IMPLEMENTERS’ ASSISTANCE MENU
OPTIONS FOR ASSISTING AND REPLICATING THE SUSTAINABLE UPLAND DEVELOPMENT (SUD) MODEL
Eradicating poverty remains our single biggest challenge, but we are pleased that we are making a significant headway in the uplands of Southern Mindanao, where we have uplifted the socio-economic condition of more than 10,000 farmers, their families, and indigenous peoples through the successful implementation of the seven-year Upland Development Programme (UDP), graciously funded by the European Union.

On behalf of the Department of Agriculture family, I therefore, commend the men and women of the UDP — along with the scores of individuals from the 144 upland barangays and respective local governments, partner-institutions, NGOs, and other concerned government agencies — who painstakingly devoted their time, skills and resources for leaving behind a lasting legacy: empowered communities engaged in various sustainable farming and livelihood projects, and community development activities.

Such transformation is documented in this Sustainable Upland Development (SUD) Documentation Series, consisting of six guidebooks, which we hope will serve as valuable reference or model for community development workers and agencies to follow suit in undertaking similar initiatives in marginal and fragile upland communities in other parts of the country.

Likewise, through the poignant stories in this documentation, we wish to inspire other individuals and institutions to extend assistance to alleviating the plight of our less endowed, poor and hungry countrymen in the uplands — as our mission and work has just begun, and much more remains to be done.

Once again, we express our deepest gratitude to the European Union, for making UDP a successful reality. And similar appreciation goes to the farmers, their families and indigenous peoples in the 144 upland communities, their respective local officials, partner agencies, and NGOs.

Daghang salamat kaninyong tanan!

Mabuhay ang UDP!

ARTHUR C. YAP
Secretary
MESSAGE FROM THE UDP CO-DIRECTORS

“Whatever happens in the uplands has direct consequences to the lowlands, coastal areas and other ecosystems.”

If we open our eyes to the realities in the environment around us, unregulated deforestation opens vast forestlands to unsustainable agriculture. The Philippines, and many countries in Southeast Asia, are familiar with this reality and its devastating effects on land and natural resources, which is now an issue extending beyond local and political boundaries.

The Upland Development Programme in Southern Mindanao (UDP), a special project of the Department of Agriculture, supported by the European Union, thus confirmed the need for massive adoption and application of appropriate land management, soil and water conservation methods and approaches, and farming systems that will enhance existing farms and prevent further encroachment and protect watersheds.

Since 1999, UDP has gone a long way in promoting sustainable upland development. Many sustainable development practices and technologies have been tested since then and have been found to deserve maintenance if not replication in other problematic areas. Highlighting these is the Sustainable Upland Development (SUD) Model, which was developed as a strategy to ensure sustainable management of the upland resource base and improve the living standards of the communities who derive most of their income from upland farming.

To aid in the implementation of the SUD Model, these SUD Series (Books 1 to 5) have been written purposely for farmers, non-government organizations, local government units, national government agencies, and development assistance institutions as their reference guides. The contents of these books are the products of years of experience of the Programme in close coordination with various partners.

May these publications be one of our legacies to further inspire our individual and organizational development partners in the implementation and replication of the SUD Model and to ensure that these environmentally-sound practices are carried through and sustained in the future. Let us take action towards the fulfilment of sustainable agriculture and watershed protection!

DASHIEL P. INDELIBLE  WIEBE VAN RIJ
National Co-Director   European Co-Director
FOREWORD

The Upland Development Programme (UDP) of Southern Mindanao is a special project of the Government of the Philippines, executed by the Department of Agriculture and supported by a grant from the European Union.

Since January 1999, UDP sought to bring sustainable upland development (SUD) to the fore, not only to create awareness on its profound effect to the environment, but also to mobilize upland communities into action – like coming to a decision to group themselves; to share knowledge, technology and time; to forego personal convenience over collective good; to think ahead in the future; and to work harder and smarter. UDP did not focus only on subsistence farmers in the region’s uplands. Indigenous Peoples (IPs), women’s groups, youth and cooperatives/peoples organizations were also part of the circle.

UDP is just one of the programs that lend commitment to make SUD work. Some have been completed, while others are still on-going. But many sustainable development programs are yet to come – apparently the task is extensive and certainly most urgent. Thus, local and international development assistance institutions are devoting their resources to address the social, economic and environmental development of the world’s vanishing forests.

As UDP reaches the end of its project life, it has developed a 6-scheme model that can be used as a possible standard for developing upland areas in the Philippines and in other countries with similar socio-economic and physical profile.

The model was borne out of the rewarding collaboration with Local Government Units in more than thirty (30) municipalities, dozens of non-government organizations (NGOs) and micro-finance institutions (MFIs).

An encouraging development is the adoption of the Sustainable Upland Development Model by the League of Municipalities of the Philippines (LMP) through its “Sagip Bundok, Sagip Buhay”. The extensive network of the LMP is a new channel for development assistance to reach the upland municipalities and barangays.

This S.U.D. Assistance Menu: Options for Assisting and Replicating the Sustainable Upland Development Model, is UDP’s contribution to the global work of sustainable upland development, providing real and practical information on:

- How the SUD model is implemented
- Who are the major stakeholders and partners in implementation
• What are the resource requirements for replication

With this assistance menu, it is hoped that more development assistance institutions are encouraged to take on the challenge of sustainable upland development.
ACKNOWLEDGEMENTS

The Upland Development Programme (UDP) in Southern Mindanao would like to thank the following for making the Sustainable Upland Development Model (SUD) and this Book Series possible:

- **The League of Municipalities of the Philippines (LMP)** – the active participation of your local government units in replicating the SUD Model gave us learning, inspiration and encouragement. Your “Sagip Bundok, Sagip Buhay” reassures us that the SUD Model is in safe hands;

- **The participating local government units and communities in Compostela Valley, Davao Oriental, Davao del Sur, Sarangani Province, South Cotabato and Davao del Norte** – in particular the Provincial and Municipal Planning and Development Offices, Provincial and Municipal Agriculturist’s Offices, Provincial and Municipal Environment and Natural Resources Offices, Provincial and Municipal Engineer’s Offices, the Barangay Captains and Barangay Officials. You made sustainable upland development a reality in your communities by investing your time, your resources and yourselves in the entire process. Because of you, these books have a story to tell;

- **The participating National Government Agencies and their Regional and Local Offices** – namely the Department of Agriculture, Department of Environment and Natural Resources, the Housing and Land Use Regulatory Board, the National Economic and Development Authority and the Department of Trade and Industry. We realized early on that the task of making the SUD Model could not be ours alone. Your contributions amidst limited resources enriched the implementation of every scheme;

- **The Technical Service Providers** – who so generously shared all your knowledge; who so humbly learned and embraced the many lessons from the SUD Model; and whose passion for the SUD Model so clearly demonstrated that replicating the SUD Model was not a job but a vocation. You are the custodians of the technology to replicate SUD and the programme is counting on you to make this happen;

- **To the women and men of UDP** – as you leave the programme that became your second home for many years, consider this not an end but a transition. You worked tirelessly and passionately so that one day, you could pass on the torch of sustainable development, and this book series is part of your legacy; and

- **And finally, to the upland farmers** – when we taught you how to plan, you inspired us to hope and dream; when we taught you how to till and sow, you kept us focused on the reaping and harvest; when we asked you to take care of your forests, you promised to guard them with your life. We, and the generations after you, thank you for saving our future.

To all of you, our sincere and humble gratitude.
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INTRODUCTION

The Philippines’ forest resources have long been the center of concern for the rate of its degradation and the poverty that still grips its upland communities. Destructive farming practices, illegal logging activities, mining operations, upland migration, inconsistent government policies and its ineffective enforcement plus a host of other problems continue to overwhelm the different efforts in stemming its devastation.

But there are instances of success – small victories, but when sustained, can create ripple effects enough to chip small pieces off a mountain. Such is the Sustainable Upland Development (SUD) model being put forth by the Upland Development Programme (UDP) in Southern Mindanao.

The success of the SUD model is largely anchored on the participation of the local community – they share responsibilities, practice transparency, are receptive to change and are capacitated to take on challenges not previously open to them.

As for government intervention, the role of the national and local governments are clarified by Executive Order No. 606 entitled “Pursuing Sustainable Upland Development Anchoring on Food, Wood, Non-wood Security and Economic Productivity and Providing the Mechanisms for its Implementation and for Other Purposes”, which spells out their roles in sustainable upland development.

Many more organizations will seek to bring the seemingly incongruent objectives of sustainable development and increasing income of the forest dwellers. This *S.U.D. Assistance Menu: Options for Assisting and Replicating the Sustainable Upland Development Model* is written for development assistance institutions that:

- Have windows for assistance (through loan or grant) to sustainable upland development – through individual or organized farmers, local government units, non-government organizations or national government agencies; and

- Provide assistance in the form of funds, infrastructure, hardware and software, capability building or any other form that is applicable to the SUD model.

This Assistance Menu contains the six (6) schemes of the SUD Model, namely:

---

1 The full text of Executive Order No. 606 is provided in Appendix A.
1. Land Use Based Barangay Development Planning (LUB-BDP)
2. Upland Agricultural Extension Delivery for introducing Diversified Farming Systems or DFS\(^2\) with upland farmers (UAE)

3. Barangay Forest Protection and Management (BFPM)
4. Labour-Based Routine Barangay Road Maintenance and Repair (LBRRM)
5. Rural Financial Services (RFS)
6. Village Enterprise development (VED)

**Land Use Based Barangay Development Planning (LUB-BDP)** should always come first, as under this scheme, agreement is reached by all stakeholders on what areas are suitable for agricultural development and what areas need to be protected. After that, agricultural development and protection on the agreed areas as delineated in the barangay land use plan are the two crucial schemes. The other schemes are add-ons and can be implemented one after another or simultaneously with the core schemes, depending on the capability and capacity of the LGUs.

In brief, following are the different schemes under the SUD Model:

**a) Land Use Based Participatory Barangay Development Planning**

This scheme is the lynchpin of the entire Sustainable Upland Development Model. It builds on the current Barangay Development Plan, but brings it one step further by incorporating: 1) genuinely participatory planning processes, where the community is the true author of the Plan, from profiling and situational analysis to development planning and organizational management; and 2) land use planning, whereby the conflict between environmental sustainability and economic development is settled through an effective delineation of areas by their appropriate land uses, which then becomes the basis of all development interventions. In a sense, the scheme allows the stakeholders to chart their own collective destiny and requires them to be more participative in safeguarding their upland resources.

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\(^2\) Diversified farming Systems or DFS promoted by UDP is an approach that integrates different kind of crops on a farm on sloping lands i.e. short-medium and long-term crops, depending on what the proper location is for such crops. The DFS integrates appropriate soil and water conservation measures also such as where to do contour farming and where (agro)-forestry is the appropriate technology to preserve productivity of agricultural lands.
b) **Upland Agricultural Extension**

Upland areas are characterized by very steep slopes and their soils are described as infertile, shallow and highly-erodible, making farming arduous and at worst, an unsustainable activity. The scheme calls for the introduction of the Diversified Farming System (DFS) and fielding of agricultural technicians who have extensive understanding and knowledge on the system as well as commitment to share knowledge. For maximum appreciation of the technology and practice being introduced, the scheme also calls for the farmers’ exposure to model farms, cross-visits, information exchange and access to reading materials and radio programmes. In time, the farmers develop essential competencies, host learning sites and transfer their knowledge to other upland farmers, in a way that ripple effect can do.

c) **Barangay Forest Protection and Management**

Massive farming altered what used to be an expansive forest cover in the region. Left in its wake are pockets of small to medium-sized patches of natural and second-growth forests. To protect these pockets from further incursion, the scheme recommends incorporating the function of forest protection and management at the barangay level. This entails a solid partnership between the barangay officials and the community, diligence of a barangay forest management committee and presence of dedicated forest guards.

d) **Labor-Based Routine Road Maintenance**

Roads are more than links to the lowland communities. The state and length of available roads also affect the income of upland farmers. This particular scheme emphasizes the value of voluntary and regular maintenance of the road network by people within the barangay. Trained crew, appropriate road technology and proper tools are essential in ensuring that roads to and from upland communities are kept in a serviceable condition.
e) **Rural Financial Services**

Distance, perception of high risk and limited market access stand in between upland farmers and their access to financial services. This scheme is implemented by two Government Financial Institutions (GFIs): the Landbank of the Philippines (LBP) for agri-lending and the Peoples Credit and Finance Corporation (PCFC) for micro-finance service delivery. The GFIs wholesale loans and provide institution-building support to rural banks, cooperatives and micro-finance institutions (MFIs) that are interested to reach out to upland farming households. Potential borrowers are encouraged to save and to use the savings as capital build up. Coaching and marketing support are integral to ensuring that each financial venture will attain a degree of success.

f) **Village Enterprise Development**

Every farmer can be an entrepreneur. The essence of this scheme is to veer from subsistence farming and engage in a more commercially-rewarding activity is the essence of this scheme. Farmers initially receive key concepts on entrepreneurship and avail of business development services from business development service providers. Products that are produced abundantly in a particularly upland area are then consolidated and offered to an institutional buyer for a possibility of medium-to-long term arrangements. Transparency, sound management practices, adherence to quality and clear delineation of responsibilities likely sustain and expand such village enterprises. Support for VED is private sector led.

The following chapters present the different schemes of the model in a more detailed manner. It also suggests the possible areas for assistance. To some extent, the chapters build on each other, but this Assistance Menu: Options for Assisting and Replicating the Sustainable Upland Development Model can be read selectively.

This Assistance Menu was developed over a thirteen-month period, and the process was characterized by the following:

a. **Participatory Approach** – from conception to publication, all stakeholders were consulted in both formal and informal settings, in order to capture their knowledge, experiences and lessons in implementing the SUD Model. Upland farmers and organizations, local government units, non-government organizations, national government agencies,
development assistance institutions, and the development workers of the UDP – all of them are authors of this book.

b. **Iterative Process** – in each of the development phases of this book – Preparatory, Technical Design, Document Preparation, Prototyping, Field Testing, Printing and Packaging – there was a repetitive process of input development, validation through consultation, revision and finalization. This investment in time, effort and resources for this book was made with only one goal in mind: YOU, the reader.

As a last note, the SUD Model can be implemented as a whole package, or specific schemes may be lifted and modified to fit to a particular area’s social, economic and political nuances, or according to the mission of the development assistance institutions.
CHAPTER 1: Land Use-based Barangay Development Planning

1.1 WHAT DOES THE LUB-BDP INTEND TO CHANGE?

The Land Use Based Barangay Development Planning (LUB-BDP) was not familiar or popular prior to the introduction of the SUD Model.

In the past, Barangay Captains (BC) had the sole hand in crafting their own Barangay Development Plan (BDP), sometimes aided only by their Barangay Treasurer. In such case, the BCs often failed in grasping the bigger picture and the finer restrictions confronting their communities.

Other barangay officials, Purok leaders and sectoral organizations existing in the community were not involved in the process. Projects were recycled; if not, new activities were taking dubious trajectory from the actual needs of the locality. What commonly surfaced was a document that mirrored the personal perceptions and the political preferences of the BCs.

Naturally, BDPs such as these did not awaken collective ownership or accountability. It existence was largely to comply with the government’s administrative requirement prior to release of the annual barangay budget.

The LUB-BDP intends to change this by involving all key people in the barangay, and uses situational analysis and land use survey in coming up with a set of sensible and sustainable responses to development and environmental challenges.

Greenote No. 1: Barangay Defined

The barangay is the basic political unit in the Philippines. It serves as the primary planning and implementing unit of government policies, plans, programs, projects, and activities in the community, and as a forum wherein the collective views of the people may be expressed, crystallized and considered, and where disputes may be amicably settled. It is headed by a Barangay Captain, who is elected and serves a 3-year term.

Source: www.i-site.ph
1.2 WHAT DOES LUB-BDP INTEND TO ACHIEVE?

Promote participatory approach – all sectors in the community are involved in the decision making process. They are invited to the orientations/meetings, their concerns are heard, debated and integrated in the plan. At the end of each year, they use the plan to evaluate the performance of the barangay vis-à-vis the targets that have been set.

Support LGU-led implementation of activities – barangay and municipal officials take the lead in crafting the plan. They also provide legal support by issuing resolutions, approving budget for the activities, providing human resources in consolidating and packaging the plan, and lastly, disseminating the plan to the greater population of the locality.

Greenote No. 2: LGU and BDP Defined

The Philippines is divided into a hierarchy of local government units (LGUs) with the province as the primary unit. As of 2002, there are 79 provinces in the country. Provinces are further subdivided into cities and municipalities, which are in turn, composed of barangays. The barangay is the smallest local government unit.

Source: [www.laborlawtalk/philippines](http://www.laborlawtalk/philippines)

BDP Defined:

Barangay Development Plan (BDP) is a document that provides a clear visualization of locally-delineated forest lands, agricultural land and other land use classifications to ensure appropriate use of the land of barangay. It is required under the Local Government Code and becomes the basis of the internal revenue allotment of the barangay.

Source: UDP Pre-Completion Report, October 2005.

Use area-based approach – the plan utilizes the findings of the situational analysis and land-use survey, whereby specific characteristics and comparative advantages of the area emerge.

Upgrade the capability of the local people – participants experience the process of resource mobilization, project implementation, and monitoring and evaluation. They cease to become mere recipients of the services, but in turn, are enriched by the planning process and their perspectives on development and governance widened.
**Advocate productivity-improvement schemes** – the plan includes only those activities that are environmentally-sound, economically viable and culturally-correct (in relation to the belief and values of Indigenous People).

**Implement focused interventions** – the plan considers the expressed need of the local communities.

**Endorse counterparting approach** - local communities are to identify and volunteer their equity to achieve the plan; which in turn, promotes ownership and slowly does away with the dole-out mentality.

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**Sharing of UDP Experience**

**Nugget No. 1: ROAD IMPROVEMENT**

People in Barangay Datu Danwata, Malita, Davao del Sur had been clamoring for decades for a road that would connect them to the *poblacion*. They inundated local and national officials with barangay resolutions, seeking to have that nine (9) kilometers stretch finally paved. Their request fell on deaf ears – not until they specifically included it in their LUB-BDP. Approved and funded, the people now enjoy a road that reduces the cost of transportation by half and the travel time reduced from one whole day to half day.

Other barangays were just as happy. By putting on record their exact and realistic requirements, more support began pouring in, their appropriations increased to as much as 5 to 10 times the total costs of funds compared to the previous years. Barangay Naga in Laak, Compostela Valley had 6 times more than the previous years and Barangay Ibo in Malita, Davao del Sur received as much as Php 30 million (and that was just for a barangay!).

Source: UDP Pre-Completion Report, October 2005.
1.3 WHAT SETS THE STAGE FOR LUB-BDP TO PROCEED?

**Social Preparation.** Before the planning process take place, it is necessary to first conduct social preparation activities such as information dissemination, coordination, collaboration and consultation. The residents may find it unsettling to be suddenly invited to participate in the planning process. This goes the same for the barangay officials who previously believed that the planning process is essentially their terrain, and now they may feel uncomfortable with the inclusion of other members of the community.

**LGU Commitment.** When embarking on LUB-BDP for the first time, LGUs may be required to provide some additional budget, personnel, legal documents and other necessary resources to complete the planning process. It will take several months before the planning process is completed. However, once the scheme has been mainstreamed into the regular planning process at the barangay and municipal levels, it becomes part of the regular budget, duties and responsibilities of the LGU. Political will, dedication and overall direction are also necessary inputs, particularly from the local officials.

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**Sharing UDP experience:**

**Nugget No. 2: TESTIMONIAL FROM SAN ISIDRO, DAVAO DEL NORTE**

“The municipality of San Isidro, Davao del Norte is a new municipality. All of its 13 barangays are considered uplands or feature as gently sloping to steep hills and mountains. The SUD model was piloted initially in two of its barangays: Mamangan and Dacudao. Land use based barangay development planning was also introduced to enable the barangays to identify both their agricultural and forest lands for appropriate technologies and management decisions by the locals. More than anything, LUB-BDP has encouraged greater social participation even among the marginalized sectors, including the indigenous peoples settling in the barangays.

With the initial gains in its two pilot barangays for upland development, the municipality of San Isidro decided to adopt the Sustainable Upland Development model schemes for their development strategy. Thus, from two barangays, the schemes of the SUD model are now being implemented at various stages in all of the 13 barangays of the municipality.”

*(Excerpts from presentation of Mayor Tomas R. Abelita, Jr. Mindanao Island Conference on “Sharing of Best Practices on Sustainable Upland Development”, May 23 to 26, 2006, Apo View Hotel, Davao City)*
Competent Facilitators/Service Providers. A team of facilitators, competent in using the participatory planning tools and with a good network of LGU contacts, is also necessary for the successful implementation of the LUB-BDP process. Inexperienced local executives may still have to grapple in identifying their area’s core competence and formulate their own development agenda. The facilitators can make the planning process understandable and people to participate more keenly.

Sharing UDP concern

Nugget No. 3: HELP WANTED!

If it comes to a point when all barangays in the region must go through the LUB-BDP process, the existing line-up of LUB-BDP service providers may not be sufficient. Development assistance institutions may refer new and equally-capable teams. Recommended in the UDP Pre-Completion Report (October 2005) is for the LGUs to adopt the lump-sum, municipal wide service contracting arrangement with the service providers to ensure continued technical assistance and support to the Municipal LUB-BDP Teams, until the all the LBU-BDPs been completed.

1.4 WHO ARE THE PEOPLE AND WHAT ARE THE ORGANIZATIONS INVOLVED?

1.4.1 Local Officials and Staff

a) Municipal Mayor (signs executive orders, approves budget, assigns staff)

b) Municipal Council/Sanguniang Bayan (endorses the plan)

c) Municipal Heads such as the Municipal Agricultural Officers, Engineer, Planning and Development Coordinator, Tourism, Accountant, Assessor, Executive Secretary, etc. (as participants)

d) Municipal LUB-BDP Team (arranges the exposure trip, undertake the workshop/writeshop/M&E training)

e) Barangay Captain (gives the barangay orientation, lobbies for SB approval, disseminates the plan)

f) Barangay Development Council (participants)
g) **Municipal Staff** (document the proceedings, finalize and package the plan)

### 1.4.2 Local Organizations/Key Sectors (participants to the planning process)

- a) Upland Barangay Associations/People’s Organizations
- b) Upland Community Organizations/Farmers
- c) Indigenous Peoples representatives
- d) Women group representative
- e) Health sector representative
- f) Social sector representative
- g) Other Peoples Organizations in the barangay
- h) Non-Government Organizations in the barangay

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**Sharing UDP experience**

### Nugget No. 4: LUB-BDP IN ACTION

LUB-BDP does not have to take place in a formal atmosphere nor is it limited to professionals.

In LUB-BDP, it can take place anywhere and the main participants are the farmers, indigenous people, women, youth and all others who have a stake in the community's development. Language, examples and even the PRA tools are adjusted to their limitations and experience.

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Farmers huddle over one of the maps used in the planning activity.
1.4.3 Services Providers/Facilitators

a) Consultants  
b) Trainors  
c) Facilitators  
d) Training Staff/Assistants

1.5 WHAT ARE THE SPECIFIC STEPS IN THE LUB-BDP PROCESS?

Table 1.1 LUB-BDP STEP-BY-STEP PROCESS

<table>
<thead>
<tr>
<th>NO.</th>
<th>NAME OF STEP</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Orientation To Barangay Councils (BC), Sangguniang Bayan (SB) And Association Of Barangay Captains (ABC)</td>
<td>The Municipal Mayor calls the upland Barangay Councils and their Barangay Captains, the Sangguniang Bayan and the other Municipal Offices and Devolved Agencies to the LUB-BDP orientation, making them understand the benefits and process of the scheme. They are also briefed on the SUD Model.</td>
</tr>
<tr>
<td>2</td>
<td>Formation of Municipal LUB-BDP Team</td>
<td>The Mayor signs an Executive Order forming the Municipal LUB-BDP Team, whose members may come from the municipal’s different offices.</td>
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<tr>
<td>3</td>
<td>Formation of Technical Advisory Group</td>
<td>A Technical Advisory Group is organized to assist the Municipal LUB-BDP Team in all the steps of the planning process. Some recommended members of the group are: the DENR; NCIP; and Provincial Government.</td>
</tr>
<tr>
<td>4</td>
<td>Barangay Orientation and Action Planning</td>
<td>The Municipal LUB-BDP Team takes the lead in conducting this activity, whose objectives are to: explain to the community how the LUB-BDP process will take place; solicit their feedback; generate their commitment to participate; and formulate a plan of action on how to proceed.</td>
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<tr>
<td>NO.</td>
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<tr>
<td>5</td>
<td>Barangay Consultation on Barangay Boundaries</td>
<td>The Municipal LUB-BDP Team leads the LGU and the community in determining the barangay boundaries that will be used for the planning process.</td>
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<td>6</td>
<td>Actual Perimeter Survey</td>
<td>After reaching an agreement on the barangay boundaries to be used, the Municipal LUB-BDP Team and BLGU conduct an actual perimeter survey using GPS equipment.</td>
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<tr>
<td>7</td>
<td>Processing and Production of Barangay Perimeter Map</td>
<td>The Municipal LUB-BDP Team processes the results of the perimeter survey to come up with a Barangay Perimeter Map that: delineates the barangay from its adjacent barangays; situates the barangay vis-à-vis the national topographic map; and determines the total barangay land area.</td>
</tr>
<tr>
<td>8</td>
<td>Barangay Census/Secondary Data Gathering</td>
<td>The Municipal Planning and Development Coordinator supports the Municipal LUB-BDP Team in this step, which uses primary data gathering (interviews, survey) and secondary data (existing plans, profiles, etc.) to generate information on the barangay’s: history; demography; physical and sectoral characteristics.</td>
</tr>
<tr>
<td>9</td>
<td>Barangay Participatory Profiling: Rapid Appraisal and Thematic Mapping</td>
<td>In this step, the Municipal LUB-BDP Team uses the PRA tools to validate the barangay census results and secondary data (Step 8) and to produce thematic maps of the barangay.</td>
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<td>10</td>
<td>Situational Analysis (Land Use and Sectoral)</td>
<td>After collecting the data from steps 7 to 9, the Municipal LUB-BDP Team conducts a participatory Situational Analysis of the data, both at the sectoral and land use levels.</td>
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<td>NO.</td>
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<tr>
<td>11</td>
<td>Barangay Planning (5-Year Land Use Based Barangay Development Plan, Annual Investment Plan, Organizational Structure and Monitoring And Evaluation)</td>
<td>After the Situational Analysis, the Municipal LUB-BDP Team leads the community in formulating its LUB-BDP, consisting of: a Development Framework; 5-year Land Use Plan; 5-Year Sectoral Development Plan (Economic, Socio-cultural, Infrastructure, Local Government and Environment); Organizational Structure; Annual Investment Plan and Monitoring and Evaluation Plan</td>
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<tr>
<td>12</td>
<td>General Assembly/Public Hearing: Validation and Approval of Barangay Ordinance</td>
<td>The Barangay Captain takes the lead in: presenting the LUB-BDP to the community for information and validation; and ensuring the formulation of a barangay ordinance adopting the LUB-BDP.</td>
</tr>
<tr>
<td>13</td>
<td>Digitization of Thematic Maps</td>
<td>After the thematic maps have been validated in Step 12, the Municipal LUB-BDP Team undertakes their digitization, using the appropriate GIS software and printing equipment.</td>
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<tr>
<td>14</td>
<td>LUB-BDP/AIP MIS Data Encoding</td>
<td>The documentors of the Municipal LUB-BDP Team encodes all the textual information generated by the barangay census/secondary data gathering, barangay profiling, situational analysis and barangay planning activities in electronic format, using any word processing software (e.g. Microsoft Word).</td>
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<tr>
<td>15</td>
<td>Writeshop on LUB-BDP</td>
<td>The encoded information from Step 14 and the digitized maps from Step 13 are put together by the documentors of the Municipal LUB-BDP Team into a properly formatted LUB-BDP.</td>
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<tr>
<td>NO.</td>
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<tr>
<td>16</td>
<td>Cross-Sectoral Technical Validation</td>
<td>The computer-encoded LUB-BDP from Step 15 is distributed to the different Municipal Heads of Offices and Line Agencies to generate their additional inputs.</td>
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<tr>
<td>17</td>
<td>Presentation to the Municipal Development Council (MDC) And SB and Formulation of Resolution Approving The LUB-BDP</td>
<td>The Barangay Captain presents the gist of the BDP to the MDC, which endorses the same to the SB for their approval and adoption. The SB signifies its approval through the formulation of the corresponding SB resolution. Once approved, the budget is allocated to the barangay in the succeeding years.</td>
</tr>
<tr>
<td>18</td>
<td>Integration to the Municipal Comprehensive Land Use Plan, Municipal Comprehensive Development Plan and Municipal Annual Investment Plan</td>
<td>The Municipal Planning and Development Coordinator integrates the approved and adopted LUB-BDP into the plans at the municipal level.</td>
</tr>
<tr>
<td>19</td>
<td>Implementation, Monitoring and Evaluation of the LUB-BDP</td>
<td>The Barangay Local Government oversees the implementation of the LUB-BDP. The Municipal LUB-BDP trains an M&amp;E Team to handle the monitoring and evaluation of the LUB-BDP.</td>
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</tbody>
</table>
1.6 WHAT ARE THE OPTIONS FOR ASSISTING OR REPLACING LUB-BDP?

LUB-BDP Assistance Menu

BY ITEM

Conduct of Training/Capability Building
There are many LGUs in the country that do not have competent or skilled staff to handle a planning activity, do the perimeter survey/land-use study, organize a community, handle meetings, etc. In addition, poorer LGUs also do not have enough funds to pay for these activities. Assisting institutions may consider this area worthy of assistance by providing above-activities in the barangay level. It may also provide linkages or referrals to appropriate training institutions that provide these services under counterparting scheme.

Production of IEC Materials
Leaflet, brochure, poster, tarpaulin, manuals and other reading materials help disseminate the LUB-BDP process as well as provide other pertinent information on the necessity of participative planning. It is wise to properly inform the local residents on their rights as citizens and their capacity to chart their own destiny. Radio programs also helping educate the local people on the process. Assisting institutions may be interested in using development communication to encourage more people to get involved.

Engagement of Services of Facilitators/Service Providers
Technical consultants, experts and skilled facilitators are crucial to the process. They are experienced in dealing with people and know how to uncover concerns, problems and opinions of the participants. Assisting institutions may consider engaging service providers that will cover several barangays in one upland municipality.

Publication/Dissemination of the Plan
The LUB-BDP needs to be shared with the whole community. There are other avenues in doing this – through conduct of barangay meetings, in radio programs, in distribution of leaflets.

Sponsor Exposure Trips
It is easier for the local people to adapt to new changes if they have seen it working in other areas. It is an effective way to overturn skepticism and open their mind to many possibilities.
LUB-BDP Assistance Menu

BY PACKAGE

The Municipal Package
This package is the estimated on-time investment to conduct the LUB-BDP in an average municipality. The package includes:

1. Equipments/software for map production (Computer and plotter, GPS, GIS software).......................... Php 310,000.00
2. Training cost of MPDO team in Southern Mindanao including travel/or hiring of consultants............... 50,000.00
3. MLGU orientation by MPDO team to brief and get support from SB, LCE others............................. 5,000.00
4. One time coaching by Service Provider (SP) for 1st barangay or hiring of Consultant........................ 50,000.00
5. Facilitators training by SP or Consultant......................... 40,000.00
6. Installation of MIS on BDP-AIP Software..................... 5,000.00

The whole package costs................................. Php 460,000.00

The Barangay Package
This package is the estimated one-time investment to conduct the LUB-BDP in an average barangay. The package includes:

1. Perimeter survey of barangay boundaries and production of base-map.................................................. Php 10,000.00
2. Actual barangay consultations: profiling (PRA), community mapping, planning, general assemblies .......... 19,000.00
3. Writeshop/packaging ........................................... 10,000.00
4. Digitization and printing of maps ............................ 6,000.00
5. Culmination activity/legimization/approval ............... 5,000.00
6. Billboard (display of Approved Landuse Plan)........... 10,000.00

The whole package costs................................. Php 60,000.00
1.7 WHO BENEFITS FROM THE SCHEME?

For the LGUs, the process of initially implementing the LUB-BDP is demanding, lengthy, costly and encompassing. But going through it creates a profound sense of ownership, optimism, autonomy and respect for the environment. The process enables them to demonstrate transparency, accountability and conflict management. They are also taught how to properly mobilize their resources, while remaining true to the principles of sustainable development.

For the community as a whole (particularly those vulnerable sectors such as the IPs, women and youth), the scheme allows them to participate in the collective decision making, establish clear expectations from their officials, contribute their equity and become involved in monitoring and evaluating the progress of the plan.

For the development assistance agencies, the benefits include the increased participation of the local communities in the decision making process. Granting that, the local communities are also made more aware on the importance of optimizing the use of upland resources.
CHAPTER 2:  
Upland Agricultural Extension

2.1 WHAT DOES THE UAE INTEND TO CHANGE?

Upland communities were primarily served by the Municipal Agricultural Offices of the Local Government Units (MAO-LGU). Their presence was supported by extension services of other national government agencies (NGAs), particular non-government organizations (NGOs) such as the Institute for Small Farms and Industries (ISFI), Mindanao Baptist Rural Learning Center and Don Bosco Diocesan Youth Center.

These groups shared common extension methods such as formal and informal community meetings, group and individual consultations, technology transfer through trainings and small input provisions, IEC materials distribution. Depending on the organizational mandates, project designs and expected outputs, they established demonstration plots, carried out seed dispersal and organized agricultural trade fairs.

But they varied in terms of frequency of service. Visits of agricultural technicians (ATs) from the MAO-LGU were made on a per-request basis or motivated by assistance from national or provincial agencies’ initiated projects. This was attributed to the limited funds allotted to their office by their LGUs. There were also areas where ratio between ATs and the barangays to be covered was simply lopsided. This led to the slow diffusion of appropriate technologies. In barangays where extension services have yet to come, upland farmers continued to practice destructive farming methods, either due to ignorance or for mere survival.

The NGOs, on the other hand, given the nature of their community immersion, provided better opportunities to upland farmers for more personal interactions that translated to better absorption of new technologies. The only drawback was that NGOs operate within a certain project life and could not sustain their services for long periods.

UAE intends to change this by making the extension services continuously available in the upland community – that is, upland farmers themselves are
trained and grouped together to promote widespread adoption of new and appropriate upland farming technologies.

2.2 WHAT DOES UAE INTEND TO ACHIEVE?

**Promote product diversification** by demonstrating the Diversified Farming System to upland farmers.

**Maintain the integrity of upland resources** by stemming its further degradation from soil erosion and human infringement.

**Increase farm productivity** by encouraging upland farmers to adopt new agricultural technologies.

**Expand livelihood opportunities** of upland farmers with different crops or agricultural produce.

**Accelerate the adoption of new technologies** in the upland communities by capacitating model farmers and training groups.
Greenote No. 3: DFS DEFINED

Diversified Farming System or DFS is a sustainable farming system that appropriately applies (institutes) soil and water conservation measures (SWCM) in every land unit (usually distinguished by its slope) in upland farms. It incorporates a dualistic cropping pattern where cash cropping is situated in flat and slightly sloping lands, and tree farming dominates the moderate to steep slopes. It is farm planning utilizing the Slope Treatment-Oriented Practices (STOP) that helps extension workers and farmers identify site-specific solutions by taking into account the wide range of soil and environmental conditions, farm sizes and farmer objectives.

Landscape formed after land unit farming.

Specifically, the farmers grow short (to address his/her immediate cash requirements), medium (for income needs in the medium term), and long-term crops (for farmer's pension) in the various land units. DFS lessens dependence on a single crop, promotes moving to dualistic cropping systems with an ever increasing area devoted to permanent/perennial crops and switching to better marketable crops as well as diversifying to small animal production.

Source: UDP Pre-Completion Report and UDP Sustainable Upland Development Model, October 2005.
2.3 WHAT SETS THE STAGE FOR UAE TO SUCCEED?

**Plan Preparation.** The BLGU and MLGU prepare a plan that serves as a guide in terms of what type of technology to promote first, when do extension workers come in, what indicators will be monitored and evaluated. The plan also serves as basis for requesting support from the provincial government, NGAs and NGOs that will enter into the picture.

**Provision of Inputs and Other In-Kind Incentives.** Upland farmers are receptive to interventions and adoption of new technologies if these are coupled with inputs and other in-kind incentives. This was proven in the implementation of the Diversified Farming System and other agri-based projects such as goat dispersal, poultry dispersal, seedlings and other agricultural inputs. Readily, without requiring cash input from their end, farmers can easily apply new technologies and other scientific knowledge.

**Strong BLGU Support and Participation.** The Barangay LGUs, particularly the Barangay Captain, shows its support and participation by providing incentives to the Barangay Extension Workers (BEW) as well as sponsor some of the training cost of the model farmers.
Sharing UDP Experience

Nugget No. 5: LGUs’ SUPPORT

In UDP’s experience, the support of barangay and municipal LGUs is responsible for the strong adoption (and dramatic conversion) of upland farmers to the DFS. In some barangays, they went as far as declaring compulsory adoption of DFS. Otherwise, the residents would not get community service or worse, they would be prohibited from farming their own land if they do not follow the soil and water conservation measures (SCWM) under DFS. Such ordinances exist in Barangay Rio del Pilar in Glan, Sarangani Province and in Barangay Pito, Malalag, Davao del Sur.

In some municipalities, they also require farmers to adopt the SCWM before they can avail of the fruit tree seedlings under Plant-Now, Pay-Later plan. Even the non-UDP farmers replicated the DFS on their own.

Source: UDP Pre-Completion Report, October 2005.
Credible Technology Providers. Upland farmers’ keenness to adopt new technologies is higher if these are delivered by credible people. They respond more positively to BEWs and Farmers Training Groups (FTGs) who have successfully tried these new technologies. Nonetheless, BEWs and FTGs undergo specialized training to enhance their voluntary role and effectiveness as community extension workers, thereby distributing their gains more evenly to the community. These people work for free – so their only incentives are the trainings, income-generating projects at the Learning Sites and access to new technologies and planting materials.

Farmers’ Perception on Technologies Introduced. Farmers who have previous knowledge on the benefits and relevance of new technologies are more likely to display interest in adopting new knowledge and practices. Farmers tend to align themselves with positive ideals, such as the protection of the environment and improvement of quality of life.

Regular Monitoring. The constant presence of agricultural extension workers also facilitates the proliferation of good agricultural practices as well as directly resolves problems that relate to production, marketing, support sourcing and linkaging.

Provision of Training Assistance. Farmers also appreciate opportunities to attend formal or structured learning activities, which become good channels for imparting new knowledge. In addition, training sustains the interest of the farmers and allows them to interact with other people.

2.4 WHO ARE THE PEOPLE AND WHAT ARE THE ORGANIZATIONS INVOLVED?

2.4.1 Local Officials and Staff

a) Municipal Mayor (appoints Agricultural Technician to a certain barangay)
b) Municipal Agricultural Officer/Municipal Agriculturist (supervises the ATs, provides support, identifies training needs)
c) Barangay Captain (appoints BEWs, allocates funding and technical supports, assists in M&E)

2.4.2 Extension Workers

a) Agricultural Technologists (leads the CBET, collects data for extension planning, coaches and conducts classes, consultations, training and organization of community organizations)
b) Barangay Extension Workers (assists farmers in DFS and advises on urgent farm problems)
c) **Farmers Training Group** (manages Learning Sites, facilitates adoption of sustainable farming practices/natural resource management, accesses external support)

d) **Community-Based Extension Teams** (composed of ATs, BEWs, and FTGs)

### 2.4.3 Partner/Support Institutions

- a) Department of Agriculture
- b) Agricultural Training Institute
- c) Academe/Research Institutions
- d) Regional Agricultural and Fishery Councils

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**Greenote No. 4: UAED RELATIONSHIPS DEFINED**

- MLGU-Municipal Agriculturist
- Agricultural Technicians
- Barangay Extension Workers
- Farmer Training Groups
- Farmers
### 2.5 WHAT ARE THE SPECIFIC STEPS IN THE UAE PROCESS?

#### Table 2.1 UAE STEP-BY-STEP PROCESS

<table>
<thead>
<tr>
<th>NO.</th>
<th>NAME OF STEP</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Appointment and Deployment of Agricultural Technician (AT) by the Mayor</td>
<td>The Municipal Mayor appoints an AT to oversee the implementation of the scheme in the selected barangay.</td>
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<tr>
<td>2</td>
<td>Training of Agricultural Technician on Extension, Facilitation, Community</td>
<td>Prior to deployment, the AT is trained on Agricultural Extension and Land Management.</td>
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<td></td>
<td>Organizing and Land Management Using the STOP Manual</td>
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<tr>
<td>3</td>
<td>Entry of Agricultural Technician in the Barangay</td>
<td>This step consists of the familiarization of the AT with the physical and human resources of the barangay. The AT builds relationships</td>
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<td>with the individuals and groups who have a stake in upland agricultural extension.</td>
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<tr>
<td>4</td>
<td>Barangay Captain appoints a Barangay Extension Workier (BEW)</td>
<td>The Barangay Captain appoints a BEW. The appointed BEW then undertakes an orientation by the AT.</td>
</tr>
<tr>
<td>5</td>
<td>Formation of Farmers Training Groups (FTGs)</td>
<td>The AT facilitates the creation of an FTG, whose members are from the community. Members must be of good standing, can communicate well,</td>
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<td>willing to learn new technologies, and willing to work as volunteers.</td>
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<tr>
<td>6</td>
<td>Identification and Establishment of Learning Sites</td>
<td>BEWs and FTGs proceed with creating their own Learning Site in their respective barangays. They are provided with seedlings and other</td>
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<td></td>
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<td>inputs as incentive.</td>
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<td>Upland farmers go to their barangay’s LS and are coached by the BEWs and</td>
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<td></td>
<td>FTGs.</td>
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<tr>
<td>NO.</td>
<td>NAME OF STEP</td>
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<td></td>
<td>FTGs on DFS.</td>
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<td>7</td>
<td>Capacity Building for the Community-based Extension Team (CBET)</td>
<td>The CBET is convened and trained.</td>
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<tr>
<td>8</td>
<td>Establishment of Partnership for Upland Agricultural Extension Network</td>
<td>The MA identifies institutions that could form part of an Upland Agricultural Extension Network. The network should be able to support the capacity building needs of the ATs and the CBET.</td>
</tr>
<tr>
<td>9</td>
<td>Securing Local Government Support, Recognition and Adoption</td>
<td>This step consists of the various steps that the MA, AT, and BLGU undertake to mainstream the scheme into the regular plans and programs of the municipality.</td>
</tr>
<tr>
<td>10</td>
<td>Management of Extension Resources</td>
<td>The MA ensures that the human resources involved in upland agricultural extension are properly compensated, updated and empowered for their task.</td>
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<tr>
<td>11</td>
<td>Coordination with the Upland Agricultural Extension Network</td>
<td>Similar to Step 10, the MA maintains strong and good relations with the institutions and individuals in the network, to ensure a ready pool of technical assistance for the AT, BEW, FTG and CBET.</td>
</tr>
<tr>
<td>12</td>
<td>Facilitation of Extension Planning, Implementation, Monitoring and Evaluation</td>
<td>The AT, BEW, FTG and CBET continue the implementation of the scheme, with constant updates on the information and training needs for the barangay.</td>
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</tbody>
</table>
Sharing UDP Experience

**Nugget No. 6: LEARNING SITES**

Participants taking cue from the extension worker on locating the contour lines.

Seeing is believing – which is why learning sites (LS) are such a big help in spreading the DFS in the upland areas. LS are training ground, field classrooms and venues for discussions and regular meetings. LS also serve as locale for group centres, funnels or linking mechanism for external support. LS are managed by the farmer but is supported by the FTG, BEW and UBA. It can also become an income site – propagating planting materials (they cater food too for the requirements of training participants).

As of last count, a total of 32 LS are located across Compostela Valley, Davao Oriental, Davao del Sur, Sarangani and South Cotabato provinces.

Source: UDP Pre-Completion Report, October 2005.
2.6 WHAT ARE THE OPTIONS FOR ASSISTING OR REPLICATING THE UAE?

UAE Assistance Menu

BY ITEM

**Conduct of Training/Capability Building**
Quality and effective extension service triggers the dynamic proliferation of the DFS technology in the upland areas. Any incoming development assistance project must put emphasis on the knowledge, skills and commitment of these extension workers, and build up what they already know about the technology and the people in the community.

UDP tapped the Agricultural Training Institute of the Department of Agriculture and the International Center for Research on Agro-Forestry (ICRAF) for this purpose. It may be necessary to add new organizations to train the extension workers.

**Production of IEC Materials**
There is still a substantial demand for appropriate training manuals or how-to books, educational videos, illustrated/comics-type materials, radio programs and other medium that promote the use of upland farming technologies. These materials support the efforts of BEWs and FTGs.

**Establish of Model Farms/Learning Sites**
New development projects should also focus on augmenting and enhancing model farms already existing in the upland areas. The more demonstration farms, the faster it influences other farmers to abandon unsuitable farming practices.

**Sponsor Exposure Trips**
Organizing exposure trips or “benchmarking” activities for upland farmers is costly but often regarded as effective. It also require intensive preparation (project design, itinerary, coordination) and post-activity monitoring.
UAE Assistance Menu

**BY PACKAGE**

**The Municipal Package**
This package is the estimated one-time investment for the Training and Planning components of UAE in an average municipality. The package includes:

1. Training of Municipal Extension Team (MET) in Southern Mindanao including travel ............................................... Php 50,000.00
2. Formulation of Municipal Agricultural Extension Plan (MEP) and assignment of Agricultural Technicians (ATs) ................................................................. 5,000.00
3. Farmers Field Day (not necessarily in the 1st year)...... 45,000.00

The whole package costs ........................................ Php 100,000.00

**The Barangay Package**
This package is the estimated one-time investment for the Training, Planning and Farm Inputs components of UAE in an average barangay of about 100 farms. The package includes:

1. Establishment and training of Community Based Extension Team (CBET) .......................................................... Php 70,000.00
2. Farm development of CBET members ......................... 40,000.00
3. Support for farmers in barangay (seedlings, goats) say 100 farms x Php 3000/farm .................................................. 300,000.00

The whole package costs ........................................ Php 410,000.00

**The Recurrent Package**
This package is the estimated annual cost of implementing UAE in an average barangay of about 100 farms. The package includes:

1. Establishment and training of Community Based Extension Team (CBET) .......................................................... Php 70,000.00
2. Farm development of CBET members ......................... 40,000.00
3. Support for farmers in barangay (seedlings, goats) say 100 farms x Php 3000/farm .................................................. 300,000.00

The whole package costs ........................................ Php 410,000.00
Sharing UDP Experience:

Nugget No. 7: DFS IN THE UPLANDS

Examples of the "end product" of DFS and dualistic farming can be seen in some barangays in Santa Cruz, Davao del Sur; and in many areas of Davao del Norte. In these areas, the farmers have multi-storey plantations of coconuts and fruit trees, with small areas for growing vegetables for home consumption. The income from the fruits is sufficient for the family needs, covering household food requirements, education, etc. Because little labour is spent on growing food, the people are able to further boost their incomes by working for other people.

Source: UDP Trainors’ Manual.
2.7 WHO BENEFITS FROM THE SCHEME?

At the first level, the extension workers benefit from this scheme through their participation in the different capability-building activities (training and exposure trip). They are regarded highly for the technology they demonstrate, as they hold the key to better income prospects.

For the rest of the upland community, this scheme allows the:

- Gradual switch from mono-cropping to the diversified farming system of short-term and long-term crops, thereby increasing the farmers’ income and productivity;

- Wider option to engage in other sustainable livelihood activities such as poultry and livestock raising, fishponds, handicrafts;

- Heighten confidence in venturing into other activities (if it works for one farmer, it might work for another too);

- Stronger bargaining power due to collecting, processing and marketing of produce; and

- Access support from network partners.

For the development assistance institutions, the scheme answers to the overriding objective of helping farmers protect the remaining upland resources at the same improving their earning opportunities.
CHAPTER 3: Barangay Forest Protection and Management

3.1 WHAT DOES BFPM INTEND TO CHANGE?

For many decades prior to the release of the Community Forestry Program (DENR Administrative Order No. 123) in 1989, forest protection was mainly vested with the Department of Environment and Natural Resources (DENR). For a host of many reasons, the country’s forests continued to be denuded. In 1995, the Local Government Code was enacted, recognizing the important role of the local government in the enforcement of forest protection laws. This was reinforced thru the Joint Memorandum Circular of 2001 between the DENR-DILG-LGU on the transfer of forest management functions from the DENR to the LGUs. The local communities were finally recognized as a critical group in protecting the forests, and the Community-Based Forest Management (CBFM) Program was adopted as the national strategy for the sustainable development of forestlands.

While planning for forest protection did transpire in the past, local communities were not included – they were not consulted nor where were their intimate knowledge of forest resources considered vital. Their non-inclusion only heightened the feeling of indifference toward fractional forest protection efforts.

The scheme intends to change this by placing the direct responsibility of protecting the forest to the upland communities and recognizing their indigenous solutions as indispensable part of forest conservation with support from the LGUs.

3.2 WHAT DOES BFPM EXPECT TO ACHIEVE?

Protect the remaining forestlands from further destruction and further expansion of farming and other destructive activities – a perimeter survey is conducted to identify specific zones for strict protection, production and buffer.
**Enhance the awareness of the entire barangay** on the importance of protecting the remaining forests and ecologically critical areas. Orientation is given to the community and people participate actively in conserving the forest.

**Mobilize the structures in the barangay in protecting and managing the remaining forestlands** – the barangay officials and community organizations such as the Upland Barangay Association (UBA) or some other People’s Organization are tapped to participate in the scheme. A Barangay Forest Protection and Management Committee is created and the DENR organizes and deputizes barangay forest guards.

**Introduce appropriate site-specific forest protection and management activities** – the members of the Barangay Forest Protection and Management Committee prepare for a local forest management planning and set the direction and priorities for project intervention. After the planning activity, the barangay forest guards and the community undertake implementation of activities based on the plan.

**Forge strong co-management partnership** between the BLGU, MLGU, different NGAs and the local community organizations – the local community leads in forest management but is complemented by the LGUs and concerned partners like the DENR, NCIP and other NGAs. The co-mgt partnership is backed up by a MOA, Site Management Agreement (SMA) and Barangay Ordinance as legal bases.

**Establish mechanisms for the adoption and replication** – the local government units are expected to replicate the scheme in other areas as a way of expanding the coverage of the protected forest. These small patches of declared forest protected areas at the barangay are then consolidated at the Municipal level and further consolidated also at the Provincial level to comprise the watershed protection areas.

**Declare specific Barangay Forest Protected Areas** – Environmentally Critical Areas in the barangay are officially declared for protection and management thru the adoption of barangay ordinance, and then recognized by the municipal LGU.

### 3.3 WHAT SETS THE STAGE FOR BFPM TO SUCCEED?

**Social Preparation Activities.** Upland communities are first informed of the plan to involve them in the protection and management of the forest. Since they live within and in the outlying proximity of the forest, they are the first line of defense. Since they depend on the forest for their economic needs, they are more motivated to keep it intact. Barangay orientation or meetings are complemented with information materials. If there are existing
conflicts between the BLGU and the indigenous people, this is the stage where they must be settled so that ensuing activities can properly follow.

**LGU Support.** LGUs commit their staff, funding, and other legal instruments to push this scheme to completion. It will hold orientations and surveys, coordinate with other government agencies, fund specific forest protection activities and provide incentives to forest guards/wardens.

**Collaboration.** LGUs, the government agencies and the local people must be willing to collaborate as they embark on confronting this daunting task. Even the military forces will be invited to participate in this exercise because one cannot possibly discount the persistence of illegal loggers, poachers and other elements who are in for quick bucks.

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**Sharing UDP Experience:**

**Nugget No. 8: REMAINING FOREST FRONTIERS**

The billboard shows the Barangay Ordinance of a declared forest protected area citing among others the law and penal provisions for violation of the ordinance. The Partners logo is also presented. The billboards are put in conspicuous areas where most people in the barangay can have a good glimpse and are obliged to follow the ordinance.
Competence of Municipal Staff. Proposal writing, knowledge on forest resources management and community organizing are important skills that the municipal staff must possess. They must also have good communications skills to transfer their capabilities to barangay people.

Service Providers. Success of the activities (orientation and trainings) also depend on the skills of the facilitators and consultants. The quality of their “output” largely depends on how these “outside forces” guide the community in identifying their strengths, airing their concerns, and in involving them in demanding community tasks.

NGAs’ Participation. Government agencies join the local people in undertaking the scheme. They are to provide technical advice, people and other resources; and if necessary, mediate conflict between the barangay officials and the tribal people.

3.4 WHO ARE THE PEOPLE AND WHAT ARE THE ORGANIZATIONS INVOLVED?

3.4.1 Local Officials and Staff
   a) Municipal Mayor/Sangguniang Bayan
   b) Barangay Captain
   c) Municipal Environment and Natural Resources Officer (MENRO)
   d) Provincial Environment and Natural Resources Officer (PENRO) – at the Provincial Level

3.4.2 Local Organizations
   a) Upland Barangay Associations/People’s Organizations
   b) Barangay Forest Protection and Management Committees

3.4.3 National Government Agencies
   a) Department of Environment and Natural Resources (DENR)
   b) Department of Agriculture (DA)
   c) National Commission for Indigenous People (NCIP)

3.4.4 Service Providers/Consultants
   a) Consultants
   b) Facilitators
   c) Training Staff
3.5 WHAT ARE THE SPECIFIC STEPS IN THE BFPM PROCESS?

Table 3.1 BFPM STEP-BY-STEP PROCESS

<table>
<thead>
<tr>
<th>NO.</th>
<th>NAME OF STEP</th>
<th>PURPOSE</th>
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<tbody>
<tr>
<td>1</td>
<td>Identification and Selection of Barangay</td>
<td>The MGLU informs the BLGU that their barangay has been selected for the scheme. The MENRO prepares a project proposal. The BC shows his interest, provides baseline data and agrees to gather his constituents for an orientation.</td>
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<tr>
<td>NO.</td>
<td>NAME OF STEP</td>
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<tr>
<td>2</td>
<td>Formulation and Approval of Budget Proposal</td>
<td>The MENRO itemizes all the activities, resource requirements and estimated budget. He submits the proposal to the Municipal Mayor for approval or to a prospective funding agency. Attachments include barangay map and profile. If approved by the MLGU, the MENRO sees to it that it is incorporated in their budget for the given year. If there are other funding sources (banks or NGOs), their requirements are met and approval of the requested assistance is followed up.</td>
</tr>
<tr>
<td>3</td>
<td>Facilitation of Barangay Orientation and Creation of Barangay Forest Protection and Management Committee (BFPMC)</td>
<td>The MENRO informs the local people of the scheme, explaining that the SUD is a strategy to ensure sustainable management of upland resource base; and stressing the importance of the BFPM and its benefits, partnerships and identified activities for forest protection. DENR and DA people discuss environmental laws and sustainable farming practices, respectively. Outside funding institution (bank or NGOs) discuss the package they offer to the barangay. After the orientation, participants are invited to become members of the Barangay Forest Protection and Management Committee (BFPMC).</td>
</tr>
<tr>
<td>4</td>
<td>Conduct of Perimeter Survey and Community Mapping</td>
<td>The SB approves the conduct of the survey and informs the BLGU of the schedule. Local people are tapped to participate in the activity, forest occupants are consulted for the community mapping (vegetation cover and existing water bodies). The MENRO leads the survey, BLGUs assist and the NCIP ensures that the rights of the indigenous people are not violated. DENR representatives are invited to</td>
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<tr>
<td>5</td>
<td>Conduct of Environmental Awareness Seminar and Preliminary Community Mapping</td>
<td>The MENRO conducts a seminar to inform the community which part of their upland area will be declared a forest protected area with the concurrence of the BLGU. The proposed forest protected area is identified based on factors such as elevation, area, barangay land use, etc. Also, the forest occupants are identified, taking into consideration the unique concerns of IPs, if applicable.</td>
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<tr>
<td>6</td>
<td>Preparation of Site Management Agreement (SMA) and conduct of Information Drive to Forest Occupants</td>
<td>The SMA is an agreement between the forest occupants and the BLGU for the active involvement and participation of the occupants in forest protection activities. It is also in this step that Barangay Forest Guards are selected and designated by the Barangay Captain.</td>
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<tr>
<td>7</td>
<td>Formulation of a Barangay Ordinance for the Declaration of a Forest Protected Area</td>
<td>With technical assistance from the MENRO, the Barangay Council prepares a Barangay Ordinance declaring the Forest Protected Area; the area is presented and approved by the General Assembly thru a Public Hearing and endorsed by the Municipal Council and Local Chief Executive</td>
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<tr>
<td>8</td>
<td>Formulation of Memorandum of Agreement on co-management of Forest Protected Area</td>
<td>The Memorandum of Agreement (MOA) is a Co-Management Agreement on Forest Management drafted by the MENRO and forged by key partners, to include: BLGU, MLGU, PLGU, DENR, NCIP, the community (represented by their PO), PNP, DepEd and the Tribal Council.</td>
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<tr>
<td>9</td>
<td>Declaration of Forest Protected Area, MOA and Site Management Agreement Signing</td>
<td>This stage formalizes the institutionalization of the BFPM in the barangay. In a barangay-wide assembly, individual occupants will participate in the activity.</td>
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<td>formally sign the MOA on Co-Management and SMA in the presence of all the partners, to include the community, MLGUs, DENR, NCIP and others.</td>
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<td>10</td>
<td>Post-Workshop and Assessment Planning on BFPMS</td>
<td>This step culminates in the formulation of a Five-Year Action Plan for the implementation of the BFPMS on an annual basis. The plan is formulated by the BFPMC, with technical assistance from the MENRO and partners.</td>
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<tr>
<td>11</td>
<td>Conduct of Capability-Building Training and Activities</td>
<td>A series of activities are lined-up, to include:</td>
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<td>• Seminar on Environmental laws for BLGU and BFPM</td>
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<td>• Training on nursery establishment</td>
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<td>• Tree planting</td>
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<td>• Training on RAINFORESTATION for BFPM committee, forest occupants, forest guards, etc.</td>
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<td>• Training on how to conduct mapping activities</td>
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<td></td>
<td>• Training on formulation of barangay forest management plan</td>
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<td>• Environmental Awareness campaigns (EAC) and others</td>
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<td>12</td>
<td>Conduct of Barangay Forest Protection and Rehabilitation Activities</td>
<td>These are:</td>
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<td>• Fencing/marking of forest lines/protected zones</td>
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<td></td>
<td>• Nursery establishment</td>
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<td></td>
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<td>• Tree planting in delineated area and buffer zone development</td>
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<td>• Mounting of billboards</td>
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<td>• Working out of Barangay Ordinance on “No cutting of trees” in protected area</td>
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<td>• Establishment of forest fire lines</td>
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<td>• Conduct of foot patrol to ensure no illegal cutting of trees occur in protected area</td>
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<tr>
<td></td>
<td>• Conduct of replanting activities, if necessary</td>
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<td></td>
<td>• Environmental Awareness campaigns (EAC)</td>
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</table>
Sharing UDP Experience

Nugget No. 9: COMMUNITY IN ACTION

Marking trees in the forest to mark the boundary of the forest protected area.

Painting red on tree trunks means that the trees have undergone Inventory.

Tree planting involving students
3.6 WHAT ARE THE OPTIONS FOR ASSISTING AND REPLICATING THE BFPM?

BFPM Assistance Menu

BY ITEM

Conduct of Training/Capability Building
Local people are suddenly entrusted to protect their forests. Building their knowledge, skills and confidence is an important element in ensuring that the scheme will work. It is possible that most of those who will be involved need to be equipped with information on the different laws concerning the environment and other technical activities such as perimeter survey, nursery establishment, etc.

Support for Forest Protection and Management Activities
Obviously, it takes a long time – generations – to grow a forest. It is costly in a sense that there is a wide area to be covered and maintained. It is also important to provide the local community with incentives (not particularly financial) so that their commitment does not waver (less they are forced to fall back to their old “destructive” practices.). Capability building activities need to be sustained too for a longer period.

Production of EAC Materials
An informed community makes better decisions – decisions that are likely to affect the way they treat their resources.

Engage Services of Facilitators/Service Providers
For the activities to succeed, outside/competent facilitators or service providers are also important, particularly for the trainings and seminars. They can also help in installing management and M&E system.
BFPM Assistance Menu

BY PACKAGE

The Municipal Package
This package is the estimated one-time investment for the Organization and Training components of BFPM in an average municipality. The package includes:

1. Training cost of MENRO team in Southern Mindanao including travel or by hiring consultants.......................... Php 50,000.00
2. MLGU orientation by MENRO team .................................................. 5,000.00
3. One time coaching by Service provider for 1st barangay or with the help of consultants ....................... 45,000.00

The whole package costs......................................................... 100,000.00

The Barangay Package
This package is the estimated one-time investment for the Organization, Planning, Legal Documentation, Fencing and IEC components of BFPM in an average barangay. The package includes:

1. Perimeter survey and data collection................................. Php 7,000.00
2. Actual barangay consultations/meetings: forest inventory, negotiations etc.......................... 5,000.00
3. Training by MENRO for BLGU officials .......................... 10,000.00
4. Appointment and training by MENRO of Barangay Forest Guards .............................................. 10,000.00
5. MOA signing/legal documentation................................. 3,000.00
6. BFPM implementation Plan, site management agreements in place.................................................. 10,000.00
7. EACs, EAC activities like seminars etc.......................... 5,000.00
8. Culmination/Actual Declaration of protected area...... 5,000.00
9. Fencing............................................................................... 30,000.00
10. Billboard............................................................................. 10,000.00

The whole package costs.......................................................... 95,000.00
BFPM Assistance Menu

BY PACKAGE

The Recurrent Package
This package is the estimated annual package for implementing BFPM in an average barangay. The package includes:

1. Refresher trainings BLGU officials .......................... Php 25,000.00
2. Refresher trainings Forest Guards... ......................... 15,000.00
3. M&E ....................................................................... 10,000.00

The whole package costs ........................................ Php 50,000.00
Nugget No. 10 IEC MATERIALS

Billboards such as these, found along the highway or main road, serve to remind the local community of their commitment to protecting the forests.

A billboard in Magtinago, Maragusan, Compostela Valley.

3.7 WHO BENEFITS FROM THE SCHEME?

Forest protection is the centerpiece – the most important feature – of sustainable upland development.

Local communities need to internalize their significant role in conserving the upland resources. If they succeed in stemming further degradation of the country’s vanishing forests, the upland and lowland population will be looking forward to increased forest cover, increased number of wildlife, sustainable potable water supply, low incidence of soil erosion and finally, protection of nearby coastal resources.
Upland communities will definitely experience a deeper sense of kinship, not only with nature, but more importantly, with the different groups of people they will be working with. The shared ownership of keeping the upland areas green, pristine and teeming with life, places them in a unique position which the future Filipino generations will look up to.

For the development assistance institutions, the scheme provides them opportunity to contribute to the principles of sustainable development, as specified in the Agenda 21 or Earth Summit held in Rio de Janeiro in 1992.
CHAPTER 4: Labor-based Routine Road Maintenance

4.1 WHAT DOES LBRRM INTEND TO CHANGE?

Many logging companies had made Southern Mindanao the source of their timber products. With their brisk business in the past, they spun webs of roads connecting the forest to lowland areas, bringing the logs to processing plants, sawmills and furniture shops. Most of these roads suffered from deficiencies in design and construction, inadequate maintenance and damage from overloaded vehicles. Landslides, roads slips and clogged culverts only worsened the already-miserable state of the barangay roads.

Under this situation, products from the upland areas would take a long, difficult time to reach their markets, seriously affecting its competitiveness and consequently, its sale. In the same manner, upland communities were also deprived of access to other economic opportunities and social services.

Road maintenance (for provincial, city, municipal and barangay categories) was lodged solely on LGUs. But even with its decentralization in 1991, not all LGUs were able to allocate sufficient resources to maintain their road appropriately. Apart from funds, LGUs lacked qualified people to adequately cover roads under their jurisdiction. Finally, poorer LGUs could not tap funding sources due to high interest rates.

What this scheme intends to change is to involve local people in keeping their barangay roads in good condition. Local organizations such as the UBAs/POs are contracted to assist with upgrading and maintaining selected roads. Local people are trained as crew and are hired as paid labor or given certain agricultural inputs as their incentives.

4.2 WHAT DOES LBRRM INTEND TO ACHIEVE?

Ensure that barangay roads are maintained regularly and upgraded when necessary – the scheme appoints local people to take charge of undertaking simple maintenance and upgrading works on their respective barangay roads. When done regularly and promptly, major road damage is avoided. Regular maintenance does not also require substantial government fund.
Build the capacity of the local organizations to undertake “contracts” – Barangay LGU and the farmers’ association are also able to deal with municipal LGUs as “engineering contractors”. Such contracts build the negotiating and managing skills of the leaders at the same time generate employment for their members.

Harness the abundant physical labor available in the uplands – the scheme employs the abundant physical labor in the local community. People either work as paid labor or in exchange of other farm inputs/incentives.

Sharing UDP Experience

Nugget No. 11 “BAYANIHAN” SPIRIT LIVES ON

Bayanihan is a Filipino word derived from the word “bayan”, meaning town, nation or community in general. It refers to spirit of communal unity and cooperation.
Repair and maintenance of roads become opportunities for working together for the good of the community.
Encourage steady access to social services and other economic opportunities – with good road linking them to the lowland and market, the upland communities are able to avail of the social services and other livelihood opportunities.

Instill a spirit of “bayanihan” – Maintaining the barangay roads becomes a collective effort of the community. Sharing the same responsibility strengthens solidarity among the local people.

4.3 WHAT SETS THE STAGE FOR LBRRM TO SUCCEED?

Support from the LGUs. The Local Government Code transferred 27 functions and responsibilities to the barangays – one of which is the management and maintenance of public works and infrastructure. Naturally, the barangay, with support from the MLGU, shall be extending technical staff, equipment and other in-contribution. It shall allocate funds to procure materials as well as pay for the hired labor. Barangay ordinances (on toll fees and imposition of fines) are also expected. LGUs are also to make the tools available when needed.

Also assumed is the constant visit and monitoring of barangay roads by provincial and municipal staff to verify adherence to the agreed plan and schedules.

Capability Building. Maintenance teams/crews and the rest of the UBA/PO members are taught the different steps/procedures on road maintenance.

Guidelines and Systems. Implementing guidelines and field manual to guide the crews on specific work items should also be made available.

Presence of additional fund source. To complement the contribution of the BLGU and the MLGU, additional fund sources may also be tapped. It may come from an NGOs or other development projects in the locality.

Availability of Materials. It is necessary that aggregates (gravel), mountain mix and other filling material to be used in the road maintenance and repair are available in the barangay. Otherwise, it will be expensive and will take a long time if these materials will be sourced outside, defeating the purpose of the scheme.

Community Support. Finally, the cooperation of the rest of the community and those who use the barangay roads, in paying the toll fees and fines to generate additional funds, contributes to the success of this scheme.
4.4 WHO ARE THE LOCAL PEOPLE AND WHAT ARE THE ORGANIZATIONS INVOLVED?

4.4.1 Local Officials and Staff

   a) Provincial LGU
   b) Municipal LGU
   c) Barangay Council Infrastructure Committee

4.4.2 Local Organizations

   a) Upland Barangay Association (UBA)

4.4.3 Community

   a) Traders
   b) Passenger vehicles/skylab

Greenote No. 6 RELATIONSHIPS UNDER LBRRM
### 4.5 WHAT ARE THE SPECIFIC STEPS IN THE LBRRM PROCESS?

**Table 4.1 BFPM STEP-BY-STEP PROCESS**

<table>
<thead>
<tr>
<th>NO.</th>
<th>NAME OF STEP</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Approval and release of the contract of work</td>
<td>Provincial LGU and Municipal LGU allocate certain budget for the barangay.</td>
</tr>
<tr>
<td>2</td>
<td>Identification of “contractor”</td>
<td>UBAs/POs in the barangay are informed of the contract and they “bid” or “distribute” items of the work among those who are interested.</td>
</tr>
<tr>
<td>3</td>
<td>Selection and Training of the Crew</td>
<td>Provincial and Municipal Engineers conduct road maintenance training for the crew. They appoint a foreman for each team.</td>
</tr>
<tr>
<td>4</td>
<td>Install mechanism on road maintenance and repair</td>
<td>The crew is assigned a certain length of a specific road. They also agree on the factors that will necessitate repair (weather, accidents, road slips, etc.) and the frequency of repair.</td>
</tr>
<tr>
<td>5</td>
<td>Ordinance/Resolution on the road use</td>
<td>PLGU, in agreement with the MLGU and the BLGUs, issues ordinance clarifying the toll fees and fines for the use of their road. Generated funds will also be used for repair and maintenance.</td>
</tr>
<tr>
<td>6</td>
<td>Regular Repair and Maintenance</td>
<td>Crew undertakes work based on the agreed guidelines. They are paid per day or given other incentives (food, farm inputs, etc.). Detailed works covered under the LBRRM are:</td>
</tr>
<tr>
<td></td>
<td>• Vegetation control</td>
<td></td>
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<tr>
<td></td>
<td>• Filling of potholes, rills and ruts</td>
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</tr>
<tr>
<td></td>
<td>• Restoring road surface</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Cleaning, repairing/reshaping side ditches</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Cleaning culverts and other structures</td>
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</tr>
<tr>
<td>NO.</td>
<td>NAME OF STEP</td>
<td>PURPOSE</td>
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<tr>
<td>-----</td>
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</tr>
<tr>
<td>1.</td>
<td>Erosion control</td>
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<tr>
<td>2.</td>
<td>Construction of scour checks</td>
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</tr>
<tr>
<td>3.</td>
<td>Construction of humps or diversion banks</td>
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<tr>
<td>4.</td>
<td>Construction of turnouts (mitre drains)</td>
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<tr>
<td>5.</td>
<td>Installation of culvert outlet energy dissipators</td>
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<tr>
<td>6.</td>
<td>Repair of land slips</td>
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<tr>
<td>7.</td>
<td>Installations of live check dams using bamboo or madre de cacao</td>
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<td>8.</td>
<td>Installation of grass barrier silt trap</td>
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<tr>
<td>9.</td>
<td>Installation of fascines using madre de cacao</td>
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<tr>
<td>10.</td>
<td>Surface erosion control with vertiver grass</td>
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</tbody>
</table>

7  Monitoring and Evaluation  MLGU monitors the implementation of the road maintenance activities.
4.6 WHAT ARE THE OPTIONS FOR ASSISTING AND REPLICATING THE LBRRM?

LBRRM Assistance Menu

**BY ITEM**

**Investment on Road Construction and Repair**
*The Government of the Philippines actually earmarked funds for road investments. However, they follow certain legal and bureaucratic procedures that those areas that required them most might not be prioritized. Development assistance institutions may also invest in roads (just as the UDP did), based on the LUB-BDP of the barangay. Additional funds may also be set aside for repair and maintenance of the existing roads (using the LBRRM scheme)*

**Provision of Tools and Equipments**
*Heavy construction equipment are usually owned by PLGUs and MLGUs. Development assistance institutions may consider procuring heavy equipments specifically for the use of the BLGUs and the UBAs. These may be rented at reasonable cost to the users.*

**IEC Efforts**
*Awareness campaign on the LBRRM and the importance of maintaining good roads may be undertaken. Materials maybe in form of billboards and posters.*
LBRRM Assistance Menu

BY PACKAGE

The 5K Municipal Package
This package is the estimated one-time municipal-level investment for Organizing, Training and Planning components of LBRRM for every five (5) kilometers of barangay road. This package includes:

1. Training of Municipal Engineering Team in Southern Mindanao including travel........................................... Php 50,000.00
2. MLGU orientation by Engineering team ....................... 3,000.00
3. Formulation Municipal Barangay Road Maintenance Plan (MBRMP)......................................................... 10,000.00
   The whole package costs........................................ Php 63,000.00

The whole package costs........................................ Php 63,000.00

The 5K Barangay Package
This package is the estimated one-time barangay-level investment for Organizing, Training, Planning and Hand Tools components of LBRRM for every five (5) kilometers of barangay road: The package includes:

1. Training of BLGU and Community Organization Officials on LBRRM......................................................... Php 14,000.00
2. Formulation Barangay Road Maintenance Plan (BRMP)........................................................................ 5,000.00
3. Training of maintenance crew................................. 8,000.00
4. Provision of hand tools............................................. 13,000.00
   The whole package costs........................................ Php 40,000.00

The 5K Barangay Recurrent Cost Package
This package is the estimated annual barangay-level investment for Wage and Direct Cost Components of LBRRM for every five (5) kilometers of barangay road: The package includes:

1. Cost of implementing Labour contract routine maintenance between BLGU and Community Organization (wages)........................................... Php 180,000.00
2. Cost of implementing Rehab Labour contract between BLGU and Community Organisation (wages)....................................................... 50,000.00
3. Other costs like fuel, oil etc within context of rehab costs ............................................................................. 30,000.00
   The whole package costs........................................ Php 260,000.00

Series Book No. 4: Implementers’ Assistance Menu Options for Assisting and Replicating the Sustainable Upland Development Model – Chapter 4: Labor-based Routine Road Maintenance
4.7 WHO BENEFITS FROM THE SCHEME?

In summary, the scheme opens many opportunities to the local communities, most of it having to do with their products fetching better prices at the market, people having to move freely and swiftly and conveniently from the upland to other parts of the municipality, health and social services being accessible and lastly, manufactured goods and other supplies having to reach the upland at a lesser transportation cost.

The scheme also significantly reduces the cost of the roads, since routine maintenance costs a lot less than road rehabilitation. Local people are gainfully employed. Where appropriate for applying, the Filipino value of “bayanihan” affirms the community spirit of volunteerism. Information and hands-on experience gained from this scheme has no monetary value – but it helps in making local people feel more confident about themselves and what they can do.

From the standpoint of the development assistance institution, the proper maintenance of local roads links the upland communities to more economic opportunities and social services provided by the government and other NGOs.
CHAPTER 5: Rural Financial Services

5.1 WHAT DOES RFS INTEND TO CHANGE?

Different factors contribute to why rural financial services are found wanting in upland communities.

For lenders, commercial viability is the most influencing factor. Low population density and the dispersed location of potential clients deter formal financing institutions from establishing branches in rural areas, much more, in upland, tribal communities. And if ever they managed to set-up branches in these areas, those mentioned reasons only push the cost of loan processing (appraisal, monitoring and enforcement of repayment) even higher. On top of it all, the seasonal nature of agricultural production and their vulnerability to pest and diseases, weather and other calamities are also restrictive.

Rural borrowers, on the other hand, are also cautious about the financial transaction cost attached to getting a loan. More often than not, they are made to pay several visits before they can actually have their loans approved. They also have to contend with the cost and the inconvenience of securing many documents and complying with collateral requirements. People in the uplands do not even have extra money for savings. Thus, in dire or emergency situations, upland communities have no choice but to borrow capital or money from informal money lenders under prohibitive rates.

What this scheme intends to achieve is to mobilize local people and encourage them to contribute funds (savings as capital build-up) as seed capital. Additional revolving fund is infused from outside sources. Upland people form into groups and they later serve as guarantee or fund intermediary.
5.2 WHAT DOES RFS INTEND TO ACHIEVE?

*Provide capital for agricultural production* – With their combined funds and the funds infused by the outside source, farmers can readily access funds to buy agricultural inputs or to use that capital for other non-farm livelihood projects. They do not need to borrow from informal moneylenders anymore.

*Organize “conduit groups” and credit centers as act as the fund’s intermediaries* – the upland communities (farmers, women, vendors, etc.) organize themselves into Savings and Loan Groups (SLGs) and merge the different SLGs to form another group, which is the Financial Services Center (FSC), which apply for bigger funds from other accredited micro-finance institutions (MFIs).

*Build the capacity of the farmer groups and individuals in handling credit-related concerns* – SLGs and FSCs in the barangay go through different training and seminars related to handling the fund as well as basic money management.

*Set-up simplified loan and monitoring procedures* – with the help of a Business Development Service provider, the SLGs/FSCs are guided on how to properly manage their funds and operation. Simplified loan and monitoring procedures will be shared with them.

5.3 WHAT SETS THE STAGE FOR RFS TO SUCCEED?

*Commitment of the community.* This is another opportunity to demonstrate their commitment for a better upland life. Local people group themselves, contribute to a fund, strictly follow GFIs/MFIs’ credit policies and consolidate products, if necessary, to clinch a market deal.

*Continuous capability building.* The SLGs, FSCs and even the MFIs shall require a series of capability building activities to enhance their knowledge on financial management, credit policies, interpreting surveys and other business indicators, how to use micro-finance software, etc.

*Presence of MFIs.* GFIs offer wholesale lending; therefore, it is necessary to have the presence of MFIs in the barangay. MFIs are also recipients of the training so they can formulate policies that best respond to the need of the upland communities.
5.4 WHO ARE THE PEOPLE AND WHAT ARE THE ORGANIZATIONS INVOLVED?

5.4.1 Local Officials and Staff

a) Barangay Captain  
b) Municipal Agricultural Officer/Municipal Agriculturist

5.4.2 Local Organizations

a) Savings and Loan Group (SLGs)  
b) Financial Services Centers (FSCs)

5.4.3 Micro-financing Institutions (MFIs)

5.4.4 Business Development Services Providers

a) Financial advisers  
b) Researcher/s

5.4.5 Government Financing Institutions (GFIs)

a) Land Bank of the Philippines  
b) People’s Credit and Finance Corporation

Greennote No. 7 RELATIONSHIPS UNDER RFS
## 5.5 WHAT ARE THE SPECIFIC STEPS IN THE RFS PROCESS?

### Table 5.1 RFS STEP-BY-STEP PROCESS

<table>
<thead>
<tr>
<th>NO.</th>
<th>NAME OF STEP</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Conduct of Financial Market Survey in the Upland Areas</td>
<td>A researcher is hired to gather information and do a financial market survey. The BC provides a socio-economic profile of the barangay. Other associations such as the UBAs/POs and the UCO/farmers provide information, too. The research also includes the type of agricultural production in the barangay, a general situation of the creditworthiness of the potential borrowers, and past and current sources of financing.</td>
</tr>
<tr>
<td>2</td>
<td>Identification and Consultations with possible Financial Service Providers</td>
<td>After gathering relevant financial information on the selected barangays, the LGU enters into negotiation with existing financial service providers. Government Financial Institutions (GFIs) such as the Land Bank of the Philippines (Landbank) and the People’s Credit and Finance Corporation (PCFC) can provide a list of potential financial service providers, i.e. Rural Banks, Cooperatives handling credit services and Non-governmental organizations (NGOs), in the LGU.</td>
</tr>
<tr>
<td>3</td>
<td>Cross Visits to successful, Rural Banks, NGOs and Cooperatives handling Savings &amp; Credit Services</td>
<td>The LGU takes the lead in planning for the cross visits to successful institutions that have defined their own policies, systems and procedures, making them a good reference point for facilitating the entry of the right financial service providers in the area.</td>
</tr>
<tr>
<td>NO.</td>
<td>NAME OF STEP</td>
<td>PURPOSE</td>
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<td>-----</td>
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<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>4</td>
<td>Start Up Activities of Financial Institution in</td>
<td>The selected Financial Institution provides the savings and credit services to the community.</td>
</tr>
<tr>
<td></td>
<td>Selected Barangays</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Monitoring</td>
<td>The LGU monitors the performance of the Financial Institution in delivering the financial services to the community</td>
</tr>
</tbody>
</table>
RFS Assistance Menu

BY ITEM

Budget for the research, orientation, organization of SLGs/FSCs and hiring of business service providers.

Development assistance institutions may consider financing the research work, barangay level orientations and the cost attached to organizing the credit groups. Not all LGUs have sufficient allocation to implement these activities.

Provision of revolving fund.

Additional source of revolving capital is welcomed, as long as necessary policies and safeguards are established.

Installation of systems.

Micro-finance software as well as computerization of the loan transactions are expensive. MFIs’ operations will improve with specialized software and hardware support. A monitoring and evaluation mechanism should also be in place.

Publication of IEC materials.

Several environmental protection projects in the past were not properly sustained because these did not have attendant economic activities/incentives.
5.7 WHO BENEFITS FROM THE SCHEME?

Clearly, credit and capital must be present for the upland communities to survive decently. Their financial needs are quite small compared to urban areas and they are more susceptible to the vagaries of nature. The presence of accessible funds secures their immediate need for agricultural inputs, non-farm livelihood activities and as last option for family-related emergencies.

For the development assistance institution, the scheme is complementary to the global effort of alleviating poverty by helping farmers improve their agricultural production and venture into non-farm activities.
CHAPTER 6:
Village Enterprise Development

6.1 WHAT DOES VED INTEND TO CHANGE?

In the past, the farmers were more concerned on getting their inputs together, protecting their crops from pests and calamities, harvesting at the right season and having their products picked-up from their farms. They were usually at the mercy of the “viajeros” – the traders or middlemen – who had the final word in setting the price of the agricultural products and whom they owed money to for the farm inputs (planting materials, fertilizers, farm implements).

Farmers could not well afford to bring their products individually and periodically down to the market, especially if the transport cost was high and the service was not always available. For whatever extra produce they had, they had no choice but to deal with these traders or they would not be able to exchange their products for cash. It was not rare that farmers also sought these traders to “advance” their harvest if they were confronted with major family emergencies.

Such condition only further shackled farmers to subsistence farming and poverty in the uplands.

The scheme intends to change this by encouraging farmers to become entrepreneurs – to take a more active role in improving their productivity and trying to link directly with their target markets. The VED builds on the earlier accomplishments set by the other five (5) schemes – selecting crops based on their land-use survey, protecting the forest from further human destructive incursion, employing the diversified farming system that is suitable to the upland contours, maintaining barangay roads that link to the market, and accessing finances to expand production.
Upland Village Enterprise Development requires a two-pronged approach. The first component involves capacity building of farmer extension workers on how to assist farmers to shift from subsistence farming to farming as a business. CEFE-accredited service providers train these farmer extension workers, in order for them to: apply their acquired skills with respect to their own farm, so it can become a model farm for his sitio or area; and subsequently, to share their skills with the other farmers in their barangay.

The second component is the provision of Business Development Services (BDS) by private sector based Service Providers to Village Enterprises that have backward linkages to upland farmers. In UDP, twenty two (22) such enterprises in the uplands were supported. Most of them were in banana trading, abaca processing and trading, vegetable training, fruits and organic foliar fertilizers.

Barangay Palo 19 in Tampakan, South Cotabato has a success story to share. The cooperative has 300 members, good leadership and is situated along a good road. Apart from UDP, it is also receiving support from other institutions. In time, they were able to establish their own Bagsakan Center – where they collectively sell their products and have better control of the price. The group is now selling to General Santos City and Davao City.

Source: UDP Pre-Completion Report, October 2005.

**6.2 WHAT DOES VED EXPECT TO ACHIEVE?**

*Train the farmers on the fundamentals of farm management* – farmers are encouraged to change their mindsets. Farms can be managed profitably and these skills can be learned through training, exposure and practice.

*Engage the guidance of competent BDS providers* to assist the farmers gain business confidence until the initial phase of their commercial operation.

*Expose the farmers to other successful village enterprises* where they can adopt proven techniques and innovations based on their unique situation.
Support farmers manage their own enterprise – with the help of a BDS provider. Business is an entirely new world for the farmers – they will be crossing the line from just being subsistence farmers to becoming entrepreneurs.

6.3 WHAT SETS THE STAGE FOR VED TO SUCCEED?

Commitment of the Community. Similar to the other schemes, the VED requires that the community give time and effort to this project. Those who signify to participate in the scheme also comply with the rules and procedures of running the enterprise. They also basically agree on consolidating their products to get a better deal in the market.

High Level of Production. It is assumed that the five (5) other schemes are already operating successfully. Foremost among this is that the farmers have attained a certain level of production capacity of their products. They can also comply with the quality and delivery requirements of the buyers.

Support of the NGAs and LGUs. Information, training, technical assistance and networking are just a few of the services that can be extended by the NGAs and the LGUs to the farmer-entrepreneurs. With their presence, the farmers are guided on how to further improve their agricultural and processed products. They are also taught on how to deal with buyers, as well as conform with other laws that are relevant to their operations.

Presence of competent BDS providers. BDS providers are an essential part of the farmer’s transformation into a budding entrepreneur.
Sharing UDP Experience:

Nugget No. 13  SAMPLES OF VED ACTIVITIES

6.4 WHO ARE THE PEOPLE AND WHAT ARE THE ORGANIZATIONS INVOLVED?

6.4.1 Local Organizations

   a) Upland Barangay Associations/People’s Organizations
   b) Upland Community Organizations/Farmers

6.4.2 Business Development Support Service Providers

   a) Consultants
b) Training Team

6.4.3 National Government Agencies

a) Department of Agriculture  
b) Department of Trade and Industry  
c) Department of Science and Technology

6.4.4 Other Organizations

a) Institutional Buyers  
b) Chambers of Commerce  
c) Sectoral Organizations

Greenote No. 8 RELATIONSHIPS UNDER VED

6.5 WHAT ARE THE SPECIFIC STEPS IN THE VED PROCESS?

Table 6.1 VED STEP-BY-STEP PROCESS

<table>
<thead>
<tr>
<th>NO.</th>
<th>NAME OF STEP</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Conduct of Entrefarm Training</td>
<td>Farmers undergo training on basic farm management that uses experiential approach.</td>
</tr>
<tr>
<td>NO.</td>
<td>NAME OF STEP</td>
<td>PURPOSE</td>
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<tr>
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<tr>
<td></td>
<td>BDS providers are to:</td>
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<tr>
<td></td>
<td>▪ Assess the organization’s capability in handling a business enterprise and the viability of the proposed enterprise they will establish.</td>
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<td></td>
<td>▪ Prepare a Business Plan that summarizes the different activities necessary for the venture to succeed.</td>
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<td></td>
<td>▪ Develop an Operations Manual that contains the rules and procedures, policies and the system for monitoring and evaluation of accomplishment.</td>
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<tr>
<td></td>
<td>▪ Organizational Development (institution building) that addresses any conflict in terms of responsibilities as well as the conduct of regular meetings, etc.</td>
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<td></td>
<td>▪ Initial operationalization of the enterprise, that is, gaining management experience, dealing with buyers, the government and other organizations</td>
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</tr>
<tr>
<td>2</td>
<td>Engage BDS provider</td>
<td>BDS providers guide the organization during their initial operation and links the latter to other NGAs for possible technical support.</td>
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<tr>
<td></td>
<td>NGAs extend services to the organizations such as product development, market linkage, packaging advice and referrals to institutional buyers.</td>
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<td>3</td>
<td>Cross-Visits to Model Village Enterprises</td>
<td>The farmers are also sent to visit other model village enterprises where they can interact directly with the officers of the model enterprises.</td>
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<td></td>
<td>They are expected to use their new learnings on improving their operation, policies and products.</td>
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6.6 WHAT ARE THE OPTIONS FOR ASSISTING AND REPLICATING VED?

VED Assistance Menu

BY ITEM

Market Linkage.
Development assistance institutions can link up farmers to buyers – local buyers such as the supermarkets, food processors, exporters and product consolidators, and to foreign buyers who are looking for indigenous raw materials as main ingredients for organic health and beauty products. This can be done through activities as simple as setting up a dedicated website, sponsoring their participation to trade exhibits (and allow them to get a “feel” of the market), or actually bringing the buyers to the uplands for them to see the village enterprises and talk directly with the farmers.

Improving Production Capacity and Product Development
Institutional buyers are looking after two main concerns: guaranteed volume and standard quality. Product consolidation, as is, takes a lot of preparatory work – starting from the farm itself (and stems not only from good agricultural practices, but also the availability of farm inputs), “simultaneous/timed” harvesting of products, bringing the products in one area, and finally making sure that the products have more or less the same quality. Manufactured or processed products must at least be market relevant in terms of design, functionality, shelf life, ease of use or has something truly unique in it.

These are some of the points of interest for the institutional buyers and might be considered as areas for intervention by the development assistance institutions.

Capability-Building
The Entrefarm Training is just an eye-opener activity for the farmers. There are a wide range of other activities/avenues to educate the farmers on the basics of running an enterprise. Other forms of capability-building may include distribution of modular tool kits, coaching/mentoring from volunteer business consultants, and apprenticeship with a bigger enterprise having similar operations.
6.7 WHO BENEFITS FROM THE SCHEME?

The SUD Model culminates at the operationalization of the village enterprises – integrating all previous schemes to create a community that that is dynamic, forward-looking and empowered.

The scheme turns the farmers from lone production units to collective entrepreneurs. By combining their produce and selling these products as one block, they minimize transportation cost and gain a certain degree of leverage when it comes to pricing. With a direct link with market, they are able to expand their horizons and are stimulated to work better on their production capability to further tighten their hold on emerging economic opportunities.

For the development assistance institutions, the scheme creates entrepreneurs out of farmers, women, out-of-school youth and the other members of the community. It generates employment, promotes the upland raw materials, increases their income and hopefully, leads to more business activities in the area.
APPENDIX A:
Executive Order No. 606:
“Pursuing Sustainable Upland Development Anchoring on Food, Wood, Non-wood Security and Economic Productivity and Providing the Mechanisms for its Implementation and for Other Purposes”
EXECUTIVE ORDER NO. 606

PURSUING SUSTAINABLE UPLAND DEVELOPMENT ANCHORING ON FOOD, WOOD AND NON-WOOD SECURITY AND ECONOMIC PRODUCTIVITY AND PROVIDING THE MECHANISMS FOR ITS IMPLEMENTATION AND FOR OTHER PURPOSES.

WHEREAS, a sustainable approach to the development of the natural environment through effective governance and improved delivery of basic services to the marginalized sector of society is called for by the government’s development agenda, the Medium-Term Philippine Development Plan (2004-2010) and the commitment to the United Nation’s Millennium Development Goals;

WHEREAS, there is a need to pursue a paradigm shift or refocusing to ensure sustainable development and livelihood in the country side specifically in upland areas, through rehabilitation and adoption of programs geared towards producing high value crops and trees;

WHEREAS, the country’s land area is comprised largely of upland and forestlands, covering more than 50% of the 30 million hectares of land, with a big portion of occupied and tilled by marginalized people such as upland farmers, indigenous peoples and tribal groups, who mostly belong to the socially and economically displaced and disadvantaged sectors of society.

WHEREAS, the continuing problems of poverty and internal conflict are mostly brought about by the unequal access and control and inequitable distribution of the benefits over the country’s limited natural resources and productive areas, especially in the uplands;

WHEREAS, the Department of Environment and Natural Resources (DENR) is primary government agency responsible for the conservation, management, protection and proper use of the country’s environment and natural resources specifically forest lands and other lands of the public domain;

WHEREAS, under the Local Government Code of 1991, the national government, specifically the DENR, shares with the Local Government Units (LGUs) the responsibility in the sustainable management and development of forest and natural resources as exemplified under Joint Memorandum Circular signed by the DENR and the Department of the Interior and Local Government (DILG) and witnessed by the different Leagues of LGUs in 2003 and as early as 1998.

WHEREAS, LGUs have been supporting and addressing the problems of their constituency in the uplands have initiated innovative and exemplary practices in sustainable upland development, such as co-management of natural resources, community-based forestland use planning, forest protection, resource management, rural road maintenance and agricultural and forestry extension services in line with the principles of Sustainable Forest Management (SFM);
WHEREAS, three (3) rural development agencies of the national government namely the Department of Agriculture (DA), the Department of Agrarian Reform (DAR), and the DENR, under the convergence policy, have Institutionalized the DA-DAR-DENR Convergence Initiative to address rural development efforts of the government. This convergence towards sustainable rural development was formalized through Joint Memorandum Circular (JMC) No. 01, series of 1990, signed by the three Secretaries of the said agencies and revitalized through JMC 2004-01. Further, JMC 2006-01 mandated the “Adoption of the Guide for implementation on DA-DAR-DENR convergence Initiatives towards Sustainable Rural Development,”

WHEREAS, the adoption of the Community Based Forest Management strategy supports SFM and convergence initiatives among legally-mandated agencies working in the uplands and the local initiatives to effectively address poverty in upland areas;

WHEREAS, there is an urgent need to strengthen the existing development framework between national government and local government agencies for the improved delivery of basic services and development programs, specifically in the upland areas.

NOW, THEREFORE, I, GLORIA MACAPAGAL-ARROYO, President of the Republic of the Philippines by the virtue of the powers vested in me by law, do hereby order the pursuit of sustainable upland development anchoring on food, wood and non-wood security and economic productivity that leads to the improvement in the quality of life of upland communities, increase economic productivity of upland areas, and ensure sustainable management of the country’s forest resources.

SECTION 1. Declaration of Policy. It is the policy of the estate to pursue sustainable development of the country’s upland areas and communities by ensuring proper balance between ecological and economic concerns in a manner that the forests natural base is maintained and improved. At the same time this would promote economic activities in the uplands through agricultural and forest production and utilization of upland resources to generate sufficient income for the communities residing and making a living in the uplands.

It is further declared as state policy to ensure the equitable access to and enjoyment of the benefits of development and use of uplands by the marginalized segments of the population and preserve and conserve these benefits and developments not only for the present generation of Filipinos but also the future generation.

SEC. 2. Basic Guiding Principles and Strategies. As a matter of policy the operationalization of the country’s sustainable upland development strategy at the local levels shall be consistent with the principles of Sustainable Forest Management (SFM), adopting primarily the Community Based Forest Management (CBFM) strategy in the conduct of community mobilization, local land-use planning, delivery of basic social services, extension services, forest protection and resource management, rural infrastructure and development of local enterprises and livelihood activities. Furthermore, the implementation of sustainable upland development shall also be based on the following:

1) Co-management is the principle of institutionalizing mutual cooperation and collaborative partnership between national and local government institutions as well as local communities in the performance and implementation of legally-mandated responsibilities, roles and functions in the development and management of the uplands;

2) Convergence is the integration, complementation and maximization of institutional, technical, resource, financial and human resources of all the key stakeholders in the upland areas, especially among national and local government agencies; and
3) **Participatory Governance** Involves directly capacitating and fully involving local government units (LGUs) and communities in the whole process of formulating, planning, implementing and monitoring of all development activities and programs in the uplands.

**SEC. 3. Scope and Coverage.** The sustainable development of the uplands shall encompass and cover lands that are classified as forestlands, including allowable zones within protected areas. The key activities and areas of concern in support of the development of the uplands are outlined below but not limited thereto:

1) Identify and review convergence and impact of key programs and interventions provided by national and local agencies, including donor-assisted projects and programs to upland communities and areas.

2) Review and assess the effectiveness and efficiencies of capacities and operations of key national and local agencies in the implementation and performance of their mandates in the uplands;

3) Review and assess the consistency and applicability of existing national implementing policies, guidelines and program in addressing the needs and conditions of upland areas and communities;

4) Identify, formulate, develop and recommend specific programs of actions and interventions to support the sustainable development of upland areas and communities; and

5) Identify key policy reforms and recommendations to strengthen delivery and effectiveness of programs and initiatives in the uplands.

**SEC. 4. Agency Involvement.** The DENR shall be the lead agency for the implementation of the sustainable upland development order, assisted by the DA and the DAR.

**SEC. 5. Institutional Arrangement.** The Sustainable Upland Development Steering Committee is hereby created to oversee the implementation of this Order, chaired by the DENR, and the following as members: DA, DAR, DILG, and the Presidential Adviser on Agrarian Reform. The heads of various national LGU Leagues, such as the League of Provinces, League of Cities, League of Municipalities, and the Liga ng mga Barangays, are also encouraged to join the meetings of the committee. At the regional/provincial/city/municipality level, parallel committees created under the convergence initiatives with the provincial/municipal chief executives as chair, shall be adopted.

**SEC. 6 Duties and Responsibilities of Key Agencies Involved:**

1) **DENR**
   a) To call upon all national and local agencies or technical, policy information and resource assistance and support;
   b) Initiate and conduct national and regional discussions and consultations relating to policies, objectives and programs of actions for sustainable upland development;
   c) Review and translate specific recommendations into operational guidelines of national concern, programs and initiatives, key areas and themes in coordination with national and local agencies for sustainable upland development;
   d) Initiate and enhance partnership and coordinating activities with private sector groups, donor agencies and other relevant external bodies;
2) DA
   a) Assist the DENR in the identification of suitable crop combinations and cropping systems;
   b) Assist the DENR in the transfer of appropriate and tested technologies to program beneficiaries;
   c) Provide assistance to the program beneficiaries in the packaging and marketing of products derived from the project areas including resource mobilization.

3) DAR
   a) Provide assistance in the conduct of capability building and enhancement programs for the beneficiaries
   b) Provide assistance to the program beneficiaries in the packaging and marketing of products derived from the project areas including resources mobilization.

4) DILG
   a) Ensure coordination at the local level as well as execution/implementation of projects;
   b) Provide assistance to the program beneficiaries in the packaging and marketing of products derived from the project areas including resources mobilization.

SEC. 7 LGU Participation. The LGUs are encouraged to assist (1) in convening the provincial/municipal committees created under the Convergence Initiative for the identification of specific roles and functions, (2) in recommending specific programs/projects and interventions, (3) in formulating specific administrative and operational guidelines related upland development in coordination with members of related committees, (4) in identifying sources of funds to ensure the delivery of needed services and implementation of specific programs/projects and (5) in providing assistance to the program beneficiaries in packaging and marketing of products derived from the project areas including resources mobilization.

SEC. 8. Technical Assistance. The DENR shall tap the support services of the different technical working groups under the DA-DAR-DENR Convergence towards Rural Development and the DENR-DILG-LGU partnership as well as other individuals and institutional experts and specialists from both national and local technical agencies.

SEC. 9. Funding. Funds needed to carry out the provisions of this Executive Order shall be taken from available funds of the DENR, DA and DAR. Other sources of funds such as grants, donations, and other forms of technical and resource assistance from donor agencies, projects, and other public or private entities may be tapped and facilitated by the DENR, DAR, DA, DILG and all the Leagues (Provincial/Municipal/City/Barangay) to support the objectives and activities identified under the Executive Order subject to regular auditing guidelines and procedures.

SEC 10. Separability. Any portion or provision of this Executive Order that may be declared unconstitutional shall not have the effect of nullifying other provisions hereof, as long as such remaining provisions can still subsist and be given effect in their entirety.

SEC 11. Repeal. All rules and regulations, other issuances or parts thereof, which are inconsistent with this Executive Order, are hereby repealed or modified accordingly.
SEC 12. Effectivity. This Executive Order shall take effect fifteen (15) days after its publication in a national newspaper of general circulation.

DONE in the City of Manila, this 27th day of February in the year of our Lord, Two Thousand and Seven.

By the President:

[Signature]

EDUARDO R. ERMITA
Executive Secretary
DIRECTORY
FOR THE OVER-ALLIMPLEMENTATION OF THE SUSTAINABLE UPLAND DEVELOPMENT MODEL:

LEAGUE OF MUNICIPALITIES OF THE PHILIPPINES (LMP)
265 Ermin Garcia St., Cubao, Quezon City
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SMS: (+632)9178800337
E-mail: leagueofmunicipalities@yahoo.com; lmpsecretariat@lmp.org.ph
Website: www.lmp.org.ph

FOR LAND USE BASED BARANGAY DEVELOPMENT PLANNING

1. VOLUNTEER WORKERS OF BONDOC PENINSULA (VWAB)
   Nabatasan St., Barangay 8, Poblacion 4311, Catanauan, Quezon Province

2. MINDANAO TRAINING AND RESOURCE CENTER (MTRC)
   Circumferential Road, Bajada, Davao City

3. MINDANAO RURAL ASSISTANCE PROGRAMME (MINRAP)
   Lower Bliss, Sainz, Mati, Davao Oriental

4. KAHUBLAGAN SANG PANIMALAY FOUNDATION
   Door 2, Diamond Apartments # 80 Km 4, MacArthur Highway, Davao City

5. INSTITUTE OF PRIMARY HEALTH CARE, INC.
   MTRC Building, Bajada, Davao City

6. ASSOCIATES FOR COMMUNITY AND ENVIRONMENT DEVELOPMENT
   (ACEDEV) Nabatasan St., Barangay 8 Poblacion, 4311 Catanauan Quezon Province

7. BALAY DABAW SUR, INC. (BDSI)
   Digos City, Davao del Sur

8. PAGLILINGKOD BATAS PANGKAPATIRAN FOUNDATION, INC. (PBPF)
   493 Mt. Apo Extension Gen. Luna St., Davao City

9 KINAIYAHAN FOUNDATION, INC.
   Artiaga St., Davao City

10. PROPOINENTS’ TECHNICA ASSISTANCE AND MANAGEMENT CONSULTANCY SERVICES, INC. (PROTEAM)
    Juna Subdivision, Matina Davao City
    Email address: proteam.mindanao@yahoo.com

11. MANAGING ALTERNATIVES GROUP, INC. (MAGI)
    No. 44 First Avenue Juna Subdivision, Matina, Davao City

12. HORIZON INTEGRATED AND MANAGEMENT ALLIED SERVICES (HIMAS)
    Tupi, South Cotabato
13. KALIWAT THEATRE COLLECTIVE  
115 Pluto St., GSIS Heights Subd., Matina, Davao City

FOR UPLAND AGRICULTURAL EXTENSION

INTERNATIONAL CENTER FOR RESEARCH IN AGRO-FORESTRY (ICRAF)/WORLD AGRO-FORESTRY CENTER  
2F, College of Forestry and Natural Resources  
Admin. Building., UP Los Banos  
PO Box 35024, College 4031, Laguna, Philippines

Tel. 63 49 536 2925/536-7645  
Fax 63 49 536 4521  
Email: r.lasco@cgiar.org or g.acaylar@cgiar.org  
Website: http://www.worldagroforestrycenter.org./sea/ph

FOR BARANGAY FOREST PROTECTION AND MANAGEMENT

1. DAVAO PROVINCES RURAL DEVELOPMENT INSTITUTE (DPRDI)  
1359 Sobrecarey Street, Tagum City  
Telefax (+6384) 400-4020  
Email: dprdi@philcom.ph

2. PEOPLE’S COLLABORATING FOR ENVIRONMENTAL AND ECONOMIC MANAGEMENT (PCEEM) FOUNDATION, INC.  
Room 204 Lee Business Corner, Juan Luna Street, Davao City  
Telephone (+6382) 227-8774; Telefax (+6382) 227-8775  
Email: pceemdvodvo@mozcom.com  
Website: www.pceemdvo.org.ph

3. PHILIPPINE ASSOCIATION FOR INTERCULTURAL DEVELOPMENT (PAFID)  
213 Mercedes Benz Avenue, Davao Executive Homes, Matina, Davao City  
Telefax (+6382) 296-0407  
Email: pafiddvo@info.com.ph

4. PRO-TEAM SERVICES, INC.  
Room 301, 3rd floor Apartelle de Davao, No. 6 Juna Avenue, Matina Davao City  
Telefax (+6382) 298-2566  
Email: proteam@skyinet.net

5. TECHNICAL ASSISTANCE CENTER FOR THE DEVELOPMENT OF RURAL AND URBAN POOR (TACDRUP)  
413 Aguho corner Champaca Streets, Juna Subdivision, Matina, Davao City

6. YAMOG RENEWABLE ENERGY DEVELOPMENT GROUP, INC.  
Room 302, GB Cam Building, Monteverde corner Alvarez Streets, Davao City  
Telefax (+6382) 227-4031  
yamoginc@mozcom.com
7. SILDAP – SOUTHEASTERN MINDANAO, INC.  
463 Pk. Camia, Mirafuentes District, Maguipo North, Tagum City  
Telephone (+6384) 400-3561  
Email: sildapse@philcom.ph

8. PAGLILINGKOD BATAS PANGKAPATIRAN FOUNDATION (PBPF, INC.)  
493 General Luna Extension, Mt. Apo Street, Davao City  
Telefax (+6382) 226-2059; 227-2603  
Email: pbpf@dvo.info.com.ph

9. PHILIPPINE PARTNERSHIP FOR THE DEVELOPMENT OF HUMAN RESOURCES IN RURAL AREAS (PhilDHRRA) – MINDANAO  
18-A-1, TanLeh Apartments, C. Pacana – Burgos Streets, Cagayan de Oro City  
Telephone (+638822) 722-820  
Email: Mindanao@phildhrra.org; phildhrra_min@yahoo.com

10. PHILIPPINE EAGLE FOUNDATION'  
VAL Learning Village, Ruby Street, Marfori Heights, Davao City  
Telephone (+6382) 224-3021; Telefax (+6382) 224-3022  
Email: phileagl@pltdsdl.net; info@philippineeagle.org  
Website: www.philippineeagle.org

11. MOVEMENT FOR A CLEAN ENVIRONMENT AND GREEN MOUNTAIN FOREST, INC. (MAMI, INC.)  
No. 05 Medalla Milagrosa, Buhangin, Davao City

12. WATERCARE MINDANAO, INC.  
Barangay Liwanay, Banga, South Cotabato

13. KASILAK DEVELOPMENT FOUNDATION, INC.  
2nd floor, Building 5, Dole-Stanfilco Compound, Doña Socorro Belisario Heights Subdivision, Lanang, Davao City  
Telephone (+6382) 234-0341 local 4294 or 4011; Fax (+6382) 234-0241 local 4188

FOR RURAL FINANCIAL SERVICES

LEAGUE OF MUNICIPALITIES OF THE PHILIPPINES (LMP)  
265 Ermin Garcia St., Cubao, Quezon City  
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SMS: (+632)9178800337  
E-mail: leagueofmunicipalities@yahoo.com ; lmpsecretariat@lmp.org.ph  
Website: www.lmp.org.ph

FOR VILLAGE ENTERPRISE DEVELOPMENT

1. AD JESUM DEVELOPMENT FOUNDATION, INC.  
Sr. Bernadette Dollete, SJ  
Exec. Director  
Mati, Davao Oriental  
Tel. No. 087 811 2292
2. **KALISOD MO TABANGAN KO-MICROFINANCE ENTERPRISE**  
   Mr. Ignacio U. Alvinzo  
   Lianga, Surigao del Sur

3. **AFFIRE (AUDIT FEDERATION INTERMEDIARIES IN REGION VIII)**  
   Mr. Vivencio Sumaylo  
   L2 Bldg. A, Public Market, Ormoc City  
   Tel. No. 053 560 6071 and 561 2153