MANUAL ON PRIORITY
BARANGAY DEVELOPMENT PROGRAM

POVERTY REDUCTION, LIVELIHOOD AND EMPLOYMENT CLUSTER

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ACKNOWLEDGEMENT

First and foremost, we wish to express our gratitude to President Rodrigo Roa Duterte for "Institutionalizing the Whole-of-Nation Approach in Attaining and Sustainable Peace to End Local Communist Armed Conflict" by issuing Executive Order 70, series of 2018. After more than five (5) decades of senseless armed conflict, we are now ushering a new phase in our country's history, a period of peace and inclusive development. This manual is our small contribution towards that end.

Secondly, to the leadership and guidance of our Director General, Secretary Isidro S. Lapeña, PhD., CSEE, whose intrepid leadership has inspired us to go beyond our limits to reach out to the marginalized and vulnerable sectors of society, and to the geographically isolated and disadvantage areas (GIDAs), and to live out our mantra of "TESDA, Abot Lahat."

The Office of the Deputy Director General, Communities and Local Government Unit Services is in gratitude to the men and women of TESDA who are working daily to deliver the needed and timely Technical Education and Skills Development services to all sectors of society especially the vulnerable and marginalized. This manual is our effort to contribute to further capacitate them in providing skills training and other developmental interventions to the target sectors and barangays.

This manual is impossible without our predecessors in doing community-based training. We owe much to Deputy Director General Rosanna A. Urdaneta's opus, "Community Based Training for Enterprise Development (CBTED) Operation Manual." Likewise, we wish to recognize the contribution of Regional Directors Gaspar S. Gayona, Lorenzo G. Macapili and Elmer K. Talavera for their "Poverty Reduction, Livelihood and Employment Guidebook." These instructional materials are the main references from which this manual was derived. Without these two, this manual is impossible.

Special mention to Regional Director Lorenzo G. Macapili and the TESDA Region 11, with Engr. Reyman M. Zamora for pioneering the AGAK model of Barangay Development Program (BDP) in Davao Region. This pioneering work has paved the way to concretize the strategy of value chain programming in barangay economic development work.

To my predecessor, former Deputy Director General Mariano Michael M. Velarde, Jr. who started the conceptualization and implementation of Barangay Development Program (BDP), we wish to express our gratitude for initiating and guiding the early phase of this program.

Last but not the least, we like to thank our indefatigable staff who put all these things together to come up with this manual. To Director Dina V. Esmas of CLGO, Norma Jane L. Eballa of CLGUS working as PRLEC Secretariat, Ms. Trisha Mae B. Esguerra of ODDG CLGUS who painstakingly proofread this manual. To Ms. Wilma T. Bathan of ODDG CLGUS and to Provincial Directors Florante L. Herrera and Richard M. Amparo for sharing their wisdom and experiences in community-based training and working with the Indigenous Peoples and Indigenous Cultural Communities.

Thank you very much to all who contributed to make this possible!

GABRIEL LUIS R. QUISUMBING

MESSAGE FROM THE SECRETARY

"Give man a fish, and you feed him for a day; teach him how to catch fish, and you feed him for a lifetime." This is the mantra by which TESDA lives by. We give skills training for employment and livelihood to reduce poverty and emancipate the poor, vulnerable sectors and the Indigenous Peoples and communities When the President signed Executive Order 70, series of 2018, "Institutionalizing the Whole-Of-Nation Approach to End the Local Communist Armed Conflict and Establishing a National Task Force" , the Duterte government recognized that the means to end the armed conflict is not a purely military approach, but by addressing the legitimate socio-economic grievances of the people.
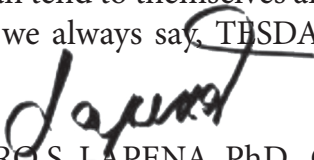
When TESDA was appointed to chair the Poverty Reduction, Livelihood and Employment Cluster (PRLEC), as one of the 12 Lines Of Effort of the NTF ELCAC, it is an explicit recognition that Technical Education and Skills Development (TESD) is a major engine in povelty reduction. Truly, there is a need to teach the people vocational and technical skills so that they can tend for themselves, and generate economic activities and opportunities in the rural areas, so that we will address one of the root causes of the armed conflict.

I gave specific instruction to the Communities and Local Government Unit Services (CLGUS) of TESDA to come up with a manual on the PRLEC Priority Barangay Development Program (PBDP) to help our people on the ground in its implementation through convergence with partner agencies and institutions.

The objectives of this manual are: to provide our implementers the principles and methodologies in doing barangay development work; to present the best practices done by TESDAns and partners in implementing barangay development programs in the priority barangays; and, to draw lessons from these experiences that will further enhance our implementation of poverty reduction programs and projects in geographically isolated and disadvantage areas, conflict-affected and conflict-vulnerable barangays.

I am hoping that through this manual, it will initiate further interest in community-based delivery of TESD services and create a lively discourse in developing different models and strategies of community-based TESD.

And finally, may I invite everyone to reach out to our brethren, the poor and the marginalized sectors of society, by providing them skills and livelihood trainings so that they can tend to themselves and no one is left behind. As we always say, TESDAAbot Lahat

SEC. ISIDRO S. LAPENA, PhD., CSEE

MESSAGE FROM THE VICE CHAIRPERSON OF NTF-ELCAC

We have come a long way in advancing the nation's interests. mobilizing shared and collective actions and building partnerships to address our internal and external challenges. Congratulations to the Poverty Reduction, Livelihood and Employment Cluster for contributing much to local efforts and for coming up with this Manual on Priority Barangay Development Program.

The BDP can bring about the much-awaited pump priming in conflicted and geographically isolated areas (GIDAs). The BDP is envisioned and expected to address social injustice, enhance agricultural production and will be the final stroke in winning the hearts and minds of the masses that had been blinded by empty promises and agitation by the Communist Party of the Philippines and the New Peoples' Army (CPP-NPA).

The CPP/NPA/NDF or Communist Terrorist Groups remains a tough challenge due to its armed approach in realizing its objectives to overthrow the current system, While history provides a plethora of approaches to contain armed struggle, ours is unique and complex for various reasons.

We must continue to adopt the Whole-of-Nation Approach to address the root causes of insurgencies, internal disturbances, tensions, and other armed conflict. We should prioritize and harmonize the delivery of basic services and social development packages by the government facilitating societal inclusivity, and ensuring active participation of all sectors of the society in the pursuit of the countrvs peace agenda. Success is our goal. To facilitate the realization of our collective aspirations for our beloved country, we must implement our plans on the ground with the Whole-of-Nation Approach, guided by the principles of good governance, PRLEC, under the wings of TESDA Secretary Isidro S Lapeöa is truly an implementation model in addressing political, social and economic roots of conflict, leaving no one left behind even in conflict vulnerable and geographically isolated barangays. Congratulations and keep it up!

HERMOGENES C. ESPERON JR
National Security Adviser,
Director General, NSC and
Vice-chairperson, NTF-ELCAC

ACRONYMS

AGREV	Agrarian Revolution
AFP	Armed Forces of the Philippines
BFAR	Bureau of Fishery and Aquatic Resources
CASER	Comprehensive Agreement on Socio-Economic Reform
CNT	CPP-NPA Terrorists
CO	Community Organizing
CPP	Communist Party of the Philippines
CTG	Communist Terrorist Group
DA	Department of Agriculture
DAR	Department of Agrarian Reform
DICT	Department of Information and Communication Technology
DOLE	Department of Labor and Employment
DSWD	Department of Social Work and Development
ICC	Indigenous Cultural Communities
IP	Indigenous People
IPRA	Indigenous People's Right Act
LCE	Local Chief Executive
LGU	Local Government Unit
NDFP	National Democratic Front of the Philippines
PNDR	Program on the National Democratic Revolution
NPA	New People's Army
NTF-ELCAC	National Task Force to End Local Communist Armed Conflict
PBDP	Priority Barangay Development Program
PRLEC	Poverty Reduction, Livelihood and Employment Cluster
RCSP	Retooled Community Support Program
STEP	Special Training for Employment Program
TSPS	Traditional Socio-Political Structure
TWSP	Training for Work Scholarship Program
UGMO	Underground Mass Organization
WONA	Whole-Of-Nation-Approach

PREFACE

"The true sign of intelligence is not knowledge but imagination."
Albert Einstein[1]

When President Rodrigo Roa Duterte signed Executive Order 70 series of 2018, Institutionalizing the Whole-Of-Nation Approach to End Local Communist Armed Conflict and Creating the National Task Force to End Local Armed Conflict (NTF ELCAC), TESDA was named to chair the Poverty Reduction, Employment and Livelihood Cluster (PRLEC) which is one of the twelve (12) lines of effort.

Pursuant to the mandate of the E.O. 70 to address the roots causes of the armed conflict and to counter the narrative of the communist terrorist groups (i.e., that the only solution to the socio-economic problems of the country is through armed overthrow of the government and the establishment of a socialist state), TESDA and with other 29 national agencies convened and formulated an Implementation Plan, adopting convergence and value chain programming as a strategy to realize the objectives of E.O. 70, specifically on poverty reduction.

For TESDAns whose core competence is to provide Technical Education and Skills Development (TESD) services, value chain programming and barangay development programming are new concepts to wrestle, much more to implement in the target barangays. Peace building and barangay development work are new horizons to venture for almost everybody in TESDA. New things must be learned and old habits to be unlearned.

For this reason, this Manual was made to attain the following objectives:

- To better understand the mandate, mission, and plan of the NTF ELCAC, specifically PRLEC in attaining sustainable peace and inclusive development;
- To introduce concepts, processes, and practices of barangay development work;
- To familiarize in the implementation of the strategies and process on convergence work and value chain programming;
- To provide a venue for exchanging and sharing of knowledge and experiences in implementing barangay development work; and,
- To capacitate PRLEC Focals to address the issues and challenges in implementing Barangay Development Program.

Primary to the challenges in Barangay Development work is knowledge and capacity to perform the duties and activities attendant to it as Immanuel Kant said in his "The Critique of Pure Reason", "knowledge begins with experience". So where does our experience in performing barangay development comes from? It comes from the long experience of community development workers from other government agencies and non-governmental organizations (NGOs), our own CBTED and our commitment that no one will be left behind, "TESDA Abot Lahat".

This manual is our little contribution to our country's quest to attain lasting peace and inclusive development. This is our small effort to contribute to the discourse on community development specifically on barangay development and to produce a counter narrative to the communist terrorist's narrative that the only solution to our country's socio-economic problems like poverty, inequality and marginalization is armed revolution and a Socialist State.

We hope that we can contribute to knowledge production on barangay development work, not only through this manual but more so on its implementation. We look forward with high hopes that through our own experiences in implementing barangay development programs, we will gain lessons, and from these lessons we will be able to cognize significant achievements that will further enrich the literature on Barangay Development work.

The boundary of our implementation and realization of the mandate of PRLEC of NTF 70 is not our limited knowledge but rather the limit is our imagination.

With less than two (2) years of implementation before the term of the President ends on June 30, 2022, we still need to reach and serve more than half of the target barangays. The challenge is to reach out to these barangays at the soonest possible time.

CHAPTER I

"Know the enemy and know yourself; in a hundred battles you will never be in peril. When you are ignorant of the enemy, but know yourself, your chances of winning or losing are equal. If ignorant both of your enemy and yourself, you are certain in every battle to be in peril."

*-**Sun Tzu, The Art of War***

A. KNOWING THE ENEMY

Brief background on the CPP, NPA and NDF history, Program on National Democratic Revolution, specifically on Agrarian Revolution being the primary concern of PRLEC, i.e., countering the Communist Terrorist Group's narrative.

The Communist Party of the Philippines (CPP), its military arm the New People's Army (NPA) and its political arm, the National Democratic Front of the Philippines (NDFP or NDF) were organized and founded on the sole objective of overthrowing the present social system, including its government and all its instrumentalities to establish a Socialist state under the so-called "Dictatorship of the Proletariat" through its vanguard party (CPP). In short, their goal is the violent overthrow of the present democratic government and replace it with a dictat orship of the Communist Party and its leaders which according to them, can be achieved through a protracted people's war by "surrounding the cities from the countryside," emulating of Mao Ze Dong's military teachings.

To entice and recruit from the peasant sector and rural poor, the CPP-NPA-NDF or collectively referred to as Communist Terrorist Group (CTG), implements its so-called "Revolutionary Program for Land Reform" or the Agrarian Revolution (AGREV) as –counter-thesis of the government's Comprehensive Agrarian Reform program (CARP) - under the pretext that it is the only and right solution to the country's land problem.

The CPP maintains that only by carrying out the AGREV, they can activate the peasant masses as the main force of the revolution and realize the basic alliance of the proletariat (i.e., workers and laborers) and the peasantry. Under the AGREV, the CTG forcibly take lands under the guise of distributing it to the landless farmers or peasants. The AGREV is also the main component of the Party's "Program on the National Democratic Revolution" (PNDR).

The Agrarian Revolution (AGREV) has its 'Minimum' and 'Maximum Programs.' The AGREV Minimum Program includes elimination of usury, "Tersyang Baliktad" (Sharing Scheme), establishment of cooperatives, and agricultural support infrastructure projects. While the Maximum Program aims for the forcible confiscation of vast tracts of land and its free distribution to the peasants. It also includes "Bungkalan" and "Okupasyon" and confiscation of communal farming.

The CTG also implements its Social Economic Works (SEW) through special socioeconomic projects funded from local and foreign Financial Agencies and/or non-governmental organizations. Likewise, the CTG exploits the issues on labor contractualization while concomitantly clamoring for wage increases among workers in agriculture, mining, and industries.

These socioeconomic projects and activities directly and indirectly complement and support the conduct of the CTG's politico-military operation which comprises seventy percent (70%) political propaganda and organizing, while military operation is only 30%. In the CTG manual of operation, the primary task of their NPA units is to arouse, organize and mobilize (AOM) the masses or the basic sectors: peasants/farmer, women, youth, Indigenous Peoples (IPs), and fisher folks for their armed movement. Even children are being utilized to serve as their couriers and messengers, and eventually as armed combatants.

In infiltrated and influenced barangays, the NPA units organizes the residents along different sectoral lines, as mentioned in the preceding paragraph, to be members of underground mass organizations (UGMOs). Aside from these UGMOs, they also organize territorial units or committees that perform as support network for the NPA units and as an administrative unit or as a pseudo-government in the barangay.

From the ranks of the members of these UGMOs, the CTGs recruits and organizes the local party branch (Sangay ng Partido sa Lokalidad or SPL) of the CPP that provides local leadership for the CTG operation in the barangay.

As to the military component, they organize the local Milisyang Bayan (MB) that perform as force multiplier during a military operation, combat support for the regular unit of the NPA, and as a recruitment ground for NPA fighters.

B. KNOWING THE PROGRAM

Overview of PRLEC as one of the 12 LOEs of NTF 70, including its member agencies and 6 Sub-clusters.

EO 70 espouses the Whole of Nation Approach (WONA) in attaining sustainable and inclusive peace. The Government has been challenged with more than five (5) decades of insurgency, conducted mostly in far-flung barangays where vulnerable and usually poverty-stricken communities exist, and presence of government is weak or absent. The communities living in these barangays are easy prey to communist terrorist group's deceptions and are recruited to be members of CTGs. The socioeconomic problems and issues prevalent in these communities is a cause for the people's frustrations and hopelessness which is being capitalized by the CTG for their propaganda and recruitment.
In short, poverty is a push factor for people to join the ranks of the CTGs. On the other hand, the deceptive propaganda of the CTG and false promises of a "better life" serves as a pull factor for radicalization.

E.O. 70 recognizes that the solution to these decades old armed conflict is not through a purely military solution. The local communist armed conflict can be resolved through a broader social-economic solution and good governance to address the lack of better life choices, historical injustices, social inequalities, and exclusivity.
PRLEC or Poverty Reduction, Livelihood and Employment Cluster is one of the twelve (12) Lines of Efforts (LOEs) under the National Task Force to End Local Communist Armed Conflict (NTF-ELCAC or NTF70) established under the E.O. 70, series of 2018.

The twelve (12) LOEs addresses specific issues and concerns to counter the programs and activities of the CPP-NPA-NDF (CTGs). In line with the National Plan Ending Local Communist Armed Conflict (ELCAC) as contained in Joint Memorandum Circular No. 1, series of 2019 issued by the NTF ELCAC, the PRLEC is tasked to address the socio-economic program of the CTG, specifically the program on Agrarian Revolution as contained in the CPP Program for National Democratic Revolution, 12-Point Program of the NDF and in the Comprehensive Agreement on Socio-Economic Reform (CASER) advocated by the CTG in the failed peace talks.
The National Action Plan Ending Local Communist Armed Conflict (NAP ELCAC) aims to resolve the communist armed conflict by addressing its root causes through a Whole of Nation Approach (WONA). The two main strategies are: (1) delivery of basic services to the vulnerable sectors and sections of society, and (2) good governance.

PRLEC ADDRESSES THE CTG AGRARIAN REVOLUTION:

Minimum Program:

- Reducing Land Rental for farmers and alike
- Lowering interest rates on loans
- Eradicating Usury
- Raising farmworkers wages
- Rising Prices of Farm Products
- Collectivization of Agriculture thru simple labor exchange or mutual aid and communal farming

Maximum Program:

- Confiscation of vast tracks of land controlled or owned by big landlords.
- Free distribution of land to farmers-tillers
- Collectivization

1. The Member Agencies of Poverty Reduction, Livelihood and Employment Cluster

2. The Six (6) Sub-Clusters under the Poverty Reduction, Livelihood and Employment Cluster

Employment DOLE – Chair DSWD, PCA	Provision of livelihood programs, decent employment opportunities, development of policies and programs leading to ease of access to employment and its protection.
Skills Training TESDA – Chair DepEd, CHED, AFP, PNP	Provision of scholarships, relevant community trainings, and extension programs leading to sustainable employment and creation of livelihood opportunities
Institutional Development DSWD – Chair NCIP, CDA, DAR, PCUP, PNP, AFP, NICA, PCOO, NSC, CCC, NAPC, NIA, DILG-LGU	Provision of Skills Trainings and Starter Kits; Develop institutionalize programs and Capacity Building; Provision of List of Participants and Safety Protocols
Financing DBP – Chair LBP, DTI, DSWD, CDA, DA-Agricultural Credit Policy Council	Provision of financial training and literacy and capital assistance; develop programs to facilitate access to loans and financing of community-based entrepreneurial programs;
Entrepreneurship and Marketing DTI – Chair DA, BFAR, TESDA, DSWD, PCOO, PCA, CDA, DBP, LBP, DAR, DOST, DOLE	Provision of Entrepreneurship Training, Business Modelling, Marketing Assistance and Cooperative Development; Development of relevant programs
Food Security DA – Chair DAR, PCA, BFAR, NIA, TESDA, DOST, DENR, DTI, NCIP	Provision of agricultural productivity measures to ensure food security; Agri-related trainings; Resolution of Land Disputes/ Land Distribution; All Environmental Trainings with TVET Content; Construction of Required Infrastructure and Specialized Trainings

3. The Priority Barangay Development Program

The narrative propagated by the CTG to radicalize the people is that the government is "of the elite, by the elite and for the elite" or controlled by and for the benefit of the ruling classes; and that the people are continuously exploited and oppressed by the elite and government. To counter this, government must present a counter narrative through timely delivery of much needed basic and social services as part of good governance, and launching an intensive and extensive information, communication, and education campaign among the people to educate and capacitate them to expose and oppose CTG's deceptive propaganda efforts.

Barangay Development Program (BDP) is a community-based development approach in bringing development interventions and delivery of basic and social services. The term "Priority Barangay Development Program" (PBDP) is being used in this manual to refer to the priority target barangays cleared from the CTG influence and control, and to differentiate it from the other barangays also being served under the regular program of the member agencies of the PRLEC. However, the terms PBDP and BDP will be liberally used interchangeably throughout this manual.

The NTF-ELCAC identified barangays were cleared from the control and influence of, and threat from the CTG and will be provided by needed infrastructure, basic services, and other developmental interventions. These barangays were identified and selected by the NTF ELCAC as program areas because they have strategic and tactical value in the armed revolution or guerilla warfare being conducted by the CTG. These barangays are usually found in the tri-boundaries of provinces and along mountain ranges, and usually hard to reach areas of the provinces or geographically isolated and disadvantage areas (GIDAs). This is to provide the CTG the freedom of movement from one province to another and elude military operations, as in a "cat and mouse game."

By denying the CTG their needed space for maneuvering, their members will be forced to surface and return to mainstream society.

While the military is conducting their law enforcement operations to push the CTGs out of their influenced and/or controlled barangays, the civilian agencies of government will practice good governance through the delivery of basic and social services to capacitate and empower the community to develop sustainable, self-reliant, peaceful, and resilient communities.

A barangay that is self-sustaining, self-reliant, peaceful, resilient and with inclusive development is the guarantee that we can end the local communist armed conflict.

The NTF ELCAC or NTF70 came up with a menu of programs and projects for these barangays to be implemented by different government agencies which was funded by Congress under Special Provision (SP) No. 4 of the Local Government Support Fund-Support to the Barangay Development Program (LGSF- SBDP) of the National Task Force to End Local Communist Armed Conflict (NTF-ELCAC) under Republic Act (RA) No. 11518 or the FY 2021 General Appropriations Act (GAA).

The appropriated amount of P16,440,000,000.00 shall be used for the implementation of various support programs of the eight hundred twenty-two (822) cleared barangays from 2016 to 2019.

Each cleared barangay shall be allocated with an amount not exceeding P20,000,000.00 to be used for the following projects:

- Farm-to-Market Roads;
- School buildings;
- Water and sanitation system;
- Health stations;
- Rural Electrification;
- Reconstruction, rehabilitation, repair, and other similar projects in connection with the occurrence of natural or human-induced calamities, epidemics, crises resulting from armed conflicts, insurgency, terrorism, and other catastrophes;
- Housing;
- COVID-19 vaccination, immunization, and other health related projects;
- Agricultural, livelihood and technical vocational trainings/ projects; and
- Assistance to indigent individual or families in any of the following forms of assistance: (a) Medical; (b) Burial; (c) Transportation; (d) Food; (e) Cash for work; and (f) Educational.

PRLEC's approach in the delivery of needed basic services is through a convergence approach and value-chain programming which will be discussed further in item number 5 of this chapter. One model of such approach is the AGAK model implemented in the Davao Region or Region XI. This AGAK model was adopted through a resolution by the PRLEC as a model to be replicated in other barangays.

4. The Objectives of PBDP

a.   To provide timely and needed development interventions, such as trainings, infrastructure, and technology transfer to former CTG affected barangays and identified as priority by the NTF ELCAC;

b.   To address the agrarian problems and issues raised by the CTGs, providing solutions to decades old socio-economic problems in the rural areas, thereby removing the fertile ground on which social conflict arises;

c.   To develop resilient, self-sustain, inclusive and sustainable development in target priority barangays.

In effect, to contribute to the national program in developing a more balanced economy between the urban and rural areas and mitigate rural-to-urban migration and attaining genuine peace and inclusive development.

5. Value Chain Programming
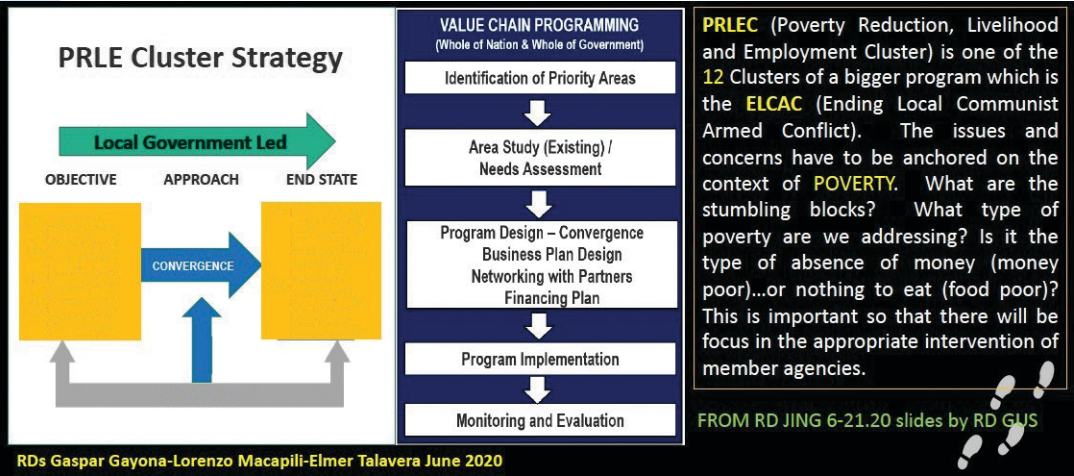
The framework above lays down the continuum of PRLE Cluster Strategy – what needs to be achieved (objectives), how shall the end state be achieved (approach), how shall the success be measured and felt (end state), and most importantly, who will lead the whole process (LGU-led).

The implementation of BDP should be LGU-led because the Local Government Units (LGUs) are the institutions on the ground and given the mandate to "govern." Included in this mandate is the responsibility to respond to the needs of their constituents.

As regards to the approach, it is emphasized in the Whole of Government Approach and the Whole-of-Nation Approach, that National and Local Government agencies/units should converge and collaborate with each other, and preferably with partnership with the private sector, non-governmental organizations, civil society organizations, faith-based organizations and the academe.

The value chain programming provides the steps in the planning process from the identification of the priority areas up to monitoring and evaluation. The framework below depicts the value chain programming, which entails the convergence of different change agents, e.g., national, and local government agencies, private sector, and NGOs. The roles of the different national government agencies are based on their respective mandates.

Value chain programming emphasizes that poverty reduction cannot be attained by a single project intervention but a continuum towards the transformation of communities . This follows the iterative process of profiling and needs assessment. Every segment of the value chain ensures that the cooperators/partners in the communities earn either through enhanced productivity or establishment of self/family/community enterprises, which at the same time create employment in the local area.

The framework below also illustrates the interrelationship among the different NTF-ELCAC Clusters (PRLEC, Legal, Basic Services, PLEDS, Sectoral Unification, Capacity-building, Empowerment and Mobilization, E-Clip and Strategic Communication). The continuum of the value chain programing anchors on the area assets/resources. As regards agriculture, it anchors on the whole value chain of production, processing, product and technology development, marketing and market linkages, and logistics.
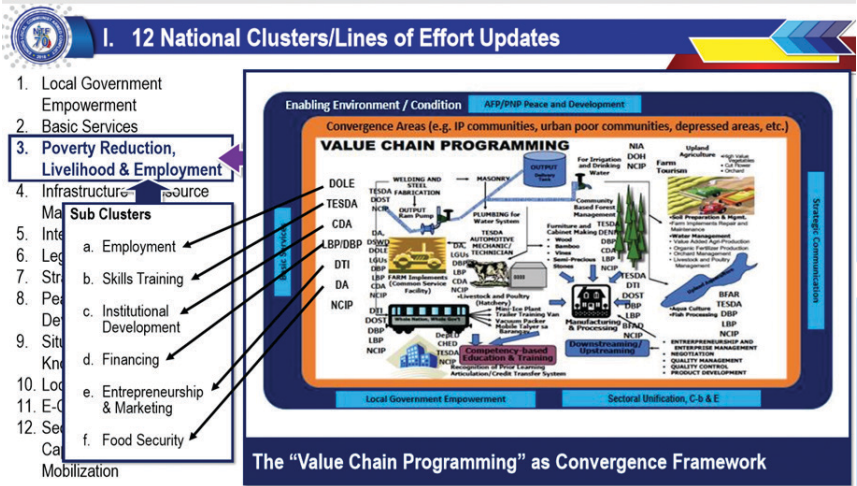
In implementing Barangay Development Program, we must bear in mind two things: first, the community's present situation (Where are we now?), and the community's development goals (Where we want to go?); and second, we have a timeline to achieve the goals to end local communist armed conflict and to attain peace and inclusive development, that is, by the end of the term of PRRD in the year 2022.

6. Challenges in Program Implementation

Success will be dependent on how the implementers of the BDP act in convergence with each other. Below are just some of the challenges and questions each must hurdle to attain the goals of the PRLEC:

1. Lack of cooperation and acceptance of the Community Leaders – the existing socio-political structure to be addressed to in the target priority barangay.
2. Availability and facilitation capacity of the lead agencies to mobilize internal and external resources in project implementation. Who will take the lead? How fast can we mobilize? What are our resources?
3. The Whole of Nation Approach or WONA is a new approach, a game-changer. How can we commit to pursue a shared vision for our priority barangay through a long-term programmatic and developmental approach (value chain) rather than the short-term single qualification approach?
4. Sustaining continuing efforts to seek out new allies outside of PRLEC in the development process. How can we get the involvement of the private sector, the academe, and NGO's?
5. How can PRLEC maintain, check, and balance as the community progresses to a sustainable Marketing and Financing process after a successful implementation stage?

C. KNOWING THE CULTURE
Overview on Cultural Relativism, Cultural Sensitivity and Peculiarities and Protocols in Indigenous Peoples and Indigenous Cultural Communities

> *"Culture is a description of a particular way of life, which expresses certain meanings and Values not only in art and learning but also in institutions and ordinary behavior."*
>
> *– Raymond Williams, "The Long Revolution." London, 1961*

It is important for us implementers of BDP to understand and respect the culture of the people we are going to serve and partner with, particularly the indigenous peoples and their communities. Following are some relevant concepts that we must at least familiarize with to better serve the barangays or communities.

1. Cultural Relativism

Cultural Relativism is the view that no culture is superior to any other culture when comparing systems of morality, law, politics, etc. It is the philosophical notion that all cultural beliefs are equally valid and that truth itself is relative, depending on the historico-cultural environment.

The concept of cultural relativism does not mean that all customs are equally valuable, nor does it imply that no customs are harmful. Some patterns of behavior may be injurious elsewhere, but even such patterns serve some purpose in the culture, and society will suffer unless a substitute is provided.

However, when faced with atrocities, a cultural relativist would have a moral obligation to stop being a mere observer and take action to intervene.

2. Cultural Sensitivity

Cultural Sensitivity means being sensitive to the ways on which values and perception of IP community members differ from others. We must consider that there may be differences between the current and preferred cultural beliefs and practices.

It is a call for recognition, respect, protection, and promotion of the distinct culture of the indigenous peoples, and consequently, establish a relationship with trust and confidence towards a partnership for the attainment of inclusive and sustainable development in the ancestral domain.

In our appreciation of Culture as a way of life, we must consider what we term as the "Iceberg Concept of Culture." This pertains to the different levels of Culture as a way of life, including the meanings, values, social behaviors, traditions, and practices.

The Iceberg Concept of Culture
- Surface Culture – Most easily seen
- Shallow Culture – Unspoken Rules
- Deep Culture – Unconscious Rules

To paraphrase Raymond Williams in his article "The Analysis of Culture," there is a social definition of Culture as a way of life that to better understand a specific culture, we need to analyze the meanings and values, both institutional and in ordinary behavior, explicit and implicit, including the elements in that way of life like the organization of production, family, system of governance and social relations and how they communicate. By understanding their modes of change we may discover certain general 'laws' of 'trends' so we can better understand social and cultural development.

3. Peculiarities and Protocols in Indigenous Peoples and Indigenous Cultural Communities.

As enabler of the BDP, and since a great number of these target barangays are IP communities or have a significant number of residents that are IP, it is important that we be guided or at the very least informed of relevant laws, specifically R.A. 8371, "An Act to Recognize, Protect, and Promote The Rights of Indigenous Cultural Communities/Indigenous People, Creating a National Commission of Indigenous People, establishing implementing mechanisms, appropriating funds therefor, and for other purposes" or The Indigenous Peoples Rights Act of 1997.

The law provides for the recognition and protection of the rights of the IPs and ICCs on their land and ancestral domain, and protection of their identity and way of life. Below is a cursory enumeration of the provisions of the law on IP rights:

Section 2 of the IPRA of 1997 recognize and promote all the rights of Indigenous Cultural Communities/Indigenous Peoples (ICCs/IPs) as enumerated below:

"a) The State shall recognize and promote the rights of ICCs/IPs within the framework of national unity and development;

b) The State shall protect the rights of ICCs/IPs to their ancestral domains to ensure their economic, social, and cultural well-being and shall recognize the applicability of customary laws governing property rights or relations in determining the ownership and extent of ancestral domain;

c) The State shall recognize, respect, and protect the rights of ICCs/IPs to preserve and develop their cultures, traditions, and institutions. It shall consider these rights in the formulation of national laws and policies;

d) The State shall guarantee that members of the ICCs/IPs regardless of sex, shall equally enjoy the full measure of human rights and freedoms without distinctions or discriminations;

e) The State shall take measures, with the participation of the ICCs/IPs concerned, to protect their rights and guarantee respect for their cultural integrity, and to ensure that members of the ICCs/IPs benefit on an equal footing from the rights and opportunities which national laws and regulations grant to other members of the population and

f) The State recognizes its obligations to respond to the strong expression of the ICCs/IPs for cultural integrity by assuring maximum ICC/IP participation in the direction of education, health, as well as other services of ICCs/IPs, to render such services more responsive to the needs and desires of these communities."

Under **Section 3** of IPRA of 1997, it defines the following:

"a) Ancestral Domains - refer to all areas generally belonging to ICCs/IPs comprising lands, inland waters, coastal areas, and natural resources therein, held under a claim of ownership, occupied or possessed by ICCs/IPs, themselves or through their ancestors, communally or individually since time immemorial, continuously to the present except when interrupted by war, force majeure or displacement by force, deceit, stealth or as a consequence of government projects or any other voluntary dealings entered into by government and private individuals, corporations, and which are necessary to ensure their economic, social and cultural welfare. It shall include ancestral land, forests, pasture, residential, agricultural, and other lands individually owned whether alienable and disposable or otherwise, hunting grounds, burial grounds, worship areas, bodies of water, mineral and other natural resources, and lands which may no longer be exclusively occupied by ICCs/IPs but from which their traditionally had access to for their subsistence and traditional activities, particularly the home ranges of ICCs/IPs who are still nomadic and/or shifting cultivators;

b) Ancestral Lands - Subject to Section 56 hereof, refers to land occupied, possessed and utilized by individuals, families and clans who are members of the ICCs/IPs since time immemorial, by themselves or through their predecessors-in-interest, under claims of individual or traditional group ownership, continuously, to the present except when interrupted by war, force majeure or displacement by force, deceit, stealth, or as a consequence of government projects and other voluntary dealings entered into by government and private individuals/corporations, including, but not limited to, residential lots, rice terraces or paddies, private forests, swidden farms and tree lots;"

Under **Section 7**. Rights to Ancestral Domains, the law recognizes and protects the rights of ownership and possession of ICCs/IPs to their ancestral domains.

On the other hand, under Section 9. "Responsibilities of ICCs/IPs to their Ancestral Domains," the law prescribes the following responsibilities of the IPs and ICCs:

"a. Maintain Ecological Balance- To preserve, restore, and maintain a balanced ecology in the ancestral domain by protecting the flora and fauna, watershed areas, and other reserves;

b. Restore Denuded Areas- To actively initiate, undertake and participate in the reforestation of denuded areas and other development programs and projects subject to just and reasonable remuneration; and

c. Observe Laws- To observe and comply with the provisions of this Act and the rules and regulations for its effective implementation."

CHAPTER II

"Development is about transforming the lives of people,
not just transforming economies."

- Joseph E. Stiglitz, Making Globalization Work, 2006

A. Pre-implementation Stage:

1. Social Preparation

Social Preparation is the conduct of preliminary social analysis of the community where organizers engage in institution preparations, area selection and social investigation and integration. (DSWD MC 006, S. 2014)

In this stage, the grounds are being laid for the implementation of the program. At the very onset, development agents should bear in mind the end goals of the program, and not mere compliance only.

Entry into the community and Integration with the people

The most important aspect during this stage is the acceptance of the community and rapport to the people. Remember, these barangays were former mass base and influenced by CTGs. As a precaution, we should consider the continued presence of some elements or structure of UGMOs, which means that the community is not totally free from CTGs elements. Hard lessons were learned in the past.

We are still in the process of earning the hearts and trust of the people, and at the same time in the process of "knowing the terrain."

The AFP and especially the LGU can provide easy entry and integration in the target barangays. We can assume that people's organization organized by the AFP already exist since these were Community Support Program (CSP) barangays. They can provide initial contacts in the area that will help us enter and establish rapport with the community.

The local government units (LGUs), especially the local chief executives (LCEs) play a major role in the entry and integration process. The LCE has both social and political capital that can endorse the program for the community's acceptance and participation. It is important for the buy-in and active participation of the LGU thru their LCE from the start of the program since they will greatly contribute to ensure its continuity and sustainability.

Aside from the legal and formal socio-political institutions, we should also consider the existing traditional socio-political (TSP) structures existing in the community. We need to consider these TSPs in organizing Indigenous People's communities. These TSPs usually have a stronger influence on the people with regards to the acceptance of projects and programs introduced by outside elements or outsiders such as those from government and Civil Society Organizations (CSOs). This is part of our cultural sensitivity.

Another major consideration is the ownership of the project. Since the community have ownership of the project, participative methodology should be adopted on every stage and avoid prescriptive methodology.

Key Results Areas:

1. LGU, CSO, and PS selected and engaged as partners.
2. Full understanding of the program with wide acceptance and support.
3. Determine approach to use, such as the "Project Approach" which attempts to organize communities around certain projects that aim for community self-reliance.
4. Define model to be implemented such as "Locality Development" which holds that community changes can be pursued most effectively by widely involving the local people in determining and achieving goals.

Things to do:
1. Courtesy call and consultation with the LGUs (municipal and barangay)
2. Barangay Consultation and Profiling
3. Needs Identification and Assessment
4. Initial networking with potential and probable NGAs, NGOs, CSOs and PS

1.1 Barangay Profiling

Barangay profiling is done to have a comprehensive description of the needs of a population that is defined, or defines itself, as a Barangay, and the resources that exist within that Barangay. It is carried out with the active involvement of the barangay itself for the purpose of developing an action plan or other means of improving the quality of life of the barangay.

A comprehensive barangay profile ought to address the following aspects of people's lives:

1.The area as a place to live – including the quality of the physical environment and people's attitudes to living there; the extent to which needs are matched with resources; and the extent to which local facilities meet people's goals and aspirations.

2.The area as a social community – including residents' involvement in the social life of the community; the extent to which the community is supportive; formal and informal networks.

3.The area as an economic community – including income levels and employment prospects of residents; prosperity and viability of local shops.

4.The area as a political community – including systems and structures of political representation and local area management; the extent to which local people can influence decisions that affect them; the degree of involvement in local decision making; participation in community organizations.

5.The area as a personal space – the degree of attachment that people have to the local area, memories, and life experiences of local people.

6.The area as part of its province/city/municipality – infrastructural, economic, and social linkages between the local area and the city or district of which it is a part; the specific local identity that differentiates the community from the rest of the area/district.

There are four other forms of "community capital" often mentioned in the community development literature (Green and Haines 2002: viii):

1.Human capital: labor supply, skills, capabilities, and experience, etc.
2.Physical capital: buildings, streets, infrastructure, etc.

3.Financial capital: community financial institutions, micro loan funds, community development banks, etc.

4.Environmental capital: natural resources, weather, recreational opportunities, etc.

We will focus on the human and environmental capital, specifically land, which is always present in our target barangays.

Profiling must also consider links between occupations. It may refer to relative involvement of people in certain occupational sector (e.g., Fishery, Mariculture, subsistence farming, Cash Crops, Fish/Vegetable Trading, Informal sector, salaried employment, Tourism, and others).

In rural agriculture for example, the image below describes the typology of farmers:

SOCIAL CAPITAL

Resources also mean those intangible resources that are a source of strength and potential within the community.

These might include such things as:

•the skills – both formal and informal – of members of the community.

•networks of informal support such as families, households, and neighbors.

•more formal support such as self-help and community organizations.

•and qualities and characteristics that exist within the community such as resilience, determination, trust, community-mindedness, and the extent of volunteering or active citizenship.

ATTRIBUTES	TYPOLOGY OF FARMERS		
	ACTIVE PART TIME	PROFESSIONAL	DETACHED
Culturally Driven	Yes	Yes	Lowest
Level of Agricultural Knowledge	Extensive	Extensive	Low formal agri-training
Use of external sources of knowledge via consultations, etc.	Yes	Yes	Low
Age	mixed age group	Higher share of farmers in younger age	maybe dorrinated by ageing farmers
share in Socio-cooperative movement	Low	Highest	Lowest
Income Source	With non-agricultural incomes	Full time farmer	Mix of full time and part-time farmers
Level of schooling/ educational attainmet	maybe High	High	Mostly Low
Agri-Intensity farming level	Significantly low	Large & more intensive	Low
View on the future of agriculture in the area	will be rellant upon the active farmers	Optimistic	Highlypessimistic

Poverty is the paramount concern and its identification of what kind of poverty the community is facing. There are three kinds of Poverty:

•Income Poverty
•Food Poverty
•Basic Services Poverty

Income poverty refers to the level of income of an individual (or a household. The individual or household is considered poor when their standard of living is on or below the poverty line. Income poverty is relative to the standard of living and poverty line of a specific locality.

Food poverty can be defined as the condition of being unable to get enough healthy food due to poverty or incapacity to buy healthy food, and/or lack of access to or supply of fresh and healthy food.

Basic Services Poverty can be defined as the condition when the individual or household have no access or limited access to basic services such as education, safe drinking water, sanitary toilet, health services, electricity, infrastructure, etc.

INCOME POVERTY

FOOD POVERTY

BASIC SERVICES POVERTY

1.2 Need Assessment

Need is a legitimate basis to make decisions about the allocation of resources. It is an important component of a community profile .

- Community Needs Assessment
- Individual/Family Needs Assessment

Community profile is different from needs assessments because of their focus on resources, needs; and emphasis on participative approach and action orientation.

1.3 Initial Networking/Linkages

Poverty and poverty reduction are complex problem. No single agency can resolve it on its own, as such, it entails a multidisciplinary approach and convergence of efforts of government agencies, e.g., national, and local governments, private sector, civil society organizations, non-governmental organizations, faith-based organizations/institutions, and the academe.

During the Social Preparation stage, it is a plus factor if we can identify potential partners like NGOs, CSOs, PS, academe, and faith-based organizations that can provide technical, financial, and logistical support, including market link.

2. Planning

Establishing the focus and coherence of the change or development interventions implies that the definition of the expected results is imperative.

- **Barangay Development Plan** – refers to the barangay level development programs, projects, and activities to attain the expected results and outcomes.

- **Family Farm Plan** – refers to the individual family or household plan. Included in the plan is the type of crop, planting cycle, schedule of activities, inputs (material and financial), and labor participation of household member.

Village/Barangay Map

What are the Community Assets/ Resources

What is the community's governance structure

What is the people's decision - making process

What are the people's capabilities

What are the Community's Needs

What are the Households' Needs

What are the people's source of income

What are the people engaged in

Community Economic Development

This occurs when people in a community analyze the economic conditions of that community, determine its economic needs and unfulfilled opportunities, decide what can be done to improve economic conditions in that community, and then move to achieve agreed upon economic goals and objectives. (Shaffer, Deller, and Marcouiller (2006: 61)

Things to do:
- Conduct PRLEC Planning meeting (municipal and barangay)
- Preparation and submission to RO of Project Proposal and QMs

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Barangay Development

Community development or in this case Barangay Development is a planned effort to produce assets that increase the capacity of residents to improve their quality of life. These assets may include several forms of community capital: physical, human, social, financial, and environmental.

The program methodology must be designed with consideration on the "'do's and don'ts" issues of community development — if not directly, it should be included in the capability-building programs of field workers or coordinators.
(See Annex 1)

Community visioning has become an accepted planning technique. Many communities used this technique to promote broad public participation on the direction a community should move in the future (Shipley & Newkirk,1998). A visioning process establishes a desired end state for a community; a vision of the future toward which to strive. Shipley and Newkirk (1998) saw Vision as "a metaphor that describes social, cultural, and perhaps emotional attributes (p. 410)."

B. The implementation Stage

The PRLEC Barangay Development Program is a transformational program that will link the indigenous peoples (IPs), former rebels (FRs), and other people living in the target priority barangays to various opportunities to free them from the vicious cycle of poverty. The people living in the hinterlands are very much dependent on farming for their subsistence. As such, they are very vulnerable to unfair trade practices because of the geographical location of their farms. Being far from the market, they become dependent on traders and middlemen acting as product consolidators.

The PRLEC Barangay Development Program (PBDP) aims to provide a viable source of income for the people living in the identified priority barangays and other barangays where poverty incidence is high. Our convergence efforts can help improve the lives of the people. Partner enterprises can help sustain the livelihood of families and contribute to the local economies of the municipality, province, and eventually the region.

Following the concept of the "Bayanihan" spirit, the program will bring convergence initiatives of various national government agencies, local government units, private individuals, business, and industry sectors with the common vision of providing inclusive growth to indigenous peoples (IPs) and their communities, former rebels (FRs) and poor people living in the target barangays. We can start with the provision of electricity, communication, water and irrigation facilities, appropriate technology for increased productivity, infrastructure, and technical skills to transform them into competitive Agri-entrepreneurs.

As mentioned in the previous chapter, the target barangays possess two assets or capitals that can be utilized to attain the goals of poverty reduction and development: Land and Human Capital. It is imperative that with these two capitals we can formulate our barangay development program and projects.

The implementation stage of the PRLEC Barangay Development Program includes 3 sub-stages: (1) Off Grounding, (2) Sustaining, and (3) Sustainable. We must put considerable and consistent efforts in all sub-stages to reach a sustainable development outcome.

Off ground Area Development Plan	Developmant Implementation & Replicate to other GIDA	Exit Plan
2019	2020-2021	2022

Off-Grounding refers to the activities that needs to be undertaken for the project to take off the ground, while sustaining means doing activities needed in making the enterprise self-generating and self-sustaining to be more profitable.

1. Off-Grounding Sub-stage

Off-grounding of the barangay development program will depend greatly on how the Focal Person can guide the community in the developmental aspect of their enterprise and shall include:

1.1 Evaluation of the Business Plan

Following the Community-Based Training and Enterprise Development (CBTED), TESDA can maximize its role as provider of the system by building capabilities, putting up the major costs of training, and ensuring that the training methodology will jumpstart the process of enterprise development for the target barangays (CBTED, Manual page 19).

Enterprise or business development plan developed during the conceptualization of the Barangay Development Project must be monitored and checked before off-grounding. The skills training programs, financing, infrastructures, and technical support system must all fit together. Setting out clear targets and objectives can support startups in off-grounding and ensure its success.

Figure 1.

Preparing a plan for the enterprise to be developed need not be complicated if you break it down into component steps. It will be the road map of the enterprise that your target groups will set-up, operate, and sustained. All you need is to develop the overall goals (short- and long-term goals) and define the process or steps to achieve those goals and set directions for the enterprise to take in a year or two.

The identified target barangay must be organized towards a collective effort of bringing economic prosperity in their community with the support and services provided by various government agencies and private business sectors.

It is imperative for the PRLEC Focal to manage the partnership between and among TESDA, PRLEC-member agencies, local government units (provincial, municipal and barangay), private industries, and social organizations to help in the realization of the desired outcomes.

As an example, the following are the interventions of the AGAK Model from Davao Region:

- ICT provision for On-site Financial Management
  - All Financial transactions should be on-line.

- Livelihood Program
  - Natural Farming: Diversified Agri-Products
  - Farmer plan: Timeline, Financial and BOM

- Employment
  - On-site Training (Learning by Doing)

In the given Business Model of AGAK, Connectivity is foremost. It would be the heart of the operations replacing middlemen who exploits the farmers by buying their produce at a lower price and selling them to buyers at a higher price. This leads to higher prices of farm products for the consumers, but the huge profit goes to the middlemen and not to the farmers.

Ideal Business Model
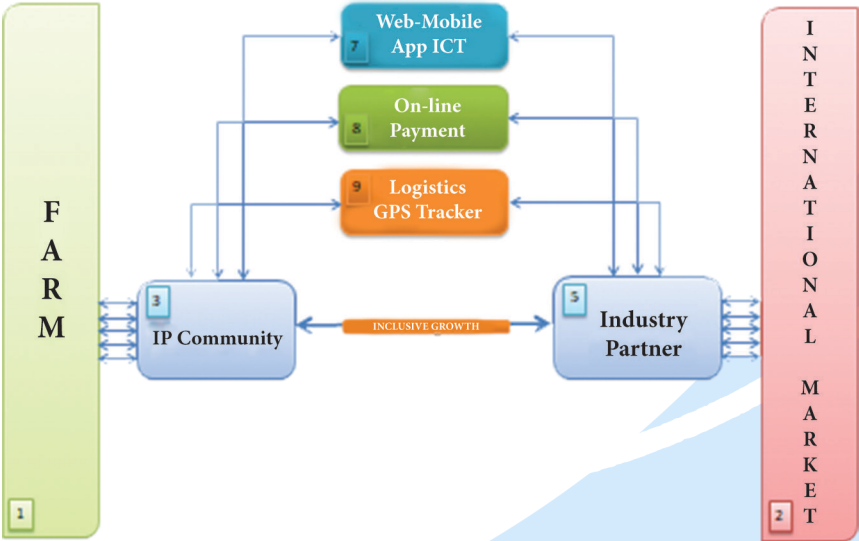
In this case, DICT must provide connectivity to the community so that production will be linked to the market as shown in the business model with the help of private business. The Department of Energy or National Electrification Administration can provide source/s for the needed energy or electiricity of the barangay.

1.2 Define the Product (Know your Niche)

Carefully define the product that will be produced by the barangay development project and understand that trying to produce everything to everyone is a recipe for disaster. Know the product niche and determine the product attributes that will help the beneficiaries to own it.

The operational framework of all the Barangay Development Program under the PRLEC must adhere to the proven concept of the AGAK Project as follows:

Operational Framework
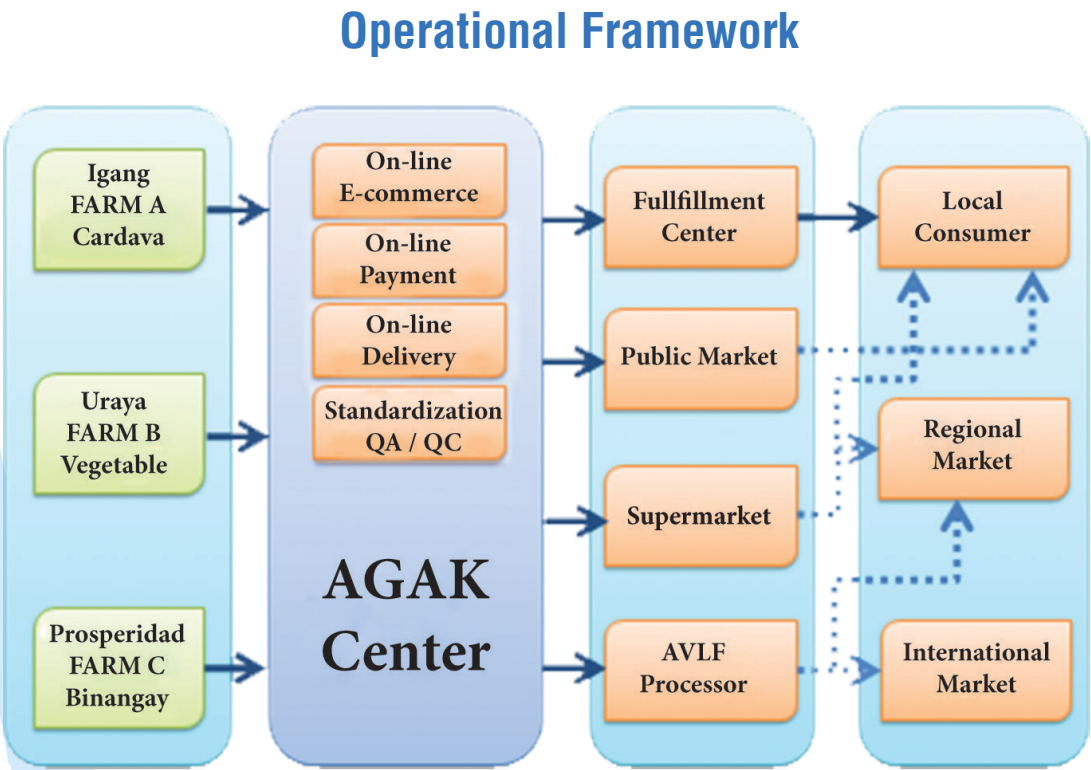
1.3 Know your Market

To know where the product/produce of the barangay development project will be marketed, look for common characteristics and interest that possible buyers have. Identify which sector/s or group/s that will bring more sales and who, among other people like them, could also benefit from the product/s or service/s. Dig deeper into possible customer base of the product/s or service/s of the enterprise.
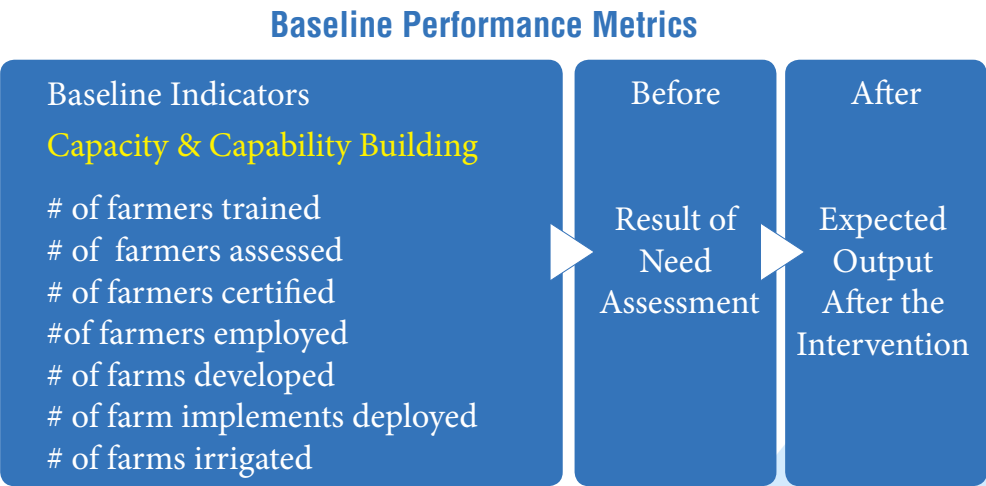
1.4 Proper Accounting

The usual reason why enterprises become successful is because they manage their finances well. Managing finances can be a challenge for any enterprise and the most important step for any enterprise owner is to educate themselves on how to create a stable financial future. Understanding basic skills needed to run an enterprise is necessary like doing simple book-keeping and accounting tasks and drafting financial statements. Tap the competence of member agencies and financial institutions to provide trainings on Financial Capability.

2. Sustaining Sub-Stage

2.1 Skills Training Towards Livelihood

The PRLEC focal also has the primary concern of helping the identified barangays develop the skills needed by the enterprise to be established in the area and must undertake the following:

A. Develop programs to enhance the livelihood opportunities to target sectors and areas identified by the PRLE Cluster or the NTF – ELCAC.

B. Ensure communities are provided relevant training packages for wage employment or self-employment based on the results of the community needs assessment conducted by the cluster.

C. Review and recommend the PRLEC convergence programs following the Value Chain Programming approach.

D. Establish, implement, and monitor Transformational Centers in Geographically Isolated and Disadvantaged Areas (GIDAs).

Baseline Performance Metrics

Baseline Indicators Capacity & Capability Building	Before	After
# of farmers trained # of farmers assessed # of farmers certified #of farmers employed # of farms developed # of farm implements deployed # of farms irrigated	Result of Need Assessment	Expected Output After the Intervention

Capacity & Capability Building – Enhanced job opportunities & Ensure Food Security
Skills Training towards Livelihood - (TESDA, DOLE)
Farm Implements, Facilities & Demo Farms - (DA, NIA)

2.2 Scholarship Arrangements

To ensure that the targeted barangays can have the proper skills training needed for the establishment of enterprises in their area, it is the responsibility of the PRLEC focal to submit target areas and number of beneficiaries to the TESDA Provincial Office Scholarship Focal.

Likewise, the PRLEC focal shall immediately prepare the corresponding Project Proposals for BDP and Qualification Maps for beneficiaries for funding under the existing and applicable scholarship programs of TESDA such as TWSP, STEP, and Community-Based Training (CBT). These does not however preclude the PRLEC member agencies and the LGUs that have existing related scholarship programs for the target beneficiaries.

In the availment of scholarship, the following provisions of TESDA Circular No. 78 series of 2020 shall apply unless repealed, amended, or modified:

"10. … the Multiple Availment of Scholarship shall be allowed regardless if the qualifications that a scholar would avail of are related to each other or not. The succeeding qualifications that the scholar would avail of may be in any of the listed qualifications under the scholarship programs except for the one completed. The training shall be availed one at a time and not simultaneously.

11. Beneficiaries of scholarship and subsidy programs of other government agencies shall be allowed to avail of TESDA Scholarship Programs, provided that these government agencies allow their recipients to avail of other scholarship and subsidy programs in addition to what they are already receiving…

12. Area-based skills/qualifications which are not covered by existing training regulations/competency standards.

I. TESDA RO/PO/DO/Tis may offer Area-Based Skills/Qualifications which are not covered by existing Training Regulations/Competency Standards as Community Based Training Programs. Trainings may be conducted "Off-Campus" in the community/ies or on property/facility where the clients are situated such as construction sites, fish farms, agricultural farms, and other areas needing TESDA services.

II. Upon identification of the training needs in their area, TESDA Technology Institutions/Provisional Training Teams in collaboration with the concerned TESDA Provincial/District Office shall prepare a project proposal for this purpose which includes the proposed costing for the program.

III. Project proposals shall be submitted to the Regional Office for the evaluation and endorsement of the Regional Director.

IV. Project proposals endorsed by the Regional Director shall be submitted for approval of the Director General through the ROMO and ODDG-TESD Operations.
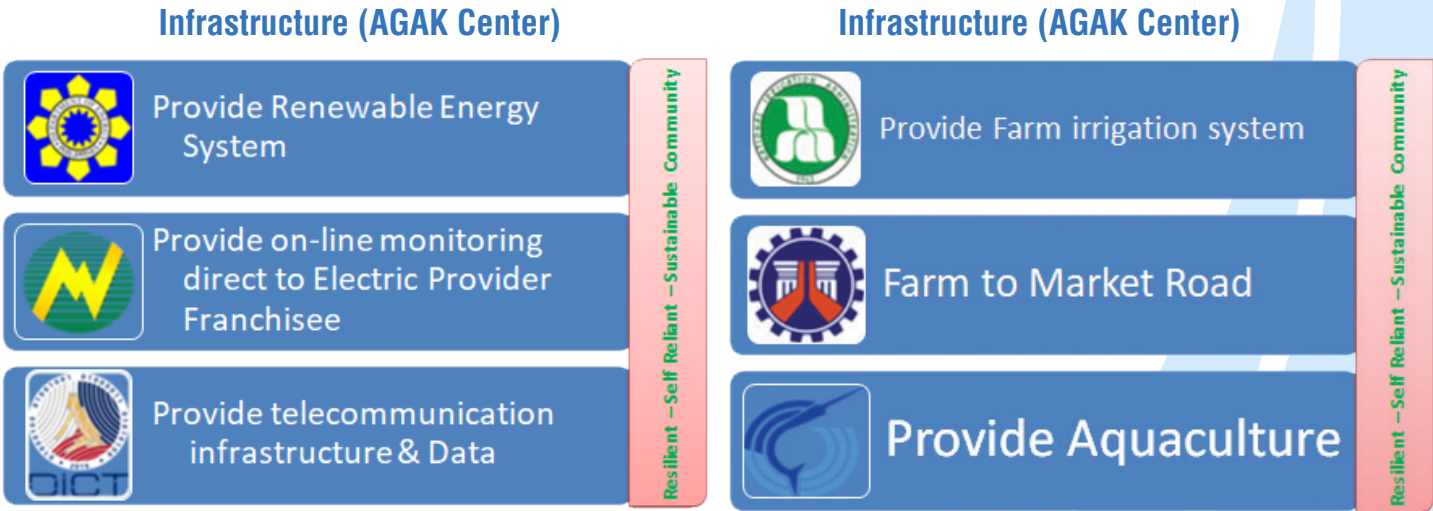
V. Approved project proposals shall be used as the basis in the implementation of the program."

2.3 Farm Implements, Technologies, Facilities, and Demonstration Farms

Farm implements can be sourced out through loans and assistance from government financing institutions, business partner or government agencies with provision for farm implements and inputs, including the new technologies and facilities. Farmers with farmlands are to be grouped into an association or cooperatives so that they can collectively produce the desired volume of production or each can produce different products geared towards diversified farm products.
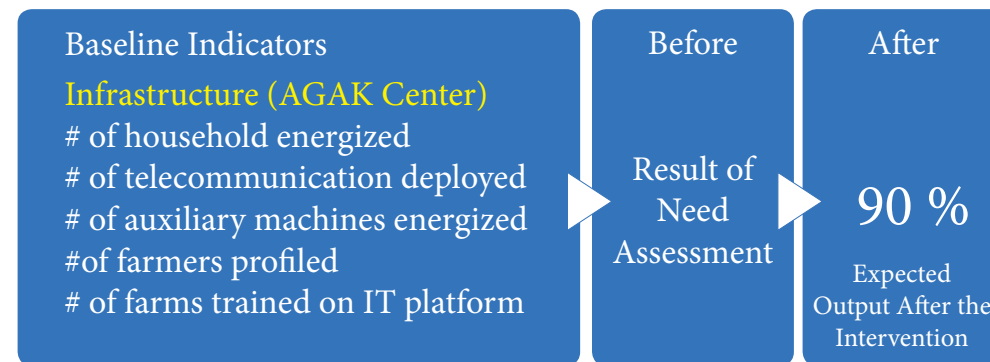
2.4 Infrastructure

Following the AGAK experience, the infrastructure can be provided by the partner agency. It is likewise needed in the project to assist them in bringing their farm produce to the market. Farm-To-Market Roads must be provided by the DPWH; NIA for Irrigation; DICT for telecommunication and connectivity; NPC or local electric cooperatives for power; and DOE for renewable energy. If the barangay wants to venture on fish culture, then the support of BFAR is needed. The focal must always remember that tapping the help of the PRLEC-member agencies is necessary for the successful implementation of any development program or project. TESDA cannot do it alone but with the help of other government agencies it can be done.

Infrastructure (AGAK Center)

- Provide Renewable Energy System
- Provide on-line monitoring direct to Electric Provider Franchisee
- Provide telecommunication infrastructure & Data

Resilient — Self Reliant — Sustainable Community

Infrastructure (AGAK Center)

- Provide Farm irrigation system
- Farm to Market Road
- Provide Aquaculture

Resilient — Self Reliant — Sustainable Community

To measure the success of this criteria, herewith is the sample in targeting using a baseline data:

2022 Target

Baseline Indicators
Infrastructure (AGAK Center)
# of household energized
# of telecommunication deployed
# of auxiliary machines energized
#of farmers profiled
# of farms trained on IT platform

Before → Result of Need Assessment → After
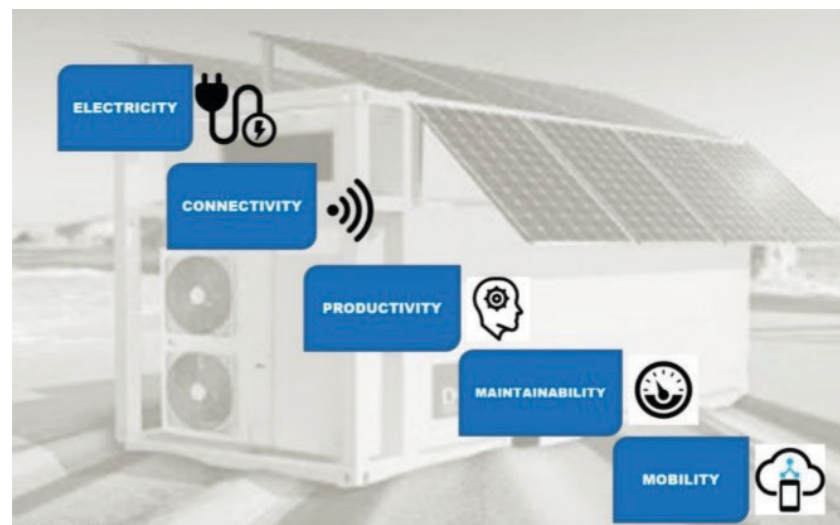
90 %
Expected Output After the Intervention

Infrastructure (AGAK Center) – Empowered Community

RE Technology for Electricity (DOE)
Productivity (DICT)
Mobility/Logistics (DoTR)
Maintainability (EC)

2.5 Technology for Electricity, Telecommunication, Logistics, Productivity, Mobility, and Maintainability

All this item can be illustrated by the given figure below:

Key Features of AGAK Structure

- This 8 x 20 x 10 ft. facility is equipped with 6.84 KWp Solar Power Generator
- The modular type of facility is easy to transport, install and detach
- One computer, Flat Screen Monitor, Whiteboard, Table and Chairs are provided in the facility
- It can accommodate 10 people for meetings and 2 personnel for accommodation
- With wireless point-to-point access for connectivity
- It can provide lighting for 50 households in the community
- A water purifier is provided for the community to have access to clean water.
- First aid kit and nebulizer is also provided for patients.

2.6 Linkages and Partnership Arrangements

For the enterprise to take its desired course, the business which had been firmed up and validated must serve as the guidepost for everyone involved. To get strong support for the project, linkages and partnership with various groups and stakeholders must be established.

Support of the member agencies under the PRLEC cluster must be harnessed to ensure that needed assistance for the development of the targeted communities will be achieved. The Whole-Of-Nation Approach assures that people in the identified priority barangay will received support not only from TESDA but from all the agencies of the government whose mandate is to alleviate poverty, provide livelihood, generate employment, and help them achieve a self-sustaining, resilient, and sustainable community.

Partnership must likewise be established with the Local Government Units such as the barangays and the municipal and provincial government to ensure success of the undertakings. Production and marketing of the products must be linked to market distribution system with the help of private business partners to allow the project not only to take-off but to have elbow room for attaining its full potential.

Looking into the AGAK Project experience of Region XI (Davao Region), it is noteworthy to understand the interlinks of the components in the following arrangements and make it a model for all PRLEC Barangay Development Program utilizing the Whole of-Nation approach:

Signature Programs

Infrastructure (AGAK Center)

Capacity & Capability Building

Financing & Marketing

RE Technology for Electricity (DOE) Telecommunication (DICT) Productivity (DA)

Skills Training towards Livelihood (TESDA, DOLE)

Private Industry (HIJO)

Mobility / Logistics (DOTR) Maintainability (EC)

Form implements, Technologies, Facilities & Demo Forms (DA, NIA)

Financing & Marketing Institutions (LBP/DBP and DTI)

2.7 Capacity and Capability Building

Prior to business or enterprise planning, assessment has already been done of the capability of the players and the capacity of the community to develop the core product. Adapted in the approach for Barangay Development Program is the value-chain approach wherein the Indigenous Peoples (IPs), Former Rebel (FRs) and other members of the communities are capacitated with skills training which will support the enterprise to be developed. Increasing the skills and knowledge for a particular production activity is increasing the capability.
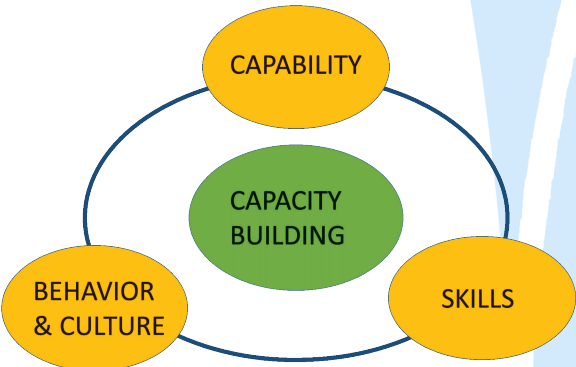
Capability building enhances the skills, behaviors, and culture of all those who will be involved in the project and would enable the community to build and sustain performance and deliver the needed outputs. Solution to gaps in capability is training and coaching. Building capability will eventually lead to increase in capacity.

In enhancing the capacity and capability of the IPs, FRs, and other people living in the priority barangays towards a resilient, self-reliant, and self-sustaining community, convergence of all government services must be harnessed. WONA is the by-word in this endeavor.

The following illustrations are concrete example as to how the AGAK Project of Davao has become a successful initiative for PRLEC wherein each of the member-agencies has provided services based on their respective mandates:

Capacity & Capability Building

Capacity & Capability Building

The Regional/Provincial PRLEC Focal Person must bear in mind that the Barangay Development Programs are spearheaded and led by the Provincial Governor, being the head of the Provincial PRLEC or the Municipal Mayor for Municipal PRLEC with the support of the Barangay Executives and Barangay Council. While the National PRLEC is chaired by TESDA, the Provincial PRLEC is chaired by the local Chief Executive of the Province.

2.8 Financing and Marketing

This component provides access to potential market/s and market partner/s which is one of the key component to ensure sustainability of the livelihood enterprise or project. By marketing the produce, income is generated, and from the income, savings will be allocated as new capital to establish a sustainable business cycle to reduce poverty.

With the assistance of national agencies, such as the Department of Trade and Industry (DTI), Development Bank of the Philippines (DBP) or other Financial institution, and the Private Sector, we can provide the needed intervention for the priority barangay.

The Department of Trade and Industry, especially with a Private Sector partner, can assist the barangay partners with the product standard and packaging to make the produce more marketable and with value-adding. This is to make market-driven production in partner barangays.

With a partner financial insitution like DBP, it can provide the needed financial resource mobilization to support the program and projects in the partner barangay, including training our barangay partners with financial literacy, and assisting them to establish their financial management system, individually and as an organization or association.

The expected outcome of this component is increase in income or wage of our partners in the barangay and reduce poverty.

2022 Target

Financing and Marketing – Reduced Poverty Rate

Private Industry (HIJO)
Financing & Marketing Institutions (LBP/DBP and DTI)

Provision of financing scheme for Barangay Development Program may be provided by PRLEC partner agency such as Land Bank of the Philippines, Development Bank of the Philippines or by any government financing institutions, and even by a private bank.

The marketing of the product can be done by the private business partner of the program as in the case of the AGAK project, it was the LeadTech Corporation and the Hijo Corporation which would also provide financial assistance to the IP communities for farm development, farm inputs and post-harvest facilities. And, for loan facility, Land Bank can aid the IP Communities.

Without capital infusion, the IPs, FR, and other people in the identified barangays will find it hard to do the productions. In the past, these farmers are victims of unscrupulous businessmen who lend them farm inputs like seeds, fertilizers, insecticides, and the likes, and will be charged against the sales proceeds of their produce, resulting to loss of income for them. At the end of the production cycle, they have to pay the middlemen or unscrupulous businessman the debt leaving them with little income, or not enough to sustain their lives until the next production cycle. With capital infusion from a government institution at a lower rate, they can earn more than enough and thus, will alleviate their lives.

2.9 Private Sector

Identifying and partnering with a private business entity, corporation, company, or industry with a good corporate social responsibility (CSR) will provide the product standard and the market for the produce of the partner barangay. This is to ensure a market-driven production by the partner barangay, and to provide the market and price stability to protect the partners from the manipulation of consolidators or middlemen.
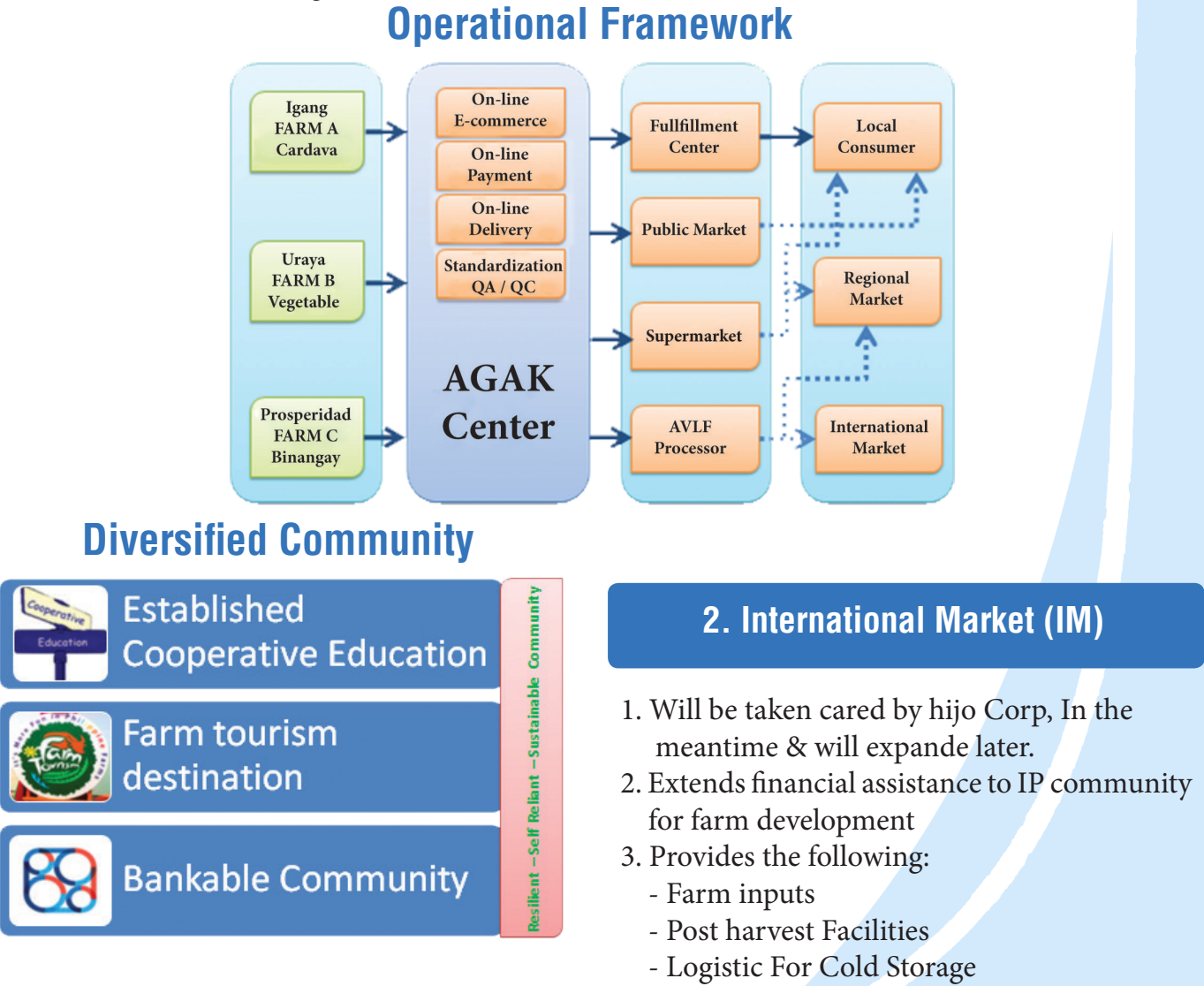
LEADTECH as operator of AGAK center
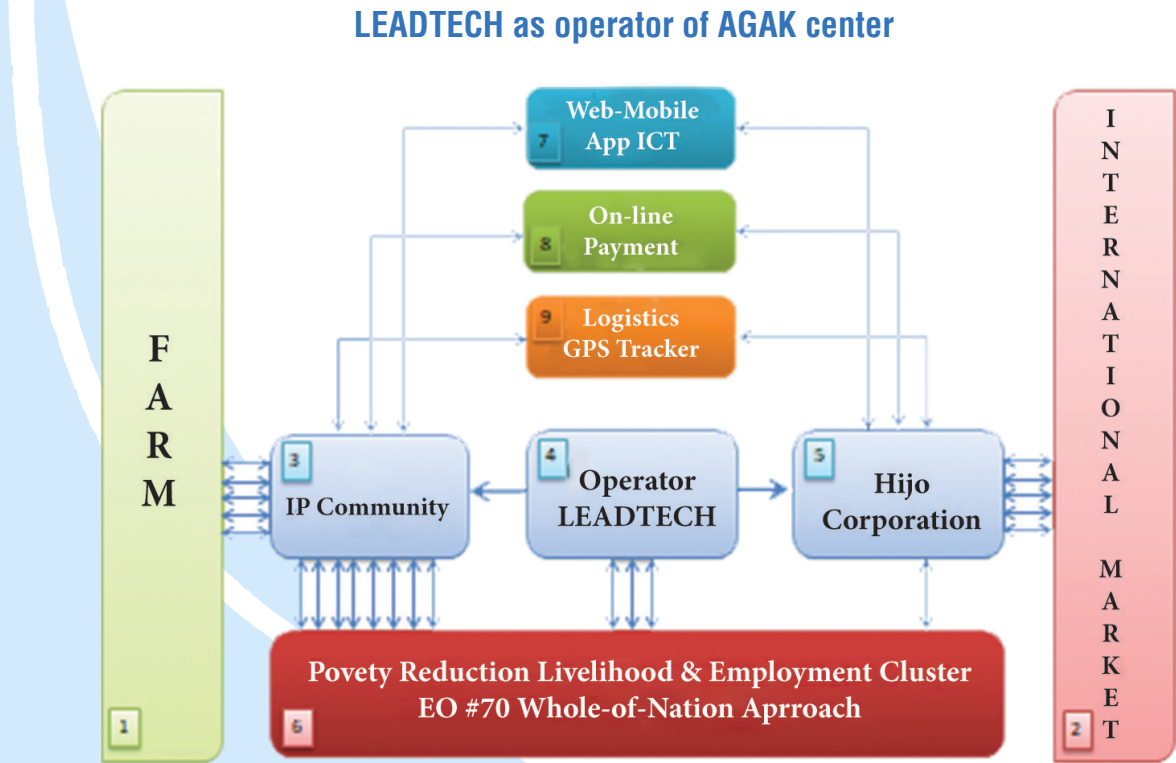
2.10 Value Adding

Value Adding refers to the extra value created which transforms a specific raw material into a more valuable product to the customer or the market. Value adding can be applied to products or services being produce in the PRLEC communities. In other words, it is an enhancement made by a company/individual to a product or service before offering it for sale to the end customer.

This framework shows how the AGAK partnership has diversified their market with the help of private business partners. From one farm to several partner farms wherein each farm produces different agricultural products.

With the assistance of private business, the AGAK model diversified their products and expand their markets including international markets as shown:

Operational Framework

Diversified Community

2. International Market (IM)

1. Will be taken cared by hijo Corp, In the meantime & will expande later.
2. Extends financial assistance to IP community for farm development
3. Provides the following:
   - Farm inputs
   - Post harvest Facilities
   - Logistic For Cold Storage

2.11 Monitoring and Evaluation

This component is to track the level of implementation and identify problems, weaknesses, and strengths in the implementation. This will help the implementers to timely and effectively trouble-shoot problems and hindrances in project implementation.

It is best to tap the assistance of the academe to conduct the monitoring and evaluation. This is for an impartial assessment of our implementation and measure the level of success and impact of the projects and program in the partner barangay.

The partner academic community or university or college conducting the monitoring and evaluation can provide inputs to improve project/program implementation and come up with new strategies and methodologies in implementing barangay development projects and programs.
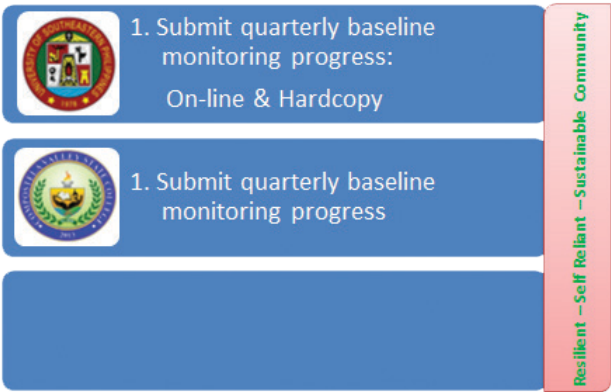
3. Sustainability Sub-Stage

The fourth cycle of National Technical Education and Skills Development Plan 2018 – 2022 (NTESDP 2018-2022) is also confronted with the issues of social equity and poverty. The people in the basic sectors are not easy to mobilize, organize, capacitate, and empower. The development banner which is considered as one of the strategic responses of TESDA is of FLEXIBILITY and SUSTAINABILITY.

Flexibility is considered due to most of the constituency from the basic sectors in the community/barangay and remote areas are less skilled, educated and have less access to markets, technologies, and materials. Each community, barangay or municipality has its own unique economic, social, cultural, and environmental situation. One size cannot and should not fit all.

SUSTAINABILITY is also a major issue and concern given this situation.
Sustainability means intervening in the lives of people to assure that their natural resources do not get depleted; that their income levels would be sufficient to get them out of poverty and their way of life is respected and allowed to grow at their own situation.

Therefore, the development interventions in the form of livelihood projects provided by different stakeholders/government agencies e.g., members of PRLEC and its sub-clusters must proceed from where the people are coming from to ensure responsiveness and appropriateness of actions. The development packages are the existing PPAs of every member agency that are integrated as a convergence with the end view of creating community-based enterprise/s through value chain programming.

3.1 Convergence Strategy thru Value Chain Programming

There are several factors which contributed to the success and sustainability of a barangay development project, which can be attributed by the following:

• Results and problems encountered during community organizing, environmental scanning, profiling and needs assessment.
• The presence of an established successful enterprise and its processes and approaches like AGAK
which serve as a business model in planning and preparing the development project.
• The availability of training delivery system in the area that will serve as training provider.
• The acceptance of key players and actors, implementers, stakeholders, and partners of this concept.
• The commitment and motivation of the people behind it in embracing the methodology as discuss
on this manual.

The content and explanations included herein were taken from the available studies, records of experiences, instruments, and other references available that can support the sustainability of intended development projects. The implementation of continuous training brought about by skills enhancement or skills upgrading will ultimately result to productivity of produced products or of providing quality basic services of an established enterprise which is tantamount for its sustainability.

3.2 Skills Training for Sustainability (Training Continuity)

There are reasons why we need to continue the conduct of skills development program in a certain community or a target group whether supported by the government or private entity this may include but not limiting to:

• Support for manpower requirements and retention
• Maintain the knowledge and skills
• Learn latest technology
• Increase satisfaction and motivation of learner/beneficiaries
• Establish and maintain facilities (building, electricity, communication, water, farm utilities, etc.) via training cum production
• Develop leaders/talents, mentors, trainers, etc.

3.3 Business Sustainability

Sustainability is becoming more important for all businesses to be competitive today and in the future. It is an approach to create long-term value by taking into consideration the social and economic impact of a certain barangay. This implies the need or a strategy to sustain the planned business enterprise to become a more productive and income generating which can benefit their family, neighbors, and the whole community. It will vary according to the type and nature of business.

Some recommendations to sustain its business:
- Increase its production in terms of volume (demand driven)
- Link with market and its supply chain
- Diversify products adopting value chain programming
- Produce quality of products, goods, and services
- Expand capitalization
- Expand the business towards commercialization

C. EXIT STAGE

1. Terminal Evaluation and Documentation

This is to measure if the set objectives and goals were attained and to assess if the production and livelihood enterprise is self-sustaining and sustainable. The outcome is more relevant to evaluate.

2. Referral and expansion to the adjacent barangays

To further enhance economic activity and viability of the agricultural production or livelihood/business enterprise, there is a need to increase the scale of production and apply Value-adding to increase the market price of the produce and diversify products for the market.

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ANNEX 1

THE 'DO'S" AND "DON'T" ISSUES OF COMMUNITY DEVELOPMENT

'Do's' issues in community development

• Do consider or organize the communities as self-contained microeconomic units through a "community enterprise" system.
• Do develop/strengthen backward and forward linkages to agriculture, fishery, or forestry products within the villages.
• Develop entrepreneurial culture of villages in all fields of endeavor (e.g., farm & non-farm activities)
• Enhance the role of women in community entrepreneurship.
• Make more productive use of idle or zero-cost labor.
• Do augment marginal incomes from farming, fishing, or forest works.
• Generate savings and create local capital base.
• Adopt and/or improve technologies or enhance indigenous ones.
• Learn how to exploit external markets.
• Develop distinct identities for the areas.
• Do absorb displaced labor from the urban formal sectors.
• Curb out-migration to urban areas
• Do make villages just livable, worry-free, and pleasant places to stay.

Don 't" issues in community development

• Do not destroy the major economic (agricultural) base of rural villages.
• Do not "industrialize" the villages, or force villages to be all businessmen.
• Do not force occupational transformation.
• Do not disturb duality of economics in the villages.
• Do not destroy ecology/environment.
• Do not destroy indigenous culture and social traditions.
• Do not destroy traditional community and family relations.

ANNEX 2

STAGES OF DEVELOPMENT

A.   Pre-implementation Stage:

1. Social Preparation:
   a. Barangay Consultation and Profiling
   b. Needs Identification and Assessment
   c. Courtesy call with the LGUs (municipal and barangay)
   d. Initial networking with potential and probable NGAs, NGOs, CSOs and PS

2. Strategy and Planning:
   a. Conduct PRLEC Planning meeting (municipal and barangay)
   b. Preparation and submission to RO of Project Proposal and QM

B. Implementation Stage:

1. Off-grounding sub-stage:

   a. Serbisyo Caravan (Optional)
   b. Conduct of skills training/s.
   c. Provision for other interventions:
   i. Tool kits
   ii. Financial literacy
   iii. Facilitate links with financial institution for capitalization.
   iv. Facilitate market linkages.
   v. Construction of initial identified infrastructure/s (thru training cum production)

2. Sustaining sub-stage:

   a. Conduct of trainings: upskilling or alternative or ancillary skills (for the original partners in the barangay)
   b. Conduct of trainings for new partners (expanding partners in the barangay)
   c. Conduct of training for product packaging, value-adding and post-harvest.
   d. Organizational capacity building – establishing appropriate organization or association (e.g., cooperative or producers' association) or "Big Brother" cooperative
   e. Capacity building on Financial management system of the organization/association
   f. Marketing and commercialization of produce
   g. Provision for other interventions:
   h. Health services
   i. Education service, e.g., ALS

3.Sustainable sub-stage:

    a.Leadership training and organizational development and registration
    b.Establishing financial management system
    c.Establishing market partnership with PS
    d.Product registration for value-added produce
    e.Post-harvest facility
    f.Other basic services

C.   **Exit Stage:**

    1.Terminal Evaluation and Documentation
    2.Referral and expansion to the adjacent barangays