



Success And Failure: The Case Of DOLE Integrated Livelihood Program (DILP) Beneficiaries In Tarlac Province

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Abstract: The researcher utilized qualitative case study to analyze the beneficiary of DILP under the group category in the Province of Tarlac. This research explores the success and challenge faced by the beneficiaries of the Department of Labor and Employment Integrated Livelihood Program or DILP focusing on livelihood projects under 30 groups. Through interviews and analysis, the study structured support, government partnership and interventions, and skill-building initiatives impact cooperative resilience, financial stability, and market adaptability. Case studies reveal that while many groups achieved sustainable livelihoods through innovative market strategies and active community involvement, others struggled with internal coordination, competitive pressure, and resource limitation.

The research identifies best practices of the success beneficiaries, such as regular training, adaptive business model and stronger market linkages, to support sustainable growth. Meanwhile The study proposes to the prevailing problems encountered by the beneficiaries such as ongoing skill development, improve monitoring and flexible financial options can enhance the efficacy of DILP initiative and promote long-term community empowerment. Findings of this study contribute valuable insights for public administration and cooperative development, emphasizing strategic support for inclusive growth.

Key words: DILP, Livelihood, DOLE, Groups, Beneficiaries, Success, Failure, Government

1. INTRODUCTION

Poverty is still a major global issue that requires concerted efforts to address. According to the global Multidimensional Poverty Index in 2023, 1.1 billion people out of 6.1 billion live in acute multidimensional poverty in 110 countries, reflecting over 18% or five out of every six are poor. Recognizing its critical importance, the United Nations (UN) established the Sustainable Development Goals (SGDs) in 2015. With the aim of fostering inclusive and equitable development across the globe. The 17 goals, SGD 1 – “End poverty in all its form where” – takes center stage in addressing the fundamental issue of economic disparity, social exclusion and, deprivation that afflict millions of people worldwide. In the Philippines, 24% of the population of 25.24 million people remains poverty. Many governments have established numerous livelihood programs to combat poverty and enhance the lives of their constituents. These government livelihood programs play an important role in giving assistance and possibilities to those living in poverty. These initiatives seek to empower individuals and families to rise out of poverty by providing financial assistance, skills training, and job placement services.

Furthermore, these initiatives frequently contain steps to address specific issues confronting underprivileged populations, such as women, youth, and rural areas. Government can lower inequality and promote social participation by offering specialized support and assistance to these underprivileged persons.

In Ghana, beneficiaries saw an improvement in their living conditions after four years, while rural poor, particularly in northern areas, continued to suffer. To boost the success of each program, a holistic strategy is necessary, concentrating on free health insurance, basic and secondary education to teach useful skills, strong governance to avoid money diversion and empowering women and girls (Debrah 2018).

However, the outcomes of these projects vary. In the Philippines, for instance, initiatives such as the Universal Access to Quality Tertiary Education Act have been introduced to improve access to education, providing individuals with the skills and opportunities they need to progress their economic standing. Similarly, Ghana's Livelihood Empowerment Against Poverty (LEAP) project seeks to financially empower the extremely poor, increase school attendance, reduce infant mortality, and build and empower local economies.

In addition, the Department of Labor and Employment (DOLE) has been at the forefront of initiatives aimed at sustainable livelihood development and poverty alleviation. Among these leading programs includes the DOLE Integrated Livelihood Program or DILP, designed to deliver assistance and support to marginalized individuals and communities by offering entrepreneurial support and livelihood opportunities (Velza et al., 2022). In Tarlac Province, where seriocomic challenges persist, the implementation of the DILP has significant impact to the overall improvement of the quality of the life and economic development of the beneficiaries.

However, like other programs, the DILP initiatives also encountered challenges and difficulties in its implementation. Within this program, projects are categorized under two (2) statuses: operational and non-operational. Operational project status means, the beneficiaries effectively implemented the livelihood projects and demonstrated a capacity to sustain their livelihood given by the DOLE. The beneficiaries demonstrated a strong commitment to the goals of the program, which includes generating consistent income ensuring resources efficiency and maintaining business operation. While non-operational projects status means the beneficiaries are no longer operational and showing signs of mismanagement or non-compliance with DOLEs guidelines. Despite receiving financial and technical assistance, have failed to maintain a functioning livelihood or enterprise.

Tarlac Province, located in Central Luzon, is distinguished by its abundant agricultural resources and lively culture heritage. Nevertheless, Tarlac Province, like other rural areas in the Philippines, confronts enduring obstacle related to poverty, unemployment, and a lack of basic services. Tarlac is also home to diverse communities, including those facing economic challenges such as farmer, parents of child laborers, Indigenous People (IP) and all disadvantaged workers. These marginalized individuals and groups have received trainings, such as Entrepreneurial Development Training or EDT, financial aids, and starter kits to start livelihood ventures through the DILP. The implementation of the DILP in the Tarlac Province assumes critical significance as it seeks to address the complex needs of its constituents and catalyze inclusive growth at the grassroot level.

The achievements of the beneficiaries of the DILP in the Tarlac Province provides evidence of the DOLE's successful efforts to enhance and improve the lives of disadvantaged communities. Over the years, the program has produced positive feedback in Tarlac where beneficiaries have been able to be empowered by the livelihood opportunities offered (User, 2014). For instance, a DOLE intern in Apayao successfully transitioned from program beneficiaries to frontline employee, represented that the DILP has transformational impact (DOLE Apayao Inter Turned Frontliner, 2023).

The success of social protection systems that seek to elevate society's most disadvantaged members frequently determines how far we get on the road to sustainable development. The wide range of components that make up social protection, as Le de haan (2022) explains, includes social insurance, social assistance, and services that improve human capital like health and education. Among them, non-contributory social transfers and other forms of social assistance have grown in importance as government programs aimed at helping the poor. When it comes to combating social isolation and encouraging revolutionary change in communities, these initiatives are just as important as they are for improving material well-being. This research explores the influence of social assistance programs on livelihoods in Tarlac Province by looking at the success stories and problem encountered by the DILP beneficiaries. It offers insights into the comprehensive and transformational potential of these interventions. Using this perspective, the research hopes to show that the

DILP has helped Tarlaqueños build sustainable livelihoods and become more integrated into society, proving once and for all that well-planned social protection and livelihood programs work.

The DILP beneficiaries' experiences provide proof that the DILP has not only provided them with economic opportunities, but also equipped them with the necessary skills and knowledge to sustain their business as well as improve their financial well-being. By thoroughly analyzing these success stories, individuals may get significant insights into the transformational power of the DILP and its effectiveness in addressing the challenges of poverty and marginalization in Tarlac Province.

Moreover, the careful examination conducted in this study provides a more comprehension of the socio-economics consequences of the program. It highlights not just the increase in income but also the overall improvement and development in the beneficiaries' quality of life. Also, the assessment provides clear insights on the long-term efficacy and sustainability of the livelihood initiatives and their support and contribution to community improvement.

Despite this, it is commendable that DILP beneficiaries in Tarlac had such great achievement. It is essential to take into consideration perspective that are dissimilar to one another on the viability and efficiency of such programs.

Critics argue that although DILP seems to have achieved impressive results in certain areas, there is insufficient comprehensive date and long-term impact assessments to substantiate these assertions. Without extensive monitoring and evaluation, it is difficult to tell how much of the program's performance and whether the positive effects are sustainable in the long run.

One of the most notable concerns is that these programs often fail to produce viable long-term solutions. It is possible that the influence and effect of livelihood programs are confined to temporary improvement of the beneficiaries if larger problems such as access to healthcare, education and infrastructure are not addressed.

2. METHODOLOGY

The objective of the study is to analyze and narrate the success and failure stories of DILP beneficiaries at DOLE Tarlac Field Office. First, it narrates the situation of the beneficiaries under group category in the Province of Tarlac.

It is based in the study of lice experiences, regarding an event, from respondent's perspective. Second, it determines the best practices of DILP beneficiaries in Tarlac Province. The proposed measures to solve the prevailing problems experienced by the DILP beneficiaries. Lastly, to identify the implications of the study of Public Administration.

The participants of the study compose of thirty (30) beneficiaries under the group category in the Tarlac Province.

Finally, to gather the necessary data needed in the study, the researcher used documentary analysis, questionnaires, and interview to ensure the sufficiency of data to obtain meaningful study results.

3. RESULTS AND DISCUSSION

This chapter shows the data gathered in this research. The answers to the questions promulgated in the study are analyzed, interpreted, and are presented.

1. Determined the best practices of DILP beneficiaries in Tarlac Province

Table 6 presents the best practices of the DILP beneficiaries under the group category in Tarlac Province.

Table 3
Best Practices of Success Beneficiaries

List of Respondents	Factors
Caturay Lantern and Handicrafts Marketing Cooperative	<ul style="list-style-type: none"> • Government bidding participation. • Financial assistance and; • High product quality
New Salem Women's Organization	<ul style="list-style-type: none"> • Product diversification (meat and vinegar), and • Adaptation to local resources
Mutya Ayson Women's Group	<ul style="list-style-type: none"> • Expansion of services • Resilience to competition, and; • Support from LGU
Anao-Moncada-Paniqui Tricycle Transport Service Cooperative	<ul style="list-style-type: none"> • Internal purchasing policy • Strategic location • Competitive edge in local market
Pag-Asa Youth Association of the Philippines (PYAP)	<ul style="list-style-type: none"> • Government partnerships • perseverance amid market challenges
Capas Organic Farmers Producers Cooperative	<ul style="list-style-type: none"> • Centralized produce sales support from DOLE and LGU • Limited market expansion
San Clemente Women's Association (SCWA)	<ul style="list-style-type: none"> • Strategic location • Online marketing expansion and; • Community engagement
Gerona Tricycle Operators Driver Federation Inc. (GTODFI)	<ul style="list-style-type: none"> • Shift to rice retailing, • Barangay-based distribution strategy, and; • Adaptability to market
Federation of Senior Citizens Association of Pura (FSCAP), Inc.	<ul style="list-style-type: none"> • Strategic use of facilities, • Product diversification, and; • Support from LGU (facility).
Pagbiagan Multipurpose Cooperative	<ul style="list-style-type: none"> • Resourceful partnerships, • Diversified income streams, and; • Consistent support from government agencies
Capas Active Parents Association	<ul style="list-style-type: none"> • Distributed sales strategy • Resilience to competition and; • Rapid turnover of stock
Association of Persons with Disabilities	<ul style="list-style-type: none"> • Product expansion (T-shirts and mugs), • Strong community partnerships, and; • Marketing support from LGU
Pure Patling Zumbanatics Association	<ul style="list-style-type: none"> • Adaptive market strategy • Consolidated project locations, and;

	<ul style="list-style-type: none"> • Innovative sales approach
Samahang Ilokano Pilipinas Inc.	<ul style="list-style-type: none"> • Business efficiency, • Financial management skills • Continuous training and capacity building
Samahang Magsasakang San Roque, Rizal, Poblacion Inc	<ul style="list-style-type: none"> • Perseverance, community and; support, expanded product offerings
Linao Kababaihan Association	<ul style="list-style-type: none"> • Consistent productivity improvements, commitment to enhancing marketability through packaging and labeling
Samahang Kababaihan ng Camiling	<ul style="list-style-type: none"> • Grassroots marketing approach, local sales through door-to-door distribution, resilience to resource limitations
Tiny Bubbles Association	<ul style="list-style-type: none"> • Product focus shift, decentralized sales strategy with individual DIY sets, • Adaptability to demand
DREAMERS	<ul style="list-style-type: none"> • Community support, dedicated production facility • Business knowledge sharing through local schools

The success of the DILP in empowering local organizations across Tarlac has been notably shaped by various strategic practices employed by its beneficiaries. The analysis of these cases highlights several best practices that were instrumental in ensuring business sustainability, growth, and resilience within the context of local economies.

A key element that emerged from the research is the importance of government support and financial assistance as foundational factors for initiating and sustaining operations. Beneficiaries like the Caturay Lantern and Handicrafts Marketing Cooperative and the Federation of Senior Citizens Association of Pura (FSCAP), Inc., leveraged government grants and support to establish their presence in the market and ensure consistent product quality. The initial capital from DOLE, often supplemented by LGU assistance, enabled these organizations to acquire equipment, materials, and locations critical to launching and stabilizing their operations. Such support reflects the integral role of institutional funding in empowering community-driven initiatives.

Another recurring best practice is product and service adaptation to meet evolving market demands. Organizations such as the New Salem Women's Organization and GTODFI showcased strategic adaptation by diversifying their product lines to capitalize on local resources and consumer preferences. This adaptability enabled them to expand beyond their initial offerings, sustaining their revenue streams and addressing emerging market opportunities. This practice highlights how the capacity for innovation and responsiveness to local needs can drive long-term viability for community-based enterprises.

Internal policies and strong cooperative frameworks also proved crucial for ensuring organizational cohesion and member engagement. For example, the Anao-Moncada-Panuqui Tricycle Transport Service Cooperative implemented a unique internal purchasing policy, requiring members to exclusively buy motor parts from their cooperative's store. This approach not only bolstered internal venue but also strengthened the collective commitment of members to the cooperative's success. Such policies illustrate how well-structured internal governance can create self-sustaining economic models, fostering both income stability and a sense of shared purpose within cooperatives.

Additionally, adoption of digital and decentralized scales strategies allowed some groups to extend their market reach and enhance consumer engagement. The SCWA and Tiny Bubbles Association, for instance, incorporated social media and decentralized scales methods, such as distributing DIY product sets to members, to reach wider audiences beyond local markets. These innovative approaches underscore the relevance of technology and flexible sales frameworks in broadening access to products and catering to the growing demand for digital engagement in business.

Finally, community and organizational support networks emerged as pivotal factors in overcoming operational challenges and fostering resilience. Organizations such as DREAMERS and the Association of Persons with Disabilities benefited significantly from community partnerships and LGU support, which provided them with facilities, training, and local endorsement. These support networks not only contributed to immediate operational needs but also established a foundation for long-term growth by reinforcing the organizations' social capital and collective empowerment.

2. Proposed Measures to solve the prevailing problems experiences by the DILP beneficiaries.

Table 4
Proposed Measures

Prevailing Problems	Measures	Objectives	Strategies	Responsible Agency	Expected Measures
Lack access to Digital Literacy	Conduct annual workshop such as digital marketing, financial management and; innovative business practices	Enhance beneficiaries; business resilience and adaptability	Introduce building skill session covering: <ul style="list-style-type: none"> market trend analysis online platform utilization, financial management product/service innovation 	<ul style="list-style-type: none"> DOL E, DOL E – Tarlac FO and; LGU 	Improved Business growth and stability, expansion of market reach, strengthened financial management, enhance ability to adapt to market shifts.
Non-continuous monitoring	Implement a structured quarterly monitoring and reporting system	Ensure continuous project alignment, accountability and timely problem resolution	Conduct quarterly assessments of financial stability, operational challenges, project progress, and training need. Shares reports with DOLE, identifying achievements and issues for collaboration resolution	<ul style="list-style-type: none"> DOL E – Tarlac FO and; LGU 	Improved project accountability, timely support for emerging issues, alignment with DOLE standards, and strengthened long-term success of livelihood initiatives.
Lack of community Engagement and Involvement	Establish strong connections with local and	Enhance reach and sustainability of DILP	Organize community events, trade fairs, and product showcase; collaborate with	LGUs, in collaborating with the DILP beneficiaries	Increased visibility, customer base and

	regional markets	beneficiaries' products	cooperative to build customer loyalty	under group category	the economic stability of DILP projects, leading to sustainable livelihoods.
Lack of Support for diversification of Business Ventures	Diversify livelihood options aligned with local strengths and cultural products	Boost economic sustainability and reinforce local identity	Promote region-specific items such as: <ul style="list-style-type: none"> “walis tambo” in San Clemente Scent and Perfume production in Anao and; Bamboo craft in San Jose. 	• DOL E – Tarlac FO and; <ul style="list-style-type: none"> • LGU 	Enhance income for beneficiaries, increased appeal to tourist, stable market demand, and strengthened community pride.

The proposed measures to solve the prevailing problems encountered by the DILP beneficiaries is to enhance business resilience and adaptability among DILP beneficiaries, annual workshops should be introduced to cover vital skills such as digital marketing, financial management, and innovative business practices. These sessions would provide beneficiaries with the tools analyze market trends and optimized their strategies, allowing them to stay competitive.

By practicing in regular skill-building programs, beneficiaries would gain practical knowledge on how to expand their reach through online platforms, manage finances efficiently, and innovate their services or products in response to market shifts, fostering growth and stability in their businesses.

Moreover, such workshops could also create networking opportunities with industry experts and other entrepreneurs, which would help beneficiaries establish valuable connections and partnerships. Emphasizing practical exercises and real-world scenarios during these workshops could make the skills more relatable and applicable. Adopting these measures across all regions would promote a standardized yet adaptable approach to skill development, ensuring that DILP beneficiaries nationwide are prepared to meet evolving market demands with confidence and resilience.

In addition, improve accountability and support for DILP beneficiaries under the ACP modality, The LGUs should implement a structures quarterly monitoring and reporting system. These assessments should evaluate each group's financial stability, operational challenges, progress in project goals, and training needs. By conducting regular check-ins, LGUs can identify any emerging issues early on, ensuring that beneficiaries remain on track and have access to necessary resources.

Each quarterly report should be shared with the DOLE, highlighting both achievements and challenges. This collaborative oversight not only helps keep the livelihood projects aligned with DOLE standards but also facilitates rapid response to issues such as skill goals, market challenges, or resource shortages. This approach mirrors successful strategies from other regions that emphasize the importance of continued mentorship and accountability, enabling DILP projects to adapt and succeed over time.

To further strengthen the sustainability of DILP beneficiaries, DOLE and LGUs should consider introducing more flexible financial assistance options, such as low-interest loans, flexible repayment terms, or grant extensions during periods of market downturns or unforeseen challenges. These measures will provide much-needed relief to beneficiaries, enabling them to continue their operations without the pressure of immediate financial constraints. By allowing for such adaptability, these financial programs will empower

groups to weather economic difficulties and adjust their business strategies while safeguarding long-term viability and growth potential. This approach can significantly improve the resilience of livelihood projects.

Likewise, strengthening the Market Linkages by establishing strong connection with local and regional markets can greatly enhance the reach and sustainability of DILP beneficiaries' products. LGU can play key role by organizing community events, trade fairs and product showcase, as well as by collaborating with cooperatives to help build a loyal customer base. For example, the Pabiagan Multipurpose Cooperatives of San Manuel, Tarlac gained visibility through LGU and other government Agencies trade fairs and secured regular buyers by partnering with local distributors, demonstrating how strategic market linkages and promotional support can drive cooperative success and economic stability. Lastly, strategize to diversify livelihood options in alignment with local strengths and cultural products could be introduced. The DOLE and LGUs may prioritize the production of region-specific items, enhancing local identity and economic sustainability. For instance, promoting "walis tambo" in San Clemente leverages its local heritage, while scent and perfume production in Anao builds on the area's natural resources. In San Jose, bamboo craft such as "alkansya" and other bamboo-based items could be encouraged, offering sustainable alternatives aligned with the area's resources.

This diversification strategy not only caters to local demands but also positions these products to attract the attention of tourists visiting Tarlac. By capitalizing on Tarlac's tourism appeal, these products gain increased visibility, potentially fostering stable market demand and community pride, while also generating more income for beneficiaries and expanding their reach beyond local borders.

3. Implications of the study to Public Administration

The experiences of community-based organizations across Tarlac highlight the transformative impact of effective public administration on local economic development and empowerment. Through targeted financial and operational support from agencies such as the DOLE and LGUs, these groups leveraged public resources to enhance their livelihoods. The Caturay Lantern and Handicraft Marketing Cooperative exemplifies this potential, using government grants and training to establish a successful craft business that benefited its members and showcased community talent.

However, the challenges faced by groups like the Hardinero Agriculture Cooperative underscore the complexities involved. Despite receiving substantial funding, external factors such as adverse weather and internal conflicts hampered progress, illustrating that financial support alone is insufficient. Public administrators must also foster leadership, provide adaptive strategies, and address logistical and infrastructural gaps to ensure sustained success.

Flexibility and resilience were key themes across many cases. For example, the Anao-Moncanda-Paniqui Tricycle Transport Service Cooperative pivoted from selling motor parts to rice retailing in response to market demand, ultimately finding renewed success. This adaptability highlights the importance of market-responsive public support. Conversely, internal disputes with the Timmaguab Pottery Association stalled their progress, demonstrating the need for strong governance and leadership training alongside financial aid. Infrastructure and logistical challenges, as seen in the Capas Organic Farmers Producers Cooperative, further emphasize the role of public administrations in creating environments conducive to business growth. The resilience of groups like the Capas Active Parents Association, who navigated market competition, illustrates how public support can foster determination and adaptability.

In sum, these narratives show that public administrator's role extends beyond providing resources; it must also build organization capacity, offer strategic flexibility, and address community needs comprehensively. Success hinges on holistic support, strong leadership, and market adaptability, empowering communities to thrive despite challenges. This approach can drive sustainability development and lasting positive change.

Conclusions

The following conclusions were based on the findings of the study:

1. The role of LGUs was instrumental in assisting various groups, from securing requirements to connecting them with agencies like DOLE for much-needed funding and resources.
2. Many groups cited limited access to resources like technology, equipment, or affordable raw materials as barriers that affected their productivity and business continuity.
3. Programs like EDT were invaluable in enhancing members' skills in business management, marketing, and financial planning, essential for sustaining and growing their enterprises.
4. Groups that maintained collaborative relationships with government agencies, NGOs, and other support organizations generally saw more sustained growth and stability in their business, illustrating the lasting value of these partnerships.
5. All groups benefited significantly from DOLE's livelihood programs, receiving essential equipment, tools, or initial capital to start their enterprises, which helped them build towards financial independence.

Recommendations

Based on the conclusions of the study the following recommendations were drawn.

1. The LGU and DOLE may provide continuous, specialized training that are essential to equip beneficiaries with robust business management, marketing, and financial planning skills. Tailored capacity-building initiatives should include advanced workshops on financial literacy, digital marketing, and adaptive business strategies, particularly for cooperatives facing challenges from market fluctuations and competition. Such programs can also focus on upskilling cooperative members in innovative approached and emerging technologies, enabling them to remain resilient in evolving market conditions.
2. The LGU and DOLE may develop a systematic monitoring and evaluation framework is recommended to assess the effectiveness and progress of livelihood projects over time. This framework should involve regular performance audits and feedback mechanisms to identify operational bottlenecks and determine whether the provided resources meet beneficiaries' needs. Effective evaluation will help adapt strategies promptly, reduce the risks of business closures, and enhance the projects' accountability and transparency for long-term viability.
3. The beneficiaries may collaborate with government agencies, non-governmental organizations, and private sector entities that provide cooperatives with opportunities to diversify their market access, secure additional resources, and expand their business networks. Strategic partnerships can also facilitate shared knowledge and innovation, which are crucial for business sustainability. Partnerships with academic institutions may offer research-based insights on market trends and innovative practices, thereby equipping cooperatives to navigate industry challenges effectively.
4. Given the challenges some groups face in adapting to modern terms, it is recommended that the future livelihood initiatives incorporate technology into business process. This could include digital platforms for marketing to expand customer base.
5. In cases where livelihood are constrained by limited access to raw materials, it is recommended that the LGU and DOLE may explore ways to facilitate better supply chain management for the beneficiaries. This could include partnership with suppliers or the establishment of cooperative for bulk purchasing.
6. It is recommended that government programs foster long-term engagement from beneficiaries by offering incentives for sustained participation. This could include access to advance grants, additional technical support and enhancement or expansion for the groups that consistently meet the business goal.
7. It is recommended that financial literacy programs aside from EDT be integrated into livelihood training, focusing on budgeting, bookkeeping and financial planning to help the beneficiaries manage the group's finances efficiently and ensure long-term financial stability.
8. The DOLE and LGU may organize meetings where the groups/beneficiaries can connect with other business and industry experts for fostering a collaborative and support environment. These meetings will not only allow groups/beneficiaries to share knowledge and resources but also provide opportunities for partnership and potential collaboratives.
9. It is recommended to ensure a methodical selection of target beneficiaries who can fully engage in and benefit from training and livelihood opportunities. Additionally, continuous skills training programs should be developed to address the specific skill preferences and gaps of participants, such as those

identified in food and beverage, culinary arts, and technical services. Cultivating and entrepreneurial mindset among beneficiaries is essential for long-term success encouraging innovation and self-sufficiency. Strengthening partnerships with LGUs and NGOs will further enhance support, funding, and training resources to increase the viability of these livelihood initiatives. (Villanueva et al., 2021).

10. It is recommended to prioritize participatory planning where affected community members, such as fishers, actively contribute to decision-making. This will ensure that recovery initiatives are aligned with locals need and capabilities, enhancing program relevance and effectiveness. Additionally, fostering a strong sense of ownership within the community for these programs is essential to maintain commitment and accountability (Sacramento & Gege, 2019).

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