

Understanding of the socio-economic impact of PAMANA initiatives in conflict-affected areas in the Philippines

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ABSTRACT

This study examines the socio-economic impact of PAMANA development initiatives in conflict-affected areas of Negros Oriental, Philippines, employing a descriptive survey methodology. It focuses on profiling beneficiary respondents, identifying implementation challenges, and evaluating the projects' social and economic effects. Despite PAMANA's implementation since 2016, there has been a lack of comprehensive monitoring and evaluation, which has prompted this research. Coordination meetings with farmer associations and LGUs facilitated data collection using descriptive survey questionnaires from 13 geographically dispersed associations, primarily comprising farmers and active PAMANA participants. Analysis of responses from 272 beneficiaries reveals the challenges faced by beneficiaries of the PAMANA program, including inadequate project monitoring, leadership deficiencies, and communication gaps. The Covid-19 pandemic has further exacerbated these challenges, leading to economic uncertainty among participants. While some respondents reported successful program implementation, a significant portion expressed dissatisfaction with its impact on health services, education, and financial improvement. Addressing these concerns requires a comprehensive approach, including enhancing communication strategies, fostering leadership development, and identifying and rectifying program shortcomings. Overall, the findings underscore the need for targeted interventions to improve the PAMANA program's effectiveness in supporting its beneficiaries' economic and social well-being. Policymakers can use this evidence to formulate policies and strategies grounded in data-driven insights, enhancing the likelihood of achieving desired socio-economic outcomes. Finally, the result provides new empirical evidence and analysis that enriches scholarly understanding of the intersection between development interventions and peacebuilding efforts.

1. Introduction

The Peace and Development Programs in the Philippines aim to reduce vulnerability and stabilize communities in conflict-affected areas through inclusive social and economic initiatives. The Payapa at Masaganang Pamayanan (PAMANA) program serves as the Philippine government's primary peace and development framework, designed to be conflict-

sensitive, fostering peace and enhancing social cohesion in underserved communities (Haim et al., 2019). Approximately P53.243 billion pesos were allocated to government agencies to support the peaceful resolution of armed conflict through negotiated political settlements and programs aimed at poverty reduction, governance improvement, and local empowerment (Haim et al., 2019). Moreover, the PAMANA program consolidates development efforts within conflict zones under a unified framework, distinct from previous donor-driven or military-led initiatives (Haim et al., 2019).

Between 2011 and 2016, it implemented and completed a total of 4,123 sub-projects situated in 67 municipalities across 18 provinces in 08 regions. These projects encompassed infrastructure development (including housing units, farm-to-market roads, and bridges), livelihood initiatives (such as Livelihood Settlement Grants and cattle/goat dispersal), and financial assistance (DSWD Memorandum Circular No. 34, 2020, Department of Social Welfare and Development, 2020). Some agricultural interventions, funded by PHP58 million from the national government, yielded “solid” gains despite the agriculture sector having the highest poverty incidence. Notably, rice and corn production in organic agriculture increased to 2.61 Metric Tons (MT) per hectare (ha) and 1.25 MT/ha, respectively, compared to previous years (Department of Agriculture-Philippines, 2022). So, an estimated 1,047,458 household beneficiaries could access essential services (DSWD Memorandum Circular No. 34, 2020, Department of Social Welfare and Development, 2020). However, poverty alleviation programs did not uniformly lead to decreased local armed conflict, and delays and lapsed funds hindered the success of some interventions (NEDA Report, 2019).

Negros Oriental is one of the few provinces in the Central Philippines selected to benefit from grants and projects under the PAMANA program. Recent poverty statistics revealed that 29.3%, or 414,042 residents in the province, lived below the poverty line, lacking adequate income to meet their basic food and non-food needs (Tilos, 2024). Moreover, communities face vulnerability due to the ongoing conflict between government forces and suspected insurgents, which poses a threat to their lives and livelihoods. To help achieve peace and improve the living conditions in the province, the government is trying to fulfill its promise of delivering necessities and sustaining the provision of government services to the people through the PAMANA program interventions. Sixteen (16) farmers’ associations affected by insurgencies and one (1) association of rebel returnees were recipients of financial grants, livelihood initiatives, and infrastructure projects under the PAMANA program. However, the monitoring and evaluation of government projects are not commonly practiced for several reasons (Suvedi & Stoep, 2016), including poorly operationalized M&E systems, a lack of measurable performance indicators (Food and Agriculture Organization of the United Nations, 2023), absence of policy and program evaluations, and limited capacity to utilize technical evaluation tools (Ocharo & Rambo, 2020). Government entities are typically aware of this deficiency and actively seek expertise from academic and private sectors to bolster their monitoring and evaluation capabilities across various objectives (Dart et al., 1998).

Since its implementation began in 2016, PAMANA programs have lacked a comprehensive socio-economic evaluation for interventions and grants, such as infrastructure development, livelihood initiatives, and financial assistance, implemented in sixteen associations in Negros Oriental, Central Visayas Region, Philippines, all directly affected by armed conflict. Evaluating PAMANA programs is essential due to the critical need for accountability, transparency, and effectiveness in government initiatives, particularly those addressing social and economic challenges in conflict-affected regions. By assessing the social and financial

performance and impact of PAMANA programs, stakeholders can identify areas of success, pinpoint areas for improvement, and ensure that resources are allocated efficiently to maximize benefits for the communities involved. Recently, various infrastructure projects, such as roads, water systems, and housing units, have been built in the area, resulting in the more efficient movement of goods and services and improving socio-economic conditions in beneficiary communities in some areas.

Hence, this present study aims to examine the socio-economic impact of PAMANA development initiatives in conflict-affected areas of Negros Oriental, Philippines. It focuses on profiling beneficiary respondents, identifying implementation challenges, and evaluating the projects' social and economic effects. Finally, the study's findings provide a comprehensive assessment of the socio-economic impact of PAMANA initiatives. Policymakers gain insights into the effectiveness of these programs in promoting development objectives and informing future policy decisions regarding resource allocation, program design, implementation strategies to scale up effective interventions, and avoiding pitfalls encountered in previous initiatives. Furthermore, the result provides new empirical evidence and analysis that enriches scholarly understanding of the intersection between development interventions and peacebuilding efforts.

2. Theoretical basis/Literature review

This research paper draws upon several theoretical frameworks to guide the socio-economic evaluation of the PAMANA program interventions. Firstly, the Logic Model provides a structured approach to understanding the inputs, activities, outputs, outcomes, and impacts of the programs. A logic model is a graphical or textual depiction of a program's intended operations, connecting outcomes with processes and underlying theoretical assumptions (Kellogg, 2004). It allows for a systematic analysis of the causal relationships between program interventions and desired outcomes. The logic model helps decide which interventions to implement in specific emergencies and areas and identifies the need for potential adaptations (Kneale et al., 2020). It guides program participants in applying the scientific method and articulating clear hypotheses or objectives to be tested in project development, implementation, and monitoring (Kaplan & Garrett, 2005). A study found that the logic model is an effective planning, evaluation, and project management tool, increasing the likelihood of achieving goals while engaging leadership and members meaningfully (Hayes et al., 2011). The logic model application indicated the necessity to devise innovative strategies for implementing interventions in diverse and occasionally challenging settings and to comprehend how complex interventions adapt during implementation to generate desired outcomes (Mills et al., 2022). In addition, using a logic model design as an evaluation framework provided a structured approach to introduce and assess a complex model to enhance students' learning and well-being in higher education (Havsteen-Franklin et al., 2023). Applying a logic model assessed Korea's Covid-19 response policy, aiding in mitigating social and health effects through timely identification, prevention of transmission, effective treatment, and well-being protection (Chun et al., 2021).

Similarly, applying a logic model for the PAMANA project emphasizes the importance of systematically tracking project progress to achieve meaningful impact supported by funding resources, skilled personnel, and appropriate monitoring tools. The logic model framework allows regular data collection activities and analysis of gathered information to evaluate the PAMANA intervention's effectiveness and identify areas for improvement. Moreover, the logic model process requires PAMANA stakeholders to work together to improve relationships and focus (Hayes et al., 2011). Stakeholders can more closely assess the extent to which PAMANA

project outcomes have been achieved (Helitzer et al., 2010). Stakeholder engagement remains integral, serving as a mechanism facilitating collaboration and transparency. Through these efforts, the PAMANA projects enhance accountability and decision-making, ensuring that social and economic interventions align with government objectives and are responsive to community needs. Hence, using a logic model framework for introducing and evaluating PAMANA projects seeks to drive positive changes in targeted communities, foster sustainable development outcomes, and maximize the project's overall social and economic impact. Lastly, it helps achieve consensus among diverse stakeholders by focusing on objectives that are concrete, measurable, and mutually acceptable (Helitzer et al., 2010).

Secondly, the Theory of Change is a guiding framework for articulating the pathways through which the PAMANA interventions are expected to bring about positive changes in the target communities. A theory of change is a project-specific and evaluation-related concept that clarifies a project's rationale, aiding planning, implementation, assessment, and reporting (Reinholz & Andrews, 2020; Rogers, 2014). It outlines how an initiative, be it a policy, strategy, program, or project, progresses through a series of early and intermediate outcomes to achieve its intended result (Serrat & Serrat, 2017). This means that the theory of change applies to any project or organization trying to do good, whether it is curing a disease, changing a policy, or tackling a social problem (Noble, 2019). It explains how a given intervention is expected to lead to specific development change driven by sound analyses, consultation with key stakeholders, and learning what works and what does not in diverse contexts (United Nations Development Assistance Framework, 2017). The theory of change outlines pathways for PAMANA to achieve peace in conflict areas, including supporting sustainable livelihoods and infrastructure. The Innovations for Poverty Action (IPA) 2019 report noted economic improvements, with 20% more local businesses and high beneficiary satisfaction. Despite gains, PAMANA struggled to reduce armed group presence or violence, with NPA-affected areas seeing increased activity. While extremist violence decreased, local crime rose, and tensions between armed groups intensified. In Maguindanao, 80% reported armed group interference in project implementation (Haim et al., 2019). Another pathway involves strengthening LGUs and government agencies to implement Conflict Sensitivity and Peace Promotion (CSPP) compliant projects to prevent or mitigate conflict exacerbation. This includes engaging different PAMANA stakeholders to facilitate funding for proposed projects and ensuring timely delivery, implementation, and monitoring of socio-economic interventions in identified areas. However, political transitions, delays, and funding lapses hindered implementation. Challenges included coordinating across agencies, leading to delays and fund lapses, and undermining trust in the government: political factors, especially post-2016 leadership transitions, delayed commitments to peace tables and agreements. PAMANA's success largely depended on the support or capture of local elected officials (Haim et al., 2019). The Theory of Change is a crucial framework for understanding how PAMANA interventions can drive positive transformations in conflict-affected communities. Despite political transitions and funding issues, PAMANA's support for sustainable livelihoods, infrastructure development, and conflict-sensitive projects has yielded promising results. Looking ahead, sustained collaboration with stakeholders and a focus on addressing underlying causes of conflict will be essential for PAMANA to foster lasting peace and prosperity in these communities.

Furthermore, the Theory of Change is collaboratively developed with stakeholders and continually adjusted throughout the intervention's implementation and evaluation phases. This iterative process, guided by a reflective approach, allows for a deeper understanding of the

dynamics of change (De Silva et al., 2014; James, 2011). Such an approach underscores the importance of comprehending both the social and economic welfare and the mechanisms. Analyzing the interrelations among the model's components, this methodology can also identify controls for enhancing system outcomes (Walker et al., 2018). By delineating critical assumptions and causal pathways, the Theory of Change facilitates the identification of relevant indicators and evaluation criteria for PAMANA programs.

Another theory explored in the study is the timing and sequence of peacebuilding interventions, which remains understudied despite consensus on effective practices (Langer et al., 2016). Post-conflict reconstruction theory aims to simultaneously improve law and order, governance, economic development, and social conditions, striving for peace consolidation and sustainable development in conflict-affected areas (Tzifakis, 2024). It involves distributing relief assistance, restoring physical infrastructure and facilities, reestablishing social services, creating appropriate conditions for private sector development, and implementing essential structural reforms for macroeconomic stability and sustainable growth (Tzifakis, 2024). Likewise, reconstruction policies should focus on achieving more comprehensive economic inclusion and lesser inequality and substantially reducing unemployment (Makdisi & Soto, 2023). The PAMANA Program is the national government's peace and development convergence program (OPAPRU Report, 2020). Conflict-sensitive approaches foster peace and social cohesion in underserved communities (Haim et al., 2019). Government agencies received approximately P53.243 billion pesos to support peaceful conflict resolution and programs targeting poverty reduction, governance improvement, and local empowerment (Haim et al., 2019). The PAMANA Program aims to contribute to (a) addressing issues of injustice and improving community access to socio-economic interventions; (b) improving governance by building the capacity of national government agencies and Local Government Units (LGUs) for a conflict-sensitive, peace-promoting, culture-sensitive, and gender-sensitive approach to development; and (c) empowering communities and strengthening their capacities to address issues of conflict and peace (Manasan & UN.ESCAP, 2020).

In 2020, PAMANA delivered Conflict-Sensitive and Peace-Promoting (CSPP) projects to communities that had been marginalized in development, including 247 water supply systems, 157 livelihood programs, 111 community infrastructure projects, 66 rural electrification systems, 34 agricultural support initiatives, 26 capacity-building interventions, and two agri-fishery enterprises (Philippine News Agency, 2020). However, PAMANA interventions did not consistently lead to reduced local conflict and improved economic conditions because PAMANA funds were often delayed and sometimes lapsed, with politics being a critical factor in delaying implementation (Haim et al., 2019). So, it is essential to consider the timing and sequence of peacebuilding interventions alongside the multifaceted nature of post-conflict reconstruction. While significant strides have been made in understanding effective practices, further research remains needed. The PAMANA Program exemplifies the Philippine government's commitment to fostering peace and development in conflict-affected communities through targeted initiatives addressing various socio-economic needs. Programs like PAMANA contribute to building sustainable peace and promoting inclusive development by prioritizing conflict-sensitive approaches and empowering local communities.

In summary, this study employs the Logic Model to systematically analyze the PAMANA program's interventions and outcomes, emphasizing the necessity for innovative strategies and stakeholder collaboration to enhance project effectiveness. Furthermore, it utilizes the Theory of Change to delineate how PAMANA interventions lead to positive changes in

target communities, acknowledging challenges like political transitions and funding issues while highlighting promising results in sustainable livelihoods and conflict-sensitive projects. The paper also addresses the timing and sequence of peacebuilding interventions, underscoring the need for further research in post-conflict reconstruction. Through targeted initiatives, such as those within the PAMANA Program, the Philippine government demonstrates its commitment to fostering peace and development, thus offering a comprehensive evaluation of its socio-economic impact in conflict-affected areas. Therefore, integrating these theoretical perspectives thoroughly evaluates the PAMANA programs, shedding light on their effectiveness in promoting sustainable peace, development, and resilience in conflict-affected areas in the Philippines.

3. Methodology

This study employed mixed qualitative-quantitative research for data collection to identify patterns and understand causation within the studied area. The aim was to address a problem, improve society, and enhance the social and economic conditions (Pardede, 2018). The data were gathered using the purposive survey that included 272 respondents identified by the Department of Social Welfare and Development (DSWD). The respondents were mainly farmers and active members engaged in PAMANA activities who received projects and interventions from 13 geographically dispersed associations located at the different local government units in Zamboanguita, Siaton, Tanjay, Amlan, Guihulngan, and Pamplona in the Province of Negros Oriental, Philippines. The study utilized a researcher-made questionnaire written in the local Visayan dialect, incorporating insights from relevant literature, studies, experiences, and ideas from key informants, including government officials and association officers, that provided a comprehensive understanding of PAMANA program interventions. In addition, coordination meetings with stakeholders were conducted to discuss interview objectives, survey instruments, and project implementation details. A pilot test was performed on sample respondents not included in the study. The questionnaire was analyzed using Cronbach's Alpha to measure the instrument's reliability and validity, ensuring a robust data collection and analysis tool.

The questionnaire contained questions about the socio-economic profile, problems and challenges encountered by PAMANA beneficiaries, and social and economic benefits of PAMANA interventions. In determining the socio-economic profile of the respondents, the following were included: sex, civil status, educational level, age, number of households, awareness of PAMANA, and source of information in assessing the problems and challenges encountered by PAMANA beneficiaries. The frequency count analysis was used to identify the most prevalent challenges in implementing the PAMANA program interventions. This quantitative approach complemented the qualitative insights gathered from open-ended questions and stakeholder consultations, providing a comprehensive understanding of the challenges faced in the implementation process. For the social and economic benefits, the descriptions 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree were used to provide valuable insights into PAMANA beneficiary's opinions and attitudes. Responses to the Likert scale statements were tabulated and analyzed using frequency count, percentage, weighted mean, and pie charts for visualization. Each pie chart represented the distribution of responses across the different levels of agreement or disagreement (e.g., strongly agree, agree, neutral, disagree, strongly disagree) for a specific statement.

Furthermore, the pie charts visually represented the respondents' perceptions regarding the social and economic benefits of the PAMANA program interventions. They allowed for a quick and intuitive understanding of the respondents' opinions distribution for each statement,

highlighting areas of consensus or divergence. Then, the Likert scale analysis results were interpreted to assess the overall perceived social and economic impact of the PAMANA program interventions, which helped inform future program planning and implementation strategies. Translating quantitative data from Visayan to English involves a methodical approach. It begins with transcription, followed by literal translation while considering cultural context. The translator interprets and adapts as needed for clarity and accuracy. Review and revision ensure fidelity to the original, with consultation for complex terms. The final translation is documented for transparency.

Before the study, careful coordination was maintained with relevant government agencies and association managers. Respondents were guaranteed that their participation was voluntary and non-incriminatory and assured that the results would be beneficial. Participants could withdraw at any time if they felt uncomfortable with the study. Confidentiality of respondent names was strictly maintained. Lastly, to enhance policy effectiveness, it is essential to emphasize transparency and critical evaluation by acknowledging limitations in the study's sampling and collection strategy. This ensures policymakers understand potential issues associated with the strategy, making well-informed policies more likely to achieve intended goals.

4. Results and discussion

4.1. Socio-economic profile of respondents

Table 1

Socio-Economic Profile of Respondents

Socio-Economic Profile	Frequency	%
Sex:		
Male	85	31.02
Female	189	68.98
Civil Status:		
Single	37	13.50
Married	217	79.20
Widowed	20	7.30
Educational Level:		
Elementary Level/Graduate	168	61.31
Secondary Level/Graduate	86	31.39
College Level/Graduate	20	7.30
Age:		
20 and below	1	0.40
21 - 35 years old	40	14.6
36 - 50 years old	90	32.8
51 - 65 years old	97	35.4
65 and above	45	16.4
Number of Households:		

Socio-Economic Profile	Frequency	%
None	0	0
01 - 03	82	29.93
04 - 05	110	40.15
Above 05	82	29.93
Awareness of PAMANA		
Yes	274	100
No	0	0
Sources of Information:		
Co-Members/ Fellow Beneficiaries	233	85.04
LGU Officials (Local and Barangay Officials)	30	10.95
Others: (Government agencies, meetings, etc.)	14	5.11

Source. Data analysis result of the research

There were 165 or 60% of the 272 PAMANA beneficiaries, aged fifty-one (51) to sixty-five (65) years old. The majority are married women with elementary education, residing with five (5) household members. Increased involvement and inclusion of women in peace and development programs provide diverse perspectives on political, economic, and socio-cultural issues, fostering human rights and peace solutions (Philippine Commission on Women, 2024). Various studies have demonstrated that women's systematic and representative participation in conflict resolution processes substantially enhances the likelihood of achieving sustainable peace (Adjei, 2019). Moreover, one hundred thirty-eight (138) or 51% of respondent-beneficiaries are involved in agriculture. Their reported monthly earnings range from Php 1,000.00 to Php 4,000.00 pesos, primarily derived from farming, food sales, operating small stores, or serving as barangay officials. Their monthly income falls significantly below the poverty threshold, set at Php 12,030.00 pesos per month for a family of five (5), or Php 79.00 pesos per day per person for food and non-food expenses (Philippine Statistics Authority Report, 2022). Income distribution in the Philippines is notably unequal (Gerson, 1998). Poor Filipino families living with large households and limited educational attainment often led to agriculture-related activities such as subsistence farming, agricultural wages, self-employment, domestic remittances, and government assistance (Canlas & Mula, 2021).

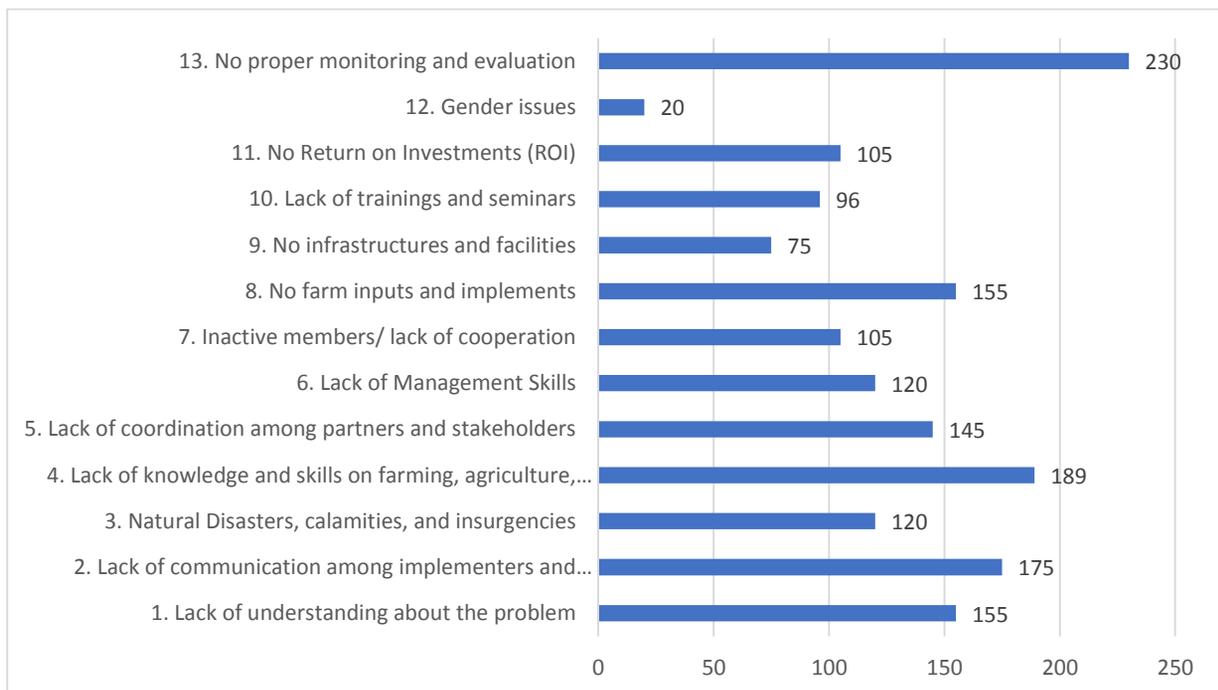
Regarding their awareness of the PAMANA program, the beneficiary respondents are well-informed about its implementation through meetings organized by government agencies and local government units. This underscores the significance of community-based communication and networking in disseminating information to government program beneficiaries. Besides, the engagement of barangay officials and representation from municipal/city officials and government agencies indicates a formal program promotion at different administrative levels.

Therefore, to strengthen the effectiveness of the PAMANA program implementation, the intended beneficiaries' participation in social preparation activities is vital. These activities are pivotal in development and community engagement initiatives, typically conducted before program or project implementation to raise awareness, build trust, and encourage participation among target communities.

4.2. Problems and challenges encountered as perceived by PAMANA project beneficiaries

Figure 1

Problems and Challenges Encountered



Source. Data analysis result of the research

The findings illustrated in Figure 1 show that the lack of project monitoring and evaluation escalates the recurring problems and challenges experienced by the beneficiary respondents. The most prevalent challenges perceived were the lack of understanding and negotiation, leadership deficiencies among officials, and lack of communication channels. The comments mentioned by the PAMANA beneficiaries were: “*Dili magkasinabtanay, Walay unity sa member*” (lack of Understanding, No unity among Members), “*kulang sa pagdumala sa opisyaes*” (lack of leadership from officers), and “*kulang sa communication*” (lack of communication). These numerous challenges can lead to total or partial project failure (Nyansiro et al., 2021). Studies have proven that constant communication is vital in the project environment to avoid duplication of information. Effective communication provides all parties involved in the project with relevant, timely information for the successful delivery of the project (Ackah, 2020).

Another issue is the lack of management skills and knowledge in farming, negatively impacting the project’s success (Mazikana, 2023). The Pamana beneficiaries lamented that “*Lahi2x ug leader, lahi2x ug patakaran dili ma focus sa usa na tuong, mag usab2x*” (Different leaders having different leadership and management styles). In some instances, improper project management increases costs, delays in government services and programs, and corruption (Mazikana, 2023). Management skills and competence are vital factors in the continuous success of every organization and its projects (Bratton & Gold, 2017). The lack of these skills diminishes the chance of success for managers and, ultimately, the organization (Sabokro et al., 2018).

In addition, the outbreak of the novel Covid-19 disease and other natural disasters has prompted various health protocols and economic policies disproportionately affecting the poor and vulnerable (Chung et al., 2021). During the pandemic, members were not motivated: “*Wala gana ang miyembro, Kalamidad (Bagyong Odette), Time sa pandemic*” (lack of enthusiasm

among members, typhoon Odette, pandemic time). These problems have hurt the community's economic activities (Ashraf, 2020), with several PAMANA beneficiaries not achieving the anticipated financial gains and experiencing 'no profit.' Typhoons badly damaged their infrastructures: "*Naguba ang atop sa bagyo, walay tubig*" (typhoons smashed roofs, water supply is scarce). Their lack of profitability could stem from various factors, including market fluctuations, insufficient resources, inadequate training, or inherent flaws in the program design. The swift and intense economic shock, reflected in job losses and exacerbated by the severity of the economic contraction relative to the virus spread, has led to heightened economic uncertainty among PAMANA beneficiaries (Martínez-Córdoba et al., 2021).

Conversely, nearly 20% of the beneficiary respondents reported no significant challenges, highlighting that some participants experienced successful implementation. Communities that underwent PAMANA projects saw substantial improvements in local economic conditions and reported high levels of satisfaction with the economic outputs of various PAMANA projects (NEDA Report, 2019). Enhancing communication strategies, fostering leadership development among program officials, and facilitating effective negotiation processes could contribute to participant understanding, empowerment, and improved program outcomes.

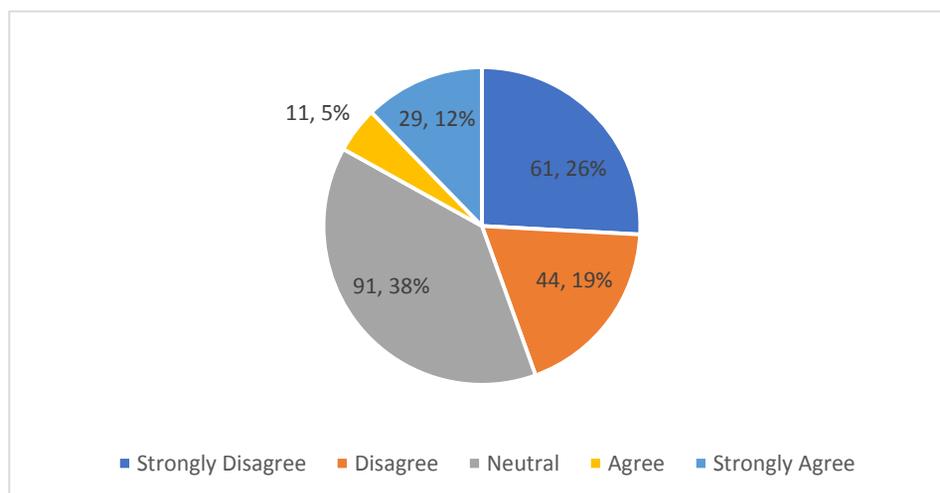
Further investigation into the factors contributing to the 'no profit' responses is crucial to identify program weaknesses. Hence, the findings underscore the need for targeted interventions and the design of practical solutions that ensure the financial sustainability and success of PAMANA's livelihood initiatives. At the same time, the problems and challenges PAMANA beneficiary-respondents encounter in implementing peace and development programs should be addressed.

4.3. Social and economic benefits of the PAMANA project

4.3.1. Social benefit of the PAMANA program

Figure 2

Distribution of the Social Benefits of the PAMANA Project



Source. Data analysis result of the research

In Figure 2, the perspectives of beneficiaries regarding the impact of the PAMANA enterprise on their social well-being are presented. A notable 45% of respondents express strongly or generally disagree with the statement concerning the program's influence on social services. This inclination suggests doubt about the positive effects of the PAMANA component

program on their social needs, prompting a closer examination of potential shortcomings or limitations in addressing social-related needs. While approximately 38% remain neutral, signifying uncertainty or the absence of strong opinions, examining their viewpoints is crucial for a comprehensive understanding of the program's efficacy. Here are some of their comments: "*Supporta sa Association para makatabang paglambo sa panginabuhian*" (support the association to progress), "*Muhatag ug oportunidad nga makatabang para sa panginabuhian sa mga miyembro sa association*" (provide livelihood opportunities to the members of the association), "attended numerous trainings but never joined Livelihood Program ug wala napadayon" (attended numerous trainings but never joined livelihood program and did not continue). Their comments foster positive peace development within their households and community, motivating support for the growth of the PAMANA project into a sustainable livelihood program (Romano et al., 2022).

On a positive note, 12% of respondents strongly affirm that the PAMANA significantly improved their family's health, showcasing its potential for positive impact. Another 5% agree with the statement, providing additional support for the favorable health outcomes associated with the enterprise. The respondent commented "*Oo, makaayo para sa pamilya ug makatabang sa kinahanglanon panglawas ipalit sa tambal*" (Yes, good for the family and help to buy health medicines), "*Tabang sa panginabuhian sa budget sa panglawas education*" (help augment budget for health and education). However, a significant 19% strongly disagree, indicating dissenting views and necessitating an analysis of the factors contributing to their negative perceptions as commented: "*Wala na improve ang association, dili magkasinabot ang miyembro*" (No improvement in the association, disagreement among members). These findings underscore the need to evaluate the program's health impact comprehensively. Exploring the reasons behind neutral and negative responses can guide targeted interventions to enhance the enterprise's ability to promote sustainable health improvements for PAMANA beneficiaries.

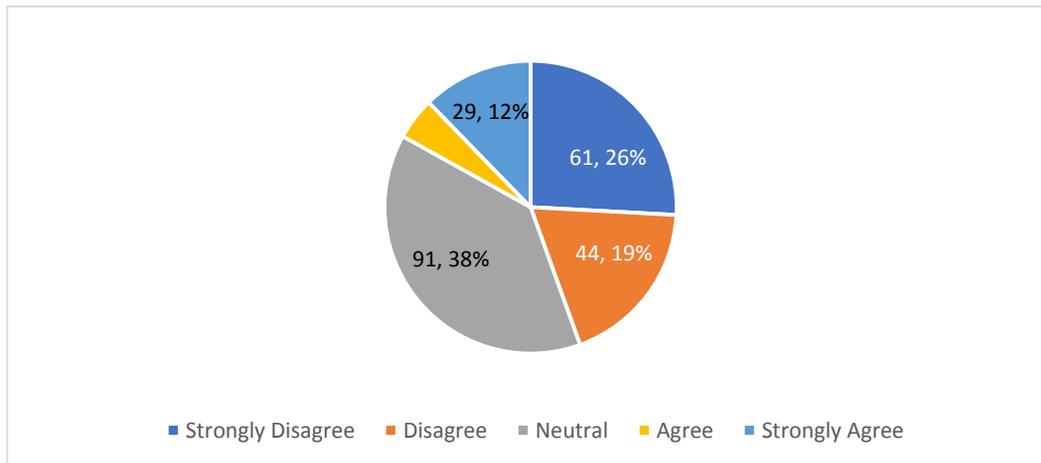
Turning to the PAMANA program's influence on family members' access to education, the results reveal uncertainty or mixed feelings about the program's effectiveness in facilitating schooling. Their participation is for future education and improvement "*Para sa kalambuan, para sa mga anak sa skwela.*" Further exploration of their perspectives could yield valuable insights into potential program shortcomings or challenges participants face. This signifies a substantial portion of individuals who firmly believe the program did not positively impact educational opportunities within their families. Understanding the reasons behind this strong dissent is critical for identifying areas for improvement.

These findings depict a subtle perspective, with neutral and negative opinions outweighing positive ones. A thorough analysis is necessary to evaluate the degrees of neutral and negative responses, identify factors hindering access to education, and explore potential adaptations to the program. Targeted interventions can then be developed to enhance the PAMANA program's effectiveness in supporting educational attainment and fostering long-term development opportunities for participants' families.

4.3.2. Economic benefits of the PAMANA program as perceived by respondents

Figure 3

Distribution of the Economic Benefits of the PAMANA Project



Source. Data analysis result of the research

A thorough evaluation of livelihood programs such as PAMANA is essential for making well-informed decisions among program managers, policymakers, and stakeholders. This ensures optimal resource utilization, heightened program effectiveness, and alignment with the needs of beneficiaries. The insights gleaned from Figure 3 shed light on how participants in the PAMANA project perceived changes in their income, financial stability, and livelihoods. Notably, 70% of respondents strongly disagreed or disagreed with the statement, indicating dissatisfaction with the perceived lack of economic improvement. This calls for a deeper investigation into factors limiting the program's effectiveness in achieving its intended economic impact. The Covid-19 pandemic brought many adverse effects to PAMANA beneficiaries; their comments manifested dissatisfaction: "Walay ginansya" (no profit), "Katong na bankrupt" (bankruptcy), and "Katong sa pandemic nihinay ug nangadaot ang nom" (during pandemic crops were slowly dying).

Additionally, 19.7% of respondents remained neutral, and a positive 5.8% expressed agreement or strong agreement, suggesting only a limited number perceived substantial improvements in their income and overall livelihood trajectories. Addressing specific reasons for dissatisfaction, rectifying identified shortcomings, and exploring potential adaptations are crucial for ensuring that the PAMANA program effectively promotes improved economic outcomes and sustainable livelihoods for its participants.

Furthermore, beneficiaries of the PAMANA program disagreed with the statement that new income opportunities emerged after participating. This notable dissatisfaction warrants further investigation into potential shortcomings in facilitating livelihood diversification. This suggests uncertainty or a perceived lack of change in their income-generating options. While a modest 1% acknowledged some added income opportunities, their experience of significant income improvement underscores the limited impact of the program on the intended economic outcomes.

On the other hand, dissatisfaction was expressed regarding the program's facilitation of added employment opportunities, indicating skepticism or dissatisfaction with the program's effectiveness in fostering job creation. While a few respondents strongly agreed that new employment opportunities arose, there was minimal enthusiasm for the program's impact on employment prospects. Additionally, there was uncertainty or mixed feelings about the income

source's ability to reliably provide for their families' nutritional needs, implying dissatisfaction with the sufficiency of the income for covering food expenses. These findings present a nuanced picture with substantial skepticism alongside isolated pockets of satisfaction.

The above findings highlight the need for a comprehensive analysis of factors impeding the program's effectiveness in generating sustainable participant income opportunities. Identifying and addressing specific challenges beneficiaries face is pivotal for refining the program's design and implementation, ultimately leading to improved economic outcomes and enhanced livelihood security for PAMANA participants.

5. Conclusions and recommendations

The PAMANA program's evaluation highlights its successes and challenges in supporting the livelihoods and well-being of its beneficiaries. While some communities have experienced positive outcomes, many participants face ongoing economic difficulties exacerbated by the Covid-19 pandemic. Dissatisfaction with the program's effectiveness in improving economic, health, and educational outcomes underscores the need for targeted interventions and comprehensive evaluations to address shortcomings. Enhancing communication strategies, developing leadership among program officials, and facilitating effective negotiation processes are crucial to improving participant understanding and empowerment.

Moreover, addressing the challenges and maximizing the impact of the PAMANA program requires a comprehensive and adaptive approach from government policymakers. By instituting robust monitoring and evaluation mechanisms, enhancing communication strategies, and investing in leadership development and capacity-building initiatives, policymakers can strengthen PAMANA program implementation and improve beneficiaries' outcomes. Additionally, adapting to economic shocks, designing targeted interventions, and fostering transparency and accountability are essential to ensure such programs' long-term sustainability and effectiveness.

By fostering partnerships with diverse stakeholders and promoting a culture of continuous learning and adaptation, policymakers can work towards achieving the overarching goal of promoting sustainable development and improving the well-being of vulnerable communities in conflict-affected areas through PAMANA programs.

Finally, the evaluation of the PAMANA program indicates that integrating economic, health, and educational support, along with adaptive strategies, enhances community resilience and mitigates economic problems. Effective monitoring, leadership development, clear communication, and multi-stakeholder partnerships, combined with empowering and culturally sensitive approaches, improve program success and trust, promoting sustainable development in conflict-affected areas.

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