

DEPARTMENT OF SOCIAL WELFARE AND DEVELOPMENT
SUSTAINABLE LIVELIHOOD PROGRAM
FIELD OPERATIONS MANUAL
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1. INTRODUCTION

1.1 History and Evolution (SEA-K to SLP)

The Department of Social Welfare and Development as the lead agency for social welfare and development service is implementing social protection programs to fight the increasing poverty incidence in the Philippines. As such, the DSWD has consistently endeavoured to strengthen its social protection programs by continuously introducing new strategies to respond to the problems. The latest of these efforts is the convergence strategy to implement the three core social protection programs of the Department, which aims to focus resources in one common area in order to create optimum impact. One component of these core social protection programs is the Sustainable Livelihood Program (SLP).

Prior to being called SLP, the Department already implements the Self-Employment Assistance Kaunlaran (SEA-K) Program. As a core social protection program to combat poverty, the SEA – K has been present for over forty years and is one of the few government funded programs that continued to exist despite changes in political administrations. The SEA-K Program is an investment in building social capital at the community level in order to increase the access of marginalized households to financial services. It has the goal of establishing community-based, self-managed and sustainable credit facilities to enable the economically active poor to have continued access to credit. Capability building of the SEA-K beneficiaries is the main focus of the program with the Social Workers and Project Development Officers (PDOs) working together on the different components: (i) enterprise development, (ii) organizational development, (iii) capital assistance, and (iv) community organization.

Due to the growing needs of the DSWD's beneficiaries for well-sustained livelihood and employment opportunities, the SEA-K Program was enhanced and transformed into the Sustainable Livelihood Program, wherein it adopted a community-based comprehensive family approach so that the livelihood strategies are informed and rooted in the context of the community. The key developments of the Sustainable Livelihood Program relative to the SEA-K Program are as follows:

- a) Opportunity to access multiple income sources through the two-track program, which are the Micro-Enterprise Development and the Employment Facilitation.
- b) Development of resource-based, market driven and economically viable microenterprises following the Community Driven Enterprise Development ([Annex i](#)) strategy.

Given this enhanced livelihood assistance program, DSWD now takes on a facilitative and steering role. Partnership building and market linking are the key functions of DSWD in order to leverage socio-economic opportunities for the poor.

1.2 SLP within the Convergence Framework

The Convergence Framework of DSWD situates the Sustainable Livelihood Program in its broader context, being integrated with the two other core social protection programs of the Department: the Pantawid Pamilya (Conditional Cash Transfer) and the KALAHÍ-CIDDS or Kapit Bisig Laban sa Kahirapan (Community Driven Development). These three core programs are poverty reduction projects targeting the poor municipalities and poor households in the country.

a) Pantawid Pamilya (Conditional Cash Transfer)

The Pantawid Pamilyang Pilipino Program is a poverty reduction strategy that provides conditional cash grants to poor households with children 0-14 years of age and with pregnant and lactating mothers, to build human capital through investment in health and education. Pantawid Pamilya provides health and education cash grants upon compliance of the beneficiaries with certain conditions. The goal is to provide these grants to poor households to alleviate their immediate needs and to break the intergenerational poverty cycle through investment in human capital (i.e. health, nutrition and education).

b) Kapit-Bisig Laban sa Kahirapan – Comprehensive and Integrated Delivery of Social Services Program

The Kapit-Bisig Laban sa Kahirapan – Comprehensive and Integrated Delivery of Social Services aims to reduce poverty by a) empowering the poor to participate meaningfully in development, and b) making development initiatives responsive to the needs of citizens by making local governance processes and systems more participatory, transparent and accountable. The Program adopts the Community-Driven Development (CDD) as a primary development approach and strategy. It targets the poor municipalities in the identified poorest provinces based on the NSCB report. These municipalities constitute the poorest 25% of all municipalities of the 42 poorest provinces.

The program activities are implemented through: a) mobilization of community structures and LGU support; b) provision of capability building and skills training for communities and LGUs on self-awareness and developmental values, participatory needs prioritization and program planning and implementation; and c) provision of technical assistance and resource grants for community priorities, shared among national and local governments, communities, and program providers from NGOs and CSOs engaged in KALAHÍ-CIDSS areas. These CDD approach and strategies enable barangays to: a) participate in identifying, prioritizing, and planning community development interventions; b) implement community projects and c) practice transparency and accountability in resource allocation and implementation of sub-projects by having project grants directly managed by community volunteers without passing through the LGUs.

c) Sustainable Livelihood Program

The Sustainable Livelihood Program is a community-based program, which provides capacity building to improve the program participants' socio-economic status. As a component of the Convergence Strategy, the program aims to serve the beneficiaries of the Pantawid Pamilya, hoping to sustain and expand beyond the five-year intervention the socio-economic benefits gained. The following pages shall describe this program in detail.

These three core programs are administered under separate Program Management Offices (PMOs) and carry distinct designs and strategies. But all three have an inherent commonality – a clear focus on the poor and on poverty reduction efforts. These also share a number of complementary features that can be harnessed for more

effective and sustainable results. Converging of these core programs and reengineering them as a poverty reduction strategy can increase their combined impact to reduce poverty beyond what each project can accomplish on its own.

Convergent actions will revolve around a platform with six themes: 1) targeting the beneficiaries; 2) social facilitation and community mobilization; 3) social case management; 4) LGU engagement; 5) capacity building and 6) monitoring and evaluation. The confluence of these three programs in the six themes will hasten the achievement of the DSWD Reform Area 2 to provide more effective and more efficient social protection programs through improved models and regulations.

1.3 Acronyms

AC	Area Coordinator
BDS	Business Development Services
BHW	Barangay Health Worker
BMBE	Barangay Micro-business Enterprises ¹
BSPMC	Barangay Sub-Project Management Council
CCT	Conditional Cash Transfer
CDA	Cooperative Development Authority
CDED	Community Driven Enterprise Development
CF	Community Facilitator
CITC	Cottage Industry Technology Center
CSO	Civil Society Organizations
DA	Department of Agriculture
DCW	Day Care Worker
DOLE	Department of Labor and Employment
DOST	Department of Science and Technology
DSWD	Department of Social Welfare and Development
DTI	Department of Trade and Industry
FDS	Family Development Sessions
FOM	Field Operations Manual
GIS	General Intake Sheet
HAF	Household Assessment Form
IPs	Indigenous Peoples
KALAHI CIDDS	Kapit Bisig Laban sa Kahirapan Comprehensive and Integrate Delivery of Social Services
LCE	Local Chief Executive
LED	Local Economic Development
LGU	Local Government Unit
LGUs	Local Government Units
LSWDO	Local Social Welfare Development Officer
MAO	Municipal Agriculture Office
MAT	Municipal Action Team
MFI	Microfinance Institution
MIAC	Municipal Inter-agency Committee Consists of heads or designated representatives from various LGU offices, namely: Municipal/City Social Welfare Development Office (M/CSWDO), Municipal/City Health Office (M/CHO), Municipal/City Agrarian Reform Office (MARO), Municipal/City Planning Development Office (M/CPDO), Municipal/City Engineering Office and Municipal/City Local Government Operations Office (M/CLGOO)
ML	Municipal Link

¹ under Republic Act 9178 – Barangay Micro Business Enterprises (BMBEs) Act of 2002

MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NGA	National Government Agency
NGO	Non-Government Organization
NHTS-PR	National Household Targeting System for Poverty Reduction
NPMO	National Program Management Office
OTOP	One Town One Product
PDO	Project Development Officer
PESO	Public Employment Service Office
PLIA	Participatory Livelihood Issue Analysis
POs	Peoples' Organizations
PRPU	Poverty Reduction Programs Unit
PSA	Participatory Situational Analysis
PTTC	Philippine Trade Training Center
RPMO	Regional Program Management Office
SEA-K	Self-Employment Assistance – Kaunlaran
SEC	Securities and Exchange Commission
SKAs	SEA-K Associations
SKGs	SEA-K Groups
SLP	Sustainable Livelihood Program
SWI	Social Welfare Indicators
TESDA	Technical Education and Skills Development Authority
TRC	Technology Resource Center
VAT	Value Added Tax
VCA	Value Chain Analysis
VMG	Vision, Mission, Goals

2. PROGRAM DESCRIPTION

The Sustainable Livelihood Program (SLP) is a community-based capacity building program that seeks to improve the program participants' socio-economic status.

SLP is implemented through a two-track program. The first track, the Microenterprise Development Track, supports micro-enterprises in becoming organizationally and economically viable. Meanwhile, the second track, the Employment Facilitation Track, assists participants to access appropriate employment opportunities.

Both tracks are executed based on the Community-Driven Enterprise Development (CDED) approach, which equips program participants to actively contribute to production and labor markets by looking at available resources and accessible markets. The CDED approach promotes the Local Economic Development (LED) strategy and Value Chain Production of each community.

LED, as defined by The World Bank, "offers local government, the private sector, the not-for-profit sectors and the local community the opportunity to work together to improve the local economy. It aims to enhance competitiveness and thus encourage sustainable growth that is inclusive...The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and to improve the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation."² Thus, the micro-enterprises and job matches to be developed under SLP shall be based on the LED strategy for each community. Consequently, SLP would require the various interventions by different partners inside and outside the government.

A value chain, on the other hand, is "a sequence of production, processing and marketing activities: products pass through all activities of the chain in a certain order and, with each activity, the product gains value. In a well-managed value chain, the value of the end-product is often greater than the sum of valued-added" (Porter, M. 1985).³ SLP endeavors to create and develop value chain productions for its program participants. Through SLP, the program participants' community resources are transformed into products and services and linked to local and national markets through extensive networks of partnerships in both the public and private sector.



The Main Goal of CDED: The Intersection

² Swinburn, Gwen. *Local Economic Development: Quick Reference*. The World Bank. January 2006

³ The 2008 World Development Report (WDR) "Agriculture for Development"

The program participants undergo a broadening of their resource-base by mobilizing savings, accessing capital, engaging in microenterprise activities, participating in the value chain markets, and receiving institutional development support.

Appropriate training activities are provided to the participants for them to improve their existing micro-enterprises or pursue other enterprise activities with market opportunities. A follow through intervention is done by connecting them to non-government organizations and private sector groups that provide business development services such as: (i) product and marketing development, (ii) skills enhancement and business management in preparation for market integration, and (iii) diversified loan packages for further financial assistance.

Considering that not all poor households, including Pantawid Pamilya program participants are interested to engage in entrepreneurial activities, job opportunities are made accessible to the Sustainable Livelihood Program participants. The Employment Facilitation Track helps employable individuals' access locally available jobs through public-private partnerships (PPP). This also includes skills enhancement and pre-employment training to adequately prepare the participants for employment. Continuous upgrading of technical skills is provided to the participants in order to equip them with the capacity to independently search for employment opportunities in the future.

Through the program, it is hoped that that enabling the participants to manage sustainable micro-enterprises or linking them to locally-available jobs will enhance their access to basic social services and improve their standard of living.

2.1 Objectives

General

To improve the socio-economic capacity of the participants through a micro-enterprise development and employment facilitation program that shall ultimately provide a sustainable income source

Specific

- a) To facilitate opportunities for micro-enterprise development through social preparation, capacity building and resource provision activities
- b) To facilitate the linkage to employment opportunities through social preparation, capacity building and labor-market networking
- c) To link the participants to support services and programs of different partners, including but not limited to NGAs, CSOs and private institutions
- d) To improve the beneficiaries' capacity to avail of the products and services of different financing institutions, including but not limited to credit, savings and micro-insurance
- e) To promote community involvement and social responsibility among the participants through activities that build their relationship their community, their co-participants, their families and themselves

2.2 Target Participants

The Sustainable Livelihood Program participants should meet the following requirements:

- 1) Should belong to poor households as identified through the National Household Targeting System for Poverty Reduction (NHTS-PR), prioritizing Pantawid Pamilya program participants and other qualified poor households not included in the NHTS- PR
- 2) Should at least be 18 years of age for the Employment Facilitation Track and at least 16 years of age for the Microenterprise Development Track after submission of a written consent from a legal parent or guardian
- 3) For the Microenterprise Development Track, should be a beneficiary of DSWD's social protection programs and services who has limited or no access to formal credit facilities (micro-financing institutions, banks, cooperatives, formal lending investors, pawnshops, and other formally registered credit entities)
- 4) For the Employment Facilitation Track, should be a beneficiary of DSWD's social protection programs and services with labor skills but with no formal employment or is unemployed
- 5) Preferably be a beneficiary of the Pantawid Pamilya Pilipino Program for at least 2 years wherein the Social Welfare Indicators (SWI) show a readiness for engagement in livelihoods

2.3 Program Tracks

The program design has two tracks: the Microenterprise Development Track and the Employment Facilitation Track.

Sustainable Livelihood Program	
Track 1: Microenterprise Development	Track 2: Employment Facilitation

2.3.1 Track 1: Microenterprise Development

The Microenterprise Development Track is a capacity building program that focuses on micro-enterprise development, skills enhancement, networking and partnership building, and provision of capital assistance to poor families. The participants shall be organized by their economic or livelihood activity, depending on the local field implementer's assessment of the most appropriate form.

One of the outputs under this track is to refer the participants to prospective partner institutions or agencies such as NGAs, academic/ research institutions, NGOs, Business Development Service (BDS) Providers, Micro Finance Institutions (MFIs) and other formal lending institutions in order to strengthen the viability of their businesses. This is made possible through a strong linkage with these institutions.

To focus on the sustainability of the participants' enterprise, the field implementers (Project Development Officers II (PDO II), and the LGU Social Worker and the LGU Livelihood Worker) shall provide efficient and effective delivery of interventions such as:

- a) Social preparation
- b) Capacity building
- c) Organization development to encourage collective action in the identification of entrepreneurial opportunities both for starting up and existing micro-enterprises
- d) Linkage to Business Development Service providers, Microfinance Institutions, National Government Agencies, and Private Sector

2.3.2 Track 2: Employment Facilitation

The Employment Facilitation Track provides assistance to unemployed members of poor families preferring a job rather than start an enterprise for income generation. They shall be provided with technical skills training, occupational guidance and counselling, and job referrals or placement.

The DSWD's job matching services will be provided through the assistance of the LGU Social Worker, LGU Livelihood Worker and the DSWD PDO II. The field implementers are tasked to determine the training needs and job qualifications of the participants relative to the existing employment demand in the area. They are also required to network with existing job placement agencies from both government and private sector.

To enable the referral and employment of the participants to locally available jobs, the field implementers' interventions shall include the following:

- a) Social preparation
- b) Capacity building
- c) Provision of technical skills training in partnership with vocational training institutions or schools
- d) Job referral or placement

Given the necessary interventions identified for both tracks, the field implementers are expected to serve as process facilitators and partnership builders to generate and bridge opportunities for the program participants.

3. OPERATIONAL PROCEDURE

The following section discusses the objectives, milestones, activities, and standards of the five SLP stages: 1) Pre-Implementation, 2) Social Preparation, 3) Capacity Building, 4) Resource Mobilization and 5) Monitoring and Sustainability.

In this manual, each stage shall have a cover page detailing the following:

DESCRIPTION
Brief write-up of the stage

OBJECTIVES
List of objectives of the stage

ACTIVITIES	OUTPUTS
Specific stage activity	* <i>Output</i> refers to the specific result of each activity of the stage.

MILESTONES
** <i>Milestone</i> refers to items/requirements needed to accomplish the stage to be able to carry on to the next stage.

POSSIBLE PARTNERS	PARTNER INTERVENTIONS
Recommended type of partner	Description of the type/kind of intervention of a partner type for the specific stage.

The SLP Operational Procedure Timeline⁴

The timeline for the municipal-level operational procedure is as follows:

STAGE	MONTH					
	1	2	3	4	5	6
Pre-Implementation						
Social Preparation						
Capacity Building						
Resource Mobilization						
Monitoring and Sustainability	This stage is implemented by the Project Development Officers and their partners continuously and periodically upon completion of the Resource Mobilization Stage.					

⁴ The Regional Office shall include the funding for each stage in their Work and Financial Plan.

3.1 Stage I: Pre-Implementation

DESCRIPTION
This stage covers the work involved in identifying target program participants using the SLP eligibility criteria, within the target location. Engagement of the LGUs takes place in this stage to get their full commitment and support for the success of the program. Partnership building is also included in the pre-implementation phase to enable the field implementers to engage all possible stakeholders that can complement the initiatives of the DSWD SLP.

OBJECTIVES
<ul style="list-style-type: none"> a) To secure all the required data mentioned in this stage and to use these as a guide in identifying the target area and participants for SLP implementation. b) To get full support of the LGUs by forging a Memorandum of Agreement for the implementation of SLP in their jurisdiction. c) To secure the final list of validated SLP program participants. d) To secure list of MFIs, CSOs, BDS providers, legislators, academic and private institutions and faith - based group for microenterprise projects/employment as possible partners for SLP implementation.

ACTIVITIES	OUTPUTS
Scanning and Profiling of Project Location	a) Aggregated Market Profile and Poverty Profile
LGU data gathering	b) Resource inventory down to the barangay level
MIAC Meeting	c) Validation of Municipal Resource and Market Profile d) Market opportunities identification
LGU MOA Signing	e) Memorandum of Agreement between the LGU and the DSWD f) Municipal/City Action Plan
Partnership Scanning	g) List of possible partners for the SLP implementation
Identification of Program Participants	h) Final list of program participants i) Ad hoc team finalized j) Plans of activities for Social Preparation Stage finalized

MILESTONES
<ul style="list-style-type: none"> a) Commitment of the LGU to support SLP operations b) Final list of program participants

POSSIBLE PARTNERS	PARTNER INTERVENTIONS
LGU / Municipal-Level Engagements	<ul style="list-style-type: none"> a) Sharing of data and information b) Logistical support

3.1.1 Scanning and Profiling of Project Location

- a) Priority shall be given to municipalities/cities and barangays with high poverty incidence based on the existing data of the National Household Targeting System for Poverty Reduction (NHTS-PR).
- b) Once a roster of possible project sites has been prepared, the Regional Project Management Office (RPMO) shall provide the concerned PDO II with the poverty profile of these municipalities/ cities and barangays ([Annex 1-A](#)) and the market profile ([Annex 1-B](#)) of the provinces where they belong and the regional development plan prepared by NEDA as reference during the LGU orientation. The poverty profile and market profile should be noted by the Assistant Regional Director as head of the Poverty Reduction Programs Unit (PRPU) where the SLP – RPMO is lodged.
- c) Various information on national and regional partnership projects that could possibly be implemented in the PDO II's identified project sites should also be provided by the RPMO.

OUTPUT	
✓	Poverty Profile (Annex 1-A)
✓	Aggregated Market Profile (Annex 1-B)

3.1.2 Local Government Unit Engagement

3.1.2.1 LGU Data Gathering

After obtaining all the available information about the target LGU at the SLP-RPMO, the Municipal Action Team (the PDO II and the Pantawid Pamilya Municipal Link (ML) and/ or KALAHI-CIDSS Area Coordinator (AC)) shall make a courtesy call with the Local Chief Executive (LCE) to conduct program orientation. The agenda during the orientation are:

- SLP Overview (see attached presentation material in [Annex 1-C](#)),
- Poverty Incidence Profile of the municipality based on NHTS-PR data ,
- Discussion of market opportunities at the provincial and regional Level,
- Scheduling of the meeting of the Municipal Inter-Agency Committee (MIAC)⁵ and
- LCE commitment to support data gathering.

The primary purpose of presenting the poverty incidence data is for the LGU to appreciate the targeting process of the Department in selecting the project location and the number of households to be served through the SLP.

The presentation of the market opportunities intends to influence the LCE for the SLP agenda to be included in the local economic development (LED) plan, which includes but is not limited to policies, through ordinances or executive issuances, allocation of funds using the 20% municipal development fund and provision of LGU Livelihood Worker.

⁵ Consists of heads or designated representatives from various LGU offices, namely: Municipal/City Social Welfare Development Office (M/CSWDO), Municipal/City Health Office (M/CHO), Municipal/City Agrarian Reform Office (MARO), Municipal/City Planning Development Office (M/CPDO), Municipal/City Engineering Office and Municipal/City Local Government Operations Office (M/CLGOO)

The data gathering of the PDO II and ML and/or AC constitutes the environmental scanning of the available resources and potential market within the municipality. To do this, the PDO II must gather the following information from the municipality:

- Socio-economic profile
- Municipal Development Plan/ Annual Investment Plan
- Data on “One Town One Product” (OTOP)
- Micro, Small and Medium Enterprise (MSME) Development Plan
- Local Poverty Reduction Action Plan (LPRAP)
- DAR data on landholding, tenurial arrangements and list of agrarian reform support projects per barangay
- Municipal Agriculture Office (MAO) projects/ programs on agricultural development per barangay
- List of CSOs/ NGOs with livelihood programs

OUTPUT	
✓	Resource inventory down to the barangay level

3.1.2.2 MIAC Meeting

For the MIAC meeting, the PDO II, ML and/or AC shall specify the schedule and venue of the meeting with the LCE as the Chairperson of this Committee. The LCE should be informed that the intention of involving the MIAC in the SLP Implementation is to generate support related to their areas of concern (e.g. if there is a need to draft a local ordinance related to the economic activities of the SLP participants along agriculture and fisheries, the MAO, given his/ her expertise on this area, will provide technical assistance in the drafting of the position paper for submission to the Municipal/ City Council). The agenda of the MIAC meeting is as follows:

- To present the SLP Overview
- Municipal/ City Poverty Incidence Profile,
- Municipal Resource and Market Profile (see template in Annex 1-D, which should be accomplished by the PDO prior to the MIAC meeting through secondary data gathering in coordination with the MIAC members, MLs, ACs, and other local partners. During the MIAC meeting, the information found in Annex 1-D must be validated by the MIAC members. Additional information may be included, existing information may be updated, clarified or removed depending on the feedback of the MIAC members)
- Provincial Market Opportunities coming from the Market Profile (Annex 1-B), Regional Development Plan from NEDA and various partnerships
- To discuss the Action Plan (see template in Annex 1-E). The PDO II may present some ideas for the Action Plan to initiate the discussion. However, the final Action Plan should be a result of the MIAC meeting wherein the existing livelihood projects of the LGU and various line agencies in the municipalities will be discussed. The goal of this Action Plan is to identify livelihood projects in the municipality that could be provided to the SLP participants. For example, the livestock and seedling dispersal projects of the MAO could serve the SLP participants who are into farming activities. This will promote convergence and sharing of resources at the municipal level in order to avoid duplication of interventions at the program participant level.

OUTPUT	
✓	Validation of Municipal Resource and Market Profile
✓	Market opportunities identification

3.1.2.3 MOA Signing with LGU

The action plan and the draft Memorandum of Agreement (MOA), using the attached format (Annex 1-F), shall be presented by the PDO II to the Sangguniang Bayan/City Council for comments or inputs and for them to also authorize the LCE to sign the MOA.

After approval by the Sangguniang Bayan/City Council of authorizing the LCE to sign the MOA, through a resolution, the Memorandum of Agreement between the LGU and DSWD will be signed by both parties. The validity of this MOA between the DSWD and the LGU will be based on the duration of the project.

OUTPUT	
✓	Municipal/City Action Plan (Annex 1-E)
✓	Memorandum of Agreement between LGU and DSWD (Annex 1-F)

3.1.3 Partnership/Networking

- a) The PDO II will identify and produce a list of MFIs, CSOs, BDS providers, legislators, academe, private institutions and faith-based groups for microenterprise projects or access to employment of SLP program participants.
- b) Partnership shall be towards sustainability of the household microenterprise projects or access to long-term employment, such as but shall not be limited to partnerships with National Government Agencies, LGUs (provincial, city/ municipal and barangay), MFIs, CSOs, BDS providers, legislators, academic and private institutions, and faith-based groups.

OUTPUT	
✓	List of possible partners for the SLP implementation

3.1.4 Identification and Validation of Program Participants

- a) The PDO II shall secure a potential list of program participants for SLP implementation using the NHTS-PR data and/or Social Welfare Indicators (SWI), General Intake Sheet (GIS) and Household Assessment Form (HAF). These data shall be provided periodically by the concerned DSWD offices to the SLP-RPMO for the latter to come up with a roster of target participants per municipality, following the SLP eligibility requirements.
- b) Once the listing of potential participants has been completed, a process of validation shall be conducted by the PDO and LGU social worker/ livelihood worker, together with the ML and/ or Community Facility (CF), in coordination with key informants in the community, namely, the barangay officials, day care workers (DCW), barangay health workers (BHWs) and barangay sub-project management committee (BSPMC).

The purpose of the validation shall include but not be limited to determining if the target participants are still living in the barangay and if the information related to their eligibility to the SLP are still valid, particularly for non-Pantawid Pamilya households.

- c) It is expected that after the validation of the potential program participants, the PDO shall facilitate the preparation of the final list of target participants and set with the barangay chairperson the schedule for the

Pantawid Pamilya Parent Leaders assembly or a Community Assembly for non-Pantawid Pamilya beneficiaries.

During the Assembly, the barangay chairperson or his/ her designated barangay official shall be the convener of this activity and the final list of target participants shall be presented during the assembly and this shall be followed by a brief orientation about SLP highlighting the capacity building and skills enhancement activities of the program.

It is important to note that the PDO II and/ or LGU Livelihood Worker should not mention any funding assistance coming from DSWD yet, to ensure that the intervention of the department is more focused on capacity building rather than credit assistance. In addition, the participants should be able to understand the issues surrounding their poverty condition and identify possible solutions to address their situation.

- d) Before the assembly ends, the PDO II, LGU Social Worker/ Livelihood Worker and/ or ML/ Community Facilitator (CF) shall form an ad hoc team, either by election or voluntarily, to assist in the execution of succeeding activities.

This team shall be composed of at least three members coming from the Pantawid Pamilya Parent Leaders, BHW, DCW, Barangay Nutrition Scholar (BNS) and BSPMC.

The PDO II/ LGU Social Worker/ Livelihood Worker and/ or ML/ CF shall consult with the Pantawid Pamilya Parent Leaders for scheduling of the activities under social preparation stage.

OUTPUT

- ✓ Final list of program participants
- ✓ Ad hoc team finalized
- ✓ Plans of activities for Social Preparation Stage finalized

3.2 Stage II: Social Preparation

DESCRIPTION
This stage provides an avenue for participants to understand their current situation, to envision for their family as well as themselves a desired future condition and to create a general strategy on how to realize their vision, mission and goals in life. The value of cooperation as an accountability system, savings to mitigate internal and external shocks, and time management for priority setting are all incorporated in the values formation in this stage.

OBJECTIVES
<ul style="list-style-type: none"> a) Decide whether or not to engage in SLP b) Undergo self-mastery sessions through existing organized Pantawid clusters c) Conduct the Participatory Livelihood Issue Analysis

ACTIVITIES	OUTPUTS
Self-Mastery	<ul style="list-style-type: none"> a) Household VMG (Self-awareness) b) One Week Work Plan (Time Management) c) Savings Generation (Financial Literacy)
Participatory Livelihood Issue Analysis	<ul style="list-style-type: none"> a) Identification of resources and opportunities (Environmental Scanning) b) Identified at least three existing products and services in the community that have a steady supply of resources and an accessible market demand (Value Chain Analysis)

MILESTONES
<ul style="list-style-type: none"> a) List of potential program participants who signified their willingness to engaged in the SLP is prepared and submitted by the PDO II to the MIAC and RPMO b) Availability of enterprise/job employment options for the program participants' engagement (for PLIA) c) Output of PLIA and submitted to the MIAC by the PDO II

POSSIBLE PARTNERS	PARTNER INTERVENTIONS
Academic institutions, CSOs, Private Sector	<ul style="list-style-type: none"> a) Community development b) Conduct of financial literacy sessions, self-awareness sessions, and other preparatory activities

3.2.1 Self-Mastery

Activity	Key Output
Self-Awareness	<ul style="list-style-type: none"> ✓ Individual Households' Vision, Mission, Goals (VMG) ✓ Skills Inventory
Time Management	<ul style="list-style-type: none"> ✓ One week work plan per household formulated with more time allotted to non-productive work
Financial Literacy	<ul style="list-style-type: none"> ✓ Actual savings generation activity with clear rules and accountabilities

(Recommended time: two 4-hour sessions. This may be divided into more sessions with shorter time periods depending on the context in the community.)

- a) The PDO II, in coordination with ML/ CF and LSWDO shall schedule the following introductory sessions, in particular order, prior to business start up and/ or access to employment: a) Self-Awareness (CDED Workbook Module 1 and Module 7 ([Annex 2-A.1](#))) b) Time Management (CDED Workbook Module 4 ([Annex 2-A.2](#)) and c) Financial Management (CDED Workbook Module 2 and Module 3 ([Annex 2-A.3](#))). The CDED Workbook for program participants, as well the Family Development Session (FDS) manual shall serve as guides for the resource person/ facilitator in handling the sessions. Expected outputs for each of these sessions will be as follows: a) individual households' Vision, Mission and Goals (VMG) and Skills Inventory (self-awareness); b) an actual community-based or group savings generation activity with clear rules and accountabilities (financial literacy) and c) a one week work plan per household formulated with more time allotted to productive work (time management).
- b) Monitoring and overseeing of each activity shall be delegated to the Parent Leaders (PLs) of the Ad Hoc group. On the other hand, the ML/CLs should be the resource person for the self-awareness sessions that follow. As guide for the savings generation activity of the target participants, the PDO II and/ or LGU Livelihood Worker/ ML/ AC shall facilitate the formulation of clear rules and accountabilities if participants opt to save in groups through the *Paluwagan* system or other collective types of savings. The amount and frequency of savings contributions shall be decided by the program participants themselves.
- c) The PDO II and/ or LGU Livelihood Worker, ML or AC, shall link those participants who decide to save individually with existing MFIs, SKAs, KABAYANs, cooperatives and other formal lending and savings organizations.
- d) The PDO II should collaborate or partner with NGOs, MFIs, academes, faith-based groups and other organizations for them to conduct this activity. In the absence of any partner, the PDO II and/ or ML/CF and LGU worker shall be in-charge of conducting these series of sessions and shall divide the task among themselves.

OUTPUTS
<ul style="list-style-type: none"> ✓ VMGs and Skills Inventory of Participants (Annex 2-A.1) ✓ Accomplished Time Management Tables (Annex 2-A.2) ✓ Accomplished Financial Management Tables (Annex 2-A.3)

3.2.2 Participatory Livelihood Issue Analysis (PLIA)

Activity	Key Output
Environment Scanning	<ul style="list-style-type: none"> ✓ Understanding of the beneficiaries' current situation and identification of resources and opportunities: <ul style="list-style-type: none"> a) Available and lacking resources for livelihood opportunities b) Potential Enterprises/Livelihood using the available resources c) Risks associated with resources d) Ways and means that they would do to cope with and recover from stresses and shocks
Value Chain Analysis	<ul style="list-style-type: none"> ✓ Identified at least three existing products and services in the community that have a steady supply of resources and an accessible market demand

The Participatory Livelihood Issue Analysis (PLIA) is a method/ process of organizing the poor households into a more market-oriented and resource-based unit, and it will form the second part of the social preparation stage. The PLIA should be part of the KALAHI-CIDSS's Participatory Situational Analysis (PSA) activity if it is held within KALAHI-CIDSS covered areas.

It is also through the PLIA that the participants will determine the basis of their unemployment, underemployment and/or low income. Through this, they will be able to identify the causal relationships in the local economy through the lens of value chain analysis and resource mapping. Issues and problems related to the local economy that affect the households' income serve as the entry point for advocacy on local economic development (LED).

(Actual workshop: One-Day. The preliminary activities, which includes gathering and validation of necessary information may be done within a period of 2 weeks to 1 month depending on the context in the community)

a) Pre- Household Assembly Preparation

The PDO or ML/ AC shall coordinate with barangay officials and the ad hoc team created during the barangay assembly for the attendance of the target households. The PDO should prepare the list of the provincial and the municipal resources.

b) The Household Assembly will be conducted with the PDO as facilitator and the LGU Livelihood Worker as documenter. Activities during the assembly would be as follows:

- Expectation setting
- Explanation of the purpose and objectives
 - To conduct a participatory identification and description of locally available resources, and validation of secondary information
 - To increase awareness and understanding of the local socio-economic condition and how it affects the households' livelihood and income
 - To identify strategies for increasing the household income of the project participants
- Discussion of the poverty incidence using the NHTS-PR data and/ or SWI
- Workshop 1: Environment Scanning ([Annex 2-B.1](#), [Annex 2-B.2](#), [Annex 2-B.3](#), [Annex 2-B.4](#), [Annex 2-B.5](#))

Outcome: Program participants learn to manage their resources such that they can use them productively and that it can cope with and recover from stresses and shocks

- i. Explain the mechanics of Resource Mapping
- ii. Divide participants into five groups

- iii. Assign each group into types of capital (natural, physical/ public, human, financial and social) and ask them to list down or draw resources found in their community which are used/ may be used in livelihood. Validate the data on resources in the province/ municipality.
 - iv. Each group will discuss both the potential enterprises/livelihood that may be established using the resources and the stresses and shocks that their resources/livelihood may experience. The session will end with the identification of the ways and means that they would do to cope with and recover from stresses and shocks.
 - v. The PDOs synthesizes the workshop
 - Share additional data that participants failed to explain
 - Highlight primary information derived from group reports
 - Explain the interrelation of the five capitals
 - Review the importance of managing the sustainability of their resources/livelihood.
 - vi. Based on the discussions, the leaders of the program participants should present a development plan to the community and to the MIAC. The PDOs shall assist the leaders in making the presentation.
- Workshop 2: Value Chain Analysis ([Annex 2-C.1](#), [Annex 2-C.2](#), [Annex 2-C.3](#))
- i. Ask the participants to identify three livelihoods/ crops produced in their barangay
 - ii. Group the participants according to the their livelihoods/ crops
 - iii. Ask to identify the actors and their involvement from the production of goods and services to their marketing
 - Ask to enumerate the inputs/ equipment used by each actor in each economic activity
 - Ask to identify the costs incurred by each actor in each stage
 - Input providers (seedlings/ fingerlings, equipment, land, fertilizer, fuel, etc.)
 - Producers (e.g farmers, weavers)
 - Manufacturers (e.g. milling, finishing)
 - Sellers/Exporters (e.g trading, buy and sell)
 - Consumers
 - iv. Ask the groups to present outputs
 - v. Process the group outputs by drawing up reactions from the participants
 - Identify the chain of activities that gains more share in added value – this would guide them in choosing the microenterprise they would engage in, whether as individuals or as a group.
 - vi. (Plenary) ask the participants to describe issues in every stage and rank the issues based on high number of household affected and frequently occurring in every cycle of production.
- Synthesis
- i. Present the prevailing situations that limit the community's development (in general) and the households' livelihood in particular
 - Consider factors such as apathy/culture of silence, subservience, lesser bargaining power, lack of vision, etc.
 - Refer to the opportunities identified in the resource map/PLIA
 - ii. Explore other potential uses of the produced crops by encouraging the participants not just to sell these crops in their "raw forms" but to add value to them and to look for better trading arrangements

The activity ends with the discussion of the activities for the capacity building stage. From this schedule, the PDO and/or LGU Livelihood Worker prepare a task list, detailing all preparations and deliverables required for proper

execution of all activities under the capacity building stage. It is important in this planning session to identify the partners (BDS group, NGAs and academe) who could be tapped as resource person/s during the training proper.

Output

- ✓ Worksheets 1 and 2
The output of PLIA shall be submitted to the RPMO and MIAC by the PDO II. It would serve as a guide in drawing their Local Economic Development (LED) Plan. Both outputs from PLIA and VCA shall be used in SWOT Analysis, Business and Job Market Assessment and business proposal writing.
- ✓ List of participants who have signified their willingness to continue with the program ([Annex 2-D](#))

Glossary:

Consumers are the end-users of a particular product or service

Consumption is the use of the products or services

Cost of Production is the expenses incurred in manufacturing goods/providing services

Input Providers/Suppliers are suppliers of raw materials or farm inputs

Manufacturers are middlemen/intermediaries, processors

Participatory Livelihood Issue Analysis is a methodology of organizing the program participants to a more market-oriented and resource-based endeavor

Production is the process of making goods or providing services, may include the technologies used

Producers are entities which make, grow, or supply goods for sale

Specific Inputs include raw materials, farm inputs (e.g. seeds, fertilizers)

Stakeholders are the people/organizations/institutions who are involved/affected by the SLP

Stresses and shocks are unpredictable events that can affect negatively the livelihoods (e.g. stresses: hunger/food insecurity, soil erosion/degradation; Shocks: death in family, typhoons/floods)

Trade is the act of buying and selling goods and services

Value Chain describes the full range of activities required to bring a product or service from conception, through the different phases of production (involving a combination of physical transformation and the input of various producer services), delivery to final consumers and final disposal after use (Kaplinsky and Morris 2001 as quoted in the COPLA Briefing Paper "Upgrading along value chains: Strategies for Poverty Reduction in Latin America)

Value Chain Analysis is the process or tool that "examines the full range of activities required to bring a product or service from its conception to its end use, the firms that perform these activities in a vertical chain and the final consumers for the product or service (cited from *Market Development: Project Phases—Market Assessment by the Donor Committee for Enterprise Development*

3.3 Stage III: Capacity Building

DESCRIPTION
<p>This stage covers livelihood interventions through two tracks:</p> <ul style="list-style-type: none"> a) Capacity Building for Microenterprise Development (Track 1), and b) Capacity Building for Employment Facilitation (Track 2) <p>Capacity Building under the Microenterprise Development Track of the SLP involves skills/technical training of program participants on sustainable microentrepreneurship. While Capacity Building under the Employment Facilitation Track of the SLP, on the other hand, involves skills/technical training of program participants on sustainable employment.</p> <p>The Capacity Building Stage has two phases – 1) the Training Phase, and 2) the Preparation Phase.</p> <ul style="list-style-type: none"> 1) The Training Phase – where all program participants undergo the following trainings: <ul style="list-style-type: none"> o Basic Microenterprise Management Training (BMMT) and o Basic Employment Skills Training (BEST) 2) The Preparation Phase – where program participants will be preparing their respective business plan/project proposal for a prospective microenterprise and employment documents/job applications for a prospective local employment.

OBJECTIVES
<ul style="list-style-type: none"> a) To develop the attitude, knowledge, and skills required to implement livelihoods improvement on the program participants.⁶ b) To enable the program participants to make more informed choices regarding future change through the Sustainable Livelihood Program.⁷

ACTIVITIES	OUTPUTS
Training Phase	<ul style="list-style-type: none"> a) Business and employment skills are developed b) Business ideas are generated c) Employment opportunities are identified
Preparation Phase	<ul style="list-style-type: none"> a) Final listing of Track 1 and Track 2 Program Participants b) Product/service selection and final business plans/project proposals are prepared c) Job selection and final employment documents/job applications are prepared

MILESTONES
<ul style="list-style-type: none"> a) For Track 1 – Microenterprise Development: At the end of this stage, participants should have already finished preparing their project proposals and have completed the basic training for their chosen enterprise modalities. b) For Track 2 – Employment Facilitation: At the end of this stage, participants should have already finished preparing pre-employment documents and have completed the basic training for locally available jobs.

⁶ IMM 2008. Sustainable Livelihoods Enhancement and Diversification (SLED): A Manual for Practitioners. IUCN, Gland, Switzerland and Colombo, Sri Lanka; CORDIO, Kalmar, Sweden; and ICRAN, Cambridge, UK., p. 53, adapted

⁷ Ibid

POSSIBLE PARTNERS	PARTNER INTERVENTIONS
Business Development Services	a) Business Development Services such as, but not limited to the following: Packaging Services, Labeling & Graphics Designing, Cooperative Development, Marketing, Effective Selling and Negotiation Skills, BMBE Law Briefing, Business Registration, Effective Customer Service, Accounting for Non-Accountants, etc.
Technical Training Services	b) Technical or vocational training such as, but not limited to the following: Swine Production and Management, Layer Production (Table Egg) and Management, Homemade Cheese Making, Mudfish Breeding Culture, Tilapia Culture, Seaweeds Production, Organic Agriculture Production, Carpentry, Masonry, Electrical Installation and Maintenance, Food and Meat Processing, Wellness Massage, Hair Dressing, Bartending, Housekeeping, Home bakeshop, Sandal Making, Coffee Production, etc.

3.3.1 Agreements on SLP Principles and Concepts

The following are certain SLP principles and concepts under the Capacity Building Stage to guide the Facilitation Team in the skills/technical training of the program participants.

- a) Basic Microenterprise Management Training, Basic Employment Skills Training, and Technical/Vocational Training
 - **Basic Microenterprise Management Training (BMMT)** of program participants refers to capacity building on basic entrepreneurial skills training (e.g. microentrepreneurship, business plan preparation) under microenterprise development. These are usually taught by PDO IIs under the Capacity Building Stage.
 - **Basic Employment Skills Training (BEST)** of program participants refers to capacity building on basic employment skills training (e.g. work ethics, employment document preparation). These are usually taught by PDO IIs under the Capacity Building Stage.
 - **Technical/Vocational Training** of program participants refers to capacity building on specific livelihoods (e.g. Bangus or Tilapia Farming) under microenterprise development and/or capacity building on specific job-related skills under employment facilitation (e.g. TESDA trainings on welding). These are usually taught by partner NGAs (e.g. TESDA, DA, DTI, DOST), MFIs and CSOs.
- b) Encouraging Program Participants to Undergo Microentrepreneurship
 - The SLP recognizes that there are program participants who do not have the aptitude for microenterprise, which will be ascertained only after they have undergone the required training activities under the Training Phase.
 - Since local jobs for Employment Facilitation (Track 2) may not be readily available, program participants are encouraged to participate on Microenterprise Development (Track 1) activities during the initial Training Phase, despite an initial preference to Track 2 activities by the program participants.
 - Program participants for Track 1 and Track 2 will have to go through the same process of self-evaluation under the Social Preparation Stage and/or early part of the Capacity Building Stage to know if they have what it takes to start a microenterprise.
- c) Choosing between Individual Microenterprise and Group Microenterprise
 - Program participants have the prerogative to venture into their choice of individual microenterprises and/or group microenterprise, and their choices will be respected. It is possible that program participants will have the interest and resources in having both individual microenterprise and group microenterprise, and this choice will also be decided upon by the program participant.
 - But in order to influence livelihood change and encourage microentrepreneurship to the program participants and SLP's disadvantaged individuals and groups such as those who are illiterate, semi-illiterate, persons with disability (PWD), marginalized women, and minorities (IPs), they should be instructed to join a group microenterprise with other program participants. This strategy of joining

the disadvantaged program participants with other program participants will compensate for the absence or lack of skill of those who belong to the SLP's disadvantaged individuals and groups on certain areas of microentrepreneurship. No program participant will be left behind under the SLP.

d) Building On Strengths from the Previous SEA-K Program

- For continuity and to keep building on strengths and previous similar efforts of the Philippine Government, the existing SKAs⁸ and SKGs⁹ and KABAYAN¹⁰ who already have operationalized lending activities under the previous SEA-K¹¹ Program of the DSWD should be tapped and mobilized under the SLP in order to link the program participants and SLP's disadvantaged individuals and groups to those associations or groups who are willing to accept them, and finance the latter's microenterprise projects. If that is not probable, then the SLP's program participants and the SLP's disadvantaged individuals will be instructed to establish their own groups with other program participants.

e) Sensitivity to Program Participants Belonging to the SLP's Disadvantaged Individuals and Groups for Locally Available Jobs

- Prior to implementing a training and placement intervention, an assessment of labor market demand must be conducted that identifies labor needs, sectors with employment opportunities and skill sets required to compete for those opportunities.¹²
- It is critical to include targeted vulnerable groups in the planning and design of programs in order to best address the needs of the community. The inclusion of target groups should be carefully planned so as not to exclude members of the community or cause resentment.¹³
- Occupational stereotypes related to gender, age and ability should be challenged and not reinforced.¹⁴
- Participants in training and placement programs may require additional program components, such as support services, and employment readiness and life skills training, in order to adequately prepare them to enter the labor market.¹⁵
- The duration of training and apprenticeship programs should be long enough to provide the required degree of competency in the occupational skills learned.¹⁶
- In any case, the program duration and training objectives should be made very clear to the program participants from the beginning so they can make a well-informed choice to participate and maintain realistic expectations.¹⁷
- Engaging other stakeholders—such as the private sector and local government—as partners will help to increase capacity and prevent the duplication of training efforts.¹⁸

⁸ SEA-Kaunlaran Associations

⁹ SEA-K Group

¹⁰ Composed of 2 to 5 successful SKAs

¹¹ A capability building and livelihood assistance program of the Philippine Government, managed by the Department of Social Welfare and Development (DSWD) in coordination with the local government units (LGUs)

¹² Building Livelihoods, A Field Manual for Practitioners in Humanitarian Settings, published by Women's Refugee Commission, 2009 Ed., p. 29

¹³ Ibid

¹⁴ Ibid

¹⁵ Ibid

¹⁶ Ibid

¹⁷ Building Livelihoods, A Field Manual for Practitioners in Humanitarian Settings, published by Women's Refugee Commission, 2009 Ed., p. 29

¹⁸ Ibid

f) Encouraging Registration of Microenterprise

- a. The Facilitation Team should encourage the registration of existing and prospective microenterprises. It is expected that there are a number of program participants with unregistered microenterprises because of the perceived high costs of registration. In order to influence change on their perceptions on business registration, the Facilitation Team must inform and be able to make the program participants realize that unregistered businesses will not be consistent to sustainable livelihoods¹⁹, and that the benefits of registration outweigh the costs of registration, among other benefits.

g) Enhancing Current Skills and Acquiring New Skills and New Knowledge

- Before starting to implement planned activities, the program participants need to be sure that they have the skills and knowledge they require to make those activities work and remain sustainable.²⁰
- During the Social Preparation Stage and early part of the Capacity Building Stage of the SLP, the Facilitation Team would have encouraged the program participants to identify their strengths and capacities and use these as a basis for developing visions for the future that are achievable and realistic, and which build on those strengths and capacities. However, in order to do something new, program participants will often need new skills and new knowledge.²¹ The Facilitation Team will have to introduce a listing of microenterprise and employment ideas, available skills and technical/vocational training courses, and related livelihood resource materials to get the program participants interested in acquiring new skills and new knowledge that will become their new livelihoods or will improve upon their current livelihoods. Afterwards, to support said livelihood ideas, the program participants will be referred to NGAs or BDS partners for the required business development services and/or technical training services.
- While many groups and individuals involved in the SLP process may have already identified areas of capacity building as part of their detailed planning of activities during the Social Preparation Stage and Capacity Building Stage, others may have had more difficulty in thinking through the types of support they need. This is likely to be particularly true of the poorer, more marginal and vulnerable groups involved in the process.²²
- These groups are liable to need particular support in identifying and accessing new skills and knowledge which they do not have but may need in the future. The process of facilitating capacity-building by the Facilitation Team should be concentrated on those groups.²³
- The following illustration shows the Capacity Building Process Flow. Under the Training Phase the program participants will all undergo BMMT and BEST. There will be those who will prefer individual microenterprise and there are those who will join a group microenterprise, while some will have both. In the course of their training program participants who will need further technical assistance will be referred to partners for Business Development Services (BDS) and/or Technical/Vocational Training. After the completion of training the program participants will proceed

¹⁹ e.g. Unregistered businesses are constantly under threat of confiscation of their trade goods and equipment, with corresponding fines and penalties from the government.

²⁰ IMM 2008. Sustainable Livelihoods Enhancement and Diversification (SLED): A Manual for Practitioners. IUCN, Gland, Switzerland and Colombo, Sri Lanka; CORDIO, Kalmar, Sweden; and ICRAN, Cambridge, UK.

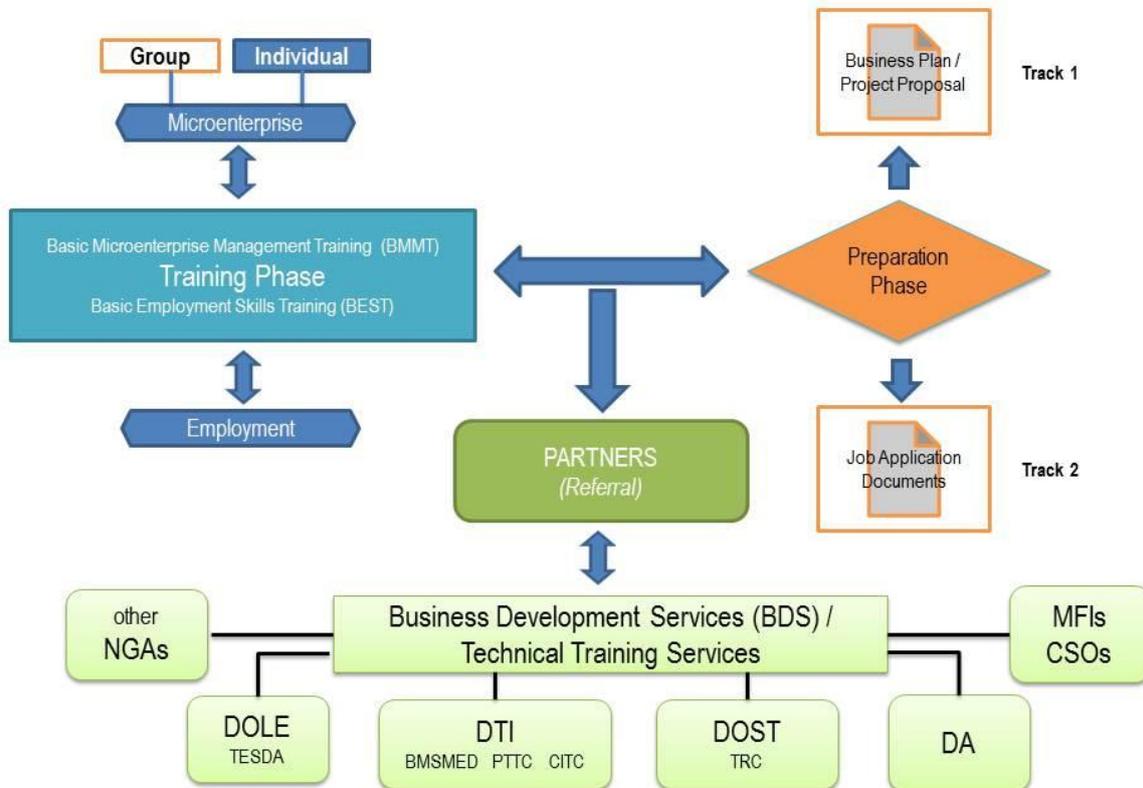
²¹ Ibid

²² Ibid

²³ Ibid

to the Preparation Phase for the final preparation of necessary documents for Track 1 (Business Plan/Project Proposal and Track 2 (Job Application Documents).

Capacity Building Process Flow



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3.3.2 Training Phase

See Capacity Building Sub-manual for the details of all the following activities:

Activity 3-A	Skills and Capacity Analysis
<p>In this individual activity each of the program participants will be asked to rate their current skills and capacities.</p> <p>By the end of this activity the program participants have rated their current skills and capacities for a prospective microenterprise or employment.</p> <p>Rationale: It is important to know the baseline skills and capacities of program participants to know what skills/technical training is lacking for a prospective microenterprise or employment. The Facilitation Team should encourage the program participants to identify their strengths and capacities and use these as a basis for developing visions for the future that are achievable and realistic, and which build on those strengths and capacities. However, in order to do something new, program participants will often need new skills and new knowledge.</p>	

Activity 3-B Training Needs Analysis

In this group activity, the program participants will be asked about their training needs for a prospective business or employment.

By the end of this activity:

1. The Facilitation Team had already introduced a listing of available skills and technical training courses, and related livelihood resource materials to get the program participants interested in acquiring new skills and new knowledge that will become their new livelihoods or will improve upon their current livelihoods.
2. From the listing of available skills and technical training courses and related livelihood resource materials, the program participants have identified at least three (3) new skills and new knowledge that will become their new livelihoods or will improve upon their current livelihoods. If the business ideas or employment ideas of the program participants are listed or not listed, they should indicate this in the Training Needs Analysis Tool.

After knowing their current skills and capacities, as well as the required new skills and new knowledge that will become their new livelihoods or will improve upon their current livelihoods, the program participants will realize the extent of skills and/or technical training required to succeed.

Rationale: It is important for the program participants to realize the extent of skills and technical training they need and must undergo for a prospective microenterprise or employment.

Activity 3-C Microentrepreneurship

In this group activity, the program participants will be informed about the MSME Sector, the role of the microentrepreneur in the economy, and the traits they must have to be successful in the business world. The program participants will also be asked to define and clarify their business vision and goals, and will be advised against get rich quick schemes in this activity.

Rationale: To remain in business, it is important for the program participants to learn the core values of microentrepreneurship, and what are the expected business etiquettes and quality of product or service required of microentrepreneurs in the business world.

Activity 3-D Bookkeeping and Financial Statements

In this group activity, the program participants will be informed about the importance of:

- a) Basic Bookkeeping
- b) Income Statement and Balance Sheet Preparation

Rationale: It is important for the program participants to learn how to account for the income and expenses of their chosen microenterprise so they will know the value of their businesses, among other benefits.

Activity 3-E Organizational Development

In this group activity, the program participants will be informed about organizational development (e.g. community organizing), and the advantages of group microenterprise, and how to organize themselves as a group microenterprise. This will require technical assistance on the registration of the proposed organization or association (under Activity 3-F).

Successful SKGs and SKAs can be used as examples to introduce the advantages of group microenterprise. Leadership and innovative qualities will be emphasized in this activity.

Duties: PDO and/or LGU Livelihood Worker shall introduce the microenterprise modalities that program participants can venture into:

- Individual Microenterprise
- Group Microenterprise
Four Types:
 1. Common Service Facility
 2. Production Unit (e.g. grouping of crop producers / manufacturers)
 3. Product Consolidation (e.g. grouping of traders with a common product)
 4. Credit and Savings Facility for municipalities unserved by MFIs

Refer to the Resource Mobilization Stage for detailed discussions on the different microenterprise modalities under the SLP.

Rationale: It is important for the program participants to be informed of the advantages of joining a group microenterprise. If the program participants are better informed, then they will make better decisions on the changes in their livelihoods.

Activity 3-F Business Registration / Certifications

In this group activity, the program participants will be taught the importance of business registration and its corresponding benefits (e.g. incentives under the BMBE Law and Cooperative Law).

Program participants who wish to be employed will be advised on the importance of meeting certification requirements (e.g. TESDA Certifications, Professional or Sub-Professional Eligibility, DTI Training Certificates, Certificates of Previous Employment, Health Certificates) for their prospective jobs.

Rationale: It is important for the program participants to learn and be informed about the different legal forms of business, to realize that unregistered businesses will not be consistent to sustainable livelihoods, and that the benefits of registration outweigh the costs of registration. Also, it is important for the program participants to realize the advantages of having job certifications to prove certain skill, proficiency or qualification.

Activity 3-G Business and Job Market Assessment

In this group activity, program participants will be informed of the current business and job market climate.

Inevitably, the program participants will be informed about the value of information technology and how it can be used to take advantage of information on business opportunities and employment opportunities (e.g. Information on Trade and Job Fairs).

After the lecture, the program participants will also have an actual or hand's on market visit to the local wet market and/or super market for the market inventory using the Market Inventory Tool.

Rationale: It is important for the program participants to be informed of the current business and job market climate so they can be guided on the opportunities and potential risks in a particular microenterprise or employment. If the program participants are better informed, then they will make better decisions on the changes in their livelihoods.

Activity 3-H SWOT Analysis

In this group activity, the program participants will be analyzing the Strengths, Weaknesses, Opportunities and Threats (SWOT) of a chosen microenterprise. Identification of business opportunities may be undertaken either in groups or individually.

Through SWOT, the participant would realize if he/she:

- a) Can overcome his/her weaknesses?
- b) Can avoid the threats in his/her business?
- c) Can develop the strengths and opportunities of his/her business?

Rationale: It is important for the program participants to learn the SWOT of a chosen microenterprise so they

will know if they need to choose another microenterprise that will have better chance of succeeding in the business world.

Activity 3-I | Marketing Plan and Action Plan

In this group activity, the program participants will be taught how to develop a Marketing Plan (product/services, price, place, promotion) and how to prepare an Action Plan.

This will be in preparation to the Business Plan / Project Proposal Preparation in Activity 3-J and Activity 3-L.

Rationale: After doing a SWOT analysis of a chosen microenterprise, it is important for the program participants to know and appreciate the different aspects of a viable Business Plan/Project Proposal.

Activity 3-J | Business Plan / Project Proposal Preparation

In these individual and group activities, the program participants will be instructed to streamline their Business Plan / Project Proposal for a prospective microenterprise.

The 1st Draft Business Plan/Project Proposal will be the output at the end of this activity.

A program participant may choose to fund his/her own Business Plan. In that case the Business Plan will only have to follow the different aspects of a viable Business Plan. But a Project Proposal will necessarily require funding approval by a funding agency or financing institution and must comply with certain forms and other requirements besides being viable. The program participants should be informed to follow the form required by the funding agency or financing institution.

The following are examples of project proposals that require funding approval from DSWD:

- For SEA-K Individual Microenterprise Project Proposal (see Capacity Building Sub-manual)
- For SEA-K Group Microenterprise Project Proposal (see Capacity Building Sub-manual)

Rationale: It is important for the program participants to learn how to streamline a business plan or project proposal so it will have a better chance of succeeding or will have a better chance of approval under the Resource Mobilization Stage.

Activity 3-K | Job Application Preparation

In these individual and group activities, the program participants will be taught about work ethics, how to prepare employment documents, and how to prepare for job interviews.

The 1st Draft of the Job Application Documents will be the output at the end of this activity.

Rationale: It is important for the program participants to learn how to prepare for actual job scenarios so they will know what is expected of them and prepare accordingly.

Possible Referral to NGAs and/or BDS partners for Business Development Services (BDS) and/or Technical/Vocational Training

In the course of their training, program participants who will need further technical assistance for Business Development Services (BDS) and/or Technical/Vocational Training will be referred to partners. For specific training courses, the PDO II may refer to the **Listing of Business Ideas / Employment Ideas** under Activity 3-B. It is the duty of the PDO II to prepare and submit for approval to the DSWD Field Office/NPMO the corresponding request for training and project proposal. Refer to the SLP Training Project Proposal Template in the Capacity Building Sub-manual.

3.3.3 Preparation Phase: Submission of Track-Specific Documents and Requirements

See Capacity Building Sub-manual for the complete details of the following activity:

Activity 3-L Final Preparation of Documents	
Track 1 – Microenterprise Development	Track 2 – Employment Facilitation
There will be a final listing of Track 1 and Track 2 program participants	
Program participants will finalize their options and select the product or service (microenterprise) they wish to engage.	Program participants will be selecting the jobs/occupation they wish to have.
The output at the end of this activity will be the Final Business Plan or the Final Project Proposal for funding approval under the Resource Mobilization Stage.	<p>The output at the end of this activity will be the preparation of the Final:</p> <ol style="list-style-type: none"> 1. Bio Data Sheets 2. Job Application Letters <p>Duties: PDO IIs will assist in the uploading/emailing of the Bio Data Sheets and Job Application Letters of the Program Participants under Track 2.</p> <ul style="list-style-type: none"> • Program participants will secure: <ol style="list-style-type: none"> 1. NBI clearances, 2. Police clearances, and 3. Other employment documents. • With the assistance of PDO IIs, Program participants who will be referred under an Apprenticeship²⁴ or Learnership²⁵ Agreement will have to secure a notarized copy of those agreements.
Program participants will be encouraged to register their businesses.	Program participants will be encouraged to secure certification requirements for particular jobs (e.g. TESDA Certifications, Professional or Sub-Professional Eligibility, DTI Training Certificates, Certificates of Previous Employment)
✓ SLP Training Project Proposal if required ✓ SLP Technical Assistance Plan	

²⁴ "Apprenticeship Agreement" is a written employment contract wherein the employer binds himself to train the apprentice and the latter in turn agrees to work for the employer. (Rule VI, Sec. 2c of the Rules Implementing The Labor Code)

²⁵ "Learnership Agreement" refers to the employment and training contract entered into between the employer and the learner. (Rule VII, Sec. 1b of the Rules Implementing the Labor Code)

3.3.4 Summary of Activities under the Capacity Building Stage

Activity #	Name of Activity	Participation	Estimated Time Of Completion	Days
Activity 3-A	Skills and Capacity Analysis	Individual Activity	2 hrs.	Day 1
Activity 3-B	Training Needs Analysis	Group Activity	2 hrs.	
Activity 3-C	Microentrepreneurship	Group Activity	2 hrs.	
Activity 3-D	Bookkeeping and Financial Statements	Group Activity	5 hrs.	Day 2
Activity 3-E	Organizational Development	Group Activity	3 hrs.	Day 3
Activity 3-F	Business Registration / Certifications	Group Activity	3 hrs.	
Activity 3-G	Business and Job Market Assessment	Group Activity	5 hrs.	Day 4
Activity 3-H	SWOT Analysis	Group Activity	3 hrs.	
Activity 3-I	Marketing Plan and Action Plan	Group Activity	5 hrs.	Day 5
Activity 3-J	Business Plan / Project Proposal Preparation	Individual Activity and/or Group Activity if Group Microenterprise	2 hrs.	Day 6
Activity 3-K	Job Application Preparation	Individual and Group Activity	5 hrs.	
Possible additional activity	Possible Referral to NGAs and/or BDS partners for Business Development Services and/or Technical Training	Group Activity	8 hrs.**	Day 7
Activity 3-L	Final Preparation of Documents	Individual Activity or Group Activity if Group Microenterprise under Track 1, Individual Activity under Track 2	3 hrs.	Day 8
Total			48 hrs.*	8 days

*Estimated minimum number of training period: 48 hours or approximately 8 days training.

**This will depend on the training partner or BDS partner; the time of completion may be longer from certain days to a number of months, depending on the BDS, course or training intervention required.

Suggestions:

- The activities may be conducted at 2 hours per session, dismissing before lunch or before dinner.
- There may be 4 sessions in a day at 2 hours each session, 2 in the morning and 2 in the afternoon.
- Each day will be a minimum 8 hours' work for the PDO II with 4 sessions each day.
- Each 2 hours session will have a minimum of 35 program participants.
- If a minimum of 35 participants participates in each 2 hours session daily for 5 days, then they will accumulate 10 hours in a week. They will finish the 48 hours training in 4 weeks and 4 days. At this rate, every 4 weeks and 4 days, 140 participants will complete the Capacity Building Stage (35 x 4 sessions). Every 8 weeks and 8 days (2 months and 8 days), 280 participants will be done.
- If an activity cannot be completed within the period of 2 hours, then it may be continued on the next day session, and so on. However it is important that the PDO II takes tab of the incomplete or completed activities of each group. Conscientious scheduling of the activities will therefore be crucial to success.
- Each session need not be the same program participants; it may be better if another group from the same barangay will compose the next 2 hours sessions.

Glossary

Apprentice is a worker who is covered by a written apprenticeship agreement with an employer.²⁶

Apprenticeship means any training on the job supplemented by related theoretical instruction involving apprenticeable occupations and trades as may be approved by the Secretary of Labor and Employment.²⁷

Apprenticeable occupation means any trade, form of employment or occupation approved for apprenticeship by the Secretary of Labor, which requires for proficiency more than three months of practical training on the job supplemented by related theoretical instruction.²⁸

Apprenticeship Agreement is a written employment contract wherein the employer binds himself to train the apprentice and the latter in turn agrees to work for the employer.²⁹

Basic Employment Skills Training (BEST) of program participants refers to capacity building on basic employment skills training (e.g. work ethics, employment document preparation). These are usually taught by PDO IIs under the Capacity Building Stage.

Basic Microenterprise Management Training (BMMT) of program participants refers to capacity building on basic entrepreneurial skills training (e.g. microentrepreneurship, business plan preparation) under micro-enterprise development. These are usually taught by PDO IIs under the Capacity Building Stage.

Facilitation Team is composed of PDO II and/or LGU Livelihood worker assigned in the locality and/ or by a BDS partner, and/or a partner from the NGAs, and/or partners from the academe.

Learner is a person hired as a trainee in industrial occupations which are non-apprenticeable and which may be learned through practical training on the job for a period not exceeding three (3) months, whether or not such practical training is supplemented by theoretical instructions.³⁰

Learnership Agreement refers to the employment and training contract entered into between the employer and the learner.³¹

Technical/Vocational Training of program participants refers to capacity building on specific livelihoods (e.g. Bangus or Tilapia Farming) under microenterprise development and/or capacity building on specific job-related skills under employment facilitation (e.g. TESDA trainings on welding). These are usually taught by partner NGAs (e.g. TESDA, DA, DTI, DOST), MFIs and CSOs.

²⁶ Rule VI, Sec. 2b of the Rules Implementing the Labor Code of the Philippines

²⁷ Rule VI, Sec. 2a of the Rules Implementing the Labor Code of the Philippines

²⁸ Rule VI, Sec. 2d of the Rules Implementing the Labor Code of the Philippines

²⁹ Rule VI, Sec. 2c of the Rules Implementing the Labor Code of the Philippines

³⁰ Rule VII, Sec. 1a of the Rules Implementing the Labor Code of the Philippines

³¹ Rule VII, Sec. 1b of the Rules Implementing the Labor Code of the Philippines

3.4 Stage IV: Resource Mobilization

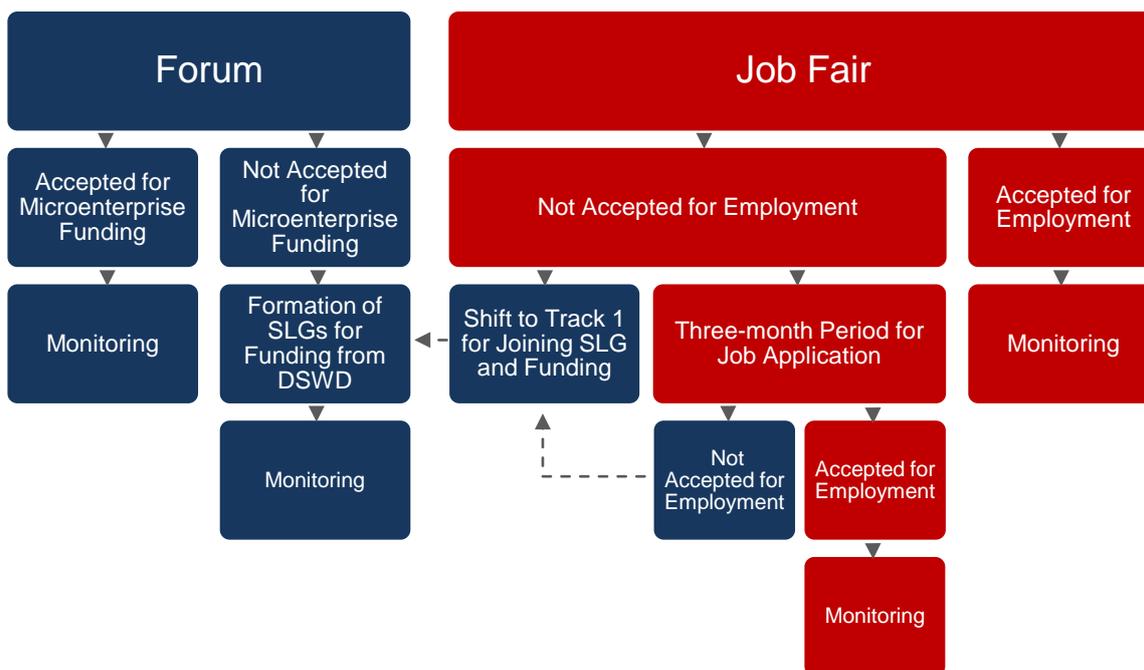
DESCRIPTION
This stage is comprised of activities that direct the participants' to the start of their chosen livelihood through the provision of resources, whether financial or non-financial. The stage assumes that the participants are already capable of starting their enterprises or entering employment, but lack some necessary resources for them to do so.

OBJECTIVES
<ul style="list-style-type: none"> a) For the participants to actually either acquire their required financial capital (for Track 1) b) For the participants to acquire non-financial capital (for Track 1) c) For the participants to be formally employed (for Track 2)

ACTIVITIES	OUTPUTS
Forum and Job Fair	<ul style="list-style-type: none"> a) Funding for Track 1 participants b) Employment for Track 2 participants c) List of participants who still need funding or employment
Formation of SKAs	<ul style="list-style-type: none"> a) Organized groupings for Track 1 participants
Three-Month Job Application Period	<ul style="list-style-type: none"> a) Employment for Track 2 participants b) List of Track 2 participants who will shift to Track 1

MILESTONES
<ul style="list-style-type: none"> a) Clear division of participants who are 1) funded by MFIs, 2) employed and 3) members of SKAs (there should be proof of funding/ employment or membership) b) Funding from DSWD for SKAs

POSSIBLE PARTNERS	PARTNER INTERVENTIONS
MFIs, Grant-giving bodies, Private Sector, Employers, CSOs, LGUs	<ul style="list-style-type: none"> a) Provide access to financial and non-financial resources to beneficiaries b) Provide employment opportunities c) Provide employment facilitation services (assistance for job application requirements, etc.)



Overview of Process Flow for Resource Mobilization

3.4.1 Resource Provision from External Institutions

- a) The PDO II and LGU Livelihood Worker shall collect and evaluate the project proposals of the Microenterprise Development Track participants. They should guide the participants should these need revisions in terms of feasibility and viability. For the participants under the Employment Facilitation Track, the PDO II and LGU Livelihood Worker shall come up with a skills inventory, through the skills profile of each participant.
- b) The PDO II shall organize a resource generation forum for the Microenterprise Development Track participants, based on the needs assessed from the project proposals. The forum shall not be limited to financing institutions, but should include other groups who can provide non-financial capital (materials, equipment or space lease, etc.). The participants shall present their proposals to the resource providers, who evaluate and choose which participants and proposals they are willing to assist.

The PDO II shall organize a one-day job generation assembly for the Employment Facilitation Track participants, inviting employers who seek the skills that the participants have, based on the skills profiles and inventory. Prior to the event, the PDO II shall provide each employer with the skills profiles and inventory. From there, the employer shall shortlist the job seekers they see fit for their job opening. The first part of the assembly would be the employers' meeting with the shortlisted participants for interview. When all interviews have been conducted, those employers who still have job openings shall accept for interview interested participants who were not shortlisted.

- c) For the Microenterprise Development Track participants who still need funding even after the arrangements made from the resource generation forum, Self-Employment Assistance-Kaunlaran Associations (SKAs) shall be formed. (This will be discussed further in 3.4.2.)

For the Employment Facilitation Track participants who were not accepted by the invited employers, the PDO II or LGU Livelihood Worker shall present three options to them: a) another family member of the participant who is deemed more capable or eligible for employment shall be endorsed to the employers, or

b) the participant shall shift to the Microenterprise Development Track and become a member of a SLG, and
c) the participant shall undergo a three-month period of job applications, with possible pre-employment assistance from the Crisis Intervention Unit (CIU) or LGU (to be facilitated by the PDO). During this period, the PDO shall continue searching for possible employers for the beneficiaries. (In the case where the endorsed family member is still not accepted for employment, the participant or the endorsed family member may either shift to the Microenterprise Development Track and become a member of a SKA, or undergo the three-month period of job application. Participants who were not linked to employment opportunities after the allotted time shall shift to the Microenterprise Development Track and become a member of a SKA.)

3.4.2 Formation of SKAs and Financial Resource Provision through the SEA-K Scheme

- a) Micro-Enterprise Development Track participants considered ineligible by funding agencies/ private organizations shall be organized by the PDO II and LGU Livelihood Worker into SKAs, with five to thirty members each.
- b) These groups shall undergo training on the SEA-K policies and procedures ([Annex 4-A](#)), and a workshop to prepare their project proposals based on the SKA modality they will pursue. These proposals should be checked by the PDO II for feasibility and viability. All SKAs are required to submit their SKA Registration Form ([Annex 4-B](#)) and Acknowledgement of Obligations ([Annex 4-C.1](#)) to the PDO II. All SKA members are required to accomplish and sign their Acknowledgement of Obligations ([Annex 4-C.2](#)) to their SKA Representative to be able to proceed.
- c) The individual project proposals, SKA Registration Forms, SKA Acknowledgement of Obligations, the SKA Constitution and By Laws and Resolutions 1 and 2, a photocopy of the bank book, proposed amortization schedule ([Annex 4-D](#)), SEC Registration (if available) and a clear picture of the association shall be submitted to the PDO II to be endorsed to the SLP-RPMO for approval.
- d) The PDO III shall review and recommend proposals and assistance forms to the Regional Director for approval and release of funding assistance. If project proposals from KALAHI-CIDSS areas need a common service facility, the Regional Office shall endorse these proposals to the concerned national government agency as part of their commitment in the partnership agreement with DSWD.
- e) Upon approval, the funding will be processed by the DSWD Regional Office, charging the DSWD Regional SEA Revolving and Settlement Fund (DSWD SEA-RSF) account or the Livelihood GAA fund.
- f) Upon receipt of the capital assistance, the SLG shall hold a meeting with the presence of the PDO II and LGU livelihood worker to distribute the funds to the program participants with separate acknowledgement receipts for the C/ MSWDO, PDO II, and the SLG.
- g) A week after the release of funds, the PDO II should conduct a Loan Utilization Check ([Annex 4-E](#)) to determine if the fund was used for its purpose.
- h) Repayments should be documented by the SLG Treasurer, and monitored by the SLG Representative. The form ([Annex 4-F](#)) should be shared with the PDO II for double checking.

3.5 Stage V: Monitoring And Sustainability

DESCRIPTION
This stage details the procedures in the conduct of monitoring, reporting and evaluation of different activities which determines the provision of Technical Assistance (TA) for participants and implementers of the Sustainable Livelihood Program, in mainstreaming SKAs to Formal Lending Institutions and in the over-all management and sustainability of the program.

OBJECTIVES
<p>a) To provide technical assistance in the form of mentoring, coaching and training to assist the participants. Specifically, the technical assistance aims to support the participants towards being financially and organizationally stable by capacitating them in:</p> <ul style="list-style-type: none"> ▪ managing their businesses effectively and efficiently as planned/designed in their project proposals ▪ managing their association (SKA) and the individual members to facilitate savings generation and effective repayment of the capital assistance <p>b) To establish mechanisms in monitoring and evaluating the SKAs in assessing their growth and evaluate their capacity to be mainstreamed</p> <p>c) To sustain the capacities of SKAs/SKGs by mainstreaming the SKAs to Formal Lending Institutions and/or Institutional Markets for enterprise viability and growth</p>

ACTIVITIES	OUTPUTS
Provision of Technical Assistance	<p>a) TA Plan for DSWD-funded/ MFI-funded participants</p> <p>b) SKA MTA and Consolidated MTA Plan (c/o PDO II)</p> <p>c) Regional MTA Plan</p>
Monitoring, Evaluation and Reporting of Activities	<p>a) Monthly report (SKP 3A, SKP 3B, SKP 4A, SKP 4B, SKP 5)</p> <p>b) Business Performance Report;</p> <p>c) Monthly Status Report and Employment Facilitation Status Report</p> <p>d) Feedback Activity Reports, Monthly Accomplishment Reports and Success Story Reports</p>
Mainstreaming of SKAs to Formal Lending Institutions/ Institutional Markets	<p>a) List of SKAs for graduation under the SLP</p>

MILESTONES
<p>a) The program participants are provided with quality technical assistance necessary to: (i). improve their enterprise by understanding the risks and returns of their business and making informed decisions (Micro-enterprise Development Track); (ii), effectively manage their association to facilitate an effective repayment of the capital assistance (Micro-enterprise Development Track); and (iii). enhance and strengthen their potentials and skills for possible long-term employment (Employment Facilitation Track)</p> <p>b) SKAs are mainstreamed to Formal Lending Institutions and/ or Institutional Markets for business and market expansion.</p>

POSSIBLE PARTNERS	PARTNER INTERVENTIONS
Academic and research institutions	<p>a) Provide technical assistance, mentoring, and other post-implementation services</p>

3.5.1 Provision of Technical Assistance Plan

a) Provision of technical assistance (TA) through mentoring, coaching and monitoring is the main intervention in the monitoring and sustainability stage. This is the stage where the PDO II and/ or LGU Livelihood Worker, in consultation with Municipal Link (ML) and Area Coordinator (AC), will come up with a Technical Assistance (TA) plan, using the attached format ([Annex 5-A](#)). The TA is a result of the monitoring and evaluation of activities as reflected in the reports and in the one-year action plan prepared by the program participants of DSWD-funded SKAs/ SKGs. The SLP-RPMO should be able to assess the need for TA based on the monitoring and evaluation of the field PDO's reports. Specifically, the activity aims to assist the participants in:

- Micro-enterprise Development Track
 - DSWD-Funded Participants (SEA-K)
 - Managing their individual enterprises effectively and efficiently as designed in their project proposals
 - Managing their association (SKA) to facilitate savings generation effective repayment of the capital assistance.
 - MFI-Funded and/ or Partner-Assisted Participants
 - Managing their projects in close coordination with the various partners responsible for supporting their microenterprise.
- Employment Facilitation Track
 - Optimizing their potentials and improving their performance in the workplace for possible longer-employment.

b) Possible concerns to be undertaken in the conduct of Technical Assistance, specifically for participants under the Micro-enterprise Development Track are the following:

- Coaching on personal and social aspects shall focus on business challenges and other factors affecting the participants' business relations; how they deal with their business partners, and even personal concerns that may affect their performance.
- TA on the market aspect shall include but shall not be limited to the selling price, the target sales volume, distribution arrangements, marketing or promotional plans.
- The TA on operations aspect shall cover production processes, tools and equipment, facilities, technology/ skill, raw materials, staffing/ labor supply, transportation, utilities and production volume.
- TA for financial aspect shall focus on the budgeting and funding.

3.5.2 Monitoring and Evaluation

3.5.2.1 Microenterprise Development Track

DSWD-Funded Participants (SEA-K)

a) The TA Plan shall be the guide of the PDO II and/ or LGU Livelihood Worker/ ML/ AC in monitoring the microenterprise projects and the operations of the SKAs/SKGs. The LGU Livelihood Worker shall attend the SKAs' weekly meetings and assemblies during the first year of operations and at least twice a month thereafter. The PDO II, on the other hand, shall visit the SKA at least twice a month. Below are the steps in monitoring and evaluating the management and sustainability of the enterprises funded by DSWD:

- Assessments/Reports
 - Assessment of the SKAs' operations shall be conducted after a year to determine their growth and evaluate their capacity to be mainstreamed to institutional markets and formal lending institutions.
 - A monthly report using the prescribed forms, which shall include SKP 3A, SKP 3B, SKP 4A, SKP 4B and SKP 5, among others shall be prepared by the PDO II and submitted to the DSWD Field Office for review, assessment and consolidation of the PDO III.
 - The Organizational Development Checklist shall be accomplished by the LGU Social Worker and the ML or AC every month to be reviewed and consolidated at the Field Office by the Social Welfare Specialist. These consolidated reports shall in turn be submitted to the SLP-RPMO as the basis for the provision of technical assistance to the Field Office.
 - Businesses are encouraged to accomplish their Business Performance Reports ([Annex 5-B.1](#), [Annex 5-B.2](#)), for them to measure how well their business operations are turning out for them. The SKAs are also required to submit an income statement and a status of the microenterprise project. These can also be used as basis for the PDO II to implement intervention activities when needed.
 - Likewise, an annual Program Review and Evaluation Workshop (PREW) shall be organized at the national level to identify issues and gaps in project implementation.

MFI-Funded

- b) For SLP participants funded by MFI, the PDO II and Livelihood Worker will prepare a report ([Annex 5-C](#)) on the status of savings, access to micro-insurance, SSS and PhilHealth and microenterprises by obtaining this information either from MFIs or the participants themselves. They should be informed that these data are being gathered by the Department as the basis for determining appropriate interventions for the sustainability of the participants' enterprise.

3.5.2.2 Employment Facilitation

- a) Job placement assistance tracking may be accomplished through the submission of participant report forms by concerned Pantawid Pamilya families. This will provide DSWD with information pertaining to specific skills training and jobs attained by the participants. Also, partner business establishments may be requested to periodically provide information pertaining to placements extended to the Pantawid Pamilya participants.
- b) The participants will continue to have access to other support social welfare services to be extended by the Department. He/ she will also be referred to LGUs, GOs, and NGOs to respond to other needs such as medical, legal assistance and microenterprise services.

Field Monitoring shall be accomplished on a monthly basis, while regional report submission shall be done on a quarterly basis using the attached template ([Annex 5-D](#)). The status of employment of the participants will be monitored through assessment of the weekly report submitted by the participants, which shall be validated through telephone calls to concerned employers and training centers. A home visit shall be done by the C/MSWDO or focal person hired by the LGU if deemed necessary. To facilitate monitoring, an individual case folder shall be maintained at the LGU level, which will be retained in the Sustainable Livelihood Program Management Information System.

3.5.3 Mainstreaming of Associations

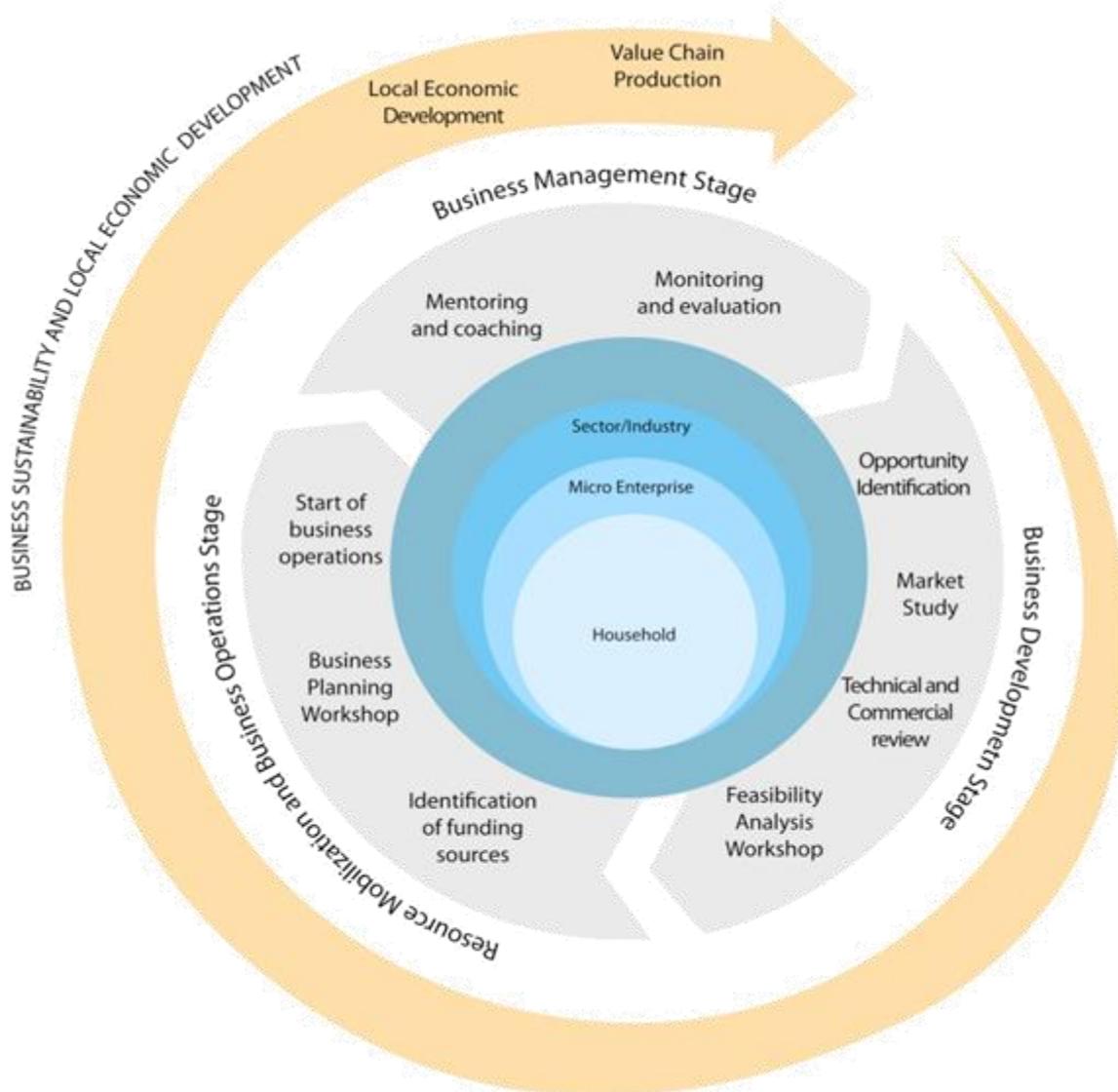
- a) Established SKAs need to be linked with formal lending institutions and/ or institutional markets which include commercial banks, non-bank financial institutions, insurance companies and non-government organizations. Mainstreaming of SKAs is necessary to help the participants create and increase economic opportunities by having access to additional and bigger capital assistance, generate opportunities to build assets, increase their production and expand their market.
- b) Based on the result of the assessment on the level of development of the SKA, the PDO II shall come up with the list of SKAs for graduation from the Sustainable Livelihood Program. The following are the main characteristics of the SKAs or household that should be considered:
 - A sound financial portfolio.
 - The SKAs'/households' financial management system and control mechanisms are intact, lending activity is extended to the community successfully, clear operational policies on the utilization of association funds are strictly followed, existence of a financial staff, etc.
 - Organizationally stable, transparent and exhibiting good governance.
 - The SKAs have already established organizational structures with clear roles, functions and accountability from its officers to its members. There should be a clear sustainability plan where the SKA's Vision, Mission and Goals (VMG) are translated into medium-term and long term business plans and they have been accredited as a formal and legal organization doing business (e.g. SEC, CDA, Bureau of Rural Worker-DOLE, DTI, with business permit, etc.). To influence local policy to support their livelihood and enterprise development, part of the long-term plan of the SKA is representation to the local special bodies (regional, provincial, city/ municipal or barangay).
 - Expansion and stability through a formal engagement with the private sector, either locally or globally, as market of their products or trade partner.
 - Some of the tangible manifestations that the business activities of the SKAs are growing and have reached sustainability are: a) SKAs are already acting as wholesaler or product consolidator and/ or as a formal credit facility in the community and b) SKAs have successfully merged or federated in response to market demand.
- c) The PDO, ML and AC in collaboration with the LGU should organize a partnership forum at the municipal or provincial level every year or more frequently as the need may be.
- d) Should there be SKAs needing market or funding support at the regional or national level, the PDO in consultation with the LSWDO, ML and AC shall endorse these SKAs to DSWD regional or national offices through the SLP-RPMO/ NPMO, for engaging potential partners operating within their respective areas. For instance, the SLP-RPMO shall hold a partnership forum for NGOs, MFIs and the private sector with a region wide operation (e.g. ASKI-MFI, Negros Women For Tomorrow, etc.). At the national level, the SLP-NPMO shall hold a similar activity by inviting national and international organizations (e.g. Philippine Chamber of Commerce, Filipino Chinese Chamber of Commerce, Makati Business Club, UN organization, PCFC, NLDC, Landbank, etc.).
- e) If after the partnerships' forum there are SKAs that were not given access to funding or intervention, the PDO/ ML/ AC and LGU livelihood worker shall work with the SKA in drawing up a six-month transition plan (see attached format) based on the requirements of potential partners. Should the transition plan fail, a case conference shall be conducted to determine the possibility of joining the SKA or its interested members to the graduated SKAs or local cooperatives.

- f) A follow through support shall be provided for the microenterprises undergoing decline (e.g. due to termination of partnership) after they have been mainstreamed to institutional markets. The output of this intervention is assisting the participants in coming up with remedial plan to solve the enterprise issues for them to meet the requirements of old partners or other potential partner groups.

Note: A Sub-manual on Monitoring, Evaluation and Reporting is attached which guides implementers on the process and standards of entire monitoring and sustainability stage.

ANNEXES
to the Field Operations Manual
of the Sustainable Livelihood Program

ANNEX i: COMMUNITY-DRIVEN ENTERPRISE DEVELOPMENT (CDED)



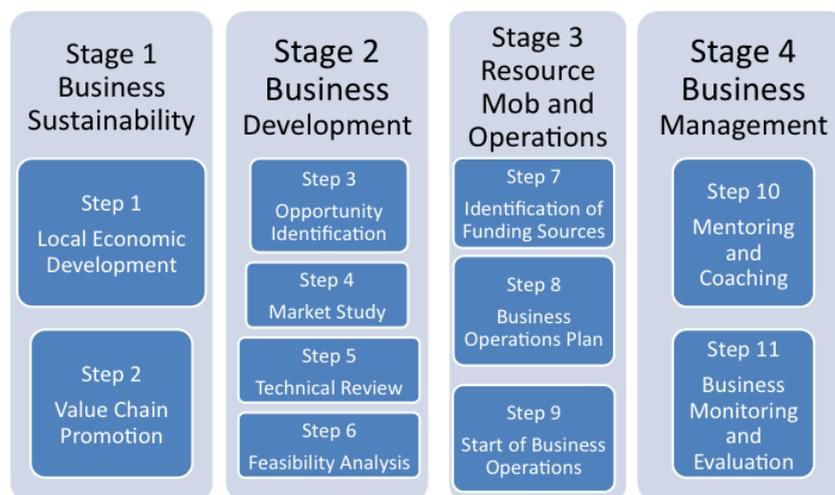
The Community-Driven Enterprise Development (CDED) approach was a framework developed by PinoyME Foundation, a social investment banker for microfinance institutions (MFIs) in the Philippines.

A small grant from the Japan International Cooperation Agency (JICA) was given to PinoyMe to conduct a rapid assessment on DSWD's Self Employment Assistance – Kaunlaran (SEA-K) program, and this was the first assisted engagement the department had with JICA. The findings of the assessments showed that the SEA-K design needed to shift from direct government provisions of seed capital to enterprise capacity building of the poor that gives an entry point to mainstream private-sector MFIs. It builds on the previous efforts of DSWD from both the enterprise development of SEA-K and the Community Driven Development of the program Kapitbisig Laban sa Kahirapan – Community Integrated Delivery of Social Services (Kalahi – CIDSS).

And thus, the CDED framework was born. It is a framework that vies for business sustainability and development in the context of community's local assets and economy. The framework stresses the importance of value chain development that includes micro-small-medium enterprises (MSME) in the picture of a market-driven economy where MSMEs have not been able to penetrate. The role of the government, therefore, shifts from a funding

institution for grassroots enterprises to a harbinger of opportunities that program participants have lacked access to.

It comprises of 4 stages, namely business sustainability, business development, resource mobilization and operations, and business management.



The first stage assesses the locality for partners (public and private) as well as viable market-driven enterprise opportunities through the local economic development plan. This is where the process engages with the local government and existing partners that can provide assistance, employment, or financial capital. The second stage scans the environment for assets and tries to find the intersection between market, skills and natural resources – from what can be produced/ productive to what can be sold. And this in turn produces a sustainable social enterprise. What marks the third stage is the determination of modality and fund source for mainstreaming. After identifying whether the SEA-K, MFI, or employment modality is chosen, this is also the stage where program participants are linked and start their livelihoods. Training should be continuous, not one-shot deal; this is the last stage. Mentoring and coaching can be outsourced, and close monitoring and evaluation is continuously done under the program.

**This form should summarize the poverty incidence in the municipality/ city. It should be accomplished by the PDO III, and provided to the PDO II before the LGU courtesy call. Additional sheets may be used if necessary.*

ANNEX 1-A: POVERTY PROFILE

Date Accomplished: _____

Region		Province		Municipality		PDO III	
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Barangay	Total Population	Number of Poor Households	Barangay	Total Population	Number of Poor Households
1)			16)		
2)			17)		
3)			18)		
4)			19)		
5)			20)		
6)			21)		
7)			22)		
8)			23)		
9)			24)		
10)			25)		
11)			26)		
12)			27)		
13)			28)		
14)			29)		
15)			30)		

ANNEX 1-C: SLP PRESENTATION

**This form should be accomplished by the PDO II before the MIAC meeting through secondary data gathering, in coordination with the MIAC members, MLs, ACs, and other local partners. During the MIAC meeting, the information found must be validated by the MIAC members. Additional information may be included, existing information may be updated, clarified or removed depending on the feedback of the MIAC members. Additional sheets may be used if necessary.*

ANNEX 1-D: MUNICIPAL/ CITY RESOURCE PROFILE

Date Accomplished: _____

Region		Province		Municipality		PDO II	
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1) Natural Capital

Please fill up the data for the top ten natural products (crops, forest resources, aquatic products, quarries) produced in each barangay (e.g. irrigated rice, non-irrigated rice, sugar, abaca, coconut, bamboo, high-value vegetables, rattan, nito vines, pinya fiber, raffia fiber, danggit, tuna, seaweeds, crabs, shrimps, crabs, oysters, sand quarry, etc.). Additional sheets may be used if necessary.

Sources of information: MPDC, PPDO, DAR-MARO, MAO, FIDA, PCA, MEO, BFAR, DENR

Barangay	Natural Product	Annual Average Volume of Production Per barangay	Land Area	Tenurial Status Land Ownership (Owned or Rented)	Rental Fee/ Tenurial Arrangement (Annual average per household)
Barangay 1:					
Barangay 2:					

Barangay 3:					
Barangay 4:					

Barangay 5:					
Barangay 6:					
Barangay 7:					

2) Public and Physical Capital

a. Access Road and Communication

Sources of Information: MPDC, PPDO, DAR-MARO, MAO, MEO, PEO

Barangay	Road Condition (trails/ rough roads/ partially cemented/ fully cemented, etc.)	Distance of Barangay from Town Proper	Transportation Mode to Town Proper	Frequency of Trips to Town Proper (per day)	Transportation Cost per Trip	
					Wet Season	Dry Season
1)						
2)						
3)						
4)						
5)						
6)						
7)						
8)						
9)						
10)						
11)						
12)						

13)						
14)						
15)						
16)						
17)						
18)						
19)						
20)						

- b. Pre & Post Harvest Equipment and Facilities (e.g. tractor, thresher, sheller, solar drier, mechanical drier, mobile/ stationary rice mill, corn mill, copra drier, fishing gear, fish cage, fish pen, motorized boats, bangka, fish trawl, etc.)

Possible Sources of Information: MPDO, MAO, BFAR, Treasurer's Office

Barangay	Facility/ Equipment	Quantity	Number of Users	Rental/ Service Fee per use	Barangay	Facility/ Equipment	Quantity	Number of Users	Rental/ Service Fee per use
	1)					1)			
	2)					2)			
	3)					3)			
	4)					4)			
	5)					5)			
	6)					6)			
	7)					7)			
	8)					8)			
	9)					9)			
	10)					10)			

	11)					11)			
	12)					12)			
	13)					13)			
	14)					14)			
	15)					15)			
	16)					16)			
	17)					17)			
	18)					18)			
	19)					19)			
	20)					20)			

- c. Establishments and Facilities (e.g. schools, day care centers, barangay halls, multipurpose halls, wet markets, supermarkets/ groceries, food establishments, malls/ shopping centers, bagsakan centers, fish ports, clinics, hospitals, business/ private establishments, factories, airports, public transportation terminals, etc.)

Possible Sources of information: CPDO, DTI, City Engineer’s Office, Office of the City Treasurer

Municipality	Barangay	Firm/ Establishment	Type	Public/ Private Ownership	Needs			
					Products	Vol/ month	Service	Qty
		1)						
		2)						
		3)						
		4)						
		5)						
		6)						
		7)						
		8)						
		9)						

		10)						
		11)						
		12)						
		13)						
		14)						
		15)						
		16)						
		17)						
		18)						
		19)						
		20)						

3) Financial Capital (MFIs, rural banks, cooperatives, informal credit providers, etc.)

Possible Source of information: MPDC, Treasurer's Office, NLDC, PCFC

Name of Financial Service Providers	Address	Barangays Served	Product and Services	Schemes of Products and Services Offered
1)				
2)				
3)				
4)				
5)				
6)				
7)				
8)				
9)				
10)				

11)				
12)				
13)				
14)				
15)				
16)				
17)				
18)				
19)				
20)				
21)				
22)				
23)				

- 4) Social Capital (PTAs, rotary, business organizations, faith-based groups, NGOs, CSOs, etc.)
Possible Sources of information: LSWDO, MPDC, DILG (LG00/ CG00)

Organizations/ Associations	Barangays Covered	No. of Members	Nature of Activity
1)			
2)			
3)			
4)			
5)			
6)			
7)			
8)			
9)			

10)			
11)			
12)			
13)			
14)			
15)			
16)			
17)			
18)			
19)			
20)			
21)			
22)			
23)			
24)			

5) Human Capital

Possible Sources of information: MPDC, DOLE-BRW, NSCB, BHW, BNS, Day Care Worker

Name of Barangays	Population Size	Gender Count (Male/ Female)		Work Force (# of persons aged 18-60 years old)	Estimated # of Employed Persons	5 Major Skills
1)						
2)						
3)						
4)						
5)						
6)						

7)						
8)						
9)						
10)						
11)						
12)						
13)						
14)						
15)						
16)						
17)						
18)						
19)						
20)						
21)						
22)						
23)						

ANNEX 1-F: MEMORANDUM OF AGREEMENT

KNOW ALL MEN BY THESE PRESENTS:

This agreement made and entered by and between:

The Department of Social Welfare and Development Field Office ____, with office address at _____, hereby represented by _____ in her/ his capacity as Field Director, herein after referred to as DSWD Field Office ____;

And

The Municipal/ City Government of _____, herein represented by **HONORABLE** _____ as Municipal Mayor herein after referred to as the Municipality/ City of _____;

WITNESSETH

WHEREAS, Article XII, Section I of the Philippine Constitution provides that “the goals of the national economy are a more equitable distribution of opportunities, income and wealth and expanding productivity as the key to raising the quality of life for all especially the underprivileged”,

WHEREAS, Article III, Section 2 of the Philippine Constitution provides that the promotion of social justice shall include the commitment to create economic opportunities based on freedom of initiative and self-reliance;

WHEREAS, Section 3 of Republic Act 5416 otherwise known as the Social Welfare Act mandates DSWD to provide a comprehensive program of Social welfare services designed to ameliorate the living conditions of the distressed Filipinos especially those who are handicapped by reason of poverty;

WHEREAS, pursuant to the above mandate the DSWD has designed the Sustainable Livelihood Program (SLP) which focuses on the promotion of viable people organizations that effectively addresses the livelihood needs of the disadvantaged groups;

WHEREAS, RA 7160 otherwise known as the Local Government Code provides for the consultation and coordination with the Local Government Units (LGUs) on any projects of the National Government Agencies (NGAs);

WHEREAS, the SLP as an innovative approach to livelihood development and people empowerment;

WHEREAS, all parties believe that the partnership of the LGUs, and the national government agency is necessary to contrive success in project implementation;

NOW, THEREFORE, for and in consideration of the foregoing premises, by mutual consent, the parties hereto do hereby agree to undertake the following:

1. THE DEPARTMENT OF SOCIAL WELFARE AND DEVELOPMENT FIELD OFFICE SHALL:

- a. Provide the criteria for the identification of the area where the SLP will be implemented;
- b. Provide the eligibility standards for the identification of project program participants;
- c. Lead the implementation of the SLP in partnership with the assigned Social Welfare Officer (SWO) and/ or Livelihood Worker;
- d. Provide the program participants with the value formation and business skills development trainings in coordination with the assigned SWO and/ or Livelihood Worker;
- e. Provide the capital seed fund for target households needing DSWD assistance;
- f. Facilitate access of the SLP program participants to other support services provided by other government agencies, non- government organizations, micro-finance institutions, private sector, business development service group, cooperatives, etc;
- g. Monitor and evaluate the project in coordination with the Municipal Government through the Municipal Social Welfare and Development Office;
- h. And undertake continuing capacity building support to the program participants.

2. THE LOCAL GOVERNMENT UNIT SHALL:

- a. Promote the viability of the SLP program participants' microenterprise projects;
- b. Assign the SWO to assist the PDO II in the conduct of activities related to organizational development;
- c. Assign a focal person and provide logistics support (transportation allowance, office supplies and materials, and communication funds) for SLP implementation;
- d. Provide funds for the conduct of social preparation and capacity building activities;
- e. Create favorable environment for microenterprise development, like issuance of ordinances related thereto;
- f. Establish linkages for related services to the program participants at the local level in partnership with the DSWD field staff;
- g. And join in the conduct of program monitoring and evaluation.

This memorandum of agreement shall take effect immediately upon signing and shall be terminated upon the consent of both parties.

In witness the parties have affixed their signatures this _____ day of _____, _____.

**DEPARTMENT OF SOCIAL WELFARE AND
DEVELOPMENT
FIELD OFFICE**

CITY/ MUNICIPALITY OF _____

Regional Director

Mayor

WITNESSES:

ACKNOWLEDGEMENT

BEFORE ME, a Notary Public for and in the Municipality of _____ personally came and appeared the following persons whose respective Residence Certificate Numbers, dates and places of issue are indicated opposite their respective names:

Director
Field Office _____

Res. Cert. No. _____
Date of Issue _____
Place of Issue _____

Mayor

Res. Cert. No. _____
Date of Issue _____
Place of Issue _____

All known to me and known to be the same persons who executed the foregoing instruments and acknowledged to me the same are in their free act and deed as well as the free act and deed of the associations they represent.

This agreement consisting of 4 pages including this page wherein the acknowledgement is written is signed on each and every page thereof by the parties and their two witnesses.

Witness my hand and seal this _____ day of _____, _____ at
_____.

Doc. No. _____

Page No. _____

Book No. _____

Series of _____

ANNEX 2-A.1: SELF-MASTERY – SELF-AWARENESS

(Module 1, CDED Workbook for program participants)

OUTCOME: *Program participants discover their passions, talents, and skills that they can utilize to achieve their vision, mission, and goals in life.*

During this session, it is important to level off meaning of awareness. Awareness is being 100% present-minded all the time. It is one's the presence of mind that allows one to think and decide with common sense. The best way to level this off with the program participant is to make them aware of their Vision Mission and Goals (VMG).

A Mission statement indicates the one's purpose. Ask the participant "what is your purpose?" or more contextually "*para kanino ka bumabangon?*" This opens the discussion with the participants thinking about what really matters – health, family, happiness, and the like. A Vision statement paints a picture of what of what one wants to be in the future. For example, the participant is a mother of four children. Her purpose is to love and serve her family. Therefore her vision for the family is to have a sustainable source of income to send the children to school, and keep the family healthy. Finally, the Goals are specific and attainable steps by which one can slowly but surely achieve the Vision-Mission.

To be able to determine the participant's VMG's have them write down or draw on paper their current socio-economic condition. This will make them portray their current order and see what exactly their life status in general is. After they've explained what they've drawn, have them write or draw a future that they want for both themselves and their family. Have them list down all those that are important in their lives as well as their desired future for each. This will help them form their Vision-Mission statement. Finally, have them illustrate on paper all the concrete steps they would want to undertake so that they will achieve these goals. This will constitute their goals, which they could follow to achieve their vision.

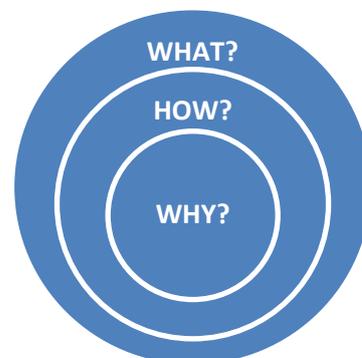
At the end of the activity, the participants must have understood what it means to be aware – to realize their vision, mission, goals, and the skills that would help them realize their VMGs. The facilitator and the PDO must have a copy of their VMGs and Skills Inventory used for the next session as well as for future reference.

ANNEX 2-A.2: SELF-MASTERY – TIME MANAGEMENT

(Module 4, CDED Workbook for program participants)

OUTCOME: Program participants learn to prioritize activities that are important and not urgent, and draw a personal timetable reflecting their productiveness

During this session, it is important to know why one must manage one's time. The first thing to ask is why, and the answer lies in their VMG's. Having set their VMG's establishes the reason why they have to work and manage their time diligently. Answering the question how to manage one's time and what exactly will be the things needed to manage time with is the facilitator's prerogative during this session.



Start by asking the participant to list down all their activities during the week. From that list, the facilitator must ask the participant to list down all the activities that they deem very important. These are activities that the person as well as their family cannot live without. Also, ask the participant to write down activities that need immediate action as well as activities that can be withheld or not needed altogether. This will make them aware of certain activities to prioritize in their weekly schedule to maximize their productivity.

To further concretize and visualize this, ask the participants to fill-out this table:

Days	Morning	Noon	Evening
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			
Saturday			
Sunday			

To identify exactly what tasks need to be prioritized or ceased, below is a simple illustration to accomplish:

	Urgent	Not Urgent
Important	<u>Urgent and Important</u> These are the activities that need to be done ASAP. Prioritize these tasks according the relative urgency.	<u>Important but Not Urgent</u> These are activities that are important, but can be scheduled. Strategic thinking, planning, and decision-making are critical to success.
Unimportant	<u>Urgent but Unimportant</u> These are activities that are not important, but take time away from your productivity. Whenever possible, reject and avoid these tasks sensitively and immediately.	<u>Unimportant and Not Urgent</u> These are activities that are not true tasks and should be forgotten. They are non-productive, and de-motivational. Minimize or cease them altogether.

Ask the participant to count the hours of both productive and non-productive activities

Productive Tasks	No. of Hours	Non-Productive Tasks	No. of Hours
1. Ex: <i>Pagluto</i>	Isang oras	1. Pagsusugal	Tatlong oras
2.		2.	

ANNEX 2-A.3: SELF-MASTERY – FINANCIAL MANAGEMENT

(Module 2-3, CDED Workbook for program participants)

OUTCOME: Program participants learn to use their earnings properly and to save some earnings for security and/or livelihood

During this session, it is imperative that the participants learn the importance of saving and spending money wisely. Moreover, it is important to keep in mind proper timing and expenses whether entering into employment or business.

Have the participants list down all the sources of income that they receive as well as their expenses.

Source of Income	Amount	Expenses	Amount

Next, ask where all their savings go to, if they have. Ask if they are able to allot a certain amount for their families and if it is enough. It is important to make the participant realize the urgency to save if they have not done so. If they have, the next thing to make them realize is what they have saved is enough to cover for “emergency situations” like sickness or calamities.

At the end of the day, the participant must be able to realize, if they have not, gaps and lapses in what they earn versus their expenses, and if they are able to save at all. They must be able to see how much they lack to compensate for daily expenses. Also, they must be able to see how to use their income in a more responsible behavior after being going through the self-awareness and time-management sessions. And finally, they must be able to understand that counting expenses is imperative for starting a business, if they so desire to.

If the participant does desire to start up an enterprise, the next question is ‘when’. This is where the participant will be able to see a basic financial timeline. What is important to stress here is the savings that the participant should generate.

Age	Generated Savings	Cumulative Savings

It is important to make the participant realize the importance of savings. Savings are reserves opened only in times of urgency, importance, or emergency.

ANNEX 2-B.1: ENVIRONMENT SCANNING

OUTCOME: Program participants learn to manage their resources such that it can cope with and recover from stresses and shocks. The PLIA results shall be submitted to MIAC to guide them in planning. Moreover, it will come in handy during the SWOT Analysis.

Participatory Livelihood Issue Analysis			
Description	A method/process of organizing the program participants to a more market-oriented and resource-based endeavor		
Objectives	To engage the stakeholders in the discussion of the potential enterprises/livelihood that can be derived from of the different resources in the community and external environment that affect either positively or negatively the resources		
	To draw concrete responses that would ensure the livelihood/capital's capacity to cope with and recover from stresses and shocks		
Participants	Stakeholders in the sustainable livelihood program		
Activities	The PDOs together with the stakeholders sit and discuss the PLIA table below		
Capital: List all the resources in the municipality/ Barangay that are used in livelihood (see Annex 2.B.1.)	Potential Enterprise/Livelihood List all possible enterprises/ livelihood that may be established using the resource	External Environment: List all factors that affect, either positively/negatively, the livelihood/capital (see Annex 2.B.2.)	Responses: List all possible ways to make the livelihood/capital sustainable (in response to the stresses and shocks brought by the external environment)

ANNEX 2-B.2: CAPITAL TABLE

Capital Table		
Capital	Description*	Examples*
Natural	The natural resource stocks (what the environment provides) from which resource flows and services useful for livelihood are derived	Forest, land, water (waterfalls, rivers, lakes, sea), fauna, flora, etc.
Physical/Public	Man made assets and other forms of physical capital—the basic infrastructure and producer goods needed to support livelihoods	Infrastructure: public roads and bridges, power supply, irrigation system, solar dryer, information provision (computer, manual) Producer goods: trucks, generators, machineries, equipment
Human: Participants, Skills, Relationships	Human capital represents the skills, knowledge, ability to labor, and good health that together enable people to pursue different livelihood strategies and achieve their livelihood objectives	Kinship, education, professional knowledge, language skills, financial management skill, entrepreneurship, etc.
Financial	Financial capital represents the financial resources (mostly cash and equivalent) that people use to achieve their livelihood objectives	Savings, livestock, loans, pension, remittances
Social	The social resources upon which people draw in pursuit of their livelihood objectives, mostly developed through networks and connectedness	Membership in a cooperative, village association, traders federation

**The Descriptions and Examples were lifted from “Manual on Sustainable Livelihoods Analysis and Participatory Rural Appraisal” by The Network of Aquaculture Centres in Asia-Pacific (NACA)*

ANNEX 2-B.3: EXTERNAL ENVIRONMENT TABLE

External Environment Table		
External Environment that affects the livelihood/capital either positively or negatively	Factors	Examples
TRENDS	Population	Migration of workers to a mine site; IPs movement to a resettlement area
	Natural Resource	Demand for clean water
	National/International Economic Trends	Oil price/transportation expense increase
	Trends in Governance (policies, processes, institutions)	EO 23, EO 26
	Technological Trends	Internet, Social Networking, Organic Fertilizer
SHOCKS	Human Health Shocks	Sickness, Epidemic
	Natural Shocks	Earthquake, flash flood, tsunami
	Economic Shocks	Fall of the U.S. dollar, stocks
	Conflict	Family feuds, revolt/rebellion
	Crop/Livestock Health Shocks	Bird flu, Foot and Mouth disease
SEASONALITY	Of Prices	Fluctuating price of agri-products at different weather conditions or during holidays
	Of Production	Production of seasonal fruit jams
	Of Health	Prone to flu/colds during rainy season
	Of Employment Opportunities	Construction-related works have high demand during the summer/dry season
	Of Natural Resource	Seasonal flowers, fruits and vegetables—rambutan, sunflower, etc.

ANNEX 2-B.4: ENVIRONMENT SCANNING EXAMPLE

ENVIRONMENT SCANNING EXAMPLE			
Capital	Potential Enterprise/Livelihood	External Environment	Responses
Natural: 1. Abaca	Abaca fiber production; high value abaca products: rope, bags, sandals	Seasonality of Price: low price during wet season	Enter into a long-term contract with at least 2 buyers, ensuring that prices are stable
Physical/Public: 1. Bridge	Trading of farm produce/Consolidation	Natural Shocks: earthquake, flash flood	Identify other means of transport in case the bridge collapses, e.g. by boat
Human: 1. Mother skilled in tailoring	Tailor shop/repair shop/athletes' or students' uniform	Human health shocks: sickness or death	Transmission of skills to other members in the household
Financial: 1. Savings	Lending, Sari-sari store	Economic shocks: bank run/closure	Diversify investments: cash, equipment, machineries, etc.
Social: 1. Membership in a cooperative	Investment, lending, cooperative store	Conflict: members fought over management/ financial matters	Establish/join other local trade federations; hire a professional accountant

ANNEX 2-B.5: ENVIRONMENT SCANNING WORKSHEET

Worksheet 1: Environment Scanning			
Capital	Potential Enterprise/Livelihood	External Environment	Responses
Natural 1. 2. 3.			
Physical/Public 1. 2. 3.			
Human 1. 2. 3.			
Financial 1. 2. 3.			
Social 1. 2. 3.			

Facilitator : _____

Partners' (LGU/NGA/NGO/CSO) Representative: _____

Parent Leader/Pantawid Pamilya Representative: _____ Date Conducted: _____

ANNEX 2-C.1: VALUE CHAIN ANALYSIS

OUTCOME: Program participants learn to choose the livelihood that would give them the highest return from their investment/work

Value Chain Analysis					
Description	A methodology that guides the program participants, in choosing the livelihood they want to establish/pursue				
Objectives	To engage the stakeholders in the discussion of the different processes that their chosen product undergoes to reduce production cost and/or increase sales				
	To guide the stakeholders in choosing the kind of business they would like to engage into based on the Value Chain Analysis exercise				
Participants	Stakeholders in the sustainable livelihood program				
Activities	The PDOs together with the stakeholders sit and discuss the Value Chain of their chosen product (table below)				
Product	(e.g. woven basket, sandals, etc.)				
Sequence of functions in a value chain	Specific Inputs	Production	Transformation	Trade	Consumption
Operators in value chain	Input Providers/ Suppliers	Producers	Manufacturers	Sellers Exporters	Consumers

ANNEX 2-C.2: VALUE CHAIN – EXAMPLE

Value Chain Example					
Product	Lampakanay Basket				
Sequence of functions in a value chain	Specific Inputs →	Production →	Transformation →	Trade →	Consumption
	Dried Lampakanay Grass	Basket weaving	Varnishing/ Painting, Packaging	Delivery/ Sell to exporters, market	Buy basket from the store
Cost of Production	P 0.00	P 5.00/basket	P 25.00/basket	P 80.00/basket	P100.00/basket
Operators in value chain	Input Providers, Suppliers →	Producers →	Manufacturers →	Sellers, Exporters →	Consumers,
	Grass Gatherers	Weavers	Finishers	Traders, Dealers, Merchants	Furniture Store Owners, Households
Income/Salary	P5.00/bundle	P 10.00/basket	P 15.00/basket	P 60/basket	none

ANNEX 2-C.3: VALUE CHAIN ANALYSIS – WORKSHEET

Value Chain Example					
Product					
Sequence of functions in a value chain	Specific Inputs →	Production →	Transformation →	Trade →	Consumption
Cost of Production					
Operators in value chain	Input Providers, Suppliers →	Producers →	Manufacturers →	Sellers, Exporters →	Consumers,
Income/Salary					

ANNEX 2-D: LETTER OF INTENT

DATE: _____

DEAR DSWD,

AKO PO SI _____, NG _____.
MATAPOS KO PONG MATUTUNAN AT MAGAWA ANG MGA PAKSA AT GAWAIN SA SELF-MASTERY, PLIA,
AT VCA, NAPAGDESIYUNAN KO PONG IPAGPATULOY ANG TRAINING SA CAPACITY BUILDING,
SAPAGKAT NAKITA KO PO ANG KAHALAGAHAN NG LIVELIHOOD PROGRAM SA PAGTUPAD NG AKING
MGA LAYUNIN AT PANGARAP SA BUHAY. NAWA PO AY PAHINTULUTAN NINYO AKONG LUMAGO PA SA
MGA PRAKTIKAL NA KAALAMAN SA PAGNEGOSYO O PAGTATRABAHO. ILALAN KO PO ANG AKING
ORAS, KALAKASAN, AT TALINO SA MGA SUSUNOD PANG GAWAIN SA CDED PROCESS UPANG
MAKAMIT AT MANATILI SA MAGANDANG KINABUKASAN.

ANG INYO PONG KASAMA SA PAG-UNLAD,

PANGALAN NG SLP PARTICIPANT

SAKSI/ PDO

ANNEX 4-A: SKA Financial Management Scheme

A. Types of Financial Assistance

1) Micro-Enterprise Development Track

Participants under this track are allowed a loan amount of up to P10,000, depending on the needs of their micro-enterprises, based on the approved proposals. The amount is payable in a year to the SKA, while the SKA is required to pay within two years.

2) Employment Facilitation Track

Pre-employment assistance could be availed by participants from the CIU or LGU, upon the recommendation of the PDO. Assistance should only be granted to participants who are in the process of being accepted by an employer, and are required to accomplish or acquire necessary documents. The amount could cover travel expenses and actual fees.

B. Savings Mobilization

To further build the resiliency of the beneficiaries to shocks, all SKAs shall serve as the savings facility of the members and their channel to access micro-insurance and micro-lending. The savings of each member shall consist of the capital build-up (CBU) and emergency fund (EMF). The CBU shall be equivalent to at least 50% of the weekly principal payment of the member while the amount of EMF shall be decided upon by the members. The savings of each member shall be collected at least every principal repayment period.

The CBU shall be used primarily to extend credit assistance for continuing funds needed by the enterprises or employment facilitation activities. The EMF is intended to establish and maintain a welfare fund that shall be utilized to support members who may be faced with crisis and family emergencies, like deaths, serious illnesses or accidents. The SKAs may also use their EMF collections to avail of the micro-insurance and/ or social insurance services provided by the government (e.g. SSS and PhilHealth) for the members.

To ensure availability of funds for the SKAs' essential operating or overhead expenses, the members shall contribute an operational fund (OF) equivalent to 10% of their weekly payment.

As a credit and savings facility, the SKAs should come up with a written credit policy prior to the start of its lending operations. This policy shall include but shall not be limited to the interest rates charged to members and non-members, range of loan amounts, terms and renewal. If possible, the SKAs should hire a staff to handle this lending activity as part of their internal control mechanisms.

After six months of operations, the SKAs should secure registration from the SEC, CDA or other regulatory government agencies to legally act as a credit and savings facility. This means the SKAs could accept savings contributions from non-members before and after provision of loans.

C. Distribution of Loans

Loan distribution would not be the same across SKAs, and it would not be the same even among members of the same SKA. Some SKAs have members who will set up a production or consolidation unit, therefore not requiring the SKA to distribute the funds to the individual members. As a unit, the loans are collectively used for a single business operation. SKAs whose members have their individual or group (but not the whole SKA) enterprises are entitled to receiving their loans from their SKA.

D. Rollback of Capital Seed Fund and Savings and Other Fund Build –Up Contribution

1) Member to SKA

The frequency and time interval between collections are to be agreed upon by the SKA members. The longest time interval allowed should be equivalent to the production cycle. The SKA treasurer shall collect from all members and deposit to the SKA account the principal payments, CBU and EMF. All the funds that have been collected should be deposited to the SKA account within the day after the SKA weekly meeting or if not possible, a day after. The SKA treasurer shall file copies of deposit slips as proof of payment/ deposit.

Allowable time intervals are bi-weekly, monthly, bi-monthly, quarterly, semi-annually or based on the production cycle if the production cycle is more than six months. The whole amount is expected to be fully paid by one year from receipt of loan. In the case where the member shall follow the production cycle, the second payment (the remaining balance) shall be paid at the end of the twelfth month (after one year) from the receipt of loan.

2) SKA to DSWD

The SKA Treasurer shall withdraw from the SKA account the principal payments and deposit them to the DSWD Regional SEA-RSF account, based on the approved amortization schedule. Deposit slips should be kept for proof. Repayments to DSWD should be within two years from receipt of loan. The SKA should ensure that repayments from the SKA to DSWD should be less frequent than the agreed repayment schedule of members to the SKA.

ANNEX 4-B: SKA Registration Form

Date Accomplished: _____

SKA Name		Assigned PDO II	
# of Members		Savings Account Number	
Total Amount Requested		Bank and Branch	
Region		Municipality	
Province		Barangay	

Note: Only individuals who are currently present are to be included

SKA Representative		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 2		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 3		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 4		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 5		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 6		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 7		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 8		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 9		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 10		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 11		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 12		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 13		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 14		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 15		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 16		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 17		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 18		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 19		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 20		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 21		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 22		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 23		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 24		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 25		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 26		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 27		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 28		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 29		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

SKA Member 30		Contact Number	
Complete Address			
# of Family Members		Total Amount Requested	
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

Group Composition and Organization

The association shall be organized into groups composed of at least five members each. Each group shall elect its own Chairman and Treasurer. From the five chairmen and five secretaries, the members of the association shall elect the SKA Representative and SKA Treasurer.

Savings Mobilization:

Each member shall make a pledge to the group of an amount that he will save every week as a contribution to the capital build-up, group fund, and for the operational fund of the association. If he/she has an outstanding loan from the seed capital, the amount of the weekly contribution should be at least the following:

- | | |
|---------------------|------------------------------|
| a) Capital Build-Up | 50% of weekly loan repayment |
| b) Emergency Fund | 40% of weekly loan repayment |
| c) Operational Fund | 10% of weekly loan repayment |

Loan Procedures/Policies

The group shall adopt the loan procedures and lending policies as enumerated in the SEA-Kaunlaran Scheme. However, the group shall decide on how best to prioritize the loan releases. Agreements on policies and procedures as well as the approval of loan applications shall be arrived at by group consensus.

Financial Requirements:

The amount of Seed Capital that the group would like to avail of is _____.

The group remits to the SEA Revolving and Settlement Fund account of DSWD through the designated bank, a _____ loan repayment in the amount of _____ for two years until the loan is fully paid.

Project Cash Flow:

INFLOWS	Pre-operating Period (2 months)	Year 1	Year 2	Year 3
Beginning Balance				
Additional Capital				
Membership Fee				
Capital Build-up				
Group Fund				
Operating Fund				
Processing Fee				
Interest on Loan				
Fines				
Others				
Loan repayment				
TOTAL INFLOW				

OUTFLOWS				
Loan Individual Distribution				
SKA Expenditures				
Remittance to DSWD				
TOTAL OUTFLOW	=====	=====	=====	=====
Ending Balance	=====	=====	=====	=====

ANNEX 4-C.1: Acknowledgment of Obligations

This Acknowledgement of Obligations is made and effective this _____,

BETWEEN: _____, an organized group formed by the Department of Social Welfare and Development (DSWD) through the Sustainable Livelihood Program (SLP), hereby represented by _____, whose main address is at _____

AND: The Department of Social Welfare and Development, hereby represented by _____, the Field Office __ Project Development Officer (PDO) III of the Sustainable Livelihood Program whose main office address is at _____

TERMS

1. I understand and acknowledge that any amount the group _____ shall receive as part of this program shall be payable to DSWD through the SLP Project Development Officer
2. I understand and acknowledge that the group _____ and its members are bound to the policies and procedures set by DSWD

Authorized Signature of Group Representative

Authorized Signature of PDO III

Print Name of Group Representative

Print Name of PDO III

ANNEX 4-C.2: Acknowledgement of Obligations (Individual)

This Acknowledgement of Obligations is made and effective this _____,

BETWEEN: _____, an individual with his/ her main address at

AND: _____, an organized group formed by the Department of Social Welfare and Development (DSWD) through the Sustainable Livelihood Program (SLP), hereby represented by _____, whose main address is at

TERMS

1. I understand and acknowledge that any amount I shall receive as part of this program shall be payable to DSWD through the SLP Project Development Officer
2. I understand and acknowledge that through my membership in the group, I am bound to the policies and procedures set by DSWD and our group

Authorized Signature of Individual

Authorized Signature of Group Representative

Print Name of Individual

Print Name of Group Representative

ANNEX 4-D: Loan Amortization Schedule

Date Accomplished: _____

SKA Name		Assigned PDO II	
Region		Municipality	
Province		Barangay	

SKA Representative		Contact Number	
Complete Address			
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

Amount Received		Date Received	
-----------------	--	---------------	--

	Date	Amount		Date	Amount
1)			25)		
2)			26)		
3)			27)		
4)			28)		
5)			29)		
6)			30)		
7)			31)		
8)			32)		
9)			33)		
10)			34)		
11)			35)		
12)			36)		
13)			37)		
14)			38)		
15)			39)		
16)			40)		
17)			41)		
18)			42)		
19)			43)		
20)			44)		
21)			45)		
22)			46)		
23)			47)		
24)			48)		

ANNEX 4-E: Loan Utilization Check

Date Accomplished: _____

SKA Name		Assigned PDO II	
Region		Municipality	
Province		Barangay	

SKA Member		Contact Number	
Complete Address			
Type of Enterprise	<i>Individual Enterprise</i>	Product/ Service Description	
	<i>Group Enterprise</i>		
	<i>Production Unit</i>		
	<i>Consolidation Unit</i>		

Amount Received		Date Received	
-----------------	--	---------------	--

Amount of Seed Capital:					
Less:					
Ref #	Items Purchased	Qty (and unit)	Unit Price	Total Price	
Total Expenses:					()
Unutilized Seed Capital					

Note: Attached here are Official Receipts or RER as proof of the expenses incurred by the program participants.

Authorized Signature of Individual

Authorized Signature of SKA Representative

Print Name of Individual

Print Name of SKA Representative

Noted by: _____

Print Name of PDO II

Authorized Signature of PDO II

**This form should be accomplished by the PDO II and LGU Livelihood Worker, in consultation with ML and AC. Annex I forms (SKA Action Plans) will be the basis. For MFI-funded and/ or partner-assisted program participants, the TA plan will be developed in close coordination with the various partners responsible for supporting their microenterprise projects.*

ANNEX 5-A: TECHNICAL ASSISTANCE PLAN FOR MICRO-ENTERPRISE DEVELOPMENT

Date Accomplished: _____

Region		Municipality		SKA Name		PDO II	
Province		Barangay		SKA Representative		Partner (if any)	

Strategies to Improve Business Performance	Assistance Needed	Who	When	How
Market Aspect:				
Product Description				
Selling Price				
Target sales volume				
Place of Business				
Distribution Arrangement				
Marketing or promotional plan				
Operations Aspect:				
Production/ Services Processes				
Tools/ Equipment				
Facilities				
Technology/ Skill				
Raw Materials				
Staff/Labor				
Transport				
Utilities				
Production Volume				

Financial Aspect:				
Amount Required				
Sources of Funds				

Note:

Some of the areas of interventions/ TA for the strengthening and growth of the business are as follows:

- 1) Continuing management development, particularly on the various functional areas of managing small business
- 2) Know-how on improving quality and productivity
- 3) Improvement and upgrading of the various internal management systems, e.g. marketing, technical/production, and finance systems
- 4) Technology and process upgrading
- 5) Assistance in product improvement
- 6). Access to additional fixed and/or working capital

- 7) Information on the business trends and other development in the business environment
- 8) Policies/support needed from local government to improve/expand the business

*SKAs are encouraged to accomplish this to help them measure how well their business operations are turning out for them. These can also be used as basis for the PDO II to implement intervention activities when needed.

ANNEX 5-B.1: YEARLY BUSINESS PERFORMANCE RECORD - INDIVIDUAL AND SKA

Date Accomplished: _____

For Period Covered: _____ to _____

Region		Municipality		SKA Name		PDO II	
Province		Barangay		SKA Representative		Partner (if any)	

Month	1	2	3	4	5	6	7	8	9	10	11	12
Qty Produced												
Qty Sold												
Sales (in PhP)												
Less: Cost of Goods Sold												
Gross Profit												
Less: Other Expenses												
Net Income												
Remarks												

Note:

Discuss the performance record of each entrepreneur:

1. What improvement has occurred?
2. What did not change?
3. What does this imply for training and advice?

Discuss each indicator which measures business performance and relate the indicators to the flows of business cycle

1. Is this entrepreneur doing well? Why?
2. What changes can the participants detect in the business performance?
3. What aspects need to be looked in at detail?

**This should be accomplished by the SKAs/ SKGs/ Individuals to be used as basis for PDOs for TA; 1 form per month, the actual data in this table should reflect in the Yearly Report.*

ANNEX 5-B.2: MONTHLY BUSINESS PERFORMANCE RECORD - INDIVIDUAL AND SKA

Date Accomplished: _____

Region		Municipality		SKA Name		PDO II	
Province		Barangay		SKA Representative		Partner (if any)	

Month and Year: _____	Target	Actual	Remarks
Quantity Produced			
Quantity Sold			
Sales (in PhP)			
Less: Cost of Goods Sold			
Gross Profit			
Less: Other Business Expense			
Net Profit			

Note:

1. Compare and analyze the target values vs. actual values to determine the current business performance
2. Evaluate different aspect of business performance to determine the business strengths and problems encountered.
3. This will also serve as a training needs analysis for specialized training and coaching needed by the individual entrepreneurs as well as the cluster groupings.

