



**Acknowledgements**

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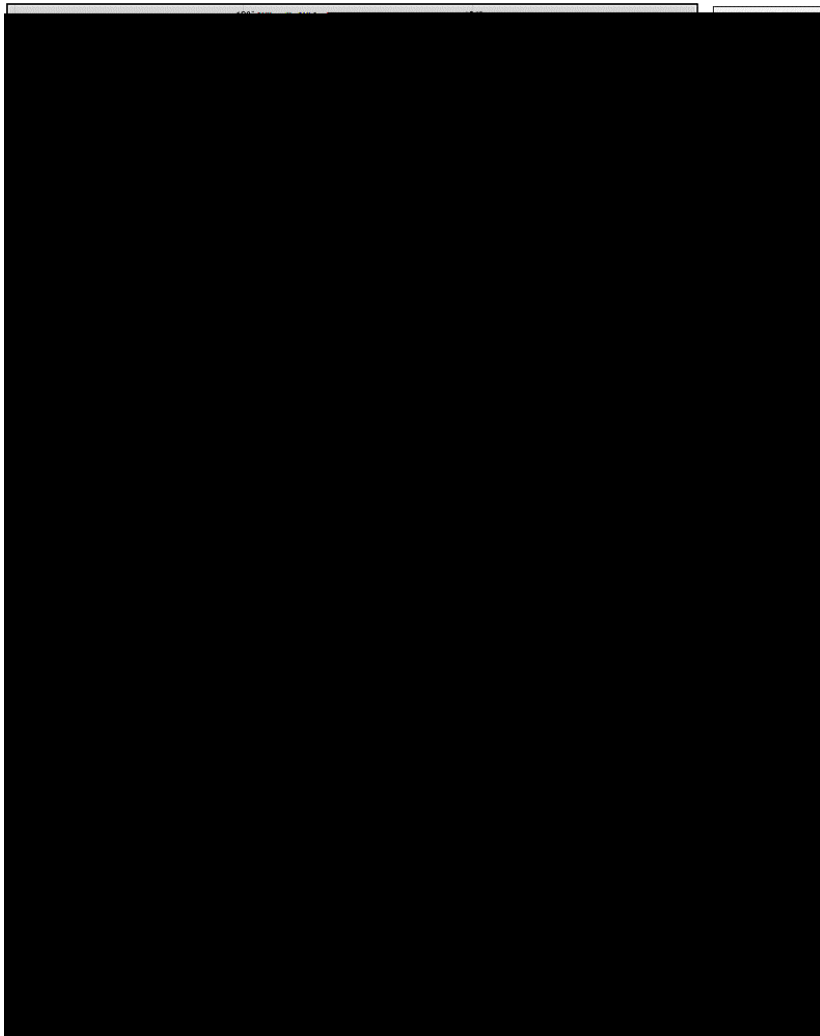
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Project Area Administrative  
Province of Lanao del Sur,  
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and fully empowered resident project manager







had serious consequences in the protection and conservation of the Lake Lanao watershed areas. The watershed that feeds into the Lake has an area of 180,460 hectares, including the water surface area of 35,468 hectares. Naga (2010) pointed out that the watershed around the Lake has suffered from illegal and unsustainable forestland activities partly because of the years of neglect by agencies mandated to protect it. As a result, the water flowing into and from the Lake has been reduced drastically. Soil erosion, agricultural run-off, and sewage have also contributed greatly to the deterioration of water quality in the lake.

While most of the watershed is located in Lanao del Sur, some portion falls within the jurisdiction of the adjacent province, Lanao del Norte. The pressing peace and order problem in the area, for the most part, defined the national government actions and inaction in the region, which resulted in a series of conflicting and sometimes overlapping institutional jurisdictions over the management of the Lake Lanao watershed systems. The situation is complex<sup>2</sup>

### III. PROJECT STRATEGY

#### ***(i) Project strategy and approach***

The objective of the project “Strengthening Democratic Processes for Bangsamoro Government in Lanao Lake Watershed Reservation”, as defined in the Project Document (UDF-LAO-12-515) in February 2014, was to build a strong coalition to ensure the efficient management, conservation and protection of the Lake Lanao Watershed Reservation – through democratic processes involving community integration and the introduction of partnerships, pre-consultation, capacity building, the promotion of micro-projects, and monitoring of policy implementation.

Despite the national government’s acknowledgement of the Bangsamoro as autonomous and representatives of political entity, the situation in this area of Mindanao remained volatile. Conflict has been flaring up repeatedly and has caused losses of lives, temporary internal disp

and communication via the media<sup>5</sup>.

***(ii) Logical framework***

The Project Document translates TK's programmatic approach into a structured plan of project activities and intended outcomes. The framework below aims to capture the project logic systematically, and attempts to link activities and intended outcomes with medium-term

Monitoring the implementation of summit recommendations at the municipal/city level by multi-sectoral working groups

Award of micro-grants to support the municipal/city level working groups



the area

## IV. EVALUATION FINDINGS

### ***(i) Relevance***

#### *Baseline Situation*

The grantee's initial assessment of the baseline situation was the result of a combination of TK's experience and local analysis, which included findings from its own research undertaken about the project's target area and population. In the absence of centrally recorded data, local plans, and/or provincial ordinances, the grantee's baseline study work was limited to performance-oriented observations, i.e. research focused on local governance practices identified with the help of anecdotal

### 1. Capacity building in environmental and natural resources governance

The wider purpose of the activities under this project component was to build capacity for environment and natural resources governance so as to enhance participatory democratic processes. As a consequence, the foundation of the *Institute of Environmental Governance (IEG)* was



*stakeholder summit*, in order to formally adopt and launch the consolidated area-wide plan, as



had a negative bearing on the project's relevance. This remark refers in particular to the fact that the project's design missed a locally capacitated and empowered management and/or coordination function. Concretely, the chosen mode to remotely manage the project would have required a more flexible approach to (i.e. more responsive)

to the development of a proper annual IEG work plan, nor did these elaborate a strategy for securing additional resources, in order to ensure the training of barangay officials not cov16pre(d)27( )TJETBT1

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refinement

share (67%) of micro-funds to 5 initiatives suggested by the project's young trainees who decided to organise themselves as "Ranao Youth Tanggol Talikasan" (RYTK). These mostly realised local initiatives (awareness raising, clean-up drives, plant growing) in one of the project's three sectoral focus areas, or served to initiate consultative processes (environmental leadership). Another two micro-projects were granted funds (a) to support a women group's alternative income generating activity in the Balindong area, thus preventing them from continued engagement in illegal logging (22% of micro-funds awarded), and (b) to help the Agricultural Office of Marawi City to promote vermiculture (the cultivation of worms) for use in composting, i.e. as natural fertilizer (11% of micro-funds awarded).



**Youth participating in an orientation on the Ecological Solid Waste Management Act, a RYTK outreach programme supported by the UNDEF project's micro-grants**

For similar reasons, no *Steering Committee* was established to monitor the implementation of the area-wide action plan. Regrettably, the TK once again despite request failed to present evaluators with evidence of the monitoring activity that reportedly was conducted by MSU instead. It is therefore unknown whether MSU has issued any strategy reviews or concrete recommendations for additional actions.

Within the framework of the project TK implemented its *communication plan* to inspire the wider public how to conserve, protect and manage the Lake Lanao and its immediate shore neighbourhood. As foreseen, the grantee engaged in *the production/dissemination of information* in the form of two publications, i.e. the *Citizen Handbook on Environmental Justice for ARMM*, and the *Environmental Justice Comic Book*. While the evaluators are of the view that it is too early to assess the extent to which the Citizen Handbook can effectively serve as a reference material to bring environmental cases before court (c.f. observations under impact), they believe that its current volume is of less appeal to the spectrum of different target group it actually addresses. Separate, and hence lighter (since less voluminous) versions for each target group would have probably rather enticed to consider the publication for practical use as a handbook. As far as the Comic Book is concerned, which essentially was supposed to convert the area-wide action plan into easily digestible information about common issues affecting Lake Lanao, various interview partners praised its novelty, but also emphasized the need to simplify its messages (which were considered too wordy). In addition, some members of RYTK commented that while they are used to speak the local Ranao language, they'd prefer to read in Tagalog, which is mostly used for publication and communication purposes in the Philippines. Finally, evaluators noted on multiple occasions praise for the positive uptake of the project's *radio programme*. Resource persons invited by IEG spoke about topics, which ZHUH FRYHUG E trawing SURQUH WAKIP Wksystem, and the benefits of organic farming). Aired weekly on Monday afternoon for one hour during one year of the project's implementation period, it invited the feedback and questions of the listening audience, which rose topics principally related to measures recommended to counteract the the deterioration of Lake Lanao. IEG also awarded modest prizes for correct answers to questions about good environmental practices in the fields of forestry and lake fishing.



Advocacy: against the initial

Another impact witnessed by evaluators was the unplanned *creation of a dynamic and vibrant youth organization*. On their own, the group decided to name themselves the “Ranaw Youth Tanggol Kalikasan” - effectively reflecting the group’s Meranao identity and, at the same time, illustrating the organization’s main focus on environmental conservation and protection. The group was able to avail of the few micro-grants awarded by the project, which were used to implement outreach campaigns such as environmental orientation, workshops on environmental leadership, and clean-up drives. Today, they actively participate in other school-based activities in order to promote awareness for the protection and conservation of Lake Lanao.

Meanwhile, *the information campaign seems to have had limited impact* on the targeted clientele. None of the group representatives the evaluation team met with mentioned the Citizen Handbook on Environmental Justice, which may be an initial indication of its limited use for litigation purposes. Various stakeholders highlighted that the Environmental Justice Comic Book, which was designed to increase the environmental awareness should use *simplified formulation and less text to make the comics more appealing and digestible* for the Meranao grassroots.

In addition, it is the evaluator’s view that the project also provided first, positive impulses to *lack of knowledge and commitment*:

#### **(v) Sustainability**

While the grantee managed to increase environmental awareness and knowledge about participatory governance among its project participants, such achievement can only be considered a first step towards the strengthening of democratic processes in the Lake Lanao area. Without continuously functioning institutional and social mechanisms it will be difficult to manage and sustain the

initial seeds of social change, which have been sown. The Institute of Environmental Governance (IEG), which the project established under the Mindanao(w)14MCID 224/Lang (en-GB)BDCe1











## VI. RECOMMENDATIONS

To strengthen the outcome and similar projects in the future, evaluators recommend to UNDEF and project grantees:

*i.* The fact that TK's approach and methodology included the conduct of baseline research and the formulation of target indicators is highly commendable, as this supported the project's **relevance** and facilitated the assessment of **effectiveness and impact**. Given the grantee assessed the starting situation as complex, evaluators would have preferred a project implementation strategy that recognizes the challenges and divisions, which characterize the political and societal context. Based on the above **we recommend to the grantee to design**

## IX. ANNEXES

### ANNEX 1: EVALUATION QUESTIONS

DAC criterion	Evaluation Question	Related sub-questions
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	<p>Were the objectives of the project in line with the needs and priorities for democratic development, given the context? Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why?</p> <p>Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?</p>
Effectiveness	To what extent was the project, as implemented, able to achieve objectives and goals?	<p>To what extent have the project's objectives been reached? To what extent was the project implemented as envisaged by the project document? If not, why not?</p> <p>Were the project activities adequate to make progress towards the project objectives?</p> <p>What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?</p>
Efficiency	To what extent was there a reasonable relationship between resources expended and project impacts?	<p>Was there a reasonable relationship between project inputs and project outputs?</p> <p>Did institutional arrangements promote cost-effectiveness and accountability?</p> <p>Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?</p>
Impact	To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?	<p>To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address?</p> <p>Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative?</p> <p>To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization?</p> <p>Is the project likely to have a catalytic effect? How? Why? Examples?</p>

Sustainability To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?





**ANNEX 4: ACRONYMS**



## **ANNEX 5: ADDITIONAL INFORMATION**

### **Institutional jurisdiction over the management of the Lake Lanao watershed system**

Under the amended Organic Act of the Autonomous Region in Muslim Mindanao (ARMM), the Regional Government has jurisdiction over forestlands and waters within ARMM, with the exception of declared watersheds. However, prior to the passage of the Organic Act of ARMM, and by virtue of Proclamation No.871 dated February 26, 1992, Lake Lanao watershed was proclaimed as a watershed reserve. The area is therefore included in the initial components