

Leaders' and Citizens' Interaction in Localizing the MBN Approach: The Experience of the Municipality of Rizal, Zamboanga del Norte

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The physical absence of the elected representative of the first district of Zamboanga del Norte and the mayor of the municipality of Rizal did not deter the local government unit from successfully implementing the Social Reform Agenda (SRA)/Minimum Basic Needs (MBN) Approach. The political will of the mayor in creating the necessary social infrastructure and the intensive social preparation of the major stakeholders, and implementors at the municipal level carried the SRA/MBN through the challenges of introducing major changes in the local situation. Facilitating the operationalization of the MBN Approach at the barangay level was mobilizing and getting the commitment of volunteers, people's organizations and local leaders as partners in the process of responding to the unmet needs. Two barangays with very unique MBN experiences provide interesting insights on how to triumph over problems of resources and nonparticipation.

Background

The municipality of Rizal in Zamboanga del Norte is unique in an odd way. Two of its elected officials do not hold office in their respective areas of jurisdiction. The first is convicted Representative Romeo Jalosjos of the First District of Zamboanga del Norte, who was convicted by a lower court for rape, and the second is Mayor Perfecto Cebedo of Rizal municipality who, at the time of interviews for this study, has been holding office "somewhere." Information gathered from the residents of the municipality and newspaper accounts reported that the Cebedo family has been

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actively pursuing the murder case of Victorio Cebedo, who was then mayor of Rizal municipality. Mayor Victorio Cebedo was gunned down a few days before the 1992 elections. He was replaced by his brother, Perfecto C. Cebedo who won over Roy Yap. Implicated as masterminds to the murder of Victorio Cebedo were the Yap brothers: Rey Yap who is the Mayor of Sapang Dalaga, Misamis Occidental, and Roy Yap, who ran for mayor of Rizal municipality. The Yap brothers are in custody of the National Bureau of Investigation while the murder case is being heard at the Manila Regional Trial Court and has been pending for almost six years now.

Given these circumstances, the question is raised: How has the municipality managed its programs and services? Initial reports on the project I SERVE MBN, which were prepared by the Local Government Academy (LGA) of the Department of the Interior and Local Government (DILG), showed that Rizal municipality has already gained ground in implementing its Social Reform Agenda-Minimum Basic Needs (SRA-MBN) Approach. Reports on the SRA-MBN implementation from the Municipal Technical Working Group of Rizal municipality were used as reference materials for this study.

Municipal Profile

Rizal municipality is located in the northern part of Zamboanga del Norte. It is bounded by Murcielagos Bay in the north; Potungan River and the municipality of La Libertad in the south; municipality of Sapang Dalaga, Misamis Occidental in the east; and Dapitan City and the municipality of Sibutad in the west. It has a total land area of 7,679.54 hectares and a population of 14,363 (NSO 1995) with total households of 2,785 that are composed of predominantly Visayan-speaking Christians. Its main sources of livelihood are farming and fishing.

Rizal is a sixth class municipality. It mainly relies on national government subsidies, which constitute 90 percent of its resources. The remaining ten percent comes from taxes, licenses and permits. There are only four manufacturing ventures in the area: guitar making in Barangay Mitimos; bamboo furniture in West Poblacion; shell craft industry in East Poblacion; and basket making in Barangay Birayan. It has 22 barangays and is subdivided into four districts, namely:

District I (Coastal District)

1. Damasing
2. Nangca
3. Mabunao
4. Balubohan
5. Sebaca
6. Nasipang

District II (Central District)

1. Nilabo
2. Birayan

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|---|-------------------|
| | 3. Nangca-an |
| | 4. La Esperanza |
| | 5. San Roque |
| | 6. Rizalina |
| District III (Upper District) | 1. Sipaon |
| | 2. Tolon |
| | 3. Mabuhay |
| | 4. Napilan |
| | 5. New Dapitan |
| | 6. Mitimos |
| District IV (Commercial District) | 1. South Mapang |
| | 2. North Mapang |
| District V (Poblacion - Seat of Government) | 1. East Poblacion |
| | 2. West Poblacion |

Policy Framework of SRA-MBN

The SRA-MBN program of the Rizal municipality formally commenced with Executive Order No. 96-02 issued on 10 May 1996 by Mayor Perfecto C. Cebedo. This EO provided for the adoption of the Social Reform Agenda and mandated the convergence and full participation in program implementation of all government agencies and private sector operating in the municipality. The significant provisions of the EO included:

1. the formation of SRA-Integrated Resource Development Program (IRDP) of the municipality as a strategy for pooling local resources to support SRA-MBN and to institutionalize SRA-MBN;
2. the identification of targeted barangays, specifically, Sipaon and Balubohan which are depressed areas, and of expansion barangays within the municipality for service delivery and program implementation of SRA-MBN; and
3. the creation of a Municipal Sustainable Development Office (MSDO) to serve as the lead office in coordinating, monitoring, providing technical assistance, and developing innovative projects for the municipality. The MSDO was based at the Municipal Social Welfare and Development Office and the Municipal Social Welfare Officer was concurrently designated as the Municipal Sustainable Development Officer. He was assisted by an interagency group known as the Municipal Social Reform Agenda – Integrated Resource Development

Program (SRA-IRDP) Technical Team (also referred to as Municipal Technical Working Group or MTWG) comprising the heads/representatives of the Municipal Health Office, Municipal Agriculture Office, Municipal Planning and Development Office, Municipal Agrarian Reform Office and Department of the Interior and Local Government.

Overall Strategy for Program Implementation

Integrated Resource Development Program (IRDP) as an Overall Strategy for Municipal Development

As a strategy, the IRDP was significant to the municipality. It served as the legislative-executive development plan of the municipality. It was also the response of the Mayor to the need to operationalize convergence in policy and program implementation and to translate partnership and people empowerment in concrete actions. As specified in EO 96-02, the tasks of the IRDP were to: define and delineate the roles and functions of offices involved in SRA, identify potential local resources for service delivery, identify targeted depressed and needy *barangays* for program implementation, strengthen capabilities of local officials and volunteers on community development management, and finally, monitor the implementation of SRA programs in the municipality (Office of the Mayor 1996a).

Mayor Cebedo presented the IRDP to his constituency including the private sector group, nongovernment/people's organizations (NGOs/POs) on 27 June 1996. In addition, he informed them about the municipality's commitment to SRA and showed them the performance contract for 1996 signed by him and DILG. For 1996, the performance contract specified the commitment of the municipality, the target outputs or desired results, and an evaluation of accomplishments through self-assessment made by the municipality and assessment by DILG. Through IRDP, the Mayor was able to access resources from national and provincial governments, particularly those coming from the Poverty Alleviation Funds and the Comprehensive and Integrated Delivery of Social Services (CIDSS) Program of the Department of Social Welfare and Development (DSWD), to support its municipal and barangay projects. For fiscal years 1997 and 1998, all priority projects of the municipality on SRA-MBN including the required budgetary allocations have been incorporated in the Municipal Annual Investment Plans (AIP).

Municipal Social Reform Council (MSRC) as a Consultative and Coordinative Body for Policy

A parallel structure to the national Social Reform Council was the Municipal Social Reform Council (MSRC). The MSRC was created by the Mayor to serve as a

policy arm for SRA as contained in his Executive Order No. 96-01. This was an expanded interagency body composed of the Mayor as chair, and the Municipal Development Council, the heads of municipal offices of Health, Agriculture, and Social Welfare and Development, and the sectoral representatives of nongovernment organizations/people's organizations (NGOs/POs) as members. The Mayor convenes the MSRC if there are programs pertaining to the Social Reform Agenda that would be implemented by the municipality. As a coordinative structure, the MSRC deliberated on the mechanisms and processes for implementing programs emanating from the national government, delineating the roles and functions of offices involved in implementing SRA-MBN projects, and generating and allocating resources needed to support the SRA-MBN projects.

Implementation of SRA-MBN projects was coursed to the Municipal Sustainable Development Office. This was a distinct office from the MSRC. The Municipal Sustainable Development Officer was responsible for overseeing the formulation of the Annual Investment Plan of the barangays and monitoring of barangay activities on SRA-MBN.

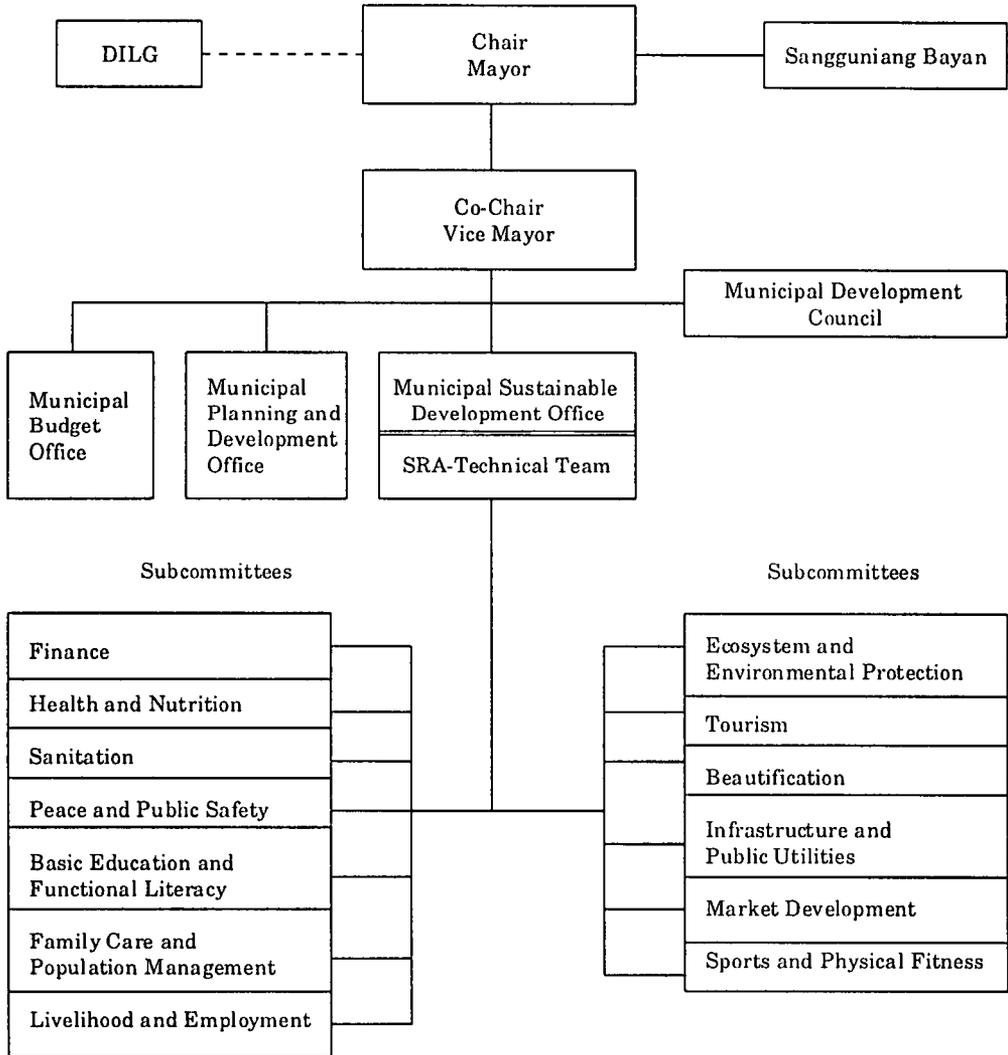
Operational Framework for SRA-MBN

Policy Convergence Framework

The mandate for SRA management contained in E.O. No 96-01 issued by the Mayor was further fleshed out by the Municipal Development Council (MDC). Resolution No. 02, series 1996 provided for the organization of the Municipal SRA-IRDP Sustainable Development Committee, an executive-legislative and interagency committee which served as a structural mechanism for coordination of different sectors in responding to community problems and concerns (see Figure 1). It should be noted that the Sustainable Development Committee, also referred to as Municipal Interagency Committee (MIAC), and the Municipal Technical Working Group (MTWG) were two different and distinct structures although the composition overlapped. The MIAC was composed of the chairs of committees in the *Sangguniang Bayan*, heads of national departments operating in the municipality, key offices of the municipal government, private sector, and NGOs/POs. Because of its expanded composition, the MIAC served as a forum for multisectoral consultation.

On the other hand, the MTWG was purely made up of heads of five key municipal offices like social welfare and development, health, local government, agriculture and the Municipal Planning and Development Coordinator (MPDC). The MTWG officers were: Municipal Planning and Development Officer, Cresencio L. Jumawan; Municipal Agricultural Officer, Yndalecio Sumbilon; Public Health Nurse, Judith Eroy; Municipal Local Government Operations Officer, Purita Sumbilon; and Municipal Social Welfare and Development Officer, Dr. Jose G. Mante.

Figure 1. Organizational Structure of the Integrated Resource Development Program Committee



Source: Office of the Mayor, Municipal Hall, Municipality of Rizal, Zamboanga del Norte.

The MTWG took charge of operational matters such as the formulation of operational guidelines in the preparation of barangay development plans and annual investment plans; review of barangay plans, programs, projects and activities; monitoring of programs and project implementation; and provision of capability

building activities, technical assistance and other services needed by the barangays. The Municipal Social Welfare and Development Officer (MSWDO) served as the lead officer in the MTWG.

To make MTWG more participatory, the composition of the MTWG as prescribed by the central office, which was limited to offices with direct responsibility for SRA-MBN, was not strictly followed. Instead, it was expanded to include the municipal secretary. Each MTWG member was given responsibility for projects under the SRA-MBN.

The Municipal Health Office (MHO), which was represented by its Public Health Nurse (PHN), Ms. Judith Eroy, was a member of the MTWG. It was very active in SRA-MBN. The MHO was responsible for monitoring 14 out of the 33 MBN indicators although it was not the lead office for SRA-MBN.

In addition, the municipality has a Local Health Board (LHB) chaired by the mayor with the MHO as vice-chair, and the *Sangguniang Bayan* (SB) Health Committee chair, two NGOs, and the PHN as members. The PO representatives in the health board were a barangay health worker and day care teacher. In the absence of the mayor, the vice-mayor presided over the LHB. The LHB has only met occasionally, when there were problems that required LHB's action.

Beginning the Process of Change

Preparation for SRA-MBN

Preparatory work for SRA-MBN actually took off early in 1996, with the formation of the MTWG on 20 January. To familiarize the MTWG with SRA-MBN, the MTWG members attended a two-day orientation-seminar on SRA-MBN in Dipolog City. After the orientation, the MTWG initiated advocacy and social marketing activities for members of the Sangguniang Bayan, heads of the departments and offices, heads of NGOs and POs and other sectors expected to take part in the SRA-MBN. It also conducted information drives, community-based consultations/dialogues and assemblies, and the formation of barangay core groups called KUSOG in the 22 barangays of the municipality. KUSOG, an acronym for Knights of a United and Service-Oriented Group, means "strength" in the vernacular language. This core group was composed of not less than 20 volunteers in each barangay who are committed and dedicated to give their time and strength for the cause of community reforms and development. On 17-18 April 1996, the MTWG conducted a municipality-wide orientation on the SRA Convergence Program at the Xavier High School Auditorium. All barangay captains, barangay secretaries, barangay treasurers, department and office heads of national and local offices, heads of elementary and secondary schools, and heads of NGOs and POs participated in this activity. According to the Municipal Social Welfare and Development Officer, the participants indicated their willingness

and enthusiasm to be part of SRA-MBN and to make a real difference in their respective communities. The participants shouldered the cost of the two-day orientation.

Adapting MBN to Local Situation

The MTWG realized that the MBN Survey Form written in English could not be fully appreciated and used by the community volunteers given their educational level and familiarity with the language. Hence, it translated the form to the vernacular language, *Bisaya*. To have a common framework for understanding the survey form, each MTWG member discussed every item in the survey form. In a matter of one week, the MTWG came up with a Bisayan MBN Form. The MTWG distributed the MBN Forms to each barangay through the Barangay Development Council (BDC), which also took care of reproducing the survey form for use at the barangay level survey.

Conduct of MBN Survey

To prepare the community volunteers for the MBN Survey, the MTWG held a series of two-day Community Volunteers Orientation-Training workshops on MBN Survey and Community Based Information System (CBIS) Databoard Installation. This was conducted in four cluster-areas between April and May 1996. Immediately after the orientation, the BDCs conducted actual MBN survey in their respective barangays. The MTWG went to the barangays and *puroks* (i.e. districtis/subunits of the barangay), and assisted the barangays in the processing and consolidation of their MBN survey results. It also held small group sessions with sectoral POs and purok leaders in the barangays to revalidate the MBN survey results, and to identify the top priority problems of the barangays. This was capped by a barangay assembly in which the community residents role-played their identified problems through a socio-drama and people's theater presentation that portrayed the possible causes and impact of MBN problems in their respective lives, families and communities.

The conduct of the first MBN survey was not without problems. For the first survey, the BHWs and midwives took the lead in conducting house-to-house survey. However, they found the individual household survey difficult to manage. Instead, they undertook purok by purok survey. The municipal consolidated report of the survey, specifically on the health-related indicators, was given to the MHO. The MHO reviewed the results and discovered the discrepancy on the reported cases of malnutrition in a barangay as against actual cases known to the MHO. The survey results showed that one barangay had 80 cases of malnourished children. The MHO was surprised with the figure because to her knowledge, the barangay was very small and children aged 0-5 years numbered less than 20. Because of this finding, the MHO received food assistance from the national office.

The MHO brought her apprehension to the MTWG who, in turn, traced the discrepancy to the phraseology of questions that were structured in a negative manner. Many of the questions in the MBN Form were negatively stated and many responded negatively as well. Hence, instead of positive responses, what were recorded were negative responses. The questions were reformatted and used for the second survey in 1996.

In the succeeding surveys, the MHO did not encounter any problem. The MBN survey was conducted every six months, on a cumulative basis. Evaluation of barangay performance based on the MBN indicators was conducted on a regular basis by the MTWG. The Sanitary Inspector monitored those who did not have toilets. The last evaluation conducted by the MTWG was November 1997. It was directed at identifying the most outstanding barangay. A cash amount donated by Congressman Romeo Jalosjos was given to the best barangay.

Depicting Local Situation and Focused Targeting Using MBN

The consolidated MBN results gave the MTWG a picture of the actual socioeconomic situation of barangays. This information was crucial as it enabled the MTWG to identify the two most depressed and needy barangays as pilot areas for convergence. Barangay Sipaon, a cultural community, was considered a priority area due its alarming rate of illiteracy, malnutrition and school dropouts. Another was Barangay Balubohan, a fishing village, chosen because of its very alarming cases of unemployment and severe malnutrition, which resulted in a high mortality rate. These two barangays became pilot areas for two flagship programs of SRA: the CIDSS of the Department of Social Welfare and Development (DSWD), and the Livestock Dispersal Project of the Department of Agriculture (DA).

SRA-MBN as a Municipal-Wide Undertaking

Focusing on the two most depressed barangays did not mean that other barangays were not attended to by the MTWG. As a matter of policy, the municipal government has adopted SRA-MBN for implementation in all its 22 barangays. All the barangays through their representatives and community volunteers attended the orientation programs on SRA-MBN and on the conduct of the MBN Survey. The 22 barangays were mandated to implement SRA-MBN in their respective barangays. Similar processes and procedures were instituted for all barangays except for the two pilot barangays which were supervised closely by a CIDSS worker and received greater resource support. This meant that the barangays through their officials, *purok* leaders, and volunteers conducted the MBN survey, consolidated the results, identified their priority problems, installed their databoards, followed up on the priority families/household identified in their MBN Survey, and assisted the families or households to

respond to their unmet needs. They pointed out alternative solutions and interventions to address problems in the localities. The MBN results became the starting point of the barangay for coming up with projects and the means to monitor improvements vis-a-vis their MBN needs. It should be emphasized that each barangay has installed its own databoard and the databoard is prominently displayed as one enters the barangay. Data shown in the board are updated annually, after the barangays have consolidated the results of their respective second semestral MBN cumulative survey.

Managing SRA-MBN at the Municipal Level

Institutional Support

In the formal structure of the municipal government, the Municipal Sustainable Development Officer was tasked with SRA-MBN implementation. However, since the MSWD Officer has been concurrently designated as the Municipal Sustainable Development Officer, the actual oversight function was carried out by the MSWD Officer. The MSWD Officer conducted preliminary review of plans, programs and projects of the municipality. These plans originated usually from the Office of the Municipal Planning and Development Coordinator, the unit responsible for formulating the municipal development plan. Further, the MSWDO evaluated Barangay Annual Investment Plans; provided technical assistance; took charge of population management and livelihood programs of the municipality; and coordinated projects of the municipality with other agencies. The MSWD Officer was also a member of the MTWG. Problems encountered by the different offices of the municipality were usually brought to the attention of the MTWG during its regular conference.

Given these multifarious tasks, the MSWDO was the most visible office and person in the municipality. As claimed by its head, Dr. Jose Mante, the MSWDO was in the forefront of people's mobilization for program implementation because it has the resources to support these programs. The MSWDO received P1 million to fund the Senior Citizens' Center. Even before the SRA-MBN was introduced in the municipality, the MSWDO already has associations and committees at the barangay level. It has organized and mobilized the mothers' class, youth, disabled, senior citizens, and parents of day care children with the corresponding committees at the barangay level. Because of exposure to and familiarity with POs, the nature of their work and their captive clientele, the SRA-MBN has become part of the scope of work of MSWDO.

Implementing the SRA-MBN Approach

Implementing SRA-MBN Approach has not been a problem for the MSWDO. The MSWDO has provided yearly incentives to POs in the form of projects. Before

SRA-MBN, the incentives were perceived as doleouts. But with SRA-MBN, the POs became institutionally integral parts of the program as they became involved in planning and decisionmaking. They were members either of the Barangay Interagency Committee (BIAC) in CIDSS areas or the Barangay Technical Working Group (BTWG) in non-CIDSS areas. These structures have been created by the Barangay Development Council. It should be noted that the BIAC and the BTWG differ only in nomenclature, not in their composition. These terms were only used only to distinguish the barangays that are CIDSS-assisted as against the non-CIDSS assisted barangays. In terms of participation, the POs, as community organizations, were involved in the projects initiated by the barangay; they also initiated their own projects.

The Municipal Health Officer has maintained that there is an increasing pressure for barangay officials and workers to make decisions or to take concrete actions. The barangay officials and workers have more responsibilities now under the devolved setup and under the SRA-MBN framework. The BHWs were doing a great job of helping to ensure healthy barangays. They have provided first level health care such as prenatal care and have monitored the health status of the community. For conditions that are beyond their capabilities, the BHWs referred these cases to the barangay officials. Alternatively, the BHWs referred them to the midwife assigned to the Barangay Health Station, and which in turn, referred them to the rural health unit/municipal health office.

Before, the health referral system did not work because the BHWs were not totally involved in their work. With the incentives given them as honorarium no matter how small, like P50 a month depending on the income of the barangay, the BHWs have become increasingly active in the barangay. They were given the incentive of free hospitalization in government hospitals should they be confined. Besides, as the BHWs claim, they have nothing else to do and being without regular employment, they are enjoying their work. They helped in Operation *Timbang* and reported to the RHU/MHO who were malnourished in the barangays. Operation *Timbang* entails a periodic monitoring of the weight of children below five years old to determine their nutritional status. Because of BHWs, the MHO was able to track down the malnourished children and has, consequently, reduced the cases of severe and moderate malnutrition in the municipality.

Harnessing Volunteerism

An integral component in the service delivery system of SRA-MBN of the municipal government is the community volunteers. As a matter of strategy, the municipality provided training to all its volunteer workers. In other municipalities, training of volunteers was limited to two to three persons; and in most cases, the training was only confined to the day care workers and BHWs. In Rizal, all volunteer workers of the municipality and barangays underwent training in their respective areas. The municipal government provided the training programs. A series of training

programs and seminars in SRA-MBN were conducted by the MTWG for municipal and barangay officials, representatives of field offices of national government, volunteer workers, heads of community/people's organizations and associations in 1996 and 1997 (see Annex A.).

Responding to Unmet Needs

Realizing unemployment as a major problem of the municipality from the results of the MBN survey, the municipality put up the Skills Productivity Development Center. It provided training for free on masonry and carpentry for men, and garment and toys sewing for women. Unemployed fathers were given skills training on masonry. The first and second batches of trainees have all been employed since. With this initiative, the unemployment problem of the municipality has been reduced. Likewise, with the feeding program of the municipality, the incidence of malnutrition that numbered to 50 severely malnourished children before the MBN survey has been drastically reduced to two rare cases.

Committed Participation of Local Officials and POs

Dr. Mante underscored the commitment of the local officials and people's organizations in SRA-MBN. Before, elected barangay officials were compelled to participate in projects. Now, they are taking the initiative in managing their respective barangays by utilizing the SRA-MBN processes, particularly the databoard as takeoff point. The capability-building programs they have attended enabled them to seek alternative ways of solving local problems. In particular, through the SRA-MBN, the barangay officials harnessed the participation of POs in the development of the barangays. They were able to make the barangay residents aware of what their problems are and what they can do for the barangay. For instance, the senior citizens' association came up with a water project for a purok.

On the other hand, barangay officials claimed that SRA-MBN has created more expectations from the people. While this is true, it cannot also be denied that people were willing to give their share and participate in realizing these expectations. This is shown in the combined efforts of the barangay residents and officials in installing the databoard. Everyone in the barangay helped in putting up this system.

People's Awareness of the SRA-MBN

SRA-MBN is a byword in Rizal. All people, including children, if you ask them, know SRA-MBN. They may not have in-depth knowledge about the program but definitely, they associate SRA-MBN with databoards and know that their socioeconomic conditions are depicted in the data, specifically in regard to their unmet

needs. As Dr. Mante stressed, "*lahat ng barangay may databoard at alam nila ang gamit ng databoard for planning and implementation*" (all the barangays have databoards and everyone knows the use of the databoard for planning and implementation).

This observation was reinforced by the Municipal Health Officer. She said that the people are more aware now of government programs. Programs of the RHU/MHO such as immunizations and health services are usual programs that people already know about, but with SRA-MBN, they have increased awareness of the health programs and projects. This was made possible through the health workers who have constantly reminded them of good health practices such as sanitation. Further, the Municipal Health Officer pointed out that SRA-MBN has made significant headway in uplifting the health standards of the barangays. There were very few cases of serious sickness reported to the MHO and they were brought to the nearby hospital in Dapitan City. Communication has improved significantly as all barangay captains were provided with radio.

Need for Resource Generation

Rizal municipality, being a sixth class municipality, must wisely utilize its budget. It did not receive incentives from the central government particularly for the devolved personnel, but this deficiency does not constrain the officials from performing their functions to the best of their abilities.

The municipality has a very minimal budget amounting to around P7 million annually. With these resources and the expectation of the central office to implement SRA-MBN, the municipality was able to provide only for basic services including social welfare. For proposed programs, the municipality, through the MSWDO, brings them to the attention of the Municipal Development Council (MDC) or looks for resources from other channels such as the DSWD, the Regional Development Council, the regional offices of national departments, and the Congress through its district representative.

Preparation for the Job

The MTWG prepared adequately for the work it is now doing. Inasmuch as the SRA-MBN requires the MTWG to work closely with the people and officials in the barangays, its members worked hard to understand them: their background, their conditions, their educational level, what they are. To the MTWG members, what is important is to have rapport with the people.

Likewise, new barangay officials were oriented about their functions and duties through the Barangay Administration Training Program (BATP), which took about

two to three days. Among the subjects taken up in the B ATP were SRA-MBN approach and community planning which incorporate the minimum basic needs. Part of the output of the training was the Barangay Annual Investment Plan which integrated the results of the MBN survey.

As a regular program of the DILG, the B ATP has been conducted once in three years, usually at the start of the term of office of barangay officials. The MLGOO conducted B ATP in Dipolog City for all the barangays, followed by another two sessions, also in Dipolog (6-7 November and 10-11 November 1997). Further, the MLGOO conducted yearly strategic planning for review and prioritization of projects. The MTWG reviewed the Annual Investment Plans (AIP) of barangays to determine if the barangays have already incorporated their MBN needs.

The B ATP is supported by the barangays through fees collected for attending the program. The MLGOO collects a registration fee of P350 which includes board and lodging and an additional of P100 to P150 for the materials and honorarium of speakers.

The PO leaders were not included in the B ATP because POs do not have money to pay for training fees and materials. Instead of a formal training, the MLGOO conducted an orientation for POs who are members of BDC on a one-on-one basis. The POs' orientation on their roles and responsibilities and on topics to be taken up during assemblies is held during the period of accreditation.

Incentive and Award System

An equally significant innovation was initiated by the municipal government in 1997—the Local SRA Awards for Outstanding Barangay, the Outstanding Barangay Local Chief Executive, and the Best SRA Project—through Memorandum Order 96-138 entitled, "Implementation of the 1997 Search for the Outstanding Barangay, School, Local Chief Executive (Barangay), Local SRA Initiative Project, The Cleanest and Greenest Barangay, and Special Awards" with implementing guidelines issued on 11 November 1996 by the Mayor. Prizes in the form of projects came from Representative Jalosjos and Mayor Cebedo in the amount of P150,000 for the first prize, P100,000 for the second prize, and P75,000 for the third prize excluding the barangay category. Plaques were given for the other categories. The MTWG conducted a series of evaluation of the 22 barangays using the SRA-MBN indicators among the criteria. The categories of criteria used in evaluating barangays were: (a) socioeconomic and infrastructure programs; (b) sanitation, beautification and cleanliness; (c) installation of the SRA CBIS Databoard; (d) accuracy/content of reporting; and (e) local SRA-initiated Project.

Commitment of Dr. Mante as the Lead Officer of the MTWG for SRA-MBN

The officer most visible for the SRA-MBN is Dr. Jose G. Mante. He serves concurrently as department head of the MSWDO and the OSD, and at the time of this writing, is the lead person of the MTWG. It is therefore no wonder that he is on top of SRA-MBN. According to him, it was the Mayor who worked for his appointment as department head. The Mayor asserted in the MDC that Dr. Mante's position was inseparable to the LGU as the Mayor saw how the MSWDO performed its functions. It should be noted that under the devolution policy, the position of MSWDO for local government is optional and therefore local chief executives have the option not to accept devolved social welfare officers.

With his appointment as department head, Dr. Mante had to adjust to the organization. He reached out to the municipal offices and explained his presence. He became close to them as a result of devolution. He discussed with them the situation of the municipality, and his experiences in working with people's organizations and in implementing social welfare programs of DSWD. He joined the local officials in going to barangays. Soon, team effort was developed among the devolved and organic officials as they began sharing the problems of their respective agencies and finding out solutions to these problems. He believes that department heads of the municipal government are committed to their work. This commitment is indicated by their appreciation of the program and their understanding of their roles and functions in the program and in coordinating with them to ensure unity of action and efforts of the municipality.

At times, convergence with offices was problematic because of differences in priorities and perceptions of the programs. It was observed that it was easier to talk and solve problems among LGUs. Unfortunately, relating with officials of national departments based at the LGU like the Department of Education, Culture and Sports (DECS), Department of Environment and Natural Resources (DENR) and the Department of Agrarian Reform (DAR) was not smooth and easy. Often, these officials were invited in meetings in the municipality but they did not come. Besides, these offices have different priorities. Despite this problem, the municipality was able to get reports from them particularly those that pertain to SRA-MBN.

Because of his SRA-MBN work, Dr. Mante has been invited as resource speaker to give an orientation on SRA-MBN in municipalities comprising the provinces of Cebu and Misamis Oriental. However, he has always requested the MTWG in these municipalities to make sure that the local chief executives attend the orientation. The LCEs are important because, under devolution, they have full control of all programs. Dr. Mante believes that it is easier to undertake a program if the mayor understands it and is convinced that what it needs is not money but leadership—to pool resources together and direct offices under the LGU to manage their resources and their people towards the program objectives. He also had the privilege of talking about the municipality's experience during the I SERVE MBN Forum of the Local Government Academy of the Department of the Interior and Local Government (DILG).

Convergence

People, resources, processes and structures have significant impact only if these are mobilized and directed towards more focused undertaking, that is, to respond to minimum basic needs of barangays. Convergence means mustering human and material resources to carry out projects/activities in the locality. It means making the barangays understand their situation and recognize their potentials through their participation in capability building programs initiated by the municipality, and use their own resources (human and material) to respond to their needs. Convergence was particularly noted in the manner by which the municipal government has operationalized SRA-MBN. The advocacy and mobilization activities by the MTWG and the BDC/BTWG/BIAC resulted in greater and enhanced participation of people's organizations in local governance. Through these activities, the municipal officials, barangay leaders and residents became more involved in community activities. The *kanya-kanya* (personalistic) system which used to characterize their organizations was replaced by altruism for the community.

Operationalizing MBN at the Barangay Level

Mobilization of People's Organizations as Partners

Rizal has a history of organized sectoral associations such as women's associations, senior citizens' associations; farmers'/fisherfolks' associations, youth, mothers' class, rural improvement class (RIC), cooperatives, federation of barangay health workers and barangay nutrition scholars, parents' committees, and business sector groups. These organizations have existed at the municipal and barangay levels even before SRA-MBN was introduced. With the advent of SRA-MBN, they were mobilized to become partners of the barangay officials in community diagnosis or situation analysis, and in planning, implementation and monitoring of projects and activities of the community. They became members of the expanded Barangay Technical Working Group (BTWG) or the Barangay Interagency Committee (BIAC) and were consulted during barangay assemblies on problems and interventions needed by the barangay. The POs have cooperated by reporting to the BTWG/BIAC/BDC the status of their respective projects and activities in the barangay.

The MTWG reported that POs were very active in some barangays. The women's associations in Barangays Birayan, Nangkaan and New Dapitan started their cooperatives by contributing 30 pesos per month per member to their respective associations which they used as seed capital for selling vegetables. At present, they accumulated a total of P30,000.00. Further, they are being assisted by the MSWDO in identifying and developing bigger projects. Through income generating activities, these cooperatives helped in the repair of barangays' day care centers, provided indigenous food commodities for nutrition and feeding program of preschool children, and supported the conduct of Parents' Effectiveness Service training of the

municipality. In Barangay Nasipang, its Senior Citizens' Association installed a self-help potable water system for 30 families in one purok. Because of the high incidence of diarrhea cases in this purok in 1996, the Association decided to construct a reservoir that carries water supply to these needy families.

Convergence as Practiced

Convergence was observed in the manner by which the barangays responded to their unmet needs as identified in the MBN survey. In Barangays South Mapang, North Mapang, and Sipaon, the barangay officials together with women's and senior citizens' associations trained family heads in sanitary toilet bowl making and provided them materials to produce the bowls. The Barangay Health Workers (BHWs) and the Barangay Nutrition Scholar (BNS) conducted health education to the residents to inculcate proper sanitary practices. In Barangay Tolon, the municipal government through its Productivity Skills Capability Building Center conducted training on garment and toys making for women. This activity generated employment for 30 women, creating a multiplier effect by improving the nutritional level of children and affording them the chance to attend day care classes.

Self-reliance in Responding to Unmet Needs

The Barangay Development Council (BDC) and the community residents themselves collectively responded to the problem of food security. The El Niño phenomenon in 1997 and early 1998 made life difficult in Barangays Mapang North, Sebaca, Birayan and Sipaon. Hence, the BDCs in the respective barangays required families to have food security projects to avert the food shortage. In the coastal barangays of Nangca, Mabunao and Balubohan, *Bantay-dagat* projects were put up to protect their sea from dynamite and illegal fishing methods. The *Bantay-dagat* is a group of volunteers from the community who, literally, guard the sea against illegal fishing. They had massive mangrove reforestation and constructed barangay fishing ports using barangay resources. With these efforts, the barangays were assured of an abundant catch of fish. These projects provided them additional income and preserved their aquatic resources. By making the residents understand the need for bantay-dagat, the BDC was able to get support of the community and formed volunteer groups for the project.

The MSWDO also noted the enhanced capacity of barangay officials and the community residents in responding to their needs. Even without the resources of the municipality, the barangays worked on their own. An example was the *sulong-dunong* (literacy/education) program of Barangay Balubohan. Before, this program was a special project of the DSWD; now, it is a program at the barangay level. The barangays provided educational assistance in the form of pencils, papers, and bags to children of indigent families who cannot otherwise go to school.

Barangay Nangca, out of its own resources, constructed a bamboo bridge that connects a secluded *sitio* to the heart of the barangay where the day care center and *purok* health center are located. The BDC conducted a situation analysis and found out that the reason for the children's inability to attend day care and elementary classes and be immunized was the distance traversed by the children. They had to walk for three to four kilometers just to reach the *purok* center and the day care center or elementary school. By the time the children reached these facilities, they were already very tired. In response, the BDC constructed a one-kilometer bamboo bridge. Now, it takes them only 30 minutes to reach these facilities. In addition, the barangay bridge solved the problem of school dropout. This project was visited by DILG which could not believe what it saw, considering the very meager resources of the barangay.

Assistance to CIDSS Pilot Barangays

Identified as the most depressed barangays, Sipaon and Balubohan needed more guidance and assistance from the MTWG to enable them to respond to their unmet needs. Using the severe malnutrition problem as a takeoff point, the BIACs of Sipaon and Balubohan conducted a situation analysis of their respective barangays. They were assisted by the CIDSS worker. They were also given financial assistance from DSWD for their supplemental feeding activities. In addition, they got support from parents of beneficiaries and BDCs. Specifically, the BDCs provided the feeding center while the parents cooked food on a scheduled basis. Likewise, the BNS conducted nutrition education to parents. Further, the problem of lack of sanitation was addressed by having the barangay officials assist the indigent families in installing toilet bowls through a *bayanihan* or *pahina* (volunteerism) system. The Municipal Health Office gave the toilet bowls. Health education and sanitation were also introduced to the barangay residents. Other projects were undertaken through the *pahina* system and supported by the limited budget and resources of the barangay (20% Barangay Development Fund). They included the installation and repair of potable water system, construction of the *purok* center, and repair of dilapidated hanging bridges and roads. A series of community- and family-based sessions were held to iron out family-based political conflicts, with family heads serving as core leaders. Through these sessions, the MTWG observed that family relationships in the barangays involved greatly improved.

The dynamics of SRA-MBN implementation is further explored in the foregoing case study of two barangays of Rizal municipality, namely: Balubohan and Sebaca. It should be noted that of the two barangays, only Barangay Balubohan is a CIDSS area.

Barangay Balubohan

The Context

Barangay Balubohan is a coastal barangay. It has a land area of 312.68 hectares and a total population of 700 with 140 households and 360 registered voters. Its distance from the town proper is 15 kms. and it can be reached only by motorcycle (Jumawan 1995). Its main sources of livelihood are fishing and farming. Its water supply comes from a spring. For its power needs, it is served by the Zamboanga del Norte Electric Cooperative.

Barangay Balubohan first encountered SRA-MBN through the municipal-wide orientation on SRA Convergence Program conducted by the MTWG on 17-18 April 1996. The Barangay Captain together with the Secretary and Treasurer attended this orientation.

Results of the consolidated MBN survey of the 22 barangays showed that Barangay Balubohan was one of the two most depressed barangays (Sepaon is the other barangay). Its cases of unemployment was high. Severe malnutrition cases resulted in high mortality rates. With these results, the Municipal Technical Working Group (MTWG) convened and decided that Barangay Balubohan would be a pilot convergence area for the CIDSS Program of the DSWD.

This case report focuses on Barangay Balubohan as a CIDSS area, particularly the efforts and interaction of the leaders in the barangay and its residents in localizing the MBN Approach.

Methodology

Focused group discussion with barangay leaders, PO leaders, purok presidents, *Sanggunian Kabataan* (SK, a youth organization) officers was held on 17 and 19 February 1998. Additional information was gathered through informal talks with individual members and through site visits of their projects.

Organizational Structure

Apart from the Barangay Development Council (BDC), Barangay Balubohan has a Barangay Interagency Committee (BIAC) composed of the barangay captain as chair with heads or presidents of POs/sectoral organizations such as farmers' association, religious sector (Catholic), DECS teacher-coordinators, and committee heads of the Barangay Development Council (BDC) as members. The BIAC is responsible for implementing CIDSS program in the barangay and it closely works with the CIDSS worker assigned in the barangay. The BIAC meets every month. The BIAC has been constituted into the following committees:

1. Databoard Committee;
2. Beautification Committee;
3. Mangrove and Garden Committee;
4. Education and Sports Committee;
5. Food Security Committee;
6. Water Assistance Committee;
7. Peace and Order Committee;
8. Agriculture Committee;
9. Finance Committee;
10. Social Welfare Committee; and
11. Health Committee.

The *Barangay Kagawads* (the elected officials in the local legislative body) were assigned two committees each.

Getting Started as CIDSS Pilot Barangay

Having been identified as a CIDSS pilot barangay, Barangay Balubohan was introduced into a different set of processes. This propelled the barangay officials to closely work with the CIDSS worker assigned to it. Further, the barangay received additional financial assistance from the CIDSS to support activities directed towards addressing its malnutrition and unemployment problems.

The CIDSS processes started with a courtesy call to the Barangay Captain and officials on 14 June 1996 by the CIDSS worker. She explained to these officials what the CIDSS program was about and why the barangay was chosen as pilot area. On 19 June 1996, the Barangay Captain called for a general assembly to discuss the problems faced by the community and the CIDSS program. The barangay officials, residents, and Municipal Technical Working Team composed of Dr. Jose G. Mante, the Municipal Social Welfare and Development Officer concurrently Municipal Sustainable Development Officer; Mrs. Purita Sumbilon, the Municipal Local Government Operations Officer; and Mrs. Judith Eroy, representing the Municipal Health Office attended the assembly. A formal program was held with Dr. Mante explaining the Vision of the Ramos Administration in Philippines 2000 in connection with the Social Reform Agenda. This was followed by a discussion of the health problems of the barangay by Mrs. Eroy. She pointed out the presence of cases of severely and moderately underweight children under five years old in the barangay. She emphasized the need for the barangay to be aware of their health problems. Last to speak was Dr. Mante who discussed the CIDSS program and why the barangay was chosen as a CIDSS pilot area.

Preparing the volunteer workers for the MBN survey was another task that the CIDSS Worker initiated in Barangay Balubohan. On 24 June 1996, an orientation seminar on the MBN Form was held. A total of 27 participants coming from POs/

sectoral/purok/church organizations in the barangay attended the seminar. In the seminar, Mrs. Eroy discussed the MBN Approach, the process of filling up of the MBN Form and the Family Data Survey Form, and the conduct of the MBN survey itself. The CIDSS worker assisted in explaining the survey forms to the participants and facilitated the workshop.

Conduct of MBN Survey

With the preparation given to them through the seminars, Barangay Balubohan was ready to conduct its MBN survey. On 25 June 1996, the MBN survey was started. The barangay officials, PO leaders and volunteers took part in the survey. Each *purok* had ten volunteer workers. The volunteer workers were divided into four groups corresponding to the four *puroks* of the barangay. Each group had a chair and a barangay council member responsible for the survey per *purok*. Also, the DECS teacher-coordinator and teachers helped in the house-to-house survey for the MBN. The CIDSS worker closely supervised the house-to-house survey.

After the survey, the CIDSS worker reviewed the completed forms. She then guided the groups on how to consolidate the data by *purok* in order to come up with a *purok* consolidated profile. Data were analyzed by *purok* and consolidated at the barangay hall. This was presented in summary form with simple illustrations to facilitate understanding of the *purok* residents.

Identification and Prioritization of the Problems

Based on the summary of the survey results, problems per *purok* were identified and ranked by each group. The CIDSS worker explained the process of ranking and the possible criteria to be used for ranking, such as: breadth and depth of the problems in terms of the number of affected families, the seriousness/gravity of the problem, and the feasibility of solutions to the problems. Each group and *purok* did the actual ranking. Table 1 presents the top ten priority problems of Barangay Balubohan based on its June 1996 MBN survey.

The MBN survey showed that poverty is a reality for most of the residents in Barangay Balubohan, particularly for the 59 percent of the total 133 families surveyed. This is aggravated by the lack of employment opportunities for other family members as experienced by 39 percent of the families. These two unmet needs, together with the unmet health and basic education needs show the gravity of the conditions of the residents as these affected some 17 to 59 percent of the total 133 families. How would these families fare with the 1991 statistics on the monthly poverty threshold which amounted to P3,129.00 for a family of six in rural areas begs the question, so to speak, given their precarious condition (Taradji 1997). This stark reality resulted in a concerted action of the Municipal government of Rizal by making Barangay Balubohan

a CIDSS area, thus, mobilizing resources and other assistance from the SRA-Poverty Alleviation Funds to respond to the problems of the barangay.

Table 1. Top Ten Unmet Needs from the 1st MBN Survey

| <i>Rank</i> | <i>Problem</i> | <i>Indicator No.</i> | <i>No. of Families</i> | <i>Percent to total Families</i> |
|---|---|----------------------|------------------------|----------------------------------|
| 1 | Income below poverty level | 24 | 79 | 59.4 |
| 2 | Other family members unemployed | 23 | 52 | 39.1 |
| 3 | Couples with no access to family planning | 10 | 46 | 34.6 |
| 4 | No potable water supply | 13 | 39 | 29.3 |
| 5 | School drop-outs (13-16 years old) | 27 | 33 | 24.8 |
| 6.5 | Malnourished children | 2 | 30 | 22.5 |
| 6.5 | Lack sanitary toilet | 14 | 30 | 22.5 |
| 8 | Non-day care attendance | 25 | 29 | 21.8 |
| 9 | High incidence of diarrhea cases | 8 | 24 | 18.0 |
| 10 | School dropouts (6-12 years old) | 27 | 23 | 17.3 |
| Total number of families surveyed = 133 | | | | |

Formulation of Purok Development Goals

With the problems per *purok* already identified, the groups formulated their respective *purok* development goals. These, in turn, served as their guide in planning projects and activities relative to the identified and prioritized problems. Likewise, the goals served as their benchmark in monitoring and evaluating their progress in the *purok*. A cumulative output of these activities was a *purok* profile.

Consolidation of the Purok Profile into Barangay Profile

The *purok* profiles were consolidated to come up with the profile of Barangay Balubohan. Consolidation was done by the barangay officials at the barangay hall. The Barangay Secretary recorded in the barangay tally sheet the *purok*'s consolidated data as read by the *purok* chairs. Thereafter, the problems common to all the *puroks* or those that have the greatest effect on the barangay were identified. Potential solutions/measures to respond to the prioritized problems were identified, and the development goals of the barangay were formulated.

Community's Response to MBN Survey Results

The barangay captain called an assembly meeting on 6 September 1996 for the presentation of barangay profile and results of the MBN survey. The barangay officials

and volunteers made the presentation. After some discussions, the residents agreed to the results of the survey. The results made them realize that their barangay has many problems and that they have to help solve their problems. They also agreed that everyone should be concerned with improving their barangay. Likewise, the residents approved the action plan, which indicated the measures to be undertaken and the resources needed to respond to their unmet MBNs. They also agreed that the residents themselves conduct a pre-evaluation in October 1996 to follow up on the implementation of the barangay projects and activities.

An equally important result of the barangay assembly was the identification and masterlisting of families to be provided with CIDSS programs. The residents agreed on the bases for prioritizing families such as those families with income below the poverty line, highest incidence of unmet MBN needs, and length of residence in the barangay as certified by the barangay captain.

A formal program capped the assembly meeting, with the youth group role-playing a family who had not been able to provide for some of the family's needs using the 33 MBN indicators. The municipal officials that attended the barangay assembly were: Mrs. Judith Eroy, Public Health Nurse of the Municipal Health Office; Mr. Rogelio Policnay, Municipal Sanitary Inspector; Mrs. Purita Sumbilon, Municipal Local Government Operations Officer; Ms. Jovelyn C. Villas and the CIDSS worker.

For program implementation, the subcommittees on livelihood, supplemental feeding and education were created by the BIAC. These subcommittees coordinated with existing committees of the BDC and BIAC in implementing and monitoring CIDSS services. In addition, the teachers were assigned as *purok* monitors by the barangay captain. They saw to it that each *purok* had its own compost pit and backyard garden, and that *purok* problems were attended to.

The CIDSS worker followed up the involvement of women's association and senior citizens in barangay activities. She received feedback that very few from these sectors attended association meetings and participated in barangay activities. Since CIDSS has programs for women and elderly welfare, the CIDSS worker met with the women's and the senior citizens' associations to challenge them to contribute to the improvement of their barangay.

Formation of the Databoard

According to the barangay captain, the volunteers helped in installing the databoard. They were the ones who actually conducted the MBN survey. The volunteers were oriented on the databoard when they attended the seminar on SRA-MBN. They came from the four *puroks* of the barangay, with ten volunteers per *purok*. The Committee on Databoard closely supervised the work of the volunteers. Together with the PO leaders, the Committee on Databoard monitored the changes in the

databoard and reported their accomplishments and problems every month to the BIAC. The BDC allocated ₱1,831.51 from its funds for the databoard installation.

Financing the Unmet MBNs

Knowing the unmet MBNs was already a major step towards responding to the problems of the barangay. The results of MBN survey provided the basis for making resource allocation decisions by barangay and municipal officials. The Annual Investment Plan (AIP) for 1997 of Barangay Balubohan contained financial resources in the amount of ₱366,961.80 to support not just the top ten unmet needs but also other equally important needs of the barangay. Self-employment assistance got the biggest share of the budget allocation, with 34 percent; followed by educational assistance with 20 percent. Cattle dispersal as part of the package of agricultural livelihood program ranked third; skills training on sewing came in fourth; and supplemental feeding placed fifth among the top five in the AIP of Barangay Balubohan (see Annex B). This allocative decision definitely matched with four of the top ten unmet needs as identified in the first MBN survey particularly, the indicators on unemployment and poverty. In terms of fund sources, the Poverty Alleviation Fund (PAF) support, which is coursed through the MSWDO and other field government agencies, involved in the SRA such as the Department of Agriculture (DA) was the major source of funds, accounting for 88.5 percent of the total funds. The 20 percent EDF share of the barangay constituted 7.4 percent. Almost three percent of the resources came from the ten percent *Sangguniang Kabataan* (SK) funds and only 1.4 percent were generated from other sources.

Leadership Initiatives of the Barangay Captain

The barangay captain, Mr. Teofisto C. Buzarang Sr., usually calls for a general assembly once every two months or as the need arises particularly if there are problems that confront the barangay. He is punctual in coming to meetings. He starts assembly meetings or any meeting on time and imparts punctuality and discipline to all barangay officials. The barangay captain has impressed upon the residents and leaders the need for reforms in their barangay and that all the residents should be involved and participate in these reforms. He devised a mechanism by which all residents were forced to be involved in barangay activities or projects. If a resident who is a non-PO member asked for a barangay clearance, he will not be issued such clearance unless he had volunteered in any of the barangay projects or joined an organization or gotten involved in barangay projects. He would be ignored by the barangay and would not be helped in the event that he needs assistance such as looking for a job or seeking loans or asking for help from the *Katarungang Pambarangay*.

As stressed by the barangay captain, there were problems encountered in the barangay before such as lack of sanitary toilet facilities, malnutrition and illiteracy. The barangay captain took the initiative to get the barangay officials and residents together to solve their problems. He asked the *Sanggunian Pambarangay* to prepare a resolution appropriating an amount from the barangay funds to buy materials for making toilet bowls. On illiteracy, the barangay captain conceded that the illiteracy problem was neglected by their barangay because this involved the old people in their community. The barangay captain through the BDC came up with *Balik-aral (back-to-school)* Program. He asked the DECS representative to teach their illiterates. With the *Balik-aral* Program, the barangay captain and officials constantly reminded this group and convinced them to attend the literacy class in the barangay. The illiteracy problem was finally solved by the barangay.

Another innovation introduced by the barangay captain was the institution of *pahina* (volunteerism) system in their projects and activities. The barangay has a regular *pahina* once a week. Prior to SRA-MBN evaluation of the barangay, which was conducted by the MTWG, the barangay did *pahina* for its barangay almost everyday. To sustain the barangay residents' interest in its projects and activities, the BIAC conducted inter-purok competition of purok centers, beautification of SK youth centers and food security projects. The awards were given during the *Araw ng Barangay* (Day of the Barangay). The barangay continuously maintained their projects and activities such that they (barangay officials and residents) were prepared long before the MTWG did the actual evaluation of their barangay.

The barangay captain initiated a *Bantay-dagat* project in 1994. This was a necessary activity of the barangay because of its coastal location. Barangay Balubohan is such a good hunting and fishing ground that even those not residing in the barangay frequent its coast for fishing.

Participation of Peoples' Associations

Sectoral associations and barangay workers actively participated in barangay projects and activities. The day care worker said that she volunteered and assisted in the MBN survey, supplemental feeding program, and *purok* sanitation. She kept reminding the residents to remove from and not to throw cellophane into the creeks. Through constant reminders of the residents on the need for clean environment, she believed that the residents have internalized good sanitation practices and instilled in themselves a certain degree of discipline. The Barangay Health Worker (BHW) assigned to the community looks after the primary health needs of the residents. She makes referral to the higher level health care, e.g., midwife or to the Municipal Health Office for cases beyond her capability. In the same manner, the BNS does Operation *Timbang* every month, with particular attention to children with weight problems. Operation *Timbang* involves a periodic weighing of children zero to five years to find out if they are underweight and nutritional level and correspondingly provides

supplemental feeding to underweight children. She claimed that there were cases of malnourished children in the barangay in the past but these were attended to through the supplemental feeding of the barangay. The Parents' Committee undertook supplemental feeding of malnourished children. It had a schedule of child-feeding activities from Monday to Sunday.

Leadership Profile

The barangay captain is known for his innovativeness and strictness in enforcing punctuality during meetings. The presence of just a few numbers of people in meeting does not deter him from getting it started. The residents know his attitude and respond by coming to meeting early. He also initiated new activities/projects in the barangay that earned it the name "the barangay with many firsts." He was the first barangay captain in the municipality of Rizal who introduced the inter-purok competition and the policy of membership in barangay association or participation in the *pahina* as a pre-requisite to issuance of barangay clearance. These were replicated in Barangays Sebaca and Nangca. Also, the barangay was the first to have a mini-gymnasium constructed and the first to secure funds from Representative Adaza for concreting a barangay road. This was done during the period of the EDSA Revolution. He was also the first to organize the cooperative of BHWs/BNS that provides credit assistance to the members. Seed capital for this cooperative came from the P300 contribution of each member. The barangay captain contended that some of their projects and activities under SRA-MBN were not something new to them as they had these projects prior to SRA-MBN, e.g. food security and infrastructure projects such as the construction of facilities.

Those present in the FGD stressed that a leader to them is someone who knows how to manage and implement the SRA-MBN, who does not have a vice, who works more than talks, who knows how to get the cooperation of the people, and who consults the barangay in coming up with its plans. They perceived these qualities to be present in their barangay captain. The residents' favorable assessment of the barangay captain could be shown by a track record of two consecutive terms of office (1994 and 1998) and his work as a barangay kagawad in 1972. Most importantly, as a result of the Phase 1 evaluation on the MBN activities in the barangay conducted by the MTWG in November 1996, Barangay Balubohan came out second among the 22 barangays of Rizal. It was also nominated as the most outstanding barangay in the entire province of Zamboanga del Norte in 1997. With such accomplishments, the barangay captain and the residents were able to transform their depressed barangay into one that is able to respond to its MBNs.

Value of MBN to the Community

Knowing the magnitude of their problems through the MBN survey; taking collective action through their barangay officials, PO leaders, and associations to

respond to their problems; monitoring the status of their unmet MBN needs through the databoard; and sustaining improvements through changes in their attitudes and habits are the transformational processes undergone by Barangay Balubohan. Its being a CIDSS area made the change process and collective responses/actions of the barangay more structured and closely supervised. As a result, innovations introduced would probably have greater chances of institutionalization in the values of the barangay residents.

The initiatives of the barangay leaders particularly the¹ barangay captain in coming up with mechanisms that would ensure the participation of the residents in projects and activities to respond to the unmet MBNs resulted in improvements in their conditions. These were recognized by no less than the MTWG. It is also important to stress the role played by the MTWG and the CIDSS worker in making the barangay understand their problems and in pushing it to come up with projects and activities attuned to their needs.

Lessons Learned

The localization of MBN highlighted the capacity of leaders and the community residents to rise above their depressed condition through awareness of their situation. This requires the cooperation and collective effort directed by committed leaders, both those holding elective positions and the community-based organizations in the barangay. Support from the municipal government in terms of orientation and capability-building as well as constant monitoring and reward system facilitated the transformational process in Barangay Balubohan. As shown in Barangay Balubohan, the MBN approach is both a process/means and goal towards community transformation.

Barangay Sebaca

The Context

Like Barangay Balubohan, Sebaca is a coastal barangay. It is approximately 16 kilometers from the town proper. Its land area is 469.02 hectares of rolling topography, with 30 hectares of ricefields and 30 hectares of mangrove and with seven brooks and creeks which serve as water source for irrigation and household use. It has three deep wells located in Puroks I, IV and V. It also has a pipeline water system which provides for the needs of the barangay.

In 1995, it had 165 households with a total population of 930 but at present, it has approximately 1,000 settlers. Sebaca is 16 kilometers away from the town proper. It can be reached by owner-type jeepneys and motorcycles, the latter being the mode of public transportation (Jumawan 1995).

For resources, the people depend mainly on fishing and farming for their livelihood. Other sources of employment are found only in the town proper which make it difficult for them to travel because of the distance of their barangay to the town proper.

In terms of education, the barangay claims no illiterates in their area. It has a two-level school: one for elementary level which has nine teachers and 347 pupils, and the other, secondary level, has ten teachers and 278 students.

Methodology

Focus group discussion with all officials of the barangay, school officials and PO leaders was held on 18 February 1998. This was validated through one-on-one informal talks/conversation with a number of PO leaders and barangay officials and residents to get their perception of the situation in their barangay, their leaders, their involvement in barangay activities, and the effects of SRA-MBN on their community. Site visits of their projects were also undertaken. The interaction between the researcher and the providers of information was very inspiring and resulted in the support given by the leaders of Sebaca to the research through their willingness to participate in the FGD and their candid responses to the questions.

Organizational Structure for SRA-MBN

The Barangay Development Council (BDC) is the core structure at the barangay. For SRA-MBN, the BDC composition has been expanded to include the heads of sectoral organizations such as women's groups, *purok* presidents, DECS head teachers, day care worker and BNS. This expanded BDC serves as the Barangay Technical Working Group (BTWG).

Preparation for SRA-MBN

Barangay Sebaca was introduced into SRA-MBN through the municipal-wide orientation on SRA-MBN conducted by the Municipal Technical Working Group (MTWG) on 17-18 April 1996 at the Christian Formation Center located at the heart of Rizal town proper. This was part of the municipal-wide implementation of Social Reform Agenda contained in Executive Order No. 96-02 of Mayor Perfecto C. Cebedo. The barangay captain, secretary and treasurer attended the seminar. This was followed up by another two-day seminar on "Community Volunteers Training on Social Reform Agenda-Minimum Basic Needs Approach" conducted by the MTWG in all barangays. For this seminar, the MTWG grouped the barangays into three clusters, one of which is composed of the coastal barangays. The seminar for the coastal barangays was held in Sebaca. From Sebaca alone, 30 participated including the *Kagawads* (Barangay Councilors), Barangay Nutrition Scholars, *Purok* Presidents, SK

Chairman, Barangay Health Workers, Principal/Head Teachers/School Coordinators, and Presidents of Barangay Women's Association. The topics taken up in this seminar were: Social Reform Agenda: Legal Mandates and Structures; Minimum Basic Needs Approach and Strategies; Orientation on the SRA-MBN Survey Form; Application and Operationalization of the MBN in Situation Analysis, Planning, Implementation, Monitoring and Evaluation (SAPIME) and Community-Based Information System (CBIS). This was followed by a workshop on the conduct of barangay survey; consolidation of survey result; establishment of CBIS Databoard; prioritization of problems/concerns; and integration of prioritized problems in the local investment planning.

The high school principal of Sebaca who attended said that, during the seminar, information on the SRA programs of the government was disseminated. The activities to be undertaken at the barangay level in support of the SRA programs were also discussed, particularly the conduct of MBN survey to identify the problems in the barangay and the possible activities to be undertaken to respond to these problems. Likewise, they were informed of the evaluation to be conducted by the MTWG not only to find out the status of barangay projects and activities but also to recognize the barangays' effort through the municipal government's program of incentives and reward for best barangay performance in SRA-MBN.

Implementation of SRA-MBN

Immediately after the seminar, the barangay captain called a meeting with the barangay officials, *purok* leaders, DECS teachers, BNS and BHWs on the MBN survey. Sebaca conducted its first MBN survey in August 1996. The barangay captain initiated the conduct of the survey. They divided themselves into groups and surveyed the whole barangay, from Purok I to Purok V. They covered the 33 indicators in the SRA-MBN. It should be noted that the SRA-MBN Form 2 was translated into Bisaya. This facilitated their conduct of the survey.

Since very few in the barangay knew data analysis and consolidation, the barangay captain requested the help of the teachers who attended the community volunteer seminar. The teachers were assisted by the day care workers, BNS, BHWs and other barangay council members in the data processing. Data analysis and consolidation were done by *purok*. The consolidation of the survey results was completed by the 10th of September and, thereafter presented by the barangay captain to the community in the *pulong-pulong* (barangay assembly) called by the Barangay Development Council. In the barangay assembly, the residents discussed the results of the MBN survey and the need to put up the databoard to reflect the results of the MBN survey. They also discussed how and why these problems came about, what projects and activities in each *purok* were needed to respond to these problems, and the need for everyone in the barangay to be involved in responding to their unmet needs. The priority problems of Sebaca based on the consolidated results of the first MBN survey are shown in Table 2.

Table 2. Top Ten Unmet Needs based on the First MBN Survey

| Rank | Problems | Indicator No. | No. of Families | Percent to total Families |
|-------------------------------|---|---------------|-----------------|---------------------------|
| 1 | Unemployed family members with age ranging 21 years old and above | 23 | 148 | 84.1 |
| 2 | Family income below subsistence level | 24 | 83 | 47.1 |
| 3 | Couples not having access to FP services | 10 | 68 | 38.6 |
| 4 | Families with no sanitary toilet | 14 | 61 | 34.6 |
| 5 | Non-participation in PO/community organization | 29 | 50 | 28.4 |
| 6 | Non-day care attendance | 25 | 26 | 14.7 |
| 7 | Out-of-School youth (13-16 years old) | 27 | 14 | 7.9 |
| 8 | Houses not durable | 17 | 12 | 6.8 |
| 9 | Illiteracy | 28 | 10 | 5.6 |
| 10 | FP non-acceptors | 11 | 8 | 4.5 |
| Total families surveyed = 176 | | | | |

The first MBN survey showed that lack of employment opportunities of Barangay Sebaca has affected 84 percent of the total 176 families surveyed. This is a significantly large number considering that Sebaca has roughly a total household population of 165. Below subsistence level income has been felt by 47 percent of the households. There is also a sizeable number of households needing access and wanting to practice family planning. Less than a third of the families surveyed indicated participation in community organizations as an unmet need.

When asked during the FGD on what the MBN survey meant for them, they (people who joined the FGD) responded that the survey helped in finding out the problems in their barangay; that the problems identified in the survey would be incorporated in their barangay investment plan; and that there was a sequence of processes of what they were doing, starting with the MBN survey, followed by monitoring, and then evaluation.

By November 1996, which was a month after the barangay assembly, Sebaca held a discussion on results of the first MBN survey. The MTWG conducted its first evaluation of the performance of the 22 barangays on SRA-MBN on November 1996. In this evaluation, Sebaca came out eighth among the 22 barangays of Rizal. For this, it was given a *kalabasa* award. For Sebaca, particularly its barangay captain, the *kalabasa* (literally, it means squash; this signifies zero or no performance) award was a big shame to them. It appeared in the evaluation that the barangay did not have food security projects, no databoard, and no sanitary toilets. These unmet needs were discussed in the barangay assembly but nobody in the barangay took action. It came to a point that the barangay captain got angry and wanted to resign from office. The barangay captain who is called as *Kapitana* by the residents, said, "*Magreresign na ako. Magreresign na ako dahil ang mga tao at 'yong mga council members ko ayaw*

mag-cooperate. Hindi pa na-instal 'yong data board." (I will resign. I will resign because the people and my council members do not cooperate. The databoard has not been installed yet.). Members of the Barangay Development Council, *purok* leaders and teachers involved in the SRA-MBN had to convince her not to resign. They assured the *Kapitana* that in the second evaluation, Sebaca would come out as first placer and no more of the *kalabasa* award. True enough, Sebaca was awarded the most outstanding barangay for the year 1998, and was nominated as the most outstanding barangay for the whole province, also, for year the 1998. Sebaca was considered as the model barangay for the whole municipality of Rizal in 1998 in recognition of its accomplishments in 1997. How did Sebaca do it?

Kalabasa Award to Most Outstanding Barangay

The *kalabasa* award was a challenge to barangay officers and leaders of Sebaca. They reflected on and assessed what they did and did not do in the first MBN survey. From the FGD, they opined that their information campaign was inadequate; that people interpreted no volunteer work if there would be no pay or compensation; that people in government and those in the barangay development council should be the ones to work because they get honoraria.

Also, a number of participants in the FGD recalled their series of encounters with the MTWG and municipal officials. In one instance, the MTWG told the barangay officials and leaders point blank that the barangay was dirty and, that the officers, leaders and residents were all lazy. The municipal officials visited and spot-checked the barangay very often. During the spot-checks, they saw sanitation problems and unclean surroundings in the barangay and, immediately, they called the attention of the barangay officials. These officials got angry when they saw that barangay officials and leaders were not doing their work. These encounters proved to be a learning experience to the leaders of Barangay Sebaca.

In December 1996, the BDC conducted a second MBN Survey. Comparing the results of this second survey with the first MBN survey, the second survey showed that there was a considerable decrease in the number of families whose needs were unmet, with a mean increase in improvement of ten percent. A very significant result of the second survey was Indicator No. 23 which no longer appeared in the second survey. It could be surmised that Barangay officials of Sebaca were able to find ways to respond to the lack of employment opportunities through infrastructure projects, although this solution was short-term and temporary. Long-range solution to this problem requires stimulating local economy through income generating projects, skills development and linking with the private sector in the region.

The topmost unmet need in the second survey was the below subsistence level family income of 60 families. However, the number of families that faced this problem had been significantly reduced compared to 83 families identified in the first survey. Comparing further the two MBN survey results, eight of the top ten 14 unmet MBN

indicators were reported in both surveys. Unmet needs that appeared in the September 1996 survey, which were no longer reported in the second survey were unemployment of family members with age ranging 21 and above (Indicator No.23) and non-family planning acceptors (Indicator No. 11). While in the second survey, a new set of unmet MBNs appeared, namely: malnutrition (Indicator No. 2), no access to family planning (Indicator No. 11), non-attendance in elementary education (Indicator No. 26), and hazardous occupation (Indicator No. 31). The number of affected families in each of the aforementioned indicator was quite small, ranging from four to six families.

The unmet needs in the first and second MBN survey included the following:

Table 3. Top Ten Unmet Needs based on the Second MBN Survey

| Indicator No. | Problems | 2 nd MBN Survey (December 1996) | | 1 st MBN Survey (August 1996) | | Percentage Change |
|---|---|--|-----------------|--|-----------------|-------------------|
| | | Rank | No. of Families | Rank | No. of Families | |
| 24 | Family income below subsistence level | 1 | 60 | 2 | 83 | 13.07 |
| 23 | Unemployed family members with age ranging 21 years old and above | | | 1 | 148 | 84.09 |
| 10 | Couples not having access to family planning services | 2 | 49 | 3 | 68 | 10.80 |
| 29 | Non-participation in POs/community organizations | 3 | 30 | 5 | 50 | 11.36 |
| 25 | Non-day care attendance | 4 | 26 | 6 | 26 | 0.00 |
| 14 | Families with no sanitary toilet | 5 | 25 | 4 | 61 | 20.45 |
| 27 | Children/out-of-school youth (13-16) unable to attend high school | 6 | 14 | 7 | 14 | 0.00 |
| 2 | Severely and moderately underweight children under 5 years old | 7 | 8 | | | -4.55 |
| 11 | Couples no access to family planning | 8 | 6 | | | -3.41 |
| 28 | Illiteracy | 9 | 4 | 9 | 10 | 3.41 |
| 26 | Non-attendance in elementary education of children 6-12 years old | 9 | 4 | | | -2.27 |
| 17 | Non-durable house | 9 | 4 | 8 | 12 | 4.55 |
| 31 | Hazardous occupation | 9 | 4 | | | -2.27 |
| 11 | Non-family planning acceptors | | | 10 | 8 | 4.55 |
| Total families surveyed = 176 Mean improvement = 10% | | | | | | |

Given these unmet needs, the whole barangay, from the BDC, DECS teachers, BHWs, BNS, to the purok/PO/sectoral leaders and members with the leadership of the *Kapitana* worked together as a team. What they accomplished as mentioned during the FGD were the following:

1. The databoard was put up by the BDC. The barangay office, barangay tanod outpost, and the purok centers were constructed from donations and barangay funds. The BDC contributed 20 percent of the barangay funds for the purchase of materials. Some of the light materials such as bamboo and lumber for the purok centers were donated by the *Kapitana*. The construction of barangay office came from donation by Representative Jalosjos. Labor particularly for the purok centers was provided by the residents through the *pahina* system.
2. For those with family planning problems, the BHWs, midwife and health staff of Municipal Health Office approached these families or couples and explained to them the importance of family planning.
3. Barangay officials visited the families' homes with no sanitary toilets. A number of these families were given free toilet bowls from the Municipal Health Office. Others were provided materials to make toilet bowls. These families were again visited by the health personnel just to make sure that they have their sanitary toilets. Further, the BDC appropriated certain amount from the barangay funds to the purchase of toilet bowls which were distributed to 57 families.
4. Barangay officials and PO leaders/members conducted informal house-to-house campaigns for those who did not want to join PO/community organizations. They visited these people and talked to them about their problems. An example is a women's organization leader/member who talked to her friend and tried to convince the latter to join the organization. To convince her friend, the leaders/members told her of the benefits of becoming a member of the women's organization as she could avail of skills trainings like duster sewing and *tsinelas* (footwear) making, which were given for free by the municipal government through the Women's Productivity Center to members of the organization. She could also get assistance for education from the *Kapitana*, avail of the livelihood fund of DSWD such as the Self-Employment Assistance-*para sa Kalusugan* (SEA-K). The DSWD through the SEA-K provides seed capital which can be used to income generating projects. It was also emphasized during the FGD that sectoral POs existed or were already organized even before the SRA-MBN was introduced in their barangay. However, the sectoral POs were more active and involved in barangay activities under the SRA-MBN.

5. The BDC reorganized the *puroks*. *Puroks* before the SRA-MBN were not active. Under the SRA-MBN, the *puroks* were asked to identify projects in their respective areas and were made responsible for maintaining their projects. The BDC also appropriated barangay funds to purchase toilet bowls and distributed them to some of the families. In addition, it distributed for free the 27 toilet bowls it received from the MHO.
6. The Education Committee of the BDC encouraged parents to send their children to school. The committee members first talked to the parents and then consulted the teachers for guidance. If the reason for not sending the child to school was the inability of the parent to buy school materials needed by the child, the Education Committee provided the materials needed such as papers and pencils. Usually, this education assistance was provided to children of indigents.
7. The Agricultural Committee reported that during the barangay assembly, the residents were told to plant camote, gabi or any rootcrop for their food since there is the problem of El Niño. They were called "food security projects." All *puroks* were required to have food security gardens. The BDC passed an ordinance requiring everyone to plant. Those who did not have their own lands were allowed to plant in the *purok* garden. Likewise, the *Kapitana* had set aside a portion of her land for planting by those who did not have their own lands.
8. The Health Committee regularly conducted campaigns for health education and informed the residents during the barangay assembly of health prevention measures/activities undertaken by the municipal health office such as the immunization, operation timbang, supplemental feeding, etc.

Financing the Unmet MBNs

Infrastructure projects were at the top of the 1997 AIP of Barangay Sebaca as these ate up 85 percent or P415,000.00 of the total resources valued at P487,492.60 for the year (see Annex C). This amount was earmarked for the construction of the barangay multi-purpose center, day care center, library and basketball pavement and was sourced from the Countryside Development Fund of members of the House of Representatives, notably among them would be Representative Jalosjos. Manpower development came in second although its allocation was a measly amount of P21,000.00 (4.31 percent); followed by social services and development with P17,687.00 (3.63 percent). All of the top ten unmet MBN had their share of the resources, though these varied in magnitude, ranging from 0.41 percent to 4.31 percent. These amounts paled in comparison to the resources allocated for infrastructure projects. A plausible

explanation is the fact the infrastructure projects provided the short-term solution to the acute problem of lack of employment opportunities. It should be pointed out that unemployment was the topmost unmet need in the first MBN survey. In the second MBN survey, unemployment no longer appeared as unmet need.

Leadership Initiatives

The barangay captain, Mrs. Sofronia B. Eroy, or the *Kapitana* to her constituencies did not just stand by and watched what the BDC members, leaders and the residents were doing but she herself went to each household and family particularly those identified in the MBN survey. She found the one-on-one visits fruitful to her and the families concerned. She was able to determine the nature and extent of assistance needed by the families and at the same time, talked with the families on what they can do to help themselves. She told the families that if they did not have land to plant, they could use the land she had reserved for the barangay. To her, these visits turned out to be an effective venue for information and education campaigns on MBN and on barangay activities.

She was able to mobilize all officers/leaders and members of POs/sectoral organizations and the residents in support of SRA-MBN. She secured assistance and services from the higher level offices such as the Municipal Health Office, Local Government Operations Office, and the Municipal Social Welfare Office as well as from no less than Representative Jalosjos. Some came from her own/personal funds to augment barangay resources and to make barangay projects moving. Convergence and teamwork among the BDC, *Kagawads*, *Purok*/PO/Sectoral organizations had been facilitated by her personal approach to management and leadership. Kinship and close family ties definitely played a significant role in the working relationship in the barangay, be it between barangay officials and residents, within organizations, and even among the various organizations operating in the community.

The barangay implementor's preparedness for SRA-MBN was made possible by the *Kapitana*. While seminars intended to acquaint the barangay of the SRA-MBN or to deepen their understanding of the SRA-MBN strategies and processes were provided by the MTWG, the participation of Barangay Sebaca particularly in the community volunteer seminar showed enthusiasm for learning given the sheer number of participants in the seminar who came from Sebaca. The 30 participants from Sebaca were already big enough to create a "noise" in the barangay. They served as a critical mass that could fast track internalization of SRA-MBN in the area instead of the "one of those projects" type. They elicited participation from all sectors.

Getting the people to cooperate for SRA-MBN was not an easy task for the *Kapitana* who almost resigned because of inaction from the officials, PO leaders and members, and the residents. According to one participant in the FGD, there was not enough information campaign done by the BDC. The subsequent one-on-one visits

and informal talks with families undertaken by the *Kapitana*, BDC officials and PO leaders, in addition to the kinship ties between the *Kapitana* and most of the residents, snowballed into a barangay-wide participation and cooperation. This individualized approach to mobilization could be taxing to leaders of the barangay but may be necessary to draw out people's support to the program, much like campaigning during election. Social marketing of government projects has to be carried out not only at the national level but also at the grassroots/community level. On the other hand, it may be opined that while the basic reason for the people to have cooperated was kinship, the same reason could serve as a deterrent. What could have caused the turnaround was the stigma/shame to the community for being a *kalabasa* awardee because of its nonperformance.

Profile of a Leader

Hers was a compassionate leadership. Everyone who participated in the FGD looks up to her as someone one can turn to in times of need and distress. She is the model of people in the barangay. She is known to have extended all kinds of assistance and support to the barangay, and to be a very committed and hard-working person. Her religiosity and her fear of God are expressed in her compassion and kindness towards the people. But she is perceived to be a strong person and to be leader, work-oriented and clean. She sees to it that barangay ordinances get implemented. An example is the ordinance on having food security project in each family and *purok* which she enforced. To ensure that this ordinance is complied with by everyone, she willingly set aside a portion of her agricultural lands to those who did not have their own lands. The *Kapitana* related that during martial law, she served as barangay captain of Sebaca but she was forced to leave the barangay because of political differences with the mayor. When she came back to the barangay, she was again asked by the people to be their *Kapitana*. This is now her second term as a barangay captain.

The *Kapitana* is 69 years old and a retired elementary school teacher. She taught in Dipolog City. She is the *Nanay* (mother) to everyone in the barangay. Given her dedication to the barangay, she has earned the respect of the people, not because she is the *kamag-anak* (relative) of everyone but because she has been able to serve them all.

Value of MBN to the Community

Results of the FGD show that the barangay officials, sectoral/PO/purok leaders and members realized the value of MBN to the barangay particularly in identifying and prioritizing problems and families, coming up solutions to their problems, and involving the whole community in barangay projects and activities. The need for people's cooperation was felt most by the barangay. Before SRA-MBN, the people did not care and were not involved in barangay projects. *Kanya-kanya, walang pakialam,*

walang tulungan (to each his own) was the norm. The barangay residents were not bothered at all by their neighbor's problems. Voluntary work or *pahina* was actually by force. The problems of the poor in the barangay did not matter to the barangay officials and leaders. Theirs (barangay officials) were work only and they had to do these because they were paid by the government, no matter how small the amount was. This was the situation before the SRA-MBN.

There have been much change, both in terms of people's participation in the barangay and in their norms and values. Voluntarism, in its pristine context, is back with people doing their work sincerely. If one *purok* needs assistance, all the other *puroks* help through the *pahina*. *Pahina* is really volunteer work, not forced labor. Everyone is involved in education campaign for clean surroundings, for health and sanitation, for food security projects or simply information dissemination of barangay projects and activities. Everyone gets to know what is happening in the barangay. Part of this activism is due to the constant prodding and reminder from the municipal officials who visit them quite often.

The databoard is an eye-opener to the people in the barangay. They got to know their problems, who needed help or assistance, and how these problems can be solved.

In the FGD, they all realized that what they have accomplished in SRA-MBN that made them deserve the most outstanding barangay award in the whole municipality of Rizal in 1998 and their being nominated for the province-wide search for most outstanding barangay was the cooperation of the people.

Lessons Learned: Small Steps at Transformation

The leaders and citizens' interaction in the SRA-MBN in Barangay Sebaca was a dynamic and learning process. One cannot talk of objectified power relations between the ruler and ruled as between leaders and citizens. Leadership in Sebaca was a leadership that cares and assists its people in solving their problems, that harnesses kinship ties as a means to changes in norms and attitudes, and one that allows for second chances at people's participation.

For the people in Barangay Sebaca, the SRA-MBN made them aware of their problems and conditions, and of their capacity, no matter how limited, to solve their own problems. Through collective effort, they were able to show that they can overcome their problems and do more. To them, the true *pahina* has again come alive.

Comparing Barangay Balubohan and Barangay Sebaca

How similar and different are approaches, processes, and leadership initiatives and styles of Barangay Balubohan and Barangay Sebaca in localizing MBN in their respective areas? Both barangays are, to large extent, demographically similar. Both have upland and coastal areas and are quite distant to the town proper which is the

urban center of Rizal municipality. Because they are in the peripheral areas, improvements in terms of physical facilities and economic means to livelihood and material sustenance have come in trickles.

Further, both barangays went through the processes of localizing the MBN, from orientation to create awareness of the importance of MBN approach; to the actual conduct of the MBN survey; to processing, interpreting and internalizing the results; to mobilization and action to respond to the unmet needs; and to provision of the requisite support and resources, either through volunteerism and actual resource allocation. Of the two, Barangay Balubohan needed the most resources and guidance and other forms of assistance as shown by the results of the MBN surveys. Particularly, Barangay Balubohan was assisted by a CIDSS worker and was given much more financial support from the Poverty Alleviation Fund to enable it to respond to its malnutrition and unemployment problems. The state of unmet needs of the two barangays as identified in the first MBN survey is shown in Table 4.

Table 4. Results of the First MBN Survey Barangays Balubohan and Sebaca

| Indicator No. | Unmet Needs | Barangays | | | | | |
|---|--|-----------|--------------------------|------------|--------|--------------------------|------------|
| | | Balubohan | | | Sebaca | | |
| | | Rank | No. of Affected Families | % Families | Rank | No. of Affected Families | % Families |
| 24 | Income below poverty level | 1 | 79 | 59.40 | 1 | 143 | 81.25 |
| 23 | Other family members unemployed | 2 | 52 | 39.10 | 2 | 83 | 47.16 |
| 10 | Couples with no access to family planning | 3 | 46 | 34.59 | 3 | 68 | 38.64 |
| 13 | No potable water supply | 4 | 39 | 29.32 | | | |
| 27 | School drop-outs (13-16 years old) | 5 | 33 | 24.81 | 7 | 14 | 7.95 |
| 2 | Malnourished Children | 6 | 30 | 22.56 | | | |
| 14 | Lack sanitary toilet | 6 | 30 | 22.56 | 4 | 61 | 34.66 |
| 25 | Non-day care attendance | 8 | 29 | 21.80 | 6 | 26 | 14.77 |
| 8 | High incidence of diarrhea cases | 9 | 24 | 18.05 | | | |
| 27 | School dropouts (6-12 years old) | 10 | 23 | 17.29 | | | |
| 29 | Non-participation in PO/ community organization | | | | 5 | 50 | 28.41 |
| 17 | Houses not durable | | | | 8 | 12 | 6.82 |
| 28 | Illiteracy | | | | 9 | 10 | 5.68 |
| 11 | Family planning non-acceptors | | | | 10 | 8 | 4.55 |
| Total Number of Families Surveyed in Barangay Balubohan = 133 | | | | | | | |
| Total Number of Families Surveyed in Barangay Sebaca = 176 | | | | | | | |

Both barangays are faced with the problems of unemployment, poverty and access to family planning. The vicious cycle of unemployment, poverty and uncontrolled population converged in the two barangays, making the three topmost unmet needs. However, Barangay Balubohan is in a more precarious situation, as basic health services and education are hardly accessible to a greater number of families. The need for sanitary toilets and participation in community organization was acutely felt in Barangay Sebaca. In the same manner, although in a very limited scale, illiteracy and the need for durable houses were problems that have to be dealt within Barangay Sebaca.

The manner in which resources are allocated and utilized indicates the priorities to be pursued. The pattern of resource allocation between the two barangays differ. In Barangay Balubohan, employment and livelihood were given the biggest share in the 1887 AIP, with 64.15 percent of the total resources amounting to P366,961.60. Far second was social services and development, with 20.57 percent while educational assistance had 7.8 percent. For Barangay Sebaca, 85.15 percent was allotted to infrastructure projects, followed by manpower development with 4.31 percent, and social services and development as third, with 3.63 percent (see Table 5).

The two barangays differed in their approaches in dealing with their respective unmet needs and in engaging their constituencies to participate in solving their

Table 5. Comparison of 1997 Annual Investment Plans of Barangay Balubohan and Barangay Sebaca (in Philippine Pesos)

| | <i>Barangay Balubohan</i> | | <i>Barangay Sebaca</i> | |
|------------------------------------|---------------------------|--------|------------------------|----------|
| A. Employment and Livelihood | 235,400.00 | 64.15% | 423.00 | 0.09% |
| B. Health Services | 28,900.00 | 7.88% | 7,300.00 | 1.50% |
| C. Education Assistance | 75,500.00 | 20.57% | 2,000.00 | 0.41% |
| D. Social Services and Development | 10,500.00 | 2.86% | 17,687.00 | 3.63% |
| E. Ecology | 7,000.00 | 1.91% | 9,492.60 | 1.95% |
| F. MBN Survey and Databoard | 2,831.56 | | 2,500.00 | 0.51% |
| G. Manpower Development | 6,830.24 | | 21,000.00 | 4.31% |
| H. Infrastructure | | | 415,000.00 | 85.15% |
| I. Peace and Order | | | 12,000.00 | 2,000.00 |
| Total | P366,961.80 | | P487,402.60 | |

problems. The *pahina* system was crucial in this process. Both barangay leaders believed in this principle and fully utilized it to the benefit of the community. The constituencies realized what the *pahina* system did for them. But the barangay captains differed in their approach to *pahina*. On the one hand, the *pahina* included forced volunteerism and entailed a system of reward and sanction as used in Barangay Balubohan. On the other hand, *pahina* was pure volunteerism for Barangay Sebaca but was not immediately appreciated and applied by the residents. It was resorted to by the community only after the residents were faced with poor rating and a potential threat of losing an acknowledged and respected leader. Discipline and sanctions, and innovativeness characterized the leadership style of the barangay captain of Balubohan; whereas kinship, familial ties and kindness coupled with provision of material assistance to the most needy among the constituents, reflected the leadership style of the barangay captain of Sebaca. Such differences in leadership style might be further explained by the traditional concept of gender. A disciplinarian image is to men, while an affectionate, motherly approach is to women, as that of the barangay captain of Sebaca. These attributes can either be functional or dysfunctional, depending on the ends or goals pursued, for public interest or personal aggrandizement. Whatever the leadership style is, both barangay captains provided the anchor in which improvements in the lives of their constituencies and in the community can be ensured.

Conclusion

Several conclusions can be deduced from the cases and the experience of Rizal municipality in localizing the SRA-MBN Approach. These are:

1. The municipal mayor played a significant role in the localization process of the MBN Approach despite his not being visible in the municipality. His managing the municipality via "remote control" proved not a hindrance for implementing MBN in the 22 barangays. He already laid the initial groundwork for MBN implementation when he signed the performance contract, held consultative meetings with all sectors in the municipality, created the necessary structures, and designated competent officials who can effectively carry out the tasks.
2. Despite the overlapping of structures at the municipal level, e.g. MSWDO and MSDO and the expanded roles and functions of the MSWDO, the MSWDO demonstrated a firm grasp of the MBN, both in terms of operational requirements and organizational mobilization, at the municipal and barangay levels.
3. The MTWG provided the needed organizational support system for SRA-MBN at the municipal and barangay levels. It showed unity in providing direction to SRA-MBN and oversight of the MBN

implementation at the barangay level, going to the extent of actually monitoring and pushing barangays to work on their MBNs.

4. At the barangay level, the leadership style and management of the barangay captains vary. While the variation is a function of the leader as a person, the barangay captains have been able to harness the cooperation of the organized residents for SRA-MBN. A sense of community is shown in the way the residents are organized into purok, PO and sectoral associations.
5. Volunteerism and cooperation are key factors in SRA-MBN. Without these factors, the MBN survey could not be carried out, and barangay projects and activities would not push through.
6. Reward and incentive system serve as a push factor for the barangays. The reward is a big help to the limited resources of the barangays but more than this monetary value involved is the desire of the community to work together to improve their conditions and to see changes or improvements through the databoard.

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Villas, Jovelyn C.

1996

Accomplishment Report on CIDSS Project of the Municipality of Rizal, Zamboanga del Norte, Covering the period of May-June.

Barangay Sebaca: Participants to the Focus Group Discussion 18 February 1998

| | |
|----------------------------|-------------------------------|
| 1. Sofonias B. Eroy | Barangay Captain |
| 2. Amelito A. Tolentino | Barangay Kagawad |
| 3. Paterson M. Egay | Barangay Kagawad |
| 4. Pedro A. Garay | Barangay Kagawad |
| 5. Rolando E. Puyod | Barangay Kagawad |
| 6. Julieta C. Omandam | Barangay Kagawad |
| 7. Rita B. Bustillo | Barangay Treasurer |
| 8. Dolores J. Esparcia | Barangay Secretary |
| 9. Aniceto A. Baid | High School Head |
| 10. Concepcion M. Mangubat | Day Care Worker |
| 11. Anastacia O. Mangubat | Barangay Nutrition Scholar |
| 12. Francasia M. Cutad | Women's President |
| 13. Apolonia D. de Pedro | Purok President III |
| 14. Remedios O. Opo | Representative, Purok Pres. I |
| 15. Baylon B. Omandan | Purok President IV |
| 16. Julieta M. Baid | Elem. Level Representative |
| 17. Estrella P. Hamili | Elem. Level Representative |
| 18. Gina E. Opo | Representative, S.K. |

Barangay Balubohan: Participants to the Focus Group Discussion 17 and 19 February 1998

| | |
|--------------------------|---------------------------------|
| 1. Teofisto C. Buzarang | Barangay Captain |
| 2. Manolita R. Sagaray | Chair, Beautification Committee |
| 3. Elpedia Miswina | SEA-K Chairman |
| 4. Susana C. Bain | Purok President |
| 5. Consorio Baid | Purok President |
| 6. Rey Rone | SK Councilor |
| 7. Mark Anthony Albon | Youth President |
| 8. Robert B. Carumba | Day Care President |
| 9. Mercedio Cuento | Barangay Kagawad |
| 10. Edmarío R. Sagaray | Barangay Kagawad |
| 11. Eduardo Dequinon | Barangay Kagawad |
| 12. Teoborcio Bartolome | Purok President |
| 13. Marceliana D. Cuento | Barangay Health Worker |
| 14. Leona Salve Dequinon | Barangay Health Worker |
| 15. Marcial Senina | Barangay Kagawad |
| 16. Narciso R. Araño | Barangay Vice Chairman |
| 17. Pacita Boquida | Farmers' Association President |

List of Training Programs and Seminars Conducted on SRA-MBN in 1996-1997

| <i>Topic</i> | <i>Content</i> | <i>Participants</i> | <i>Date</i> |
|--|--|--|---|
| 1. Orientation-Seminar on SRA Convergence Program | <ol style="list-style-type: none"> 1. Access to Quality basic Services 2. Accelerating Asset Reforms and Sustainable Resources and Providing Access to Economic Opportunities 3. Minimum Basic Needs Approach: A Social Reform Strategy 4. Minimum Basic Needs Process and Implementation 5. Clean and Green Project: An Integral Component in the Social Reform vis-à-vis Sustainable Development 6. Local Legislation for SRA Program 7. Community-Based Information System 8. Local Investment Planning, Budgeting, Report Making and Monitoring System | Department Heads of National, Provincial and Local Offices; Elected Municipal/Local Officials; Barangay Captains; Barangay Secretaries; Barangay Treasurers and Heads of Secondary Schools Total No. of Participants = 80 | April 17-18, 1996 |
| 2. SRA-Integrated Resource Development Program Municipal Sustainable Development Committee Organizational-Orientation Conference | <ol style="list-style-type: none"> 1. Orientation of SRA-Integrated Resource Development Program 2. Municipal Structure of the Municipal Sustainable Development Committee | Municipal/Local Officials; Barangay Captains | June 13, 1996 |
| 3. Regional Development Council Social Reform Agenda Consultative-Dialogue and Information Caravan | <ol style="list-style-type: none"> 1. Rationale of the Information Caravan 2. Issues and Concerns by Cluster Area of each municipality: Mutia, La Libertad and Rizal 3. Responses/Agenda for Action by the Regional Directors of the SRA-Flagship Agency Champions and Other Support Agencies | Municipal/Local Officials; Barangay Captains | June 27, 1996 |
| 4. Community Volunteers Training on SRA-MBN | | Barangay Officials, Day Care Workers, Barangay Nutrition Scholars, Purok Presidents, SK Chairmen, Barangay Health Workers, Principals/Head Teachers of Elementary and Secondary Schools, and Presidents of Barangay Women Associations | Held on various dates from July, August and June 1996; 2 days per cluster of barangays covering all barangays |
| 5. SRA Refresher/Orientation Course for Barangay Captains, Secretaries and Treasurers | <ol style="list-style-type: none"> 1. SRA: An Overview and Program Component 2. The Basic Sectors Involved in the SRA 3. Disbursement of Funds for Project Implementation 4. HES and Other SRA Reports 5. SRA Evaluation | Barangay Captains, Secretaries and Treasurers Total Number of Participants: 66 | June 18, 1997 |

January-April

1997 Annual Investment Plan

Annex B

Barangay: Balubohan
Sector: Barangay Development Council

Municipality: Rizal
Province: Zamboanga del Norte

| Programs, Projects and Activities | Physical Target | Location | Estimated Costs | Source of Fund | Date of Implementation | Agency Concerned / Persons Responsible | Remarks |
|---|----------------------------|---------------|-----------------|-------------------|------------------------|--|---------|
| I. Social Development | | | | | | | |
| A. SRA-MBN | | | | | | | |
| 1. Community-Family Based Family Planning Session | 52 families | Barangay-wide | - | | Jan.-Dec. 1997 | MHO, BHW | |
| 2. Responsible Parenthood Service | 54 families | Barangay-wide | - | | Jan.-Dec. 1997 | MHO, MSWDO, NGOs | |
| 3. Self-employment Assistance | 25 FH | Barangay-wide | 125,000.00 | DSWD | Jan.-Dec. 1997 | MSWDO, DSWD | |
| 4. Skills Development | | | | | | | |
| a. Center-based training on sewing | 35 women | Barangay-wide | 25,200.00 | DSWD | Jan.-Dec. 1997 | MSWDO, DSWD | |
| b. Center-based training on toy craft | 35 women | Barangay-wide | 11,200.00 | DSWD | Jan.-Dec. 1997 | MSWDO, DSWD | |
| c. Center-based training on Food Processing | 15 women | Barangay-wide | 5,000.00 | DSWD | Jan.-Dec. 1997 | MSWDO, DSWD | |
| d. Center-based training on Carpentry-Masonry | 30 FH | Barangay-wide | - | | Jan.-Dec. 1997 | LGU, MSWDO, Brgy. Officials | |
| e. Job Placement | 15 FH | Barangay-wide | - | | Jan.-Dec. 1997 | Brgy. Officials, Office of the Mayor | |
| 5. Agricultural Livelihood Program | | | | | | | |
| a. Family Food Security Project | Community | Barangay-wide | - | Individual Family | Jan.-Dec. 1997 | Community | |
| b. Communal Food Security Project | Community | Barangay-wide | 5,000.00 | 20% EDF | Jan.-Dec. 1997 | Community/Brgy. Officials, MAO | |
| c. Purok Food Security Project | Community | Purok | - | Purok Fund | Jan.-Dec. 1997 | Community/Purok Farmers, DA | |
| d. Cattle Dispersal | 50 families | Barangay-wide | 60,000.00 | DA | Jan. 1997 | MAO | |
| 6. Supplemental Feeding | 30 malnourished children | Barangay-wide | 23,400.00 | DSWD | Jan.-June 1997 | MSWDO, DSWD, MHO, Brgy. Officials | |
| 7. Nutrition, Maternal and Child Care Education-Information | 30 parents | Barangay-wide | - | | Jan.-June 1997 | MHO | |
| 8. Responsible Parenthood/Family Planning Motivation | 35 parents | Barangay-wide | - | | July-Sept. 1997 | MHO, MSWDO | |
| 9. Parent Effectiveness Service | 30 couples | Barangay-wide | - | | July-Sept. 1997 | MHO, MSWDO | |
| 10. Community-based Information-Education on P.D. 603, Nutrition, Crime Prevention, Drugs | Parents/ Community | Barangay-wide | - | | August 1997 | MSWDO, PNP, DILG, Brgy. Officials | |
| 11. Educational Assistance | 30 school children | Barangay-wide | 75,000.00 | DSWD | June 1997 | MSWDO, DSWD, DECS, Brgy. Officials | |
| 12. Local Sulong-Dunong Project | 5 school children | Barangay-wide | 500.00 | Gen. Fund | June 1997 | DILG, MSWDO, NGOs, Brgy. Officials | |
| 13. Reactivation of Local Council for the Welfare of Children | Community/ local officials | Barangay-wide | - | | Jan.-Dec. 1997 | Brgy. Officials | |
| 14. Provision of Medicines | Community | Barangay-wide | 500.00 | 20% EDF | March 1997 | Brgy. Officials | |
| 15. Improvement of Water Sources | Community | Barangay-wide | 5,000.00 | 20% EDF | April-June 1997 | Brgy. Officials | |
| 16. Installation of more People's Organizations in the barangay | Community | Barangay-wide | - | | Jan.-Dec. 1997 | Brgy. Officials | |
| 17. Provision of Sanitary Toilet Bowls | Community | Barangay-wide | - | MHO | Jan.-Mar. 1997 | MHO, Brgy. Officials | |
| 18. Awards and Reward System/ Recognition of outstanding individuals and organization and purok in the barangay | Organizations | Barangay-wide | 1,000.00 | Solicitation | Dec. 1997 | Brgy. Officials | |
| 19. Conduct of Leadership Training | Leaders | Barangay-wide | - | | May 1997 | Brgy. Officials | |

| | | | | | | | |
|--|--------------------------|---------------|-------------|--|---------------------------|------------------------|--|
| B. SRA-Human and Ecological Security | | | | | | | |
| 1. Beautification and Environmental Program | | | | | | | |
| a. Beautification and cleanliness drive, painting of stones and fences | | | | | | | |
| Community | Barangay-wide | 3,000.00 | 20% EDF | Jan.-Dec. 1997 | Community/Brgy. Officials | | |
| Community | Barangay-wide | 1,000.00 | 20% EDF | Jan.-Dec. 1997 | Community | | |
| Community | Barangay-wide | 3,000.00 | 20% EDF | Jan.-Dec. 1997 | Brgy. Officials | | |
| Community | Barangay-wide | | 20% EDF | Jan.-Dec. 1997 | Community, MAO | | |
| Community | Purok 1 | | | Jan.-Dec. 1997 | Brgy. Officials | | |
| Volunteers/ barangay officials | Barangay-wide | 6,830.24 | 20% EDF | Jan.-Dec. 1997 | Brgy. Officials | | |
| 2. Human Resource Development | | | | | | | |
| a. Population Management: Women Welfare Services | | | | | | | |
| (1) Women session | Women | Barangay-wide | | Women Assoc. | July-Dec. 1997 | MSWDO, MHO NGOs | |
| b. Child/Youth Welfare Services | | | | | | | |
| (1) Peer Group Service (PYM) | Youth | Barangay-wide | | PYM Assoc. | April-June 1997 | MSWDO, Brgy. Officials | |
| (2) Day Care Program Materials | Children | Barangay-wide | 500.00 | 20% EDF | June 1997 | MSWDO, Brgy. Officials | |
| c. Elderly/Disabled Welfare Services | | | | | | | |
| (1) Information/ Dissemination on Disability Prevention | Elderly/ Disabled | Barangay-wide | | | October 1997 | MSWDO, MHO | |
| C. Other Social Development Activities | | | | | | | |
| 1. Maintenance of CBIS Data and AIP Board | | | | | | | |
| CBIS data and AIP board | Purok-1 | 1,831.56 | 20% EDF | Jan.-Dec. 1997 | Brgy. Officials | | |
| Community/ Youth | Barangay-wide/ Poblacion | 5,000.00 | 10% SK Fund | Sept. 1997 | SK & Brgy. Officials | | |
| | | 5,000.00 | 10% SK Fund | Dec. 1997 | SK & Brgy. Officials | | |
| II. Economic Development | | | | | | | |
| 1. Women Credit Association and Consumer Cooperative | | | | | | | |
| Women | Barangay-wide | 4,000.00 | Members | Jan.-Dec. 1997 | Women Officers/Members | | |
| Original signed by: Teofisto C. Buzarang Barangay Captain | | | | Ernesto B. Calopez Barangay Secretary | | | |

1997 Annual Investment Plan

Annex C

Barangay: Sebaca
Sector: Barangay Development Council

Municipality: Rizal
Province: Zamboanga del Norte

| <i>Programs, Projects and Activities</i> | <i>Physical Target</i> | <i>Location</i> | <i>Estimated Costs</i> | <i>Source of Fund</i> | <i>Date of Implementation</i> | <i>Agency Concerned / Persons Responsible</i> | <i>Remarks</i> |
|--|------------------------|-----------------|------------------------|-----------------------|-------------------------------|---|----------------|
| I. Social Development | | | | | | | |
| A. SRA-MBN | | | | | | | |
| 1. Supplementary Feeding | 8 Families | Barangay-wide | P1,000.00 | 1997-20% EDF | June-Dec. 1997 | Brgy. Officials, BHWs/BNS | |
| 2. Home Gardening | Community | Barangay-wide | --- | ---- | Feb.-Dec. 1997 | Brgy. Officials | |
| 3. Provision of Sanitary Toilet Bowl | 25 Families | Barangay-wide | 2,500.00 | DOH/MHO | Feb.-Dec. 1997 | MSWDO, DSWD | |
| 4. Barangay SRA Inter-Purok House to House Inspection | Community | Barangay-wide | --- | ---- | Feb.-Dec. 1997 | DOH/NRO | |
| 5. Shelter Associations | 4 Families | Barangay-wide | 1,000.00 | 1997-20% EDF | April 1997 | Brgy. Officials | |
| 6. Bayanihan/Alay Kusog | Community | Barangay-wide | --- | ---- | April 1997 | Brgy. Officials | |
| 7. Community-based Information Education Dissemination | 26 Families | Barangay-wide | --- | ---- | April 1997 | Brgy. Officials/DECS | |
| 8. Parent Effectiveness Services | 26 Families | Barangay-wide | --- | ---- | April 1997 | Brgy. Officials/DCW/MSWDO | |
| 9. Day Care Services | Pre-Schoolers | Barangay-wide | 6,000.00 | 1997-20% EDF | June-Dec. 1997 | Brgy. Officials/MSWDO | |
| 10. Balik-Aral Program/Educational Assistance | 18 Families | Barangay-wide | --- | ---- | April 1997 | Brgy. Officials | |
| 11. Educational Assistance | 18 Families | Barangay-wide | 2,000.00 | 1997-20% EDF | June 1997 | | |
| 12. Women Session Literacy | 4 Families | Barangay-wide | --- | ---- | June-Dec. 1997 | Brgy. Officials | |
| 13. Community-based Family Planning Session | 49 Families | Barangay-wide | --- | ---- | Feb.-Dec. 1997 | Brgy. Officials | |
| 14. Responsible Parenthood Service | 49 Families | Barangay-wide | --- | ---- | Feb.-Dec. 1997 | Officers of Women Association | |
| 15. Trained Additional BHW FP Motivator | Community | Barangay-wide | --- | ---- | Feb.-Dec. 1997 | Brgy. Officials/MHO/BHW | |
| 16. Health Services | Community | Barangay-wide | 3,800.00 | 1997-20% EDF | April 1997 | MHO/DOH | |
| 17. Skills Training for Women | Community | Barangay-wide | --- | ---- | Feb.-Dec. 1997 | Brgy. Officials/MSWDO | |
| 18. Job Placement | 100 Families | Barangay-wide | --- | ---- | Feb.-Dec. 1997 | Mayor's Construction | |
| 19. Health Education | Community | Barangay-wide | --- | ---- | Jan.-June 1997 | Brgy. Officials/MHO/BHW | |
| 20. House to House Campaign to Participate in Organization | 30 Families | Barangay-wide | --- | ---- | Feb.-Dec. 1997 | Brgy. Officials | |
| 21. Reactivation of a Brgy. Council for the Protection of Children | 4 Families | Barangay-wide | --- | ---- | Jan.-June 1997 | Brgy. Officials/MSWDO | |
| B. SRA-HES | | | | | | | |
| 1. Environment and Ecological Program | | | | | | | |
| a. Beautification and Cleanliness | Community | Barangay-wide | 500.00 | 1997-20% EDF | April 1997 | Brgy. Officials | |
| b. Ornamental & Duranta Flower Planting | Community | Barangay-wide | --- | ---- | March 1997 | Brgy. Officials | |
| c. Waste Disposal/Trash Can Provision | Community | Barangay-wide | 1,000.00 | 1997-20% EDF | May 1997 | Brgy. Officials | |
| d. Barangay Nursery | Community | Puok III | 500.00 | 1997-20% EDF | Nov. 1997 | Brgy. Officials | |
| e. Reforestation and Tree Planting | Community | Barangay-wide | 3,000.00 | 1997-20% EDF | August 1997 | Brgy. Officials | |

| | | | | | | | |
|---|---------------|---------------|------------|---|----------------|------------------------------|--|
| 2. Improvement of CBIS Databoard | Community | Purok II | 2,500.00 | 1997-20% EDF | May 1997 | Brgy. Officials | |
| 3. Population Management | | | | | | | |
| a. Youth Welfare Program | | | | | | | |
| • Reactivation and Community-based Drug Prevention | Community | Barangay-wide | --- | --- | Feb.-Dec. 1997 | MSWDO, Brgy. Officials | |
| b. Child Welfare Program | Community | Barangay-wide | 400.00 | 1997-20% EDF | | | |
| • Supplemental Feeding | Community | Barangay-wide | 2,000.00 | 1996-20% EDF | June 1997 | Brgy. Officials/MSWDO/BNS | |
| c. Women Welfare Program | | | | | | | |
| • Assistance to Livelihood Project | Community | Barangay-wide | 423.00 | 1997-20% EDF | July 1997 | Brgy. Officials | |
| 4. Human Resource Management | Brgy. Council | Barangay-wide | 7,500.00 | 1997-20% EDF | Feb.-Dec. 1997 | Brgy. Officials | |
| | | | 2,500.00 | 1996-20% EDF | | | |
| | | | 12,000.00 | 1997-20% EDF | Jan.-Dec. 1997 | Brgy. Officials | |
| 5. Peace and Order and Public Safety | Community | Barangay-wide | | | | | |
| C. Other Social Development Activities | | | | | | | |
| 1. Fiesta Celebration | Community | Barangay-wide | --- | Solicitation | May 13, 1997 | Brgy. Officials | |
| 2. Palarong Pambayan | Youth | Rizal | 4,287.60 | 1997-10% S.K. | Dec. 1997 | Brgy. Officials/SK officials | |
| 3. Araw ng Sebaca | Community | Barangay-wide | | | Nov. 20, 1997 | Brgy. Officials | |
| 4. Palarong Pambarangay | Youth | Barangay-wide | 4,000.00 | 1997-10% S.K. | Nov. 21, 1997 | Brgy. Officials/SK officials | |
| 5. SK Capability Building Program | SK Officials | Barangay-wide | 11,000.00 | 1997-10% S.K. | Jan.-Dec. 1997 | SK officials | |
| II. Economic Development | | | | | | | |
| 1. Home Gardening | Community | Barangay-wide | 400.00 | 1997-20% EDF | March 1997 | Brgy. Officials | |
| 2. Communal Food Security Projects | Community | Barangay-wide | 1,092.00 | 1997-20% EDF | March 1997 | Brgy. Officials | |
| 3. Purchase of Sprayer | Community | Barangay-wide | 3,000.00 | 1996-20% EDF | April 1997 | Brgy. Officials | |
| III. Infrastructure Development | | | | | | | |
| 1. Brgy. Road Maintenance | Community | Barangay-wide | 5,000.00 | 1997-20%EDF | Feb.-Dec. 1997 | Brgy. Officials | |
| 2. Brgy. Multi-purpose | Community | Purok II | 100,000.00 | CDF | Jan.-Dec. 1997 | DPWH | |
| 3. Brgy. Day Care Center | Community | Barangay-wide | 100,000.00 | CDF | Jan.-Dec. 1997 | Brgy. Officials | |
| 4. Installation of Public Toilet Bowl | Community | Purok II | 5,000.00 | 1997-20% EDF | May 1997 | Brgy. Officials | |
| | | | 5,000.00 | 1996-20% EDF | | | |
| 5. Basketball Pavement | Community | Purok II | 100,000.00 | CDF | Feb.-Dec. 1997 | DPWH | |
| 6. Barangay Library | Community | Purok I | 100,000.00 | CDF | July-Dec. 1997 | DPWH | |
| Total | | | 487,402.60 | 100% | | | |
| % EDF 1997 | | | 272,402.60 | 55.89% | | | |
| %EDF 1996 | | | 12,500.00 | 2.56% | | | |
| % CDF | | | 200,000.00 | 41.03% | | | |
| % Other Sources | | | 2,500.00 | 0.51% | | | |
| Original signed by: Mrs. Sofronio B. Eroy Barangay Captain | | | | Prepared by: O. Puyod Barangay Secretary | | | |