

External final evaluation - program in Bacolod, Negros, Philippines 2022

Managerial response 20 September 2022

The final external evaluation of ETM's program in the Philippines was done in April 2022 only, due to the severe pandemic restrictions set by the Government. The retained consultant was the same expert as for the mid-term evaluation allowing to perceive better the evolution and the outstanding key challenges. The final report was sent on June 26. It took into account the final comments, questions or remarks from all stakeholders in Belgium, Manila and Bacolod.

The report with all its recommendations was shared and discussed if needed with the directors, but given the limited means¹, the complex context due to the consequences of the pandemic and the renewal of a big part of the team, ETM's Board decided to give priority to the two topics below.

By common agreement, it was decided to focus on the following aspects of the programme:

1. Improving the quality of technical vocational education and training and apprenticeships/internships offered by partners, rather than maintaining the quantity of beneficiaries in terms of children and youngsters:

- Recruit and hire as soon as possible a professional experienced ILP coordinator;
- Identify the causes of ILP failure and define how to make the process more effective;
- Define the steps of the process leading to an autonomous and dignified life for young people;
- Define the criteria for a successful independent living and elaborate a practical tool for the monitoring;
- Develop at least 2 non-formal TVET for youngsters involved in ILP², and include more and faster teenager authorized to leave the LGU Social Development Center Bacolod;
- Complement the apprenticeship with a minimum training on calculation, writing and reading as well as on life skills and on essential professional knowledge and basic notions related to the management of a micro-enterprise;
- Hire ad hoc competent trainers for each training course and provide them with curricula validated by ETM, ODC and if possible, by the Ministry in charge of vocational training.
- Build more and better partnerships with entrepreneurs and companies for internships and "on the job training".

2. Strengthening the partner's team spirit and its organizational, operational and managerial capacities:

- by improving the wage conditions of the ODC team, aligning their remuneration, hiring several new employees for "key" functions;
- Organize continuous training for everyone; strengthen the team and new management team with relevant information, documentation and expertise;
- Put in place activities to strengthen the team spirit and collaboration so as to prevent staff turnover and waste of knowledge (non-formal gatherings, teambuilding, daytrips, joint celebrations...etc.);
- assess (regularly) all partners/collaborators and volunteers in terms of best interest for the development and well-being of the beneficiaries in the short, medium and long term;
- employ a general overall screening to envisaged partners, including enterprises, with focus on the protection of the children/teenagers and their dignity;
- diversify sources of funding (local contributions, funding from other international donors, etc. via a dynamic and open communication and fundraising program;
- ETM to assure regular field visits combined with coaching when needed and to instruct and organize capacity building sessions by numeral channel.
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Johanna Vandamme
Director and general secretary ETM
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¹ The new program 22-26 with its final score of 89 % had to cut its budget with 35,6 %.

² It appears to be unlikely that all beneficiaries will succeed in the ALS and access TESDA vocational trainings.