

# **Sustainable Integrated Area Development Framework**

## **Putting the Framework into Operations: A Guidebook**

### **Philippine Partnership for the Development of Human Resources in Rural Areas**

#### **PhilDHRRA Mindanao Region**

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# Table of Contents

Acknowledgement .....	iv
Preface .....	v
About the Guidebook .....	vi
Acronyms .....	vii
Executive Summary .....	ix
Summary Matrix of Intervention .....	xv
<b>I. SIAD as a Rural Development Framework .....</b>	<b>1</b>
Evolution of SIAD .....	2
Key Concepts of SIAD .....	5
Why SIAD and What Makes SIAD Different .....	8
<b>II. Operationalization of SIAD in Different Contexts .....</b>	<b>10</b>
Sustainable Integrated Area Development in an Ancestral Domain Claim Area As Operationalized by KAPWA Upliftment Fdn., Inc. ....	11
Operationalizing SIAD in a Group of Barangays .....	22
The Balay Mindanao Experience	
Operationalizing SIAD Framework in a Group of Barangays .....	26
The XAES Experience	
Operationalizing SIAD in a Municipal Context .....	41
The PhilDHRRA Mindanao Experience	
Putting SIAD into Operation in a Municipality .....	52
The IPHC and LGU Partnership	
Sustainable Integrated Area Development in a Provincial Context .....	60
As Operationalized by the CSDO – SC	

<b>III. Key Steps and Processes of SIAD</b> .....	69
<b>VI. Synthesis Framework</b> .....	78
<b>References</b> .....	82
<b>Appendices</b> .....	83
<b>Appendix A.</b> EO No.1, Series of 2002: “Creation of Barangay Monitoring Team of Barangay New Corella, Davao del Norte.” .....	84
<b>Appendix B.</b> AO No.2, Series of 1999: “Creation of Municipal Technical Working Group for the Implementation of SIAD for the Municipality of Montevista”. .....	85
<b>Appendix C.</b> MOA re: SIAD Implementation purposely for the Issuance Of an Executive Order for the Formalization of SIAD MTWG”. .....	86
<b>Appendix D.</b> MOA re: Promotion and Implementation of SIAD in Barangay New Corella, Davao Del Norte. ....	89
<b>Appendix E.</b> News Update: “New Corella SIAD wins RP Gawad Galing Pook Award” .....	92

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# Preface

This SIAD Guidebook represents the experiences and practices of the NGOs that implemented projects and programs using the Sustainable Integrated Area Development strategy and were supported by the Lutheran World Relief since 1995. The result is a collection of information on the processes undertaken in keeping faith with the strategy to achieve the goals and objectives of development.

The Guidebook provides insights from the experiences of PhilDRRA in its engagement with the Municipality of Montevista, Balay Mindanao in a group of 7 barangays in Gingoog City, Coalition of Social Development Organizations of South Cotabato in the province of South Cotabato, Xavier Agriculture Extension Service in its engagement with a group of 12 barangays in the Municipalities of Ipil and R. T. Lim and Kapwa Foundation, Inc. in its engagement with the Bagobo Tagabawa in Mt. Apo Natural Park and the engagement of the Institute of Primary Health Care (IPHC) with the municipal government unit of the municipality of New Corella in Davao Province .

The Guidebook is a contribution to the limited knowledge resources by supplementing already available books, manuals and training materials on SIAD developed by government and non-governmental resource institutions engaged in community-based development programs.

It is hoped that the Guidebook will contribute to further understanding and articulation of SIAD to drive implementation of more programs and projects using SIAD as a development strategy and translate local development goals and priorities to effectively respond and give more meaning of improving quality of lives of our local communities.

# About the Guidebook

This Guidebook is designed as reference material for community-based civil society organizations, development planning practitioners, development program and project managers or individuals who are involved in development work at the barangay, municipal or provincial levels.

The Guidebook drew insights from the experiences of 5 non-government organizations in Mindanao that were specifically identified by PhilDHRRA and LWR because it was relatively easier to access documents on SIAD experiences from these organizations because they were long-term partners of LWR. Most of these organization are also member of PhilDHRRA except for Balay-Mindanao. But Balay-Mindanao is not a stranger to PhilDHRRA. Many of the prime-movers of Balay-Mindanao Foundation, Inc. were previous personnel of PhilDHRRA.

There was very limited time spent for the preparation of this Guidebook. This was the reason why a consultation was convened last December 18 and 19 to validate the information provided by this Guidebook. The consultation validated most of the information provided by this Guidebook, but above all, it gave more insights and ideas on how to improve this Guidebook.

Many of the ideas documented in the Guidebook are not new. Innovations from the original ideas were made possible through the actual operationalization of SIAD framework.

Throughout the Guidebook, we continuously refer to the term “operationalization” of SIAD to avoid confusions. SIAD is a development framework, it is not a project or a program being implemented on the ground. In implementing community-based projects or programs, SIAD framework is being operationalized.

This Guidebook was inspired by the many experiences of NGOs and POs. Unfortunately, we are not able to put these experiences all together in this Guidebook.

The Guidebook is organized into the following parts:

- 1) SIAD as a Development Framework
- 2) Executive Summary
- 3) Operationalization of SIAD in Different Contexts
- 4) Key Steps at the Community Level

PhilDHRRA considers the SIAD Development Framework as a work in progress. It is dynamic to be able to respond to the needs and opportunities in the changing environment. This Guidbook is an attempt to document concrete experiences by looking at SIAD operationalization in 5 different context. This Guide Book is open for further improvements.

## ACRONYMS

<b>ADM</b>	- Area Development Manager
<b>ADSDPP</b>	- Ancestral domain Sustainable Development Protection Plan
<b>AFMA</b>	- Agriculture and fisheries Modernization Act
<b>AFMPs</b>	- Agriculture and fisheries Modernization Plans
<b>AFRIM</b>	- Alternate Forum for Research in Mindanao
<b>AIP</b>	- Annual Investment Plan
<b>ALVADEV</b>	- Allah Valley Development Program
<b>ANGOC</b>	- Asian NGO Coalition
<b>ATs</b>	- Agricultural Technicians
<b>BDC</b>	- Barangay Development Councils
<b>BDPs</b>	- Barangay Development plans
<b>BFAT</b>	- Barangay Farmer Agri-Technician
<b>BHWs</b>	- Barangay Health Workers
<b>BIADP</b>	- Barangay Integrated Area Development planning
<b>BMFI</b>	- Balay Mindanao Foundation Inc.
<b>BNS</b>	- Barangay Nutrition Scholars
<b>BTC</b>	- Barangay Tribal Council
<b>BTWG</b>	- Barangay Technical Working Group
<b>BVAWs</b>	- Barangay Volunteer Agricultural Workers
<b>CADC</b>	- Certificate of Ancestral Domain Claim
<b>CADT</b>	- Certificate of Ancestral Domain Title
<b>CARP</b>	- Comprehensive Agrarian Reform Program
<b>CARL</b>	- Comprehensive Agrarian Reform Law
<b>CAVH</b>	- Community Animal Health Volunteers
<b>CBFMA</b>	- Community Based Forestry Management Agreement
<b>CLUP</b>	- Comprehensive Land Use Plan
<b>CLOAs</b>	- Certificate of Land Ownership Awards
<b>CMPD</b>	- Comprehensive Municipal Development plan
<b>CO</b>	- Community Organizing
<b>COSMAG ZAMPEN</b>	- Consolidated Small Mango Growers of Zamboanga Peninsula
<b>CPAR</b>	- Peoples Congress for Agrarian Reform
<b>CRS</b>	- Catholic Relief Services
<b>CS CCSD</b>	- Civil Society Counterpart Council for Sustainable Development
<b>CSDO</b>	- Coalition of Social Development Organizations
<b>CSOs</b>	- Civil Society Organizations
<b>CVO</b>	- Civilian Volunteer Organizations
<b>DA</b>	- Department of Agriculture
<b>DENR</b>	- Department of Environment and Natural Resources
<b>DOLE-BRW</b>	- Department of Labor and Employment Bureau of Rural Workers
<b>EBDC</b>	- Expanded Barangay Development Council
<b>EIA</b>	- Environmental Impact Assessment
<b>EO</b>	- Executive Order
<b>EMDC</b>	- Expanded Municipal Development Council
<b>FAO</b>	- Food and Agriculture Organization
<b>GAD</b>	- Gender and Development
<b>GDP</b>	- Gross Domestic Product
<b>GNP</b>	- Gross National Product
<b>IP</b>	- Indigenous People
<b>IPAS</b>	- Protected Areas System
<b>IPHC</b>	- Institute of Primary Health Care
<b>IPRA</b>	- Indigenous Peoples Rights Act
<b>IRA</b>	- Internal Revenue Allocation
<b>Kapwa</b>	- KAPWA Upliftment Foundation Inc.
<b>LAMPCO</b>	- Lawaan Multi-Purpose Cooperative
<b>LCE</b>	- Local Chief Executive Officer
<b>LGA</b>	- Local Government Agencies

<b>LGC</b>	- Local Government Code
<b>LGU</b>	- Local Government Unit
<b>LWR</b>	- Lutheran World Relief
<b>MARBEMCO</b>	- Monkayo Agrarian Reform Beneficiaries Multi-Purpose Cooperative
<b>MAO</b>	- Municipal Agricultural Officer
<b>MAO</b>	- Municipal Agriculture Office
<b>MBN</b>	- Minimum Basic Needs
<b>MCDP</b>	- Municipal Comprehensive Development Plan
<b>MICADEV</b>	- Mt. Matutum Integrated Conservation and Development
<b>MMPL</b>	- Mt. Matutum Protected Landscape
<b>MOA</b>	- Memorandum of Agreement
<b>MPDC</b>	- Municipal Planning Development Coordinator
<b>MPDO</b>	- Municipal Planning Development Officer
<b>MRDP</b>	- Mindanao Rural Development Program
<b>MTC</b>	- Municipal Tribal Council
<b>NCIP</b>	- National Commission on Indigenous Peoples
<b>NDC</b>	- National Development Council
<b>NEDA</b>	- National Economic Development Authority
<b>NGO</b>	- Non-Government Organization
<b>NIPAS</b>	- National Integrated Protected Areas Systems
<b>PA 21</b>	- Philippine Agenda 21
<b>PAC</b>	- Provincial Access Center
<b>PAO</b>	- Provincial Agriculture Office
<b>PASU</b>	- Protected Area Superintendent
<b>PCSD</b>	- Philippine Council for Sustainable Development
<b>PDC</b>	- Provincial Development Council
<b>PEF</b>	- Peace Equity Foundation
<b>PO</b>	- Peoples Organization
<b>PRA</b>	- Participatory Rural Appraisal
<b>PSSD</b>	- Philippine Strategy for Sustainable Development
<b>RA</b>	- Republic Act
<b>RDC</b>	- Regional Development Council
<b>RIED</b>	- Roxas Mountain Range Integrated Environment Development
<b>SB</b>	- Sangguniang Bayan
<b>SCFI</b>	- South Cotabato Foundation Inc.
<b>SEC</b>	- Securities with Exchange Commission
<b>SIAD</b>	- Sustainable Integrated Development
<b>SOCSARGEN</b>	- South Cotabato & Sarangani Province, General Santos City
<b>SOME Tech</b>	- Soil Optimization Maximization Extension - Technology
<b>SP</b>	- Sangguniang Panlalawigan
<b>TARBEMCO</b>	- Tapia Agrarian Reform Beneficiaries Multi-purpose Cooperative
<b>TIED</b>	- Tantangan Integrated Enterprise Development
<b>TriFED</b>	- TriPARRD Federation of Agrarian Reform Beneficiaries Cooperatives
<b>TriPARRD</b>	- Tripartite Partnership for Agrarian Reform and Rural Development
<b>TriPUD</b>	- Tripartite Partnership for Upland Development
<b>TWG</b>	- Technical Working Group
<b>UNCED</b>	- United Nations Conference on Environment and Development
<b>VAWC</b>	- Violence Against Women
<b>WCARRD</b>	- World Conference on Agrarian Reform and Rural Development
<b>WTO</b>	- World Trade Organization
<b>XAES</b>	- Xavier Agricultural Extension Service

## Executive Summary



In December 18 and 19, PhilDHRRRA Mindanao convened a consultation as a venue to discuss SIAD and validate the documented cases compiled in this Guidebook. In that consultation, one of the participants raised a question as why SIAD, a poverty reduction framework failed to influence NGOs implementing poverty reduction initiatives in the country.

Among the feedback pointed out by participants is the fact that many NGOs, even among PhilDHRRRA members, have misconceived notions about SIAD as an over-arching approach to poverty reduction and rural development. Many NGO leaders believe that SIAD is only relevant if programs, projects or initiatives can mobilize larger resources so that those can cover a broad and major rural development issues such resource tenure, natural resource management, productivity, enterprise and market linkages, etc. More so, it can cover larger geographic areas involving larger number of communities.

In addition, opportunities for the continued SIAD discourse among NGO workers have been limited. Even within PhilDHRRRA network itself, discussions about SIAD as its framework in rural development have diminished as the network find more difficulties in mobilizing resources for building capacity of members in putting SIAD into operation.

The National Economic Development Authority, the lead agency of the Philippine Council for Sustainable Development (PCSD) has slowly abandoned its role in pushing for the implementation of PA 21 and in providing policy guidelines for national government agencies and local government units to implement.

Thus many local government chief executives have become less interested in forging partnerships with NGOs on sustainable development.

But despite the seeming absence of opportunities for further utilizing SIAD as a development framework, many NGOs in Mindanao continue to enrich SIAD by putting in into operations and in guiding the development initiatives on the ground.

The experiences compiled in this guidebook has proven that SIAD framework is useful even at the barangay level. This is contrary to earlier perception that SIAD is difficult to put into operation because:

- a) it requires considerable amount of financial, human and technical resources; and that
- b) it can only be implemented in a larger geographical area and broader context to achieve its promised impact;

The experiences of CSDO have shown that, yes, putting SIAD into operation at the provincial level would require significant amount of resources. But such requirements can be achieved by integrating and coordinating independent, separate and uncoordinated initiatives of NGOs at the different levels of the province.

CSDO as a consortium of different NGOs and POs became the mechanism for integration and coordination of various initiatives under one development framework, that is SIAD.

The initiatives of XAES and BMFI have also shown that SIAD framework can be put into operation even at the barangay level, and then replicated and expanded to cover amore barangays.

The PhilDHRRA Davao Cluster of member-NGOs (MDC, IPHC, Kapwa) utilized similar principle of putting SIAD into operations through an integrative and coordinative efforts between and among NGOs. The integration and coordination mechanism was provided by PhilDHRRA Mindanao secretariate which directly engaged with the municipal government of Montevista.

On a similar plane, the experience of IPHC has shown us, that a relatively larger NGO with better access to funding resources can single-handedly and directly engage a municipal government to put SIAD into operation in a municipality.

Kapwa has provided a unique and perhaps, one of the very few experiences in putting SIAD into operation within a Certificate of Ancestral Domain Title (CADT) area of the Bagobo Tagabawa indigenous community within the protected are of Mt. Apo Natural Park.

### **Points of Entry**

As pointed out earlier, and as shown by the cases presented here in this guidebood, development initiatives may put SIAD as a framework into operation at any geographic level of operations or in any type of project or program intervention.

SIAD point of entries could be defined into two major groups of concerned, a) geographic scope or coverage; and b) type of interventions. Where scope means a geographic area and type of intervention means, problems and issues that are being addressed.

### **Scope:**

- 1) Barangay
- 2) Group of Barangays
- 3) Municipality
- 4) Congressional District
- 5) Ancestral Domain Title/Certificate
- 6) Gulf
- 7) Bay
- 8) Valley
- 9) Protected Area
- 10) Major Watershed
- 11) Province

### **Type of Interventions**

1. Resource Tenure Improvements/ Improving access to natural productive resources

2. Natural Resource Management
3. Productivity, Enterprise, Micro-finance and Market Linkaging

In utilizing the SIAD framework, NGO experiences as documented in this guidebook have addressed broad rural poverty issues which can be summarized as follows:

1) Access of the rural poor to the natural productive resources

- Security of tenure over the lands that farmers cultivate
- Access to coastal and fishery resources
- Security of the indigenous peoples of their ancestral lands and their domain

2) Natural Resource Management

3) Productivity, Enterprise and linkages to markets

4) Cut-across issues

- Gender Issues
- Health issues
- Capability-building
- Policy Advocacy

The first 3 issues involves improving access and tenure status of the rural basic sectors, farmers, fisherfolks and indigenous peoples. SIAD advocates believes that there can never be a meaningful effects and impacts in engaging farmers and fisherfolks in economic activities - productivity, enterprise and linking rural poor to markets - if farmers, fisherfolks and indigenous peoples community continue to be denied of their rights to own the land they till and access to the natural productive resources such as the coastal and fishery resources and in instituting security of indigenous peoples over their ancestral lands.

Thus, many of the NGOs utilizing SIAD as a development framework are working with agrarian communities, fisherfolks and indigenous communities in an effort to accompany these communities at achieving the goals of development.

### **Security of Tenure and Improving Access to Natural Productive Resources**

Improvements in the tenurial security of farmers on the lands they till continue to be key feature in rural development and poverty alleviation goals of NGOs and civil society organizations in Mindanao. Despite the implementation of agrarian reform program of government, agrarian reform as a social justice and a rural economic development policy measure has not been fully realized.

In addition, farmers who have received marginal and less productive lands are confronted with problems of capital and shortage of technical and extension support to develop their lands (back) into a more economically productive levels.

In 1997, the Indigenous Peoples Rights Act (IPRA, Rep. Act No. 8371) was passed into law. The law recognizes ownership held by indigenous peoples in the form of ancestral lands and domains. It authorizes the delineation of indigenous peoples' areas and the issuances of

evidences of titles called Certificates of Ancestral Land Title (CALT) or Certificates of Ancestral Domain Title (CADT). It also recognized a limited form of self determination for communities within ancestral domain allowing the State to recognize customary laws for the settlement of conflicts.

Kapwa and the Bagobo Tagabawa experiences in asserting indigenous peoples domain over their ancestral lands is among one of the most inspiring experiences in the Philippines. A Certificate of Ancestral Domain Title was finally issued to the Bagobo Tagabawa people in a territory inside Mt. Apo Natural Park.

Although, this guidebook was not able to include an experience in improving access of fisherfolk communities to coastal and fishery resources, many of the initiatives with fisherfolks involved community-based coastal resource management approach where SIAD framework is very much relevant and useful, utilizing co-management agreements with DENR and LGUs, fisherfolks become the primary mechanism at the forefront of sustainable management.

### **Natural Resource Management**

The cases presented here also showed that in putting SIAD into operation, one must place importance on efforts at protecting forest lands, watersheds, sustaining agricultural land use, conserving coastal resources, marine biodiversity and critical marine habitats and in promoting better resource management practices and introduction of sustainable utilization management practices.

Degraded and marginalization of agricultural lands, loss of forest cover and bio-diversity, soil erosion and siltation affect productivity, water sources, irrigation facilities, damage coastal resources and contribute to poverty.

SIAD promotes community-based management structures where men and women farmers, fisherfolks and indigenous peoples play important roles as frontliners in the protection and conservation of these natural endowments.

NGOs support a range of activities to conserve the environment covering the uplands, lowlands, and the coastal areas in collaboration with relevant national agencies, LGUs, and peoples' organizations and communities.

### **Interventions in Productivity, Enterprise and Market Linkaging**

These interventions becomes meaningful if tenure status of farmers, access of fisherfolks to coastal and fishery resources and indigenous peoples rights over ancestral lands are secured. When security of tenure and access of farmers, fisherfolks and indigenous peoples over these natural productive resource, motivations for productivity under sustainable agriculture, agr-forestry, aqua-silvi and other sustainable livelihood approaches and strategies are greatly enhanced.

Productivity, enterprise and market linkaging efforts may at the beginning becomes the entry point by NGOs, but with SIAD as a framework, one will never lose sight at the

importance of improving security of tenure and access of the poor to these productive resources.

## **Cut-across Issues**

### **Gender and Development**

SIAD promotes equal status and rights of men and women within a society. Gender equality means that women and men experience equal conditions for realizing their full human rights, and have the opportunity to contribute to and benefit from national, political, economic, social and cultural development.

Gender refers to the socially differentiated roles, characteristics and expectations attributed by culture to women and men. It is created, produced, reproduced and maintained by social institutions. It is a set of characteristics that identifies the social behavior of women and men and the relationships between them.

One of the most undesirable effects of dysfunctional gender relation is that it puts women and men in constant struggle with each other. The result of this struggle is known as gender issue.

SIAD utilizes UNESCO's "Gender Mainstreaming" strategy in addressing gender and development issues as "a strategy for making women's as well as men's concerns and experiences an integral dimension of...the policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated (Mainstreaming Gender and Development Planning: Framework and Guidelines National Economic and Development Authority (NEDA) and National Commission on the Role of the Filipino Women (NCRFW). 2002)

### **Community Health Needs**

The state of the national healthcare system is not exactly in the pink of health. It ranked 60th out of 61 countries polled in terms of healthcare in the 2006 World Competitiveness Survey.

SIAD addresses health needs of communities by promoting and implementing community based health programs. The community-based health approach is founded on the principles of self-reliance, building upon the local people's initiatives and promotion of available resources for health including proven traditional medicine. It is meant to respond to the health problems in poor communities and enable the people to take care of their own health needs.

Most common among initiatives of NGOs in primary health initiatives is linking health concerns to agricultural production, thus in many initiatives on the ground include production of vegetables to improve nutrition and cultivation of known plants and herb species that serves as traditional medicine for generations.

In addition, NGOs put prime importance of prioritizing communities' access to potable water to eliminate waterborne diseases such as amoebiasis, giardiasis, etc. Level 2 Potable Water

Systems installed in the communities have not only reduced cases of waterborne disease but also alleviate burdens of women and children who have traditionally assumed the task of fetching water for drinking, dishwashing as well as for household requirements from distant and unsafe sources.

Also, NGOs assist local governments in enhancing capacities of health units in implementing community-based health programs. NGOs also provide capacity-building interventions to local health workers, e.g. barangay health workers and barangay nutrition volunteers.

### **Capability-building**

There are wide ranges of capability building needs and activities required by communities, peoples organizations and development workers at the different stages of development and many levels of the organizations and in various types of interventions that are being implemented. Capacity building interventions varies from conceptual, technical, managerial, administrative, coordinative, facilitative and leadership skills.

### **Local Policy Advocacy**

Policy advocacy efforts are very important component in the SIAD framework. One of the key agenda is to institutionalize processes and mechanisms that would ensure sustainability of initiatives while providing favourable environment for SIAD initiatives to thrive and grow.

These efforts have been mostly directed at local government units. But in larger policy issues involving national scope, many of the NGOs and peoples' organizations participate in national mobilizations after such national issues are understood and that implications to the local initiatives are clarified and understood.

The following table is a summary of the various facets of NGOs involved in operationalizing SIAD as presented here in the guidebook.

## Summary of Intervention Matrix

Areas of Concerns	CSDO	PhilDHRRRA	Kapwa Upliftment	BMFI	IPHC	XAES
Context	Province- wide intervention	Municipality	Ancestral Domain within Mt. Apo Natural Park	Contiguous Group of Barangays	Municipality	Contiguous Group of Barangays
Pre-Operationalization	<ul style="list-style-type: none"> <li>• Various NGOs and POs</li> <li>• Various Local Initiatives</li> <li>• Offshoot of LGC 1992</li> </ul>	<ul style="list-style-type: none"> <li>• TriPARRD, TriPUD Experience in the 6 barangays</li> <li>• With organized ARB POs</li> <li>• 11 Point Development Agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Previous Engagements: Mt. Apo Natural Park PAMB, Makilala, Magpet</li> <li>• Kapwa core competence in upland tenure and technology for the restoration of the uplands</li> </ul>	<ul style="list-style-type: none"> <li>• Experience in Barangay Patrocinio, Claveria, Misamis Oriental (1<sup>st</sup> brgy of BMFI)</li> </ul>	<ul style="list-style-type: none"> <li>• Previous sectoral engagements in health and livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>• Post resource tenure improvement, agrarian reform and integrated social forestry</li> </ul>
Point of Entry	<ul style="list-style-type: none"> <li>• Coalition building and partnership</li> <li>• unifying efforts &amp; resources</li> <li>• mainstreaming local development agenda and having an effective lobby</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership with the LGU</li> <li>• Up-scaling experiences in 6 barangays</li> </ul>	<ul style="list-style-type: none"> <li>• IEC the new R.A. 7586, local governance and tenure in a natural park</li> </ul>	<ul style="list-style-type: none"> <li>• Upscaling and replicating the experience in Barangays patrocinio, Claveria, Misamis oriental</li> <li>• Establishment of partnership with the city government through signing of MOA, series of consultations with the offices of CPDO, DA, ENRO, DILG that includes program in the city council</li> </ul>	Partnership with LGU	<ul style="list-style-type: none"> <li>• Local agricultural development</li> </ul>
Initiator	<ul style="list-style-type: none"> <li>• SCFI</li> <li>• Mahintana</li> <li>• MDFI</li> <li>• Justice and Peace</li> <li>• CSDO (SCFI Mahintana and JP are the lead agencies for the different clusters).</li> </ul>	MDC IPHC	<ul style="list-style-type: none"> <li>• Kapwa Upliftment Foundation Inc.</li> </ul>	<ul style="list-style-type: none"> <li>• NGO and city government</li> </ul>	IPHC	XAES

Mechanisms for SIAD Operationalization	<ul style="list-style-type: none"> <li>• CSDO</li> <li>• Geographic Program Clusters</li> <li>• Member NGOs</li> <li>• Member POs</li> <li>• Provincial/MB LGU</li> <li>• PAMB Mt. Matutum Protected Landscape</li> <li>• PAMB Allah Valley Watershed</li> <li>• PAMB SBPS</li> <li>• SOCKSARGE N Area Development Project Board</li> <li>• Multi-Sectoral Forest Protection Committee</li> <li>• Lake Holon</li> <li>• Conservation and Eco Tourism Council</li> </ul> <p>Within CSDO-SC structure:</p> <ul style="list-style-type: none"> <li>• Program Management Committee (PMC)</li> <li>• Project Implementation Team (PIT)</li> <li>• AVLADA</li> <li>• Membership</li> </ul>	<ul style="list-style-type: none"> <li>• PhilDHRRRA Davao Cluster</li> <li>• Municipal LGU</li> <li>• Municipal Technical Working</li> <li>• Municipal Planning and Development Office</li> <li>• Municipal Agriculture Office</li> <li>• POs</li> <li>• Barangay Technical Working group</li> <li>• Municipal Federation of Barangay POs</li> <li>• Cluster of Barangays</li> <li>• DA – MRDP</li> <li>• DAR - ARCDP</li> <li>• LWR</li> <li>• Municipal Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Unified Bagobo Tagabawa</li> <li>• Municipal Tribal Council</li> <li>• Barangay Tribal Council</li> <li>• Tribal Technical Working Group (for CADT application and ADSDPP preparation)</li> <li>• Mt. Apo PAMB/DENR</li> <li>• Municipal LGU through the Municipal Planning and Development Office (MPDO) and the Municipal Agriculture Office (MAO)</li> <li>• Barangay LGU</li> <li>• Barangay Development Councils</li> </ul>	<ul style="list-style-type: none"> <li>• Barangay Development Councils</li> <li>• Pos/Coops</li> <li>• LWR</li> <li>• DENR</li> <li>• CAPP-SIAD (EU/EC)</li> <li>• City LGU of Gingoog</li> <li>• City Agriculture Office</li> <li>• DILG</li> </ul>	<p>LGU, MTWG, BTWG, Expanded MDC, Expanded BDG, Barangay PO, Municipal Federation of POs, BMT, PMC, People's Congress, MSAFA, BSAFA, SEED, Municipal Business, Coalition ABC, LGU,</p>	<ul style="list-style-type: none"> <li>• Barangay POs/Cooperatives</li> <li>• Organizations of Small Mango growers</li> <li>• Organization of Small Dairy Goat Milk Producers</li> <li>• Barangay Development Councils</li> <li>• Municipal Agriculture Office</li> <li>• Municipal Association of Community Animal Health Volunteers</li> <li>• Provincial Association of Community Animal Health Volunteers</li> <li>• Department of Agriculture-Regional Field Unit 9</li> <li>• Western Mindanao Agricultural Research Center</li> </ul>
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	to Municipal Development Councils <ul style="list-style-type: none"> <li>Membership to PDC &amp; RDC as CSDO-SC</li> </ul>					
Partner Donors	<ul style="list-style-type: none"> <li>PACAP</li> <li>FPE</li> <li>Dole Philippines</li> <li>PEF</li> <li>LWR</li> <li>Manus Unidas</li> <li>JBIC</li> <li>DA UDP EU</li> <li>Peace and Equity Foundation</li> <li>Dole Philippines</li> </ul>	<ul style="list-style-type: none"> <li>LWR</li> <li>MRDP</li> <li>DAR ARCDP</li> <li>GAA-IPHC</li> <li>Ford Foundation</li> <li>CIDA-LGSP</li> </ul>	<ul style="list-style-type: none"> <li>Ford Foundation</li> <li>CRS</li> <li>German Development Service</li> <li>FPE</li> <li>CIDA-LGSP</li> <li>LWR</li> <li>Abanse Pinay</li> <li>Water for the World</li> <li>Schmitz stiftung</li> <li>Broderick Delen</li> <li>GTZ - PRCTM</li> </ul>	<ul style="list-style-type: none"> <li>LWR</li> <li>EU/EC</li> </ul>	<ul style="list-style-type: none"> <li>AHI</li> <li>GAA</li> <li>PhilGer Fund</li> <li>Hirota &amp; Friends Fund</li> <li>DMSF – Community Medicine</li> <li>Local Sponsorship Program</li> <li>ERDA</li> <li>PDAP</li> </ul>	<ul style="list-style-type: none"> <li>LWR</li> <li>Heifer International</li> <li>DA RFU 9</li> <li>DAR WMCIP</li> <li>IFAD</li> </ul>
LGU Contributions	<ul style="list-style-type: none"> <li>Cash or in kind contributions (counterpart)</li> <li>Support legislations like Provincial Environment Code</li> </ul>			<ul style="list-style-type: none"> <li>capacity building</li> <li>Construction of infrastructure As reflected in the BDP</li> <li>Support on the resource tenure improvement by prioritizing the implementation of the CBFMA (thru the Environment and Natural Resource Office)</li> </ul>		
<b>Key Interventions</b>						
Resource Tenure Improvements	<ul style="list-style-type: none"> <li>PACBRMA</li> </ul>	<ul style="list-style-type: none"> <li>Agrarian Reform</li> </ul>	<ul style="list-style-type: none"> <li>CADT</li> </ul>	<ul style="list-style-type: none"> <li>CBMFA</li> <li>CARP</li> </ul>	Agrarian Reform	<ul style="list-style-type: none"> <li>Agrarian Reform</li> <li>Integrated Social Forestry</li> </ul>
Natural Resource Management	<ul style="list-style-type: none"> <li>Protected landscape</li> <li>Watershed</li> </ul>		<ul style="list-style-type: none"> <li>Protected Area management</li> </ul>		Sustainable Agriculture	

	<ul style="list-style-type: none"> <li>• Lake Conservation</li> <li>• Cultural Preservation</li> </ul>					
Agriculture			Agro-forestry	<ul style="list-style-type: none"> <li>• Diversified Integrated Farming System</li> <li>• Establishment of Learning Farmers</li> <li>• Agri-related Small Infrastructure (solar direr, agri-warehouse) agri-credit</li> </ul>	Livestock dispersal	<ul style="list-style-type: none"> <li>• Sustainable Agriculture</li> </ul>
Agronomy	<ul style="list-style-type: none"> <li>• Sustainable Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable Agriculture (SOME)</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• ✓</li> </ul>	<ul style="list-style-type: none"> <li>• ✓</li> </ul>
Animal Production	<ul style="list-style-type: none"> <li>• ✓</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• ✓</li> </ul>	<ul style="list-style-type: none"> <li>• Poultry and Livestock</li> </ul>	Agricultural production loan	<ul style="list-style-type: none"> <li>• ✓</li> </ul>
Agro-forestry	<ul style="list-style-type: none"> <li>• ✓</li> </ul>	<ul style="list-style-type: none"> <li>• ✓</li> </ul>	<ul style="list-style-type: none"> <li>• ✓</li> </ul>	<ul style="list-style-type: none"> <li>• ✓</li> </ul>	Capacity building	<ul style="list-style-type: none"> <li>• ✓</li> </ul>
Agricultural Credit	<ul style="list-style-type: none"> <li>• ✓</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		<ul style="list-style-type: none"> <li>• ✓</li> </ul>	Loan assistance to : entrepreneurial poor, barangay officials, POs & cooperatives	<ul style="list-style-type: none"> <li>• ✓</li> </ul>
Cooperative Formation	<ul style="list-style-type: none"> <li>• ✓</li> </ul>	<ul style="list-style-type: none"> <li>• ✓</li> </ul>		<ul style="list-style-type: none"> <li>• ✓</li> </ul>	<ul style="list-style-type: none"> <li>• ✓</li> </ul>	
Micro-finance	<ul style="list-style-type: none"> <li>• ✓</li> </ul>	<ul style="list-style-type: none"> <li>• ✓</li> </ul>			Production & marketing of organic rice	<ul style="list-style-type: none"> <li>• ✓</li> </ul>
Enterprise Dev	<ul style="list-style-type: none"> <li>• ✓</li> </ul>	<ul style="list-style-type: none"> <li>• ✓</li> </ul>		<ul style="list-style-type: none"> <li>• ✓</li> </ul>		<ul style="list-style-type: none"> <li>• ✓</li> </ul>
Marketing	<ul style="list-style-type: none"> <li>• Post-Production Assistance</li> <li>• Rice Trading Center (e.g. SAFECO, ALVADEV Cluster)</li> <li>• Working Capital for Multi-Purpose Cooperatives</li> <li>• BSS: Potable Water System in line with</li> </ul>	<ul style="list-style-type: none"> <li>• ✓</li> </ul>	<ul style="list-style-type: none"> <li>• Abaca</li> </ul>	<ul style="list-style-type: none"> <li>• ✓</li> </ul>		

	priorities of the Provincial LGU					
Financing	<ul style="list-style-type: none"> <li>• Micro-Finance</li> <li>• Enterprise Development Support</li> <li>• Input/Production Financing</li> </ul>	•	•			
<b>Staffing:</b>						
a) Paid	<ul style="list-style-type: none"> <li>• Provincial Coordinator</li> <li>• Project Officers (3)</li> <li>• Admin/Finance (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinator</li> <li>• Governance Specialist</li> <li>• SA Specialist</li> <li>• Enterprise Dev Specialist</li> <li>• 4 COs</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinator for Tenure</li> <li>• Coordinator for Agro-forestry and Local governance</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader</li> <li>• 3 SIADOs (SIAD Organizer)</li> </ul>	1 Senior Community organizer, 4 Local community Organizers (LCOs)	<ul style="list-style-type: none"> <li>• Coordinator</li> <li>• 4 COs/cum Extensionist</li> <li>• Local Governance Liaison Officer</li> </ul>
b) Volunteers	<ul style="list-style-type: none"> <li>• 3 Program (Cluster) Coordinators</li> <li>• BOT</li> </ul>	<ul style="list-style-type: none"> <li>• Farmer Technicians</li> </ul>	<ul style="list-style-type: none"> <li>• BVAWs</li> </ul>	<ul style="list-style-type: none"> <li>• Para-legal</li> <li>• Para-technicians (Local Farmer Technicians</li> <li>• Local Community Organizer</li> </ul>	Local Community Organizers Volunteer (LCOVs) , Barangay Monitoring Team (BMTs)	<ul style="list-style-type: none"> <li>• Community Animal Health Volunteers</li> </ul>
<b>Key Steps at the Community Level</b>						
1. Formal Agreement with LGU	• √	• √	• √	• MOA	MOA & EOs	
2. Generation of Information on Local Conditions						
a) Baseline Survey	• √	• √	• √ Census of park occupants	• √	• √	• √
b) PRA	• √	• √	• √	• √	• √	• √
c) Community Profile	• √	• √	• √	• √	• √	• √
d) Secondary Data	• √	• √	• √	• √	• √	• √
e) Genealogy			• √			
f) Customs & Traditions			• √			
3. Validation of Information on Local Conditions	• √	• √	• √	• √	barangay general assembly; community/ purok / sectoral consultation	• √
4. Community	• √	• √	• √	• √	Issue based CO	• √

Organizing						
5. Participation in Local Governance	• √	• √	• √	• √	Membership on local special bodies	• √
6. Participation in Barangay Development Planning	• √	• √	• √	• √	Assist in the conduct of AIP, BDP	• √
7. Planning Output	• BDP	• BDP	• BIADP	• BDP	BDP, AOP, FYDP (PO level), strategic plans	• SBDP
8. Other Planning Outputs	<ul style="list-style-type: none"> <li>• Strategic Plans</li> <li>• Per Cluster Development (Logical) Framework</li> </ul>		<ul style="list-style-type: none"> <li>• CADT</li> <li>• PAMB approved Proposal for CBFM for migrants in a PA-CADT</li> <li>• Comprehensive land – use planning</li> </ul>			• PO Strategic Plans
9. Capacity-Building	<ul style="list-style-type: none"> <li>• Gender and Development</li> <li>• Organizational strengthening</li> <li>• Proposal Packaging Workshops</li> <li>• Development Framework Reviews (per cluster)</li> <li>• Enterprise Development</li> </ul>	•	<ul style="list-style-type: none"> <li>• Response to social, political, environmental, cultural and peace-building human resource capacity building interventions</li> <li>• Capacity-building interventions for the Barangay Development Council Members – making BDCs functional</li> <li>• Capability Building for Tribal Councils</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity-building interventions for the Barangay Development Council Members – making BDCs functional</li> <li>• Capacity-building for conflict resolution for IP leaders</li> <li>• Organizational Strengthening (Basic OD, Leadership, Project Devt. and Management, Financial Management, Participatory Project Monitoring and Evaluation)</li> <li>• Operation Peace Course</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building interventions on health, AR, Enterprise, Sustainable Agriculture, Environment</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership, planning, organizational development and management for POs</li> <li>• Planning for BDC members</li> </ul>



## SIAD as a Rural Development Framework



## **Evolution of SIAD**

Sustainable Integrated Area Development (SIAD) is the agrarian reform and rural development framework that has been adopted by the PhilDHRRA network. Since 1995, SIAD became the over-arching strategy of PhilDHRRA's engagement in agrarian and rural development. This strategy has evolved from developments around the globe. Two major world conferences influenced PhilDHRRA's perspectives in rural development namely, the World Conference on Agrarian Reform and Rural Development (WCARRD) and the UNCED's Rio Summit.

In 1979, the UN's Food and Agriculture Organization (FAO) organized the first World Conference on Agrarian Reform and Rural Development participated by some 145 governments and adopted the WCARRD Declaration of Principles and Program of Action. The Conference declared that agrarian reform was the imperative to solve the hunger and poverty situation in many parts of the developing world. PhilDHRRA believes that to most poor rural families, access to land brings access to a source of livelihood, an increased sense of security and increased level of resilience. For Indigenous peoples communities, the right to land carries the right to self-determination, cultural integrity and authority.

In June 1992, the United Nations convened a Conference on Environment and Development (UNCED) in Rio de Janeiro, Brazil, popularly known as the Rio Summit. This conference was a response to the growing global concerns over the effects of unregulated activities over the environment and natural resource. Following this summit, the Philippines was one of the first countries to respond to the summit agreements embodied in the Agenda 21, known to be the blueprint for the world development agenda in the 21st century.

In that same year, in September 1992, three months after the Rio Summit, then President Fidel Ramos issued Executive Order 15 which created the Philippine Council for Sustainable Development (PCSD). The role of PCSD was to oversee the environmental and sustainable development initiatives in the country at all levels. Under this order, a parallel Civil Society Counterpart Council for Sustainable Development (CSCCSD) was also created.

In September 26, 1996, Philippine Agenda 21 was formalized. PA 21 is the highest framework for sustainable development in the Philippines. PA 21 is also one of the most consultative documents in Philippine policy history. It took more than 26 regional and national consultations with the broadest sectors of Philippine society to come to an agreement on PA 21. PA 21 thus represents the views and aspirations of most Filipinos, including the poor who were part of the consultations.

Several other policy developments and institutional framework building initiatives were undertaken by the Philippine Government to purposively follow through its commitments to the Agenda 21. Major national legislations and mandates were issued to support

efforts in Agenda 21 localization both involving National Line Agencies and Local Government Units (LGUs). More significant ones include the Memorandum Order No. 399 in 1996, adopting the national action agenda known as the Philippine Agenda 21 (PA21), and directed its operationalization, and monitoring of its implementation.

In 1999, PCSD identified the Sustainable Integrated Area Development (SIAD) as the key implementing strategy for the localization of PA 21. SIAD is an approach to development aimed at addressing the issue of equity by enabling the poor majority to participate directly in development process. It considers people and the integrity of nature at the center of development initiatives. Memorandum Order No. 47 was issued by then President Joseph Ejercito Estrada reaffirming PA 21 and furthermore directing LGUs to formulate and implement their respective SIAD plans.

It must also be mentioned that concerns for the environment, particularly those of global nature such as biodiversity conservation, started even prior to the Earth Summit. There were significant efforts by the national government pertaining to policy and institutional framework development. Under the Philippine Strategy for Sustainable Development (PSSD) drafted by the Department of Environment and Natural Resources in 1989, biodiversity conservation was one of the 10 major strategies identified.

Other major responses include the protection and conservation of biodiversity through the establishment of the integrated protected areas system (IPAS) which aimed to protect and preserve all the representative ecosystems and habitat types, as well as the species of plants and animals found within the IPAS. Republic Act No. 7586, known as the National Integrated Protected Areas System (NIPAS) law, was enacted. Presidential Decree No. 1151 or the Philippine Environment Policy of 1978 also established the Philippine Environmental Impact Assessment (EIA) System. Likewise, the Philippine Fisheries Code of 1998 (RA 8550) has regulated activities that affect the habitats of rare, threatened and endangered aquatic species.

### **The Philippines during 1986 to 2006**

The dictatorial regime of Marcos was ousted in February 1986. A new era of democratization was ushered in with the People Power exercise that catapulted Corazon Aquino to the Presidency. This paved the way for the crafting of the “Freedom Constitution” in 1987, and opened a lot of opportunities for genuine reforms. It must be noted that the new constitution has specifically recognized the contributions of non-government organizations (NGOs) and people’s organizations (POs) as active partners of government in development. On the part of civil society, the main focus was how to harness its energies towards community development, coming off from an adversarial, sometimes hostile stand against the government with the Marcos dictatorship.

The period that followed saw the rise of NGOs/POs in its engagement with government, especially in the asset reform front and a series of asset reform laws that were enacted in the period – Comprehensive Agrarian Reform Law (CARL), Fisheries Code, Indigenous Peoples Rights Act (IPRA), National Integrated Protected Areas (NIPA), etc. The main work of CSOs then focused on how to mobilize the communities in these various opportunities for development initiatives.



During the second half of the 1990s and following the Asian financial crisis, the effects of globalization were already being felt. The poor - small farmers, fisherfolks and marginal rural communities, felt that their livelihoods were being threatened. CSOs response appeared to be towards strengthening of local development initiatives. True enough, this period saw the fruits of the impact of the Local Government Code (LGC), with local governments partnering with local CSOs and private sector in trailblazing localization of development initiatives.

Similarly, civil society organizations responded by directing their efforts in empowering and building the capacities of organized groups to participate in local governance and other decision-making processes, at the local level. This period also saw the 2nd People Power exercise, with the ousting of Joseph Estrada as president from charges of plunder, graft and corruption.

Beginning 2002, the debate on globalization and trade liberalization intensified. The most contentious discussion focused on the Agreement on Agriculture (AoA).

In the year 2003, a group of local and international NGOs, PhilDHRRA, ANGOC, CRS, LWR, AFRIM, IIRR, PhilGer Fund and Heifer International Philippines joined efforts to look at the impact of globalization on small farmers and their development initiatives in the own communities. The literature review and the case studies publish in the book entitled **"The Impact of Trade Liberalization on Small Resource-Poor Farmers."**

The findings indicated that there are three schools of thought with respect to liberalization of Philippine agricultural trade: (1) those who accept liberalization and emphasize the benefits of liberalization; (2) those that reject liberalization and seek its reversal and (3) those who criticize liberalization yet conclude with a sense that they are resigned to the reality of liberalization. This last group includes those who propose that liberalization will lead to benefits *only if* particular reforms are instituted.

### **Definition of Sustainable Development**

In official Philippine government parlance, sustainable development is defined as the harmonious integration of a sound and viable economy, responsible governance, social cohesion/harmony and ecological integrity to ensure that development is a life-sustaining process. The ultimate aim of development is human development now and through future generations.<sup>1</sup>

The Brundtland report "Our Common Future" coined the famous definition of sustainable development as – "the ability to meet the needs of peoples now and in the future". PhilDHRRA favors the phrase, "responding to the needs of this generation without jeopardizing the ability of the next generation to respond to their own needs."

In general, PhilDHRRA's definition of sustainable development identified several main concerns revolving around:

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<sup>1</sup> (Philippine Agenda 21: A National Agenda for Sustainable Development for the 21<sup>st</sup> Century, PCSD, 1997, p. xxiii)

1. Poverty reduction and hunger eradication
2. Gender equity
3. People's empowerment
4. Environmental integrity
5. Responsiveness of social institutions, and
6. Peace and freedom

### **Key Concepts of SIAD**

Translating these ideas further, SIAD was framed in order to attempt to operationalize sustainable development. That is Sustainable, Integrated, Area, Development which means:

**Area-Based** – SIAD situates the development of a specific area. An area could be a geopolitical-based or ecosystem-based. Thus, it could be an LGU (barangay, town, city or province) or a cluster of LGUs within a broader defined area (e.g. an ancestral domain, a protected area, a watershed area, etc.). In so doing, SIAD can have a realistic overview of the possible challenges and opportunities that exist in an area.

**Integrated** - SIAD seeks to harmonize conflicting needs of local communities by encouraging the participation of as many local interests/stakeholders as possible as well as showing their inner connections with the wide-ranging objectives of sustainable development. SIAD can easily integrate the various initiatives and understands how the viability of non-economic factors significantly influences the viability of economic approaches.

**Sustainable** - SIAD is long-term, continuous and inter-generational. It strives for a sound and viable economy through the mobilization of local skills, talents, capital and culture and utilizing local resources in a manner that is determined by the community itself. Sustainability also refers to both sustaining the development initiative (process or method) itself and sustaining the gains (results and outcomes) of such development interventions. SIAD's participatory approaches builds unity and bind people together in a common goal and vision.

### **Seven Dimensions of Sustainable Development<sup>2</sup>**

Traditional measures of development have been largely economic. National governments look at the capacity of the national economy to generate and sustain economic growths based on the GDP and GNP indices. When shares of industry, manufacturing and services increase, and share of agriculture in the national income declines, it is said to be that development is taking place. PhilDHRRA does not agree to this very myopic definition of development. In the last 50 years, it has become very clear that national economies can achieve economic growth targets as indicated in the increases of national incomes (GDP, GNP), without improving the quality of life of their

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<sup>2</sup> (SIAD Guidebook, *A Framework for Localization of PA 21*, PCSD, September, 1999)

people. Many people are aware that reductions in poverty incidence, inequalities, unemployment, hunger, malnutrition are among the visible results of development.

In SIAD framework, development is not defined only in terms of economy but is defined to include key aspects of human life as it interacts with other people, community, population, environment, religion, etc., thus development is defined in 7 dimensions to include economy, polity, culture, human potentials, social relations, ecology and spirituality.

Under the SIAD framework, the following aspects of development are included and measured.

**Economic Development.** Development that is founded on a stable economy where the benefits of economic progress are equitably shared across ages, communities, gender, social classes, ethnicities, geographical units and across generations. This economy is also building upon and contributing to the diverse capacities of individual nations.

**Political Development.** Characterized by self-determination or respecting the right and relying on the inherent capacity of the country and its people to decide on the course of their own development. At the national level, this means the norms of society and the specifics of the local ecology inform national governance. This includes human and environmental security as well as achieving and ensuring security and self-reliance in basic staple foods and securing the right of all to a peaceful and secure existence. This also refers to ensuring social cohesion and harmony through equitable distribution of resources and providing the various sectors of society with equal access to development opportunities and benefits today and in the future. Lastly, this dimension ensures the participation and empowerment of all sectors in society in development decision-making and processes and to operationalize inter-sectoral and multi-sectoral consensus.

**Cultural Development.** Cultural development refers to nurturing the inherent strengths of local and indigenous knowledge, practices and beliefs while respecting the cultural diversity, moral norms and spiritual essence of Filipino society. This aspect also touches on the search for solutions to the complex milieu of development problems to be undertaken with the perspective that situates problems in the larger social and ecological context. This approach facilitates the development and use of appropriate technology.

**Human Development.** Simply put, people are at the core of development initiatives.

**Social Development.** Social development recognizes that sustainable development is a shared, collective and indivisible responsibility which calls for institutional structures that are built around the spirit of solidarity, convergence and partnership between and among different stakeholders. It also recognizes the important and complementary roles and the empowerment of both men and women in development. There is also specific mention of the need to achieve a sustainable population level, structure and distribution, while taking cognizance of the limited carrying capacity of nature and the interweaving forces of population, culture, resources environment and development.

**Ecological Development.** This dimension emphasizes nature as a common heritage and thus respecting the limited carrying capacity and integrity of nature in the development process to ensure the right of present and future generations to this heritage. It is also recognized that since communities residing within or most proximate to an eco-system of a bio-geographic region will be the ones to most directly and immediately feel the positive and negative impacts on the eco-system, they should be given prior claim to the development decisions affecting that eco-system, including management of the resources. To ensure bio-geographic equity, other affected communities should be involved in such decisions.

**Spiritual Development** involves all 15 principles.

Contrary to the belief that poverty harbors strong spirituality. PhilDRRA believes that in a poor community, the poor are likewise spiritually impoverished. The poor are pressed into a struggle for survival, those deprived of both political voice and an adequate means of livelihood become increasingly indebted to a system that demands they devote ever more of their life energies to its imperatives, for three times a day, shelter for their tired bodies, medicine for their malnourished children, etc. Ideals of equity are out the window and individual freedom becomes largely illusory.

### **The Principle of Multi-stakeholdership**

A core idea of the SIAD framework is that various stakeholders must and should participate in the pursuit of development. The framework presents that any society can be reduced to three sectors – the state, the private sector and civil society. Each sector has a distinct role to play and must perform these roles with the intention of engaging the other sectors towards a common vision of development.

The **State** is the government and its primary concern is democratic governance, protection of individual and collective rights and regulation.

The **Private sector** is the market or the business sector. Its primary concern is the production of goods and services or the economic concerns.

The **Civil Society** Organizations (CSOs) are those that are not part of government and not concerned with the distribution and production of goods. Their main concern is 1) *the creation & advancement of knowledge*, 2) *clarity and coherence of values* and 3) *protection of the public interest*.

### **Roles of Civil Society**

The roles of civil society in this SIAD framework are expounded by two writers – Mr. Nicanor Perlas<sup>3</sup> and Ms. Barbara Thomas-Slayter.<sup>4</sup>

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<sup>3</sup> Shaping Globalization: Civil Society, Cultural Power and Three folding. Center for Alternative Development Initiatives.

<sup>4</sup> Southern Exposure: International Development and the Global South in the 21<sup>st</sup> Century, Kumarian Press. 2003.

Mr. Perlas expounded on the definition of civil society as those active formations and associations in the cultural sphere. Being so, they wield cultural power. He went on to analyze the Seattle WTO meeting and the violence that erupted there to disrupt the meeting, as an example of public display of cultural power. He asserted that this experience in 1999 effectively launched civil society as the third global force.

Similarly, Ms. Slayter postulated that civil society has been mandated to shape the new development agenda, based on the concepts of sustainable development. This agenda includes the introduction of a global ethics and the need to link human development, economic growth, poverty reduction and peace. She posed a challenge to all stakeholders by declaring that there is a need to re-think the relationships of states, civil society and the business sector.

## **Why SIAD**

SIAD offers significant opportunities for local executives, planners, decision makers in government, civil society, and business. SIAD helps develop a comprehensive and more realistic approach to poverty eradication. It facilitates the integration of national programs and initiatives. SIAD assists LGUs in mobilizing broad-based support for poverty eradication and sustainable development plans through tri-sector partnerships. SIAD enables LGUs and other local institutions to tap the sustainable development grants and investments.

## **What Makes SIAD Different**

SIAD framework places people at the center of development. SIAD gives value to people above all else, it stresses peoples' participation, collaboration and partnership. While importantly it promotes equity and economic growth, it stresses that goals of economic growth should put high regard on the importance of sustainable utilization of our limited natural productive resources.

In placing people at the center of development, SIAD puts a human face<sup>5</sup> to development where the poor and society's marginal and powerless sectors can easily identify themselves with. Development in the context of SIAD becomes humane, with warmth, joy, laughter as its basic elements, making development a more meaningful task. The task which now include restoring human dignity, relationships, meaningful processes, community and peoples affinity with its environment, locally and in a broader sense, globally.

Furthermore, SIAD is a framework that put emphasis on the processes at the ground, empowering people, valuing relationships, respecting cultural rights and equality among men and women without sacrificing tangible targets and goals for social change.

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<sup>5</sup> SIAD Inopacan

The SIAD development framework has been adopted by PhilDHRRA and other group of NGOs because of the failure or inadequacies of the prevailing framework to respond effectively to the issues of equity and social justice.

SIAD is a logical synthesis of the integration and coordination of many initiatives by different development players, small, big, well-funded or not well-funded groups, NGOs and community organizations, including government, business, church and other civil society organizations.

SIAD is sustainable as it strives to institutionalize processes and mechanisms which would ensure that communities and their organizations do not lose sight of the goals of development, of growth and equity and the interaction among people and between people and the natural resources. In the institutionalization of process and mechanisms, SIAD framework looks up to peoples and community organizations, coordinative and partnership structures and relevant and appropriate units governments in working out durable policies and ordinances that defines SIAD framework even with the changes of leadership at different levels.

Putting Sustainable Integrated  
Area Development (SIAD)  
Framework into Operation in  
Different Contexts



# Operationalizing SIAD Framework in a Group of Barangays

The XAES Experience

Xavier Agriculture Extension Service (XAES) is an arm of the Xavier Science Foundation, Inc. of Xavier University College of Agriculture in Cagayan de Oro City. It is mandated to provide agricultural extension services to poor small farmers and rural agricultural workers in the poor provinces of Mindanao.

XAES has its humble beginnings in the provinces of Misamis Oriental and Bukidnon. It branched out to Ipil, Zamboanga del Sur in 1986. In 1992 and 1996 XAES' ceased its operations in Misamis Oriental and Bukidnon respectively to focus on the province of Zamboanga del Sur and eventually the entire Region 9, now composed of the provinces of Basilan, Zamboanga City, Zamboanga del Sur, Zamboanga del Norte and Zamboanga Sibugay. The decision to place focus in Region 9 was based on the fact this is one of the regions in Mindanao that registered high incidence of poverty.

Within Region 9 are communities of the disadvantage indigenous Subanen peoples, Christian and Muslim marine fisherfolk, share tenants and upland settler-occupants.

Since 1986, the services of XAES has gradually expanded and touched base with poor farmers in more municipalities in the region. From a couple

## Brief Profile of the Municipality of Ipil

### Population and Population Growth

Ipil is a third class municipality with a year 2000 official population of 52,481 or a household population of 10,293. This population has registered a 19.3 percent increase over a five year period from 1995 or an average 3.85% annual population growth. In year 2001, a new province of Zamboanga Sibugay was created that curved out 16 municipalities from Zamboanga del Sur. The newly created province of Zamboanga Sibugay made Ipil as its provincial capital. The new status as the premier municipality of the province attracted movement of people from other municipalities as well other provinces nearby. This could have conservatively doubled its annual population growth from 3.85% to 7.7%. With the absence of an official 2005 censal report , it is estimated that with 7.7 percent annual population growth, Ipil's population could be around 81,902 or 16,059 households.

### Agricultural Resources

Ipil has total land area of 36,690 hectares. Ipil is largely agricultural with an estimated 60% to 70% of its population depend on agriculture for income and livelihood. About 50.75 percent of the municipality's total land area of 18,622 hectares is used for agriculture. Rubber is the single largest commercial crop that is grown in the municipality. It is estimated that rubber trees are planted in over 6,250 hectares followed rice of around 2,072 hectares, coconut with around 1,378 hectares, corn planted in more than 500 hectares, banana 416 hectares, mango with more than 350 hectares and the rest are devoted to vegetables and root crops. A large portion of Ipil is grasslands, secondary growth forest with a few patches of land devoted to other fruit trees that include calamansi and known timber trees.

Ipil' agricultural areas also support the production of a significant number of livestock and poultry animals particularly cattle, carabao, goats, swine and chickens.

Ipil is divided into 28 barangays, 9 of which are coastal barangays which host to a vast yet denuded mangrove forests. A significant number of fishponds covering around 1,400 hectares were built along the previous mangrove areas that produce bangus, prawn and other marine products. Almost 1/3 of Ipil's population depend on the coastal and marine resources for livelihood. Ipil has a total coastline of around 18 kilometers which constitutes a significant area of its municipal waters



of extension workers in 1986, XAES has now employed 21 extension workers and community organizers to work in 18 municipalities in Zamboanga del Sur, Zamboanga del Norte and Zamboanga Sibugay provinces.

XAES had initially operationalized the SIAD development framework in 12 barangays in two municipalities in the newly created province of Zamboanga Sibugay. Zamboanga Sibugay was carved out of the province of Zamboanga del Sur and made a province in February 2001. This province is made up of 16 municipalities. Ipil is the municipal capital of the province.

Zamboanga Sibugay is among the 4 provinces, namely Zamboanga del Norte, Zamboanga del Sur and Basilan that made up Region 9. Region 9 is among the 3 regions in Mindanao with the highest poverty incidence.

#### Brief Profile of R. T. Lim Municipality

The municipality of Roseller T. Lim is situated in the western quadrant of the province of Zamboanga Sibugay. It is bounded in the north by the Province of Zamboanga del Norte, in the east by the municipality of Ipil and Sibuguey by, in the south, by Busan Bay and in the southwest, by the municipality of Tungawan.

Roseller T. Lim is approximately 152 kilometers from Zamboanga City, the regional center of Region IX and 165 kilometers from Pagadian City the capital city of Zamboanga del Sur. Both cities are linked by national road travelling across the southern part of the municipality.

It has a land area of 44,800 hectares. Its topography is characterized with moderately sloping hills and mountain with a maximum elevation of 711 meters asl. It is subdivided into 26 barangays.

Roseller T. Lim had a population of 35,873 in 2002 survey with 5,876 households. It is experiencing a tremendous population growth rate of 9.21% annually. Now population is estimated to be around 55,728. This is due to massive migrations from several mining places in Mindanao and Visayas to indulged primarily in mining activities.

#### Poverty Incidence of Families by Region, Philippines: 2000 and 2003

Region	2000*	2003**
<b>Philippine</b>	<b>27.5</b>	<b>24.7</b>
NRC	5.7	5.0
Region I	29.4	24.4
Region II	25.2	19.3
Region III	17.3	13.7
Region IV-A	15.2	14.9
Region IV-B	36.3	39.7
Region V	45.3	40.5
Region VI	36.6	31.3
Region VII	31.5	23.7
Region VIII	37.5	35.5
<b>Region IX</b>	<b>38.5</b>	<b>44.1</b>
Region X	37.9	37.9
Region XI	27.7	28.1
Region XII	40.7	32.0
CAR	30.7	24.8
ARMM	53.7	45.7
Caraga	43.7	47.3

\* Revised estimate

\*\* Preliminary estimate

Note: Estimation on poverty statistics is conducted every Three (3) years.

Source: Source: National Statistics Office.

## Poverty

Ipil and Roseller T. Lim are both upland and coastal municipalities inhabited by the following:

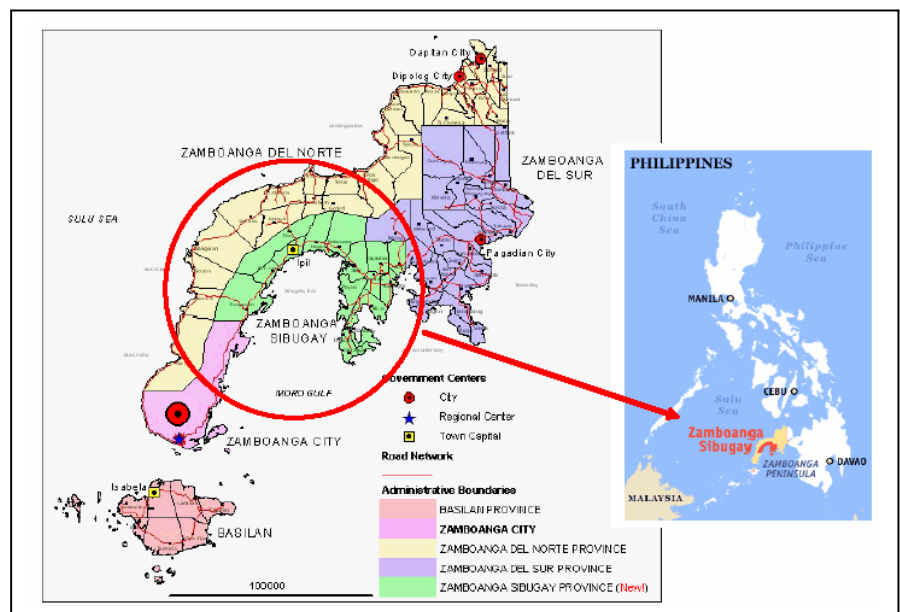
1. Indigenous Subanen Tribe in the mountain barangays.
2. The dominant Christian settlers in the lowlands.
3. The Muslim communities along the coastal areas.

Major crops of both municipalities are coconut, rubber, corn, banana and rice. Farmers average annual income ranges between P28,000.00 to P40,000.00.

Concentration of the poor are in the coastal areas and in the upland communities that cut across the mountain ranges along the central portion of Zamboanga peninsula.

## Armed Conflicts and Violence

The armed and violent conflicts experienced by the Region in the previous years have stalled the development of the region. For example, in 1995, Ipil was razed to the ground by members of the Abu Sayyaf Group. The experience has traumatized the people of the province. Periodic atrocities continue to be perpetrated albeit on smaller scale. This trauma has stalled investments in the province and in the region.



## XAES' Interventions

The initiative of operationalizing the SIAD framework is focused in 12 barangays in two municipalities, R.T. Lim and Ipil. The 12 barangays were selected primarily because farmers in these barangays, during previous work with XAES, were able to benefit from the agrarian reform program or were able to secure stewardship contract under the Integrated Social Forestry program of DENR.

## Community Organizing

Twelve farmers associations across 12 barangays were formed. Other associations were later transformed into cooperatives. These organizations were then the mechanism

of the communities' participation in local governance as each of these organizations were represented in the Barangay Development Councils.

### **Participation in Local Governance and Barangay Development Planning**

Building the capacity of barangay officials to be more responsive to the communities and on strengthening the accountability and transparency of LGUs were among the prioritized interventions. These capacity building activities provided opportunities for greater interactions between the Barangay LGU and peoples organizations. More interactions were made possible with the participation of the Barangay LGU in the baseline survey and in the conduct participatory resource appraisal.

BLGU's participation in data gathering and PRA also provided opportunities for barangay officials to have better understanding of the conditions of people and their barangay. These have led to a more meaningful barangay development planning process and finally in crafting a better and responsive 5 year Strategic Barangay Development Plans. These blueprints served as the basis for implementing local projects designed to improve the living conditions of poor farmers, women and children.

For example, among the prioritized need was the installation, operation and maintenance of a Level II Potable water systems that would provide safe, clean and reliable water supply for the barangays, improving barangay health services delivery and provision of agricultural services (see agriculture).

Across the 12 barangays, a number of farmer-leaders were elected to the office of the Barangay LGU in the last two barangay elections.

### **Agricultural and Livelihood Interventions**

#### **Cooperative Loan Fund**

Cooperatives were provided with loan funds to be made available to qualified farmers in their respective barangays. These funds have helped bolster capital needs for agricultural production. The accessibility of credit provided huge relief for majority of the farmers who have been at the mercy of loan sharks in the past. Farmer-borrowers thus exerted efforts in maintaining a good standing with the cooperative charged with the task of making credit available. In the course of their involvement, borrowers became more conscious of their obligations and set aside money as savings.

#### **Promotion of Sustainable Agriculture and Diversified Farming**

Agricultural interventions were focused on promoting sustainable upland agriculture and diversified farming system, one that is characterised by a] integration of animals and b] the mixture of short-term, medium-time and long-term crops. A total of 14,847 mango trees, 73,071 bananas, and 84,000 timber trees were planted and 3,500 heads of cows, carabaos, goats, swine were distributed. By setting strict rules for compliance, farmers also developed a strong sense of discipline by planting forage crops and construction of barns or animal sheds to ensure proper maintenance of goats and other livestock. Combined with inputs from SA training courses and technicians. Farmers who received a

set of animals are obliged to pass-on another set of animals to qualified farmers on a waiting list. A farmer cannot renege on this obligation because he or she would break the chain of "passing on the gift." This the guaranteed pass-on livestock distribution further bolstered the motivation and discipline among the farmers who realize that they have an accountability to fulfill and their fellow-farmers.

### Barangay Farmer Technicians

The improvement of rural agricultural extension services can be addressed among others, by utilizing farmers as volunteer agricultural extension workers themselves to serve farmers in their in their own barangays.

The rural Municipal LGUs are usually constraint in the provision agricultural services to its farming constituents. A typical Municipal Agriculture Office (MAO) employs 3 to 5 agricultural technicians (ATs) to provide agricultural extension services to 25 barangays. The limited capacity of the LGU to provide transportation allowances and per diem to its personnel further constrained ATs to do their rounds in the barangay. Thus, municipal agricultural technicians are seldom seen in the barangays, most specially, geographically remote barangays in the upland and mountainous barangays. To mitigate this situation, services of local, volunteer, community-based volunteer technician becomes most appropriate.

The effectiveness of this approach was clearly demonstrated when the barangay government units employed volunteer Barangay Health Workers (BHWs) for primary health concerns, the Barangay Nutrition Scholars (BNS) for community nutrition, Barangay Tanods and Civilian Volunteer Organizations for peace and order concerns. In moist municipalities, the barangays have yet to employ their equivalents to look into the agricultural concerns of the barangay.

The volunteer technicians are envisioned to fill the gaps and establish MAO's presence in each barangay. Thus volunteers are equipped with basic skills in communications, capacities in using participatory methods. Their training formation focused in the development of necessary capacities to provide simple and practical skills in animal health and production management techniques especially small and large animal care and management and crop production. The formation and development of these volunteers also included overview on community organizing to supplement the basic understanding of farmer volunteers on the orientation and goals of community organizations in the life of a community. In addition, the development and formation also gave basic understanding of poverty to help them understand the complexities in working with poor rural farming households.

The development, formation and training of CAVHs cover two basic skills and competence requirements:

**Communications and Participatory Skills** covering basic understanding and principles of communications and its application in the conduct of seminars, lectures, facilitation of meetings and discussions, participatory approaches as applied in community organizing, adult education, seminars, planning sessions, etc. These skills will be treated as an integral component of the learning process by the participants.

**Technical Knowledge and Skills** covering knowledge based on small-scale/backyard herd management and health care. This includes basic understanding of farming systems.

The services of the Community Animal Health Volunteers and or Barangay Farmer Agricultural Technicians as volunteer farmer technicians were employed. These volunteers assumed the following duties and responsibilities under the supervision of the Municipal Agriculture Office.

- He or she must be a model farmer in the barangay.
- Provide agricultural extension services to a set of target number farmers annually.
- Help organize and strengthen barangay farmers organizations
- Periodically monitor progress and regress of target farmer-beneficiaries based on an agreed tracking and monitoring instrument and submit reports (poverty alleviation)
- He/she will assist the AT in the implementation of agricultural projects in the barangay such as:
  - monitoring of agricultural projects and developments in the barangay
  - organizing farmers organizations
  - conducting training workshops
  - preparation of barangay periodic agricultural profile
- Submit periodic reports that will be required by the MAO office
- Help in the dissemination information on appropriate agricultural technologies

#### Institutionalizing Volunteer Technicians at the LGU Level

In the beginning CAHVs and BFATs were pure volunteer technicians similarly developed by KUF, PhilDHRRA, BMFI and other NGOs implementing projects in the barangay. To ensure sustainability of CAHVs and BFAT services, XAES has to institutionalize their existence at the LGU level. In the cases of Ipil and R.T. Lim, CAHVs have been institutionalized through the enactment of an ordinance mandating the MAO office to incorporate CAHVs and BFATs in the over-all service mechanism of the municipality. With the institutionalization, CAHVs and BFATs now received monthly allowances from the LGU for their services in the community.

#### Commodity-based Organizing for Marketing

In the last 9 years of partnership with LWR a total of 14,847 mango trees were planted. A total of around 2,000 heads of goats are now in the hands small farmers. In the last 2 years, some of the mango trees planted (in the 1999-2001 period) are starting to bear fruit and farmers are surprised to realize that farm gate price of a kilo of fresh green mango fruit is P8-P10/kilo during season and to P15/kilo during off-season. While farm gate price yellow ripe mango fruit is P35/kilo and P60/per kilo respectively.

Export and institutional markets offer better prices. A contract price of fresh green mango is at P21-26/kilo season or P28-30 during off-season at a certain scale (12 tons

per delivery). Contract prices for processed mango products is even much higher at P80/kilo puree and P150/kilo sliced dried mango.

Exploring markets for agricultural products, showed that formal or institutional markets (as compared to the hostile, informal and “bagsakan” markets) are viable markets for small farmers’ products. But these markets require at least 3 major requirements, and they are:

- 1) Quantify of economic scale
- 2) Regularity of supply at economic scale
- 3) Consistent acceptable quality standards

To be able to access formal and institutional markets, formation of mango growers into one organization becomes very important as shown by the organization of calamansi farmers in 3 barangays in the municipality of Siay.

An organization of mango farmers will facilitate the following:

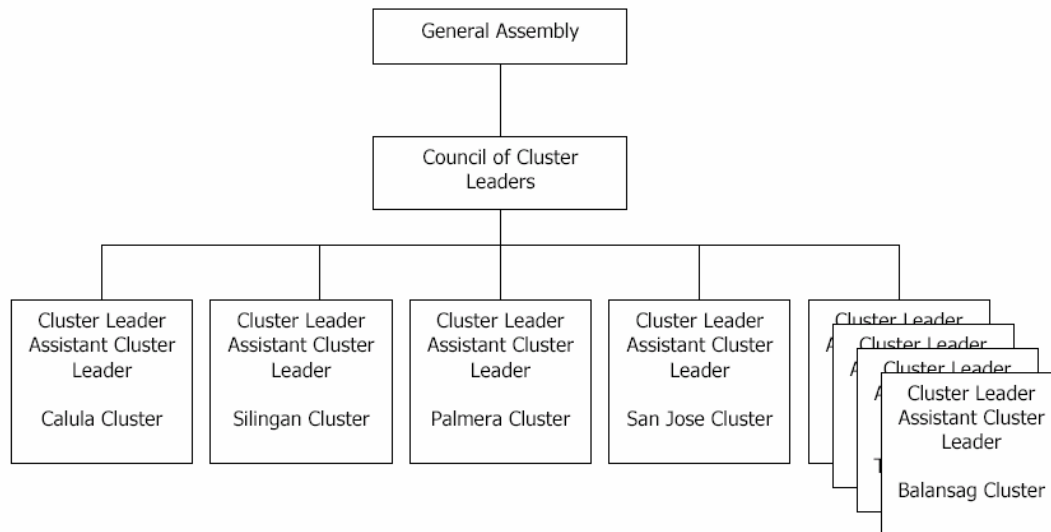
- 1) single, unified production plan consistent with delivery schedules
- 2) production of the right quantities or volume of products at delivery schedules
- 3) management of a single and unified product quality standards

Farmers are organized into clusters based on geographic clusters where concentration of farmers producing the same commodity at viable quantities are situated.

Table 1 Clusters of Small Mango Growers

Clusters	Total Number of Members	No. of Fruit Bearing Trees	Estimated Potential Volume of Production (Kilograms)	No. of Non-Fruit Bearing Trees
1. Tomitom	19	298	31,000	339
2. Caparan	10	105	52,500	142
3. Malubal	32	227	181,600	220
4. Tiling, Malubal	8	25	10,000	47
5. San Jose	7	84	7,100	121
6. Calula Sentro	9	75	34,500	144
7. Balansag	8	55	5,300	48
8. Makilas	6	52	20,000	150
9. New Cebu, Calula	11	155	6,500	105
10. Buluan	15	80	36,000	255
11. Silingan	26	250	10,000	797
12. Dona Josefa	8	120	4,100	105
13. Labe	12	54	24,300	51
<b>Total</b>	<b>152</b>	<b>1,580</b>	<b>391,900</b>	<b>2,524</b>

Figure 1 Organizational Structure of the Small Mango Growers in Zamboanga Peninsula (COSMAG ZAMPEN)



### Goat Dairy Milk Producers

Dairy goat milk producers were also organized. Organizing clusters of dairy goat raisers is aimed among others, 1) to consolidate fresh milk and therefore achieve economic scale for any marketing initiative to attain profitable scale, 2) to ensure steady supply through a unified and consolidated production plan; and 3) to achieve a uniform product quality. Table 2 below is the results of the organizing activities conducted by the project. The membership are still initial as others continue to show interest in participating in the planned marketing activities.

Table 2 Initial Membership of Formed Dairy Goat Milk Raisers Clusters

Clusters	Total Number of Members
1. Tomitom	7
2. Buluan	4
3. Makilas	3
4. Silingan	8
5. Calula	10
6. Palmera	11
7. Dona Josefa	6

Table 3 Mango Production Plan

Clusters	June	July	Aug	Sept	Oct	Nov	Dec	Total
<b>1) Caparan Cluster</b>								
Number of Trees for induction	74	45	16	44	-	-	-	179
Number of Trees for harvest	-	-	-	73	46	16	44	179
Projected Total Harvest (Kilos)	-	-	-	11,300	4,500	1,300	4,250	21,350
<b>2) San Jose Cluster</b>								
Number of Trees for induction	-	-	4	96	12	-	-	112
Number of Trees for harvest	-	-	-	-	-	4	96	100
Projected Total Harvest (Kilos)	-	-	-	-	-	3,000	9,600	12,600
<b>3) Tomitom Cluster</b>								
Number of Trees for induction	42	28	20	14	-	-	-	104
Number of Trees for harvest	-	-	-	42	28	20	14	104
Projected Total Harvest (Kilos)	-	-	-	4,200	2,800	2,000	1,400	10,400
<b>4) Balansag Cluster</b>								
Number of Trees for induction	-	63	58	27	-	-	-	148
Number of Trees for harvest	-	-	-	-	63	58	27	148
Projected Total Harvest (Kilos)	-	-	-	-	4,950	4,400	2,000	11,350
<b>5) Calula 1 Cluster</b>								
Number of Trees for induction	16	-	27	10	10	-	-	63
Number of Trees for harvest	-	-	-	16	-	24	13	53
Projected Total Harvest (Kilos)	-	-	-	2,000	-	2,800	1,750	6,550
<b>6) Silangan 2 Cluster</b>								
Number of Trees for induction	112	71	52	1	-	-	-	236
Number of Trees for harvest	-	-	-	112	71	52	1	236
Projected Total Harvest (Kilos)	-	-	-	7,480	4,000	3,200	100	14,780
<b>7) Buluan</b>								
Number of Trees for induction	15	12	14	10				51
Number of Trees for harvest				15	12	14	10	51
Projected Total Harvest (Kilos)				700	550	650	500	2,400
<b>8) Silangan 1 Cluster</b>								
Number of Trees for induction	15	20	10	12				57
Number of Trees for harvest				15	20	10	12	57
Projected Total Harvest (Kilos)				750	1,000	450	800	3,000
<b>9) Palmera 1 Cluster</b>								
Number of Trees for induction	30	25	22	15				92
Number of Trees for harvest				30	25	22	15	92
Projected Total Harvest (Kilos)				1,500	1,200	900	700	4,300
<b>10) Palmera 2 Cluster</b>								
Number of Trees for induction	12	15	20	10				57
Number of Trees for harvest				12	15	20	10	57
Projected Total Harvest (Kilos)				700	850	1,000	600	3,150
<b>11) Malubal Cluster</b>								
Number of Trees for induction	12	12	18	21				63
Number of Trees for harvest				10	12	18	21	61
Projected Total Harvest (Kilos)				450	520	600	680	2,250
<b>12) Calula 2 Cluster</b>								
Number of Trees for induction		12	12	15				39
Number of Trees for harvest					12	12	15	39
Projected Total Harvest (Kilos)					500	500	750	1,750
<b>Total # of Trees for induction</b>	<b>328</b>	<b>303</b>	<b>273</b>	<b>275</b>	<b>22</b>	<b>-</b>	<b>-</b>	<b>893</b>
<b>Total # of Trees for harvest</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>325</b>	<b>304</b>	<b>270</b>	<b>278</b>	<b>1,177</b>
<b>Total Projected Harvest (Kilos)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>29,080</b>	<b>20,870</b>	<b>20,800</b>	<b>23,130</b>	<b>93,880</b>



Table 4 Dairy Goat Milk Production Plan

<b>Barangay</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Total</b>
Tomitom						
Number of Milking Does	5	2	5	4		16
Milk Output (Liters)	150	210	360	480	480	1,680
Palmera						
Number of Milking Does	12	2	1		4	19
Milk Output (Liters)	360	420	450	450	570	2,250
San Jose/Surabay						
Number of Milking Does	7					7
Milk Output (Liters)	210	210	210	210	210	1,050
Calula						
Number of Milking Does	11	2	5	6	8	32
Milk Output (Liters)	330	390	540	720	960	2,940
Buluan						
Number of Milking Does	5		1			6
Milk Output (Liters)	150	150	180	180	180	840
Makilas						
Number of Milking Does	20			5		25
Milk Output (Liters)	600	600	600	750	750	3,300
<b>Total Number of Milking Does</b>	<b>60</b>	<b>6</b>	<b>12</b>	<b>15</b>	<b>12</b>	<b>105</b>
<b>Total Milk Output</b>	<b>1,800</b>	<b>1,980</b>	<b>2,340</b>	<b>2,790</b>	<b>3,150</b>	<b>12,060</b>
<b>Daily Milk Production (Liters)</b>	<b>60</b>	<b>66</b>	<b>78</b>	<b>93</b>	<b>105</b>	

## Local Agricultural Development Planning

### The Ipil Local Government Leadership Perspective

A new set of elected officials has taken over the leadership of the Local Government Unit of the municipality of Ipil. The new leadership has expressed concerns over the state of agriculture in the municipality and has expressed its intention to mobilize stakeholders to develop local agriculture.

The new leadership believes that development of the agricultural sector, especially at the local level, should never be a monopoly of the local government or the local agricultural office. Successful mobilization of stakeholders in agriculture is key. Stakeholders have a contribution to make and an important role to play. The different line agencies, NGOs/CSOs, the private sector, the academe, the church and other institutions, and more importantly, farming and fishing communities themselves, should be involved in local agricultural development who could share valuable insights, expertise, labor, time and investments.

Unfortunately, a multi-stakeholder and participatory approach has yet to become part of the LGU framework for local agricultural development. There had been no clear guidelines as to what processes, activities should be involved. This project is an attempt in catalyzing and in setting in the local agricultural development process by starting with a multi-stakeholder and participatory local agricultural development planning process.

What is important now is that the LGUs of Ipil have recognized the need to play the role of facilitator, especially in establishing linkages with private and non-government institutions.

The Local leadership believes that the fragmented approach to local agricultural development just won't do. The task must now be approached in a more purposeful and strategic manner.

Republic Act 7160 (RA 7160), also known as the 1991 Local Government Code, sought to get rid of centralism and thus create the impetus for innovation and improvements in a decentralized operations of government.

In agriculture the concrete effect of the passage of R.A. 7160 was the devolution of personnel, including extension workers, from the Department of Agriculture to the local governments. Another provision was the allocation of funds from the Internal Revenue Allotment (IRA) to the local governments; in theory, funds that would have previously gone to the central agencies for use at the local level should instead go directly to the local governments.

Debates had continue whether the devolution had beneficial effects to agriculture which has the urgent and formidable task of feeding a rapidly growing population and employing a significant proportion of the country's workforce. Some quarters argue that the low performance of was due to the devolution effort that started in 1992.

Others argue that devolution is more than just a formal handover of responsibility. More importantly, it is a process of equipping the LGUs with the resources as well as the capacity to make the handover work.

More than 15 years after the passage of R.A. 7160 the experience in so far as agricultural development is concerned has been mixed. The biggest gain has been the enshrinement of the concept of local autonomy and empowerment. LGC 1991 provides the guiding principles on how agricultural development programs should be carried out at present and in the future. R.A. 7160 puts local governments at the forefront of service delivery at the local level. Resourceful local governments have successfully utilized R.A. 7160 as a tool to effect substantial improvements in the lives of their agricultural constituency.

Despite such gains, problems stemming from the passage of R.A. 7160 remain. The most salient of these are:

- ***Insufficient funds transfers to local governments***

Although in principle, a substantial portion of resources of DA should go to local government units (LGUs), in practice this has not been so. Before devolution, 82 per cent went to central offices and 18 per cent to regional offices. After devolution, 80 per cent still went to the central offices, 12 per cent to the regional offices, and only eight per cent went to the LGUs.

- ***LGUs were not prepared to absorb DA personnel***

The transfer of DA personnel to the LGUs did not happen smoothly. Owing to problems associated with transfer of funds to local governments, many LGUs did not have the funds to absorb the DA staff. Moreover, the staff transferred often did not possess the skills set needed by the locality. *(There is no available data on the kind of skills required by LGUs.)*

- ***Lack of synchronization between NG and LGU plans:***

The devolved structure of agricultural offices hardly defines who and how the integration of local plans and their evaluation can be made. Oftentimes, plans prepared by the DA did not jibe with the needs of the locality or at times with plans formulated by the LGUs. At the same time LGU priorities are not captured in the national agriculture programs.

### **Republic Act 8435 or AFMA.**

Meanwhile, Republic Act 8435, otherwise known as the Agriculture and Fisheries Modernization Act of 1997, or AFMA, strengthens the provisions of R.A. 7160 on the central role of local government units (LGUs) in agricultural production and the attainment of food security. But the national government failed to allocate resources for AFMA.

AFMA was supposed to direct LGUs to prepare agriculture and fisheries modernization plans (AFMPs) which shall form the basis for the national AFMP to be prepared by the DA. Among others. Through this way, AFMA could have further strengthened the role of the local governments in agricultural production in a way that it can ameliorate the perceived negative effects on agriculture of R.A. 7160. But the national government failed to allocate the required resources for AFMA.

At present, proposals for changes and reforms at the DA have been discussed to make DA more responsive to the requirements of local agriculture. The question now would be much on whether those proposals could facilitate positive changes and as such when should those changes take effect. Meantime, the local LGU leadership, especially those with large constituencies in agriculture, are faced with the daily challenges of what to do to develop agriculture.

### **The Local Agriculture Office**

The MAO Office of both municipalities of Ipil and R.T. . Lim have 9 personnel. The Municipal Agriculturist heads the office with 8 regular agricultural technicians assigned to the different crops and commodities. A "job order" staff is assigned to assist in the daily activities of the office.

The Local Agriculture Office conducts periodic planning but is not necessarily guided by a comprehensive framework for local agricultural development planning. In general, the

MAO officers are given the option but are not obliged to come up with a local agricultural development plan.

On the other hand, the LGUs are required to formulate a Comprehensive Land Use Plan (CLUP), in which agriculture is included as a sub-section to the Economic Sector. At the minimum, the OMAs that are required to participate in the formulation of the plan can refer to the CLUPs. CLUPs, however, serve only as a reference.

In practice, the MAO submits a “wish” list of agricultural projects and activities each year as the basis for budget allocation. The list of projects and activities are in no way related to what the LGU wants to achieve in a specific period of time.

### **The Ipil Local Government Leadership Perspective**

A new set of elected officials has taken over the leadership of the Local Government Unit of the municipality of Ipil. The new leadership has expressed concerns over the state of agriculture in the municipality and has expressed its intention to mobilize stakeholders to develop local agriculture.

The new leadership believes that development of the agricultural sector, especially at the local level, should never be a monopoly of the local government or the local agricultural office. Successful mobilization of stakeholders in agriculture is key. Stakeholders have a contribution to make and an important role to play. The different line agencies, NGOs/CSOs, the private sector, the academe, the church and other institutions, and more importantly, farming and fishing communities themselves, should be involved in local agricultural development who could share valuable insights, expertise, labor, time and investments.

Unfortunately, a multi-stakeholder and participatory approach has yet to become part of the LGU framework for local agricultural development. There had been no clear guidelines as to what processes, activities should be involved. This project is an attempt in catalyzing and in setting in the local agricultural development process by starting with a multi-stakeholder and participatory local agricultural development planning process. What is important now is that the LGUs of Ipil have recognized the need to play the role of facilitator, especially in establishing linkages with private and non-government institutions.

The Local leadership believes that the fragmented approach to local agricultural development just won't do. The task must now be approached in a more purposeful and strategic manner. Hence, this project.

### **The Emerging Framework for Local Agricultural Development**

National data would indicate that about 40 percent of Filipinos are directly involved in agriculture. plays a significant role in the Philippine economy. Estimates would indicate that in Ipil, more that 40 percent of the population are directly engaged in agriculture for livelihood. Ipil is largely rural and agricultural.

From the 70s until today, agricultural development has been synonymous to agricultural growth. While the latter is a major component, it has a limited scope as it primarily focuses on productivity, performance and agricultural outputs (commodity focused). The parameter have been the emphasis of such understanding of agricultural development.

Through the decades, LGUs have been encouraged to take on increasingly more active roles in agricultural development. Two major legislations were enacted on this regard, the LGC of 1991 and AFMA of 1997. As early as 1987, EO 116 has already decentralized DA by creating PAO and MAO offices.

Now, LGUs are at the forefront of local agricultural development as major responsibilities over agriculture have been devolved.

There is therefore a need to articulate a common vision, understanding and consensus among stakeholders over the meaning of agricultural development.

Local agricultural development requires shifting of paradigms and mindsets. Given the decades of centralized planning and implementation, LGUs and local stakeholders must view local agricultural development based on the local realities, relationships, structures, resources, socio-cultural conditions, requirements and capacities.

In short, it is not only the LGU that should be involved in local agricultural development. The process is defined by a collaborative arrangement among the LGU, civil society, business, investors, financial institutions, big, medium, small and poor farmers and fisherfolks. The leadership and facilitating role of the LGU is key and important in this arrangement.

While there is a long list of the multifaceted problems confronting agriculture, one should recognize that agriculture play a very important role in reducing poverty incidence especially for the fact that poverty is largely and rural and agriculture phenomenon.

So that local agricultural development should not only be limited to productivity, performance and outputs of a specific commodity, but rather, should include, among others, the following key objectives, among others,

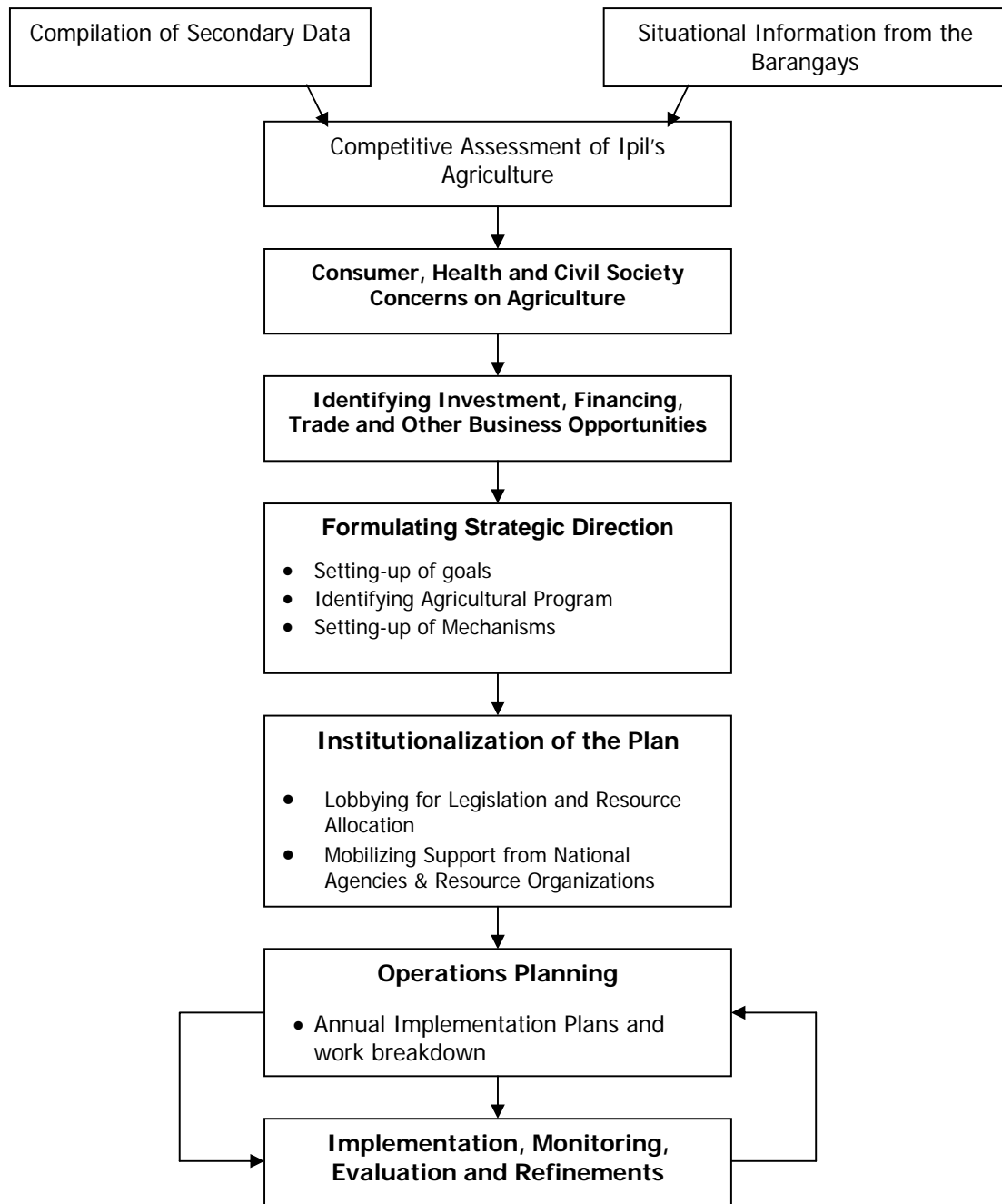
- 1) increased productivity, better performance (profitable), increased volume of trade
- 2) reduced incidence of poverty
- 3) generation of rural employment
- 4) revenue generation for the LGU

### **Formation of a Technical Working Group**

A technical working group is composed of representatives from the Municipal Agriculture Office (MAO), civil society organization, farmers association, the Municipal Agriculture and Fishery Council, the Committee on Agriculture of the Municipal Legislative Council,

Mayor's Office and the Municipal Federation of Barangay Councils. The technical working group will serve over-all overseer of the planning process:

### The Planning Process Flow



# Operationalizing SIAD in a Municipal Context

PhilDHRRA Mindanao

## The Context

Montevista is a fifth class municipality of the newly created Compostela Valley Province. The municipality is located approximately 12 kilometers south of the capital town Nabunturan. It is located along the national highway that links Butuan City and Davao City. It takes 3 hours to reach Montevista from Davao City.

Montevista has a total land area of 22,500 hectares subdivided into 20 barangays. Montevista's land area represents 4.82% of the entire province and 0.71% of the entire Region XI.

Montevista enjoys an ideal location outside of the typhoon belt. Its climate is characterized by no dry season with a very pronounced maximum rainfall from November to January.

Prior to the arrival of the settlers, Montevista was dominated by Mandaya indigenous people. Today, Cebuanos, Mandayan, Davawenos, Waray, Boholanos and Ilocanos largely constitute its 33,225 population.

The municipality is highly dependent on its Internal Revenue Allocation (IRA). The municipality's IRA is Php 33.5 million in 2004, around 80 percent of its total budget of Php41 million.

Montevista is among the municipality with the lowest income classification. The municipality is highly dependent on its Internal Revenue Allocation (IRA). In CY 2004, the municipality's IRA was Php 33.5 million, constituted around 80 percent of its total budget of Php 41 million. Though endowed with rich natural resources and other physical attributes, limited investments and internal funds constrained the municipality in pushing for the implementation of critical programs to address the poverty situation in the area. Montevista can only depend from its very limited Internal Revenue Allocation (IRA) from the national government. About 80% of the annual income comes from the IRA to sustain its operation. Local revenues only accounts for less than 20% of the LGU's annual income.

A detailed look at the municipality revealed that poverty was mostly effected by factors such as low household income, inequitable access to resources (land, credit etc) denuded uplands, limited infrastructure, such as farm to market road, pre & post harvest facilities and access to market. However, these problems were mostly a result of wrong priorities, ill-conceived projects and management constraints.

Compounding the situation, however, is the limitation of the LGUs (municipal & barangay) to maximize opportunities in terms of pushing for a more democratic planning, resource accessing and implementation of projects. LGUs are still confronted

with issues on how to be effective in terms of delivering limited services by being responsive to the real and immediate needs of the constituents

Despite being a major agricultural force in the province, Montevista is constrained by inefficient market systems. Most of Montevista's vegetables are transported to exterior markets where they command higher prices, leaving local residents to pay more for vegetables. Despite their production capacity, only a few of the barangays (neighborhoods) in Montevista produce vegetables in scale. Furthermore, there is no cooperative-based selling of vegetables, thus farmers end up individually selling their vegetables in small volumes, making them incapable of bargaining for a good price. Most products are already committed to buyers who are, more often than not, the same source of production credit to the farmer. Likewise, banana, as an anchor crop, is subject to erratic market forces, as are durian, lanzones, and rambutan, all are popular fruits in the Philippines. Each of these fruits are seasonal, meaning there are specific months when prices are high; at other times of the year farmers lose money on these products.

### **Historical Beginnings of Initiatives in Montevista**

The initiatives of PhilDHRRA in the municipality can be traced back way back during the implementation of PhilDHRRA's national program Tripartite Partnership for Agrarian Reform and Rural Development (TriPARRD) in 1995. The over-all objective of the TriPARRD was to contribute to the efforts of increasing the capability of Agrarian Reform Beneficiaries to address security of land tenure, and eventually to improve household incomes. The program framework was to draw and mobilize POs and NGOs to actively engage the government in implementing agrarian reform after many NGOs and POs under the Peoples Congress for Agrarian Reform (CPAR) withdrew support for a watered-down Comprehensive Agrarian Reform Law that was enacted by Congress in 1989. The experiences of TriPARRD program have provided impetus to the development of the SIAD development framework.

TriPARRD was originally implemented Antique Province and Bondoc Peninsula in Quezon. During the period 1995-200 in four (4) province in country, namely: Camarines Sur, Iloilo, Bukidnon and Davao del Norte (Davao del Norte province is now divided into two provinces. TriPARRD sites Monkayo, Montevista, Pantukan and Mawab municipalities are now part of the newly created province of Compostela Valley). In Montevista, six barangays were covered by the TriPARRD program.

TRIPARRD in Davao del Norte (now Compostela Valley) covered 17 sites during a six years program period. The program succeeded in distributing 3,727 hectares of land to 1,773 landless farmers and organized some 17 agrarian reform beneficiaries' (ARBs) peoples' organizations.
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Another program implemented by PhilDHRRA in the province was the Tripartite Partnership for Upland Development. These two programs helped laid down the foundations for integrated efforts and initiatives to address diverse development concerns of all sectors and communities in Montevista.



The visible gains (farmers received CLOAs as agrarian reform beneficiaries and upland farmers received ISFs, growth of 6 cooperatives, improvements in agricultural production) of the TriPARRD and TriPUD programs as implemented by PhilDHRRA member-NGOs in six (6) barangays, directions was already set to replicate similar interventions in the other fourteen (14) barangays of the municipality.

### **The Municipal Wide Consultation in 1999**

In 1999, a municipal-wide consultation was held. During the consultation, PhilDHRRA presented the outputs of TriPARRD and TriPUD programs in the municipality. The presentations included the presentation of the consolidated barangay profiles that would form part as a municipal economic profile and situationer pointing out widespread issues on security of land tenure, low agricultural productivity, soaring production cost, and how the programs mobilized potential agrarian reform beneficiaries to benefit from the agrarian reform program, what have been done to improve agricultural production, reduce production cost and how incomes have been diversified.

It was during this consultation that the situation of the six (6) barangays was affirmed by the other 14 barangays as the same conditions they were confronting, expressing their intentions to include the other 14 barangays by replicating initiatives taken by PhilDHRRA in the 6 barangays.

It was during the consultation that participants arrived at a consensus to push for the agreed 11-point development agenda to the municipal government of Montevista.

<b>DEVELOPMENT CONCERNS</b>	<b>KEY INTERVENTIONS</b>
1. RESOURCE TENURE IMPROVEMENT	<ul style="list-style-type: none"> <li>• Expedite land transfer processes both in the uplands and lowland areas</li> </ul>
2. COOPERATIVE DEVELOPMENT	<ul style="list-style-type: none"> <li>• Organization, consolidation or strengthening of people's organizations</li> <li>• Rehabilitating distressed coop enterprises</li> </ul>
3. SUSTAINABLE AGRICULTURE /FOOD SECURITY	<ul style="list-style-type: none"> <li>• Increasing farm productivity, ensuring household food requirements and developing surplus</li> <li>• Rehabilitating the uplands e.g. soil structure, soil fertility, arresting soil erosion, introducing appropriate farming technology</li> </ul>
4. ENTERPRISE DEVELOPMENT	<ul style="list-style-type: none"> <li>• Facilitating access to production credit</li> <li>• Developing farm-based and off-farm household and cooperative enterprises</li> <li>• Developing capacities in market linkaging and networking towards access to effective market</li> </ul>
5. LOCAL GOVERNANCE CAPAICTY BUILDING	<ul style="list-style-type: none"> <li>• Developing capacities of NGOs, POs, LGUs, and line agencies on participatory planning, designing, financing, implementing and managing projects/programs and enterprises</li> </ul>
6. PARTNERSHIP DEVELOPMENT	<ul style="list-style-type: none"> <li>• Establish and strengthen mechanisms for</li> </ul>

	muti-stakeholders partnerships in 20 barangays as well as at the municipal and provincial level
7. GENDER AND DEVELOPMENT	<ul style="list-style-type: none"> <li>Ensuring opportunities for both gender in participating in all levels of decision making processes in the households and in the community</li> </ul>
8. INDIGENOUS PEOPLES WELFARE	<ul style="list-style-type: none"> <li>Addressing ancestral domain claims and respecting indigenous rights to self-determination</li> </ul>
9. BASIC SOCIAL SERVICES DELIVERY	<ul style="list-style-type: none"> <li>Mobilizing local and external resources to facilitate delivery of basic services e.g. health/medical facilities and services, water systems, education</li> </ul>
10. INFRASTRUCTURE DEVELOPMENT	<ul style="list-style-type: none"> <li>Ensuring rural infrastructure needs e.g. school buildings, farm to market roads, health centers, electrical lines, water impounding projects</li> </ul>
11. PARTICIPATORY DEVELOPMENT PLANNING, IMPLEMENTATION, M&E	<ul style="list-style-type: none"> <li>Developing capacities of basic sectors, e.g. farmers, women, vendors, etc. in articulating their development agenda to influence and integrate plans in government budget priorities</li> </ul>

### Poverty Condition

The municipal government considers poverty as one of its major concerns. Based on the last Minimum Basic Needs (MBN) survey, majority of its population live below the poverty threshold set by the National Economic and Development Authority (NEDA).

The municipal government identifies two major factors that affect its poverty situation. The first is the small income its people generated from farming. Majority of its population gainfully employed come from the agricultural sector, but they are either self-employed or agricultural worker whose earning is very minimal and usually is not enough to sustain their household's basic needs. The second factor is the low level of educational attainment of its people, with 72.08 percent representing those who finished only primary and elementary grades.

### Inadequate Basic Services, Facilities and Utilities

High morbidity and alarming mortality rates continue to exist in Montevista particularly in far-flung barangays. To aggravate this matter, only five out of twenty barangays of the municipality have barangay health station. There is a municipal health station in the poblacion but its personnel are crying for limited supply of medicines, lack of medical equipment and additional health personnel.

A considerable number of households still depend on rainwater, undeveloped wells and springs.

The existing classroom-student and teacher-student ratios in elementary and secondary are both below standard. A number of school buildings that need to be repaired or replaced are still utilized as schoolchildren have nowhere to go and the municipal government doesn't have the necessary resources to repair or replace them.

Only eleven of the municipality's twenty barangays have electricity. The rest are in dire need of electricity not only for household use but also for agro-industrial purposes.

In terms of communication, the only facility that links the municipality to other places in the country and abroad is the Philippine Postal Corporation and the telegraph office by the Bureau of Telecommunications of the Department of Transportation and Communication. To augment these, a two-way radio transceiver was installed linking the municipality with the other municipalities in the province.

While all barangays have accessed roads, most of them are accessible only during dry season. Moreover, some existing bridges need to be improved. This situation hampers the economic activity of the affected population.

#### Low Agricultural Productivity

The municipality traces the problem of low agricultural productivity to the lack of sufficient irrigation facilities, among other factors. Irrigated areas produce at least twice a year compare with the non-irrigated with at least once a year. The municipality has about 350 hectares of potential irrigable area but only 150 hectares are presently irrigated.

#### Environmental Degradation

More than 36 percent of Montevista's land area has a slope 18 degrees and above. The present surface cover of these areas varies from agricultural crops, grassland and brushland which tend to be susceptible to soil erosion and caused flooding and rapid siltation of major rivers and creeks.

#### Conflicting Land Uses

At present, there are industrial and agro-industrial establishments situated in areas designated by the municipality's 1982 zoning ordinance as residential and commercial. The growing urban population of the municipality needs to expand the built-up area designating specific land use to properly arrange the growth of the urban center and maintain ecological balance.

#### **Response of the LGU**

The LGU of Montevista responded positively with the Chief Executive Officer (the Mayor) issued an Executive Order creating a Technical Working Group to work on the 11-point development initiatives using SIAD as the development framework. At the initial stage (1999) the Technical Working Group implemented projects, but these projects were not

able to transcend beyond the traditional projects of the local government and move towards the framework of SIAD.

In the proceeding year, the TWG through a series of workshops developed a program that would focus on the following key areas:

- 1) Resource Tenure
- 2) Organizational Development among major stakeholders
- 3) Sustainable Agriculture
- 4) Local Development and Governance
- 5) Enterprise Development
- 6) Participatory Development

### **Formal Agreement with the Municipal LGU of Montevista**

In the middle of year 2000, PhilDHRRA and the Municipal Government of Montevista signed a Memorandum of Agreement (MOA) as principal partners on the program to “upscale” or replicate the initiatives made by PhilDHRRA in the six (6) barangays into the entire municipality covering 20 barangays. An Oversight and Coordination Committee was created within the Technical Working Group to function as the lead mechanism in operationalizing SIAD, mobilizing support from other government agencies, provincial, regional and national, as well as other NGOs, private and business organizations and in supervising the implementation of projects on the ground.

In November 2000, the SIAD partnership between the LGU and PhilDHRRA was officially launched.

During the period 2001-2003 the partnership between the LGU and PhilDHRRA was able to mobilize the following organizations and entities to implement projects in the municipality.

- 1) Kahayag Foundation, Inc. to respond to the increasing incidence of violence against women and children (VAWC). Kahayag Foundation implemented a project helping organizations address VAWC issues, trained women in the conduct of gender and development issues education and advocacy.
- 2) The Mindanao Rural Development Program (MRDP), a World Bank funded development program implemented an agricultural development, indigenous peoples' welfare, gender and development and infrastructure projects in the municipality.
- 3) The GAA Institute of Primary Health Care help improved primary health care services of the Barangay Health Centers and the Municipal Health Office. Constructed Level potable water systems in the barangays as well as sustainable agriculture projects.
- 4) The Department of Agrarian Reform-Agrarian Reform Community Development Program (DAR-ARCDP) implemented cooperative development, agriculture,

enterprise development projects, helped improve delivery of social services of the LGU as well as rural infrastructure projects.

### **Initial Results (2001-2003)**

In the municipal LGU of Montevista's report to the public in 2003 entitled *"Ang Bunga sa Pagtinabangay ug Panaghiusa."* (The Fruits of Cooperation and Unity) it described the state of development of the municipality, to wit:

#### **Agriculture**

- Increased production
  - rice - from 3.25 tons (1996) to 3.75 tons per year
  - corn - from 1.6 tons (1996) to 2 tons per year
  - coconut - from 0.9 ton (1996) to 2.4 tons
  - durian - from 0.5 ton (1996) to 3 tons per year
  - mango - from 10 tons (1996) to 60 tons per year
- Increased durian production area from 100 hectares (1996) to 139.81 hectares
- Increased mango production area from 30 hectares (1996) to 345.54 hectares
- Distributed 9,950 banana hills to banana growers and developed 16.5 hectares of banana plantation covering 11 barangays.
- Increased livestock population
  - carabao - from 1,381 heads (1996) to 2,562 heads
  - cattle - from 290 heads to 589 heads
  - swine - from 8,010 heads (1996) to 11,635 heads
  - goat - from 1,960 to 3,089 heads
  - poultry - from 21,559 (1996) to 55,322 heads

#### **Agri-Infrastructure Support Program**

- Rehabilitated a total of 31.46 kilometers farm-to-market road
- Constructed 13.88 kilometer farm-to-market road
- Constructed 4 units bridge
- Constructed 2 units small water impounding
- Constructed 49 units shallow tube wells
- Expanded area of irrigated rice field from 165 hectares (1996) to 462 hectares
- Constructed 12 units solar dryers
- Constructed 3 units warehouses

#### **Agriculture Marketing Support**

- Provided opportunity for market matching through the establishment of "Bagsakan Center"
- Operationalized Market Day to provide marketing venue for farmers

### **Agrarian Reform**

- Distributed 300 hectares of private agricultural land to 160 agrarian reform beneficiaries
- Converted 50 share tenants to leaseholders
- Provided technical assistance for the strengthening of 4 agrarian reform cooperatives (through ladderized training)

### **Forestry**

- 120 upland farmers provided technical assistance and availed of land ownership through community-based forest management agreement (CBFMA)
- Developed 304.25 hectares protection forest along rivers and areas identified as potential source of spring water
- Distributed 76,376 Falcata seedlings to 171 farmers

### **Economic Enterprise**

- Increased local revenue collection through the formulation of the Municipal Zoning Ordinance and Business Tax Map
- Constructed and operationalized public market
- Constructed and operationalized public terminal
- Constructed and operationalized slaughterhouse

### **Cooperative Development**

- Organized and strengthened 20 POs/Cooperatives in 20 barangays
- Provided an average of P150,000 loan assistance to 8 POs/Cooperatives
- Operationalized at least 2 joint venture micro financing

### **Capacity Building and Technology Transfer**

- Conducted training/seminar on sustainable agriculture and farming
- Identified and trained 346 farmer technicians in 20 barangays
- Established technology demonstration farms (5 varietal rice trial and 4 corn production) for diversified farming
- Organized 7 farm youth clubs
- Provided various supports to strengthen the Agricultural and Fisheries Council
- Formulated a 5-year Agriculture Strategic Development Plan

### **Social Welfare**

- Established 24 day care centers
- Organized 20 women's councils in 20 barangays
- Provided food for work assistance to more than 100 households
- Provided core shelter assistance to 15 households
- Acquired 2 hectares relocation site
- Established water system projects across barangays

- Conducted awareness raising seminars on gender and development and violence against women

### **Infrastructure Development**

- 1,800 households availed of power services comprising 11 barangays and 85% of all puroks or sitios
- Operationalized municipal water utilities cooperative to augment water supply serving 447 households
- Developed and installed 3 pumping stations and distribution lines serving 142 households
- Concreting and maintenance of municipal and barangay roads

### **Protective Services**

- Acquired patrol car and fire truck
- Reorganized and strengthened municipal peace and order council
- Installed 22 policemen and 9 firemen

In its Ten-Year Development Plan (1997-2007)<sup>1</sup>, the municipality of Montevista envisions a “self-sufficient, self-reliant and God-centered municipality with a stable government that will provide the needs and aspirations of the people under the rule of democracy and social justice in harmony with an ecologically balanced environment for sustainable development.”

With the concrete gains resulting from the operationalization of SIAD in the municipality, this vision may soon become a reality in Montevista.

### **The Formation of the Federation of Agrarian Reform Cooperatives in the Compostela Valley Province.**

The TriPARRD Federation of Agrarian Reform Beneficiary Cooperatives or TriFED is a federation of 10 ARB cooperatives operating in the five municipalities of Compostela Valley Province. The federation was organized and formed in March 2000. The formation of TriFED was based on:

- 1) consolidating and sustaining the gains achieved under the TriPARRD program
- 2) to serve as a mechanism for the continuing work on agrarian reform in the province at the phase-out of the program; and
- 3) to catalyze the operationalization of SIAD in areas where cooperative members operate.

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<sup>1</sup> Formulated with assistance from the Canadian International Development Agency-Local Government Support Program Regional Office XI

### **TriFED in the partnership between PhilDHRRA and the LGU of Montevista**

TriFED plays a major role in the partnership between PhilDHRRA and the LGU of Montevista. TriFED assumes the lead role in the formation of agricultural cooperatives and developing cooperative enterprises in the municipality, provide technical assistance required in the formation and strengthening of cooperatives.

Due to its positive track record in micro-financing, TriFED is also tasked by the municipal LGU to manage LGU funds for micro-finance for poor families in the municipality.

TriFED also plays a role as a market facilitator, linking farmers and cooperatives to markets in Davao City, Cebu and Metro-Manila. At present, TriFED is linking an export market for bananas.

Two (2) of the ten (10) member-cooperatives of TriFED are operating in the municipality of Montevista, namely TARBEPCO based in Barangay Tapia and MARBEMCO based in Barangay Linoan.

### **Mechanisms Created in the SIAD Operationalization**

#### Municipal SIAD-TWG

The Municipal SIAD-TWG was created through an Executive Order originally to work on the 11-point development initiatives using SIAD as the development framework. At the initial stage (1999) the Technical Working Group implemented projects, but these projects were not able to transcend beyond the traditional projects of the local government and move towards the framework of SIAD.

The Municipal SIAD-TWG is a working committee of the Municipal Development Council.

Sub-committees were also formed and strengthened to assist the TWG and to attain focused operations.

#### Barangay Technical Working Group (BTWG)

The BTWG is the counterpart of the Municipal SIAD-TWG created as a working committee within the Barangay Development Council.

The BTWG's role is to oversee and orchestrate SIAD operationalization at the local level and shall provide oversight to the plans and activities of farmer technicians, legal management committees, barangay health workers, etc.

#### Municipal PO Forum/Network

This forum was organized to define consolidated sectoral interests and agenda at the municipal and barangay level.



### Clusters of Barangays

The 20 barangays of Montevista were divided into 4 geographic clusters consisting of 5 barangays per cluster. Each cluster is being supervised and managed by an Area Development Manager (ADM). The Area Development Manager provides leadership in community organizing and three thematic concerns namely; sustainable agriculture, enterprise development and participation in local governance.

### Barangay POs/Association

The barangay level peoples organizations are the primary movers in the operationalization of SIAD at the barangay levels as well as influence policy and decision-making at the municipal level. They are represented in the Barangay Development Councils.

# Putting SIAD into Operation in a Municipality

IPHC and LGU Partnership

## BRIEF PROFILE OF THE MUNICIPALITY OF NEW CORELLA

New Corella as a municipality came into being through a Presidential Proclamation in 1964 and was fully established in 1965 when the first set of municipal officials were sworn into office by then President Diosdado Macapagal.

## PHYSICAL CHARACTERISTICS OF NEW CORELLA

New Corella has a total area of 32,148 hectares. It is composed of 20 barangays: Mambing, Sta. Fe, El Salvador, Patrocenio, Del Monte and Cabidianan are located in the mountainous portion. While the rest of the barangays are Macgum, Suawon, Limbaan, Sto. Nino, San Roque, New Sambog, Carcor, New Cortez, New Bohol, Poblacion, Sta. Cruz, Del Pilar, Mesaoy, and San Jose.

The municipality of New Corella is located in the central portion of the province of Davao. It is bounded on the west by the municipality of Asuncion; on the south by the municipality of Tagum and Mawab; on the northeast by the municipalities of Montevista and Nabunturan. It lies between 7 30' and 7 41' north latitude and 125 54' east longitude. Traversed by 28 creeks and 4 rivers New Corella is a very rich agricultural and a promising rice granary if developed methodically. Presently, the National Irrigation administration (NIA) is utilizing Saug River to irrigate barangays Mesaoy, Del Pilar and portions of New Bohol. The average rainfall is 14.27 and the average temperature is 27.2 C. New Corella has never been visited by typhoon.



## THE LGU-IPHC PARTNERSHIP FOR SIAD

The Sustainable Integrated Area Development (SIAD) process in New Corella began in August 1999. A five (5) year Memorandum of Agreement (MOA) was signed that ended in August 2004. Main stakeholders include the Municipal Government, 20 Barangay Governments, and the Institute of Primary Health Care-Davao Medical School Foundation (IPHC-DMSF). The MOA was inked for another 5 years to end by year 2009.

This time the Municipal Government and four (4) of the 20 barangays opted not to renew its participation to the partnership.

### **Utilizing SIAD as a Framework for Municipal Development**

In the New Corella experience, there was gradual yet dramatic change in the participation, decision-making and implementation of community and development undertakings. Institutionalizing emerging innovations were part of the sustainability mechanisms. Primordial goals of putting SIAD into operation include people's participation and empowerment, transparency and good governance, better quality of life, and sustainable development. This development strategy was hoped to make a difference in the lives of New Corellans as we journey towards achieving genuine development.

Land Area :	32,148 has.
Timberland :	11,165 has.
Number of Barangays :	20
2000 Population :	45,000 (52,137)
Date Created :	June 18, 1967
Income Class :	5th class (2nd class)
Main Source of income:	Farming (70%)
Household below poverty:	65% (54%)
Major Agricultural products :	Rice, Banana, Corn, Coconut, Coffee
Number of Barangays Energized :	14 (20)
Number of elementary schools :	32
Number of high schools :	4
Number of tertiary schools:	2
Number of Brgy Health Centers :	14 (20)
Number of Cooperatives :	43 (61)

IPHC believes that SIAD framework provide the opportunities for genuine development to take place from within. External elements were only for making the circumstances conducive to enable the inner potentials to actualize to the fullest. The constituents were molded to heal and capacitate themselves from identified internal inadequacies, as well as in rationally utilizing internal resources, in order to move on for self-advancement and be able to integrate or compete with the outside realities.

During the period, IPHC had been confronted with prevalent problems such as 65% of households below the poverty line, passive participation of communities, non-functional Local Special Bodies, leader-centeredness, infrastructure-driven planning, less priority of timberland areas, non-active PO sectors, the perceive gap between the LGU service provider and the community, lack of capital for livelihood and crop production, and the powerful control of middle-men in the market.

The convergence of the NGOs, POs and the LGUs in SIAD was essential. The experience put human power and resources together, and that brought the development programs more effective and practical. NGOs have more grassroots level experience while LGUs have more governmental grant resources, legal power and bureaucratic structure. Also through SIAD, IPHC convinced the LGU to integrate various processes in the LGUs' existing structures created through the mandate of the New Local Government Code.

### **Expanding the members of the Local Development Councils (EMDC and EBDCs)**

Section 106 and 107 of the Code stipulates the creation and composition of Local Development Council in every LGU. However, the law recognizes only three (3) groups to compose the Barangay Development Council (BDCs) such as Barangay Council

members, NGOs and Representative of the Congressman while Municipal Development Councils have only four (4) such as Barangay Captains, SB Chairman on Appropriations, NGOs, and Representative of Congressman.

Limiting the number of LDC members would defeat the purpose of achieving a comprehensive multi-sectoral development plan and so, MDC and BDCs of New Corella were expanded to include identified marginal sectors and representatives of peoples organizations, civic groups and other government agencies. This was done to ensure proper representation of sectors and groups during the Expanded Local Dev't. Council's deliberation regarding issues and problems that concern them. Most EBDCs meet regularly and the frequency differ from each other. All EBDCs in the municipality are functional and comprised an average of 35 members. Local Special Bodies such as the Local Health Board, Local School Board, etc have also expanded membership.

### **The PMC under the EMDC**

In the monitoring and evaluation aspect, the EMDC began to have a functional Project Monitoring Committee (PMC) in year 1999. The PMC members were elected from among the EMDC composition. As experienced, PMCs cannot be effective in undertaking its mandate as stated in Section 109 (5) of the LG Code. First, its members are volunteers, and secondly the LGU have numerous PPAs scattered in 20 barangays. To ensure proper monitoring and evaluation, EMDC recommends to create Barangay Monitoring Teams in every barangay.

By virtue of the Executive Order by the Mayor, all EBDCs organized BMTs composed of five (5) persons elected from among its members. A method of selection was conducted prior to the election called Socio-Gram and Leg-working in order to ensure that right persons are chosen for the job. The BMT renders periodic report to the EBDC and furnish a copy to the PMC. The BMT shall be responsible in monitoring and evaluating all PPAs being implemented in the barangay whether coming from the national, provincial, foreign, municipal or barangay fund. This strategy proves to help enhance transparency and accountability in the implementation of government projects.

There are unique attributes in NGO operations that are effective which can be adopted by LGUs. A genuine community organizing is deemed the missing link of government in understanding and truly reaching out its constituents. Through the CO component, common interests between government and communities are easily facilitated, coordinated and realized. Recognizing these, the LGU-IPHC partnership has deployed Local Community Organizers (LCOs) to participating barangays.

### **Community Organizing**

The hiring of LCOs passed through ardent screening, capacity testing and character proving. One (1) Senior CO is assigned from the IPHC personnel to man the group, and they met twice a month. Reports are required from each of them in oral and written form. Community immersion is vital activity required to ensure close contact with key persons in the community. The effectiveness of an LCO is measured on his/her early

phasing out leaving a self-reliant community or organization. The MTWG acted as board of directors on resolving issues and setting directions.

What has been started from the past 5 years were sustained particularly the SAPBRIME management cycle strategy founded from the 1991 Local Government Code. Some said the LG Code is just lip service of the government but in New Corella it anchored the SIAD institutionalization. Applying and innovating some provisions of the Code, the SIAD has polished a genuine bottom-up planning process.

### **Bottoms-up Planning**

#### **PUROK LEVEL**

The LGUs of New Corella adopted the two (2)-year advance AIP preparations as mandated in Joint Memo Circular #1 issued by DILG, DBM, NEDA and MEDCO intended for entire Mindanao. In New Corella, we bring down the SAPIME process at the Purok level. By June to August every year, the planning process began with an Evaluation-Planning in all Puroks. The original module was designed for one (1) day until it was simplified. The activity is more than plain consultation, it includes: evaluation of previous action plan and external support, presentation and validation of updated data (MBN), situation analysis, planning & prioritization, and formulating a new Purok annual action plan.

Each purok is required to have a participation rate of not less than 70%. At the start MTWG and LCOs facilitated the activity until it was gradually handed over to the EBDC members. During the activity, it is important that families be motivated to do contributions in development. They make action plans for them to respond on problems and issues that can be solved at their level, while the rest were submitted to the EBDC. Result at the EBDC levels were reported back to the purok by the Purok Leader/LCO for the family's information and alternative action.

#### **BARANGAY LEVEL**

After all puroks in the barangay were done planning, the Barangay Captain convenes the EBDC. Usually, the schedule falls every September to October. The partnership has developed a three (3) day module on EBDC Planning Workshop. At the start, MTWG, SB and LCO act as resource persons and facilitators but on our fourth year, the EBDC members now acted these roles by themselves through tasking. The diminishing role of the LGU and the NGO is vital in order to gradually institutionalize the systems.

During the planning workshop budgeting of local resources were also undertaken and submitted to the Barangay Council for approval. Because all elected officials were part of the activity major changes in the draft budget seldom happen. Prior to approval, the draft plan and budget are presented to the General Assembly for public hearing or validation. Frequency on the schedule of regular meeting among EBDCs differs as they discuss and resolve various issues affecting the barangay.

## MUNICIPAL LEVEL

As soon as the 20 EBDC planning/workshops were completed the LCE, through the MPDO, convenes the EMDC.

Usually this happens in November or early December of which is timely enough for the required submission date of Annual Investment Plans at the provincial level. The partnership had also formulated a module for the three (3) day EMDC AIP preparation. Among the highlights include doing SA, PMC reporting, review of 5-year plan, presentation of unfunded Programs, Projects and Activities (PPA) from the barangays, Executive/ Legislative Agenda and agency proposals, PPA prioritization, budget considerations, among others.

In most cases, the ExeCom was tasked to put actual and accurate amount allocation on the identified priorities, of which is presented back to the Body for adoption. Each ELDC has formulated and approve own Internal Rules and Regulations (IRR). The EMDC of New Corella meet on need basis and comprised of more or less 80 members. There are about 30 or 38 % NGO and PO representatives.

### **Mechanisms for Transparency**

#### **Creation of Peoples' Congress**

The Local Government Code of 1991, particularly Chapter 1, Section 3 (j) states that: *"...Effective mechanisms for ensuring the accountability of local government units to their respective constituents shall be strengthened in order to upgrade continually the quality of local leadership"*. The Peoples Congress in New Corella was created and launched in year 2003 with a membership of more or less 120 leaders. Purposely, the Body provides forum to discuss and resolve societal issues and problems among stakeholders. Resolution agreements shall serve as recommendations to be acted upon by proper authorities and individuals concerned. This concept hopes to achieve integration and healthy collaboration between the government, business and civil society. The peoples' congress is our highest expression to empower the common tao (marginal sectors properly represented) as they are given opportunity to participate in the discussion and in making major decisions on issues and concerns affecting the municipality.

#### **Taho Sa Barangay (State Of the Barangay Report)**

There are barangays who were able to develop activities that enhances transparency and interactions. The Taho sa Barangay is a periodic one-day activity where the barangay government presents accomplishment report and an open forum is hold afterwards. It is an opportunity for constituents to hear updates and be able to raise their thoughts on many things that affects them.

The presence of nearly everyone in the barangay is ensured through advocacy and legwork. Attractions such as sports and related shows form part to get the attention and interest of the constituents especially among the young generation.

## **SOME INNOVATIVE TANGIBLE GAINS:**

### **1. HEALTH CARE FINANCING**

This aims to address the financial need of families having sick members needing hospitalization or medicine. Barangays Poblacion and Mambing are the pilot implementers of which the former have 104 members and the latter have 39 members. The proponent organizations are SEC registered and members contribute premium-base payment.

### **2. SUSTAINABLE AGRICULTURE**

Under the program, farmers are trained and encouraged to adopt chemical-free and environment-friendly agricultural technology. Each barangay has farmer-adopters organized in both barangay and municipal levels. Adopting sustainable agriculture ensures lower input capital, better health due to chemical-free practices, and improves soil fertility.

### **3. LENDING & CROP PRODUCTION FINANCING & MARKETING**

In order to address the capital need of our poor families, lending and crop production financing schemes were implemented. Low-interest loans are available to women and farmers sectors of which comprised majority of the populace. The schemes are also coupled with organizing and marketing scheme.

### **4. POVERTY ALLEVIATION LIVELIHOOD PROJECTS**

More or less 65% of all households are below the poverty threshold based on the 1999 MBN survey. Qualified and organized communities or sectors may propose and avail of the Poverty Alleviation fund allocated for any feasible livelihood activities. A committee was created to act as recommendatory and monitoring body to ensure proper implementation. We are making a difference on reaching out the marginal sectors through the following innovations:

#### **"KUMBOY" SUPPORT**

The convoy or day laborers in rice farms are landless families and considered to be among the poorest households in the locality. They live by working on a daily basis in the production cycle of rice crops. The groups are loosely organized and exist for more than three decades. By giving opportunity of organizing them and providing a loan package of farm equipments such as thresher, turtle, tractor, etc they have managed to increase family income and improve their quality of life. At present, there are six (6) organized convoy associations who were able to avail of the project. Part of their equity is the maintenance cost and labor portions.

## WOMEN IGP

Through our sustained coordination with our distant partner, Asian Health Institute (AHI) of Nagoya, Japan, the women sector has accessed the Hiruta livelihood fund. The SIAD TWG has formulated a set of practical guidelines or policies in achieving impact for the project. Partner-recipients offer equity in the form of perimeter fences and maintenance cost.

## RR LIVELIHOOD SUPPORT

In proving the governments' desire for lasting peace and reconciliation among our brother insurgents, the rebel returnees join hands in organizing and proposing a furniture-making livelihood activity. The group is registered in the name of Initiative for Unity and Peace or IUP. Part of their equity includes building cost and labor portions.

## OTHER MARGINAL SECTORS

The rest of the livelihood activities are accessed from various fund sources includes goat-raising, corn milling, handicraft-making, lending investments, fishpond development, fuel station, etc availed and managed by partner-recipients from the disabled persons, indigenous peoples, farmers, volunteer health workers, religious and transportation sectors.

## 5. ORGANIC FERTILIZERS MIXING PLANT

With the presence of abundant guano deposits, a mixing plant enterprise producing organic fertilizers was established by the LGU. The enterprise aims to raise revenue, at the same time, responds to the increasing costs of commercial fertilizers, promote the use of organic fertilizers while helping the farmers lessen production cost. The plant produces Guano Mix, Bio Nitrogen fixing bacteria, fungus activator and trichoderma. These products form part in the crop financing program as the LGU is concerned with improving the soil fertility.

## 6. ESTABLISHMENT OF REGULAR MARKET DAYS

Through the concerted effort of many stakeholders, the municipality was able to establish and institutionalize a regular market day or "Tabo" every Sundays. The "Tabo" provides opportunity for farmers to market their produce, customers to buy cheap and fresh products, adds extra income to public market businessmen as most of them are closed during Sundays, and increases revenue for the LGU. This endeavor also radiates economic activities to the transportation, labor and other sectors.



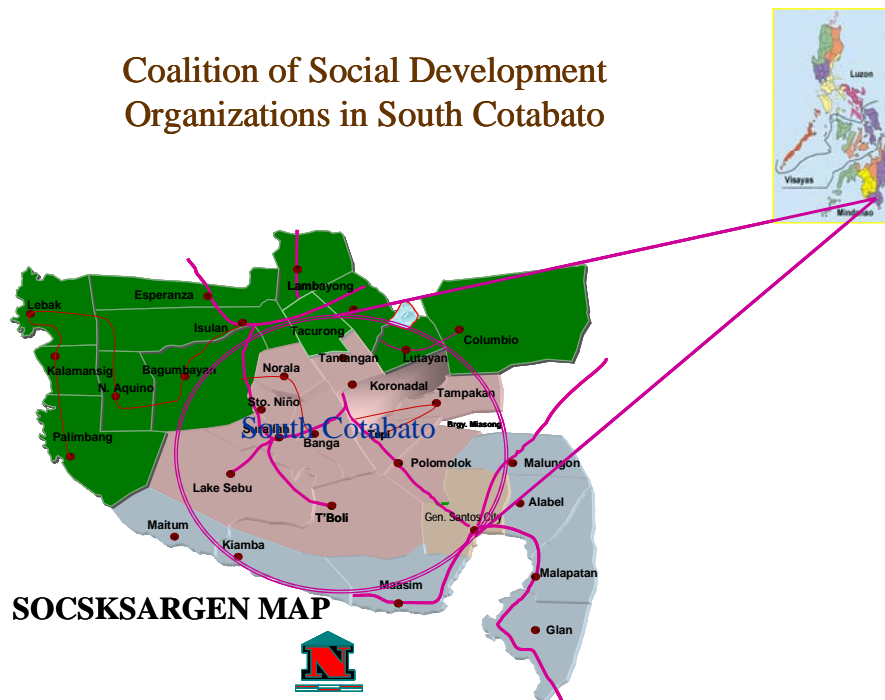
In order to ensure SIAD sustainability, the barangay governments created the Barangay Technical Working Group (BTWG) responsible for the whole SIAD operation. They have also designated Barangay LCO in counterpart of the assigned LCO. A couple of ordinances and resolutions supportive to SIAD are passed and approved by the Barangay officials. The outcome of the participatory process is also contained in the approved long-term planning documents. Most importantly, the congregated allies who are growing in numbers and consistently advocating the concept are life-sustaining mechanism for SIAD.

A few identified factors hinder the easy facilitation of SIAD such as indifference of some municipal officials to SIAD, slow and intricate processes, time-consuming for local volunteers thus lessen their livelihood productivity, among others. On the other hand, some facilitating factors help them press on against the challenges. These are the commitment of the local leaders, the support of IPHC and AHI, the presence fund support from various agencies, and the consistency in the commitment of volunteers.

Lastly, we can never say that our initiatives are better than other models but we feel lucky enough to have undergone such a learning process of searching for the cure of our social and economic woes. To us, no more precious than feeling fulfilled while seeing our efforts bear fruits and making a difference in the lives of our people. Overall it can be said that SIAD ideals exemplifies the spirit of a true democratic, just society.

# Sustainable Integrated Area Development in a Provincial Context

As Operationalized by the Coalition of Social Development Organizations in South Cotabato (CSDO-SC)



The Coalition of Social Development Organizations in South Cotabato traces its beginnings at the earlier period of the implementation of the Local Government Code of 1991. The same year marked also the breakthrough of LGUs-CSOs-Private/Business Sector collaboration which has likewise contributed to the formation of coalition to what is known as the CSDO-SC.

Mahintana Foundation Inc., a PhilDHRRA member, provided the impetus - driving, stimulating, championing – the SIAD development strategy, supported by 2 other PhilDHRRA members, South Cotabato Foundation, Inc. (SCFI) and Maguindanao Development Foundation, Inc. (MDFI) in the province of South Cotabato.

## The Formation of the Provincial Coalition

The stimulus has emerged as early as 1993, when Mahintana Foundation initiated the formation of a coalition 21 organizations (NGOs and POs) conducting and implementing specific projects and development initiatives in the different parts of the province. The efforts, formed into what is now the Coalition of Social Development Organizations in

South Cotabato (CSDO-SC). CSDO-SC then became the leading mechanism in operationalizing SIAD in the province.

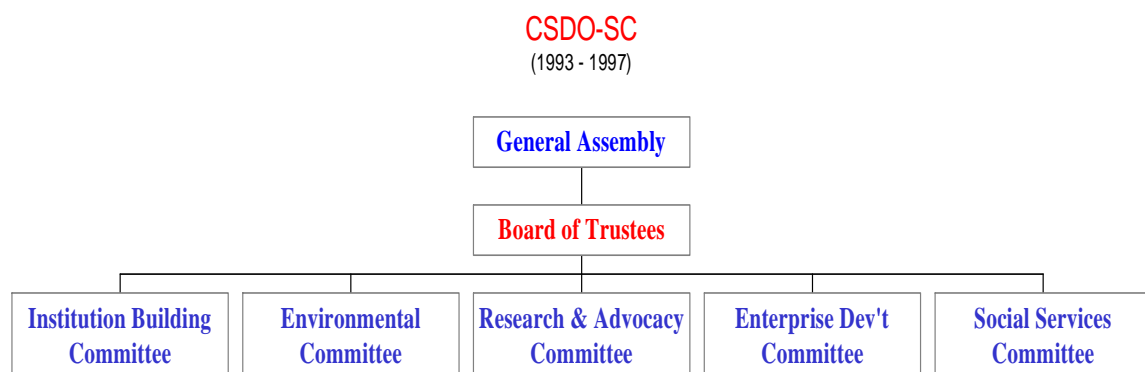
The members of the consortium, network and coalition of NGOs and POs in the province agreed that their formation into a coalition was primarily aimed to serve as a mechanism to:

- a. To unify efforts & resource
- b. To mainstream our development agenda
- c. To have an effective lobby

At the early stage of the coalition, thematic committees were formed within the coalition to define what to do together. To do this, the coalition divided the group into different thematic committees along institutional building, environment, enterprise development, research and social services.

The organization structure then is shown in Figure 1 below.

Figure 1



The focus in the initial years of the coalition, beginning 1993, was on strengthening the coalition and enhancing the capabilities of members in social service delivery, environmental management, community enterprise and advocacy.

In 1995, coalition members joined a technical working group for the protection and rehabilitation of Mt. Matutum, the Protected Area Management Board or PAMB. In its participation in the PAMB, the coalition members engaged in policy advocacy, technical support in laying down policies governing the protection, conservation and utilization of resources within the protected area and the buffer zones surrounding Mt. Matutum. Coalition members were also able to mobilized resources to fund protection and conservation initiatives, including providing opportunities for improve livelihood of people within the protected areas.

During this period, conflicts caused by doubts over the coalition's objectives in engagement and implementation of conservation and protection work in Mt. Matutum emerged, more so that there was inadequate legal framework to guide the coalition in implementing conservation and protection management, insufficient funds for local government units involved in the conservation and protection of Mt. Matutum and the short-term funding cycle that the coalition get for their efforts.

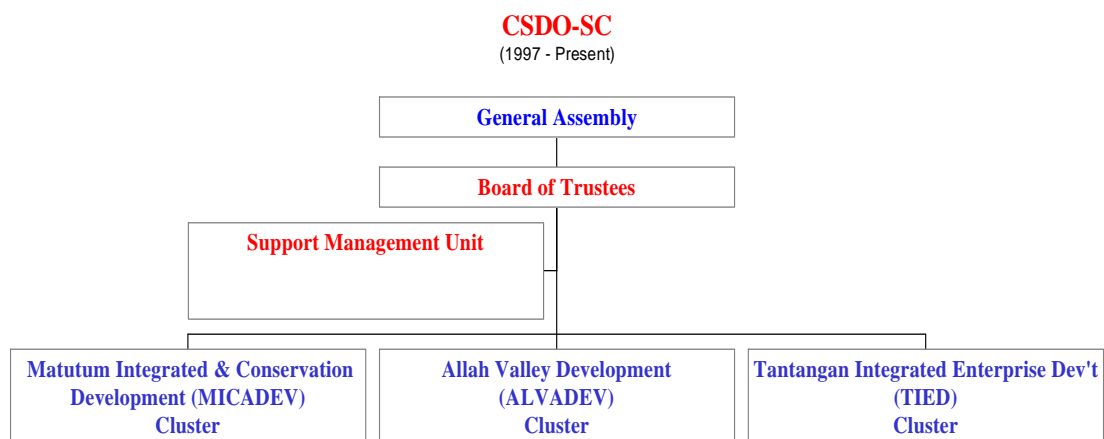
The issues and conflicts within the coalition, however, enhanced the participation of the members into the coalition that resulted to the formulation of a wholistic approach to the protection, conservation and development of Mt. Matutum. This has led further to the increased support from local and external donor organizations for the coalition's efforts in Mt. Matutum. With greater support, stakeholders - local governments (barangay, municipal and provincial levels), business and national government agencies participated and were mobilized.

### Beginning 2003

Ten years after in 2003, the coalition grew from 21 to 27 member organizations.

The processes and experiences as a coalition from its founding 1993 until 1997 led people at CSDO into a much clearer understanding of what to do together and how to it. The thematic committees that were formed evolved into specific programs in 3 geographically focused areas:

Figure 2 CSDO Structure Beginning 2003



The three “geographically focused” initiatives were the following:

- 1) The Mt. Matutum Area which is composed of the Municipalities of Polomolok, Tupi, Malungon<sup>2</sup> and Tampakan. The focus of CSDOs initiatives in this area is the

<sup>2</sup> Malungon is now part of the newly created Sarangani Province which was carved out from South Cotabao.

protection and rehabilitation of the 14,773 hectare-Mt. Matutum Protected Landscape and its adjacent communities.

- 2) The Allah Valley Complex. The Allah Valley complex is composed of five (5) municipalities namely, Lake Sebu, T'boli, Surallah, Sto. Nino and Bagumbayan. This area is dominantly rice and corn producing areas. The focus of CSDO-SC in this area is the support to the management of the more than 102,000 hectare-Allah Valley Watershed. This watershed is very critical to the livelihood of the population in the Allah Valley complex.
- 3) TIED now RIED (Roxas Mountain Range Integrated Environment Development) program focuses on environmental rehabilitation and regeneration of the Roxas Mountain Range and development community-based enterprises supportive of the food security agenda of the government. Originally, the initiatives was limited to the the Tantangan Area. But now it has expanded to include the entire Roxas Mountatain Range.

Along with the geography focused initiatives, the coalition has likewise divided their members into clusters. Each cluster is organized into a Cluster Project Management Committee headed by a Lead NGO Member.

Figure 3 Cluster Areas

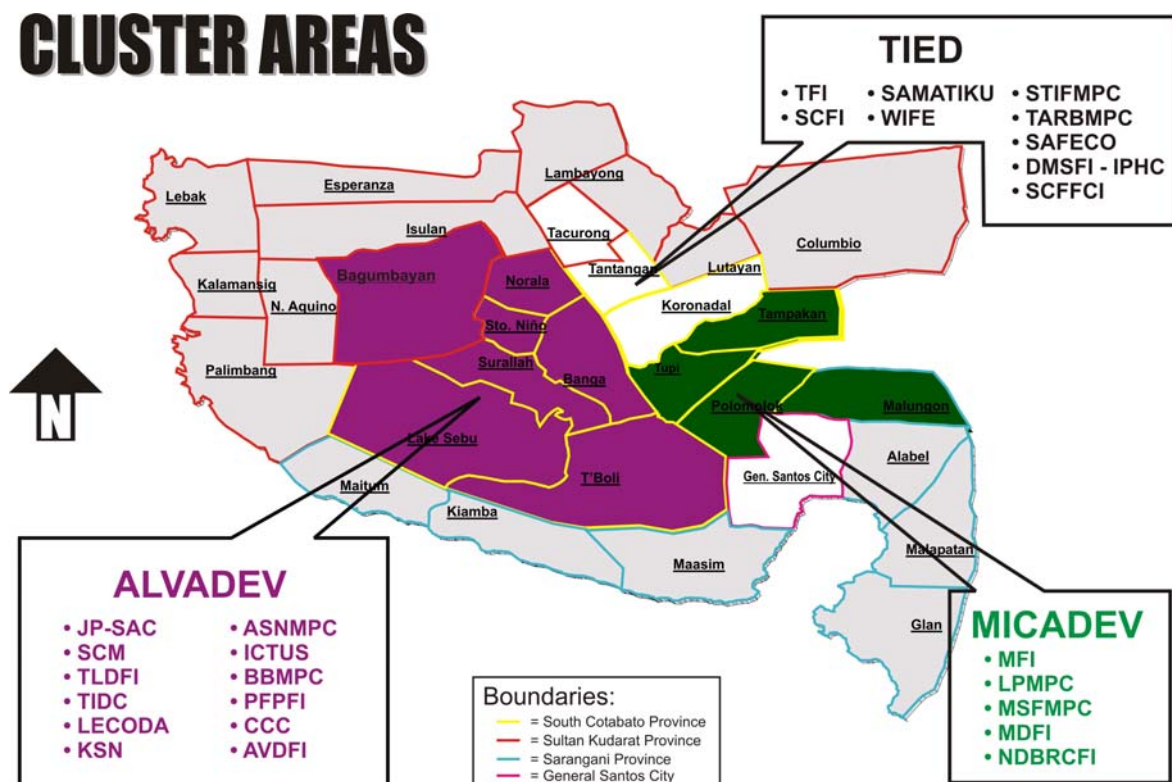
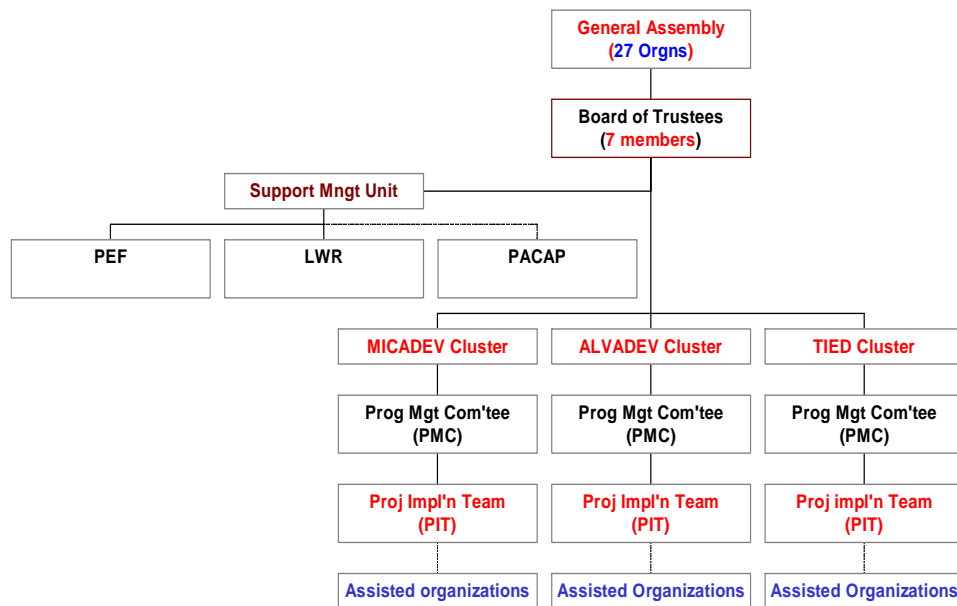


Figure 4 CSDO Structure at the Cluster Level

Along with the geographical focused initiatives, the coalition has likewise divided their members into clusters. Each cluster is organized into a Cluster Project Management Committee headed by a Lead NGO Member.

Figure 4



The three geographic focused programs have addressed similar problems issues as listed down below. The only difference is that each program has a distinct focus, theme or emphasis based on the specific context to which the program is implemented. For example, the MICADEV which is implemented in the within and surrounding Mt. Matutum protected area would naturally focus and emphasize protection and conservation of Mt. Matutum landscape. But the other similarly important problems and issues are also addressed.

In each of the program, various projects and community initiatives based on the different community issues and problem are planned and implemented. A project under a specific project for example may respond to one specific community problem such as potable water, but this project is linked up to the broader watershed issues, so that the community will not look at water as a problem but look up to better watershed protection and management to be able to access water now and generations to come.

## **Problems and Issues being addressed by the three “Geographic Focused Programs”**

### ***1. Poverty reduction and hunger eradication***

Through the conduct of poverty mapping and consolidation of development agenda, CSDO was able to develop a logical framework for the project outlining its response to poverty reduction. One of the Key result areas identified by CSDO is on the economic/enterprise development with the end goal of responding to the poverty problem in South Cotabato province.

The project ensures that any development interventions whether by geographic focused or cut-across programs shall respond to the poverty needs of the communities in the province. Part of its interventions on poverty reduction includes: a) agro-forestry program, b) Support to Cooperative projects, c) high value crops production, d) Small-scale livelihood assistance projects or community-based enterprises supportive to the Food security agenda of the government.

CSDO-SC is into promoting social enterprises which emphasizes “the triple bottom line benefit”, that is to benefit the organization in terms of profit or earnings, environment - in terms of ensuring a sustainable environment and community - in terms of sustainable livelihood and development.

### ***2. People empowerment***

Integral to any development intervention is the goal of empowering communities to determine, decide and make initiatives at resolving problems on their own. CO are key components of projects implemented at the cluster levels. In addition, the coalition had made sure that peoples organizations are represented in the local development councils of the local government units from the barangay, municipal up to the provincial level.

Capacitating the communities, other than empowering the individuals, is also about development of sense of ownership and accountability of development efforts thereby “community-based development” is actualized and experienced.

### ***3. Environment integrity***

The implementation of MICADEV project (Mt. Matutum Integrated Conservation and Development) addresses the issue on environmental destruction whose main focus is on the protection and rehabilitation of the Mt. Matutum Protected landscape and its adjacent communities. Communities organized by the project have so far served as an effective social fence deterring potential violators from entering the protected areas. The involvement and ownership of stakeholders with supportive policy advocacy has been significant in addressing the issue on the environment. Some of the projects implemented on environment include reforestation, watershed protection, agro-forestry, biodiversity conservation, and others.

#### 4. Responsiveness of social institutions

One of the mission statements of the CSDO is to promote social responsibility. In partnership with its member organizations and partner LGUs and LGAs, the projects aim to provide and facilitate the following to address said issue on corporate social responsibility: a) provision of basic social services and infrastructure support, b) cultural preservation, c) strengthening of mechanism for collaboration and coordination, and d) involving stakeholders, adhering to the partnership principles of democracy, cooperation, transparency, and subsidiarity. To ensure responsiveness of institutions, CSDO helps LGUs and LGAs in installing monitoring and evaluation systems in their projects.

#### 5. Peace and Freedom

The justice and peace program is an initiative that emanated from the Social Action Center created to respond to the social conflict and issues affecting communities, especially the poor, the marginalized, and the exploited in the province of South Cotabato, particularly the municipality of Marbel. The program provided direct legal services that fall under human rights, ancestral domain and IP rights, women and children's rights and genuine agrarian reform. The Justice and Peace program serves as a critical voice in responding to local needs of harassment by the military and poor performance of government. The intervention has contributed also in the restoration and maintaining credibility of the legal system as the venue to address grievances, which is important in a setting where peace and order situation is critical.

#### **Cut Across Programs**

In addition to the geographic focused programs, CSDO is also implementing cut-across programs. Cut across programs are implemented throughout the clusters of geographic focused programs. These "cut-across programs are the following:

##### 1) WomEn in GAD or Women Entrepreneurship and Gender and Development

This program seeks to increase women's awareness on gender and development, supports women's entrepreneurial initiatives and increase their capacities in promoting gender equality.

##### 2) Provincial Access Center of PEF

PEF is a funding mechanism that was created out from the proceeds of the government's anti-poverty bonds in year 2001. The funds are now being managed by Peace and Equity Foundation, Inc., a private, civil society-led foundation based in Quezon City.

To enhance poor communities' access to these poverty reduction funds, PEF has encouraged a consortium or coalition of NGOs to serve as a Provincial Access Center (PAC) and manage certain amount of funds that will be accessible to poor communities.



CSDO is among the PAC of PEF. Managing an initial fund portfolio of 15 million pesos. Through this fund, CSDO was able to finance community initiatives benefiting 3,249 households from period 1999 to 2004.

Table 1 Indicative Information of CSDO Operations 1999-2004

KRA/Cluster	MICADEV	ALVADEV	RIED	WomEn &GAD	PAC	TOTAL
Budget ( Million Peso) (1999-2004) Coalition Accessed	P 64.48	P 30.89	P 19.46	P 2.72	P 15.58	P 132.53
Budget (M Ps) (1999 - 2006) Other Donors	P 198.20	P 89.50	19.30			P 307.00
Participating NGOs & POs	12	10	6	10	32	
No. of Municipalities /Cities	4	5	1	13	12	13
No. of barangays	10	16	7	24	33	90
No. of beneficiaries	5,730HH	2,827HH	576HH	2,515HH	3,349HH	14,997 HH
Lead Organizations	MFI	JP-SAC	SCFI	CSDO-SC	CSDO-SC	EXECOM

## Policy Advocacy

CSDO is advocating and lobbying for favorable development policies in many different fronts and avenues. As an expression of the seriousness of its advocacy, CSDO has managed to be represented the major bodies concerns with policies. These are:

- SOCKSARGEN Area Development Project Board

SOCKSARGEN or South Cotabato, Sarangani and general Santos City Economic Growth Area is among the identified growth area by NEDA, the government economic planning body. The SOCKSARGEN Area Development Board is the policy-making body of the growth area.

- Multi-Sectoral Forest Protection Committee
- Local Special Bodies (MDC,PDC,RDC)
- Protected Area Management Board (MMPL, SBPS, Allah Valley Watershed)
- Allah Valley Development Alliance

### **Brief Profile of South Cotabato Province**

South Cotabato is located in the southern part of the island of Mindanao. It is bounded by the province of Sultan Kudarat in the north and west, in the east and south by the city of General Santos and province of Sarangani. Its main access to the sea is through the Sarangani Bay where the modern port of General Santos City is located.

Upon its creation as a regular province, South Cotabato consisted of 11 municipalities, namely: Banga, General Santos (now a city), Glan, Kiamba, Koronadal, Maitum, Norala, Polomolok, Surallah, Tantangan and Tupi. These municipalities were established long before the creation of the province. Other component municipalities were constituted after it fully functioned as a province. A total of 18 municipalities have contributed much to the development of South Cotabato being one of the fast growing provinces in the country.

The birth of Sarangani Province, conceived from the municipalities of Malungon, Alabel, Malapatan, Glan, Maasim, Kiamba and Maitum has brought changes in the geography and political subdivisions of the province. That event left South Cotabato with 11 remaining municipalities and a total of 199 barangays.

Koronadal, provincial capital is situated at a distance of 58 kilometers from the city of General Santos. Banga poblacion which is 13 kilometers away from Koronadal City is the nearest among the 10 municipalities. The second and third nearest municipalities are Tampakan and Tantangan lying 14 and 18 kilometers away from the radius of the provincial center. The farthest municipality is Lake Sebu which is 47 kilometers away.

The province of South Cotabato has a total population of 690,728 for the year 2000 based from the official result of the 2000 census. This figure reveals a 2.24% population growth in comparison with the 1995 census which is placed the population at 621,155. Today it is estimated to be around 806,590

### **Language and Dialects**

Around 52.38% of the residents speak Hiligaynon while 14.16% use Cebuano. T'boli, ranks third with 10.38% and around 6.12% speak Ilocano or Tagalog. Much of the forestland requires reforestation. The hills and mountains which were once fully covered with closed canopy dipterocarp rainforest have been or are now denuded. The remaining forested areas of the province are mostly confined to the southwest in the Daguma Range around Lake Sebu and in the immediate vicinity of Mt. Matutum.

### **Land Area**

The province has a total land area 370,590 hectares with almost 44.47% of the total land area classified as arable land suitable for agricultural crops.

Grasslands consist an area of 106,063 hectares or 28.62% of the total land area of the province, of which 4,861 hectares are further sub-classified as pasture land.

Forestlands occupy an area of 84,124 hectares is further sub-classified into protection, production, agro-forest and unclassified forest. This represents 22.70% of the province's total land area. The protection forests include the dipterocarp closed canopy forests which are found mostly in the municipalities of T'boli and Lake Sebu. It has an estimated area of 18,296 hectares. About 5,279 hectares is sub-classified as production forest. This include the forest areas with Timber License Agreement. The agro-forest are the areas where reforestation projects have been implemented. It covers an area of 27,233 hectares. The widest area covering 33,316 hectares are still unsub-classified by the DENR.

The biggest municipality is Lake Sebu with a total land area of approximately 891.38 square kilometers. T'boli is next with an area of 809.00 square kilometers followed by Polomolok with 339.97 sq. km. The smallest municipalities are Tantangan and Sto. Nino with an area of 126.00 and 109.04 square kilometers, respectively.

Much of the forestland requires reforestation. The hills and mountains which were once fully covered with closed canopy dipterocarp rainforest have been or are now denuded. The remaining forested areas of the province are mostly confined to the southwest in the Daguma Range around Lake Sebu and in the immediate vicinity of Mt. Matutum.

Lake Sebu is the most popular and therefore most frequented by tourists. Lake Maughan in T'boli is part of the approximately 50,000 hectares proposed to be Provincial Park and Wildlife Sanctuary.

### **Critical Watersheds and Water Bodies**

The watersheds of Banga River, Allah River and Marbel River are identified as critical. These areas require rehabilitation since they are being used as source of water for irrigation and domestic use. The degraded condition of these areas contributed to the decrease in the water infiltration capacity of its soils, resulting in the reduction in the recharge of groundwater aquifer, and loss of fertility in soil. Adequate vegetation on these catchment areas will help regulate and stabilize water run-off.

Lake Sebu is the most popular and therefore most frequented by tourists. Lake Maughan in T'boli is part of the approximately 50,000 hectares proposed to be Provincial Park and Wildlife Sanctuary

## **Key Steps and Processes in the Operationalization of SIAD at the Community Level**



## Key Steps at the Community Level

This part discusses the different steps and processes undertaken in the operationalization of SIAD in different contexts. It also presents some common methodologies and tools that were employed in the process of SIAD implementation. These steps are useful to development practitioners and LGUs who may wish to venture in the same model as experienced by SIAD practitioners or replicate the SIAD in other areas.

All of the cases have shown the following key steps when engaged with communities. These are:

- 1) Pre-entry, Entry, Integration and Immersion
- 2) Generating Information on the Conditions of the Barangay
- 3) Community Organizing and interventions for organizational strengthening of POs.
- 4) Community Planning and Validation
- 5) Representation in the BDC
- 6) Barangay Development Planning
- 7) Utilization of Sustainable Agriculture
- 8) Development of Volunteer Agricultural Technicians

### **Pre-entry, Entry, Integration and Immersion**

Pre-entry are actually preliminary activities prior to the actual engagement with a community. Activities at this stage are primarily directed at introductions, courtesy calls for Barangay Officials. In many cases, pre-entry happens long before actual work and engagement in the community. Pre-entry relations with barangay officials, community leaders and representatives may have been already established much earlier.

Working in a community requires strengthening positive rapport with the community, organizations, leaders and residents, LGUs officials and other stakeholders. This stage also requires a certain level of clarifying expectations, roles and responsibilities.

### **Generating Information on the Conditions of the Barangay**

This part is actually considered as the initial part of the CO process. For discussion, and emphasis, this part is deliberately placed separately.

This step is common in the cases cited in this guidebook.

NGOs involved in operationalizing SIAD are aware of the vast amount of information that is needed in order to carry out SIAD. Operationalizing SIAD without adequate and accurate information about the situation risks wasting very scarce resources (both of the

NGO and the communities). SIAD may end up doing harm to people who are most vulnerable and has little margin of security.

The information needs include the following, basically among others:

- Information about the communities where the project will intervene, the social structures of those communities and the families who live there, their social safety nets, etc.;
- Information about livelihoods, economic structures, and how people assure their basic human needs;
- Information about beliefs and cultural identities that affect people's decisions and choices;
- Information about physical environments, resources, and the places that matter to peoples lives.

There are many information needed on many other things, but at the beginning, information on those listed above were seen as very necessary.

One must take note that information generation does not end at this stage. Information generation will continue and NGOs should ensure that there is a mechanism and capacity that is developed to sustain information gathering periodically.

There are various participatory data gathering methods.

### **Participatory Resource Appraisal (PRA)**

In the cases presented here, Participatory Resource Appraisal (PRA), compilation of secondary data from the LGU and Baseline Survey are the common methods and processes used by NGOs in operationalizing SIAD.

In conducting PRA, NGOs involved usually form a PRA Team. Team members, coming from the community, then undergo a training workshop on how to conduct PRA before they are sent to do actual PRA sessions. After training a PRA Team PRA sessions are scheduled, organized and conducted.

The following are some of the common objectives of NGOs in conducting PRA:

#### Rational

1. To help establish the basic socio-economic profile of the barangay;
2. To enhance or support the data gathered during the barangay survey;
3. To determine the simple livelihood innovations applicable in the barangay; and
4. To determine alternative livelihood opportunities in the barangay.

### Experiential

1. To involve the participants in a collective process of community and resource assessment;
2. To impart to the participants simple and adaptable methods of resource assessment and livelihood improvement; and
3. To make the participants appreciate the available resources in the community.

### Methodology

The visual approach of the PRA are apparently important thus it gives more emphasis on maps and symbols. PRAs were conducted after secondary data are compiled and

baseline survey are conducted, results are analyzed.

The following are the most commonly used tools employed by NGOs in conducting the PRA:

- a) Participatory Resource Inventory and Mapping
- b) Seasonal Mapping
- c) Seasonal Mapping
- d) Transect Mapping
- e) Historical Transect Mapping
- f) Venn Diagram
- g) Census Mapping
- h) Pair Wise Ranking
- i) Matrix Ranking
- j) Pie Charting
- k) Flow Charting

### **Baseline Survey**

Baseline surveys are conducted by NGOs involved in SIAD. Baseline survey help establish benchmark data related to the qualitative and quantitative conditions of the households and their communities. Results of baseline survey are used in many ways. They include, among others, the following:

- a) basis for identifying specific, demand-driven and priority development interventions
- b) basis for measuring changes, results and impact
- c) identification of indicators for periodic monitoring and evaluation functions
- d) determination of households capacity to pay in cases involving micro-financing or other credit projects
- e) determining health, nutrition practices
- f) determining income and expenditure levels, production levels, etc.
- g) determining educational levels, skills, capacities
- h) identifying indigenous knowledge

## **Compilation of Secondary Data**

Secondary data at the barangay and municipal usually do not come in handy. NGOs gather and compile data about specific areas from different sources. Important information to be gathered from secondary sources include among others:

- 1) Land Area
- 2) Land Use
- 3) Population
- 4) Ethnicity
- 5) Historical Accounts
- 6) Agricultural Performance Indicators (average yields, average farm size, etc.)
- 7) Health Indicators (incidence of malnutrition among children and adults, incidence of TB, HIV/Aids, etc)
- 8) Educational Indicators (drop-out rate, out-of-school population, cohort survival rate, etc)
- 9) Social Indicators (crime rate, incidence of violence against women and children, incidence of children in conflict with the law,

Together with the results of the PRA and Baseline Survey, these sets of information from different sources form a document describing the socio-economic, cultural and political profile of a specific barangay.

## **Community Validation of Baseline Survey and PRA Results**

The results of information generation efforts are compiled in a document. Usually, this document becomes the profile of the barangay or community which contains basic information about the socio-economic, political, environmental and cultural life of the community. These are then presented to the community in a special barangay assembly for validation and confirmation.

The presentation will serve at least two important purposes. One, it would validate findings from collective efforts at gathering information. These validation would in turn facilitate a more accurate picture of the barangay or community. Two, the process of exchanging views and information would eventually encourage involvement and informed participation among members of communities. The activity would provide opportunity for raising the awareness of the community on their situation and offers hope for possible resolutions of the factors that hinders development as well as opportunities to confront community problems.

A valid appraisal of the situation in the household and village coupled with genuine community involvement will ensure that action plans truly address the unique nature of the problems in each of the community.

## **Participatory Community Planning**

Participatory Community Planning would usually follow after the presentation and validation of data compiled during the secondary data gathering, PRA and Baseline

Survey. Participatory Community Planning is undertaken collectively and includes participation from representatives of all groups in the community. Formulation of plans is based on resource ability (what the community has, can contribute or can mobilize). It must also be within ability, knowledge and expertise of the community to do it by themselves or to be able to build the capacity to do it themselves.

In this planning session, the members of the community help prioritize needs and problems, set goals and objectives and identify strategies how to address the prioritize and identified needs and problem.

## **Community Organizing**

Community organizing is the process of empowering communities, identify its needs, set their development goals and collectively decide on how to solve these problems.

This guidebook will not attempt to discuss about the principles, objectives and the details about community organizing and the community development process. Most of NGO managers; leaders and community development workers are too familiar and have developed their expertise on this regard. It is however, important to mention the unique feature of CO-CD process under the SIAD framework.

The CO process adopted by government and other NGOs is limited to the preparation of communities for a project and ensure that such project continue even after the project duration. Others the CO process revolves around an issue, people in the community is mobilized around the issue during a campaign, advocacy or lobby period. At the end of the campaign and NGO workers are withdrawn, CO process stops until a new issues emerge, requiring the mobilization of people in the community.

What is unique about CO in a SIAD framework is that, despite limitations of NGOs on a 3-year project cycle of most projects, the SIAD CO process takes into account long-term community based goals (micro) and its relationship with macro problems and issues that affects conditions and people in the communities. These long term goals involves initiatives that included, but were not limited to, organizational development, social projects, livelihood, natural resource management, governance, peace and unity, gender, economy and among others.

The SIAD CO process reinforces the integration of a specific community and the broader community, to which social, economic, political and cultural issues and problems affects the life and conditions a small specific community.

In the same light, the SIAD CO process also attempts to integrate other development initiatives pertaining to resource tenure, natural resource management, peace and unity, productivity, health, education, markets, etc.

In the CO process, capability-building interventions are made to strengthen leadership, clarifying roles, responsibilities, duties and functions of individuals and units of the organization management (financial and organizational), planning, monitoring,



evaluation, formulation of policies that would govern organizational operations, and many others.

The “integrative” character of the SIAD CO process is what makes it distinct from other CO process initiated by government, other NGOs and entities.

## **Mobilizing Peoples’ Participation in Barangay Governance**

### **Peoples’ Participation in Local Governance**

The opportunities for more democratic participation in governance offered by the Local Government Code of 1991 have remained to be utilized and optimized.

The Local Government Code mandates administrative, fiscal and political decentralization. In administrative terms, powers of taxation and responsibility for services are divided between four main levels of government: national, provincial, city/municipal and barangay.

In fiscal terms, the Internal Revenue Allotment (IRA, government revenue from direct and indirect taxes excluding customs and excise duties) is split 60:40 between central government and local government units (LGUs). The 40% allotted to LGUs is in turn split between provinces (23%), cities (23%): towns/municipalities (34%) and barangays (20%). Thus, barangays receive 20% of the IRA allocated to LGUs.

In political terms, the LGC provides for directly-elected officials at province, city, town/municipality and barangay level, including Barangay Captains or Chairpersons and Barangay Kagawad (Councillors), who constitute the Barangay Council. A Barangay Council consists of 9 members: 7 Kagawad, the Barangay Captain, and the chair of the Sangguniang Kabataan. The Barangay Development Council, responsible for the disbursement of the Barangay Development Fund, is not directly elected and consists of Barangay Kagawad, others nominated by the Barangay Council, and the various sectors and tribes of the barangay.

### **Accreditation and Sectoral Representation in the BDC**

Once community organizations are formally associated by registering with the Department of Labor and Employment’s Bureau of Rural Workers (DOLE-BRW) if not with the Securities and Exchange Commission, the community organization applies for accreditation, at the Sangguniang Barangay Sangguniang Bayan for the municipality or Sangguniang Panlalawigan for the Province. In many cases, however, PO/NGO partnership with barangays becomes the basis for appointment to the BDC.

Once accredited, the accredited community organization is then appointed into the Barangay Development Council and participate in the discussions, deliberations and decision-making processes in the Council.

### **Barangay Development Planning**

Barangay Development Planning is a mandated function of the Barangay Development Council as created by Executive Order Number 319 Series of 1987 and as amended by Executive Order 471 of July 23, 1991, amending Executive Order No.319 Series Of 1987, Entitled "Providing For The Reorganization Of The Local Development Councils" by the then President Corazon Aquino as required by the Local Government Code of 1991.

The creation of Local Development Councils is mandated under LGC of 1991 and an Executive Order because of the recognition of the need to provide a meaningful representation, in local decision-making in accelerating economic and social growth and development at the local levels.

The Barangay Development Council has the following functions:

- Mobilize citizens' participation in local development efforts;
- Prepare barangay development plan based on local requirements;
- Monitor and evaluate program and project implementation; and
- Perform such other functions as may be provided for by law or competent authority."

Representatives of community organizations in the Barangay Development Council should be capable enough to articulate and lobby for inclusion of or part of the organization's plans into the Barangay Development Plan.

Each barangay receives an Internal Revenue Allocation (IRA) share from the National Government. In turn, the barangay must allocate its IRA as mandated by law:

- 1) Honoraria for officials (55%);
- 2) Barangay Development Fund (20%);
- 3) Sangguniang Kabataan (Youth Council) (10%);
- 4) Calamity Fund (5%);
- 5) Reserve Fund (5%) and
- 6) Discretionary Fund (5%).

The Barangay Development Fund (BDF) thus represents a major source of investment local barangay programs and projects such as infrastructure and in the provision of services, along with other allocations that a barangay obtains. The Barangay Development Plan becomes the basis in the Annual Investment Plan (AIP) which allocate resources from the BDF.

In the involvement and participation of community representatives in the BDC through their organizations, plans is expected to reflect the priorities of the community. These priorities will be reflected as priorities of the municipal LGU as BDPs are then consolidated into the Comprehensive Municipal Development Plan (CMDP).

### **Resource Tenure Improvements**

There are a significant number of options available for improving farmers and IP security of tenure over the lands to which their livelihood, life and culture depend on.

- 1) The Land Reform under PD 27
- 2) The Comprehensive Agrarian Reform Program under the Comprehensive Agrarian Reform Law
- 3) The Community-based Forest Management Agreement with DENR (CBFMA)
- 4) The Integrated Social Forestry Agreement with DENR
- 5) Certificate of Ancestral Domain Title
- 6) Co-Management Agreement between LGU and DENR

At the very least, local negotiations and agreements to improve security of tenure and sharing arrangements have also been made through the bargaining power of local peasant organizations and advocates.

### **Developing Para-Technicians**

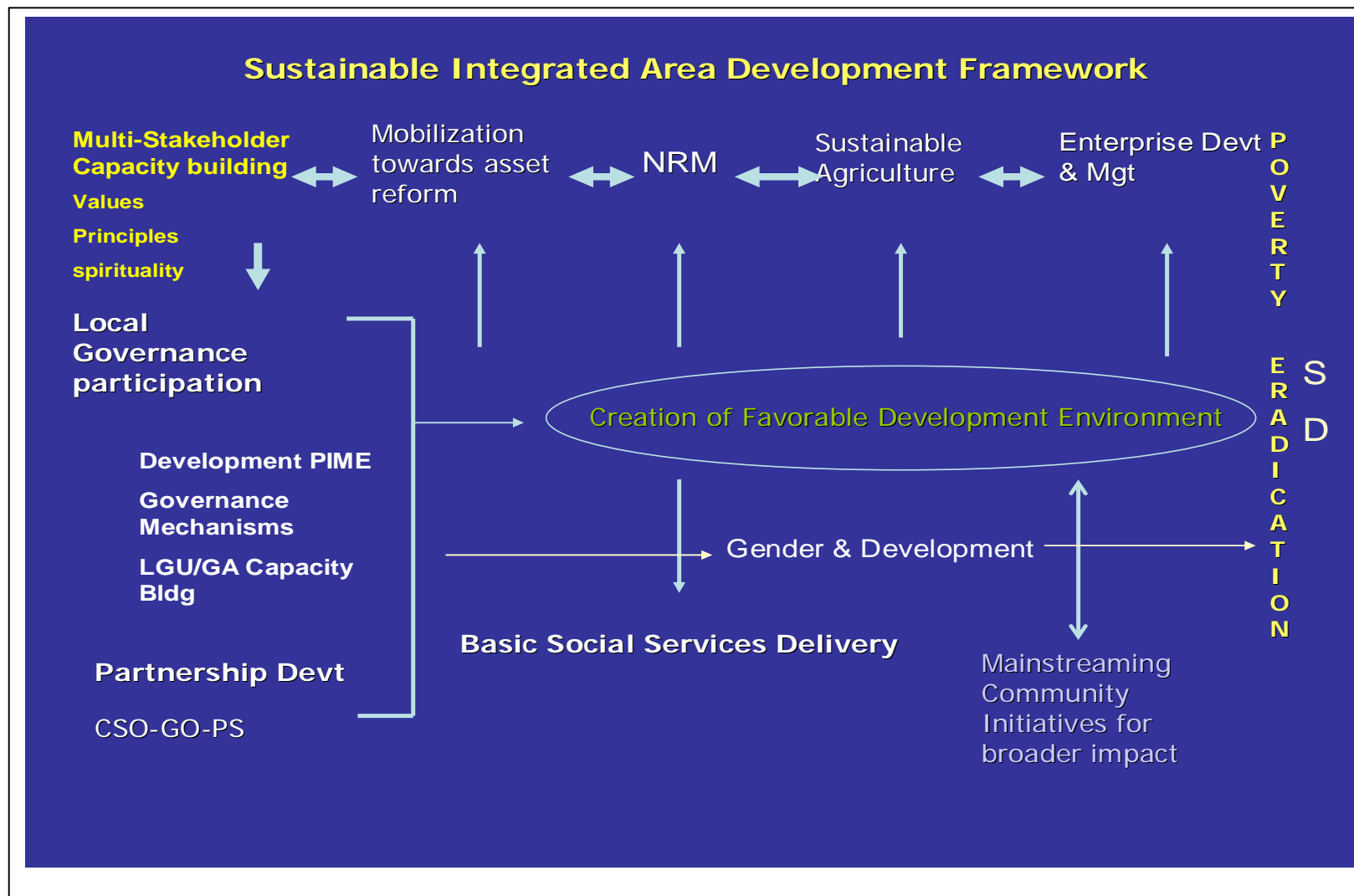
The Municipal LGUs are largely constrained in delivering agricultural services to rural farming household. LGUs have limited number of agricultural technicians spread too thinly in many barangays. The other constraint is in the provision of transportation allowances and per diem to its personnel.

With this situation, the development of volunteer farmers into technicians has been employed by most NGOs involved in providing agricultural services.

## Synthesis Framework



## An Interplay of Common Development Processes and Interventions



## Learnings and Insights

The experience of SIAD Practitioners reflected and compiled in this guidebook has proven that SIAD framework is useful in different contexts considering its scope and types of interventions. This is contrary to earlier perception that SIAD is difficult to put into operation on the basis that it requires considerable amount of financial, human and technical resources; and that it can only be implemented in a larger geographical area and broader context to achieve its promised impact.

The Guidebook provides insights and opportunities from the experiences of SIAD Practitioners in its engagement to address poverty reduction in the rural areas. Specifically, the guidebook reflects the operationalization of SIAD development framework in four different contexts namely: 1) In an Ancestral Domain within Mt. Apo Protected Natural Park as operationalized by Kapwa Upliftment Foundation, Inc.; 2) In a Contiguous Group of Barangays as operationalized by Xavier Agriculture Extension Service (XAES) and Balay-Mindanaw; 3) In a municipality as operationalized by PhilDHRRA Davao Cluster and Institute of Primary Health Care (IPHC); 4) In a province as operationalized by the Coalition of Social Development Organizations in South Cotabato (CSDO-SC). The sharing of rich experiences of SIAD model in different contexts is intended to showcase the scale of operation and impact where the principles of equity, community participation, principled-partnership among stakeholders, gender and reproductive health focus, and sustainable development are employed.

SIAD as a development strategy provides a sound philosophy and outlines the essential program components to implement development in specific areas. What is needed is for the concerned development practitioners, particularly the local executives from the Provincial to the Barangay levels, to appreciate their role in transforming their localities to uplift the living conditions of their people, and not to engage in mere palliative projects that actually serve as their strategies of campaigning for the next elections. These learnings and insights hopes to stimulate the thinking and mindsets of development practitioners and advocates from both government and non-government sectors in the hope of facilitating a rethinking process in conceptualizing alternative and innovative development paradigms.

Significant insights provided by the SIAD experiences of CSDO, BMFI, XAES, KAPWA Upliftment, PhilDHRRA Mindanao, and IPHC, would prove useful in evaluating current development practices in the country and elsewhere as poverty reduction is no longer a monopoly of the government nor the NGOs and private sectors. The experiences of CSDO have shown that putting SIAD into operation at the provincial level can be achieved by integrating and coordinating independent, separate and uncoordinated initiatives of NGOs at the different levels of the province. On the other hand, the initiatives of XAES and BMFI have also shown that SIAD framework can be put into operation even at the barangay level, and then replicated and expanded to cover more barangays. The PhilDHRRA Davao Cluster of member-NGOs (MDC, IPHC, Kapwa) utilized similar principle of putting SIAD into operations through an integrative and coordinative efforts between and among NGOs. The integration and coordination mechanism was provided by PhilDHRRA Mindanao secretariat, which directly engaged with the municipal

government of Montevista. In addition, the experience of IPHC has shown us, that a relatively larger NGO with better access to funding resources can single-handedly and directly engage a municipal government to put SIAD into operation in a municipality. Finally, Kapwa Upliftment experience has provided a unique and perhaps, one of the very few experiences in putting SIAD into operation within a Certificate of Ancestral Domain Title (CADT) area of the Bagobo Tagabawa indigenous community within the protected area of Mt. Apo Natural Park.

In utilizing the SIAD framework, NGO experiences as documented in this guidebook have addressed broad rural poverty issues and issue of sustainability namely: 1) Access of the rural poor to the natural productive resources: Security of tenure over the lands that farmers cultivate, Access to coastal and fishery resources, Security of the indigenous peoples of their ancestral lands and their domain, 2) Natural Resource Management, 3) Productivity, Enterprise and linkages to markets and 4) Cut-across issues on Gender, Health, Capability-building and Policy Advocacy.

SIAD advocates believes that there can never be a meaningful effects and impacts in engaging with the rural sectors in community activities, particularly in productivity, enterprise and linking rural poor to markets - if farmers, fisherfolks and indigenous peoples community continue to be denied of their rights to own the land they till and access to the natural productive resources such as the coastal and fishery resources and in instituting security of indigenous peoples over their ancestral lands. Thus, many of the NGOs utilizing SIAD as a development framework are working with agrarian communities, fisherfolks and indigenous communities in an effort to accompany these communities at achieving the goals of development.

The rich sharing of experiences by key SIAD practitioners as reflected in the guidebook also recognizes the sustainability issues in line with the following areas of concerns: a) Adoption and practice of Sustainable Agriculture, b) Community-based approach to Natural Resource Management, c) Community-based approach to Protected Area Management, d) The issue on leadership capacity and relevance of People's Organization, e) The feasibility, viability, profitability and management capacity of enterprise development, f) The institutionalization, LGU Leadership and capacity in the adopting and implementing the SIAD processes.

In addressing poverty reduction, particularly through the SIAD framework, it is important that the development organization is clear on its development goals from the very start particularly reflecting the development biases promoted in SIAD. Precisely because SIAD has an integrated area development component that a more effective development initiative should encompass equity and sustainable resource use and management, and the necessary knowledge, skills and tools to equip the community in the SIAD implementation as the main agents of change and development.

It is hoped that this Guidebook will contribute to further understanding and articulation of SIAD to drive implementation of more programs and projects using SIAD as a development strategy and translate local development goals and priorities to effectively respond and give more meaning of improving quality of lives of our local communities.

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## APPENDICES

**Appendix A.** EO No.1, Series of 2002: "Creation of Barangay Monitoring Team of Barangay New Corella, Davao del Norte."

**Appendix B.** AO No.2, Series of 1999: "Creation of Municipal Technical . . . . . Working Group for the Implementation of SIAD for the Municipality of Montevista".

**Appendix C.**MOA re: SIAD Implementation purposely for the Issuance . . . . . Of an Executive Order for the Formalization of SIAD MTWG".

**Appendix D.** MOA re: Promotion and Implementation of SIAD in Barangay . . . . . New Corella, Davao Del Norte.

**Appendix E.** News Update: "New Corella SIAD wins RP Gawad Galing . . . . . Pook Award"