

Impact Pathway Analysis and Sustainability Evaluation of Microfinance Projects in Goa, Camarines Sur, Philippines

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ABSTRACT

Due to the remarked efficacy of microfinance on poverty reduction and tenable development, this study evaluated the sustainability of microfinance projects (MPs) implemented by two purposively selected microfinance institutions (MFIs) in Goa, Camarines Sur using both quantitative and qualitative approaches. Impact pathway (IP) analysis showed that MP components were causal in attaining the desired outcomes. Analysis employing the difference-in-difference approach to quantify the economic impact (EI) of the MPs to the household beneficiaries (HBs) revealed an increase in business profitability before and after availing of MP, from 2010-2013. Utilizing MP has 9.80% positive impact to the economic condition of HBs. With the review of outcomes to impact (ROtI) based on IP analysis, it was found out that due to some factors hampering or contributing to the productivity of microfinance operations, the extent of sustainability of the MFIs regarding financial, socio-political and economic aspects are highly likely, while likely for institutional aspects.

Introduction

In present times, the vivid emergence of microfinance has been recognized as a mean for poverty alleviation (PA) and economic growth (EG) (Turnell, 2005). It is because of the challenges brought about by eight Millennium Development Goals (MDGs) as a worldwide attempt to fight chronic poverty (Microcredit Summit Campaign, 2013) and to prove that it affects the lives of the underprivileged.

Microfinance advocates deemed that it generates better employment and allows the marginal sectors to have sufficient financial resources for their daily consumption. It also provides financial stability amidst crises and disasters, emboldens schooling, and empowers the marginalized – especially women (Turnell, 2005). For these reasons, microfinance has been institutionalized in the Philippines under *Republic Act 8425 also known as the "Social Reform and Poverty Alleviation Act."*

Microfinance in Partido district particularly in Goa, the center of commerce and industry in the 4th District of Camarines Sur (Goa Brief Profile, 2014), has significantly contributed to the progress of the community as shown by its impressive gains in the number of members, gross loan portfolio and amount of client savings. In fact, the majority of microfinance institutions (MFIs) have catered the financial needs of more than 61,000 marginalized individuals in the Bicol region (ARDCI NGO Group Inc., 2013) and served more than 50 clients on the locality in a weekly basis (Imperial, Flores, Almazar & Asor, 2014).

The common service offered by the MFIs to their clients is the cash loan which becomes the usual source of capital for small scale businesses. The majority of the MFIs in the municipality are non-government organization (NGO) or are privately owned. Two (2) of the them have been operating for more than 12 years in the locality (Imperial et al., 2014) and some have even made immense strides in uplifting the lives of their household beneficiaries (HBs) for four decades in the region (Baa0 Parish Multi-Purpose Cooperative, 2010).

Because of the timely and intensifying demand for microfinance services, Kondo, Orbeta, Dingcong and Infantado (2008) conducted a study on their impact on rural households in the Philippines. Using the quasi-experimental research design, they reported that the MFIs' programs have mildly significant positive impact on per capita income, total expenditure, and loan availability. Similarly, Tuprio's study in 2014 revealed that in the area examined, MPs have positive impact to the market vendors' monthly income with minimal increase of 6.98%.

Kondo et al. (2008) recommended that for MPs to be effective as a poverty-alleviation tool there is a need to review and constantly monitor the effectiveness of the targeting procedures. As a result, the drawn recommendation by Kondo et

al. (2008) drives this study to evaluate the sustainability of MPs by examining the processes towards its efficiency on PA and wealth creation (WC).

Assessing MPs' constancy also has major relevant implications in education. Information regarding the influence of MPs on clients can serve as baseline data in formulating strategies to improve procedures implemented by the institutions to ultimately increase their yields. Moreover, it can serve as guide to policy-makers in developing programs for MFIs to adopt.

However, despite the evident success and acceptance of microfinance, the insufficiency in substantial evidences attests that MPs have affirmative impacts to their beneficiaries and to the communities they cater (Duvendack, Jones, Hooper, Loke & Rao, 2011). In addition, most evaluations conducted on microfinance's effects suffer from frail methodologies and deficient data (as already argued by Adams & Von Pischke, 1992).

The empirical studies of Crepon (2005), Czura (2010), Duflo (2013), Duvendack et al. (2011), and Tilakaratna (2005) found that microfinance can make an actual transformation in the lives of its beneficiaries. But literatures on quantitative and qualitative evaluation of its impact and sustainability are still scarce and inadequate. Thus, this study was conducted to practically evaluate the project sustainability of selected MFIs employing impact pathway (IP) and Review of Outcomes to Impact (ROtI) approaches.

Literature review

Microfinance's Role in Global and Local Arena

The universal and local communities are confronted with sustainable and inclusive growth concerns thus, requiring vigorous participation of all nations and all

players. To respond to this call, microfinance is given a vital role in PA and WC through its responsible, innovative and effectual practices (Severino, 2013).

According to Roman (2004), thirty percent of the population living below poverty line manage at least two micro-enterprises needing financial utility. Additionally, there are several concerns added to the growth of the microfinance industry in the Philippines.

Impact Assessment and Evaluation of MP

Crepon, Devoto, Dulfo, Esther & Pariente (2011) revealed that MPs have little or no effect on average consumption and other aspects such as health, education, and business. No robust evidence was found claiming that MPs have significant impact on PA and have economic relevance on micro-enterprises as well (Awaworyi, 2014).

Conversely, MPs have an actual positive impact on the lives of the clients particularly to vulnerable and marginalized people with limited access to credit (Dorsey 2012; Obeng, 2011; Kondo et al., 2008). Although minimal, they are found to be of positive effect at 6.98% on the lives of market vendors (Tuprio, 2014). Afrane (2002) also reported that MFIs' interventions have achieved significant improvements in business incomes, life-enhancing facilities, empowerment of women, and PA (Roodman, 2013).

Sustainability Evaluation of MP and MFIs.

To examine the consistency of microfinance, Sijstema (2006) conducted a study using qualitative approach following Cost-Benefit and Multi Criteria Analyses in evaluating the accountability of the project. Addo (2013) also examined the impact of business experience, use of loan proceeds, loan maturity, and profit maximization motive on MFIs' sustainability.

Subsequently, Adongo and Stork (2005) rejected the notion that a lower per capita income of the HBs will hinder the MFIs' financial sustainability (FS). According to Ayayi and Sene (2010), FS requires three main drivers namely, high quality credit portfolio, participation of clientele, and client outreach of the MPs. Furthermore, causality relationship between FS and breadth of reach provides empirical evidence on the improvement and stability of MFIs' projects (Nyamsogoro, 2010). However, the sustainability of MFIs will depend on how the micro-entrepreneurs utilize the loaned amount (LA) that guarantees the MFIs' investment (Guntz, 2011).

The reviewed studies provided significant results regarding the positive impact and interventions of microfinance on PA and on the lives of the underprivileged. However, reliable methodology in microfinance science regarding its sustainability is still scarce and inadequate. Hence, this study bridges this gap by introducing a robust mechanism that analyzes, quantifies, and evaluates impact and viability of MPs in Partido area.

Purpose of the Research

This study aimed to evaluate the sustainability of the MPs of selected MFIs in Goa, Camarines Sur, Philippines. Particularly, it sought to answer the following questions:

1. What are the objectives and indicators of the MPs implemented in Goa, Camarines Sur?
2. How do the project components (PCs) relate to the IP and what are the causal links (CL) of these various components that lead to impact?
3. What is the extent of the EI of MPs on HBs?

4. How much is the overall EI of the MPs beneficiaries in the area?
5. What is the extent of the sustainability of the MPs in terms of
 - a. financial (FA),
 - b. institutional (IA),
 - c. socio-political and economic aspects (SPEA)?

Methodology

Research design

This study employed descriptive research design using quantitative and qualitative methods. Quantitative design was used to empirically measure the extent of EI to the HBs following difference-in-difference (DiD) approach while qualitative design utilized two methodologies namely, IP analysis and ROTI.

Ensuing ROTI, the transformational process applied theory of change (TOC) approach to assess the MFIs' performance in project implementation through an in-depth analysis. PCs' chains are initially identified and gauged as guide for impact and sustainability evaluation (SE).

To deliver a comprehensive understanding in SE, this study used three distinct but complementary analyses, to wit, projected log frame, outcomes-impact and project sustainability analyses.

The key principle underlying the ROTI methodology is that, once the projects' envisioned impacts are assumed and outlined through TOC, it will be more likely to ascertain whether the TOC is realistic. With this, it will be easier to track the impacts delivered by the projects.

Participants

The respondents of this study were the HBs of the two purposively selected MFIs that offer services in Goa, Camarines Sur, namely, Baa Parish Multi-Purpose Cooperative (BPMPC) and Agricultural and Rural Development for Catanduanes, NGO Inc. (ARDCI NGO Inc.). The selection criteria used in choosing the MFIs were: MPs offered, years of operation, performance in providing MPs and number of members who loaned from 2010-2013.

Through stratified sampling, respondents were identified per area where the programs and services of the said MFIs were implemented. Two hundred seven (207) respondents were identified, 108 or 52% of them are ARDCI NGO, Inc. beneficiaries while 99 or 48% are PMPC beneficiaries.

To safeguard the confidentiality of the respondents particularly the indigenous people in data gathering, the researcher initially sought the permission from Mayor's office and the respective offices of the Punong Barangays.

Instrument

The data-gathering tool used was a researcher-made questionnaire validated by three experts using the five-point Likert scale. The instrument was pre-tested to 50 respondents to ensure its reliability.

The tool was divided into three parts: a) socio-demographic profile of the respondents, b) household income before and after availing MP, and c) monthly operating expenses of businesses where loaned amount (LA) was used.

Data Collection and Analysis

Upon the approval of the research proposal, necessary permits were secured from authorities.

Pilot testing was then administered to examine the consistency of the questionnaire to be used. Then, the actual survey was conducted using the validated questionnaire and face-to-face interviews to gather information on financial, institutional, socio-political, and economic activities and interventions of selected MFIs.

The data gathered are analyzed using:

T_1 - T_2 analysis. This evaluated the EI on the respondents using cost and revenue data,

following:

$$(Equation1) \quad I = \bar{X}_{T_2} - \bar{X}_{T_1}$$

where:

I= impact

\bar{X}_{T_1} = previous income records from the company/respondents

\bar{X}_{T_2} = current income data from the respondents

For each time scale (T_1, T_2), net benefits from HBs were calculated employing:

$$(Equation 2) \quad NB = R - OE$$

where:

NB= Net Benefit

R= Revenue, and

OE= Operating Expenses

Aggregated economic impact. This measured the overall impact on households and was calculated following the equation:

where:

AEI= aggregated EI,

THH= total number of household members earning income,

ANI=average net income of household

Desk-based ROTI tool. This was utilized to qualitatively and quantitatively measure the sustainability of the MPs. This tool was used to evaluate, interpret and validate the following:

Table 1

Desk-based ROTI rating matrix.

<i>Outcome Rating</i>	<i>Rating on progress toward causal links</i>	<i>Impact Rating</i>
D: The project's intended outcomes were not delivered.	D: The conditions necessary to achieve CL are doubtful to be met.	Rating "+". Measurable impacts or threat reduction done and documented within the project duration.
C: The outcomes delivered (OD) were not designed to feed into a continuing process after funding.	C: The conditions necessary to attain CL are in place but are not likely to lead to impact.	
B: The OD were designed to feed into a continuing process, but with no prior allocation of responsibilities after funding	B: The conditions necessary to complete CL are in place and have produced secondary outcomes, with fair chance that they will progress toward the intended microfinance impact.	
A: The OD were designed to feed into a continuing process, with specific allocation of responsibilities after funding.	A: The conditions necessary to realize CL are in place and have produced secondary outcomes, with high likelihood that they will progress toward the intended impacts.	

Source: ROTI handbook 2009.

Using the matrix above, the sustainability of the project was measured using the ratings on Table 2.

Table 2.*Overall likelihood of impact achievement rating.*

<i>Highly likely</i>			<i>Likely</i>			<i>Moderately likely</i>		<i>Moderately unlikely</i>		<i>Unlikely</i>		<i>Highly unlikely</i>	
AA	BA	AB	BB	CB	DA	AC	BC	CC	DC	AD	BD	CD	DD
CA			DB			CC+	DC+	AD+	BD+	CD+	DD+		
BB+	CB+	AC+	BC+										
DA+	DB+												

Source: ROI handbook 2009.

Results and Discussion

Objectives and Indicators of the MPs Implemented in Goa, Camarines Sur

The MPs pursued a total of six goals and were gauged with various performance indicators. The data presented link the process of analyzing the impacts with the quantification of the extent of MPs' sustainability. These are the keys in establishing the causality of the PCs.

Examining the various objectives and undertakings implemented by the MFIs is a crucial part of the log frame analysis since these activities provide baseline information that lead to the establishment of causality and changes from outcomes to impacts. Results imply that the projects' objectives are predominantly relevant in warranting the MFIs' envisioned results.

Table 3*Objectives and indicators of the MPs.*

<i>Title of MPs</i>	<i>Objectives of MPs</i>	<i>Indicators</i>	<i>Sources</i>
Damayang Pangkabuhayan (Microfinance) for Self-employed Loans Savings	1. Inculcate the responsiveness of interested borrowers (IB) and regular members (RM) in saving and lending opportunities through micro-entrepreneurship.	Number of conducted ownership meeting	Action Plan, Annual Report
		Number of spearheaded orientation seminar/training for IB	Performance Reports, Statements from Branch Managers
		Number of services/benefits offered by the program Number of various promotional strategies used Additional number of members	
	2. Create distinct opportunity to gain easy access to collateral-free credit that would enable the members to gain additional income.	Number of launched program	
		Loan released	
		Services offered for the IB Improved number of members	
	3. Conduct community services to embolden entrepreneurs to engage in micro financing.	Activities conducted for community development	
		Number of media used to encourage interested borrowers	

4. Increase and sustain the institution's return on investment, operative and quality services through uplifting the members' standard of living.	Loan released, Loan Portfolio, Share Capital Leadership Index, Members' loyalty index Reduced of employee turnover Improved of training program for employees and members Financial Statement of the Institution Improved productivity of employees Advancement/ upgraded system
5. Increase the saving capacity of the members.	Total amount of deposits collected Share capital of the members Improved profit margin of the members
6. Enhance the socio-economic status of the member.	Business profitability where loaned money was used Increased profit margin of the members Average Net Income of the household

Project Component-Impact Pathway Relationship and Its Causal Links

Table 4 highlights the IP framework analysis matrix of MPs offered by MFIs. It can be seen that numerous activities were anchored from the stated MP objectives. Results of different MPs were identified to determine their impacts.

expectations of the institutions based on the performance indicators. These activities generated corresponding outputs that lead to changes such as reduction in unemployment, increase in revenue and awareness in enterprise management (EM). Then, the changes (e.g. decrease in unemployment) were converted to impacts such as wealth creation (WC) and Pathway Analysis (PA).

In outlining the pathway, various activities were conducted to materialize the

Table 4

IP framework analysis matrix of MP offered by MFIs.

<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>	<i>Outcomes</i>	<i>Impacts</i>
Objective 1	Ownership Meeting/ Orientation	Four implemented ownership meetings	Reduction of unemployment, increase in revenue and increase in awareness in EM	Wealth creation and poverty alleviation
	Re-orientation to aspiring regular members	Three conducted re-orientation seminar		
	Financial Literacy Seminar	One spearheaded financial literacy seminar		
	On-site re-orientation on the overdue accounts	Two conducted on-site re-orientation on the overdue accounts		

<i>Objectives*</i>	<i>Activities</i>	<i>Outputs</i>	<i>Outcomes</i>	<i>Impacts</i>
	Recognition to responsible clients	60 members who recognized as the efficient payers		
	Identified and proper livelihood to the area	Three identified fit livelihood program in the area		
	Advertisement campaign	Four marketing and advertising methods used by institutions		
Objective 2	Identified and appropriate livelihood to the area	Three identified suitable livelihood program in the area		
	Recognition to customers	125 members who recognized as the good customers		
	Membership	205 members from this program out of 3, 805 member, 223 from the other		
	New products and services	Five formulated new products and services		
	Agricultural loan and Micro-business Loan	Two for loan, 2 for savings, 2 for savings		
Objective 3	Tree Planting	One tree planting activity spearheaded at Kinahulugan, Lagonoy, Camarines Sur		
	Coop Feeding	One Coop Feeding conducted to encourage the IB		
	Advertisement Campaign	Four marketing and advertising methods used to promote the project		
	Relief operations	One organized aid operations after Typhoon Glenda		
	Medical Mission	One conducted medical mission of one MFI		
	Scholarship program	Five college scholars		
Objective 4	Strategic planning	One spearheaded strategic planning seminar to establish action plan		
	Coordination with government offices and NGOs as partners or cooperating agencies	Five tied-up agencies as partners or linkages		
	Collector's Training	Five conducted training and seminars of 14 staffs of the institution		
	Training and Seminar on Leadership and Personality	Staff regular learning sessions were conducted for their development		
	Product Development Training	36 staff meetings in a year round were conducted		
	Team Building/ Solidarity Activity for Staff			
	Learning sessions with area manager and branch manager			
	Staff Meetings			
Objective 5	Savings and Loan Products	Spearheaded saving and loan product analysis		
	Share Capital Pa-affle	Conducted share capital pa-affle as additional financial assistance to the RM		

<i>Objectives*</i>	<i>Activities</i>	<i>Outputs</i>	<i>Outcomes</i>	<i>Impacts</i>
	Time Deposit Incentive Scheme	Incentives also granted to those members with exemplary performance		
Objective 6	Monitoring and Evaluation of Members' Financial Statement Research Survey	Results of conducted research and survey		

*Objectives overtly presented in Table 3.

To explicate the causality of each component intermediation concluded by the MFIs, MPs' intentions are explicitly stated as the guide of the institutions in implementing activities to achieve desired outcomes and impacts (see Table 5). Eventually, the IP through TOC is employed and the causality of each PC is then examined.

Through this approach, possible confrontational and progressive implications towards the execution of the objectives would likely be engaged in this analysis. This analytical pathway will provide understanding on how the projects would realistically impose interventions aligned with the manifested institutional intentions that will eventually impact their beneficiaries.

Table 5

Project components-impact pathway causal links.

Components	Causal links
Objectives	-Program objectives are the blueprint, guide of the institution in implementing activities, outputs toward desired outcomes and impact.
Activities	<p>↓</p> <ul style="list-style-type: none"> -Various promotional strategies, orientation seminars, and training for IB and members' will inculcate their responsiveness to avail products and services offered (PSO) by the MFI. -PSO by the MFI will provide diverse opportunities for IB in granting financial assistance as their additional capital in collateral free credit. -Collaboration mechanisms of government agencies (GAs), non-government organizations (NGOs) and local communities will establish harmonious relationship in implementation of project-initiated through sustainable natural resource management approaches. -RM will actively engage in savings. -Engaging in MFIs and availing different PSO will scale up the socio-economic status of the members as well as the MPs' sustainability.
Outputs	<p>↓</p> <ul style="list-style-type: none"> -Effective implementation of promotional strategies, orientation seminars, and training for IB and members' inculcated their interest to avail continuously the PSO -IB strongly support the numerous social activities spearheaded by the institution. -RM are actively engaged in savings.
Outcomes	<p>↓</p> <ul style="list-style-type: none"> -Socio-economic status of the members scaled up by availing the PSO by the institution. -The implementation of various activities and results of different outputs will lead to the achievement of results which are the reduction in unemployment, increase in revenue, and upliftment in awareness in enterprise management of beneficiaries. Outcomes are the chief indicators in attaining the intended impacts.
Impact	<p>↓</p> <ul style="list-style-type: none"> Wealth creation and poverty alleviation

Economic Impact of MPs on Household Beneficiaries

An increase in business profitability (BP) of HBs was found before and after availing MPs. However, the impact was minimal at 9.80%. This finding is close to the 6.98% increase determined by Tuprio (2014). This result was possibly caused by the use of LAs by the beneficiaries for personal consumption rather than income generating activities.

Results also revealed that the MPs have a minimal positive impact on the economic conditions of HBs. This result suggests that the HBs have insufficient financial knowledge and experience in profit maximization since 35% of the respondents were not educated.

Table 6
The economic impact of MPs on HBs.

Profitability indicators	Mean values			
	\bar{X}_{T1}^a	\bar{X}_{T0}^b	$\bar{X}_{T1} - \bar{X}_{T0}$	% of increase
Revenue	₱ 11,661.71	₱ 10,039.74	₱ 1,621.97	16.16
Operating Expenses	9,105.00	7,711.28	1,393.72	18.07
Net Income	₱ 2,556.72	₱ 2,328.42	₱ 228.25	9.80

^a \bar{X}_{T1} -BP after availing the MPs.

^b \bar{X}_{T0} -BP before availing the MPs.

Overall Economic Impact (EI) of the MP Beneficiaries in the Area

The aggregated EI in the service area (SA) was ₱ 1, 708, 637.73 which represented the monthly net economic gain generated by the MP on beneficiaries' livelihood activities.

Results showed that the MFIs' projects have substantial impact to the SAs. The findings support the claims of Dorsey (2012), Obeng (2011), Kondo and Orbeta (2008). It was revealed that MFIs' projects have substantial contribution on PA. Correspondingly, these financial interventions are significant in the operations of ventures functioned by the beneficiaries provided that the LAs were invested for

the businesses. The data also showed that implemented MPs could sustain MFIs.

Table 7
Overall EI of the MPs beneficiaries in Goa, Camarines Sur.

Businesses where the LA was used	n	Average monthly net income after availing loans	Total number of household availing	Amount for the month
Live Stock Raising	22	₱ 3,112.27	54	₱ 168,062.73
Eatery	13	2,842.23	31	96,480.45
Bakery	2	2,525.00	9	28,010.45
Household Enterprise	80	1,567.21	194	603,780.91
Tailoring Shop	2	(2,850.00)	6	18,673.64
Computer Shop	4	(2,031.25)	8	24,898.18
Vulcanizing Shop	2	8,450.00	8	24,898.18
Farming	33	3,627.60	78	242,757.27
Fish Vending	8	1,946.25	25	77,806.82
Buy & Sell	8	1,649.94	16	49,796.36
Food Vending	6	2,800.40	18	56,020.91
Dry Goods	1	1,000.00	4	12,449.09
Independent Distributor	2	1,040.00	9	28,010.45
Rice Mill	2	1,665.00	10	31,122.73
Air-conditioning & Refrigeration	1	3,600.00	2	6,224.55
Fruits & Vegetable Dealer	2	7,800.00	10	31,122.73
Tricycle/Boundary	3	2,866.67	9	28,010.45
Burger/Meat Dealing	1	1,800.00	4	12,449.09
Barber Shop	1	6,500.00	6	18,673.64
Funeral Services	1	2,500.00	5	5,561.36
Motorcycle Shop	1	1,900.00	3	9,336.82
Boarding House	4	(140.00)	12	37,347.27
Laundry	1	300.00	4	12,449.09
Copra/Lumber	5	2,070.00	14	43,571.82
Aluminum Fabrication	1	1,000.00	4	12,449.09
Realty	1	9,400.00	6	18,673.64
Total	207	₱ 2,574.67	549	₱ 1,708,637.73

Sustainability of the MPs along Financial, Institutional, Socio-political and Economic Aspects

After the IP and causality of outcomes to impact are analyzed and outlined and EIs are quantified in realizing results, evaluation and analysis of MPs' sustainability completed the research process (see Tables 8, 9, and 10).

Sustainability of MPs along FA.

The evaluation revealed that MFIs are diligently working in achieving the outcomes and expected impacts as manifested by their high quality credit portfolio, financial assets, number of members, and other evidences which serve as the key drivers in maintaining the financial condition of MFIs (Ayayi & Sene, 2010). In this position, it is safe to assume that the MFIs are economically stable.

Results imply that the MFIs have the capacity, resources, and systems to sustain their financial components progressively and due to their outstanding financial condition, MFIs are expected to create impacts to the society. Thus, effective collaboration with national or local bodies will yield to additional investment for institutional, rural and global development.

Sustainability of MPs along IA.

Based on the evaluation established, the MFIs were committed to deliver the desired impacts. However, intermediary drivers might hinder them from achieving their goals due to the occurrence of some issues in their institutional systems. Nonetheless, the conditions necessary for attaining the outcomes and impacts are likely to materialize especially if MFIs improved their systems.

Table 8

Sustainability of MPs along FA.

Project Titles: Damayang Pangkabuhayan (Microfinance) for Self-employed, Loans, and Savings				
Outputs	Outcomes^a Rating (A-D)	Causal Links^b Rating (A-D)	Impact^a Rating (+)	Overall
Membership				
Deposits	B	A		BA
Share Capital				
Assets				
Net Surplus				
	Justification:	Justification:	Justification:	Interpretation
	MFIs explicitly provided and presented evidence designed to attain the outcomes but with no prior allocation of responsibilities for the delivery of outcomes.	Methods for achieving sustainability and its causality were very likely for these projects.	In spite of sound outputs and outcomes, there is possibility of impacts' attainment but not yet documented.	Highly Likely

^a.Outcomes and impact statements explicitly shown in Table 4.

^bCausality presented in Table 5.

Table 9*Sustainability of MPs along IA.*

Project Titles: Damayang Pangkabuhayan (Microfinance) for Self-employed, Loans, and Savings				
Outputs	Outcomes^a	Causal Links^b	Impact^a	Overall
	Rating	Rating	Rating	
	(A-D)	(A-D)	(+)	
Strategic planning seminar per year	B	B		BB
School and LGU activities sponsorship				
GAs and NGOs tied up				
Attended and conducted training and seminars for staffs				
Staff regular learning sessions				
	Justification:	Justification:	Justification:	Interpretation
	MFIs committed likelihood outputs to deliver the outcomes progressively. However, intermediary drivers might hinder the causality.	The conditions of institutions might produce and achieve moderate likelihood of progress towards envisioned impacts due to challenges brought by internal factors.	The room for improvement and enhancement is necessary due to some factors not removed or unmet.	Likely

^aOutcomes and impact statements explicitly shown in Table 4.^bCausality presented in Table 5.

The data indicate that in sustaining the MPs, institutional productivity is also a significant aspect to consider because of its function as a catalyst in achieving the appropriate objectives of an organization. Without the efficacy of this element, MFIs' operations will not be likely effective.

Sustainability of MPs along SPEA.

Evidences clearly showed that MFIs are socio-politically and economically committed in achieving the preferred outcomes to sustain the attainment of the

desired impacts. The anticipated results were accomplished because of community involvement endeavors and other factors.

However, the conditions of institutions in this aspect might produce possible moderate progress because of inconsistent widespread implementation of social services and other socio-civic involvement engagements.

Results show that through the support of GAs and NGOs outsourced by the institutions, MFIs will be able to continuously provide benefits to their members, deliver various social services and cater socio-

Table 10*Sustainability of MPs regarding SPEA.*

Project Title: Damayang Pangkabuhayan (Microfinance) for Self-employed, Loans, and Savings				
Outputs	Outcomes^a	Causal Links^b	Impact^a	Overall
	Rating	Rating	Rating	
	(A-D)	(A-D)	(+)	
Scholarship Grants	A	B		AB
GAs and NGOs tied-up as partners or linkages				
Medical mission				
Relief operations				
Tree planting activity				
Feeding program				
Share Capital Pa-Raffle				
Incentives scheme				
Savings and loan products analysis				
	Justification:	Justification:	Justification:	Interpretation
	Evidence provided by the MFIs overtly shown the socio-political and economic commitment to achieving the outcomes and designed to sustain the attainment of desired impacts.	The conditions of institutions in this aspect might produce and attain moderate likelihood of progress towards envisioned effects.	Scaling up and out not yet achieved.	Highly Likely

^a*Outcomes and impact statements explicitly shown in Table 4.*^b*Causality presented in Table 5.*

political and economic growth for their projects. This finding is in consonance with Addo's (2013) claim that the performance of MFIs is very significant to EG of their stakeholders and to their MPs' sustainability as well.

Conclusion and Recommendations

Analyses revealed that MFIs tracked six objectives, gauged with various performance indicators. Tracing the pathway, MFIs produced numerous activities with corresponding outputs which helped in the achievement of their outcomes and impacts.

Increase in BP at 9.80% of HBs before and after availing MPs was found. The aggregated EI in the SA was ₹ 1,708,637.73 which shows that the MPs have substantial significant impact on the EG of the area considered though there was only an observed marginal increase in BP. The evaluation revealed that MFIs were persistently working in achieving the outcomes and expected impacts along financial, institutional and SPE aspects for sustainable MPs.

The MPs' objectives served as the blueprint of MFIs in realizing their projects to facilitate the financial necessities of the poor. The issues of chronic poverty and malnutrition defined the purposes of MFIs' projects. However, because of the challenges brought by ecological concerns and ASEAN integration, MFIs will be pushed to revisit and update their goals in order to incorporate the implications of corporate social responsibility which will respond to the needs of their beneficiaries for inclusive rural, national, and global growth.

The increase in BP of the HBs before and after availing MP was minimal. This marginal rise is commonly observed for MFIs that offer financial credit to self-employed business enthusiasts who are not knowledgeable on how to maximize the LA and to restrain expenses unnecessary for business operations. The issues of HBs in using LA will drive MFIs to provide training on simple bookkeeping, accounting, and business planning to raise HBs' awareness on EM and proper LA utilization for BP. The establishment of operational monitoring and evaluation schemes of HBs' economic condition after availing the LA will be an avenue for MFIs to administer suitable programs relevant to PA, WC, and MPs' sustainability.

The economic benefits of MPs' operation, represented by the HBs' aggregated EI, reflect the potential value of the MPs on PA and WC in the SA as well as to national and worldwide transformation.

Based on the Keynes (1936) theory, Krugman (2007) deemed that the optimal economic performance could be achieved and economic slumps can be prevented by influencing aggregate demand and operating economic intervention policies by the government. Thus, the results of this study can help encourage the policy-makers to draft a memorandum of agreement between the LGU-Goa and MFIs concerning the MPs' implementation for PA and WC to ensure sustainable rural development.

The sustainability of MFIs regarding FA and SPEA is highly likely. However, based on the evaluation conducted, along institutional and management issues, MPs will attain extensive sustainability if institutional efficiency and resource governance are highlighted. The lack of advanced technology for security and upgraded system for RIM was the primary issue that will test the veracity of MFIs' decision-making units. Necessary equipment must be secured for safe keeping and RIM upgrading system. The lack of staffs' training will vitalize the MFIs' human resource division to develop employee-training plan to warrant the quality of services to their clientele.

Most of the SEs were commonly performed for environmental projects spearheaded by GAs and NGOs. Limited studies with innovative methodology were conducted in the Philippines ascertaining the impacts of MFIs using TOC and SE with ROTI. This study applied desk-based ROTI that relies on existing projects' documentation and KIs' reports. The desk-based assessment approach with cost and time efficiency was utilized, but consequently, it sacrifices some of the quality and quantity of information on the project's outcomes-impact pathways that can be achieved with the field-based ROTI.

For further and future direction of this study, field-based ROTI that employs a variety of information collection methods, including working sessions with project executants and KIs, will be applied. Visits to project field

sites will be conducted to verify findings not covered by the existing literature of this study to address the problems encountered.

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