



GRASSROOTS GOVERNANCE PROJECT



PROJECT TERMINAL REPORT



**GRASSROOTS
GOVERNANCE**

This report was produced for review by:

Lifebank Microfinance Foundation, Inc.
Gov F. Caram Street, Sta. Barbara, Iloilo City



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(Social and Sustainable Development Program)

Grassroots Governance Project

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I. EXECUTIVE SUMMARY

The core objective of the Grassroots Governance Project (Grassroots Gov) was to bring governance and citizenship to members of the Ikabuhi Microfinance Program (IMP) of Lifebank Microfinance Foundation, Inc. (LBMF). Grassroots Gov was about the engagement of IMP members with their local governments and its frontline service providers. The purpose was to bring about positive change in governance in several areas: (a) Increased access to public services; (b) Changes in policies, legislation and budgets; (c) Changes in practice; (d) Improved knowledge, skills and attitudes of citizens; (e) Accountability for more responsive programs; and (f) Transparency and access to information.

The Expanded Grassroots Gov is a development or offshoot of an earlier project implemented by Bantay.ph in two pilot areas: Norzagaray, Bulacan and Bago City (Negros Occidental) in 2015-2016. The external evaluation of the project concluded that Bantay.ph was able to develop the Grassroots Governance initiative into an effective and replicable model of citizen participation in their local community. The project produced its intended results of (a) better informed citizenry through knowledge and skills training about government programs and processes, and (b) more responsive government through citizen monitoring and giving feedback for better implementation and delivery of public services provided by government agencies. Based on this positive assessment, LBMF commissioned the Partnership for Transparency Foundation Asia (PTFA) to implement an expanded Grassroots Governance project.

The Expanded Grassroots Governance Project (Grassroots Gov)

Grassroots Gov Goals, Objectives, Components

The goal of Grassroots Gov was to raise the well-being of IMP members and their community with the following specific objectives:

- Enable the IMP members to grow their businesses;
- Build citizenship among IMP members, and deepen their participation in improving grassroots governance in their communities; and
- Improve access to delivery of government services relevant to the IMP members and their community

Grassroots Gov Project encompasses four components, namely: (a) a two-track capacity building consisting of Governance Education and Entrepreneurial Development Training, (b) community-based projects initiated by the IMP members or Implementing Partners (either state universities and colleges (SUCs) or local CSOs), (c) an SUC/CSO-initiated youth project for scholars of LBMFs Educational Scholarship Program (ESP), and other volunteer students and children of IMP members, and (d) the documentation of Knowledge and Learning (K&L) products.

Grassroots Gov covered five local government units (LGUs) from around the country (except Mindanao) selected on the basis of (a) the number of IMP members in the LGU, (b) the LGUs track record in implementing development projects, and (c) presence of an SUC or capable CSO



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willing to be engaged as Implementing Partner. Overall, a total of 139 IMP members participated in the Project.

Project Sites	Implementing Partners
Naga City, Camarines Sur	Bicol State College of Applied Sciences and Technology (BISCAST)
Bago City, Negros Occidental	Carlos Hilado Memorial State College (CHMSC)
San Juan & Bauang, La Union	Molte Aries International Foundation, Inc. (MAIFI)
Tagbilaran City, Bohol	University of Bohol Community Development Foundation (UBCDFI)
Pili, Camarines Sur	Bicol State College of Applied Sciences and Technology (BISCAST)

LBMF provided a budget of PhP 4,361,300, originally for a one-year implementation period, which was later extended to 1.5 years to address implementation delays.

Project Outcomes and Impacts

Overall, Grassroots Gov was able to firmly establish the foundation for sustained gains in: a) improving citizens' (IMP members) participation in barangay governance; b) increasing the opportunities for IMP members to improve their existing livelihood activities; c) implementing community-based socio-economic projects; and d) mobilizing ESP scholars and youth volunteers.

Governance Education

The Project contributed to a marked increase in awareness of IMP member beneficiaries of their rights and entitlements to barangay and government services. Lack of information had the effect that even well-laid out public programs and services were not appreciated or accessed by citizens. The Project opened the space for IMP members and local government/service providers to interact: IMP members learned about government programs (often for the first time), while government service providers became aware firsthand of the IMP members' needs and concerns.

Grassroots Gov improved engagement, transparency and accountability between IMP members and service providers and with their barangays. The Project prompted accountability of public service providers, resulting in more responsive service, and more accessible information about the programs and services. What could be expected post-Project would be, among others, service providers undertaking community-directed information dissemination, and modifying services to better address the concerns and needs of the community and IMP members.

The Project made IMP members appreciate the value of participating in barangay assemblies and in other community activities and affairs. The earlier attitude of perfunctory attendance in barangay assemblies would now change, with better attendance and more meaningful participation as people understand that their participation is a chance to know more about the (local) government, its functions, budgets and other resources, and also that they can be heard when making suggestions or raising concerns.



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In sum, Grassroots Gov widened the reach and understanding of Social Accountability, i.e. the constructive engagement between citizens and government/service providers.

Entrepreneurial Development

One Implementing Partner, CHMSC, emphasized that IMP members' effective management of their livelihood businesses is a part of their social responsibility. As entrepreneurs, they interact with various sectors in the community, including the Barangay Council and the Office of the Mayor. Their compliance with business requirements (e.g. permits, health, sanitation and safety processes) reflects practical social responsibility, but also enables them to access government services that could assist them in improving their business operations. The Department of Trade and Industry (DTI) had been the most tapped national government agency as it has the most number of programs relevant to IMP members, e.g. Serbisyong Negosyo sa Barangay, Shared Service Facilities and equipment, Kapatid Mentor Me (KMME), and technical and financial assistance (e.g. Barangay Micro Business Enterprise or BMBE, Pondong Pagbabago at Pag-unlad or P3).

Grassroots Gov trained IMP members in financial management, savings, keeping records of business transactions, and customer relations, all essential in operating their micro enterprises. The training enabled them to improve their sometimes-poor business practices by:

- (a) Monitoring daily business transactions leading to understanding the uncertainties of their business, and better plan their business operations.
- (b) Practice simple bookkeeping, business planning and savings

The entrepreneurial training provided by the Implementing Partners and service providers has also opened up new business opportunities to IMP members that they could further explore. Examples of this are mushroom production, carabao milk production and processing, peanut cookies and hot meals preparation, improving tarsier and other souvenir items.

Community-based Socio-Economic Projects

This component was designed to be led by the Implementing Partners and the IMP members, to increase the resiliency of IMP members and spread the benefits of such projects within their communities. The following projects were initiated Organic Vegetable Gardening in Naga City; youth livelihood and leadership training in Barangay Pugo, Bauang; and coastal clean-up in Tagbilaran, Bohol. These spurred an environment of participation and cooperation between and among IMP members, Implementing Partners, and barangay stakeholders.

Mobilization of LBMF ESP Scholars and Youth Volunteers

This component was affected by a directive from the Commission on Higher Education that limits activities of students to within the school campus. In addition, changes in LBMF's ESP Program made it difficult to locate and mobilize the scholars. Nevertheless, the Implementing Partners did manage to engage students and youth leaders. Notable are: (a) UBCDFI mobilizing the Political Science student-leaders in organizing and providing lectures on Barangay Governance and budgets; (b) BISCASST engaging student interns in preparing the Organic Vegetable



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Gardening groups in 2 barangays in Naga City; (c) BISCASST involving student volunteers in project documentation and video production; and (d) MAIFI organizing the children of IMP members as youth entrepreneurs in Barangay Pugo, Bauang.

Knowledge and Learning

The sharing/peer learning sessions conducted by PTFA improved the capacities of Implementing Partners in collecting and analyzing project experiences and turn them into stories, lessons learned, and good practices. These knowledge and learning products are very relevant for dissemination and outreach.

The Partners have thus compiled lessons learned and best practices through case studies and videos which they can use for communicating the Project, improving their systems, and for future use of LBMF, SUC/LCSOs, and PTFA for replication.

Conclusions and Recommendations

The 1.5 years that Grassroots Gov was implemented was not long enough for a change project to fully achieve its objectives, and for the gains to be sustained. The Project, nonetheless, was able to firmly establish the foundation for sustaining the gains in: a) improving citizens' (IMP members) participation in barangay governance; b) building up the opportunities for the IMP members to improve their existing livelihood projects; c) implementing community-based socio-economic projects; and d) mobilizing students and youth volunteers.

By the end of the Project, there were a total of 139 IMP members, or 90% of target beneficiaries who gained new and critical information in advancing governance and entrepreneurship.

The Project implementation processes corrected the misconception of LGUs and communities that LBMF is merely a lending institution. It thus gave IMP members more information about other LBMF projects and services. Partnerships with implementing partners such as BISCASST, CHMSC, and the University of Bohol also introduced the LGUs and IMP members to the training services that these local institutions can provide and this will contribute to project sustainability. At the same time, the SUCs became familiar with new practices such as Community Score Card (CSC) as elements of their teaching, research and extension activities.

Finally, three key findings of Grassroots Gov are:

- Change projects such as Grassroots Gov need a minimum of 3 years for the changes and gains to take root and be sustained. This would likewise mean harnessing the strength of the SUCs as implementing partners as training service providers, perhaps– in terms of their flagship courses (entrepreneurship, governance, community development).
- Entrepreneurship Development should be strengthened by developing the mindset and character of effective entrepreneurs, providing the support and knowledge and skills to manage money and business processes more effectively so as to increase production, raise sales, or improve efficiency to maximize the return on investments.



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- Strengthen the Social Accountability component to enable and enhance constructive engagement between citizens/IMP members and government/service providers. These would redound to more responsive and effective service delivery, and more engaged/responsible communities.



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TERMINAL NARRATIVE REPORT

Date Prepared: 15 August 2020
Prepared by: Partnership for Transparency Asia Foundation, Inc. (PTFA)

Project Title: Grassroots Governance Project

Reporting: Local Governance
Reporting period: June 2018 – October 2020

II. PROJECT BACKGROUND

Development can only happen with governance that is transparent and accountable and allows and encourages citizens to participate in the process. The foundations for these are laid out in the Local Government Code (LGC) of 1991. However, the implementation of the LGC has been uneven and patchy across the country.

The core objective of the Grassroots Governance Project (Grassroots Gov) was to bring governance and citizenship to Lifebank Microfinance Foundation, Inc. (LBMF) communities of Ikabuhi Microfinance Program (IMP) members through capacity building and citizen engagement. More concretely, Grassroots Gov Project was about the engagement of IMP members with their local governments and frontline service providers to bring about positive change in governance – expectedly in the following categories: (a) Increased Access to Services; (b) Changes in policy, legislation, budget; (c) Changes in Practice; (d) Improved Knowledge, skills, attitudes of citizens; (e) Accountability for more responsive programs; and (f) Transparency and Access to Information.

The Project was launched by the LBMF, with Bantay.ph as the implementing civil society organization (CSO), in September 2014 with a pilot in Quezon City. The Project was designed to embody every part of LBMF’s Mission Statement and its commitment to the communities it serves: “We will be a catalyst for poverty reduction and a model of social responsibility.”

Grassroots Gov was the most recent addition to the array of social services projects under LBMF’s Social Sustainable and Development Program (SSDP), one of the two pillars of LBMF services, the other being the Ikabuhi Microfinance Program. In the context of LBMF’s organic growth approach, the Grassroots Gov initiative would represent an expansion and deepening of support to IMP members through governance literacy and entrepreneurial training.

Two additional pilot areas, in Norzagaray municipality (Bulacan) and Bago City (Negros Occidental), were opened by Bantay.ph for Grassroots Governance in 2015-2016. Based on Bantay.ph account, these two sites represented contrasting experience. The Norzagaray project site, a resettlement area of formerly informal dwellers from Metro Manila who continued to manifest resentment and distrust of government were less than cooperative with the Project. Attendance in training sessions was always problematic and participation in project activities more difficult to secure. Based on its self-assessment, Bantay.ph felt that achievements in Norzagaray



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were limited compared to results generated from its Bago pilot. Bantay.ph reported that IMP members in Bago were very positive in attitude, cooperative, and responsive to project activities. Bantay.ph's success in Bago also benefited from support from the city government and a local CSO in the area.

In over two years, Bantay.ph was able to develop the Grassroots Governance initiative into an effective and replicable model of citizen participation in local community. This model consisted of a civic education program, skills training, and a citizen monitoring program based on the Anti-Red Tape Act (ARTA) for members of the LBMF microfinance community at the grassroots level. In a nutshell, the model resulted in informed citizenry through knowledge and skills training about government services and processes, and responsive government through citizen monitoring and giving feedback for better implementation and delivery of government programs and services from partner government agencies.

The external assessment of the program commissioned by LBMF/Sustainable and Social Development Department (SSDD) concluded that the Grassroots Governance model has produced its intended results and is worth replicating in other LBMF areas. In terms of concrete results, Grassroots Governance improved the awareness and engagement of LBMF IMP members with government agencies resulting in (a) empowerment through knowledge on processes and practice, (b) improvement and diversification of business endeavors, and (c) contribution to member resiliency. The assessment further concluded that Bantay.ph would not have the capacity to undertake the replication phase of the program at the scale desired by SSDD.

Objectives of the Expanded Grassroots Governance Project

The current project expanded the scope and coverage of the Grassroots Governance Project implemented by Bantay.ph. Its project goal would be to raise the well-being of the IMP members and their community. This would be achieved through the following specific objectives:

- Enable the IMP members to grow their businesses
- Build citizenship among IMP members, and deepen their participation in improving grassroots governance and their communities
- Improve access to delivery of government services relevant to the IMP members and the community

Description of Project Components

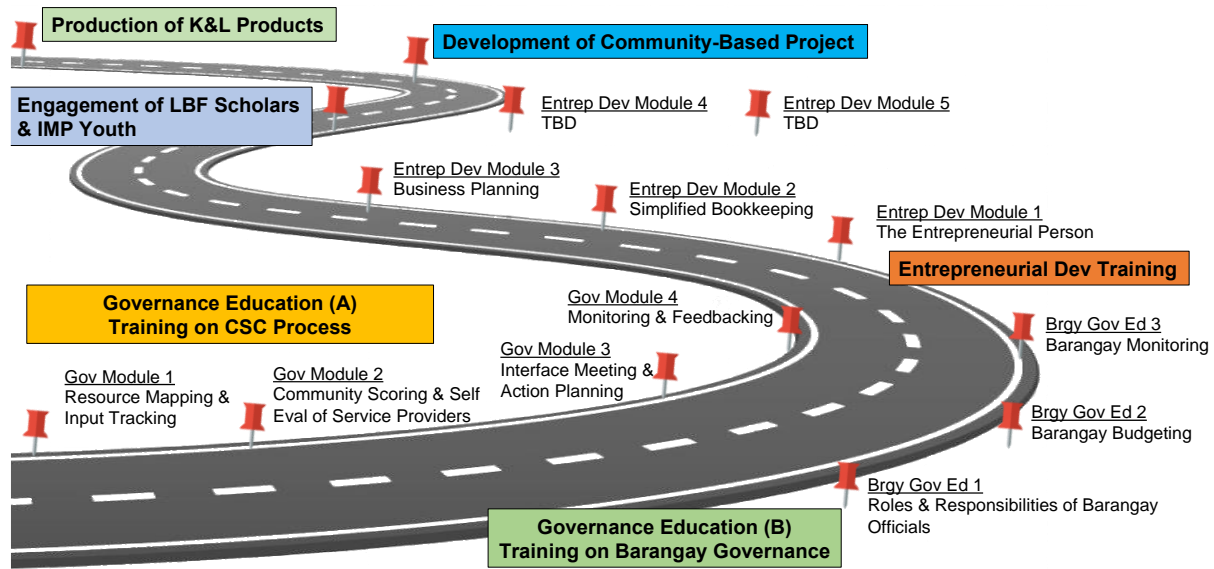
The Grassroots Governance Project was expanded to encompass four components, namely: (a) two-track capacity building consisting of Governance Education and Entrepreneurial Development Training, (b) community-based project initiated by the IMP members or Implementing Partners state universities and colleges (SUC) or local-based CSO, (c) SUC/CSO-initiated youth project for Educational Scholarship Program (ESP) scholars, other volunteer students and children of IMP members, and (d) documentation of Knowledge and Learning (K&L) products. This is illustrated in Figure 1 below.



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Figure 1: Road Map of Grassroots Governance Project Components



Under the Governance Education, the selected IMP members would undergo four (4) training modules providing concepts, practices and skills on Community Score Card (CSC) process with each module focusing on (1) Resource Mapping and Input Tracking, (2) Community Scoring & Self-Evaluation of Service Providers, (3) Interface Meeting and Action Planning, and (4) Monitoring and Feedbacking. In addition, Governance Education would be provided training on barangay governance to consist of 3 modules, namely: Module 1 – Roles and Responsibilities of Barangay Officials; Module 2 – Barangay Budgeting; and Module 3 – Barangay Monitoring.

The other track to capacity building of IMP members would pertain to Entrepreneurial Development training to enable them to improve and grow their livelihood projects either by scaling up their operations or diversifying to additional economic enterprise. Training modules would start with the basics about: (a) values, character, and frame of mind of The Entrepreneurial Person, (b) simplified bookkeeping and business planning, and finally two more technical skills training to be chosen by the IMP members themselves. This will include training on product packaging.

The second component, targeted to benefit the community as a whole, would develop a community-based project initiated by the partner SUC or CSO and require active participation by the IMP beneficiaries and other members of the community. This community-based project would be designed to improve local economy or social services and community welfare. This would be undertaken in collaboration with government service providers and other institutions, including LBMF.

The third component would train and mobilize the LBMF scholars in the concerned local government units (LGUs), and other volunteer students of the partner SUC to support the



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implementation of Grassroots Gov. This would inculcate the values of volunteerism among the scholars and other school volunteers. The component would also include participation of children of IMP members to train them in community mobilization and development.

The fourth component would involve the generation of K&L products that would contain highlights of best practices and lessons learned, case studies, and “stories to tell” of the SUC’s implementation of Grassroots Gov. This shall be done by the Implementing SUC or CSO with technical assistance from PTFA Team. The K&L products would serve as reference materials in the replication of the Project in other LBMF areas in the country.

III. RESOURCES

A. Total Project Cost

Table 1: Total Project Cost

Budget Items		Budgeted Amounts (PhP)
A.	Direct Costs/Salary	
	Project Manager/D. Delos Angeles	288,000
	Social Development Capacity Building Adviser/ I. Perez	360,000
	Monitoring and Evaluation Officer/R. Dilig	360,000
	Project Officer /A. Rino	240,000
	A. Subtotal Direct Costs	1,368,000
B.	Project Operating Expenses	
	1. Mobilization	
	Preparation, Scoping & Inception	50,000
	Partners' Forum	85,000
	Subtotal 1	135,000
	Tools Development & Training to LCSOs/SUCs	
	Development and Upgrading of Tools	100,000
	Training and Mentoring LSCOs/SUCs	275,000
	Subtotal 2	375,000
	3. Implementation by LCSOs/SUCs	
	Governance Education: <i>Knowledge & Application of Community Scorecard</i>	625,000
	Governance Education: <i>Barangay Governance: Knowledge, Awareness and Participation</i>	375,000
	Entrepreneurial Development Trainings	375,000
	Subtotal 3	1,375,000
	4. Monitoring and Evaluation	
	M&E Activities/Field Visits	54,000
	End of Project Evaluation	100,000
	Subtotal 4	154,000



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5. Knowledge and Learning	
Documentation of Case Studies, Lessons Learned, Good Practices	150,000
How To's/Manuals for Dissemination	150,000
Peer Learning Workshop	100,000
Subtotal 5	400,000
B. Project Operating Expenses	2,439,000
TOTAL A & B	3,807,000
Add: Project Management Cost	534,300
Contingency Fund	20,000
TOTAL PROJECT COSTS	4,361,300

B. Total Number of Personnel

The PTFA team is composed of four (4) persons consisting of Dante delos Angeles, Project Manager, Imelda Perez, Social Development and Capacity Building Adviser, Roussam Dilig, Monitoring and Evaluation (M&E) and Entrepreneurial Development Officer, and Andrea Riño, Project Officer.

The team is also assisted by PTFA volunteer advisers including Hector Crisostomo as the Finance Adviser, and Cesar Umali as the M&E and Technical Adviser, along with other PTFA Board Members as needed by the Project.

IV. COVERED AREAS

As designed, the number of project sites would expand to cover five (5) LGUs from around the country (except Mindanao) selected on the basis of (a) number of IMP members in the LGU, (b) track record of LGU in implementing development projects, and (c) presence of SUC or capable CSO in the province willing to be engaged as Implementing Partner. During the pre-mobilization period, the following five provinces were identified as potential project sites: Pangasinan, Bataan, Camarines Sur, Bohol, and Negros Occidental. Further discussion with field LBMF officials led to the identification of the following cities/municipalities as potential project sites:

1. San Carlos City, Pangasinan
2. Naga City for Camarines Sur
3. Balanga City, Bataan
4. Bago City, Negros Occidental; and
5. Pilar, Bohol

Based on this list, PTFA embarked on the selection of potential SUC partners anchored on their capacity (existing programs and training resources) to provide extension services relevant to the needs of the IMP members, their readiness to sustain the extension services after end of project, and their willingness to sign the Memorandum of Agreement (MOA) signifying, among others, their commitment to be an Implementing Partner. The SUCs which initially signified openness to partnership with PTFA were as follows:



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1. Pangasinan State University (PSU) (Pangasinan)
2. Bicol State College of Applied Sciences and Technology (BISCAST) (Camarines Sur)
3. Carlos Hilado Memorial State College (CHMSC) (Negros Oriental)
4. Bataan Peninsula State University (BPSU) (Bataan)
5. Bohol Island State University (BISU) (Bohol)

These SUCs were invited to participate in the pre-mobilization Workshop/Partners Forum to dialogue and level-off on the concepts, principles, components and respective roles of PTFA and SUCs in the implementation of Grassroots Gov. On-site orientations were also conducted in Bataan and Bohol due to their inability to participate in the Partners Forum.

Three of the original selected LGUs and SUCs as presented in table below were eventually replaced due to delays in signing of the MOA with other SUCs and submission of requirements.

To overcome the delays in project implementation, PTFA decided to adopt the alternative option of partnering with reliable local-based CSO such as MAIFI in Pangasinan, and the university-based foundation UBCDFI in Bohol. This option provided Grassroots Gov some “lessons learned” and the basis to compare the relative efficiency and effectiveness of SUCs and CSOs as Implementing Partners, information that would be useful in organizing project management during replication phase. BISCAST was also again tapped to be the implementing partner in Pili, Camarines Sur, which replaced Balanga City in Bataan.

Table 2: Scoping of Implementing Partners

Original LGUs / SUCs	Replacement LGUs/SUCs/LCSO	Reasons for Replacement
San Carlos City, Pangasinan / Pangasinan State University (PSU)	San Juan & Bauang, La Union / Molte Aries International Foundation, Inc. (MAIFI)	Replaced due to delay in signing of MOA with PSU.
Pilar, Bohol / Bohol Island State University (BISU)	Tagbilaran City, Bohol / University of Bohol Community Development Foundation (UBCDFI)	Replaced due to failure of BISU to submit proposal.
Balanga City, Bataan / Bataan Peninsula State University (BPSU)	Pili, Camarines Sur / Bicol State College of Applied Sciences and Technology (BISCAST)	Replaced due to delay in signing MOA with BPSU; Selected to pilot efficiency and effectiveness of project with (a) mixed beneficiaries composing of IMP and non-IMP members and (b) all beneficiaries coming from same barangay.



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Therefore, the five final project sites and implementing partners are as follows:

Table 3: Final List of Implementing Partners

Project Sites	Implementing Partners
Naga City, Camarines Sur	Bicol State College of Applied Sciences and Technology (BISCAST)
Bago City, Negros Occidental	Carlos Hilado Memorial State College (CHMSC)
San Juan & Bauang, La Union	Molte Aries International Foundation, Inc. (MAIFI)
Tagbilaran City, Bohol	University of Bohol Community Development Foundation (UBCDFI)
Pili, Camarines Sur	Bicol State College of Applied Sciences and Technology (BISCAST)

A. Brief Description of the Final Project Sites

The five (5) final project sites in the implementation of Grassroots Gov are shown in Figure 2. The selection of these areas – 2 sites in the Ilocos region, 2 sites in the Bicol region, and another 2 sites in the Visayas region – corresponded to the original idea of developing relevant K&L products written in Ilocano, Bikolano and Visayan which represent the three major regional vernaculars commonly used and understood by IMP members, in addition to Tagalog. These “vernacularized” knowledge and learning materials on Grassroots Gov and other related LBMF’s social development projects would be useful during replication phase.

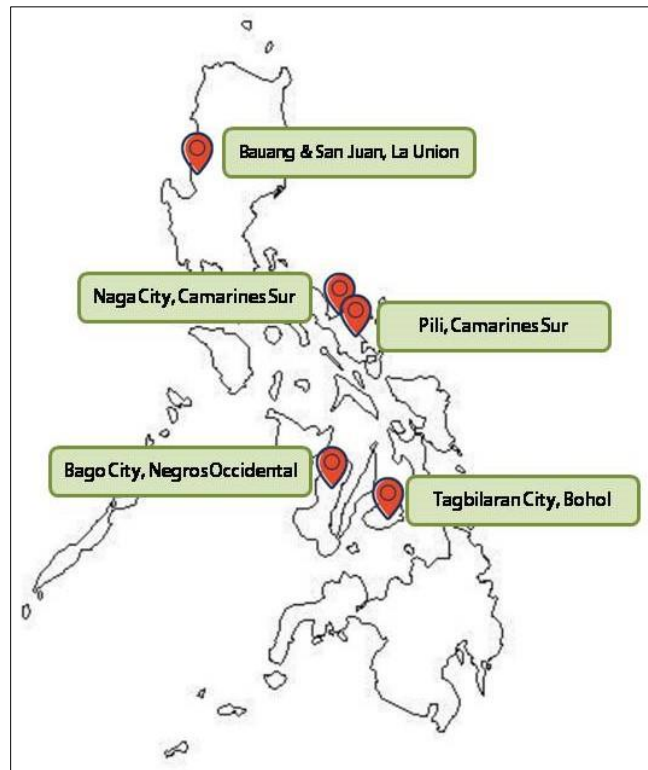


Figure 2: Location Map



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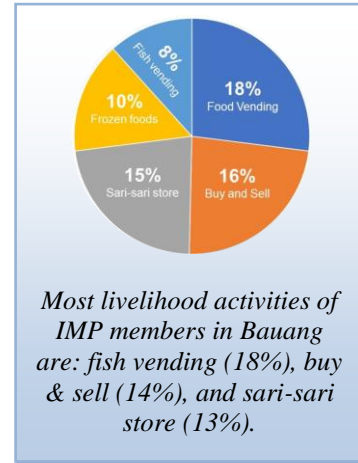
Bauang and San Juan, La Union

Bauang, La Union

The Municipality of Bauang is a 1st class municipality in La Union. Politically subdivided into 39 barangays, four (4) of which are categorized as urban by the National Statistics Office, while the other 35 are rural. The municipality has a population of 75, 032 people according to the 2015 Census.

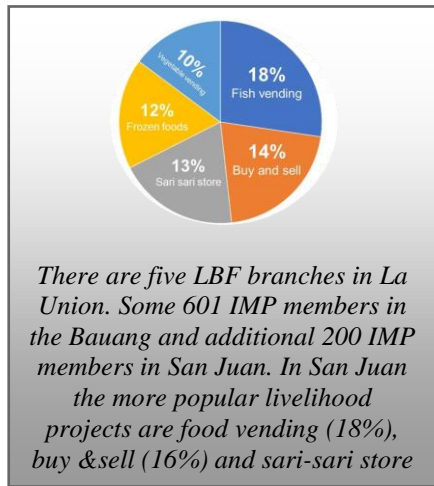
In the field of governance, Bauang served as an awardee of the Seal of Good Local Governance (SGLG) for the years 2017 and 2015. It also ranked 36th place out of the 489 1st and 2nd class municipalities in the country in the 2018 Cities and Municipalities Competitive Index (CMCI).

The primary industries in Bauang are farming, fishing, power plant and quarrying. Its main products are rice, corn, guapples and native grapes, mango, lowland vegetables, livestock, tobacco, marine products, and saltwater fish. It is also known for its tourism – with various choices of fine-sand beach resorts resting on its coastal lines, as well as a rich history through its centuries-old church, Sts. Peter and Paul Parish Church.



San Juan, La Union

The Municipality of San Juan is a 2nd class municipality with an average annual income of PhP 59,612,510.00. It is politically subdivided into 41 barangays. Based on the 2015 Census, San Juan has a population of 37,188 people. In 2019, San Juan was the Seal of Good Local Governance (SGLG), its first ever SGLG Award.



The municipal economy heavily relies on three main industries: tourism, agriculture, and pottery. Popularly known as the Surfing Capital of the North, its tourism is boosted by surfers and beach lovers from all over the country to experience the waves and pristine beaches of San Juan. While famously known for its water activities, San Juan also takes pride in its one of the most important crops – yellow corn. This is used for food and industrial products such as starch, corn oil, snacks, and beverages. Pottery, blanket-weaving, basketry, bamboo-craft and broom-making are also some of the sources of income by the people of San Juan. Concrete hollow blocks production in the rural villages of the municipality used for local building projects also shares a part in its economy.

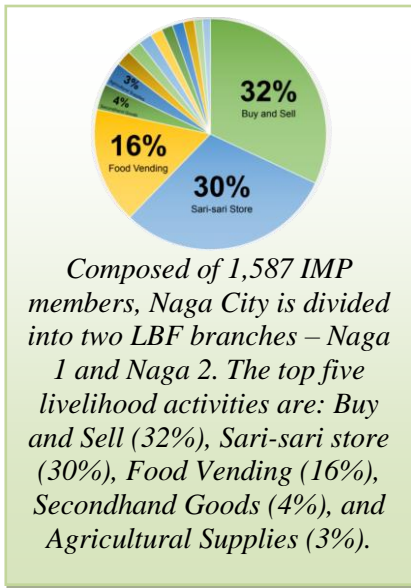


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Naga City, Camarines Sur

Naga City is a 2nd class independent component city in the province of Camarines Sur with a total population of 196,003 based from the 2015 Census. The city is politically subdivided to 27 barangays.



Naga City serves as the center of business in terms of commercialization and industrialization of the Bicol Region. Strategically located in the heart of the Bicol peninsula, Naga City accounts for Bicol’s most number of business establishments. It also serves as the embarkation point of the Bicol Region and the receiving point of international supplies from Metro Manila. The city is also the major distributor of supplies from Metro Manila to other municipalities and cities in the Bicol Region and Region 8 (Samar, and Leyte).

Also known as the “Center for Good Governance”, Naga City is notable for its participatory mechanisms, ensuring that the entire community becomes stakeholders and that transparency and accountability are promoted to ensure a clean and innovative local government. As to date, the CLGU has built a reputation for being a model local government unit that pioneered innovations in local governance as attested to by more than 189 international, national and regional awards and individual

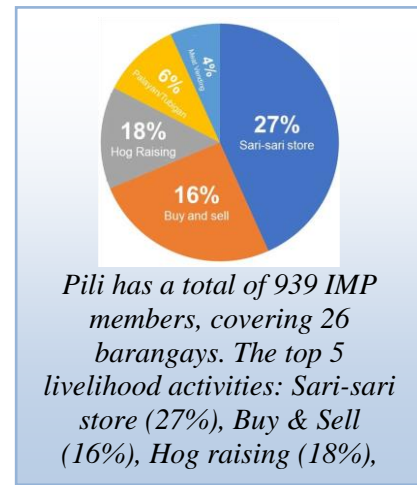
recognitions of its local leaders.

Pili, Camarines Sur

Pili is a 1st class municipality in Camarines Sur that also serves as its provincial capital. The municipality has a population of 89,545 based from the 2015 Census. It is politically subdivided into 26 barangays.

Pili is known to be Bicolandia’s Agro-Industrial Center with its fast-rising industry due to giant warehouses and milling plants in the city. It is also the regional center of agricultural administration in the Bicol Region where the Department of Agriculture Regional Office, the Central Bicol Experiment Station, and the Agricultural Training Institute can be found. Its primary products are rice, sugarcanes, and corn.

Another industry responsible for Pili’s rise is its eco-tourism industry. The municipality shares a part of the active stratovolcano, Mt. Isarog, with other cities and municipalities in Camarines Sur. The mountain does not only provide sights and activities for tourists, but also serves as the source of drinking water for the entire municipality through the Pili Water District.





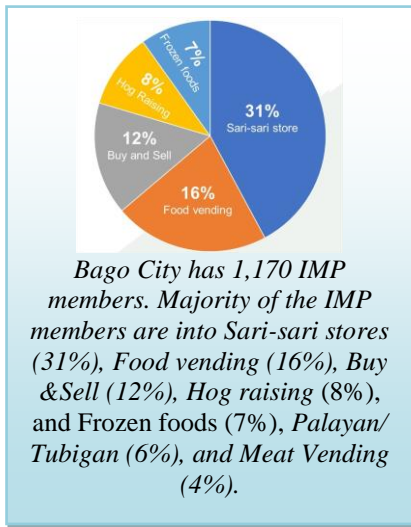
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Bago City, Negros Occidental

Bago City is a 2nd class city in the province of Negros Occidental. According to the 2015 census, it has a population of 170,981 people. It is composed of 24 barangays, 16 of which are rural and 8 are urban.

In 2017, the City reported an actual income was PhP 841,337,668 with 20% IRA amounting to PhP 127,027,768. Farming & fishing are the main source of income of the people, while employment and business are the other sources of income. The city is tagged as the “Home of Historical and Natural Treasures” because of its rich history. It is also known for its abundant flora and fauna, boosting its eco-tourism industry.



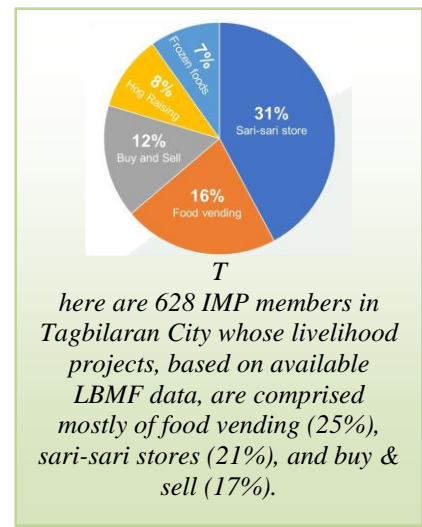
The City has reaped numerous awards such as Most Improved LGU by the National Competitiveness Council (NCC) in 2017, National Seal of Good Local Governance in 2017, and Rice Achievers Award by Department of Agriculture in 2017. Its two main development agenda now are: agricultural productivity through the Rice Development Program, and tourism promotions through further development of tourism attraction sites.

Tagbilaran City, Bohol

Tagbilaran is the capital city of the island province of

Bohol. Tagged as the “City of Friendship and Peace”, the city has a total population of 105,051 based on the 2015 census. It is subdivided into 15 barangays, 4 of which cover the urban area with the remaining 11 comprising the rural uplands.

The City prides itself as Bohol Province's gateway of development, particularly as a major ecotourism destination, with commerce, trading, fishing and agriculture as its major sources of livelihood. The city of Tagbilaran is the main business capital and center of governance of the province aside from being the center of education and transportation. Commerce and trade are very promising in the city although business activities also thrive in port towns of Tubigon, Talibon, Jagna, known to be growth centers of the province.



The Tagbilaran has been known for its strong partnership with CSOs. The city conducts regular stakeholders’ forum with CSOs.

In 2017, the City of Tagbilaran received the SGLG award for the first time since 2010.



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V. TARGET BENEFICIARIES

Based on PTFA experience in adult learning situation in i-Pantawid Project, Grassroots Gov decided to target from 30-35 participants in the social accountability-oriented capacity building for IMP members. These participants became the core group that would be mobilized in the conduct of community score card process and the implementation of the project. Coming mostly from SUCs, project implementation teams proceeded to use different sampling methodologies to more objectively identify the training participants or project beneficiaries. BISCASST, CHMSC and, to a lesser extent, UBCDFI aimed at producing publishable studies that could be credited in the annual assessment of SUC’s academic performance and/or annual accomplishment of professors involved in the project.

The number of project beneficiaries/participants in each project site is shown in Table 3. The methodologies adopted are described below.

Table 4: Target Number of Beneficiaries

Project Sites/ LGUs	Partners	Target Number of Beneficiaries	
		IMP Members	Non-IMP members
Bago City, Negros Occidental	Carlos Hilado Memorial State College (CHMSC)	30	0
Naga City, Camarines Sur	Bicol State College of Applied Sciences and Technology (BISCASST)	35	0
Pili, Camarines Sur	Bicol State College of Applied Sciences and Technology (BISCASST)	15	20
San Juan, La Union	Molte Aries International Foundation (MAIFI)	30	0
Bauang, La Union	Molte Aries International Foundation (MAIFI)	30	0
Tagbilaran City, Bohol	University of Bohol Community Development Foundation, Inc. (UBCDFI)	30	0



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BISCAST-Naga narrowed down the selection of beneficiaries to 5 barangays with highest poverty incidences (Brgy. Concepcion Pequeña, Del Rosario, Sabang, Tabuco, Triangulo) and top 5 highest number of livelihood activities in Naga City. Then BISCAST targeted 35 center leaders out of 69 from the barangays. Eventually, due to drop out of participants, BISCAST opened the participation to non-center leaders.

CHMSC used the Lynch Sampling Method to select 276 IMP members as sample size out of the 1170 total number of IMP members in Bago City. Used the Profiling Sheets provided by PTFA to further select the 30 center leaders as target beneficiaries. The participants come from Barangays Binibuhan, Busay, Iligan, Ma-ao, Taluc.

MAIFI used Survey Monkey Sampling method suggested by PTFA to determine the sample size for Bauang. Based on PTFA's Profiling Sheet, 83% of the target IMP beneficiaries were also 4Ps members, most of whom coming from Brgy. Bucayab. For the San Juan site, LBMF helped in targeting the barangays with the highest number of IMP members (Brgy. Cabaroan, Brgy. Nadsaag, Brgy. Naguirigan) as well as other nearby barangays to meet the target number of beneficiaries. For San Juan however targeting of project beneficiaries explicitly excluded the 4Ps.

UBCDFI used of the Survey Monkey Sampling process suggested by PTFA based on 90% confidence level (10% margin of error). Target project participants were limited to IMP members with good credit standing, as suggested by local LBMF staff, coming from 4 barangays: Manga, Booy, Taloto, and Cogon.

BISCAST-Pili was tasked to pilot the effects on project results when capacity building participants are a mix of IMP members and non-IMP members coming from the same barangays. It is expected that training attendance will improve since mobilization within just one barangay will be more focused and efficient. Hence the Project targeted Barangay San Jose in the municipality of Pili, capital town of Camarines Sur, with the highest number of IMP members and with a Barangay Captain who is fully supportive of the Project. The Project covered 15 IMP members and 20 non-IMP members recommended by the Barangay Captain. However, implementation of this Project has been put on hold because of Convid-19 and will resume only when restrictions on field operations are lifted.



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VI. EXPECTED RESULTS

A. Summary of Results

Goal:

To heighten participatory governance at grassroots level and enhance citizenship and entrepreneurship of Lifebank Foundation (LBMF) communities of Ikabuhi Microfinance Program (IMP) members through capacity building, information sharing, and constructive engagement.

Objectives:

- To empower IMP members and communities through knowledge on processes and practice of social accountability
- To facilitate IMP members' take up improved and diversified business endeavors
- To bring about basic barangay governance literacy and increased platforms for engagement in community level entrepreneurship
- To facilitate the organization of a wider community of informed citizenry and more encompassing and responsive governance at the grassroots level

Table 5: Summary of Results based on the Design and Monitoring Framework (DMF)

Process Objectives	Project Components and Activities	Targets and Indicators of Accomplishments	Accomplishments
1. MOBILIZATION AND SCOPING			
To select and mobilize potential implementing partners and LGUs as project areas	A. <i>Scoping and selection of new LBMF expansion areas/LGUs</i>	List of Expansion areas/LGUs approved by LBMF Target: 4 new expansion areas	Four (4) expansion areas approved by LBMF <ul style="list-style-type: none"> • Bataan • Pangasinan • Camarines Sur (Naga City) • Bohol One (1) existing project site approved by LBMF <ul style="list-style-type: none"> • Negros Occidental (Bago City)
		Profiles of selected LGUS Target: 4 new expansion areas	Final project sites approved by LBMF: <ul style="list-style-type: none"> • Camarines Sur (Naga City and Pili) • Bohol (Tagbilaran City) • Negros Occidental (Bago City) • La Union (Bauang and San Juan)
			Profiles of the final five (5) LGUs submitted attached in the Inception Report



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Process Objectives	Project Components and Activities	Targets and Indicators of Accomplishments	Accomplishments
	<i>B. Scoping of LCSO/SUC</i>	Approved LCSO/SUC Assessment framework used in qualifying or shortlisting prospective partners Target: 1 assessment framework	One (1) Assessment framework submitted and approved attached in the Inception Report
		List of Potential LCSO/SUC Partners Target: 2 potential LCSO/SUC per province	List of potential LCSOs/SUCs submitted to LBMF, and discussed with field staff of LBMF for final selection
		Target: Profiles of two potential Implementing Partners per province (1 LCSO and 1 SUC)	Four (4) final LCSO/SUC profiles submitted (2 LCSOs and 2 SUCs)
	<i>C. Partners' Forum</i>	Project Orientation materials: primer, information sheets, draft MOA List of Prequalified LCSO/SUC Partners Target: 2 LCSO/SUC per province	Conducted September 6-7, 2018 in Quezon City <ul style="list-style-type: none"> • Pangasinan State University, Pangasinan • Bicol State College of Applied Sciences and Technology, Naga City, Camarines Sur • Carlos Hilado Memorial State College, Bago City, Negros Occidental <u>On-site Project Orientation:</u> <ul style="list-style-type: none"> • Bataan Peninsula State University, Bataan • University of Bohol Community Development Foundation, Tagbilaran City, Bohol • Molte Aries International Foundation, Inc., La Union • Bohol Island State University, Bohol <p>Reports of these project orientations are included/ highlighted in all Progress Reports regularly submitted to LBMF</p>



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Process Objectives	Project Components and Activities	Targets and Indicators of Accomplishments	Accomplishments
		Proposals from LCSOs/SUCs Target: 1 LCSO and 1 SUC proposals/province	Two (2) LCSO and three (3) SUC proposals attached to the MOAs submitted
	<i>D. Review and Approval of LCSO/SUC Proposals and Contracting</i>	Final LCSOs/SUCs and approved proposals; Signed MOA between LBMF, PTFA, and LCSO/SUC Target: 5 LCSOs/SUCs	Five (5) final LCSO/SUC proposals attached to the MOAs signed by LBMF, PTFA, and LCSOs/SUCs
Impact:			
<ul style="list-style-type: none"> • Change in the level of information about LBMF projects in Project areas. This corrected misconceptions by LGUs and communities that LBMF is merely a lending institution • Established new access to training services with area-based SUCs for purposes of sustainability through BISCAS, CHMSC, and University of Bohol • Introduced to SUCs the new practice of Community Score Card (CSC) to increase SUCs' library of methodologies that they can use in their Research and Extension, and academic teaching 			
2. UPGRADING AND DEVELOPMENT OF TOOLS AND TRAINING MODULES			
To develop materials on Community Score Card and Social Accountability tools for easy use of Implementing Partners	<i>A. Enhance/develop CSC and other SAcc tools, and corresponding how-to manuals</i>	Approved CSC and other SAcc Tools and Manuals/ Protocols Target: 1 CSC/SAcc Manual translated into Tagalog, Visayan, and Bicol	Project briefer/ brochure translated into three (3) local languages: <ul style="list-style-type: none"> • Visayan • Tagalog • Ilokano CSC Manual translated into two (2) local languages: <ul style="list-style-type: none"> • Visayan • Tagalog Resource Mapping and Input Tracking Modules translated into Visayan language Barangay Governance Education Module translated into <u>Visayan language</u> <ul style="list-style-type: none"> • Part 1-Importance of Barangay Governance; • Part 2-Basic Services and Facilities in Barangay; • Part 3-Barangay Budget and Mandatory Funds; and • Part 4-Community Monitoring of Barangay Budget and Services



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Process Objectives	Project Components and Activities	Targets and Indicators of Accomplishments	Accomplishments
	<p><i>B. Formulate Training Modules</i></p>	<p>Training Modules (Governance Education and Entrepreneurial Training)</p> <p>Target:</p> <p><i>a)5-part Governance Education- Knowledge and Application of Community Scorecard:</i> Part 1-Resource Mapping and Input Tracking; Part 2-Community Scoring and Service Providers Self-Evaluation; Part 3-Interface Meeting and Action Planning; and Part 4-Monitoring Action Plans Part 5-Communicating Results of Action Plans</p> <p><i>b)4-part Barangay Governance- Knowledge, Awareness and Participation:</i> Part 1-Importance of Barangay Governance; Part 2-Basic Services and Facilities in Barangay; Part 3-Barangay Budget and Mandatory Funds; and Part 4-Community Monitoring of Barangay Budget and Services</p> <p>c)Entrepreneurial Training to be determined based on the issues identified by the SUCs/LCSOs and will be linked to existing SUCs' entrepreneurial</p>	<p><u>5-part Governance Education modules on Community Score Card Process</u></p> <p><u>Learning Module (PowerPoint format used in the Training of Trainers:</u> Module 1: Project Overview Module 2: Overview of the Community Score Card Module 3: Introduction to Community Context Module 4: Resource Mapping and Input Tracking Module 5: Scoring of Community and Self-Evaluation of Service Providers Module 6: Interface Meeting and Action Planning Module 7: Monitoring and Communicating Results</p> <p><u>4-part Barangay Governance Education modules</u> Part 1-Importance of Barangay Governance; Part 2-Basic Services and Facilities in Barangay; Part 3-Barangay Budget and Mandatory Funds; and Part 4-Community Monitoring of Barangay Budget and Services</p> <p><u>5 sessions on Entrepreneurial enhancement/ development</u> Part I: Simple Bookkeeping Part II: Business Planning Part III: Savings and Investing</p> <p><u>And two (2) other trainings determined by the Implementing Partners</u></p> <p>BISCAST-Naga:</p> <ul style="list-style-type: none"> • Online Business • Customer and Supplier Relationship



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Process Objectives	Project Components and Activities	Targets and Indicators of Accomplishments	Accomplishments
		training programs and government training services.	<ul style="list-style-type: none"> • Financial Literacy <p>MAIFI:</p> <ul style="list-style-type: none"> • The Entrepreneurial Mind setting • Government Programs and Services for Micro-enterprises and Livelihood Activities • Pricing and Costing • Carabao Milk Processing • Simple Business Planning 2 <p>CHMSC:</p> <ul style="list-style-type: none"> • Government Programs and Services for Micro-enterprises and Livelihood Activities • Personal Saving Schemes • The Entrepreneurial Person <p>UBCDFI:</p> <ul style="list-style-type: none"> • Entrepreneurial Mind setting • Registering Small Businesses • Marketing
<p>Generated changes/outcomes</p> <ul style="list-style-type: none"> • Generate changes in the following categories: 1) Knowledge, skills, and attitudes of IMP members, 2) Increased Access to Services, 3) Changes in Practice of IMP members and service providers, 4) Transparency and Access to Services, 5) Accountability for more responsive programs • Widened the reach and understanding of Social Accountability through the vernacularized modules and tools 			



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3. TRAINING AND MENTORING OF SUCs/LCSOS			
To build the capacity of the Implementing Partners in conducting and facilitating the Community Score Card Process	A. Face to Face Training of LCSO/SUC Trainers	No. of training sessions with LCSO/SUC partners Target: 2 Training Sessions per LCSO/SUC	<p><u>Partners' Forum</u> Conducted a Partners' Forum that trained and oriented Implementing Partners on the Project framework, processes, and tools:</p> <ul style="list-style-type: none"> • Pangasinan State University, Pangasinan • Bicol State College of Applied Sciences and Technology, Naga City, Camarines Sur • Carlos Hilado Memorial State College, Bago City, Negros Occidental <p><u>On-site Project Orientation:</u></p> <ul style="list-style-type: none"> • Bataan Peninsula State University, Bataan • University of Bohol Community Development Foundation, Tagbilaran City, Bohol • Molte Aries International Foundation, Inc., La Union • Bohol Island State University, Bohol <p><u>Training of Trainers:</u> BISCAST-Naga: 1 CHMSC: 1 MAIFI: 1 UBCDFI: 1</p> <p>Reports of these project orientations are included/ highlighted in all Progress Reports regularly submitted to LBMF</p>
		Number of LCSO/SUC Trainers Trained per LGU: Target: 10 LCSO/SUC Trainers	<u>Trainers trained per LGU:</u> BISCAST-Naga: 15 trainers trained CHMSC: 14 trainers trained MAIFI: 11 trainers trained UBCDFI: 15 trainers trained
	B. Regular mentoring activities to LCSO/SUC partners	No. of mentoring and training sessions with LCSO/SUC partners;	On-site mentoring sessions and technical assistance



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		Target: At least one onsite mentoring session with LCSO/SUC and continuing technical assistance as needed by LCSO/SUC	conducted by PTFA to Implementing Partners BISCAST: 6 MAIFI: 5 UBCDFI: 1
Impact:			
<ul style="list-style-type: none"> Established for LBMF new and more accessible training services with area-based SUCs for purposes of sustainability through BISCAST, CHMSC, and University of Bohol Established for SUC new methodology for improving governance through the CSC process 			
4. IMPLEMENTATION BY SUC/LCSO			
To operationalize objectives and implement activities	A. <i>Conduct of TNA</i>	TNA Report Target: 5 TNA Reports	Five (5) TNA Reports submitted
	B. <i>Mapping of IMP Priority demands for government services</i>	Map of IMP priority demands for government services; Target: 5 LCSO/SUC Maps of priority needs for government services	Five (5) LCSO/SUC Maps of Priority Needs for Government Services submitted
		Map of resources of service providers at the barangay and local levels Target: 5 LCSO/SUC Resource Maps	Five (5) LCSO/ SUC Resource Maps submitted
	C. <i>Conduct training</i>	Number and types of Trainings conducted in each LGU Target: 8 governance education 5 entrepreneurial devt.	<u>BISCAST:</u> 6 CSC Process 16 Brgy. Governance Education 5 Entrepreneurial Development <u>CHMSC:</u> 5 CSC Process 3 Brgy. Governance Education 5 Entrepreneurial Development <u>MAIFI:</u> 8 CSC Process 9 Governance Education 8 Entrepreneurial Development <u>UBCDFI:</u> 4 CSC Process 3 Brgy. Governance Education 6 Entrepreneurial Development



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		No. of IMP members Trained; Target: 90% of Targeted IMP members*	BISCAST-Naga: 105% CHMSC: 93% MAIFI: 67% UBCDFI: 50%
		No. of IMP members actively participating in barangay governance (e.g., participation in barangay assemblies; involvement in other community based economic activities, monitoring of community based activities, etc.); Target: 60% of Targeted IMP members*	BISCAST-Naga: 105% CHMSC: 93% MAIFI: 67% UBCDFI: 50%
		No. of IMP members with enhanced knowledge in Savings education and mobilization/Business Planning/ Financial management; and actively engaging with both public and private services and programs (related to local economic and enterprise development) Target: 60% of Targeted IMP members* <i>*SUCs/LCSOs and LBMF agreed selection criteria and number of the IMP members to be trained. Ideally number between 30-40 per LGU.</i>	BISCAST-Naga: 105% CHMSC: 93% MAIFI: 67% UBCDFI: 50%
<p>Impact: <u>Governance Education</u></p> <ul style="list-style-type: none"> • Improved responsiveness of LGUs and other service providers to the needs and entitlements of the IMP members and their communities • Increased awareness of IMP member beneficiaries of their rights and entitlements to government services and how these can be accessed • Improved engagement, transparency and accountability between IMP members and service providers • Increased knowledge and access to services of IMP members from their barangays • Increased participation of IMP members in barangay assemblies in CHMSC 26%, BISCAST-Naga 33% 			



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- Increased understanding of the significance of participating in barangay assemblies among IMP members in Tagbilaran City, Bohol including: a) acquire important information about government programs to address prevailing issues and concerns; b) awareness of their rights to raise questions and problems; c) understand the barangay’s budget allocations and the application of these resources. The increased appreciation and understanding surpassed the fear of being penalized PhP 200 imposed by the city government for not attending the barangay assembly.
- In Barangay Cabaroan, San Juan, La Union, the barangay council was prompted to post the financial disclosure information at the first floor of the barangay hall so that more residents can read it and be engaged
- Increased vigilance of monitoring barangay officials’ performance of their tasks and functions

Entrepreneurial Development

- Changed IMP members’ bad financial/business practices to more efficient financial management practices through the adoption of 5-envelope technique setting aside money from sales for: 1) Utilities, 2) Loan payment, 3) Savings, 4) Personal salary (*bayad sa sarili*), and 5) Re-stocking inventory supplies/ groceries
- IMP members learned to practice simple bookkeeping, business planning, and savings and generated commitment from Implementing Partners to monitor continued use after end of project
- Introduced new business opportunities to IMP members pertaining to online business, carabao milk processing, and mushroom production
- Improved IMP member beneficiaries’ incomes and savings as indicated in the End of Project evaluation conducted by BISCASST
- Improved forward and backward linkages of IMP members’ existing projects to relevant government agencies/services e.g. carabao milk processing, display of products in the Negosyo Centers, and processing facilities
- Generated new and improved practices in managing successful sari-sari store operations

Community-based Socio-economic Projects

- Initiated communal urban gardening as a new livelihood activity for IMP members in Naga City, Camarines Sur for home consumption and as an additional source of income
- Heightened civic engagement of student volunteers in communal urban gardening
- Coastal Clean-up Drive heightened civic engagement among IMP members, LBF ESP scholars, and barangay council at Manga Fish Port, Tagbilaran City, Bohol
- Generated the formation and empowerment of children of IMP members as youth entrepreneurs (initiated their communal garden and food vending) in Brgy. Pugo, Bauang, La Union
- Prompted awareness of the Sangguniang Kabataan projects and activities among IMP youths in Brgy. Pugo, Bauang, La Union
- Increased awareness of the IMP youth on spaces of participation in the barangay and LGU youth development councils

5. MONITORING AND EVALUATION

To periodically assess the planned activities and milestones of the Project	A. <i>Conduct regular monitoring</i>	Field monitoring reports (incl. interventions to address emergent issues)	Monthly progress reports regularly submitted to LBMF <i>Please refer to the listed in the Monitoring and Evaluation section below.</i>
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		Target: Monthly highlight reports; Quarterly progress reports	
	<i>B. Project Reporting</i>	Quarterly Reports Submitted; End of Project Completion Report (PCR) Target: 4 quarterly progress reports; 1 PCR	Project Progress Reports submitted, monthly; End of Project Report

Impact:
Adapted changes in policy to address changes in contexts:

- Shifted focus from mobilizing ESP scholars to organizing IMP youths (as recommended by the IMP members in Bauang) to undertake community-based livelihood (MAIFI-Bauang, La Union);
- Shifted targeting IMP members *only* to mobilizing a mix of IMP and non-IMP members in one barangay (BISCAST-Pili) based on M&E reports from MAIFI and BISCAST-Naga of difficulties in securing attendance of IMP members in the training;
- Use of cash advance system for training expenses of IMP members to overcome delay in the implementation of training activities due to bureaucratic red tape in the release of training funds (BISCAST-Naga);
- Recommended designation of area-based LBMF-SSDD staff to monitor Grassroots Gov Project

6. KNOWLEDGE AND LEARNING

To document learnings from the Project implementation to be used for future replication and sustainability	<i>A. Production, packaging and dissemination of Knowledge and Learning products</i>	K&L products: Case Studies, Success/Change Stories, Compendium of lessons learned and best practices, Vernacularized/laymanized 'how to' manuals Target: 2 types of K&L products per Implementing Partner	2 BISCAST- Naga (Video) 2 CHMSC (Video and magazine) 1 UBCDFI (Case study and video) 2 MAIFI (Case study and video)
	<i>B. Peer Learning Workshop and documentation</i>	Workshop Documentations Target: 1 PLW, documentation	2 Peer Learning Workshop documentations submitted (Midterm Assessment Workshop, End of Project Peer Learning Workshop)



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Impact:

- Implementing Partners compiled lessons learned and best practices which they can use for communicating the Project, improving their systems, and for future use of LBMF, SUC/LCSOs, and PTFA for replication
- Improved capacities of Implementing Partners in collecting and analyzing Project experiences into stories, lessons learned, and good practices, and transforming them into knowledge and learning products relevant for dissemination and outreach.



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B. Narrative Report

As can be gleaned from the succeeding sections, significant changes are noted in the following: 1) Knowledge, skills, and attitudes of IMP members, 2) Increased Access to Services, 3) Changes in Practice of IMP members and service providers, 4) Transparency and Access to Information, and, 5) Accountability for more Responsive Programs.

Table below presents the consolidated accomplishment of Implementation Partners in the conduct of the training activities described in Figure 1. One would note that training modules would not merely impart knowledge and skills to participants but would involve application of the knowledge/skills learned, particularly for Component 1. For example, in Resource Mapping and Input Tracking, the participants after gaining understanding of concepts and skills in the use of tools, would actually undertake the mapping of resources in the community, the needs of the community and tracking of government programs and projects available to IMP members and citizens in the community.

The table however does not include assessment of results of the Pili Project. As a replacement project to the long-delayed Bataan Project with the Bataan Peninsula State University, the Pili Project with BISCASST was mobilized only on February 2020 with signing of the MOA between BISCASST and the Barangay LGU of San Jose, Pili, Camarines Sur. Field implementation however was put on hold in March 2020 after the declaration of COVID-19 lockdown. Only 2 sessions of community Resource Mapping were completed. The lockdown declaration has not been lifted until now.

Implementing Partners were tasked to undertake training and one-cycle application of the community scorecard process from resource mapping to input tracking, scoring, interface meeting and action planning. Although monitoring was part of the training module, the Implementing Partners were not expected to do the monitoring and feedbacking phase as implementation of Action Plan would generally fall beyond the project implementation period. The list of trainings conducted shown in column 2 would be indicative of performance of the implementing partner. The ensuing account highlights most significant results of the activities.

Project Component (1)	Total Number of modules/activities implemented (2)	Total No. of Beneficiaries (3)
Component 1a – Community Scorecard (CSC) Process	BISCASST <ul style="list-style-type: none"> • Resource Mapping and Input Tracking • Community Scoring and Self-evaluation of Service Providers • Interface Meeting CHMSC <ul style="list-style-type: none"> • Resource Mapping and Input Tracking • Community Scoring and Self-evaluation of Service Providers • Interface Meeting 	BISCASST-Naga: 38 CHMSC : 28 MAIFI: 30 UBCDFI: 15 Total: 111



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	<ul style="list-style-type: none"> • Monitoring of Results • Communicating Results <p>MAIFI</p> <ul style="list-style-type: none"> • Resource Mapping and Input Tracking • Community Scoring and Self-Evaluation of Service Providers • Interface Meeting and Action Planning • Monitoring and Feedbacking • Communicating Results <p>UBCDFI</p> <ul style="list-style-type: none"> • Resource Mapping and Input tracking • Interface Meeting and Action Planning 	
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Highlights of implementation, challenges and measures taken

BISCAST-Naga, Naga City, Camarines Sur



Dr. Ronnie Rubi, Dean from the College of Arts and Sciences, BISCAST, opens the Resource Mapping Activity

In Naga City, BISCAST’s resource mapping and input tracking activities with 35 selected IMP members showed that “low income, lack of capital, and lack of other sources of income” were their priority issues and the following as their priority training needs: “financial assistance, educational support, financial literacy and marketing and product packaging assistance”. The Department of Agriculture (DA) and Department of Trade and Industry (DTI) came out during input tracking as the two major priority government service providers. DA because IMP members would constantly need seedlings to replant their crops destroyed by flooding during typhoons and

heavy rains, and DTI because of their need for marketing, product packaging and financial assistance. IMP members rated service delivery by DA as “Poor” and DTI as “Very Poor” considering that 90% of the IMP members had no experience of ever accessing the services of DTI. On the other hand, results from the self-scoring conducted by BISCAST with DA and DTI showed that they scored their service delivery as “Very Good”.

BISCAST arranged for the IMP members and DA and DTI to engage in Interface Meetings to address these gaps in their scores. The service providers were asked to present their programs and to dialogue with IMP members on practical ways they could access and benefit from their services. In cases when service providers (i.e. DTI) failed to attend the Interface Meeting, the BISCAST Project Team conducted face-to-face interview with key officials of the agency through some other means. With DTI, the Project Team utilized the DTI-BISCAST “Go Negosyo” partnership for small business enterprise to generate information needed by the Project. For



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fear of antagonizing service providers, both BISCAS and CHMSC resisted using the ARTA to compel provision of services from government agencies.

In any case, the Interface Meeting, which also included the LGU Permitting and Licensing Office, also highlighted new valuable information crucial to IMP members livelihoods, such as: (a) IMP members to register and secure permits for their business operations to entitle them to access DTI's LGU-based services, (b) DA and LGU Naga-Permitting and Licensing Office to utilize more friendly and accessible medium such as distribution of flyers, and use of radio-operated mobiles in addition to posting in their websites important information about their programs and how intended program beneficiaries, such as the IMP members, could avail of these services; (c) City Agriculture Office to actively mobilize their Barangay Agricultural Technicians in providing assistance to IMP members; and (d) DA to provide seeds for the Urban Gardening Project initiated by the IMP members for their community-based project.

However, the inability to monitor implementation of the Action Plan which fall beyond the project period had constrained BISCAS, as well as the other Implementing Partners in their respective projects, to fully realize the full importance of the CSC process. Nonetheless, the BISCAS Project Team conducted an end-of-project evaluation of the impact of the CSC process to IMP members in terms of new knowledge and skills, increased in access to services, changes in practice of IMP members and service providers, transparency and access to information, and increased accountability and responsiveness of service providers. This evaluation is discussed with more details in succeeding sections.

CHMSC, Bago City, Negros Occidental



IMP members in Bago City rate the services provided by their LGU, mostly dissatisfied, in the Scoring activity facilitated by CHMSC

In Bago City, CHMSC targeted 30 IMP center leaders who were identified with the help of LBMF-Bago City, but with two of them dropping out, only 28 participated throughout the whole gamut of the training activities. From IMP profiling used to select the 28 beneficiaries, CHMSC proceeded to resource mapping focusing first on the training needs of the IMP members where 98% expressed interest in entrepreneurial management, bookkeeping, marketing, food production and packaging and labeling. The input tracking led CHMSC to handle the responsibility of conducting the

business-related modules and to tap the Department of Science and Technology (DOST) and



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DTI to provide the training on food production and packaging and labeling. The resource mapping and input tracking, supplemented by CHMSC environmental scanning, also showed (refer to the table below) that although IMP Project Beneficiaries had relatively high awareness of the existence of barangay service and appreciation of their usefulness, they nevertheless had very low availment (71%) of barangay livelihood services. Availment of city level livelihood by IMP members was even lower at 86%. This finding convinced the CHMSC Project Team to focus on the barangay LGUs and city LGU as the priority service providers for the IMP community.

Table 6: Percent of IMP Project Beneficiaries Availing and Not Availing of Barangay and City Level Livelihood Services

Issues	Barangay Level Services		City Level Services	
	Yes	No	Yes	No
Was there any livelihood project introduced by the Barangay or City Level LGU?	46%	54%	29%	71%
Do you think that the project of Barangay or City Level LGU useful for your livelihood?	46%	54%	29%	71%
Did you avail the livelihood project of Barangay or City Level LGU?	29%	71%	14%	86%
Were you satisfied/happy with the livelihood project introduced by the Barangay or City Level LGU?	25%	75%	11%	89%

The low level of program/service availment was also reflected in the high IMP members' dissatisfaction of barangay livelihood services (75%), and a higher dissatisfaction of city level livelihood services (89%). These LGU services included scholarship grants for agricultural courses (both from barangay and city LGUs), training in farming and livestock livelihood production (both barangay and city LGUs), and financial assistance from the city government either. CHMSC organized Interface Meetings to address this gap between the IMP community and the LGU service providers. CHMSC invited barangay officials from the barangays of the selected IMP members. During the environmental scanning, the barangay officials of Barangay Busay, Ma-ao, and Ilijan expressed that their livelihood services are open and available to the IMP community and rated their own service delivery as "highly satisfactory". However, only the Barangay Kagawad of Busay joined the Interface Meeting, where he introduced the barangay scholarship program in agriculture, and training in farming and livestock livelihood production. At the city government level, CHMSC also arranged for an Interface Meeting with representatives from the City Agricultural Office (CAO), City Social Welfare Office (CSWO), and City Cooperative Livelihood Office (CLO). Unable to find common schedule for the meeting, CHMSC Project Team decided instead to conduct key informants interviews with these service providers, which revealed that IMP members could be provided services, particularly financial assistance, only if they are members of an organization duly-accredited by the LGU. To address this problem, CHMSC invited the president of the Bago Farmers' Association to orient the IMP members on the process of organizing and securing registration and accreditation with the city government.



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During Action Planning mostly between the IMP Project beneficiaries and the CHMSC Team following results of interface meeting and interviews, it was agreed that (a) CHMSC would assist IMP families who would apply for Barangay and City scholarship grants for their children which would be available for 2020 school year; (b) IMP members to apply for individual membership with accredited organization such as the Bago Farmers Association whose President has agreed to provide the needed assistance to the IMP members; (c) CHMSC to conduct training on entrepreneurship and basic financial planning and bookkeeping; (d) CHMSC to organize the training on food production, marketing, product packaging and labeling, and (e) LGU service providers to fully and more effectively disseminate information relevant to the processes and requirements for availing barangay and city level services.

MAIFI, Bauang and San Juan, La Union

In Bauang, La Union, 23 IMP members participated in Resource Mapping and Input Tracking. They identified the following top priority needs: a) Financial Management, b) Identification of Business Opportunities, and c) Basic Marketing Strategies and Concepts. These were the bases of MAIFI in coming up with the list of possible trainings to be given to the IMP members under the Entrepreneurial Development with DTI as the priority service provider. DTI readily responded and provided training materials and facilitated sessions in Financial Management. It also introduced its Go Negosyo Program. However, it was observed that the IMP members were having difficulty in understanding and potentially applying the materials because these are in English.



An IMP member in Bauang filling out the evaluation sheet provided by DTI at the end of their training session.

The results of the Community Scoring and Self-evaluation of Service Providers rated by IMP members in Bauang showed that DTI/Go Negosyo were given low scores mainly because it was the first time for the majority of IMP members to hear about DTI/Go Negosyo services even as the location of DTI is a mere 50 meters away from where their meetings are held. MAIFI invited the DTI Provincial Director and staff to give an orientation on its programs and services, and provided suggestions on how current IMP livelihood projects can be improved. For instance, for the Fish Vending projects, the Director cited that there are “Shared Service Facilities” such as drying facilities and food stalls established and operated by the LGU together with DTI that the IMP members can use upon coordinating with the LGU, particularly the City Agricultural Office. This was new information that enabled the IMP members to access new services, altered their practices, and improved their decision-making.

The Resource Mapping and Input Tracking in San Juan, showed the following priority needs of the IMP members: additional livelihood financing, provision of skills training, and skills upgrading. MAIFI also invited the DTI Provincial Director and staff who gave the same type of



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orientation on DTI programs and services that the IMP members could access. However the difficulty in selecting IMP beneficiaries on time and the lack of enthusiasm of the IMP members selected contributed to unsatisfactory project results San Juan.



DTI Representative introduces the programs of the agency to IMP members in Tagbilaran City, Bohol

UBCDFI, Tagbilaran City, Bohol

In Tagbilaran City, UBCDFI got the 'buy-in' of Tagbilaran City Mayor John Yap during the general project orientation. As a measure of establishing consensus/agreement to participate in the Project, a *Commitment Form* was signed by all 30 targeted IMP members beneficiaries.

Out of the total of 767 IMP members in Tagbilaran, 30 were the target beneficiaries. The average IMP member is between 42-46 years of age, married, and reached secondary education. Her household would have 2-5 members. Only 4 (13%) of the IMP

members are beneficiaries of the Pantawid Pamilyang Pilipino Program (4Ps).

The top 3 problems and issues encountered in implementing their LBMF-assisted projects were: i) =t portion of the loan amount intended for the business was used for personal/family expenses; ii) customers' debts remained unpaid; iii) the seasonality of their businesses or products caused slumps in sales and unmoved products.

During the Resource Mapping, IMP members identified 3 priority livelihood/ economic needs: a) aspiration to expand their businesses, b) need for livelihood trainings, and c) need for additional capital for their businesses. During Input Tracking, the following service providers were identified: (a) the City Government, (b) Technological Education Services and Development Agency (TESDA), and (c) Department Trade and Industry (DTI). Following Resource Mapping and Input Tracking, a discussion of the Scoring process was conducted, orienting the IMP members of the salience of citizens assessment of service delivery as well as discussing the results with service provider, which should always be towards formulating plans to address identified gaps or weakness in service delivery.

UBCDFI coordinated with TESDA and DTI which both provided a wide array of information about their programs and projects. TESDA introduced their certificate courses that IMP members were interested in, but they were e too expensive to be funded by the Project, and too long in duration (minimum of 13 weekends) to be feasible. UBCDFI discussed this predicament with LBMF Tagbilaran staff who assured to take up the issue with the LBMF management.

For specific skills training, the IMP Project Beneficiaries presented the Hot Meals Preparation which could have been provided by TESDA except for the issues discussed above. Hot Meals Preparation was identified by IMP Members as a viable option for diversifying their existing businesses. The demand for hot meals was brought about by the increasing number of tourist arrivals in the province.



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To address the problem with TESDA, PTFA pushed for UBCDFI's plan to work with the UB Hotel and Restaurant Management Department to provide this training. Discussions with the dean of the UB Hotel and Restaurant Management Department (HRM) were held, and affirmed their commitment to do the training, would allow use of their laboratory and kitchen equipment and facilities. UB is a viable training provider as it has a corps of resource persons who would include in the training syllabus meal planning, budget planning, and project management. The COVID-19 induced lockdown put on hold all UB operations, including those of UBCDFI as well the proposed training on Hot Meals Preparation.

<p>Component 1a – Barangay Governance Education</p>	<p>BISCAST</p> <ul style="list-style-type: none"> • Roles and Responsibilities of Barangay Officials • Barangay Budgeting and Monitoring • Eminent Power • Transparency <p>CHMSC</p> <ul style="list-style-type: none"> • Roles and Responsibilities of Barangay Officials • Barangay Budgeting • Public Relations <p>MAIFI</p> <ul style="list-style-type: none"> • Social Accountability • Roles and Responsibilities of Barangay Officials • Barangay Budgeting • Constructive Engagement • Understanding the Barangay as the Basic Political Unit • Barangay Development Councils and Barangay Assembly <p>UBCDFI</p> <ul style="list-style-type: none"> • Roles and Responsibilities of Brgy. Officials • Basic Services and Facilities of the Barangay • Barangay Budgeting 	<p>BISCAST-Naga: 38 CHMSC : 28 MAIFI: 30 UBCDFI: 15</p> <p>Total: 111</p>
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Highlights of implementation, challenges and measures taken
BISCAST-Naga, Naga City, Camarines Sur

BISCAST-Naga discussed the topics they prioritized above, namely: Roles and Responsibilities of Barangay Officials, Barangay Budget, Eminent Domain, and Police Power. The last two topics were a unique inclusion requested by IMP members in Naga and were integrated in the discussion of Roles and Responsibilities of Barangay officials. Perhaps the IMP members, like most of the citizens of Naga City, VP Leni Robredo's and former DILG Secretary and Naga City Mayor Jesse Robredo's base of support, wanted to know the extent and limit of government's power and authority to regulate the



Dr. Erecto Caroche facilitates the training on Barangay Governance Education in Naga City

use of property and the enjoyment of life and liberty that were being wielded by the Duterte government. and what measures citizens can take to counteract abuses. But most of the discussion here, many times aided by existing interactive learning tools and materials (particularly video) of BISCAST, pertained to increasing IMP members' attendance and participation in barangay assemblies and other public meeting and activities. In Barangay Budgeting, the IMP members were provided awareness of the process, sources, the mandatory allocations and general uses of barangay budgets, and what can be the participation of ordinary citizens, such as IMP members, and civil society organizations. Barangay budgeting was coupled with Barangay Monitoring where IMP members were able to understand the importance of being participative in monitoring barangay budget as well as being vigilant on how the officials perform their task and responsibility with regards barangay finances.

Some of the outcomes of the barangay governance training conducted were increased participation rate in the barangay assembly as well as other barangay activities, and more informed IMP members in terms of various services available in the barangay. They were also able to develop Action Plans for both IMP members and the barangay. For the IMP members: (a) inquire about available services that can help them with their livelihood activities, and regularly visit the barangay for updates on activities and other services, and (b) closely coordinate with Barangay Agricultural Extension assigned to each barangay for agricultural assistance needed from barangays. For the service providers, they will improve on their information dissemination strategies, registration of IMP members in the barangay, and campaign for IMP members to acquire business permits.

In BISCAST, the end-of-project assessment of the impact -- in terms of the gains in the level of knowledge of IMP member -- from Barangay Governance Training was considered "High" (with weighted mean score of 4.45) by the BISCAST Project Team. Somehow, this gain in knowledge in governance had been used by 86% of IMP members to benefit family (Pampamilya), specifically in the case of 68% of them in terms of savings in family expenses (*nakatipid sa gastusin pampamilya*) in the amount from Php 1,000 to Php 3,000.



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Table 7: Assessment of Level of Knowledge After Taking the Training

GOVERNANCE	WM
<i>(5-Very High: 4 - High: 3 - Average: 2 - Low: 1 - Very Low)</i>	
1. Kabutihan na nakukuha sa pagdalo sa Barangay Assembly.	4.64
2. Stratehiya para maging kapaki-pakinabang ang barangay assembly.	4.57
3. Mga ginagawa sa barangay assembly.	4.39
4. Kapangyarihan at kabutihang naidudulot ng buwis.	4.21
5. Pagpasa at pag-amend ng mga ordinansa.	4.46
6. Trabaho at responsibilidad ng barangay officials.	4.21
7. Trabaho ng isang miyembro ng barangay development council.	4.64
<i>General Weighted Mean (High)</i>	4.45

This gain in knowledge was also used by 86% of the IMP members for improving their livelihood or business (pangkabuhayan o negosyo) with 68% of them securing benefits in terms of increase in income for family business (nakadaragdag-kita para sa kabuhayang pampamilya or negosyo) in the same amount of from Php1,000 to Php3,000 .

CHMSC, Bago City, Negros Occidental

CHMSC carried out an assessment of the level of awareness of IMP beneficiaries prior to the conduct of training on Roles and Responsibilities of Barangay Officials, Barangay Budgeting, Barangay Assemblies, and Public Relations. The table below shows the results and actions taken.

Table 8: Results and Interventions Taken in Bago City

Training Modules	Issues Before Training	Training Interventions	Changes After Training
Roles & Responsibilities	<ul style="list-style-type: none"> • Low awareness level among IMP members • Majority of IMP members not satisfied with barangay services. 	<ul style="list-style-type: none"> • Head Officer of DILG discussed barangay level mandates • IMP members actively participated in training 	<ul style="list-style-type: none"> • Increased awareness of IMP members.
Barangay Budget	<ul style="list-style-type: none"> • Low awareness level among IMP members • Majority of IMP members not satisfied with barangay services. • Inadequacy of information drive of barangay officials relevant to the 	<ul style="list-style-type: none"> • IMP members actively participated in training • Barangay officials widened scope of information drive on processes and schedules of budget hearings 	<ul style="list-style-type: none"> • Increased awareness of IMP members



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	mandates of barangay level.	<ul style="list-style-type: none"> • Barangay budgeting process discussed with IMP members. 	
Participation in Barangay Assembly	<ul style="list-style-type: none"> • Low attendance in Barangay Assembly among IMP members (only 74%) • Notice of Barangay assembly not fully disseminated. 	<ul style="list-style-type: none"> • Barangay official to explain schedules of barangay assembly: early month of each calendar year and during the 3rd quarter of the year. 	<ul style="list-style-type: none"> • IMP members' attendance in Barangay Assembly increased to 88%
Public Relations	<ul style="list-style-type: none"> • Low level of knowledge in public relation among IMP members • IMP members hesitant to transact and communicate with public officials they do not know personally. 	<ul style="list-style-type: none"> • Public relation processes discussed among IMP members. • Active participation of IMP members during sessions to improve self-confidence 	<ul style="list-style-type: none"> • Improved confidence of IMP members

It should be useful to cite that the underlying context when discussing these modules during training are the concepts of social accountability and constructive engagement as manifested in MAIFI's Barangay Governance training modules.

MAIFI, Bauang and San Juan, La Union

MAIFI carried out a Barangay Governance training that is different from all the others in that it included modules on Social Accountability and Constructive Engagement which served as foundation for discussion of the other modules. More concretely, MAIFI wanted the IMP members to have a “deeper knowledge and understanding of specifics of accountabilities” and “productive collaboration” as context in the discussion of the (a) Roles and Responsibilities of Barangay Officials, (b) Barangay Budgeting, (c) Understanding the Barangay as the Basic Political Unit, (d) Barangay Development Councils, and (e) Barangay Assembly.

Barangay Governance modules ran in both Bauang and San Juan, conducted by MAIFI Project Team that referenced their experiences as local government officials. IMP members committed to participate in the next Barangay assemblies. The Barangay Financial Transparency Board in San Juan was made more accessible for Barangay residents to read as it posted the Financial Report in the first floor of the barangay hall.



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UBCDFI, Tagbilaran City, Bohol

UBCDFI modules for its Barangay Governance Education include the following: Barangay Officials, Barangay Budgeting, and Barangay Basic Services and Facilities including discussions on Health and Day Care centers, Barangay Roads, Water System, and Agricultural Support. They also incorporated other barangay issues such as the Roles of Sangguniang Kabataan, Police Power, Eminent Domain, Waste Management, and Livelihood Projects.

The Governance Education trainings contributed to heightened appreciation of the importance of attending barangay assemblies and participation in barangay activities, and to a large extent, changed their views and attitude towards this important activity. It was learned that most barangay residents had been attending the bi-annual barangay assemblies on behest of the city government that imposed a PhP200 penalty for non-attendance. The Project made them realize the barangay assemblies are an opportunity for people to: a) be informed of government programs and services; b) to raise their concerns, issues, and even complaints to government; c) to learn how the barangay officials are allocating and spending the resources; and d) to forward suggestions what priority projects would be provided resources for.

The IMP members participate in sharing information and instructions they learned from the Governance Education sessions and during barangay assemblies. As part of the CSO's Sustainability Plans, UBCDFI will do the following steps: a) share the Project results and lessons learned to LGU Tagbilaran and other barangay LGUs; b) advocate for a city-wide training on Barangay Governance to household heads; c) University of Bohol to conduct researched on assessment on citizen's participation and Barangay LGU performance; d) Initiate partnership between city LGU and UBCDFI/ UB College of Arts and Sciences to conduct similar activities in other barangays; and e) Mobilize the UB Political Science students in advocating governance education among barangay residents.

<p>Component 1b – Entrepreneurial Training</p>	<p>BISCAST-Naga</p> <ul style="list-style-type: none"> • Simple Bookkeeping • Online Business • Financial Literacy • Customer and Supplier Relationship <p>CHMSC</p> <ul style="list-style-type: none"> • Entrepreneurial Mindset • Financial Management • Simple Bookkeeping • Simple Business Planning • Entrepreneurial Management <p>MAIFI</p> <ul style="list-style-type: none"> • Government Programs and Services for Micro and Livelihood Activities • Starting Your Own Business • Simple Bookkeeping • Pricing and Costing 	<p>BISCAST-Naga: 38 CHMSC : 28 MAIFI: 30 UBCDFI: 15</p> <p>Total: 111</p>
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	<ul style="list-style-type: none"> • Simple Business Planning 1 • Simple Business Planning 2 <p>UBCDFI</p> <ul style="list-style-type: none"> • Financial Literacy and Business Model Canvas • Entrepreneurial Mind Setting and Marketing Strategy • Business Planning • Savings Mobilization • Accessing Technical Assistance 	
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Highlights of implementation, challenges and measures taken

BISCAST-Naga, Naga City, Camarines Sur



Mr. Jonathan dela Cruz, one of the facilitators, discusses digital platforms that IMP members can utilize for venturing into online business

“Low income, lack of capital, and lack of other sources of income” were the IMP members’ priority issues that surfaced during the CSC process, with the following as their felt needs: “financial assistance, educational support, financial literacy and marketing and product packaging assistance”. Relatedly, BISCAST documented that what most IMP members in Naga City are concerned about now is how to better manage their livelihood projects; with this in mind, BISCAST designed and conducted trainings on Financial Literacy, Simple Bookkeeping, Savings, and Customer and Supplier Relationship. In the Table below showing results of the post-project assessment of the impact –

in terms of gains in the level of knowledge of IMP members – from entrepreneurial trainings was “Very High”, with weighted mean score of 4.54. It is notable that training on simple bookkeeping would be scoring “Very High” at 4.81 in term of IMP members’ gains in new knowledge. Evidence from the Project is that bookkeeping is now regular practice in all the project sites.

A new line of business was introduced by BISCAT -- Online Marketing -- to provide IMP members the opportunities social media platforms provide, for example, Facebook for online selling customers. This new business has started to be appreciated by the IMP members, giving it a “High” weighted mean score of 4.29 (line #7in the table).

As further documented in the assessment, some 86 % of the IMP members used the new knowledge to benefit the family, specifically in the case of 75% of them in the form of savings in



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family expenditures of from Php1,000 to Php 5,000. On the other hand, This gain in knowledge was also used by 89% of the IMP members for improving their livelihood or business (pangkabuhayan o negosyo) with 86% of them securing benefits in terms of increase in income for family business (nakadaragdag-kita para sa kabuhayang pampamilya or negosyo) in the same amount of from Php1,000 to Php2,000.

Table 9. Assessment of Level of Knowledge After Taking the Training

ENTREPRENEURIAL	WM
<i>(5-Very High: 4 - High: 3 - Average: 2 - Low: 1 - Very Low)</i>	
1. Paglista ng sa araw-arawang lahat na transaksyon.	4.81
2. Pagbukod ng pera para pangbayad sa utang at pag impok.	4.89
3. Tamang pakikipag-ugnayan sa customer at supplier.	4.79
4. Paglaan ng pera para sa mga pangangailangan ng negosyo imbes na utangin ang pambili nito.	4.71
5. Pagtingin ng mga paninda o serbisyo sa internet o social media.	4.46
6. Pagbili ng paninda o serbisyo sa internet o social media.	3.82
7. Pagbenta ng paninda o serbisyo sa internet o social media.	4.29
<i>General Weighted Mean (Very High)</i>	4.54

CHMSC, Bago City, Negros Occidental

CHMSC implemented all 5 Entrepreneurial Development training under the Project. The training activities modules were based from the Training Needs Assessment under the resource mapping-input tracking process. The summary of the findings showed that only 2 of the 28 IMP members have savings; very little knowledge about formal bookkeeping, and lack of entrepreneurial competencies. With this, CHMSC provided Financial Management, Simple Bookkeeping, Simple Business Planning, and



IMP members in Bago City during one of their trainings

and Entrepreneurial Management training to the IMP members. After the training, CHMSC reported that 100% of the IMP members are now starting to record their business transactions.



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Table 10. Before & After Training Assessment

Training Module	Issues Before Training	Changes After Training
Savings	<ul style="list-style-type: none"> • Basic awareness of importance of personal and bank accounts • Personal and bank savings introduced to IMP members • 90% of IMP members difficulty to save (10% with small savings) 	<ul style="list-style-type: none"> • Increased level of knowledge IMP members on advantages • Research on the spending patterns of IMP members be conducted
Simple Bookkeeping	<ul style="list-style-type: none"> • Low level of knowledge in formal recording of business transactions among IMP members. 	<ul style="list-style-type: none"> • 100% IMP members starting to record their business transaction. • Project team to follow-up, inspect accuracy, mentor IMP members
Business Planning	<ul style="list-style-type: none"> • low level of knowledge in formal business planning and • 100% IMP members with no written plan 	<ul style="list-style-type: none"> • IMP members to write and present business vision-mission for the next 3 years operation. • Project team to follow-up status of management and financial aspect of business plan

MAIFI, Bauang and San Juan, La Union

The MAIFI team conducted a training that introduced the existing programs and projects of the DTI in both Bauang and San Juan, La Union. This was a result of the conducted Needs Assessment that showed IMP members were not aware of the existing programs of DTI in the areas. The other trainings under the Entrepreneurial Development such as Simple Bookkeeping, Business Planning, Pricing and Costing were also facilitated by the Department of Trade and Industry – Region I office. Through this process, IMP members realized that there are programs and services by the agency that they can avail such as assistance in the packaging and labelling through the Negosyo Center in the LGU.

MAIFI explored with Marilyn Tejano, an IMP member in Bauang how her existing carabao milk production project can be expanded by tapping into financial assistance from DTI. MAIFI brought the IMP members to visit Tejano’s carabao farm and oriented them on how the Tejano family ventured in the dairy processing business. It was an eye opener for the IMP members to look into other income-generating activities in addition to their current livelihoods.



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San Juan IMP members attended a lecture-discussion on mushroom production as a livelihood option. However, it was observed by the Project team that the IMP member beneficiaries are uninterested in this livelihood opportunity.

“Magada ang concept ng seminar naming iyon, doon ko po natutunan na bilang isang mamamayan ng isang komunidad, mayroon kaming reposibilidad na maging maging aktibo at makihalubilo sa mga programa ng gobyerno o barangay. Itinuro ng Molte Aries International Foundation, Inc. ang kahalagahan ng aming partisipasyon.”

- Marilyn Tejano, IMP member, Bauang, La Union



UBCDFI, Tagbilaran City, Bohol

UBCDFI conducted a session together with the representative of DTI who introduced programs such as Pondo sa Pagbabago at Pag-asenso (P3), Business Name Registration System (BNRS), and Kapatid Mentor Micro Entrepreneurs (KMME) Program. As part of their sustainability plans for the Entrepreneurial Training, UBCDFI will continue to assist the IMP members in accessing services in DTI, and the production of vernacularized materials for dissemination.

<p>Component 2 & 3</p>	<p>BISCAST-Naga</p> <ul style="list-style-type: none"> • Urban Gardening Orientation • Urban Gardening Activity <p>MAIFI</p> <ul style="list-style-type: none"> • Organizing and training the IMP Youth of Brgy. Pugo for socio-economic activities <p>UBCDFI</p> <ul style="list-style-type: none"> • Coastal Clean-up Drive 	<p>BISCAST-Naga: 38 CHMSC : 28 MAIFI: 30 UBCDFI: 15</p>
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Highlights of implementation, challenges and measures taken

BISCAST-Naga, Naga City, Camarines Sur



Dr. June Serrano, a faculty member of BISCAST, provides orientation on Urban Gardening to IMP members in Naga City

Together with BISCAST-Naga, the IMP members of Naga City initiated an Urban Gardening that will benefit the beneficiaries of the Grassroots Gov and their communities. Two IMP members have volunteered an area for gardening in Barangays Sabang and Concepcion Pequea. The City Agriculture Office of Naga provided seeds such as okra, red pepper, sitaw, squash, pechay, tomato, raddish, and kangkong that the team requested. The Implementation of community garden shall be tied up with the implementation of the *Uswag Banwaan* Program as a CAS extension program for 2020-2022.

Due to the difficulty in mobilizing the ESP scholars in the area, Ms. Albao mobilized her student interns of the Bachelor in Physical Education program to assist in the implementation of the Project.



IMP Youth busy brainstorming in one of their sessions with MAIFI in Brgy. Pugo, La Union

MAIFI, Bauang and San Juan, La Union

As a result of the conversations with the IMP member parents during the Resource Mapping, it has been suggested to organize and mobilize their children to initiate their socio-economic activities. Thirty-three youths were gathered to undergo self-development and empowerment sessions facilitated by MAIFI. They also got the chance to meet youth leaders in the province and listen to their leadership stories. As to date, two projects – communal garden and livelihood food vending project have been initiated. The youth group is currently in the process of formalizing their registrations as an organization to become a member of NYC-Youth Organization Registration Program and in the LGU to be a part of the Local Development Youth Council. They are also

formulating their own IMP Youth Action Plan to be incorporated in the Barangay Pugo Development Plan.



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UBCDFI, Tagbilaran City, Bohol

A Coastal Clean-up Drive was held at Manga Fish Port in Tagbilaran City, Bohol as their community project under the Grassroots Governance Project. This involved the LBF ESP scholars, IMP members, the barangay council of Manga, and the UBCDFI Project Team.

IMP members, ESP scholars, UBCDFI, and barangay council of Brgy. Manga in the Coastal Clean up Drive.





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What is your overall assessment with implementation and the above results being achieved?

The Grassroots Gov Project was implemented in a period of 1.5 years. Though a great deal of effort and resources had been invested by the Project partners during the implementation period, we realized that this duration would not be long enough for a change project that Grassroots Gov is to fully achieve the Project objectives of the Project and to sustain its gains.

The Project, nonetheless, was able to firmly establish the foundation for sustaining the gains in: a) improving citizens' (IMP members) participation in barangay governance; b) building up the opportunities for the IMP members to improve their existing livelihood projects; c) implementing community-based socio-economic projects; and d) mobilizing ESP scholars and youth volunteers.

Project Reach

By the end of the Project, there were a total of 139 IMP members, or 90% of target beneficiaries who gained new and critical information in advancing governance and entrepreneurship. Table No. 12 below compares the targets viz. actual number of participants per project site in implementing the 4 project components.

Table 11: Targets viz. Actual Number of Participants

Partners	Target	Actual	Percent
1. BICAST	35	38	109
2. MAIFI	60	58	97
3. CHMSC	30	28	93
4. UBCDFI	30	15	50
TOTAL	155	139	90%

The Project Design

Implementation was done in partnership with 2 SUCs, 1 local CSO and a university-based CSO. As Implementing Partners, they have all endeavored to undertake the 4 components of the project:

- a) Good Governance with the use of the Social Accountability framework and the Community Scorecard as a tool for enabling engagement between the IMP members/beneficiaries and local government and service providers. Social Accountability/Community Scorecard as a new concept of teaching and applying participatory governance and community engagement was received an additional to the SUCs' existing tools in their Community Extension work.
- b) Entrepreneurial Training to help or facilitate IMP members' improvement, expansion or diversification of their livelihood projects.
- c) Community based socio-economic initiatives to ensure that the Project would also involve other members of the community, the gains radiating to more people, including non-IMP members.



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- d) Mobilizing the IMP Youth and other student volunteers in implementing the project, and in the process, inculcating in them the value and practice of involving themselves in community work.

Project management and relationships were set out clearly in the MOA among LBMF, PTFA, and the Implementing Partners.

Implementing Partners sought the support of the Local Governments at the onset of the project, which, in some ways, provided the impetus for implementation, in terms of: a) urging the staff of the relevant departments (city local government operations office, the social welfare office, the city livelihood and cooperative office) and the heads of the participating barangays to provide the needed assistance – be it in terms of orientation about their programs and projects, or meeting venues/spaces; b) getting agreement or participation in the project activities, i.e. implementing the Community Scorecard and in the next steps that would result from the activities; and c) the LGU will be a big factor in sustaining project activities by linking them to existing LGU programs.

Improving the lot of the IMP members was the central focus of the Project. However, this narrow focusing on IMP members presented weakness for implementation such as: a) IMP members would not necessarily guarantee the high level of motivation in making time to acquire new knowledge and skills as this would take them away from their daily livelihood routines; b) removing the spirit of competition in the training learning environment that could have been provided from a highly-motivated non-IMP participants.

We saw the necessity to explore shifting to different approaches: a) piloting the barangay approach targeting a mix of IMP and non-IMP members as project beneficiaries, and b) expanding participants to include beneficiaries of the Pantawid Pamilyang Pilipino Program (4Ps) who already have concrete engagement with service providers, thus enriching the experience of IMP members who have near-zero experience in engaging with service providers.

Project Gains

As a whole, the implementation of the project effected positive changes in both IMP members and the local government and service providers, most notably in the area of increased knowledge and information, as can be seen in the following illustrative cases:

A. Building citizenship among IMP members, and deepen their participation in improving grassroots governance and their communities
<p>IMP members’ increased knowledge and information about government services that would help them improve their families’ welfare and their livelihood activities or projects.</p> <p>For many of the IMP members, this would be the first time that they take a hard/serious or close look into government services and projects that could be available to them to use. Previously, they were caught up in the daily routines of trying to eke out a living (from their micro/small businesses) or managing their families. The Project expanded their otherwise ‘limited peripheral vision’.</p>



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An end-of-project assessment done by BISCASST, 86% of the IMP members believe that the knowledge they gained from Barangay Governance training would benefit their families. Their knowledge on governance: (i) Importance of participating in barangay assemblies and other community/barangay affairs; (ii) Strategies in improving the usefulness of barangay assemblies; (iii) Roles and functions of the Barangay Council, the Barangay Development Council; (iv) Taxation; (v) People’s participation in proposing, formulation, and passing of barangay ordinance/ policies – all these would ultimately redound to IMPs claiming a space or a voice in decision-making, and implementation of plans and policies that respond to community needs.

Assessment of Level of Knowledge After Taking the Training

GOVERNANCE

WM

(5-Very High; 4 - High; 3 - Average; 2 - Low; 1 - Very Low)

1. Kabutihan na nakukuha sa pagdalo sa Barangay Assembly.	4.64
2. Stratehiya para maging kapaki-pakinabang ang barangay assembly.	4.57
3. Mga ginagawa sa barangay assembly.	4.39
4. Kapangyarihan at kabutihang naidudulot ng buwis.	4.21
5. Pagpasa at pag-amend ng mga ordinansa.	4.46
6. Trabaho at responsibilidad ng barangay officials.	4.21
7. Trabaho ng isang miyembro ng barangay development council.	4.64
<i>General Weighted Mean (High)</i>	4.45

Improved practice in participation in barangay assemblies are noted in the Project areas may directly be attributed as a result of their attending the barangay governance education training and realizing the value of their participation (from perfunctory attendance and to avoid having to pay P200 penalty) : learning about government programs and services, requirements and processes for accessing services; and to a certain extent, being able to express their concerns, issues and recommendations to concerned government agencies.

Increased access to services and projects

The project challenged the usual means by which service providers disseminate information about their programs which had increasingly used the information technology and, in particular, social media. This medium, however, has not been effective to the IMP members due also to the asymmetry in capability and mindset in its use.

Service providers’ commitment to improve their mediums of information dissemination (using vernacular materials, doing community information sessions, making community/barangay technicians more actively engaged) will enable the IMP members to appreciate what services are available, and how they can avail of such services.

The Carabao milk processing and marketing project in Bauang, La Union, learned of the possibility to improve the ‘backward-forward linkages’ of the business by accessing DTI/Go



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Negosyo program.

Similarly, through the training sessions, IMP members had become aware of existing service facilities and equipment they could use for (selling, drying, processing) their products.

B. Entrepreneurial Training to help or facilitate IMP members' improvement, expansion or diversification of their livelihood projects.

Positive changes in IMPs' practice (in running their businesses)

IMP members gained knowledge, techniques and skills in better running their entrepreneurial projects, such as the practice of the '5-envelope technique' for managing business funds; allocating payment for one's labor/sweat; savings and budgeting; use of simple bookkeeping; among others.

In Naga, the trainings and concomitant changes (or commitment to change) in practice resulted in 63% of the IMP members saving between PhP 500 – P3,000 in their family expenses; and an additional PhP 1,000 – PhP 3,000 infused into the family's livelihood projects.

K & L Materials for Dissemination and Outreach

Knowledge and Learning materials were produced by Implementing Partners that document their experience, insights, lessons learned and good practice during implementation. These are seen as important tools for communicating the results of the project, and encouraging for replication. Each Partner came up with 2 K & L materials, as follows:

Table 12. Implementing Partners' K&L products

Implementing Partners	Type of K & L
BISCAST-Naga	Video documentation of project process Video documentation of Lessons Learned in Sari-Sari Store Operation
MAIFI – Bauang and San Juan La Union	Video presentation: Ms. Marilyn Tejano, IMP member, Experiences and Lessons Learned from the Project. Focus on the Carabao Milk Production and Processing Project Case study on Empowering the IMP Youth in Brgy. Pugo, La Union
UBCDFI	Video presentation on Project implementation processes Case studies: Impact of the Grassroots Gov Project on IMP beneficiaries' livelihoods (Impact/Changes of the Entrepreneurial Training in the IMP beneficiaries)
CHMSC	Video presentation on project implementation Magazine featuring project implementation processes and lessons learned.



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The table below shows the Implementing Partners' rating of their own performances in terms of meeting the Project objectives (End of Project Peer Learning Workshop, February 2020).

Implementing Partners	1 – Poor	2 - OK	3 - Good	4 – Very Good
BISCAST Naga City, Camarines Sur			● (Blue) ● (Red)	● (Yellow) ● (Green)
CHMSC Bago City, Negros Occ.		● (Red)	● (Blue)	● (Yellow) ● (Green)
MAIFI Bauang & San Juan, La Union		● (Blue)		● (Red) ● (Yellow) ● (Green)
UBCDFI Tagbilaran City, Bohol		● (Green)	● (Blue)	● (Red) ● (Yellow)

Legends:

- (Blue) CSC Process
- (Yellow) Entrepreneurial Development
- (Red) Barangay Governance
- (Green) Community-based Project

- 100% rated Entrepreneurial as Very Good
- 75% rated CSC as Good
- 50% rated Barangay Governance as Okay
- 75% rated Community-based Project as Very Good

Through training and experience exchange between peers (IMP members) and through engagement with government and service providers, this means the whole community taking steps towards betterment of their economic conditions, and improving the quality of their lives.

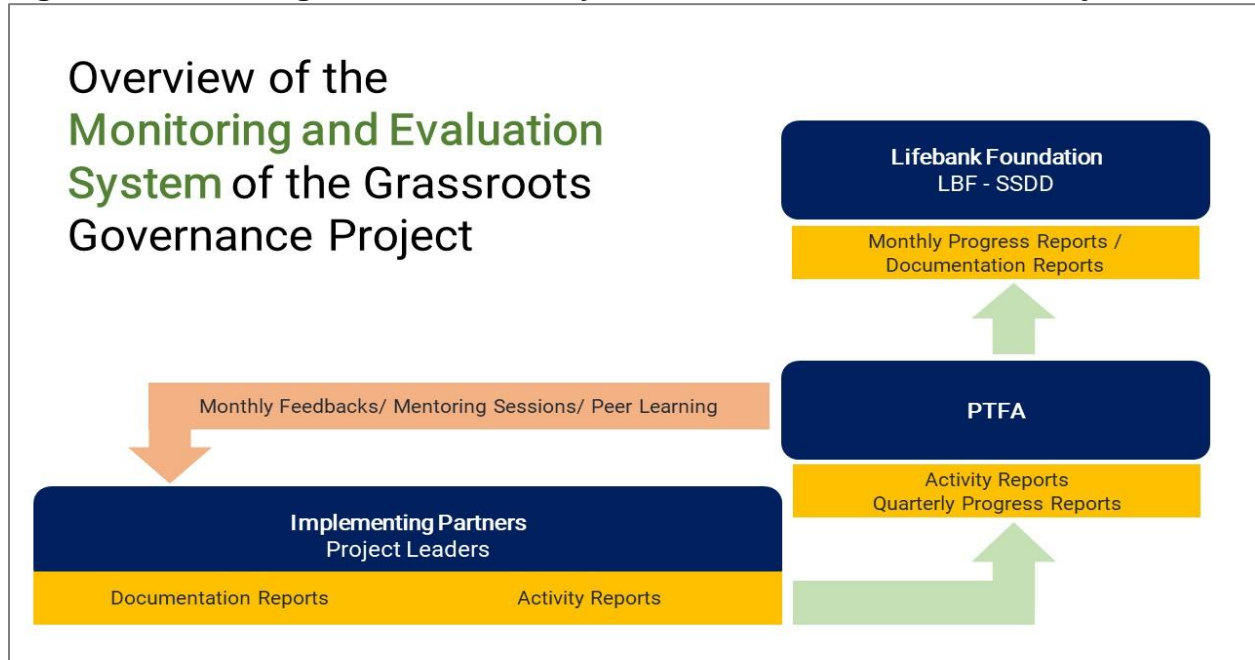


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Monitoring and Evaluation

Figure 3. Monitoring and Evaluation System of the Grassroots Gov Project



Monitoring and Evaluation System for the Grassroots Governance Project

The above chart presents the Monitoring and Evaluation (M&E) System that PTFA adopted for the Grassroots Governance Project. The M&E system has been developed in close collaboration with the Implementing Partners and Lifebank Foundation during the Partners' Forum, Training of Trainers (ToT), and Peer Learning Workshops to ensure collective agreement on tools, methods, and indicators, and firm compliance in the submission of necessary deliverables. The Monitoring process focused on the management and supervision of project activities by PTFA, seeking to improve efficiency and overall effectiveness of the project implementation.

The chart shows three (3) levels of the M&E System. First, is the Implementing Partners. Results of each activity are acquired and documented through regular feedbacking, accomplishing evaluation sheets, surveys, IMP members profiling, resource mapping, and interviews. This enabled Implementing Partners to continuously gather data and information from the stakeholders in order to identify needs and issues, and to create applicable and timely interventions. After each activity, Implementing Partners come up with their own analysis and assessments of the data gathered, and these are all recorded in the Activity and Documentation Reports.

The second level is the close monitoring of PTFA of the activities per project site. Implementing Partners are required to submit to PTFA monthly Activity Reports and Quarterly Progress Reports guided by a Monitoring Framework for further consultations and suggestions. The Monitoring Framework serves as a guide both to PTFA and the Implementing Partners in the conduct of their scheduled activities, and updates the list of the expected deliverables based on the Design and



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Monitoring Framework. Partners' regular submissions of reports, PTFA also conducted regular mentoring sessions, feedbacking with Project team, and peer learning workshops. This enabled both PTFA and Implementing Partners to validate the results and to provide for technical assistance as needed. PTFA also conducted peer learning workshops e.g. Midterm Assessment Workshop and End of Project Workshop, to assess project implementation. These also provides for LBMF, PTFA, and the Implementing Partners to note and share lessons learned and document best practices in each project site.

Implementing Partners Deliverables/ Outputs to PTFA based on the Monitoring Framework and DMF:

- a. Documentation Reports per Activity
- b. Summary of IMP member Profiles
- c. List of target IMP member beneficiaries
- d. Map of Priority Needs and Resource Map
- e. Input Tracking Matrix
- f. Scorecard Matrix Summary
- g. Action Plan
- h. Accomplished Monitoring Framework

Finally, the documentation of implementation challenges and experiences from each site are incorporated in the Monthly Project Progress Reports and Activity Reports submitted by PTFA to LBMF-SSDD. Monthly Progress Reports usually comprised of two (2) kinds of reports: consolidated reports of Implementing Partners, and the assessments and reports of PTFA.

The following are the list of documentation reports submitted by PTFA to LBMF, in chronological order:

Table 13: Documentation Reports Submitted by PTFA

Documentation Reports	Date Submitted
Inception Report	September 29, 2018
Project Progress Report (September to November 2018)	November 19, 2018
Training Report (BISCAST-Naga)	December 14, 2018
Project Progress Report (December 2018)	January 14, 2019
Special Report to the SVC (January 2019)	February 14, 2019
Training Report (CHMSC)	April 27, 2019
Training Report (MAIFI)	April 27, 2019
Project Progress Report (May 2019)	May 27, 2019
Training Report (UBCDFI)	June 14, 2019
Project Progress Report (June 2019)	June 14, 2019
Midterm Assessment Workshop Documentation	July 23, 2019
Project Progress Report (July 2019)	August 9, 2019
Project Progress Report (August 2019)	August 31, 2019
Project Progress Report (September 2019)	October 1, 2019
Project Progress Report (October 2019)	November 4, 2019
Project Progress Report (November 2019)	December 5, 2019
Project Progress Report (December 2019)	January 8, 2020
Project Progress Report (January 2020)	February 10, 2020



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Project Progress Report (February 2020)	March 5, 2020
End of Project Peer Learning Workshop Documentation	April 13, 2020

VII. ADVOCACY, PARTNERSHIP AND COORDINATION

The Grassroots Gov Project used the Community Scorecard (CSC) as a viable and constructive tool and process for advocacy where the community, local government, and service providers: a) identify programs and services for improvement; b) identify challenges to accessing effective service delivery; c) collaborate in developing an Action Plan to address community needs.

The CSC process enabled the IMP beneficiaries a VOICE in holding the service providers to account, in providing information, in identifying barriers to accessing effective and appropriate services, and advocating for response to the needs.

Most of the Grassroots Gov project beneficiaries formally heard of the information about government services particularly those relating to their livelihood projects for the first time. The interaction with the service providers during the CSC process, albeit few, have triggered the service providers to be on their toes to undertake activities to reach the community to correct the limitations of internet posting of project information and guidelines to access and avail. Service Providers have committed to citizen-centered information campaign activities by providing flyers, conducting meetings, posting training schedules in barangay halls and conspicuous places.

In Barangay Cabaroan, San Juan, La Union, the barangay council moved the posting of the Financial Disclosure Report from the second floor of the barangay hall to the ground floor where citizens would be able to read the goings on with the community's funds.

In Naga, the City Agriculture Office will undertake more active information campaign through the barangay agricultural technicians

The Project initiated partnership and coordinated with the following service providers:

Table 14. Implementing Partners and Service Providers

Implementing Partner	Service Providers	
Molte Aries International Foundation, Inc. (MAIFI) – Bauang and San Juan, La Union	Department of Trade and Industry	Barangay Councils, Municipal Social Welfare and Development Offices; Sangguniang Kabataan
Bicol State College of Applied Sciences and Technology (BISCAST) - Naga	Department of Agriculture (regional office); Department of Trade and Industry	City Agriculture Office; City Licensing and Permitting Division; Barangay Councils



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Carlos Hilado Memorial State College (CHMSC) - Bago City, Negros Occidental	Department of the Interior and Local Government, Department of Agriculture	City Cooperative Livelihood Office; City Social Welfare and Development Office; Barangay Councils; Farmers Association
University of Bohol Community Development Foundation (UBCDFI) - Tagbilaran City, Bohol	Department of Trade and Industry; Department of the Interior and Local Government; Technical Education Services and Development Agency (TESDA)	Office of the City Mayor; City Planning and Development Office; Barangay Councils UB Arts and Sciences Department; UB Research Ethics Committee; UB Hotel and Restaurant Management Department



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VIII. CHALLENGES OF IMPLEMENTATION AND ACTIONS TAKEN (*enumerate and categorize, e.g. human resources, project implementation (data gathering and collection, monitoring, delayed pay-out)*)

CHALLENGES ENCOUNTERED	RATIONALE	ACTIONS TAKEN	TIME FRAME (DATE OCCURRED)
1. Project Implementation			
a) Bureaucratic red tape in SUCs affected approval and timeliness of project implementation	The review and approval process complied with by the SUCs is long, tedious, and many-layered. This negatively impact on the MOA to be signed by the SUC president.	Due to the very long delays in the MOA approval process in PSU and BPSU, affecting project implementation timeline, we decided on finding replacements who are local CSOs as they have shorter decision-making procedure.	January 2019
b) Revalidation of SUC commitment to Collaborate in project implementation	Two SUCs – Bataan Peninsula State University (BPSU) and Pangasinan State University (PSU) – scoped by PTFA during the Inception Period, had to be replaced with another set of Implementing Partners. The MOA signing in BPSU would take usually a long time and accordingly, necessarily involve the Solicitor General's approval for the project. PSU, like BPSU, have to follow PSU's standard processes in the MOA approval and signing. On top of this, the	The apparent lack of feedbacking and enthusiasm from BPSU and PSU lasted for some 3 months. PTFA has decided on local CSOs as partners as they would meet the criteria set for partnership. The replacements were: MAIFI in La Union, and assigning an additional Project area for BISCAS in Pili, Camarines Sur.	January 2019



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	<p>Director for Research and Extension, strongly suggested a prior conduct of training needs assessment as a pre-requisite for the proposal to be reviewed, and the MOA to be signed by the SUC president.</p>		
<p>c) Low attendance and unsustained participation of targeted IMP members in project activities</p>	<p>The IMP members' attendance and participation in trainings was steadily declining especially in the first months of implementation.</p> <p>Several factors were cited, such as delay in the disbursement of travel reimbursements (BISCAST-Naga), their focus continued to be on going about their chores, and livelihood routines, and were seemingly unprepared to spend time in attending trainings even as these would improve their skills in managing their businesses.</p>	<p>Adapted a purposive selection of target IMP members based on the results of members' Profiling Form and considered targeting 1 barangay for the Pili Project site.</p> <p>To resolve the disbursement issue in Naga, PTFA identified a mechanism in which the organization will initially provide for the travel allowances of the IMP members. The amount will just be deducted from the tranche to be downloaded to BISCAST.</p>	<p>July 2019</p>
<p>d) SUCs activities coinciding with the Grassroots Governance Project schedules causing delay</p>	<p>The SUC Project teams would constantly be designated to lead or attend to school functions as well, such as the requirements for PAASCU Accreditation and ISO Certification.</p>	<p>PTFA submitted to LBMF the proposal that would amend the MOA indicating the changes in the Implementing Partners, schedules, and the Project</p>	<p>September 2019</p>



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	Additional school functions and community events competed for the Project team’s attention and efforts. The Project activities such as documentation and preparation of project proposals were marginal.	calendar of activities.	
e) Transition of Coordination from LBMF – Operations team to LBMF – SSDD staff	Close coordination with the IMP members in the project sites had to be done with the help of LBMF-Operations team. Due to LBMF protocols of rotating their staff assignment every month, LBMF-SSDD was tasked to mobilize the IMP members, and required additional efforts of establishing a working relationship.	PTFA suggested that LBMF appoint a field-based SSDD staff for the Project that will closely coordinate and monitor the IMP members in the areas. SSDD assigned a staff to each project site that will help the Implementing Partners mobilize the IMP members.	August 2019
f) Amendment of the MOA between PTFA and LBMF	The delays in MOA signing with the different Implementing Partners have caused the staggered mobilization of the Project in areas over a period of 10 months, as against the plan of completing the mobilization within 3 months. This prompted PTFA to seek an extension of the project implementation period, without additional costs to LBMF, from July	PTFA submitted an amended MOA for the extension. This was approved by LBMF.	December 2019



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	2019 to December 2019.		
2. Data Gathering and Collection			
g) Database of ESP Scholars and availability for Project Implementation	<p>During the Inception phase, PTFA requested for the list of ESP scholars as part of Component 3. However, no updated list was provided to PTFA affecting the Implementing Partners' scheduled activities involving the scholars. Were there were list of ESP scholars provided, they would have already accepted other tasks or projects and no longer available for the Grassroots Gov Project.</p>	<p>PTFA relayed to Val Lucero, the then Senior Manager of LBMF-SSDD, the need for the updated list of ESP Scholars per SUC and area. List in selected areas were provided but found to be not useful since some of the ESP scholars have graduated already. Changes in LBMF scholarship program rendered the Component 3 of the Project less relevant.</p> <p>In some Project sites, Implementing Partners creatively mobilized their student interns (BISCAST-Naga) and the children of IMP members in lieu of working with ESP scholars (MAIFI).</p>	November 2018
h) Inaccurate Information from IMP Members Database	<p>Based on the experiences of the Implementing Partners in the Project sites, the database provided by LBMF to PTFA was inaccurate; hence, the difficulties in mobilizing IMP members.</p>	<p>This concern was coordinated with VP Dinah and the LBMF-SSDD staff. They committed to resolve the issue with the introduction of new mechanisms of updating their database .</p>	May 2019



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3. Financial Management			
i) Delayed disbursement of travel reimbursement for IMP members in Naga City, Camarines Sur	Due to rigid Commission on Audit (COA) rules that SUCs need to follow, the disbursement of the travel reimbursement to participants in Naga City were delayed for a couple of months, which resulted in low or unsustained IMP members' attendance.	In a meeting with the BISCASST Project Team, the approval of the Research, Evaluation, Production, and Enterprise Development (REPED) Office was sought to institute flexibilities in the disbursements, PTFA decided/agreed to advance the needed transportation costs deductible from the 2 nd tranche of the Project fund.	October 2019



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IX. EXIT SUSTAINABILITY STRATEGIES

C. Overview of evaluation/exit conferences conducted

Activities	Targets	Accomplishments	Variance	Challenges/Hindering Factors	Facilitating Factors	Lessons Learned
End of Project Peer Learning Workshop, February 24-25, 2020, Max's Scout Tuazon, Laging Handa, Quezon City						
Presentation of Lessons from the Midterm Assessment Workshop	List of lessons learned from MAW presented	Lessons learned from MAW presented and discussed	None	<ul style="list-style-type: none"> • Tight schedule of some Implementing Partners resulting to adjusting scheduled activities • Issue on event logistics specially with the lockdown and travel restrictions due to COVID-19 • Late/ non-submission of deliverables of Implementing Partners • Poor quality of some video testimonials; no translated captions available for non-Tagalog languages • Some of the Implementing Partners were not able to present their K&L products in the EOP Workshop 	<ul style="list-style-type: none"> • Commitment from Implementing Partners to sustain the Project • Collaborative sharing of results and best practices from each Implementing Partner • Presence of good Implementing Partner representatives with strong background on implementing community projects • Presence of LBF executives and representatives in the workshop 	<ul style="list-style-type: none"> • Check schedule of Implementing Partners prior to event date to ensure complete attendance throughout the program • Ensure availability of venue in conducting workshops • Reminders on early submission of deliverables/ outputs to Implementing Partners • Set standard on video outputs to guide quality production and submission • Improve monitoring mechanisms of Implementing Partners' activity schedules and deliverables to ensure
Presentation on Component 1a. Governance Education – CSC Process	Three (3) Implementing Partners present under Component 1a. CSC Process	Three (3) Implementing Partners presented under Component 1a. CSC Process: <ul style="list-style-type: none"> • BISCAS-T-Naga • MAIFI • CHMSC 	None			
Presentation on Component 1a. Governance Education – Barangay Governance Education	Two (2) Implementing Partners present under Component 1a. Barangay Governance Education	Two (2) Implementing Partners presented under Component 1a. Barangay Governance Education: <ul style="list-style-type: none"> • BISCAS-T-Naga • UBCDFI 	None			



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Activities	Targets	Accomplishments	Variance	Challenges/Hindering Factors	Facilitating Factors	Lessons Learned
Presentation on Component 1b. Entrepreneurial Development	Two (2) Implementing Partners present under Component 1b. Entrepreneurial Development Training	<ul style="list-style-type: none"> • CHMSC, and • UBCDFI each presented under Component 1b. Entrepreneurial Development Training 	None			<p>timely submission of expected outputs</p> <ul style="list-style-type: none"> • Additional training days for the trainers in the process of CSC; regular mentoring sessions with Implementing Partners
Presentation on Components 2 and 3. Community-based Socio-economic Project and mobilization of ESP scholars and student volunteers	Two (2) Implementing Partners present under Component 2 and 3	<p>Two (2) Implementing Partners presented under Components 2 and 3:</p> <ul style="list-style-type: none"> • MAIFI • BISCAS-T-Naga 	None			
Presentation on Component 4: Production of Knowledge and Learning	<p>Four (4) Implementing Partners present under Component 4:</p> <ul style="list-style-type: none"> • BISCAS-T-Naga (1 video) • CHMSC (1 video and 1 magazine) • MAIFI (1 case study) 	<p>Four (4) Implementing Partners presented under Component 4:</p> <ul style="list-style-type: none"> • BISCAS-T-Naga (1 video) • CHMSC (1 video) • MAIFI (1 case study discussed) • UBCDFI (1 case study discussed) 	CHMSC still in the process of drafting the magazine as their K&L product			



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Activities	Targets	Accomplishments	Variance	Challenges/Hindering Factors	Facilitating Factors	Lessons Learned
	<ul style="list-style-type: none"> • UBCDFI (1 case study) 					
Presentation of one (1) video testimonial of IMP member per Project site highlighting lessons learned from the Project	Four (4) Implementing Partners present at least one (1) video testimonial of an IMP member in their Project site	Four (4) Implementing Partners presented at least one (1) video testimonial of an IMP member in their Project site: <ul style="list-style-type: none"> • BISCAS-TNaga (1) • CHMSC (1) • MAIFI (1) • UBCDFI (4) 	UBCDFI submitted additional 3 video testimonials			
Discussion on Summary Matrix of the EOP Workshop	One (1) Summary Matrix draft/presentation	One (1) Summary Matrix drafted and presented	None			
Discussion on Sustainability Plans	Sustainability plan discussed per Project site	Sustainability plans discussed per Project site	None			

Note:

Please refer to submitted EOP Peer Learning Workshop Documentation Report submitted last April 13, 2020 for the details of this workshop



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D. Enumerate strategies for sustainability by beneficiaries /stakeholders etc.

PROJECT OBJECTIVES	ACTIVITIES	STAKEHOLDERS	HOW CAN THEY HELP SUSTAIN THE PROJECT	RECOMMENDATIONS	TIME FRAME
Enable the IMP members to grow their businesses	Sustaining Grassroots Gov Project Entrepreneurial Training and Technical Assistance through the BISCAS- <i>Uswag Banwaan</i> Program	<ul style="list-style-type: none"> BISCAS- Naga 	Implementation of the project through the <i>Uswag Banwaan</i> covering: <ul style="list-style-type: none"> Urban Gardening, Provision of IMP member-identified skills training and technical assistance, Monitoring of continued use of good practice in bookkeeping, savings, marketing of IMP members in Grassroots Gov Project Diversification of IMP existing projects through online marketing platforms Expanding the area covering IMP members beyond Naga City 	<ul style="list-style-type: none"> Recommending approval utilizing the Pili budget. The Pili Project under Grassroots Gov Project will be discontinued. Concept proposal from BISCAS should be converted to a full proposal with focus to quantified deliverables, impact, and targeting number of IMP members Tap part of the development fund allocation of the barangay budget for additional support to <i>Uswag Banwaan</i> 	January 2021 – December 2021



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		<ul style="list-style-type: none"> • LGU Naga (City Agriculture Office) 	Will be mobilized by Uswag Banwaan to provide counterpart agricultural inputs and technical assistance, e.g. seeds, additional training		
		<ul style="list-style-type: none"> • LBMF – Operations Team 	Monitoring continued use of bookkeeping and savings		
Improve access to delivery of government services relevant to the IMP members and the community	<p>Creating new training program that will be composed of two:</p> <p>1) Sustaining the skills training in financial management program (Bookkeeping, savings, business planning)</p> <p>2) Conduct of skills training in food production, labeling, and marketing for developing new products using available raw materials in the area</p>	<ul style="list-style-type: none"> • CHMSC Project Team • IMP members outside of Bago City but within Negros Occidental • LBMF – Operations Team <p>Service providers:</p> <ul style="list-style-type: none"> • LGU Bago • DTI • Department of Science and Technology (DOST) 	<ul style="list-style-type: none"> • Conducting of trainings and coordination with service providers • Monitoring continued use of bookkeeping, savings, and business planning • Participation and commitment to apply lessons and good practice • Implementation of conducting entrepreneurial training for food production, labeling, and marketing for the Bago City IMP members. LGU Bago, DTI, and/or DOST to provide resource persons for the processes. 	<p>CHMSC to closely coordinate with the LBMF-Operations Team in identifying IMP members outside of Bago City</p> <p>Use of remaining balance of the Grassroots Gov Project fund; and CHMSC to provide counterpart funding</p>	January 2021 – December 2021



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	Registration of the IMP members in the Bago Farmers' Association to access financial and other services from the city government	<ul style="list-style-type: none"> Bago Farmers' Association 	Provide guidance and technical assistance to IMP members for registration		
	Engagement with IMP Youth	<ul style="list-style-type: none"> MAIFI IMP Youth in Barangay Pugo 	<p>MAIFI to continue engagement and providing assistance with the IMP Youth in:</p> <p>(a) formulating their Constitutions and By-Laws for formal registration with the LGU and with the National Youth Commission, which is a requirement for the IMP Youth team to be a part of the Local Youth Development Council in their LGU,</p> <p>(b) formulating the IMP Youth Action Plan to eventually be a part of the Barangay Pugo Youth Development Plan,</p> <p>(c) Implementing their livelihood projects (food vending and communal garden)</p>	Continue to tap youth leaders and programs in La Union for training/assistance	January 2021
	Carabao milk production, processing, and marketing	<ul style="list-style-type: none"> MAIFI 	MAIFI will coordinate with DTI-Go Negosyo Center and the Tejano Carabao Farm to grow the Tejano	LBMF to study additional investment in growing the Tejano Carabao Farm and as a demonstration farm.	January 2021



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		<ul style="list-style-type: none"> • DTI-Go Negosyo Center • Tejano Carabao Farm • LBMF – Operations Team 	Carabao Farm through forward and backward linkages; Tejano Farm to serve as a demonstration farm for other IMP members	Earlier loan of PhP 5,000 was used to buy feeds and carabao sheds.	
	Sustaining training on Bookkeeping, Savings, and Financial Management Training on Hot Meals Preparation	<ul style="list-style-type: none"> • UBCDFI • IMP members in Tagbilaran City, Bohol • LBMF- Operations Team • DTI • TESDA 	UBCDFI to replicate good practice in bookkeeping, savings, and the 5-envelope technique in financial management to other IMP members outside of Tagbilaran City within Bohol Island	UBCDFI to submit proposal with costing	January 2021
Build citizenship among IMP members, and deepen their participation in improving grassroots governance and their communities	Advocacy plan of UBCDFI for Good Governance	<ul style="list-style-type: none"> • UBCDFI • LGU Tagbilaran • University of Bohol • UB Political Science students 	Advocacy to: (a) share the Project results and lessons learned to LGU Tagbilaran and other barangay LGUs; (b) conduct city-wide training on Barangay Governance; (c) conduct research on assessment of citizen's	PTFA to provide additional training on Social Accountability to UBCDFI and LGU	January 2021



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		<ul style="list-style-type: none"> • UB College of Arts and Sciences • LBMF-SSDD • PTFA 	<p>participation and Barangay LGU performance; (d) strengthen partnership between City LGU and UBCDFI/ UB College of Arts and Sciences to conduct similar activities in other barangays; and (e) Mobilize the UB Political Science students in advocating governance education among barangay residents.</p>		
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X. FINANCIAL REPORT

Budget vs Actual Expenses (as of Sept 30, 2020)

ITEM	APPROVED BUDGET	ACTUAL EXPENSES	VARIANCE
a) Direct Project Costs (Activities, travel & transport)	2,559,000	1,974,068	584,932
b) Direct Project Costs (Supplies and Commodities)			
c) Personnel (with fringe Benefits)	1,268,000	1,268,000	-
d) Project Management Costs	534,300	507,745	26,254.58
e) Additional expenses not within the approved budget			
TOTALS	4,361,300	3,749,812	611,187.07

Notes:

1. Reported actual expenses as of September 30, 2020;
2. PhP 510,000 of the variance of PhP 611,187.07 is for disbursement to Implementing Partners for their remaining tranches;
3. Other amounts totaling to PhP 101,081.58 are allocated to the Production of K&L (PhP 74,827) and the remaining Project Management Cost of PTFA (PhP 26,254.58);
4. The expenses for Supplies and Commodities (Direct Project Cost) are reflected as expenses under the Direct Project Cost.