

Autonomous Region in Muslim Mindanao Human Capacity Development Project
(after extension of the project period) in the Republic of the Philippines
Summary of Terminal Evaluation Results

1. Outline of the project		
Country: The Republic of the Philippines		
Project Title: Autonomous Region in Muslim Mindanao (ARMM) Human Capacity Development Project		
Issue/Sector: Governance		Cooperation Scheme: Technical Cooperation Project
Division in charge: Philippine office		Project Cost: 610 million Japanese Yen
Period of Cooperation:	May 19, 2008 – March 31, 2013	Implementing Organization: Government of Autonomous Region in Muslim Mindanao (ARMM) Supporting Organizations: Office of the Regional Governor (ORG), Department of Trade and Industry in the Autonomous Region in Muslim Mindanao (DTI-ARMM), Department of Public Works and Highways in the Autonomous Region in Muslim Mindanao (DPWH-ARMM), etc.
<p>1-1. Background and outline of the project</p> <p>The 1996 peace agreement between the government of the Republic of the Philippines and the Moro National Liberation Front (MNLF) led to the establishment of the Autonomous Region in Muslim Mindanao (ARMM) consisting of five provinces and one city. Many years of armed conflict have left the ARMM, with a population of about 3.25 million residents¹, the least socioeconomically developed region in the Philippines, and having its poverty incidence 48.7%, which is more than double the country's average 19.7%². The setback in full-scale restoration and development stems from delayed peace talks between the government and the Moro Islamic Liberation Front (MILF) that broke away from the original MNLF, various types of infrastructure lacking development, and other factors. In particular, the lack of administrative capability of the ARMM government, in which power has devolved through the "autonomy" specially approved under the constitution of the Philippines based on the 1996 peace agreement, has been an obstacle. More specifically, the causes include dysfunctional government, inadequately trained new staff members including former MNLF officials and soldiers, and delays in delegating specific administrative power to the ARMM and developing a support system for that purpose.</p> <p>For the above reasons, JICA implemented the ARMM Administrative Capacity Development Project (December 2004 – March 2007) to improve the basic skills of ARMM government executives and officials (a total of about 440 members) who participated in the training. As a result, these executives and officials have improved their basic knowledge about administration and regional development, and thus demonstrated better skills in planning and management.</p> <p>The administrative capacity of the ARMM government still lacks in a number of aspects, however, and thus requires the improvement of practical/technical skills in specific fields and especially the development of mid-level officers (technocrats). The government of the Philippines has requested that a technical support project be implemented for improving the capabilities of these technocrats as a priority issue. In response, this project was launched in May 2008 as part of the Japanese government's peace and reconstruction support program known as the Japan-Bangsamoro Initiatives for Reconstruction and Development (J-BIRD), which initiated activities to develop administrative infrastructure, establish the Administrative Code, manage human resource information carried on from the previous project, and strengthen the practical/technical skills of technocrats for economic and infrastructural development. Terminal evaluation conducted before the original project completion date March 2011 found that, though the</p>		

¹ National Statistics Office, March 2013

² National Statistical Coordination Board, 2012

project purpose and outputs had been or would be accomplished, institutional and financial sustainability is inadequate and that the project period should be extended. Thus, the project was extended for two years until March 2013 and we conducted its terminal evaluation including the extended period.

1-2. Project overview

The Project develops capacity of mid-level officers (technocrats) in administrative management, infrastructural development and economic development, aiming at improvement of administrative capacity of the ARMM government,

(1) Overall Goal: The administrative capacity is improved and economic development is promoted in ARMM.

(2) Project Purpose: The middle management and operating core are capacitated in the target agencies of Administration Development, Infrastructure Development and Economic Development.

(3) Outputs

Output 1: Administration Development

1-1. Administrative Code and Implementing Rules and Regulations (IRR) are drafted and improved.

1-2. A data management to collect, compile and disseminate personnel information is introduced to the core 17 departments/offices in ARMM.

1-3 (extension period) Sustainable institutional arrangement for implementation of Administrative Code and IRR is formulated.

1-4. (extension period) In-House training for the sustainable implementation system on the Human Resource Information System (HRIS) is introduced in the core 17 departments/offices in ARMM.

1-5. (extension period) The database of HRIS is finalized and integrated.

Output 2: Infrastructure Development

2-1. Technical qualifications of the DPWH-ARMM staff are improved.

2-2. Training of Trainers (TOT) trainers on infrastructure construction management are trained in the DPWH-ARMM (in-house) and teaching capacity is improved.

2-3. The relevant agencies are capacitated to produce project proposals (roads & bridges, water system) along with the guideline.

2-4. (extension period) Institutional set-up is drafted for sustainable capacity development by the DPWH-ARMM.

2-5. (extension period) Engineers of the DPWH-ARMM are further capacitated in four priority civil engineering technology; 1) procurement of works and goods, 2) visual road condition assessment (ROCOND) survey, 3) materials and works quality control, and 4) contract management

Output 3: Economic Development

3-1. Action plans are developed for selected Halal products (goat).

3-2. Technical Working Group (TWG) and extension service providers are capacitated to provide business management training of selected Halal products (goat) in the ARMM and province/district offices.

3-3. TWG and extension service providers are capacitated to provide technical advice on production of selected Halal products (goat).

3-4. Tools and kits for selected Halal products promotion and marketing are produced.

3-5. (extension period) The sustainable implementation system on goat production / business management in ARMM for future extension operation is established.

(4) Input

A. Japanese side: Total project cost is 610 million Japanese yen.

Expert dispatch: Japanese consultants were dispatched for 139 times (132.23 M/M) in total in the areas of 1) project management/economic development (industry promotion)/human resource development, 2) project management assistance/administrative management/human resource development, 3) economic development (industry development)/human resource development, 4) human resource information system/human resource development, 5) infrastructural development/human resource development, and 6) training operation management/monitoring.
Counterpart training in Japan: 11 members

B. Philippine side

Counterpart personnel: A total of 30 members for administrative management 43 members for human resource information system, 30 members for infrastructural development, and 22 members for economic development were placed in position.

Offices (provided by Cotabato City) and computer facilities (e.g., land and buildings as newly constructed properties) are provided.

2. Outline of Evaluation Team

Evaluation team	JICA Philippine Office
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Period of evaluation: March 2013

Type of evaluation: Terminal evaluation (after extension of the project period)

3. Outline of Evaluation Results

3-1. Review of achievements

(1) Project Purpose: "The middle management and operating core are capacitated in the target agencies of Administration Development, Infrastructure Development and Economic Development." : Achieved.

All indicators of the Project Purpose have been achieved; the middle management and operating core have been capacitated through drafting of Administrative Code and IRR, finalization of HRIS, and sustainable training mechanisms such as training program development and capacity building of TOT trainers in Administration Development, Infrastructure Development and Economic Development. Specific achievements are as follows:

Indicators for Administration Development

- 1-1. Draft of Administrative Code and Implementing Rules and Regulations (IRR) is improved.
- 1-2. 75% of participating government offices start updating the HRIS.
- 1-3. Three staff (operator) can teach operation of HRIS.

[Extension period]

- 1-4. Institutional mechanism for tracking revisions of Admin Code and IRR is proposed by TWG.
- 1-5. Periodical in-house training program on HRIS is started to execute in 80% of the core 17 departments/offices.
- 1-6. The sustainable mechanism on HRIS is proposed.

Administrative Code and IRR were drafted (Indicator 1-1) and the former was officially approved by the ARMM Legislative Assembly. TWG also developed a mechanism for continuous revision of Administrative Code and IRR (1-4). All the agencies/offices that received training are updating HRIS database (1-2). Instructors on HRIS were appointed in each agency/office, and more than ten staff have been capacitated to instruct others on operation of HRIS (1-3). Regular in-house training programs on HRIS were introduced to all the 17 target agencies/offices (1-5) and sustainable mechanism for HRIS operation was developed (1-6).

Indicators for Infrastructure Development

- 2-1. Three TOT trainers for in-house technical training are developed.

2-2. In-house technical training is introduced in the DPWH.

2-3. Three project proposals are completed and submitted.

[Extension period]

2-4. 10 TOT trainers for in-house technical training are further capacitated to plan, implement and evaluate trainings on infrastructure construction management.

2-5. Institutional set-up (e.g. the in-house training unit, internal order) for continuous capacity development activities (e.g. in-house training) is established.

13 TOT trainers were trained (2-1, 2-4) and their planning/implementation/evaluation capacity for trainings on infrastructure construction management were improved through teaching experiences in training and follow-through activities (2-4). Infrastructure management trainings were also provided for district office engineers from island provinces, who had had few opportunities for training in the past. Project proposals in three sectors, roads, municipal hospitals and water supply systems, were finalized and submitted to DPWH-ARMM (2-3). Institutional mechanisms for sustainable capacity development such as training unit and internal order were also developed (2-5).

Indicators for Economic Development

3-1. Business support by TWG/extension service providers started to be operational.

3-2. Technical support on Halal product (goat) started to be provided by TWG/extension service provider.

[Extension period]

3-3. Business and technical support is operational in selected target LGUs with the complete institutional set up in ARMM for sustainable implementation system on goat production /business management.

Business and technical support was provided through training for farmers by extension service providers, not by TWGs (3-1, 3-2), because both of techniques and business management should be instructed in an integrated manner by the service extension providers. Sustainable implementation mechanisms were established and business and production technical support were provided in the target three LGUs (3-3).

(2) Achievement at the Outputs level

[Administration Development]: Mostly achieved

Output 1-1. Administrative Code and Implementing Rules and Regulations (IRR) are drafted and improved: Achieved

Administrative Code was finalized (1-1-1) and enforced in December 2011 by approval of the ARMM Legislative Assembly and the ARMM governor. Final draft of IRR was already submitted to the governor (1-1-2) and its revision and systematization was also successfully completed (1-1-3).

Output 1-2. A data management system to collect, compile and disseminate personnel information is introduced to the core 17 departments/offices in ARMM: Achieved

All of the 40 targeted staff/operators in the core 17 departments/offices were trained in HRIS training and data management system training (1-2-1, 1-2-2). The trainees were satisfied with the trainings (1-2-3) and their understanding, skills and operation level were improved according to post-test results. (1-2-1, 1-2-5). Thus HRIS database was established and HRIS training materials were developed (1-2-6).

(Extension period)

Output 1-3. Sustainable institutional arrangement for implementation of Administrative Code and IRR is formulated: Partly achieved.

While Administrative Code was enforced by approval of the ARMM Legislative Assembly, it was

decided that IRR should not be approved because the Framework Agreement on the Bangsamoro between the Government of the Philippines and the MILF in October 2012 had stipulated that the ARMM government would be abolished in the future.

Output 1-4. In-House training for the sustainable implementation system on the Human Resource Information System (HRIS) is introduced in the core 17 departments/offices in ARMM: Achieved. All the 17 departments/offices were able to submit electronic data of personnel information to the Office of Regional Governor (1-4-1), prepared and implemented action plans for operation and maintenance of HRIS (1-4-2) and introduced in-house training systems with in-house trainers (1-4-4). HRIS of 6 out of the 17 departments/offices covers down to provincial office level (1-4-3).

Output 1-5. The database of HRIS is finalized and integrated: Achieved.

The database of HRIS was integrated.

[Infrastructural Development]: Achieved

Output 2-1. Technical qualifications of the DPWH-ARMM staff are improved: Achieved.

All the 15 members of infrastructure management group participated in technical training course for project engineers (road construction, public procurement, and environmental and social consideration) (2-1-1). The training participants were satisfied with contents of the training course (2-1-2), and post-tests proved that their understanding and skills had been improved (2-1-3). Their field application of infrastructure management skills were also enhanced for road construction, material production and quality control through follow-through activities (2-1-4).

Output 2-2. Training of Trainers (TOT) trainers on infrastructure construction management are trained in the DPWH-ARMM (in-house) and teaching capacity is improved: Achieved.

Training manuals and materials for field engineers were prepared (2-2-1) and all the 15 members participated in the TOT training (2-2-2). 12 district engineers from island provinces participated in and completed training courses conducted by the TOT trainers (2-2-3). The training participants were satisfied with contents of the training courses (2-2-4), and post-tests proved that their understanding and skills had been improved (2-2-5). Their field application of infrastructure management skills were also enhanced for road construction, material production and quality control through follow-through activities led by the TOT trainers (2-2-6) and teaching skills of the TOT trainers were also improved. 16 additional district engineers participated in the second batch of the training courses conducted by the TOT trainers (2-2-7) and training materials were revised and improved for the second batch (2-2-8).

Output 2-3. The relevant agencies are capacitated to produce project proposals (roads & bridges, water system) along with the guideline: Achieved.

13 out of 15 members of project proposal group participated in project proposal training course (2-3-1). The training participants were satisfied with contents of the training course (2-3-2), and post-tests proved that their understanding and skills had been improved (2-3-3). Three sub-groups which are road rehabilitation, hospital renovation, and water supply system, were capacitated to write technically appropriate proposals (2-3-4). During the extended period, guidelines for project proposal preparation was further enhanced (2-3-5) and three additional proposals were developed (2-3-6).

(Extension period)

Output 2-4. Institutional set-up is drafted for sustainable capacity development by the DPWH-ARMM: Achieved.

Institutional set-up was drafted by the DPWH-ARMM (2-4-1).

Output 2-5. Engineers of the DPWH-ARMM are further capacitated in four priority civil engineering technology; 1) procurement of works and goods, 2) visual road condition assessment (ROCOND) survey, 3) materials and works quality control, and 4) contract management: Achieved.

Workshops on the four subjects were held with participation of lecturers from the DPWH of the national government. The training participants were satisfied with contents of the workshop

(2-5-2), and post-tests proved that their understanding and skills on the four subjects had been improved (2-5-3)

[Economic Development]: Mostly achieved

Output 3-1. Action plans are developed for selected Halal products (goat): Achieved.

Action plans for selected halal products (goat) was developed.

Output 3-2. Technical Working Group (TWG) and extension service providers are capacitated to provide business management training of selected Halal products (goat) in the ARMM and province/district offices: Achieved.

Output 3-3. TWG and extension service providers are capacitated to provide technical advice on production of selected Halal products (goat): Achieved.

Output 3-4. Tools and kits for selected Halal products promotion and marketing are produced: Mostly achieved.

All or most of all of 21 members of the TWG participated in training courses (21 for Output 3-2, 20 for 3-3 and 19 for 3-4) (3-2-1, 3-3-1, 3-4-1). Almost half of the trainees served as trainers of training for extension service providers for Output 3-2 and 3-3 (3-2-5, 3-3-5), but only two trainees did so for Output 3-4 which was below original target of three trainees (3-4-5). 20 staff of government or agricultural cooperatives participated in the training for extension service providers (3-2-6, 3-3-6, 3-4-6), and 38 farmers participated in trainings conducted by the extension service providers. The training participants were satisfied with contents of the training course for both TWG and extension service providers (3-2-2, 3-3-2, 3-4-2, 3-5-2). TWG members thought that their teaching skills were improved (3-2-4, 3-3-4, 3-4-4). Post-tests proved that understanding and skills of training participants had been improved (3-2-3, 3-3-3, 3-4-3). Materials of training courses for TWG, extension service providers and farmers (3-2-7, 3-4-7) and guidebooks on business management (3-2-7, 3-4-7) and goat production for extension service providers were developed (3-3-7, 3-5-6). Furthermore, three model farmers were engaged in experimental goat marketing activity (3-4-8).

(Extension period)

Output 3-5. The sustainable implementation system on goat production / business management in ARMM for future extension operation is established: Achieved.

Farmers' training action plan (3-5-1), extension system plan (3-5-4), proposal for possible application to other agricultural products (3-5-5) and "Halal Goat Industry Cluster Development Plan" (3-5-7) were developed. Both the number of produced goats and income from goat sales increased as a result of the training for farmers (3-5-3).

3-2. Summary of evaluation results

(1) Relevance

Relevance is high. The terminal evaluation has reconfirmed the fact that no changes have been made on the basis of judging appropriateness as confirmed at the advance and interim evaluations, thereby suggesting a high level of appropriateness. In other words, firstly, "peace and the development of Mindanao" are important issues in the medium-term development plan of the Philippine government, and the ARMM government's lack of administrative capacity is considered an obstacle to resolving this issue. Secondly, the Japanese government has positioned "support for the peace and stability of Mindanao" as one of the priority issues in its country-specific support implementation program. In particular, strengthening the administration of the ARMM government is considered a priority issue. Finally, while the ARMM severely lacks capabilities throughout its entire organization due to inadequate opportunities for obtaining satisfactory education, training, and practical experience for both the organization and individuals following many years of conflict, the executive officers (as political appointees) will likely be replaced in a short time (every three years). Meanwhile, mid-level officers are full-time and long-term workers who constitute the core group for improving the administrative capacity of the ARMM. Thus, the need for mid-level officers—the target group of this project—is quite evident. As stipulated in the Framework Agreement on the Bangsamoro (FAB) signed by the Government

of the Philippines and the MILF, the ARMM government shall be abolished when the Bangsamoro Transition Authority (BTA) will be established. Nonetheless, the middle management of the current ARMM government is likely to be engaged in the BTA and the succeeding Bangsamoro Government. Therefore, capacity development of the middle management in the ARMM government is still relevant in the current context.

(2) Effectiveness

Effectiveness is high. Outputs of Administration Development, Infrastructure Development, and Economic Development have been achieved, and thus the Project Purpose has also been achieved. That is, the middle management of the ARMM government has been capacitated through activity in each of the three components.

(3) Efficiency

Efficiency is high. A comparison of the level of effects beginning to appear and the level of input reveals no issues concerning efficiency, but the activities appropriately emphasize training. As the timing of input, delays in the construction of HRIS facilities had affected relevant activities, but construction is now completed, thus making up for lost time. Members who have been trained to register and update human resource information periodically use the computers provided at the HRIS center. Therefore, the use of local resources is considered to have contributed to increased efficiency.

The dispatched Japanese personnel were trained in Davao City rather than in Cotabato, where there is a lack of public safety. This led to a finding that even if activities in Cotabato were interrupted, the function could be maintained in Davao, thereby helping to avoid the interruption of all project activities (particularly between last December and January of this year). The Davao office of the Project thus contributed to higher efficiency through its appropriate responses in crisis management and by not wasting time.

(4) Impact

The Overall Goal is likely to be mostly achieved. The following describes achievements of the Overall Goal, indicators.

- A) The Administrative Code was approved by the ARMM Legislative Assembly, signed by the regional governor, and officially enforced in December 2012. The final draft of IRR was already submitted to the regional governor and its review and finalization were also done, its approval was suspended because the FAB stipulated establishment of the new Bangsamoro Government.
- B) HRIS became operational in all of the targeted 17 departments/offices. Sustainable operational mechanisms have been established through training materials and manuals development, system improvement, and issuance of administrative orders.
- C) Sustainable training mechanisms have been developed through training of TOT trainers and establishment of a training unit. Project proposals have been actually developed by applying what engineers learned in the training programs.
- D) TOT trainers were trained and marketing tools were developed, and thus training for farmers were conducted in the three target LGUS and sustainable training mechanisms have been established. As a result, the number of produced goat and income from goat sales has increased.

Positive impact is high. It includes strengthening relationships and building trust among related government offices and agencies, and building relationships among central government agencies and relevant organizations in other regions through training. In the Infrastructure Development component, projects for which a FS would be conducted or proposals would be made are selected from priority projects on the ARMM Regional Executive Legislative Agenda (ARELA).

Consultations with the stakeholders (e.g., local governments, related agencies) were held in the process of preparing a FS and proposals, thus facilitating a dialogue with the municipalities involved in planning without any political intervention. In the Economic Development component, some model farmers have already succeeded in increasing goat production and income generated by the activity. It is attributed to the project's approaches including cascading technical transfer model which can benefit farmers as early as the project period, and improvement of practicability of training and materials through visits to famers.

While no negative impact was particularly observed at the time of terminal evaluation, the regional balance of participants such as those living in island regions must be considered to minimize risks of regional disparity in expanding the training program to local offices and farmers,

(5) Sustainability

Sustainability is high. In the technical aspect (1), the participants aim to acquire technical skills consistent with the capacity and development levels considered necessary to maintain continuity. In the organizational and policy aspects (2), sustainability has already been improved as a result of activities during the extension period. In the financial aspect (3), the ARMM government can allocate necessary budget by itself.

(1) Technical aspects

An appropriate level of technologies is provided, with mid-level engineers having improved their knowledge and skills, and increased their experience. The low rate of resignation also suggests a high level of continuity.

(2) Organizational and policy aspects

The terminal evaluation before extension (October 2010), given that the TWGs were likely to be dissolved and the project activities were conducted as pilot cases, recommended that the following three issues should be addressed during the extension period; making operations compulsory (as proper operations) through a system and as per regulations, establishing operation and maintenance mechanisms, and establishing mechanism to maintain technical skills and knowledge. These were addressed as follows during the extension period, and thus organizational and policy sustainability is ensured:

- A) Administration Development: development of HRIS operational system and action plans, issuance of administrative order to ensure the HRIS activities,
- B) Infrastructure Development: establishment of a training unit, drafting of sustainable capacity building mechanisms,
- C) Economic Development: formulation of actions plans for farmers' training, extension system, and possible application to other agricultural products, and "Halal Goat Industry Cluster Development Plan"

(3) Financial aspects

The project activities have been controlled to prevent an excessive amount of funds from being spent on maintenance and management. Therefore, the budget is in a range that can be secured by the ARMM government through its self-help efforts. The government should continue its effort to secure the necessary budget.

3-3. Factors contributing to effectiveness

<Implementation process>

The proper selection of TWG members, the cascade method, process-oriented improvement of skills, training and activities that take the beneficiaries into account, introduction of follow-through activities to be conducted after training, learning from other regions with good practices, and other

creative efforts are considered to have helped improve the capabilities of both individuals and the technical working group.

3-4. Problems and factors causing problems

<Implementation process>

In November 2009, a state of emergency was declared in the wake of the Maguindanao massacre, which threatened public safety and prevented Japanese experts from traveling to Cotabato for some time. While the change of government was a significant event that even affected external conditions, the new government understood the importance of the project, associated activities and results, and thus ordered that the TWG members not be replaced. The turn of events did not become a disincentive that would otherwise adversely affect the level of the project and its achievements, and only had a minimal effect. However, the effect at the activity level and the replacement of the director and other key officials caused conflict in some government offices. This also delayed the development of a system to sustain the project's achievements, a task that the ARMM government should have originally conducted independently.

3-5. Conclusion

The project has contributed to capacity development of mid-level officers of the ARMM government and indicators of the Project Purpose and the Outputs have already been achieved. Issues regarding the project's impact and organizational/policy sustainability, which were identified by the terminal evaluation before extension (October 2010), have also been addressed by capacity building, sustainability mechanisms and issuance of administrative orders. As such, all the five evaluation components show satisfactory results. Therefore, the project shall be terminated as planned without any further extension or follow-up.

3-6. Recommendations

Issues to be addressed after the project termination are as follows.

3-6-1. Administration Development

(1) Human Resource Information System

In order to ensure timely and sustainable update of the HRIS data, appointment of HRIS operators and follow-up training in each department/office is indispensable. Appointment of in-house trainers who are in charge of operation and maintenance of the HRIS application and data and technical transfer to other staff in each department/office is prerequisite for that. Furthermore, AMS-ORG should lead annual planning and monitoring digitization and update of all personnel information. In particular, remote areas such as island provinces and district offices should be closely monitored. It is also important to cover departments/offices which are not included in the system yet.

3-6-2. Infrastructure Development

(1) Construction and maintenance of infrastructure

This trainer is not simply an instructor, but a "resource person" working to support and oversee various public works projects to be implemented by the DPWH-ARMM in the future. The training is urgently needed, and it is important to establish an operational system of in-house training. It is also important to promote the discussion and achievement of system development, improvement of trainer skills, and necessary budget allocation.

(2) Feasibility study (preparation of project proposals)

Despite the extremely high need for projects in this area, the government failed to strengthen its capacity for many years. For this reason, it is important to use human resources having skills improved in this project, and maintain a pool of workers having a certain level of capacity.

3-6-3. Economic Development

(1) Business and technical support for halal products (goats) (training and consultation)

As goats were selected as the model product, the form of support has been shifting from that provided at an office to on-site support provided by personnel similar to Extensions Officers. Because the business of the target farmers remains still very small in scale, the risks of their business activities must be fully taken into account in order to continue support activities. To realize a support system that can function more effectively, it is important to strengthen skills and improve the method of accepting consultation requests, while encouraging the cooperation of participating organizations and providing additional training to the trainers already developed.

3-7. Lessons learned

- Using Davao City with its stable security condition as the training site helped eliminate safety constraints and facilitated achievement. At the same time, the combination with follow-through after training supposedly improved the effect. While this is an effective approach toward improving individual skills and developing core human resources, the financial and logistics aspects must also be considered in order for the counterpart organizations to continue the training.
- Local resources were used effectively for the establishment of the Administrative Code and Implementing Rules and Regulations (IRR), infrastructure management, and economic development (i.e., raising goats). The simultaneous use of local resources also helped build relationships with relevant parties in other areas, such as the central government offices and Region 11.
- Given that decision making is often affected by nepotism and politics, introducing the technical working group was an effective way of promoting communication and establishing shared understanding in areas where the relevant parties are diversified.
- As exemplified by this project, the goals of a project to support a conflict affected area tend to be comprehensive and also be susceptible to drastic changes of preconditions and important assumptions. The indicators for a Project Purpose, Outputs and Activities may be revised flexibly when responding to such a case. In case site visits during the project planning stage were restricted due to security concerns, additional study to examine needs and background should be also considered after the beginning of the project.