant social and economic benefits (see Program Impact section below) for the people in the project locations and elsewhere (as in the case of improved transportation access). How long these benefits will last will depend to a large extent on the operation and maintenance of these community facilities. The operation and maintenance required will differ by the type of community-based infrastructure, such as the following examples. While tire-paths require very intensive planning, they are fairly easy to maintain. After completion, there are generally no problems in using them. Water systems require both high planning skills and maintenance cost. The challenge here is to generate funds needed for regular maintenance. For solar (grain) dryers and warehouses, blueprints already exist and they are easy to construct. But in some barangays the PO has to ensure access by the intended beneficiary group. Community livelihood and training centers can generate regular income for its use but the PO has to ensure that funds are put aside for regular maintenance and repair.

The table below shows the types of community-based infrastructure selected by the communities. The high number of community livelihood and training centers may indicate that the people see this as a potential source of income and that women may have a strong voice in making the decision as they now have a place to meet and not be excluded as they would if the meetings were held in the mosque which is a male domain.

Table 3: Types of Community Sub-projects

Type of Sub-project	Region						Total
	Central Mindanao	Lanao	Davao	South Mindanao	Zamba-sulta	Zambo-pen	
Community Livelihood & Training Center	5	9	5	5	2	3	29
Community Health Center	1						1
Water and Sanitation Systems	3		4	2		1	10
Agri-related Infra	3			1		2	6
Access Tire Paths		1	2		4		7
Total	12	10	11	8	6	6	53

See Annex 7 for details of the 53 sub-projects.

Grant Facility

The MTF-RDP opened a Grant Facility in 2007 to help expand the network of BDA partners for peace and development in conflict-affected communities in Mindanao. The BDA, in close coordination with the MTF Secretariat, awarded grants between Php300,000 to Php500,000 to qualified non-government organizations. Fourteen proposals were approved for funding in 2007 and five in 2008 bringing a total of 19 approved proposals and almost Php9 million awarded. The awards were given to strong proposals in the areas

of knowledge management, gender in peace building, Muslims and indigenous youth vocational training, and educational facilities improvement.

With almost all sub-projects completed, an assessment workshop on the Grant Facility component was conducted in December 2008. The assessment, participated by the Grant Facility awardees, BDA, the Trust Fund Recipient and MTF Secretariat, was undertaken to process experiences of recipients in implementing their projects, distill lessons to improve similar undertakings in the future, and determine their significance relative to MTF-RDP goals.

The assessment results showed that the Grant Facility met its main purpose of providing opportunities in identifying potential partners and development models for peace and development activities for both the Program and BDA. Based on reports and the sharing session of Grant Facility recipients, the Grant Facility sub-projects were able to contribute to building peace and to improve services for a few communities.

At the sub-project level, immediate positive results can easily be seen from community-based infrastructure sub-projects like rehabilitation of school buildings and water systems, and sub-projects that aimed to enhance skills and provide livelihood assistance to women, indigenous people, and Muslim youth. Sub-projects in these categories have generally met their expected results, with some even achieving more than what were expected. On the other hand, advocacy and knowledge management-related sub-projects tended to yield mixed results, and mostly intangible. At this point, results are generally at the output level, as in the activities conducted and the numbers of participants who were involved. See Annex 8 for further details on the achievements of the Grant Facility sub-projects.

The Grant Facility provided the recipient non-government organizations opportunities to augment their resources to expand their existing programs or projects and consequently reaching more target beneficiaries. Funds were used for training or buying material for rehabilitation or equipment that were used for skills training or as initial small seed capital for livelihood activities or for publication of a workshop proceedings on peace.

However, while sub-projects have generally met their objectives and produced positive results, they have also shown some sustainability concerns. These concerns stem mainly from the nature of funding of most of the small NGOs with small scale operations and highly dependent on external sources of funding.

BDA is keen to continue the Grant Facility component. A planning workshop will be undertaken in 2009 to discuss the improvements in procedures required and the tighter monitoring recommended for this component

Environment

An Environmental Specialist from the German Development Service (DED) officially began a two-year assignment with MTF-RDP in mid 2008. This assignment is the result of an almost two year discussion with DED who wanted to participate in the MTF-RDP from the very beginning. The Specialist is seconded to the Program with the main objective

of helping the BDA in formulating its environment sector program based on priority needs of local stakeholders and insights gained from the CDD activities of the BDA in conflict-affected communities.

The start-up activities of the environment program in 2008 encompassed the following:

- training on environment and social safeguards for all BDA staff
- integration of environmental safeguards into the CDD Operations Manual
- integration of environmental safeguards into Learning and Livelihood Manual for Municipal Development Facilitators
- fund-raising for environment-related activities in evacuation centers

In October 2008, DED provided a small sum of Php 182,800 for environmental training (related to solid and liquid waste, as well as sanitation) for BDA volunteers and others working in the evacuation centers. The training was carried out by CFSI in six municipalities. In total, 333 volunteers, including local volunteers from BDA were trained in how to organize environmental activities in evacuation camps.

The partnership with DED will also be utilized by giving BDA staff the occasion to learn from other DED projects in the area of environment. Exposure visits and training workshops in the area of liquid and solid urban waste management are in the planning.

Gender Participation

Community members affirmed that MTF-RDP implementation strategies and training activities offer good opportunities for both men and women to participate in the project. The role of women is distinctly effective in carrying out procurement and financial management operations of the PO as demonstrated in the sites visited by the MTF Secretariat mission. Women presented themselves as effective partners for BDA and the POs in the implementation of the Program.

The leadership of the People's Organizations (i.e., PO President, Secretary and Treasurer) appears to be more or less evenly distributed in the 16 sites visited as indicated by the table below.

Table 4: Gender Participation in People's Organizations

Officers	Men	Women	Total
PO President	13	3	16
PO Secretary	5	11	16
PO Treasurer	7	9	16
Total	25	23	48
Percentage	52%	48%	100%

There are more men as President of the PO and more women as Secretary and Treasurer. This clearly demonstrates the trust of the community for women as implementers and financial managers. Further, the Mission observed that most of the bookkeepers were

women. Women's participation was most evident in their leadership of Committees such as Procurement, Monitoring and Evaluation, Operations and Maintenance and in the Learning and Livelihood activity.

In one of the project sites, an LGU official was amazed to find the strong participation by women. His observation is noted in the box below.

“What is interesting in this project is the remarkable involvement of the women's group in the actual project implementation. In fact, it was the women's group who did the canvassing and purchasing of the bill of materials. They are also the ones holding the logbook of items delivered in the project site. We find this unusual because more often we see men doing the job. In many occasions barangay folks like women are meek, shy and aloof. In this particular instance, it appears that the capability empowerment among women members of People's Organization became so evident such that all sectors, particularly the women, are involved.

LGU Official from Polomolok Municipality

PROGRAM IMPACT

An international firm was recruited in early 2008 to provide the MTF-RDP with services as Monitoring and Evaluation Agent to enhance current systems of collecting, processing and analyzing Program information for purposes of supporting management decision making and measuring benefit impact. The results framework for MTF-RDP was updated in early 2008 and strengthened with a performance monitoring matrices. A full evaluation for Phase 1 will be undertaken in 2009 (see Annex 9 for the updated results framework).

Social Impact

A major evaluation on Phase 1 of MTF-RDP is expected from the M&E Agent in mid 2009. In the meantime it has produced a preliminary impact assessment of the Program and provided the following findings (Social Impact, October 2008):

In general, the results of the surveys were overwhelming positive and show that MTF-RDP has made a real difference in communities and its members' lives, in both tangible and intangible ways. The tangible impacts community members mentioned were those direct practical effects of the sub-project. For instance, as a result of a new access tire path, community members said that travel was now easier, faster and more comfortable. Moreover, they can now transport their products (such as copra) to larger markets outside of their barangay without difficulty or delay. The community now has a place to hold meetings, weddings and even training classes in the new community livelihood and training centers. Overall, whether the sub-project was a tire path, a community center, water system or solar/copra drier, people identified the important effects the project had on their every day lives and more than anything, how the project simply made their lives easier.

Across regions and types of sub-projects, the survey responses also showed that the impacts went beyond these practical effects and actually changed the internal workings of the individuals and the community. That is, community members said that the sub-projects increased their confidence level and instilled in them the knowledge that they, as a community, have the capacity to carry out their own projects. They also said that the sub-projects created greater participation within the community and unity regardless of religious beliefs. These statements were later backed up with quantitative data showing that 100% of community members agreed (78% strongly) that they were *more* involved in the community since the sub-projects started. Moreover, 100% also agreed (61% strongly) that there had been *greater* interaction between community members since the start of the sub-projects. BDA staff also shared this view, as 96% of them agreed (32% strongly) with this statement. They also agreed (68% strongly) that they were making a difference in communities.

Another essential aspect of the MTF-RDP is its effect on peace and conflict in the region. An overwhelming number of community members (98%) agreed that there had been less conflict since the sub-project process started. Community members also all overwhelmingly agreed (88% strongly) that it was important to strive for peace between the MILF and the government. In addition, 97% of community members said that they had not taken part in the recent violence. While it is impossible to attribute this directly to the MTF-RDP, it is plausible that MTF-RDP played a constructive role in their deciding not to participate.

Economic Impact

The MTF Secretariat also commissioned an interim assessment on the economic impact of the MTF-RDP as contributing partners were interested to know if the communities were benefitting from the CDD sub-projects. The assessment began in December 2008 and the draft report was completed in late January 2009.

The report corroborated the findings of other studies on investments in CDD projects in that they are well spent and create beneficial economic impact. Highlights of these finds are as follows:

- Monetary benefits from increased income and quantifiable benefits such as time savings.
- Overall economic rate of return demonstrated relative high levels of economic impact.
- The community driven process results to allocation efficiency, especially because the participatory process adopted by CDD approaches ensure that services are delivered in a cost effective manner, and that projects respond to community preferences and needs.
- The CDD approach contributed to cost savings in construction and partly explain the relatively high economic returns of the investments.
- Community managed procurement process encourages transparency and creates incentive for cost control. Community participation also encourages improved Operation and Maintenance.

- Community involvement in construction produces good technical quality of community based infrastructure.

The assessment of the MTF funded sub-projects yield the following findings:

Water system subprojects have immediate and felt beneficial economic impact on the community in terms of cost savings. Time savings are evident in all communities whose residents had to walk or ride to sources of potable water. In addition, the ease of fetching water has unburdened many schoolchildren in all the four covered sites. Household earnings are likewise potentially improved from additional revenue resulting from the subproject, such as those from laundry services and ice making.

The construction of access paths has contributed to significant benefits for beneficiary communities in moving products to market, preventing spoilage, reduced costs in transportation, and encouraged residents to either expand or venture into new livelihoods and businesses. See Annex 10 for a typical story on the impact of improved transportation on the lives of the people.

Agriculture-related infrastructure sub-projects are valued by the community for the savings and improved incomes brought about by the accessibility of the facilities for grain drying and reducing post harvest losses, increasing better selling prices, and reducing transport costs with dry rather than wet weight. In one barangay, the presence of the warehouse contributes to food security. The presence of these facilities has encouraged new businesses in the community such as a rice mill, small eateries and sari-sari stores.

The community livelihood and training centers have provided an important social space for communities to meet, especially for Muslim women who cannot attend meetings at mosques. Favorable economic results from these centers have been uneven to date. Some groups have charged minimal rates for the use of the facilities and enticed more reservations and brought more income while others need a more aggressive marketing strategy to promote the use of the centers.

Community training has also provided economic benefits. In particular, skills on financial management, procurement and project management continue to be useful, and the skills and values learned have encouraged transparency and have made people particularly careful about how money is spent and liquidated. Moreover, the skills continue to be helpful for managing community activities and resources, and in planning for future endeavors. Individual members are also using the skills they learned in managing their own small enterprises and livelihood activities, as well as in budgeting daily expenses.

Impact on Local Government Units in Their Own Words

The impact of the Program on the LGU has been quite significant in changing the attitudes and behavior of many local government officials towards their own citizens. It is best articulated in the words of a Municipal Development and Planning Coordinator from one of the project sites.

The MTF-RDP project implementation is one venue to help remind us of the importance of involving all sectors in the community in addressing issues and concerns of public interest. On the part of the local government unit what is paramount is the framework of good governance. As service provider it needs consultation and eventually the participation of the concerned constituents. In our experience, we see the intimate relationship among the Ilonggos, Cebuanos and Muslims in the pursuit of the realization of putting up a Community and Livelihood Center, this is the barangay people's common agenda it being a community driven initiative and regardless of how big or small the project is, the common denominator and desired outcome is a visible and operational Community and Livelihood Center. To be candid with you, we are inspired every time we passed by and see the Center elegantly standing along the roadside. Those people who shared directly or indirectly in the project would always happily murmur, "I have done my best."

The imperative dictates that LGUs have to: firstly, ensure the installation and institutionalization of the four pillars of good governance and that the values permeate not only in its organization but to each and every constituent as well. Secondly, LGUs have to strive to shed and leave behind its traditional role and image of a "political administrative unit only." As quickly but surely, in smarter ways and more risk-taking attitudes, LGUs are challenged to do and imbibe the values and practices of corporate governance where its core competencies, core values and its client focused qualities will be its competitive advantage. Thirdly, the greater demand for sustainable development will require that LGUs have to lay-down a solid foundation for its valued human resources.

The social infrastructure must be critically set-up to ascertain that the people (LCE, SB's and employees) manning the LGU acquire basic and future capabilities to carry-out essential functions effectively – that which responds to the demands of a changing environment. In this way, and as the environment keeps on changing, LGUs will be better equipped, be more sensitive and adept in changing the way they do business, forging partnerships, contractual arrangements and establishing networks with the private sector, NGOs and individual citizens to develop public policies and deliver public services. Moreover, a more open and inclusive attitudes among LGUs should be developed in order to allow the strategic alliances and cooperative undertakings of LGUs to flourish. Many strategic alliances are emerging but presently are fragile and are still wanting of the much desired political will and decisive actions that impacts on the socio-economic lives of its constituents.

(For the full text from the LGU, refer to Annex 10)

KNOWLEDGE MANAGEMENT

The MTF Secretariat, with endorsement from the MTF Interim Steering Committee and the BDA, contracted two organizations for the Program's knowledge management and advocacy work in the second half of 2008.

Bridging Communication

The Institute of Autonomy and Governance (IAG) located in Norte Dame University, Cotabato City, was contracted to help build and strengthen bridges of knowledge and

information on peace and development issues between and among the MILF, the BDA and the greater Mindanao and Philippine public. It aims to make the BDA an effective platform for discourse on development research and policies within and between the MILF and local and international development agencies, local and national government agencies and civil society groups building on the wealth of BDA case studies of the project communities.

IAG has completed the first phase of its work of writing four case studies. These are:

1. Barangay Lagundi, Kiamba Municipality, Sarangani Province
2. Barangay Magatos, Kabacan Municipality, North Cotabato Province
3. Barangay Pangi, Maco Municipality, Compostela Valley Province
4. Barangay Pob. Muslim, Titay Municipality, Zamboanga Sibugay Province

In early 2009, IAG will conduct three roundtable discussions entitled “The Evolving Paradigm of Bangsamoro Development” planned for Cotabato City, Marawi City and Zamboanga City. They will be participated in by the BDA, local and international development NGOs, political leaders, academe, and professional groups. The general program of the roundtable sessions will include the following:

- Presentation of the case studies;
- Identification of the lessons and guiding principles the case studies offer on Bangsamoro development;
- Discussions on the divergences and convergences of experiences from past and present development interventions in Mindanao.

Three policy papers will be published out of the three roundtable discussions.

Peace Advocacy

Green Circle, a media company, OPAPP and BDA are collaborating on a peace advocacy activity by tapping various media and television for the production and airing of video documentary and live discussions of subjects featuring BDA development activities and related peace and development efforts in conflict-affected areas of Mindanao. The project aims to generate broader dissemination of information on the peace process as well as achieve greater public support for the peace, reconstruction and development work in Mindanao by communicating real stories of small successes and transformation of communities as a way to promote culture of peace as well as foster unity and understanding.

In 2008, the consultancy firm has produced 14 out of an agreed 24 episodes for television viewing through the National Broadcasting Network Channel including out-of-town taped-as-live production shoots and live telecasts. It carried out a Mobile Peace TV Campaign that included community showing of selected episodes in key areas and generation of audience feedback. It also conducted other public relations campaign and produced information materials to support the TV program, e.g., tarps, posters, and t-shirts.

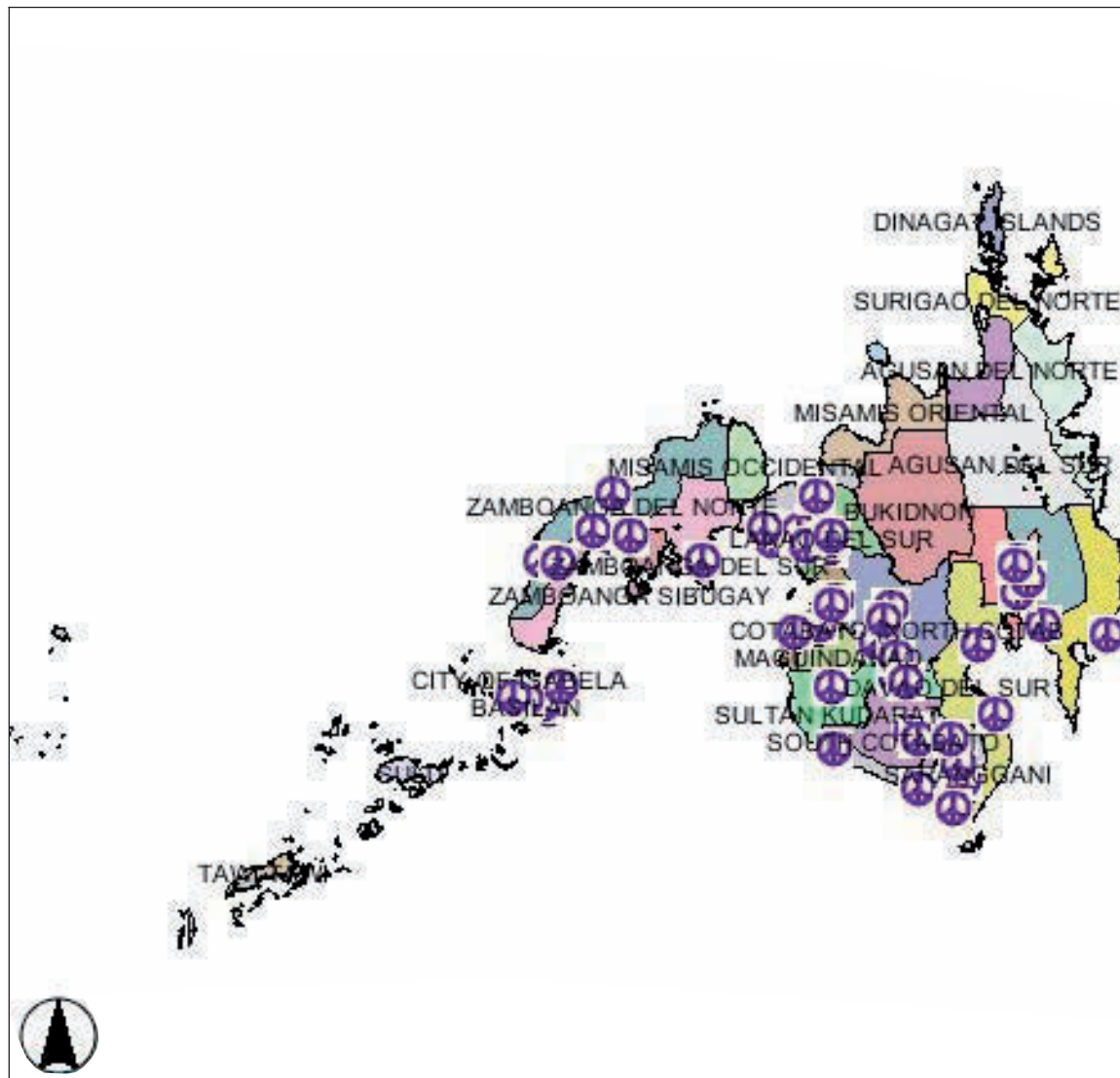
The project provided a venue for the often untold stories of courage and heroism in peace-building to be presented on national television. *There has been no other television program in the country that pursues inspiring stories of attaining peace.* The episodes highlighted difficulties and fears brought by war and the brave attempts of people to overcome and remarkably withstood situations of conflict. The project offered a rare glimpse into the resilience and perseverance of communities in Mindanao who clamor for peace and development and a stop to violence. See Annex 12 for more details on the peace advocacy project.

eMindanao Portal

The MTF-RDP continues to maintain a website that presents stories and current information on the activities, projects and partners of the Program. The website's best feature is the online maps that show the location of sub-projects (see example next page). In addition to its being a source of development information, *eMindanao* has been set up to enable an internet-based management information system for the MTF-RDP. Sub-project data is uploaded on a regular basis together with human interest stories from the communities. The information promotes transparency as it is available to the public.

The link is as follows: **emindanao.org.ph**

Map: MTF-RDP Sub-Project Sites as Displayed in eMindanao
August 2008





Left: Cleaning up the Rio Grande in Cotabato City

Below: Cleaning up the evacuation centers

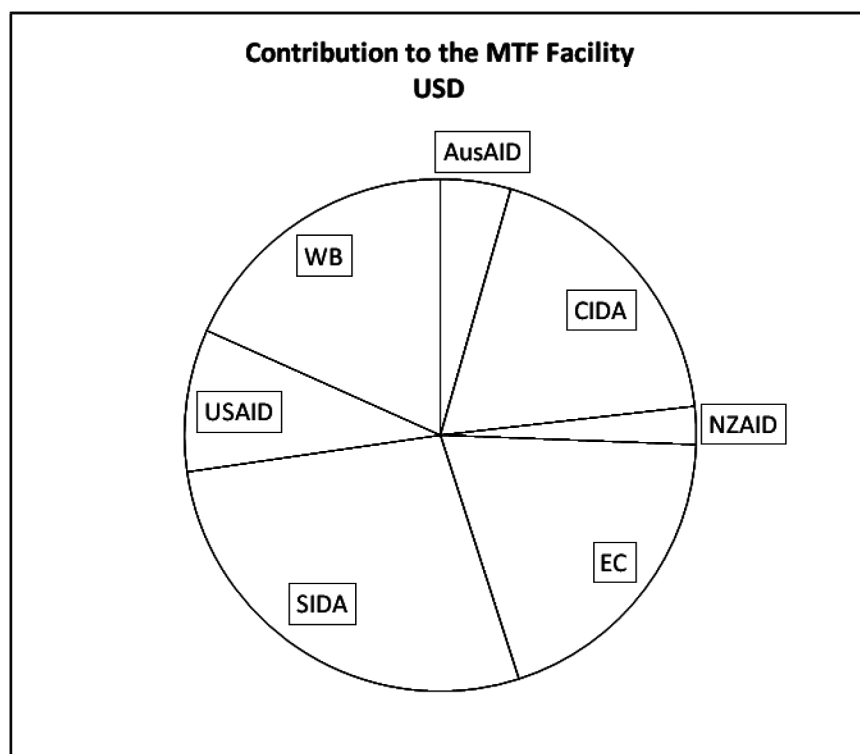


Young and old participate in community meetings

FINANCIAL HIGHLIGHTS

Fund Sources and Use

Total donor contributions deposited in the MTF Program account as of December 31, 2008 amounted to about USD 8.3 million coming from Australia, Canada, the European Union, New Zealand, Sweden, United States, and the World Bank.



Note: EC and SIDA still have funds for collection.

Funds disbursed for block grants for communities and the grant facility amounted to a cumulative total of Php43 million by end of 2008. The first Program Partnership Agreement for BDA's annual operational funds for 2007 was over Php10 million. The second Program Partnership Agreement to be signed in January of 2009 will be over Php 13.5 million. These funds support the operational and transportation costs of the BDA Central and the six Regional Offices in implementing the Program. In addition, the Urban IDP sub-component provides operational funds for implementation by BDA staff. To date, total cumulative funds used for training and workshops, consultants, management costs, monitoring and evaluation, goods and equipment, operational expenses of municipal development facilitators and other municipal costs were over Php67 million. Cumulative funds for program administration were about Php12.7 million.

BDA CMO has free office space in a government building in Cotabato City. The MTF-RDP provided funds for payment of utilities, communication, furniture, equipment and supplies.

Program Partnership Agreement

The MTF-RDP instituted a Program Partnership Agreement (PPA) arrangement between BDA and the Trust Fund Recipient in July 2007 as part of the learning-by-doing management model. The agreement provides a small amount of funds for operations of BDA that cover the following expenses: allowances and transportation; communication; utilities; fuel and oil, vehicle maintenance, supplies, and meetings. It has an implementation period of 12 months, renewable based on performance after each 12 months and puts into motion a major program innovation that gives the program management office of the BDA more responsibility for financial and administrative decision-making for field operations with concomitant accountability for management and delivery of stated outputs. The PPA laid down performance benchmarks and triggers for monthly downloading of operational funds. It also introduces more transparency in the allocation and expenditure of resources.

The BDA Central Office, in turn, made implementation agreements with its six BDA Regional Offices for managing their respective programs and operational finances. Regular liquidation of expenses accompanied by proper receipts and timely financial management reporting were adhered to at the expense of the following month's funding. The BDA Central Office with the help of consultants provided the appropriate training and refresher courses to the regional staff.

PPA1 which straddles part of 2007 and 2008 was a trial and error period for BDA in managing and being accountable for the operational funds. The most difficult aspect for BDA was the timely liquidation with proper receipts based on agreed expenditures. Delays in liquidation resulted in delay in the following month's release. Any unfinished work beyond the agreed PPA period had to be completed without any additional operational funding from the MTF. PPA1 was completed successfully by end of December 2008 but a no cost time extension had to be provided for BDA to complete its deliverables. It was a hard lesson to learn but the learning was appreciated by BDA who promised to perform better in the next PPA.

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. Audit reports for financial management and use of funds for 2008 under the Trust Fund Recipients CFSI and MinLand will be due by mid 2009.

LESSONS AND CHALLENGES

Much has been gained by BDA, the LGUs and the communities assisted. Lessons continue to be learned by all groups. The box below provides some of the valuable lessons from MTF-RDP.

*Some **key lessons** from MTF-RDP implementation have emerged:*

- *The sub-projects tend to deepen the commitments of LGUs; the signing of an initial Memorandum of Agreement has proven beneficial.*
- *Many LGUs, through opportunities opened up by the Program, have come to appreciate the ability and resourcefulness of their own communities.*
- *High community involvement is not only highly appreciated, but also seen as a guarantee for smooth implementation.*
- *Training provided to communities was relevant, appropriate and structured in a way that ensured maximum benefits.*
- *People's Organizations, as well as all involved in sub-project implementation, became a platform for good interaction among the various ethnic groups that live in the community.*
- *The Program did not generate an additional layer of bureaucracy.*
- *Even though mistakes were made, they were always turned into advantages and learning opportunities.*
- *The sub-projects showed different positive "side-effects", for instance the creation of job opportunities, sometimes maximized by a village-initiated rotation scheme. Other communities mentioned that the experience of working together brought people closer.*
- *Not a single one of the 45 barangays assisted by BDA participated in the 2008 armed conflict. Only three of the barangays experienced evacuation as their areas were affected by military activities. However, as soon as the people could return to their communities, they commenced with the implementation of their sub-projects and completed two by the end of December 2008 and the last one in January 2009.*

While much has been gained, much remains to be done. The challenges faced in 2008 were many and serious. Natural and man-made calamities struck many parts of central and western Mindanao throughout the last three quarters of the year. Massive flooding displaced communities in Lanao and Central Mindanao regions, especially in parts of Cotabato City.

With the challenges brought about by flooding and armed conflict, BDA saw itself preoccupied with disaster management and humanitarian assistance activities during the last quarter of 2008. BDA initiated the mobilization of its volunteers to augment its core disaster management team it had informally organized in the past. With volunteers from the municipal down to the barangays in the affected villages, BDA took on the task of gathering information, at various periods, about the extent of the effect of flooding in the area as well as of the armed conflict in affected provinces. During the distribution of relief

goods, BDA was in the forefront since it was the only non-government organization that had volunteers up to the village level.

In Cotabato City, BDA worked together with the City Government, the Department of Public Works and Highways, and the LGUs by the banks of the river in removing a gigantic mound of water lilies that completely blocked the river and caused massive flooding. BDA also ran a kitchen to feed all the workers to ensure continuity of the work.

In October 2008, BDA partnered with DED and CFSI to provide solid and liquid waste management training and services in the evacuation centers. The training was carried out by CFSI in six municipalities. In total, 333 volunteers, including local volunteers from BDA were trained in how to organize environmental activities in evacuation camps.

Some of the challenges can be met by BDA and other local groups. There are others that can be met by national and international development partners. But there are still other more fundamental challenges, and among them the peace agreement between the Government and the MILF, that require the National Government and the political elite to solve. However, while waiting for this political solution, and the wait can be a long one, we need to be pro-active and continue to put in the building blocks for peace and development even if it appears that we are working at the margins.

As the International Crisis Group has noted *“The scrapping of the MOA was more than the usual one step back, but now more than ever, creative thinking about what to do on the margins is critical”* (International Crisis Group, pg 15, October 23, 2008).

Another crisis has entered the arena. This is the financial crisis which is on a global scale. Its impact on increasing the poverty in the Philippines and Mindanao will be significant.

LOOKING AHEAD TO 2009 AND BEYOND

The challenges brought about by the re-occurrence of violence in Mindanao in late 2008 provide an important juncture for various groups to review and re-evaluate its program and approach. Even as the situation remains uncertain, ceasefire mechanisms on the ground are still holding except for areas where two or three renegade MILF commanders are still fighting. The Central Committee of the MILF as well as the Presidential Adviser on the Peace Process have requested that the MTF not stop but in fact increase its visibility in the important work in building the confidence of the people in conflict-affected communities and at the same time improve their lives. With the global financial crisis which will affect the poor even more, it is imperative that assistance to conflict-affected communities for peace and development continue and be increased.

The program for 2009 and beyond will include the following:

- Evaluation of Phase 1 program.
- Discussion and decision by the MTF Interim Steering Committee of the direction of MTF in 2010 and beyond.
- Strengthen the knowledge management aspects by partnering with other groups who plan to conduct analysis and roundtable discussions on various issues linked to conflict and peace. The information may provide new insights and suggest “creative” ways of working on the margins.
- Continue with information and education campaign to build constituencies for peace among the different sectors in Mindanao and among the decision makers in the national capital.
- With the help of the OPAPP, broaden partnerships and capacity building work with LGUs. This will be accomplished through development of assistance to LGUs through BDA and other groups.
- Proceed with planned Batch 3 program which will provide community-driven development to more conflict-affected communities in partnership with LGUs.
- Expand the pilot on working with IDPs who have chosen to live in urban areas rather than to return to their communities of origin.
- Solidify BDA’s capacity in community-driven development and combine livelihood activities in target areas with environment. In order to reach this goal, several methods will be used: introduction of appropriate technologies, cooperating with other organizations that already run successful livelihood activities in Mindanao, and assisting villagers in designing their own programs.
- Expand BDA’s work with recent IDPs who wish to return to their communities in Central Mindanao and the Lanao areas.
- Continue with training and advocacy at the community level on gender and peace-building and on conflict resolution.
- Seek new local partners who can effectively help BDA expand its reconstruction and development program in Mindanao.

ANNEXES

Annex 1

Bangsamoro Development Agency Board of Directors Capacity-Building Program for 2008

1. Rationale

In a series of interviews conducted with the members of the BDA Board of Directors in October 2007, certain observations were shared. Using the proposed BOD Training Program content as a guide, the interviews produced several perceptions of the Board as to its roles and responsibilities, its relationship and key expectations from the BDA Management, and the BDA's functional links with the MILF central and field level organizational committees. Among the shared perceptions are the following:

- The BOD has yet to finalize its Strategic Plan and the Organizational Policies Manual. However, in the absence of adequate funds, the BOD has not met as a whole group to finalize the documents. As a result, the Central BDA units took the initiative in developing and implementing policies and guidelines to govern the operations of their projects, referring to some of the initial policies set forth in the organizational manuals.
- BOD members expressed frustration over its inability to meet and apprise each other on the BDA operations. The absence of such meetings led some to perceive that the former cohesiveness of the BDA is slowly being eroded. There is recognition that a mechanism will need to be developed to ensure BOD members are regularly provided with information and feedback on the BDA organizational performance and issues affecting its operations.
- Some members interviewed feel there is need to revisit the BOD structure and even the BDA's as well, as demands of the social and political environment are continuously changing.
- Individual expectations of the BDA performance have not been shared among the BOD and the BDA management itself, leading to conflicts. There is need to clarify and agree on such performance expectations, so that BDA management and staff can be guided.
- If MTF-RDP and other BDA activities continue to expand, all MILF Central and Field/Base Commanders must be oriented on the Program operations Policies and processes so that conflicts can be minimized between ground-level BDA staff and the Field/Base Command, and the corresponding support to implementation can be provided by the other MILF stakeholders.
- Several members expressed the need to conduct assessment meetings with the POs established through MTF-RDP, so that they can get feedback directly from clients to better serve their needs.

Clearly, with the simultaneous activities being conducted by the BDA either alone or in partnership with other institutions, there is need to strengthen the BOD capabilities for BDA oversight and provide guidance as it plans for organizational growth. And with the foreseen agreement in principle over the issue of ancestral domain between the GRP and the MILF, the pressure on BDA is expected to mount as plans to expand its operations to more areas is demanded by the various MILF constituency.

2. Objectives

In general, this capability-building program (**CBP**) is designed to enable the BDA Board of Directors (**BOD**) to enhance the long-term value of BDA for all those associated with it, the stakeholders within the conflict-affected communities, the MILF, Mindanao and Philippine society at large. Specifically, the CBP shall enable the BDA BOD to:

- Organize itself to respond to the requirements for good governance (the system by which an organization shall be directed and controlled) of the BDA;
- Clearly define the strategic directions of the BDA and the core values which shall direct relationships of staff within the BDA, and the BDA in relation to its principal, clients, partners and other organizations operating within the conflict-affected areas;
- Develop, and submit to its Principal, action plans to manage the interface of the BDA field staff with the MILF field operations committees;
- Reflect and process the BDA organizational learning at a higher level and use such learning to promote BDA growth;
- Monitor implementation and evaluate the acceptability of the BDA services delivery strategies and processes; and
- Generate strategies to increase the financial assets of the BDA for long-term sustainability.

3. Methodology

A mixture of formal and informal learning sessions will be designed and implemented in collaboration with the Chairperson of the Board.

As initially proposed, the *first quarter of 2008* will be devoted to:

- strengthening the BOD structure and its organizational processes for decision-making; documentation and information dissemination;
- helping it to revisit the BDA Strategic Plan, generate action plans among the BOD members to promote the BDA growth and sustainability; and
- finalizing the organizational set-up, governance policies and procedures to direct, support and control the BDA operations.

The *remaining quarters* of the year shall be spent in moving out to the field, interacting with the BDA stakeholders and the MILF ground leaders, to build understanding, acceptance and support for the BDA vision and its delivery processes. The meetings shall be treated as informal learning sessions on environment sensing, where feedback about BDA governance and performance in the field is obtained directly from clients and its other institutional partners on the ground. Towards the end of the year, a BOD meeting is envisioned, to process their own learning as they immersed themselves in the BDA evaluation work, and use such learning to again revisit the BDA plans.

4. Implementation Strategies

Technical assistance shall be provided by a Project Management Consultant and/or an Institutional Development Specialist in the detailed design and implementation of the CBP activities. The content and processes will be discussed with the Chairperson of the Board, who will approve the proposed CBP activity's implementation. The Chairperson shall ensure that members of the Board are fully informed of the CBP implementation schedules and expected outputs.

5. Performance Indicators

By the end of 2008, the BOD can:

- gather, critically analyze key information relevant to BDA internal and external operations and make the necessary decisions for the effective governance and performance of the BDA;
- finalize the organizational set-up of the BDA with its corresponding staffing, compensation and accountabilities, and adapt a Code of Conduct;
- demonstrate effective listening and feed backing skills in the conduct of participatory assessment meetings to evaluate BDA work/impact, with its targeted clients, the MILF field units and other institutional partners; and
- finalize the operational relationship of the BDA with the MILF organizational set-up in delivering services to conflict-affected areas.

6. Monitoring and Evaluation Mechanisms

Evaluation meetings shall be conducted after each CBP activity to determine from the BOD themselves the extent of any increase or enhancement of their individual competencies based on the BOD responsibility sets agreed upon. Further, independent evaluation of the BOD performance and responsiveness in delivering their work expectations shall be done by the MTF Secretariat, through its periodic monthly partnership meetings. Board decisions can be tracked to determine appropriateness, timeliness and responsiveness of decisions made to support BDA operations.

7. Implementation Schedule

The BOD will meet (either once or twice) during the first quarter of 2008 to revisit their roles and responsibilities, reorganize (if deemed necessary), review the BDA Strategic Plan, adapt the Code of Conduct and approve additional policies and guidelines to direct and control the BDA operations.

In the subsequent quarters of the year, the BOD members shall conduct their BDA assessment meetings, and hold consultation meetings/feedback gathering with external stakeholders of the BDA, in the various regional offices of the BDA. Visits will be rotated to enable the BOD to visit all the 6 regional offices within a remaining nine months of the year.

8. Venue

BOD capacity building sessions and meetings will be held twice each in Cotabato City, Marawi City, General Santos, and Davao City, and one each in Isabella City, and Zamboanga City.

Annex 2

MTF-RDP Capacity Building Program

Capacity-Building Activities on Project Management Provided to BDA RMOs

Project Management Areas	Capacity-Building Mode
Project Management	On-the job training on Project Management, Organizational Development, Procurement, Financial Management
Networking/Linkaging	Hands-on activity on coordination, cooperation and collaboration with agencies supporting the program
Planning, Implementation, Monitoring and Evaluation	On-the-job coaching on application of PIME and coaching on the conduct of PIME training to POs
Management Information System (MIS)	Coaching on data gathering, consolidation, documentation and keeping hard and e-copies files
Documentation	Training and hands-on activity on documentation.

Demonstrated Capacities BDA RMOs (as of December 2008)

CDD Implementation and Management	
MLGU, MTT and MSC Orientations, BLGU orientation	Skills acquired
Participatory Community Assessment	Skills acquired
Peace and Conflict Assessment	Skills acquired
CIP formulation	Skills acquired
Sub-Project Proposal Training, Packaging of SP Proposal, Pre-Construction Conference, O&M Training, SP Turn-over	Skills acquired
Organization Development Training	Skills acquired
Monitoring and Evaluation Training	Skills acquired
Training Management	
Preparation of Session Plans	Skills acquired
Preparation of Visual Aids	Skills acquired
Pre-training planning with Pool of Values Transformation Trainers	Skills acquired
Dry-Run of the following Training Modules: <ul style="list-style-type: none"> - Participatory Community Assessment - Leadership - Facilitation - Effective Presentation - How to Conduct meeting - How to Prepare Minutes of meeting 	Skills acquired
Documentation	
Hands-on coaching on Preparation of Minutes of Meeting	More improvement needed
SPP Packaging	Skills acquired
Filling up of Area Investigation Form	Skills acquired
Networking/Linkaging	
Coordination with MLGU (Mayor, MTT, and MSC), BLGU, regional line agencies, NGOs, foundations and other possible sources of support to sustain PO initiatives	Skills need more improvement

Assessment of BDA RMO Management and Implementation Capacity after Training

Demonstrated Capabilities

- MDF able to gather required information
- RMO able to analyze, plan and make decision based on preliminary social investigation
- Coordinating/negotiating and lobbying skills/mobilization of stakeholders
- Facilitation
- Presentation, public speaking skills
- Public relations skill
- Mastery of CDD process
- Can give training
- Can facilitate the development of Community Investment Plan
- Mastery of registering PO with appropriate government agencies
- Collective decision-making
- PO empowerment/allowing POs to have a say in project design
- Facilitate approval of SPP on time
- Can coach the PO, MTT, MSC and other local bodies
- Skill in planning and strategy formulation to beat deadline
- Problem-solving

Areas for Improvement

- Report writing
- Analytical skill/how to use the information to develop strategy for community mobilization
- Data banking and validation of initial info during the participatory community assessment
- Peace and conflict assessment
- Negotiating skills
- Professional presentation techniques/developing creative presentation materials
- Documentation
- Teamwork
- Leaders identification/selection
- Improving PO cohesiveness; PO organizational plan
- Coaching the MDFs, PO Treasurer and Bookkeeper on the proper way of accomplishing financial forms

Annex 3

Example of Training Activity Report

Mindanao Trust Fund – Reconstruction and Development Program

DATE: November 22-31, 2008

Title of Activity or
Training:

Enhancing Project Management through Effective Partnership Training Workshop

COMPARATIVE DATA ON TRAINING/ACTIVITY: CONDUCTED VS. PROPOSED							
Item	As Proposed	Actual			Remarks/Problems Encountered/Remedial Actions Taken		
1. Venue	Cotabato City	Gardenia Guest Hse, Macasandig, Cagayan de Oro			The dates and venue of the training was tentatively scheduled as early as September, 2008 but due to various obstacles, the schedule was moved several times. Due to some other pressing concerns, the Executive Director in the person of Dr. Danda Juanday was present for only one day during the training. BOD meeting took place on the eve of the last day of training (Nov 31, 2008) with the presence of Dr. Abbas Candao, BOD Chairperson and the MTF-Secretariat representatives		
2. Start Date	September; October29, 2008	Nov. 22, 2008					
3. End Date		Nov. 31, 2008					
4. Duration	9 days	9.5 days					
5. Budget	PhP 700,000	PhP 720,000					
Participants-Actual		Male	Female	Total	Breakdown of Actual Resource Persons		
Regional Managers		5	0	5			
Regional FOO		5	0	5		Male	Female
RMEOs		5	1	6	Technical Assistance Team	2	3
Community Dev’t Officers		5	1	6	BDA	2	3
BDA-CMO		6	6	12	MTF-Secretariat (WB)	1	3
Drivers		3	0	3	DAP	1	2
TOTAL Participants		29	8	37			
					Total	6	11
						17	
<i>(Briefly comment on the realization or non-realization of the training objectives specified in the proposal.)</i>							
<i>Profound understanding of BDA’s mandate, direction, core values the peace process, and conflict sensitivity and peace promoting:</i>							
<ul style="list-style-type: none">▪ The activity was an opportunity for the participants to revisit the vision, mission, objectives and goals of the organization and the role of every member in the realization of same.▪ The roadmap to change through values transformation paved the way of better understanding the BDA’s existence thru its act of volunteerism.▪ Revisiting of the peace process was crucial as it linked to the present undertaking that BDA and the GRP is doing in pursuit of peace▪ Conflict sensitivity and peace promoting input was very appropriate as it have created a mind set of respecting lives by eliminating the structure of violence and creates structure of peace.							
<i>Articulation of the importance of organizational and project management</i>							
<ul style="list-style-type: none">▪ The facilitating and hindering factors in PPA1 implementation was a brief revisit of what has been lengthily discussed during the Learning Enhancement Workshop as a take off point in discussing and presenting the succeeding topics.▪ Understanding the LGU structure and its mandate is an eye opener for BDA as to how could they probably tap the resources within in the MTF-RDP implementation.▪ The basic concepts of networking, effective networking, importance of networking, types of networking, benefits of networking, building alliances and networks and the don’ts of networking is an enhancement to the inputs of establishing partnership with other actors working for development in concerned areas.							
<i>Introduction to Project Management</i>							
<ul style="list-style-type: none">▪ The inputs on project management: basic pillars of management, definitions of project management, project and program were considered a good guide of the trainers in the arena of project management.							

(Briefly comment on the realization or non-realization of the training objectives specified in the proposal.)

Profound understanding of BDA's mandate, direction, core values the peace process, and conflict sensitivity and peace promoting:

- The activity was an opportunity for the participants to revisit the vision, mission, objectives and goals of the organization and the role of every member in the realization of same.
- The roadmap to change through values transformation paved the way of better understanding the BDA's existence thru its act of volunteerism.
- Revisiting of the peace process was crucial as it linked to the present undertaking that BDA and the GRP is doing in pursuit of peace
- Conflict sensitivity and peace promoting input was very appropriate as it have created a mind set of respecting lives by eliminating the structure of violence and creates structure of peace.

Articulation of the importance of organizational and project management

- The facilitating and hindering factors in PPA1 implementation was a brief revisit of what has been lengthily discussed during the Learning Enhancement Workshop as a take off point in discussing and presenting the succeeding topics.
- Understanding the LGU structure and its mandate is an eye opener for BDA as to how could they probably tap the resources within in the MTF-RDP implementation.
- The basic concepts of networking, effective networking, importance of networking, types of networking, benefits of networking, building alliances and networks and the don'ts of networking is an enhancement to the inputs of establishing partnership with other actors working for development in concerned areas.

Introduction to Project Management

- The inputs on project management: basic pillars of management, definitions of project management, project and program were considered a good guide of the trainers in the arena of project management.

- As an essential tool in management, the session on planning covered the following vital concerns: Overview of planning, the basics of planning, types/hierarchy of plans, phases/process of planning, situational analysis using SWOT. This was followed thru by a hands-on activity by workshops as the planning inputs will be their guide in the preparation of their respective RMO work and financial plans.

Work and Financial Plan Preparation

- The input on what a work plan is all about gave details on how WFP could be prepared by the RMOs. Another input provided is the MTF-RDP results framework which will be primarily considered in the work plan preparation.
- An input on financial guidelines as experience in PPA1 was presented and discussed as their guide in the preparation of the WFP for PPA 2 operation.
- The input on the importance of financial planning, policies and guidelines on the following: petty cash fund, travel cash advances, payroll system, RMO operating funds, and funds flow.

Inputs on Leadership

- The processing of the workshop outputs deepen the understanding of the participants on the elements of leadership, foci of leadership actions, task function, maintenance function, what real leaders are or are not, characters of effective managerial leadership, and what leaders do.
- The importance of motivation was a key input to management in accomplishing the task emphasizing particularly the organizational vision, mission, goals and objectives that will lead them forward.
- Communication as a basic management tool was to help smoothen all activities related to project management and implementation. Inputs on why communication is important, effective communication, common communication barrier, bad habits of poor listeners, good habits of effective listeners, benefits of active listening, receiving and giving feedback was their substantial input on becoming effective managers.

Problem Solving and Decision-Making

- In the day to day operation in project implementation, there are varied problems that come along the way that will affect the project implementation if left unresolved hence the input on how important problem solving is will provide participants basic guide in doing their management function. Another input provided is on effective decision making to resolve problems encountered along the way. The SAPADAPPA (Situational Analysis, Problem Analysis, Decision Analysis, and Potential Problem Analysis) model was used in the problem solving and decision making inputs.

Financial and Procurement Management

- The inputs on financial and procurement managements covered the following concerns: Overview of financial and procurement management, sound financial management BDA financial management policies and guidelines, community level financial management, block grant funds flow, disbursement processes and guidelines; importance of procurement guidelines and processes, guiding principles, procurement plan preparation, procurement methods, delivery of goods/execution of works and services and all other aspects of procurement allowed better understanding on the internal policies adopted by the program. Responsibilities were clearly defined as to who will do what on maintaining sound and appropriate financial and procurement activities.

Monitoring and Evaluation / Reporting Flow

- As monitoring and evaluation is imperative to project implementation, the inputs provided to the participants emphasized on the importance of monitoring and evaluation by defining and giving samples of what monitoring and evaluation is all about and how the RMO and community perform such task. Performance monitoring and evaluation was also given emphasis.
- This was enhanced by case analysis of data that will be used as management guide in improving processes.
- The consistency/uniformity/standardization of progress reports format was agreed and it was emphasized that RMO should be ready of the tow kinds of reporting – the scheduled and the unscheduled. All reports from RMOs should be addressed and submitted to the ED.

Construction Supervision and Monitoring

- Inputs on what and when to monitor the implementation of various community based infrastructure i.e. concrete tire path, water system and sanitation, post harvest facilities like solar dryers and warehouses and other facilities like community and livelihood centers have enlightened participants on the technical concerns of various subprojects implemented. With the said inputs and tips, RMOs now are more equipped in the sub-project implementation.

Environmental and Social Safeguards

- The inputs on environment and social safeguards to be considered in the MTF-RDP implementation particularly for its sub-projects have provided consciousness of the RMO managers and staff. The implementation of sub-projects should not adversely affect the people and environment of the community. The lesser the negative effect the better it would be.

BDA Code of Conduct

- The core values of the BDA in managing developmental works is an inspiring order and there is a need to revisit the set of guiding principles and norms in the performance of expected functions as its daily guide and way of life.

Lessons Learned/Insights:

Training/Activity Strategy:

- The training design is quite comprehensive and is a good strategy to enhance the project management skills of BDA as the emerging development arm for Muslim and non Muslim communities.
- The trainers were well prepared and knew the topics by heart. It was evident that facilitators knew the module and not just to which part they were tasked to handle.
- A design for post-training application of learnings/dissemination of lessons learned would be welcome.
- Tapping DAP as a training institution is also a good strategy.

Methodology:

- Visual aids and handouts were helpful.
- Teachers were experts in their assigned topics.
- Instructions for the workshops were clear, lectures were understood, the mood was relaxed and free from pressure, the flow of modules was well organized.
- It was positive that the trainers exerted efforts to also draw knowledge from the participants (through workshops and reporting)
- Workshops measured the level of understanding of the participants on particular topics.
- Study Circle to enhance understanding of the participants on their belief and religion.
- Use of practical examples were provided
- Workshops encouraged participants to share their knowledge and capture their perception and ideas about the topic, compared to long lectures made the participants bored.
- The use of various learning styles is a good strategy to keep the participants awake and focus on the discussion. It also allows a venue for participants to interact and strengthen working relationship. However, the learning methods can be improved with the use of more engaging adult-learning approaches.
- The introduction of ice breakers adaptable to Islamic perspective helped maintain the participation and interest of the participants.
- The distribution of reference materials of each session help in achieving the session objectives

Contents:

- The training topics were comprehensive, substantial, interesting and relevant
- Discussion allowed participants to clarify some relevant issues and concerns.

Training/Activity Management:

- The shifting roles of participants was effective to manage the time for the sessions, cleaning, praying, eating regular meals and snacks, providing ice breakers, and so on.
- Supervision on the flow of activities was good, and time management is good (All sessions started on the agreed time to start) although some participants are late in coming to session halls, the sessions just as well started on the agreed time.
- There were very good accommodations, good food and the venue in general (prayer rooms are provided for both men and women)
- There were enough training kits and reading materials.
- Given that the training was conducted for 9.5 days, over fatigue was felt so there is a need to review everything all over again but a lot had been learned especially those that can be applied directly on the job waiting for them on the field.

Annex 4

Municipal Development Facilitator (MDF) Task Description

General Responsibilities

The Municipal Development Facilitator (MDF) will be a municipal based volunteer staff of the Bangsamoro Development Agency (BDA) and under the general supervision of the Regional Field Operations Officer and direct supervision of the Community Development Officer. She/he will be responsible in providing community organizing work in the covered barangays and will be coordinating closely with the Municipal Technical Team (MTT) particularly the Municipal Social Welfare and Development Office (MSWDO) of the Municipal Government. The MDF is expected to perform the following:

Specific Responsibilities

- Set appointment with the Municipal Mayor and other key officials (MPDC and or MSWDO) re schedule of the program orientation at the municipality;
- Assist the Regional Project Management Office (RPMO) Team in the conduct of the Municipal level orientation attended by the Municipal Mayor and other key officials;
- Facilitate the organization of the MTT and Multi-Sectoral Committee (MSC);
- Assist the RPMO in conducting the organizational meeting of the Municipal Technical Team and Multi-Sectoral Committee and orientation at the municipal level to ensure common understanding of the MTF-RDP principles, processes and values;
- In coordination with MSWDO/Social Worker, will lead the Community Organizing and Community Development (CO-CD) processes in the assigned barangay;
- Assist the MTT and CDS in the conduct of barangay level orientation processes;
- Prepare work plan for sitio level orientation activities;
- Facilitate the clustering of sitios for the VTT and study circles;
- Facilitate the identification of Community Volunteers (CVs) and prepare for the succeeding Participatory Community Assessment activities (PCA);
- Facilitate the formal organization of PO and other steps required leading to Sub-Project Agreement (SPA) signing;
- Ensure positive growth of the people's organization (PO) thru building linkages with other partners particularly on the needed capacity building interventions;
- Assist CDS in undertaking periodic field assessments for timely and appropriate mitigating measures;
- Regularly coach the POs to comply with project requirements such as preparation of documents and reports
- Perform other tasks as may be assigned by the PRMOs

Skills and Educational Qualification Requirements

- a) Preferably a graduate in any Bachelor's Degree and/or has some experiences working with Communities;
- b) Basic understanding of community organizing-community development processes;
- c) Has good communication and facilitating skills;
- d) Good coordination skills; and
- e) Practicing good values.

Annex 5

Internally Displaced Persons in Urban Areas Training

List of Training and Orientation Activities in Last Quarter of 2008

Poblacion 7, Misayap

TITLE OF ACTIVITY	VENUE	DATE (in chron order)	COST Php	PARTICIPANTS	NUMBER OF PAX		TOTAL
					Male	Female	
Thematic Mapping Training and Workshop	Brgy. Hall, Poblacion 7,	Nov. 12 - 13, 2008	9,166.75	CVs, Community Leaders & Members, Brgy. Officials, BHWs, Minland, BDA	15	22	37
Community Values Transformation Training	Madrasah, Dilangalen,	Dec. 15 - 17, 2008	19,523.50	CVs, Community Leaders & Members, Brgy. Officials, Minland, BDA	33	26	59

Rosary Heights 3, Cotabato City

TITLE OF ACTIVITY	VENUE	DATE (in chron order)	COST	PARTICIPANTS	NUMBER OF PAX		TOTAL
					Male	Female	
Community Values Transformation Training	Kutawato Educational and Cultural Center, Inc., RH3	Dec. 2 - 4, 2008	22,800.00	CVs, Community leaders & members, BDA, MinLand	30	16	46

Poblacion Mother, Cotabato City

TITLE OF ACTIVITY	VENUE	DATE (in chron order)	COST	PARTICIPANTS	NUMBER OF PAX		TOTAL
					Male	Female	
Values Training	El Marco Training Center	November 4 – 6, 2008	44,879.51	BDA and MinLand	12	11	23
Thematic Mapping Training	J. Marquez Integrated School of Peace, Poblacion Mother	November 19 – 20, 2008	22,166.35	Community Volunteers and Community Leaders	13	15	28
Values Training	J. Marquez Integrated School of Peace, Poblacion Mother	December 2-4, 2008	22,367.15	Community Volunteers and Community Leaders	14	20	34

Annex 6

Gender and Peace-building Field Manual

Manual Objective

This manual aims at helping municipal/community development facilitators mobilize people towards:

- Participatory problem mapping and resolution
- Equitable relations in families, workplaces and community
- Active engagement in local governance
- Conflict prevention and management/resolution
- Enhanced capacity to transform their inner and outer environments.

The overall goal is PEACE, which is defined here from a positive perspective, that is, it is not only the absence of violence but also the presence of equity and justice in a community. To achieve positive peace, the attainment of the elements of the acronym, PEACE, as cited above is important. This manual provides guides and tools that can help a community move towards the attainment of these elements.

Intended Users

This manual is primarily designed for municipal or community development facilitators or peace workers working in the conflict-affected areas of Mindanao. Peace workers outside of these areas are free to adopt this manual.

Manual Contents

Each letter in the earlier-mentioned acronym, PEACE, corresponds to one module of this manual. The meaning of each letter stands as the module title and topic. Thus, this manual has five parts. Each part contains five elements, namely:

- a) General description of the module
- b) Key learning points
- c) Community structure to tap or form
- d) Procedures
- e) Module monitoring and evaluation checklist.

Modules⁴

- Module 1: Participatory Problem Mapping and Resolution
- Module 2: Equitable Relations in Families, Workplaces and Community
- Module 3: Active Engagement in Local Governance
- Module 4: Conflict Prevention and Management/Resolution
- Module 5: Enhanced Capacity to Transform Inner and Outer Environments

⁴ The Field Manual is based on the Gender and Peace-building Manual and Tool Kit produced in 2006 under a partnership of the WB's Gender Program and the MTF-RDP.

Annex 7

Mindanao Trust Fund-Reconstruction and Development Program PO AND SUB-PROJECT INFO MATRIX As of December 31, 2008

RMO	Specific Location	Name of PO	Contact Person	DOLE/SEC Registration Number	SP Title	Project Cost Sharing					Status
						MLGU	BLGU	PO	Block Grant	TOTAL SP COST	
CENTRAL MINDANAO REGION											
Batch 1-C1 and 2	Sapad, Matanog, Shariff Kabunsuan	Sapad Association for peace and Development	Norodin Mangkay	DOLE 12, Koronadal City, Reg.#: ROXII-2006-085	12 SPs						
					Construction of 13 units Coco Pugon	111,000.00	35,309.00	23,550.00	976,160.39	1,146,019.39	Completed and turned over since 2007
	Bullok, Pagalungan, Maguindanao	United Peace Home Owners Association	Musa Sungka	DSWD ARMM, Reg #: 2003-33	Water System w/ Communal Toiled	49,900.00	24,600.00	12,300.00	413,240.83	500,040.83	Turned Over on August 7, 2008
	Labugan, DOS, Shariff Kabunsuan	Datu Campong Peoples Organization	Japar A. Campung	DOLE ARMM, Reg #: 485-08	1 Unit Livelihood Training Center	76,500.00	70,900.00	40,400.00	499,804.12	687,604.12	Turned over on October 5, 2008
Batch 2-A	Magatos, Kabacan, Cotabato	Magatos Organization for Peace & Devt	AbdulKhadil Baculudan	DOLE ROXII-2007-240	Deep Well (level II) Water System, Ground Tank, Power House	125,194.10	56,175.00	42,025.00	859,502.73	1,082,896.83	Turned over on October 7, 2008
	Dungos, Tulunan, Cotabato	Dungos United Muslim Christian Organization for Peace & Devt	Terso A. Ebrahim	DOLE 12, Koronadal City , Reg #: ROXII-2008-038	1 Unit of Solar Dryer on Grade Cum Warehouse	84,609.33	48,775.00	42,508.70	499,862.09	675,755.12	Turned Over on August 9, 2008
	Badak, GSKP , Maguindanao	Badak Association for Development and Kallilitad	Anwar-boy Dimacocob	DOLE ARMM, Cotabato City, Reg #: 441-07	Construction of 1 Unit Livelihood Training Center	84,245.00	46,100.00	31,100	499,471.21	660,916.21	Turned Over on July 28, 2008
	Daladagan, Mangudadatu , Maguindanao	Dalagan Peace and Development Organization	Ersad E. Abdulkarim	DOLE ARMM, Cotabato City, Reg#: 509-08	Construction of Multi-Purpose Building	162,225.00	60,400.00	35,400.00	497,917.05	759,942.05	Turned Over on September 27, 2008
Batch 2-B	Manarapan, Carmen, Cotabato	Cotabato Center for Peace & Devt Initiative, Inc	Tahir Solaiman	SEC, Davao Ext Office, Reg #: CN200827871	Construction of 1 Unit Livelihood Training Center	68,200.00	45,500.00	30,500.00	532,755.95	676,955.95	Completed but not yet turned over
	Madia, Datu Saudi, Maguindanao	Madia Center for Peace for & Development	Ansarie A. Abubakar	DOLE ARMM, Cotabato City, Reg#: 503-08	Construction of 2 Units Solar Dryer on Grade	50,000.00	15,000.00	10,000.00	425,000.00	500,000.00	Turned Over on September 21, 2008
	Pickalagan, SK, Shariff Kabunsuan	Picalagan Association for Peace and Devt	Saidona T. Sabdula	DOLE ARMM, Cotabato City, Reg#: 502-08	Construction of 1 Unit Community Training Center	86,796.67	19,625.00	18,775.00	499,987.78	625,164.45	On-Going (Completed 2/2009)
	Laguilayan, Isulan, Sultan Kudarat	Laguilayan Peace and development Association	Barah I. Abdul	DOLE 12, Koronadal, Reg#: ROXII-2008	Deep Well (Level 2) Water Supply System	44,000.00	17,000.00	10,000.00	499,415.00	570,415.00	Turned over on August 28, 2008
					Construction of 1 unit Community Hall	48,300.00	15,000.00	11,300.00	499,786.00	574,386.00	Turned Over on August 25, 2008

RMO	Specific Location	Name of PO	Contact Person	DOLE/SEC Registration Number	SP Title	Project Cost Sharing					Status
						MLGU	BLGU	PO	Block Grant	TOTAL SP COST	
DAVAO					10 SPs						
Batch 1 (CBI 1&2)	Lucatan, Tarragona, Davao Oriental	Lucatan United Bangsamoro Peoples Org	Joel Marianito	DOLE 11, Davao City, Reg#: R1100-0607-WA-955	Community and Livelihood Center	153,449.60	116,738.80	53,203.60	944,159.90	1,267,551.90	Completed, turned over Sept. 9, 2007
Batch 2-A CBI 1	Inawayan, Sta. Cruz, Davao del Sur	Inawayan United Muslim Christian Organization	Blenvinido Amodia	DOLE, Davao City, Reg#: R1100-0710-WA-1038	Construction of Box Culvert	42,048.35	8,409.70	11,993.05	484,177.60	546,628.70	Completed, turned over Aug 15, 2008
CBI 2					Construction of Electricity Powered Deep Well Water System	49,137.66	11,339.46	7,559.64	377,982.00	446,018.76	Completed and turned over June 11, 2008
					Water System	65,951.57	19,785.47	15,550.00	484,788.86	586,075.90	Turned over on Sept 8, 2008
CBI 1	Tambongon, Pantukan,	Tambongon United Muslims, Lumads and Christian Association	Abdulbayan B. Tagwalan	DOLE, Davao City, Reg#: R1100-0710-WA-1038	Concrete Tire Path	69,152.80	8,685.85	5,790.00	289,528.00	373,156.65	Turned Over on June 12, 2008
CBI 2	Compostela Valley				Community and Livelihood Center	80,671.10	19,137.46	47,970.00	637,912.10	785,690.66	Turned over on Sept 11, 2008
	Pangl, Maco, Compostela Valley	Pangl Christians-Muslims Solidarity for Peace & Devt Org	Abdul Jalil A. Matuan	DOLE 11, Davao City, Reg #: R1100-0803-WA-1065	Construction of Livelihood Center	32,670.00	217,226.	13,920.00	277,479.03	541,295.03	Turned Over on August 16, 2008
Batch 2-B	Canatan, Asuncion, Davao del Norte	Canatan United Muslim, Christian, Lumads Association for Development	Rodolfo D. Cabig	DOLE 11, Davao City, Reg. #: R1100-0803-WA-1064	Construction of 13 units Jematic Handpumps Water System	62,405.10	19,200.00	11,400.00	524,051.00	617,056.10	Turned Over on August 21, 2008
	Liboganon, Tagum, Davao del Norte	Liboganon Muslims Christians Association	Catherine D. Ballesteros	DOLE 11, Davao City, Reg #: R1100-0803-WA-1065	Construction of Community and Livelihood Center	80,671.10	19,137.46	47,970.00	637,912.10	785,690.60	Turned over on Aug 31, 2008
	Fishing Village, Malita, Davao del Sur	Fishing Village Muslims, Christians, Lumads Association	Ahmad D. Bastida	DOLE 9, Davao City, Reg #:R1100-0803-WA-1066	Construction of Community and Livelihood Center	80,671.10	19,137.46	47,970.00	637,912.10	785,690.60	Turned over on September 12, 2008
LANAO REGION					10 SPs						
Batch 1- CBI 1	Pacalundo, Balo, Lanao del Norte	Memungan Association for Development and Equality Living	Abdillah L. Sheik	DOLE 10, Cagayan de Oro City, Reg #: IL-RW-051-2006	Construction of Community Livelihood Training	80,400.00	0	132,350.	1,000,000.00	1,212,750.00	Batch1 subproject turned over 2007
CBI 2					2-LaneTire Path	0	0	35,000.00	460,000.00	495,000.00	Turned over on August 18, 2008
Batch 2-A	Lupitan, Poona Piagapo, Lanao del Norte	Kapheinged for Peace and Development	Birua M. Samporna	DOLE 10, Cagayan de Oro City, Reg#: IL-RW-002-2008	Construction of Livelihood Training Center	50,000.00-	15,000.00	10,000.00	500,000.00	575,000.00	Completed
	Pocitan, Butig, Lanao del Sur	Pocitan Org for Strong Commitment and Accountability	Mohamad H. Mustapha	DOLE ARMM, Cotabato City, Reg#: 440-07	Construction of Livelihood Training Center	50,000.00	15,000.00	10,000.00	500,000.00	575,000.00	Completed
Cycle 1	Sawer, Masiu, Lanao del Sur	Sawer Assoc for Welfare and Empowerment of People & Social Reform	Saidamen U. Hadji Salic	DOLE ARMM, Cotabato City, Reg#: 439-07	Construction of Livelihood Training Center	50,000.00	15,000.00	10,000.00	500,000.00	575,000.00	Turned over on August 5, 2008
Cycle 2					Community Health Center	50,000.00	15,000.00	10,000.00	500,000.00	575,000.00	Work on-going

RMO	Specific Location	Name of PO	Contact Person	DOLE/SEC Registration Number	SP Title	Project Cost Sharing					Status
						MLGU	BLGU	PO	Block Grant	TOTAL SP COST	
Batch 2-B	Nusa, Balindong, Lanao del Sur	Macabao Association for Peace & Devt	Acmad P. Radiamoda	DOLE ARMM, Cotabato City, Reg #: 507-08	Construction of Community and Livelihood Center	50,000.00	15,000.00	10,000.00	500,000.00	575,000.00	Turned Over on August 13, 2008
	Panggawilupa, Calanugas, Lanao del Sur	People's Action for Good Governance & Social Welfare	Abdulrhman B. Hanafie	DOLE ARMM, Cotabato City, Reg #: 505-08	Construction of Community and Livelihood Center	50,000.00	15,000.00	10,000.00	500,000.00	575,000.00	Turned Over on August 17, 2008
	Sandab, Butig, Lanao del Sur	Sandab Association for Development of all Bangsamoro	Monabantog D. Kiram	DOLE ARMM, Cotabato City, Reg #: 506-08	Construction of Community and Livelihood Center	50,000.00	15,000.00	10,000.00	500,000.00	575,000.00	Work has just resumed recently.
	Macabao, Ganasi, Lanao del Sur	Macabao Association for Peace and Development	Rohanie A. Abbas	DOLE ARMM, Cotabato City, Reg #: 507-08	Construction of Community and Livelihood Center	50,000.00	15,000.00	10,000.00	500,000.00	575,000.00	Turned Over on August 21, 2008
SOUTH MINDANAO REGION											
Batch 1 CBI 1	Malisbong, Palimbang, Sultan Kudarat	Malisbong Community Development Organization	Junaid B. Angkanan	DOLE 12, Koronadal City, Reg#: ROXII-2006-085	2 Units of Solar Dryer and Warehouse	112,085.00	112,085.00	56,042.94	840,644.18	1,120,857.10	Completed and turned over since 2007
CBI 2					Construction of 5 Units Communal Toilets	33,000.00	15,000.00	18,000.00	270,000.00	336,000.00	Turned Over on October 19, 2008
Batch 2-A	Sapu Masla, Sapu, Masla, Malapatan, Sarangani	Sapu Masla Association for Peace and Unity (SAPU)	Elizabeth R. Sambaga	DOLE 12, Koronadal City, Reg#: ROXII-2007-2007	Water Supply System	80,880.00	38,400.00	25,050.00	500,000.00	644,330.00	Turned Over on June 10, 2008
	Pananag, Maasim, Sarangani	United Peace-builders Association of Pananag (UPAP)	Bahira M. Benito	DOLE 12 Koronadal City	Construction of 1 Unit Training Center	71,356.23	21,406.88	14,271.25	636,854.39	743,888.75	Turned Over on May 31, 2008
	Koronadal Proper, Polomolok, South Cotabato	Strongly United Koronadal Proper Organization	Alimuddin A. Hadjinor	DOLE 12, Koronadal City, Reg #: ROXII-2008-009	Construction of 1 Unit Livelihood Training	76,106.74	22,832.00	15,221.35	646,907.22	761,067.31	Turned Over on August 28, 2008
	Bonao, Tupi, South Cotabato	Enlightenment & Technological Initiatives for Peace & Devt	Mandao L. Wali, Jr.	DOLE 12, Koronadal City, Reg # ROXII-2008-144	Construction of 1 Unit Community Livelihood Center	70,788.00	25,036.00	23,639.	561,171.90	680,634.90	Turned Over on October 6, 2008
Batch 2-B	Kraan, Palimbang, Sultan Kudarat	Organization for Peace & Devt	Datu Esmael G. Buisan	DOLE 12, Koronadal City, Reg #: ROXII-2007-173	Construction of 1 Unit Community and Livelihood Center	55,500.00	16,600.00	46,898	554,302.30	673,300.30	Turned over on October 19, 2008
	Lagundi, Kiamba, Sarangani	Lagundi Community Development Organization	Solaiman Calolong	DOLE 12, Koronadal City, Reg# ROXII - 2007-063	Construction of 1 Unit Community and Livelihood Center	387,970.00	2,000.00	71,256.00	558,729.50	1,019,955.50	Turned Over on August 3, 2008
ZAMBASULTA REGION											
Batch 1	Baguindan, Tipo-Tipo, Basilan	Kalukbanan Kasambuhan Organization (KAKO)	Mujib Allaudin	DOLE ARMM Cotabato City	Construction of Community Learning Center	92,663.90	0	46,331.95	926,639.01	1,065,633.90	Completed but not yet turned over

RMO	Specific Location	Name of PO	Contact Person	DOLE/SEC Registration Number	SP Title	Project Cost Sharing					Status
						MLGU	BLGU	PO	Block Grant	TOTAL SP COST	
Batch 2-A	Upper Garlayan, Maluso, Basilan	Al-nusra Organization	Suwaib Tawasil	DOLE ARMM Cotabato city	Construction of Concrete Tire Path	174,047.00	0	79,000.00	810,779.94	1,065,593.80	Turned over on September 10, 2008
	Panatsaken, Kasabennalan Sumisip, Basilan	Pagtabangan si Kasabennalan Organization	Kabilisin T. Mukahlul	DOLE ARMM Cotabato City	Construction of Concrete Tire Path	156,094.10	0	55,100.	894,221.27	1,105,415.30	Turned Over on June 12, 2008
	Guinanta, Albarka, Basilan	W.A.K.A.P. Organization	Pajang Atakal	DOLE ARMM, Cotabato City, Reg #: 508-08	Construction of Community and Livelihood Center	74,389.78	0	37,194.89	743,897.85	855,482.52	Turned over on October 13, 2008
Batch 2-B	Baiwas, Sumiisip, Basilan	Baiwas People's Organization	Adzman Hailul	DOLE ARMM, Cotabato City, Reg# 507-08	Construction of Concrete Tire Path	94,069.66	0	71,100.00	703,779.66	868,948.66	Turned over on September 27, 2008
	Tuburan Proper, Ajul Mohammad, Basilan	Kasabennalan Organization, Inc	H. Sam Atain	DOLE ARMM, Cotabato City, Reg#: 509-08	Construction of 250 L.N.M Concrete Tire path and Culvert Installation	105,619.66	0	71,100.00	692,176.21	868,895.87	Turned over on September 4, 2008
ZAMBOPEN REGION											
Batch 1-C1	Sungayan, Dinas, Zamboanga del Sur	Association of Sungayan for Empowerment and Development (ASED)	Zuhair Sayagoot	DOLE ARMM Cotabato City	Concrete Tire Path	108,150	34,120.00	19,925.00	963,170.00	1,125,365.00	Completion is still pending due to MLGU equity
Batch 2A-1	Canacan, Kabasalan, Zamboanga Sibugay	Canacan Community Peace and Development Organization (CCPDO)	Ustadz Hamid A. Manap	DOLE 9, Zamboanga City, Reg #: 121-2007	Construction of Community Livelihood Center	50,000.00	15,000.00	10,000.00	500,000.00	575,000.00	Turned over on June 11, 2008
Batch 2A-2	Sipakit, Sirawai, Zamboanga del Norte	Sipakit Association for Empowerment and Development (SAED)	Faisal H. Wahab	DOLE 9, Zamboanga City, Reg # 142-2007	Construction of Farmers Pathway	26,600.00	10,000.00	11,600.00	287,760.50	335,960.50	Turned Over on July 25, 2008
Batch 2A-1	Mamagon, Naga, Zamboanga Sibugay	Mamagon Bangsamor Community Development Organization	Ali J. Sibing	DOLE 9, Zamboanga City	Construction of Warehouse with Solar Dryer on Grade	50,000.00	15,000.00	10,000.00	500,000.00	575,000.00	Turned over on July 24, 2008
					Community and Livelihood Center	50,000.00	15,000.00	10,000.00	500,000.00	575,000.00	Turned Over on June 13, 2008
Batch 2B	Kaliantana, Naga, Zamboanga Sibugay	Association of Kaliantana for Peace and Development	Ustadz Hajad P. Sibing	DOLE 9, Zamboanga City, Reg#: 040-2008	Construction of Community and Livelihood Center	50,000.00	15,000.00	10,000.00	608,386.57	683,386.57	Turned over on July 28, 2008
Batch 2B	Pob. Muslim, Tilay, Zamboanga Sibugay	Association of Poblacion Muslim for Empowerment and Dev't	Northusin J. Ahil	DOLE 9, Zamboanga City, Reg# IX-Q40-2008	Improvement of Water System	71,363.90	21,406.17	14,270.75	749,215.95	856,111.35	Turned Over on July 25, 2008

December 31, 2008

Total sub-projects under Batch 1 and 2 = 53

To date, completed = 50

To be completed = 3 (due to recent outbreak of violence, people have just returned to community and have resumed work on SP)
(By February 2009, all 53 sub-projects have been completed)

Annex 8

Grant Facility Sub-projects' Achievements (As of December 2008)

Grant Facility Recipient	Title of Project	Amount (PhP)	Achievements
Round 1			
1. Lanao Aquatic and Marine Fisheries Centre for Community Development	Upscaling Peace Building and Gender Mainstreaming in Sultan Naga Dimaporo communities, Lanao del Norte	484,000	Gender Gap Analysis conducted; results and proposed actions presented to various sectors. Fostered better understanding between Moslem and Christian men and women as a result of a series of activities on gender and peace.
2. Winrock International (WI) - Alliance for Mindanao Off-Grid Renewable Energy	School-Centered and Community-Managed Potable Water System Project	500,000	Improved access to safe water of 50 marginalized households in Barangay Makat, Datu Paglas, Maguindanao, with Level 2, gravity type, water system and improved health and sanitation of the community. Organized the community for operation and maintenance.
3. Community Resource Development Center, Inc. (CRDC)	Dawat Central Elementary School Facility Rehabilitation Project	500,000	Full rehabilitation of dilapidated facility. Now provides safe and conducive learning environment for students. The building has 3 classrooms, toilet for boys and girls, water hoses, armchairs, and open stage.
4. Mindanao Land Foundation, Inc. (MinLand)	The 2nd PO Festival of Best Practices	499,200	Festival boosted people's confidence in pursuing peace and development through self-help and helping other communities. Practice of people-to-people exchanges through the festival promoted better communication and partnership among POs, NGOs, govt and donor agencies.
5. Isulanen Peace and Development, Inc. (IPDI)	Peace Advocacy, Public Information and Dissemination in the Province of Sultan Kudarat	500,000	The participatory community-based diagnosis and conflict analysis and Culture of Peace Training increased communities' knowledge on the historical peace and conflict context of Mindanao, and in the process helped resolved some local conflicts (rido) in the area.
6. Balay Alternative Legal Advocates for Development in Mindanaw	Peace Talks: Challenges to Governance, and their Implications to Socio-Economic Conflicts in Mindanao	300,000	Requested for extension due to armed conflict in the area per Dec 25, 2008 email to BDA
7. Nagdilaab Foundation, Inc.	Improvement of Garments and Welding Training	500,000	Set up a "Center for Excellence" on welding and garments trade. Procured equipment needed for the center.

Grant Facility Recipient	Title of Project	Amount (PhP)	Achievements
	Facilities for the Self-employment of Out of School Youth		Conducted technical and vocational training for 84 out-of-school youth (OSY) on Shielded Metal Arc Welding with National Certification Level II on Gas Metal Arc Welding. Provided basic and advance sewing to 18 OSY and acquired job contracts after the training.
8. Mindananaw Community Development Organization, Inc	Training on Food Production and Processing Using Halal Concepts and Principles	283,800	156 (76 female) youth were trained on food processing/baking, livestock raising, and handicrafts and in the process enhance their capacity for self-employment.
9. Alliance of Bangsamoro for Peace and Sustainable Development	Harnessing the Youths for Rural Entrepreneurship in Conflict-Affected Areas	500,000	Organized Barangay Youth Organization in 12 barangays of Sultan sa Barongis, Maguindanao and provided them with organizational development and training on project management, entrepreneurship and livelihood.
10. Liguasan Youth Association for Sustainable Development, Inc.	Preservation and Promotion of Moro Song	426,000	The Project capacitated 124 local youth to undertake research, composition, packaging and marketing of Moro songs. Trainings include playing musical instruments, song composition, videography, photography, CD production, labelling and distribution. Many of these youth members are now earning income from holding or appearing in music festivals or concerts.
11. United Youth for Peace and Development, Inc. (UNYPAD)	PEACE: Peace Education, Advocacy and Community Empowerment	500,000	Organized a community (Bgy. Kilangan, Pagalungan, Maguindanao) and provided them with a series of orientation workshops. As a result, an emergency operations center was established and a disaster management plan was formulated.
Round 2			
12. Mindanao State University-General Santos City	Save the Unschooled-Displaced-Vulnerable Women	470,000	95% completed. Selected and trained 113 women youth on various livelihood skills. Beneficiaries were also provided with complementary assistance (psychological healing and personality development) and on the job training. Four of them now work in factories while 63 have put up small business.
13. Local Empowerment Foundation	Provision of School Furniture and Equipments to Selected Schools in Conflict Affected Areas in Lanao del	500,000	Improved learning facilities with the distribution of 145 blackboards, 280 armchairs, 150 desks and 100 cabinets to 10 elementary schools in conflict-affected areas in Lanao del Norte. The project distributed also 200 copies of manual on

Grant Facility Recipient	Title of Project	Amount (PhP)	Achievements
	Norte		culture of peace and 4 sets of desktop computers. Chairs, tables and other furniture were locally-made and from timber provided by small farmers.
14. Kapagawida Development Services Association, Inc. (KDSAI)	Renovation of School Building	408,555.33	Mobilized the community (PTCA, School officials, barangay LGU) and rehabilitated a two-classroom school building in Bgy. Pinaring, Sultan Kudarat, Maguindanao. The building is now being optimally used by the community.
15. Institute of Bangsamoro Studies	Publication of the Proceedings of the 2nd International Bangsamoro Devt Conference	498,000	60% complete
16. Ittihadun-Nisa' Foundation, Inc. (INFo)	Skills Training Project for Orphans in Shariff Kabunsuan Province and Cotabato City	499,410	Trained and equipped 54 orphans from 7 orphanage centers in the municipalities of Sultan Kudarat and Sultan Mastura in Maguindanao and in Cotabato City on livelihood. Sewing machines and printing equipment were provided to beneficiaries that they are now using.
17. Federation of United Mindanawan Bangsamoro Women Multi-Purpose Cooperative	Skills Training and Enterprise Development Project for OSCY (STEDP for OSCY)	500,000	Trained 31 out-of-school children and youth (OSCY) in technical and vocational skills in culinary arts and food processing (20-day training). Each beneficiary was provided with a P5,000 (P1,000 of which was LGU counterpart) Community Fund Assistance which served as their initial capital for their enterprise activities. Beneficiaries were organized into a youth organization to provide a support system.
18. Central Mindanao Integrated Livelihood Assistance and Resource Development Foundation, Inc. (Cemilarde Foundation)	Creation of a Model Corporate Community in South Kabuntalan, Shariff Kabunsuan as a Mechanism for Peace and Development	500,000	Organized the Kabuntalan Indigenous Corporate Community with interdependent components (producer group, processing group and marketing group) being developed and functioning slowly towards its full operation. The corporation has constructed fish ponds and fish cages, and started small enterprises although with still limited output. The LGU has committed to constructing a dried fish processing plant.
19. Mindanao Tulong Bakwet	Access to Conducive Environment and Quality Education for Children and Community Members Affected by Armed Conflict	500,574	Provided a better and conducive learning environment to school children of Bgy. Tuka, Mamasapano, Maguindanao, with the construction of 2-classroom Bgy. Tuka Primary School Building.

Annex 9

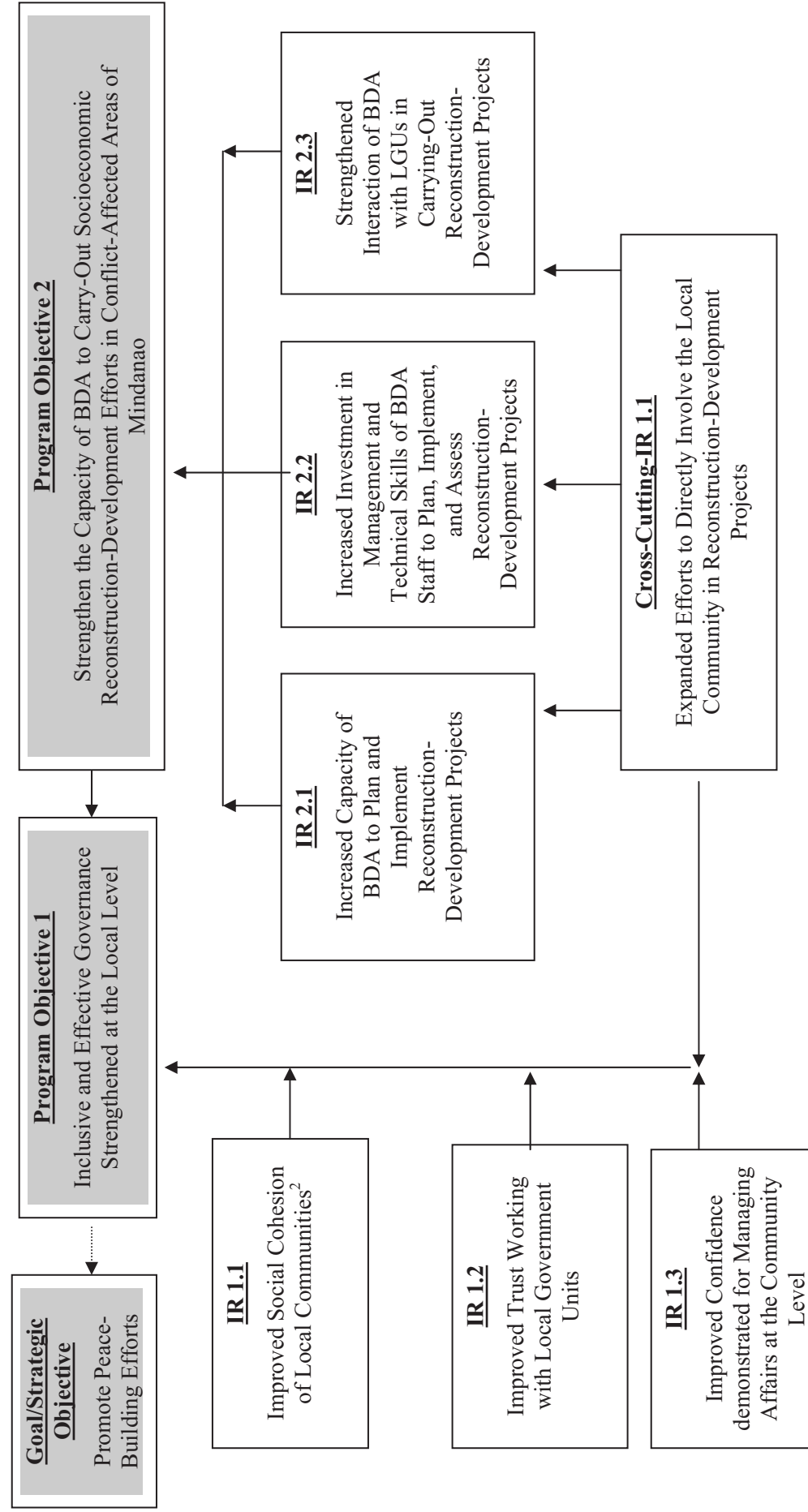
Results Framework and Logframe Updated May 2008

Program Development Outcome	Outcome Indicators/Targets	Use of Program Outcome Information	Assumptions
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).	<ul style="list-style-type: none"> One year after the signing of the peace agreement 10% of the communities in conflict-affected areas, IDPs, and rebel returnees have sub-projects of their choice completed Five years after signing of the peace agreement 75% of the communities of conflict-affected areas, IDPs, and rebel returnees have sub-projects of their choice completed 60% of LGU investment plans and planning processes are informed by critical gaps in basic services in conflict-affected communities 75% of assisted communities express satisfaction with results of the Program 	<ul style="list-style-type: none"> End Year 1 and 2 info: inputs to assess adequacy of approach and implementation arrangements. Year 3 and 4 info: inputs to assess need for and type of continued peace building and post conflict activities through longer-term assistance by Govt and donors. 	<ul style="list-style-type: none"> Socio-economic development in local communities will lead to improving the quality of life that results in the reduction of conflict at the local level. Continuation of the socio-economic recovery efforts are closely linked to what transpires in the final peace agreement between the GRP and the MILF.
Intermediate Outcomes	Intermediate Outcome Indicators/Targets	Use of Intermediate Outcome Monitoring	Assumptions
Outcome 1: The Bangsamoro Development Agency (BDA), as the local program management office, has achieved sufficient mgmt capacity to work with local government units (LGUs) and other development partners in reconstruction & development activities.	<ol style="list-style-type: none"> PMO-BDA staff are capable of carrying-out the following tasks in a timely and efficient manner: <ol style="list-style-type: none"> Managing an operational budget Managing block grants and seeking other funds Preparing consultant TORs and insuring that deliverables are submitted on time Conducting regular M&E of development projects and sub-projects Submitting financial and status reports in a timely manner The BDA signs MOUs with 75% of the LGUs to conduct project development activities Donors and local partners perceive BDA as an effective 	<p>[Phases 1 and 2]</p> <ul style="list-style-type: none"> Assessment of training and staffing arrangements for the PMO. Review of management plan and recommended actions on observed short comings. Level of coordination with other stakeholders and projects documented. Areas identified requiring structured evaluation 	<ul style="list-style-type: none"> Socio-economic development will be enhanced by working through a local development agency. Building the capacity of BDA to work with local communities will serve as a pilot effort to institutionalize the process for establishing additional PMOs to work at the local community level

	program management office (PMO) 4. LGUs become the entry points for coordination and provision of assistance by other projects and programs.	procedures to assess BDA performance.	
Intermediate Outcomes	Intermediate Outcome Indicators/Targets	Use of Intermediate Outcome Monitoring	Assumptions
Outcome 2: Communities of conflict-affected areas, internally displaced people, and rebel returnees have satisfactorily decided on, planned and implemented sub-projects of their choice.	<ol style="list-style-type: none"> 1. IDPs, and rebel returnees have identified priorities and completed subprojects of their choice in 75 % of communities in conflict-affected areas 2. Men and women are active in planning and management of subprojects as measured by gender-sensitivity audit guiding <ol style="list-style-type: none"> a. #/type of gender participation in various implementation committees b. #/type of gender participation in people's organization (PO). 3. Men and women in the community are satisfied with subprojects 4. Community members continue supporting and maintaining subprojects. 	<p>[Phases 1 and 2]</p> <ul style="list-style-type: none"> • Ongoing monitoring and follow-up evaluations demonstrate the value of community participation in improving social cohesion in conflict-affected communities. 	<ul style="list-style-type: none"> • Participatory and value-guided efforts to involve people in the local community will assist in sustaining conflict mitigation and peace-building at the local level. Prior research has demonstrated the effectiveness of the CDD approach.⁵
Outcome 3: LGU capacity is improved for project planning, resolving conflicts, project implementation and seeking resources for subprojects in conflict-affected communities.	<ol style="list-style-type: none"> 1. LGUs are able to satisfactorily undertake inclusive subproject planning, procurement, financial management and conflict resolution: <ol style="list-style-type: none"> b. #/type of persons attending committee meetings c. #/type of decisions made d. Community awareness/satisfaction with local committee decisions e. # of conflicts reduced in municipality 2. Number of services increased 3. Men and women in the community are satisfied with LGU performance 	<p>[Phase 2]</p> <ul style="list-style-type: none"> • Ongoing monitoring and follow-up evaluations demonstrate the increase and improved services by LGUs in conflict-affected communities 	<ul style="list-style-type: none"> • Improved community cohesion empowers community members to a greater willingness to work with local government units for maintaining a peaceful milieu for achieving sustainable development.

⁵ See: Barbara Pozzoni and Nalini Kumar, "A Review of the Literature on Participatory Approaches to Local Development for an Evaluation of the Effectiveness of World Bank Support for Community- Based and -Driven Development Approaches," The World Bank Operations Evaluation Department, 2005 (http://siteresources.worldbank.org/EXT/FFOWBSUP/Resources/cbd_cdd_literature_review.pdf).

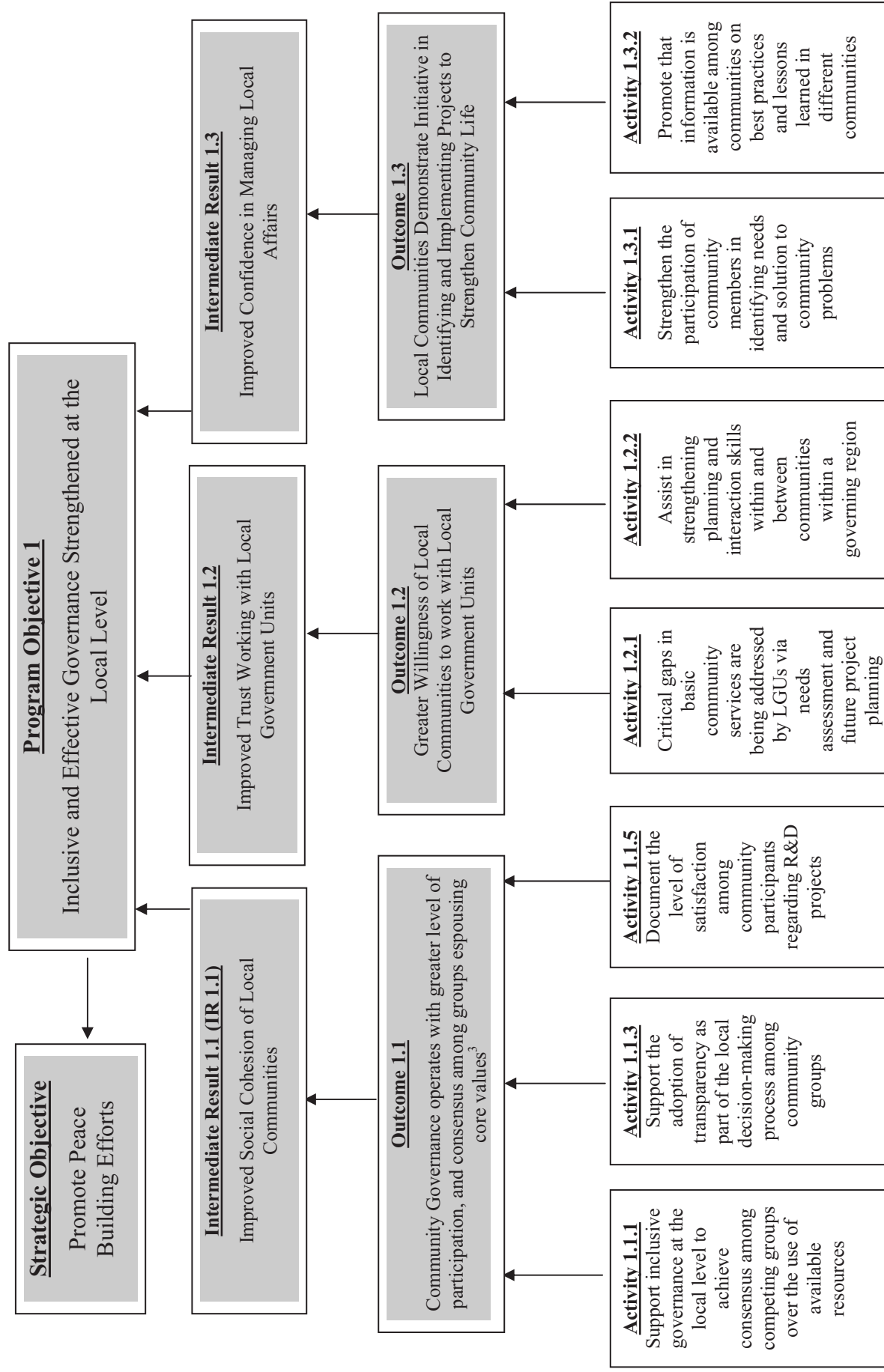
Results Framework and Logframe for MTF-RDP



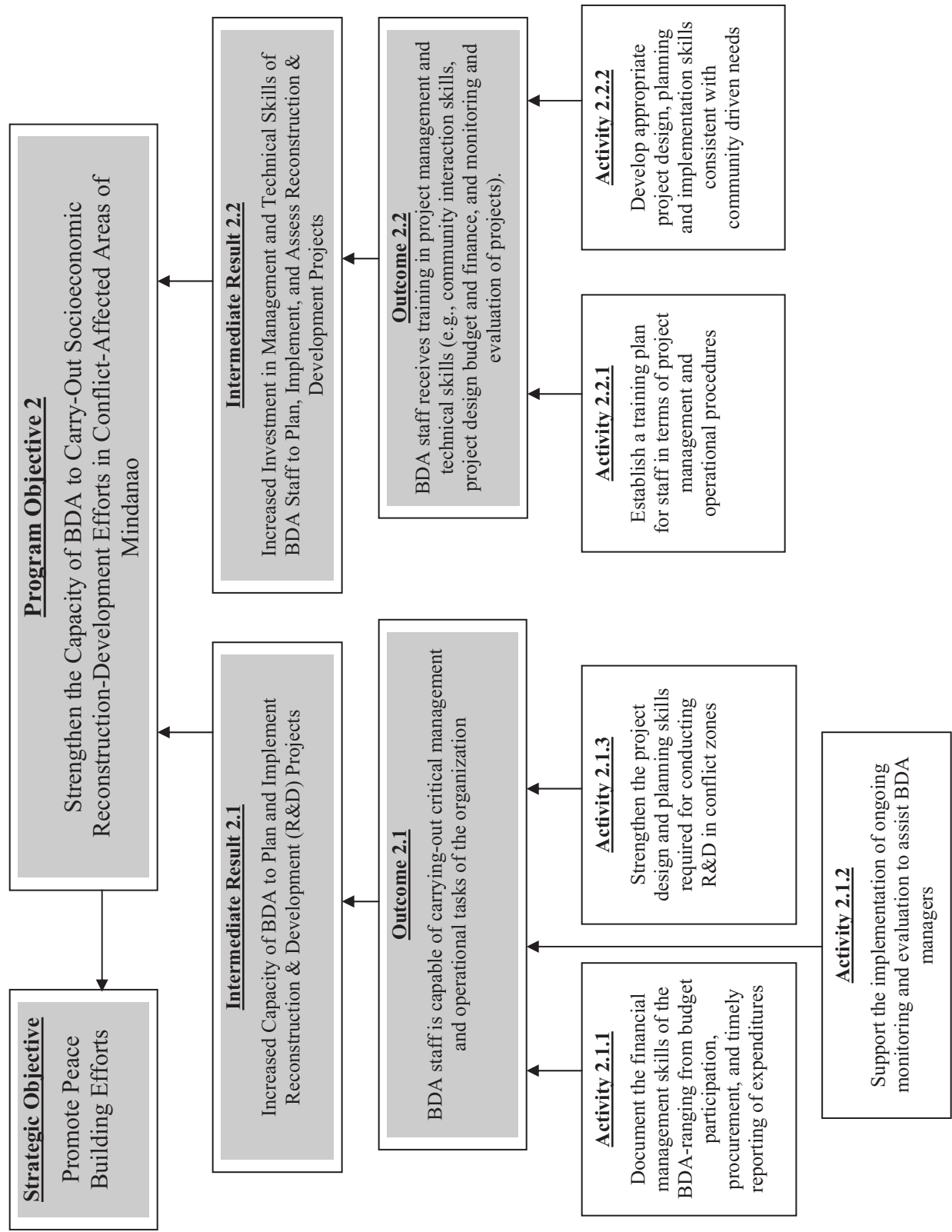
IR stands for Intermediate Result

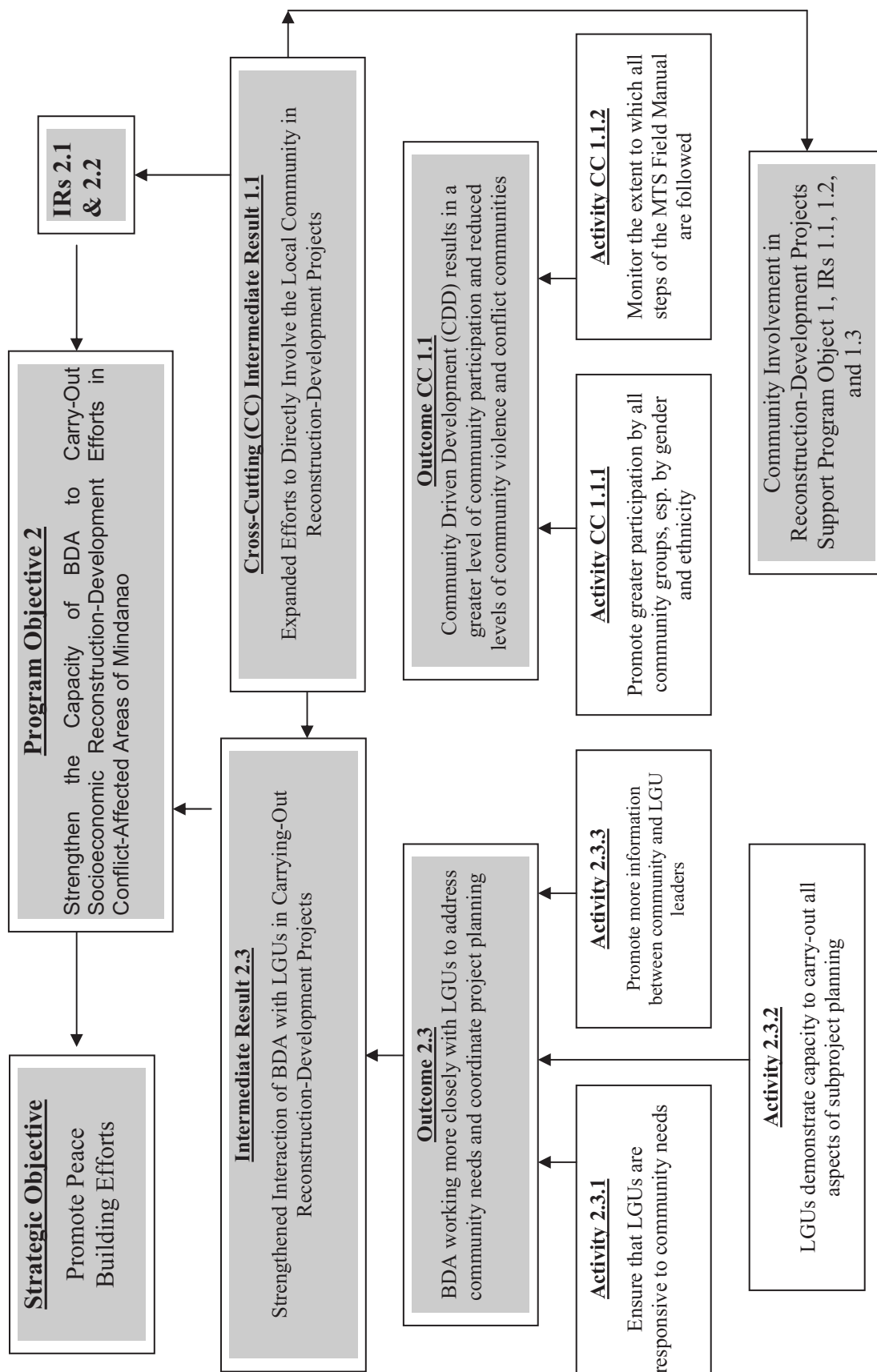
¹ BDA refers to all levels from the PO to the Board of Directors

² Community is defined as a barangay



³ The eight core values are: stewardship, transparency, accountability, piety, inclusiveness, trustworthiness, excellence and justice





Annex 10

A Farmer's Prayer Answered

Anita is farmer-trader residing in Sitio Tapis, Barangay Tambongon, a coastal barangay located near the mountains of Compostela Valley Province. Daily, she brings agricultural products like copra and fruits to the market located in Tambongon Poblacion (7.5 km) and Pantukan town center (12 km). The only public transport system that plies the area is the “Habal-habal” (motorcycle). The road is un-gravelled, with steep slopes, and very slippery when wet. The poor road condition in the area jacked up transportation cost. A sack of copra or banana costs P15, equivalent to a person's fare. Thus, transporting commodities to the market especially during rainy season has been a daunting challenge for Anita. She prayed for the day when she and her goods could travel back and forth easily.

Barangay Tambongon's strategic location provides easy access from sea to the mountains and vice-versa. As a result, the place became regular passageway of different armed groups. In the 1980s, the Moro National Liberation Front (MNLF) entered the area. Armed confrontations with government troops became a regular occurrence causing damage to lives and properties. The intermittent but protracted armed conflicts in the barangay prevented construction by government of necessary support infrastructure facilities like roads and post-harvest facilities, stalled agricultural development, and pushed people to live in poverty.

In June 2007, Barangay Tambongon was identified as one of the target barangays of the Mindanao Trust Fund for Reconstruction and Development Program. Following the community-driven development approach, the community through its organized people's organization—Tambongon United Muslim, Lumad and Christian Association—decided to construct a concrete tire path within the 7.5 kilometer Sitio Tapis-Tambongon proper provincial road. The community arrived at this decision as a response to the needs they identified during the community assessment stage: the need to improve transport of agricultural products from the area to the market, the need to reduce transportation cost, the need to minimize accidents and give convenience to the commuters.

The construction involved improvements of a steep slope through the construction of a 135 meter-concrete access tire path with drainage rip-rapped (a big stone or rock properly placed or arranged in a slope and cemented on the top to prevent soil erosion). The slope sides of the concrete tire path were scraped to widen the road and to prevent land slides.

The tire path construction proved to be challenging to PO members who had no previous experience in project management, in supervising infrastructure project, and more so in implementing project themselves. Compounding this problem was the need to organize their time so that they could also attend to their individual livelihood activities. These challenges appeared daunting for the PO and even more so for Salma Jakiri, a young woman who was elected president of the PO.

But these challenges did not dampen the PO's spirit. As a community and with support from the LGU, they persevered in seeing the project through. Salma provided strong leadership which local people called “woman power.”

When the project was completed, Anita and other people in the community could not find words to express their happiness and gratitude to the project's benefactors. With the improved road condition, farmers can now easily bring their farm produce to the market at reduced transportation cost (from P15 to P10 per person or sack of goods) and in good condition. Other sectors like “*habal-habal*” drivers benefit from it too. Their income increased as their trips have become more

regular and frequent and their motorcycles experienced less mechanical trouble. For the general public, the project means a safe and more accessible transportation.

Seeing the comparative advantage of the CDD approach, the Municipal Planning and Development Coordinator said in one of the community meetings that if he had his way, he would recommend that all road construction be done the CDD-way because it reduces cost. He said he was also impressed to see community people discussed the financial and technical aspects of project development with just a very short period of training. These, he claimed, are things which ordinarily are learned in school for years.

Annex 11

The SUKOR Community and Livelihood Center Bridging the Boundaries of Peace and Community Development

By Municipal Planning and Development Coordinator of Polomolok

The substance of the subject matter which I intend to share with you this afternoon is the COMMUNITY and LIVELIHOOD CENTER, an assisted MTF-RDP project at Purok 3-A, Barangay Koronadal Proper, Polomolok, South Cotabato. It is implemented by the Bangsamoro Development Agency in partnership with the LGU of Polomolok and BLGU. The proponent is the Strongly United Koronadal Proper Organization (SUKOR) with a total project cost of P819,825. The manner of fund counterparting is that 85% will be shouldered by the MTF-RDP, 13% is funded by the LGU and BLGU and 2% by the Peoples Organization (SUKOR).

The project was designed as an income generating project providing a venue for trainings, seminars and other special occasions from within the community or outside who are interested to use its services for a fee which is to be prescribed by the SUKOR. In effect, the fees collected will directly go to the coffer and in the special account of SUKOR with the intent of using the same in the future programs, projects and activities of SUKOR.

The Community and Livelihood Center is the result of a very strong collaboration among the interested concerned stakeholders. Historically, some government programs in the past miserably failed to attain its purpose and objectives primarily because of the absence of a good working relationship between the major players. Programs of similar nature sometimes incur economic losses on the part of the funding institutions simply because there are skepticisms on their part to allow the local government units to have access to information and the nature of projects to be implemented. Ironically, when projects fail, the LGUs are oftentimes blamed for lack of project output monitoring. In the first place, how can the LGUs monitor a project that is not privy to its records. Incidentally, those projects involve millions of pesos and the Municipality of Polomolok has all these experiences.

The genesis of the MTF-RDP in Polomolok is practically a paradigm shift from the perceived abnormal process of project implementation. On our part, it started from a stakeholder's forum held at the Waterfont Hotel attended by concerned officials of MTF-RDP, BDA personnel, representative from the Office of the President and the concerned LGUs. Few months thereafter, the MTF-RDP and BDA officials made a courtesy call to the LCE to trickle down information regarding the objectives of MTF-RDP as a multi-donor World Bank administered initiative and how it is linked to the peace and development efforts of the national government. Not only that, MTF-RDP Officials through the BDA also made a courtesy call to the members of the Barangay Council, explaining to them the program's goals and objectives. The idea here is to make known in advance the sharing scheme so that in the budgetary allocations of the LGU and BLGU the same could now be integrated in their respective Annual Investment Plan. Further, the BLGU is given the opportunity to ask clarificatory questions to further strengthen the networking efforts. It is observed that, compared to 100% dole-out projects, counterparting is a more effective scheme in as much as the recipient Barangay community becomes more involved in the output monitoring.

On the basis of the first hand information, the BDA catalyst and the BDA Municipal Facilitator invited representatives from the 10 Puroks of Koronadal Proper to attend and participate in the scheduled orientation briefing. Take note that the representatives does not speak of Muslims,

Ilonggos and Cebuanos alone. It was made clear that the invitation is addressed to concerned purok-based individuals and not on the basis cultural identity.

The orientation-briefing is done by the BDA Field Facilitators and consultants. Clarifications on the purpose and objectives of the MTF-RDP as a program are made for the guidance of concerned stakeholders. After all the salient features of the program are made, the purok representatives are now on schedule for the organizational meeting to choose from among themselves, the Officials and Chairmen of the different Committees based on their line of expertise including the official name of the proposed Peoples Organization.

During the organizational meeting, the purok representatives decided to name their Peoples Organization as a STRONGLY UNITED KORONADAL PROPER ORGANIZATION (SUKOR). After being organized, a series of capability building seminar was conducted by the BDA Consultant and BDA Field Facilitators. The identification of the MTF-RDP supported project is not a creation of one person alone or by the officials themselves, but a collegial decision coming from the SUKOR. As agreed, all members will go to the different puroks, other than their own purok to conduct interviews on priority projects. The PO consolidated all the suggested projects and considering the limited funds, sifting of suggested priority projects were made. Finally, the PO decided to recommend to MTF-RDP the COMMUNITY and LIVELIHOOD CENTER.

It is worthy to note that while the identification of the priority project is ongoing, the Office of the Municipal Mayor through the representation made by the BDA Municipal Facilitator issued Executive Order No. 7, series of 2008. The Executive Order speaks of the composition and functions of the Multi-Sectoral Committee, primarily to evaluate and recommend project components of the MTF-RDP.

The following are the members of the MSC:

Government Sector:

Mr. Eronio P. Muno	-	MDPC
Ms. Lailyn A. Ortiz	-	MLGOO
Hon. Eleazer G. Jovero	-	SB Member
Hon. Rodolfo E. Doctolero	-	SB Member

Non-Government Sector:

Ustadz Mohamad Taha A. Abdulgapor	-	MILF Representative
Mr. Manto Catocan	-	MNLF Representative
Ustadz Arafa Macabangin	-	Respected Muslim Elder
Ustadz Jed Sadalao	-	Muslim Religious Leader
Mr. Stemson Pino	-	Christian Religious Leader
Mrs. Coraisa Padasan	-	Muslim Women Representative
Ms. Rose Ardiente	-	Christian Women Representative
Fulong Fred Malompong	-	IP Representative

The Project Feasibility Study, through the assistance of the consultants and BDA Facilitators, is prepared by the SUKOR and the Engineering design is made by the BDA-hired Engineer and the Engineers of the Municipal Engineering Office. The design is subject to the validation, suggestion and confirmation of SUKOR. In fact originally, it is supposed to be an open structure, but the members of the PO suggested that it should be a closed building to have that privacy among the users. After the design was made, the PO with the needed personalities from the BDA submitted the project proposal including the engineering designs to the MSC for review, evaluation and recommendation to the MTF-RDP.

What is interesting in this project is the remarkable involvement of the women's group in the actual project implementation. In fact, it was the women's group who did the canvassing and purchasing of the bill of materials. They are also the ones holding the logbook of items delivered in the project site. We find this unusual because more often we see men doing the job. In many occasions barangay folks like women are meek, shy and aloof. In this particular instance, it appears that the capability empowerment among women members of SUKOR became so evident such that all sectors, particularly the women are involved. There is also an instance that due to the abrupt increase in the prices of construction materials in 2008 an unanticipated interruption in the completion of the center was also a problem. Obviously, the project cost is adversely affected and there is a need to do something to augment the unexpected cost.

The members have no other option but to seek the assistance of the LGU and BLGU. My role at that time was so crucial not only because I am a member of the MSC but as the MPDC of the LGU as well. Again, it was the SUKOR President (MR. ALIMUDDIN HADJINOR) and women members who did the explanations why they fall short of budget. Knowing fully well the intricacies of the problem, I find it proper to accompany them to the Municipal Mayor and did the explanations. After being convinced by our explanations the Mayor decided that the LGU will shoulder the expense and incorporate the same in his supplemental budget No.2 Series of 2008 and the barangay council also did their contribution by providing light construction materials.

Prior to its completion, a team from the funding institution, MTF-RDP and BDA conducted an internal project review involving all the sectors in the community. Members of the inspectorate team conducted an interview among the LGU officials, barangay officials, the members of the Peoples Organization and the MSC members, to check if the project goals and objectives are not met along the way.

Finally, on August 28, 2008, the Community and Livelihood Center of Purok 3-A, Koronadal Proper, Polomolok, South Cotabato was inaugurated by the representatives of the MTF-RDP, BDA Officials and witnessed by the Municipal and Barangay Officials.

The MTF-RDP project implementation is one venue to help remind us of the importance of involving all sectors in the community in addressing issues and concerns of public interest. On the part of the local government unit what is paramount is the framework of good governance. As service provider it needs consultation and eventually the participation of the concerned constituents. In our experience, we see the intimate relationship among the Ilonggos, Cebuanos and Muslims in the pursuit of the realization of putting up a Community and Livelihood Center, this is the barangay people's common agenda it being a Community Driven initiative and regardless of how big or small the project is, the common denominator and desired outcome is a visible and operational Community and Livelihood Center. To be candid with you, we are inspired every time we passed by and see the Center elegantly standing along the roadside. Those people who shared directly or indirectly in the project would always happily murmur, "I have done my best."

The imperative dictates that LGUs have to: firstly, ensure the installation and institutionalization of the four pillars of good governance and that the values permeate not only in its organization but to each and every constituent as well. Secondly, LGUs have to strive to shed and leave behind its traditional role and image of a "political administrative unit only." As quickly but surely, in smarter ways and more risk-taking attitudes, LGUs are challenged to do and imbibe the values and practices of corporate governance where its core competencies, core values and its client focused qualities will be its competitive advantage. Thirdly, the greater demand for sustainable development will require that LGUs have to lay-down a solid foundation for its valued human resources.

The social infrastructure must be critically set-up to ascertain that the people (LCE, SB's and employees) manning the LGU acquire basic and future capabilities to carry-out essential functions effectively – that which responds to the demands of a changing environment. In this way, and as the environment keeps on changing, LGUs will be better equipped, be more sensitive and adept in changing the way they do business, forging partnerships, contractual arrangements and establishing networks with the private sector, NGOs and individual citizens to develop public policies and deliver public services. Moreover, a more open and inclusive attitudes among LGUs should be developed in order to allow the strategic alliances and cooperative undertakings of LGUs to flourish. Many strategic alliances are emerging but presently are fragile and are still wanting of the much desired political will and decisive actions that impacts on the socio-economic lives of its constituents. We are also glad to inform you that part of the post project activity is that in my conversation with the SUKOR President yesterday afternoon, he notified me that they have already rendered services to some users. But they cannot charge that much due to some needed amenities. This also reminds the LGU of its post project commitment to include in the 2009 Annual Investment Plan the allocation of P50,000 for the purchase of additional tables and chairs including kitchenwares. Today I have with me the approved AIP for 2009 and our commitment is included in the LGU's Programs, Projects and Activities.

Our humble beginning with MTF-RDP project interventions may not be the best but to some extent good enough to guide you in the years ahead as you proceed with that dream of effective project partnership.

The LGU is involved in the program in the sense that it facilitates government machinery no matter how limited it is. It is not there to dictate what people should choose.

Everytime we see the structure, we see our people's culture of freedom to choose; we see the culture of knowing to respect the rights of others; we see the culture of satisfaction no matter how big or small the project is; we see the culture of people's involvement regardless of race and tribal affiliation and we actually CULTIVATE the culture of PEACE AND DEVELOPMENT.

Thank you and Good Day.

Annex 12

Peace and Development Advocacy and Public Awareness through Media Project

The MTF Interim Steering Committee approved a peace and development advocacy project in late 2007 for implementation in 2008 in the effort to promote the peace process between the government and the Moro Islamic Liberation Front (MILF) and to increase public awareness on the successful stories on peace and development initiatives in Mindanao.

The core of the project endeavors to deal with the growing quality of reporting of Mindanao that focus public attention on security threats, violence, division and *peacelessness* that project weaker prospects for the ongoing peace efforts.

The project was launched in September 2008 in OPAPP's weekly television program, "*Kapayaan Atin To!*", as the avenue to implement the major deliverable of the project. "*Kapayapaan...Atin To!*" airs every Saturday at 8:00 PM in NBN, Channel 4. The television program is a one (1) hour tele-magazine program. "*Kapayapaan...Atin To!*" was awarded the Anak TV Seal with its quality of programming.

One of the main highlights of the project is the documentary production of real-life stories of triumphs and challenges of communities, individuals or organizations in pursuing *peacebuilding*. The stories were carefully selected by the Project Steering Committee composed of representatives from OPAPP, BDA and the MTF Secretariat. The documentaries' focal message was to underscore the need for collaborative and multi-sector engagement to attain success in peace and development endeavors. At times, taped-as-live programming was done to provide discussions of impending issues in the peace process. Since its first airing on September 27, 2008, the television program has since produced the following episodes:

Episode 1 (September 27, 2008)	:	"Ramadan"
Episode 2 (October 04)	:	"Katatagan...Sumisibol sa Kapayapaan" (<i>"Resilience in the Call for Peace"</i>)
Episode 3 (October 11)	:	"Mga Bagong Bayani ng Kapayapaan" (<i>"The New Heroes of Peace"</i>)
Episode 4 (October 18)	:	"Lumad, Kasama ka sa Tagumpay ng Kapayapaan" (<i>"Indigenous People, One for Peace"</i>)
Episode 5 (October 25)	:	"Hamon ng Kapayapaan" (<i>"The Challenges of Peace"</i>)
Episode 6 (November 01)	:	"Sama-Sama sa Kapayapaan" (<i>"One for Peace"</i>)
Episode 7 (November 08)	:	"Good Governance: Susi sa Pagsulong ng Kapayapaan" (<i>"Good Governance: Key to Peacebuilding"</i>)
Episode 8 (November 15)	:	"Pagsasakapangyarihan ng Mamamayan" (<i>"Empowerment of Communities"</i>)
Episode 9 (November 22)	:	"Peace Zone"
Episode 10 (November 29)	:	"Ang mga Kababaihan ng Barangay Pinantao" (<i>"The Women of Barangay Pinantao"</i>)
Episode 11 (December 06)	:	"Mindanao Week of Peace"
Episode 12 (December 13)	:	Mobile Peace TV sa Lanao del Sur (<i>"Mobile Peace TV in Lanao del Sur"</i>)
Episode 13 (December 20)	:	"Peace Camp sa Welcome Rotunda" (<i>"Peace Camp in Welcome Rotunda"</i>)
Episode 14 (December 27)	:	Mobile Peace TV sa Lanao del Norte (<i>"Mobile Peace TV in Lanao del Norte"</i>)
Episode 15 (January 03, 2009)	:	OPAPP's Yearend Report: Part 1

Episode 16 (January 10)	:	OPAPP's Yearend Report: Part 2
Episode 17 (January 17)	:	"Ceasefire"
Episode 18 (January 24)	:	"Madrasah"
Episode 19 (January 31)	:	"Schools of Peace"
Episode 20 (February 07)	:	"Ugnayan Para sa Kaunlaran: MTFRDP Batch 3" (<i>"Convergence for Development: MTFRDP Batch 3"</i>)
Episode 21 (February 14)	:	"Kabataang Moro Para sa Positibong Pagbabago" (<i>"Muslim Youth for Positive Change"</i>)
Episode 22 (February 21)	:	"Directions for 2009"
Episode 23	:	"DDR sa Philippine Peace Process" (<i>"DDR in the Philippine Peace Process"</i>)
Episode 24	:	"Invest for Peace"

Six (6) of these episodes were taped-as-live formats that were taped in the NBN studio, Metro Manila or Mindanao. Seventeen (17) of these episodes were post-productions with an average of three stories per airing.

At the same time, advocacy efforts through information education campaign materials were also produced and disseminated all over Mindanao to enhance public awareness of the television program. T-shirts, raincoats and button pins were produced which used OPAPP's trademark color blue for branding and bore the call for people to engage in peace, "*Kasama ako sa Kapayapaan*", that was adopted by OPAPP as their slogan in all their community visits.

It was also the desire of the project to increase the engagement of the stakeholders of peace in the peace process by inspiring them to pursue peace initiatives and provide a venue where they can discuss current issues with those involved in the peace negotiations. The third component of the project was the Mobile Peace TV. While NBN Channel 4's reach was national in scope, some far flung communities in Mindanao cannot be reached. The Mobile Peace TV is a campaign to bring to the communities the documentaries that were produced and telecast in "*Kapayapaan...Atin 'To!*". A convergence of stakeholders from various sectors is organized. The OPAPP, on the other hand, maximizes the opportunity to conduct consultations with the communities. Two huge Mobile Peace TV campaigns and forum were conducted in Lanao del Sur on December 3, as a culminating activity of the Mindanao Week of Peace, and in Lanao del Norte on December 5. Over eight hundred (800) stakeholders from the local government units, academe, Sultanate, religious sector and youth participated in the forum that was supported by the Provincial Government and the Bishops-Ulama Conference. The Mobile Peace TV campaign and forum in Lanao del Norte was also widely supported by the Provincial Governor who welcomed the conduct of such activity as a venue to discuss critical issues on the peace process following the August 2008 outbreak of hostilities in their province. Secretary Hermogenes Esperon, Jr., then Presidential Adviser on the Peace Process, headed the activity and personally responded to the questions of the stakeholders during the forum. This leg was participated by over six hundred (600) local stakeholders.

Impact of the Project. The project provided a venue for the often untold stories of courage and heroism in peace-building to be presented on national television. *There has been no other television program in the country that pursues inspiring stories of attaining peace.* The episodes highlighted difficulties and fears brought by war and the brave attempts of people to overcome and remarkably withstood situations of conflict. The project offered a rare glimpse into the resilience and perseverance of communities in Mindanao who clamor for peace and development and a stop to violence.

One of the important values also conveyed by the project is the promotion of multi-sector engagement to advance towards coming-up with solutions with the end view of accumulating concerted efforts in ending violence and armed conflicts. In addition, various contributory efforts

on peace-building interventions can directly uplift the living conditions of the people particularly in conflict affected communities. It introduced BDA and its peace and development work to the public. Faced with challenges of attaining peace, as peace makers, advocates and, probably victims of conflict, all sectors equally accepts the responsibility to find ways, encourage others, and understand issues in establishing a culture of peace.

The Mobile Peace TV, on the other hand, has provided OPAPP the opportunity to continually engage with the direct stakeholders of peace especially following the outbreak of hostilities in Mindanao following the disruption in the peace negotiations between the government and the Moro Islamic Liberation Front due to the Memorandum of Agreement on Ancestral Domain.

