

Approach to Effective Community Development in Poverty-Stricken and Conflict-Affected Areas

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By:

Dam C. Vertido
EJ A. Matela
Arvin C. Chua

MINDANAO LAND FOUNDATION, INC.

Reyes Bldg., Jade St., Saniel Subd., Kidapawan City,
Cotabato Province, Philippines
Telefax: +6364 278 3077
E-mail: minland_foundation@yahoo.co.uk

#62 Tatad St., Dumanlas, Buhangin, Davao City 8000,
Philippines
Telefax: +6382 225 1434
E-mail: minland@dv.webling.com

Field Guide



MinLand



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INTRODUCTION

This document for post conflict community development has been put together by Mindanao Land Foundation, Inc. (MinLand) in partnership with Novib and is an updated edition to the March 2003 version.

It is a compilation of experiences and insights of MinLand staff in their work in conflict-affected and poverty-stricken areas in Central Mindanao. Successful practices and effective interventions & strategies in providing on-the-ground development work have been documented and are incorporated in this document, which outline the process recommended in doing post conflict community development work.

In coming up with this document, MinLand attempted to incorporate or make an allowance for the sensitivities of Indigenous Peoples (IP), Maguindanao Muslims and the predominantly Christian settlers in Central Mindanao. As it is drawn from experience, MinLand cannot suggest that this document is universally applicable to all conflict affected areas, and as such, welcomes comments or suggestions from development practitioners for subsequent revisions. We strongly do not encourage pure theoreticians to make their comments. It is also the aim of MinLand to come out with periodic revisions of the theory and practice of its development work with post conflict communities

Finally, this document is developed in three chapters. Chapter 1 is the reflections of MinLand workers based on the initial implementation of the PCCD Project. Chapter 2 offers the initial documentation of the PCCD process as an approach to organizing communities in extreme poverty and conflict, and formulation of the community as a governance system. And Chapter 3 is the evolving conceptual development of social cohesion.

CHAPTER 1

GHOSTS, BOGEYS AND REFLECTIONS

1 Understanding the Context of Extreme Poverty and Conflict

Before going into the process of post conflict community development, it is essential to touch on some concepts of extreme poverty and conflict as being a peculiar context of the Muslim Mindanao, specifically, Muslim communities affected by the conflict.

While many parts of the country are poor, the poorest reside in Muslim Mindanao, particularly those in the provinces of ARMM (Maguindanao, Lanao, Tawi-tawi and Sulu). It is in these areas that the well-being indicators (specifically access to basic social services like education, safe water, health and medical services) are poorest compared to any other part of the country.¹ And among the poorest Muslim provinces, the poorest communities are found most pronounced among those that are directly affected by conflict.² That makes extreme poverty and conflict the peculiar, if not almost exclusive characteristic of the Muslim communities affected by conflict.

It is in this perspective that MinLand pays special attention to the Muslim and IP communities affected by conflict, particularly those affected by the 2000 war. In this instance, the approach to post-conflict community development is viewed as an important contribution and becomes a need to better understand for development workers present in these areas.

2 Confronting the Ghosts and Pitfalls of the Past: Significant Lessons Learned

2.1 *Dependency Relationships, Extreme Poverty and Conflict as Cycles*

Muslim and IP communities directly affected by conflict are governed by high dependency relationships. On one hand, these communities have high dependency relationships on the “datus” and the feudal social structure to provide a range of basic needs: relief goods for survival and limited livelihood, if at all, during times of conflict; and regular sources of income when household members work as farm aids in datu lands during the respite in between conflicts. On the other hand, high dependency is reinforced by external (outside of the community) resource providers who work with datus or their kins who are in the positions of power in the local governments, providing relief goods and development assistance. Dependency relationship feeds into more reinforced dependency relationships in the cycles of conflict and respites of relative peace in between conflicts.

¹ Read for detailed discussion on poverty in Muslim Mindanao: a) “Poverty and Well-being in the Philippines with a Focus on Mindanao.” ADB 2000; b) “Human Development for Peace and Prosperity in ARMM”, WB, November 2003.

² For even a more detailed discussion of extreme poverty in conflict-affected communities, read “Final Report: Mindanao Social Assessment: A People-centered Needs Assessment and Community-driven Institutional Analysis in Conflict Affected Areas”, MinLand 2001.

2.2 Patronage and Corruption is Institutionalized

Governments (local and national) and aid agencies in their attempts to provide aid and development assistance feed the cycles of poverty and conflict. Resources are funneled through the feudal social structure, which are presented and reinforced by conflicts, purposely or inadvertently. During elections, heaven is promised to the poor communities, votes are bought, and vote outcomes are manipulated by traditional politicians who come usually from the datu families. After elections, resources feed the feudal structure with a pittance going to the poor. This pattern goes on for decades, and decades turn into periods of continuing neglect.

2.3 Government as the Biggest Obstacle to Participation of Communities in Development

With the few benefiting from patronage and corruption that is nurtured by the use of public resources and development aid, government has become the biggest obstacle to the development of poor communities. There has been so much said about community participation and community empowerment in the past decades. It has always been difficult to admit it, but there is no government program of significance that has gone beyond policy pronouncements to ensure peoples' participation to their own development. In Muslim Mindanao, peoples' participation will still have to find its place as part of community life.

2.4 Development Workers Tend to be Paternalistic

The development workers, particularly the "experts" during the past 50 years, became themselves also the impediments to participatory development. Participation became a threat to their being "experts". The Philippines has been recipient to billions of development funds, and parallel to this, many local governments became recipients to national government programs which were mostly failures because they were externally induced and managed leaving local and community capacities undeveloped. Experts dominate decision-making on account of their expertise, instead of facilitating the development process. On the other hand, many among those in the NGO ranks fell prey into this syndrome, except for a few in recent years.

2.5 Blindness to Connectors of Social Cohesion and Dividers in the Cycles of Conflict

Oftentimes, even if perceived solutions are developed together with the community, these solutions divide the community. Dividers may be solutions, or the use of resources to generate the solutions, or the key actors providing the resources or solutions. Conversely, they may be essential connectors to social cohesion. An appropriate connector-divider analysis to conflict done with the community will mitigate problems that exacerbate unpeace to an already conflict-ridden community.

2.6 Products Versus Process Bias

Product issues like technology, infrastructure, finance and physical aspects of development projects are perceived as more significant and considered premium to successful planning and implementation of development projects. Process issues like community participation and decision-making, consensus on project equity and non-cash counterpart, empowerment, capacity building, and so on, are viewed as intangible and difficult to

measure, or simply unimportant. The truth is, for a few development experts who have recognized their overwhelming importance and have seen failure of many projects for the lack of sufficient measures to address the process issues, they simply have not developed the handles for dealing with these issues forgetting that dealing with them is simply dealing with the very people who are directly in the poverty situation. This is exacerbated by the “product professions” possessed by engineers, town planners, contractors, etc. who are more oriented and find comfort in dealing with the familiar product issues. Community participation and empowerment for instance are found to have no value. The current development programs in Muslim Mindanao are mostly in this mode, especially the mega buck programs in the ARMM.

2.7 *Token Use of Community Participation*

Participation, despite provisions of the Local Government Code, is often used as a means of legitimizing the political interest of those who are already in the positions of power in government. Government’s level of commitment to participation and its result, which is empowerment, is to say the least doubtful. The prescribed structures and processes for civil society participation provided in the Local Government Code has not generated any benefit for poor communities because these structures have not been made operational. National and local bureaucrats and politicians are in a hierarchy mode of thinking that inhibit participatory development, and undermine people’s self-governing abilities. Furthermore, the representation to these structures for participation are chosen by politicians making a mockery to the spirit of the Local Government Code. A few of these politicians have even managed to establish their own NGOs such that these become the mechanism for political organizing of communities which intensify during elections and as conduit for government assistance funds, part of which go back to the pockets of these politicians. This scenario is worst in Muslim Mindanao.

2.8 *Exaggerated Reports of Development Success*

Reports of government tend to overemphasize and exaggerate the few successful projects and completely mum on failed projects resulting in a habitual failure to learn from them. Mistakes are repeated many times over for decades making the Philippines a graveyard of failed government projects. In Muslim Mindanao, failed projects are the norm.

2.9 *Pressure for Immediate Results*

Not having learned the lessons from failed projects, and not having understood how to deal with tensions between connectors and dividers to social cohesion on one hand, and product issues and process issues in development projects on the other, politicians in the positions of power and development “experts” of resource providing agencies continue to be susceptible to the excessive pressure for immediate results. Shortness of time, spreading out scarce resources, deadlines to meet and to make projects in time for approval cycles and even election timetables, often become the practical but inexcusable reasons for dumping product oriented projects to the poor and conflict affected. The strategic considerations for process orientation and social cohesion remain as mere perspective in the long term without clear steps for analysis and operationalization in the short term.

3 Community Participation and Empowerment in the PCCD Project Providing the Initial Experience

3.1 *Situational Factors in the Conflict-Affected Communities*

In addition to the observations regarding the tendencies of government in addressing the problem of poverty, there are other situational factors in conflict-affected communities that must be considered. Influencing community participation are ethnicity, community history, history of conflict, dynamics and motivation among several groups and organizations within the community. As found out in the experience of the PCCD Project, the history of conflict may have common patterns but have strong situational differences. All these additional factors tend to be situation and locality specific rather than globally determinable. The development of participation and empowerment in a particular community cannot be applied and replicated to another community even in the same municipality or province. These situational factors remain to be best determined by the affected community itself.

3.2 *Principles Rather than Blueprints to Community Participation and Empowerment*

It is largely due to the situational and locational factors discussed above that determine processes in a community, which make formulae and master plans for participation, empowerment, and development inappropriate to be pre-planned far way too ahead and not in sync with people's capabilities. And if these should be formulated, only principles should be kept in mind and a framework plan is constantly subjected to review by the community itself initially facilitated by a well experienced community organizer accepted by the community. Some principles are worth observing:

- 1. The role of the community organizer as facilitator of community processes should be clear between the organizer and the community itself. As facilitator, he/she is not the problem-solver. Actual problem solving rests principally on the community.***
- 2. The organizer as facilitator promotes identification of needs, prioritizing them, understanding constraints of resources, setting goals, visioning, action-planning, and reflecting on lessons learned. The community processes are live situations for coping and learning principally relying on pooled resources within the community.***
- 3. Genuine respect for the capacity and pace of the community problem-solving process is based on the awareness of such capacities regularly assessed together for every problem situation identified by the community.***
- 4. The community problem-solving takes cognizance of connectors and dividers that promote or inhibit social cohesion. Connectors enhance and encourage more participation to the problem solving process and to the access to gains and benefits derived from the process, while dividers stimulate exclusion,***

discouraging participation and benefit-sharing that contribute to the peace and social cohesion.

5. *Oftentimes, learning from failures and from failed projects and processes openly discussed from the perspective of the community are more educational. Affirmation of successful gains reinforces and rewards more participation.*
6. *There should be more emphasis in listening. Formal education teaches speaking. But listening is learned best from experience with communities which have peculiar moods and modes, and nuances due to ethno-linguistics that shape openness in communication. Special attention should be given to the vulnerable groups, the less articulate, and the more marginalized groups within the community. Parallel to this, special attention should also be given to the very few articulate and vocal groups that speak for community interest who act as gatekeepers to values or resources.*
7. *Reinforcement and affirmation of democratic leadership and participation should be the overarching basis of strengthening the community organization as an alternative social structure and mechanism for governance rather than reinforcing the feudal structure that dominates the community.*

3.3 Time as Common Resource for All

Community participation and the resulting empowerment of people will take time. The time required for such can only be determined by the people involved and not by any other external agency that wants to introduce change. Participation and empowerment may in fact be time consuming. Government and some NGOs and their experts should take time with the poor people, and should resist all forms of quick fixes, pre-determined and inflexible solutions that impede participation and empowerment.

3.4 The PCCD Project Providing the Initial Experience

MinLand recognizes that to eradicate poverty, efforts should be built from the ground up through community-driven projects and processes that empower the households in poor communities to take control of their lives. The central challenge is to create a **governance system** from the local to the global level that includes and responds to the priorities of the poor. Poor communities can put themselves in the “driver’s seat” in assessing their own needs and devise ways to improve their living conditions. PCCD is such a project which recognizes the community organization as the basic governance system of the poor. As governance system, the community organization is the principal vehicle by which the PCCD Project shall provide the poor communities direct and initial experience in participation and empowerment, and an opportunity to break the cycles of poverty and conflict.

CHAPTER 2

THE MATURATION OF COMMUNITY PARTICIPATION AND EMPOWERMENT

To provide a framework for participation and empowerment of communities in post-conflict settings, five different situations of governance are described, with one situation building on the next. These situations also serve as the maturational stages where community organizations are able to directly experience participation and empowerment in the context of the PCCD. Moreover, the community organizer, as facilitator of each situation is guided with the application of the principles and lessons learned in chapter 1 discussed earlier.

1 Establishing the Community Organization as System of Governance (Situation 1)

Reference to the term community shall mean the sitio or purok rather than the Barangay. Based on the development work experience of MinLand, it is best to work with the cluster of households geographically bound together and compatible in terms of existing common political boundaries of a sitio. The cluster of about 20 to 50 households in a sitio is also an ideal size for manageability of development work to take better roots and participation from most households can be more widespread and optimized.

At the start of organizing work, the community or sitio should first understand why it is in a poverty and conflict situation. By helping the community do its own data gathering, it develops thematic maps as visual situationers. These thematic maps become the fundamental tools of the community in the Community Action Planning (CAP) process (see illustration A, page 8) of problem analysis, solution analysis and action planning. (see Annex A: Community Thematic Mapping)

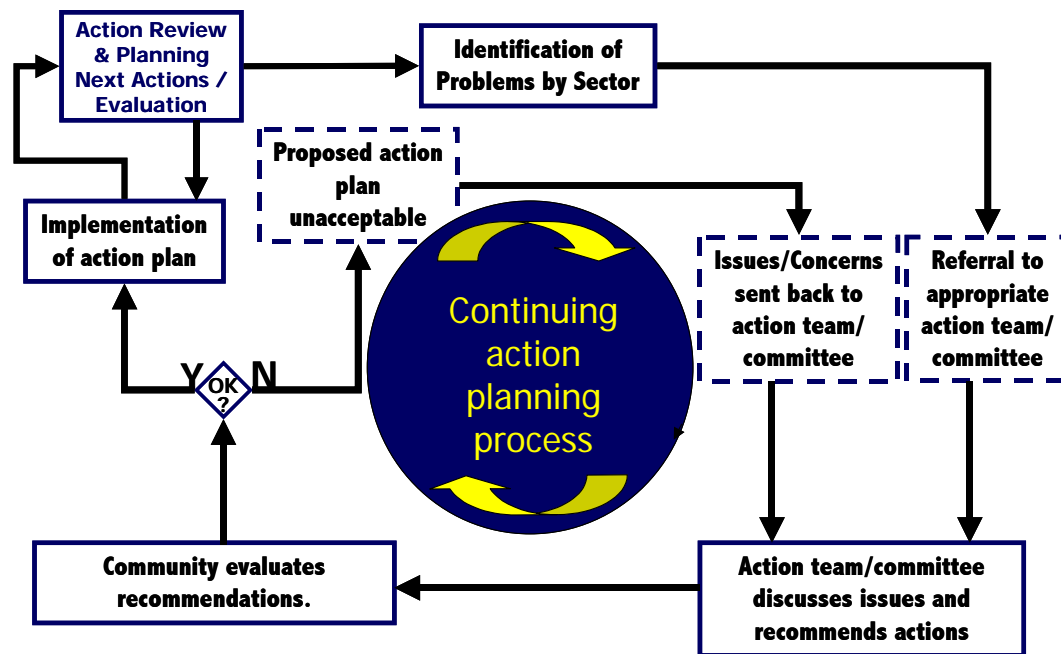
In the Course of the CAP process, it formulates a vision of its development translated into a community development plan. The community organization at this infant stage may be informal with the basic functions of the community assembly and a recognized core of leaders as the initial policy making body, and action-planning teams as basic implementing and policy recommending units for primary community issues like land and food security, community infrastructure, social services, agricultural production, livelihood, and others; and secondary issues like environment, gender as cross cutting concerns. For many communities in extreme poverty and post conflict situations, the CAP process may likely be a pioneering and first time experience.

The action planning teams to address community issues animate the community and provide a wide latitude for community participation and leadership. Power relations and controls to decision making are distributed and transparent. And as experienced by MinLand, these do not threaten the existing traditional leadership structure of the community. The number of action planning teams would depend on the number of issues that the community wants to address. The action-planning team may just be initially focused on a particular issue like securing stable income sources.

Teams may be as many as there are projects in community infrastructure needs because of detailed preparatory and planning requirements. For instance, separate teams can be

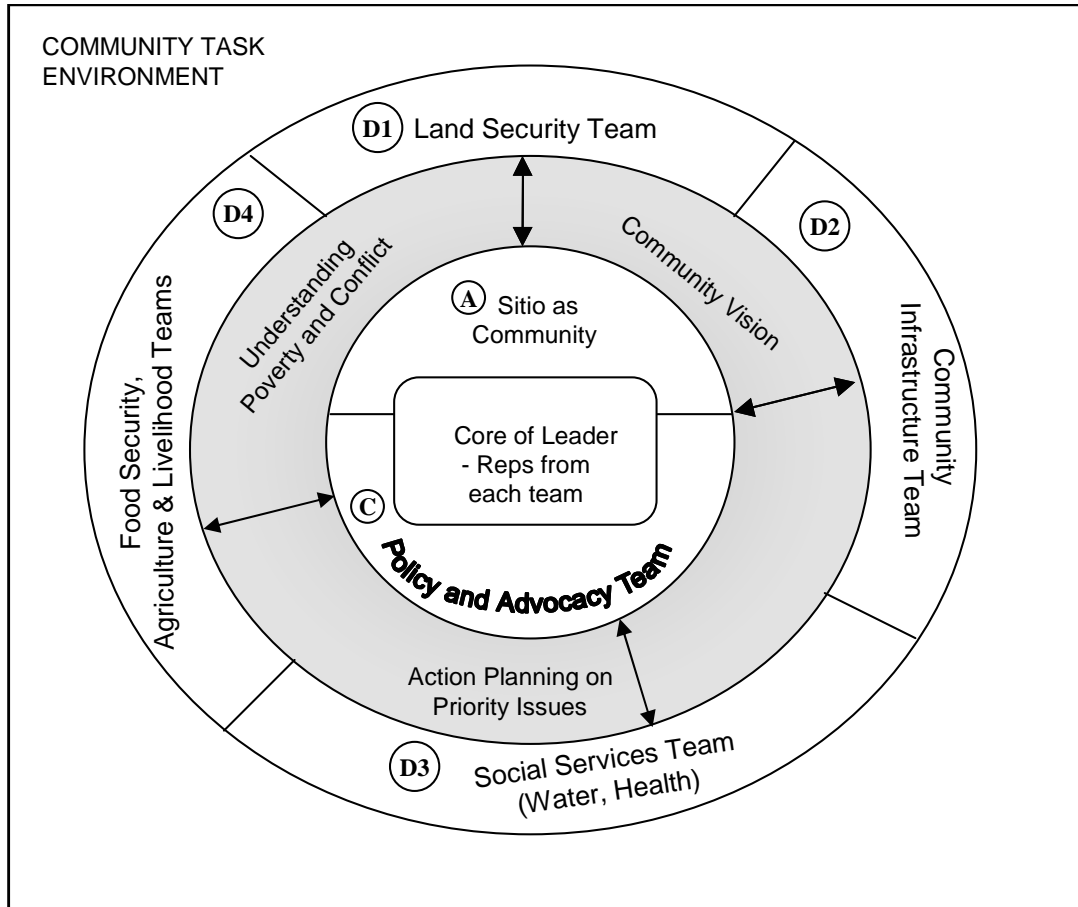
created for irrigation, potable water system, roads, and power system. A team can be devoted for agricultural production and the production of housing materials not only for the dislocated or resettled families but also for post harvest structures. Separate teams can be devoted for a child-minding facility or primary health care. Teams may also be established for resource mobilization, fund sourcing and financial requirements of the identified community projects.

Illustration A: Community Action Planning (CAP) Process



It is in this context that technical assistance from agencies (government or NGOs) may become necessary, and when properly defined by the community through its committees as specific needs, they become meaningful. Partnerships are promoted rather than dependence, and counterpart roles eventually eliminate patronage and dole-outs. Empowerment is underway and the community begins to take the initial important steps of taking the driver's seat to its own development. (See Illustration B).

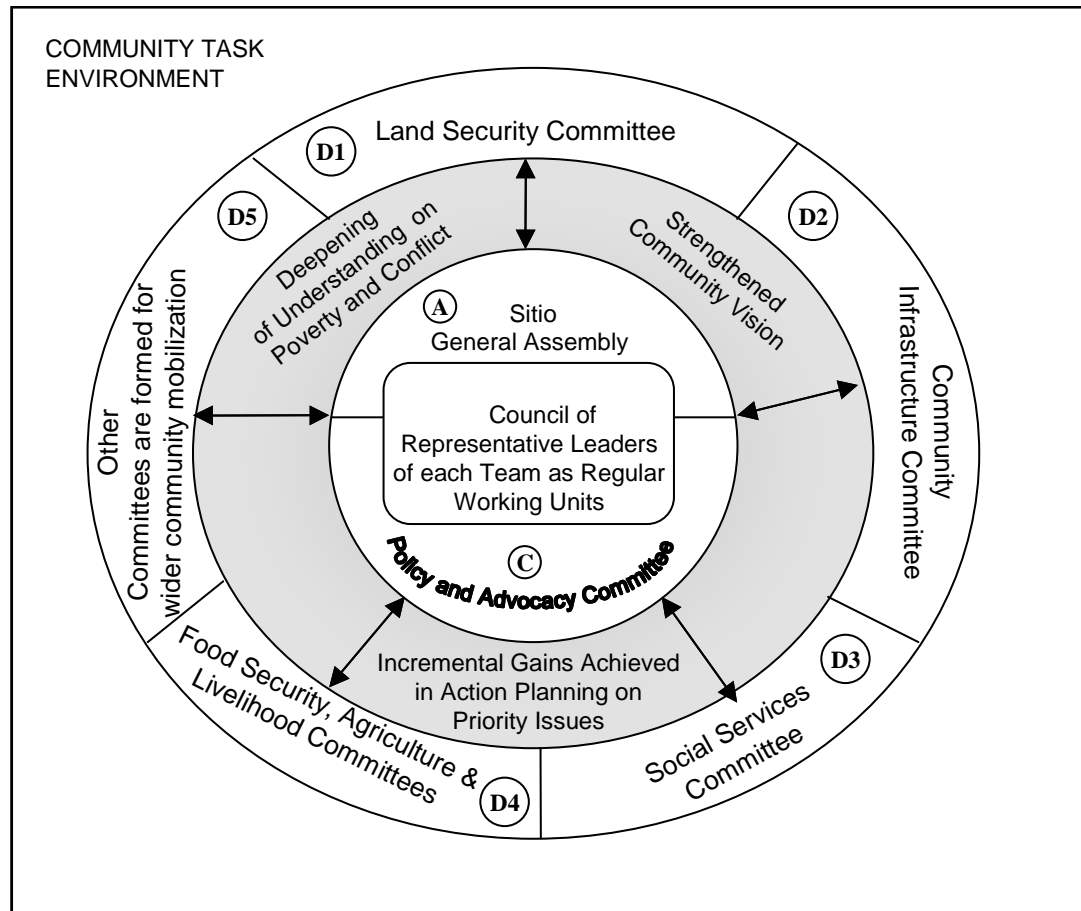
Illustration B: Establishing the Community Organization as Basic System of Governance (Situation 1)



2 Institutionalizing the Community Organization (Situation 2)

The largely informal nature of the community organization in situation 1 becomes more structured and formalized over time. The CAP processes become regular as benefits from the processes are palpable. The core of leaders is legitimized by a democratic process of elections conducted by the community assembly of most if not all households (B). The community organization eventually registers itself formally as it increasingly finds itself in the need to transact with external agencies for securing resources, entering into project agreements with the LGU and with NGOs for infrastructure projects, and so on. The teams become action-planning committees (D1–D5) where plans and action-reports for feedback are regular undertakings. These committees report periodically to the committee leader and to the Council of Leaders (B & C). And the Council becomes formally accountable to the General Assembly (A), which in turn formulates the directions for programs based on a vision of development and of eradicating poverty and conflict. (See Illustration C)

Illustration C: Institutionalizing the Community Organization (Situation 2)



The community then recognizes that the fundamentals and foundation of the community organization are established and maintained as a system of direct participation and governance. With each palpable gain that the action-planning committees achieves, the organization draws lessons and is strengthened. Household member participation in any of the committees is rewarded with the incremental gains and lessons learned. Feelings of powerlessness is gradually diminished with the realization that every step taken generates a sense of power. Institutionalization becomes a continuing process.

Failures too are encountered but the organization also learns to cope up. But the most painful of failures are always those that are internal in nature for they spell the difference between sustainability of the organization as a governance system or a sliding back to continuing dependence and bondage. There will be some leaders especially those that were favored by patronage politics in the past who will resist changes in the institutionalization of the community organization. Power relations within the community correspondingly shift. The community as a whole shall guard itself from sliding back into the conditions of patronage.

Where patronage is unavoidable because the bigger system outside the community will still be so, the resources provided by patronage politics may now at least be directed towards prioritized projects formulated by the action-planning committees and the organization as a whole. The patronage politician, instead of negotiating with traditional rent-seekers and gate-keepers, will now negotiate with the new breed of community leaders.

3 Cluster Organizing and Representation (Situation 3)

Community organizations in Situations 1 & 2, which are found together in a contiguous area, or where 3 or more organizations are located in a Barangay, may be organized in one cluster organization. Contiguity or geographic location of community organizations in a Barangay shall form a cluster organization of either a coalition or federation. Each community organization in the cluster shall be represented through their respective chosen leaders or council-designated officers forming the cluster council of leader representatives. They may then also become the sitio leaders represented in the barangay council.

The cluster council or its equivalent in the barangay council in the formal political structure develops its agenda. The development of this agenda is based on the community development plans of each community organization. In the cluster or barangay, needs are also prioritized as to urgency and commonality. Needs may be common roads that require developing and improving, and a post harvest facility that serves several communities. Urgent projects maybe a common water mainline pipe system to allow water distribution to more households or a health facility accessible to all communities.

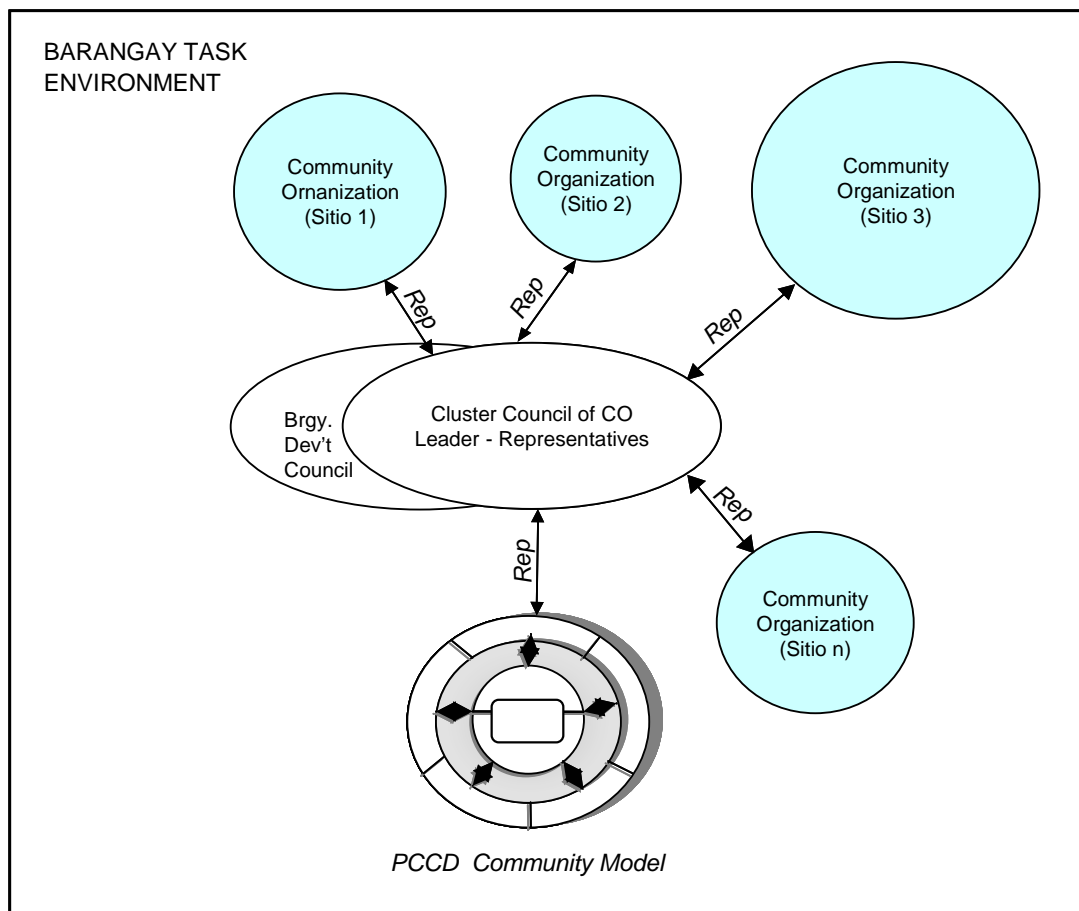
The cluster council becomes a common venue for problem solving rather than a mere dysfunctional barangay council of the past. When identified solutions are simply beyond the resources of the communities involved, resources are actively sought and advocated for in the Barangay Development Council which incorporates the cluster needs and plans into that of the Barangay.

It should be noted that each community organization is the size of a “purok” or “sitio” which require representation in the Barangay. For each “purok”, a leader is designated by the Barangay Captain. But with an established community organization, its chosen leader who is democratically elected by the community should be also advocated as representative to the Barangay rather than those handpicked arbitrarily by power brokers. The cluster can be carved out from an existing Barangay to become a new Barangay with the cluster council of leader representatives acting as the virtual leaders of the Barangay.

Since development projects and the corresponding funds of the municipality or province cannot be approved by the Sanggunian for implementation by the local executive without the prior approval of the Barangay Development Council,³ the community organization as well as the cluster council are a potential political power base of the poor if properly organized, motivated and directed. The community organization and cluster council are the essential vessels of the PCCD for community participation and empowerment. (See Illustration D)

³ *Stipulated by the Local Government Code (LGC)*

Illustration D: Cluster Organizing and Representation (Situation 3)



4 Provincial Organizing and Representation (Situation 4)

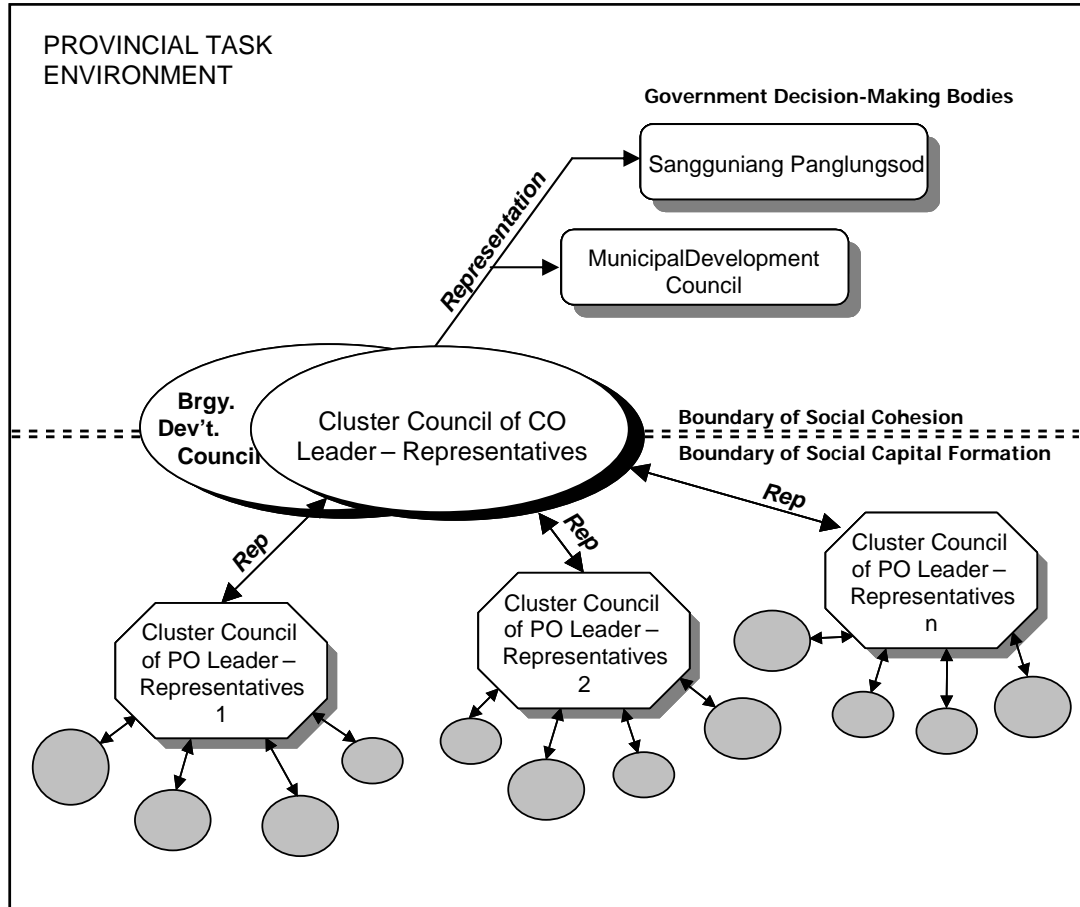
The cluster councils organized in Situation 3 further coalesce or federate into a municipal wide organization, and advocate for representation in the LGU decision making bodies such as the Municipal Development Council and the Sanggunian as provided for in the Local Government Code.

It is likewise important that advocacy activities based on a development agenda go together with the representations. The cluster leader representatives forming the municipality-wide council undergo assessments of the LGU Comprehensive Development Plan and advocate for the incorporation of its development agenda in these plans. Assessments are likewise undertaken on the municipal and barangay budgets to ensure that utilization reflect balance responsiveness and sensitivity to the needs of the poor communities.

The Province-wide council seeks coordination of its advocacy plans with the NGOs and other allies in civil society to attain a stronger voice in the various representations including a voice in the GRP-MILF peace process. If need be, it should be ready to compliment its representation and alliance building with affirmative and mass actions to pressure

government for institutional reforms and legislation of laws and programs for the development of the communities, squarely address the problems of poverty in the short term and in the long term and confront the negative outcomes of government neglect in past decades.

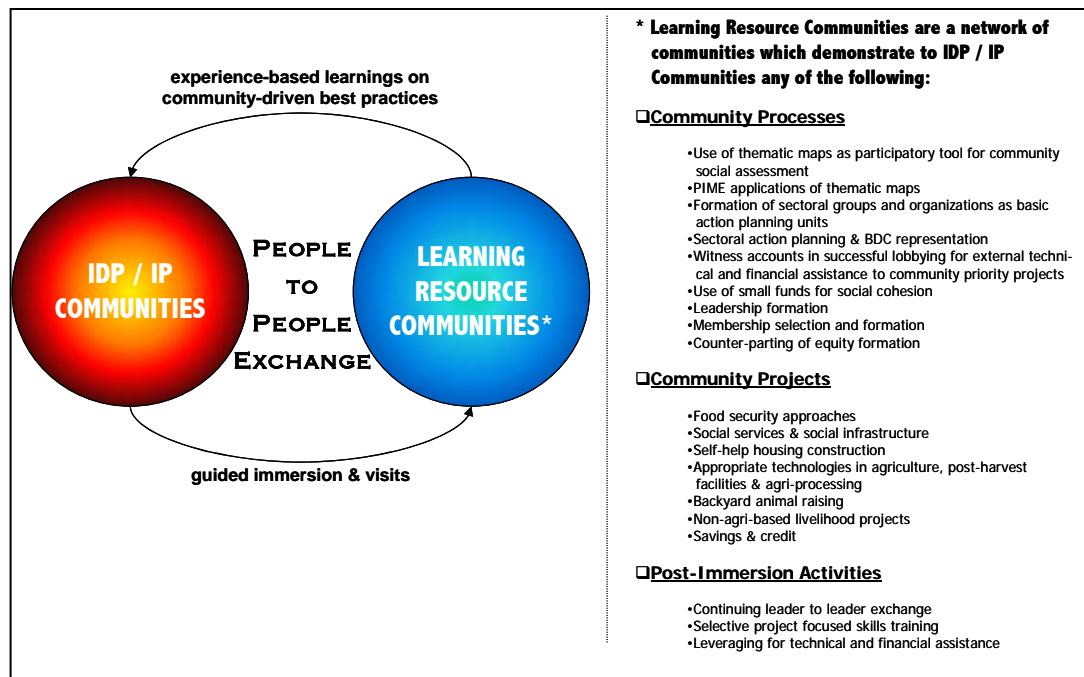
Illustration E: Provincial Organizing and Representation (Situation 4)



5 People to People Learning Resource Communities (Situation 5)

The communities in situations 1 to 4 are Learning Resource Communities (LRCs) for any of the communities under the PCCD or any neighboring communities outside the coverage of the PCCD. As Learning Resource Communities they can feature the best practices (or failures that should be avoided) in development projects or processes initiated by the action teams or committees under a particular community organization. Learnings generated from actual community practices are powerful means of generating more improved practices within the community and outside it since they are live and highly interactive visual aids to the learners. The poor communities are not only linked in sharing best practices in development initiatives and community processes (social capital formation), but also linked for the purpose of representations in local decision-making bodies in government to push for policy advocacies and access to external resources in support of their own development initiatives (social cohesion).

Illustration F: People to People Learning Resource Communities – Enhancing Social Capital and Cohesion (Situation 5)



6 CONCLUSION

The situations described above provide scenarios for the communities on how they can depend principally on themselves for their own development. The NGO's role is merely to facilitate the different situations to initially occur to a selected set of communities in extreme poverty and conflict after which the NGO worker can phase out and provide the same role to another set of communities until a larger social cohesion is achieved at higher levels of development dictated by the pace and self-direction of communities.

By following this approach to PCCD, it is hoped that an alternative model of development is set in motion, one that is fundamentally community-driven.

CHAPTER 3

BUILDING FOR SOCIAL COHESION

In chapter 2, social capital formation is explained in various stages of maturation of the community as a governance system. As a governance system, the community is described in the later stages of maturation, how it struggles for representation in the decision-making bodies of the state, the lowest level of which is the barangay local government. As representation is strengthened, the community is integrated with and takes control of the state, and social cohesion is thus achieved at the barangay level. Over time, social cohesion is incrementally built between community and state at the municipal and provincial levels in the medium term, and perhaps Central Mindanao level in the long term.

The weaker social cohesion is at any level, the stronger is the propensity for stress and conflict. The more pronounced is the absence of social cohesion especially at the community level, the higher is the possibility for armed violence and the cycles that develop into more violence (chapter on Social Cohesion, MSA)

1 Taking Control of Basic Social Services and Protection

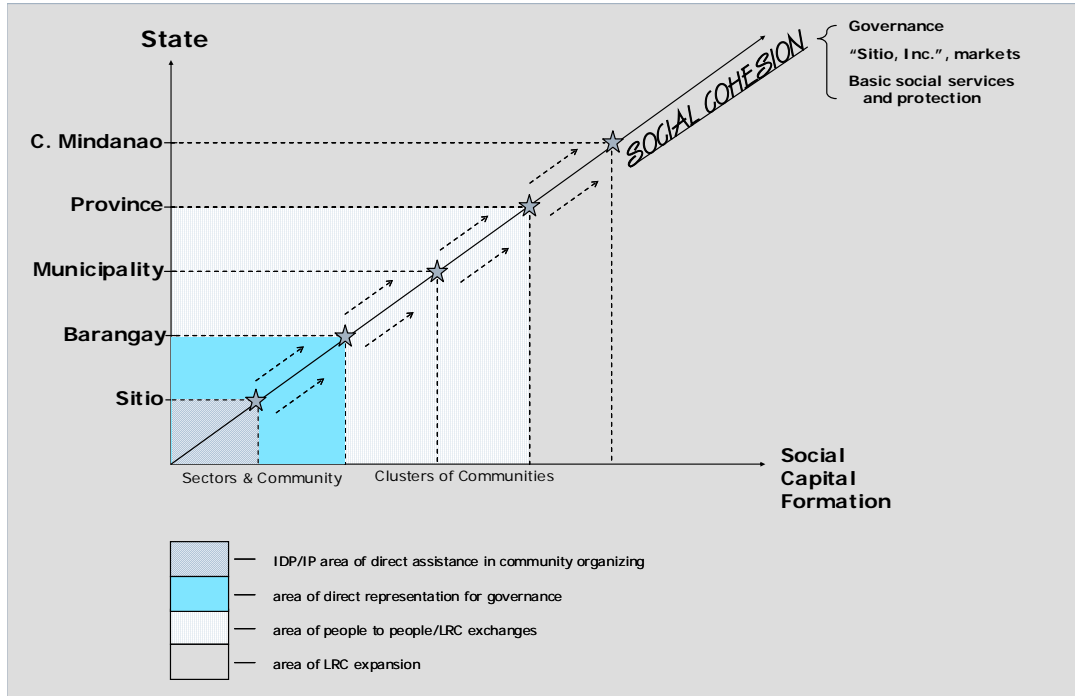
Social cohesion is not only governance of the community as it struggles for representation in the state through the barangay local government. At its infant stage of rebuilding the community as a governance system in a post conflict situation and extreme poverty, it gradually addresses the take over of relief services and rehabilitation from external provision from the state to internal capability of providing food security, access to affordable medicine and safe water. While public education for the children and the youth remain to be externally provided and restored at least to pre-conflict status, skills education and training shall be priority for accessing technical assistance to address problems of farm production and livelihood to enhance economic recovery. The management of these services developed internally are critical opportunities for re-building the community as a governance system for social cohesion. Without developing this internal capability to manage these services, the community shall be as dependent on patronage and as mendicant in values even worse than pre-conflict conditions that exacerbate conflict and extreme poverty.

2 Shaping the Community Economy

Social Cohesion is not also only governance of the community integrating with the state in the barangay government and taking control of the management of basic services. Equally important is community governance shaping the sitio and barangay economy. The ordinary household owns an average of 1.2 hectares while productivity is marginal and cropping systems used contribute to the degradation of the soil. Given this condition, four general directions are emerging for PCCD: a) improving farm productivity using methods that reduce/eliminate the use of inputs provided by exploitative agri-vet suppliers which also contribute to soil degradation; b) use of high value crops compatible to field conditions and which have local markets; c) a and b will use sustainable agri practices; d) use of value-adding facilities managed and owned by the community so that production is not tied down to the exploitative harvest sharing practices based on landownership (i.e. post-harvest facilities, agri-processing like muscovado sugar, NFTS). Limited field experiences

of the communities are being expanded thru further field trials. All community initiatives are enhanced by the LRC exchanges and technical assistance from resource agencies. The incremental gains from these community initiatives with process guidance from MinLand should in the long term contribute to the establishment of "Sitio, Inc." per community linked with markets.

Illustration G: Social Cohesion Framework



ANNEX A

THEMATIC MAPPING

Objectives Through the use of thematic mapping, the community is able to install a community-driven and participatory mechanism to:

1. establish their poverty and conflict situation and identify the community issues/problems;
2. develop a basis for action planning based on needs that are prioritized;
3. monitor and evaluate the progress of their action plans to address poverty and conflict.

Through the use of thematic mapping, the community is able to present itself and the processes it shall have gone through as a learning resource community against poverty and conflict.

- Methodology**
- A. Developing the Base Map and Establishing the Action Planning Teams
1. Protocols to the LGU, Barangay Leaders and Community Leaders.
 2. The whole community is scanned to identify sitio leaders, preferably women and youth leaders who will constitute action-planning teams to undertake the development of the community base map.
 3. After identifying the sitio women and youth leaders, they are organized into mapping teams through a common orientation and mapping training. The overall "project" is explained, its objectives, why there is a need for thematic mapping, and how mapping is to be undertaken.
 4. After the training, the base map is developed by the action planning teams indicating: numbered residential structures based on census list of residents; roads, alleys and footpaths; social infrastructure (daycare, schools, talipapa, clinics, religious and worship structures, basketball courts, stores, barangay hall, botikas, and the like); bridges (footbridge, vehicle bridge, etc.); bodies of water (shore and shoreline, rivers, creeks, lakes and lagoons, natural or man-made, etc.)
 5. After developing the sitio base maps, these are to be validated with the settlers as to the complete details required of a base map.
 6. The base map is consolidated in the whole community base map, retaining the "boundaries" of the sitios or communities.
- B. Developing the Thematic Maps and Establishing the Action Planning Teams
1. Having developed the composite barangay base map together with the corresponding sitio base maps, these are reproduced into a number of copies that correspond to the number of themes (and the respective thematic maps).

2. Training is conducted for the second phase mapping. From the sitio teams that have been previously organized, thematic groups are organized. The suggested thematic groups are: (A) Security & Social Services, (B) Savings, Livelihood and Agriculture, (C) Social Services, (D) Utilities, and (E) Community Infrastructure. Assuming that there were at least five (5) sitio leaders who were involved in the development of the community base mapping, one (1) neighborhood or zonal leader should therefore belong to a thematic grouping based on the suggested thematic groupings above (A to E).
3. For each of the themes, the following data requirements should be reflected in the maps, again to be gathered by sitio teams.

Sectoral / Thematic Grouping	Data for Mapping
A. Physical & Natural Resources	<input type="checkbox"/> Soil <input type="checkbox"/> Topography <input type="checkbox"/> Bodies of water (river, creeks, lakes, lagoons, sea, waterfalls, springs) <input type="checkbox"/> Minerals <input type="checkbox"/> Vegetation
B. Social Cohesion and Security	<input type="checkbox"/> Membership to type of organizations (civic, religious, economic, political, cultural). <input type="checkbox"/> Leader location according to type of organization. <input type="checkbox"/> Kinship (by family relations up to 3 rd degree). <input type="checkbox"/> Land security (land ownership). <input type="checkbox"/> Shelter security (owning house being occupied by renter; sharer; housing materials). <input type="checkbox"/> Incidence of violence/conflict in the past 5 years. <input type="checkbox"/> Community Peacekeeping Volunteers if any.
C. Savings, Livelihood and Agriculture	<input type="checkbox"/> Household (HH) Size <input type="checkbox"/> Education (HH) by Head of the family, spouse, siblings, extended family members. <input type="checkbox"/> Income (HH) <input type="checkbox"/> Income earners (HH) <input type="checkbox"/> Source of Income (HH) <input type="checkbox"/> Skills (HH) <input type="checkbox"/> Savings <input type="checkbox"/> Assets (jewelry, land, house, equipment, appliances agri-equipment, other assets that could be mortgaged) <input type="checkbox"/> Economic activities (manufacturing, production, vending, credit/lending, farming production) <input type="checkbox"/> Money lenders / agents to agri-inputs & agri-product buyers <input type="checkbox"/> Size of farms owned/rented
D. Social Services	<input type="checkbox"/> Vulnerable groups / individuals <ul style="list-style-type: none"> - location of single-headed HH (male or female) - differently able persons - out of school children, youth - MWRA - Elderly (men or women) <input type="checkbox"/> Health Services (toilet types, sewerage, health facilities) <input type="checkbox"/> Education facilities (day care, elementary, high school, college, madrasah, vocational facility, etc.) <input type="checkbox"/> Religious services (churches & mosques)
E. Utilities	<input type="checkbox"/> Power (individual & common connections) <input type="checkbox"/> Water (type, source, user, individual and common connections) <input type="checkbox"/> Recreation facilities

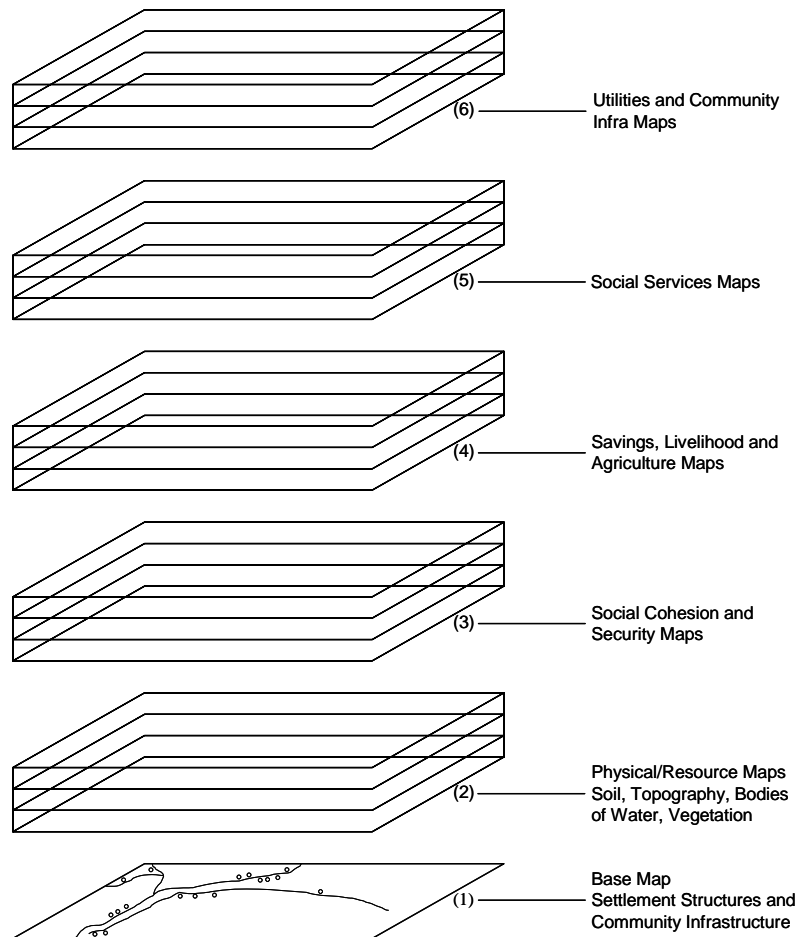
F. Community Infrastructure

- Roads (cemented, asphalted, macadam, others)
- Alleys
- Footpaths
- Bridges (including footbridge)
- Sheds
- Irrigation
- Drainage canal
- Post harvest facility (specify)
- Basketball courts
- Cemetery

4. After the thematic maps are completed by the zonal teams, these are again consolidated community-wide and validated once again as to data gaps per theme.
5. Sectoral representatives per zonal team will identify the preliminary issues and concerns to be presented among residents per zone during which period, issues and concerns expressed as problems per theme are identified then prioritized using an agreed upon criteria for prioritizing.
6. After needs identification and prioritization, the different zonal teams and sectoral groupings undergo action planning based on the prioritization of needs. All sectoral action plans are again consolidated and presented for adoption to a community-wide assembly.

The description of the above methodology reflecting the specific steps in completing the mapping phase within the community action planning cycle is thus completed. The maps generated during this phase shall constitute the benchmark information, which will be selectively or wholly reviewed to monitor changes in each indicator per theme in the next community action planning cycle.

GENERATING THE COMMUNITY BASE MAP AND THEMATIC MAPS



Notes: 1. It is possible that not all of the indicators per theme are mapped initially. It can be that only a few indicators are mapped by the zonal teams starting with those that only interest them. 2. The thematic maps become the visual information for issue and problem identification for each action planning team. 3. The action planning team may initially correspond to the number of themes that the community has taken interest in looking into. 4. The thematic maps can be periodically updated to monitor changes based on the indicators mapped. The thematic maps can be an aid to planning, implementation, and evaluation of community projects.