

GUIDANCE NOTE ON THE INTEGRATION OF COMMUNITY ORGANIZING IN THE KILOS-UNLAD STRATEGY OF PANTAWID PAMILYANG PILIPINO PROGRAM

I. RATIONALE

Responsive to the communal nature of indigenous peoples, the Pantawid Pamilyang Pilipino Program – Modified Conditional Cash Transfer (MCCT) Program has utilized Community Organizing as one of its strategies since the inception of the program. In Memorandum Circular 19 series of 2014 or the *Guidelines for the Pilot Implementation of the MCCT Program for Indigenous Peoples in Geographically Isolated and Disadvantaged Areas*, Community Organizing, as one of the program strategies, was expected to “facilitate the development of a community-based system that will allow the IP communities to have meaningful participation in the operation of the program”. Further, it states that “the strategy will endeavor to organize, train and support a core group of community volunteers that will be tasked to oversee the program implementation and sustainability”.

With the continuous effort of the Department and the MCCT program to cater to the needs of its clientele, the need to employ Community Organizing (CO) in program implementation was emphasized. The CO approach is also expected to expand the services provided by the Department not just to beneficiaries but to the whole community.

With the above thrust to employ Community Organizing and that Institutionalization of Community Organizing as one of the Strategic Initiatives in the DSWD Strategic Results Framework 2017-2022 and CY 2018 DSWD Thrust and Priorities (AO No. 9 s.2017), the MCCT program conducted the Integration of Community Organizing in MCCT Pilot Areas in 2018. The integration of CO was facilitated in six (6) MCCT pilot areas as follows:

REGION	PROVINCE	MUNICIPALITY	BARANGAY	SITIO	IP TRIBE
IX	Zamboanga del Norte	Kalawit	Fatima	Gunem	Subanen
X	Misamis Oriental	Claveria	Minalwang	Impadiding	Higaonon
XI	Davao del Sur	Davao City	Catigan	N/A	Bagobo-Tagabawa
XI	Compostela Valley	Mabini	Golden Valley	Candinuyan	Mansaka
XII	South Cotabato	Polomolok	Landan	Amguo	B'laan
CARAGA	Agusan del Norte	Buenavista	Lower Olave	Linao-linao	Higaonon

One major output expected from the pilot implementation is the documentation of community organizing process conducted per pilot area. CO activities were conducted, from which challenges, recommendations and reflections of Community Facilitators/Community Facilitators Assistants are expected to be documented to serve as basis for review of the CO implementation in pilot areas, onward development of MCCT Community Organizing guidance note and planning for the succeeding steps.

In 2020, the *Guidelines for the Pilot Implementation of KILOS-UNLAD: 4Ps 7-year Social Case Management Strategy* was developed to guide the shepherding of the 4Ps household beneficiaries to achieve an improved well-being towards stepping-up and out of poverty, facilitating individual's meaningful participation and family cooperation, support group formation and community building in the context of convergence of programs and services within the social service delivery system.

As part of the empowerment process in the 7-year journey of the Pantawid households, through employment of the KU or social case management process, sanctioned by RA 11310 known as the Pantawid Act, the farmers and farm workers, fisherfolks, homeless families, Indigenous Peoples, those in the informal settler sector, those in geographically isolated and disadvantaged areas (GIDA) including areas without electricity, persons with disability (PWDs) and other vulnerable groups¹ are the sectors that need to be engaged in a community-focused and inclusive change process that give importance to the culture and cohesiveness of communities that impact on individual and family transformation towards empowerment. Recognizing these sectors as program beneficiaries, community organizing and organization development (CO-OD) approaches were applied especially in the implementation of Pantawid-MCCT program for Indigenous Peoples in Geographically Isolated and Disadvantaged Areas (IPs in GIDA), which showed positive results. Learning from this experience, this guidance note is hereby issued, aiming to strengthen the community organizing strategy complementing the KU process.

II. LEGAL BASES

1. **Philippine Development Plan 2017-2022** is guided by the *Ambisyon 2040*. The goal is to lay down the foundation for inclusive growth, a high trust and resilient society, and a globally competitive knowledge economy. The strategies to achieve this objective are organized under the three major pillars of “Malaskit,” “Pagbabago,” and “Patuloy na Pag-unlad”
2. **Implementing Rules and Regulations of Republic Act No. 11310**
 - a. **Rule XVI. Section 36. h.** Organize a session on entrepreneurship and disaster preparedness and risk reduction or arrange a community development activity on the qualified household-beneficiaries’ respective cities/municipalities or barangays whichever are available annually;
 - b. **Rule XVIII. Section 5.** Partnership of DSWD with NGOs, CSOs and the private sectors are aimed to strengthen the well-being of qualified household-beneficiaries. It shall promote participation and involvement on community development. Partnership engagement includes program complementation, service delivery, capacity building, knowledge management, advocacy and sponsorships
3. **Republic Act No. 11291** or the Magna Carta of the Poor, provided that it is the declared policy of the State to uplift the standard of living and quality of the poor and provide them with sustained opportunities for growth and development
4. **DSWD Memorandum Circular No. 2, Series of 2020** or Guidelines on the Implementation of Harmonized Community-Driven Development (CDD) Process in Specialized /Promotive Programs
5. **DSWD Memorandum Circular No. 19, Series of 2014** or Guidelines for the Pilot Implementation of the Modified Conditional Cash Transfer Program for Indigenous Peoples in Geographically Isolated and Disadvantaged Areas

¹ Section 8. Rule V of Implementing Rules and Regulations of Republic Act No. 11310

III. OBJECTIVE

To provide guidance to the offices/bureaus/services/units (OBSUs) in Central Office, Field Offices and field staff to integrate and facilitate community organizing and organizational development (CO-OD) as a strategy imbedded in the implementation of KU or social case management process in the Pantawid Pamilyang Pilipino Program to be able to:

1. Understand the phases of community organizing and organizational development (CO-OD) in the KU social case management strategy of the Pantawid Pamilyang Pilipino Program;
2. Guide the field staff through the CO-OD strategy to ensure culturally-appropriate community development programs and projects;
3. Conduct CO-OD activities that promote community-driven development and sustainability of projects and the organization
4. Assist the Pantawid beneficiaries understand the importance of CO-OD as a strategy towards their transition and exit from the program

IV. DEFINITION OF TERMS

1. **Community** – refers to a group of people with diverse characteristics who are linked by social and cultural ties, share common interest or perspectives, and engage in joint action in geographical locations or settings
2. **Community and Family Development Session (CFDS)** – refers to a regular community and family gathering where the community members participate in the discussion of topics and issues of interest to the community, and is usually moderated by a trained CFDS facilitator together with an external or local resource person. The sessions use thematic modules prepared by the Family Development Division of the National Program Management Office, based on suggested agenda from tribal leaders. The CFDS provides a forum designed to enhance the skills of parents and caregivers in effective and responsible parenting. It is also the venue where the community members discuss key issues and concerns, and agree on actions to address the same.
3. **Community-Based Organization (CBO)** - refers to an association of people living in the same geographic location and it is a structure that provides people with opportunities to work together to solve common problems affecting their lives.
4. **Community-driven Development** – refers to an emerging approach in community development practice where processes, principles, strategies and resources are applied to ensure community empowerment by giving the people authority and control over decisions and resources. It also improves local governance through the adoption of participatory, transparent, accountable and inclusive governance practices
5. **Community Facilitator (CF)** – refers to Pantawid field staff identified by the regional program management office who handles and caters to IPs or ICCs and may also be referred as the City/Municipal Link who handles IPs/ICCs
6. **Community Facilitator Assistant (CFA)** – refers to Pantawid field staff who serves as the link between the ICC and program implementers and provide assistance and logistical support to the CF. They may also be referred as the Social Welfare Assistant who handles IPs/ICCs.

7. **Community Organizing** – refers to a scientific process in achieving community-driven development (CDD) by building and strengthening people's participation and organizing them to develop their capacity as a community geared towards self-reliance and empowerment to take action on their immediate and long-term needs
8. **Core Group of Leaders / Core Group** – refers to a "Core Group" which is made up of 5-7 individuals from the community selected by the Community Facilitator to help facilitate the formation of an organization
9. **Empowerment** – refers to a process by which people gain control of their decisions, increase in community participation and improving their own quality of life
10. **Free Prior and Informed Consent (FPIC)** – refers to, as defined by the IPRA (Republic of the Philippines 1997) as: the consensus of all members of the ICCs/IPs to be determined in accordance with their respective customary laws and practices, free from any external manipulation, interference and coercion, and obtained after fully disclosing the intent and scope of the activity, in a language and process understandable to the community
11. **Indigenous Cultural Communities/Indigenous Peoples** - refer to a group of people or homogenous societies identified by self-ascription and ascription by others, who have continuously lived as organized community on communally bounded and defined territory, and who have, under claims of ownership since time immemorial, occupied, possessed and utilized such territories, sharing common bonds of language, customs, traditions and other distinctive cultural traits, or who have, through resistance to political, social and cultural inroads of colonization, non-indigenous religions and cultures, became historically differentiated from the majority of Filipinos. ICCs/IPs shall likewise include peoples who are regarded as indigenous on account of their descent from the populations which inhabited the country, at the time of conquest or colonization, or at the time of inroads of non-indigenous religions and cultures, or the establishment of present state boundaries, who retain some or all of their own social, economic, cultural and political institutions, but who may have been displaced from their traditional domains or who may have resettled outside their ancestral domains²
12. **Organization Development** – refers to an approach towards building a sustainable organization capable of responding and of acting decisively to impact on, and change their circumstance based on their Vision-Mission-Goals
13. **Parent Groups** – refer to qualified household-beneficiaries of the Pantawid program clustered based on their residence proximity being headed by a parent leader
14. **Parent Leader** – refers to the person selected by the household grantees living within the same neighborhood to lead the group of household-beneficiaries and serve as point person for different program concerns. They may be chosen by the CF as members of the Core Group but not always necessary
15. **Social Case Management** – refers to a process used by the Department to enable the household-beneficiaries to improve their functioning by dealing with their difficulties, specifically in complying with the terms of the program. It shall refer to a mutually agreed process of assessing, planning, managing, coordinating and advocating for services and other interventions towards improving the well-being of households using the Social Welfare Development Indicators (SWDI) and other related tools³

² Indigenous Peoples Rights Act, R.A. 8371

³ Implementing Rules and Regulations of R.A. 11310

16. **Vulnerable groups** – refer to those who experience a higher degree of social exclusion and deprivation than the general population, and those who go through difficult circumstances, including but not limited to the following: (i) children, (ii) women, (iii) indigenous peoples (IPs), (iv) homeless street families (HSF) and (v) groups that experience a higher risk of poverty in line with the Special Protection Operational Framework of NEDA⁴

V. INTERPLAY OF COMMUNITY ORGANIZING AND ORGANIZATION DEVELOPMENT (CO-OD)

(Derived from Dr.Nenita M. Cura's dissertation Role of Organization Development in Evolving a model of Social Liberation among the Fishermen in Rizal, based on the Community Organizing Approach rooted in ASI's Philosophy of Person in Society)

Both Community Organizing (CO) and Organization Development (OD) are committed to a social philosophy which is expressed in a belief in the dignity and worth of the human person, uniqueness, dependence on other person for fulfillment, actualization of capacity for change, growth and betterment.

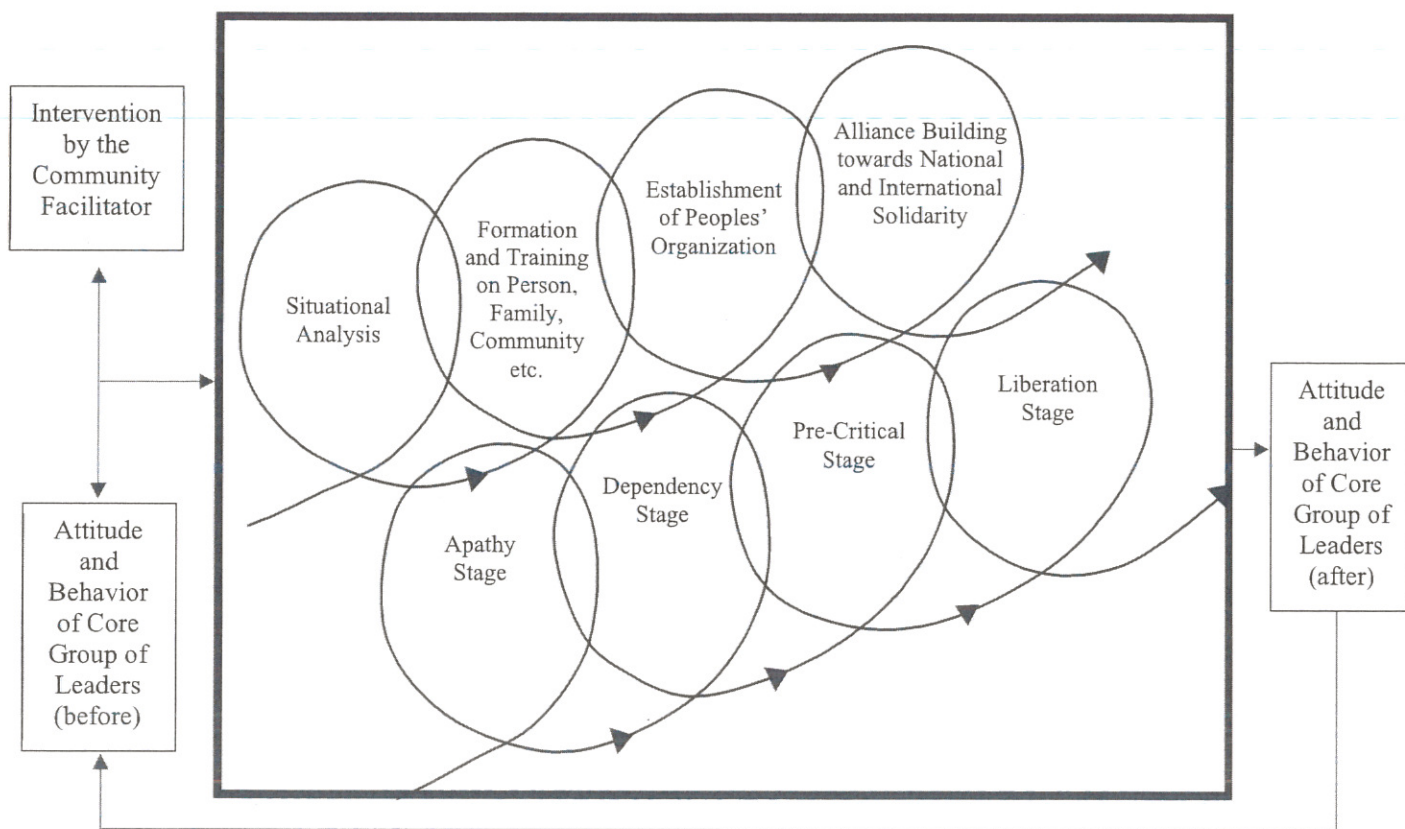
It is this philosophy that lives the direction and that shapes the strategies of CO and OD. Hence, there is some degree of congruence in both. CO and OD are both problem solving process guided by the principles of acceptance, non-judgmental attitude, purposeful expression of feelings, controlled emotional involvement, self-determination, and individualization.

These common principles that guide the community organizer and OD practitioner in the helping process contribute to the humanizing approach of CO and OD. Their roles include facilitator roles and enabling role. Their role is geared towards enabling the organization to hold together in the midst of turbulent environmental changes.

The OD process provides stability through planned organization change while the CO process provides dynamism that stems from a deeper understanding of reality, making it both effectively functioning system where there is wholeness, systematization, compatibility and optimization. The major participants in the process are the core group members and community facilitators. Through a humanizing and liberating process, there has been a mutual influence of the participants in the change process liberating both the core group members as well as the community facilitators.

With an effective functioning system that is at once stable and dynamic, a social liberation process from a stage of apathy to a stage of liberation has gradually unfolded with the following characteristics: involvement of core group members in mobilization despite the risk involved, core group members' assumption of responsibility in community organizing with community facilitator as support, skills in organizing and leadership, and Vision-Mission-Goals (VMG) translated into action programs. Below is the over-all framework for the interplay of CO and OD that affects the 4 levels of consciousness of the individual, family and community.

⁴ Implementing Rules and Regulations of R.A. 11310



VI. GUIDING PRINCIPLES AND VALUES OF CO-OD

Principles	Values
<ol style="list-style-type: none"> 1) People are motivated by their self-interest and when people act together, their awareness increases and act based on principles 2) Community organizing is a dynamic process 3) Learning to deal with conflict and confrontation 4) Community Organizing Process begins from simple, concrete, short term and personal issues to complex, abstract, long term and issues related to system 5) People make decisions throughout the community organizing process 	<ol style="list-style-type: none"> 1) Genuine service to the people 2) Human Dignity and Human Rights 3) Social Justice 4) Human Relationship 5) Integrity 6) Competence

VII. IMPLEMENTING PROCEDURES

From the framework of the interplay of CO-OD, the following activities per phase were based on the discussions during the consultation conferences and experiences in the 6 pilot areas where CO-OD was conducted. Likewise, the CO-OD phases complements the KU framework in terms of the formation and strengthening of organization while the first 5 years of KU strategy is devoted to identifying strengths, and opportunities for behavior and social change. These activities shall serve as guide to the community facilitators especially those who handles ICCs/IPs, taking into account that every ICC/community is unique and they have different situation and consciousness about their problems/issues in their community.

This guide will help the Community Facilitator implement the KU process in terms of utilizing the **CO-OD approach** aiming for **community empowerment and self-determined development** guided by the Department's Strategic Map and Performance Governance System (PGS) goal to *"improve the well-being of 4Ps households by providing appropriate interventions based on accurate analysis of clients' needs towards reducing vulnerabilities and sustaining resilience of 4Ps households."*

PRE-IMPLEMENTATION PHASE

Before engagement in the program or registration of households in the 4Ps, below activities should be conducted in the first few months of the program implementation, the following are the activities in order to prepare the target area and beneficiaries in coordination with the LGU and tribal leaders as applicable. Community immersion is only introduced in this phase however, it is an activity not only in this phase but also to be ensured throughout the program implementation.

CO-OD Phases	Activities	Expected Output / Documents
A. Situational Analysis	A. <u>1. Social Preparation</u> Community organizing is already conducted during pre-enrollment of the target beneficiaries in the program or the social preparation activities which includes a. Targeting of households for registration b. Orientation and coordination with LGU and Inter-Agency representatives at all levels with the concerned Pantawid-RPMO staff c. Conducting of Free Prior and Informed Consent (FPIC) through coordination and courtesy call with Tribal Leaders, Council for Elders in ICCs to ensure that they were consulted even before the community assembly and informed of the objectives of the program.	<ul style="list-style-type: none"> Documentation of issues /concerns related to the coordination meetings with the LGU and of the ICCs/community including their attendance Actions taken/ agreements on the above documented issues/concerns
	A. <u>2. Community Immersion</u> Through community immersion, the Community Facilitator will gain better understanding of the people in the community and their situation. The people will also be able to know the CF and build	The CF with the assistance of CFA is expected to have: <ul style="list-style-type: none"> Gathered primary data and reviewing secondary data

CO-OD Phases	Activities	Expected Output / Documents
	<p>rapprochement with each other. It is expected that the CF shall:</p> <ol style="list-style-type: none"> Ensure giving enough time to get to know the community where s/he assigned to. Do a house to house visit / ground working aside from the Community/Family Development Sessions conducted. This will make the community build their trust on the assigned field staff. Respect the culture, beliefs, and practices and adapt a lifestyle and personality that is in keeping within the community through actively participating in economic and community activities, and tribal meetings by ensuring a culturally sensitive attitude. <p>After gaining the trust and working relationship with the community, the CF shall:</p> <ol style="list-style-type: none"> Commence his/ her initial social investigation/ community study to explore the community's different economic, political and social structures and their various interrelationships to be able to draw out a community profile that will maximize the participation of the community members. <p>Conducting these activities takes time and patience in order to effectively accomplish the necessary forms especially in times of pandemic, the CF shall follow the minimum health protocols issued by the Department of Health. Since social gatherings and face-to-face are not allowed in places under community quarantine, the CF shall make use and review of the available resources in the LGU. The CF may also interview Parent Leaders if not face-to-face, make use of available forms of communication like call or sending of text messages. If possible, video conferencing may be maximized.</p>	<p>sources such as records and documents already available in the LGU</p> <ul style="list-style-type: none"> ▪ Conduct interviews with the IPs focuses on their traditional beliefs, practices and customary laws. ▪ Conducting a survey; observing people and their environment ▪ Socio-Economic Profile⁵ ▪ Ancestral Sustainable Domain Development and Protection. Plan (ADSDPP)

⁵ CM Form 7 to 7-C (Barangay Socio-economic Profile), KU Case Management Tools

IMPLEMENTATION PHASE

For the duration of 1 to 5 years of the Pantawid program implementation, the Community Facilitators should be equipped with knowledge, skills and attitude (KSA) by providing necessary capability building trainings on CO-OD facilitated by the Regional Program Management Office. This is to ensure that activities in this phase is properly conducted which focus on identifying core group members, forming them through capacity building, strengthening their participation in CFDS, community activities, decision making to be able to identify key problems that would enable them to develop their decision-making skills as a community towards achieving social action. The **Family Risk and Vulnerability Assessment**,⁶ **Household Intervention Plan**,⁷ and **Group Assessment Form**⁸ shall serve as basis of the CF in order to assess and identify which family and group has common issues for possible core group formation.

CO-OD Phases	Activities	Expected Output / Documents
B. Formation and Training of Person, Family and Community	<p><u>B. 1. Core Group Formation</u></p> <p>Core group formation is laying down of the foundation for a strong community organization. The core group represents the most advanced group on the community in terms of consciousness about their social and economic problems. In terms of the program, Parent Leaders and Tribal Leaders may be selected as the core group members however, below is the guide of the CF in selecting the core group composed of 5-7 members:</p> <ul style="list-style-type: none"> • Must be credible and have a wide sphere of positive influence • Must be critical of their environment • Must be responsive to change • Must have good communication skills • Must be articulate as well as attentive to their fellow community members • Must have the commitment and availability to serve the community <p>In identifying core group members, the CF must</p> <ol style="list-style-type: none"> a. Observe and talk to people in the community. b. Hold a series of informal, individual or small group discussions with the potential core group members. These will serve as avenues for raising their consciousness, and helping them realize the importance of concerted and collective action. c. Identify potential core group members using the above criteria 	<ul style="list-style-type: none"> ▪ List of potential Core Group of Leaders documented by the CF ▪ Minutes/ of the Meetings or Summary of Agreements

⁶ CM Form 3 (Family Risk and Vulnerability Assessment), KU Case Management Tools

⁷ CM Form 4 (Household Intervention Plan), KU Case Management Tools

⁸ CM Form 5 (Group Assessment Form), KU Case Management Tools

CO-OD Phases	Activities	Expected Output / Documents
	<p>d. Select 5-7 potential core group members. Women should be included.</p> <p>e. Conduct of orientation meeting with all core group members.</p> <p>f. Initiate a series of meetings and discussions among the members of the core group, so they can exchange knowledge and insights towards a deeper understanding of the problems, resources and dynamics of their community.</p> <p>In Indigenous Cultural Communities (ICCs), acknowledging the Indigenous Political Structure (IPS) is necessary. Involvement and dialogue with tribal leaders in the identification of core group members should be ensured.</p>	
	<p><u>B. 2. Community Capacity Building</u></p> <p>Part of the organization development is the continuous process of obtaining and cultivating knowledge, skills and attitude of an individual or group of people that allows communities, to be able to make decisions for themselves and take responsibility for their physical, social, economic and cultural development.</p> <p>In identifying the appropriate capacity building activities, a Training Needs Assessment (TNA) needs to be conducted by the CF with the help of the Regional Training Specialist. It is the method of determining the existing knowledge, skills and attitude and what training or activity is required to fill in the gap. TNA seeks to identify levels of the present situation through observation, target surveys, interviews, secondary data and/or workshop.</p> <p>The TNA should be appropriate and easily understood by the target participants while the CF ensures their active participation in order to have an accurate TNA results. These TNA results shall be analyzed by the CF and Training Specialist and refer to the MOO/POO for appropriate action. Should there be a need for a training proposal, this should may be lodged to training fund of the region or to support services intervention (SSI) fund if found appropriate. The Field Office shall be responsible in providing capacity building trainings to these target group of beneficiaries.</p> <p>The CFDS may be one venue where such training or activity however, in the time of pandemic where</p>	<ul style="list-style-type: none"> ▪ Conduct of Training Needs Assessment ▪ Training Proposal ▪ Conduct of appropriate trainings such as, but not limited to: <ul style="list-style-type: none"> ○ Life Skills Training (Self-awareness, Empathy, Critical thinking, Creative thinking, Decision making, Problem Solving, Effective communication, Interpersonal relationship) ○ Training on Disaster Reduction Risk and Management ○ Leadership Training for Core Group Members ○ Community-based Training for Enterprise development ○ Community-based Resource Management

CO-OD Phases	Activities	Expected Output / Documents
	community quarantine is imposed, virtual or on-air activities shall be utilized and may be considered in the activity proposal subject to approval and existing guidelines.	<ul style="list-style-type: none"> ○ Indigenous Peoples Rights Act of 1997 (RA 8371) ○ Training on Women and Children's Laws ○ Community and Youth Development Activities ○ Participatory Action Research ○ Project Development and Management
C. Establishment of Community-based People's Organization	<p><u>C. 1. Formation of the Community Based Organization (CBO)</u></p> <p>In organization development, formal setting-up of the organization will involve: planning for a general assembly/community meeting, drafting a constitution, drawing up organizational plans, electing officers and assigning persons to particular tasks.</p> <p>The core group with the CF should be responsible for the following activities:</p> <p>1. Planning for the Community Meeting</p> <ol style="list-style-type: none"> a. Determine the purpose of the community meeting b. Determine suitable place and time for the community meeting c. Plan the agenda and clarify responsibilities d. Announce the schedule, purpose and participants of the meeting. <p>2. Activities during Community Meeting</p> <ol style="list-style-type: none"> a. Clearly explain the purpose and agenda of the community meeting b. Present community problems affecting community and the need to solve problems by working together c. Present the idea and get approval for the formation of the CBO d. Present the idea of the need to elect 5-7 community-based organization leaders. Discuss the process for nomination and election. 	<ul style="list-style-type: none"> ■ Minutes of all set meetings prepared by the assigned community member ■ Constitution and by-laws ■ The formation of a community-based organization: Civil Society Organization (CSO) Accreditation Checklist⁹

⁹ CM Form 15 (Civil Society Organization Accreditation Checklist), KU Case Management Tools

CO-OD Phases	Activities	Expected Output / Documents
	e. Present the responsibilities of community based organization leaders and their term of office f. Start the nomination process. Allow candidates to respond to their nomination g. Conduct election in clear and transparent manner h. Tally votes and announce election results i. Allow newly elected community based organization leaders to respond to their election j. Meeting should end on time after the election k. Decide on the place, time and agenda for next meeting l. Record minutes in writing 3. Activities after the Community Meetings a. The CF should meet with the newly elected community-based organization leaders after the community meeting b. The CF with the assistance of the CFA will arrange the time, place and agenda for the first formal meeting of the community-based organization leaders and regularly set meetings especially on issues/concerns of the community. c. The CF shall encourage and assist the group towards accreditation process and help gather the necessary requirements in order for the organization to be formally recognized. Accreditation will depend on the existing rules of regulating agencies where the organization shall choose to apply.	
	<u>C. 2. Community Planning for Problem Solving</u> The CF together with the CBO are able to set to develop a community plan based on the priorities, objectives and resources towards community problem solving. The capacity building that is being conducted will help the community to identify the origin, scope and degree of the problem as well as past efforts to solve the problem in undertaking consequence analysis and problem prioritization. The CF shall encourage community building and participation in the community to identify collective issues and concerns by conducting Participatory Situational Analysis . ¹⁰ This will also gauge the	<ul style="list-style-type: none"> ▪ Community Development Plan¹¹ ▪ Community Vision¹²

¹⁰ CM Form 7-D1 (Suggested Tools for Problem Analysis and Prioritization Exercise), KU Case Management Tools

¹¹ CM Form 7-D (Community Development Plan), KU Case Management Tools

¹² CM Form 7-D2 (Community Visioning Form), KU Case Management Tools

CO-OD Phases	Activities	Expected Output / Documents
	<p>awareness and level of consciousness of the community which will help them assess their current situation and prioritize issues that needs to be addressed.</p>	
	<p>Analyze the results of the PSA tools used together with the community resulting to a community visioning exercise where concrete goals are translated and written</p> <p>By community visioning it translates the goal and objectives into specific activities to solve specific problems and it also provides opportunity for the community members to participate in decision making, thus ensuring ownership of the problem solving process. It also enables them to recognize and formulate solutions to their common problem together.</p> <p>The community shall then have a community development plan that should be presented, validated and approved by community members.</p>	
D. Alliance Building / Advocacy and Networking	<p><u>D. 1. Participatory Action Research</u></p> <p>Based on the Prioritization Exercise, a Participatory Action Research can be conducted which is a research that awakens the community into developing both a critical understanding of their reality and confidence in their abilities. It is an investigation of problems and issues concerning the life and environment of the community by way of a research collaboration with the vulnerable groups whose representatives participate in the research process as equal partners</p> <p>Having established a CBO who have already identified issues in the community, the CF shall ensure that the organization have a “Participatory Research Committee” who shall be trained on participatory research tools and principles. The PCR together with the other members of the community shall conduct community research. This kind of research is known as the Community-based Participatory Action Research (PAR) which is a type of research that is conducted in the community which involves the community members in the research process. It reflects the value and goals of the community that revolves in their Indigenous Knowledge Systems and Practices (IKSP). It is a research process that aims at improving the well-being of the community as well as responding to the identified issues in the</p>	<ul style="list-style-type: none"> ▪ Research Agenda (Annex A) ▪ Research Plan (Annex B) ▪ Research Study (Annex C) <p><i>CM Form 7-D1 as reference for the Research Agenda, Plan and Study</i></p>

CO-OD Phases	Activities	Expected Output / Documents
	<p>community that ensures shared learning, decision-making and ownership.</p> <p>It is important that the following PAR Principles are realized:</p> <ol style="list-style-type: none"> 1) Trusting in the capacity of the people- PAR considers participants as social actors, with a voice, ability to decide, reflect and capacity to participate fully in the research process recognizes community as a unit of identity 2) Participation - Active participation leads to a better understanding of the history and culture of the community/organization and a more authentic analysis of the social reality 3) Dialogical - is a way of communicating wherein the researcher/development worker asks questions/evokes reactions or stimulates people into a dialogue about the situation they are in 4) Collaborative - The collaborative partnership in the whole research process raises the community's collective level of consciousness and thus a means of taking action for the development of their communities. 5) Transformative - transformation of the social reality of the participants by increasing the degree of control they have over relevant aspects of their community or organization. 	
	<p><u>D. 2. Community Resource Mobilization / Management</u></p> <p>Through the resource mobilization, the community action plan can be carried out, given the process of utilizing people and their local resources towards accomplishing desired changes in the community, achieving problem solving objectives.</p> <p>Resource mobilization requires a lot of work and takes a lot of time, it involves making better use of, maximizing existing resources, securing new and additional resources for the community. It does not only means use of resources but extensiveness signifies the process that achieves the community plan of the community through the mobilization of the knowledge in human, use of skills, community resources etc. The community should be specific on what resources would be mobilized, it should be based on the genuine needs of the community ensuring that the community action plan is properly address.</p>	<ul style="list-style-type: none"> ▪ Actualizing the Action Plan in the Research Study towards Community Resource Mobilization /Management ▪ Documentation of Success Stories in coordination with the Regional Information Officer <p><i>CM Form 7-D1 as reference for the Community Resource Mobilization / Management</i></p>

CO-OD Phases	Activities	Expected Output / Documents
	<p>Additionally, it is essential for the CF and the community to know the type of resources, its normal availability and estimated cost to attain the require resources in order to carry out the community plan per objectives. And more importantly, the CF should establish clear and regular communication and feedback system with community members to secure commitment in the community action plan, making sure that the responsibilities of each member are carried out as planned.</p> <p>Feedback / monitoring system shall be set regularly by the community or the organization together with the Municipal Action Team to ensure that targets and activities are on-track.</p>	<ul style="list-style-type: none"> Monitoring Tool (Annex D)
	<p>D. 3. <u>Project Implementation / Action Phase</u></p> <p>The project implementation phase entails the conduct of the identified projects to realize their objectives in responding to and/or resolving to community problems and/or needs. This phase is guided by the community action plan which contains the specific activities, methodologies, and other details in order to accomplish the community projects. In the indigenous community setting, this phase may require the utilization of their relevant indigenous knowledge, systems and practices together with that of the mainstream technologies and approaches.</p> <p>The implementation of the project/s will heavily depend on the respective community action plan of the organized community but the CF should assist in ensuring the following:</p> <ul style="list-style-type: none"> • Roles of each member/stakeholder in projects or activities are clear and delivered by all parties. • Logistics and other requirements of the project are secured by the responsible persons/groups. • Actual implementation of projects and activities • Management of inter-personal relationships and conflict management. <p>Seeking the support of the Municipal Action Team and/or the Municipal Advisory Committee is recommended especially in the provision of relevant</p>	<ul style="list-style-type: none"> Referring to the community development plan and research study, a Project Proposal¹³ is necessary to carry out the plans of the community in terms of support services intervention (SSI)¹⁴ as well as SLP Community Monitoring and Evaluation Form¹⁵ City/Municipal Action Plan¹⁶

¹³ CM Form 12 (Project Proposal), KU Case Management Tools

¹⁴ Enhanced Support Services Interventions Guidelines (MC 06 s.2021)

¹⁵ CM Form 13 (Community Monitoring and Evaluation Form), KU Case Management Tools

¹⁶ CM Form 16 (City/Municipal Action Plan), KU Case Management Tools

CO-OD Phases	Activities	Expected Output / Documents
	<p>technical assistance, resource augmentation and securing documentary requirements for the project/s. The City/Municipal Action Plan shall serve as the means to follow-up the commitments of other stakeholders to the community since this is a comprehensive set of interventions directed towards the community</p> <p>Additionally, this phase also includes the execution of the regular monitoring and evaluation process, as specified in the community action plan, which serves to ensure the sustainability of the results/benefits of the projects. Consequently, the monitoring & evaluation plan will be enacted by the Monitoring and Evaluation Committee set previously during the planning stage. This not only involves the conduct of the specific monitoring and evaluation activities but also the utilization of participatory tools for the same purpose.</p> <p>The conduct of regular meetings/consultations with all the stakeholders is, therefore, an important activity during this phase in community organizing as it becomes a venue for the community and other stakeholders to be updated on the status of the project implementation as well as accomplishment of their respective tasks and commitments. The activity will also become the venue for the discussion of the issues and concerns that needs to be addressed in relation to the completion of the project.</p> <p>By the end of this phase, the community and other stakeholders should already have a community monitoring and evaluation report based on the implementation of the project. The evaluation would reflect if the project has accomplished the objectives intended as well as the efficiency of the implementation as a whole. Recommendations on how to improve the methodologies used as well as the coordination between stakeholders will be beneficial for the success of the subsequent project/s of the community.</p>	

POST-IMPLEMENTATION PHASE

In the last year of the beneficiaries in the program, the Community Facilitator gradually gives way for the community-based organization to continue the community organizing process on their own, moving towards empowerment and community-driven development. The CF together with the community ensures that the Community Transition Report, Sustainability Plan, Updates on ADSDPP are properly presented and coordinated at least with the Barangay Development Council.

CO-OD Phases	Activities	Expected Output / Documents
D. Alliance Building / Advocacy and Networking	<p><u>D. 4. Evaluation/ Transition</u></p> <p>Going through several processes of problem-identification, resource-mobilization, capacity-building and project implementation, the Community Facilitator should progressively endorse his/her responsibilities in these processes to the community as the capacity of the community leaders and members gradually develop. The role of the CF are the following:</p> <ol style="list-style-type: none"> 1. The community development plan, research studies and result of PSA shall be presented to the Barangay Development Council 2. Community transition report are accomplished where existing problems are presented, assessment in the community and action plan for other projects that needs to be funded and implemented are included 3. The households exiting from the organized group shall be turned over to the LGU with the sustainability plan including ADSDPP in place in order to identify which projects or plan needs to be sustained or continued. <p>Further the CF's role in the community should then change from initiating, leading and managing to facilitating and coordinating of development activities.</p>	<ul style="list-style-type: none"> ▪ Community Transition Report¹⁷ ▪ Sustainability Plan¹⁸ ▪ Updates on Ancestral Domain Sustainable Development and Protection Plan (ADSDPP)

The phases in the organizing process described herein is a guide in support to the KU social case management along with the 7-year implementation of the program. Depending on the current level of consciousness of the community members and situation in the assigned area, the CF shall ensure that major activities in the KU strategy are implemented and accomplished. Given the KU social case management strategy, CO complements the social case management process. The expectations on the knowledge, skills and attitude of the CFs towards the community is continuous process of learning, integrating with the people in the community, conducting of social investigation, building networks, launching mobilizations towards development and empowerment of individual, family and the community.

VIII. INSTITUTIONAL ARRANGEMENTS

1. The Pantawid-MCCT National Program Management Office

- a. Provide technical assistance to field implementers and other focal of the program in terms of Support Services Interventions (SSI), Case Management and the CO-OD approach under the KU case management strategy
- b. Conduct monitoring and evaluation, spot checks, consolidate reports on program implementation for program and policy enhancement, and facilitate capacity development activities

¹⁷ CM Form 14 (Community Transition Report), KU Case Management Tools

¹⁸ CM Form 20 (Sustainability Plan), KU Case Management Tools

- c. Develop, install and manage a database/information system that will monitor the progress of households and communities in terms of the social case management strategy including CO-OD component

2. The Regional Program Management Office

- a. Provide necessary capability building activities for the concerned Pantawid field staff in order to integrate the CO-OD as approach in the KU social case management strategy
- b. The Regional MCCT Focal shall provide technical assistance to field implementers and other focal of the program in terms of Support Services Interventions (SSI), Case Management and CO-OD approach following the KU social case management strategy in coordination with the Regional Case Management Focal;
- c. The Regional IP Focal shall ensure the integration of Pantawid Pamilya Indigenous Peoples Framework (PPIPF) in the over-all program implementation pertaining to this guidance note
- d. The MCCT CMT shall be responsible in assisting the MCCT Unit in data management and templates/forms used herein

3. Local Government Unit

- a. Coordinate with various concerned government agencies at the local level, sectoral representatives and CSOs to ensure effective program implementation
- b. Provide support and resource augmentation to Pantawid beneficiaries and the community-based organizations in terms of services and facilities
- c. Promote the establishment and operation of people's and non-governmental organizations and engage them in enhancing the economic and social well-being of the Pantawid beneficiaries.

IX. EFFECTIVITY

This guide shall take effect immediately upon approval and copies shall be disseminated to all Pantawid Field Offices.

Issued on 2nd day of August 2021 in Quezon City, Philippines.



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