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INSTALLATION AND OPERATION OF  
THE BARANGAY CLUSTER DEVELOPMENT  
SYSTEM IN THE PROVINCE OF  
LA UNION

( Terminal Report )

Submitted by the

INSTITUTE FOR DEVELOPMENT ALTERNATIVES  
(c/o Luzon Colleges, Dagupan City)

to the

TRAINING AND DEVELOPMENT ISSUES  
NATIONAL ECONOMIC & DEVELOPMENT AUTHORITY

1990

Installation and Operation of the Barangay Cluster  
Development System (BCDS) in the Six Coastal Towns  
of the Second Congressional District of the  
Province of La Union

(Terminal Report)  
by the  
Institute for Development Alternatives (IDA)  
c/o Luzon Colleges, Dagupan City

"This project was completed through the assistance of the Training and Development Issues (TDI) Project, a United States Agency for International Development (USAID) - assisted project being implemented by NEDA. The TDI Project aims to improve the capability of the Philippine Government and other national institutions to analyze development issues and to make sound and timely development-related decisions.

The views, expressions and opinions as contained in this report are the author's and are not intended as statements of policy of either NEDA or USAID".

## TERMINAL REPORT

I. PROJECT NO. & TITLE: TDI Project 492-0340 - INSTALLATION AND OPERATION OF THE BARANGAY CLUSTER DEVELOPMENT SYSTEM (BCDS) IN THE PROVINCE OF LA UNION

II. NAME AND ADDRESS OF PROJECT DIRECTOR:

Dr. Roberto A. de los Reyes  
President  
Institute for Development Alternatives

PROJECT CONSULTANTS:

1. Mr. Floro B. Abella (Replaced in October by Mr. Aurelio A. Aquiatan, Jr.)
2. Mr. Dionisio B. Espiritu
3. Mr. Juanito P. Riganan

III. TIME FRAME:

- a. Date Project Started ----- January 2, 1990
- b. Expected Date of Completion -- December 30, 1990

IV. SUMMARY DESCRIPTION OF THE PROJECT:

The Barangay Cluster Development System (BCDS) in the six coastal towns of La Union is an experimental action project conducted to determine and validate effective strategies and processes in order to effect simultaneous development of the inhabitants of two or three contiguous barangays by clustering them and empowering the members to decide and undertake a common economic and/or social activity as a conduit for their development.

The experimental scheme of clustering barangays in a municipality was tried out based on the following theoretical constructs:

1. As a development alternative, barangay clustering enhances the simultaneous development of contiguous barangays in a locality.
2. It fosters the spirit of economic inter-dependence and community concern for the sustainable use of scarce or dwindling environmental resources.

3. It will minimize inter-community competition, personal selfishness, and negative outlook towards neighbors. On the other hand, clustering seeks to remove the social feeling of "kanya-kanya" (to each his own).

4. From the administrative viewpoint, it is envisioned to be an efficient and cost-effective system of managing the development of people.

5. It will develop a corps of barangay natural leaders who can be "managers of development" in their own barangays within the cluster.

#### General objectives

Thus, from this experimental viewpoint, the BCDS aimed to validate itself as an effective community mobilization vehicle --

1. To efficiently implement economic, social, and environmental development projects by a group of at least three (3) contiguous barangays in each of the identified municipalities.

2. To serve as an NGO implementing mechanism for the Lingayen Gulf Coastal Management Action Plans promulgated by the Regional Development Council (Ilocos).

3. To try out strategies for psycho-social changes in the values and attitudes of people towards community unity and barangay inter-dependence.

#### Specific Objectives. Specifically, the project aimed --

1. To organize barangay and family clusters as a mechanism to generate an annual earning of at least 20% of the seed capital from a common cluster economic project.

2. To design and install a workable management and development system, through the clustering concept, as conduit for all economic, social, and environmental projects requiring inter-barangay cooperation.

3. To try out designed techniques in a new development alternative involving a "bottom-to-top" approach.

4. To develop a corps of natural leaders in a barangay cluster to serve as "managers of development" at the barangay level.

5. To effect a harmonious relationship between a NGO as lead project proponent and GOs as cooperating agencies in project implementation.

## Cooperating Towns

The six coastal towns within the second congressional district of La Union -- namely Rosario, Sto. Tomas, Agoo, Aringay, Caba, and Bauang -- were selected as the pilot sites for this project in line with the Regional Development Plan to properly manage and conserve the environmental resources along the Lingayen Gulf. The target beneficiaries were inhabitants along the coastal barangays who are mostly fishermen and whose average income level is P645 per month for a family of six (1988).

### Barangay Clusters

The following barangays comprised the cluster for each town as recommended by their respective municipal mayors and the DSWD-La Union and validated by the consultants:

- a. Rosario--(1) Bani, (2) Rabon, and (3) Damortis;
- b. Sto. Tomas--(1) Cupang, (2) Casantaan, and (3) Ubagan;
- c. Agoo--(1) San Julian West (2) Balawarte, and (3) San Nicolas West;
- d. Aringay--(1) Samara, (2) Alaska, and (3) Dulao;
- e. Caba--(1) Santiago Sur, (2) San Carlos, and (3) Santiago Norte, and
- f. Bauang--(1) Parian West, (2) Payocpoc, and (3) Paringao.

## THE EVENTS

### Approaches Taken

The general strategy of community organizing/community development (CO/CD) was employed in this experimental project for a period of twelve (12) months. A project time network was prepared (see Appendix A) using this combined CO/CD approach and was utilized as basis for the implementation.

Contrary to the proposed time network of one month, however, the project saw the first three months spent in "breaking ground" with the concerned line agencies and municipal government officials in order to win their full confidence and support to the project. The office of the Provincial Governor was also contacted and the Provincial Governor himself presided over a Sangguniang Panlalawigan session which approved a resolution adopting the BCDS project as an intervention scheme in the province with the Institute for Development Alternatives as project implementors to alleviate the poverty of the coastal inhabitants.

## First Quarter

For the first three months of the project, therefore, the consultants hired for this project by the Institute for Development Alternatives and the NEDA-TDI were assigned two municipalities each and fielded, as follows:

1. Mr. Juanito P. Rigonan - Agoo and Bauang
2. Mr. Floro Abela - Aringay and Caba (later replaced by Mr. Aurelio Aquiatan, Jr.)
3. Mr. Dionisio Espiritu - Rosario and Sto. Tomas

Prior to the field assignments, a series of team building activities were conducted by the IDA with its IDA consultants for the purpose of: (1) identifying the specific strategies and approaches that should be tried out in the project areas; (2) determining the roles and functions of selected government line agencies and officials of the local government units who will have direct or supportive roles in this project; and (3) adjusting the revised timetable for the project implementation.

The next step involved actual visits of the consultants to the municipalities concerned for a preliminary ocular survey of the potential areas. Simultaneously, the IDA arranged with the provincial development staff of La Union for the conduct of a 1-day Orientation Conference among the Municipal mayors, MPDCs, and DLG personnel in the selected towns.

Initial courtesy calls were then made by the individual consultants with the respective municipal mayors to secure their full support and cooperation in the project. Since the mayors concerned were members of the previously-conducted Lingayen Gulf Coastal Area Management Planning Project last year, they expressed unanimously their full support behind the project.

The IDA consultants considered the active involvement of the Municipal Supervising Social Welfare Officers (SSWO) of the DSWD to be absolutely essential to the success of the project since, among all the agencies in the region operating in the municipality, the DSWD programs are closely akin to the experimental project. Thus, a series of conferences were held between and among the IDA consultants and the DSWD regional and provincial officers, starting the month of February. In order to thresh out the linkage mechanism, the DSWD Regional Director Gloria B. Galvez and the La Union Provincial Social Welfare Officer Charito Urebello enthusiastically accepted the tie-up arrangement and pledged full cooperation to the project.

The IDA consultants agreed among themselves that there is a need for a Community Mobilizer (COMMOB) to work with each one of them to assist in talking to the target beneficiaries. The Mobilizers were to be paid from the honoraria of the IDA

Consultants and their role would include documenting the process in each of the areas assigned to them.

Coordination was also done by IDA with the Department of Local Government Regional Director Manuel Casaclang, whose involvement is considered necessary in view of the fact that the locus of the project falls within the DLG's operational jurisdiction. Other line agencies to be tapped later in the project were also initially contacted and their respective roles and functions were defined.

In March, a formal 1-day Orientation Conference among the municipal officials was conducted at the Diego Silang Hall of the Provincial Capitol of La Union. Graciously hosted by Provincial Governor Joaquin Ortega, the conference was attended by the concerned mayors, MPDCs, and LGDs. In this conference, IDA presented the BCDS concept and the proposed strategies including the organizational structure of the project (See Appendix B and C). On hand were the Regional Director of DSWD, the La Union Provincial Development Staff led by its Coordinator, and the Regional Director of DLG. All the participants present pledged full support to the project as an experimental development alternative.

The conference resulted in each Municipal Sangguniang Bayan approving a Resolution legitimizing the BCDS project in their respective municipalities and a Memorandum of Understanding between IDA as lead NGO and the municipal government, with the latter providing P10,000 each from their respective PD 144 for training and transportation expenses of their cluster leaders. Each Municipal Mayor also recommended the barangays to be clustered.

Following that meeting, another 1-day conference was held between the IDA consultants, the Community Mobilizers, and the DSWD municipal field personnel. The conference was held at the Regional Conference Room of the DSWD at San Fernando, La Union and hosted by DSWD. In that conference, specific techniques and approaches were discussed and agreed upon to insure the smooth implementation of Phases 100 and 200 of the project.

Towards the end of the third month, the consultants and the Community Mobilizers immersed themselves in the barangays that will be clustered and they performed four essential steps:

- (1) Arranged for a Barangay Council Resolution in each target barangay adopting the BCDS concept as a project in their locality (See Appendix D for a sample of an approved Barangay resolution).

(2) Identified the potential natural leaders in each barangay of each cluster for a total of nine recommendees per cluster;

(3) Validated each recommended natural leader from the people using the following criteria formulated by the consultants:

- a. Resources - The natural leader should be able to attend to the project needs personally and yet have sufficient financial resources to keep his family economically stable while the project is on-going.
- b. Time - The natural leader must be able to spare some time out of his various activities to attend to the project needs.
- c. Willingness - The natural leader must be willing to act as one of the leaders in the Barangay Cluster.
- d. Leadership - The natural leader must demonstrate leadership ability during training sessions and in field operations.

(4) Screened and selected three (3) barangay natural leaders from each barangay to compose the Barangay Cluster Core Group, using the above criteria. The barangay leaders selected from each barangay represented the male adults (kabalakihan), the women (kababaihan) and the youth sector (kabataan) in the community.

The complete list of the Barangay Cluster Core Group members in each municipality is found in Appendix E.

Thus, the spadework for provincial, municipal, and barangay legitimization of the project took all of the first three months.

### Second Quarter

The IDA consultants and COMMOBS conducted a community survey of each barangay in each cluster during the months of April and early May. With the help of each Cluster Core Group, several families in the communities were approached and offered to be members of proposed family clusters in each of the barangay clusters. Those families who signified willingness to join were profiled, using an IDA Profile Sheet, in order to determine their potential adherence to the BCDS value concepts. An average of 10-15 families per barangay were identified and profiled.

On May 17-21 and June 3-7, two sets of training on Community Organizing, Cooperatives, and Enterprise Development were conducted by IDA which integrated values reorientation and the first phase of Team building. (See Appendix F and G for the training design and performance report). Sponsored by the Agricultural Training Institute Regional Training Center and Farmers' Training Center, respectively, the Department of Agriculture, and in tandem with the various municipal governments, the training lasted for 5 days for each batch of 30 participants.

The tangible outputs of the 2 sets of training were as follows:

1. An organizational set-up of each Barangay Cluster Core Group
2. A listing of each core group member's moral strengths and weaknesses, values, and philosophy of service.
3. A list of possible economic projects in their respective barangay clusters based on the available local resources.
4. An action plan for the next 4 weeks for the barangay organization of family clusters and project identification.

For the next two weeks, the Barangay Cluster core groups were very busy organizing the barangay family clusters and conducting one-day DCDS orientation meetings with them.

Thus, during the third and fourth weeks of June, the Cluster Core Groups met with their family clusters at different times and identified three economic projects and prioritized them in preparation for the second set of training.

### Third Quarter

On July 8-13, 1990, a Seminar-workshop on Team Building, Project Designing, and Production Management was conducted by the IDA Consultants (See Appendix H). All the six barangay clusters were represented, although not in full force since some of the core group members were studying. Funded by the Municipal governments of Rosario, Sto. Tomas, Caba, Agoo, Aringay, and Bauang, the training further galvanized the various core group members together through intensive team-building exercises. On the third, fourth, and fifth days, a crash program on project designing was held resulting in each cluster core group preparing

and submitting a simplified feasibility study of the chosen cluster project. On the 6th day, the training session on Production organization and management was conducted.

This second training course resulted in the following tangible outputs for each Barangay Cluster:

1. A crude project feasibility study of the identified project, as follows:

- Bauang and Aringay BC - Mushroom Production and Processing
- Agoo, Caba and Rosario - Duck Egg Production and Processing
- Sto. Tomas - Salt Manufacturing.

2. Organizational set-up of the BC for production purposes, indicating the specific assignments of each members of the core group.

During the months of August and September, the Consultants and CUMMOBS supervised the organization and orientation training of the various barangay family clusters as Securities and Exchange Commission production units in preparation for their registration with the (SEC). Some families have to be re-validated/screened in terms of their values and attitudes, so as to get only those people who can really imbibe the spirit of inter-barangay cooperation.

On September 28-30, 1990, the third and final formal training of the Barangay Cluster Core Group was conducted by IDA at Sual, Pangasinan (see Appendix 1). Funded by the Provincial Government of La Union from its PD 144 funds, the training focused on the basics of project management, particularly:

1. Pre-operating activities of the project
2. Personnel Management
3. Organization of Production Groups
4. Workflow Process involving inter-barangay coordination
5. Production supervision and quality control
6. Identification and analysis of marketing outlets
7. Production records management
8. Bookkeeping procedures and practices
9. Financial Controls

#### Fourth Quarter

In October and November, all the barangay clusters prepared the physical and legal requirements necessary for the implementation of their respective projects.

With the assistance of the IDA Consultants and COMMOBS, the following outputs were generated:

1. Lease contracts of the land area needed for the project.
2. Project housing requirements, as part of their equity.
3. Registration of the clusters with the Securities and Exchange Commission, under the following names:
  - a. Rosario - RABADAM Integrated Development Association
  - b. Sto. Tomas - United Community Development Association
  - c. Agoo - San JUBANI Integrated Development Association
  - d. Aringay - Aringay BCDS IOP Association
  - e. Caba - NORSUCAR Integrated Development Association
  - f. Bauang - 3Ps Integrated Development Association

Arrangements and agreements were also forged within each Barangay Cluster for the allocation of net profits. By and large the following profit sharing scheme was agreed upon:

Savings/Capital Build-up	-- 10% of net profit
Administrative/operating costs	-- 10%
Contribution to Brgy. Cluster	-- 10%
Production workers	-- 70%

In the meantime, IDA was searching for funds to be used for seed capital. The following agencies were tapped for loan assistance: Department of Agriculture, Department of Social Welfare and Development, Department of Trade and Industry, and National Livelihood Support Fund. As early as May 1990, project proposals were already submitted. Constant follow-up produced positive results for DA, DBWD, and NLSF although processing time in each case took quite sometime.

Finally, in November the funds for earthquake victims were released by the Department of Agriculture to finance the cluster projects in the total amount of P893,000. The checks were personally handed over to the cluster managers by the Provincial Governor of La Union in a fitting ceremony.

By the end of November, the IDA also received an official approval of its NLSF loan in the amount of P1 Million for the cluster projects in La Union.

In late November, a series of skills training in mushroom, duck egg, and salt production were conducted by invited

entrepreneurs. Funded by the Department of Trade and Industry (La Union) through its TUNGKOD project, the training was conducted in various production sites in La Union and Pangasinan (see Appendix J). The training dates were between November 24 and December 2. All the family clusters of each barangay cluster who will participate in the actual production were included in the training.

As of this writing, the various barangay clusters in La Union have already started their economic projects. Bank accounts were opened by them in the name of their respective associations.

IDA consultants will continue assisting them in the management of their respective projects. IDA will also assist them in marketing their products. IDA consultants will gradually pull out of the clusters after at least 2 years of production operation, or until such time that the cluster core groups have already empowered themselves to make their own sound decisions and to manage the projects by themselves.

#### CONCLUSIONS, PROBLEMS AND RECOMMENDATIONS

Evaluating the several lessons learned in this experimental project vis-a-vis its objectives, the following points deserve some consideration:

1. The initial preparation of the barangay clusters for a period of one year (January to December) effectively demonstrated that such a community development strategy as barangay clustering can be done with very positive results. However, if the seed capital for the start of the economic project were on hand from the beginning, the process could have been shortened.

2. The negative effects brought about by some government agencies' empty promises of barangay assistance without proper delivery of the promised services were offset, or at least neutralized, by the coordinative efforts of a sincere NGO's approaches to meaningful intervention to barangay development.

3. The various projects -- economic, social, or environmental -- of the barangay clusters can be effectively managed by the barangay inhabitants only if the proper value orientation and positive attitude development can be imbibed in the participants. This is a critical element in the strategic intervention. It was discovered that if funds are given or lent out to the rural poor without the necessary value reorientation and development, the result is that people will tend to be materialistic and individualistic in their project implementation and may only squander the funds.

4. Rural folks can be empowered to make their own decisions on matters affecting them and their development only if sustained guidance from outside intervenors is provided to them in the course of project implementation.

5. Local government officials and leaders can be very cooperative to NGO projects if they completely understand the purposes and motives of the said projects. They are even willing to partly finance the training phases of projects.

6. The core group concept of barangay clustering forces the members to make vital decisions as a team. Natural leadership emerges in every phase of project planning and implementation which may shift from one person to another as their individual expertise are put into play.

7. While the objective of developing a corps of natural leaders to serve as "managers of development" has not been fully realized in this experiment due to the short duration of the project, it was observed that the beginnings of the tendency of barangay cluster core groups to make sound management decisions was very prominently displayed especially during the latter part of Project Phase 300.

8. It was demonstrated very effectively that an NGO - led project can elicit full support and cooperation from government line agencies acting as cooperating agencies given the proper conditions for an integrated approach to NGO-GO collaboration.

#### Problems Encountered

The following key problems have surfaced in the course of the experiment:

1. During the initial encounter and dialogue between IDA consultants and the barangay people, the people expressed some very negative reactions to the suggestion of pursuing economic project believing that IDA consultants were agents of government. It was only when IDA consultants said that there were NGOs that the people started to react a little more positively.

2. The concept of consultant hiring through "purchase orders" instead of a "project contract" has placed the project in very tight financial pressure many times during its implementation because of the scanty internal resources of the Institute for Development Alternatives. Oftentimes, the Institute had to advance transportation costs and honoraria and the reimbursement takes two months to process in Manila. At least transportation and lodging costs could have been advanced

for the project to be liquidated/replenished per quarter, since the geographical distance of the project to the Manila offices makes it difficult for fast processing and replenishment.

3. The aftermath of the July 16 killer earthquake had set back the project timetable by a full 12 months. Up to the month of November, the Aringay Parangay Cluster was still reeling from the effects of physical displacement since two of the three barangays in the cluster went under water after the earthquake and all the inhabitants were evacuated to other "safer" barangays. However, the Consultants circumvented the situation by "short-circuiting" the CD process and introducing CD strategies at the latter part of the project in order to achieve the major objectives.

### Recommendations

In view of the above findings and conclusions, the following recommendations are humbly advanced to further improve future implementation of similar projects:

1. It is recommended that processing of NGO proposals by government agencies/instrumentalities for the benefit of the rural poor should be expedited so as to neutralize the negative attitudes of people towards government and so that the credibility of both NGO and GO can be maintained and sustained.

2. It is recommended that in experimental community organizing projects like this one, consultant hiring should be contractual in nature rather than by "purchase order" in order to lessen the financial pressure on the NGO proponent.

3. It is also recommended that the training cost of community organizing be included in the project package so as to insure a wholistic approach to its implementation.

4. It is highly recommended that the component of values education and attitude change be made an integral part of all community organizing activities and projects.

5. It is finally recommended that the Barangay Cluster Development System, having proved its worth as a more effective development alternative be replicated in all the other municipalities in the region so as to benefit a larger mass of people. It is also suggested that this system be utilized by NEDA as the mechanism implementation of the Education for All program of UNESCO.

Submitted by:

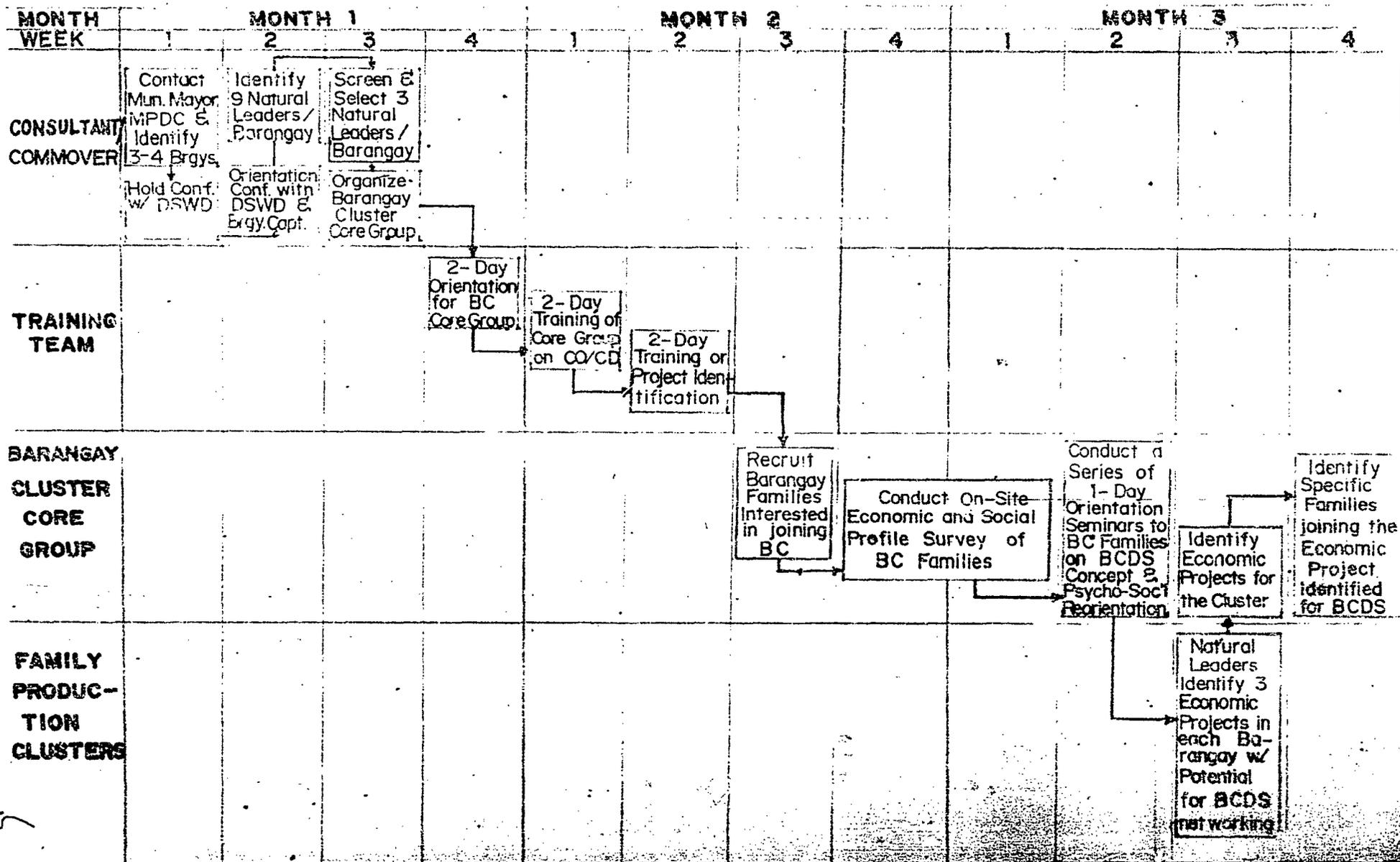
  
ROBERTO A. DE LOS REYES, Ed.D.  
Project Director

## LIST OF APPENDICES

- A - BCDS Project Time Network
- B - Structural Organizational Set-up of the BCDS Project
- C - Functional Organization Chart of the BCDS Project
- D - Sample of an Approved Barangay Resolution Adopting the BCDS Project
- E - List of Barangay Cluster Core Groups, by Municipality
- F - Training Design for the Seminar-workshop on Community Organizing, Cooperatives, and Enterprise Development
- G - Performance Report on the First Seminar-Workshop
- H - Performance Report for the Seminar-Workshop on Team Building, Project Designing, and Production Management
- I - Training Design for the Seminar-Workshop on Project Management
- J - Training Design Model for Skills Training in Duck Egg Production and Processing

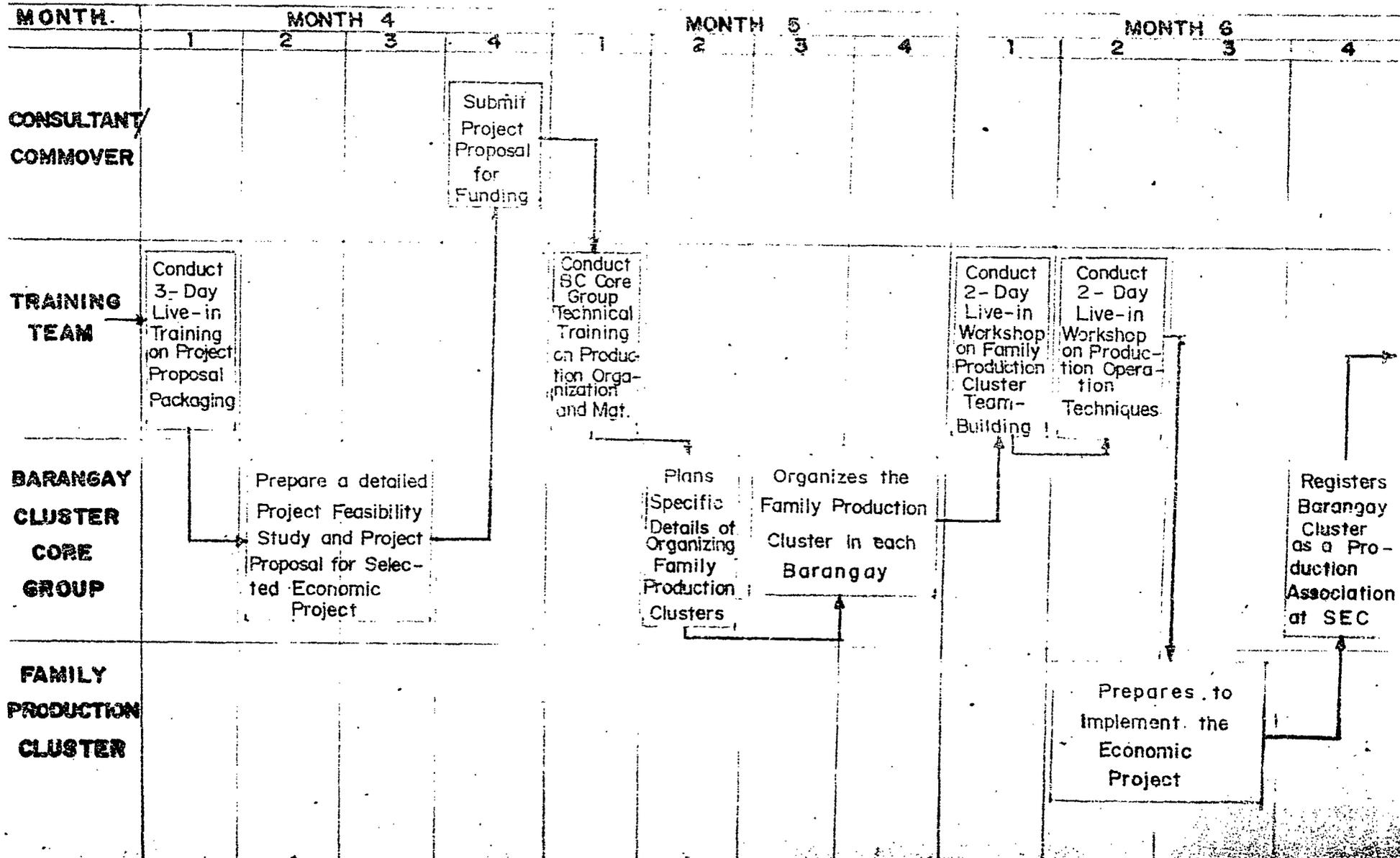
# BCDS PROJECT TIME NETWORK

PHASE 100



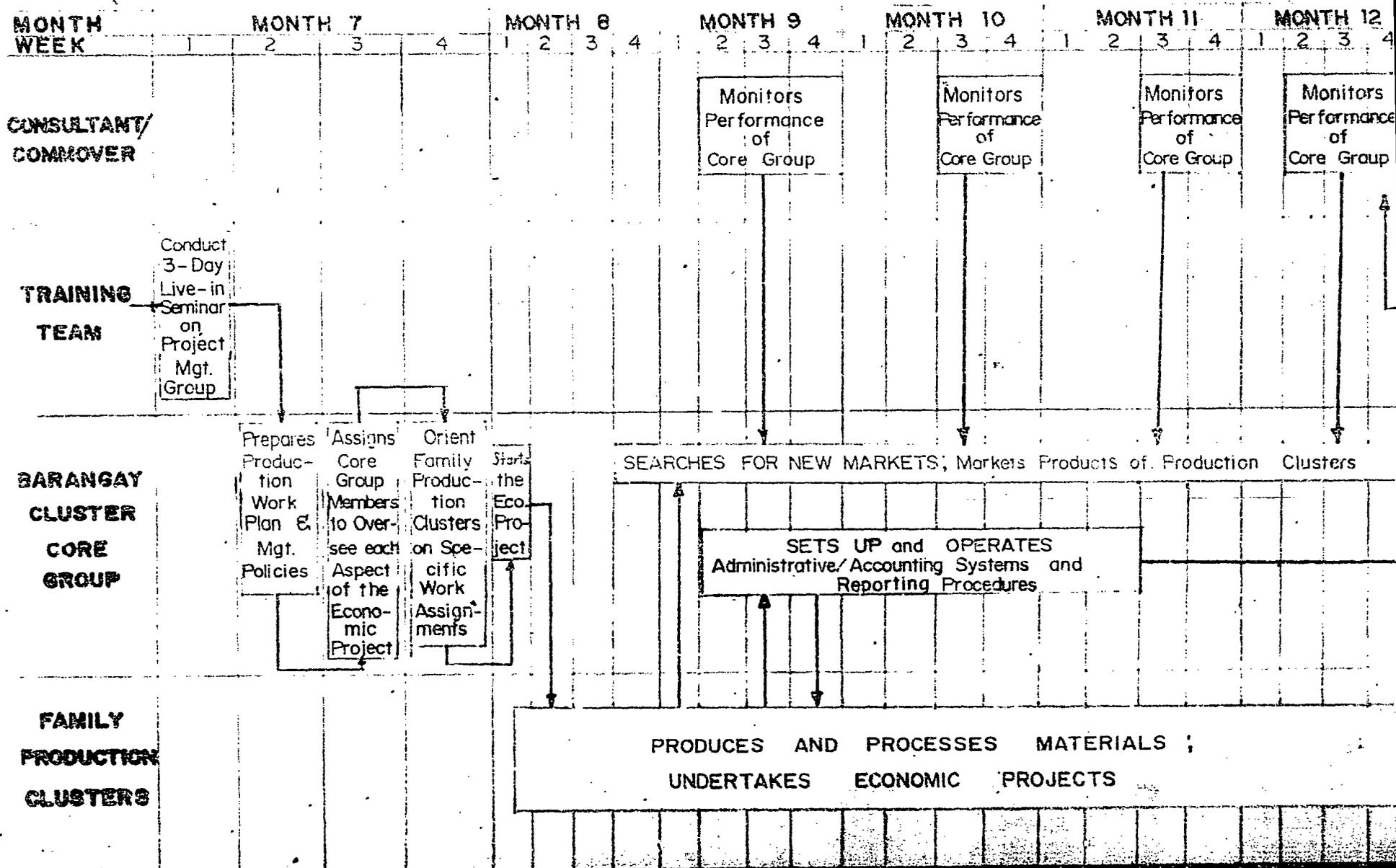
# BCDS PROJECT TIME NETWORK

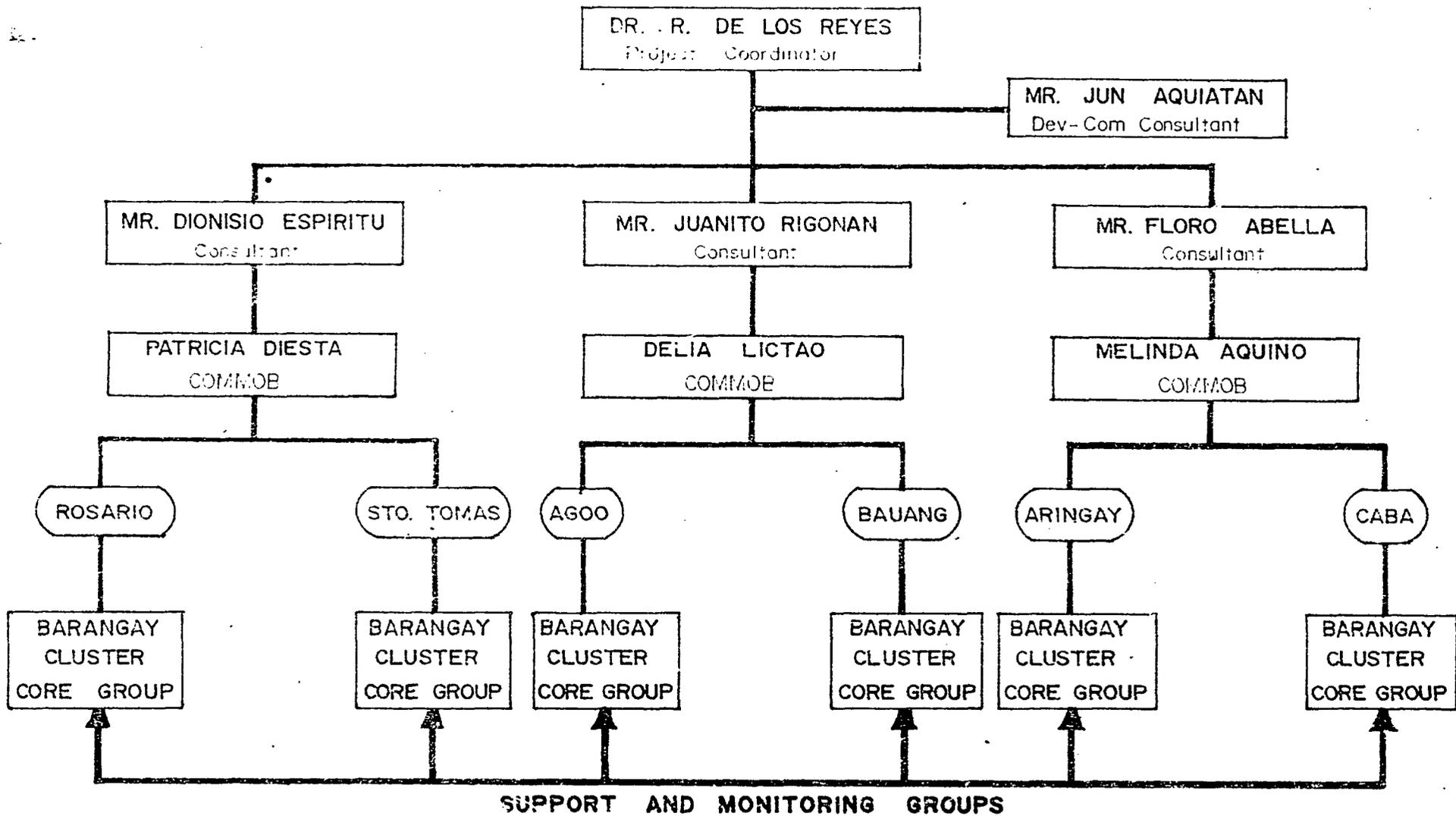
## PHASE 200



# BCDS PROJECT TIME NETWORK

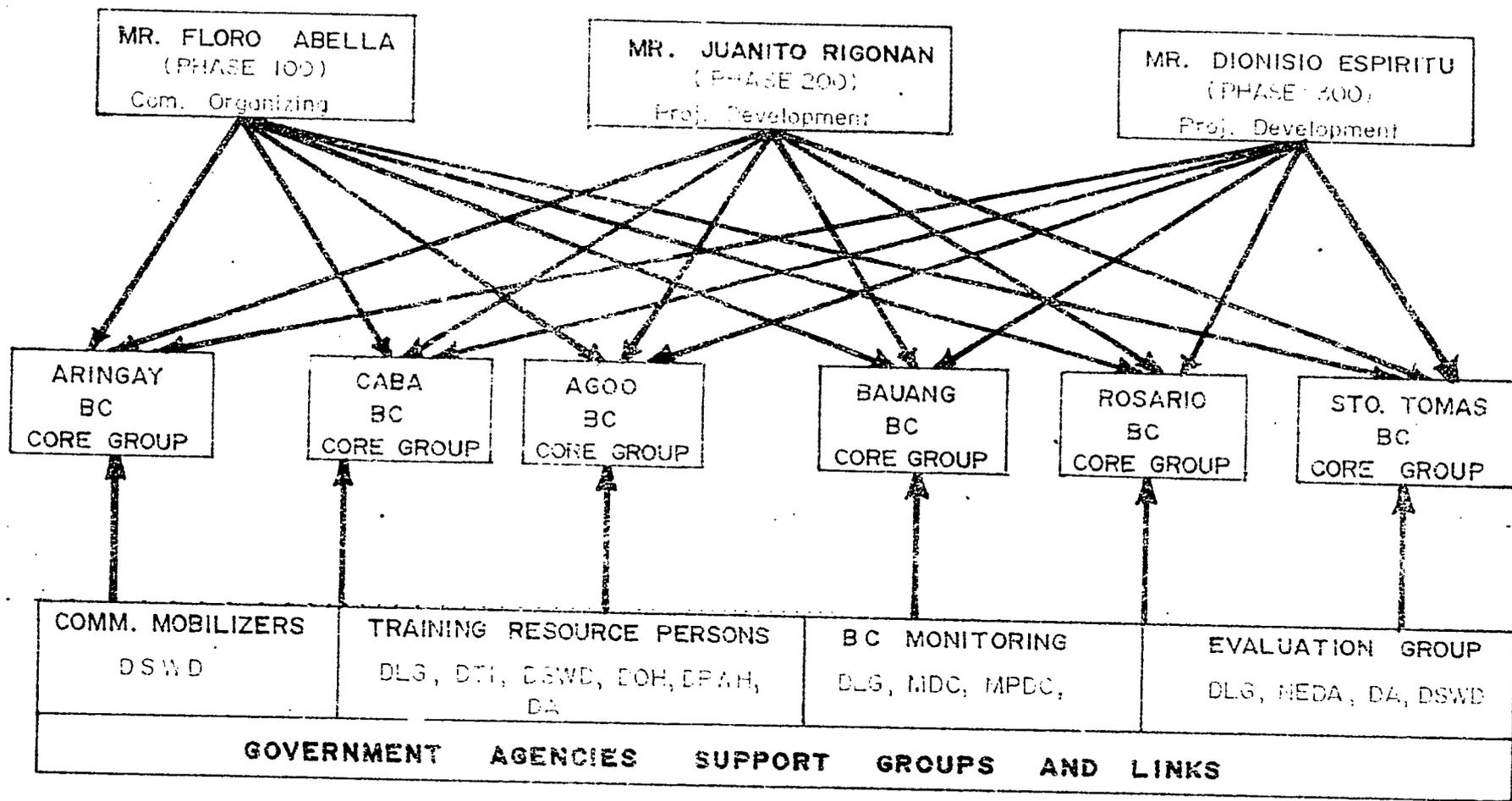
## PHASE 300





( DSWD, DLG, DA, DTI, DOLE, PMS, MAYOR, MPDC, MDC, MTF-CM, NEDA, PDS )

STRUCTURAL ORGANIZATION CHART



**FUNCTIONAL ORGANIZATIONAL SET-UP**  
B. C. D. S.

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APPENDIX D

Republic of the Philippines  
Province of La Union  
Municipality of Santo Tomas  
Barangay Ubagan  
OFFICE OF THE BARANGAY COUNCIL

MINUTES OF THE SPECIAL MEETING OF THE BARANGAY COUNCIL OF UBAGAN,  
SANTO TOMAS, LA UNION HELD ON JULY 7, 1990.

PRESENT:

Carlito dela Cruz	- - -	Barangay Captain
Jose Verceles	- - -	Barangay Councilman
Cemilo Ungson	- - -	" Councilman
Florencio Mendez	- - -	" Councilwoman
Loreto Tabelaon	- - -	" Councilman
Felipe Bilog	- - -	" Councilman
Benjamen Lochico	- - -	" Councilman

ABSENT: None

RESOLUTION NO. 6 s. 1990

A RESOLUTION SUPPORTING THE BARANGAY CLUSTER DEVELOPMENT SYSTEM (BCDS) PROGRAMS AND ITS CORE GROUP MR. CAMILO F. UNGSON AND MISS JANET RAGUINDIN, BEING ADVOCATED BY THE INSTITUTE FOR DEVELOPMENT ALTERNATIVES AND SUPPORTED BY THE MUNICIPALITY OF SANTO TOMAS.

WHEREAS, the BCDS is introduced as an approach for the development of 3 or more contiguous barangays in a municipality on a continuing basis utilizing people and community participation;

WHEREAS, UBAGAN, CUMING and CASANTAAN are among the Pilot Sites in La Union clustered to undertake and implement the BCDS programs to enhance simultaneous growth and progress to the barangays as well as to improve economic and social well-being of the families in the Barangay Cluster;

WHEREAS, MR. CAMILO F. UNGSON and MISS JANET A. RAGUINDIN, our BCDS Core Group, through their active involvement, direct participation and unstinted cooperation with the Municipal and Barangay Officials, have clearly shown their sincere desire and enthusiasm to undertake and implement the Barangay Cluster Development System (BCDS) program which is being spearheaded by the Institute for Development Alternatives (IDA) and is being supported by the Municipality of Santo Tomas.

WHEREFORE, after careful deliberation by the body, be it,

RESOLVE as it is hereby RESOLVED, that the BARANGAY COUNCIL of UBAGAN, SANTO TOMAS, LA UNION hereby ADOPT and PROCLAIM its whole UNIFORM to the BCDS program being undertaken and initiated by BCDS core group MR. CAMILO F. UNGSON and MISS JANET A. RAGUINDIN for its successful implementation.

RESOLVED FINALLY, that copies of this Resolution be furnished our BCDS Core Group, Mr. Cemilo F. Ungson and Miss Janet A. Raguindin, the Barangay Council of Ubagan and the Institute for Development Alternatives for their information and record purposes.

UNANIMOUSLY APPROVED:

*A. J. P.*  
CARLITO V. DELA CRUZ  
Barangay Captain

*J. Verceles*  
JONE VERCELES  
Brgy. Councilman

*C. M. Ugebon*  
CAMILO F. UGEBON  
Brgy. Councilman

*F. Mendez*  
FLORENCIA MENDEZ  
Brgy. Councilwoman

*L. Tabelon*  
LORETO TABELON  
Brgy. Councilman

*R. Bilog*  
RICARDO BILOG  
Brgy. Councilman

*B. Lachica*  
BENJAMEN LACHICA  
Brgy. Councilman

*P. Desta*  
PATRICIA DESTA  
IDA COMMOB

*D. Espiritu*  
MR. DIONISIO ESPIRITU  
IDA CONSULTANT

NOTED BY:

*R. Reyes*  
ROBERTO DELAS REYES Ed. D  
IDA PRESIDENT

ATTENDED BY:

*A. Ramilo*  
ANNA LIZA R. RAMILO  
Brgy. Secretary

**APPENDIX E**

**LIST OF BARANGAY CLUSTER CORE GROUPS,  
BY MUNICIPALITY**

**STO. TOMAS  
ORGANIZATIONAL SET-UP**

Gen. Manager/Project Managers: Camilo Ungson  
Accountant : Janet A. Raguindin  
Treasurer : Crispina R. Raguindin  
Secretary : Marilou B. Villena  
Auditor : Romeo L. Carbonell  
Marketing : Federico R. Almadrigo  
Purchasing Officer : Ferry Raguindin

**Production Supervisors:**

Ubagan - Jane Raguindin  
Cupang - Ferry Raguindin  
Casantaan- Betty Buscas

**ROSARIO  
ORGANIZATIONAL SET-UP**

Gen. Manager/Project Manager: Mrs. L. Padilla  
Accountant : Cristeta Mumar  
Treasurer : Mrs. Cristeta Mumar  
Secretary : Ferdinand Lachica  
Auditor : Ferdinand Lachica  
Marketing : Mr. V. Franco  
Purchasing Officer : Mrs. N. Nisperas

**Production Supervisors:**

Dawortis - Norma Nisperas  
Bani - Victor Franco  
Rabon - Ricardo Ortiz

**ARINGAY  
ORGANIZATIONAL SET-UP**

Gen. Manager/Project Manager:     Rodrigo Mangaoang  
Accountant                             :     Felix Bautista  
Treasurer                             :     Tenny P. Rulloda  
Secretary                             :     Tenny P. Rulloda  
Auditor                               :     Edwin Bautista  
Marketing                             :     Zenaida Doctolero  
Purchasing Officer                   :     Feliza Parocha

**Production Supervisors:**

Dulao           -     Edwin Bautista  
Alaska         -     Tenny Rulloda  
Samara         -     Rodrigo Mangaoang

**ABOO  
ORGANIZATIONAL SET-UP**

Gen. Manager/Project Manager:     Rowena Fontanilla  
Accountant                             :     George Fontanilla  
Treasurer                             :     Francisca Sili  
Secretary                             :     Emilia Domondon  
Auditor                               :     Francisca Garcia  
Marketing                             :     Rowena Fontanilla  
Purchasing Officer                   :     Tiburcio Rivera

**Production Supervisors:**

San Julian West   -     Francisca Sili  
San Nicolas West  -     Emilia Domondon  
Balawarte         -     Dabylyn Fontanilla

**CABA  
ORGANIZATIONAL SET-UP**

Gen. Manager/Project Manager:	:	Ernesto Domingo
Accountant	:	Ester Cartas
Treasurer	:	Editha Llarenas
Secretary	:	Editha Llarenas
Auditor	:	Cristobal Yanguas
Marketing	:	Ester Cartas
Purchasing Officer	:	Ronnie Mangaser

**Production Supervisors:**

Santiago Sur	-	Ronnie Mangaser
Santiago Norte	-	Hortencia Garibay
San Carlos	-	Editha Llarenas

**BAUANG  
ORGANIZATIONAL SET-UP**

Gen. Manager/Project Manager:	:	Willie Pabona
Accountant	:	Joey Abuan
Treasurer	:	Imee Calica
Secretary	:	Imee Calica
Auditor	:	Mel Rivera
Marketing	:	Mila Tabelisma
Purchasing Officer	:	Mila Tabelisma

**Production Supervisors:**

Payococ	-	Emmie Aguinaldo
Parlan	-	Mon Liclican
Pudoc	-	Jorge Garad

## APPENDIX F

### TRAINING DESIGN FOR THE SEMINAR-WORKSHOP ON COMMUNITY ORGANIZING, COOPERATIVES, AND ENTERPRISE DEVELOPMENT

#### TRAINING DESIGN

##### Trainers' Training Course on Community Organizing, Cooperatives, and Enterprise Development

**Training Dates:** June 4-7 (30 participants - Batch 2)

**Training Venue:** Agricultural Training Institute  
Farmers Training Center  
Sta. Barbara, Pangasinan

#### Participating Agencies:

Jointly sponsored by the:

- (1) Agricultural Training Institute Farmers Training Center
- (2) Department of Agriculture Region I
- (3) Department of Agriculture Provincial Office, La Union
- (4) Department of Social Welfare Region I and La Union
- (5) Institute for Development Alternatives (IDA)
- (6) Municipal Governments of Sto. Tomas, Agoo, and Aringay, La Union
- (7) Provincial Government of La Union

#### RATIONALE

Core group formation in an enterprise development for community mobilizing is an integral component of the CO/CD process. Experience in community work have shown the advantage of organizing core groups which form the nucleus of community leadership.

The Barangay Cluster Development System (BCDS) is an IDA-conceived approach to the simultaneous development of 3 or more contiguous barangays in a municipality on a sustainable basis utilizing the strategy of CO/CD. The Barangay Cluster Development System (BCDS) adopts the core group concept as a part of its organizing strategy in this experimental research project in La Union. It does not serve only as a leadership nucleus but also as an operating structure of the BCDS to plan, coordinate, supervise and monitor cluster programs and projects. In effect, the core group (leader and members) are the clusters' "development managers".

The selection, training and sustenance of a viable core group is crucial to the successful implementation of the BCDS leading towards the organization of cooperatives for enterprise development in the rural areas. Because of the role and the task that they perform as "managers", the members must be oriented to

the cooperatives, enterprise development, and the BCDS program, trained in the CO/CD process, and developed into committed agents of change in their respective barangays.

This four (4) day training-the-trainers course is a step towards this direction.

#### TRAINING ASSUMPTIONS

##### 1. Participants

- 1.1 The participants shall be composed of 9 core group members from each of the 19 barangays of 6 La Union towns selected on the basis of a BCDS criteria.
- 1.2 Each participant shall preferably be a college graduate and or at least second year high school.
- 1.3 The participants shall have willingly and voluntarily accepted the task of a CORE GROUP member.
- 1.4 The participant is committed to render volunteer work after the training and throughout the BCDS project in La Union to organize groups in the barangays for registration as cooperative.

##### 2. Training Program

- 2.1 The training shall be held for four (4) days, live-in. The training will be divided into two (2) consecutive periods:

TWO (2) Days: Orientation, Values Formation, HRC

TWO (2) Days: Community Organization/Planning and Cooperatives and Enterprise Development

- 2.2 The training will extensively utilize the experimental method.

##### 3. Training Staff/Facilitators

- 3.1 The training shall be conducted by the core of IDA consultants which shall be headed by a Head Trainer/Facilitator. They shall be backstopped by trainers of DA Regional Office and ATI Regional Training Center.
- 3.2 The staff shall be assisted by a core staff of the DSWD who will serve as facilitators.
- 3.3 The staff shall be present and available at all times for the duration of the training.

##### 4. Documentation

- 4.1 There shall be a thorough training documentation for this entire trainers' training program.
- 4.2 A training terminal report shall be prepared and submitted within 10 days after the end of the training.

##### 5. Training Steering Committee

The course shall be operationally managed by a composite group of agency representatives who will act as management steering committee of the course in order to insure the smooth

conduct of this and other succeeding BCDS courses. The Committee shall be composed of the following:

1. Dr. Roberto A. de los Reyes (IDA) ----- Chairman
2. Mr. Fermunico Francisco (DA-Region) ----- Co-Chairman
3. Dr. Augusto Dulay (DA-La Union) ----- Member
4. Ms. Consuelo Felix (ATI-FTC) ----- Member
5. Ms. Charito Urebello (DSWD) ----- Member

#### 6. Training Cost Sharing

- 6.1 The training expenses for board and lodging of participants will be provided by the Agricultural Training Institute (FTC) at Sta. Barbara.
- 6.2 Training supplies and materials shall be provided by the Department of Agriculture Provincial Office of La Union.
- 6.3 Honoraria and other incidental expenses for their respective resource persons shall be underwritten by IDA, DSWD, and DA Regional Office.

#### GOAL/TERMINAL PERFORMANCE OBJECTIVE (TPO)

This four (4) day training the trainers course is the first of a series of five leadership/management courses designed to provide the BCDS Core Group members with an operational understanding of the Barangay Cluster Development System (BCDS) with CO/CD as the implementing process and strategy leading towards the organization of cooperatives/associations and resulting in barangay cluster enterprises.

After the workshop, the Core Group members shall have acquired community organizing and management skills necessary for the successful installation of the program.

#### ENABLING OBJECTIVES (EO's)

After the four (4) day workshop, the participants shall have been able to (SHBAT):

1. Define and discuss the operational concept of the BCDS;
2. State the BCDS goals, objectives, program thrusts, projects and major strategies;
3. Clarify the roles of the BCDS client system and the various support systems: IDA-NBO, GOs, LGU, Barangay Cluster;
4. Identify the individual's strengths and weaknesses, values, and philosophy of service;
5. Relate one's personal values with the community values;
6. Identify one's vision of the community and his/her role in the development process;
7. Enumerate and discuss the stages/phases of CO/CD;
8. Enumerate and explain the steps and procedures in community mobilization and people empowerment;

9. Enumerate and explain the steps and procedures in the organization of barangay clusters;
10. Understand and be familiar with the concepts, principles, and practices of cooperatives establishment and enterprise development;
11. Enumerate and explain the steps in community problem solving;
12. Identify proposed programs and projects in the community;
13. Demonstrate the basic skills in community planning;
14. Demonstrate understanding of effective project management and its role in sustaining people's motivation;
15. Draw up an Action Plan for Barangay Cluster organization and project identification;
16. Identify and explain the CORE group tasks and functions;
17. Demonstrate acceptance of the BCDS as a mechanism for developing people's self-reliance through the CO/CD;
18. Demonstrate positive attitude towards self, others and the assistance of local government units and government line agencies.

#### CONTENT/METHODOLOGIES

The orientation training shall cover the following topics and subject areas:

- |                                     |  |
|-------------------------------------|--|
| I. ORIENTATION:                     | <ol style="list-style-type: none"> <li>1.1 BCDS Concept, Goals, Objectives, Program Thrusts and Strategies</li> <li>1.2 Role of the Client System/Support Systems</li> <li>1.3 Roles and Responsibilities of the Core Group</li> </ol>   |
| II. SELF, OTHERS AND THE COMMUNITY: | <ol style="list-style-type: none"> <li>2.1 Individual Strengths and Weaknesses, Values</li> <li>2.2 Philosophy of Service</li> <li>2.3 Values in the Community (Self-Reliance)</li> <li>2.4 Vision of the Community</li> <li>2.5 Community Mobilizer Role as a Change Agent</li> </ol> |
| III. ENTERPRISE DEVELOPMENT:        | <ol style="list-style-type: none"> <li>3.1 Concepts and characteristics of entrepreneurship</li> <li>3.2 Planning, Starting, and Managing small Agri-based Rural Enterprises</li> </ol>  |

**IV. COOPERATIVES  
DEVELOPMENT:**

- 4.1 History, Concepts of Cooperatives
- 4.2 Principles and Practices in Cooperatives
- 4.3 Organizing Techniques for Cooperatives
- 4.4 Financing the Cooperatives
- 4.5 Registering the Cooperatives

**V. CO/CD**

- 5.1 Stages/Phases of Community Organization/CD
- 5.2 Community Mobilization
- 5.3 Empowerment: People and Organization
- 5.4 Barangay Cluster Formation and Leadership

**VI. COMMUNITY PROGRAM  
PROJECT PLANNING**

- 6.1 Community Planning
- 6.2 Community Problem Solving Process: Steps and Strategies
- 6.3 Program and Project ID: Concept and Techniques

**VII. ACTION PLANNING:**

- 7.1 ACTION PLANNING: Objective and Target Setting
- 7.2 Plan Presentation and Critiquing

**METHODOLOGIES**

This Training the trainers' course shall make use of the various teaching/learning methodologies. There will be structured learning experiences (BLEs), role plays and group dynamics exercises, supplemented by lecture discussions. Workshops and plenary sessions shall be conducted whenever appropriate.

Group interaction and feedback shall be encouraged throughout the course. The supplemental use of visuals and learning aids - flow charts shall be done.

APPENDIX G

PERFORMANCE REPORT ON THE FIRST SEMINAR-WORKSHOP

TRAINERS' TRAINING ON COMMUNITY ORGANIZING  
COOPERATIVES AND ENTERPRISE DEVELOPMENT

Course Performance Report on the Training

Training Dates : June 3-7, 1990

Training Venue : Agricultural Training Institute - Farmers  
Training Center, Sta. Barbara, Pangasinan

Participating Agencies:

Jointly sponsored by the:

- (1) Agricultural Training Institute Farmers Training Center
- (2) Department of Agriculture Region I
- (3) Department of Agriculture Provincial Office, La Union
- (4) Department of Social Welfare and Development, Region I and La Union Branch
- (5) Institute for Development Alternatives (IDA)

Target Clients : BCDS Core Group Members

Training Objectives : To demonstrate understanding of the CO/CD process in relation to the Barangay Cluster Development System (BCDS) as a conduit/strategy for enterprise development through cooperatives

A. General Summary

The trainers' training course on Community Organizing, Cooperatives and Enterprise Development - Batch II (Aringay, Agoo and Santo Tomas) started on June 3, 1990 with the registration of participants from 5:00 to 6:00 in the evening under the management of the training personnel of the ATI-Farmer's Training Center.

The training started with an opening program with some of the ATI-FTC staff as guests and Mrs. Consuelo Felix - ATI-FTC Training Supervisor.

There were 20 registered participants on June 3, a day before the start of the regular training, all very enthusiastic and with their own expectations from the training, from the trainers, and from their co-participants. Some of the noted expectations were the following:

TRAINING ITSELF

1. to gain more knowledge on Barangay Cluster Development System (BCDS) and Community Organizing;
2. to accumulate knowledge on community development

## B. Trainers

1. trainers should explain the topics well;
2. trainers must be approachable, enthusiastic and helpful during the training;
3. they should explain the topics in English, Tagalog and Ilocano especially.

## C. Co-Participants

1. co-participant's must participate actively;
2. they should ask question freely
3. they should respect one's opinion
4. they should observe punctuality

On the second day of the training three (3) participants from Dulao, Aringay arrived together with their barangay Captain. Although they were late, they showed enthusiasm and willingness to learn.

The major topics of the training were: The BCDS Concept, Values Clarification, Duties and Responsibilities of the Barangay Cluster Core Group, Project Identification, Cooperatives and Enterprise Development, Team Building and Action Planning. The main resource persons were the IDA Consultants, and DA personnel.

Before the training formally started, a pre-test on Barangay Cluster Development System (BCDS) was administered to diagnose the extent of the participants' knowledge of the subject matter content of the course. Formation of Host Teams was also conducted so as to help the resource person during lectures. House rules was also discussed to the participants the details of physical arrangements and lodging.

The training proper begun with Dr. Roberto de los Reyes as the resource speaker. He introduced a song before starting with his topic, on BCDS Goals, Objectives Program Thrusts, and Strategies, Toles and Benefits of the Core Group. He was able to make the participants understand what BCDS is and its importance to the Community when the program is implemented.

### SELF AWARENESS - FLORD ABELLA - IDA CONSULTANT

This topic was discussed through structured learning experience. Each participant was able to draw out their strengths and weaknesses using symbolisms. They were provided with coupons and pentel pens. The Community Mobilizers acted as facilitators so as to help the resource person during group dynamics and workshops.

### VALUES CLARIFICATION - PROF. JUANITO RIGONAN - DEV. COM

This is one of the most important topics being discussed in the trainers training. The resource person conducted the activity to surface the participants' value system. Processed the SLE and relates personal values. Delivered an integrating lecture on values.

## STAGES/PHASES OF CO/CD

Community Organization and Community Development are the processes used in Barangay Cluster Development System. The resource person relates CO/CD with the BCDS with the aid of a Flor Chart/matrix.

## COMMUNITY ASSESSMENT AND FAMILY CLUSTER PROFILES - JUN AQUIATAN

The resource person responsible for this topic discussed Community Assessment with emphasis on the family profile. After the discussion, participants had workshop on Family Profiling. Each group was given a community profile form and filled them up. Facilitators assisted the participants in doing this.

## BARANGAY AND FAMILY CLUSTER FORMATION/LEADERSHIP IDENTIFICATION - AURELIO AQUIATAN

For easy reference, handouts were being distributed to every participants. The resource person discussed the steps and procedures in Cluster Formation.

Selection of leaders was also conducted. Each cluster selected their respective leaders through sociometry.

The Core Group Members had a Role Play on Family Cluster Formation. Each participants was given a role to play. This activity made the participants lessen their shyness. After the presentation of each group, the Community Mobilizers also shared their experiences in organizing Family Cluster.

## ENTERPRISE DEVELOPMENT/ENTREPRENEURSHIP - DIONISIO ESPIRITU

This topic was supposed to be discussed by DTI personnel but they were not able to come so that Mr. Diony Espiritu was given the task to lecture on these topics. He explained to the participants on how to develop one's self as an entrepreneur, different forms of business.

## COOPERATIVES - INOCENCIO MARTIN - DA AGRICULTURE - I COOP. EXAMINER

It was agreed that DA personnel will give lectures on Cooperatives. It happened that only Mr. Inocencio Martin arrived to discuss on Cooperatives. He informed the participants that his two companions were unable to come because they were sick at that time so that he tried his best to explain the topics in Cooperatives. He talked about BACOD DA THRUST wherein he talked about an orientation to the Cooperatives Development Program of the DA. He also lectured on the Beginnings, Nature, Philosophy and Legal Bases of Cooperatives, Success and Failure Factors of Cooperatives and Principles and Practices of Cooperatives.

On the last day of the training, the Supervising Social Welfare of Agoo and Santo Tomas arrived for they were needed in Team Building and Action Planning. The Barangay Cluster Core Group Members of the Municipalities (Agoo, Aringay and Sto. Tomas) made their respective action plans. Delimitation of responsibilities among the core group members and the needed support from the SSWO, Consultant and COMMOBs were spelled out.

## PROJECT IDENTIFICATION - DIONISIO ESPIRITU

The resource person discussed to the participants the concept and techniques of project identification as it relates to CO and BCDS. He also discussed project management and supervision as it applies to the implementation of BCDS project. Each cluster identified at least three (3) livelihood projects.

Dr. Augusto Dulay - Provincial Agricultural Officer attended the graduation program and gave his assurance that he will support the BCDS project.

To sum it up, we can say that the training program of Batch II (Agoo, Aringay and Sto. Tomas) was as successful as the training of Batch I.

### Day to Day Account of Activities

#### Schedule of Activities

##### Day 0

###### P.M.

- 5:00 - 6:00 - Arrival and Registration of Participants
- 6:30 - 7:00 - DINNER
- 7:00 - 9:30 - Opening Program

##### Day 1

###### A.M.

- 7:45 - 8:00 - Energizer Activity c/o COMMOBs  
Opening Prayer  
Pambansang Awit  
Song: "This is the Day"
- 8:00 - 10:00 - Aurelio Aquiatan - IDA Consultant  
Activity 1: Pre-Test  
Activity 2: Expectation Setting
- 10:00 - 10:30 - BREAK
- 10:30 - 12:00 - Dr. Roberto de los Reyes - IDA President  
Activity 3: Group Singing "My Bonnie"  
Activity 4: Lecture: BCDS Goals, Objectives  
Program Thrusts and  
Strategies  
  
: Benefits of Management  
Group

12:00 - 1:00 - LUNCH

1:00 - 2:30 - Energizer: "Leron-Leron Sinta"

1:30 - 3:00 - Floro Abella - IDA Consultant  
Activity 5: Lecture: Self Awareness

3:00 - 3:30 - BREAK

3:30 - 3:45 - GAME - "Rabbit, Wall and Hunter"

3:45 - 4:00 - Floro Abella - IDA Consultant  
Activity 6: Lecture: Leadership as Applied  
in BCDS

4:00 - 6:30 - Juanito Rigonan - IDA Dev. Com  
Activity 7: Lecture: Values Clarification

6:30 - 7:30 - DINNER

7:30 - 9:30 - Floro Abella - IDA Consultant  
Activity 8: Lecture: Goals of BCDS  
: Reflections

9:30 - 10:00 - A short meeting of IDA staff

Day 2

7:45 - 8:00 - Energizer Activity c/o Aringay Group  
Opening Prayer  
Pambansang Awit  
Group Singing "Margaret, Oh Margaret"

8:30 - 10:00 - Aurelio Aquilatan - IDA Consultant  
Activity 1: Lecture: Community Profiling  
Community Planning  
Activity 2: Workshop: Community Profiling

10:00 - 10:30 - BREAK TIME

10:30 - 12:00 - Aurelio Aquilatan - IDA Consultant  
Activity 3: Group Presentation on Community  
Planning  
Energizer : Group Singing "Hindi Ka Nag-iisa"

12:00 - 1:00 - LUNCH BREAK

1:30 - 2:00 - Inspirational talk by Dr. Augusto Dulay  
Provincial Agricultural  
Officer

2:00 - 3:00 - Floro Abella - IDA Consultant  
Activity 4: Lecture: Roles of the BCDS Core  
Group Leaders

3:00 - 3:30 - BREAK

- 3:30 - 5:00 - Aurelio Aquilatan - IDA Consultant  
 Activity 5: Lecture: Cluster Formation  
 Activity 6: Role Play on Cluster Formation  
 Activity 7: Community Mobilizers shared their experiences in the Barangay on Family Cluster Formation
- 6:00 - 7:00 - BREAK (DINNER)
- 7:00 - 8:00 - Floro Abella - IDA Consultant  
 Activity 8: Games in relation to the lectures on Leadership
- 8:00 - 10:00 - Activity 9: Lecture: Leadership

Day 3

- 7:45 - 8:30 - Energizer Activity c/o Sto. Tomas Group  
 Opening Prayer  
 Pambansang Awit  
 Group Singin "With Christ in my Vessel"
- 8:30 - 10:00 - Dionisio Espiritu - IDA Consultant  
 Activity 1: Lecture on Entrepreneurship
- 10:00 - 10:30 - BREAK
- 10:30 - 12:00 - Inocencio Martin - Agri I - Coop. Examiner  
 Activity 2: Lecture on DACOD DA THRUST  
 Beginnings, Nature, Philosophy and Legal Bases of Coop.
- 12:00 - 1:30 - LUNCH
- 1:30 - 4:00 - Inocencio Martin - Agri I - Coop. Examiner  
 Activity 3: Lectures: Success/Failure Factors of Cooperatives
- 4:00 - 4:30 - BREAK
- 4:30 - 6:30 - Dionisio Espiritu - IDA Consultant  
 Activity 4: Continuation lecture on Entrepreneurship.
- 6:30 - 7:30 - DINNER

Day 4

- 7:45 - 8:00 - Energizer Activity c/o Agoo Group  
 Opening Prayer  
 Pambansang Awit  
 Group Singing "Making Melody in my Heart"
- 8:00 - 10:00 - Dionisio Espiritu - IDA Consultant  
 Activity 1: Lecture: Continuation of Lecture on Entrepreneurship
- 10:00 - 10:30 - BREAK

10:30 - 12:00 - Dionisio Espiritu  
Activity 2: Project Identification

12:00 - 1:30 - LUNCH BREAK

1:30 - 4:30 - Jun Aquilatan - IDA Consultant  
Activity 3: Action Planning

4:30 - 5:00 - BREAK

5:00 - 7:00 - Floro Abella - IDA Consultant  
Activity 4: Team Building

8:00 - 10:00 - Closing Program

10:00 - 1:00 - Socialization

Appendix H

SEMINAR WORKSHOP ON TEAM BUILDING, PROJECT DESIGNING  
AND PRODUCTION MANAGEMENT

PERFORMANCE REPORT ON THE TRAINING COURSE

General Summary

The Seminar-workshop on Team Building, Project Designing and Production Management started on July 8, 1990 at Car-rille Terrace, San Fernando, La Union with the registration of participants from 5:00 to 6:00 o'clock in the evening.

An opening program was conducted in the evening of July 8, with Dr. Augusto Dulay, the Provincial Agricultural Officer of La Union, as the Guest Speaker.

There were 37 participants on July 8, a day before the start of the regular training- all were very excited to see each other again. They were given a briefing on the activities to follow during their 6-day live-in seminar.

On July 9, 1990, first day of training, one participant from Cupang, Sto. Tomas and two from Aringay registered. On the third day, another participant from Agoo arrived.

Before the session formally started, the participants were given the direction to fill up personal information sheets.

The first topic was Team Building with Dr. Roberto de los Reyes as the Facilitator. He introduced a song before he started with his topic. The participants participated actively in yelling as an activity given to them. They were also asked to give their personally perceived weaknesses and strengths on a piece of paper corresponding to the letters of their nicknames.

Professor Justino Rigoran continued the lecture on Team Building. Here, he gave the participants lectures and activities on the Persegram, Jolori Window, T-group and Conflict Management in order to lead the participants to a deeper awareness of each other, to learn on how to handle conflict in the group and in the community. The participants showed enthusiasm on the topics and this made them participate actively.

Professor Rigoran also lectured on the aspects of Development Communication. The participants listened attentively. After the lecture and as an activity, they were asked to role play on how to transfer the negative outlook of the barangay people to positive ones. Each Core Group was able to plan and work as a team.

The next day, Prof. Rigonan started the day by telling a story in relation to his topic, Human Development. Then he led them into treasure hunting as an activity. Most of the participants participated actively but some did not. There were suggestions raised by the group to improve the teamwork such as: a) Planning is needed; b) Reservations/communication gaps should be eliminated; c) Commanding power of a leader is needed; d) Presence of mind and e) More diplomatic pressure is needed. More workshops were given to the participants in order for them to know and discover the need to work as a team.

The topic on Marketing centered on the Concept of Marketing; demand and supply analysis and Forecasting Techniques. These topics were discussed by Mr. Jun Aquiatan, IDA Consultant. The participants were given handouts for reference. He gave them activity in how to prepare the technical feasibility of their project with assumed historical data after the discussion on Feasibility Study.

Mr. Dionisio Espiritu is supposed to be the next speaker but was not able to arrive on time so Mr. Aquiatan skipped Mr. Espiritu's topic and went on discussing the topic on Plant Location and Layout of Physical facilities, Production Planning and Control, Production standards, and work measurements were discussed clearly, it was observed that a few of the participants did not quite understand them, perhaps, their knowledge is limited since most of them did not reach college education.

The lecture on Operational Feasibility was not done due to time constraint. Instead, the handouts were given for the participants to read while they proceeded to the Operational feasibility analysis workshop.

During the fifth day, two participants got sick. Medicine were given to them and after a day, they were able to continue until the end of the training.

The topics on Basic Accounting Principles centered on the Accounting Concept and Methods; Balance Sheet; Income Statement and Cash Flow. These topics handled by Mr. Dionisio B. Espiritu, IDA Consultant. The discussion was very clear and the procedures were taken one at a time with ample exercises. The facilitator gave cash prizes to those who answered correctly on the participants' tackle their worksheet attentively. It was evident that the participants have acquired the basic knowledge on how to determine the profitability of a project and they came up also with the final draft of the design of the project they selected.

The last topic was on Project Proposal making. This topic was handled by Mr. Aquiatan. The participants were less active and cooperative. Some of them were going out while others were working on their activities. It was suggested, therefore, that each should be given assignment to do.

At the end of the program, all outputs of the activities and workshops were collected and it was observed that the participants worked hard on them. It was evident that the participants could now work as a team, and they have acquired basic knowledge of project designing and management.

## Day 0

Schedule of Activities:

- 4:00-6:00 - Arrival and Registration of Participants
- 6:00-7:30 - Dinner
- 7:30-10:30 - Opening Program
  - Opening Prayer
  - Pambansang Awit
  - Welcome Address
  - Presentation of Participants
  - Message
  - House Rules
  - Closing Remarks

## Day 1

Schedule of Activities:

- 8:00-8:30 - Energizer Activity c/o Host Team
  - Opening Prayer
  - Pambansang Awit
  - Community Singings "Welcome, welcome-everyone"
- 8:30-10:00 - Team Building - Dr. R. de las Rivas  
IDA President
  - Activity 1: Filling up of information sheet
  - Activity 2: Yelling
  - Activity 3: Lecture: Team Building
- 10:00-10:30 - Break
- 10:30-11:30 - Team Building - Prof. J. Rigonan  
IDA Consultant
  - Activity 1: Lecture: Team Building based on Persogram
  - Activity 2: Persogram
- 11:30-12:15 - Activity 3: Johari Window
- 12:15-1:30 - Lunch
- 1:30-2:00 - Energizer Activity
  - Action Songs: Little Tom Tinker
  - Action: Are you sleeping?
- 2:00-3:00 - Activity 4: Tea Group
- 3:00-3:30 - Break
- 3:30-4:30 - Development Communication - Prof. Rigonan
- 4:30-6:30 - Conflict Management - Prof. Rigonan
- 6:30-7:30 - Dinner
- 7:30-9:00 - Activity 5: Group Singing
  - Role Play on Conflict Management

## Day 2

Schedule of Activities:

- 8:00-8:30 -- Energizer Activity c/o Host Team  
 Opening Prayer  
 Pambansang Awit  
 Community Singing: Making Melody in my Heart
- 8:30-10:00 - Lecture: Aspects on Human Development  
 10:00-10:30 - Break  
 10:30-12:00 - Treasure Hunt  
 12:00-1:30 - Lunch  
 1:30-2:30 - Answering of building blocks questionnaire  
 2:30-3:00 - Break  
 3:00-5:30 - Simulation of Projects Tentatively  
 5:30-6:30 - Presentation of Organizational Chart with their simulated projects  
 6:30-7:30 - Supper  
 7:30-10:00 - Socials

## Day 3

Schedule of Activities:

- 8:00-8:30 - Energizer Activity c/o Host Team  
 8:30-9:00 - Workshop on schedules of activities of the Team  
 9:00-10:00 - Briefing of BCMT about the Identification and organization of families  
 10:00-10:30 - Break  
 10:30-12:00 - Lecture: Feasibility Study  
 12:00- 1:30 - Lunch  
 1:30-6:00 - Workshop on Marketing  
 6:00-7:30 - Dinner  
 7:30-9:00 - Technical Aspect Workshop

## Day 4

Schedule of Activities:

- 8:00-8:30 - Energizer Activity c/o Host Team  
 8:30-10:00 - Lecture: Technical Aspect of a Project  
 10:00-10:30 - Break  
 10:30-12:00 - Workshop on Operational Feasibility Analysis  
 12:00-1:30 - Lunch  
 1:30-3:30 - Continuation of Workshop on Operational Feasibility  
 3:30-5:30 - Lecture: Principles of Basic Accounting  
 5:30-7:00 - Workshop on Cash Flow Statements  
 7:00-8:00 - Dinner  
 8:00-9:00 - Continuation of Workshop on Cash Flow Statements

## Day 5

Schedule of Activities:

- 8:00-8:30 - Energizer Activity w/o Host Team
- 8:30-10:00 - Lecture on Profitability Indicators  
Workshop on BCR
- 10:00-10:30 - Break
- 10:30-12:00 - Continuation of lecture on Profitability  
Indicators
- 12:00-1:30 - Lunch
- 1:30-2:30 - Lecture: Plant Location and Layout of  
Physical Facilities
- 2:30-3:30 - Lecture: Standards and Work Measurement
- 3:30-4:00 - Break
- 4:00-6:30 - Lecture: Process Flow Chart Workshop on  
Process Flow Chart
- 6:30-7:30 - Dinner
- 7:30-9:30 - Presentation & Discussion of Process Flow  
Charts by different groups

## Day 6

Schedule of Activities:

- 8:00-8:30 - Energizer Activity w/o Host Team
- 8:30-10:00 - Workshop on Organizational Chart
- 10:00-10:30 - Break
- 10:30-12:00 - Presentation of Organizational Chart
- 12:00-1:30 - Lunch
- 1:30-3:15 - Workshop on Project Proposal
- 3:15-3:30 - Snacks
- 3:30-4:00 - Closing
- 4:00 - Home Sweet Home

APPENDIX I

TRAINING DESIGN FOR THE SEMINAR-WORKSHOP  
ON PROJECT MANAGEMENT

Phase III  
BCDS CORE GROUP TRAINING ON PROJECT MANAGEMENT  
September 28-30, 1990

Day 0

- 3:00- 5:00 - Registration and Billating - IDA Staff  
5:00- 6:00 - Opening Program - Prof. Juanito Rignonan  
6:00- 7:00 - Supper  
7:00- 8:00 - Expectation Setting/House Rules- Mr. Dionisio Espiritu  
8:00-10:00 - Socials - Prof. Juanito Rignonan

Day 1

- 8:00-12:00 - Problems & Issues in Project Management - Dr. R. de los Reyes  
12:00- 1:00 - Lunch  
1:00- 3:00 - Pre-Operating Activities (Workshop) - Mr. Dionisio Espiritu  
3:00- 3:30 - Break  
3:30- 5:30 - Pre-Operating Activities (Workshop) - Mr. Dionisio Espiritu  
5:30- 6:30 - Personnel Management - Dr. Godofredo Panis  
6:30- 7:30 - Dinner  
7:30- 9:00 - Organizational Set-up of BC Production Groups - Mr. Jun Aquiatan

Day 2

- 8:00-10:00 - Specific Duties & Responsibilities of Family Production Clusters - Mr. Jun Aquiatan  
10:00-10:30 - Break  
10:30-12:00 - Workflow Process (Workshop) (Inter-brgy. Coordination) - Mr. Jun Aquiatan  
12:00- 1:00 - Lunch  
1:00- 2:00 - Workflow Process (Workshop) (Inter-brgy. Coordination) - Mr. Jun Aquiatan  
2:00- 3:00 - Production Supervision & Quality Control - Mr. Dionisio Espiritu  
3:00- 3:30 - Break  
3:30- 5:00 - Identification & Analysis of Market Outlets - Mr. Dionisio Espiritu  
5:00- 6:30 - Preparing & Implementing a Marketing Program (Workshop) - Mr. Dionisio Espiritu  
6:30- 7:30 - Supper  
7:30- 9:00 - Production Records Management - Ms. Myra Medios  
9:00-10:00 - Barangay Cluster Records Management - Ms. Myra Medios

Day 3

- 8:00-10:00 - Bookkeeping Procedures & Practices - Mr. Benjamin Reyes  
10:00-10:30 - Break  
10:30-12:00 - Financial Controls - Mr. Dionisio Espiritu  
12:00- 1:00 - Lunch

## APPENDIX J

## ECDS DUCK RAISING SKILLS TRAINING

November 24-25, 1990  
 Agoo West District Conference Hall  
 Agoo, La Union

## SCHEDULE OF ACTIVITIES

DAY/TIME	T O P I C	INSTRUCTIONAL/FACILITATOR'S GUIDE	EXPECTED OUTPUT
DAY-1			
8:30- 9:30	Disinfection Process	-Facilitator discusses the proper way of disinfecting the duck houses and surrounding area using the recommended disinfectant in the right quantity.	-Participants learn the proper way of disinfecting their duck houses and surrounding area using the right quantity of disinfectant.
9:30-10:30	Duck Layer Selection Process	-Facilitator discusses the techniques in selecting high yielding duck layers including the care and maintenance of the ducklings.	-Participants know how to properly select their duck layers and the care and maintenance of the ducklings.
10:30-10:40	B R E A K		
10:45-12:00	Feeding Techniques	-Facilitator explains thoroughly the techniques in feeding step by step including the mixing of feeds	-Participants learn how to feed their ducks properly and how to mix the right amount of feeds.
12:00- 1:00	B R E A K		

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DAY/TIME	T O P I C	INSTRUCTIONAL/FACILITATOR'S GUIDE	EXPECTED OUTPUT
1:00- 3:00	"Dos and DON'Ts" in the care maintenance of duck layers and ducklings: a) during molting b) during laying c) egg gathering	-Facilitator discusses the Dos and Don'ts in the care and maintenancel of the duck layers and ducklings	-Participants learn how to care and maintain their duck layers and ducklings.
3:00- 3:15	B R E A K		
3:15- 4:30	Techniques in Disease Prevent- ion and Cure	-Facilitator explains the tech- niques in preventing duck di- seases; how to recognize sick ducks/ducklings and how to apply curative measures.	-Participants learn how to prevent duck di- seases; how to recognize sick ducks/ducklings & how to apply the right cure/medicines.
DAY-2			
8:30-12:00	Traditional and Incubator techniques in Balut Making	-Facilitator discusses the tech- niques and procedures in making balut the traditional way.	-Participants know how to make balut the tradi- tional way
12:00- 1:00	B R E A K		
1:00- 2:30	Salted Egg Making	-Facilitator explains the process of balut making using the incu- bator	-Participants learn the techniques in balut making using the incu- bator.
2:30- 3:30		-Facilitator explain the process of making salted eggs.	
3:30- 4:30	OPEN FORUM	-Facilitator/Consultants/Comsobs tllash out some problems (adminis- trative or technical)	-Participants learn to move salted eggs.

NOTE: Facilitators must identify the materials they will use based on the above schedule & topics.

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