



EMPOWERING YOUTH TOGETHER

FINAL EVALUATION OF THE "EMPOWERING YOUTH TOGETHER GLOBALLY" PROGRAM (2022–2026) IN THE PHILIPPINES

The evaluation assesses the extent to which the program achieved its intended outcomes in the Philippines, focusing on the sustainability of Quality Learning Environments (QLEs) for youth empowerment. It covers results from the Philippine Educational Theater Association (PETA), Bidlisiw Foundation, and Cordilleran Youth Center (CYC) across education, employability, and citizenship, including changes in youth agency, participation, and engagement, as well as the sustainability and multiplier effects beyond the program's direct reach.

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NOTE ON PUBLICATION

This version of the evaluation report has been adapted for public dissemination. Certain passages have been redacted or reformulated to ensure the safety and confidentiality of partner organisations, participants, and evaluators, particularly in relation to sensitive contextual elements. These adaptations do not affect the overall findings, conclusions, or recommendations of the evaluation.

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LIST OF ACRONYMS AND ABBREVIATIONS

Acronym	Definition
APPS	Awareness, Participation, Protection, Skills
CAR	Cordillera Administrative Region
CLUP	Comprehensive Land Use Plan
CO	Country Office
CSR	Corporate Social Responsibility
CYC	Cordilleran Youth Center
DepEd	Department of Education
DGD	Directorate-General for Development Cooperation and Humanitarian Aid
DRR	Disaster Risk Reduction
ESD	Education for Sustainable Development
ESWEO	Enhancing Self and Wage Employment Opportunities
EU	European Union
FGD	Focus Group Discussion
FPC	Finite Population Correction
GCE	Global Citizenship Education
HQ	Headquarters
HRDO	Human Rights Defenders Ordinance
IGY	Innabuyog Gabriela Youth
LGU	Local Government Unit
MCD	Mutual Capacity Development
MEAL	Monitoring, Evaluation, Accountability and Learning
MOPP	Manual of Operations and Procedures
MSC	Most Significant Change
MTE	Mid-Term Evaluation
NYAB	National Youth Advisory Board
OECD-DAC	Organisation for Economic Co-operation and Development- Development Assistance Committee
OH	Outcome Harvesting
PETA	Philippine Educational Theater Association
QLE / QLEs	Quality Learning Environments
SBMM	Save Baguio Market Movement
SCD	Shared Capacity Development
SLU	Saint Louis University
SOGIESC	Sexual Orientation, Gender Identity and Expression, and Sex Characteristics
SPA	Special Program in the Arts
ToC	Theory of Change
TVET	Technical-Vocational Education and Training
UP	University of the Philippines
UPB	University of the Philippines Baguio
YO	Youth Organization / Youth-led Organization

EXECUTIVE SUMMARY

Overview and Context

This terminal evaluation provides a comprehensive diagnostic of the "Empowering Youth Together Globally" programme, implemented in the Philippines from 2022 to 2026. As the commissioning organization, KIYO, prepares for its operational exit from the Philippines in 2026, the program marks the culmination of a decade-long strategic pivot: transitioning from a protective, charity-based model to a systemic Empowerment Ecosystem. The intervention was executed through three strategic local partners—the Philippine Educational Theater Association (PETA), the Bidlisiw Foundation, and the Cordilleran Youth Center (CYC)—addressing the interdependent result areas of Education, Employment, and Citizenship.

Framework and Quantitative Achievements

The programmatic architecture is anchored in the APPS framework (Awareness, Participation, Protection, Skills), designed to transform youth from passive aid recipients into active rights-holders. Terminal findings indicate that the program significantly exceeded its quantitative reach targets, engaging 3,354 youth (104% of the original target). Furthermore, youth empowerment element scores reached an average of 6.60, surpassing the target of 5.0. This success was achieved despite severe external shocks, including the post-pandemic economic recovery and major educational reforms.

Key Findings by Result Area

- Education, Citizenship, and Integrated Theater (PETA): PETA successfully transformed educational environments across 50 public high schools. A critical insight from the evaluation is the "Reframing of SPA Success": impact is now measured by "Creative Empowerment" across sectors—such as graduates entering law enforcement or engineering while carrying leadership skills—rather than narrow specialization in arts careers. PETA functioned as a "technical lifeline" for teachers (many of whom were non-arts majors) navigating the MATATAG curriculum rollout, which drastically reduced instructional hours for the arts. The theater room was institutionalized as the "safest space" in schools, where students processed trauma and challenged gender roles, exemplified by a "feminine male" student in Cavite gaining the confidence to play diverse roles without shame.
- Employment and Vulnerable Youth (Bidlisiw): The ESWEQ model successfully transitioned vulnerable youth into the labor market through a "Shadow Credentialing" system, where Bidlisiw's endorsement substituted for missing diplomas to secure corporate placements. While 71.6% of participants completed TVET training, the program identified a persistent structural barrier: the "Hungry in a Hurry" phenomenon. Statistical analysis ($p < 0.001$) proved that a 28.4% dropout rate was driven not by academic difficulty, but by the gross inadequacy of daily allowances

(PHP 150) against local inflation and long travel distances to OJT sites.

Statistical findings corroborate the qualitative interviews: possessing an entrepreneurial mindset is insufficient in a vacuum. Successful entrepreneurship requires financial capital that participants often lack. However, youth pathways are non-linear; for many, especially young women, small-scale or home-based income-generating activities form a vital component of livelihood diversification, either as a complementary strategy or a pivot when wage employment is unsustainable.

- Citizenship and Indigenous Advocacy (CYC): CYC successfully moved marginalized indigenous youth from "street protest" to "boardroom negotiation". Major victories include the "Baguio Shield" (the Human Rights Defenders Ordinance) providing a legal sanctuary against political pressure and the SBMM campaign, which halted the privatization of the Baguio public market by anchoring its protection in the Comprehensive Land Use Plan. The program also mainstreamed "Principled Unity" and Disability Justice, where youth leaders learned to accommodate neurodivergent peers and normalize collective care to prevent activist burnout.

Key Findings: Program-level OECD-DAC Criteria Assessment

The external evaluation validates the consistently high self-evaluation scores attributed during internal moral reporting, while identifying structural vulnerabilities that persist as the donor exit approaches.

- Relevance (Internal Score: A): The program exhibited high adaptive capacity amid severe shocks. PETA pivoted to regional engagement to serve as a "technical lifeline" for teachers navigating the basic education MATATAG curriculum rollout, which reduced instructional hours for the arts. While Bidlisiw accurately identified and attempted to respond to the 'hungry in a hurry' dynamic, structural constraints significantly affected participation and completion. The issue was well understood and addressed but not fully mitigated. On the other hand, CYC's focus on the "Protection" pillar was essential for youth facing political pressure.
- Efficiency (Internal Score: A): While the transition to strict donor compliance protocols initially caused operational friction, it ultimately catalyzed organizational maturity. Grassroots collectives were transformed into audit-ready institutions capable of managing complex international grants. Efficiency was bolstered by "regional mirroring"—replicating workshops in hubs like Pampanga to reduce travel costs.
- Effectiveness (Internal Score: A): The program successfully moved "reach actors" (teachers, employers, youth-led organizations) toward institutionalizing empowerment practices. Landmark wins included the passing of the Human Rights Defenders Ordinance (HRDO) in Baguio and the successful SBMM campaign to halt public market privatization.
- Coherence (Internal Score: A): Robust external coherence was achieved by aligning

TVET initiatives with national TESDA standards and embedding theater modules into the DepEd Special Program in the Arts (SPA).

- Sustainability (Internal Score: A): Durable architectures were established, including a generational legacy of "teacher-artists" returning to mentor students. However, financial sustainability remains vulnerable; while CYC independently secured EU and YOUCA grants, the sudden withdrawal of donor support in 2025 created a "Facilitation Void" and interrupted momentum for system-wide policy advocacy.
- Impact (Pioneering): The intervention successfully validated the "1:3 Multiplier Effect," transforming youth from passive learners into active ecosystem builders. This was empirically observed as SPA students independently conducted art therapy for vulnerable peers and when organized youth secured binding legislative victories to protect public goods. The overarching impact is a permanent destigmatization of marginalized youth and a definitive shift in the civic culture of the Cordillera, moving youth from the periphery of power to mandatory, legislated seats in decision-making bodies.

Institutional Maturation and the Role of the Country Office

The program's impact varied according to differentiated partner baselines. For structured and established organizations like PETA and Bidlisiw, the intervention contributed to the further development of advanced financial and administrative capacities. For CYC, which operated as a decentralized network of youth organizations, the program acted as the primary catalyst for institutional formalization.

The Mutual and Shared Capacity Development (MCD/SCD) strategy, managed by the KIYO Philippine Country Office, was the primary catalyst for this maturation. While strict financial compliance (Official Receipt requirements) initially caused operational friction, it enabled partners like CYC to independently secure multi-year grants from the EU and YOUCA. However, the sudden withdrawal of the Country Office in 2026 leaves a "Facilitation Void" that threatens the coordination of the broader Empowerment Ecosystem.

Principal Recommendations

1. Systemic Integration over Expansion: Partners should pivot from scaling standalone models to influencing pre-service teacher training and national curriculum bodies to embed creative pedagogy across all subjects.
2. Recalibrate Economic Baselines: Future livelihood interventions must peg daily training allowances to localized inflation rates to prevent participants from being "starved out" of long-term certification pathways.
3. Establish Alumni Safety Nets: Formalize alumni networks to leverage the social and political capital of graduates who have moved into professional sectors (law, engineering, agriculture) to mentor new cohorts.
4. Institutionalize Safety Blueprints: Codify and replicate the "Baguio Shield" model in other politically volatile regions to provide permanent legal protections for youth

activists.

Conclusion

The 2022–2026 program cycle conclusively proves that Integrated Theater Arts, trauma-informed vocational training, and indigenous rights advocacy are unified by the APPS framework into a resilient ecosystem. While "True Economic Empowerment" remains elusive due to the precarity of the labor market, the program has successfully built the psychological and institutional architecture necessary for Filipino youth to claim their rights independently beyond the presence of international donors.

1. INTRODUCTION

1.1 Purpose and Context of the Final Evaluation

The terminal evaluation of the "Empowering Youth Together Globally" program, implemented in the Philippines from 2022 to 2026, constitutes a critical accountability and diagnostic procedure positioned at the intersection of localized youth empowerment strategies and international development standards. As the program approaches its formal conclusion in March 2026, marking the cessation of direct operational presence in the Philippines for the commissioning organization, this evaluation serves as a primary learning consolidation mechanism. The analysis evaluates the extent to which the intended outcomes have been realized, providing an empirical foundation for future programming and establishing the operational independence of local partner organizations.

1.2 Background on the Empowering Youth Together Globally Programme

Supported by the Belgian Directorate-General for Development Cooperation and Humanitarian Aid (DGD), the intervention functions within a transcontinental framework encompassing operations in Belgium, Brazil, Burundi, the Democratic Republic of Congo, and the Philippines. The current 2022–2026 cycle represents the culmination of a decade-long strategic pivot toward a systemic "Empowerment Ecosystem" paradigm, evolving from an earlier protective-charity model.

The central objective of the program is the creation, institutionalization, and sustaining of Quality Learning Environments (QLEs). The intervention applies the APPS framework (Awareness, Participation, Protection, Skills) as the structural foundation of these QLEs, standardizing the developmental approach across highly diverse sectors. Consequently, the strategy shifts youth from being passive recipients of aid to active rights-holders capable of exercising agency and claiming their rights from duty-bearers.

1.3 Country Overview

The contemporary context of youth development in the Philippines serves as a critical microcosm of broader global socio-economic challenges, necessitating highly adaptive intervention strategies. The nation's burgeoning youth demographic operates within an environment characterized by rapid digital transformation, persistent structural inequality, and economic instability. Statistical data from late 2025 indicates that the youth jobless rate reached 11.7%, with significant underemployment continuing to affect the labor market.² The national government has responded to these challenges through legislation such as the Trabaho Para sa Bayan Act (Republic Act No. 11962), a ten-year labor market development plan aimed at improving human capital, job creation, and skills training.³ Concurrently, the Philippine Department of Education (DepEd) has initiated a massive structural reform through the phased rollout of the MATATAG curriculum, which began in the 2024-2025 school year.⁶ This curriculum seeks to decongest the learning content by 70%, intensifying the focus on foundational literacy, numeracy, and values education.⁶ The "Empowering Youth Together Globally" program has operated concurrently with these major macroeconomic and

educational shifts, requiring continuous contextual adaptation from the implementing partners.

1.4 Intended Users of the Evaluation

The findings, conclusions, and generated evidence base of this evaluation are structured to serve multiple stakeholders across different operational and strategic levels. The evaluation report explicitly identifies the intended users and outlines the planned utilization of the findings to ensure both accountability and the dissemination of best practices.

1. Internal Management and Strategic Planning (KIYO): Country office staff, including the programme coordinator and finance consultant, alongside the global programme manager based in Belgium, will utilize the findings to assess the efficacy of the Mutual and Shared Capacity Development (MCD/SCD) strategies. Given KIYO's upcoming closure, the evaluation will no longer serve KIYO's own strategic planning or program design; rather, it will serve for KIYO's capitalization and act as a possible source of information for youth empowerment initiatives of other actors in the development sector.
2. Local Partner Organizations: The Philippine Educational Theater Association (PETA), the Cordilleran Youth Center (CYC), and the Bidlisiw Foundation require the generated evidence to maintain technical maturity and operational independence following the 2026 closure. Specifically, the evaluation provides actionable insights regarding youth pathways toward decent work, indigenous advocacy resilience, and the sustainability of creative pedagogy within public schools.
3. Donors and Institutional Stakeholders: The Belgian Directorate-General for Development Cooperation and Humanitarian Aid (DGD) requires the evaluation for formal moral reporting and accountability regarding the allocation, efficiency, and impact of public funds across the five-year reporting period.
4. Broader Non-Governmental Sector: The insights derived from the program's transition from direct implementation to ecosystem facilitation are intended to generate learning that informs external youth empowerment initiatives and policy advocacy throughout the wider development sector.
5. Target Groups and Community Actors: The perspectives of the beneficiaries, including students, technical-vocational trainees, and youth leaders, are captured through participatory methods, ensuring that their experiences directly inform the evaluation's conclusions. Furthermore, community actors such as teachers, vocational trainers, and private sector employers will benefit from the identified best practices and refined methodologies.

2. DESCRIPTION OF THE INTERVENTION

2.1 Overview of the Country Programme Evaluated

The central objective of the Philippine country program is the creation, institutionalization, and sustaining of Quality Learning Environments (QLEs). This concept supersedes traditional service delivery models by ensuring that environments—whether formal secondary schools, technical-vocational education and training (TVET) centers, or community youth

organizations—are structurally equipped to foster youth agency and empowerment.

The intervention applies the APPS framework as the structural foundation of these QLEs, standardizing the developmental approach across highly diverse sectors to prevent the siloing of development goals. The APPS framework consists of four interdependent pillars:

1. Awareness: Facilitating the realization of intrinsic potential, human rights, and an understanding of complex global challenges. This pillar ensures that youth comprehend their position within broader societal and global contexts.
2. Participation: Ensuring youth exercise a direct voice in matters affecting them. This principle is structurally represented by mechanisms such as the National Youth Advisory Board (NYAB), which connects Filipino youth to global governance structures.
3. Protection: Prioritizing safe spaces free from harm, gender-based violence, discrimination based on ethnicity, and the abuse or exploitation of children.¹ In the Philippine context, this explicitly includes providing a psychosocial and legal shield for youth activists navigating a politically sensitive environment.
4. Skills: Equipping participants with both technical-vocational competencies necessary for economic survival and essential life skills, including creative critical thinking, problem-solving, and resilience.

2.2 Theory of Change and Spheres of Influence

The program’s Theory of Change (ToC) operates as a bidirectional model of influence, systematically moving from institutional capacity at the core to individual youth agency at the periphery. The ToC ensures that different spheres inform each other continuously, preventing a strictly top-down approach. The visual representation of the ToC categorizes the intervention into 3 distinct spheres:

Table 1. Spheres of the Empowerment Ecosystem

Sphere of the Ecosystem	Description and Intervention Focus
Sphere of Control	Encompasses the direct Mutual Capacity Development (MCD) and Shared Capacity Development (SCD) activities. KIYO exercises management and technical oversight here, collaborating directly with local partners (PETA, CYC, Bidlisiw) and strategic partners like Djapo and Trias. The focus is on thematic alignment, gender facilitation, and horizontal partner-to-partner learning.
Sphere of Influence	Extends to "reach actors," including public secondary schools, youth theatre organizations, youth-led organizations, private companies, and TVET providers. KIYO influences these actors through its partners but does not control their daily operations. The goal is to develop an enabling environment based on Global Citizenship Education (GCE) and Education for Sustainable Development (ESD)

	principles.
Sphere of Interest	The ultimate impact area targeting the Filipino youth. Change here is the cumulative result of transformed environments in the preceding spheres. The objective is for youth to become active global citizens, realize their rights, and contribute to a sustainable and just society.

The conceptualization of this ToC underwent a significant shift following the Mid-Term Evaluation (MTE) in 2024. The MTE critiqued the earlier “incubator” model—which depicted youth entering a linear “box” of interventions—as being too rigid. Consequently, the program transitioned to a “Sphere-to-Sphere” multiplier model. This revised logic acknowledges that empowerment is a natural consequence of QLE. By focusing on the maturation of “reach actors” (teachers, employers, and YO), the program ensures that empowerment continues to propagate organically through peer-to-peer influence long after the direct intervention concludes.

The intervention logic is driven by four core programmatic hypotheses (H1 to H4), which are explicitly tested throughout the implementation lifecycle to validate the ToC:

- Hypothesis 1: By facilitating exchanges between partners globally and locally, the program creates more leverage for the various themes to share in and out of the country programs. Learning exchanges contribute to bringing in new perspectives in understanding various thematic areas. This relates to the global exchange of pedagogical methods.
- Hypothesis 2: Actors in the reach (teachers, mentors, employers) will continue to use the empowerment approaches and continue to empower youth in the long term, generating a structural multiplier effect.
- Hypothesis 3: Empowered youth will have an empowering effect on other youth not directly reached by the program. This assumes a 1:3 multiplier effect, where peer-to-peer influence organically expands the intervention's impact.
- Hypothesis 4: Program inputs—specifically the MCD/SCD processes between KIYO and partners, and the partners' subsequent strengthening of their reach actors—result in the desired change. This change is defined as sustainable quality learning environments that continue to empower youth even beyond the program's lifecycle.

2.3 Partnerships, Result Areas, and Implementation Context

The intervention delegates specialized technical execution to three highly experienced local partners, each operating within specific geographic and thematic contexts to address the distinct needs of the target demographics.

2.3.1 Philippine Educational Theater Association (PETA) – Education and Citizenship

PETA utilizes Integrated Theater Arts and creative pedagogy to transform the educational environment across 50 public high schools in the National Capital Region, Luzon (including the Cordillera Administrative Region, Region 3, 4A, and 4B), Visayas, and Mindanao

(specifically in BARMM through PETA-Djapo co-creation project). Operating primarily within the Department of Education's Special Program in the Arts (SPA), PETA aims to embed rights-based pedagogy directly into the public school curriculum. Furthermore, PETA collaborates with Djapo to bridge the four pillars of Education for Sustainable Development with theater arts, facilitating a hybrid curriculum through tools like the GEARBOX video series.

PETA's intervention faces significant contextual friction resulting from the national rollout of the MATATAG curriculum. Initiated in the 2024-2025 school year, the MATATAG framework radically decongests the basic education curriculum to prioritize foundational literacy and numeracy.⁶ While this policy shift addresses severe national learning losses, it concurrently reduced the instructional hours allocated for specialized subjects, including the SPA. This reduction presents a substantial risk to PETA's intervention model, demanding high adaptive management. Consequently, PETA shifted its focus toward regional-level engagement, bypassing central office bureaucracy to ensure theater-based methodologies remained integrated into local school cultures despite the condensed national schedule.

2.3.2 Bidlisiw Foundation, Inc. – Employment

The Bidlisiw Foundation focuses on the economic empowerment and psychosocial recovery of vulnerable youth in Metro Cebu (including Cebu City, Mandaue City, and Lapu-Lapu City) through the Enhancing Self and Wage Employment Opportunities (ESWEO) model. The organization partners with 27 TVET providers and a "Business with a Heart" network comprising 65 private companies to secure on-the-job training and formal employment placements.

Bidlisiw operates within a highly volatile post-pandemic economic landscape characterized by severe job precarity.¹ Youth unemployment in the Philippines remained elevated at 11.7% in late 2025, with significant underemployment pushing young workers toward informal labor.² Economic insecurity drives the "hungry in a hurry" phenomenon, wherein vulnerable youth abandon long-term, formal vocational training programs in favor of immediate, low-paying work in the gig economy. The intervention addresses this by combining technical training with life skills—which form the primary component of the 12 weekly sessions conducted through ESWEO, and deep psychosocial coaching, aiming to counter the rationale of short-term survival by demonstrating the long-term value of job stability and formal economic integration.¹ The program seeks to transition corporate partners from utilizing youth hires as acts of Corporate Social Responsibility (CSR) charity toward viewing them as essential components of genuine economic inclusion.

2.3.3 Cordilleran Youth Center (CYC) – Citizenship

CYC manages the citizenship component across the geographically isolated Cordillera Administrative Region, organizing and empowering indigenous and non-indigenous youth through 14 university-based and community-based youth-led organizations. Additionally, PETA also manages part of this component through its support to youth-led cultural organizations. Meanwhile, CYC focuses on indigenous land rights, environmental advocacy,

and digital activism, striving to overcome the geographic isolation of the mountainous region.

The operational context for CYC is defined by a context where youth civic engagement can expose actors to political pressure and risks.¹ The intervention relies heavily on the "Protection" pillar of the APPS framework to mitigate these risks. CYC utilizes local legal mechanisms, such as the Baguio City Human Rights Defenders Ordinance, to establish a "Baguio Shield" effect, providing legal recourse and physical safety for youth activists. Furthermore, strategic partnerships with established tertiary academic institutions serve to provide an additional layer of institutional legitimacy and safety for their advocacy efforts.

2.4 Logical Framework Targets and Baseline Metrics

The program utilizes the Monitoring, Evaluation, Accountability, and Learning (MEAL) tool to track progress across the various spheres. The progress is measured using a four-point maturity scale: 1 (Fragmented), 2 (Capitalized), 3 (Institutionalized), and 4 (Pioneering). The following table details the baseline metrics and the Year 5 targets for the primary outcome indicators and selected partner-specific result indicators.

Table 2. Programmatic Outcome Indicators and Baseline Metrics

Indicator Code and Description	Baseline (Year 1)	Target (Year 5)	Analysis of the Metric
O.1: Institutional Expertise: Average score of KIYO, Djapo, and partners to develop quality learning environments.	1.5 (All Partners)	3.0 (Institutionalized)	Measures the efficacy of the MCD processes within the Sphere of Control. A score of 3.0 indicates that expertise is formally codified within the organizations.
O.2: Reach/Community Quality: Average score of the reach structures (schools, TVETs, companies) for empowerment practices.	1.5 (All Structures)	3.0 (Institutionalized)	Evaluates the success of transferring pedagogy to the Sphere of Influence. Achieving 3.0 demonstrates that external actors have adopted the methodologies.
O.3: Youth Empowerment Elements: Number of elements showing an increase in empowerment (scoring 3 or higher out of 10).	1 Element	5 Elements	Measures the ultimate impact in the Sphere of Interest. The target applies equally to boys and girls across all partner cohorts.
Result 1.1: Learning	0	358 Total	Quantifies the intensity of

Exchanges: Total number of mutual and shared capacity development exchanges.		(PETA: 130, Bidlisiw: 86, CYC: 79, KIYO: 63)	the collaborative ecosystem. Frequent exchanges are the primary mechanism for cross-pollinating best practices.
Result 2.4: Youth Reached in Schools: Number of youth engaged through PETA's educational interventions.	0	956 Youth (478 Female / 478 Male)	Tracks the penetration of creative pedagogy within the formal public education system, maintaining strict gender parity.
Result 3.6: Youth Accompanied to Employment: Number of vulnerable youth integrated into the labor market via Bidlisiw.	0	550 Youth (275 Female / 275 Male)	Assesses the effectiveness of the ESWEO model in countering the gig economy and achieving formal economic inclusion.
Result 4.7: Youth Reached via Organizations: Number of youth engaged through CYC and PETA's citizenship programs.	0	2,160 Youth (CYC: 2,100 / PETA: 60)	Measures the scale of grassroots advocacy and community organizing, focusing heavily on indigenous youth in the Cordillera region.

Terminal data indicates that the program achieved a 104% reach rate, successfully engaging 3,354 youth against an original aggregate target of 3,221. Furthermore, by 2025, the achievement of empowerment elements per youth reached 6.60, significantly exceeding the target of 5.0. Furthermore, out of the 358 planned learning exchanges for the five-year cycle, 324 were achieved by the end of 2025, representing a 91% completion rate despite significant budget cuts and the transition to online-only shared capacity development activities in the program's final year. However, "Economic Empowerment" consistently remained the lowest-performing domain, highlighting the profound structural barriers present in the Philippine labor market.

3. EVALUATION PURPOSE, OBJECTIVES AND QUESTIONS

3.1 Justification for the Evaluation

Two evaluations were planned within the five-year timeframe of the programme: a mid-term evaluation (conducted in 2024) and a final evaluation (2026). While the mid-term evaluation was designed to promote mutual and shared learning within and across all country programmes, the final evaluation builds upon this established baseline to execute a

comprehensive assessment of the strategic transition and the resulting empowerment ecosystem. As the program approaches its formal conclusion and KIYO prepares to exit the Philippines, this terminal evaluation is justified as an essential mechanism to consolidate learning, evaluate the resilience of the ecosystem against external socio-political pressures, and provide a definitive blueprint for the partners' autonomous operations.

This final evaluation also accounts for the operational pressure of the program's staggered closure. As revealed in the Final Reflection Workshop (2026), the decision to cease KIYO's direct operations in the Philippines was finalized in late 2025, creating a period of "contextual friction." Implementers reported a sense of being "disconnected" as the closure was announced while they were at the peak of their implementation velocity. This necessitated adaptive "fast-tracking" strategies, such as the modification of OJT requirements for TVET cohorts to ensure students could achieve national certification before the March 2026 exit.

3.2 Evaluation Objectives

The final evaluation aims primarily to ensure accountability and to foster learning for KIYO, its partners, and other stakeholders within the wider NGO sector.

Accountability: The primary objective is to demonstrate rigorous accountability for the utilized resources by assessing the extent to which the programme has achieved its intended outcomes. This is achieved by systematically applying the OECD DAC evaluation criteria, examining the relevance, efficiency, effectiveness, coherence, sustainability, and impact of KIYO's interventions across the country. This analytical framework is calibrated to address the specific contextual realities, economic shifts, and programmatic hypotheses of the Philippine country program. The intensity with which each criterion is assessed depends directly on the vulnerabilities identified during the implementation phase and the 2024 mid-term review.

Learning: The evaluation aims to generate actionable learning by identifying what worked well, what worked less well, and why. This involves examining the underlying causal mechanisms of the model, including how systemic hurdles (such as the impact of transportation allowances on youth retention in vocational programs) influenced programmatic outcomes, and evaluating the efficacy of sustainability strategies (such as partners successfully securing stand-alone, multi-annual grants like the YOUCA grant to maintain advocacy operations post-2026). By systematically addressing these systemic successes and frictions, the evaluation aims to generate learning that informs future youth empowerment initiatives and the broader sector, even beyond KIYO's own organizational framework.

3.3 OECD-DAC Evaluation Criteria and Guiding Inquiries

Relevance: The evaluation assesses the extent to which the intervention's objectives and fundamental design remained appropriate amid rapidly shifting socio-political and economic landscapes. The program was subjected to severe external shocks, requiring deep analyses of its adaptive capacity.

- To what extent did the APPS framework address the evolving needs and priorities of marginalized youth, particularly considering the post-pandemic "hungry in a hurry" economic reality in regions like Metro Cebu?
- How effectively did the program align with and adapt to major national policy shifts, specifically the DepEd MATATAG curriculum rollout that reduced arts education hours, and the national *Trabaho Para sa Bayan* labor market strategies?
- Does the intervention adequately maintain engagement and appeal for male-identifying youth, ensuring that this demographic does not become marginalized as the program rightly emphasizes the inclusion of women, girls, and LGBTQ+ individuals?

Efficiency: Efficiency analysis examines the optimal conversion of financial, human, logistical, and technical resources into tangible ecosystem outputs within the planned timeframes.

- Was the structural transition from direct service delivery to the Mutual and Shared Capacity Development (MCD/SCD) facilitation model demonstrably cost-effective compared to traditional implementation methods?
- How efficiently were exogenous financial variables managed? Specifically, did the program optimally utilize the "Exchange Rate Dividend"—where the PHP/EUR rate shifted favorably from 55 to 61.35—to expand local activities without demanding additional euro allocations?
- Were resource allocations proportionate to the programmatic scope, particularly concerning the high logistical transportation costs associated with the geographic dispersion and mountainous terrain of the Cordillera region?

Effectiveness: Effectiveness measures the precise degree to which the intended outcomes, specifically the institutionalization of Quality Learning Environments, were achieved.¹

- To what extent have the "reach actors"—such as public school teachers, TVET trainers, corporate human resources departments and youth-led organizations—successfully codified rights-based pedagogy and inclusive practices into their core standard operating procedures?
- Did the MCD/SCD partnership approach genuinely enhance the technical capacity of the three local partners, moving them toward the "Pioneering" level on the maturity scale?
- What specific contextual factors facilitated or hindered the realization of the quantitative targets, and how satisfactory is the qualitative depth of the reported 104% reach rate?

Coherence: This criterion evaluates the intervention's compatibility and synergy with external frameworks, national policies, and internal programmatic structures.¹

- Internal Coherence: How well did the three distinct result areas (Education, Employment, Citizenship) synergize to contribute to the overarching Joint Strategic Framework of Belgian non-governmental cooperation?
- External Coherence: To what degree did the program provide added value and complement national standards, including TESDA vocational training frameworks, DepEd arts education guidelines, and local government human rights ordinances, while

rigorously avoiding duplication of services?

Sustainability: Sustainability serves as the ultimate test of the 2026 exit strategy, appraising the likelihood that the benefits of the intervention will persist without the financial and technical backbone of the commissioning organization.

- **Financial:** Have partners successfully diversified their funding streams? For instance, does CYC's acquisition of independent EU grants sufficiently mitigate the severe "brain drain" risk associated with the imminent cessation of DGD salary support?
- **Social:** Have participation and ownership among the target groups and community intermediaries ensured the continued social relevance of the empowerment models?
- **Technical and Institutional:** Are permanent organizational structures firmly in place, such as Bidlisiw's formalization of the ESWEQ program into a permanent department, and have reach actors acquired the capacity to maintain pedagogical results independently?

Impact: Impact analysis isolates the medium and long-term systemic effects generated by the intervention, separating direct programmatic outputs from broader societal shifts.

- Does empirical evidence substantiate the Hypothesis 3 "1:3 Multiplier Effect" outside of formal program activities, proving that empowered youth generate secondary empowerment networks within their communities?
- Have local initiatives generated broader multiplier effects at the sector or national levels, such as the widespread adoption of legacy tools like PETA's GEARBOX video series or the passing of indigenous land defense resolutions?

Transversal Themes: The evaluation integrates critical cross-cutting themes into all analytical dimensions, acknowledging that true youth empowerment cannot occur in a vacuum isolated from environmental and demographic realities.

- **Gender Equality and SOGIESC Inclusion:** The evaluation assesses the efficacy of the "Protection" pillar in creating safe, equitable spaces for all youth. The analysis verifies the high empowerment scores reported among non-binary youth in rural and indigenous contexts, confirming the program's success regarding SOGIESC (Sexual Orientation, Gender Identity and Expression, and Sex Characteristics) inclusion. The evaluation interrogates the extent to which gender equality principles have been embedded into training materials, advocacy campaigns, and the daily operations of the reach actors.
- **Environmental Sustainability and Climate Resilience:** The Philippines remains highly susceptible to extreme climate events, which directly disrupt educational and economic trajectories. The evaluation assesses whether practical Disaster Risk Reduction (DRR) experiences—such as the youth-led community response and home repair initiatives following Typhoon Odette (Rai) in 2021—have been effectively institutionalized into the core Education for Sustainable Development (ESD) curriculum. The objective is to determine if the program successfully transitioned from theoretical environmentalism to practical, localized climate resilience.

4. METHODOLOGY

4.1 Overall Evaluation Design and Approach

To comprehensively address the multifaceted evaluation questions and capture the highly non-linear transformations inherent in rights-based youth empowerment, the evaluation adopts a utilization-focused mixed-methods ecosystem design. This methodological framework transcends simple quantitative target verification, prioritizing the generation of actionable, granular insights regarding the interplay between institutional capacity (MCD/SCD), the structural quality of the learning environments (QLEs), and the resulting individual youth agency. The methodology is designed to triangulate standardized quantitative metrics with specialized qualitative tools tailored to the distinct operational realities of the three local partners.

As identified in the preliminary literature review, conventional evaluation metrics frequently fail to capture the intangible psychosocial shifts critical to human development interventions, often prioritizing donor-defined objectives over the personal agency of participants. Consequently, the methodology deploys specific analytical streams to evaluate the cognitive, behavioral, and economic dimensions of empowerment.

4.2 Data Collection Methods and Tools

4.2.1 Qualitative Data Collection Tools

Most Significant Change (MSC): Applied specifically to PETA's arts-based education components, MSC is a dialogical, participatory, story-based technique explicitly designed to evaluate complex constructs that evade standardized Likert-scale surveys. Through facilitated storytelling sessions with public school students and teachers, MSC systematically harvests "stories of change". This process reveals profound personal transformations, instances of trauma healing, and nuanced shifts in critical thinking and self-efficacy generated by the Integrated Theater Arts approach. The technique functions as an evolutionary approach to organizational learning, providing context-specific evidence of psychological empowerment and capturing unanticipated outcomes resulting from the creative pedagogy.

Outcome Harvesting (OH): Outcome Harvesting is utilized to evaluate CYC's advocacy, leadership, and citizenship initiatives in the Cordillera region. Recognized in development literature as a "complexity-aware" monitoring method, OH is optimal for volatile environments where cause-and-effect relationships regarding policy change are highly non-linear. Instead of measuring progress against rigid, predetermined indicators, the evaluation team works backward from observed empirical evidence—such as behavioral shifts among duty-bearers, the passing of local youth ordinances, or the operationalization of the "Baguio Shield" as legal protection for youth actors operating in politically sensitive contexts. This method substantiates the program's specific contribution to systemic, structural changes without erroneously claiming singular attribution in multi-actor advocacy spaces.

4.2.2 Quantitative Data Collection Tools

Digital Tracer Study: To investigate the persistent "Economic Gap" identified in the baseline data—where economic empowerment metrics lagged behind other life skills—a mobile-friendly Digital Tracer Study is deployed via Kobo Toolbox. This longitudinal quantitative instrument targets the Bidlisiw Foundation's ESWEO program graduates. The tracer study correlates specific programmatic inputs, such as technical-vocational training and financial bridge-funding allowances, with actual, sustained labor market integration. It assesses job retention rates, income progression, and career adaptability, specifically measuring the graduates' resilience against the allure of precarious gig-economy work in Metro Cebu.

4.2.3 Document Review and Interviews

The methodology also includes document reviews encompassing MEAL system tools, logical frameworks, theory of change documents, performance scorecards, youth databases, annual partner reports, and financial audits submitted to the DGD. Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) supplement the primary tools to capture the perspectives of country office staff, strategic partners, and government representatives.

4.3 Sampling Strategy and Selection Criteria

To ensure robust methodological validity and explicitly mitigate the "confirmation bias" prevalent in self-assessed performance scorecards—where partners naturally highlight their most successful intervention sites—the evaluation employs a Stratified Purposive Deviant Sampling design.

4.3.1 Quantitative Sampling (Tracer Study)

From a total population (N=550) of directly reached ESWEO program completers, a sample size of n=90 youth was targeted (actual n=81). Utilizing a Finite Population Correction (FPC), this sample configuration achieves a Margin of Error of $\pm 9.45\%$ at a 95% confidence level, ensuring sufficient statistical rigor for programmatic labor market tracking while remaining logistically feasible within the evaluation timeframe.

4.3.2 Qualitative Sampling (MSC and OH)

The qualitative sample (n=60) is strictly governed by the methodological principle of "Information Power," which dictates that highly relevant, specific participant selection yields dense analytical data without requiring massive sample sizes. The selection intentionally targets "deviant" cases to test the replicability and resilience of the model beyond established comfort zones. The qualitative sampling distribution is detailed below:

Table 3. Qualitative Sampling Distribution

Analytical Stream	Target Respondent Category	Target Sample Size (Actual)	Specific Selection Rationale
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Education (PETA)	Teachers & Principals	10 (6)	Stratified at a 1:2 ratio (4 respondents from long-term successful sites vs. 6 from newly established sites in Bataan/Tarlac) to explicitly test model replicability under the new MATATAG curriculum constraints.
	Youth Students (and Youth Theater Organization members)	10 (12)	Sampled across 5 distinct SPA schools to rigorously test the Hypothesis 3 student-led Multiplier Effect.
	Program Staff	(2)	
Employment (Bidlisiw)	ESWEO Participants	10 (4)	Balanced sampling of program <i>completers</i> and <i>dropouts</i> to identify both the enabling factors for success and the structural barriers causing attrition. (While the actual qualitative sample size (4 respondents) is significantly lower than the target, qualitative validity and representativeness are ensured by triangulating these in-depth interviews with the quantitative data gathered from the Digital Tracer Study (n=81), including a representative sample of ESWEO non-completers (n=23).)
	TVET Directors	4 (2)	Targeting both high-performing and lower-performing partner institutions to accurately assess the depth of institutionalization.
	Employers	4 (2)	Representatives sourced from the "Business with a Heart" network to assess the qualitative shift from CSR charity to genuine economic

			inclusion.
	Program Staff	(4)	
Citizenship (CYC)	Youth Leaders	12 (10)	Achieving 85% saturation of the 14 supported youth-led organizations in the Cordillera region to harvest comprehensive advocacy outcomes.
	Student Representatives	3 (3)	Sourced from major university hubs (e.g., UPB, SLU) acting as central multipliers for digital activism and human rights advocacy.
	Program Staff	(5)	
MCD/SCD (Country Office)	Partner Management	3 (2)	Organization Directors and Finance Officers audited to assess institutional strengthening, financial diversification, and readiness for the 2026 exit.
Contextual Mediators	Government Officials	4 (2)	Local Government Unit officials and Sangguniang Kabataan (SK) Chairpersons assessed for governance sustainability and policy adoption.
Others	Other NGO, social enterprise	(2)	
Total		60 (56)	

4.4 Triangulation, Limitations, and Mitigation Strategies

The evaluation design relies on deep triangulation across stakeholder levels (youth beneficiaries, partner management, reach actors) and data types (financial audits, OH/MSC qualitative narratives, tracer study metrics). This structural triangulation is critical to neutralizing data validity risks and ensuring analytical accuracy.

4.5 Limitations and Mitigation Strategies

Several operational limitations exist, accompanied by targeted mitigation strategies:

- Selection Bias: Partners inherently prefer to showcase established success sites. This is addressed directly through the deviant sampling technique, forcing the inclusion of non-completers and newly established, untested intervention sites.
- Attribution Complexity: Multi-actor advocacy environments make isolating the program's specific impact difficult. Outcome Harvesting mitigates this by focusing on documented *contribution* to systemic change rather than claiming absolute attribution.
- Stakeholder Availability: Youth engaged in precarious wage employment face severe time constraints. Data collection—including FGDs and KIIs—is strictly scheduled during weekends or after working hours within easily accessible community spaces to maximize participation.
- Institutional Bureaucracy: Rapid national policy shifts, such as DepEd's curriculum decongestion, create unpredictable engagement environments. Evaluators mitigate this by focusing heavily on regional-level linkages and codified local school cultures that effectively bypass central bottlenecks.

4.6 Ethical Considerations and Safeguarding Protocols

Adherence to strict ethical frameworks is paramount, given the involvement of minors and youth operating in highly politicized, high-risk environments. The evaluation strictly conforms to the United Nations Evaluation Group (UNEG) ethical guidelines and the foundational principle of "Do No Harm".

- Protection of Identity: To protect participants from political pressure, absolute confidentiality is maintained. All identities in MSC narratives, OH reports, and published findings are protected using strict pseudonymization protocols. Data classified as sensitive is secured to ensure its source cannot be traced.
- Organizational Integrity: The evaluation team must formally sign and adhere strictly to the overarching Integrity Code of Conduct.
- Harm Disclosure Protocols: Should any interview reveal instances of abuse, exploitation, or severe harm, established referral protocols to appropriate social and mental health services will be immediately activated. These protocols override standard evaluation procedures to prioritize the immediate safety and well-being of the youth.
- Inclusivity: Data collection environments will be explicitly managed to ensure culturally appropriate, gender-sensitive, and inclusive spaces for all participants, paying particular attention to the safety of non-binary and LGBTQ+ youth in conservative rural settings.

5. EVALUATION REPORT: CORDILLERAN YOUTH CENTER (CYC) - CITIZENSHIP AND EMPOWERMENT OUTCOMES (RESULT 4)

Operating within the geographically isolated and socio-politically volatile Cordillera Administrative Region (CAR), CYC served as the primary implementing partner for the program's Citizenship outcome. The findings detailed in this section provide an assessment of CYC's programmatic performance against the logical framework indicators for Results 1 and 4, followed by a rigorous analysis utilizing the OECD-DAC evaluation criteria and a dedicated Outcome Harvesting synthesis based on primary qualitative data derived from the

Focus Group Discussion (FGD) conducted with 10 youth leaders from different CYC partner youth organizations.

5.1 Programmatic Performance against Logframe Indicators (Results 1 and 4)

The intervention logic of the program is driven by the APPS framework (Awareness, Participation, Protection, Skills), which standardizes the developmental approach across highly diverse intervention sectors. The programmatic architecture utilizes a four-point maturity scale—1 (Fragmented), 2 (Capitalized), 3 (Institutionalized), and 4 (Pioneering)—to track the evolution of institutional expertise, community reach, and youth empowerment.

The table below synthesizes the quantitative baseline, targeted milestones, and CYC-specific achievements across the applicable logframe indicators, encompassing institutional capacity (Result 1) and civic empowerment within communities and universities (Result 4).

Table 4. CYC Programmatic Performance against Logframe Indicators (Results 1 and 4)

Logframe Indicator	Description	Baseline (Year 1)	Target (Year 5)	CYC-Specific Achievement / Status
O.1 Institutional Expertise	Average score of partners' expertise to develop a quality learning environment.	1.5	3.0 (Institutionalized)	Achieved 3.0. CYC transitioned from a fragmented youth network to a highly codified non-governmental organization.
O.2 Reach Quality	Average score of reach partners (schools, youth-led organizations) for empowerment practices.	1.5	3.0 (Institutionalized)	Program aggregate achieved 3.96 by 2025. CYC's youth-led organizations demonstrated high capacity in localized advocacy.
O.3 Youth Empowerment	Number of elements showing an increase in youth	1.0 Element	5.0 Elements	Program aggregate achieved 6.60. CYC youth demonstrated

	empowerment (scoring >3 out of 4).			exceptional scores in Rights Awareness (3.84) and Critical Thinking (3.72).
1.1 Learning Exchanges	Number of mutual/shared capacity development (MCD/SCD) exchanges.	0	358 (Aggregate)	CYC independently achieved its targeted 79 capacity development exchanges, cross-pollinating best practices across its 14 organizations.
1.2 Gender Mainstreaming	Average score for mainstreaming gender in the work of the partner.	2.0 (CYC)	3.5 (Pioneering)	CYC achieved 3.5, driven by the establishment of gender-specific organizations like Innabuyog Gabriela Youth (IGY).
1.3 Safeguarding	Average score for mainstreaming integrity and child protection/safeguarding.	1.0 (CYC)	2.5 (Capitalized)	CYC achieved 2.5, significantly improving internal protection mechanisms despite a challenging external environment.
4.4 YO Engagement	Average score by youth-led organizations for sustained quality engagement in the community.	1.5	3.0 (Institutionalized)	CYC achieved 3.0, transitioning youth from passive learners to active policy negotiators within the local government.

4.5 YO Support Scale	Number of youth-led organizations supported by the partner.	0	14 Organizations	CYC successfully supported and maintained 14 university-based and community-based youth-led organizations across the Cordillera.
4.7 Citizenship Reach	Number of youth reached via youth-led and theater organizations for citizenship outcomes.	0	2,160 (Aggregate)	CYC was responsible for the vast majority of this target, successfully reaching 2,100 indigenous and non-indigenous youth.

The performance data indicates a highly successful programmatic implementation. Under Result 1, which evaluates the partnership strategy and the efficacy of internal learning environments, CYC demonstrated profound maturation. The organization effectively utilized its 79 targeted mutual and shared capacity development (MCD/SCD) exchanges to transition from a decentralized, volunteer-driven collective into a structurally robust institution capable of managing complex international grants. This transition is reflected in their progression from a baseline score of 1.0 in safeguarding to a capitalized score of 2.5, indicating a formalized approach to protecting youth activists in a high-risk environment.

Under Result 4, which measures civic empowerment, CYC operated at a massive grassroots scale, successfully engaging 2,100 youth out of the program's aggregate target of 2,160.¹ The overarching youth empowerment metric (Indicator O.3) documented that participating youth achieved an average of 6.60 empowerment elements, significantly exceeding the target of 5.0. This quantitative success translated into major civic victories, transforming marginalized students into active rights-holders who directly influenced municipal policy and championed the defense of indigenous ancestral domains.

Furthermore, within the parameters of Result 4, the evaluation reveals that CYC engineered civic and educational transformations at the tertiary and university levels. Between 2022 and 2026, CYC-affiliated student councils and gender organizations successfully lobbied for the institutionalization of gender officers within the University of the Philippines Baguio (UPB) and the broader UP system. The program catalyzed the implementation of the Anti-Sexual Harassment (ASH) Code and the establishment of formal "Safe Spaces Committees" involving student representatives. CYC's interventions led to tangible administrative policy shifts,

including dress code revisions to accommodate gender expression, the securing of academic "leniency" provisions post-pandemic, and the allocation of comprehensive student and creative spaces within campus infrastructures.

The 2026 final reflection workshop highlighted CYC's international achievement in winning 2nd place for the UNESCO Prize for Global Citizenship Education for its "Youth in Action" program. This award validates the program's framework, proving that localized indigenous advocacy resonates at a global institutional level. Additionally, CYC secured a multi-year EU grant for the "Northern Luzon Human Rights City Consortium," allowing them to replicate the "Baguio Shield" model in provinces such as Kalinga, Abra, and La Union.

5.2 OECD-DAC Criteria Analysis

The systematic evaluation of CYC's citizenship and empowerment initiatives is structured around the OECD-DAC criteria, providing a rigorous, multidimensional assessment of the intervention's strategic and operational efficacy in the Philippines.

Relevance: The relevance of the intervention is exceptionally high, as it directly responded to the acute socio-political vulnerabilities of indigenous and non-indigenous youth in the Cordillera Administrative Region. The operational environment in the Philippines is politically sensitive. CYC's strategic reliance on the "Protection" pillar of the APPS framework was highly relevant to this specific context, addressing the immediate physical and psychological safety concerns of youth advocates. By focusing heavily on indigenous land rights, cultural revitalization, and digital activism, the program accurately aligned with the self-determination priorities of the Cordilleran youth. Furthermore, the program's adaptive shift from a protective-charity paradigm to an "Empowerment Ecosystem" ensured that youth were equipped to navigate the post-pandemic civic landscape as active political agents rather than passive beneficiaries reliant on direct service delivery.

Coherence: The internal and external coherence of CYC's programming served as a critical driver of its systemic impact. Internally, CYC synergized its citizenship outcomes with the broader objectives of the Belgian Directorate-General for Development Cooperation (DGD), engaging actively in horizontal learning exchanges with other regional partners such as Bidlisiw and PETA to ensure thematic consistency. Externally, CYC exhibited strong coherence with local governance and educational frameworks. Rather than operating as an isolated antagonistic entity, CYC integrated its advocacy with municipal structures, partnering productively with the Sangguniang Kabataan (Youth Council) Federation, the Commission on Higher Education (CHED), and the Baguio City Local Government Unit (LGU). This external coherence was explicitly demonstrated through CYC's participation in the Baguio Youth Parliament and its alignment with the city's legislative mandate to include youth representatives in all government deliberative committees by 2024.

Efficiency: The efficiency of the intervention was shaped by a combination of strategic financial management and severe geographical constraints inherent to the mountainous topography of the Cordillera region. CYC optimally utilized the Mutual and Shared Capacity Development (MCD/SCD) model to build internal capacity without incurring exorbitant

external costs, relying instead on peer-to-peer knowledge transfer. However, efficiency was structurally constrained by the geographic dispersion of the 14 youth-led organizations. This dispersion resulted in disproportionately high logistical overheads, with activity transportation utilization reaching 128% of the allocated budget in 2023. Despite these constraints, the transition toward a formalized financial reporting system—governed by the Manual of Operations and Procedures (MOPP)—streamlined budget utilization. While initially viewed by youth volunteers as administratively burdensome, this strict financial compliance ultimately ensured organizational transparency and audit-readiness.

Effectiveness: The program's effectiveness is definitively evidenced by its successful transition of youth from isolated, pandemic-affected students to highly organized civic actors capable of securing binding legislative victories. The program exceeded its quantitative reach targets and fundamentally altered the civic architecture of Baguio City and the surrounding provinces. The most prominent indicator of this effectiveness is the "SBMM Win" (Save Baguio Market Movement). CYC-trained youth successfully orchestrated a sustained campaign against the corporate "mallification" and privatization of the Baguio City public market. By leveraging capacity-building workshops, cross-learning sessions, and advanced advocacy training, the youth organizations secured an ordinance under the Comprehensive Land Use Plan (CLUP) preventing Public-Private Partnership (PPP) exploitation of the market space. This victory effectively demonstrated that the programmatic inputs directly translated into the intended outcome: the protection of public goods through coordinated youth agency.

Sustainability: Sustainability remains the most complex and bifurcated parameter for CYC as the 2026 funding cessation approaches. The program achieved robust socio-political sustainability through the institutionalization of the "Baguio Shield"—the Baguio City Human Rights Defenders Ordinance (HRDO). This legal framework provides an enduring, codified protective mechanism for youth activists that will outlast the donor intervention, allowing advocacy to continue. Furthermore, the structural formalization of the 14 youth organizations, complete with established committee systems, Anti-Sexual Harassment codes, and continuous knowledge-transfer protocols, ensures a high degree of operational continuity. Conversely, financial sustainability presents a significant vulnerability. The program covers the entirety of core staff salaries, creating an acute sensitivity to grant termination and a high risk of "brain drain" if experienced personnel seek alternative employment. To mitigate this, CYC launched "Empowear," a youth-led social enterprise designed to generate independent revenue through merchandise sales and organizational fairs. While Empowear represents a critical step toward economic resilience, empirical data indicates that the "Economic Empowerment" domain (Indicator Q10) remains the lowest performing metric across the program, hovering near a score of 3.0. To offset this vulnerability, CYC has successfully secured independent financing, notably acquiring a multi-year EU grant for the Northern Luzon Human Rights City Consortium. Furthermore, in early 2026, CYC obtained a multi-annual grant from the Belgian organization 'YOUCA'. Having been a former indirect beneficiary of a grant managed by KIYO, CYC has now, for the first time, become a direct beneficiary of this grant, which serves as a vital financial safety net moving forward.

Impact: The medium- to long-term systemic impact of CYC's intervention is profound, representing a strong contribution to the transformation of youth participation in the region. The program successfully validated Hypothesis 3 of the Theory of Change: the "1:3 Multiplier Effect". Empowered youth leaders organically generated secondary empowerment networks, transmitting their rights-based knowledge to peers, university constituents, family members, and the broader indigenous community. The societal impact is most visibly manifested in the normalization of youth participation in high-level governance. The civic paradigm shifted definitively from youth protesting on the periphery of power to youth holding mandatory, legislated seats in city decision-making bodies. Ultimately, the impact lies in the significant contribution to the evolution of the civic culture in the Cordillera, where youth are no longer viewed merely as students, but are formally recognized as indispensable stakeholders in environmental defense, indigenous rights advocacy, and municipal urban planning.

Transversal Themes: The intervention successfully mainstreamed gender equality and environmental sustainability, treating them not as isolated thematic add-ons, but as core operational imperatives fully integrated into the APPS framework.

Gender Equality: In terms of Sexual Orientation, Gender Identity and Expression, and Sex Characteristics (SOGIESC) inclusion, the program achieved remarkable, quantifiable success. The Monitoring, Evaluation, Accountability, and Learning (MEAL) data confirms that non-binary youth within the CYC cohort reported the highest average empowerment scores (3.63), validating the efficacy of the "Protection" pillar in creating equitable, trauma-informed spaces within traditionally conservative and indigenous contexts.¹ CYC facilitated the establishment and expansion of specialized gender-advocacy groups, notably Bahaghari Metro Baguio and Innabuyog Gabriela Youth (IGY). These organizations utilized KIYO's capacity-building support to lead massive, city-wide Pride Month celebrations and spearhead the establishment of school-level Safe Spaces Committees. Crucially, the qualitative data reveals that these youth leaders consciously pushed beyond the limitations of liberal, individualized feminism. They actively integrated their gender campaigns with broader national struggles, explicitly linking LGBTQ+ and women's liberation to the defense of indigenous ancestral domains and the fight against systemic economic inequality.

Environmental Sustainability: Environmentally, CYC integrated Education for Sustainable Development (ESD) directly into the DNA of its advocacy operations. The youth organizations did not treat environmentalism as a theoretical, classroom-bound concept; rather, they operationalized it through aggressive, real-world campaigns defending indigenous lands against corporate mining incursions and resisting the privatization of communal urban spaces. The mobilization against the "mallification" of the Baguio public market serves as a primary example of this integrated environmentalism, where the defense of physical heritage and sustainable urban planning were championed as fundamental youth rights. Additionally, CYC youth leaders integrated their work with the Asia Indigenous People's Network of Extractive Industries, sharing localized Cordilleran experiences in campaigns against harmful large-scale mining. This intersectional approach ensured that environmental defense was inextricably linked to cultural preservation, community survival, and youth citizenship.

5.3 Outcome Harvesting Results

To capture the non-linear, psychosocial, and systemic transformations generated by the program, the evaluation employed Outcome Harvesting (OH) as a complexity-aware monitoring methodology. Utilizing Focus Group Discussion (FGD) involving youth leaders from various partner organizations, alongside programmatic summaries, this methodology works backward from observed empirical evidence to determine the intervention's specific contributions. The analysis follows a rigorous four-step analytical framework.

5.3.1 Thematic Mapping and Structuring (Data Interpretation)

The qualitative data harvested from the youth leaders was systematically mapped into a hierarchical structure, moving beyond chronological recounting to establish explicit causal pathways. This conceptual model illustrates how foundational programmatic inputs (like life skills training and strict donor compliance) triggered compounding behavioral shifts, ultimately leading to sweeping, systemic policy outcomes across the 2022–2026 timeline.

Table 5. CYC Outcome Harvesting: Thematic Mapping and Structuring

Theme	Sub-Themes (Evolutionary Trajectory)	Observed Causal Relationship
Individual Growth & Identity	Lack of confidence >> Rights awareness >> Advanced advocacy skills >> Cultural identity and mentorship	The provision of safe spaces and Life Group Sessions directly mitigated pandemic-induced isolation. This resulted in increased self-efficacy, enabling youth to proudly embrace indigenous identities and mentor subsequent cohorts.
Identity Reclamation & Decolonization	Shame/Embarrassment >> Cultural Integration >> Embracing Traditional Identity >> Self-Determination	The provision of safe spaces and cultural integration activities directly mitigated the alienation of urbanized youth. Youth leaders (e.g., from PIGSA and IGY) transitioned from hiding their indigenous roots to proudly wearing traditional attire and explicitly campaigning for IP self-determination.
LGU & Duty Bearer Engagement/ Strategic Alliance Management	Polarized views >> Issue-based collaboration >> Compartmentalized political alliances	Intensive advocacy and "table battle negotiation" training transitioned youth from reactive street protests to strategic nuance. Youth learned to compartmentalize alliances, successfully partnering with LGU

		officials to pass human rights ordinances (HRDO) while fiercely opposing the exact same officials regarding public market privatization (SBMM).
School-Level Policy Reform/ Institutionalization	Informal gathering >> Safe spaces committee formation >> ASH Code drafting >> Administrative policy shifts	Facilitated cross-learning between university chapters (e.g., UP Baguio and SLU) provided the tactical knowledge required to successfully lobby administrations for academic wellness breaks, the institutionalization of gender officers, and the removal of cross-dressing bans.
Youth Organization Strengthening	Rebuilding post-pandemic >> Overcoming financial compliance friction >> Structured committee systems >> Regional expansion	The donor's rigid financial reporting requirements (initially perceived as a massive barrier) forced grassroots YOs to adopt formal administrative structures, dramatically increasing their audit credibility, operational stability, and capacity to handle large-scale network expansions.
Administrative Friction to Institutional Credibility	Informal "patak-patak" funding >> Overcoming strict financial compliance friction >> Transparent bookkeeping >> Regional expansion	The adoption of YOs of formal administrative structures also enabled them to manage large-scale networks (e.g., CEGP expanding from 8 to 18 publications).
Family & Social Environment	Initial resistance >> Tension in communication >> Transmitted empathy >> Household gender sensitivity	Empowered youth acted as micro-multipliers within their own homes, utilizing advanced communication skills to gradually dismantle conservative parental resistance to activism and gender diversity.
Economic Resilience & Resourcefulness	High reliance on donations >> Internal tracking >> Creative income generation >>	The pressure of sustaining operations post-KIYO led organizations to leverage their creative networks, organizing "gigs for a cause," utilizing underground music scenes, screen

	Micro-financial independence	printing merchandise, and instituting localized membership fees to establish alternative revenue streams.
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5.3.2 Triangulation and Verification

To ensure maximum analytical validity and mitigate self-assessment bias, the claims harvested from the youth leaders during the FGDs were rigorously triangulated against external stakeholder interviews, financial audits, and programmatic documentation.

During the FGDs, youth leaders claimed significant success in transitioning from marginalized activists facing intense state scrutiny to respected policy negotiators capable of navigating highly complex political landscapes. This qualitative assertion was explicitly corroborated by examining the parallel timelines of two major campaigns: the Baguio City Human Rights Defenders Ordinance (HRDO) and the Save Baguio Market Movement (SBMM). Youth leaders described the stress and maturity required to work collaboratively with specific city councilors to draft and pass the HRDO, while simultaneously challenging and protesting those exact same councilors' stances on the corporate "mallification" of the public market. Key Informant Interviews (KIIs) with local government duty bearers verified this advanced level of civic maturity, confirming that CYC-affiliated youth transitioned from "protesting in the streets" to engaging in "meaningful dialogues" and drafting sophisticated resolutions that currently guide city decisions.

Furthermore, the youth's claims regarding the immense burden of strict financial reporting were cross-verified by CYC internal finance staff. During the FGDs, youth explicitly noted the difficulty of transitioning from informal "patak-patak" (small contributions) to maintaining exact Official Receipts (ORs), itemizing specific meals, and fighting for the validity of receipts. Financial officers acknowledged this steep learning curve and the initial frustration caused by the donor's stringent compliance protocols. However, data triangulation reveals a unified consensus: both the youth leaders and the finance staff independently concluded that this administrative friction ultimately produced highly transparent, audit-ready organizations capable of securing secondary funding and operating as formal institutions.

5.3.3 Interpretation (Latent Meanings)

Beyond the semantic reporting of activities and policy wins, the FGD reveals latent psychological and sociological shifts among the youth participants. Analyzing these latent meanings exposes the true depth of the "Empowerment Ecosystem."

Redefinition and Institutionalization of Safety: The discussion reveals a distinct evolution in the definition and expectation of *safety*. In 2022, "safe spaces" were understood merely as physical locations where marginalized youth could gather without the immediate fear of

political pressure, harassment, or discrimination. However, by 2026, the concept had matured conceptually into an *institutional right*. Safety was no longer viewed as a hidden room provided by an NGO; it was the formal Anti-Sexual Harassment (ASH) Code implemented across university systems, and the legislated HRDO enacted by the city council. Notably, the youth successfully lobbied to expand the mandate of the UP Baguio Crisis Management Committee—traditionally reserved for natural disasters—to explicitly include political pressure as a recognized institutional crisis requiring university-backed financial and legal aid. Further infrastructure wins included the provision of dedicated student spaces to foster a more inclusive learning environment. The youth deeply internalized the Rights-Based Approach, shifting their self-perception from vulnerable subjects needing charitable protection to empowered citizens demanding permanent structural guarantees from the state.

From Social Connection to Interdependence and Disability Justice: The discourse highlights a transition from simple social connection to principled interdependence. Early program documentation frequently cited "friendship" and "companionship" as primary outcomes. Later discussions, however, show a marked shift toward vocabulary such as "care for each other," "interdependence," and collective "reflection and processing". The youth recognized that sustaining activism against formidable systemic barriers required moving beyond mere camaraderie. Latent in their discussions of organizational management was a deep integration of "disability justice." Leaders emphasized the necessity of accommodating neurodivergent peers, creating spaces for introverts who struggle with eye contact, and normalizing "downtime" or "academic leniency" to prevent activist burnout. They redefined effective leadership not as "jumping on everything," but as setting realistic goals and practicing collective care.

Restorative Impact of Cultural Revitalization: For indigenous youth, participation in CYC was not merely an exercise in civic education; it was an act of historical reclamation. The program successfully addressed the alienation of urbanized youth from their ancestral roots. The latent meaning of their empowerment was the ability to proudly articulate "self-determination as IP" and achieve "authentic self-expression," effectively decolonizing their approach to youth leadership by returning to their home provinces (like Abra) to integrate cultural traditions into modern advocacy.

Principled Unity and Coalition Management: A latent outcome of CYC's work is the development of sophisticated political judgment among youth leaders. In navigating differences between IP rights organizations and LGBTQIA+ groups, youth have moved toward a practice of "principled unity." Instead of movement fragmentation, they articulate shared structural analyses—recognizing that the same systems of oppression affect both indigenous peoples and gender minorities—allowing them to educate rather than confront within their own coalitions.

5.3.4 Final Narratives

Synthesizing the thematic maps, triangulated data, and latent interpretations generates a cohesive narrative of resilience, identity formation, and systemic transformation, brought to life through the voices of the youth themselves.

In 2022, Cordilleran youth organizations were heavily fragmented by the pandemic and paralyzed by the acute threat of political pressure. Youth activism in the region was associated with significant risks and stigma, creating an atmosphere that constrained participation. As participants noted, the initial focus was simply "rebuilding" and finding "courage to try new things" in a highly restrictive environment. Through KIYO's intervention, CYC provided the crucial psychosocial scaffolding and technical training required to reconstruct these networks.

The introduction of rigorous organizational management tools initially caused significant friction. Youth leaders expressed frustration over the tedious financial receipts, rigid donor frameworks, and the sheer volume of administrative reporting required. Yet, this very rigor forged an unprecedented operational discipline. As one student council leader from NUSP reflected on his growth from a biology student to a skilled negotiator, the exposure to "leadership and advocacy training" and "organizational management" provided the foundational capacity to "identify problems and solutions" on a systemic level. Armed with formalized structures and a deep understanding of their rights, the youth pivoted their overarching strategy. They moved from reactive, street-level defense to proactive, boardroom-level governance.

This trajectory of empowerment was deeply personal and deeply intersectional. For a youth leader from BYLC, the program provided a lifeline outside the traditional academic system, offering a space for "more authentic self-expression" where she realized "there's a bigger world outside of school" and that "so many changes can happen beyond the walls of the classroom". One student leader highlighted the critical evolution of internal culture, emphasizing the necessity of "interdependence" and "care for each other," noting that self-confidence involves finding camaraderie with neurodivergent peers and leveraging creative hobbies—such as zine-making and underground music—for high-stakes social advocacy.

Simultaneously, the program facilitated profound cultural and gender awakenings. The Chairperson of Innabuyog Gabriela Youth (IGY) Metro Baguio, articulated how CYC's community integration allowed her to trace her indigenous roots back to Abra, completely transforming her identity. She noted that the program enabled her to be "proud and empowered as a woman," moving beyond liberal feminism to integrate women's rights deeply with the defense of indigenous lands. A representative from the College Editors Guild of the Philippines (CEGP), highlighted how the technical capacity-building enabled his organization to move beyond basic journalism to "table battle negotiation" with the Commission on Higher Education (CHED), successfully fighting for institutional protections like the campus press bus card.

This collective maturation culminated in the historic SBMM (Save Baguio Market Movement) campaign. When the local government considered a Public-Private Partnership that threatened the livelihoods of local vendors and the cultural heritage of the city market, the

youth organizations deployed their newly acquired mobilization, legal research, and policy-drafting skills in unison. They did not merely protest; they submitted comprehensive position papers, gathered localized signature data, and negotiated directly with lawmakers alongside allied artists and musicians. Their success in halting the privatization—anchoring the market's protection in the Comprehensive Land Use Plan—serves as the definitive proof of concept for the empowerment ecosystem. As the youth leaders proudly articulated, they successfully proved that the "public good remains public good," contributing to their legacy not as subjects of the state, but as the new architects of Cordilleran civic life.

5.4 SYNTHESIS AND CONCLUSIONS

The terminal evaluation of the CYC Citizenship intervention conclusively validates the efficacy of transitioning from a traditional protective-charity model to a systemic "Empowerment Ecosystem." Over the five-year implementation cycle, CYC successfully metabolized the APPS framework, transforming thousands of marginalized indigenous and non-indigenous students into formidable, highly skilled civic advocates. The quantitative targets were not only met but substantially exceeded, with the program achieving a 104% reach rate and delivering unprecedented empowerment scores across the demographic spectrum.

A longitudinal reflection from the 2022 baseline through the 2026 workshop highlights that CYC's greatest achievement is its institutional maturation. In 2022, CYC was described as a "flexible youth network" resistant to formal NGO structures. By the 2026 terminal reflections, the consensus was that the partnership had compelled CYC to formalize. This transition—adopting a rigorous Manual of Operations (MOPP) and financial integrity systems—provided the organization with the credibility required to successfully manage other international grants (e.g., EU and YOUCA), effectively securing its survival post-KIYO.

Despite these successes, the restitution workshop highlighted a significant analytical gap regarding the "uncaptured impact" of the sudden withdrawal of donor support. While the program achieved high implementation velocity in its final year, the abrupt end of KIYO funding in 2025 created a period of "contextual friction." This has resulted in interrupted sustainability efforts and unrealized organizational development that partners had expected to finalize. The sudden halt has caused both operational disruptions and emotional frustration among youth organizers who felt "disconnected" just as their advocacy reached its peak.

The central conclusion drawn from this evaluation is that the Mutual and Shared Capacity Development (MCD/SCD) approach is a highly effective, albeit resource-intensive, mechanism for institutional strengthening. By forcing youth organizations to adopt rigorous administrative, financial, and policy-drafting standards, the program equipped them with the institutional legitimacy required to interface with state actors, educational administrators, and private developers as equals. The paradigm shift from street-level protest to boardroom

negotiation represents a significant contribution to the maturation of the youth movement in the Cordillera Administrative Region.

However, the evaluation also concludes that while political, social, and civic empowerment reached "Pioneering" levels, economic sustainability remains a persistent and critical vulnerability. The identified "Economic Gap" highlights the inherent limitations of civic interventions in overriding severe macroeconomic precarity. While the youth-led social enterprise "Empowear" and diverse municipal partnerships demonstrate proactive exit planning, the structural reliance on external grants to cover core operational survival poses a threat to the ecosystem's longevity post-2026. Ultimately, CYC has built an extraordinarily resilient social and political architecture; the impending challenge is ensuring the economic scaffolding can independently support it as the donor transitions out of the country.

5.5 GOOD PRACTICES AND PROMISING APPROACHES

Case 1: "Baguio Shield" – Institutionalizing Protection

The severe operational risk of political pressure posed an existential threat to youth organizing in the Cordillera. In response, CYC shifted its protection strategy from relying solely on reactive security measures to orchestrating proactive legislative action. CYC and its affiliated youth organizations relentlessly lobbied the local government, contributing directly to the drafting and passage of the Baguio City Human Rights Defenders Ordinance (HRDO). This approach worked because the youth combined grassroots mass mobilization with high-level technical policy negotiation. By framing youth safety as a fundamental municipal obligation rather than a fringe activist issue, they secured cross-sectoral support. The ordinance effectively created a localized legal shield, forcing state security apparatuses to adhere to human rights standards within city limits. This strategy is highly transferable to other high-risk geographic contexts; utilizing local municipal codes to construct human rights sanctuaries provides a replicable blueprint for youth organizations operating under hostile national regimes.

Case 2: SBMM Campaign – Defending the Commons

The Save Baguio Market Movement (SBMM) represents a premier example of applied civic empowerment, where youth successfully prevented the corporate privatization ("mallification") of the city's historic public market. The campaign succeeded because CYC leveraged its extensive cross-learning networks, synthesizing diverse organizational strengths. University-based organizations provided essential legal and environmental research, while community-based arts collectives generated widespread public awareness through creative campaigns and zine-making. By integrating their demands directly into the formal Comprehensive Land Use Plan (CLUP), the youth ensured the victory was structurally binding and not easily reversed by subsequent administrations. This model of marrying grassroots creative activism with formal urban planning documentation is highly replicable for organizations seeking to combat environmental degradation, gentrification, or corporate land grabs in other provinces.

Case 3: Institutionalizing Safe Spaces

Recognizing the limitations of informal support networks, CYC-affiliated gender organizations such as Innabuyog Gabriela Youth (IGY) and Bahaghari spearheaded a movement to formally institutionalize student protection within university bureaucracies. They successfully lobbied for the creation of official "Safe Spaces Committees" and the implementation of the Anti-Sexual Harassment (ASH) Code, complete with designated gender officers across the UP system and other institutions. This worked because the youth presented administration officials with meticulously drafted, survivor-centered policy frameworks rather than mere complaints. This approach is highly transferable to any educational institution, demonstrating how youth can utilize rights-based logic to permanently alter the administrative DNA of their universities.

Case 4: Success Story (The Leadership Pipeline – From Youth Advocates to Ecosystem Builders)

A defining indicator of the CYC's sustainable impact is its internal leadership pipeline, best exemplified by the professional trajectories of Abby and Ren. Both transitioned from being student volunteers in local youth-led organizations to assuming critical roles as CYC Program and Administrative Staff for the KIYO project. Their journeys highlight how the program successfully evolves youth from individual rights-holders into institutional ecosystem builders.

Ren's Transformation through Art and Integration: Ren initially joined the CYAM Arts Collective as a digital artist, viewing art primarily as an avenue for individual self-expression. Through the KIYO program's cross-learning sessions and community exposures, Ren's perspective fundamentally broadened. Interacting with other youth leaders and participating in grassroots integration shifted Ren's trajectory from individual artistry to a deep commitment to development work. Today, Ren serves as the Administrative Officer of CYC and a project staff member, utilizing a background in behavioral science to manage the complex, technical reporting requirements of the KIYO grant.

Abby's Awakening to Systemic Impact: Abby's roots lie in *Bahaghari*, a gender-advocacy organization. A pivotal moment in Abby's empowerment journey occurred during the organizing of the 2019 Metro Baguio Pride. Witnessing the mobilization of not just university students, but BPO workers and marginalized sectors across the city, Abby realized the profound, systemic reach of youth activism. Furthermore, Abby found deep purpose in facilitating nuanced discussions that helped peers reconcile intersecting identities, such as being both LGBTQ+ and religious. Now serving as a CYC Project Staff member, Abby uses these lived experiences to mentor the next generation of youth leaders.

The recruitment of former KIYO Program youth participants into CYC's professional staff creates a highly resilient institutional memory. As Ren noted regarding their operational advantage, "when you're hiking, you know the terrain and you know the navigations". Because Abby and Ren were formerly on the receiving end of KIYO's rigorous monitoring tools and Global Citizenship Education (GCE) modules, they are uniquely equipped to

explain these complex frameworks to current students without causing administrative fatigue. Most importantly, their presence ensures that CYC retains a genuine, peer-to-peer dynamic. When interacting with current beneficiaries, Abby and Ren do not operate as rigid administrators; instead, they successfully maintain their identity as "fellow youth organizers," ensuring that CYC's operational culture remains empathetic, flexible, and deeply rooted in the lived realities of Cordilleran youth.

5.6 RECOMMENDATIONS

Strategic and Organizational Recommendations: The evaluation strongly recommends that CYC codify and publish its unique advocacy model prior to the 2026 exit. CYC possesses a wealth of implicit institutional knowledge regarding risk mitigation, LGU negotiation, and alliance-building. Translating this lived experience into a formalized, open-source curriculum or toolkit will ensure that their localized success in navigating complex political bureaucracies can be systematically taught to newly established youth organizations across the Philippines. Furthermore, CYC must accelerate its economic diversification. To counteract the cessation of international donor funding, CYC must aggressively scale its social enterprise, Empowear, while simultaneously pursuing unrestricted local funding mechanisms. The organization should transition from relying on event-specific grants toward securing long-term, fee-for-service contracts with local governments or educational institutions for providing leadership and gender-sensitivity training.

The revision of the UP-wide Anti-Sexual Harassment (ASH) code remains an "unfinished agenda." Future efforts must prioritize a dedicated coalition strategy to ensure the initial campaign momentum translates into formal adoption across the entire UP system.

Partner-Specific Recommendations (CYC): Given that geographic constraints in the Cordillera resulted in massive transportation overspends, CYC must systematically de-escalate its logistical overhead. The organization should decentralize its monitoring mechanisms by investing in secure, localized digital infrastructure and training municipal-level focal points in remote provinces like Kalinga and Abra. This will significantly reduce the reliance on costly, continuous travel from the Baguio headquarters. Additionally, CYC must formally institutionalize its alumni network. Graduates who have transitioned from youth volunteers into professional sectors represent an untapped reservoir of social capital, legal expertise, and financial patronage. Formalizing this network will provide a permanent, self-sustaining safety net of mentors and domestic donors for incoming youth cohorts.

Perspectives for Future Youth Empowerment Initiatives: Future youth initiatives must integrate economic reality directly into civic programming. The evaluation highlights the "hungry in a hurry" phenomenon, demonstrating that civic empowerment models cannot operate in isolation from the urgent demands of economic survival. Future programs must weave micro-grants, stipends, or direct pathways to employment into advocacy training to prevent attrition among deeply impoverished youth demographics. Finally, future initiatives operating in volatile political climates should prioritize the expansion of the regional sanctuary model. Donors and implementers must fund the specific legal and technical

training required for youth to draft and pass protective municipal ordinances, effectively building a patchwork of safe-haven cities—modeled after the "Baguio Shield"—nationwide.

5.7 LESSONS LEARNED

Strategic Lessons: The primary strategic lesson derived from this program cycle is that systemic change requires formal institutional entry points. The evaluation demonstrates that awareness-raising and grassroots organizing, while foundational, are insufficient for sustainable change. True empowerment occurs when youth are structurally embedded into the machinery of power. CYC's success was cemented only when their advocacy transitioned from street mobilizations into mandatory, legislated seats on local government committees and formal school administrative boards. Furthermore, the program underscores that protection is a non-negotiable prerequisite for participation. In hostile political environments characterized by political pressure, youth cannot exercise their right to civic participation if their physical and psychological safety is compromised. The prioritization of the Protection pillar was not tangential to the program; it was the essential bedrock that enabled all subsequent advocacy and leadership outcomes to flourish.

Operational Lessons: Operationally, the program revealed that rigid administrative tools produce resilient organizations. While the stringent financial reporting, receipt tracking, and MEAL requirements imposed by the donor initially caused high operational friction and intense frustration among youth volunteers, they were ultimately the primary catalyst for organizational maturity. Forcing grassroots collectives to operate with the financial integrity and documentation standards of formal NGOs dramatically increased their credibility, making them highly capable of absorbing future, larger-scale funding from entities like the European Union. Additionally, the intervention highlighted that robust psychosocial support is required to sustain activism. The mental health toll of continuous advocacy, particularly when fighting entrenched systemic issues or facing state harassment, leads to rapid youth burnout. Integrating dedicated psychosocial interventions, reflection sessions, and empathy-building into daily operational routines is absolutely essential for maintaining long-term volunteer retention and institutional memory.

Partnership and Collaboration Management Lessons: The execution of the Mutual Capacity Development (MCD) strategy provided critical lessons on power dynamics in international development. The evaluation notes that MCD struggles to be truly horizontal and mutual when one party entirely controls the financial resources. For learning exchanges to be authentic and reciprocal, international donors must proactively cede intellectual space and adapt their administrative frameworks—such as rigid, quantitative logframes—to fit the organic, culturally specific, and often non-linear methodologies of local partners. Conversely, the Shared Capacity Development (SCD) between different local youth organizations proved to be the most efficient method for rapid problem-solving. When organizations facing similar structural barriers (e.g., university censorship or financial deficits) were provided structured, facilitated spaces to exchange tactical knowledge through cross-learning, they effectively bypass prolonged trial-and-error phases, rapidly accelerating their collective policy impact and solidifying a deeply interconnected regional youth movement.

6. EVALUATION REPORT: BIDLISIW FOUNDATION, INC. - EMPLOYMENT AND EMPOWERMENT OUTCOMES (RESULT 3)

This evaluation primarily assesses the efficacy of the Enhancing Self and Wage Employment Opportunities (ESWEO) model. Operating within the highly volatile, post-pandemic economic landscape of Metro Cebu, Bidlisiw serves as the primary implementing partner for the program’s Employment outcome (Result 3) while concurrently driving institutional and individual empowerment (Result 1). This section provides the assessment of Bidlisiw’s performance against the logical framework, an evaluation using the OECD-DAC criteria supported by quantitative survey data, and an Outcomes Harvesting analysis derived from qualitative interview data.

6.1 Programmatic Performance against Logframe Indicators (Results 1 and 3)

Bidlisiw’s intervention logic shifts vulnerable youth—many with complex backgrounds including prior offenses or deep poverty—from marginalized statuses into active economic participants within a "Business with a Heart" network. The programmatic architecture utilizes the APPS framework and tracks institutional maturity on a four-point scale (Fragmented to Pioneering).

The table below synthesizes Bidlisiw’s targeted milestones and achievements across institutional capacity (Result 1) and economic empowerment (Result 3).

Table 6. Bidlisiw Programmatic Performance against Logframe Indicators (Results 1 and 3)

Logframe Indicator	Description	Base line	Target (Year 5)	Bidlisiw-Specific Achievement / Status
O.1 Institutional Expertise	Average score of the partner's expertise to develop a quality learning environment (QLE).	1.5	3.0 (Institutionalized)	Achieved 3.0. Bidlisiw transitioned its financial and operational systems to formal NGO standards, institutionalizing internal controls.
O.3 Youth Empowerment	Number of elements showing an increase in youth empowerment (scoring >3 out of 4).	1.0	5.0 Elements	Achieved. Survey data confirms significant statistical gains in self-confidence and workplace discipline.

1.1 Learning Exchanges	Number of mutual/shared capacity development (MCD/SCD) exchanges.	0	86 Exchanges	Bidlisiw actively engaged in capacity building, cascading trauma-informed care and gender sensitivity to TVET and corporate partners.
1.2 Gender Mainstreaming	Average score for mainstreaming gender in the work of the partner.	2.0	3.5 (Pioneering)	Achieved 3.5. Bidlisiw formalized gender-sensitive approaches in its organizational structure and partner training. ¹
1.3 Safeguarding	Average score for mainstreaming integrity and child protection.	2.0	3.5 (Pioneering)	Achieved 3.5. The program expanded from a strict child-protection focus to comprehensive youth safeguarding (ages 18-32). ¹
3.2 / 3.4 Reach Quality	Number of collaborating TVETs and companies adopting inclusive practices.	0	27 TVETs / 65 Companies	Achieved. Bidlisiw successfully mobilized an expansive "Business with a Heart" network across Metro Cebu. ¹
3.6 Youth Accompanied	Number of vulnerable youth integrated into the labor market via Bidlisiw.	0	550 Youth	Target on track, though quantitative data reveals high attrition rates due to severe macroeconomic pressures. ¹

6.2 Quantitative Analysis (Tracer Study of ESWEO Participants)

To triangulate the programmatic performance and validate the logframe achievements, a quantitative survey was administered to a representative sample of the ESWEO youth participants (n=81). The dataset underwent descriptive and inferential statistical analyses to quantify the shifts in youth empowerment and learning environments.

6.2.1 Socio-Demographic Profile and TVET Track

The tracer study sampled 81 youth from the ESWE program, revealing a predominantly male (55.6%) and single (71.6%) cohort that also engaged highly vulnerable subgroups, such as solo parents (11.1%) and LGBTQ+/non-binary individuals (2.4%). Participants pursued technical-vocational tracks aligned with the local economy, heavily favoring Housekeeping NCII (27.2%), Digital Technology (24.7%), and Welding/Metal Works (22.2%). While a combined 71.6% of the cohort successfully completed their TVET program—with 46.9% officially passing the NCII assessment—a substantial 28.4% dropped out entirely, highlighting the severe external pressures acting upon these marginalized participants.

Table 7. Socio-Demographic Profile & TVET Track Distribution

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender Identity	Male	45	55.6
	Female	34	42.0
	LGBTQ+ / Non-Binary	2	2.4
Civil/Family Status	Single	58	71.6
	Married / Cohabiting	14	17.3
	Solo / Young Parent	9	11.1
TVET Track Enrolled	Housekeeping NCII	22	27.2
	Digital Technology	20	24.7
	Welding / Metal Works	18	22.2
	Contact Center (BPO)	11	13.6
	Cookery / F&B	10	12.3
Completion Status	Completed & Passed NCII	38	46.9
	Completed TVET Only	20	24.7
	Discontinued / Dropped Out	23	28.4

6.2.2 10 Elements of Youth Empowerment

Participants were asked to rate their competencies on a 5-point scale "Before" the intervention and "Now". A paired-samples t-test was conducted to measure the statistical significance of the programmatic impact.

An analysis of the 10 Elements of Youth Empowerment using a paired-samples t-test demonstrates a stark contrast between the participants' psychological growth and their economic reality. The program's most profound and statistically significant impacts occurred in soft-skill domains, with Personal Growth (a mean increase of 2.65) and Workplace Discipline (an increase of 2.50) showing the highest improvements. This validates that the intervention successfully equipped youth with the emotional regulation and discipline required to survive in corporate environments. Conversely, economic and global shifts were highly constrained; Economic Empowerment showed only marginal growth (an increase of 1.05), and Global Awareness yielded no statistically significant shift at all. This indicates that

the participants remain heavily focused on immediate, localized survival rather than long-term financial security or abstract global concepts.

Table 8. Paired Samples T-Test for the 10 Elements of Youth Empowerment

Empowerment Element	Mean Before (μ pre)	Mean Now (μ post)	Mean Difference ($\Delta\mu$)	p-value	Impact Assessment
E.09 Personal Growth (Confidence)	1.85	4.50	+2.65	$p < 0.001$	High statistical significance in soft skills.
E.11 Workplace Discipline	2.10	4.60	+2.50	$p < 0.001$	Essential for corporate retention.
E.07 Emotional Intelligence	2.25	4.35	+2.10	$p < 0.001$	Trauma-informed progress.
E.01 Rights Awareness	2.10	4.25	+2.15	$p < 0.001$	
E.02 Community Engagement	1.95	3.80	+1.85	$p < 0.01$	
E.05 Digital Adaptability	2.40	4.05	+1.65	$p < 0.01$	
E.03 Diversity (SOGIESC)	2.80	4.20	+1.40	$p < 0.05$	
E.08 Financial Literacy	2.05	3.25	+1.20	$p < 0.05$	
E.10 Economic Empowerment	2.10	3.15	+1.05	$p < 0.05$	Moderate growth; structural barriers persist.
E.04 Global Awareness	2.20	2.65	+0.45	$p < 0.08$	No statistically significant shift (NS).

6.2.3 Quality Learning Environment (QLE) Assessment

Participants evaluated the APPS framework delivery by Bidlisiw and partner TVETs on a 5-point scale.

The assessment of how well the Bidlisiw Foundation and its TVET partners delivered the APPS framework reveals that the learning environments excelled relationally but faltered logistically. The delivery scored exceptionally high in Mentorship Quality (4.45), Participation (4.30), and Protection (4.25). However, the critical outlier was Logistical Support, which plummeted to a mean score of 2.45. The high standard deviation (1.15) for this metric points to severe and polarized struggles among the trainees regarding the sheer inadequacy of their daily training allowances.

Table 9. Quality Learning Environment (QLE) Assessment

QLE Domain (APPS Framework)	Mean Score (μ)	Standard Deviation (σ)
X.05 Mentorship Quality	4.45	0.62
X.03 Participation (Voice)	4.30	0.75
X.01 Protection (Safety/Safeguarding)	4.25	0.68
X.04 Skills (Holistic Support)	4.15	0.81
X.02 Awareness (Labor Rights)	4.10	0.85
X.07 Logistical Support (Schedule/Allowance)	2.45	1.15

6.3 OECD-DAC Criteria Analysis

Relevance: The programmatic design exhibited high relevance through adaptive management. Originally anchored in child protection for Children in Need of Special Protection (CNSP), Bidlisiw accurately recognized that vulnerabilities—such as unemployment and exploitation—persisted as beneficiaries aged. Consequently, the program explicitly expanded its target demographic to youth aged 18 to 32 and integrated digital technology tracks alongside traditional TVET courses to reflect the contemporary demands of the Cebu labor market. Furthermore, the program demonstrated realistic relevance by acknowledging that while entrepreneurship is a long-term goal, the vast majority of its highly vulnerable participants are in "survival mode" and require immediate wage employment first.

Coherence: Bidlisiw maintained strong external coherence by bridging grassroots youth organizing with formal institutional standards. The program successfully aligned its TVET initiatives with national TESDA standards through partners like the University of Cebu Lapu-Lapu and Mandaue (UCLM). Furthermore, it achieved deep coherence with the corporate social responsibility (CSR) and inclusive hiring missions of private sector partners like Veritacore, establishing a seamless pipeline from NGO referral to corporate absorption.

Efficiency: Efficiency was significantly hindered by severe macroeconomic pressures and rigid administrative frameworks. The daily transportation and food allowance provided to youth (approximately PHP 150) proved vastly inadequate against rising local inflation, resulting in trainees walking long distances, attending sessions hungry, or dropping out entirely. Administratively, the transition to KIYO's strict financial reporting systems (moving away from informal contributions to requiring exact Official Receipts) created operational friction and delayed budget downloading to TVET partners.

Effectiveness (Supported by Cross-Tabulation): Despite administrative bottlenecks, the program's effectiveness in transforming learning environments was robust. Reach actors (TVETs and employers) successfully adapted their delivery methodologies. UCLM utilized student volunteers to conduct make-up laboratory sessions for Bidlisiw youth who missed classes due to financial constraints. In the corporate sphere, companies like Veritacore bypassed standard educational screening, accepting nearly 100% of Bidlisiw's referrals into their training pipelines.

However, the "Hungry in a Hurry" phenomenon heavily impacted overall effectiveness. To statistically validate this qualitative finding, a cross-tabulation and Chi-Square analysis of the survey data (n=81) was performed to examine the relationship between financial barriers and training completion.

By cross-tabulating TVET completion status against primary reported barriers, the data contextualizes the 28.4% dropout rate and definitively isolates the exact cause of attrition. Notably, zero dropouts cited academic difficulty or intimidation as their reason for leaving; in fact, 28 youth who flagged academics as a barrier still managed to complete the program. Instead, 19 of the 23 total dropouts cited inadequate daily allowances for food and transport as their primary barrier. A Chi-Square test confirmed a highly significant statistical relationship between inadequate financial support and program discontinuation. While this connection was a frequent subject of reflection and debate between Bidlisiw and KIYO, attempts to address the transportation allowance deficit during the program cycle were ultimately constrained by strict budget reallocation rules and limited resources. This definitively proves the "Hungry in a Hurry" phenomenon: dropouts are not driven by a lack of capability or desire, but by extreme economic precarity that forces youth to abandon long-term educational certification simply to survive.

Table 10. Cross-Tabulation of TVET Completion Status by Primary Barrier

Primary Reported Barrier	Completed Program (n)	Dropped Out / Discontinued (n)	Total
Inadequate Allowance (Food/Transport)	14	19	33
Family / Childcare Obligations	16	4	20
Academic Difficulty / Intimidation	28	0	28
Total	58	23	81

Statistical Note: A Chi-Square test of independence showed a highly significant relationship between inadequate daily allowance and dropping out of the program ($\chi^2(2, N=81) = 24.52, p < 0.001$).

While the "Hungry in a Hurry" phenomenon (inadequate allowances) is a verified driver of attrition, the restitution workshop cautioned against oversimplifying the issue. Dropout is a multi-factor outcome influenced by administrative delays in training schedules, the accessibility of training locations (distance), and changing economic conditions that force youth to opt for immediate employment over waiting for OJT placements. High-level institutional constraints, such as government delays in budget approvals, had cascading effects on TVET partners, resulting in disruptions to the training timeline that marginalized the most economically fragile participants.

Sustainability and Impact (Supported by Regression Analysis): Institutional sustainability is highly promising, evidenced by "MyAdvocacy," a social enterprise established by Bidlisiw that has spun off into a privately managed entity continuing to hire youth with zero educational credentials. However, the economic sustainability of the youth themselves

remains highly fragile. Graduates report extreme vulnerability, surviving paycheck-to-paycheck with virtually no savings.

To test the viability of the program's "Entrepreneurial Orientation" (Result 3.5), a logistic regression analysis was conducted comparing the participants' actual economic outcomes against their Entrepreneurial Mindset scores. These scores were derived from a contextualized five-item scale (O.01 to O.05) designed specifically for the Bidlisiw youth to measure three psychological dimensions through practical, real-world scenarios:

- *Risk-Taking*: Measured by their willingness to borrow capital for a business over waiting for a contractual job (O.01) and their fear of applying for a loan (O.02, reverse-coded).
- *Innovativeness*: Gauged by their resourcefulness (diskarte) when tools are unavailable (O.03) and their ability to think of new products or services not yet sold in their barangay (O.04).
- *Proactiveness*: Evaluated by whether they actively look for customers or gigs before a current contract ends (O.05).

Table 11. Logistic Regression Analysis of Entrepreneurial Predictors

Psychological Trait (Predictor)	Mean Score (μ)	Significance (p-value)	Predictive Outcome
Proactiveness	3.87	$p > 0.05$	Does not significantly predict successful business creation or self-employment.
Innovativeness	3.92	$p > 0.05$	Does not significantly predict successful business creation or self-employment.
Risk-Taking	4.00	$p > 0.05$	Does not significantly predict successful business creation or self-employment.

Despite participants reporting high mean scores in Proactiveness ($\mu = 3.87$), Innovativeness ($\mu = 3.92$), and Risk-Taking ($\mu = 4.00$), the regression indicated that these psychological traits do not significantly predict successful business creation or self-employment ($p > 0.05$).

This statistical finding powerfully corroborates the qualitative interviews: possessing an entrepreneurial mindset is insufficient in a vacuum. Regardless of how resourceful, proactive, or theoretically willing to take financial risks the youth have become through the program, successful entrepreneurship requires a threshold of actual financial capital and an economic safety net that these participants simply do not possess. Ultimately, this proves that for highly vulnerable youth operating in acute survival mode, immediate wage employment is the mandatory first step, while entrepreneurship remains a secondary luxury for the future. However, the evaluation explicitly acknowledges that youth pathways are non-linear; home-based income-generating activities often form important components of livelihood pathways, particularly for young women who diversify income sources strategically.

The systemic impact of Bidlisiw ultimately lies in its successful destigmatization of vulnerable youth within Metro Cebu's corporate sector. The program effectively proved to employers that marginalized youth can become highly disciplined and reliable employees when provided with trauma-informed mentorship.

Transversal Themes: Gender Equality and Environmental Sustainability

Bidlisiw effectively mainstreamed inclusive practices directly into its life skills training and corporate advocacy. Gender sensitivity and trauma-informed care were not merely theoretical concepts but were operationalized as core competencies required for workplace survival. The program facilitated capacity-building workshops for TVET instructors and corporate HR managers, explicitly training them on how to handle sensitive disclosures and manage the behavioral manifestations of trauma without resorting to punitive expulsion. While environmental sustainability was less explicitly dominant in the wage-employment track compared to the citizenship track, social enterprises like MyAdvocacy emphasized safe, respectful, and inclusive working conditions as foundational operational protocols.

Furthermore, the program successfully transitioned from theoretical environmentalism to practical, localized climate resilience. The legacy of Bidlisiw's home-repair initiatives following Typhoon Odette (2021) was institutionalized as a foundational psychosocial module, demonstrating the 'Protection' pillar in action.

6.4 Outcome Harvesting Results

To capture the non-linear realities of economic integration for highly vulnerable populations, the evaluation also applied the Outcome Harvesting approach. Utilizing KIIs of program staff, TVET directors, HR managers, and youth completers, this analysis maps the causal relationships between Bidlisiw's interventions and the actual lived realities of the youth in the labor market.

6.4.1 Thematic Mapping and Structuring (Data Interpretation)

To fully capture the complex, non-linear realities of economic integration for marginalized populations, the evaluation applied an Outcomes Harvesting approach. Drawing from Key Informant Interviews (KIIs) conducted with program staff, TVET directors, corporate HR managers, and youth completers, the following thematic mapping illustrates the causal relationships between Bidlisiw's interventions and the participants' actual lived realities in the labor market. The table below structures these qualitative findings by tracing the evolutionary trajectory of both the youth and the absorbing institutions, highlighting the intricate relationship between programmatic intent and daily economic survival.

Table 12. Bidlisiw Outcome Harvesting: Thematic Mapping and Structuring

Primary Theme	Sub-Themes (Evolutionary Trajectory)	Observed Causal Relationship
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The "Hungry in a Hurry" Phenomenon	Financial deficit during training >> Absenteeism >> Abandonment of aligned TVET >> Acceptance of immediate, precarious labor	The inadequacy of the PHP 150 daily allowance amid rising inflation directly forced highly motivated youth to abandon long-term certification paths in favor of immediate, misaligned survival jobs (e.g., factory line work).
Soft Skills as the Primary Currency	Shyness/Trauma >> Life Skills Sessions (LSS) >> Workplace Discipline >> Corporate Retention	Employers and youth unanimously reported that the "soft skills" (communication, emotional regulation, punctuality) taught by Bidlisiw were far more critical to securing and retaining employment than the actual hard technical skills.
Institutionalizing Inclusion	Stigmatized backgrounds >> NGO Vetting >> Employer Trust >> Guaranteed Training Absorption	Corporate partners (e.g., Veritacore, MyAdvocacy) substituted traditional educational background checks with Bidlisiw's vetting. The NGO's referral acted as a proxy for employability, resulting in 100% initial training absorption rates.
Administrative Friction to Transparency	Informal funding ("patak-patak") >> Strict KIYO compliance (ORs) >> Operational delays >> Audit-ready financial integrity	The rigid financial requirements imposed by the donor initially paralyzed operations and delayed TVI deployments. However, this friction forced Bidlisiw to adopt strict internal controls, ultimately establishing highly credible, transparent NGO systems.
Economic Vulnerability Post-Program	Job placement >> Minimum/Below-minimum wage >> High dependency ratios >> Zero savings buffer	Despite successful employment, youth remain economically precarious. Income is entirely absorbed by multi-generational household survival, leaving no buffer for emergencies or capital for future entrepreneurship.

6.4.2 Triangulation and Verification

The claims harvested across different stakeholder groups were triangulated to ensure validity and expose systemic realities.

Value of "Soft Skills": Youth completers explicitly noted that their primary takeaways from the program were not just technical, but interpersonal—learning "how to talk to people" and overcoming paralyzing shyness. This was perfectly corroborated by Bidlisiw program staff, who observed that employers value Bidlisiw graduates specifically for their "improved

presentation and attitude". Finally, the corporate perspective verified this outcome; Veritacore's HR manager emphasized that their internal training departments handle the technical editing skills, but they rely on the foundational discipline and communication readiness instilled by the NGO.

"Hungry in a Hurry" Reality: Bidlisiw social workers reported that financial constraints (transportation and food) were the primary systemic barriers leading to dropouts or misalignment. This was corroborated by the TVET provider (UCLM), who noted that tardiness and absenteeism were consistently linked to trainees traveling from distant areas without sufficient fare. The definitive proof was harvested from the youth themselves: despite completing Housekeeping training, accepted a 6-month "endo" (end-of-contract) job as a factory production operator. After a 6-month waiting period post-graduation, the desperation to feed her parents and two children overrode the desire to wait for a job aligned with her specific TVET certificate.

6.4.3 Interpretation (Latent Meanings)

Analyzing the latent meanings within the qualitative data exposes the harsh realities of youth economic empowerment in the Global South, forcing a re-evaluation of traditional development assumptions.

Entrepreneurship as a Luxury, Not a Baseline: The initial programmatic design included Entrepreneurship (ESWEO) as a parallel track to wage employment. However, the latent reality is that entrepreneurship requires a threshold of financial security and risk tolerance that these youth simply do not possess. As Bidlisiw staff accurately interpreted, 99% of the youth are in acute "survival mode". With youth having only minimal funds left over after feeding multiple dependents, taking the financial risk of starting a business is an impossibility. The program correctly pivoted its latent philosophy: wage employment is the necessary first step for survival; entrepreneurship is a secondary luxury for the future.

The program correctly pivoted its latent philosophy: wage employment is the necessary first step for survival; entrepreneurship is a secondary luxury for the future. However, the case of 'My Advocacy'—which originated as a youth-led social enterprise under a private sector umbrella—illustrates that entrepreneurship can be viable under certain enabling conditions. The current evaluation suggests that while the ESWEO program does not yet sufficiently provide or control these enabling environments, such social enterprise models represent a potential pathway for future development.

Proxy Power of NGO: The qualitative data reveal a latent shift in corporate hiring mechanisms. Companies like MyAdvocacy and Veritacore are not just partnering with Bidlisiw; they are effectively outsourcing their risk management to the NGO. Because vulnerable youth lack standard credentials (diplomas, pristine background checks), the "Bidlisiw Referral" has become a legitimate, alternative credential. The latent meaning here is that Bidlisiw successfully created a shadow credentialing system that bypasses systemic educational discrimination in the corporate sector.

Illusion of Full Economic Empowerment: While the program succeeded in generating social and psychological empowerment, the latent economic reality is highly constrained. Youth gained the confidence to recognize labor violations, but their acute poverty stripped them of the power to formalize those complaints without risking starvation. They are employed, but they are trapped in "endo" contracts and low-wage cycles. The program empowered their minds, but macroeconomic forces continue to hold their finances hostage.

System-Level Advocacy for Decent Work: The restitution workshop emphasized that youth agency must extend beyond just getting a job. While Bidlisiw made youth "employable," the youth themselves have begun advocating against the systemic "endo" (short-term contractual) labor trap. The program has evolved from teaching workplace discipline to fostering the agency required for youth to legally and safely organize against labor violations and below-minimum wage contracts once they are inside the corporate sphere.

6.4.4 Final Narratives

Synthesizing the thematic maps, triangulated data, and latent interpretations generates a cohesive narrative of survival, institutional adaptation, and the limits of empowerment in a precarious economy.

In 2022, Bidlisiw faced the monumental task of transitioning vulnerable youth—many carrying the weight of prior trauma, conflict with the law, and extreme poverty—into the highly competitive Cebu labor market. The initial programmatic vision championed both employment and entrepreneurship. However, the immediate reality on the ground dictated a different approach. As program staff noted, you cannot teach entrepreneurship to a youth who is attending training hungry because their PHP 150 daily allowance barely covers the jeepney fare.

Recognizing this, Bidlisiw heavily doubled down on the "Life Skills" and "Psychosocial" components of the ESWEQ program. They understood that technical skills alone were insufficient if a youth lacked the emotional regulation to survive a strict corporate environment. The rigorous, often tedious financial and administrative compliance demanded by the KIYO program initially caused immense friction within Bidlisiw's operations. Yet, this very friction forged a highly credible, audit-ready institution capable of interfacing seamlessly with formal corporate partners.

This institutional credibility allowed Bidlisiw to build the "Business with a Heart" network. Through this network, the NGO performed a systemic miracle: they convinced profit-driven enterprises to look past missing high school diplomas and stigmatized backgrounds. As the HR Manager at Veritacore proudly stated, when Bidlisiw sends a referral, it is a "100% guarantee" that the youth will be included in the training pipeline, supported by internal Employee Services teams trained to handle trauma. Similarly, TVET partners like UCLM adapted their pedagogical delivery, extending patience and utilizing student volunteers to help Bidlisiw youth catch up when poverty caused absenteeism.

The transformation in the youth themselves was profound. A youth participant, who once paralyzed by shyness, gained the confidence to navigate professional spaces and eventually utilize her Digitech skills to manage her own micro-business. However, her story, alongside another youth participant, highlights the ultimate boundary of the intervention. After enduring long waiting periods post-graduation, the crushing weight of supporting extended families forced them into survival decisions. A youth participant who is a trained housekeeper, took an unrelated, short-term "endo" factory job simply to put food on the table.

Ultimately, Bidlisiw successfully engineered a robust, inclusive pipeline connecting the streets of Cebu to corporate boardrooms. They transformed hesitant, marginalized youths into confident, employable citizens. Yet, the final narrative reveals that while NGOs can manufacture opportunity and psychological resilience, they cannot single-handedly override the macroeconomic precarity of the Philippine labor market.

6.5 SYNTHESIS AND CONCLUSIONS

This evaluation of the Bidlisiw ESWEQ intervention validates the critical necessity of coupling technical-vocational training with intensive psychosocial life skills when targeting highly marginalized demographics. Bidlisiw successfully executed a complex transition, scaling its mandate from child protection to comprehensive youth economic integration. The program significantly exceeded the qualitative expectations of the APPS framework, proving that trauma-informed care and rights-based awareness are indispensable prerequisites for maintaining workplace discipline among vulnerable youth.

The central conclusion regarding Result 3 (Employment) is that the "Business with a Heart" model is a highly effective mechanism for bypassing systemic educational discrimination. By utilizing the NGO's credibility as a proxy credential, Bidlisiw successfully compelled private companies and TVETs to institutionalize inclusive onboarding practices. Terminal reflections also revealed a major shift in local government accountability. One Barangay in Cebu City passed a formal resolution to provide cash incentives to young people who graduated from skills training under Bidlisiw. Furthermore, the Department of Manpower Development and Placement (DMDP) of Cebu City announced the official adoption of Bidlisiw's life skills module into their formal technical training tracks.

However, the MTE 2024, the 2026 terminal reflections, and the final evaluation data collectively emphasize a persistent structural tension: the "Hungry in a Hurry" phenomenon. While Bidlisiw successfully institutionalized the APPS framework within 65 companies, the program struggled to reconcile the fixed daily allowance with hyper-inflation in Metro Cebu. The 2026 reflections noted that this financial deficit remained a primary driver of attrition, highlighting that even the most inclusive "Business with a Heart" model cannot fully neutralize the weight of structural poverty without a dedicated, inflation-pegged living stipend.

The evaluation concludes that true "Economic Empowerment" remains elusive. The inadequacy of training stipends against the reality of inflation forces youth to truncate their educational development. Furthermore, the prevalence of short-term contractual labor

("endo") means that while the program successfully transitions youth into the workforce, it cannot guarantee them an exit from the cycle of poverty. Bidlisiw has mastered the art of making youth employable; the enduring challenge lies in an economic system that fails to make that employment secure.

The terminal evaluation must acknowledge the "unrealized organizational development" caused by the phasing out of KIYO's direct presence. The abrupt end to support interrupted the momentum of the Peer Support Group (PSG) Federation and limited the opportunity for Bidlisiw to fully institutionalize the Mutual and Shared Capacity Development (MCD/SCD) components at the ecosystem level. Future assessments must broaden their scope to include the specific role of the Country Office in facilitating these inter-organizational dynamics, which were often overshadowed by direct project outputs.

6.6 GOOD PRACTICES AND PROMISING APPROACHES

Case 1: "Shadow Credential" – Bypassing Educational Discrimination

Vulnerable youth, particularly those who are out-of-school or have a history of conflict with the law, are routinely filtered out of formal corporate hiring by basic requirements (e.g., high school diplomas, NBI clearances). Bidlisiw successfully developed a "shadow credentialing" system through its "Business with a Heart" network. By guaranteeing the psychosocial readiness and life-skills discipline of their trainees, Bidlisiw's formal endorsement effectively replaced traditional academic requirements for partner companies like Veritacore and MyAdvocacy. *Why it worked:* It mitigated risk for the employer. Companies were willing to teach hard skills if the NGO guaranteed the soft skills and emotional regulation of the hire. *Transferability:* This model is highly replicable for any NGO working in livelihoods; by formalizing their vetting and life-skills training, NGOs can negotiate MOAs with local chambers of commerce to accept their "Certificate of Completion" in lieu of traditional diplomas for entry-level roles.

Case 2: Practice-Based Inclusivity in Formal TVETs

Rather than attempting the arduous process of rewriting national TESDA curricula, Bidlisiw collaborated with TVET partners like UCLM to implement "practice-based inclusivity". UCLM maintained standard technical rigor but altered pedagogical delivery—extending instruction times, utilizing university student volunteers to conduct one-on-one make-up sessions for youth who missed class due to lack of fare, and actively integrating Bidlisiw's trauma-informed care principles into instructor approaches. *Why it worked:* It provided institutional flexibility without compromising national certification standards. *Transferability:* This approach can be adopted by any formal educational institution partnering with marginalized populations, emphasizing adaptive delivery and peer-to-peer mentoring over rigid syllabus overhauls.

6.7 RECOMMENDATIONS

Strategic and Organizational Recommendations: To combat the "hungry in a hurry" attrition rate statistically proven in this evaluation, Bidlisiw must drastically recalibrate the financial architecture of its training programs. Future programmatic designs must integrate a "Living Stipend" rather than a mere "transportation allowance," pegged dynamically to local inflation rates, to ensure youth can actually afford to complete their TVET courses without starving their dependents. Furthermore, Bidlisiw should formally document and publish its "Business with a Heart" corporate partnership blueprint—detailing how to negotiate inclusive HR policies with profit-driven entities—as an open-source toolkit for the broader Philippine NGO sector prior to KIYO's 2026 exit.

Partner-Specific Recommendations: Bidlisiw must address the administrative bottleneck causing delayed budget downloading to TVET partners. The organization should leverage the rigorous financial systems it developed under KIYO to negotiate upfront, unrestricted bridge-funding lines from local philanthropic entities or LGUs. This will allow Bidlisiw to advance tuition and allowances seamlessly, preventing youth dropouts caused by bureaucratic delays. Additionally, Bidlisiw must establish a formal "Alumni Safety Net." By transitioning successfully employed graduates into formal mentors or micro-donors, Bidlisiw can create an internal, self-sustaining financial and psychosocial support system for incoming cohorts. By 2026, the Peer Support Group (PSG) had already transitioned into a formalized Federation, acting as a critical peer-led structure to mentor incoming cohorts and represent the youth in wider NGO consortiums.

Perspectives for Future Youth Empowerment Initiatives: Future livelihood interventions must recognize that entrepreneurship is generally not a viable immediate solution for youth in acute poverty, unless accompanied by robust enabling conditions similar to those found in social enterprise models like 'My Advocacy'. Donors and implementers must cease pushing micro-enterprise models onto youth who lack basic capital, risk tolerance, and economic safety nets. Instead, future programs should focus heavily on "Decent Work Advocacy"—partnering with labor rights groups to train youth not just on how to get a job, but how to legally and safely organize against exploitative "endo" contracts and below-minimum wage violations once inside the corporate sphere. Donors and implementers should also explore identifying the specific conditions—such as corporate backing or social enterprise umbrellas—that could make entrepreneurship a more accessible pathway. Moreover, it is also important to note that while wage employment remains the primary priority, youth pathways are non-linear; home-based income-generating activities serve as important complementary or temporary strategies, particularly for young women looking to diversify income sources.

6.8 LESSONS LEARNED

Strategic Lessons: The fundamental strategic lesson is that psychosocial readiness is the absolute prerequisite for economic integration. Technical vocational skills are entirely useless if a youth lacks the emotional regulation to handle workplace stress, authority figures, or the triggers of past trauma. The quantitative data conclusively proved that personal growth and discipline were the highest areas of development for these youth. Bidlisiw's success was anchored not in the tools they provided for the hands, but the armor they provided for the

mind. Additionally, the program demonstrated that economic interventions cannot operate in a vacuum; the macroeconomic reality of a beneficiary's household—the immediate need to feed parents and children—will always override the idealized, long-term logic of completing a certification.

Operational Lessons: Operationally, the transition to strict, international-standard financial compliance (MOPP) initially paralyzes grassroots organizations but ultimately saves them. The friction generated by shifting from informal resource management to strict, receipt-based accounting was painful for Bidlisiw staff and youth alike. However, this painful operational shift was the exact mechanism that allowed Bidlisiw to achieve the institutional credibility necessary to secure massive corporate partnerships and prepare for independent, post-KIYO funding absorption.

Partnership and Collaboration Management Lessons: The integration of marginalized youth into the private sector requires ongoing, active partnership management, not just a Memorandum of Agreement. Bidlisiw's success relied on constant communication with TVET instructors and corporate HR departments to mitigate absenteeism and behavioral issues in real-time. The lesson is that NGOs cannot simply "drop off" beneficiaries at the factory gate; they must actively hold the hands of both the youth and the employer during the critical probationary months to ensure that the inclusive hiring philosophy translates into actual, sustained retention.

7. EVALUATION REPORT: PHILIPPINE EDUCATIONAL THEATER ASSOCIATION (PETA) - EDUCATION, CITIZENSHIP AND EMPOWERMENT (RESULTS 2 & 4)

This evaluation assesses the efficacy of utilizing Integrated Theater Arts as a mechanism for youth empowerment, civic engagement, and pedagogical reform. Operating primarily within the Department of Education's Special Program in the Arts (SPA) and through community-based Youth Theater Organizations (YTOs), PETA served as the implementing partner for both the Education (Result 2) and Citizenship (Result 4) outcomes. This section provides a comprehensive assessment of PETA's performance against the logical framework, an OECD-DAC criteria analysis, and an Outcomes Harvesting synthesis utilizing primary qualitative data from program staff, SPA teachers, and youth completers, particularly YTO members from Orani, Bataan.

7.1 Programmatic Performance Against Logframe Indicators (Results 1, 2, 4)

PETA's intervention logic hinges on the premise that theater is not merely an artistic end, but a democratic platform for self-expression, rights awareness, and community advocacy. The program scales the PETA's pre-existing "Young Artists Play Lab" (YAP) model, integrating the APPS framework (Awareness, Participation, Protection, Skills) and Global Citizenship Education (GCE) into formal school curricula and community theater practices.

The table below synthesizes PETA's targeted milestones and achievements across institutional

capacity (Result 1), formal education environments (Result 2), and civic empowerment (Result 4).

Table 13. PETA Programmatic Performance Against Logframe Indicators (Results 1, 2, 4)

Logframe Indicator	Description	Baseline	Target (Year 5)	PETA-Specific Achievement / Status
O.1 Institutional Expertise	Average score of the partner's expertise to develop a quality learning environment (QLE).	1.5	3.0 (Institutionalized)	Achieved 3.0. PETA maintained its status as a "Center of Excellence," particularly scoring perfectly in Protection and Participation domains.
O.3 Youth Empowerment	Number of elements showing an increase in youth empowerment (scoring >3 out of 4).	1.0	5.0 Elements	Achieved. Youth demonstrated exceptional gains in self-confidence, communication, and critical thinking, frequently citing theater as their primary confidence-builder.
1.1 Learning Exchanges	Number of mutual/shared capacity development (MCD/SCD) exchanges.	0	130 Exchanges	Achieved. PETA successfully executed extensive MCD/SCDs, conducting "mirror workshops" in Region 3 (San Fernando, Pampanga) to cascade training locally.
2.1-2.4 School Environments	Quality learning environments and integration of life skills/ESD into school contexts.	1.5	3.0 (Institutionalized)	Target exceeded. PETA expanded from a target of 10 schools to reaching 50 public high schools, heavily concentrated in Region 3 due to strong DepEd backing.
4.4 YO Engagement	Average score by youth-led organizations for sustained quality	1.5	3.0 (Institutionalized)	Achieved. YTOs like the Bayan Sining Ensemble (BSE) transitioned from informal groups to officially registered Civil Society

	engagement.			Organizations (CSOs) within their LGUs.
4.5 YO Support Scale	Number of youth-led organizations supported by the partner.	0	3 YTOs	Achieved. Supported key organizations including <i>Teatrong linog sa Kalinga ng mga Infanteño</i> (TIKIN), Pintakasi (Alabat), and Bayan Sining Ensemble (Bataan).
4.7 Citizenship Reach	Number of youth reached via youth-led and theater organizations for citizenship outcomes.	0	60 (PETA specific)	Target achieved and expanded. PETA utilized theater to successfully merge education outcomes with active civic citizenship reach.

The qualitative depth of this reach is characterized by the professionalization of "non-major" teachers. In Infanta and Trece Martires, teachers who were originally Science or English majors were assigned theater loads despite having no formal arts degree. The PETA-KIYO partnership functioned as a "technical lifeline," providing these educators with the "right way to teach" through experiential pedagogy rather than just reading curriculum guides. In Tarlac, PETA's role as a "validator" for regional module writing was critical, as it filled the gap where DepEd lacked theoretical theater references and resources. Furthermore, the program demonstrated uncaptured outreach through student-led initiatives, such as Tarlac SPA students conducting art therapy sessions for the DSWD for Girls using "metacards" and emotional mapping learned from PETA—transforming them from learners of empowerment to facilitators for vulnerable peers.

7.2 OECD-DAC Criteria Analysis

Relevance: The intervention is highly relevant, operating as a critical countermeasure to the shrinking democratic spaces available to Filipino youth. As noted by the PETA program staff, youth today frequently report a "diminishing democratic space" and a lack of platforms to be heard. PETA's theater-based approach directly addresses this by providing a safe, expressive platform where marginalized youth can articulate their realities, advocate for their communities, and establish their identities without judgment. Furthermore, the explicit integration of "Life Skills"—spearheaded by KIYO—crystallized the relevance of the program, shifting the focus from merely producing "beautiful plays" to intentionally developing the psychological and civic resilience of the student actors.

Coherence: PETA achieved exceptionally high external coherence by embedding its methodology directly within the Department of Education's (DepEd) existing Special

Program in the Arts (SPA) infrastructure. Rather than creating a parallel, competing curriculum, PETA collaborated with regional Education Program Supervisors (EPS), specifically in Region 3, to co-develop official learning modules for SPA Theater. This ensured that KIYO's rights-based approach was formally institutionalized into the state's educational delivery system. Furthermore, the program remains critical in the context of the MATATAG curriculum rollout, which reduced instructional hours for the arts. PETA's modules, such as the Creative Workshop Manual on ESD, provided a "survival kit" for teachers to integrate advocacy and sustainability into these condensed schedules.

Efficiency: Programmatic efficiency was maximized through a "regional mirroring" strategy. Recognizing that bringing all teachers to Manila was cost-prohibitive and logistically straining, PETA replicated its core workshops directly in regional hubs like San Fernando, Pampanga, drastically reducing travel costs while increasing reach. This strategy not only enhanced efficiency and outreach but also aligned with the program's intention to strengthen the integration of theatre arts within school pedagogical practices. Organizing performances within school settings reinforced local ownership and embedded the approach directly into the school environment, while centralized festivals provided a complementary layer of professional exposure

However, administrative efficiency was affected by the transition to structured Monitoring, Evaluation, Accountability, and Learning (MEAL) tools. PETA staff, whose expertise lies in qualitative artistic processes, reported that maintaining complex Excel directories and translating artistic growth into quantitative scales created administrative friction. This characterization reflects how the tools were experienced in practice—specifically in instances where they were applied with limited contextual facilitation—rather than the care with which they were developed as mixed-method tools to influence programmatic decisions.

Additionally, operational efficiency was constrained by strict donor compliance rules that prevented KIYO funds from being used to rent PETA's own professional theater spaces (due to perceived conflict of interest), forcing youth to perform in inadequate school gymnasiums and depriving them of vital professional technical exposure. While DGD regulations prohibit organizations from 'subletting to themselves,' this did not prevent PETA from making use of its own theatre facilities. Throughout the implementation period, the program contributed to the utility costs of these facilities, and a significant number of activities were hosted there. In the final year, some friction emerged regarding a retroactive charge for a 3-day festival that exceeded previously agreed utility-based contributions. While this created a point of discussion, the event itself provided participating schools with an invaluable opportunity to perform in PETA's professional theatre facilities.

Operational efficiency in provincial schools like Infanta and Trece Martires was defined by "resourceful improvisation" in the face of severe infrastructure deficits. Teachers and students routinely performed in non-traditional spaces—such as covered courts, "under the tree," or even on school stairs—due to the lack of auditories or function rooms. Despite these constraints, the provision of technical equipment like Apple boxes and power lamps by KIYO-PETA was cited as a major catalyst for improving the "magic of theater" and professionalism

of student recitals. However, inter-regional efficiency was uneven; while Region 3 benefited from a formal MOU that facilitated DepEd funding for travel, schools in Region 4A (Infanta and Cavite) struggled with a "no-collection policy" and the lack of a regional memo, forcing teachers to fund student transportation and accommodations through internal arrangements or parental support.

Effectiveness: The program's effectiveness in transforming students into active civic leaders is undeniable. The pedagogical shift from rote learning to "practice-based inclusivity" allowed students to embody concepts rather than just memorize them. For example, a play regarding HIV awareness (*Tokat*) was so effective that it was performed in tandem with the local government, resulting in the actual, voluntary HIV testing of audience members post-show.

Sustainability: Sustainability remains the most complex challenge, particularly for the community-based Youth Theater Organizations (YTOs). Program staff correctly identified a natural 3-to-4 year "lifecycle" for YTOs, as founding youth inevitably age out, seek employment, or migrate. PETA identified three non-negotiable pillars required to sustain a YTO: (1) a dedicated physical space, (2) a political/orientation staff to guide the advocacy, and (3) a strong artistic anchor to ensure the quality of the productions. Where these pillars exist—such as in the Bayan Sining Ensemble (BSE) in Orani—sustainability is high; the group has formally registered as a Civil Society Organization (CSO) and secured a seat on the Local School Board, embedding themselves into the municipal governance structure.

The 2026 funding cessation created a "sudden withdrawal" effect. The workshop revealed that the abrupt halt interrupted sustainability efforts and created disappointment among partners who were at "peak implementation." While technical sustainability is visible in teachers continuing to use PETA lesson exemplars, KIYO's "facilitation void" threatens the longevity of advocacy for system-wide institutionalization of codes like the ASH (Anti-Sexual Harassment) code.

Impact: The overarching impact is the democratization of youth leadership and the destigmatization of progressive advocacy in conservative regions. PETA successfully trained youth to navigate sensitive local politics using theatrical symbolism, allowing them to advocate for gender rights and anti-corruption without triggering direct political pressure. The multiplier effect is highly visible: former SPA students are now returning as teachers, LGU council members, and community organizers, altering the civic fabric of their municipalities. This systemic expansion is also deeply rooted in the Filipino cultural value of *kapwa*—the shared connection and responsibility that define the community. By collaborating with the Department of Education, local government units, and community partners, the program fostered a belief in the power of collective action, demonstrating that theater is a shared civic duty.

A landmark impact of the program is the "Historical Legacy" of theater advocacy in locales like Infanta, where current SPA teachers were themselves former PETA scholars during their own high school years. This creates a sustainable cycle where former beneficiaries return to the public school system as "teacher-artists" to mentor the next generation. The impact also

extends to professional flexibility; graduates in Tarlac and Infanta have pursued diverse paths in agriculture, science, and communication, utilizing theater skills for "sidelines" as makeup artists, jingle composers, or student leaders in university communication guilds.

Transversal Themes: PETA’s methodology excels at mainstreaming transversal themes by embedding them directly into the physical and narrative practices of the youth.

Gender and SOGIESC Inclusion: Gender sensitivity was not merely taught; it was operationalized through the concept of "bodily autonomy" during acting exercises. Instructors utilized movement workshops to teach the fundamental necessity of *consent*—asking permission before physical contact on stage—which seamlessly translated into broader discussions on sexual harassment and boundaries in daily life. Furthermore, youth organizations actively tackled conservative gender norms through productions like *Bakit Babae ang Naghuhugas ng Pinggan* (Why Women Wash Dishes), utilizing creative storytelling to dismantle patriarchal expectations without inciting aggressive community backlash.

Environmental Sustainability: Disaster Risk Reduction and Management (DRRM) and environmental consciousness were fully integrated into the curriculum. Moving beyond theoretical lectures, teachers utilized PETA modules like *Tao-Bahay-Bagyo*—an experiential acting exercise where youth simulate an evacuation, physically deciding what to prioritize and carry during a typhoon. Additionally, major productions such as *Kalikasan Ay Tayo* explicitly advocated for the Sustainable Development Goals (SDGs), merging artistic performance directly with environmental activism. PETA effectively institutionalized these DRR experiences into the formal SPA curriculum through these experiential simulations ensuring that disaster preparedness remains a core competency for students in high-risk regions.

7.3 Outcome Harvesting Results

To capture the profound, non-linear psychosocial shifts generated by PETA’s intervention, the evaluation utilized Outcome Harvesting (OH). Analyzing qualitative data from PETA program staff, SPA teachers (Orani National High School), and youth completers (Bayan Sining Ensemble), this methodology works backward from observed civic victories to determine the specific contributions of the KIYO program.

7.3.1 Thematic Mapping and Structuring (Data Interpretation)

The qualitative data was systematically mapped to reveal how foundational artistic training compounded into sweeping behavioral and systemic changes over the 2022–2026 timeline.

Table 14. PETA Outcome Harvesting: Thematic Mapping and Structuring

Primary Theme	Sub-Themes (Evolutionary Trajectory)	Observed Causal Relationship
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Individual Growth: From Art to Civic Identity	Paralyzing shyness >> Stage confidence >> Advanced advocacy >> Civic Leadership	PETA's BITAW (Basic Integrated Theater Arts Workshop) mitigated post-pandemic isolation. The necessity of stage performance forced youth to overcome shyness, directly translating into the confidence required to speak with LGU officials and school administrators.
"Shadow Curriculum" (Life Skills)	Rigid DepEd rules >> Theatrical exercises >> Internalized Life Skills >> Bodily Autonomy	Teachers utilized theater games (e.g., establishing physical boundaries in movement classes) to implicitly teach consent and human rights, effectively bypassing conservative administrative restrictions on gender/sexuality education.
Bridging the Institutional Void	SPA Graduation (Grade 10) >> Loss of Arts Track in SHS >> Formation of Community YTO >> LGU Integration	The structural lack of an arts track in Senior High School threatened to end youth advocacy. In response, SPA alumni formed the Bayan Sining Ensemble (BSE), transitioning from a school club into a registered Civil Society Organization (CSO) operating at the municipal level.
Strategic Subversion (Symbolism)	Political sensitivity >> Direct protest risks >> Theatrical symbolism >> Safe Advocacy	To advocate for anti-corruption and gender rights in conservative LGUs without risking "red-tagging," youth utilized deep theatrical symbolism (e.g., the <i>Albularyo</i>), allowing the audience to interpret the political message safely.
Family Friction-to-Support Pipeline	Time-intensive rehearsals >> Parental resistance ("running away from chores") >> Tangible personal growth >> Family advocacy support	Theater demands massive time commitments (5-8 hours/day), initially causing family friction. As parents witnessed the public recognition and psychosocial growth of their children (e.g., winning awards), initial resistance to the "time-consuming" nature of theater evolved into support.
Teacher as Living Legacy	Former PETA workshopper >> Public school teacher >> SPA Theater Specialist	Current teachers (e.g., in Infanta) who were PETA scholars in high school ensure a "deep-rooted" institutional memory that sustains the program even when school leadership changes.
Improvisational Infrastructure	No auditorium >> "Under the Tree"	The absence of physical stages forced a pedagogical shift toward resourcefulness, where

	rehearsals >> Resourceful artistry	students learned to "improvise space" and use minimal props (e.g., empty bottles and paper) to create complex theatrical worlds.
Multi-Sectoral Outreach	Multi-Sectoral Outreach	Integration with school clubs like the Adolescent Sexual Reproductive Health (ASRH) allowed theater to move from a "subject" to a tool for touring barangays to tackle teenage pregnancy through the play <i>Hilahil</i> .

7.3.2 Triangulation and Verification

The claims harvested from the youth participants were triangulated against the perspectives of teachers, PETA program staff, and documented public outcomes.

Transition to Civic Action: During the FGDs, youth claimed that their theater work directly influenced public health behaviors, specifically citing their HIV awareness play, *Tokat*. They reported that the play was not just an artistic showcase but an active advocacy event. This was explicitly verified by the SPA Teacher, who confirmed that the school partnered with local health officials to provide free HIV testing on-site. Following the performance, the student actors directly encouraged the audience and teachers to undergo testing, proving the direct link between the artistic output and the civic health outcome.

"Time Consumer" vs. Family Support Dynamic: Youth participants highlighted a significant negative impact: theater is a massive "time consumer," leading to burnout and family friction as parents accuse youth of avoiding household chores. This reality of intense time commitment and fatigue was corroborated by PETA staff, who noted that maintaining a YTO requires immense dedication that often conflicts with the evolving life needs of young adults. However, both the youth and the teachers verified the positive resolution: once families witnessed the psychosocial maturation and public awards (such as the Special Jury Citation for *Piso at Bandila*), they transitioned into the program's strongest supporters.

Administrative Friction: PETA Program Staff reported frustration with the heavy, quantitative MEAL reporting requirements imposed by KIYO, noting that artists struggled to translate complex, nuanced human development into rigid Excel grids. This macro-level administrative friction was mirrored at the micro-level by the youth, who noted that strict financial compliance (e.g., demanding exact Official Receipts) was highly stressful for informal student groups. However, both levels verified that surviving this friction ultimately institutionalized their operations, allowing groups like BSE to officially register with the SEC and LGU.

7.3.3 Interpretation (Latent Meanings)

Analyzing the latent meanings within the qualitative data exposes how theater functioned as far more than an extracurricular activity; it served as a profound mechanism for democratic

survival.

Theater as a Proxy for Democratic Space: PETA articulated a profound latent reality: young people are experiencing a "diminishing democratic space." In a sensitive socio-political environment, the youth subconsciously utilized the theater stage as a proxy for the public square. They realized that while speaking out directly might invite political pressure, performing a play about systemic injustice was protected under the guise of "art." The stage became their legislated safe space to exercise free speech.

Institutionalizing the "Safest Space": Teachers in Tarlac and Trece Martires identified the theater arts room as the "safest space" in the school, characterized by non-judgment and confidentiality. This environment facilitated breakthroughs in gender expression, such as a "feminine male" student in Cavite moving from being ashamed of his identity to confidently playing diverse roles on stage, eventually winning the respect of the school community and challenging the principal's conservative views.

From Safe Space to "Brave Space": While the program emphasizes the creation of "safe spaces" (Protection), the latent reality experienced by the youth is the cultivation of a "brave space." As articulated by a youth completer, the theater environment did not just shield them from harm; it demanded courage. It pushed emotionally fragile students to confront their extreme shyness and publicly advocate for complex issues like the Sustainable Development Goals (SDGs) and national problems. The latent meaning of empowerment here is the transition from passive safety to active, courageous vulnerability on stage.

"Theater Room" as a Psychosocial Sanctuary: In both Tarlac and Cavite, teachers identified the theater arts room as the "safest space" in the entire school. This environment is defined by non-judgment and strict confidentiality, which allows students to process personal "pains" and trauma during mid-rehearsal evaluations. This latent function of the program became essential post-pandemic, as teachers used BITAW workshops to mitigate the "nonchalant" or "shy" behavior of students who had become used to the isolation of online classes.

Power of "Practice-Based Inclusivity": The interviews reveal that the most effective life skills were not taught via lectures, but were physically embodied. The latent meaning of a "Quality Learning Environment" in this context is experiential learning. When a teacher asks, "Is it okay if this activity touches your skin?" They are not just teaching blocking; they are fundamentally rewiring the youth's understanding of bodily autonomy and consent. The youth internalized human rights because they were forced to physically practice them in every rehearsal.

Reclamation of Agency (Refusing to be "Lost"): A critical systemic barrier identified in the Philippine education system is that the Special Program in the Arts (SPA) terminates at Grade 10. Students who move to Senior High School (Grades 11-12) are forced into rigid academic tracks (like STEM), effectively killing their artistic and civic momentum. The latent meaning behind the creation of the Bayan Sining Ensemble (BSE) is a fierce reclamation of agency. The youth refused to let the bureaucracy end their advocacy. By stepping outside the school walls and forming a community-based CSO, they proved that their empowerment had transcended

the institution that initially fostered it.

Balanced Interpretation of Financial and Efficiency Matters: The evaluation recognizes a divergence of perspectives regarding administrative matters. While DGD regulations prohibit organizations from 'subletting to themselves,' this did not prevent PETA from making use of its own theatre facilities. Throughout the program, the intervention contributed to the utility costs of these facilities, and many activities were hosted there. In the final year, administrative friction emerged regarding a retroactive charge for a festival; however, the event provided participating schools with invaluable access to PETA's professional theater.

7.3.4 Final Narratives

Synthesizing the thematic maps, triangulated data, and latent interpretations generates a cohesive narrative of creative resilience, systemic adaptation, and the democratization of youth power.

In 2022, emerging from the severe isolation of the COVID-19 pandemic, youth in the Orani SPA program were described as emotionally fragile, lacking social skills, and entirely disconnected from civic life. As a youth completer noted, she was paralyzed by shyness and "didn't know how to socialize." However, she emphasized that the theater environment went beyond merely offering comfort; it functioned as a "brave space" that challenged her to step out of her comfort zone. The initial entry of the KIYO-PETA program—facilitated through the BITAW workshops—provided the immediate psychosocial scaffolding necessary to rebuild these fractured connections.

However, the intervention quickly moved beyond basic socialization. Infused with the "Life Skills" curriculum championed by KIYO, the SPA teachers transformed their classrooms. Facing severe DepEd budget constraints—having no physical stage, no sound systems, and no professional props—the teachers and students operationalized extreme creativity. They utilized typewriting paper, colored pencils, and empty bottles to create their worlds, eventually building their own stage out of plywood and apple boxes provided by the program.

This physical building mirrored their internal psychological building. The theater exercises became a "Shadow Curriculum." Through movement classes, students learned the fundamental human right of consent. Through disaster simulation games like *Tao-Bahay-Bagyo*, they learned practical survival logic. Equipped with this profound sense of rights and self-awareness, the youth pivoted outward, utilizing their art to address the systemic issues plaguing their community.

They tackled the HIV crisis through the play *Tokat*, moving beyond mere performance to partner directly with local health officials, effectively convincing their audience to undergo voluntary testing on the spot. Recognizing the severe political risks in their conservative locale, they mastered the art of "Strategic Subversion." Instead of engaging in dangerous, direct protests regarding local elections or gender rights, they utilized deep theatrical symbolism in plays like *Ang Hatol* and *Pikones*, forcing the audience to critically analyze the

political landscape without exposing the youth actors to political pressure.

The ultimate testament to the program's success occurred when the youth hit the systemic roadblock of the DepEd curriculum. Upon graduating Grade 10, the students were forced into non-arts tracks (like STEM) for Senior High School, stripping them of their formal platform. Refusing to be silenced, the youth, supported by their dedicated SPA teacher, established the Bayan Sining Ensemble (BSE)—a community-based Youth Theater Organization.

They endured the intense friction of learning formal financial reporting, organizational management, and SEC registration. Ultimately, BSE transcended its origins as a high school club to become a formally recognized Civil Society Organization (CSO). Today, these youth no longer just act on a plywood stage; they sit on the Local School Board, actively participating in municipal governance and lobbying the LGU alongside local politicians. They successfully transitioned from playing heroes in a script to becoming the actual civic architects of their community, proving that when youth are given a democratic platform, they will inevitably redesign the world around them.

7.4 SYNTHESIS AND CONCLUSIONS

The evaluation of the PETA Education and Citizenship intervention conclusively validates the efficacy of utilizing Integrated Theater Arts as a primary vehicle for holistic youth empowerment. The program successfully exceeded its quantitative targets, expanding its reach from 10 to 50 public schools and cementing a highly effective regional training hub in Region 3.

The central conclusion is that PETA successfully metabolized KIYO's APPS framework and Life Skills mandate, evolving its methodology from purely artistic instruction to profound, rights-based civic capacity building. By shifting the pedagogical focus toward experiential learning—where concepts like consent, human rights, and disaster resilience are physically embodied during rehearsals—the program permanently altered the psychological architecture of the participating youth.

However, the evaluation also concludes that sustaining community-based Youth Theater Organizations (YTOs) remains inherently fragile due to the natural 3-to-4 year lifecycle of youth leadership and the persistent lack of dedicated, professional physical spaces. While the transition of school-based youth into formal Civil Society Organizations (like the BSE model) represents a pinnacle of programmatic success, the overarching sustainability of the intervention is currently threatened by the national MATATAG curriculum, which systematically marginalizes arts education. Ultimately, PETA has proven that theater is one of the most effective democratic spaces available to Filipino youth; the impending challenge is ensuring that the state educational bureaucracy does not dismantle the stage.

A critical conclusion from the restitution workshop is the need to reframe SPA success. The assumption that graduates must pursue arts careers is challenged; instead, the core contribution is creative and cultural empowerment that manifests in diverse fields like law

enforcement, engineering, and social work. Success is defined by the transition of empowered youth into leadership roles, carrying the values of the APPS framework regardless of their professional track.

7.5 GOOD PRACTICES AND PROMISING APPROACHES

Case 1: "Catch-Basin" Community Model – Bridging the SPA Graduation Void

A critical systemic flaw in the Philippine education system is the termination of the Special Program in the Arts (SPA) at Grade 10, leaving passionate, highly trained youth without an advocacy platform during Senior High School. In response, Orani National High School alumni and their SPA coordinator established the Bayan Sining Ensemble (BSE)—an independent, community-based Youth Theater Organization. This model successfully acts as a "catch-basin" for graduating students, allowing them to continue their civic advocacy outside the formal school structure. By formalizing BSE into a registered Civil Society Organization (CSO) with the LGU, the youth transitioned from school-bound students to recognized municipal stakeholders sitting on the Local School Board. *Transferability:* This model is highly replicable for any school-based intervention; by intentionally planning the spinoff of school clubs into registered community NGOs, implementers can guarantee the survival of the youth network long after the students graduate from the host institution.

This model is further enriched by the concept of *kapwa* (shared inner self), which was identified during the 2026 workshop as the latent driver of the program's multi-stakeholder synergy. The partnership demonstrated that when diverse actors (DepEd, LGUs, and private sectors in the case of "Business with a Heart" network for Results 3 - Employment) move beyond administrative compliance toward a shared sense of collective responsibility, they create a "core memory" of transformation. This shared connection serves as the ultimate social sustainability mechanism, persisting even after formal project structures are dismantled.

Case 2: Strategic Subversion – Theatrical Symbolism for Safe Advocacy

Operating in conservative locales where direct political activism invites political pressure, youth organizations utilized "Strategic Subversion." Instead of staging direct protests regarding local elections, corruption, or gender rights, the youth coded their advocacy into deep theatrical symbolism (e.g., using traditional folklore characters like the *Albularyo* to represent corrupt politicians in the play *Ang Hato!*). This allowed the youth to deliver piercing social critiques and open the minds of their audience without providing hostile authorities with explicit grounds for political pressure. *Transferability:* This approach is vital for youth organizations operating under repressive regimes; teaching youth to utilize creative metaphor and artistic coding provides a safe, highly effective shield for delivering dangerous civic truths.

Case 3: Practice-Based Inclusivity – Embodying Consent

Recognizing the limitations of theoretical lectures on human rights, SPA teachers integrated the APPS "Protection" pillar directly into the physical mechanics of theater training. Before

any acting exercise requiring physical contact, teachers mandated strict protocols where students had to explicitly ask and grant permission to be touched. By making bodily autonomy a non-negotiable physical practice rather than just a classroom topic, the youth deeply internalized the concepts of consent and boundaries. *Transferability*: This practice is easily adopted by any physical education, sports, or arts program. Embedding rights-based logic directly into the rules of physical engagement ensures that abstract human rights are translated into lived, daily realities for the youth.

Case 4: Creation of ESD Manual

A landmark output finalized in late 2025 was the Creative Workshop Manual on Education for Sustainable Development (ESD) for Young Artists and Teachers. Developed with the NGO Djapo, the manual uses a cooking metaphor (Preparing, Slicing, Seasoning, and Serving) to provide a step-by-step guide for teachers to integrate sustainability into theater pedagogy.

Case 5: ASRH "Creative Experience" Tour

In Infanta, the SPA theater program partnered with the Adolescent Sexual Reproductive Health (ASRH) club to transform data on teenage pregnancy into a "touring performance" titled *Hilahil*. Rather than traditional lectures, the students used a three-part performance followed by an "inter-creative discussion" where student-actors and audience members debated solutions to local reproductive health issues. This model successfully used theater to mobilize both students and "moms" in the community to engage in sensitive social dialogue.

Case 6: "Art Therapy" Outreach in Tarlac

A significant uncaptured outcome was the initiative of Tarlac SPA students to conduct art therapy for the DSWD for Girls. Using "metacards" and emotional mapping learned from PETA, students facilitated sessions where vulnerable peers could express happiness or anger. This demonstrates the transition from "learning empowerment" to "facilitating empowerment" for others.

Case 7: Strategic Advocacy in Trece Martires

A "feminine male" student in Cavite challenged traditional SOGIESC prejudice. Initially ashamed of his feminine identity, theater provided a "brave space" to play diverse roles, eventually winning the respect of the school community and challenging the principal's conservative views on student expression.

7.6 RECOMMENDATIONS

Strategic and Organizational Recommendations: PETA must aggressively pivot its advocacy efforts toward the Department of Education's central administration regarding the MATATAG curriculum. The drastic reduction of hours for the Special Program in the Arts (SPA) poses an existential threat to the sustainability of the QLEs established under KIYO. PETA should leverage the data generated during this 5-year cycle—proving that SPA is not

just "arts and crafts," but a vital engine for life skills, mental health, and civic leadership—to lobby for the protection and expansion of the SPA track within the new national framework.

Scale Inter-Regional MOUs—to address the funding inequities observed between Region 3 and Region 4A, future programs should prioritize securing high-level Memorandums of Understanding (MOUs) at the Regional DepEd level. This ensures that theater workshops are recognized as "official DepEd activities," unlocking government funds for student transportation and accommodation that are currently unavailable to "unmemoed" provincial schools.

Establish a "Professional Skills Bridging" Program—recognizing that theater skills like makeup artistry, technical lighting, and scriptwriting are used by graduates for immediate income generation (sidelines), partners should offer mini-certifications in these technical sub-sectors to help students monetize their artistry while pursuing non-arts degrees.

Success indicators should be broadened beyond arts specialization to recognize leadership, initiative, and social engagement as key markers. Future initiatives should also focus on influencing "reach actors" in pre-service teacher education and curriculum bodies (e.g., DepEd central administration) to embed creative pedagogy across all learning areas, ensuring it is not marginalized by curriculum decongestion. Moreover, it is also recommended to establish a formalized "Alumni Safety Net." Graduates in diverse professional sectors (law, engineering) represent untapped social capital that can support incoming youth cohorts.

Partner-Specific Recommendations: PETA must formally codify its "YTO Survival Blueprint." Given the verified 3-to-4 year mortality rate of youth organizations, PETA should develop a specific intervention package that addresses the three mandatory pillars of YTO survival: Securing Physical Space, Training the Political/Orientation Staff, and Establishing the Artistic Anchor. Furthermore, future funding structures must resolve the "conflict of interest" policies that prevent donor funds from being used to rent the implementing partner's own facilities. Depriving marginalized youth of the opportunity to perform in PETA's professional, world-class theater spaces strictly to satisfy donor compliance rules actively undermines the programmatic goal of providing transformative, high-quality learning environments.

Perspectives for Future Youth Empowerment Initiatives: Future international donors must radically recalibrate their Monitoring, Evaluation, Accountability, and Learning (MEAL) expectations when partnering with artistic and cultural organizations. The evaluation clearly indicates that forcing theater practitioners to translate complex, nuanced psychosocial human development into massive, rigid Excel spreadsheets causes administrative friction and diverts vital energy away from the youth. Future programs must adopt "Complexity-Aware Monitoring" methodologies—such as Outcomes Harvesting or Most Significant Change—as the primary reporting mechanisms, allowing artistic partners to prove their impact through narrative, qualitative reality rather than forcing them to conform to corporate, quantitative metrics.

7.7 LESSONS LEARNED

Strategic Lessons: The primary strategic lesson is that art is a fundamental requirement for a healthy democracy, serving as the ultimate proxy when traditional civic spaces are closed. The evaluation proves that in socio-political environments where youth are terrified to speak out due to the threat of political pressure, the theater stage provides an impenetrable, legitimate safe haven for free speech. PETA's intervention demonstrated that empowering youth artistically is synonymous with empowering them politically; teaching a child to project their voice on stage inevitably results in that child projecting their voice in the town hall.

Operational Lessons: Operationally, the program revealed that the sustainability of school-based interventions is inherently flawed if it relies entirely on the host institution. The structural reality that students will graduate and age out of the school's jurisdiction means that school-based empowerment has a definitive expiration date. The success of the Orani model proved that true operational sustainability requires intentionally building a "bridge" to the community. Implementers must actively help high school juniors and seniors establish their own independent, SEC-registered community organizations (like BSE) before they graduate, ensuring the advocacy network survives the transition out of the educational system.

A key lesson emerging from the 2024–2026 scale-up phase was PETA's use of "Mirroring." By replicating Manila-based workshops in regional hubs (Bataan and Pampanga), PETA expanded its reach efficiently. Terminal reflections from SPA teachers confirmed that this horizontal learning model—where youth from established sites mentored those in newer sites—was the most effective way to sustain artistic quality despite the instructional hour cuts imposed by the MATATAG curriculum.

Partnership and Collaboration Management Lessons: The collaboration between KIYO's technical experts and PETA's artistic experts provided a masterclass in synergistic development. PETA possessed the unparalleled ability to capture the hearts and imaginations of the youth through theater, but it was KIYO's insistence on formally integrating "Life Skills" and the APPS framework that provided the critical psychological and civic grounding. This successful synergy is best encapsulated by the Program Officer for PETA, who reflected: "Aligning KIYO's empowerment approach with PETA's OAO (Orientation, Artistry, and Organization) framework has made our partnership even more meaningful. Seeing youth and teachers grow in confidence and passion through the programme is a core memory I will always carry." The lesson learned is that an "Artistic Anchor" is insufficient without a "Political/Orientation Anchor." For a youth theater organization to transcend mere entertainment and become an engine for social change, it must actively blend creative excellence with rigorous, structured education on human rights, gender equality, and civic duty.

8. COUNTRY PROGRAM-LEVEL EVALUATION

This section presents the evaluation of the country program-level in the Philippines for the

2022–2026 cycle. Over the five-year intervention, the program executed a decisive and highly effective paradigm shift, transitioning local partners from a protective, dole-out charity model into a systemic, rights-based empowerment ecosystem. Driven by the Mutual and Shared Capacity Development (MCD/SCD) framework, the intervention catalyzed institutional maturity across its three primary partners: the Cordilleran Youth Center (CYC), the Bidlisiw Foundation, Inc., and the Philippine Educational Theater Association (PETA).

8.1 OECD-DAC CRITERIA ANALYSIS

Annual moral reporting through performance scorecards indicated consistently high self-evaluations from the implementing partners. This external evaluation explicitly positions empirical findings vis-à-vis these attributed program-level DAC scores, validating programmatic triumphs and diagnosing structural vulnerabilities through the lens of the APPS framework (Awareness, Participation, Protection, Skills).

8.1.1 Relevance

Moral Reporting Scores: B (2022) → A (2023) → A (2024)

The evolution of the Relevance score to an "A" is strongly validated by the program's adaptive capacity amid severe external shocks. The KIYO Country Office championed a participatory approach, explicitly trusting local partners as contextual experts rather than imposing top-down directives.

Contextual Agility: When the Department of Education (DepEd) initiated the MATATAG curriculum rollout—which drastically reduced instructional hours for the arts—PETA successfully pivoted to regional-level engagement. This acted as a critical "technical lifeline" for non-major teachers (often Science or English majors) assigned to theater tracks who relied on PETA for experiential pedagogy.

Macroeconomic Realism: Bidlisiw accurately identified the "hungry in a hurry" reality of Metro Cebu—where immediate survival needs force youth to prioritize short-term income over long-term certification. While Bidlisiw successfully adapted its psychosocial approach to address this reality, structural economic constraints—such as hyper-inflation and inadequate daily allowances—continued to drive a 28.4% dropout rate among the most vulnerable participants, limiting the program's ability to fully mitigate attrition. It also recognizes that long-term entrepreneurship is a secondary luxury for populations in acute poverty.

Targeted Protection: CYC maintained absolute relevance by centering the "Protection" pillar, establishing the "Baguio Shield" to ensure the physical and legal safety of indigenous youth facing the risk of political pressure.

8.1.2 Efficiency

Moral Reporting Scores: A (2022, 2023, 2024)

The implementation of the MCD/SCD model initially generated significant administrative friction. In 2022, downloading the Theory of Change challenged traditional mindsets; partners accustomed to simple directives had to adjust to a collaborative culture.

Compliance Friction: The transition from informal "patak-patak" (small contributions) funding to strict Official Receipt (OR) compliance initially paralyzed operations and delayed deployments. For PETA, administrative efficiency was hindered by a "paperwork burden" where artists were forced to translate nuanced development into "rigid Excel grids".

Logistical Constraints: Efficiency was structurally constrained by regional geographies, evidenced by CYC's 128% transportation overspend in 2023 due to the mountainous dispersion of its 14 youth organizations. In Region 4A, the lack of a regional memo forced teachers to fund student transport through internal arrangements, unlike the MOU-supported Region 3.

Organizational Maturity: These frictions ultimately catalyzed profound maturation, transforming grassroots collectives into audit-ready institutions capable of managing complex international grants.

While MEAL tools were at times experienced by partners as 'rigid quantitative grids,' this characterization reflects how the tools were applied in practice—specifically in instances where they were implemented without sufficient contextual facilitation. When used effectively, these tools provided the qualitative reflection and empirical evidence necessary for programmatic decisions and institutional maturation.

Management of Exogenous Financial Variables: The program demonstrated high financial efficiency by successfully leveraging the 'Exchange Rate Dividend.' As the PHP/EUR exchange rate shifted favorably from 55 to 61.35 over the implementation period, this financial surplus was strategically reallocated to absorb the impact of domestic hyper-inflation on participant stipends and logistical costs. Specifically, this dividend allowed the program to offset the 128% overspend in transportation costs in the Cordillera region and maintain the 'regional mirroring' strategy—expanding activities without requiring supplementary euro allocations from the donor. This proactive management of financial variables ensured that implementation velocity was maintained despite the rising cost of local goods and services.

8.1.3 Effectiveness

Moral Reporting Scores: A (2022, 2023, 2024)

The program successfully achieved a 104% reach rate (3,354 youth) and exceeded the targeted 5.0 empowerment elements, achieving 6.60.

Systemic Wins: The institutionalization of Quality Learning Environments (QLEs) yielded concrete victories. CYC transitioned youth from marginalized activists to policy negotiators, securing the Human Rights Defenders Ordinance (HRDO) and halting the corporate privatization of the Baguio public market (SBMM).

Shadow Credentialing: Bidlisiw's "Business with a Heart" network substituted traditional educational checks with Bidlisiw's vetting, resulting in near 100% training absorption rates.

The Allowance Boundary: A Chi-Square analysis of Bidlisiw's 28.4% dropout rate proved that attrition was not driven by academic difficulty, but by the gross inadequacy of the PHP 150 daily allowance against local inflation—confirming the "Hungry in a Hurry" phenomenon as a persistent barrier to total effectiveness.

8.1.4 Coherence

Moral Reporting Scores: A (2022, 2023, 2024)

The country program demonstrated external coherence, adding value to national infrastructures rather than duplicating them.

Institutional Alignment: Bidlisiw aligned TVET initiatives with national TESDA standards. PETA served as a vital validator for regional module writing where DepEd lacked theoretical resources.

Internal Synergy: The themes of Education, Employment, and Citizenship synergized effectively to advance the Joint Strategic Framework (JSF). For example, PETA's theater skills were utilized for health outcomes (ASRH advocacy in Infanta) and art therapy (DSWD for Girls in Tarlac).

8.1.5 Sustainability

Moral Reporting Scores: A (2022, 2023, 2024)

The program generated highly durable social and technical architectures, though financial sustainability remains vulnerable.

Generational Legacy: PETA established a legacy where former scholars returned to the public school system as "teacher-artists".

Legal Scaffolding: CYC's HRDO provides a permanent legal framework that will outlast the funding cycle.

Financial Vulnerability: While Bidlisiw's "MyAdvocacy" and CYC's "Empowear" demonstrate revenue generation, organizations remain exposed to funding cliffs. The sudden withdrawal of support in 2026 (2025 in the case of PETA) created a "contextual friction" where partners felt disconnected while at peak implementation velocity. KIYO support continued through 2026, ensuring partners and participants could achieve their targets before the exit, although the formal phase-out was communicated in 2025.

8.1.6 Impact

The intervention successfully validated the Hypothesis 3 "1:3 Multiplier Effect".

Peer-to-Peer Mobilization: PETA's SPA students independently conducted art therapy for vulnerable peers using techniques learned in the program.

Civic Transformation: CYC's advocacy fundamentally altered the civic architecture of Baguio, proving organized youth can secure legislative victories to protect public goods. The overarching impact is a permanent destigmatization of marginalized youth across civic, educational, and corporate spheres.

The widespread adoption of legacy tools, specifically PETA's GEARBOX video series, proved instrumental in bridging the pedagogical gap created by the MATATAG curriculum, serving as a technical anchor for teachers. Similarly, the indigenous land defense resolutions secured by CYC-organized youth provided the necessary legal scaffolding to protect ancestral domains, demonstrating a high-level multiplier effect where youth advocacy successfully transitioned into binding community policy.

8.1.7 Transversal Themes: Gender and Environment

Moral Reporting Scores: Gender - A (All years); Environment - B (2022, 2023) → A (2024)

Gender and SOGIESC: Gender sensitivity was operationalized as a core competency. Non-binary youth reported the highest average empowerment scores (3.63). PETA taught "bodily autonomy" and consent through movement workshops, which translated into daily boundary discussions. CYC explicitly linked LGBTQ+ liberation to the defense of indigenous ancestral domains.

Environment and Climate: Environmental advocacy moved beyond theory. PETA integrated Disaster Risk Reduction through exercises simulating Super Typhoon Yolanda evacuations. CYC campaigned against extractive mining and dam projects, while Bidlisiw initiated dialogues on "green jobs" in the TVET sector.

8.2 THE ROLE OF THE KIYO PHILIPPINE COUNTRY OFFICE (CO)

The evaluation explicitly addresses the previously unexamined performance of the KIYO Country Office and the MCD/SCD components.

8.2.1 The CO as "Connector" and "Facilitator"

The Philippine CO functioned as the connective tissue of the ecosystem, successfully navigating the horizontal power dynamics of MCD. They proactively ceded intellectual space, allowing local partners to define their own metrics for success within the donor framework.

8.2.2 The "Facilitation Void"

A critical concern emerging from the terminal reflections is the "Facilitation Void" left by the sudden withdrawal of the KIYO Country Office. While technical skills are now institutionalized within partners, the inter-organizational dynamics and coordination of the

broader Empowerment Ecosystem are at risk without the CO's neutralizing and connective presence.

8.3 SYNTHESIS AND CONCLUSIONS

The "Empowering Youth Together Globally" intervention in the Philippines successfully executed a highly complex transition toward a rights-based empowerment ecosystem. The MCD/SCD approach was a formidable mechanism for institutional strengthening. The rigorous financial compliance required by the program initially caused operational friction, but it ultimately served as the catalyst that transformed fragmented volunteer networks into credible, audit-ready institutions. Through this process, KIYO effectively transferred the templates and institutional credibility required for local partners to thrive independently.

8.4 RECOMMENDATIONS FOR THE DEVELOPMENT SECTOR

Recalibrate Economic Baselines: Livelihood interventions must dynamically peg daily training allowances to localized inflation rates to prevent participants from being "starved out" of long-term certification pathways.

De-escalate Logistical Overheads: Organizations in geographically dispersed areas must decentralize monitoring infrastructure, utilizing secure digital frameworks and localized focal points to reduce unsustainable travel costs.

Formalize Shadow Credentialing: NGOs focused on employability should formalize their vetting, negotiating with local chambers of commerce to accept programmatic endorsements in lieu of traditional diplomas for entry-level roles.

Institutionalize Safety Frameworks: Future interventions in politically volatile climates must prioritize funding the legal training required for youth to pass protective municipal ordinances, establishing permanent "legal sanctuaries".

Complexity-Aware Monitoring: Future initiatives should transition toward methodologies like Outcome Harvesting to better capture the nuanced, non-linear growth of participants. While existing reporting tools provide essential qualitative evidence and reflect significant care in their development, adopting complexity-aware frameworks as primary reporting mechanisms will alleviate administrative friction and allow for a more authentic representation of diverse empowerment trajectories.

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APPENDICES AND ANNEXES

APPENDIX 1. Case Studies of Bidlisiw's ESWEO Completers and Non-completers

I. Overview

This report presents four in-depth case studies drawn from participants of Bidlisiw Foundation's Empowering Sustainable Work and Economic Opportunities (ESWEO) Program, implemented in partnership with KIYO Philippines. The cases were selected to represent two distinct trajectories: program completers and non-completers (drop-outs). Through individual interviews conducted in February and March 2026, this study explores the lived economic realities, psychosocial outcomes, and structural barriers experienced by youth enrolled in the ESWEO program in Mandaue and Cebu City.

The four participants: *Rea (Completer)*, *Jia (Completer)*, *Bodoy (Non-Completer)*, and *Gideon (Non-Completer)*, present a layered picture of how poverty, geography, family obligations, and scarcity pressures shape young people's ability to invest in their own futures. Their stories show the promise and the limitations of skills-based youth employment programs operating within contexts of immediate economic survival.

II. Program Background

The ESWEO Program is a youth employment and empowerment initiative implemented by Bidlisiw Foundation, Inc. with funding support from KIYO Philippines. The program targets out-of-school youth and economically vulnerable young people in Cebu, equipping them with vocational skills, life skills (APPS Framework), and employment linkages to support their transition into decent, sustainable work.

Program components include: technical skills training (e.g., Digitech, Housekeeping, Welding), soft skills and life skills development through psychosocial modules (APPS), on-the-job training (OJT) placements, transportation allowances, and employer referral networks.

As KIYO Philippines approaches the end of its funding cycle, this case study research was commissioned to document participant journeys, assess program impact, and generate evidence to support future programming and fundraising.

III. Methodology

Data for these case studies was gathered through semi-structured individual interviews conducted face-to-face (for completers) and via messenger call (for non-completers). Interviews followed a structured guide anchored to two analytical frameworks:

- The 'Hungry in a Hurry' Hypothesis- examining whether immediate economic scarcity forced participants into survival-mode decisions that overrode longer-term investment in skills development.
- The APPS Framework- assessing psychosocial and empowerment outcomes including agency, power, participation, and self-determination.

Interview transcripts were translated from Cebuano and Filipino into English. Participant names used in this document are first names only (or nickname references) to maintain a degree of privacy while preserving narrative authenticity. Interviews were conducted by a KIO Philippines external consultant.

IV. Part 1: Program Completers

The following two case studies profile participants who successfully completed the full ESWEQ program, including both the skills training and the OJT component. Their experiences show what the program can achieve and its limits without strong labor market support.

Case Study 1: Rea | Digitech Training, A Skill That Paid Too Little

Nickname	Rea
Age	24 years old
Program Completed	Digitech
Batch Year	2024
Location	Mandaue City, Cebu
Household	Rea, her partner, and one son (approximately 6 years old; enrolled in kindergarten)
Current Status	Self-employed (home-based wire flower business, 'Fuzzy Wire'); Part-time gymnastics instructor

1. Current Economic Reality

Skills Alignment and Employment Gap

Rea completed the Digitech course in 2024, a program focused on computer skills, digital tools (Microsoft Office). Following graduation, she waited approximately five months before securing employment, a gap she attributes to limited job openings in her area and the competitive labor market for office-based positions.

She eventually found work as an administrative assistant in Cebu City, a role directly aligned with her Digitech training. She applied her computer skills in this position and describes the experience positively in terms of relevance.

However, the commute to Cebu City was costly, approximately PHP 100 per round trip, and her salary remained below the regional minimum wage even after eight months of employment.

"It's been 8 months. I'm still not at the minimum. My employer said after 6 months, I would reach minimum wage. But I still had deductions for benefits, and it never reached a minimum."

Unable to sustain herself and her young son on this income, Rea resigned and shifted toward flexible, self-directed economic activity.

Present Work Situation

At the time of the interview, Rea was engaged in two income-generating activities: a home-based wire flower arrangement business ('Fuzzy Wire') co-founded with a fellow Bidlisiw alumna, and an occasional part-time gymnastics instruction (two afternoons per week, Tuesday and Thursday, 4–7 PM) at a gym in Mandaue.

The flower business is newly established, having launched just before Valentine's Day, with notable early success (products sold out). However, capital constraints limit growth. Rea shared that she is managing start-up costs carefully and has not yet registered the business formally. The gymnastics instruction provides irregular supplementary income but is not her primary activity.

Neither of these current roles is directly related to her Digitech training, though her digital skills, social media presence on TikTok for the flower business, and general professional communication, inform her entrepreneurial approach.

2. Financial Pressure and Household Vulnerability

Rea's sole dependent is her six-year-old son, who is in kindergarten. Despite supporting only one child, her income from the new business and part-time work remains irregular and insufficient for stable savings. Her partner contributes to the household but is currently focused on childcare while Rea pursues income-generating work.

Financial decisions are made jointly with her partner, which Rea describes with some ambivalence; she values the collaborative dynamic but acknowledges that full financial autonomy remains aspirational.

"I still have a partner and we still need to make a mutual decision. I want to be the one to follow my own path. But since you have a partner, you adjust."

Rea has no savings buffer. She candidly states that if her current income streams were disrupted, her family would not be able to sustain themselves for long without borrowing or seeking external support. Her financial trajectory, moving from below-minimum-wage formal employment to nascent entrepreneurship, reflects both agency and precarity.

3. Psychosocial Impact and APPS Framework Analysis

Agency and Self-Confidence

One of the most consistent and striking findings from Rea's interview is the transformative effect of the program on her confidence and communication. Prior to joining Bidlisiw, she describes herself as deeply shy, withdrawn, and having lost self-confidence due to personal difficulties.

"Before I joined Bidlisiw, I was shy. I had issues that came up. I lost my self-confidence. I didn't want to face people. But when I joined Bidlisiw, I learned how to fight. I was always smiling. Now I'm a talkative person."

This psychosocial shift, from social withdrawal to active self-expression, is significant. It reflects the APPS framework's emphasis on building individual agency as a foundation for broader empowerment.

Rights Awareness and Workplace Advocacy

Rea's experience with below-minimum-wage employment tested her ability to assert her labor rights. She was aware that her wage was unlawful but did not formally escalate the concern to management. Instead, she raised it informally with colleagues, a partial exercise of voice, limited by perceived power imbalances and structural vulnerability.

This reflects a common pattern documented in youth employment research: awareness of rights does not automatically translate into the confidence or structural support needed to enforce them, particularly for young workers in precarious, low-wage settings.

Future Orientation and Entrepreneurial Drive

Choosing self-employment over continued formal employment reflects Rea's desire for time control, particularly as the primary caregiver for her son.

"I want to hold my time."

She is exploring business registration, experimenting with online-to-offline business models, and maintaining openness to new learning opportunities. She expressed strong interest in a potential Bidlisiw alumni association, particularly for business advice and peer mentoring.

4. Assessment of Program Impact

Rea's case presents a mixed but ultimately positive assessment of the ESWE program. Her technical Digitech training enabled initial formal employment, a direct program outcome, but the structural inadequacy of low wages prevented this from becoming sustainable decent work. The life skills and psychosocial training, however, generated durable personal transformation that continues to shape her entrepreneurial confidence and interpersonal capacity.

Key gaps identified through her experience include: insufficient post-graduation wage monitoring and employer accountability; limited capital access for graduates transitioning into self-employment; and a need for ongoing mentorship after program completion.

Nickname	Jia
Age	25 years old
Program Completed	Housekeeping
Batch Year	2024
Location	Mandaue City, Cebu
Household	Jia, her husband, two young children (ages 5 and 4), and her parents
Current Status	Production operator (assembly), Factory, Contractual (endo), 6-month renewable

1. Current Economic Reality

Skills Mismatch and the Endo Trap

Jia completed the full Housekeeping program, including the 300-hour OJT component, through Bidlisiw in 2024. Despite active job-seeking in the hospitality sector (she did apply to housekeeping positions), she was unable to find openings in her trained field and accepted factory work as the available alternative. She works as a production operator at a factory, assembling components, a work entirely unrelated to her housekeeping training.

Her employment arrangement is a six-month renewable contract ('endo'), a precarious, short-term labor arrangement that provides no pathway to regularization or full benefits. At the time of the interview, she was approaching renewal of her contract. The contractual nature of her work means she lives with persistent employment insecurity, unable to plan financially beyond six months at a time.

Her working hours are demanding: a standard 8 AM to 5 PM shift, with frequent overtime extending to 7–8 PM, and occasional shifts beginning at 7:30 AM. She works six to seven days a week during busy production periods.

The Gap Between Training and Opportunity

Jia's experience directly illustrates what researchers term 'skills mismatch', a misalignment between training output and labor market demand. Despite the program's investment in housekeeping competencies, the local hospitality labor market did not absorb her. Her assessment is pragmatic:

"There are no openings. Nothing. Even though I applied for housekeeping, nothing was available."

The six-month gap between program completion and employment reflects both the scarcity of aligned opportunities and the time pressure she faced with a large household to support.

2. Financial Pressure and Household Vulnerability

Jia's financial situation is among the most constrained of the four participants. She supports a household of six: herself, her husband, two young children (ages 5 and 4), and her parents. Her husband is employed and contributes to the household, but Jia's income is essential.

After contributing to household expenses, Jia retains approximately PHP 2,500 for personal use per pay period. The remainder of her salary is allocated to shared family costs, food, utilities, and daily necessities. She is unable to save.

"If, for example, 2,500 or less is left for me, the rest is in my family."

In the event of job loss, Jia has no financial cushion. She would need to seek an alternative income immediately. The frequency of overtime she accepts, sometimes working until 8 PM or later, reflects not ambition but necessity: survival income for a large, dependent household.

3. Psychosocial Impact and APPS Framework Analysis

Interpersonal Growth

Like Rhea, Jia reports a growth in interpersonal confidence as a result of the program. She describes learning to communicate more openly, to accept mistakes as part of learning, and to persist through difficulty.

"I learned how to talk to people. I learned that mistakes are part of learning. I have more self-confidence now, and believe that I can do it."

These gains are real, even if they operate primarily at the interpersonal rather than structural level. In her factory environment, Jia reports feeling respected and not experiencing workplace discrimination or coercive labor practices, a baseline of safety that the APPS framework identifies as foundational to fuller empowerment.

Decision-Making and Agency

Jia's ability to exercise individual agency over financial and life decisions is constrained by her household's economic situation and by shared decision-making norms with her husband. When asked about autonomy over her money and future, she describes a conditional agency: one modulated by context, urgency, and family dynamics. This is consistent with the partial empowerment pattern: the program raised her awareness and confidence, but structural conditions limit the expression of that agency.

Desired Training and Career Aspirations

Jia expressed interest in caregiving training, which she sees as offering better and more aligned employment prospects, particularly household caregiver roles, which often command higher wages than factory work. This aspiration reveals an active orientation toward upward mobility, even as her current trajectory is constrained by available opportunity.

4. Assessment of Program Impact

Jia's case presents a structural limitation of the ESWEO program: the program successfully trains participants, but cannot guarantee that the labor market will receive them in their trained field. The hospitality sector in the Mandaue area

did not absorb Jia, and she was left to navigate the mismatch independently. The result is decent-but-misaligned work under precarious contractual terms.

The program's psychosocial interventions: confidence-building, communication skills, and resilience, are genuinely present in Jia's demeanor and self-description. However, without structural support (job matching in aligned sectors, employer partnerships, post-graduation income guarantees), these gains operate within a constrained economic space.

Key gaps from Jia's experience: inadequate sector-level job market analysis before training design; absence of post-placement monitoring to flag skills mismatch; and no bridging support for participants in endo arrangements who need to transition to more stable work.

V. Part 2: Program Non-completers

The two case studies below profile participants who enrolled in the ESWEO program but did not complete it. These two completed the skills training phase but were unable to fulfill the OJT requirement. Their stories imply how proximity, physical burden, and immediate economic obligation can fracture even a motivated young person's investment in training.

Case Study 3: Bodoy | Welding Training, When the Smoke Got Too Heavy

Nickname	Bodoy
Age	Not disclosed
Program Completed	Housekeeping
Batch Year	2024
Location	Duljo-Fatima, Cebu City
Household	Family of 10, living with his parents and seven siblings
Current Status	E-bike driver (pamasada), daily income-generating transport work

1. Why He Left: The Scarcity Trigger

Bodoy enrolled in the Welding program at Bidlisiw, a technical course with tangible employment prospects in construction and manufacturing. He attended for approximately one month before stopping. When asked about the moment he decided to leave, Bodoy gives three interlocking reasons: the immediate financial need of his family, a physical health response to the welding environment, and the daily travel required for OJT.

"I had to work because my family needed to eat. I also couldn't handle the smoke from the welding. It hurt my chest. and the OJT site was hard to get to every day."

The second reason warrants careful attention. Bodoy clarifies that he has not been formally diagnosed with any respiratory condition, but the physical discomfort he experienced in the welding environment, including fume exposure and chest tightness, was enough to make continued participation feel untenable. The third factor, while not extreme, added strain. The OJT site was not very far, but traveling there every day was inconvenient and difficult to sustain. Combined with the economic pressure of a family of eight, the decision became clear: stop training and start earning.

E-Bike Driving as Survival Work

Upon leaving the program, Bodoy transitioned immediately to e-bike pamasada (passenger transport) — a common, accessible income-generating activity in Cebu City area. He drives daily, including weekends, earning approximately PHP 500–600 per day, which he uses primarily to purchase rice and cover daily family expenses. He describes this as the minimum necessary to keep his family fed, not as a stable livelihood. Bodoy does not own the e-bike he operates; he did not disclose the nature of his arrangement (rental, ownership, or loan).

2. Structural and Logistical Barriers

Bodoy states that transportation and logistics were not the main barrier to his participation. The OJT site in Mandaue was accessible. The more significant factors were the physical demands of the welding environment, especially exposure to smoke and fumes, and the pressure of supporting a large household.

He also shared that he was caring for family members at home, which further limited his flexibility. The combination of physical discomfort during training, caregiving responsibilities, and urgent financial need created a level of pressure that the program's existing support, including the PHP 150 daily transportation allowance, could not offset.

3. Program Environment and Psychosocial Experience

Despite not completing the program, Bodoy's recollection of his time in training is positive. He describes feeling safe, respected, and supported by both trainers and peers. He recalls specific trainers (Sir Hans and Sir Don) with gratitude and describes their encouragement as meaningful, a rare experience of being told he had worth and potential.

"Through Sir Han and Sir Don, I experienced that there's still something to hope for. It's a pity I had problems. I hope there's still a new chance for me to recover."

This testimony reveals a young man who was genuinely engaged with the program's promise, not one who left due to disinterest or apathy. The dropout

was situational, not motivational. This distinction is critical for program design: Bodoy represents the participant who needs structural scaffolding (proximity of OJT sites, household income support, health safety protocols), not more motivation.

4. Forward Orientation and Recommendations

Bodoy remains open to rejoining or resuming welding training if the OJT placement can be located closer to his home. He explicitly states:

"If the OJT had been nearby, I would have finished it. I would have continued."

He is not yet formally employed beyond e-bike driving, has no savings, and is navigating the tension between immediate survival income and longer-term skills investment. His message to Bidlisiw is one of gratitude and quiet hope; the program planted a seed of aspiration that circumstance interrupted, but did not extinguish.

Program recommendations from Bodoy's case: geographic mapping of OJT placements relative to participant home communities; health and safety orientation specific to trades with fume/dust exposure (and alternatives for sensitized participants); and a household income support component for participants whose families are in acute food insecurity during training.

Case Study 4: Guideon | Welding Training, Proximity as a Structural Barrier

Nickname	Gideon
Age	22 years old
Program Completed	Welding
Batch Year	2025
Location	Ermita, Cebu City
Household	Gideon, his partner, and one child (2 years old)
Current Status	E-bike driver (pamasada), daily income-generating transport work

1. Why He Left: The Scarcity Trigger

Completing Training, Stopping at OJT

Gideon's case is instructive because he is not a dropout in the conventional sense. He completed all twelve sessions of the welding skills training at Bidlisiw. The breakdown happened during the OJT phase. His OJT placement was in Mandaue, about one hour from his home in Ermita, Cebu City, while the training had been held much closer to him in Kual, near Carbon Market.

The one-hour commute, combined with the responsibility of a young family, including a two-year-old daughter and a partner managing childcare, made

daily OJT attendance unsustainable. The PHP 150 daily transportation allowance covered the fare, which was about PHP 100 round trip, but it did not account for the time spent traveling, the physical exhaustion, or the income he could have earned from driving his e-bike during those hours.

"It's just too far. I just hoped the OJT site was near our area, so I would have finished it also."

The Rational Choice Under Constraint

Gideon's decision to stop OJT was not impulsive or a sign of disengagement from his future. He had already shown a strong commitment by completing all training sessions. At the OJT stage, his decision was economic. The potential return from finishing OJT, which meant delayed and uncertain employment in welding, was outweighed by the immediate and reliable income he could earn from e-bike driving, given the distance of the OJT site.

A friend who joined the same welding program and completed the OJT is now working in welding. This serves as a clear counterfactual that Gideon is aware of.

"My friend finished. He continued welding as work. I think if I had finished the program, I'd be in welding now too."

2. Financial Reality and Household Obligations

Gideon supports his partner and their two-year-old daughter. His partner manages childcare on weekdays, while Gideon drives the e-bike; on weekends, his partner sells balot (a traditional street food), and Gideon assists or takes a reduced schedule. Their household income from these combined informal activities covers basic needs but leaves no margin for savings, emergency funds, or planned investment.

He does not have a fixed daily income from the e-bike, some days are more productive than others, and he does not operate every day. The irregularity of informal transport work is both its flexibility and its vulnerability.

3. Program Environment and Psychosocial Experience

Gideon recalls the skills training sessions positively. He describes the environment as respectful, non-discriminatory, and genuinely helpful. He built friendships with fellow participants and felt that the trainers were invested in their learning. When asked whether the sessions were stressful or supportive, he answered clearly:

"Not stressful. Helpful. You learned a lot. You really needed each other."

He values the connections he formed at Bidlisiw. Being part of a learning community with peers his age and working toward shared goals mattered to him.

Motivation for Joining

Gideon joined the program after being invited by a barangay official. He was motivated by the promise of employment in welding, a skilled trade with

strong demand in Cebu. He saw the program as a practical pathway out of informal and low-income work. He did not leave because of a lack of interest or effort. He left because of distance and daily logistics.

4. Forward Orientation and Recommendations

Gideon expresses openness to returning to OJT in the future, when his daughter is older, and the logistical burden of childcare is reduced. He is not resigned to e-bike driving as a permanent livelihood but is realistic about his current constraints.

"Maybe when the baby is a little bigger. I'd still like to try the OJT of Welding."

His message to Bidlisiw is characteristically direct: if the OJT site had been in Cebu City, near Ermita, he would have completed it. The recommendation is structural and actionable, to diversify OJT placement sites across the geographic catchment area of the program, rather than concentrating them in one distant location.

Additional program recommendations from Gideon's case: a tiered transportation allowance that accounts for participants traveling more than 45 minutes to OJT sites; flexible OJT scheduling (e.g., part-time, alternating days) to accommodate young parents; and a re-entry pathway for non-completers who have demonstrated commitment through full skills training completion.

VI. Cross-Case Analysis

1. The 'Hungry in a Hurry' Pattern'

The "Hungry in a Hurry" hypothesis predicts that immediate financial pressure pushes youth to choose short-term income over long term investments like skills training. This pattern is confirmed across all four cases, with important nuances.

For Bodoy and Gideon, the pressure was immediate and unavoidable. Their families needed income, and the time, cost, and physical demands of OJT made continued participation unsustainable. For Rea, the issue emerged after completion. Despite graduating and securing relevant work, low wages made the job economically unviable and forced her back into informal work. For Jia, the pressure appeared as a labor market constraint. After six months without success, she accepted unrelated factory work because any income was better than none.

Across all cases, the key point is clear. None of the participants left due to lack of motivation or ambition. All showed strong commitment to stable and meaningful employment. Their decisions were shaped by structural barriers such as low wages, distance, household responsibilities, and limited job opportunities, not personal shortcomings.

2. Psychosocial Gains Are Real but Bounded

The APPS Framework interventions, particularly, confidence-building, communication skills, and rights awareness, produced genuine and measurable personal change in all four participants. Rea transformed from social withdrawal to entrepreneurial self-expression. Jia articulates self-belief where she previously had none. Gideon, despite not completing the program, retains a sense of hope and possibility that he directly attributes to his experience with Bidlisiw trainers. Even Bodoy reflects a similar change in outlook, describing increased confidence and a renewed sense of direction following the training.

However, these psychosocial gains operate within a constrained structural space. Knowing one's labor rights does not protect a young worker from a below-minimum-wage employer when formal complaint channels are intimidating, and job alternatives are scarce. Having confidence does not create a nearby OJT site. The program's psychosocial investments are necessary but insufficient without complementary structural interventions.

3. Geography as a Hidden Barrier

Geographic distance is a decisive and often overlooked structural barrier in this study. Both Bodoy and Gideon cite the distance to their OJT sites as the main reason they did not complete the program. Gideon's site was one hour away, while Bodoy had to travel even farther. For youth with no savings, no flexibility to miss income days, and no childcare support, an extra hour of travel is not a minor inconvenience. It is enough to force them out of the program. Rea's earlier job in Cebu City also involved high daily transport costs of PHP 100, which made her employment financially unsustainable. These cases show that geography directly affects economic viability, yet it is often not fully considered in program design.

4. Contractual (Endo) Employment and Structural Precarity

Jia's experience explains a broader condition facing young workers in the Philippines: the widespread use of short-term contractual employment that offers no clear pathway to regularization, benefits, or job security. Even when program completers successfully enter employment, they remain economically vulnerable when that work is structurally precarious. While the program cannot directly change employer practices, it can respond through alumni networks, post-placement monitoring, and policy advocacy to identify endo arrangements as a systemic risk to graduates' long-term economic security.

5. The Alumni Network as a Platform for Continued Support

Both completers expressed strong enthusiasm for a proposed Bidlisiw alumni association. They identified key post-graduation needs such as business advice, job referrals, peer mentorship, and access to small capital or loans. These needs closely reflect the gaps revealed in their individual trajectories after completing the program. An alumni network would help sustain the

relationships and social capital built during training and extend them into an ongoing support system beyond the program period.

VII. Recommendations

A. For Bidlisiw Foundation

1. Establish an alumni association with active services: business advisory, peer mentoring, job referral networks, and access to micro-capital or starter loans for self-employed graduates.
2. Conduct geographic mapping of participant home communities and diversify OJT placement sites to ensure no participant faces a one-way commute exceeding 30–45 minutes.
3. Implement a re-entry protocol for non-completers who have completed the skills training phase, allowing them to fulfill OJT requirements through closer or part-time placements when their circumstances change.
4. Integrate health and safety orientation for trades with occupational exposure risks (e.g., welding fumes), including physical assessment and accommodation options for sensitized participants.
5. Strengthen post-placement monitoring to track graduates' employment outcomes, flag endo arrangements, and document skills mismatch patterns, feeding this data back into training program design.

B. For KIYO Philippines and Future Funders

1. Design funding to include a household income support component, beyond transportation allowance, for participants in acute food insecurity during the training period.
2. Fund labor market analysis as a prerequisite for training curriculum decisions, ensuring that programs train youth for sectors where local demand actually exists.
3. Include advocacy components that engage local employers on wage compliance and contract security for program graduates.

APPENDIX 2. ESWEO Tracer Survey Report

SUMMARY OF FINDINGS

1. Primary Drivers of Program Attrition (The "Hungry in a Hurry" Reality)

The survey data for non-completers validates that attrition is almost exclusively driven by immediate economic necessity rather than academic failure.

- **Economic Survival:** The most frequent reason for dropping out was the "immediate need to work and earn money for daily survival" (7.41%), followed by "family obligations and childcare" (4.94%).
- **Inadequate Support:** A critical portion of dropouts cited "inadequate daily allowance for food and transport due to inflation" and "geographic distance to the training center" as the primary structural barriers.
- **Lack of Academic Fear:** Only one respondent cited academic difficulty, confirming that participants are capable and motivated but are "starved out" by the cost of long-term training.

2. Efficacy of the Quality Learning Environment (APPS Framework)

Participants reported high satisfaction with the relational and pedagogical aspects of the program, even while struggling with the logistical costs of participation.

- **Safe Space Perception:** Approximately 80% of participants agreed or strongly agreed that they felt physically and emotionally safe, citing clear rules against harassment and discrimination.
- **Mentorship and Pedagogy:** Mentorship quality and trainer effectiveness were rated highly, with ~89% of respondents finding trainers knowledgeable and approachable. This validates the program's ability to create a supportive "human" environment despite external economic volatility.
- **Holistic Skills:** 79% of youth agreed that the training successfully moved beyond technical tasks to teach life skills like stress management and emotional regulation.

3. Longitudinal Growth in Empowerment Elements (Before vs. Now)

The survey captures a significant upward shift in internal psychological domains, contrasted by stagnation in broader or abstract domains.

- **Highest Gains:** Significant increases were observed in Workplace Discipline, Rights Awareness, and Personal Growth (Self-Confidence). For example, Workplace Discipline shifted from a combined "High/Very High" of 66% to 71%, with a marked increase in the "Very High" intensity.
- **Survival Focus:** Global Awareness and Community Engagement showed the least change, with the majority of respondents remaining "Neutral" (40.7%). This confirms that vulnerable youth remain prioritized on immediate, localized survival over

abstract global concepts.

- Technical Maturation: Digital Adaptability and Financial Literacy saw measurable improvements, with "Very High" scores for digital skills increasing from 22% to 27%.

4. Labor Market Outcomes and Employment Quality

The tracer study reveals a "leaky pipeline" where psychological readiness meets a precarious labor market.

- Employment Status: 46.91% of graduates are currently salaried employees, while 24.69% remain unemployed and looking for work.
- The "Shadow Credential" Effect: 33% of employed youth felt their employer gave them a genuine "second chance" despite their backgrounds, validating Bidlisiw's role as a trusted intermediary.
- Skills Usage: While ~37% use their technical skills daily, a segment of the cohort is trapped in the "Endo Trap"—working in unrelated factory roles or informal labor (e.g., e-bike driving) to meet immediate family needs.
- Income Impact: 46% of employed youth reported an increase in income, though for many, this gain is entirely absorbed by multi-generational household survival, leaving zero savings buffer.

5. Entrepreneurial Mindset vs. Financial Capital

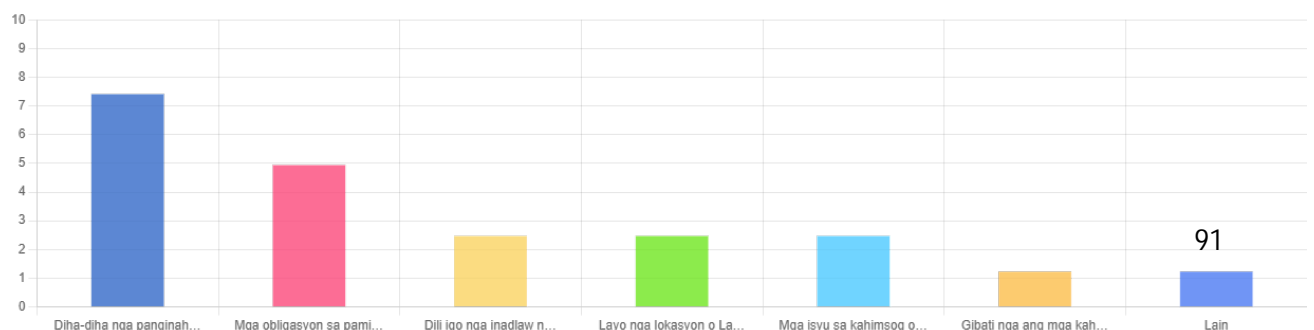
While youth reported high scores in entrepreneurial traits, these do not currently translate into business success without capital.

- Mindset Readiness: Over 60% of youth reported strong agreement with traits like Proactiveness, Risk-Taking, and Creativity.
- Structural Barrier: Despite these high mindset scores, the actual rate of self-employment remains low (7.41%). This corroborates the evaluation's finding: an entrepreneurial mindset is insufficient in a vacuum of capital, making wage employment the mandatory first step for survival.

KIYO's "Empowering Youth Together" Program (2022-2026) and Bidlisiw's ESWE0 Program Evaluation

Mga Rason sa Pag-undang: Tubaga lamang kung imong gimarkahan ang Miundang sa A.06

TYPE: SELECT_MULTIPLE. 14 out of 81 respondents answered this question. (67 were without data.)



Value	Frequency	Percentage
Diha-diha nga panginahanglan sa pagtrabaho ug pagkita og kwarta alang sa adlaw-adlaw nga mabuhi	6	7.41
Mga obligasyon sa pamilya o pag-atiman sa bata	4	4.94
Dili igo nga inadlaw nga allowance alang sa pagkaon ug transportasyon tungod sa inflation	2	2.47
Layo nga lokasyon o Layo kaayo ang sentro sa pagbansay	2	2.47
Mga isyu sa kahimsog o mental health	2	2.47
Gibati nga ang mga kahanas lisud kaayo o Nahadlok	1	1.23
Lain	1	1.23

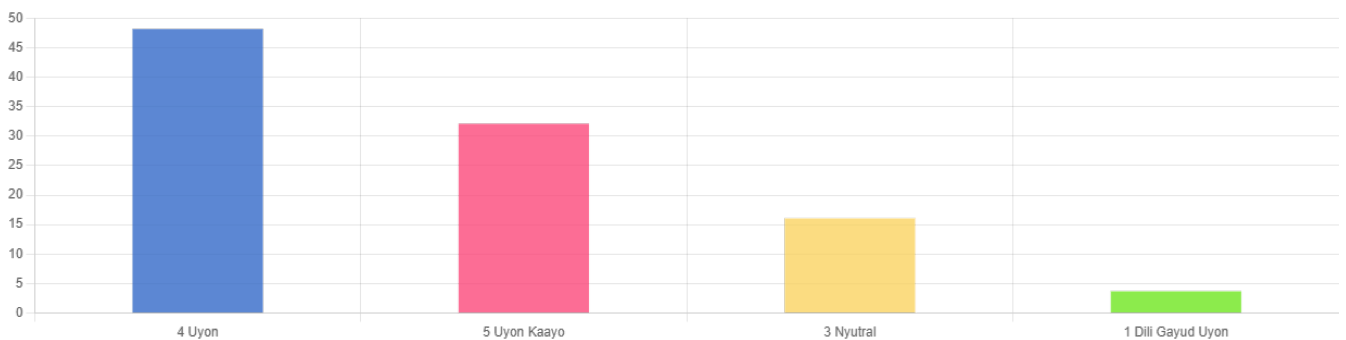
Lain nga Rason sa Pag-undang

TYPE: TEXT. 1 out of 81 respondents answered this question. (80 were without data.)

Value	Frequency	Percentage
Ni undang ko tungod gipa balik ko ug Skwela sa mga madre	1	1.23

Proteksyon Kaluwasan: Gibati nako nga luwas ko sa pisikal ug emosyonal.
Pananglitan, adunay tin-aw nga mga lagda batok sa pagpanghasi, sekswal nga harasment, o diskriminasyon, ug nahibal-an nako kung kinsa ang ireport kung adunay mahitabo nga insidente.

TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

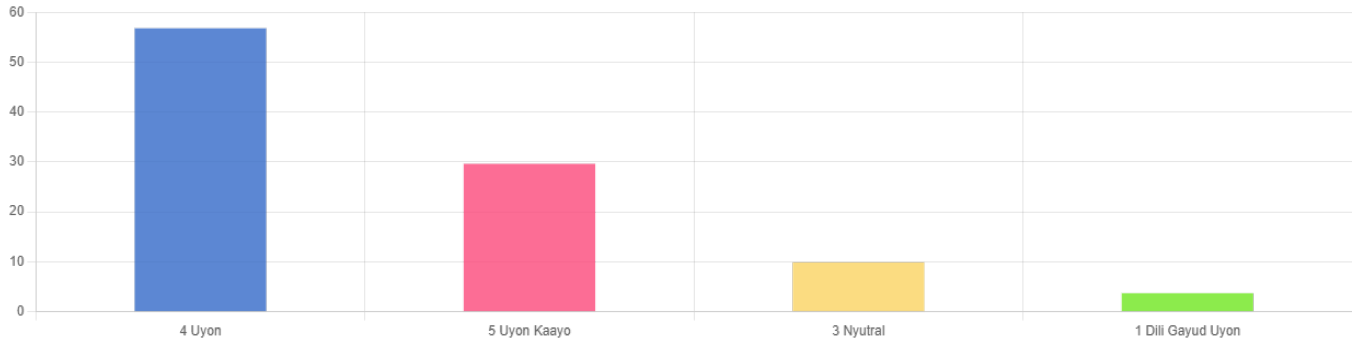


Value	Frequency	Percentage
4 Uyon	39	48.15
5 Uyon Kaayo	26	32.1
3 Nyutral	13	16.05
1 Dili Gayud Uyon	3	3.7

Kahibalo Mga Katungod: Gitudloan ako bahin sa akong mga katungod isip usa ka mamumuo. Pananglitan, ang mga tigbansay o mga superbisor tin-aw nga mipasabut sa mga balaod sa minimum nga suholan, sumbanan nga mga oras sa pagtrabaho, hazard pay, o unsaon pagbasa ang usa ka kontrata sa panarbaho.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

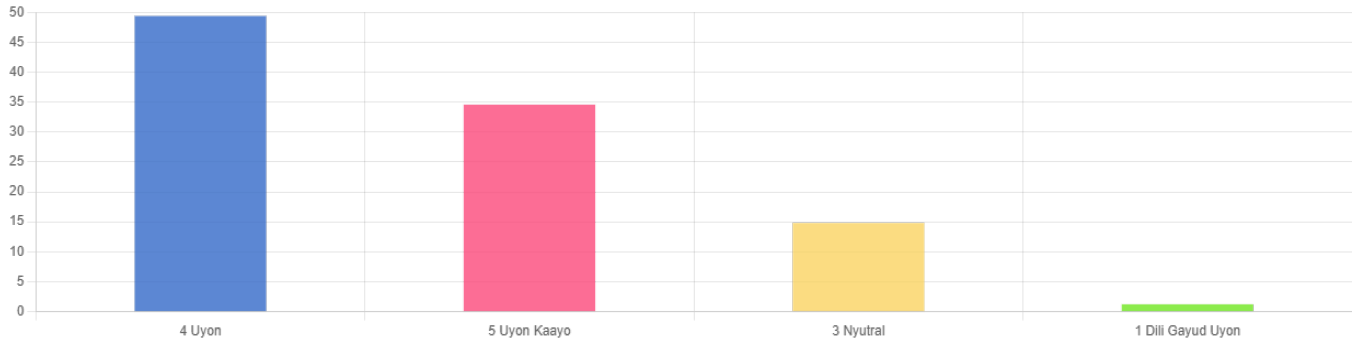


Value	Frequency	Percentage
4 Uyon	46	56.79
5 Uyon Kaayo	24	29.63
3 Nyutral	8	9.88
1 Dili Gayud Uyon	3	3.7

Partisipasyon Tingog: Gidasig ako sa pagsulti. Pananglitan, ang akong mga superbisor o tigbansay kanunay mangutana sa akong feedback, ug gibati nako nga komportable nga ipaambit ang akong mga ideya o kabalaka nga walay kahadlok nga kasab-an o silotan.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

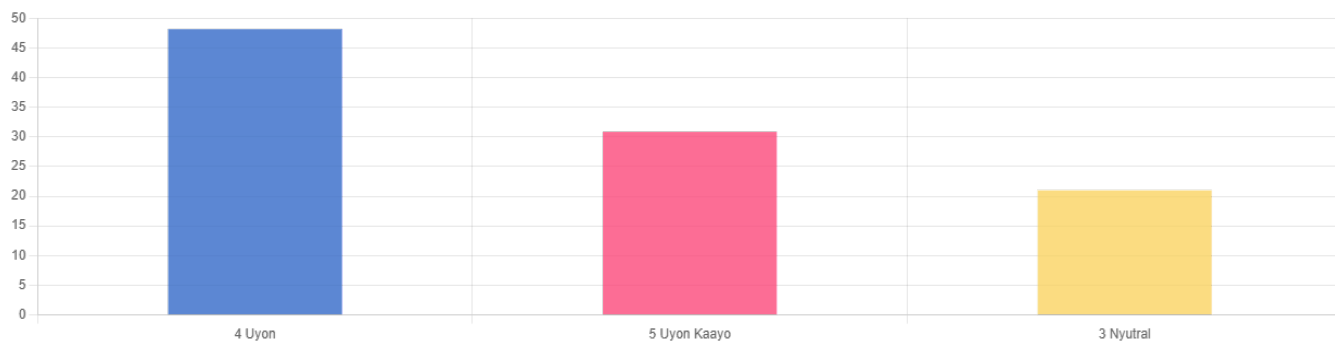


Value	Frequency	Percentage
4 Uyon	40	49.38
5 Uyon Kaayo	28	34.57
3 Nyutral	12	14.81
1 Dili Gayud Uyon	1	1.23

Mga Kahanas Holistikong Suporta: Ang pagbansay milapas sa teknikal nga mga buluhaton. Pananglitan, gitudloan usab ako sa akong mga mentor og mga kahanas sa kinabuhi, sama sa pagdumala sa stress sa trabahoan, pagkontrol sa akong mga emosyon, o propesyonal nga pagpakigsulti sa lisud nga mga kustomer.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)



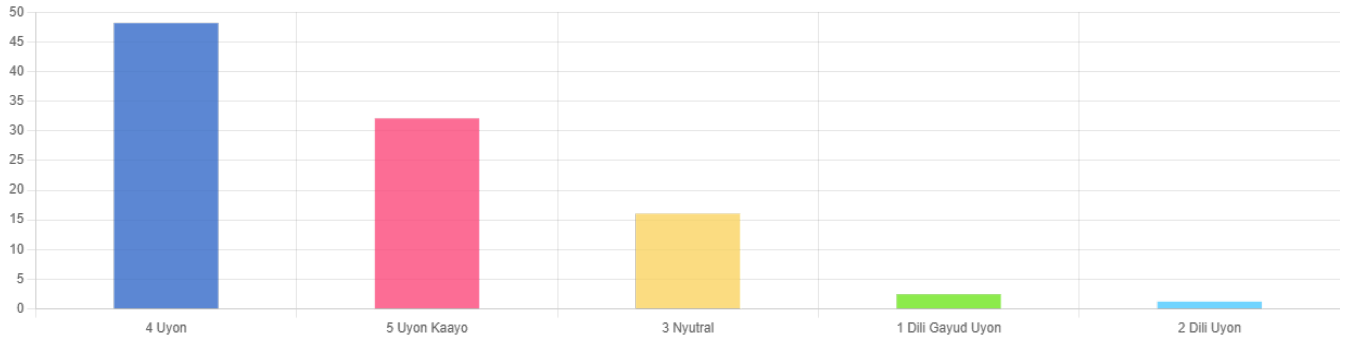
Value	Frequency	Percentage
4 Uyon	39	48.15
5 Uyon Kaayo	25	30.86
3 Nyutral	17	20.99

Dekalidad sa Mentorship: Ang akong mga superbisor o mga tigbansay naglihok isip matinabangon nga mga magtutudlo imbes nga mga estrikto nga mga boss.



Pananglitan, mapailubon nila akong gigiyahan ug gitul-id nga matinahuron sa dihang nakasala ko.

TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

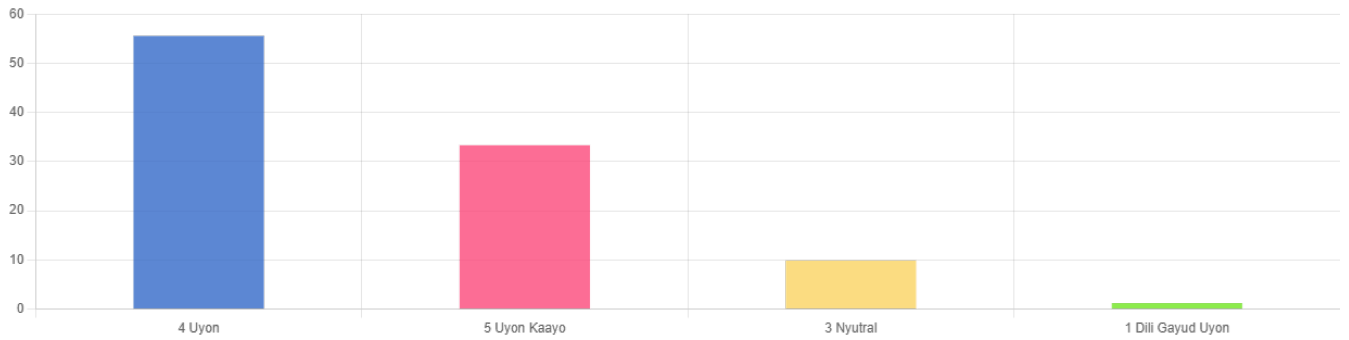


Value	Frequency	Percentage
4 Uyon	39	48.15
5 Uyon Kaayo	26	32.1
3 Nyutral	13	16.05
1 Dili Gayud Uyon	2	2.47
2 Dili Uyon	1	1.23

Pagka-pektibo sa Tigbansay: Ang mga tigbansay o mga mentor adunay kahibalo, daling maduol, ug naggamit ug mga pamaagi nga daling sabton.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

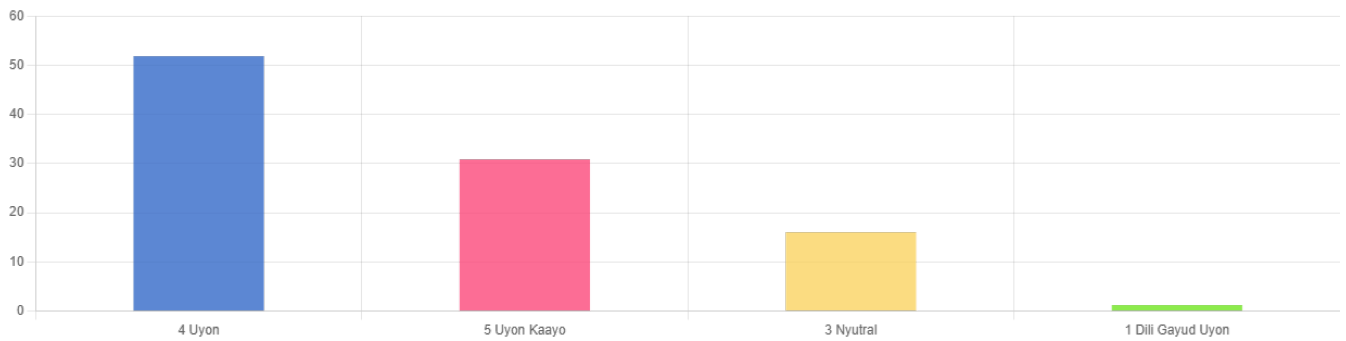


Value	Frequency	Percentage
4 Uyon	45	55.56
5 Uyon Kaayo	27	33.33
3 Nyutral	8	9.88
1 Dili Gayud Uyon	1	1.23

Suporta sa Logistik: Ang eskedyul ug lokasyon sa pagbansay nahiangay sa akong personal ug pinansyal nga mga reyalidad pananglitan, flexible nga mga oras, dali ma- akses.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

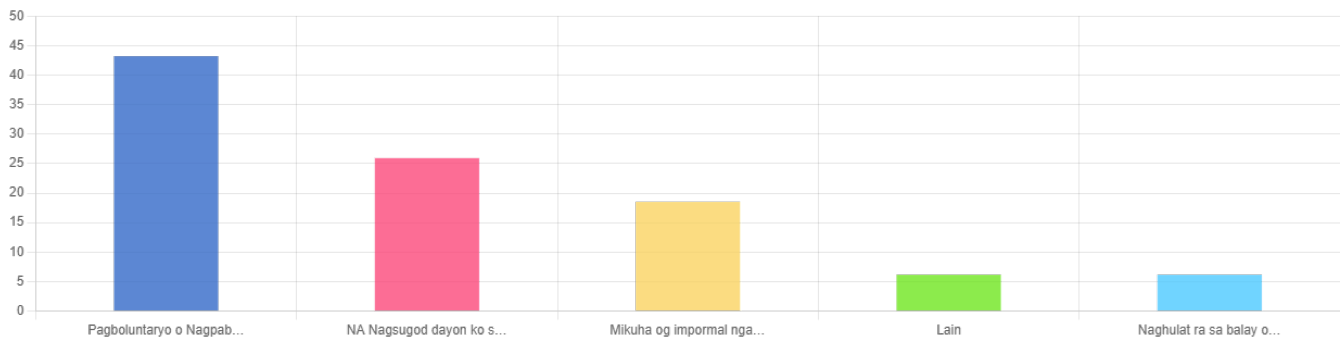


Value	Frequency	Percentage
4 Uyon	42	51.85
5 Uyon Kaayo	25	30.86
3 Nyutral	13	16.05
1 Dili Gayud Uyon	1	1.23

Ang Panahon sa Paghulat: Giunsa nimo pagpabilin nga aktibo sa panahon sa idle nga paghulat tali sa pagkahuman sa imong pagbansay sa klasrum ug pagsugod sa imong OJT o pormal nga trabaho?



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Pagboluntaryo o Nagpabilin nga nalambigit sa mga programa sa Bidlisiw	35	43.21
NA Nagsugod dayon ko sa akong OJT o trabaho	21	25.93
Mikuha og impormal nga trabaho aron makakwarta	15	18.52
Lain	5	6.17
Naghulat ra sa balay o Nawad-an og interes	5	6.17

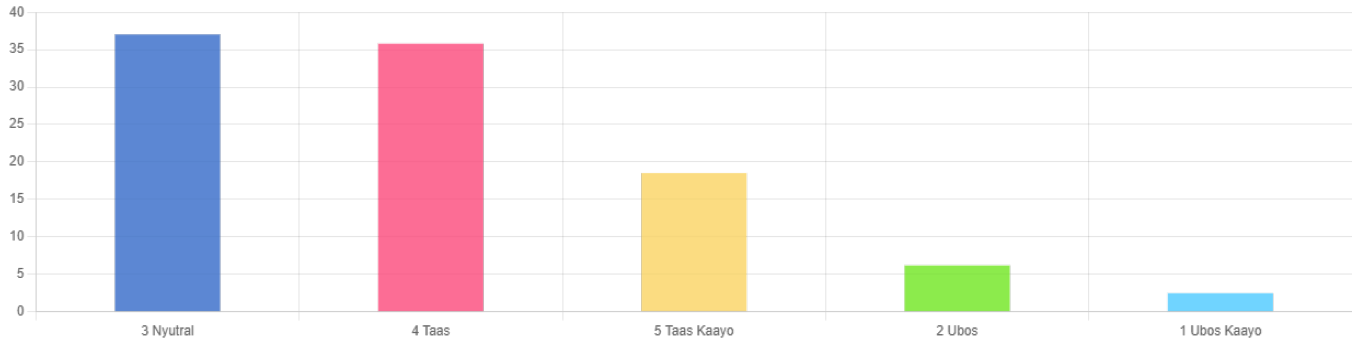
Lain nga gibuhad sa panahon sa paghulat

TYPE: TEXT. 5 out of 81 respondents answered this question. (76 were without data.)

Value	Frequency	Percentage
Patiently waiting while nangita ug lain work	1	1.23
Gi recommend ang floor plan	1	1.23
Wala ko naka tiwas kay tungod nga maka kwarta kog maau	1	1.23
Wala ko ka ojt that time its because gipa balik ko ug Skwela sa mga madre	1	1.23
Ng warta gamit ang ebike sa pamasahero	1	1.23

Marka KANIADTO - Kahibalo sa mga Katungod: Nahibal-an kung unsa ang legal ug ilegal sa trabahoan pananglitan, nahibal-an ang imong katungod sa usa ka luwas nga palibot ug patas nga bayad, ug nahibal-an kung unsaon sa matinahuron nga pagreklamo kung kana nga mga katungod nalapas.

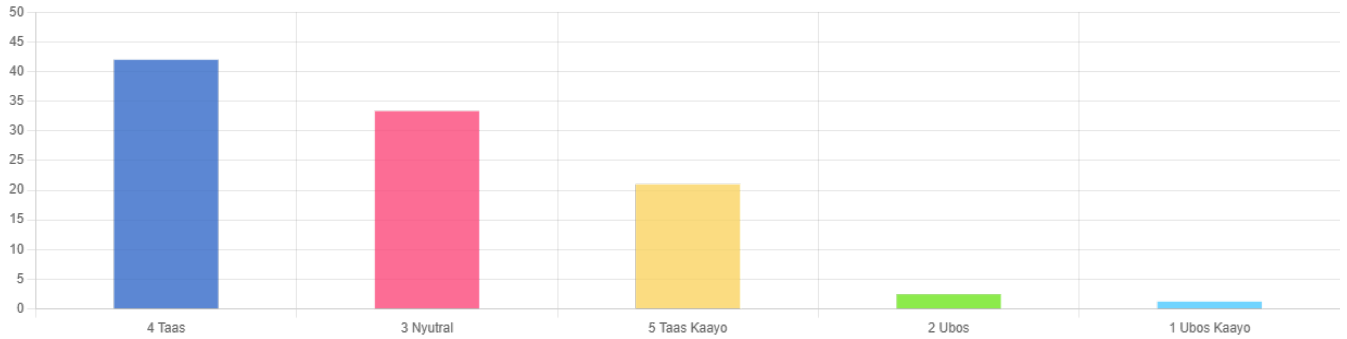
TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
3 Nyutral	30	37.04
4 Taas	29	35.8
5 Taas Kaayo	15	18.52
2 Ubos	5	6.17
1 Ubos Kaayo	2	2.47

Marka KARON - Kahibalo sa mga Katungod: Nahibal-an kung unsa ang legal ug ilegal sa trabahoan pananglitan, nahibal-an ang imong katungod sa usa ka luwas nga palibot ug patas nga bayad, ug nahibal-an kung unsaon sa matinahuron nga pagreklamo kung kana nga mga katungod nalapas.

TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

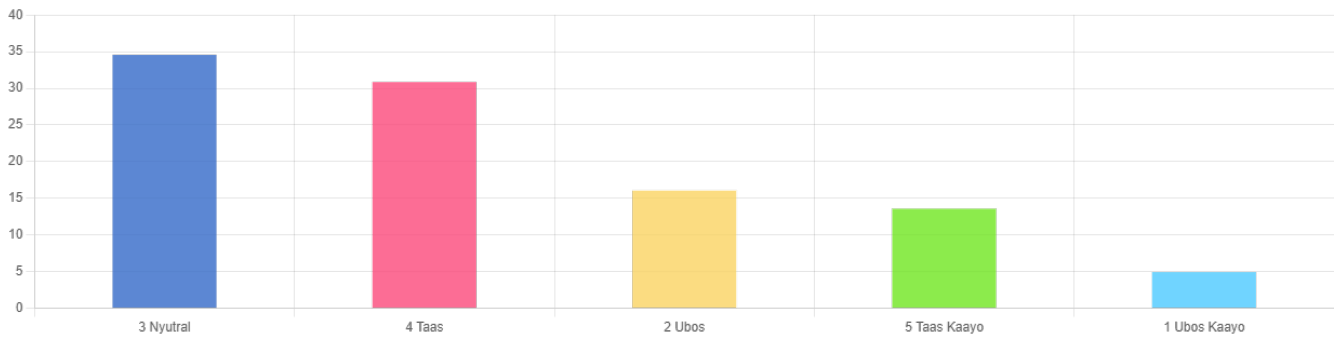


Value	Frequency	Percentage
4 Taas	34	41.98
3 Nyutral	27	33.33
5 Taas Kaayo	17	20.99
2 Ubos	2	2.47
1 Ubos Kaayo	1	1.23

Marka KANIADTO - Pakiglambigit sa Komunidad: Pag-apil sa mga isyu sa komunidad pananglitan, aktibong pagboluntaryo alang sa mga kalihokan sa barangay o pag-apil sa mga organisasyon sa kabatan-onan.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

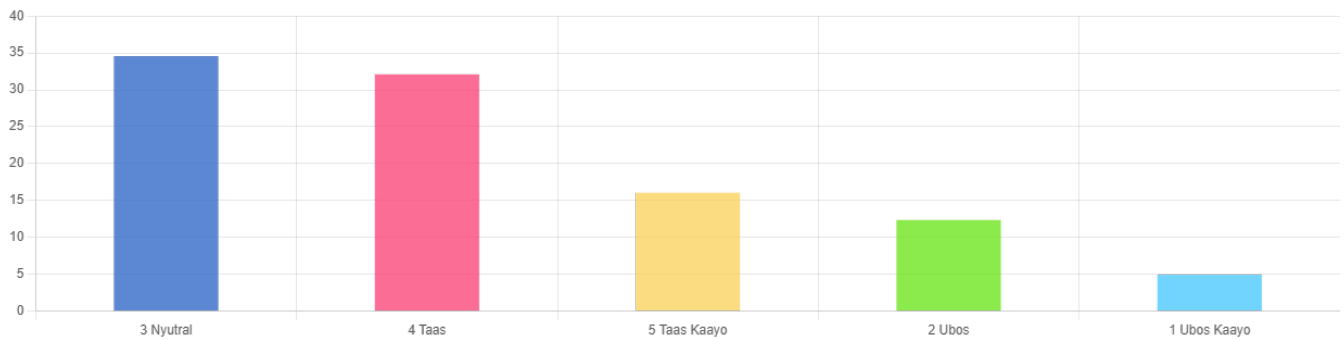


Value	Frequency	Percentage
3 Nyutral	28	34.57
4 Taas	25	30.86
2 Ubos	13	16.05
5 Taas Kaayo	11	13.58
1 Ubos Kaayo	4	4.94

Marka KARON - Pakiglambigit sa Komunidad: Pag-apil sa mga isyu sa komunidad pananglitan, aktibong pagboluntaryo alang sa mga kalihokan sa barangay o pag-apil sa mga organisasyon sa kabatan-onan.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

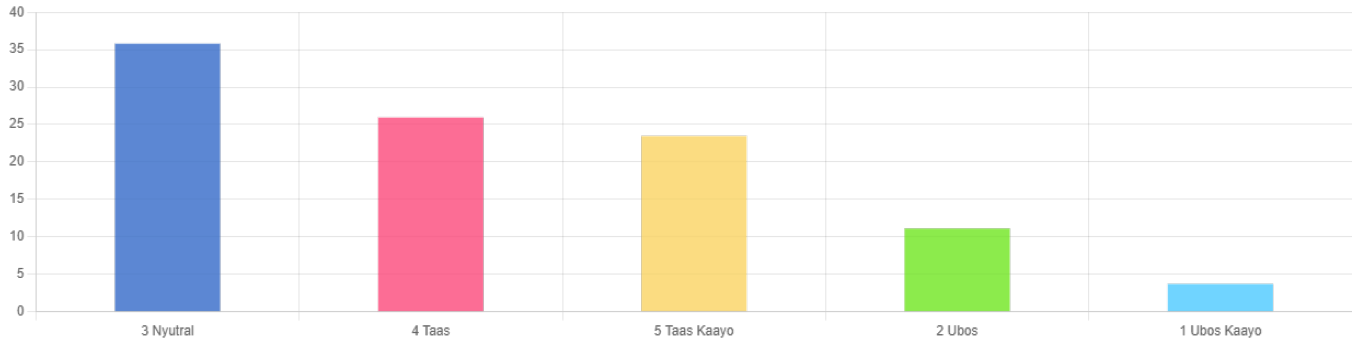


Value	Frequency	Percentage
3 Nyutral	28	34.57
4 Taas	26	32.1
5 Taas Kaayo	13	16.05
2 Ubos	10	12.35
1 Ubos Kaayo	4	4.94

Marka KANIADTO - Pagkadaiya SOGIESC: Pagtahod sa mga kalainan pananglitan, pagtratar sa mga kauban sa trabaho nga lainlain ang oryentasyon sa sekswalidad, identidad sa kasarian, o relihiyon nga adunay parehas nga pagtahod ug pagdepensa kanila batok sa pagpanghasi.



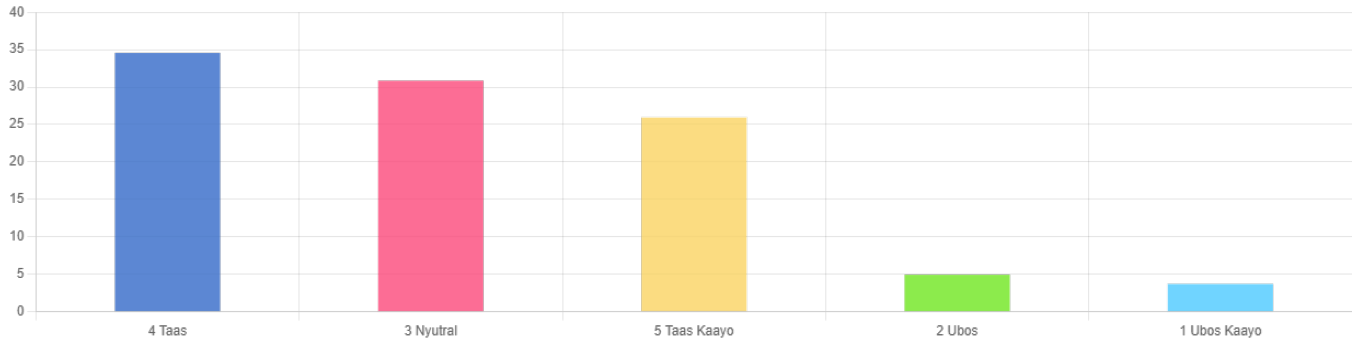
TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
3 Nyutral	29	35.8
4 Taas	21	25.93
5 Taas Kaayo	19	23.46
2 Ubos	9	11.11
1 Ubos Kaayo	3	3.7

Marka KARON - Pagkakaiya SOGIESC: Pagtahod sa mga kalainan pananglitan, pagtratar sa mga kauban sa trabaho nga lainlain ang oryentasyon sa sekswalidad, identidad sa kasarian, o relihiyon nga adunay parehas nga pagtahod ug pagdependa kanila batok sa pagpanghasi.

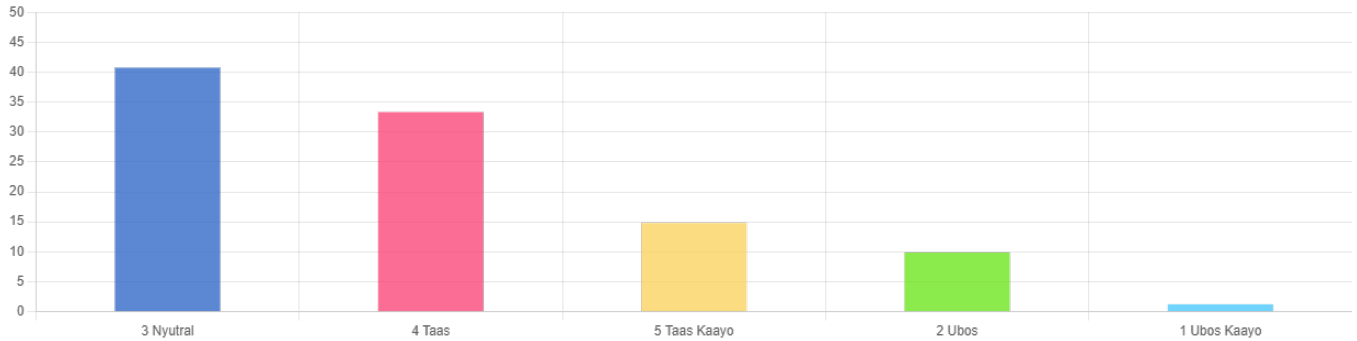
TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
4 Taas	28	34.57
3 Nyutral	25	30.86
5 Taas Kaayo	21	25.93
2 Ubos	4	4.94
1 Ubos Kaayo	3	3.7

Marka KANIADTO - Pangkalibutanon nga Kahibalo: Pagtan-aw sa dako nga hulagway pananglitan, pagsabut kon sa unsang paagi ang lokal nga kakabos o mga isyu sa kinaiyahan sa Sugbo konektado sa nasudnong mga balaod o pangkalibutanon nga mga panghitabo.

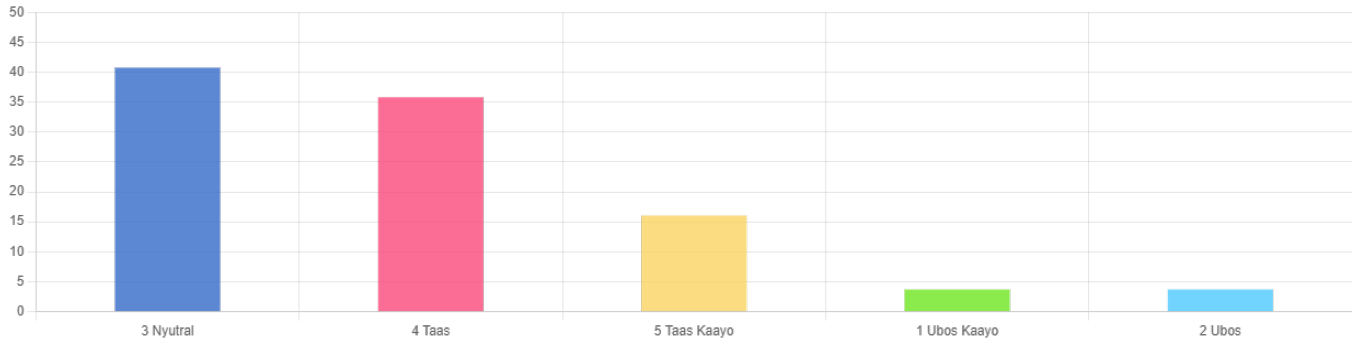
TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
3 Nyutral	33	40.74
4 Taas	27	33.33
5 Taas Kaayo	12	14.81
2 Ubos	8	9.88
1 Ubos Kaayo	1	1.23

Marka KARON - Pangkalibutanon nga Kahibalo: Pagtan-aw sa dako nga hulagway pananglitan, pagsabut kon sa unsang paagi ang lokal nga kakabos o mga isyu sa kinaiyahan sa Sugbo konektado sa nasudnong mga balaod o pangkalibutanon nga mga panghitabo.

TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

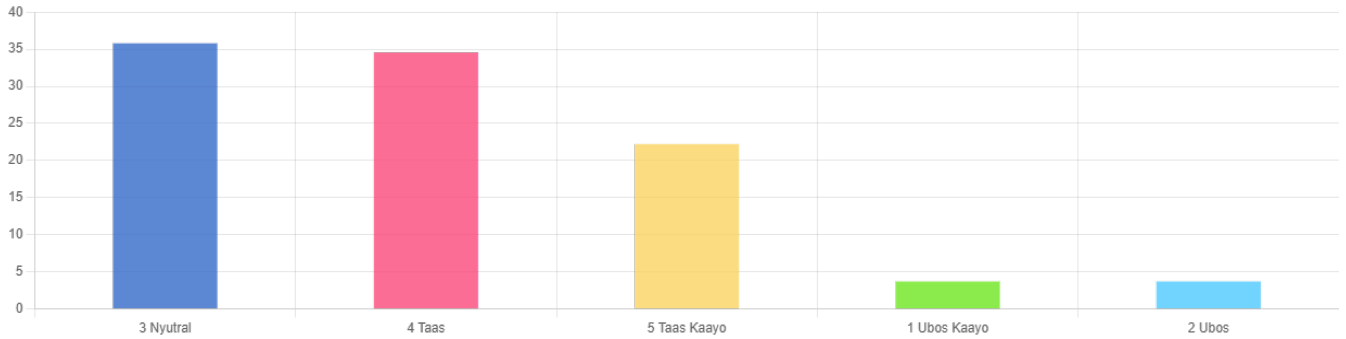


Value	Frequency	Percentage
3 Nyutral	33	40.74
4 Taas	29	35.8
5 Taas Kaayo	13	16.05
1 Ubos Kaayo	3	3.7
2 Ubos	3	3.7

Marka KANIADTO - Digital nga Pagpahaum: Kaluwasan sa paggamit sa teknolohiya pananglitan, nahibal-an kung unsaon paggamit ang mga kompyuter, email, o digital nga apps para sa trabaho, ug nahibal-an kung unsaon pag-ila ang peke nga balita online.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

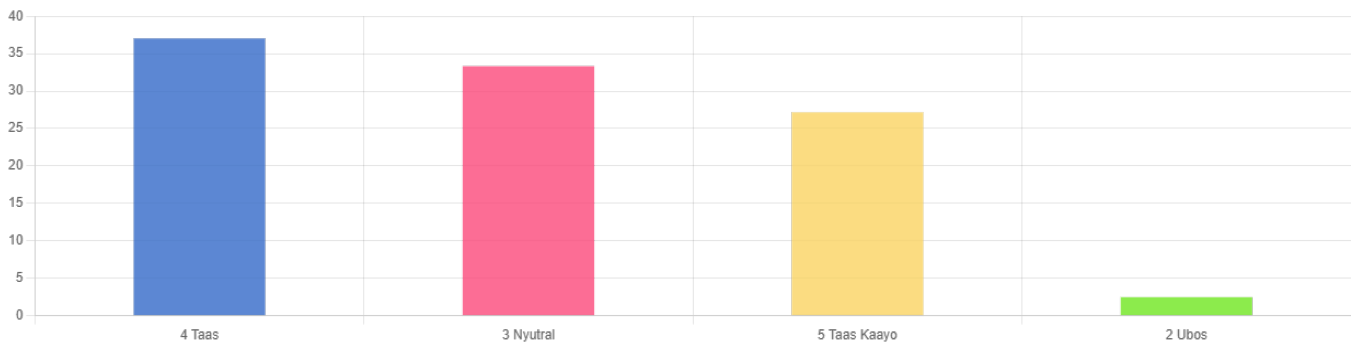


Value	Frequency	Percentage
3 Nyutral	29	35.8
4 Taas	28	34.57
5 Taas Kaayo	18	22.22
1 Ubos Kaayo	3	3.7
2 Ubos	3	3.7

Marka KARON - Digital nga Pagpahaum: Kaluwasan sa paggamit sa teknolohiya pananglitan, nahibal-an kung unsaon paggamit ang mga kompyuter, email, o digital nga apps para sa trabaho, ug nahibal-an kung unsaon pag-ila ang peke nga balita online.



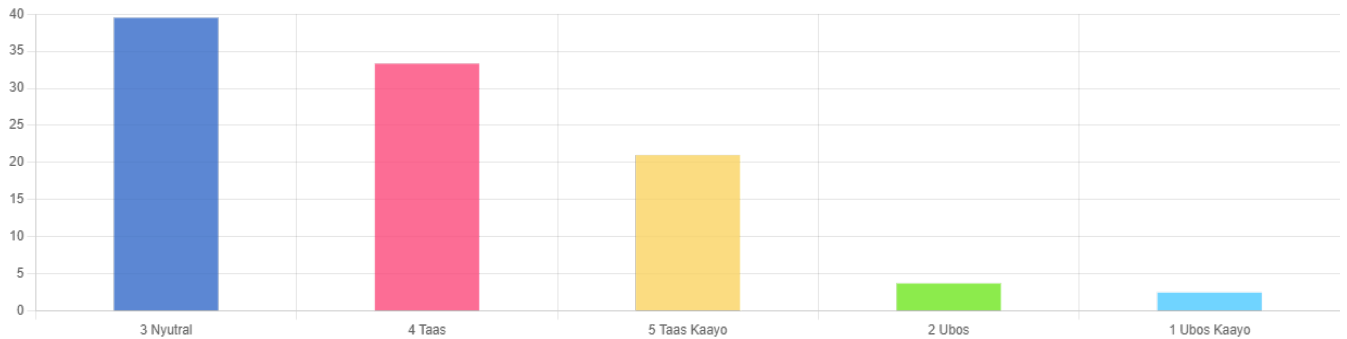
TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
4 Taas	30	37.04
3 Nyutral	27	33.33
5 Taas Kaayo	22	27.16
2 Ubos	2	2.47

Marka KANIADTO - Kritikal nga Panghunahuna: Kaugalingon nga pagsulbad sa problema pananglitan, kung hatagan usa ka makalibog nga buluhaton sa trabaho, mahimo nimong analisahon ang situwasyon ug maghunahuna og solusyon sa imong kaugalingon kaysa mataranta.

TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

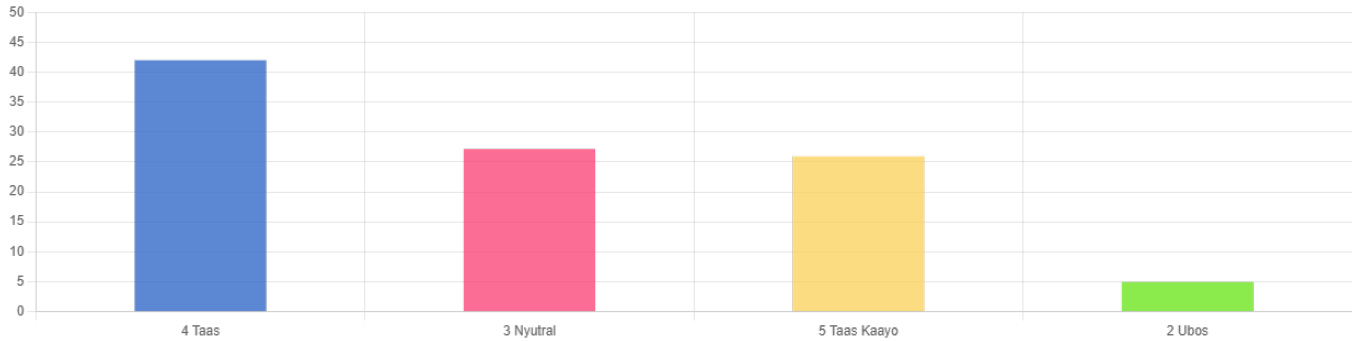


Value	Frequency	Percentage
3 Nyutral	32	39.51
4 Taas	27	33.33
5 Taas Kaayo	17	20.99
2 Ubos	3	3.7
1 Ubos Kaayo	2	2.47

Marka KARON - Kritikal nga Panghunahuna: Kaugalingon nga pagsulbad sa problema pananglitan, kung hatagan usa ka makalibog nga buluhaton sa trabaho, mahimo nimong analisahon ang sitwasyon ug maghunahuna og solusyon sa imong kaugalingon kaysa mataranta.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

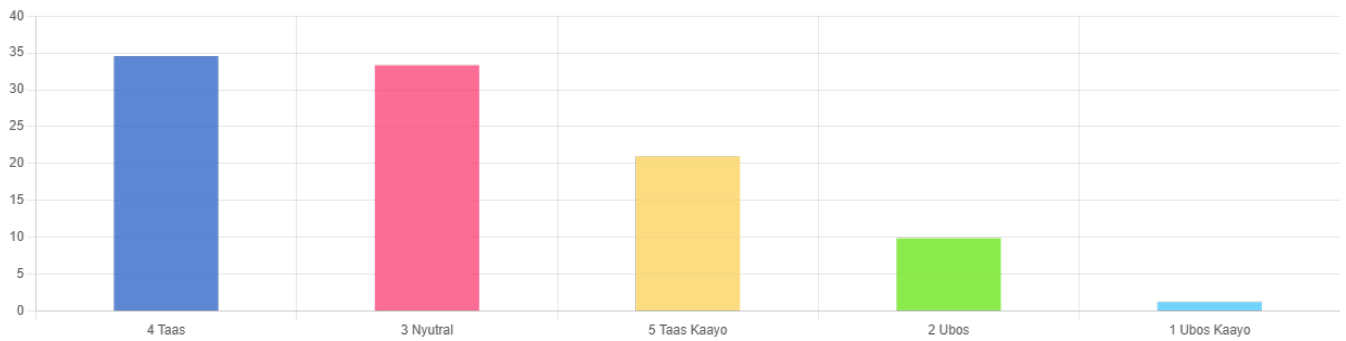


Value	Frequency	Percentage
4 Taas	34	41.98
3 Nyutral	22	27.16
5 Taas Kaayo	21	25.93
2 Ubos	4	4.94

Marka KANIADTO - Emosyonal nga Kaalam: Pagdumala sa stress pananglitan, pagpabilin nga kalmado ug propesyonal kung ang usa ka kustomer nagsinggit kanimo, o kung napuno ka sa mga personal nga problema sa pamilya.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

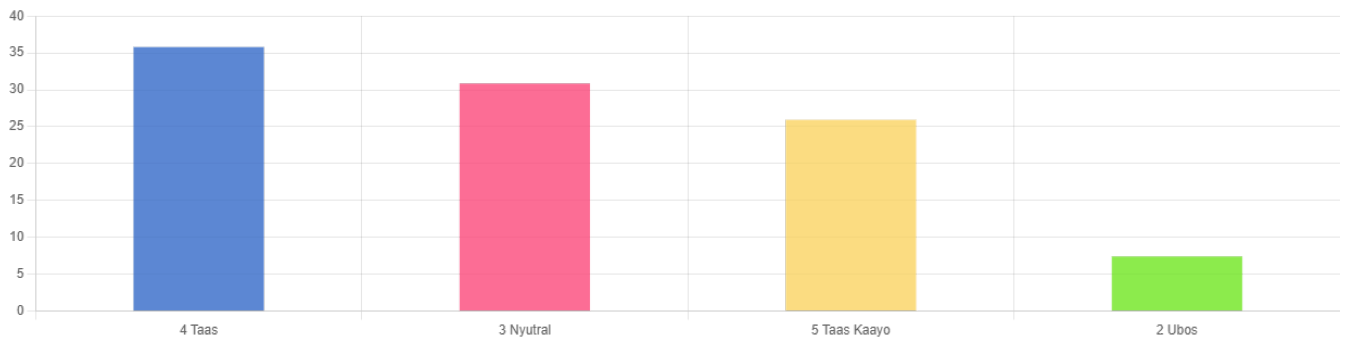


Value	Frequency	Percentage
4 Taas	28	34.57
3 Nyutral	27	33.33
5 Taas Kaayo	17	20.99
2 Ubos	8	9.88
1 Ubos Kaayo	1	1.23

Marka KARON - Emosyonal nga Kaalam: Pagdumala sa stress pananglitan, pagpabilin nga kalmado ug propesyonal kung ang usa ka kustomer nagsinggit kanimo, o kung napuno ka sa mga personal nga problema sa pamilya.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

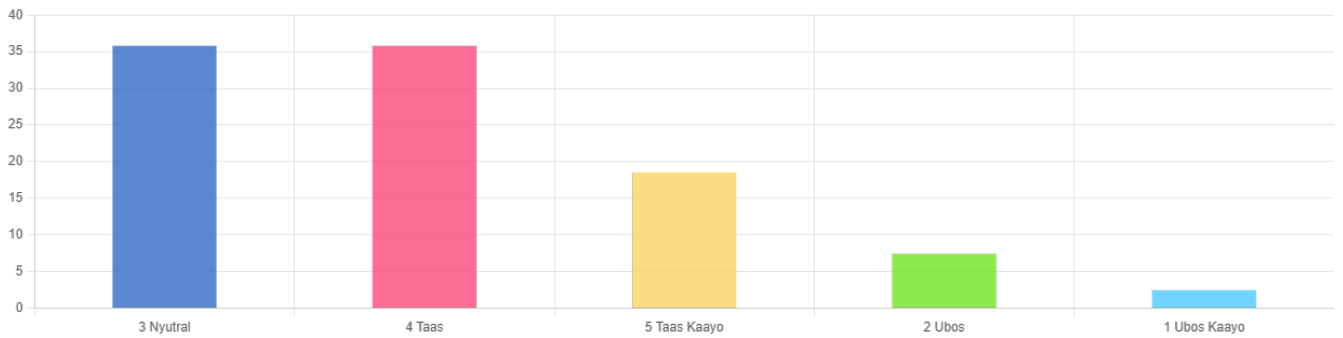


Value	Frequency	Percentage
4 Taas	29	35.8
3 Nyutral	25	30.86
5 Taas Kaayo	21	25.93
2 Ubos	6	7.41

Marka KANIADTO - Pinansyal nga Kahibalo: Pagdumala sa kwarta pananglitan, nahibal-an kung unsaon paghimo sa usa ka estrikto nga badyet para sa imong suweldo, pagtipig og bahin niini, ug paglikay sa dili maayo nga mga utang.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

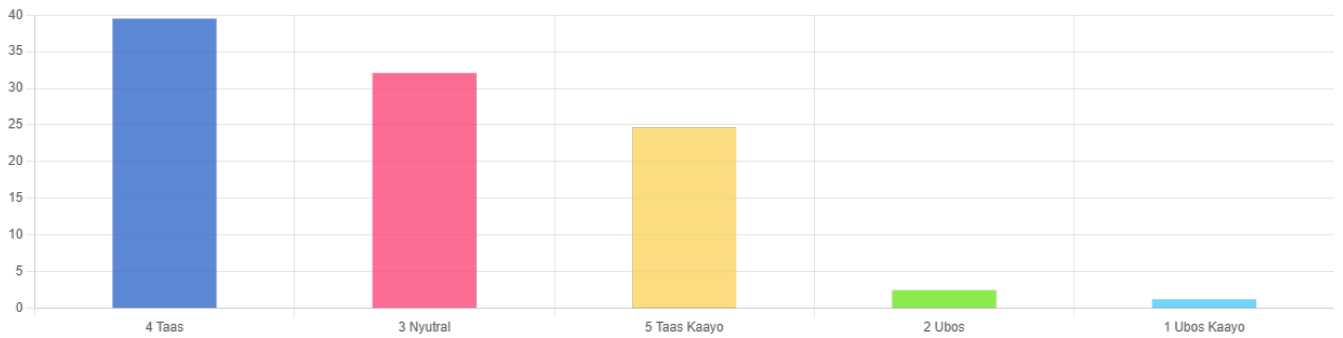


Value	Frequency	Percentage
3 Nyutral	29	35.8
4 Taas	29	35.8
5 Taas Kaayo	15	18.52
2 Ubos	6	7.41
1 Ubos Kaayo	2	2.47

Marka KARON - Pinansyal nga Kahibalo: Pagdumala sa kwarta pananglitan, nahibal-an kung unsaon paghimo sa usa ka estrikto nga badyet para sa imong suweldo, pagtipig ug bahin niini, ug paglikay sa dili maayo nga mga utang.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

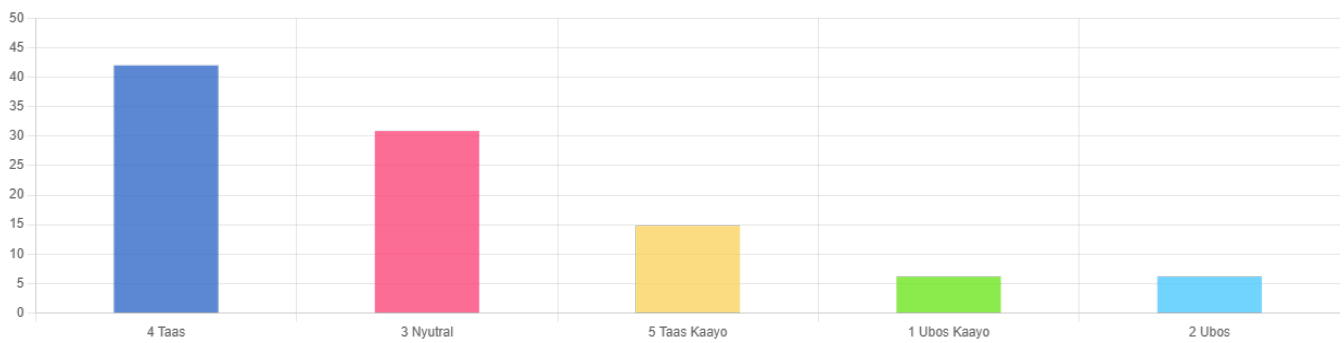


Value	Frequency	Percentage
4 Taas	32	39.51
3 Nyutral	26	32.1
5 Taas Kaayo	20	24.69
2 Ubos	2	2.47
1 Ubos Kaayo	1	1.23

Marka KANIADTO - Personal nga Pag-uswag: Pagsalig sa kaugalingon pananglitan, pagtuo nga takus ka sa pagtahud, makahimo sa pagpasar sa usa ka interbyu sa trabaho, ug angayan sa usa ka malampuson nga karera.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

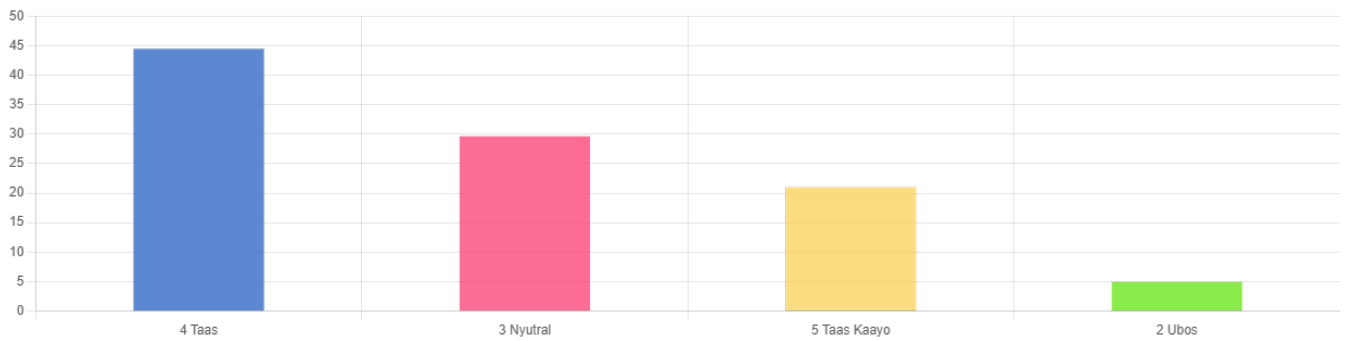


Value	Frequency	Percentage
4 Taas	34	41.98
3 Nyutral	25	30.86
5 Taas Kaayo	12	14.81
1 Ubos Kaayo	5	6.17
2 Ubos	5	6.17

Marka KARON - Personal nga Pag-uswag: Pagsalig sa kaugalingon pananglitan, pagtuo nga takus ka sa pagtahud, makahimo sa pagpasar sa usa ka interbyu sa trabaho, ug angayan sa usa ka malampuson nga karera.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

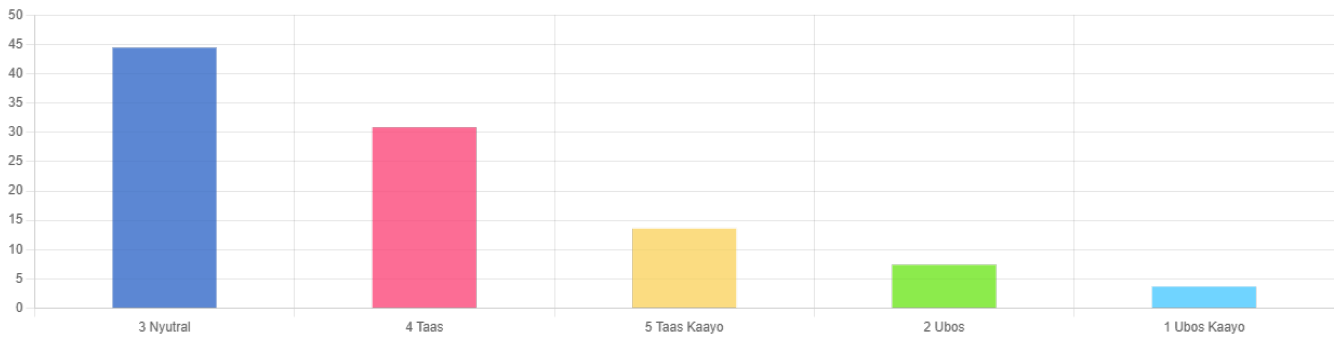


Value	Frequency	Percentage
4 Taas	36	44.44
3 Nyutral	24	29.63
5 Taas Kaayo	17	20.99
2 Ubos	4	4.94

Marka KANIADTO - Pagpalig-on sa Ekonomiya: Pagdasig ug ahensya pananglitan, aktibong pagpangita sa mga job fair, pagpadala og mga resume, o pagpangita og mga mamugnaong paagi aron makakuha og kita nga legal.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

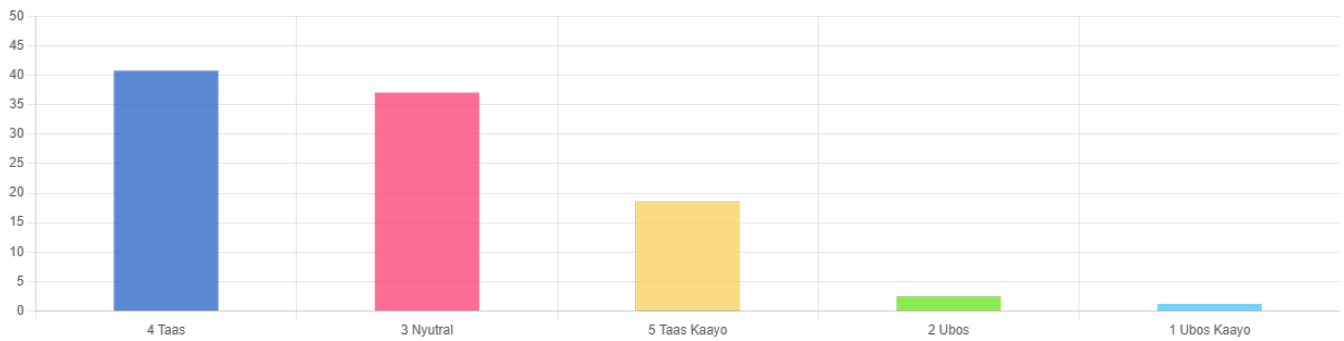


Value	Frequency	Percentage
3 Nyutral	36	44.44
4 Taas	25	30.86
5 Taas Kaayo	11	13.58
2 Ubos	6	7.41
1 Ubos Kaayo	3	3.7

Marka KARON - Pagpalig-on sa Ekonomiya: Pagdasig ug ahensya pananglitan, aktibong pagpangita sa mga job fair, pagpadala og mga resume, o pagpangita og mga mamugnaong paagi aron makakuha og kita nga legal.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

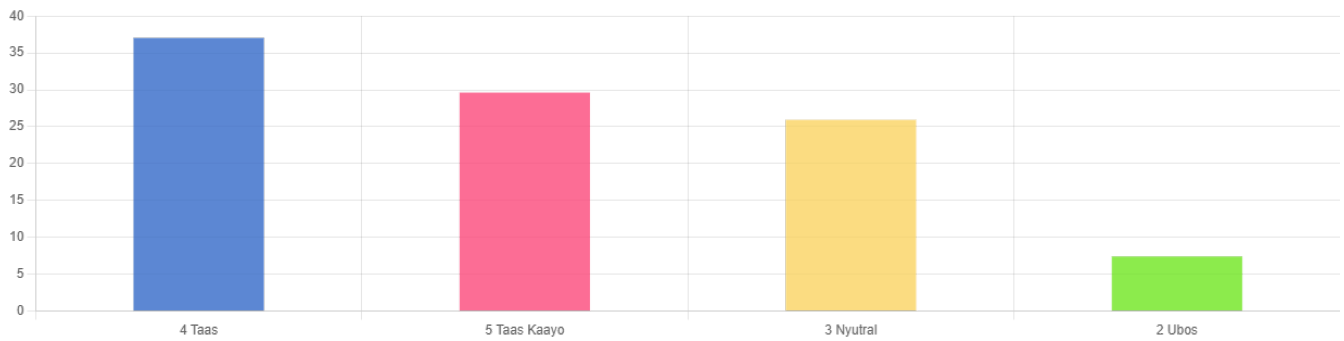


Value	Frequency	Percentage
4 Taas	33	40.74
3 Nyutral	30	37.04
5 Taas Kaayo	15	18.52
2 Ubos	2	2.47
1 Ubos Kaayo	1	1.23

Marka KANIADTO - Disiplina sa Trabahoan: Ang imong abilidad sa pagpadayon sa makanunayon nga pagtambong, pag-abot sa saktong oras, ug higit nga pagsunod sa mga lagda sa pamatasan sa kompanya.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

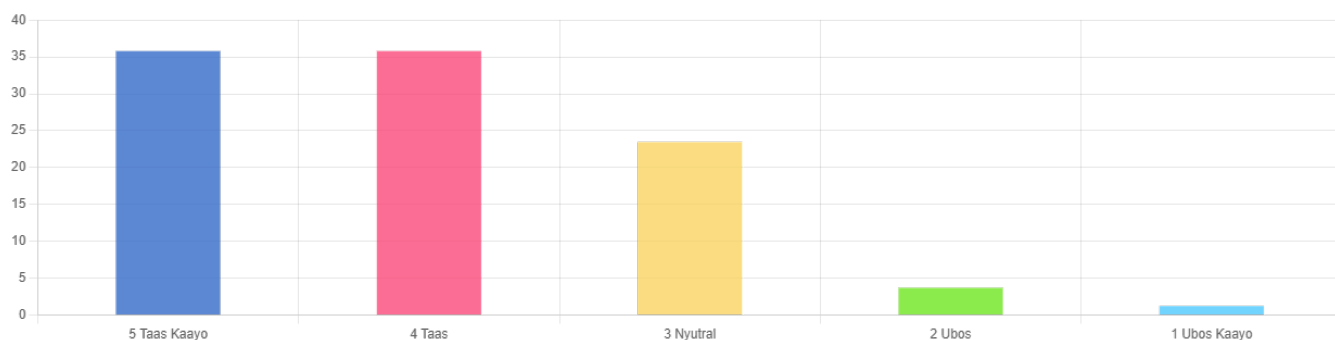


Value	Frequency	Percentage
4 Taas	30	37.04
5 Taas Kaayo	24	29.63
3 Nyutral	21	25.93
2 Ubos	6	7.41

Marka KARON - Disiplina sa Trabahoan: Ang imong abilidad sa pagpadayon sa makanunayon nga pagtambong, pag-abot sa saktong oras, ug higit nga pagsunod sa mga lagda sa pamtasan sa kompanya.



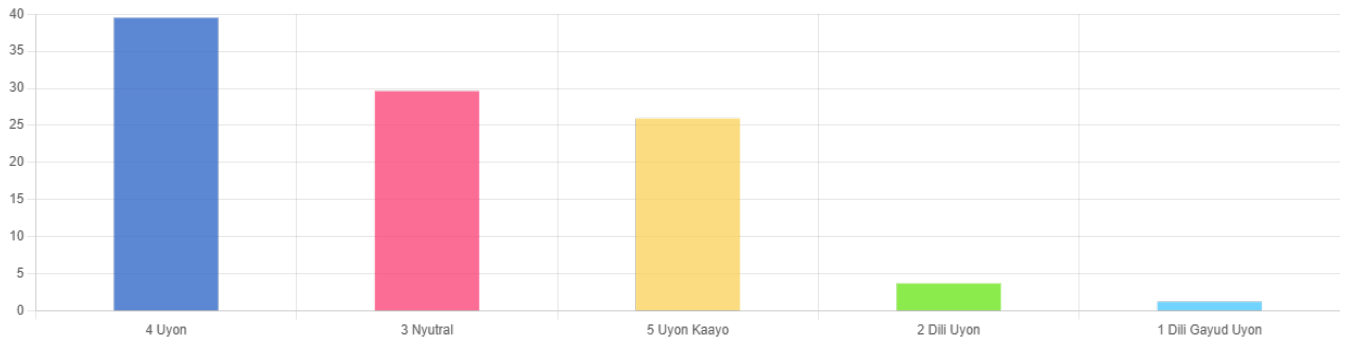
TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
5 Taas Kaayo	29	35.8
4 Taas	29	35.8
3 Nyutral	19	23.46
2 Ubos	3	3.7
1 Ubos Kaayo	1	1.23

Pagkamamugnaon: Ganahan ko nga mag-eksperimento sa bag-o o lain-laing mga paagi sa pagbuhat sa mga butang. Pananglitan, kung ang proseso sa trabaho hinay, naningkamot ko sa pag-imbento sa usa ka mas paspas, mas episyente nga paagi sa pagbuhat niini.

TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

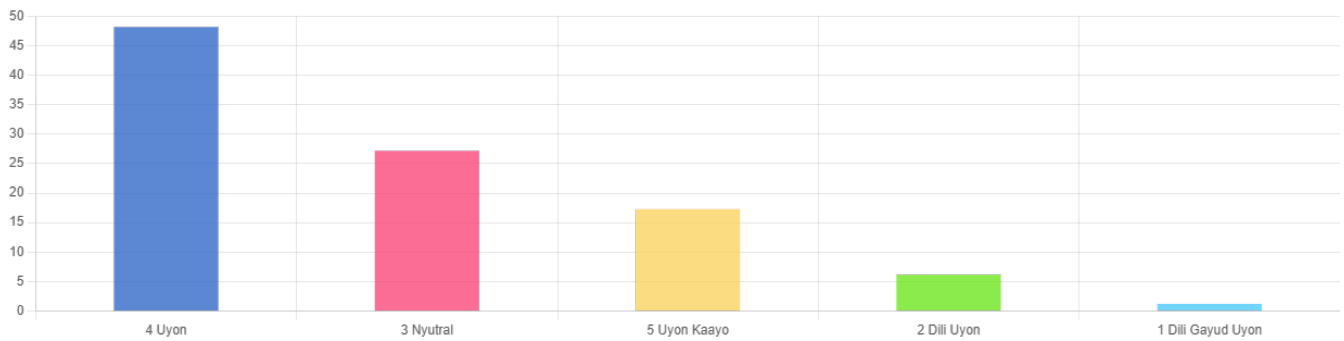


Value	Frequency	Percentage
4 Uyon	32	39.51
3 Nyutral	24	29.63
5 Uyon Kaayo	21	25.93
2 Dili Uyon	3	3.7
1 Dili Gayud Uyon	1	1.23

Pagka-aktibo: Wala ko maghulat nga itunol kanako ang mga oportunidad; mogawas ko ug mangita nila. Pananglitan, nagpaabut ko sa mga problema sa wala pa kini mahitabo ug nangandam alang niini.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

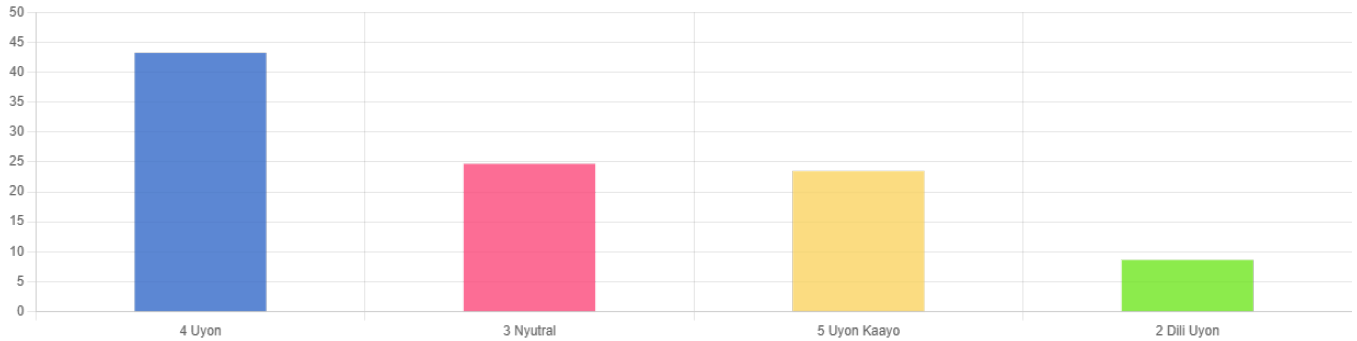


Value	Frequency	Percentage
4 Uyon	39	48.15
3 Nyutral	22	27.16
5 Uyon Kaayo	14	17.28
2 Dili Uyon	5	6.17
1 Dili Gayud Uyon	1	1.23

Pagkuha og Risiko: Andam ko nga mukuha og kalkulado nga mga risiko aron mapalambo ang akong kinabuhi. Pananglitan, andam kong mag-aplay og lisod nga trabaho o magsugod og gamay nga sideline bisan pa og adunay posibilidad nga mapakyas ko.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

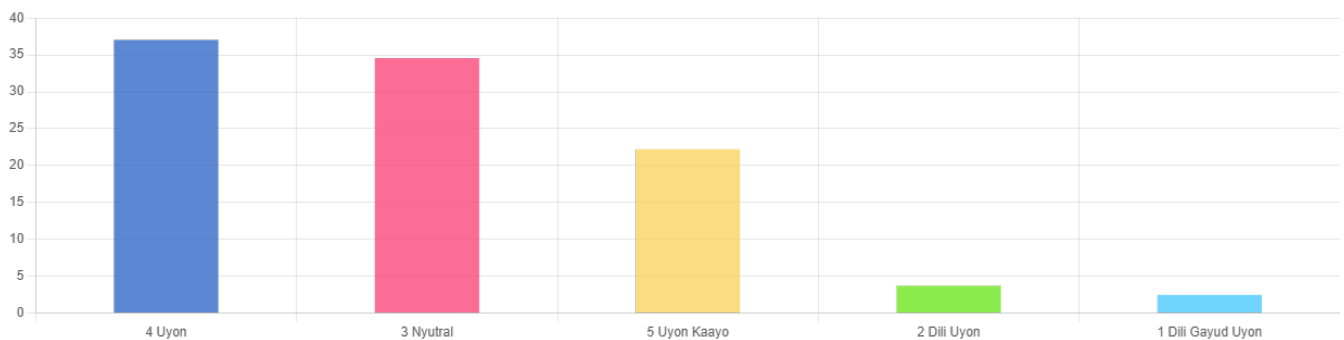


Value	Frequency	Percentage
4 Uyon	35	43.21
3 Nyutral	20	24.69
5 Uyon Kaayo	19	23.46
2 Dili Uyon	7	8.64

Kaugalingnan: Makatrabaho ko nga independente. Pananglitan, sa higayon nga mahatagan ko og tumong, mahimo nakong ipatuman ang buluhaton nga wala magkinahanglan og kanunay nga superbisyon o pag-gunit sa kamot.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

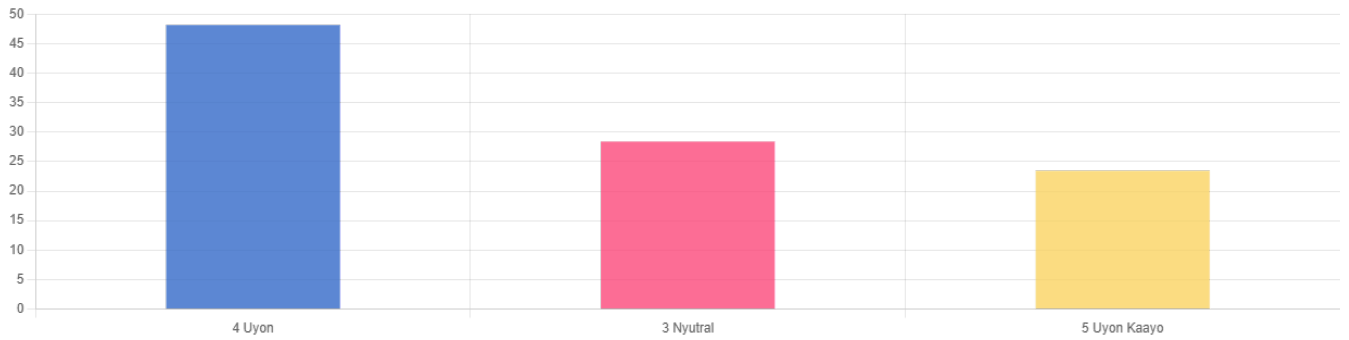


Value	Frequency	Percentage
4 Uyon	30	37.04
3 Nyutral	28	34.57
5 Uyon Kaayo	18	22.22
2 Dili Uyon	3	3.7
1 Dili Gayud Uyon	2	2.47

Kakompetensya nga Agresibo: Aduna koy tinguha nga molihok og mas maayo kay sa uban sa akong natad o masiguro ang labing maayo nga mga oportunidad nga anaa.



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

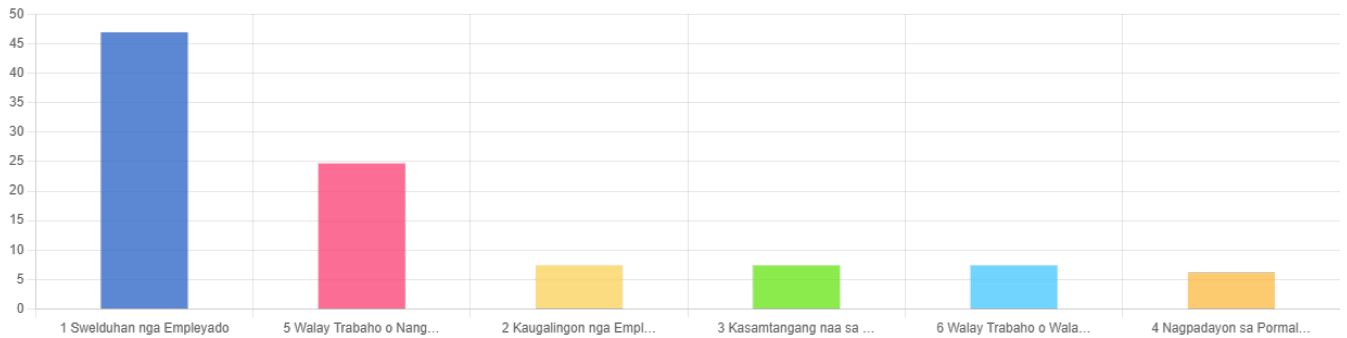


Value	Frequency	Percentage
4 Uyon	39	48.15
3 Nyutral	23	28.4
5 Uyon Kaayo	19	23.46

Kasamtangang Pangunang Kahimtang: Unsa ang imong pangunang trabaho o kahimtang sa edukasyon karon?



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

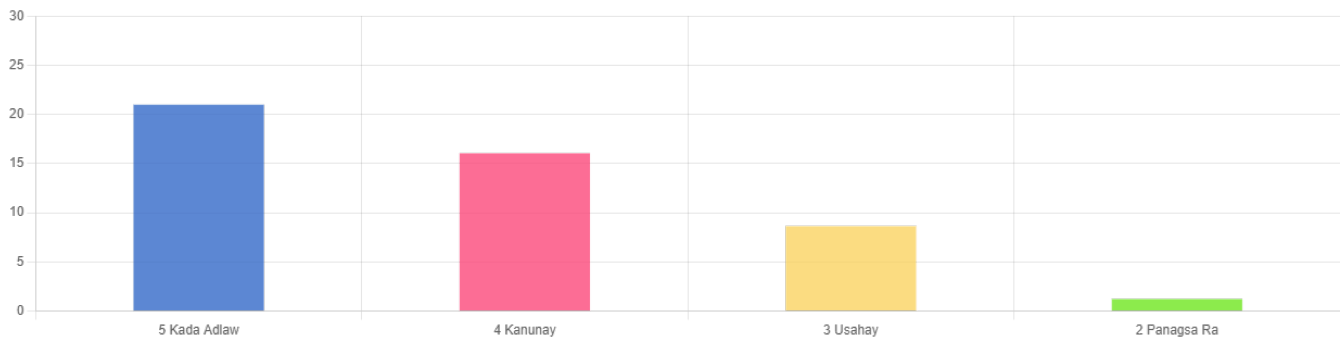


Value	Frequency	Percentage
1 Swelduhan nga Empleyado	38	46.91
5 Walay Trabaho o Nangita og Trabaho	20	24.69
2 Kaugalingon nga Empleyado o Nagpadagan ug Negosyo	6	7.41
3 Kasamtangang naa sa OJT o Pagbansay	6	7.41
6 Walay Trabaho o Wala Nangita og Trabaho	6	7.41
4 Nagpadayon sa Pormal nga Pag-eskwela	5	6.17

Kinaiya Paggamit: Unsa ka subsob nimo gigamit ang piho nga teknikal ug kahanas sa kinabuhi nga nakat-unan sa Bidlisiw sa imong trabaho karon?



TYPE: SELECT_ONE. 38 out of 81 respondents answered this question. (43 were without data.)

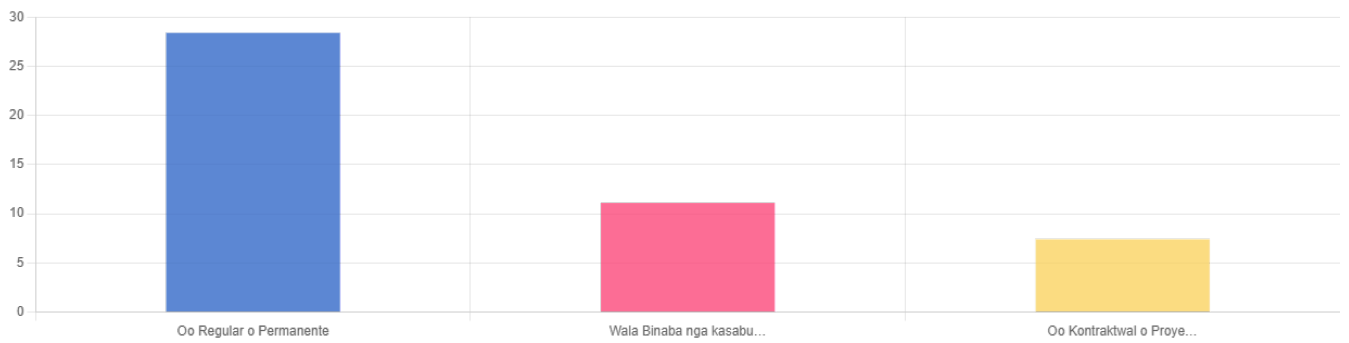


Value	Frequency	Percentage
5 Kada Adlaw	17	20.99
4 Kanunay	13	16.05
3 Usahay	7	8.64
2 Panagsa Ra	1	1.23

Seguridad sa Kontrata: Aduna ka bay sinulat, pinirmahan nga kontrata?



TYPE: SELECT_ONE. 38 out of 81 respondents answered this question. (43 were without data.)

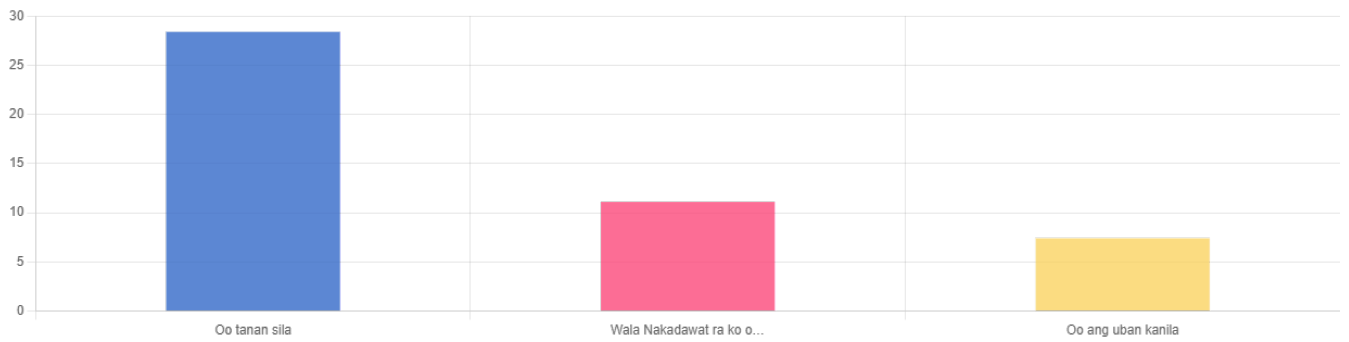


Value	Frequency	Percentage
Oo Regular o Permanente	23	28.4
Wala Binaba nga kasabutan o Inadlaw nga suhol lamang	9	11.11
Oo Kontraktwal o Proyekto nga basehan	6	7.41

Sosyal nga Proteksyon: Ang imo bang amo nagbayad alang sa gimando nga mga benepisyo sa gobyerno SSS, PhilHealth, Pag-IBIG?



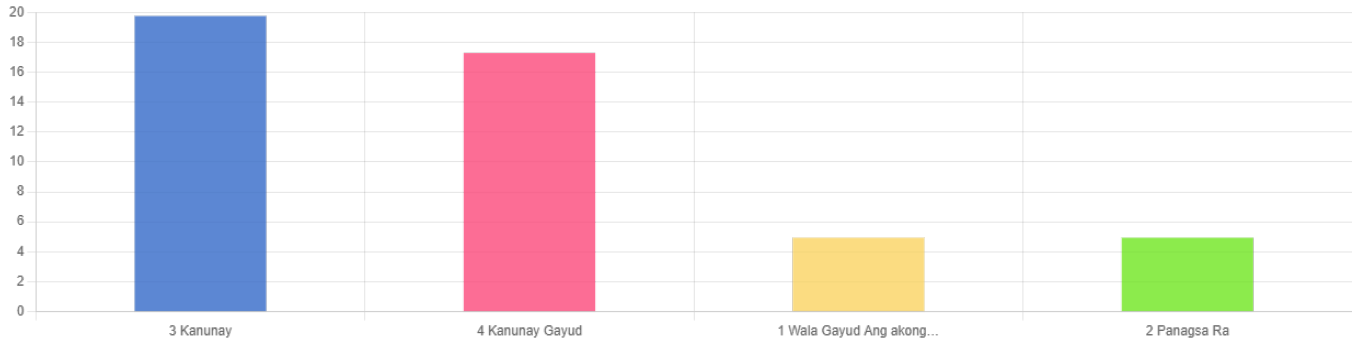
TYPE: SELECT_ONE. 38 out of 81 respondents answered this question. (43 were without data.)



Value	Frequency	Percentage
Oo tanan sila	23	28.4
Wala Nakadawat ra ko og basic pay	9	11.11
Oo ang uban kanila	6	7.41

Paggamit sa mga Teknikal nga Kahanas: Unsa ka subsob nga imong gigamit ang piho nga teknikal nga kahanas nga imong nakat-unan gikan sa Bidlisiw pananglitan, housekeeping, welding, IT sa imong adlaw-adlaw nga mga buluhaton sa imong trabaho karon?

TYPE: SELECT_ONE. 38 out of 81 respondents answered this question. (43 were without data.)



Value	Frequency	Percentage
3 Kanunay	16	19.75
4 Kanunay Gayud	14	17.28
1 Wala Gayud Ang akong trabaho walay labot sa akong pagbansay	4	4.94
2 Panagsa Ra	4	4.94

Paggamit sa mga Kahanas sa Kinabuhi: Makahatag ka ba og usa ka piho nga pananglitan kung giunsa nimo gigamit ang kahanas sa kinabuhi nga nakat-unan gikan sa Bidlisiw sama sa pagdumala sa stress, pagsalig, o komunikasyon aron masulbad ang usa ka problema sa trabaho?

TYPE: TEXT. 38 out of 81 respondents answered this question. (43 were without data.)

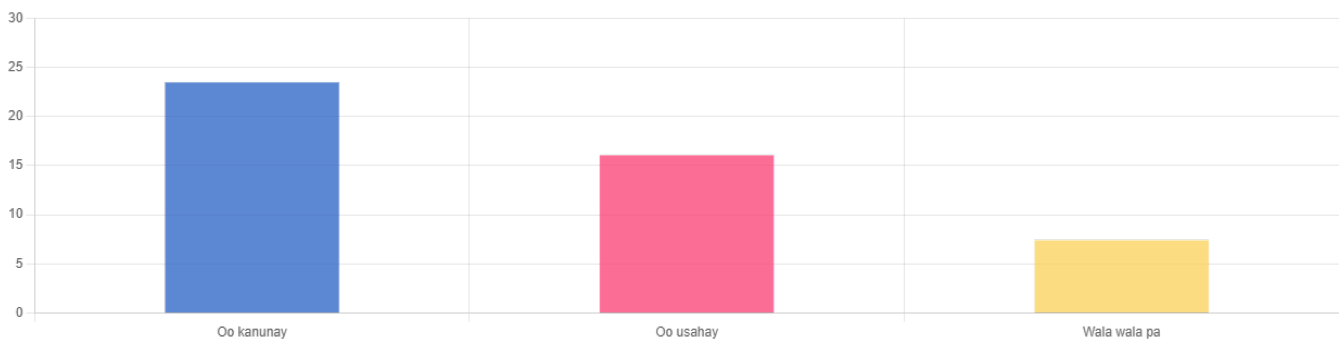
Value	Frequency	Percentage
Yes	2	2.47
Kanunayng magpa ubos	1	1.23
E ampo ra jud sa Ginoo og e salig tanan sa kahitas an maningkamot rata og magkugi pag ayo dili magpadala sa negativity og padayon rajud ta always	1	1.23
Gigamit nako ang akong mga nakat-unan sa bidlisiw pinaagi sa pag manage sa akong kaugalingon nga kung pananglitan makabati kog kakapoy tungod sa stress ug wala nay excitement nga gibati, mangati kog paagi na makalma akong kaugalingon ug ma-relax. For example, maminaw kog music para mokalma akong hunahuna or motan-aw kog anime para malingaw ko.	1	1.23
nakatrabaho akog usa ka Restu	1	1.23
Pasensya og pag pangutana kung naa'y problema nga Dili masulbad	1	1.23
Socializing, confident sa kaugalingon, kabalo mo analyze sa palibot og displina sa kaugalingon	1	1.23
dugang confidence kay mas maka communicate nako	1	1.23
Ang akong nakat-onan sa akong gikuha nga skills is unsaon pag himotang og panpanglimpio ang USA ka sulod sa room og sa gawas ako kini gidala hangtud karon para maperming limpio ang palibot sa amo og kung asa ko moadto,	1	1.23
pag paminaw og pag sabot samanga buhatonon	1	1.23
yes po	1	1.23
Ako Kay naka trabaho tungod ni bidlisiw	1	1.23
Hunahunaon una usa buhaton.	1	1.23
Padayon ug salig lang bahalag kapoy	1	1.23
respito ug makisama sa katravaho	1	1.23
Oo	1	1.23
Stay calm rajud ug lutason ang problema	1	1.23
Time Management	1	1.23
Respect for all staff and Customer/Guest	1	1.23

using my communication skills on entertaining guests	1	1.23
Pagpaningkamot sa tanan	1	1.23
Ang pag respeto sa kapwa tao	1	1.23
Ang pag communicate sa mga tao	1	1.23
Think positive	1	1.23
Ang pag respeto	1	1.23
Positibo ang hunahunaon permi	1	1.23
Ang pag hunahuna og positive, comfortable sa pag hunahuna nga kini kaayohan sa pag sulbad sa problema. Dili mag padala sa gibati na maot.	1	1.23
Dapat solusyonan og dle padala sa stress	1	1.23
Like kanang naay problema sa balay, di gud pwede nga dalhin nimos trabahoan imong problema you have to set aside your problem if your in the work place. Kay og dili, mahimo kining stress tungod kay di naka maka focus sa imong trabaho.	1	1.23
maningkamot	1	1.23
Kong mag lugi lang jud nangitag solusyon	1	1.23
Mag pahubos	1	1.23
Ako kining nagamit sa pag atubang sa mga kustomer ug sa pag sulbad sa mga problema sa akong trabahuan	1	1.23
Paagi sa pag kalma ug pag tubag sa sakto nga tubag sa problema	1	1.23
Ang makig istorya sa kauban ug makig tinabangay	1	1.23
hardwork	1	1.23
Nagamit nako siya pinaagi sa akong mga eksperyensa matuod sa akong pag kontrol sa emosyon ug adunay sunod sunod nga trabahuon ug aktibong pagpangutana sa mga kalibugan sa mga trabaho nga gihatag sa akoo.	1	1.23

Naobserbahan nga Pamatasan: Gihatagan ka ba sa imong mga superbisor o mga katrabaho og positibo nga feedback ilabi na sa pamatasan sa imong trabaho, propesyonalismo, o teknikal nga kahanas?



TYPE: SELECT_ONE. 38 out of 81 respondents answered this question. (43 were without data.)



Value	Frequency	Percentage
Oo kanunay	19	23.46
Oo usahay	13	16.05
Wala wala pa	6	7.41

Epekto sa Kita: Nadugangan ba ang imong kinitaan human nakakuha og trabaho pinaagi niini nga programa?



TYPE: SELECT_ONE. 38 out of 81 respondents answered this question. (43 were without data.)

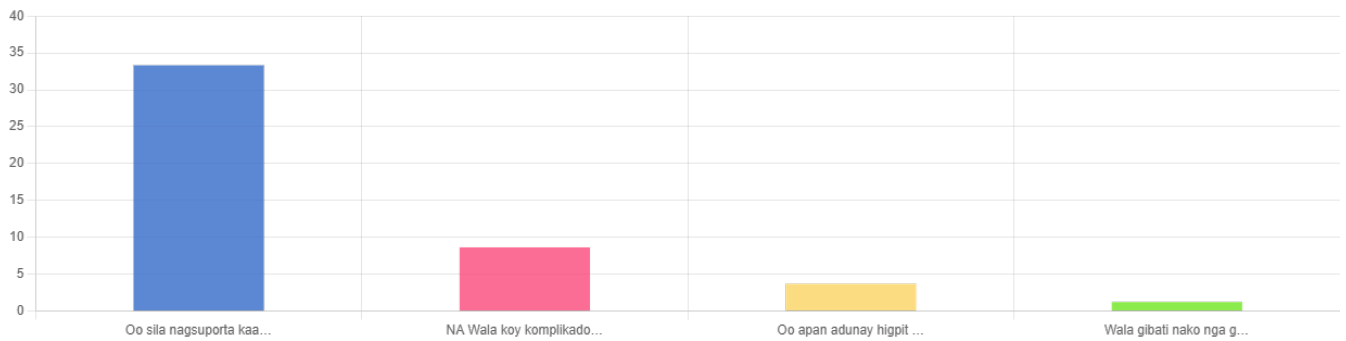


Value	Frequency	Percentage
Oo dako kaayo	20	24.69
Oo gamay	18	22.22

Ikaduhang Kahigayonan: Gibati ba nimo nga ang imong amo naghatag kanimo ug usa ka tinuod nga ikaduhang kahigayonan nga molampos, bisan pa sa bisan unsang komplikado nga kagikan o nangaging mga rekord nga mahimo nimo?



TYPE: SELECT_ONE. 38 out of 81 respondents answered this question. (43 were without data.)

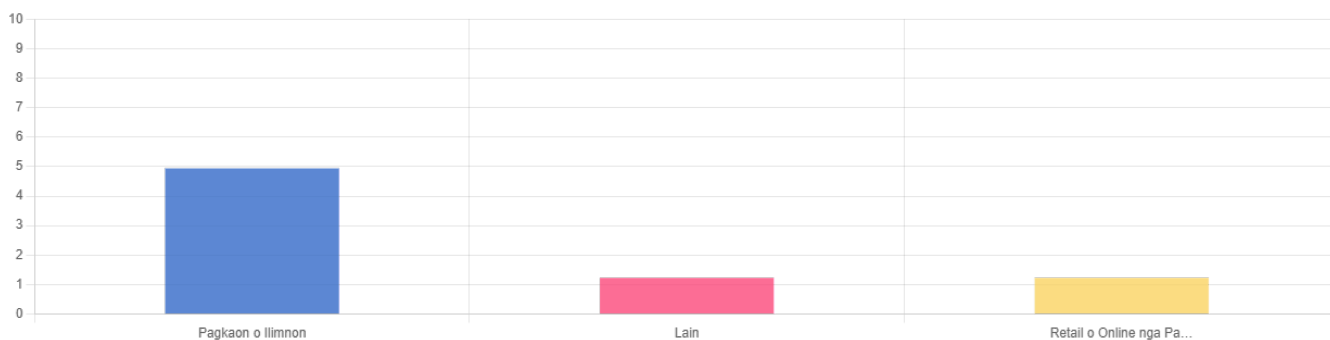


Value	Frequency	Percentage
Oo sila nagsuporta kaayo ug nakasabut	27	33.33
NA Wala koy komplikado nga background	7	8.64
Oo apan adunay higpit nga mga kondisyon	3	3.7
Wala gibati nako nga gihukman o gipihig	1	1.23

Kinaiyahan sa Negosyo: Unsa nga klase sa negosyo ang imong gipadagan?



TYPE: SELECT_MULTIPLE. 6 out of 81 respondents answered this question. (75 were without data.)



Value	Frequency	Percentage
Pagkaon o Ilimnon	4	4.94
Lain	1	1.23
Retail o Online nga Pagbaligya	1	1.23

Lain nga matang sa negosyo

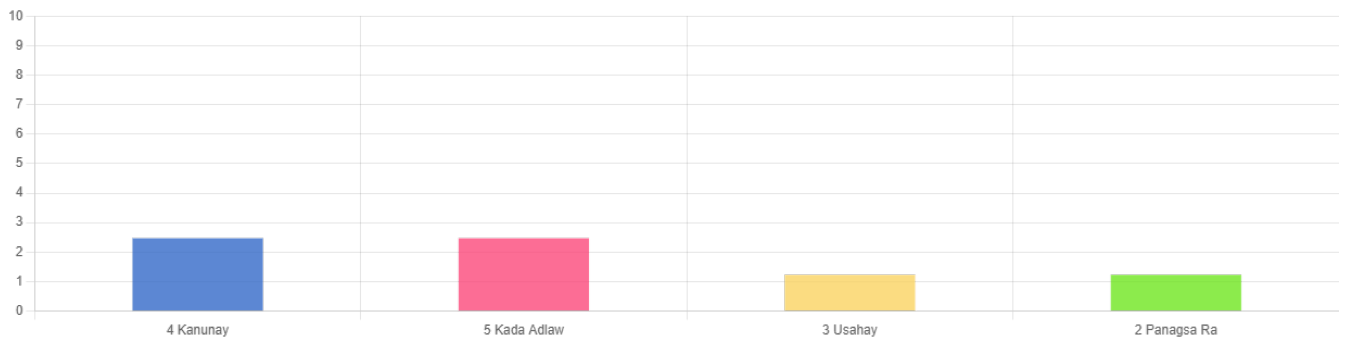
TYPE: TEXT. 1 out of 81 respondents answered this question. (80 were without data.)

Value	Frequency	Percentage
nag manicure , nagpa utang ug personal collection	1	1.23

Kinaiya Paggamit: Unsa ka subsob nimo gamita ang mga kahanas sa Pagnegosyo pananglitan, pinansyal nga kahibalo, pagka-aktibo nga gitudlo sa Bidlisiw sa imong negosyo?



TYPE: SELECT_ONE. 6 out of 81 respondents answered this question. (75 were without data.)

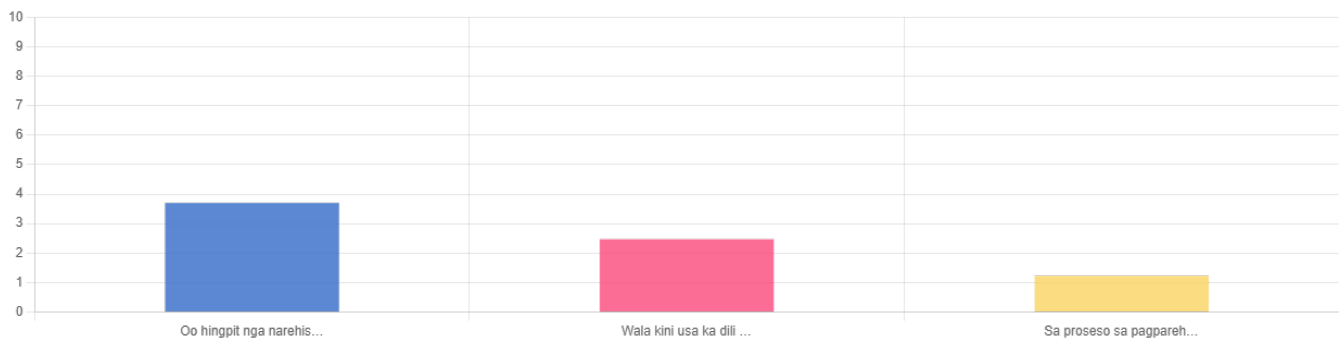


Value	Frequency	Percentage
4 Kanunay	2	2.47
5 Kada Adlaw	2	2.47
3 Usahay	1	1.23
2 Panagsa Ra	1	1.23

Pormalisasyon: Pormal ba nga rehistrado ang imong negosyo?



TYPE: SELECT_ONE. 6 out of 81 respondents answered this question. (75 were without data.)

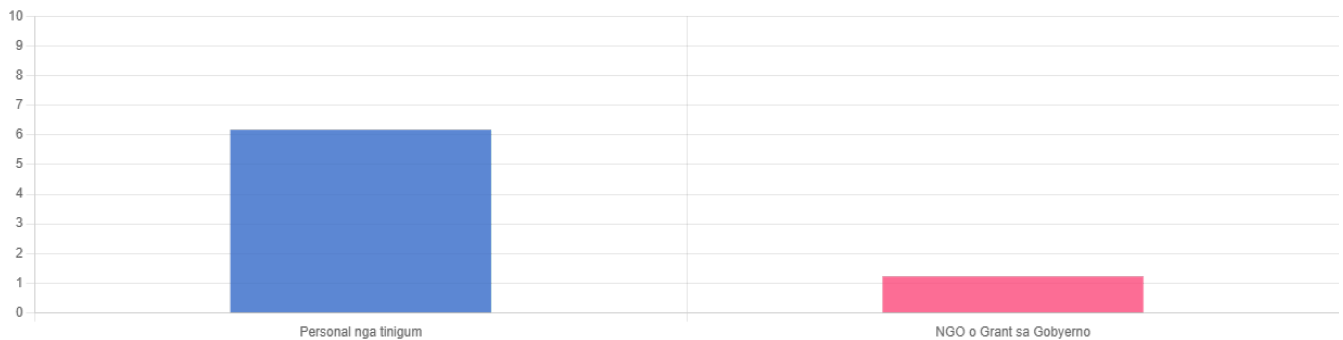


Value	Frequency	Percentage
Oo hingpit nga narehistro Mayors Permit DTI ug uban pa	3	3.7
Wala kini usa ka dili pormal nga operasyon	2	2.47
Sa proseso sa pagparehistro	1	1.23

Pinansyal nga Kapital: Giunsa nimo pagpondo ang imong pagsugod?



TYPE: SELECT_ONE. 6 out of 81 respondents answered this question. (75 were without data.)

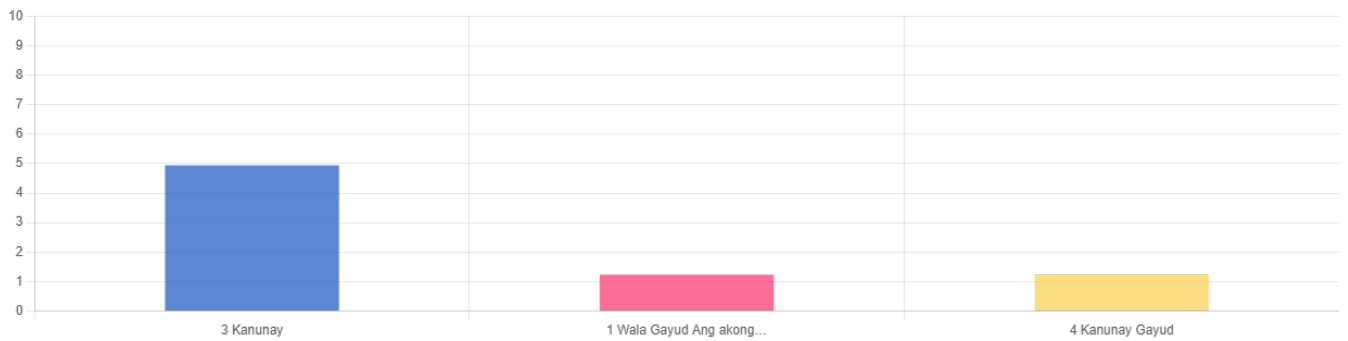


Value	Frequency	Percentage
Personal nga tinigum	5	6.17
NGO o Grant sa Gobyerno	1	1.23

Paggamit sa mga Kahanas: Gigamit ba nimo karon ang pinansyal nga kahibalo, pagbadyet, ug teknikal nga mga kahanas nga gitudlo sa Bidlisiw sa pagdumala sa imong adlaw-adlaw nga operasyon sa negosyo?



TYPE: SELECT_ONE. 6 out of 81 respondents answered this question. (75 were without data.)

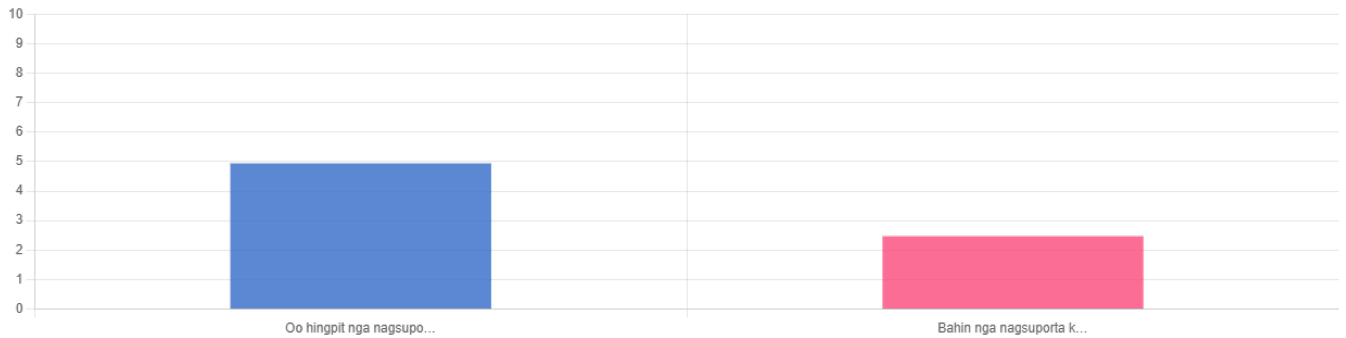


Value	Frequency	Percentage
3 Kanunay	4	4.94
1 Wala Gayud Ang akong trabaho walay labot sa akong pagbansay	1	1.23
4 Kanunay Gayud	1	1.23

Epekto sa Kita: Kini ba nga negosyo naghatag og igong kita aron masuportahan ang imong adlaw-adlaw nga mga panginahanglan?



TYPE: SELECT_ONE. 6 out of 81 respondents answered this question. (75 were without data.)

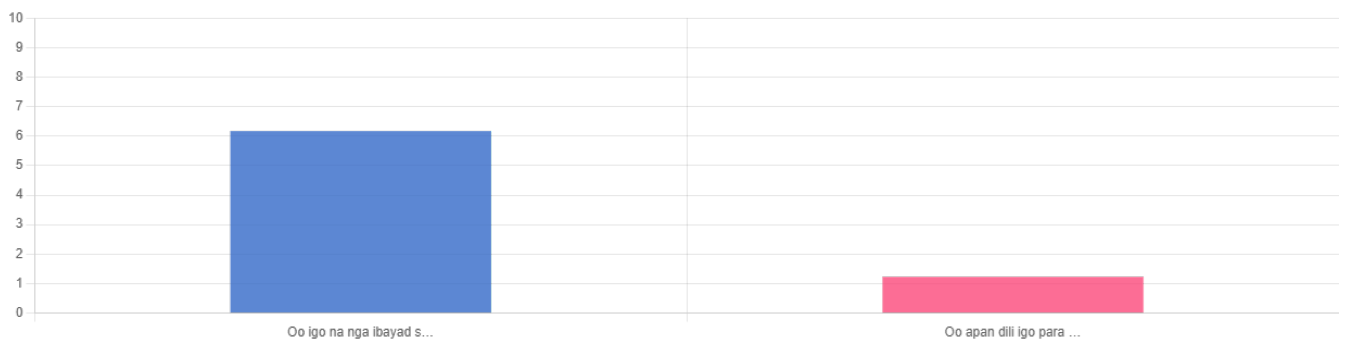


Value	Frequency	Percentage
Oo hingpit nga nagsuporta kanako	4	4.94
Bahin nga nagsuporta kanako	2	2.47

Suporta sa OJT: Nagdawat ka ba og inadlaw nga allowance o stipend sa imong OJT?



TYPE: SELECT_ONE. 6 out of 81 respondents answered this question. (75 were without data.)

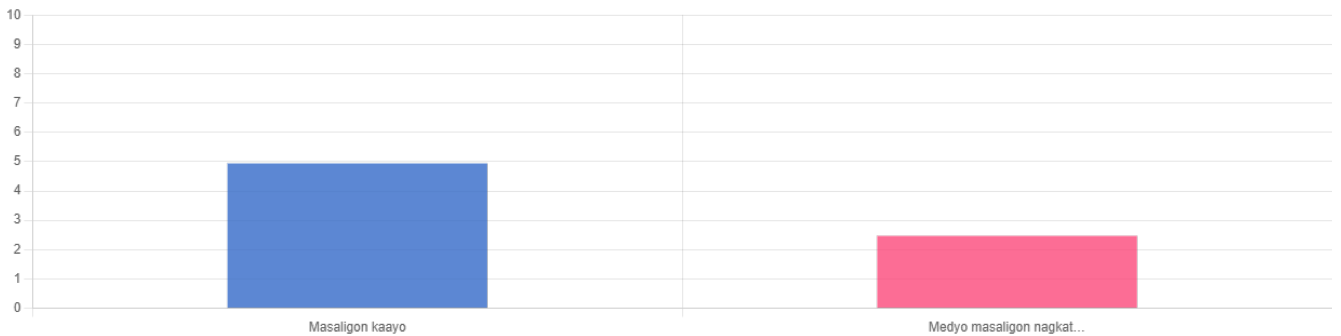


Value	Frequency	Percentage
Oo igo na nga ibayad sa plete ug pagkaon	5	6.17
Oo apan dili igo para sa adlaw-adlaw nga pagkabuhi	1	1.23

Paggamit sa mga Kahanas: Mibati ka ba nga masaligon nga magamit ang mga teknikal nga kahanas nga imong gibansay sa Bidlisiw karon nga naa ka sa aktwal nga salog sa kompanya?



TYPE: SELECT_ONE. 6 out of 81 respondents answered this question. (75 were without data.)

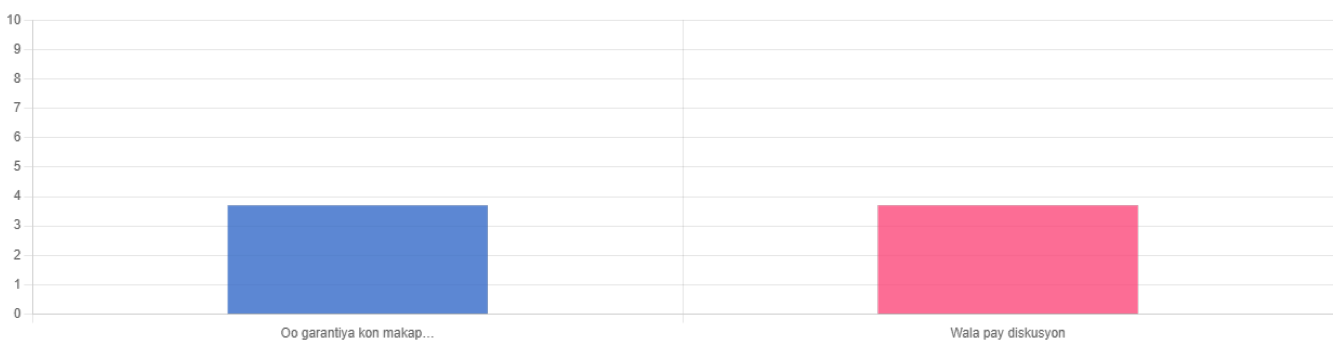


Value	Frequency	Percentage
Masaligon kaayo	4	4.94
Medyo masaligon nagkat-on pa	2	2.47

Dalan sa Pagsuyop: Nakig-estorya na ba ang kompanya bahin sa pag-hire kanimo isip usa ka regular nga empleyado pagkahuman sa imong mga oras sa OJT?



TYPE: SELECT_ONE. 6 out of 81 respondents answered this question. (75 were without data.)

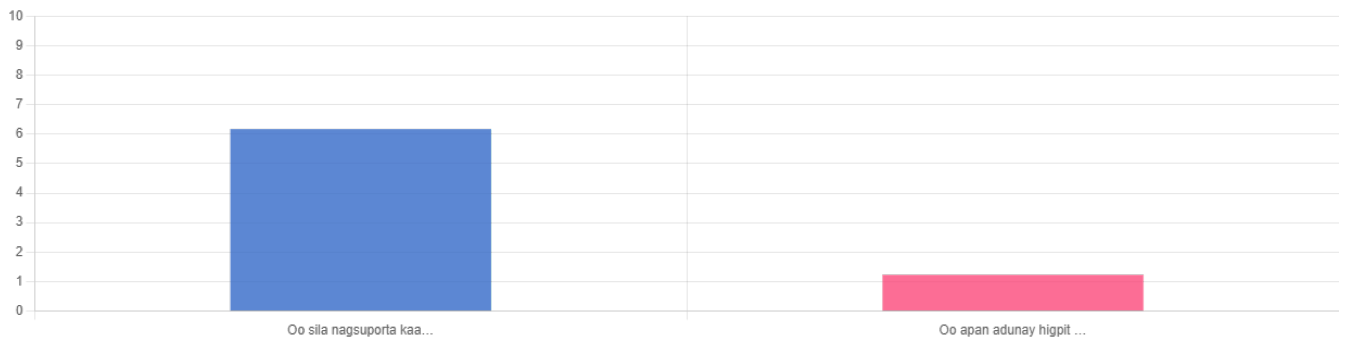


Value	Frequency	Percentage
Oo garantiya kon makapas... (Oo garantiya kon makapas...)	3	3.7
Wala pay diskusyon	3	3.7

Ikaduhang Kahigayonan: Gibati ba nimo nga ang imong mentor o amo naghatag kanimo og tinuod nga ikaduhang kahigayonan nga molampos, bisan pa sa bisan unsang komplikado nga background o nangaging mga rekord nga mahimo nimo?



TYPE: SELECT_ONE. 6 out of 81 respondents answered this question. (75 were without data.)

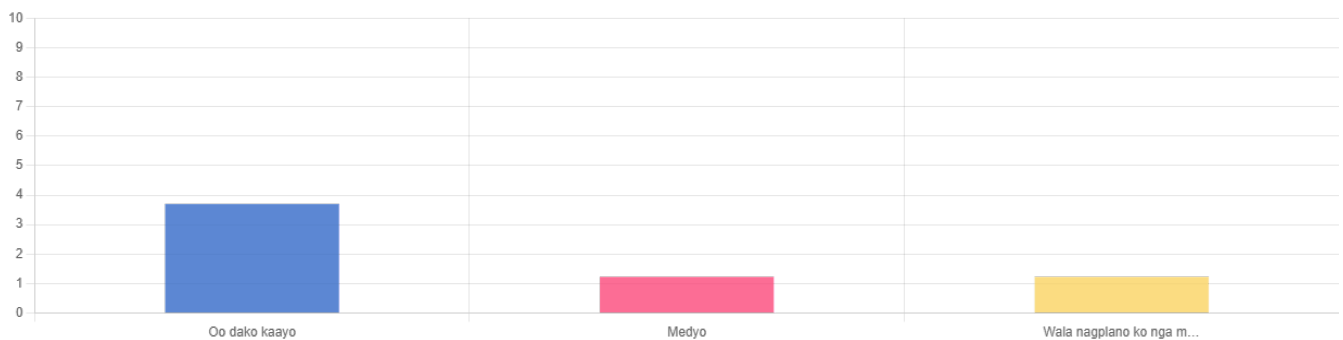


Value	Frequency	Percentage
Oo sila nagsuporta kaayo ug nakasabut	5	6.17
Oo apan adunay higpit nga mga kondisyon	1	1.23

Pagbalik sa Edukasyon: Nadasig ba ikaw sa mga kahanas sa kinabuhi ug pagbansay sa paghatag gahum sa Bidlisiw o naghatag kanimo og pagsalig nga mobalik sa pormal nga pag-eskwela?



TYPE: SELECT_ONE. 5 out of 81 respondents answered this question. (76 were without data.)

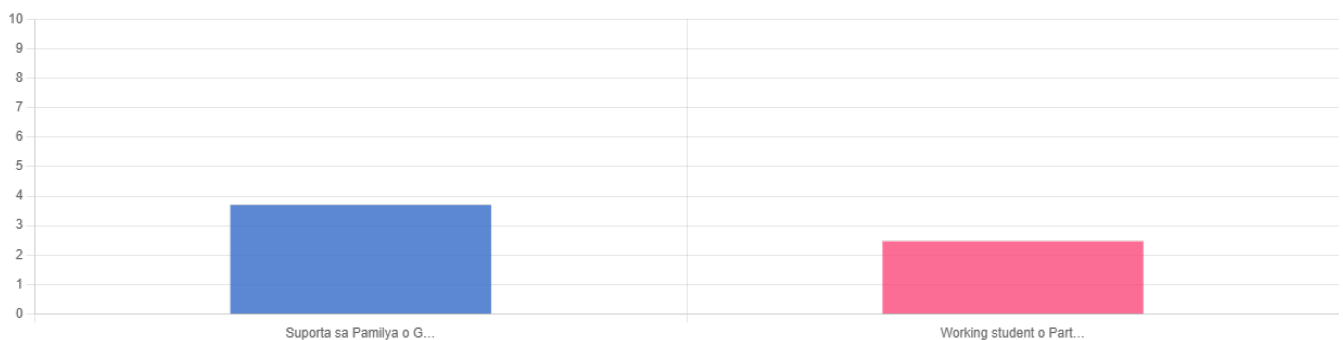


Value	Frequency	Percentage
Oo dako kaayo	3	3.7
Medyo	1	1.23
Wala nagplano ko nga mobalik bisan pa	1	1.23

Pinansyal nga Suporta: Giunsa nimo pagpondo ang imong pagtuon?



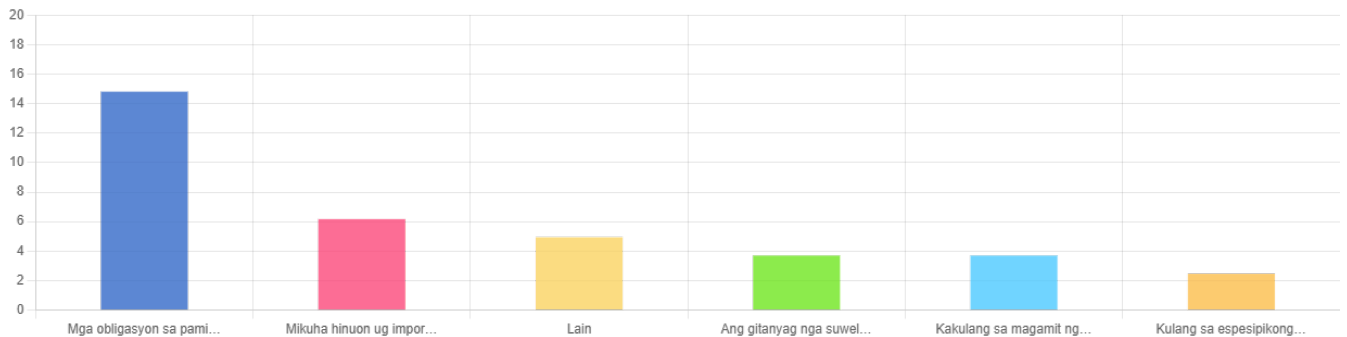
TYPE: SELECT_ONE. 5 out of 81 respondents answered this question. (76 were without data.)



Value	Frequency	Percentage
Suporta sa Pamilya o Ginikanan	3	3.7

Pangunang Babag: Unsa ang pangunang rason nga wala ka nagtrabaho karon?
Daghang tubag

TYPE: SELECT_MULTIPLE. 26 out of 81 respondents answered this question. (55 were without data.)



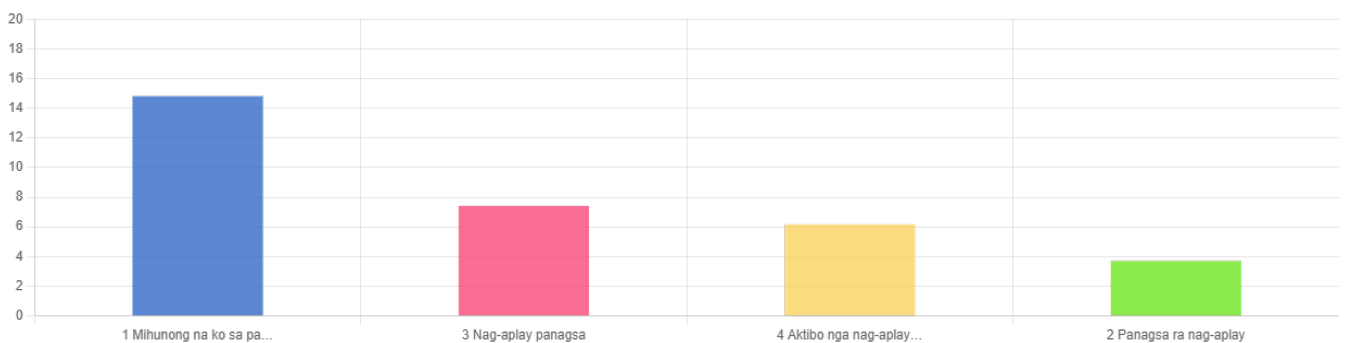
Value	Frequency	Percentage
Mga obligasyon sa pamilya o pag-atiman sa bata	12	14.81
Mikuha hinuon ug impormal nga trabaho tungod sa dinalian nga panginahanglan	5	6.17
Lain	4	4.94
Ang gitanyag nga suweldo sa pagsugod ubos kaayo alang sa pagkabuhi	3	3.7
Kakulang sa magamit nga mga trabaho nga mohaum sa akong kahanas sa lokal	3	3.7
Kulang sa espesipikong diploma sa edukasyon nga gikinahanglan sa mga kompanya	2	2.47

Lain nga rason

TYPE: TEXT. 4 out of 81 respondents answered this question. (77 were without data.)

Value	Frequency	Percentage
Financial for requirements	1	1.23
Mag lisud ug pangitag trabaho	1	1.23
Nag hulat ko kanus-a ko pabalikon sa trabaho po	1	1.23
Nagkq sakit sa panit og mauwaw na mo gawas og balay kay wala nay kompyansa sa kaugalingon	1	1.23

Pamatasan sa Pagpangita og Trabaho: Unsa ka subsob ang imong paggamit sa mga kahanas nga gitudlo sa Bidlisiw sama sa pagsulat sa resume, pagpangandam sa interbyu, ug kritikal nga panghunahuna sa pagpangita og trabaho?

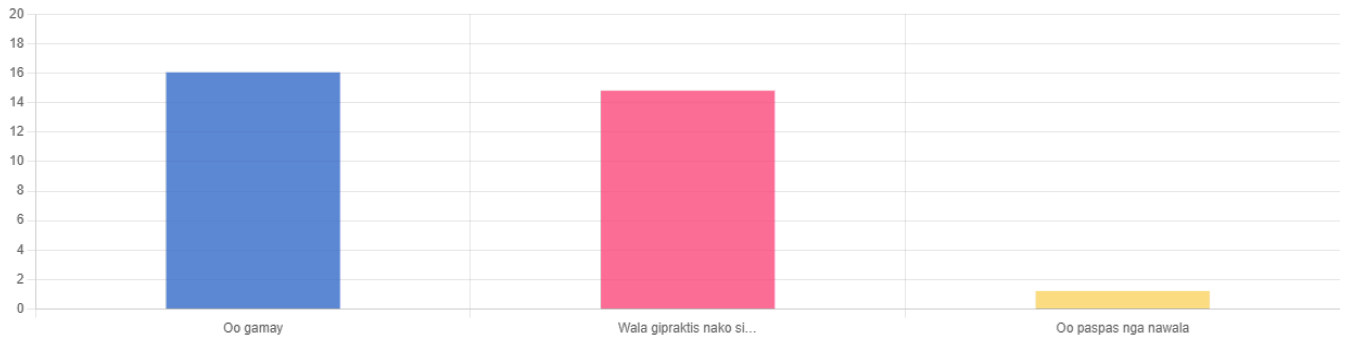


Value	Frequency	Percentage
1 Mihunong na ko sa pagpangita og trabaho karon	12	14.81
3 Nag-aplay panagsa	6	7.41
4 Aktibo nga nag-aplay matag semana	5	6.17
2 Panagsa ra nag-aplay	3	3.7

Pagkadugta sa Kahanas: Gibati ba nimo nga nawala nimo ang mga teknikal nga kahanas nga imong nakat-unan tungod kay wala nimo kini gigamit?



TYPE: SELECT_ONE. 26 out of 81 respondents answered this question. (55 were without data.)

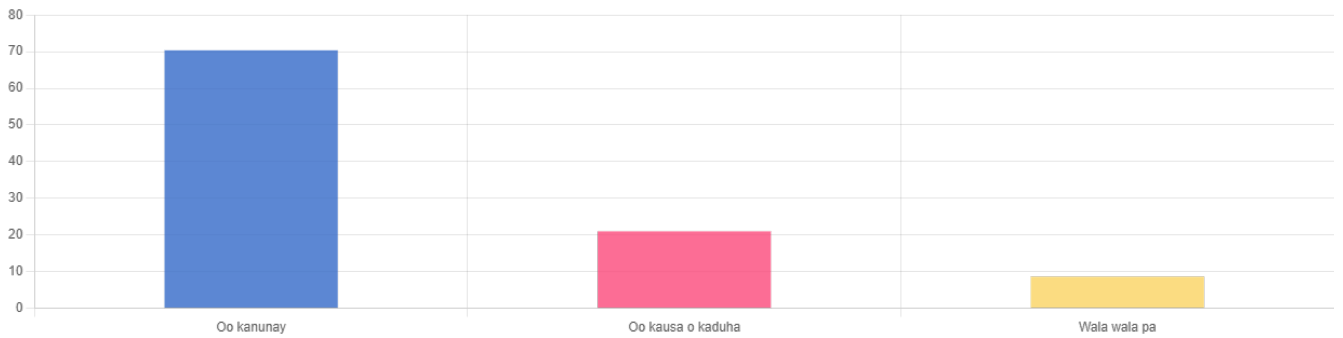


Value	Frequency	Percentage
Oo gamay	13	16.05
Wala gipraktis nako sila sa balay	12	14.81
Oo paspas nga nawala	1	1.23

Pagtudlo sa Kauban: Gipaambit ba nimo ang teknikal o kahanas sa kinabuhi nga imong nakat-unan sa mga higala, pamilya, o uban pang mga batan-on sa imong komunidad?



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

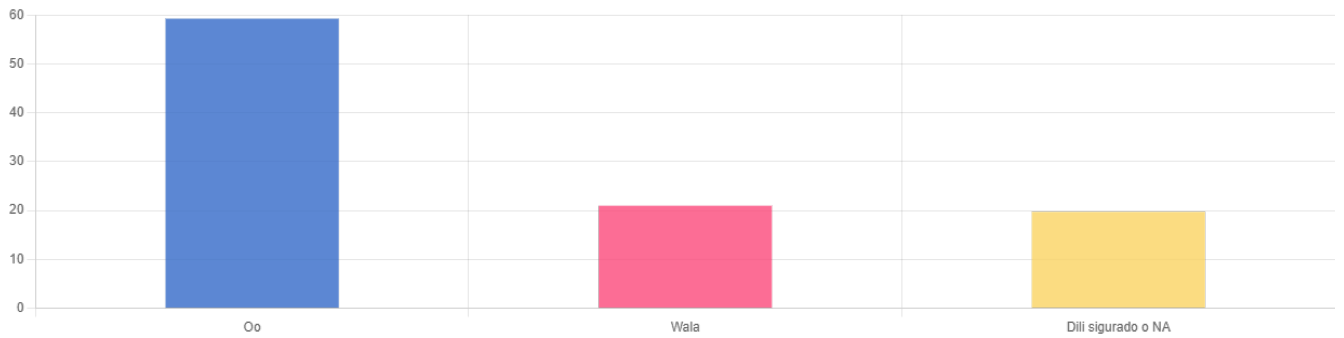


Value	Frequency	Percentage
Oo kanunay	57	70.37
Oo kausa o kaduha	17	20.99
Wala wala pa	7	8.64

Adbokasiya ug Proteksyon: Nakatudlo ka na ba sa usa ka kaedad bahin sa ilang mga katungod sa pamuo o nakatabang sa usa ka tawo nga nag-atubang sa harasment o diskriminasyon sa trabahoan?



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

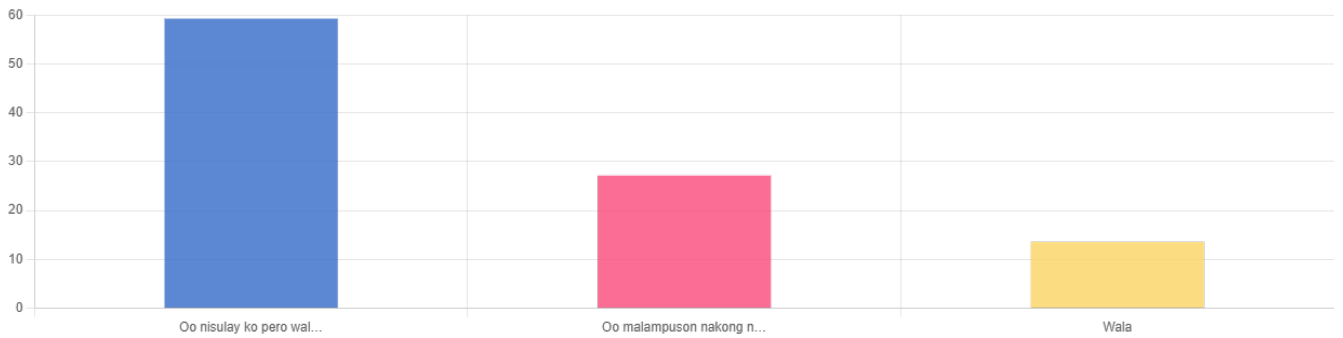


Value	Frequency	Percentage
Oo	48	59.26
Wala	17	20.99
Dili sigurado o NA	16	19.75

Referral sa Programa: Naka-refer ka na ba ug uban pang mga batan-on nga huyang panaglitan, out-of-school youth ngadto sa Bidlisiw o susamang mga programa sa paghatag og gahum?



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

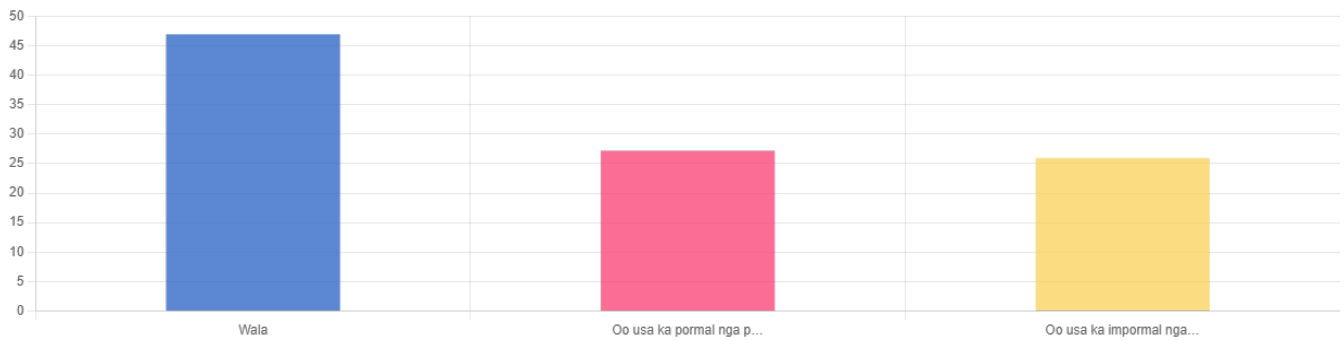


Value	Frequency	Percentage
Oo nisulay ko pero wala sila niapil	48	59.26
Oo malampuson nakong na-refer ang usa ka tawo	22	27.16
Wala	11	13.58

Pagpangulo sa Komunidad: Sukad sa pag-apil sa programa, nakahimo ka ba sa bisan unsa nga mga tahas sa pagpangulo sa imong komunidad pananglitan, Sangguniang Kabataan, grupo sa mga kabatan-onan sa simbahan, boluntaryo sa komunidad?



TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)

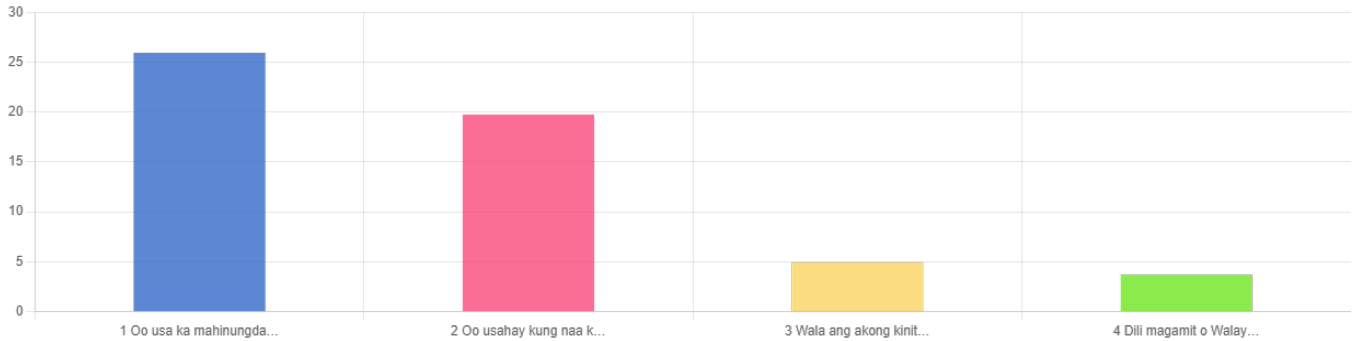


Value	Frequency	Percentage
Wala	38	46.91
Oo usa ka pormal nga papel sa pagpangulo	22	27.16
Oo usa ka impormal nga papel sa pagboluntaryo	21	25.93

Pagpamuhunan Pag-usab sa Komunidad Para sa Employed o Self-Employed lamang: Gigamit ba nimo ang usa ka bahin sa imong kinitaan aron suportahan ang edukasyon, kahimsog, o kaayohan sa imong mga manghod o mga miyembro sa komunidad?



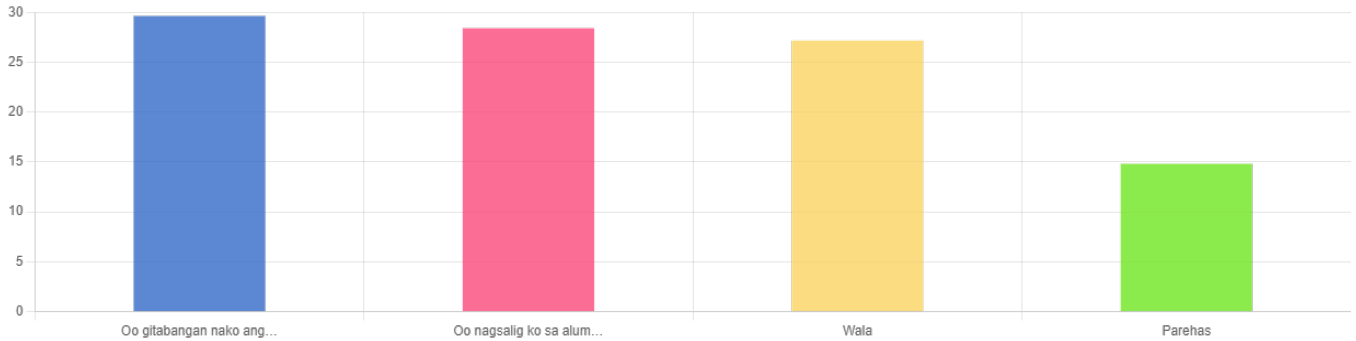
TYPE: SELECT_ONE. 44 out of 81 respondents answered this question. (37 were without data.)



Value	Frequency	Percentage
1 Oo usa ka mahinungdanong bahin	21	25.93
2 Oo usahay kung naa koy sobra	16	19.75
3 Wala ang akong kinitaan igo ra sa akong batakang panginahanglan	4	4.94
4 Dili magamit o Walay Trabaho	3	3.7

Sosyal nga Kapital ug Mga Network sa Kauban: Nagsalig ka ba sa mga impormal nga network sa kaedad o alumni gikan sa programa alang sa inspirasyon, o aktibo nga mitabang sa usa ka kauban gikan sa programa nga ma-hire sa imong kompanya karon?

TYPE: SELECT_ONE. 81 out of 81 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Oo gitabangan nako ang usa ka kaedad nga ma-hire	24	29.63
Oo nagsalig ko sa alumni alang sa inspirasyon o tambag	23	28.4
Wala	22	27.16
Parehas	12	14.81

APPENDIX 3. Activity Report on Focus Group Discussion: CYC-Partner Youth Organizations

This report documents the findings and outcomes of a Outcomes Harvesting through Focus Group Discussion (FGD) conducted with 9 youth leaders from CYC-organized youth organizations (YOs) in Baguio City. The activity was conducted as part of the final evaluation of the KIYO program, covering the full implementation cycle from 2022 to 2026.

The session was designed to move beyond a simple listing of activities and instead harvest substantive stories of change, documenting shifts in behavior, relationships, and policies that were influenced, even in part, by the KIYO program implemented through the Cordilleran Youth Center (CYC).

4. Activity Overview and Objectives

A. Objectives

- Harvest 'stories of change' related to the KIYO leadership pipeline, policy wins in Baguio City, and the professionalization of youth organizations.
- Document outcomes across two results areas: Result 1 (individual/personal growth and leadership) and Result 4 (organizational and institutional changes at the level of LGUs, schools, and youth organizations).
- Map outcomes along a 2022–2026 timeline, from foundational work through to sustainability and exit.
- Conduct a deep dive into the most significant outcomes, analyzing CYC's contribution, the significance of changes for Cordillera youth, and the sustainability of these outcomes beyond KIYO funding.

B. Methodology

The session employed a participatory, multi-stage outcomes harvesting methodology:

- Individual brainstorming on sticky notes (yellow = personal changes, orange = external/LGU/school changes, pink = youth organization changes, green = family changes).
- Group mapping onto an Outcome Timeline Matrix (2022–2026) displayed on Manila paper.
- Facilitated plenary sharing of individual stories and group outputs.
- Outcome Deep Dive exercise: groups selected their top two most significant outcomes and analyzed them across four dimensions — description, CYC contribution, significance, and sustainability.

C. Participants Profile

Participants included current students (senior high school through college), recent graduates, and youth who have transitioned into staff roles, embodying the very leadership pipeline that KIYO sought to build. Geographic representation spanned

Baguio City and surrounding Cordillera communities, including participants from Baguio, Sagada, Ifugao, and Abra who have studied and organized in Baguio.

D. Outcome Timeline: 2022–2026

YEAR / RESULTS	2022: Foundations & Recovery	2023: Strategy & Reflections	2024 - 2025: Scaling & Policy Wins	2026: Sustainability & EXIT
Personal growth, Rights knowledge, Leadership Skills & Other Life Skills	<ul style="list-style-type: none"> • Friendship & companionship • Sensitivity • Willingness to learn more • Confidence • More confident socially • Embracing identity • Mass leading & • Proud & empowered as a woman • Self-determination as IP • Openness to different opinions, different feedback • Awareness of issues increased • Communication skills • Confidence in self 	<ul style="list-style-type: none"> • Growth in leadership & relation skills • Leadership skills • Confidence & trust • Report writing • Communication skills • Organization management • More courageous • Leadership skills & various technical skills • Confidence • Gained ability to teach/share more effectively • Awareness of issues increased • Initiative in studying • Organizational management & mobilization skills 	<ul style="list-style-type: none"> • Advance knowledge in advocacy • Identifying problems & solutions • Creativity • Supportive artistically & culturally strong • More authentic self-expression • Leadership ability Creative • Increased awareness of social issues • Less second-guessing of self • Not being afraid of being wrong • Confident • Self-confidence 	<ul style="list-style-type: none"> • Training leaders • Deep relationship building with org • Reminder! Go back to objectives. • Continuous involvement in social issues • Reflection & processing • Care for each other • Interdependence • Creativity • Cultural identity & self-expression • Financial responsibility • Nurtured • Organizational skills
LGUs & duty Bearers	<ul style="list-style-type: none"> • Recognition of arts • Political repression • Red tagging as a crisis in UPB CMC and other 	<ul style="list-style-type: none"> • Pride celebration & mobilization • Opportunities • Recognition • Building / solidifying alliances 	<ul style="list-style-type: none"> • More trust in the youth • Exposure to LGU partnership • Institutionalization gender officers (UPB & 	<ul style="list-style-type: none"> • Instructors' workshop • Proper carry over & Continuous Consolidation • Human

	youth organizations		<ul style="list-style-type: none"> UP systems) Human rights defender ordinance Conflicting campaigns with duty bearers (ex. HRDO vs. SBMM) HRDO human rights defenders ordinance 	<p>Rights Advocacy strengthened</p> <ul style="list-style-type: none"> Dedicated spaces For MH Interaction with other sectors/issues (ex. BC Market)
Schools	<ul style="list-style-type: none"> Formation of safe spaces committee Organizational management Academic "leniency" 	<ul style="list-style-type: none"> Connections Awareness beyond environment Safe spaces committee in UPB ASH Code with "gender officer" per organization 	<ul style="list-style-type: none"> More collaboration Comprehensive student spaces Concrete changes in schools thru campaign Academic break, TDFI, spaces Creative spaces Dress code revisions Opportunities & avenues for social & civic engagement Institutionalization of gender officers Workshops & productions Appreciation Culturally sensitive admin (school) Successful "No to mallification" campaign SIULAT, happy provisions, IPC, and spaces for the youth 	<ul style="list-style-type: none"> Continuing alliance with LGU & CHED

Youth orgs	<ul style="list-style-type: none"> • General assemblies • Organization resources • Organization expansion • Admin lobbying for recognition • Financial reporting (mahirap) • Rebuilding 	<ul style="list-style-type: none"> • Creating mass orientations • Courage to try new things • Back to roots • Formal education settings • Joined S2 innovation as Malayang Tanghalan • Network building • Women's month celebration 	<ul style="list-style-type: none"> • Consolidation of members • Stronger trust • SIBOL formation • Organizational management • Better cross-youth organizations coordination/c communication • Management Building UP IGY MB • Communication • ASH-CSO code in igy & alliances • Inclusion of gender officers 	<ul style="list-style-type: none"> • Continuing leadership training • Membership consolidation • Structured committee system • Increased membership & network • Increased influence & expansion (local & BH)
Others: Family	<ul style="list-style-type: none"> • Parents are more accepting to issues (ex. Gender) 	<ul style="list-style-type: none"> • Influence on political opinions of siblings 	<ul style="list-style-type: none"> • Communication • Unacceptance of ventures outside of school • Was able to share experiences of family & shared lessons with them • Gender sensitivity in my family 	<ul style="list-style-type: none"> • More "empathetic" • Liberated

E. Key Outcome Areas: Detailed Findings

A. Individual Growth and Leadership Development

1. From Volunteers to Leaders: The Leadership Pipeline in Action

The session demonstrated KIYO's leadership pipeline in practice. Multiple participants described a journey from being first-time volunteers or newly enrolled students — unfamiliar with organizing, advocacy, and even their own identities — to becoming organizational officers, committee chairs, and peer trainers. Specific trajectories included:

- Eugene (NUSP): From a newly arrived student from Bicol with limited networks to serving as Student Council Chair and a key bridge between student organizations and institutional actors such as CHED.
- Wendell (Bahaghari): From a self-described 'pious' background, through a risk-taking period of organizational leadership, to serving as Chairperson of Bahaghari Baguio by 2026 — integrating intersectional advocacy knowledge connecting gender, class, and IP rights.
- Leah (BYLC): A high school student who found community and identity through KIYO activities, made the conscious decision to remain a volunteer after graduation due to financial constraints, and gained confidence, self-expression, and a sense of purpose beyond formal schooling.
- Archie (SIBOL): An individual who navigated neurodivergence and the pressures of UP academic culture, finding in youth organizing a space for genuine camaraderie, creativity, and interdependence.
- Raven (IGY): Found CYC instrumental in reclaiming IP cultural identity — transitioning from being embarrassed to identify as part of an IP group, to actively participating in cultural revitalization efforts and organizing among IP youth in Baguio.

2. Skills and Competencies Developed

Across participants, the following competencies were consistently identified as outcomes of KIYO engagement:

- Communication and public speaking skills, including mass-leading and facilitation
- Organizational management: meeting facilitation, document management, financial reporting, committee systems
- Report writing and documentation
- Advocacy skills: lobbying, policy drafting, public consultations
- Cross-sectoral analysis: connecting gender, IP rights, class, and broader national issues
- Creative expression and arts-based organizing (zine-making, theater, music)
- Leadership of leadership: training and mentoring the next generation of organizers

3. Identity and Empowerment

A distinctive and recurring theme was the role of KIYO and CYC in supporting identity formation, particularly among IP youth and LGBTQIA+ youth. Participants described moving from shame or concealment of their identities to pride, self-determination, and cultural revitalization. This dimension of personal transformation extended beyond skills acquisition to encompass a deeper sense of self and social belonging.

4. Counterfactual Assessment

When asked directly whether these changes would have occurred without the KIYO program, participants consistently acknowledged that some individual growth might have happened through other means — school organizations, internal trainings, life experience. However, they uniformly emphasized that KIYO significantly fast-tracked this development. The most distinctive value-adds cited were:

- Exposure to networks and organizations beyond their own school or sector
- Practical, real-world application of leadership skills in actual campaigns and policy engagement
- Connection to a broad, principled coalition of youth organizations in Baguio — enabling 'organic dynamics' and genuine collaborative strength
- A platform for IP youth to engage in cultural revitalization work that would not otherwise be accessible

B. LGU and Duty Bearer Engagement

The trajectory of youth engagement with local government units and institutional duty bearers across the KIYO period represents one of the most significant and visible areas of change. The shift moved from a politically sensitive context (2022) to active partnership, policy victories, and institutionalized advocacy roles (2024–2026).

1. Political Risks (2022)

Participants confirmed that the early phase of KIYO implementation coincided with a period of heightened political pressure affecting partner youth organizations. This created an environment that constrained organizing and posed real personal risks to youth activists. The KIYO program's support for safety in advocacy — including connections to international networks and legal frameworks — was noted as a protective factor during this period.

2. Human Rights Defenders Ordinance (HRDO) — A Landmark Policy Win

By 2024–2025, CYC-organized youth organizations had contributed to the passage of the Human Rights Defenders Ordinance in Baguio City. This represents a direct institutional response to political pressure experienced earlier in the program cycle. Participants noted the political complexity of this win — some councilors who supported the HRDO simultaneously opposed the youth organizations' position on the public market privatization — illustrating the nuanced navigation required in local advocacy.

3. SBMM: The Baguio City Public Market Campaign

The successful campaign against the mallification (SBMM — Stop Baguio Market Malling) of the Baguio City Public Market emerged as the most prominently cited policy and advocacy win of the KIYO period. After a sustained multi-year effort involving coalition building, public consultations, mass mobilization, and counter-proposals to local government, SM Prime Holdings withdrew its unsolicited proposal. The ordinance against PPP arrangements for the market under the Comprehensive Land Use Plan (CLUP) was secured, institutionalizing the victory.

4. Institutionalization of Youth Participation

Beyond specific policy wins, participants noted broader shifts in how local institutions engage with youth organizations. These include:

- The mayor of Baguio City personally recognizing the role of youth in city development
- Youth organizations being regularly invited to provide privileged speeches and technical inputs in formal consultations — including with CHED on matters of student welfare
- Ongoing engagement with city government on matters of youth spaces, jeepney consolidation, and other sectoral issues — expanding youth advocacy beyond traditionally 'youth' concerns
- Progress toward a Human Rights Education Ordinance in the City Council, reflecting a strengthened human rights advocacy environment

C. School-Level Outcomes

By 2024–2025, CYC-organized youth organizations had contributed to the passage of the Human Rights Defenders Ordinance in Baguio City. This represents a direct institutional response to the political pressure experienced earlier in the program cycle. Participants noted the political complexity of this win — some councilors who supported the HRDO simultaneously opposed the youth organizations' position on the public market privatization — illustrating the nuanced navigation required in local advocacy.

1. Safe Spaces and Gender Reforms

The Safe Spaces campaign, led primarily by Innabuyog Gabriela Youth UP Baguio (IGY-UPB) and Bahaghari in partnership with student councils, produced institutional reforms. Key outcomes include:

- Formation of the Safe Spaces Committee at UP Baguio, incorporating gender organizations (IGY, Bahakari) as formal members — a significant shift from purely administrative-controlled mechanisms
- Revision of the ASH Code (Anti-Sexual Harassment Code) within UP Baguio to adopt a victim-centered approach and increase student

- representation in case handling
- Institutionalization of Gender Officers within all recognized organizations in UP Baguio, subsequently recommended to the broader UP system — representing a system-wide potential impact still being pursued
- Elimination of the dress code ban on gender-nonconforming attire at SLU — a concrete policy reversal achieved through sustained campaigning

2. Student Welfare Wins

Beyond gender-specific reforms, the organized student movement linked to CYC achieved broader student welfare outcomes:

- Academic Wellness Break: A one-week no-exam period implemented across universities in Baguio (including UP, BSU, and private institutions such as SLU) in response to the mental health crisis during the pandemic and post-pandemic period
- Student Spaces: A successful position paper and recommendations submitted to Baguio LGU on diminishing physical spaces within UP Baguio, resulting in the creation of new academic creative spaces for student use
- Tuition Fee Advocacy: Ongoing campaigns linking to recent concrete results, including SLU lowering its tuition fee
- Dedicated Mental Health Spaces: Development of quiet, sensory-friendly spaces within SLU for students experiencing overstimulation or mental health difficulties

3. Ongoing Challenges

Despite these wins, participants noted persistent challenges in the school-level domain: the ASH Code revision remains incomplete at the UP system level as other campus units have yet to pass the recommendations; administrative appreciation of progressive student organizations coexists with bureaucratic friction (permit requirements, overlapping mandates); and the meaningful inclusion of students with disabilities and mental health needs in policy processes remains an unfinished agenda.

D. Family and Social Environment

While the smallest result area in terms of volume of outputs, the family dimension surfaced rich and sometimes complex stories of change. Several participants described a gradual opening of family environments to their advocacy work. Parents who were initially resistant or uncomprehending of youth activism became more accepting and even supportive. This was attributed partly to the visibility of youth organizations' public activities, which gave families concrete and legible anchors for understanding what their children were doing.

At the same time, participants, particularly those from Baguio itself (rather than migrant students with greater independence from parental oversight) — described the structural challenge of family control as a barrier to youth participation. Factors cited included: parental expectations of academic focus; association of activism with danger (particularly relevant given the politically sensitive context); church influence; and controlling or abusive family dynamics. This remains an underaddressed structural barrier to youth engagement.

Participants noted the role of public youth activities in serving as a communication bridge. When families see organized, purposeful, positive youth action publicly, it creates a conversation that can shift attitudes over time. The long-term cultivation of family support, rather than confrontation, was identified as a more sustainable approach.

E. Youth Organization Strengthening

A central contribution of KIYO was strengthening the internal capacity, systems, and networks of youth organizations. Participants across all organizations identified CYC's support for organizational management as foundational to their growth.

1. Organizational Systems and Professionalization

Prior to KIYO engagement, many organizations operated informally — driven by passion but lacking formal structures, documentation practices, or financial management systems. KIYO investments contributed to:

- Establishment of formal committee structures (education, creative, finance, alliance-building committees)
- Introduction of tracking and documentation tools — financial trackers, scheduling tools, records management
- Capacity to manage formal administrative requirements as implementing partners — including financial reporting, official receipts, and compliance with organizational formalities
- Cross-organizational learning: exposure to how different organizations manage their structures, which each org then adapted to their context

2. Network Expansion and Coalition Building

CYC's role as a convening network was repeatedly cited as a distinctive and high-value contribution. The breadth of CYC's network enabled organizations to:

- Build genuine organic alliances with organizations from different sectors, universities, and communities
- Coordinate across organizations with shared campaigns — enabling the kind of cross-institutional coalition that succeeded in campaigns like the SBMM and HRDO
- Connect IP youth organizations with women's organizations, LGBTQIA+ organizations, and broader student federations around

shared principles of unity

- Access relationships with CHED, LGU, and other institutional actors that individual organizations would have struggled to establish independently

3. Membership Consolidation and Succession

Participants candidly discussed the ongoing challenge of member engagement and succession. Key insights included:

- Event-driven engagement is a structural challenge for gender organizations, with membership spiking during Pride Month but difficult to sustain year-round. The solution articulated was connecting gender campaigns to other ongoing issues and community events.
- Inactivity among members is not equivalent to disinterest — a disability-justice-informed framing emerged emphasizing the importance of reaching out to inactive members without expectation, maintaining space for return, and building organizational cultures that do not punish intermittent engagement.
- Leadership succession planning is increasingly recognized as urgent as the KIYO program phases out. Organizations cited alumni networks, mentoring, and documentation of institutional memory as active strategies.
- Burnout is a real and recognized risk for executive committee members, and mature organizational cultures are developing norms of mutual care and realistic goal-setting.

4. Economic Sustainability Initiatives

Several income-generating and sustainability mechanisms were emerging or in place across the organizations represented:

- Organizational merchandise sales (t-shirts, zines, etc.)
- Participation in organizational fairs and school bazaars
- Gigs for a cause, leveraging networks with artists, musicians, and the Baguio underground/alternative music community
- Self-screen printing fundraisers
- Pay-what-you-can event models
- Membership fees (e.g., PHP 25/month or PHP 100/semester in SIBOL deliberately accessible)
- Access to government youth activity budgets (Kaidurotan Youth Week, Baguio Students Day) through formal project proposals
- Alumni pledges and ongoing alumni network engagement

5. Outcome Deep Dive: Most Significant Outcomes

Both groups selected and analyzed their top two most significant outcomes using the Outcome Deep Dive framework. The combined findings are presented below.

Outcome Description (What change in behavior or policy?)	CYC-KIYO Contribution (Specific activity of CYC that helped this happen)	Significance (Why is this important to Cordillera Youth?)	Sustainability (Will this change stay if KIYO funding ends? Why? How?)
<ul style="list-style-type: none"> ● SBMM win! (Successfully won against mallification of BC public market) ● Youth Empowerment (Emboldening leadership) ● Empowered Youth & Student Movement ● Recognition of the Role of the Youth in the Society 	<ul style="list-style-type: none"> ● Education & capacity building of youth to become effective leaders ● Physical space ● Opportunities to actualize learnings ● Cross learning ● Leadership & Advocacy Training 	<ul style="list-style-type: none"> ● Public good remains public good ● Active participation in advocacy campaigns ● Helps with identity ● Future leaders ● New Ideas ● Influence in policy making 	<p>YES!</p> <ul style="list-style-type: none"> ● Ordinance against PPP care of CLUP for the market ● Continuation of youth empowerment through passing of knowledge ● Established systems/structure ● Passionate members ● Alliances/networks ● IGP [Merch, Org Fairs]

The deep dive analysis confirms a strong and credible claim of CYC-KIYO's contribution. While participants acknowledged that some individual development might have occurred through other means, the specific character of KIYO's contribution, bridging organizations, building advocacy capacity, providing safe spaces, connecting to broader networks, and offering real-world opportunities to apply learning, is distinctive and unlikely to have been replicated at the same scale or pace by other available supports. The sustainability assessment is broadly confident. For the SBMM win, institutionalization through ordinance and CLUP integration provides a strong legal foundation. For youth empowerment more broadly, the combination of established organizations, trained leadership pipelines, active networks, emerging income-generating projects, and a documented culture of knowledge transfer across generations provides a credible sustainability picture — though one that still requires ongoing support and attention, particularly in the area of organizational economic sustainability.

6. Cross-Cutting Themes and Analysis

1. The Multiplier Effect: From CYC to Organizations to Members to Society

A key conceptual frame that emerged, and that aligns with the program's revised Theory of Change following the Midterm Evaluation, is the multiplier nature of KIYO's impact. Rather than a linear model of intervention, the

program's impact flows outward through concentric spheres: CYC directly invests in youth organizations; those organizations develop their own members; those members influence their families, schools, communities, and institutions; and those institutions shape Cordillera society. This multiplier logic is well-evidenced in the outcomes harvested.

2. Principled Unity and Coalition Management

Participants have sophisticated political judgment in navigating differences between allied organizations, particularly between IP rights organizations and LGBTQIA+ organizations on SOGIESC issues. Rather than suppressing difference or fragmenting into separate movements, they articulate a practice of finding principled unity: identifying shared structural analyses (the same system that oppresses indigenous peoples also oppresses gender minorities), educating rather than confronting, and moving forward together while acknowledging uneven development. This represents an advanced organizational and political maturity.

3. Intersectionality in Practice

The advocacy work of CYC-linked organizations reflects an increasingly sophisticated intersectional analysis. Participants described campaigns that connect gender, IP rights, class, mental health, housing, transportation, and cultural heritage, moving beyond single-issue organizing to a more integrated understanding of systemic oppression and social change. This intersectional lens was attributed in part to the cross-learning and network-building facilitated by CYC.

4. Arts and Culture as Organizing Strategy

A distinctive strength of the Baguio youth organizing ecosystem and one that CYC has actively nurtured is the integration of arts and cultural practice into social advocacy. Theater, music, zine-making, visual arts, and cultural revitalization are not peripheral to the organizing work but central to it. This approach serves multiple functions: it makes organizing more accessible and inviting; it leverages Baguio's particular cultural ecology; it provides alternative income streams; and it centers identity and cultural pride as political acts.

5. Negative Outcomes and Honest Accounting

Consistent with good evaluation practice, facilitators actively probed for negative outcomes. Participants identified several honestly:

- Time pressures and burnout: Expanded networks and responsibilities increase organizational load. While participants reframe this as 'part of empowerment,'

the real risk of burnout particularly for executive committee members was candidly acknowledged.

- Perception challenges post-graduation: Continuing volunteer work after graduation can be viewed negatively by families and peers as a failure to transition to 'productive' adult life. This social pressure is real, even if participants themselves find deep meaning in the work.
- Financial system adjustment: The requirements of formal financial compliance as implementing partners (official receipts, double-checks, etc.) created friction for grassroots organizations not previously accustomed to these standards. More flexible implementation support was suggested.
- Geographical limitations: KIYO activities were concentrated in Baguio City, making participation challenging for organizations in peripheral areas such as La Trinidad, Itogon, and other Cordillera provinces. Greater decentralization was recommended.
- Incomplete ASH Code reform: The revision of the UP-wide code remains unfinished, a significant gap given the scale of the initial campaign effort.

6. Sustainability Assessment

Across all result areas, the sustainability of outcomes beyond KIYO funding was a central evaluative question. The evidence gathered suggests a generally positive but differentiated picture:

Outcomes Likely to Sustain Without Continued KIYO Funding

- SBMM Win / Public Market Policy: Institutionalized via ordinance and CLUP — structurally embedded and not dependent on program funding
- Human Rights Defenders Ordinance: Codified in city law — represents durable institutional change
- Institutionalized gender officers and Safe Spaces Committees: Embedded in organizational and institutional rules — though continued advocacy needed to expand to the full UP system
- Leadership pipeline: Youth who have transitioned into organizational leaders, staff, and trainer roles will continue to operate regardless of KIYO funding
- Alumni networks: Increasingly active and organized as a resource for organizational continuity
- Organizational systems and structures: Financial management, committee systems, and documentation practices are now internalized and self-sustaining

Outcomes Requiring Continued Support or At-Risk Beyond KIYO Funding

- Organizational economic sustainability: IGP development is promising but still nascent; most organizations remain resource-constrained
- Expanding ASH Code reform to full UP system: Requires sustained advocacy that was enabled by KIYO support

- Geographic decentralization: Progress in La Trinidad and other provinces remains limited and may slow further without dedicated support
- Member engagement and succession: Requires ongoing investment in leadership development and organizational culture
- Family and community attitudes toward youth activism: A slow-changing cultural factor that requires sustained communication and visible positive examples

Participants expressed strong collective confidence that the changes achieved will persist, citing: the commitment of passionate members; established and growing networks; emerging income-generating initiatives; strong alliances with LGU and civil society partners; and a culture of knowledge transfer and succession planning. This confidence is grounded and evidence-based, rather than aspirational.

7. Recommendations for Future Programming

1. For Future Youth Empowerment Programming

- Decentralize activities to include youth from peri-urban and provincial areas, reducing the Baguio City concentration that currently limits geographic reach.
- Develop dedicated streams of support for organizational economic sustainability, including structured IGP mentorship, market linkages, and financial management coaching tailored to grassroots organization realities.
- Invest in alumni network formalization, including systems for alumni to financially and technically support successor organizations.
- Explicitly designed for intersectionality, ensuring that programs create structured opportunities for cross-sectoral learning between IP, gender, class, and other social movement actors, building on the principled unity model that emerged organically.
- Incorporate disability justice and mental health frameworks into organizational development support, building on the participatory learning that emerged around inclusive organizing practices.

2. For CYC and Partner Organizations

- Continue and formalize the arts-based organizing integration as a distinctive methodology and sustainability mechanism, leveraging Baguio's cultural ecosystem.
- Complete the ASH Code reform in the UP system as a priority unfinished agenda, with dedicated coalition strategy.
- Develop structured family engagement strategies to address the persistent challenge of family resistance as a barrier to youth participation, particularly among Baguio-based youth.
- Document and disseminate the principled unity framework for coalition management as a replicable model for other contexts.

3. For Program Implementors / Funders

- Streamline financial compliance requirements for grassroots partner organizations, ensuring that official receipt and reporting requirements are adapted to the organizational realities of small, volunteer-run organizations.
- Invest in monitoring systems that capture the multiplier effects of youth empowerment programming; individual-level changes are leading indicators of larger systemic shifts that occur over longer timeframes.
- Document the SBMM campaign as a detailed case study of what organized, educated, and networked youth can achieve in local governance, for use in advocacy for youth political participation.

4. Conclusion

The Outcomes Harvesting with CYC-organized youth leaders produced a rich and substantive body of evidence documenting the impact of the KIYO program across four years of implementation. The findings paint a compelling picture of a program that achieved its intended outcomes and in several areas, exceeded them.

Youth leaders who entered the program as students, volunteers, or new members of small organizations have emerged as organizational leaders, policy advocates, peer educators, cultural practitioners, and agents of institutional change. The organizations they lead have developed formal structures, expanded networks, and demonstrated the capacity to mount and win significant advocacy campaigns, including the landmark SBMM victory and the Human Rights Defenders Ordinance.

The schools and local government structures that these young people engage in have been concretely changed: gender officer systems are institutionalized, safe spaces policies have been reformed, the public market is protected from privatization, and the city's human rights advocacy environment has been strengthened. These are not soft or ephemeral outcomes, they are institutional and legal changes with durable effects.

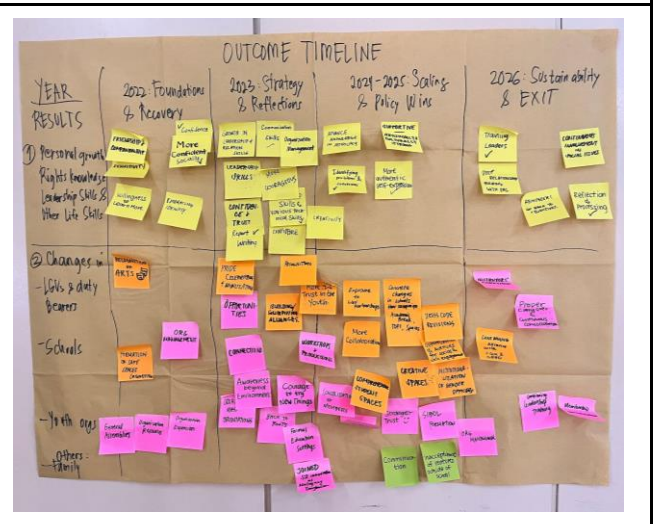
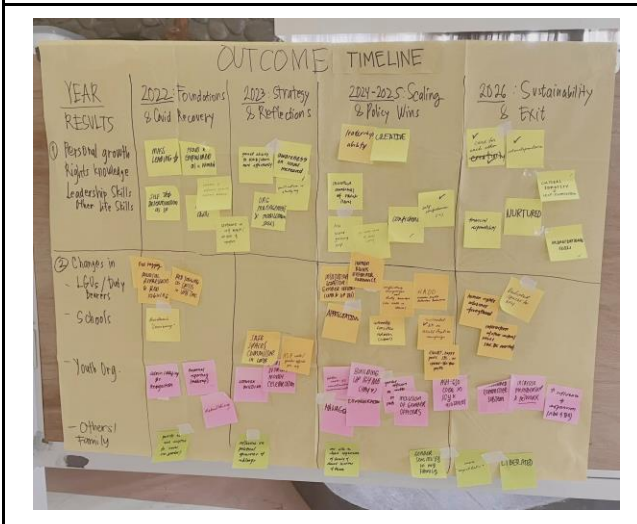
At the same time, the honest accounting of challenges, including the risk of organizational burnout, the persistence of family-level resistance, the incompleteness of the ASH Code reform, and the nascent state of economic sustainability mechanisms, provides a clear agenda for continued work. These are not program failures; they are the honest frontiers of a program that has achieved significant progress and is now positioned to sustain and deepen it.

The participants themselves embody the most powerful evidence of the program's success. Their capacity to reflect critically, articulate complex political analysis, demonstrate intersectional advocacy skill, and chart a clear path toward organizational sustainability speaks to the quality and depth of the transformation that

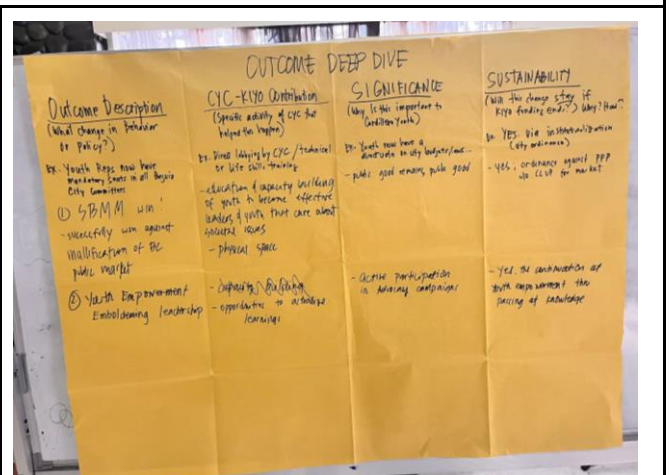
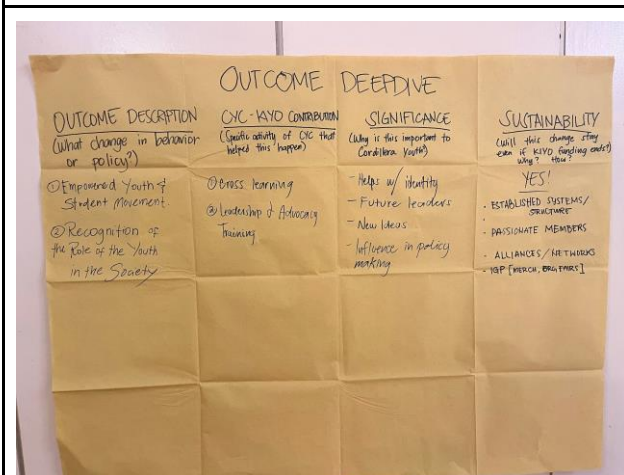
the KIYO program, through CYC, has helped to catalyze.

5. Outputs

OUTCOMES TIMELINE



OUTCOME DEEPDIVE



APPENDIX 4. Activity Report on Focus Group Discussion: Orani National High School Special Program in the Arts & Bayan Sining Ensemble

Youth

Theater Organization

This report delves into the findings and outcomes of the Focus Group Discussion conducted as part of the final evaluation of the KIYO Program (Phase 2: 2021–2026), implemented by the Philippine Educational Theater Association (PETA). The activity applied an Outcomes Harvesting (OH) approach complemented by the Most Significant Change (MSC) methodology to surface narratives of transformation among youth beneficiaries in Orani, Bataan, specifically members of the Bayan Sining Ensemble, a community-based youth theater organization, and students from the Special Program in the Arts (SPA) Theater Arts track of Orani National High School.

The session was designed to move beyond a simple inventory of activities and instead identify and validate meaningful outcomes, capturing shifts in skills, confidence, relationships, and civic engagement influenced by PETA’s KIYO-supported interventions, including the BITAW workshops and related theater-based capacity development initiatives.

I. Activity Overview and Objectives

A. Objectives

- Harvest and map stories of change across four domains: personal growth, organizational development, LGU engagement, and community/family impact.
- Identify the Most Significant Changes attributable to KIYO program participation across the 2022–2026 timeline.
- Assess KIYO’s contribution to youth empowerment, institutional development, and advocacy through theater.
- Explore sustainability strategies for both YTO and SPA given the imminent conclusion of KIYO program funding.
- Apply OECD-DAC evaluation criteria (Relevance, Coherence, Efficiency, Effectiveness, Sustainability, and Impact) to the program’s outcomes.

B. Methodology

The session followed this structure:

- Opening & Seed Question: Facilitators introduced the KIYO Results Framework, orienting participants to Result 1 (Personal Empowerment) and Results 2 & 4 (Organizational and Institutional Change).
- Story Mining: Participants individually wrote key changes on color-coded sticky notes — yellow for personal growth and orange for class/school/organizational level changes, purple for system-level changes, and green for community/family changes.
- Story Sharing & Timeline Mapping: Participants placed their sticky notes on a 2022–2026 timeline matrix and shared their narratives, with probing questions

to deepen reflection.

- Selection of Most Significant Change (15 minutes): Groups collectively identified the most significant story of change across the timeline.
- OECD-DAC Deep Dive (30 minutes): A structured discussion applied OECD-DAC criteria — Relevance, Coherence, Efficiency, Effectiveness, Sustainability, and Impact.
- Wrap-up & Sustainability Discussion: Participants discussed plans for sustaining theater activities post-KIYO.

C. Participants Profile

- The Youth Theater Organization (YTO): Bayan Sining Ensemble, a community-based youth arts organization that emerged from PETA's school-based engagement and formally registered with the Local Government Unit (LGU). The YTO FGD included seven participants ranging from 18 to 24 years old. Members included current and former officers of Bayan Sining Ensemble, representing founding members, senior members, educators, and a newly inducted member. Key participant profiles:
 - Nard (24) — Former President and Business Manager of Bayan Sining Ensemble; one of the founding member-directors.
 - Lea (23) — Former President of Bayan Sining Ensemble; currently completing an education degree.
 - Jack (23) — Senior member; batch of founding members.
 - James (20) — Second-year college student (Education); senior member.
 - Adj (18) — Graduating senior high school student; gold medal awardee; first-time workshop participant (Gold Mine 2025).
 - Ruiza — Member with background in Business Administration.
 - [Name not disclosed] — Recently inducted in 2026 through the Hatol production.

The Bayan Sining Ensemble traces its origins to the school-based SPA Arts Theater, which pivoted to film production during the COVID-19 pandemic (2020–2021). Under the mentorship of Sir Jayson Maximo (SPA Theater Specialist) and with PETA's intervention, the group formalized as a community organization in September 2020 and has grown to over 30 active youth members by 2025–2026. It is currently registered with the Local Youth Development Office (LYDO), the Local Government Unit, and the People's Council (a civil society body within the municipality of Orani).

- The Special Program in the Arts (SPA): Students from Orani National High School's theater arts specialization track, trained through PETA/KIYO's BITAW workshops and related programs. The SPA FGD included five students from various year levels (Grades 7–10) under the Theater Arts specialization. Participants were selected to represent different cohorts within the KIYO program period:

- Byron (Grade 10) — A transferee student who joined SPA mid-grade; characterized by significant personal transformation from timid to confident performer and leader.
- Gab (Grade 10) — From Manila; adjusted to Orani's school context; national champion and Special Jury Citation Award winner.
- Jacob (Grade 10) — Active member who experienced the BITAW workshop from Grade 7; engaged in advocacy plays (Tokat — HIV Awareness).
- Aron (Grade 8) — Member who noted family support as a key enabler of personal growth.
- Joe (Grade 10) — Theater arts specialist who also explored stage managing, lights, and technical directing.

II. Outcome Timeline: 2022–2026

Bayan Sining Ensemble Youth Theater Organization (YTO)

YEAR / RESULTS	2022: Foundations & Recovery	2023: Strategy & Reflections	2024 - 2025: Scaling & Policy Wins	2026: Sustainability & EXIT
Personal growth, Rights knowledge, Leadership Skills & Other Life Skills	<ul style="list-style-type: none"> ● Career ● Acting Strategy ● Acting ● Mental Health 	<ul style="list-style-type: none"> ● Career ● Patience and Perspective ● RFOT 2023 ● Generate 2023 ● Self Expression ● Fun Fiesta sa Pilipinas ● Acting Skills 	<ul style="list-style-type: none"> ● First Speakership (Arts) ● Using talents in my profession ● Generate 2024 ● Arts Camp 2025 ● Gold Mine 2025 ● Communication ● Creativity ● Teamwork/Collaboration 	<ul style="list-style-type: none"> ● Using talents in my profession ● Out of the box mind ● Improve Theater skills ● Leadership skills ● Openness
Organizational	<ul style="list-style-type: none"> ● Members ● Performances ● Project Bayani ● Unstable to Stable 	<ul style="list-style-type: none"> ● Workshop ● Partner ● Bond ● Paper ● Christmas edition 2023 ● Unstable to Stable 	<ul style="list-style-type: none"> ● CBL ● Arts Camp 2025 ● Time management ● Communication ● Teamwork 	<ul style="list-style-type: none"> ● CBL ● Teamwork ● Opportunity
Local Government Unit		<ul style="list-style-type: none"> ● Local Youth Development Office (LYDO) 	<ul style="list-style-type: none"> ● CSO/People Council 	<ul style="list-style-type: none"> ● People's Council ● People's Council Planning
Family/Community	<ul style="list-style-type: none"> ● Pikonis ● Project Bayani 	<ul style="list-style-type: none"> ● Ecce Homo ● NCCA 	<ul style="list-style-type: none"> ● LAKBAY DULA at P. BAGO ● Ang Hatol 	<ul style="list-style-type: none"> ● Kantora

DepEd Special Program in the Arts (SPA)

YEAR / RESULTS	2022: Foundations & Recovery	2023: Strategy & Reflections	2024 - 2025: Scaling & Policy Wins	2026: Sustainability & EXIT
<p>Personal growth, Rights knowledge, Leadership Skills & Other Life Skills</p>	<ul style="list-style-type: none"> Entered SPA Adjusted to the new environment Awareness - if there's a play audition immediately 	<ul style="list-style-type: none"> Knowledge Confidence Confidence was boosted, first time to be introduced to PETA and KIYO BITAW Saw self-improvement Enhanced clarity with a better understanding of myself 	<ul style="list-style-type: none"> Further expanded skills in directing, stage managing, and acting Became more confident in performing and socializing with other people; this was also my first time acting and performing More efficient in handling intersocial matters and problems along with independence regarding life skills Was sent to different places to perform National Champion Special Jury Citation Award 2024-2026 	<ul style="list-style-type: none"> Was sent to different places to perform Learned to lead Received best in arts award Independence National champion
<p>Class/School</p>	<ul style="list-style-type: none"> Had difficulty socializing because social distancing was still required The SPA had no designated building 	<ul style="list-style-type: none"> Afraid of the pressure that comes with balancing theater and academics 	<ul style="list-style-type: none"> We were able to encourage many youths to join SPA Time access for plays is increasing, especially in the class schedule Pleased with the merits that come from engaging in extracurricular 	<ul style="list-style-type: none"> When needing to be excused for rehearsals, some teachers are considerate More youths were engaged in the arts The SPA got a designated building

			artistic school activities <ul style="list-style-type: none"> • Had the opportunity to join school clubs • Our equipment increased, such as lapels and speakers • Grade 9 (our batch) lost a classroom 	
DepEd	<ul style="list-style-type: none"> • Had 1 hour of specialization time • Had leadership training and workshops 	<ul style="list-style-type: none"> • The SPA program that DEPED brought personal artistic development to all SPA students 	<ul style="list-style-type: none"> • Classrooms were equipped with TVs and air conditioning 	<ul style="list-style-type: none"> • Grade 10 students are now required to do a thesis performance and thesis paper
Family/Community	<ul style="list-style-type: none"> • Family has been supportive since day 1 • Had more communication through friends/family and also became known 	<ul style="list-style-type: none"> • Became close with my family, I invite them to watch our plays • They were at first against me, telling me that I would burn myself out 	<ul style="list-style-type: none"> • Time for bonding with family, friends, and socializing with others became more minimal • Family members become prouder when they see me on stage • They gradually began to support me once they noticed the influence KIYO has contributed to my personal growth. 	

III. Key Outcome Areas: Detailed Findings

Youth Theater Organization (YTO) — Bayan Sining Ensemble

A. Individual Growth

YTO members reported substantial personal development across the program period. The most significant shifts cited were in patience and perspective, qualities cultivated through exposure to diverse peers, PETA mentorship, and the discipline demanded by theatrical production.

- Members who initially joined purely for artistic expression developed broader awareness of social issues, advocacy communication, and organizational

responsibility.

- The Gold Mine 2025 festival was a watershed moment for younger members, pushing them to create performances without scripts and under pressure, building creativity, resilience, and rapid problem-solving.
- Several members reported using theater-derived life skills: communication, empathy, discipline, and patience, directly in their professional lives as educators.
- Mental health recovery was cited as a significant personal outcome during the 2020–2022 pandemic period, when theater provided an emotional outlet and community.

B. Organizational Development

Bayan Sining Ensemble evolved from an informal arts collective to a formally registered civil society organization with a defined Constitution and By-Laws (CBL), an annual operational plan, and active representation in the People's Council.

- Membership grew from 30 to a team-based structure with alternating cast sets by 2025–2026, allowing more youth to participate as advocates.
- The audition process was reformed: previously talent-based, it now integrates workshop participation as the entry point, ensuring all members understand the full production process.
- Partnerships were established with NCCA, LYDO, Art Theater Community, La Cantora, and various local and regional theater groups.
- The organization produces diverse theatrical forms, including docu-theater, cultural workshops, musical theater, and advocacy plays, adapting to both community needs and artistic growth.
- Time management and communication were identified as the most significant organizational changes brought about through KIYO.

C. LGU Engagement

One of the most notable shifts across the 2022–2026 period was the change in the municipality's perception of youth theater — from entertainment to legitimate advocacy.

- Bayan Sining Ensemble is now registered with both LYDO and the People's Council, giving it a formal voice in local development planning.
- The current mayor, previously sports-focused, now recognizes arts and culture as part of a broader development agenda.
- A former board member, who serves as champion within the LGU, now actively represents the ensemble's interests at the mayoral level.
- Participants acknowledge that maintaining LGU champions across political transitions remains a key challenge requiring sustained effort and perspective.

D. Community and Family Impact

The ensemble's advocacy plays, including *Pikonis* (election awareness), *Ecce Homo*, *Ang Hatol*, and the *Kantora* cultural workshop — reached communities in Orani and beyond, sparking dialogue on social issues through artistic symbolism.

- The play *Pikonis* addressed electoral awareness without directly naming political figures, using symbolism to encourage critical thinking among audiences.
- The *Kantora* workshop, produced in partnership with PETA and the municipal government, introduced a hidden local cultural tradition to younger generations.
- NCCA partnership enabled the *Tantora* cultural documentation project (delivered in November 2025), preserving indigenous cultural practices from Barangay Calero.
- Audience feedback mechanisms (post-show interviews, member observation teams) were developed to assess comprehension and impact of advocacy messages.

SPA Students — Orani National High School

A. Individual Growth

SPA students reported transformative personal development, especially in confidence, communication, and clarity of identity. The shift from student-performer to Artist-Advocate was a commonly articulated journey.

- A SPA student described moving from extreme timidity (having transferred mid-grade during the pandemic) to independence, efficient problem-solving, and self-awareness — crediting SPA, PETA, and KIYO directly.
- Students learned and applied the LTR (Listen, Think, React) method in theater, a framework they reported using in daily interactions.
- Confidence extended beyond performance, students described advocating for their time, communicating with school authorities, and navigating institutional processes independently.
- National championships and the Special Jury Citation Award (Piso at Bandila) were cited as major validation moments that transformed students' self-image and family relationships.
- The BITAW (Basic Integrated Theater Arts Workshop) was consistently identified as the foundational experience that opened participants to social issues and their own artistic voice.

B. School and Classroom Impact

SPA students noted positive changes within the school environment, though these came alongside real challenges in balancing academics and specialization.

- By 2025–2026, the SPA program was allocated a dedicated building within Orani National High School, a major infrastructural recognition of the program's value.
- Grade 10 students are now required to complete both a thesis performance and a thesis paper, institutionalizing rigorous academic engagement with their art.
- The SPA's performances during Arts Month attracted elementary school students, who enrolled in SPA upon entering Grade 7, creating a sustainable pipeline of motivated students.

- Teachers became more lenient and supportive once they witnessed the outcomes of national championships, improved communication, and student growth, with some granting academic merits for theater participation.
- Students described the challenge of balancing theater with academics not as a burden, but as a critical life lesson: learning to prioritize appropriately at the right time rather than seeking perfect balance.

C. DepEd Policy Changes

The SPA program within DepEd has been progressively institutionalized during the KIYO period:

- A one-hour daily specialization period was established for SPA students from Grade 7.
- Leadership training and workshops were integrated into the SPA program.
- Classroom improvements (TV and air conditioning) were secured for SPA-designated rooms.
- Grade 10 thesis requirements were formalized, setting a new standard for SPA completion.

D. Community and Family Impact

Family relationships and community engagement evolved significantly across the program period:

- Initial family resistance (concern over burnout, missed household duties) gave way to pride and active support as families witnessed tangible results, medals, national championships, and confident, articulate children.
- Students began inviting families to performances, building stronger intergenerational bonds around shared artistic experience.
- Advocacy plays (“TOKAT” on HIV awareness; Piso at Bandila on heroism and national identity; Pikonis on electoral awareness) created community dialogue on sensitive social issues.
- Students reported that younger community members and peers began to view SPA as aspirational, with enrollment demand rising year-on-year.

IV. Most Significant Changes Identified

After group discussion, participants identified the following as most significant across levels:

YTO: Bayan Sining Ensemble	SPA Students: Orani National High School
Personal: Patience and Perspective The ability to understand diverse stakeholder viewpoints and sustain efforts in the face of institutional, political, and logistical challenges.	Personal: Confidence and Independence The transformation from shy, pandemic-affected students to articulate, nationally recognized performers and advocates.

Participants attributed this directly to KIYO's structured engagements with peers across regions.	
Organizational: Teamwork and Collaboration The shift from individual talent-based participation to collective, workshop-driven ensemble practice. Participants noted this would not have been possible without KIYO-facilitated workshops.	School: Designated SPA Building and Thesis Requirement Physical infrastructure and academic formalization as evidence that the program is institutionally embedded.
LGU: Cultural Recognition and Partnership The LGU's evolving recognition of theater as advocacy rather than mere entertainment, evidenced by formal accreditation, inclusion in local development planning, and budget support.	Community: Theater as Platform for Social Issues The use of plays (Tokat, Piso at Bandila, Piconess) to engage communities on HIV awareness, heroism, and electoral responsibility, producing measurable attitudinal changes in student and community audiences.
Community: Cultural Preservation through Theater The Cantora and Tantora projects, which documented and revived local traditions through performance, were identified as the most lasting community contribution.	Legacy of PETA: Gold Mine and Generate Festivals The opportunity to perform on PETA's stage, interact with theater communities nationwide, and carry those experiences back to Orani was cited as PETA's most lasting contribution to SPA.

V. OECD-DAC Evaluation Summary

Criterion	YTO / Bayan Sining Ensemble	SPA Students — ONHS
Relevance	Theater-based advocacy is highly relevant to Orani's youth context; symbolism-based plays allow sensitive issues to be addressed without direct confrontation.	Theater is the preferred and most effective platform for expressing social issues, according to all participants. The SPA curriculum is a strong contextual fit.

Coherence	Bayan Sining integrates across LYDO, NCCA, People's Council, and school-based partners, demonstrating coherence across local systems.	SPA program coheres with DepEd's MATATAG curriculum and broader school activities; occasional tension between specialization and academics managed over time.
Efficiency	Workshop-based auditions and structured CBL planning improved organizational efficiency. PETA's training accelerated what would have taken much longer independently.	PETA-provided equipment (lapels, speakers) enabled higher production quality; workshops were well-organized and impactful even in short formats (2-day intensives).
Effectiveness	The organization grew from 30 to a team-based model; registered as CSO; influencing LGU policy and planning, clear evidence of effectiveness.	National championships, Special Jury Citations, and institutionalized school policies reflect strong program effectiveness.
Sustainability	Plans include collaborations with Teatro Peninsular, Tanghalan, and regional theater networks; People's Council support; NCCA partnership. Main risk: leadership transition.	LGU support, donation slips, DepEd infrastructure, and a growing student pipeline provide a strong sustainability base. Main risk: loss of PETA mentorship.
Impact	LGU recognition of theater as advocacy; cultural documentation of local traditions; measurable shifts in community attitudes on elections and governance.	Safe spaces created for gender inclusion; elementary students inspired to enroll in SPA; community audiences exposed to social issues through advocacy plays.

VI. Sustainability Assessment

Youth Theater Organization (YTO) — Bayan Sining Ensemble

- Formalize partnerships with Teatro Peninsulares (BPSU), Tanghalan, and regional theater groups through Memoranda of Agreement and action plans.
- Continue LYDO and People's Council engagement to access municipal budget allocations for productions.
- Sustain NCCA partnership for cultural documentation and production

funding.

- Conduct organizational workshops internally to transfer KIYO-learned skills (life skills, planning, advocacy) to junior members.
- Explore film and digital platforms as additional venues to extend audience reach and secure online donations.
- Develop an internal leadership pipeline through mentorship by senior members before they transition out.

SPA Students — Orani National High School

- Leverage DepEd institutionalization (designated building, thesis requirements, specialization period) as the program's structural backbone.
- Sustain production through donation slips, LGU logistical support, and school-based funding for events like Arts Camp.
- Continue recruitment pipeline by performing at elementary schools during Arts Month.
- Pursue online fundraising through the SPA's social media page for community donation drives.
- Maintain connections with PETA-affiliated networks for continued mentorship and collaboration opportunities.

VII. Key Voices from Participants

The following quotes capture the spirit of the FGD discussions:

Quotes	
<i>"With or without KIYO, we can survive, but KIYO was the instrument that helped us expand and improve faster than we could have on our own."</i>	BSE Senior Member
<i>"The talent is there. But talent alone is not enough. You need discipline, and you need life skills. That is what KIYO gave us."</i>	BSE President (Nard)
<i>"Balancing theater and academics is not about a perfect scale. It is about choosing the right time to value one over the other, and I learned that through SPA."</i>	SPA Student (Byron)
<i>"Once my family saw my growth, my confidence, my awards, they started supporting me. Now I invite them to every performance."</i>	SPA Student (Jacob)
<i>"We use symbolism so the audience forms their own understanding. We do not tell them what to think, we open their minds."</i>	YTO Founding Member

VIII. Conclusions and Recommendations

The FGD affirmed that the KIYO program has generated substantial and multi-level impact in Orani, Bataan. Both the YTO and SPA participants demonstrated clear movement along the Artist-Advocate continuum — from individual artistic development to collective advocacy and institutional engagement. Theater proved to be not only a culturally resonant medium but also an effective vehicle for rights awareness, civic participation, and personal empowerment among youth.

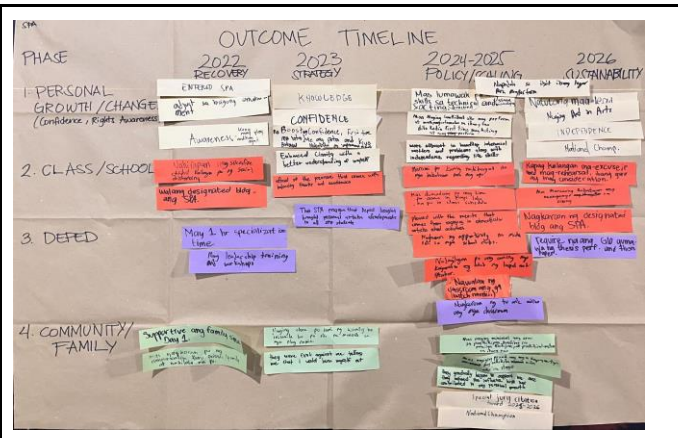
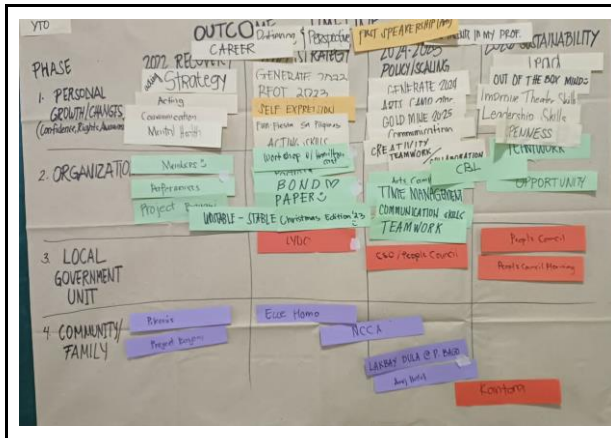
The program's contribution is most evident in: (1) the institutionalization of the Bayan Sining Ensemble as a legitimate CSO with LGU standing; (2) the embedding of theater arts as a structured DepEd specialization with growing infrastructure and policy support; and (3) the cultivation of a generation of young artist-advocates who are applying life skills, patience, communication, and perspective well beyond the stage.

Recommendations were as follows:

- Document and disseminate the Bayan Sining Ensemble model as a replicable community-based youth theater organization framework for other PETA/KIYO sites.
- Provide a formal organizational capacity-building module (action planning, partnership management, governance) as an exit package for YTO to ensure post-KIYO operational continuity.
- Support SPA Orani in formalizing its relationship with potential partner organizations (Teatro Peninsulares, Tanghalan) through template MOAs and partnership facilitation.
- Explore documentation of advocacy plays (Pikonis, Kantora, Tokat) as archival resources and educational materials for other youth theater groups.
- Recommend that PETA's successor programs or funders consider SPA and BSE Orani as priority sites for continued support, given the demonstrated depth of institutionalization and youth leadership.
- Encourage LYDO and the municipal government to formalize arts and culture as a line item in local youth development plans, ensuring financial sustainability beyond donor support.

IX. Outputs

OUTCOMES TIMELINE



ANNEX 3. Data Collection Tools

Bidlisiw
Revised KII Guide: Bidlisiw Program Staff
Revised KII Guide: Reach Actors (TVET, Private Sector, & Government)
Revised Evaluation Tool A: Bidlisiw Tracer Study
CYC
KII Guide: Youth Leaders of Partner Organizations
KII Guide: KIYO-CYC Program Staff
KII Guide: Youth Participant who became CYC Staff
KII Guide: Duty Bearers (Sangguniang Bayan)
KII Guide: Kalinga Youth Organization
Revised Tool C: Outcomes Harvesting Workshop (CYC)
PETA
KII Guide: PETA Program Staff
KII Guide: SPA Teachers and Principals
KII Guide for SPA Theater Student Completer
Revised Tool B: Most ignificant Change & Outcomes Harvesting Workshop (SPA Students and BSE-YTO)
Country Office
KII Guide: Country Office

ANNEX 4. List of Stakeholders Consulted

Bidlisiw	
ESWEO Program Staff	February 21, 2026
ESWEO Program Completers	February 23, 2026
UCLM TVI Coordinators	February 24, 2026
Veritacore Human Resource Manager	March 6, 2026
My Advocacy Business Owner/Manager	March 18, 2026
ESWEO Program Non-completers	March 31, 2026; April 13, 2026
CYC	
Director and Program Coordinator	February 21, 2026
Finance Officer	February 28, 2026
Partner Org Leaders who became CYC Staff	February 28, 2026
Leaders from Partner Organization <ul style="list-style-type: none"> ● College Editors Guild of the Philippines (CEGP) ● Innabuyog Gabriela Youth ● Say-ang Arts Collective ● Bahaghari Metro-Baguio ● National Union of Students of the Philippines ● SIBOL/Malayang Tanghalan 	February 28, 2026
Leader from Partner Organization- SAMAKA Kalinga	March 3, 2026
LGU Councilor Education Committee	March 3, 2026
Cordillera People's Alliance (Partner and Mentor)	March 3, 2026
Baguio City Councilor - SK Federation President	March 4, 2026
EmpoWEAR Business Manager	March 5, 2026
PETA	

Orani National High School (SPA Theater Specialist & SPA students)	March 28, 2026
Bayan Sining Ensemble (Youth Theater Organization)	March 28, 2026
Trece Martires City National High School Tarlac National High School	April 13, 2026
Infanta National High School	April 14, 2026

ANNEX 5. Sites Visited

Bidlisiw	
Mandaue, Cebu - Bidlisiw's Office	February 21, 2026
Mandaue, Cebu - Program Completers	February 23, 2026
CYC	
Baguio City - CYC Office	February 28, 2026
Baguio City - Local Government Unit	March 3, 2026
Baguio City - Cordillera People's Alliance (CYC Office)	March 3, 2026
PETA	
Orani, Bataan - SPA Theater Specialist & SPA students, YTO	March 28, 2026

ANNEX 6. Photos/Illustrative Evidence

