

Impact Evaluation of the Programme for Local Economic Development through Enhanced Governance and Grassroots Empowerment (PLEDGE-IE): P151106

Concept Note – October 7, 2014

This Impact Evaluation Concept Note (IE-CN) consists of the following eight sections: (1) Summary; (2) Regional and Programmatic Context; (3) Overview of PLEDGE; (4) Literature Review; (5) Description of PLEDGE-IE; (6) Risks and Concerns; and (7) Miscellaneous.

1. Summary

The Program for Local Economic Development through Enhanced Governance and Grassroots Empowerment (PLEDGE) aims to contribute to confidence and peace building efforts through the creation of sustainable opportunities centering on community-based enterprises. PLEDGE is to be implemented by the Bangsamoro Development Agency (BDA) under the supervision of the International Labor Organization (ILO) in 12 communities over a period of 24 months. A \$2 million grant for the activity has been provided by the World Bank-administered Mindanao Trust Fund (MTF)

The World Bank, which administers MTF, is tasked with evaluating the impacts of PLEDGE. To facilitate rigorous evaluation, 10 of the 12 communities in which PLEDGE will be implemented will be randomly selected from a pool of 22 communities identified by the BDA. To separate direct and indirect impacts of PLEDGE in treatment communities, a sub-treatment group of five ‘idea teams’ will also be randomly selected from a pool of 10 eligible ‘idea teams’ in each treatment community. Data will be collected from members of eligible groups and a random sample of other villagers both prior to and after the implementation of PLEDGE. Impacts of PLEDGE will be assessed on economic outcomes, employment, business knowledge, socio-political attitudes, and enterprise development.

2. Regional and Programmatic Context

The following sections provide background on the history of Mindanao and the Bangsamoro (2.1); of the regional development context (2.2); and of existing development programming in the region (2.3).

2.1 – History of Mindanao

Islam was brought to Mindanao,¹ the Philippines’ southernmost island group, by Arab traders in the 14th century. Subsequent visits by Indonesian and Malaysian missionaries resulted in the conversion of indigenous Tausug, Maranao, and Maguindanao and the establishment of the sultanates of Sulu (ruling the Zamboanga Peninsula and the Sulu archipelago), Lanao (ruling eastern and central Mindanao) and Maguindanao (ruling south-central Mindanao) between the 14th and 16th centuries.² Despite repeated incursions by Spanish forces, the Sultanates retained independence throughout three centuries of Spanish colonization of the Philippines, with the Sultanate of Sulu submitting to Spanish sovereignty only in the last quarter of the 19th century. War again broke out between American forces and the Sultanate of Sulu when the Philippine islands fell under American dominion, with conflict lasting until 1911.

During the American dominion (1898 – 1946) until the regime of President Ramon Magsaysay (1953 – 57), new land laws and land resettlement programs resulted in large migrations of Christian settlers from Luzon and the Visayas into Mindanao. Such measures were aimed to develop Mindanao’s natural resources and at relieve deep poverty among communities in the northern Philippines, poverty which was considered to be fueling proto-communist peasant

Figure 1 – Regions and Provinces of Mindanao



Source: Wikipedia

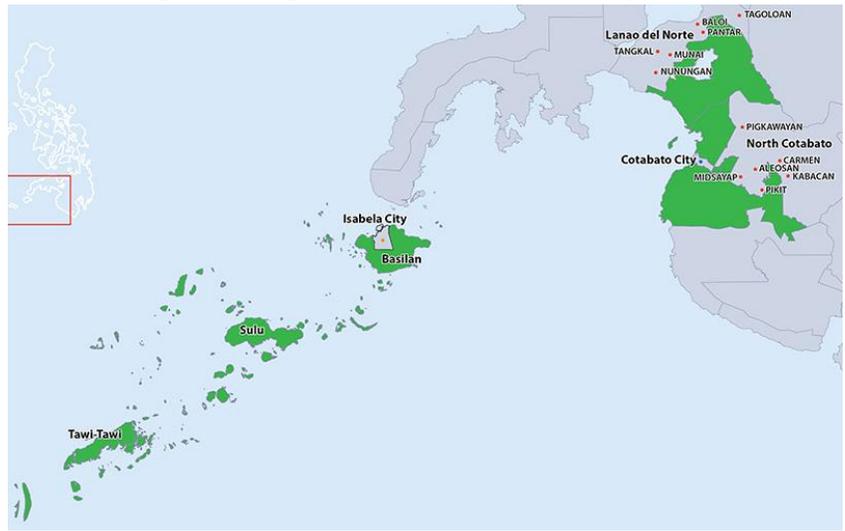
¹ As of the 2010 census, Mindanao had a population of 23 million, of which 70 percent adhere to Christianity and 20 percent to Islam. Animist *lumad* groups are estimated to account for 5 percent of the population.

² Other groups, such as the Subanon, Talaandig, and Higaonon, resisted contact and retained animist practices.

rebellions.³ The migrations dispossessed Moros⁴ and indigenous peoples throughout the island. By the late 1960s, the scarcity of land in Mindanao resulted in heightened tensions between Moros and Christian settlers.

Conflict between the Government of the Philippines (GoP) and Moro insurgent groups first broke out in 1968 after the Jabidah massacre.⁵ Student activist Nur Misurai – spurred by discrimination against Muslims in housing, education, and development assistance – formed the Moro National Liberation Front (MNLF) to fight for Bangsamoro autonomy.⁶ A splinter group, the Moro Islamic Liberation Front (MILF), was formed in 1984.⁷ Low intensity conflict between MNLF and MILF guerrillas and the Armed Forces of the Philippines (AFP) prevailed throughout the Marcos regime (1965 – 86), which at one point deployed three-quarters of the AFP to Mindanao.

Figure 2 – Proposed Core Territory of the Bangsamoro



Source: Office of the Presidential Adviser on the Peace Process

Negotiations between President Corazon Aquino (1986 - 92) and the MNLF resulted in the creation in 1989 of the Autonomous Region in Muslim Mindanao (ARMM). ARMM included four provinces – Lanao del Sur, Maguindanao, Sulu, and Tawi-Tawi – in which a majority of residents had voted to join the entity in a plebiscite that had covered 15 provinces and five cities.⁸ The peace process excluded the MILF, however, and dissatisfaction among the splinter group with the governance of ARMM resulted in continued conflict. In 2000, President Estrada (1998 – 2001) declared an “all-out war” on the MILF. President Arroyo (2001 – 10) reversed this policy in 2001, but negotiations broke down in 2003 with AFP attacks on MILF positions. Conflict claimed 747 lives and displaced 1.9 million people in Mindanao between 2001 and 2008.⁹

Renewed peace talks between the MILF and the Arroyo administration resulted in the signing of the Memorandum of Agreement on Ancestral Domain (MOA-AD) in 2008. This would have provided for a plebiscite in which 700 villages would determine whether to join a “Bangsamoro Judicial Entity,”¹⁰ but the MOA-AD was annulled by the Supreme Court.¹¹ President Aquino (2010+) resumed negotiations in 2011, resulting in the ‘Comprehensive Agreement on Bangsamoro’ in March 2014, which envisages the creation, by 2015, of a Bangsamoro entity to

³ One such conflict was the [Hukbalahap Rebellion](#) in central Luzon, which lasted from 1946 until 1954.

⁴ *Moros* was used originally used as a pejorative by Spanish colonizers to refer to Islamized inhabitants of Mindanao, but was later adopted by insurgent groups fighting for autonomy of Muslim Mindanao. *Bangsamoro* translates as Moro nation.

⁵ In order to allegedly foment unrest in Sabah, where the Sultanate of Sulu had an unresolved claim, then-President Ferdinand Marcos recruited 28 young Moro and sent them to the island of Corregidor for training. When the trainees discovered their proposed mission, they threatened to desert and were summarily executed by their superiors.

⁶ The [2012 Framework Agreement on the Bangsamoro](#) defines the Bangsamoro people s those “who at the time of conquest and colonization were considered natives or original inhabitants of Mindanao and the Sulu archipelago and its adjacent islands including Palawan, and their descendants whether of mixed or of full blood” (p. 2).

⁷ According to [Supreme Court of the Philippines \(2008\)](#), the split occurred due to perceptions of “manipulation of the MNLF away from an Islamic basis towards Marxist-Maoist orientations”. The MILF placed specific emphasis on the formation of an Islamic independent state.

⁸ The plebiscite was held in the provinces of Basilan, Cotabato, Davao del Norte, Davao Oriental, Davao del Sur, Lanao del Norte, Lanao del Sur, Maguindanao, Palawan, South Cotabato, Sultan Kudarat, Sulu, Tawi-Tawi, Zamboanga del Norte and Zamboanga del Sur; and in the cities of Cotabato, Davao, Dapitan, Dipolog, General Santos, Koronadal, Iligan, Marawi, Pagadian, Puerto Princesa and Zamboanga to determine if their residents wished to be part of the ARMM. Only Lanao del Sur, Maguindanao, Sulu and Tawi-Tawi voted for inclusion in the new autonomous region.

⁹ [GMA News Research \(2009\)](#)

¹⁰ [Memorandum of Agreement on the Muslim Ancestral Domain](#)

¹¹ See [Supreme Court of the Philippines \(2008\)](#)

supersede ARMM.¹² The Bangsamoro Basic Law is responsible for creating the entity and will be subject to approval both by the Congress of the Philippines and by the affected population via plebiscite.

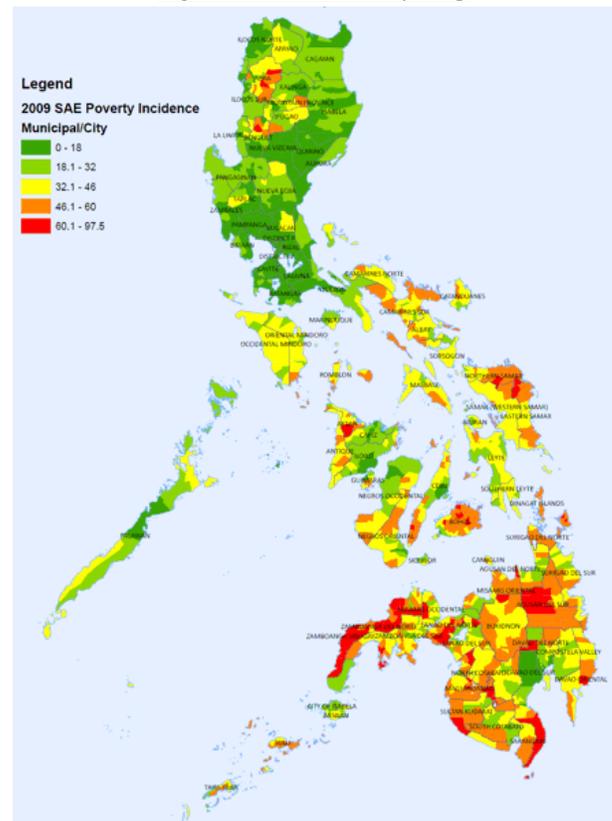
2.2 – Development in Mindanao

Mindanao possesses rich agricultural and mineral resources and, in recent years, parts of the island have witnessed rapid economic growth.¹³ Over 2011 – 12, the northeastern Mindanao (Caraga) and Zamboanga Peninsula regions grew at 10.6 and 12.4 percent respectively, the fastest in the country.¹⁴ Northeastern Mindanao and the Zamboanga Peninsula recorded the largest declines in poverty of any regions in the Philippines between 2009 and 2012.¹⁵ Economic activity in the cities of Cagayan de Oro, Davao, General Santos, Iligan, and Zamboanga has grown particularly rapidly in recent years.

However, the Bangsamoro lands in southern and western Mindanao not only have not benefited from this growth and remain very poor. Poverty incidence in ARMM (with an estimated 2012 population of 3.4 million) is the highest of any region at 49 percent, compared to 20 percent nationally.¹⁶ Per capita regional GDP in ARMM is just \$325 (at constant 2000 prices), 22 percent of the national average, a mere 8 percent of that of Metro Manila and less than half that of the next-poorest region.¹⁷ Both ARMM and the Central Mindanao (SOCCSKSARGEN) region, which includes provinces surrounding Maguindanao, reported significant increases in poverty levels between 2006 and 2012, increasing from 41 to 49 percent and from 31 to 37 percent respectively.¹⁸ Over 2011-12, ARMM grew by only 1.2 percent.¹⁹

Within ARMM, poverty is highest in Lanao del Sur (67 percent) and Maguindanao (53 percent), followed by Sulu (40 percent), Basilan (32 percent), and Tawi-Tawi (22 percent).²⁰ Between 2006 and 2012, poverty rose sharply in Lanao del Sur (from 39 percent) and Maguindanao (from 46 percent), while falling substantially in Tawi-Tawi (from 50 percent). Adjacent provinces in Central Mindanao display similar dynamics. Poverty is high and increasing in North Cotabato (from 26 percent in 2006 to 45 percent in 2012), Sarangani (from 42 to 46 percent), and high but decreasing

Figure 3 – 2009 Poverty Map



Source: National Statistical Coordination Board (2012)

¹² See [Comprehensive Agreement on the Bangsamoro \(2014\)](#) and [Calonzo \(2012\)](#). The Bangsamoro entity will cover the existing ARMM plus a number of additional municipalities and villages with a ministerial form of government.

¹³ Overall, though, the island is relatively poor, with a per capita regional GDP of only 62 percent of the national average ([National Statistics Coordination Board](#)).

¹⁴ [National Statistical Coordination Board \(2013a\)](#). According to [National Statistical Coordination Board \(2013b\)](#), bet

¹⁵ Poverty in northeastern Mindanao fell from 46 to 31 percent, while poverty in the Zamboanga Peninsula fell from 40 percent to 34 percent over the same period.

¹⁶ [National Statistical Coordination Board \(2013b\)](#)

¹⁷ [National Statistics Coordination Board](#). Northeastern Mindanao (Caraga) is the second poorest region, with a GDP per capita of \$703 in 2012, measured at constant 2000 prices.

¹⁸ [National Statistical Coordination Board \(2013b\)](#)

¹⁹ [National Statistical Coordination Board \(2013a\)](#)

²⁰ The Philippines Human Development Report 2012/13 furthermore places 9 of the 10 least developed provinces in the Philippines in Mindanao, with Sulu province reporting human development levels comparable to that of Niger and the Democratic Republic of Congo ([Philippines Human Development Report 2012/2013](#), p. 65)

in Sultan Kudarat (44 to 40 percent). Poverty is also high but decreasing in Zamboanga del Norte (60 to 48 percent).²¹

Various forms of violent conflict – intra-Moro clan disputes (*rido*), quasi-ideological criminal banditry, as well as the insurgency – afflict central and southern-western Mindanao. The confluence of conflict, poverty, weak governance, and inadequate infrastructure²² has resulted in very poor human development outcomes. ARMM regions report the lowest average life expectancies in the Philippines – Tawi-Tawi (47 years), Sulu (49 years), Maguindanao (52 years), and Lanao del Sur (54 years) – and report low levels of educational attainment.²³ Due to limited private sector investment, Bangsamoro households are heavily dependent on agriculture and, in particular, on subsistence farming and agricultural labor. As of 2011, almost 70 percent of the labor force in the ARMM was employed in agriculture, with wages averaging 200 pesos (\$4.54) per day.²⁴ Cassava, rice, corn, coconut and banana are the most heavily farmed crops in the ARMM, with the region leading the Philippines in production of cassava and placing fourth in the production of corn and banana.²⁵

2.3 – *Bangsamoro Development Agency, the Mindanao Trust Fund, and Development Activity in Bangsamoro*

The Bangsamoro Development Agency (BDA) was created by the 2001 Tripoli Agreement between the MILF and GoP and is charged with planning and managing relief, rehabilitation, and development projects in conflict-affected areas of Mindanao.²⁶ The BDA is responsible for formulating the Bangsamoro Development Plan, which will guide development activities in the Bangsamoro entity after its creation in 2016.

The Mindanao Trust Fund (MTF), which funds PLEDGE and other development initiatives with which BDA is engaged, is administered by the World Bank and co-chaired by the Office of the Presidential Adviser on the Peace Process (OPAPP) and the BDA. The MTF supports activities in conflict-affected communities in Mindanao to promote confidence-building, peace, and demand-driven governance.

The World Bank's broader program of support in Mindanao has featured significant investments in community-driven development (CDD), with a number of programs (including the nationwide KALAHI-CIDSS program,²⁷ as well as ARMM-specific initiatives) implemented to build social cohesion, strengthen governance, and deliver local infrastructure. The largest development initiative in Mindanao – as well as in the Philippines – is the *Pantawid* Conditional Cash Transfer program, which reaches 377,000 households in ARMM.

3. Program for Local Enterprise Development through Grassroots Empowerment (PLEDGE)

The following section provides information on the goals of PLEDGE (3.1), the project's implementation structure (0), the selection of beneficiaries (3.3), and the program's implementation schedule (3.4).

3.1 – *Goals of PLEDGE*

The development objective of PLEDGE is to “contribute to confidence and peace building efforts through local

²¹ As of 2012, the ten provinces with the highest levels of poverty were: Lanao del Sur (67 percent); Eastern Samar (55 percent); Apayao (55 percent); Maguindanao (55 percent); Zamboanga del Norte (48 percent); Sarangani (46 percent); North Cotabato (45 percent); Negros Oriental (44 percent); Northern Samar (44 percent); and Western Samar (44 percent).

²² Inadequate infrastructure afflicts many regions in the Philippines due to low levels of public infrastructure spending, a high level regularity of catastrophic meteorological events, and corruption. Electricity prices, for instance, are the highest in Asia after Japan. The state of infrastructure in Mindanao, however, is even worse than in the rest of the Philippines. Due to inadequate supply, the island is afflicted by rolling blackouts throughout the summer months.

²³ [Philippines Human Development Report 2012/2013](#), p. 110 – 11

²⁴ Agriculture, fisheries and forestry accounted for 63 % of the ARMM economy in 2011 ([Philippine Statistics Authority](#))

²⁵ [Philippine Statistics Authority](#)

²⁶ The BDA is funded by an array of donors, including the Office of the Presidential Adviser on the Peace Process, donors to the Mindanao Trust Fund (Canada, Australia, Sweden, the EU, New Zealand, USAID, and the World Bank), JICA, UNICEF, and local government units and other line agencies, among others ([Bangsamoro Development Agency](#)).

²⁷ The recently launched \$479 million nationwide CDD program features an amended set of operational guidelines for how the program will be implemented in conflict areas, with specific procedures for village targeting, strengthened conflict analysis, enhanced skills training for community facilitators, an expanded menu of activities to address peace-building, and monitoring impacts on social cohesion.

economic development and sustainable livelihood creation in conflict affected areas in Mindanao”.²⁸ The two immediate objectives are building the capacity of “BDA to implement, monitor, evaluate, and upscale project interventions for local economic development by developing networks and partnerships with national, regional, [and] local public and private institutions” and the “creation of sustainable opportunities centering on community-based enterprises with higher level market linkages and enhanced support networks and services through the LED system, tools, strategies, skills and knowledge acquired by the BDA”.²⁹

PLEDGE seeks to stimulate local economic development and the creation of sustainable livelihoods through the development of community-based enterprises in communities where five labor-intensive product lines with growth potential (coconut, cardava, bananas, seaweed, cassava, and corn) exist. The immediate goals of PLEDGE include: (i) increasing household incomes of training recipients and members of the target groups; (ii) generating employment opportunities in the target sites; (iii) increasing the number of individuals engaging with enterprises; (iv) enhancing existing informal business operators; and (v) improving perceptions of trust and unity among residents of the target sites.

PLEDGE will provide a combination of knowledge, skills, and tools to beneficiaries located in 12 communities across the six regions in which BDA has Regional Management Offices (RMOs).³⁰ PLEDGE will also equip BDA with the tools, systems, processes, and skills to design, plan, manage, monitor and evaluate local economic development and livelihoods projects.

3.2 – Implementation Structure

PLEDGE implementation is structured according to five phases:

- i. Community Planning – In targeted communities, PLEDGE’s Community Enterprise Development Organizers (CEDOs) conduct courtesy calls with representatives of local government units (LGUs); orient the Municipality Technical Team on the objectives and processes of PLEDGE; scope local economic opportunities (which entails the identification of existing businesses and economic opportunities in the area and possible service providers, as well as the collection of information about other projects); and identify local community groups and/or other community members with which PLEDGE may engage.

CEDOs then facilitate ‘community enterprise planning’ by brainstorming enterprise ideas with community members and assist community members in analyzing the viability of enterprise ideas based on six factors: availability of raw materials; availability of skills; availability of tools, equipment, and technology; availability of power and water; and availability of transportation, buildings, land, and capital; and the size of the target market. Training and development needs are assessed on the basis of these factors. At least ten enterprise ideas are then prioritized, based on viability, by the community members themselves for development by PLEDGE, with prioritized ideas assigned to a distinct group (hereafter, ‘**Idea Teams**’), which may be either an existing community group or a new grouping of community members. Among the ten viable enterprise ideas, five Idea Teams will be randomly selected for further participation in PLEDGE.

If members of the community aspire to wage employment and if the area of intervention is near potential employers (plant, factory, plantation etc.), CEDOs may approach potential employers to assess wage employment opportunities and skills necessary for recruitment. CEDOs may then refer qualified individuals to training providers, other projects, or employment promotion officers based on the Community Enterprise Planning Technique tools developed by PLEDGE.

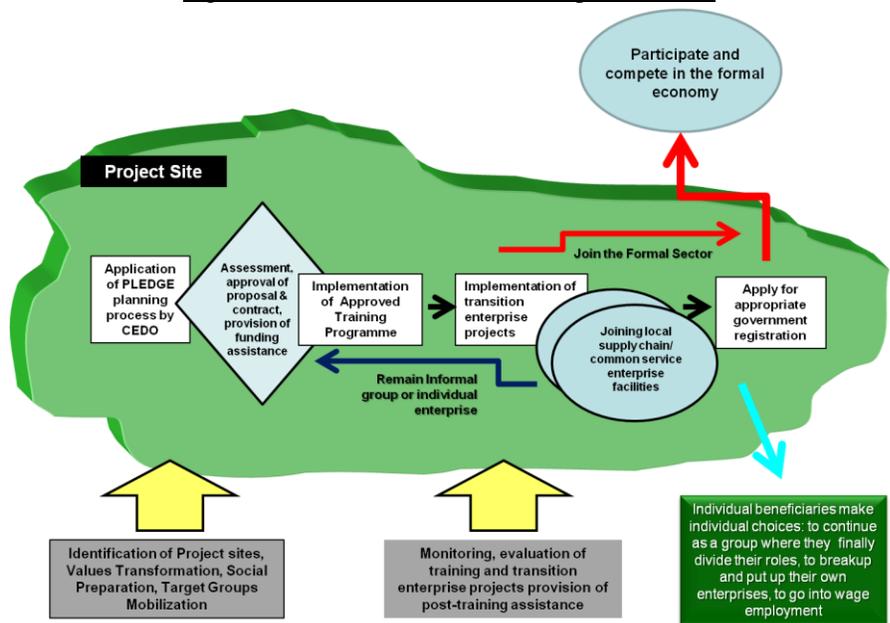
²⁸ Bangsamoro Development Authority (2014)

²⁹ Ibid. Specifically, PLEDGE seeks to: create and develop BDA’s Enterprise / Economic Development Unit; train and capacitate in LED 35 BDA staff; train 30 BDA volunteers or ‘Development Catalysts’ in the LED approach; develop 20 implementing tools and guidelines; create 36 Group Enterprise Projects; establish 12 common enterprise facilities; enhance 120 existing informal business operators; train 36 beneficiaries in entrepreneurship; train 60 beneficiaries for wage employment; engage 60 percent of the 360 trainees in new enterprises; and achieve a 50 percent increase in the monthly income of trainees.

³⁰ These are Davao (Mati); Ranaw (Marawi), Central Mindanao (Cotabato City), South Mindanao (General Santos City), Zamboanga Peninsula (Pagadian City), and Zamboanga Basilan (Isabella City). Access from these RMOs has been one of the selection criteria in choosing the potential communities.

ii. Project Design and Proposal Preparation – Project proposals for prioritized ideas are then developed by the associated idea teams. Projects should provide for mutual linkages in the respective supply chains and may consist of: (i) the establishment of a supply chain or internal market system through small group enterprises; (ii) a standalone enterprise or a common service facility; (iii) the creation of peripheral enterprises of an anchor firm; (iv) the enhancement of the viability of existing informal enterprises and small businesses; and (v) vocational trainings to persons seeking wage employment. Five proposals will be prepared for each community.³¹ Proposals

Figure 4 – Overview of PLEDGE Implementation



Source: BDA

will include: the name of the enterprise; identity of members; intended location for activity; proposed products and/or services; results of the analysis from the supply chain analysis; training needs; estimated costs for trainings, equipment, tools etc. During this stage, CEDOs will seek to develop linkages among enterprises or/and with players along the respective supply chains.

iii. Provision of Inputs and/or Services – Inputs and training services (consisting of skills and/or enterprise training; post-training support; provision of small tools and equipment; provision of organization and management support and business advice; referrals to other projects, private sector actors, agencies etc.) are provided to the Idea Team based on approved project proposals and are delivered through contracts between service providers and enterprises (if proponent enterprise groups are registered) or BDA (if the enterprise groups are not registered). Service providers will be chosen by the Idea Teams, as facilitated by CEDOs. Service providers can be either government agencies, accredited training institutions/trainers, private sectors, NGOs.

iv. Implementation of Activities – The Idea Teams engage in the enterprise development and/or training activities according to the developed project proposal. The activities and performance of enterprises will be monitored and evaluated by PLEDGE.

v. Post-Training Assistance – The performance of trainees, community groups, and/or affected enterprises will be monitored and evaluated and, CEDOs will provide follow-up business advisory services, where appropriate.

3.3 – Selection of Beneficiaries

Selection of beneficiaries by BDA occurs at the level of communities, enterprises within communities, and individuals within target groups.

Selection of Communities – The primary criterion deployed by BDA for selecting communities was the viability of at least one of the five aforementioned product lines. Within this group of communities, BDA identified a sample of 25 barangays (villages) that are accessible, proximate to market demand, possessed potential for enterprise upgrading with the presence of a catalyst. These 25 barangays are evenly spread across coverage areas of the six BDA Regional Management Offices (RMOs). Of these 25 barangays, two were selected as locations for a pilot of PLEDGE

³¹ Proposals present analysis (estimated market size and input, capital, skills and technology requirements) and information on the content of trainings, identity of proposed trainees, proposed training provider, and budgets.

implementation. Of the remaining 23 barangays, 10 barangays (evenly spread across the six RMOs) will be randomly selected by the World Bank to participate in PLEDGE.

Selection of Enterprises – Within the 10 barangays, target enterprises (existing groups, enterprises, or groups of individuals) will be identified by BDA Community Enterprise Development Officers (CEDOs) during the first stage of PLEDGE implementation. As described in the previous section, CEDOs will conduct an orientation and brainstorming session among community members in each of the 10 treatment barangays. An Idea Team (consisting of a pre-existing group of a collection of individuals formed by the CEDOs) will be assigned to each of the 10 viable enterprise ideas that are developed through the brainstorming session. The 10 identified Idea Team will each develop an enterprise idea during the first stage of the PLEDGE process. Of these 10 Idea Teams, five will be randomly selected by the World Bank to participate in phases ii – v of PLEDGE, as described above.

Selection of Individuals – Individuals eligible to participate in PLEDGE, including training and post-training support, will be selected based on the prescribed number of trainees set by the service providers, as well as criteria developed during community profiling, project design, and organization of enterprises. In particular, beneficiaries must be a member of one of the 5 Idea Teams that participate in phase i of PLEDGE; and beneficiaries must also have been interviewed by the PLEDGE-IE baseline survey. This necessitates close coordination between the field coordinators of the PLEDGE-IE and CEDOs.

Figure 5 – Timelines for PLEDGE Implementation

		2014						2015									
		6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	
	Pilot CEPT Implementation	→															
(i)	Courtesy Calls & Coordination Meetings																
	Training on Values Transformation and Social Preparation																
	Workshops on Community Enterprise Planning and Project Proposal Preparation																
(ii)	Project Proposal Preparation and Contracting																
(iii)	Training Programs for Beneficiaries on Skills and Enterprise Development																
	Project Management -Related Trainings (environmental safeguards, gender, grievance redress, leadership etc.)																
(iv)	Implementation of Transition Enterprise Projects by Beneficiaries																
(v)	Post-Training Follow-Up, Organizing Planned Value / Supply Chains and Common Service Enterprises																
	Evaluation of Transition Enterprises Projects; Beneficiaries Decide on Replication / Replanning Enterprise Projects; Register with Government Agencies																

3.4 – Implementation Schedule

Implementation of PLEDGE commenced with a pilot in the Koronadal Proper, Polomolok, in the province of South Cotabato (it will be counted as one of the 12 barangays, but will not be included in the IE) in mid-June 2014. Implementation is expected to begin in another pilot site in November 2014. The pilot implementation in two communities will enable BDA – and the implementing agency, ILO – to further develop tools and approaches, while also enabling refinement of the process by which the implementation of PLEDGE will interact with the IE. In each participating community, the implementation of PLEDGE is expected to take 21 months (see Figure 5).

4. Literature Review

McKenzie and Woodruff (2012) critically review evaluations of the effectiveness of business training programs in developing countries. Evaluations are found to suffer from low statistical power, short time horizons (~ 1 year), high survey attrition, and error in the measurement of firm profits and revenues. Evaluations generally observe, over short time horizons, modest impacts of training on firm survivorship, strong impacts on start-up, but few statistically significant impacts on profits or sales. The review concludes that there is little evidence to help guide policymakers on

whether observed impacts arise from productivity improvements or from displacement of sales from other businesses.

de Mel et al. (2012) evaluates the implementation of a widely-used business training course, the ‘Start-and-Improve Your Business’ program across two groups of women in urban Sri Lanka: (i) women operating subsistence enterprises; and (ii) unemployed women interested in starting a business. The impacts of two separate treatments (training alone and training plus a cash grant) are experimentally evaluated over two years using four follow-up surveys. For women already operating enterprises, training alone does not impact on business profits, sales or capital stock and, although training plus grants increases business profitability in the first eight months, the effect is not durable. For women interested in starting a business, training quickens the speed of start-up, has no durable effect on net business ownership, but improves profitability and business practices.

Blattman et al. (2014) evaluates a government program in a conflict-affected region in Uganda that was designed to promote entrepreneurship among indigent unemployed youth. Participants formed groups which then submitted grant proposals to receive vocational training and start-up capital. Among those groups that had been screened and were eligible, half were randomly selected to receive unsupervised grants of \$382 per member, which were mainly invested in tools and materials. Four years following the grant, groups that received grants had increased business assets (+57%), higher work hours (+17%), and higher earnings (+38%). The grants, however, had no impact on social cohesion, anti-social behavior, or protest. The evaluation’s results indicates that credit is a key constraint for enterprises in the sample.

Crepon et al (2012) evaluates the impact of job placement assistance on the labor market outcomes of young, educated job seekers in France. A two-step randomization assigned each of the 235 cities participating in the experiment to a proportion of treatment (0%, 25%, 50%, 75%, or 100%), with eligible job seekers then randomly assigned to treatment based on the proportion assigned to the city in which they reside. While those receiving assistance were more likely to be employed after eight months, there effects are transitory. Moreover, the short-term increase in employment came partly as a result of the displacement of those that did not receive assistance. Accordingly, there appear to be few net benefits of the program.

Hirshleifer et al. (2014) evaluates the effects of effect of Turkey’s vocational training program for the unemployed and, despite high statistical power, finds that training programs have no statistically-significant long-term impact on employment. Following the first year of training, trainees are able to access higher-quality employment, particularly when training is offered by private providers. However, these effects dissipate over three years.

Berge (2011) estimates knowledge and information spillovers from a business training program for microfinance clients in Tanzania. Non-trained members of microfinance groups are observed to increase business discussions, increase borrowing, reduce contributions to their extend family, and exhibit increased risk aversion. The paper concludes that while indirectly-trained clients become more “business-minded”, but not improve their business knowledge nor change their marketing initiatives.

Berge et al. (2012) examine differences between business training programs for micro-entrepreneurs as implemented under the supervision of researchers conducting an evaluation with implementation by local organizations. The paper finds that the researcher-supervised version of the program is more effective and caution against interpreting published results of evaluations as anything other than a 'best case' estimate when making decisions about scaling up.

5. Impact Evaluation of PLEDGE (PLEDGE-IE)

The following sections describe the PLEDGE-IE, including questions of interest (5.1), indicators (5.2), methodology (5.3), sample and survey activities (0), and estimation of impacts (5.5), and qualitative research (5.6).

5.1 – *Questions of Interest*

The PLEDGE-IE seeks to identify the impacts of PLEDGE on five groups of outcomes:³²

- i. Objective Economic Outcomes;
- ii. Employment;

³² Hypotheses and indicators will be formalized in a Pre-Analysis Plan.

- iii. Subjective Economic Outcomes and Business Knowledge;
- iv. Socio-Political Attitudes; and
- v. Enterprise Development.

The impacts of PLEDGE on these groups of outcomes will be assessed for: (i) individuals who participate directly in PLEDGE activities; (ii) other adults residing in the household of those who participate in PLEDGE; and (iii) other community members who do not participate directly in PLEDGE activities and who do not reside in the household of a person directly participating in PLEDGE.

5.2 – Indicators

Impacts on objective economic outcomes will be identified using the following indicators: (i) income; (ii) assets; (iii) food consumption; and (iv) expenditure on food and non-food items.

Impacts on employment will be identified using the following indicators: (i) employment status; (ii) employment type; (iii) wage level; (iv) hours worked per week; (v) weeks worked per year; (vi) industry of employment; and (vii) security of employment.

Impacts on subjective economic outcomes and business knowledge will be identified using the following indicators: (i) perceived happiness; (ii) perceptions of economic well-being; (iii) expectations of economic improvement; (iv) knowledge of business practices; (v) depth of business support network; and (vi) business outlook.

Impacts on socio-political attitudes will be identified using the following indicators: (i) trust in other community members; (ii) trust in government agencies, NGOs, and the Bangsamoro authorities; (iii) confidence in peace process; (iv) incidence of collective action; and (v) incidence of disputes and conflict.

Impacts on enterprise development are to be measured by the (i) number of enterprises in each community; (ii) years of operation of new enterprises (to gauge sustainability); and (iii) rate of creation of new enterprises.

5.3 - Methodology

In order to rigorously identify the impacts of PLEDGE on participating individuals and participating communities, participation in PLEDGE will be randomized at both the community and group levels.³³ Community- and group-level randomization has been discussed and agreed with BDA and ILO and is detailed further below. In addition to this two-stage randomization, it may also be feasible – subject to resource constraints – to conduct a trainee-level randomization within treatment enterprises. While this is also detailed below, it this has not been agreed with BDA and ILO.

Community-Level Randomization – As noted in Section 3.3, 25 barangays across the six RMOs will be selected by BDA to participate in PLEDGE, of which two will be pilot sites and will be excluded from the IE. The sample thus consists of 23 barangays. In each of the four RMOs in which there are no pilot sites, two treatment barangays will be randomly selected, with the remaining two barangays assigned to the control group. For the two RMOs with pilot sites, one additional treatment barangay and two control barangays will be randomly selected from the three remaining barangays. The sample for the IE will thus consist of 10 treatment and 12 control barangays.

Group-Level Randomization – The field coordinators for the PLEDGE-IE will conduct a pre-identification of qualified individuals in the 23 sample barangays, whereby members of existing groups, community leaders,³⁴ and other interested individuals will be invited to signal their interest in a program of activities similar to that of PLEDGE (see Section 0 for further information).³⁵ The groups and individuals so identified represent potential participants in the PLEDGE orientation and brainstorming sessions (as described in phase (i) in Section 3.2 above), among whom Idea Teams will be established. These individuals will also be invited to participate in the Baseline

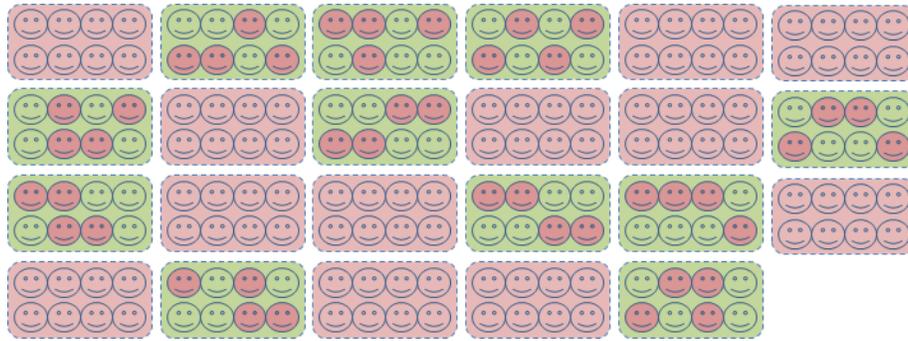
³³ In expectation, the treatment and control groups will be identical in background characteristics. That is, the only difference between the two groups is the presence of the intervention. Due to this, the ‘difference-in-difference’ in the outcome indicators (i.e., the difference between control and treatment groups in the difference before and after the intervention) provides a transparent, unbiased estimate of the impacts of the intervention on outcomes of interest.

³⁴ This includes officials and other informal leaders, such as members of barangay development council and *purok* and/or *sitio* (sub-divided areas within a barangay) leaders, and other individuals that *purok* leaders invite.

³⁵ However, no guarantees will be made that a project will be forthcoming.

Survey and form the ‘primary sample’ for the PLEDGE-IE.

Figure 6 – Intended Outcome of Community- and Enterprise-Level Randomization

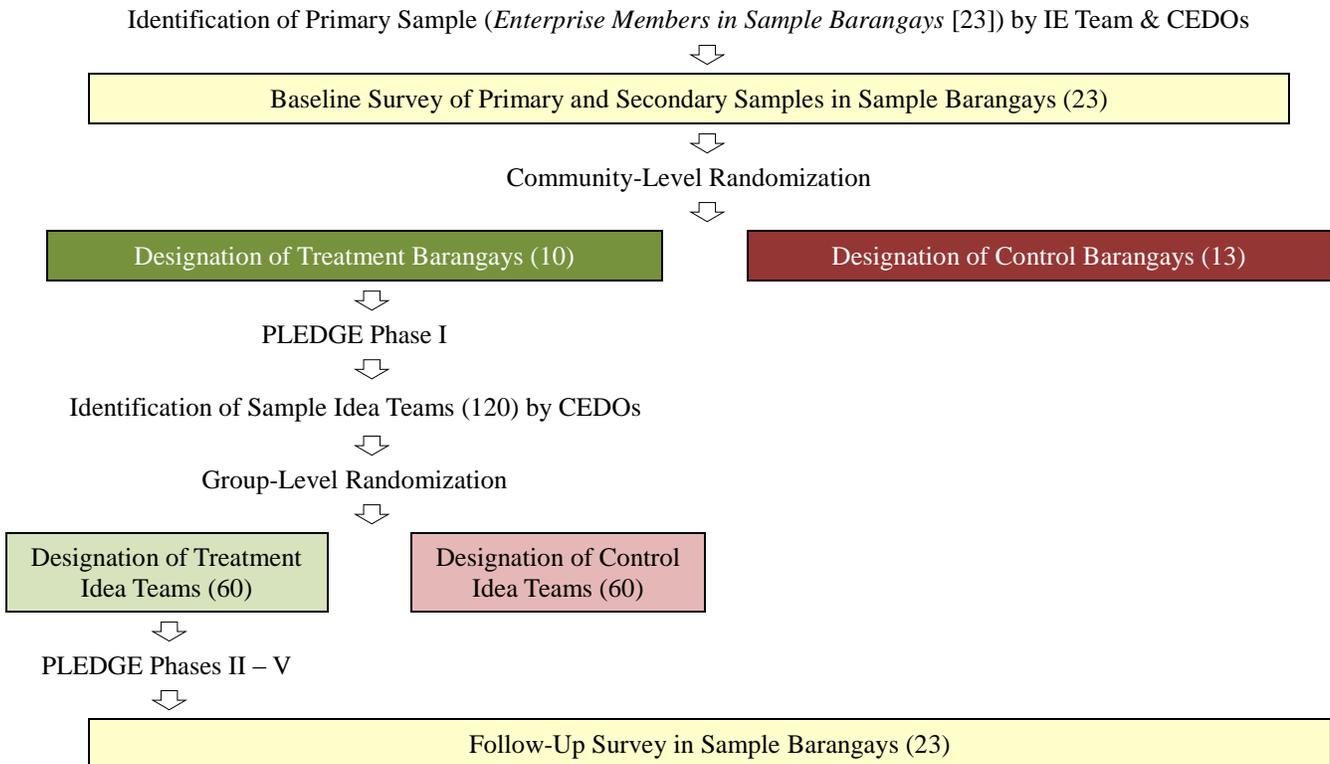


Note: Rectangles represent communities and smiley faces represent individuals. Red denotes control and green treatment.

While this methodology provides for set of treatment and control Idea Teams within treatment communities, not all Idea Teams may correspond to functioning enterprises, which in turn limits the ability of the PLEDGE-IE to make inferences over the effects of PLEDGE on enterprise-level outcomes. Accordingly, the IE is primarily focused on individual-level effects.

Trainee-Level Randomization – In the event that the number of people in the five treatment enterprises that can be trained during the fourth stage of PLEDGE exceeds the membership of these enterprises, a trainee-level randomization may also be feasible. This would provide for the random selection of enterprise members eligible to participate in PLEDGE trainings delivered by service providers. Those potential trainees in the treatment enterprises that are not selected for participation in PLEDGE are referred to as ‘non-participating qualified trainees’.

Figure 7 – PLEDGE-IE Process



Randomizations will be undertaken by the IE team and, where possible, will follow the matched-pair cluster randomization procedure, using individual- and community-level baseline data on outcome indicators, conditioning variables, and other relevant background information.³⁶ Figure 6 provides an overview of the structure of the resulting randomization.

5.4 – *Sample and Survey Activities*

The primary sample for the IE consists of all enterprise members in treatment and control barangays who consent to participate in both survey and PLEDGE activities (“potential participants”). The secondary sample for the IE consists of a random sample of adult members of the community that are not potential participants and do not belong to the household of a potential participant (“villagers”). Approximately 120 potential participants and 40 villagers will be surveyed in each sample barangay. Figure 8 presents an overview of the three samples.

Identification of Primary Sample

In order to identify potential participants, pre-identification activities will be conducted in the 23 sample barangays (as noted in Section 5.3) by the PLEDGE-IE field coordinators. Pre-identification activities attempt to replicate the method in which community members are mobilized by PLEDGE to participate in the brainstorming session where enterprise ideas will be discussed and assessed. The pre-identification activity will proceed according to the following steps:

- i. PLEDGE-IE team will request that the barangay officials invite leaders or representatives of all existing community groups and organizations, *purok / sitio* leaders and some representatives, and formal or informal leaders or other change agents in the barangay to attend a civil society mapping activity,³⁷ which is designed to take a stock of civil society organizations, leaders, and change agents for potential future partnerships and that the results will be shared with interested partner agencies and donors.
- ii. Participants attending the activity are asked to record their names, contact information, and address on the sign-in sheet provided at the venue.
- iii. The PLEDGE-IE field coordinators will conduct a workshop to map out civil society groups. Leaders and group representatives will be asked to list names of members, contact information, activities, and any relevant aspirations of the groups. The workshop will also list names of other individuals and leaders who do not belong to any particular group but could potentially be important “change agents” to mobilize community members.
- iv. The lists produced by the workshops will be endorsed to PLEDGE and the respective CEDOs, who will be encouraged to facilitate the inclusion of the persons so listed in subsequent PLEDGE activities. Persons so listed will also form the primary sample for the PLEDGE-IE.

Baseline Survey

A baseline survey will be administered to random samples of potential participants and villagers across the 23 sample barangays prior to the implementation of PLEDGE in any of the 23 barangays (but after the implementation of PLEDGE in the two pilot barangays). Baseline survey data will be initially used to facilitate the matched-pair cluster randomization of the 23 barangays into well-balanced treatment and control groups and, within the treatment barangays, the matched-pair randomization of 10 sample Idea Teams into groups of 5 treatment Idea Teams and 5 control Idea Teams. Thus, the baseline survey will occur before the designation of control and treatment barangays.

Subject to resource availability and implementation progress, anywhere between one and three follow-up surveys may be implemented. If three follow-up surveys are implemented, the surveys will be scheduled to capture the short-, medium- and long-term impacts of PLEDGE activities on participating individuals, enterprises, and communities. If a single follow-up survey is implemented, the survey will be scheduled to capture medium-term impacts and will occur approximately six months following the completion of PLEDGE activities.

The decision on the frequency of post-baseline data collection will be specifically influenced by the degree of

³⁶This may include data on demography, disability, educational achievement, prior experience with businesses or trainings, etc.

³⁷ The brainstorming session will gather members of existing groups as well as other interested participants and those identified *purok / sitio* leaders.

compliance with randomized assignments (i.e., what proportion of those interviewed for the treatment group actually receive PLEDGE and how many in the control group do not). If compliance is satisfactory, frequent data collection, potentially including the use of phone calls or texts, will be considered in order to increase statistical power.

Both baseline and follow-up surveys will collect data on the outcome indicators listed in Section 5.1 above and will cover (to the extent possible) the same sample (i.e., a panel) of respondents, thus providing for the estimation of the impacts of PLEDGE via the ‘differences-in-differences’ specification. The baseline survey will also collect information on background characteristics of individuals and communities that can be expected to condition the impacts of PLEDGE. Relevant characteristics for individuals may include previous business experience, attitudes to risk, financial literacy, formal education, and cognitive ability. Relevant characteristics for communities may include proximity to economic centers, ethno-linguistic fragmentation and social capital, and quality of infrastructure.

Figure 8 – Primary and Secondary Samples for PLEDGE-IE

Primary Sample	120 Members of:		
	5 Treatment Idea Teams in:	5 Control Idea Teams in:	Enterprises in:
	10 Treatment Barangays		13 Control Barangays
Secondary Sample	40 Randomly-Selected Villagers in:		
	10 Treatment Barangays		13 Control Barangays

Note: Samples will be fully identified prior to the baseline survey, at which time treatment status is unknown. Samples will not be modified subsequently, regardless of treatment compliance (i.e., extent of overlap between PLEDGE participants and the primary sample that is assigned to treatment enterprises in treatment barangays)

5.5 – Estimation of Impacts

The impacts of PLEDGE may arise directly and/or indirectly. That is, participants may be impacted directly by inputs and services received through PLEDGE, but persons not participating directly in PLEDGE activities but residing in communities that receive PLEDGE may also experience changes in outcome indicators as a result of the transfer of skills and knowledge by participants and/or as a result of economic activities created by PLEDGE. Spillovers may occur across enterprises, across household members, and across communities.

The two levels of randomization and multiple samples employed by the PLEDGE-IE enable the separation of total, direct, and indirect impacts and the identification of the groups to which such benefits spillover. These set of estimates expected to be produced by the PLEDGE-IE (assuming no trainee-level randomization) are listed below. Figure 9 summarizes the estimates and the respective specification.

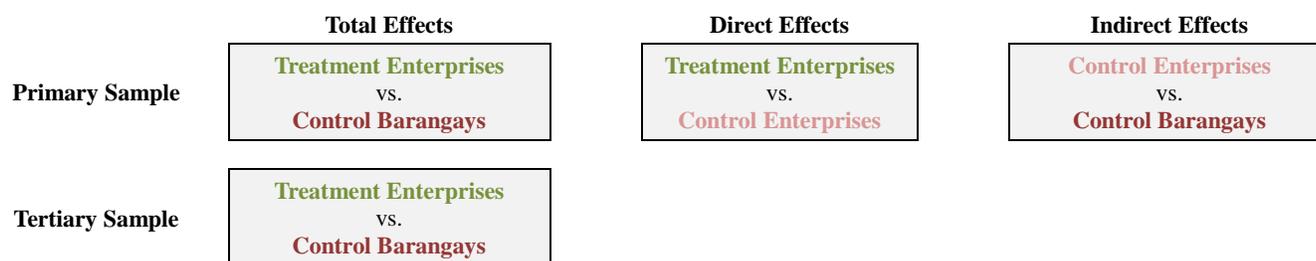
Total Impact of PLEDGE on Enterprise Members - The total (direct and indirect) impacts of PLEDGE on enterprise members will be identified by comparing the outcomes of members of treatment enterprises (i.e., primary baseline survey respondents assigned to one of the five treatment enterprises) in the 10 treatment barangays with outcomes of enterprise members (primary baseline survey respondents) in the 13 control barangays.

Total Impact of PLEDGE on Villagers – The total impacts of PLEDGE on non-participating villagers will be identified by comparing outcomes of non-participating villagers (secondary baseline survey respondents) in the 10 treatment barangays with the outcomes of villagers in the 13 control barangays.

Direct Impact of PLEDGE on Group Members – The direct impacts of PLEDGE on group members will be identified by comparing outcomes of primary baseline survey respondents assigned to the 5 treatment Idea Teams in the 10 treatment barangays with primary baseline survey respondents assigned to the 5 control Idea Teams in the 10 treatment barangays.

Indirect Impact of PLEDGE on Group Members – The indirect (spillover) impacts of PLEDGE on group members will be identified by comparing outcomes of primary baseline survey respondents assigned to the 5 control Idea Teams in the 10 treatment barangays with primary baseline survey respondents in the 12 control barangays.

Figure 9 – Specifications for Estimation of Total, Direct, and Indirect Effects



5.6 – Qualitative Research

Ethnographic research and direct observation of PLEDGE implementation will supplement quantitative data collected by baseline and follow-up surveys. Qualitative research activities will be designed to provide further information on the process of enterprise development and the needs of small businesspeople, to produce a narrative of PLEDGE implementation and its impacts by documenting the specific goods and services provided to treatment individuals, enterprises, and barangays by PLEDGE and by gauging how PLEDGE processes are conditioned by and dynamically interact with local institutional and social conditions.

Qualitative data collection will also occur in control barangays and with control individuals in treatment barangays in order to enable the formulation of hypotheses over the impacts of PLEDGE on outcomes of interest. Qualitative research for PLEDGE is expected to be undertaken by individual consultants contracted to the World Bank and specifically by consultants involved in the design and supervision of the quantitative baseline survey. The qualitative research is expected to include regular and frequent documentation of the impacts of PLEDGE on skills and knowledge, market linkages, and the key set of indicators

6. Risks and Concerns

The following sections provide further information on risks and concerns which may potentially affect the IE. These include operational implications of individual- and/or enterprise-level randomizations (6.1); treatment heterogeneity (6.2), insufficient statistical balance and power (6.3), the IE implementation schedule (6.4), respondent attrition (6.5), and capacity of implementing agency (6.6).

6.1 – Operational Implications of Individual- and/or Enterprise-Level Randomizations

Randomization at the trainee and enterprise levels enables the IE to identify types of effects that, all other things equal, have higher levels of statistical power (see 6.3 below); enables the identification of the indirect – or spillover – effects of PLEDGE activities to other individuals in the enterprise and to other enterprises in the barangay; and enables the separate identification of separate PLEDGE activities, such as training. As such, it is important that at least one of the trainee- or enterprise-level randomizations is undertaken in order for the IE to both provide useful information to BDA and to minimize the probability of a false null result (see 6.3 below).

However, trainee- and enterprise-level randomization complicates the implementation of the program. Trainee-level randomization, for instance, may result in some senior or otherwise important members of the enterprise not receiving training that would otherwise be provided and which may ultimately be critical to the overall performance of the enterprise following the intervention. Enterprise-level randomization, on the other hand, will require that barangays have at least 10 groups or enterprises and may also result in some groups or enterprises not receiving PLEDGE support when they are better suited than others in the barangay to benefit from such support. Enterprise-level randomization presents operational complications in the event that individuals belong to more than one group and/or enterprise in the community, with such individuals having to choose between groups or enterprises prior to the randomization.

To mitigate adverse operational consequences, trainee- or enterprise-level randomizations may be administered over a partitioned sample. This is the case, for instance, with the enterprise-level randomization, with CEDOs able to designate a maximum of two individuals per barangay who are to participate in PLEDGE regardless of whether the groups they are primarily affiliated with are selected by the enterprise-level randomization. In the event that trainee-

level randomization does occur, treatment enterprises may similarly be given the option to nominate several important members who can be guaranteed participation in the training.

6.2– *Treatment Heterogeneity*

As described further in Section 0 above, the intervention will involve a different set of activities in each treatment barangay so as to address community-specific needs and local market conditions. However, this ‘treatment heterogeneity’ and the relatively small number of barangays in which PLEDGE is being implemented may hinder the identification of impacts of PLEDGE if each different set of activities affect a different set of outcome indicators. Given the relatively small sample, the identification of the impacts of each individual set of activities is expected to be infeasible. It is hoped that the piloting of PLEDGE in two barangays and subsequent discussions with BDA and ILO representatives will result in a refinement of PLEDGE to provide for an increased focus on a specific set of activities and, potentially, a narrow range of value chains. The PLEDGE pilots will also enable the IE team to observe the implementation of PLEDGE and assess the nature of interventions that will be provided to beneficiaries.

6.3– *Statistical Balance and Power*

The sample size for the PLEDGE-IE is relatively small, which increases the probability of errors in estimation, both due to the possibility of imbalance between the treatment and control groups and due to a lack of statistical power. In the event that the treatment and control groups are imbalanced, the IE may incorrectly indicate that the intervention is producing an impact (this may be positive or negative) when in fact no impact is present.³⁸ The probability of balance increases with the number of units over which randomization occurs and, as a result, those estimates based on individual-level randomization (i.e., the direct impact of PLEDGE training on trainees) are expected to be more reliable than those based on community-level randomization. To mitigate this problem, the IE team is also deploying matched-pair cluster randomization using baseline survey data in order to increase the probability of obtaining balanced samples.

The relatively small number of communities (and the need to cluster standard errors at the community level for at least some indicators) also creates the possibility of the IE indicating that PLEDGE has no impact when in fact the impact is only too small to be detected given the available sample size. To overcome this problem, the IE team is seeking to survey all of those individuals in the sample barangays that are available to participate in training. Enterprise- and individual-level randomization is also being used to improve the statistical power of the IE by ensuring that not all of estimates for the outcome indicators are based on standard errors clustered at the barangay level.

6.4 – *Schedule*

The implementation of the baseline survey may potentially create delays for the implementation of PLEDGE. The baseline survey must be completed before PLEDGE can enter into communities and before the 10 communities in which PLEDGE will be implemented can be selected. To mitigate this concern, it is envisaged that PLEDGE will commence in each matched-pair of barangays as soon as both barangays have been surveyed.

6.5 – *Respondent Attrition*

Attrition of sample respondents presents a common problem for surveys of business training programs and in surveys in the Philippines in general. To overcome this problem, detailed information will be sought from respondents on the location and contact information of family members. In addition, the IE team and survey firm will also consider providing an in-kind gift to survey participants to compensate them for their time.

6.6 – *Capacity of Implementing Agency*

An immediate objective of PLEDGE is to build the capacity of BDA to implement local economic development interventions. Given that the previous experience of BDA in implementing such projects is minimal, existing capacity to implement the interventions is low. This is expected to affect the quality and timeliness of PLEDGE activities, resulting in potentially low levels of overall impacts on key outcome indicators.

³⁸ Note that balance in the expected trajectories of outcome indicators in the treatment and control groups is required, rather than simply balance in outcome indicators at baseline.

In order to enable some capacity building prior to the initiation of project activities, the BDA and IE team jointly decided to proceed with an implementation pilot in two barangays. Once at least some pilot observation activities have been completed, it is envisaged that BDA and the IE team will discuss further how the PLEDGE implementation modalities might be simplified in order to reduce the complexity of implementation and thus increase the probability of overall impact. The low level of expected impacts of PLEDGE also underscores the importance (discussed above) of increasing the statistical power of the IE.

7. Miscellaneous

The following sections provide information on the strategic relevance of the activity (7.1); audience (7.2); dissemination and outreach strategy (7.3); schedule (7.4); team (7.5); and budget (7.6).

7.1 – Strategic Relevance

The PLEDGE-IE will contribute to two Engagement Areas under the FY15-18 Country Partnership Strategy (CPS): Engagement Area 5: Peace, Institution-Building and Social and Economic Opportunity; and Engagement Area 3: Rapid, Inclusive and Sustained Economic Growth. Engagement Area 5 aims to help build legitimate institutions that provide citizen security, justice and jobs and is informed by the finding of the 2011 World Development Report that job creation is central to the stabilization of conflict-affected areas. Engagement Area 3 includes the promotion of increased economic growth, productivity, and employment in rural areas.

PLEDGE seeks to create jobs and promote sustainable development in poor rural communities in the poorest region of the Philippines and, as such, is consistent with the objectives of both engagement areas, with the overarching theme of the CPS, and with the GoP's goal, articulated in the Philippine Development Plan, of promoting inclusive growth. By providing rigorous evidence on the effectiveness of PLEDGE, the IE will contribute to the strengthening of institutions in Bangsamoro for evidence-based resource allocation and project design, as well as to enhancing the effectiveness of interventions designed to create jobs and promote sustainable development in Bangsamoro. The PLEDGE-IE will also help to meet interest globally in understanding how to improve the effectiveness of successful job creation programs and particularly those in post-conflict areas.

7.2 – Audience

Primary clients for the IE are the BDA, the Office of the Presidential Adviser on the Peace Process (OPAPP), the future Government of the Bangsamoro, MTF donors, and ILO. The IE is expected to provide these entities with objective information to inform decision-making about whether PLEDGE should be scaled-up and how the design of specific interventions might be redesigned to increase the overall impact of the program.

Secondary clients for the IE include the community of development actors (the Government of the Philippines, NGOs, research units, and other civil society actors) and development researchers in the Philippines. The IE is expected to provide these secondary clients with information that might inform implementation or program design decisions related to similar programs beyond Bangsamoro.

The IE also seeks to contribute to the global literature on employment creation and income generation in fragile and conflict-affected situations. Tertiary clients for the IE thus include individual researchers and practitioners focused on livelihoods development, employment creation, and/or fragile conflict-affected states, the World Bank's Center for Conflict, Security and Development in Nairobi, research institutions, academics, development agencies and relevant civil society organizations.

7.3 – Dissemination and Outreach Strategy

The results of the IE – and summaries of constituent research activities, such as the baseline survey – will be presented orally and in report form to representatives of the primary clients (BDA, OPAPP, the future government of the Bangsamoro, MTF donors, and ILO). The IE team will also encourage BDA to upload the report and accompanying presentations to their website in order to facilitate further dissemination. The findings of the IE and constituent research might also be presented to research institutes, universities, and other gatherings of civil society and development actors in Bangsamoro, in Mindanao, and other locations in the Philippines. The evaluation will be written up both in detail and in short policy notes to highlight key outcomes of interest.

7.4 – Schedule

Implementation of PLEDGE in the pilot community is expected to commence in mid-June and will be closely monitored by members of the IE team. Pilot-testing, refinement, and translation of the survey instruments is expected to occur concurrently to the PLEDGE pilot. The administration of the baseline survey will follow agreement with BDA on the locations of the 22 sample barangays and the method by which potential trainees will be selected and is expected to occur in October 2014. Administration of the baseline survey will occur sequentially by region so as to limit IE-induced delays to PLEDGE implementation.

7.5 – Team

The PLEDGE-IE will be task led by Andrew Beath (Economist, EAPCE) under the leadership of Matt Stephens (Senior Social Development Specialist, EASPS), who task leads the Mindanao Trust Fund- Reconstruction and Development Program (MTF-RDP) and Roberto Tordecilla (Social Development Specialist). PLEDGE-IE team members include Omer Ali (Consultant and PhD Candidate in Economics, University of California at Los Angeles), Norhana Kamid (Consultant), Cris Pescadero (Consultant), and Mayuko Shimakage (Consultant).

7.6 – Budget

The PLEDGE-IE is projected to cost \$418,500 between FY14 and FY17, with funding drawn from the MTF. A detailed breakdown of funding is provided below.

Table 1: Estimated Budget for PNDS-REP Activities – FY14 – 16

	FY14	FY15	FY16	Total
Local Consultants	\$10,000	\$25,000	\$25,000	\$70,000
International Consultants	\$10,000	\$15,000	\$15,000	\$55,000
Data Collection (Firm)		\$125,000	\$150,000	\$275,000
Consultant Travel	\$7,500	\$10,000	\$10,000	\$27,500
Staff Travel	\$1,000	\$5,000	\$5,000	\$11,000
Total	\$28,500	\$180,000	\$210,000	\$418,500

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