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Labour  
Organization

**Final Report**  
01/04/2019 – 31/03/2022

**Improvement of Water Supply Equipment Management Capacity for  
the Establishment of Peace in Mindanao**  
Project Code (PHL/18/04/JPN)



From  
the People of Japan

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Report type:	Final
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Project Linkages to ILO Outcomes and SDGs:

ILO Strategic Policy Outcome: Outcome 1 – More and better jobs for inclusive growth and improved youth employment prospects

ILO Country Programme Outcome: PHL101 – Strengthened policies and programmes for employment creation of young people, vulnerable and marginalized groups, through the implementation of decent work approaches for sustainable development and disaster resilience.

Sustainable Development Goal: SDG 6 – Ensure availability and sustainable management of water and sanitation for all; SDG 8 – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; SDG 16 – Peace, justice and strong institutions

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# 1 Executive Summary

Home to several groups of people such as the moros or muslims, lumads or non-moro indigenous people and Christian settlers, the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) was created through the enactment of the Bangsamoro Organic Law (BOL) on July 26, 2018 and its ratification in 2019. BARMM replaced the Autonomous Region in Muslim Mindanao (ARMM), and its territory, which originally consisted of Maguindanao, Lanao del Sur, Tawi-Tawi, Sulu and Basilan, was expanded to include Cotabato City and 63 Special Geographic Areas (SGAs) in North Cotabato.

The years of struggle have put on hold development in the region and resulted in BARMM lagging in most development indicators in the Philippines. In 2018, the Philippine Statistics Authority (PSA) reported BARMM as having the highest poverty incidence (53.6%) among families in the country. While the region is endowed with rich water resources, functional water and sanitation facilities remain limited. Data from PSA showed that in 2019 BARMM had the lowest proportion of families (74%) with basic access to drinking water services. Poor sanitation and hygiene have been the main causes of communicable diseases such as diarrhoea, typhoid fever, hepatitis A and rotavirus in the region.

From the ARMM Regional Development Plan 2017-2022 to the 1<sup>st</sup> Bangsamoro Development Plan 2020 – 2022, clean water and sanitation has consistently been identified as a priority for the region.

The COVID-19 pandemic highlighted the need for better access to water as handwashing with soap and water, and sanitation were identified as effective protection against the virus. In conflict-sensitive areas such as BARMM, vulnerabilities are exacerbated by the pandemic as lives and livelihoods are pushed deeper into poverty and inequality.

The agreement between the Government of Japan and the International Labour Organization (ILO) signed on March 6, 2019 called for the implementation of the project Improvement of Water Supply Equipment Management Capacity for the Establishment of Peace in Mindanao. Building on ILO's experience in post-disaster and post-conflict situations in the Philippines and other countries, the Project was designed within the overall framework of lasting peace and prosperity. As the ILO – Japan Project aimed to provide access to safe water and create employment opportunities, it was well positioned to help alleviate poverty in the region, which is timely and relevant in the context of the COVID-19 pandemic. Moreover, the Project make use of green works in project designs to ensure sustainability and adaptation to climate change.

Originally planned to be implemented in both mainland and island provinces of BARMM, the Project shifted its focus to the mainland areas of Maguindanao, Lanao del Sur and the SGAs of North Cotabato due to COVID-19. With approval from the Government of Japan, resources initially allocated for the island provinces were repurposed to implement the Community Emergency Employment Programme (CEEP) in partnership with the Ministry of Labor and Employment (MOLE).

By the end of March 31, 2022, the Project has delivered all it committed for the improvement of safe water access and sanitation while generating employment in the region. Through the Water Project and CEEP, 3,276 (vs 1,800) locals were provided employment opportunities, of which 898 were women, 434 were indigenous people, and 1,223 were former combatants. A total of 60,891 work days were generated and USD 415,216<sup>a</sup> were paid in wages. The Project engaged local implementing partners to ensure quality and timely delivery of outputs.

Key achievements of the Project are summarized below:

### **The Water Project**

- Eleven (11) water systems completed and handed over within the project period. A total of 6,701 households and 6,115 school children benefit from these water supply schemes.
- 1,249 locals were provided employment opportunities. 308 (25%) were women, 10 were persons with disabilities (PWD), and 90 were former combatants.
- 30,591 workdays were generated
- Nine (9) community contractors were capacitated to construct the 11 water schemes. They also developed Operations and Maintenance (O&M) plans to ensure sustainability.
- Social protection provided to workers. Funds were made available for their enrolment to SSS, Philhealth, and accident insurance. A Third-Party Liability insurance was also secured to ensure coverage in case accidents involving non-worker community members occurred in the workplace.

### *Occupational Safety and Health (OSH)*

- Recognizing the limited capacity of MOLE and the implementation partners in the area of OSH, the Project organized a certification training on Construction OSH – Safety Officer 2 (SO-3) and Safety Officer 3 (SO-3) for 10 MOLE staff, four (4) community contractor safety officers and two (2) implementing partner engineers.
- After establishing the knowledge base on OSH, some of the participants were introduced to ILO training package on Work Improvement at Small Construction Sites (WISCON) to learn community-based OSH approaches. With support from an ILO OSH Specialist, they were trained on Participatory Action-Oriented Training (PAOT), a practical method of stimulating and supporting workplace initiatives in grassroots workplaces relying on self-help voluntary action.
- WISCON was rolled out by ILO and MOLE in three sub-project sites in Balabagan, Lanao del Sur.

### **The Community Emergency Employment Programme (CEEP)**

- The CEEP, a COVID-19-response in partnership with the Ministry of Labor and Employment (MOLE), provided wage transfers to 2,027 informal economy workers for 15 days of work. It was originally planned to benefit 1,750 informal economy workers

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<sup>a</sup> Exchange rate assumed at USD 1 to Php 50.00.

but increased to 2,027 using savings from the first implementation. Workers carried out cleaning, clearing and desilting of major canals and tributaries in the target areas in Lanao del Sur, Maguindanao and BARMM Special Geographic Areas (SGA) in North Cotabato.

- The ILO capacitated MOLE in using work planning and monitoring guidelines.
- 88 handwashing facilities with hygiene materials were provided at the worksites.
- 100% of the workers were provided with Accident Insurance. A budget for other social protection schemes such as SSS and PhilHealth were also made available to all the workers.
- CEEP has been included by MOLE as part of the ministry's regular programme. Inspired by the pilot CEEP implementation, MOLE started to implement CEEP using their own funds but with some modifications in the implementation model.

There are fundamental risks and/or challenges that impacted the Project implementation in BARMM.

First, hiring of qualified Project staff. Hiring, especially for technical areas such as water and sanitation engineering, took a long time. There is a limited pool of highly qualified local staff in the region.

Second, political context and influence. The Project was implemented during a critical time in the Bangsamoro region – the transition to the new government. It also worked with many partners having various interests. It made coordination quite challenging especially during the start of the works. The establishment of the Project Advisory and Review Committee (PARC) as an oversight addressed some of these challenges.

Third, COVID-19 restrictions. The pandemic posed a major challenge in the timely delivery of the Project. It required a new way of working, additional administrative arrangements and adjustments to the work methods.

Fourth, the adaptation to online registration and enrolment in social protection. Due to COVID-19, some government offices shifted to online platforms which made it challenging for the partners as most of them are from remote areas with no online facilities. Arrangements to expedite the enrolment was agreed and implemented with the Social Security System (SSS).

Fifth, accessibility. Access to some of the sites, especially during the rainy season, was difficult causing challenges in hauling construction materials, project monitoring and delays in the implementation.

Sixth, security issues. Implementing partners had to suspend activities due to eruption of conflicts or when they received indirect threats due land ownership issues. This was addressed through social dialogue and close coordination with the concerned local government units (LGUs).

To cope, the project team adjusted its work strategy and arrangements by making use of technology and relying on implementing partners and consultants to implement and monitor the works. Despite the challenges, the Project continuously moved towards its goal of constructing the water supply schemes to improve access to clean water and provide employment opportunities using participatory and LRB approaches.

## 2 Budget / Planning Information

Project budget in USD: <a href="#">2,693,723.63</a>		
Project duration in months: <a href="#">36</a>	Planned	Actual
Project start date:	April 1, 2019	April 1, 2019
Project end date:	March 31, 2019	March 31, 2022

### 3 Summary outputs

OUTPUT DELIVERY <sup>b</sup>		
Output	Output status	Output summary
Outcome 1: Community contractors are prepared to address the demands for local construction works		
1.1 Appropriate water supply development and sanitation	Completed	<p>11 water system designs and cost estimates were completed in 2020.</p> <p>In 2021, a site in Rangayen, Alamada, North Cotabato was dropped by the Project Advisory and Review Committee (PARC) due to duplication of interventions in the area. It was replaced by works in Barangay Nangan-an, Kabacan, North Cotabato, a BARMM special geographic area (SGA). Technical, social, and environmental feasibility studies for the site were immediately conducted for this site.</p>
1.2 Community contractors are organized and training needs are determined	Completed	<p>Nine (9) community contractors have been organized and/or revived, with a total of 677 members, 39% are women.</p> <p>Nine community-based organizations were engaged as community contractors to implement the works in 11 sub-projects. They were:</p> <ol style="list-style-type: none"> <li>1. Timanan Central School – Parent Teachers Association (TCS-PTA)</li> <li>2. Katutungan Irrigators Assoc (KIA)</li> <li>3. Nasag Pusaka Krasur Renti</li> <li>4. Rifao Spring Development Association</li> <li>5. Ke'menanam Luwey Wayeg</li> <li>6. Balabagan Water System Association</li> <li>7. Reina Regente Producers Cooperative</li> <li>8. Nanga-an Farmers Peace and Development Association</li> <li>9. Fengalap Farmer Producers Cooperative</li> </ol> <p>After they completed the pre-implementation requirements, five (5)</p>

<sup>b</sup> Based on the Implementation Plan

		<p>of them were contracted in 2020 while four (4) were contracted in 2021.</p> <p>Capacity development requirements of the community contractors were determined through a training needs assessment. As most CBOs were new to community contracting in a construction setting, skills and knowledge gaps were easily identifiable.</p>
<p><b>Outcome 2: Short-and long-term jobs in the implementation of the appropriate water supply development sub-projects are generated</b></p>		
<p>2.1 About 1,800 workers are employed in jobs created through community-based water supply development and sanitation sub-projects</p>	<p>Completed</p>	<p>A total of 3,276 workers were provided employment opportunities in the water supply works and CEEP. Of the total number, 898 (27%) were women, 434 were indigenous people and 1,223 were former combatants. They were paid based on the minimum wage, provided social protection and their health and safety in the workplace ensured. A total of 60,891 workdays were generated.</p>
<p><b>Outcome 3: Beneficiary communities have improved access to safe and reliable water supply</b></p>		
<p>3.1 Safe and reliable water supply systems successfully established</p>	<p>Completed</p>	<p>All 11 water supply schemes were completed and handed over. One (1) sub-project finished in 2020, four (4) in 2021 and six (6) in 2022. All were certified as potable water by BARMM's Ministry of Health.</p>
<p>3.2 Water supply and sanitation sub-projects completed with applied green works methods</p>	<p>Completed</p>	<p>Green works were implemented throughout the various phases of the implementation. The feasibility studies secured that also environmental concerns were addressed in the designs; through the use of solar powered water systems; backfilling using groundcovers and shrubs to control soil erosion, use of natural filtration systems to treat wastewater from tap stands and incorporating reforestation around water sources in the Operation and Maintenance Plan.</p>

**Outcome 4: Communities have strengthened capacities on proper use and maintenance of water supply system**

4.1 Communities trained on proper operation and maintenance of the new facility	Completed	All nine (9) community contractors in 11 water sub-projects were trained in proper operation and maintenance (O&M) of the water systems, and produced O&M plans.
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**OUTPUTS: Overall delivery assessment <sup>c</sup>**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> <b>Highly satisfactory</b><br>Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met. | <input type="checkbox"/> <b>Satisfactory</b><br>Implementation of the majority (60-80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60-80%) of indicator milestones have been met. |
| <input type="checkbox"/> <b>Unsatisfactory</b><br>Some (40-60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40-60%) indicator milestones have been met.                | <input type="checkbox"/> <b>Very unsatisfactory</b><br>Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.           |

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<sup>c</sup> This is a self-assessment

## 4 Progress against Outcomes

OUTCOME ACHIEVEMENT <sup>d</sup>				
Indicator	Baseline (before Project start)	Indicator Milestone (compare planned against actual)	Target (end-of-Project goal)	Immediate Outcome summary
Outcome 1: Community contractors are prepared to address demands for local construction works				
Number of CBOs contracted to implement the construction works for the sub-projects	0	11 / 11	Not less than 11 sub-projects	Result achieved: target met
Pre-implementation requirements are complied with by communities / CBOs / LGUs	0	11 / 11	Not less than 11 sub-projects	
Formalized steering committee established and operational at the regional level	0	1 / 1	1 steering committee	
Outcome 2: Short – and long-term jobs in the implementation of the appropriate water supply development sub-projects are generated <sup>e</sup>				
Number of people benefitting from short-term employment opportunities	0	3,276 / 1800	Not less than 1,800 employment	Result achieved: target met
Number of work days of short-term employment opportunities created	0	60,891 / 18,500	18,500 work days	
Amount of wages paid to short-term workers	0	415,216 / 111,000	Not less than USD 111,000 paid in wages	
Percentage of CBOs completed sub-projects providing paid	0	9 (82%)/ 6 (50%)	Not less than 50% of sub-projects (6)	

<sup>d</sup> Based on the M&E plan; adjusted / updated to March 15, 2022, time of writing

<sup>e</sup> Water Project and CEEP

employment to local O&M caretakes				
Constructed drinking water sub-projects are functional	0	11 (100%)/ 10 (90%)	Not less than 90% of sub-projects (11)	
<b>Outcome 3: Beneficiary communities have improved access to safe and reliable water supply</b>				
Number of households benefit from improved drinking water supply	0	6,701 households + 6,115 school children / 11,814	Not less than 11, 814 households	On track: most milestones met
Reduction in time of water collection in beneficiary communities	0	11 (100%) / 6 (50%)	Not less than 50% reduction in time to access safe drinking water, overall	
<b>Outcome 4: : Communities have strengthened capacities on proper use and maintenance of water supply system</b>				
Number of communities that have established systems to operate and maintain water systems/ plan	0	11(100%) / 9(80%)	Not less than 80% of sub-projects	Result achieved: target met
Number of sub-projects that have operationalized O&M system	0	9 (82%) / 8 (70%)	Not less than 70% of sub-projects	

#### 4.1 Achievement of the Project outcomes

Probable - The majority (60-80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.

## 5 Narrative Report: Managing for Results

### 5.1 Progress summary

The Project was implemented during a critical and challenging period in BARMM. The region is transitioning to a new form of government when the COVID-19 pandemic hit. The pandemic continued to threaten the livelihoods and wellbeing especially among the marginalized communities living in fragile conditions. It exacerbated the vulnerabilities especially of people living in conflict-sensitive and/or post-conflict settings. The project target communities in BARMM are amongst them. With lesser access to basic services, including safe water, exposure to health risks is high and are therefore more vulnerable to the crisis. The socio-economic impact of the pandemic especially to the informal sector also worsened the already existing poverty and job insecurity. The project was then critical in contributing to peaceful and resilient communities by reinforcing skills, generating decent employment and building community assets.

Through the employment intensive investments, the ILO-Japan Water Project was able to provide additional employment opportunities to 3,276 locals and generated 60,891 work days. Of the engaged workers, 898 (27%) are women. A total of USD 415,216 were paid in wages with social protection benefits during the year. Increased access to social protection also ensures that workers can effectively access health care and support job and income security especially during times of pandemic and uncertainty. It helped them cope with the consequences of the pandemic in this fragile context.

#### **The Water Project**

The 11 water schemes constructed by 1,249 workers under the Project are now serving safe and clean water to 6,701 households and eight (8) schools with 6,115 school children. As these schemes are located in predominantly agricultural areas, small farmers relying on subsistence farming is benefiting from the water supply systems through reduction in time to access safe water, better access to water resources, savings generated from buying drinking water and less health risks to oneself and families.

The Project made extensive efforts through its capacity building activities and the inclusion of targets in the implementation contracts to ensure gender equality and non-discrimination. While it fell short in hitting the target of 30% women participation, the Project was able to engage 308 women (25%). 10 persons with disabilities (PWD) and 90 former combatants were also able to participate in building the water supply schemes.

Nine (9) community contractors with 677 members were engaged in the Project. They received capacity building on both technical and social requirements of the project as they completed the construction and operate and manage the water systems. They learned book-keeping, financial management, work planning and project management, OSH, first aid, risk assessment, business planning, and operation and maintenance (O&M). They were also provided inputs on decent work and labour standards, social protection, and environmental and social safeguards. They were able to improve their

participation especially with matters affecting their communities, such as access to better services and planning for local development. Communities were involved in the discussions of the operation and maintenance of the water systems to increase ownership and accountability to the constructed water facilities. The implementing partners facilitated skills development to some workers who were trained in plumbing and masonry.

The Project also ensured that water sources are protected and will not have a detrimental impact to the environment. The project addressed environmental challenges such as soil erosion, flooding and loss of natural vegetation around water sources. Project designs include use of solar powered water systems; backfilling by planting groundcovers and shrubs to control soil erosion, use of natural filtration systems to treat wastewater from tap stands and incorporating reforestation around water sources in the O&M Plan.

The Project was initially planned to construct water systems in both mainland and island provinces of BARMM. Due to the COVID-19 pandemic, the resources intended for the islands were repurposed to implement the Community Emergency Employment Program (CEEP). See **Annex 2** for the complete list of water sub-projects.

### *Occupational Safety and Health (OSH)*

As construction activities in the Water Project are considered high risk, the Project ensured that workplace injuries and diseases are prevented by promoting a safety and health culture and establishing risk assessment and control practices on site. MOLE was engaged by capacitating the project implementing partners and a local community-contractor. Sufficient funds were allocated as well for the implementation of risk control measures including personal protective equipment. More importantly, the identified Safety Officers to monitor and assist in OSH improvement measures throughout project implementation.

At the start of the Project, the capacity on OSH in the region was low. MOLE had only one (1) OSH-trained labour inspector and implementing partners did not have any Safety Officers. To continuously improve workplace safety and health and further develop capacity of government partners (i.e. MOLE and local government units) to play lead and advisory roles, the Project realized that a change in strategy was necessary to align gaps and needs on OSH within the context of communities where it operates.

To address the gaps and needs, the Project organized a certification training on Construction OSH – Safety Officer 2 (SO-2) and Safety Officer 3 (SO-3) for 10 MOLE staff, four (4) community contractor safety officers and two (2) implementing partner engineers. After establishing the knowledge base on OSH, some of the participants were introduced to Work Improvement at Small Construction Sites (WISCON) to learn about community-based OSH approaches. With support from an ILO OSH Specialist, they were trained on Participatory Action-Oriented Training (PAOT), a practical method of stimulating and supporting workplace initiatives in grassroots workplaces relying on self-help voluntary action. WISCON was rolled out by ILO and MOLE in three sub-project sites in Balabagan, Lanao del Sur.

## **The Community Emergency and Employment Program (CEEP)**

CEEP was a highly relevant initiative that addressed the needs of the hardly hit by the pandemic in the informal sector. In partnership with MOLE, the CEEP came about since implementation of water sub-projects in the BARMM islands was not possible anymore due to COVID-19. The CEEP was originally planned to benefit 1,750 informal economy workers through the provision of wage transfers for 15 days of work. In 2021, the CEEP expanded from 70 sites to 88, and the number of beneficiaries increased to 2,027 using savings from the social protection budget. The majority of the workers were already covered by government sponsored SSS and PhilHealth schemes. 1,131 (38%) of the identified CEEP workers were former combatants and 898 (27%) were women. The workers carried out cleaning, clearing and desilting of major canals and tributaries in the target areas in Lanao del Sur, Maguindanao and BARMM Special Geographic Areas (SGA) in North Cotabato. Part of the work contributed to flood protection in flood-prone areas.

88 handwashing facilities with hygiene materials (soap and water) and promotion were made available at the work sites. This was to encourage the healthy practice of hand hygiene - a simple but effective way of reducing the risk of infections caused by bacteria and viruses such as COVID-19.

MOLE continued the CEEP as part of its regular programme following the successful model implemented under this Project.

### ***Implementation Set-up***

Three implementing partners were instrumental in ensuring that project deliverables were achieved. They were responsible for the coordination, management, planning, procurement, and the over-all implementation of the sub-project on site. In the Water sub-projects, the implementing partners contracted community contractors to implement the physical works.

The PARC, as chaired by the Ministry of Labor and Employment, with membership composed of the Office of the Chief Minister (OCM), Ministry of Public Works (MPW), Ministry of Interior and Local Government (MILG), Ministry of Health (MOH) and Ministry of Science and Technology (MOST) were able to meet six (6) times throughout the Project, four (4) regular meetings and two (2) special meetings. The Office of the Presidential Adviser on the Peace Process (OPAPP) sits as an observer to the PARC.

Throughout the project, the role of the communities and local government in the frontline was highlighted. The coordinated efforts, partnerships established and the process of social dialogue ensured that target groups were protected and involved in the decisions affecting their own development.

## **5.2 Evaluations, reviews and monitoring**

With the COVID-19 pandemic and challenges in security and accessibility, project monitoring was challenging. The ILO project team was given clearance to return to office in the first quarter of 2021 and continued to rely on implementing partners for the close supervision and monitoring of the works. The project team was able to

conduct missions for the physical monitoring of the works but with limitations. Critical activities were prioritized in conducting the missions.

Weekly virtual monitoring with implementing partners was also established. The implementing partners reported work progress, issues encountered, and the planned activities for the subsequent week. The project team provided technical assistance and support in filling up gaps and ensured quality in project outputs. The implementing partners' reports were supplemented by actual photos, work accomplished and updated workplans.

The ILO separately conducted at least twice per month monitoring with the community contractors and LGUs to gather feedback on work progress through phone or video calls and text messages. Implementing partners' reports were reviewed according to project design, compliance with social safeguards, OSH, labour standards, participatory planning and implementation, gender equality and diversity in hiring of workers, grievance and redress mechanisms, social protection, land ownership settlement, among others.

In the last quarter of 2021, two (2) water engineers were engaged as consultants to support the physical monitoring of works implementation and provide technical inputs during the critical stages of the construction.

The project progress was reported, and issues discussed and resolved during the Project Advisory and Review Committee (PARC) meetings. For project management, monitoring activities were undertaken following the Project M&E framework.

An Independent Final Evaluation (IFE) of the Project was conducted from February to March 2022. It found that the Project was relevant and coherent. It noted that the Project demonstrated effectiveness, some elements of sustainability, and a sound approach to the allocation and management of financial resources and associated outputs. It further observed that, although poverty alleviation is less obvious due to lack of a detailed analysis, the Project contributed to short-term job creation and inclusion of decent work and promotion of social protection measures.

See **Annex 3** for complete details of the [Independent Final Evaluation](#).

### 5.3 Main challenges, risks and corrective action

The Project closely monitored challenges and risks that emerged and took corrective actions to address or mitigate them. The most important challenges and risks encountered are as follows:

- **Hiring of qualified project staff**

Recruitment of project staff entailed significant time with the need to select qualified local applicants, particularly for technical areas such as water and sanitation engineering. The ILO project team was on-board starting July 2019 and one of the project engineers was hired in November 2019. The ILO used the most appropriate contract type to ensure timely recruitment without compromising staff welfare.

Furthermore, after several attempts to hire an experienced water-engineer through the regular process, direct hiring was made by further and wider advertising of the job vacancy and tapping the local network to expedite the recruitment.

- **Political context and influence**

The Project spent considerable efforts in explaining its activities and overall goals, and in selection of sites during the initial project period. This was the time when BARMM was newly created and at the beginning of its transition. The Project also engaged with multiple partners at various levels which made coordination, site selection and establishment of the Project Advisory and Review Committee challenging. Getting the availability of officials was difficult due to competing priorities. To ensure that project activities were performed according to plan and in an objective and transparent manner, the Project diligently coordinated with OPAPP and key BARMM officials, specifically the Office of the Chief Minister, for the establishment of the PARC. During the site selection, coordination was also done with various relevant ministries / agencies such as MOLE, MILG and MENRE. Where it was not possible to meet with the heads of the ministries or LGUs, coordination was made with the available technical officers. The creation of PARC paved the way for a more structured approach.

Moreover, tapping the existing networks of the United Nations and the engagement of local project staff made coordination easier.

- **COVID-19 restrictions caused serious delays in project implementation**

COVID-19 restrictions posed a major challenge to the timely delivery of the project activities and in particular the physical works. Work suspensions were experienced due to movement restrictions introduced by the government, especially in the early phase of the pandemic. Extra administrative layers were required before any movement or activity was allowed. Additional time and effort were also needed to adjust the work arrangements and develop guidelines or protocols to ensure the safety and health of workers, partners, and everyone involved in the Project. The project team had to organize online training to orient the implementing partners and community contractors on COVID-19 – responsive OSH measures at the work sites.

While COVID-19 restrictions eased in 2021, the risk remained. Troubleshooting of field issues that were not immediately fully resolved due to the movement limitations. Adjustments in the bill of quantities (BOQs) and procurement had to be made due to additional costs required to protect workers against COVID-19. Schedules on capacity building had to be rescheduled. For example, the first aid training in Balabagan, Lanao del Sur had to be postponed because the service provider had to be quarantined. Community gatherings were also restricted and additional administrative requirements such as permits had to be secured before activities could be conducted.

In 2021, the ILO staff and implementing partners were fully vaccinated (voluntarily) for COVID-19 to lower their risk of infection and to prevent further delays in the implementation. Workplans were updated to adjust remaining works to allow for a feasible schedule to complete the construction works.

- **Adaptation to online registration and enrolment in social protection**

Due to COVID-19, the Project addressed the delayed registration and payment of social protection benefits by directly communicating with the Social Security System (SSS) and

Philhealth Offices to seek alternative ways for easier registration and enrolment. At local level, community contractors hired personnel dedicated to expedite enrolment of workers to SSS and Philhealth. The implementing partner supervised and took an active role to support workers in registration and enrolment.

- **Continuous rainfall caused delays on delivery of materials on site and overall implementation**

Continuous rainfall made access to sites challenging causing serious delays in works implementation. In mountainous areas such as Renti and Rifao in North Upi and Nanga-an, North Cotabato, four-wheel vehicles carrying people and construction materials could not access the sites during rainy days. In Datu Piang, the site was inundated for almost the entire year as it is located in a low-lying area close to a river. In these sites, various arrangements were used for transport of materials using local resources (farm animals, “kuliglig” or improvised transportation using a tractor, manual labor, small boats, among others).

- **Security issues**

As the Project is working in a conflict-sensitive region, security issues cannot be avoided. In Datu Piang, Maguindanao, work had to be suspended as the safety and security of implementing partners were threatened due to unrest (shooting, bombing, etc.). In South Upi, the ongoing “rido” (recurring hostilities between families and kinship groups) distracted the attention of partners, especially the LGU. While these events did not happen directly at the work sites, they affected access to the site, threatened the safety and security of partners, and/or divided the attention of partner LGUs.

Close coordination with the LGU, implementing partners and the community provided valuable information on the situation on the ground.

- **Land ownership issues**

There were issues identified with private landowners where pipes would pass through in some of the sub-projects such as Balabagan, Looy, and Wao. Furthermore, the owners of the water sources in Balabagan and Wao did not allow for the development of the water source. Some of these private individuals demanded payment either from the Project or from the partner LGUs. Despite initial agreements to access their properties for the benefit of the community, some of them changed their position and raised the issues again once the construction started. In some sites, this caused massive delays and implementing partners received indirect threats.

In this scenario, the implementing partners together with local government units (barangay and/or municipal level) facilitated several dialogues and negotiations to settle disputes. The implementing partners continued to work with caution and in close coordination with local authorities. It was an advantage that the implementing partners engaged local staff who are familiar with the BARMM context and have the experience in handling these types of complications. Solutions were provided and special arrangements were agreed such as hiring workers from the affected families.

- **Challenges in sustaining proper operation and maintenance of Level 2 water systems**

Although the operation and maintenance of the water schemes were part of the technical inputs

provided by ILO, community-based organizations and LGUs needed continuous guidance in the process of its implementation. Community-based organizations and the LGUs need to conduct stricter enforcement in the use of tap stands, collection of user fees, amongst others. This was partly addressed by institutionalizing the operation and maintenance through local ordinances and strengthening the role of the community-based organizations.

- **Compliance of implementing partners and community contractors with the ILO procurement and payment processes**

ILO systems and process are robust, and it made compliance of implementing partners and community contractors who have low absorptive capacity and were very new to the system challenging. To partly address this, changes were made to the contractual provisions to adjust the timing of liquidation and payments.

#### 5.4 Opportunities and corresponding strategy adjustments

- **Opportunity to enhance operation and maintenance**

With the developed tools and materials in the area of O&M as well as the lessons learned, there is a wealth of opportunity to improve capacity of the LGUs and target communities to enhance O&M guidelines and its application on the ground. In 2021, the strategy identified and implemented in further strengthening O&M was to increase the engagement of the communities and local officials in every step of the implementation. Best practices were also emerging from the handed over sites. A one-day learning session was organized among community contractors on March 28, 2022, LGUs, implementing partner, MOLE and other stakeholders to encourage the improvement of O&M implementation. MOLE and the BARMM government can explore replicating the model demonstrated in the Project.

- **Opportunities to build community resilience and women participation**

Through local resource based (LRB) approaches, there is an opportunity to build community resilience in a manner that optimizes employment and delivery of infrastructure assets. By providing immediate job creation and building of social assets, like water facilities, communities in fragile settings have been able to respond to crises such as COVID-19 more effectively. If resources are available, introduction of complementary initiatives/projects to the established water sites will result in a more integrated and holistic development in the area. The strategy to achieve this is to further enhance capacity of local communities in participatory planning and evaluation and to actively involve women and other vulnerable groups in the decision-making.

- **Opportunity to improve OSH implementation using community-based OSH approaches**

With the increased OSH capacity of MOLE, implementing partners, and community contractors through the training conducted and the introduction of community-based OSH approaches, there is an opportunity to improve the implementation and monitoring of OSH among workers by conducting follow up activities after the roll-out in the three sub-projects in Balabagan, Lanao del Sur and to document and share the experience. Since the Project has already ended, this can be done by MOLE and/or by the ILO in some of its existing projects such as the Child Labour Project in BARMM.

## 5.5 Budget implications

There are no major budget changes during the Project period. However, two (2) approved no-cost extensions allowed for necessary adjustments in the timeline and in the budget line items. It is also important to note that the ILO Country Office in Manila contributed resources to the Project. The Final Project Financial Statement shows that USD 2,671 million (98%) of the USD 2.732 million approved budget have been expended. The variance can be explained by the fluctuating exchange rate, which was greatly influenced by the pandemic. Most of the major contracts and/or expenses were encumbered during the earlier stages of the pandemic when the US dollar weakened against the Philippine peso (around Php 50 pesos and below per dollar). However, payment of these expenses was made and/or completed when the US dollar strengthened against the peso. The last payments were made when peso was valued at over Php 52 to the dollar.

## 5.6 Lessons learned – highlights

### 1. Implementation of infrastructure projects with social components in complex settings require time

Investing significant time in the engagement and capacity building of partners and communities proved to be important in ensuring project delivery and sustainability especially in complex settings such as BARMM. It is important that they understand the project goals and interventions, and that they are consulted in all phases of implementation. Also, it is important to ensure that the infrastructure works does not create or aggravate social tensions.

#### Community Contractors

The community contractors needed to be very well oriented and capacitated with the technical, financial and administrative aspects of works and deliverables of the project. Skills training such as simple book-keeping, procurement, warehousing, work planning, and supervision, among others, are highly important. The lack of any of these skills results in project delays. More time and effort were required to closely train the community contractors than originally envisaged. It was also found that it is essential to translate training materials into the local language, to keep procedures and templates as simple as possible, and to assess what the most effective training methods, materials and tools are, based on an assessment of the community contractors' absorptive capacities.

#### Implementing Partners

The implementing partners play a major role in the implementation of the works. Prior to implementation, it is important to assess the capacity of the IPs and ensure they have a clear understanding of their roles and responsibilities. Keeping an open communication, good relationship and engaging in technical conversations serves as a catalyst towards effective implementation strategies. Learning becomes two-way and problems are resolved more quickly. The deliverables per tranche in the Implementation Agreements had to be adjusted as well to avoid potential delays.

## **2. Role of local government units**

The role of the LGUs was realized to be essential in the success of the project. Their support paved the way in addressing both technical and social issues. The Project was able to establish partnerships with the three (3) LGUs (South Upi, Wao and North Upi). Throughout the project phases, these LGUs were highly involved in the design, planning, implementation, conflict resolution and finding the best possible ways to implement the project successfully. The LGU of Wao, for instance allocated a budget for the main tank, equipment use and labour. The other LGUs assigned personnel to conduct regular monitoring of the physical works and assisted in the transportation of supplies when access to sites was difficult. The Operation and Maintenance was institutionalized as well through the enactment of the Local Ordinance. This support signified a strong sense of project ownership and made implementation more substantial.

In areas where there is limited or no LGU support, implementation proved to be more challenging.

## **3. Virtual/Online monitoring and capacity building**

For a construction project, physical presence in conducting capacity building and monitoring activities is very important. Online monitoring sessions with implementing partners and community contractors help but it does not cover all the important aspects, especially issues on the ground. Similarly, conduct of online training does not guarantee a 100% absorption. To balance safety of participants and ensure that transfer of knowledge is guaranteed during the pandemic, virtual training must be engaging such as the use of break-out groups, Q&As, use of photos, video clips, short quizzes, etc.

To evaluate progress of the physical works, actual field visits must be scheduled based on physical works' milestones and project work plans to ensure that quality is in accordance with the design.

## **4. Operation and maintenance for project sustainability**

The importance of a proper operation and maintenance plan, and developing an appropriate management structure for the implementation of O&M guidelines takes time and experience. It has to be incorporated into community discussions early on and in every step of works implementation so that gradually, specific measures can be identified, and the community will be prepared of their responsibilities and obligations. It will also enhance a deeper sense of ownership through a formal agreement with the community.

Encouraging healthy competition among community contractors can also improve O&M.

## **5. Value of engaging local staff**

Engaging locally hired staff with knowledge of local dynamics proved to be very effective. Many issues were resolved because of this. The outcome would have been different if staff were not familiar with the area.

## **6. Value of teamwork**

Despite the COVID-19 related mobility restrictions, which forced the team members to work from home for extended periods of time, the project team demonstrated that it is possible to maintain very constructive and regular team interactions using virtual means of communication and maintain a high level of motivation.

### **5.7 Visibility and Communication**

The team and project partners made good efforts to share and disseminate important project highlights in various platforms. With the support of ILO's Assistant Communication Officer, the implementing partners were provided a crash course on communication and the Project prepared and shared impact stories and project updates. These were uploaded in the ILO's official web page and social media accounts, Facebook and Twitter as well as media press releases. Presentation materials, brochures and other collaterals were prepared and the ILO-Tokyo was involved in translating some of this material.

Additionally, a Project website has also been set up with key information in English and translated to Japanese. Furthermore, billboards containing information about the Project was installed at each work site to increase visibility.

It is worth noting that the Project was also promoted in global platforms. In February 2021, a photo taken from the pilot project in Timanan Central Elementary School won a prize at the Earth Camp photo contest sponsored by Japan Ministry of Foreign Affairs. The Project also featured in the ILC Daily Show during the opening of the International Labour Conference in June 2021. Moreover, the Project was presented in several global events such as the World Water Week in August 2021, the 2<sup>nd</sup> Meeting of the Global Tripartite Advisory Committee for the ILO's Jobs for Peace and Resilience (JPR) Flagship Programme in October 2021, and the webinar series on Strategies for Preventing and Managing Falls Across the Life-Course.

To ensure quality, the ILO policy on communication and visibility guided the development of these materials. The donor was also consulted for clearance prior to releases.

## Annexes

### 1. Project risk register

1 = Low (L); 2 = Medium (M); 3 = High (H)

Ref	Risk statement. The event we do not want to see and its potential impact on objectives	Comment Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change <sup>f</sup>	Risk Owner <sup>g</sup>	Additional risk response for the attention of the implementation team and the Steering Group.
<b>OUTCOME 1: Community contractors are prepared to address demands for local construction works</b>									
1	The possibility of selecting suboptimal Project sites and the associated effect on sustainable Project impacts	Selection criteria for Project sites are incomplete or may contain irrelevant elements, or subject to conflict of interest among BARMM officials, local government or community leaders	1) Profiling of potential sites based on triangulation of official information and site validation Broad based community involvement in the selection of specific sites	3	2	6	↔	Project Team	1. Refer to PARC any issues related to selection of sites. PARC will determine adding / dropping of sites
2	Project sites are selected that benefit elites, rather than the community as a whole.	Elites, particularly local government officials direct Projects towards villages/ communities controlled by their clans. Elites exert improper influence on their communities during Project identification and design so that:  (a) Highly beneficial Projects are not identified; or (b) the choice of Project site is based on intentionally misleading estimates of communal benefits or unreliable assurances of how the asset would be used after completion.  Examples of potential misuse assets intended for communal use (e.g. water pumps or sanitation), or access granted, as a reward, only to groups within the community that support the elite.	1) Project has established the PARC composed of different concerned agencies of the BARMM and local officials 2) The Project briefs communities on what to expect from the Project 3) Broad based community involvement in the selection of specific sites 4) Possible sites to be validated by assessment of site attributes and public consultation 5) Remote validation by use of technology	3	3	6	↔	Project Manager, CFOs	1. Explore creative ways to validate/monitor the selection. Due to COVID-19 related restrictions, physical validation / monitoring is a challenge. Virtual monitoring is an option but not sufficient. The Project relies on the Implementing Partners.
<b>OUTCOME 2: About 1, 800 workers are employed in jobs created through community-based water supply development and sanitation Projects</b>									

<sup>f</sup> The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used: ↑ Increase in the total level of risk; ↔ No change in the total level of risk; ↓ Decrease in the total level of risk.

<sup>g</sup> The Risk Owner column is used during implementation and records the name of the person with day to day responsibility for monitoring the risk and coordinating the response.

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Ref	Risk statement. The event we do not want to see and its potential impact on objectives	Comment Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change <sup>f</sup>	Risk Owner <sup>g</sup>	Additional risk response for the attention of the implementation team and the Steering Group.
3	The possibility of elites, especially those in political positions, gaining improper benefit from the selection of workers to be hired in the community works of the Project	The influence of community leaders, potentially in collusion with selected contractors leads to: <ul style="list-style-type: none"> <li>Family and friends being selected as workers</li> <li>Members of sub-clans, marginalised and minority groups, arguably of higher priority for assistance, being excluded</li> </ul> The inclusion of workers who are not from the target community	<ol style="list-style-type: none"> <li>Oversight by BARMM leadership and PARC</li> <li>The Project will brief communities on what to expect from the Project</li> <li>Broad based community involvement in the selection of workers</li> <li>Accountability Mechanism established in CEEP areas</li> </ol>	2	3	6	↔	Project Manager, CFOs	<ol style="list-style-type: none"> <li>Support community contractors conduct transparent recruitment by making job advertisement and selection criteria and process public.</li> <li>Ensure that Implementing Partners are implementing guidelines for worker selection</li> <li>Triangulate information</li> </ol>
4	The possibility of attracting insufficient suitable labour to chosen Projects, and the associated impact on the key targets (esp Projects sites completed, participation of women and person days employment).	Proposed Project does not attract community <b>interest</b> ; insufficient effort to overcome cultural resistance or the interests of dominant clans ( <b>corruption</b> ); insufficient able-bodied people; people available not motivated; inappropriate criteria used to select workers; cultural beliefs and traditions pose a barrier to participation of women as workers in the Project	<ol style="list-style-type: none"> <li>Awareness raising campaign at early stage of Project</li> <li>Community suitability included as site selection criterion;</li> <li>Engagement with women's groups</li> <li>Attractive benefits package provided (wages, insurance, social safeguards, etc)</li> <li>Contractors supported / supervised in selection of workers.</li> <li>Project's Community Facilitation Officer with responsibilities, inter alia, for community engagement, outreach and monitoring.</li> </ol>	2	3	6	↑	Project CFOs	<ol style="list-style-type: none"> <li>Include contract provisions that would encourage social inclusion (30% women participation, PWDs, senior citizens, inter alia)</li> <li>Sensitize communities on inclusion</li> </ol>
5	The possibility of increases in the cost of a contract for a Project, and the associated effect on meeting key Project targets (eg the number of Projects completed, number of beneficiaries, increase in household income, etc).	Variation/change orders are approved to cover for additional items over approved plan or a gap in specifications; the collapse of a planning assumption (eg on groundconditions); or disruption to, or destruction of, Project progress caused by community opposition or worsening security. Variation/ change orders are overpriced or not required (including through collusion).	<ol style="list-style-type: none"> <li>ILO staff review variation orders;</li> <li>Include in the budget a contingency for escalation in contract prices.</li> <li>Close monitoring of partners' Implementation Agreement financial reports</li> </ol>	2	3	6	↑	Project Engineers	<ol style="list-style-type: none"> <li>Seek support from Country Office</li> </ol>

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6	The possibility of site work not being completed to the expected standard	Inaccurate work specifications; use of inferior materials; poor supervision of works; departure from agreed schedule of works without approval; intentional misreporting of work done ( <b>fraud</b> ). Failure to observe national environmental laws and regulations. Workers are paid by the job, rather than the hour. This would discourage time wasting, but may encourage speed over quality. Worsening <b>security</b> interrupts work, or prevents engineers / ILO staff from inspecting Project sites.  COVID-19 pandemic has made monitoring of implementation more challenging due to movement restrictions.	1) Training of contractors includes environmental, social and ethical standards and business management (including supervision and minimum standards of documentation) 2) Invoices of supplies and materials certified by ILO, after site examinations. 3) Communities briefed on what to expect; community feedback / grievance mechanism created to report contractor misconduct; appoint a Community Facilitation Officer with responsibilities, inter alia, for community monitoring and outreach. 4) Issuance of local permits by authorized agencies 5) Inspections by Project staff	3	3	9	↔	Project Manager, Project engineers, CFOs, AdFin	1) Draft reporting templates that would require multiple partners to sign 2) Exploit technology to monitor implementation during pandemic. 3) Intensify triangulation of reports
7	The possibility of work at Project sites breaching International Labour Standards	Understanding of and commitment to ILS are low; legal sanctions for breaches of labour rights or OSH are not likely to be imposed, child labour could be a problem. Security concerns may limit direct ILO access to communities.  COVID-19 pandemic has made monitoring of implementation more challenging due to movement restrictions.	1) Community briefing 2) Training of contractors 3) Inspections by Project staff 4) Community Facilitation Officer with responsibilities, inter alia, for community engagement, outreach and monitoring. 5) Create local monitoring community as community feedback / grievance mechanism to report concerns (eg contractor misconduct, environmental/ social harm, etc)	3	3	9	↔	Project CFOs	1.) Exploit technology to monitor implementation during pandemic. 2.) Intensify triangulation of reports
8	The possibility of a delay in the completion of the Project and the associated effect on meeting key targets	Given the uncertainties in the Project's operating environment, the one year timetable for the Project may prove to be ambitious.  COVID-19 pandemic has made monitoring of implementation more challenging due to movement restrictions.	1) Regular monitoring of sites 2) Regular progress reports to be prepared and updates provided to the PARC and the donor	3	3	9	↔	Project Manager	1.) Exploit technology to monitor implementation during pandemic. 2.) Intensify triangulation of reports
<b>OUTCOME 3: Beneficiary communities have improved access to safe and reliable water supply</b>									

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Ref	Risk statement. The event we do not want to see and its potential impact on objectives	Comment Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change <sup>f</sup>	Risk Owner <sup>g</sup>	Additional risk response for the attention of the implementation team and the Steering Group.
9	The possibility of Projects missing an opportunity to improve environmental quality, resource protection or the ecology, or bring economic benefits to neighbouring communities, and the associated effect on sustainable Project impacts	Engineers in drawing up the specifications for the work on a Project site concentrate on the narrow requirements of the work, overlook viable alternatives and miss the bigger picture. <b>(capacity)</b>	<ol style="list-style-type: none"> <li>1) Communities are involved in determining the scope of works</li> <li>2) Training of engineers</li> <li>3) Site development plans include installation of environmental protection and conservation measures</li> <li>4) Feedback on specifications by Project staff</li> <li>5) Inspections by engineers and Project staff</li> </ol>	2	2	4	↔	Project Engineers	1.) Continuous reminder and monitoring
<b>OUTCOME 4: Communities have strengthened capacities on proper use and maintenance of water supply system</b>									
10	The possibility of completed Projects being inadequately maintained, and the effect on desired Project impacts.	<p>Maintenance requirements underestimated during site selection; lack of <b>govt structures, capacity and funding</b>; lack of community interest or not part of community habits <b>(culture)</b>; poor quality work from the contractor <b>(contractor attitude/commitment)</b>; contractor invoices for work not done <b>(fraud)</b>. For the donor, the priority is to make infrastructure usable again, with longer term maintenance being secondary.</p> <p>COVID-19 pandemic has made monitoring of implementation more challenging due to movement restrictions.</p>	<ol style="list-style-type: none"> <li>1) Feasibility, degree of community support and commitment and cost of on-going maintenance (including availability of funds) included within selection criteria;</li> <li>2) Community Facilitation Officer with responsibilities, inter alia, for community engagement, outreach and monitoring.</li> <li>3) A “culture of maintenance” will be developed among the beneficiary communities. Community briefing on proper use and maintenance to ensure the prolonged and useful life of facility</li> <li>4) Handover/completion report contains maintenance regime</li> <li>5) Training of contractors</li> <li>6) Local government unit inspection of completed Projects based on standards</li> <li>6) Create Community Maintenance Groups to look after completed Projects.</li> <li>7) Institutionalize O&amp;M Plans through policies</li> <li>8) Functionalize Technical Working Groups where possible</li> </ol>	3	3	9	↔	Project CFOs and Engineers	
<b>Project Management</b>									

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11	The possibility of missing an opportunity to support the development of broader economic opportunities, through the supply of labour and materials to other activities, and the associated effect on sustainable Project impacts	PARC and Project staff focus on the narrow scope of the Project	<ol style="list-style-type: none"> <li>1) Procurement of materials wherever possible from within the province or BARM region (local resource-based approach).</li> <li>2) Training of contractors</li> <li>3) Engage local industry employers</li> <li>4) Sub-Project design include improvement of community access to other livelihood opportunities</li> </ol>	2	2	4	↔	Project Engineers	1.) Strengthen monitoring of implementation
12	The possibility of failing to recruit sufficient qualified <b>staff</b> , and the associated effect on and sustainable Project outcomes	Qualified local staff are in high demand	<ol style="list-style-type: none"> <li>1) The search for suitable staff has already started</li> <li>2) Staff will be recruited nationally</li> </ol>	2	2	4	↔	Management	n/a
13	The possibility of the plans and targets proving to be unrealistic, and the associated effect on Project completion and delivery of key targets.	<p>The Project takes place in a highly volatile environment. Planning assumptions may not hold true; outturn indicators could fall short of some targets, or considerably exceed others.</p> <p>The uncertainty COVID-19 pandemic has brought makes planning more challenging</p>	<ol style="list-style-type: none"> <li>1) Targets have been set as conservatively as possible.</li> <li>2) Plans will be revisited during the inception phase with community involvement so that planning assumptions are as soundly based as possible.</li> <li>3) Requests to change allocations between budget lines.</li> </ol>	3	2	6	↔	Project Manager	
14	The possibility of injury to ILO personnel and the associated effect on staff engagement and sustainable Project outcomes.	<p>The <b>security</b> situation can be volatile placing staff at risk.</p> <p>Risk of COVID-19 threatens the health of staff</p>	<ol style="list-style-type: none"> <li>1) Use local partners in remote locations</li> <li>2) UNDSS guidelines and AMISOM protected areas</li> <li>3) Active engagement of OPAPP and PARC in critical locations</li> </ol>	3	3	9	↑	Project Manager	1. Strictly implement and practice health and safety protocols

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15	The possibility that Project staff might not be able to visit and monitor the Project staff due to security concerns PROJECT MANAGEMENT	Worsening security makes site visits impractical/unaffordable or not allowed by UN Security; Site visits are needed to review progress, provide advice, certify invoices and check that contractors do not depart from the schedule of works.  Aside from security issues, mission and monitoring activities have been limited due to COVID-19	<ol style="list-style-type: none"> <li>1) Site visits are undertaken by nationally recruited staff</li> <li>2) UN Security is closely involved in movements of Project staff</li> <li>3) Training of contractors includes ILO ethics.</li> <li>4) Explore multiple sources of data to review progress and achievements – including potentially a third party monitoring system e.g., local monitoring committee and satellite monitoring.</li> <li>5) Regular updating and sharing of Project developments to the PARC</li> <li>6) Exploit technology for remote monitoring</li> </ol>	3	3	9	↔	Project Manager	1. Advocate self-care to avoid getting sick from COVID-19

Key: [Insert scales in the Change column]

- ↑ Increase in the total level of risk
- ↔ No change in the total level of risk
- ↓ Decrease in the total level of risk

## 2. List of Water Sub-Projects

No.	Name Sub-Project	Cost (Php million)	Number of beneficiaries		Employment created			Implementing Partner	Community Contractor / Community-based Organization	Handover date
			Beneficiaries HHs	Other beneficiaries (e.g school children)	CBO management + workers					
					no. of workers	work-days	wage transfers (Php) <sup>h</sup>			
1	Timanan Level II and III WS	2.07	100	1,600	70	1,303	476,700.00	Local Government Unit	Timanan Central School Parent-Teachers Association	Nov 2020
2	Wao Water System Expansion	12.98	2,952	2,319	269	7,488	2,161,701.00	A Single Drop for Safe Water	Katutungan Irrigators Association	Mar 30, 2021
3	Looy Water System Level II	5.03	250	1,169	258	4,588	1,097,900.00	Bangsamoro Development Agency	Ke'minanam Luweg Waleg Association	June 2021
4	Renti Water System Level II	3.41	60	300	97	1,653	349,750.00	Bangsamoro Development Agency	Nasag Pusaka Krasur Deb Renti	April 2021
5	Rifao Water System Level II	1.84	80	435	53	2,210	256,550.00	Bangsamoro Development Agency	Rifao Spring Development Project Association	June 2021
6	Banago, Poblacion Water System Level II Balabagan, LDS	17.09 <sup>i</sup>	1,315	-	106	3,352	2,876,119.26	A Single Drop for Safe Water	Balabagan Water System Association	March 9, 2022
7	Narra + Batuan Water System Level II Balabagan, LDS		558	-	76	2,132		A Single Drop for Safe Water		March 9, 2022
8	Magulalong Water System Level II Balabagan, LDS		174	-	87	1,714		A Single Drop for Safe Water		March 9, 2022
9	Nanga-an Water System Level II	3.42	1,047	292	78	2,746	1,128,025.00	A Single Drop for Safe Water	Nangaan Farmers Peace and Development Association	March 10, 2022
10	Reina Regente Water System Level II (Deep Well)	3.94	95		106	2,052	1,179,104.00	A Single Drop for Safe Water	Reina Regente Producer Cooperative	March 15, 2022
11	Tenorio Water System Level II (Deep Well)	3.74	70		49	1,353	1,291,150.00	A Single Drop for Safe Water	Fengalap Farmer Producers Cooperative	April 5, 2022
<b>TOTAL</b>		<b>53.52</b>	<b>6,701</b>	<b>6,115</b>	<b>1,249</b>	<b>30,591</b>	<b>10,816,999.66</b>			

<sup>i</sup> One community contractor is managing the three sub-projects

### **3. Activity Photos**