

# SUSTAINABLE LIVELIHOOD PROGRAM

*A program that provides identified poor families the appropriate income-generating opportunities through microenterprise or employment, to help improve their level of economic sufficiency.*

Field Operations Manual

Sustainable Livelihood Program  
Operations and Programs Group – Promotive Programs  
Department of Social Welfare and Development

March 18, 2015

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## ACRONYMS

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AC	Area Coordinator	PDO	Project Development Officer
BA	Barangay Assembly	PEAF	Pre-employment Assistance Fund
BSPMC	Barangay Sub-Project Management Committee	PESO	Public Employment Service Office
BUB	Bottom-up Budgeting	PSA	Participatory Situation Analysis
C / MAO	City / Municipal Agricultural Office	PWD	Person With Disability
C / MAT	City / Municipal Action Team	RBME	Results-based Monitoring and Evaluation
C / MENRO	City / Municipal Environment and Natural Resources Office	RIS & PR	Requisition and Issue Slip and Purchase Request
C / MIAC	City / Municipal Inter-agency Committee	RPC	Regional Project Coordinator
C / ML	City / Municipal Link	RPMO	Regional Program Management Office
C / MSWDO	City / Municipal Social Welfare Development Office	SB	Sangguniang Barangay
CBEP	Community-Based Employment Program	SCF	Seed Capital Fund
CBLA	Cash for Building Livelihood Assets	SFP	Supplementary Feeding Program
CCG	Community Core Group	SKA	Self-Employment Assistance-Kaunlaran Association
CCM	Commodity Cluster Model	SKP form	SEA-K Program form
CDED	Community-driven Enterprise Development	SLP	Sustainable Livelihood Program
CF	Community Facilitator	SLPA	Sustainable Livelihood Program Association
CSO	Civil Society Organization	SLPIS	SLP Information System
DA	Department of Agriculture	SSS	Social Security System
DCC	Day Care Centers	ST	Skills Training
DENR	Department of Environment and Natural Resources	SWAD Team	Social Welfare and Development Team
DepEd	Department of Education	SWDI	Social Welfare and Development Indicators
DOE	Department of Energy	TESDA	Technical Education and Skills Development Authority
DOLE	Department of Labor and Employment	TIN	Tax Identification Number
DOT	Department of Tourism		
DPWH	Department of Public Works and Highways		
DSWD	Department of Social Welfare and Development		
DTI	Department of Trade and Industry		
DTS	Dual Training System		
FDA	Food and Drug Administration		
FO	Field Office		
GIP	Government Internship Program		
GIS	General Intake Sheet		
HAF	Household Assessment Form		
JSDF	Japan Social Development Fund		
KC-NCDDP	KC - National Community-Driven Development Program		
LGU	Local Government Unit		
M&E	Monitoring and Evaluation		
MFI	Microfinance Institution		
MFO	Major Final Output		
MIBF	Municipal Inter-Barangay Forum		
MOV	Means of Verification		
NBI	National Bureau of Investigation		
NPMO	National Program Management Office		
NSCB	National Statistical Coordination Board		
OJT	On-the-Job Training		
OSY	Out-of-School Youth		
PAMANA	Payapa at Masaganang Pamayanan		
PC	Provincial Coordinator		

## **BACKGROUND**

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As a program that aims for poverty alleviation, the Sustainable Livelihood Program, by nature, requires multiple strategies to be able to respond to a variety of poverty contexts and situations. This need urges the program management (National Program Management Office) and program implementers (Regional Program Management Office) to continuously innovate and develop new methods and strategies to be able to provide the most appropriate and most effective set of interventions and achieve the intended results for the program participants.

This document was developed through the insights from the following sources:

- Previous experiences from regular operations (Microenterprise Development and Employment Facilitation), and special projects (e.g. PAMANA, Bottom-Up Budgeting, JSDF Community Enterprise Development as Pathway out of Poverty, post-disaster livelihood rehabilitation and emergency employment projects)
- Consultations and reports from field implementers, partners, and program participants
- Recommendations from expert consultancies, research, and studies conducted

## OVERVIEW OF THE PROGRAM

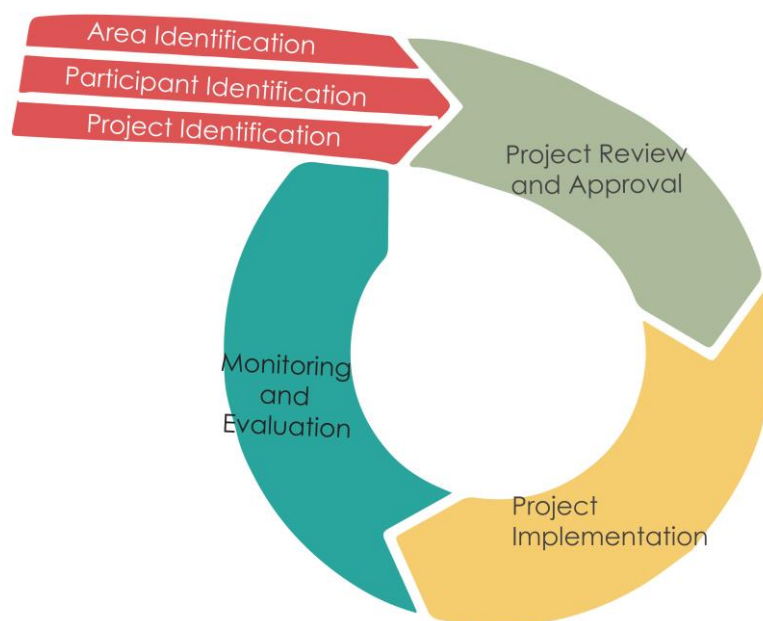


Figure 1. Program Operations Flow

The Sustainable Livelihood Program (SLP) of the Department of Social Welfare and Development (DSWD) provides identified poor and vulnerable families and individuals the appropriate income-generating opportunities to help improve their level of economic sufficiency.

The program's six main stages of implementation are 1) Area Identification, 2) Participant Identification, 3) Project Identification, 4) Project Review and Approval, 5) Project Implementation, and 6) Monitoring and Evaluation. There are two distinct features of the sequence of stages:

- Stages 1 to 3 are very closely interrelated that during actual implementation, all three should be considered simultaneously (*see section 1-3. Area, Participant, and Project Identification*).
- Stage 6, the last stage, directs the process back to stages 1 to 3, creating a cycle of planning, implementation, and monitoring and evaluation, to ensure that the necessary additional interventions are carried out, until the participants reach the targeted level of economic sufficiency (*see section 6. Monitoring and Evaluation*).

The program specifically targets the four economic sufficiency indicators of the Social Welfare and Development Indicators (SWDI)<sup>1</sup> of the DSWD: a) employable skills, b) employment, c) income, and d) social security and access to financial institutions. The program facilitates interventions that expand the livelihood asset base of the participants (human, social, physical, natural, and financial capital) to capacitate them in being able to either have gainful employment or successfully manage a microenterprise.

### MICROENTERPRISE DEVELOPMENT

Where limited employment opportunities exist or where program *participants exhibit exceptional potential for entrepreneurship and the market for products or services exist*, the program prepares its participants to manage their own enterprises. The program facilitates different interventions to the participants for them to:

- acquire / improve their entrepreneurial skills
- gain knowledge and access to the different opportunities for supplier and client relationships
- prepare for enterprise management (e.g. group formation, business planning, asset acquisition)
- establish a new microenterprise or enhance existing microenterprises

### EMPLOYMENT FACILITATION

Where various *local job opportunities are available*, the program prepares its participants to be qualified and ready to enter employment. The program facilitates different interventions to the participants for them to:

- acquire / improve their employable skills
- gain knowledge and access to the available job opportunities
- prepare for employment (e.g. processing of documents, job application)
- enter employment

<sup>1</sup> The SWDI are used to determine the level of well-being of a family at the time of assessment. The results form basis for planning for interventions and for results monitoring.

## KEY PRINCIPLES AND STRATEGIES

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<b><i>Results-based Innovations</i></b>	Instead of having an activity-based and linear approach to implementation, the program focuses more on a <b>diverse range of options</b> that the implementers must consider to more effectively and efficiently deliver the intended results. Although a standardized process, various activities, tasks, and tools are being developed and communicated to the field staff, the nature of the SLP still requires <b>innovation</b> and some <b>ingenuity</b> from the implementers for the strategies to <b>fit the particular contexts</b> of the project areas and / or the participants. It should be understood that the implementers have the autonomy to move within the existing program policies to be able to find the most appropriate approach to implementation to achieve program goals.
<b><i>Sustainable Interventions</i></b>	Program implementers should focus on facilitating interventions that enable participants to experience <b>long-term economic gains</b> . The interventions themselves (e.g. training, group formation, financial assistance, short-term employment) should not be seen as program outcomes, but instead as outputs. These outputs take part of the livelihood asset-building that contribute to the process of finding or developing a sustainable income source.
<b><i>Guided Participation</i></b>	As a community-based program, implementation should be based on participatory dialogue and consultation with the participants. This ensures the willingness and ownership of the participants throughout the interventions. However, it is equally important that field implementers properly guide the participants in identifying projects that will be sustainable. This can be achieved by extensive data-gathering and analysis through observation, research, consultation, and discourse with local key stakeholders. Field implementers should strive to achieve a certain <b>balance between being participatory and being an effective facilitator</b> .
<b><i>Multi-dimensional Approach</i></b>	Given the varying contexts of the areas and participants, the program provides not a single intervention, but a set of <b>options that can be taken individually or combined</b> to be able to address the specific needs of the target participants. It is necessary for the field implementers to be able to identify the most appropriate intervention or set of interventions to ensure the sustainability of the resulting income-generating activity. Implementers should <b>re-evaluate</b> the participants' needs even after conducting interventions and start planning for <b>supplementary interventions</b> to enhance or build on the results of the one preceding it.
<b><i>Multi-stakeholder Approach</i></b>	The program does not expect its implementers to be able to provide all types of livelihood assistance, which should be accessed from both public and private partner stakeholders. This strategy pools resources (financial and non-financial), prevents project duplication and inefficiencies, and <b>improves the likelihood of project completion and sustainability</b> . Of course, the multi-stakeholder approach should occur from the beginning stages of implementation, including scoping and planning activities, and should continue even after project implementation, for monitoring, evaluation, and planning for additional interventions.
<b><i>Internal Convergence</i></b>	<p>A crucial relationship will be that of the <b>SLP, Pantawid Pamilya, and the KC-NCDDP</b> field implementers' since the three programs are working for the <b>same goal</b> of improving the level of well-being of the poor communities. Areas for convergence include, but are not limited to, the following:</p> <ul style="list-style-type: none"><li>- data sharing (barangay, family, and individual profiles such as the GIS and HAF, SWDI results)</li><li>- conduct of Family Development Sessions that support the families' social preparation prior to engaging in a microenterprise or employment</li><li>- integration of SLP during the KC-NCDDP Municipal Orientation</li><li>- identification of possible microenterprise- / employment-related projects during PSA sessions and other similar activities (for ACs and CFs)</li><li>- employment of participants in KC-NCDDP sub-projects</li><li>- provision of catering and other services of participants to KC-NCDDP assemblies / activities</li><li>- identify livelihood-related KC-NCDDP sub-projects that were not prioritized to be covered under SLP</li><li>- area, participant, and project identification</li><li>- community validation and consultation for participant and project identification</li><li>- project implementation</li><li>- monitoring and evaluation of participants and projects</li></ul> <p>Aside from that, the SLP should also be able to identify <b>other convergence opportunities within the DSWD</b>:</p> <ul style="list-style-type: none"><li>- employment of participants in the GIP, or as encoders or other administrative / clerical jobs</li><li>- employment of participants in the C / MSWDO and other units / division of the FO</li><li>- provision of food items for the implementation of the SFP</li><li>- provision of catering and other services of participants to DSWD assemblies / activities</li></ul>

## KEY IMPLEMENTERS AND CO-IMPLEMENTERS

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<b><i>Project Development Officer (PDO)</i></b>	<p>The City / Municipal Project Development Officer leads the program implementation at the city- / municipal-level and at the barangay-level through the following:</p> <ul style="list-style-type: none"><li>- lead in collection of data on existing market opportunities and resources</li><li>- analyze information on family and individual profiles</li><li>- provide information and recommendations for the prioritization of areas, participants, and projects, based on existing resources and opportunities</li><li>- co-implement and co-manage community validation, consultation, and other activities with the PDO</li><li>- co-implement and co-manage the implementation of SLP projects</li><li>- co-implement and co-manage activities for monitoring and evaluation of participants and projects</li><li>- prepare technical reports based on results of monitoring activities</li><li>- facilitate linkage to local partners</li><li>- facilitate access to complementary resources, support, and funds</li></ul>
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- oversee implementation of pilot / model projects
- provide insight on successful project models from international and local experiences

The PDO must involve its CCG in the implementation of the program, but for the CCG to be able to function as designed, an orientation and basic capability building activity shall be conducted by the PDO for the CCG. Topics should include an overview of the program and its goals, the co-implementers and

***City / Municipal Link (C / ML), Area Coordinator (AC), and Community Facilitator (CF)***

The Pantawid Pamilya City / Municipal Link, the KC-NCDDP Area Coordinator, and the KC-NCDDP Community Facilitator closely coordinates with the PDO to be able to converge the initiatives of the programs and have a more effective and efficient implementation through the following:

- data sharing (barangay, family, and individual profiles such as the GIS and HAF, SWDI results, action plans from the PSA and MIBF)
- conduct of Family Development Sessions that support the families' social preparation prior to engaging in a microenterprise or employment (for C / MLs)
- facilitate integration of SLP during the KC-NCDDP Municipal Orientation
- facilitate identification of possible microenterprise- / employment-related projects during PSA sessions and other similar activities (for ACs and CFs)
- facilitate employment of participants in KC-NCDDP sub-projects (for ACs and CFs)
- facilitate provision of catering and other services of participants to KC-NCDDP assemblies / activities (for ACs and CFs)
- identify livelihood-related KC-NCDDP sub-projects that were not prioritized to be covered under SLP (for ACs and CFs)
- area, participant, and project identification
- community validation and consultation for participant and project identification
- project implementation
- monitoring and evaluation of participants and projects

***Community Core Group (CCG)***

The Community Core Group CCG is a barangay-based volunteer group organized to provide support to the PDO from the identification of areas, participants, and projects until project implementation and monitoring, through the following:

- provide information and recommendations for the prioritization of areas, participants, and projects, based on existing resources and opportunities
- provide information on family and individual profiles
- co-implement and co-manage community validation, consultation, and other activities with the PDO
- co-implement and co-manage the implementation of SLP projects
- co-implement and co-manage activities for monitoring and evaluation of participants and projects
- facilitate linkage to local partners
- facilitate access to complementary resources, support, and funds

The CCG may be composed of the C / MAT, Pantawid Pamilya Parent Leaders in the identified barangays, old SKA Officers, Barangay Sub-Project Management Committee (BSPMC) leaders, cooperative leaders, and Barangay Health Workers / Barangay Nutrition Scholars. Other local community members may also become part of the CCG.

***City / Municipal Inter-Agency Committee (C / MIAC)***

The City / Municipal Inter-Agency Committee provides direction and support to the city / municipal implementation of the program through the following:

- provide information in the prioritization of areas, participants, and projects, based on existing resources and opportunities
- complement the SLP with existing programs and services of the LGU and other partner agencies
- complement the SLP through the provision of necessary resources during preparatory activities, actual implementation, and monitoring activities
- facilitate the creation of local policies and systems to support the program and livelihood and employment opportunities, in general
- lobby to the SB Council for a resolution to support the activities of the program
- refer community leaders and distinguished individuals who can be tapped to be part of the CCG

***Provincial Coordinator***

The Provincial Coordinator leads program operations at the provincial level by providing support and assistance to the City / Municipal Project Development Officers through the following:

Oversee the needs of the team and elevate these to the Field Office

- coach and / or mentor the PDOs on SLP implementation strategies, while providing contextualized perspectives and directives
- ensure strategic and timely program implementation of PDOs to reach quantitative and qualitative targets
- approve project proposals based on completeness, accuracy, and viability before endorsing to the RPMO
- validate reports before endorsing to the RPMO
- provide feedback and recommendations to PDOs based on reports submitted
- facilitate linkages with major provincial stakeholders
- provide technical assistance to the PDOs on partnership building at the municipal level
- facilitate knowledge management and sharing among PDOs
- oversee implementation of special projects, including but not limited to, PAMANA and BUB
- oversee the conduct of case conferences
- conduct regular field monitoring and unannounced spot checks

***Regional Program Management Office (RPMO)***

The Regional Program Management Office leads program operations by providing support and assistance to the Provincial Coordinators and the City / Municipal Project Development Officers through the following:

- translate NPMO directives and priorities into concrete regional implementation plans
- participate in the formulation and development of structures, policies, strategies, systems, and the like
- communicate technical and administrative issues / concerns to the NPMO for action



- provide capability building activities and other forms of technical assistance to the PCs and the PDOs
- monitor and evaluate regional performance and provide feedback to the Assistant Regional Director for Operations and the Regional Director
- prepare and submit the regional report to the NPMO
- use collected data for planning and providing recommendations to the PCs and PDOs
- conduct periodic monitoring and evaluation visits to the LGUs
- facilitate linkages with major regional stakeholders
- facilitate knowledge management and sharing among PCs and PDOs
- establish replicable thematic models and translate into knowledge materials
- ensure an effective and efficient communication system between the PDOs, PCs, and the RPMO

**National Program Management Office (NPMO)**

The National Program Management Office enables program operations by providing support and assistance to the RPMO through the following:

- set direction and priorities for the program
- establish structures, policy support, and operations framework
- develop strategies, systems, processes, and procedures for operations
- provide capability building activities and other forms of technical assistance to the RPMO
- monitor and evaluate program performance and provide evidence-based directives
- facilitate linkages with major national stakeholders
- facilitate knowledge management and sharing among RPMOs
- establish replicable thematic models and translate into knowledge materials
- manage an effective and efficient communication system with the RPMOs

**TARGET PARTICIPANTS (ELIGIBILITY)**

The program should cover *Pantawid Pamilya* families, engaging the family member(s) who is (are) **most capable and willing**<sup>2</sup> to undergo the program activities to be able to:

- Enter into and retain his / her employment
- Participate in the establishment (or enhancement) and management of a group enterprise
- Establish (or enhance) and manage his / her own enterprise

Non-Pantawid Pamilya families that are identified as poor families based on the *Listahanan*<sup>3</sup> may still be covered by the program. Non-Pantawid Pamilya families that are not included in the Listahanan database of poor families may still be covered by the program if a certificate of indigence is issued by the C / MSWDO, or if they are identified as part of a vulnerable group (e.g. PWDs, older persons, OSYs, disaster-affected).

**OPERATIONS TIMELINE**

Given the nature of the program and the need for extensive planning and monitoring, aside from the actual delivery of interventions, *the standard operations timeline for one complete cycle spans more than one calendar year.*

*Table 1. Program Operations Timeline*

	YEAR 0		YEAR 1		YEAR 2	
	SEMESTER 1	SEMESTER 2	SEMESTER 1	SEMESTER 2	SEMESTER 1	SEMESTER 2
Year 0 Operations	Project Implementation for year 0 participants	Monitoring and additional projects for year 0 participants	Monitoring and additional projects for year 0 participants	Monitoring and additional projects for year 0 participants	Monitoring and additional projects for year 0 participants	Monitoring and additional projects for year 0 participants
Year 1 Operations		<i>Area, Participant, and Project Identification for year 1 participants</i>	<i>Project Implementation for year 1 participants</i>	<i>Monitoring and additional projects for year 1 participants</i>	<i>Monitoring and additional projects for year 1 participants</i>	<i>Monitoring and additional projects for year 1 participants</i>
Year 2 Operations				Area, Participant, and Project Identification for year 2 participants	Project Implementation for year 2 participants	Monitoring and additional projects for year 2 participants

For a single project cycle, the Area, Participant, and Project Identification stages should happen during the second semester of the prior year, and Project Implementation should happen during the first semester of the current year. Then, monitoring activities and implementation of supplementary interventions should start during the second semester of the current year and shall continuously be implemented from then on.

To be able to follow the standard operations timeline, the PDOs should function as orchestrators and not as direct trainers / service providers, and the Community Core Groups are maximized to be able to conduct simultaneous activities.

<sup>2</sup> Aside from capabilities and willingness, participants should at least be 16 years old to participate in the Microenterprise Development track (with a written legal consent for those who are below 18 years of age) or 18 years old to participate in the Employment Facilitation track

<sup>3</sup> Formerly the National Household Targeting System for Poverty Reduction (NHTS-PR)

## STAGES OF IMPLEMENTATION

### 1-3. AREA, PARTICIPANT, AND PROJECT IDENTIFICATION

Although the stage pertains to three distinct components of scoping, providing sustainable interventions can only mean implementing the *right projects* at the *right place*, for the *right participants*.

**Area Identification.** The priority areas are to be identified based on the existing opportunities (basis for project identification) and the capacities or resources of the possible participants in the area (basis for participant identification).

**Participant Identification.** The participants are to be identified based on their capacities or resources, as well as their location or proximity (basis for area identification) to the existing opportunities (basis for project identification).

**Project Identification.** The priority projects should be identified based on their viability and sustainability, given the location or proximity to the intended market (basis for area identification) and the capacities or resources of the possible participants in the area (basis for participant identification).

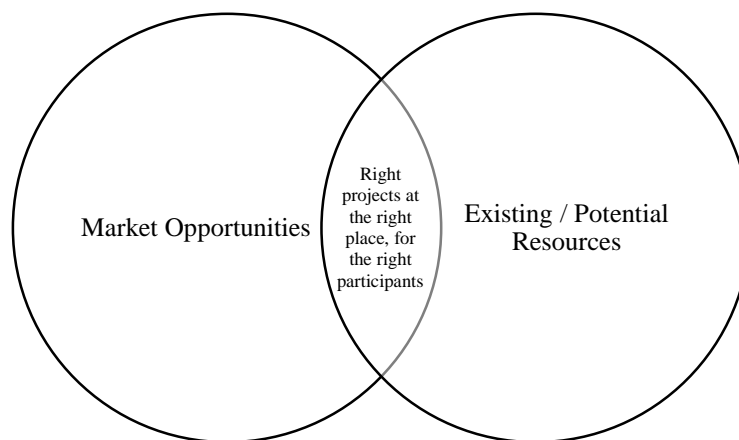


Figure 2. Interrelatedness of Area, Participant, and Project Identification

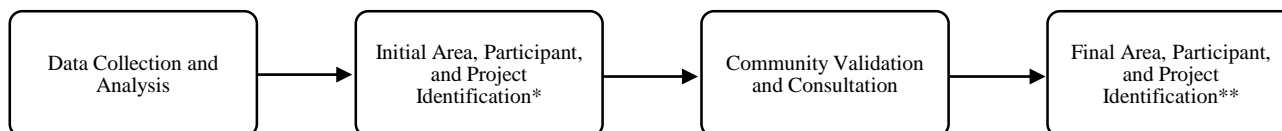


Figure 3. General Process for Area, Participant, and Project Identification

\* This would only pertain to the identification of priority barangays, the general profile of target participants (e.g. targeted age range, educational attainment, skills, work experience) that fit the identified priority projects, and tentative project plans

\*\* This would pertain to the finalized project proposals, with specifically identified project areas and participants

#### 1-3.1. Data Collection and Analysis: The Opportunity Identification Matrix

- a. To start the process, the PDO should facilitate the collection of the data on markets (labor, product, and service market opportunities) and resources (human, social, natural, physical, and financial).

Table 2. Summary of suggested data sets and sources for program scoping

	WHAT	WHY	FROM WHO / WHERE
<b>Data on Pantawid Pamilya families / members per barangay</b>	Number of families in each level of well-being	Since the PDOs are encouraged to minimize the number of areas to serve <sup>4</sup> , barangays with more priority families (SWDI level 2 or 3) are preferred. To gauge the potential of barangays in being conducive for economic / income-generating activities, more level 2 and level 3 participants indicate better conduciveness to income-generating activities. <sup>5</sup>	Pantawid Pamilya RPMO C / MLs
	Names and basic profiles (e.g. age, educational attainment, skills, and work experience, including self-employment)	Information on each member's age, educational attainment, skills, and work experience will provide basis for targeting the member who is most capable of getting a job / managing an enterprise and the appropriate additional interventions the program can provide to the target family member.  *including information on existing products as part of their skills / work experience	Pantawid Pamilya RPMO C / MLs

<sup>4</sup> This strategy is advised to a) maximize the PDO's time in the communities and allow the PDO to be more focused on the communities he / she is handling, b) improve relationships with local stakeholders, and c) minimize resources (e.g. time, effort, and funds) spent on traveling.

<sup>5</sup> This specific criterion on barangay selection does not exclude SWDI level 1 (survival) families from participating in the program.

<b>Data on internal market opportunities (for labor, products, and services)</b>	Barangay profiles from KC-NCDDP PSA / BA		KC-NCDDP RPMO ACs, CFs
	List of KC-NCDDP sub-projects for the current year	Employment (as skilled and unskilled labor) and market opportunities (provision of food and non-food items) exist where KC-NCDDP sub-projects are to be implemented.	KC-NCDDP RPMO ACs, CFs
	Supplementary Feeding Program (SFP) details	Market opportunities (through the consolidation of similar food items to be supplied) exist where SFP is being implemented.	Protective Services Unit Procurement Unit SWAD Team C / MSWDO
	Other employment opportunities	Employment (as clerical / administrative staff) may be available in the different units of the DSWD.	Human Resource Development Unit C / MSWDO
<b>Data on external market opportunities (for labor, products, and services)</b>	Labor market opportunities	The availability of job opportunities within the barangay or in easily accessible barangays should form part of the consideration for area, participant, and project identification.	PESO Local DOLE office PHIL-JobNet ( <a href="http://www.phil-jobnet.dole.gov.ph/">http://www.phil-jobnet.dole.gov.ph/</a> ) Local business registry
	Product / service market opportunities	The availability of market opportunities within the barangay or in easily accessible barangays should form part of the consideration for area, participant, and project identification.	Local business registry Local DTI office
	Rural / urban classification per barangay	The rural / urban classification of the barangay gives additional information on the level of economic activity present in the area.	NSCB website ( <a href="http://www.nscb.gov.ph/activstats/psgc/default.asp">http://www.nscb.gov.ph/activstats/psgc/default.asp</a> )
<b>Data on pertinent resources</b>	List of BUB areas and planned projects	To be able to pool together existing resources (financial and non-financial) for the implementation of similar projects, targeting areas where the BUB is being implemented can help improve the quality of interventions provided by the program.	SLP RPMO
	List of PAMANA areas and planned projects	To be able to pool together existing resources (financial and non-financial) for the implementation of similar projects, targeting areas where the PAMANA is being implemented can help improve the quality of interventions provided by the program.	SLP RPMO
	Municipal profile and local economic development plan, annual investment plan, other national and local government programs and services	To strengthen the collaboration with the local government and possibly streamline the interventions, it is advantageous to align the program interventions with what and where the local government economic development programs are.	LGU and other local government agencies Regional Directors' Consultation Workshop (RDCW) commitments
	Prominent local CSOs, NGOs, POs, etc.	The presence of possible local partners should form part of the consideration for barangay selection / prioritization.	LGU and other members of the Community Core Group
	Land use and crop information	The availability of natural resources that can be utilized for income-generating purposes should form part of the consideration for area, participant, and project identification.	C / MAO, C / MENRO and / or local DA / DENR office
	Visual map of city / municipality and its barangays with the corresponding road networks and major institutions, establishments, and infrastructure	The geographical location, accessibility, and presence of major institutions, establishments, and infrastructure provide insight on the level of economic activity that the participants can enter into.  These are also important physical and social capital that should be taken into consideration during area, participant, and project identification.	LGU Websites such as Google Maps ( <a href="http://www.maps.google.com">www.maps.google.com</a> ), Yahoo! Maps ( <a href="http://www.maps.yahoo.com">www.maps.yahoo.com</a> )

#### **Expected Output**

1. Data on Pantawid Pamilya family and member profiles
2. Data on KC-NCDDP barangay profiles from PSA / BA
3. List of KC-NCDDP planned sub-projects or proposals for sub-projects
4. Comprehensive data sets acquired from both internal and external sources (*see Table 2. Summary of suggested data sets for program scoping*)

- b. These would then be organized in such a way that the opportunities identified are matched with the corresponding available resources that would be combined to meet the demand. Particular emphasis should be given to the human and social capital since a) the program's focus should be on the participants and how

they can be assisted, given their existing situation, and b) social capital (particularly the partners) provides opportunities to be able to gain access to additional resources (such as natural, physical, and financial capital) through collaborative projects.

- c. As much as possible, the PDO should work with the City / Municipal Link and Area Coordinator for the data collection and the drafting of the **Opportunity Identification Matrix**.

*Table 3. Opportunity Identification Matrix (with recommended content)<sup>6</sup>*

		LABOR	PRODUCT	SERVICE
MARKET	Opportunities	<p><i>Labor market opportunities from:</i></p> <ul style="list-style-type: none"> <li>- PESO, Local DOLE office, Phil-JobNet</li> <li>- Local business registry</li> <li>- LGU</li> </ul> <p><i>Internal DSWD labor market opportunities:</i></p> <ul style="list-style-type: none"> <li>- Construction workers for KC-NCDDP sub-projects</li> <li>- Other skilled and unskilled labor requirements for KC-NCDDP sub-projects</li> <li>- Other administrative / clerical staff positions in the Field Office, Provincial Office, C / MSWDO, etc.</li> </ul>	<p><i>Product market opportunities from:</i></p> <ul style="list-style-type: none"> <li>- Local DTI office</li> <li>- Local DOLE office</li> <li>- Local business registry</li> <li>- LGU</li> </ul> <p><i>Internal DSWD product market opportunities:</i></p> <ul style="list-style-type: none"> <li>- Provision of supplies / materials (e.g. hollow blocks, wood, other construction materials) for KC-NCDDP sub-projects</li> <li>- Provision of food items for the Supplementary Feeding Program (SFP)</li> <li>- Provision of other food and non-food products needed in the Field Office, Provincial Office, C / MSWDO, etc.</li> </ul>	<p><i>Service market opportunities from:</i></p> <ul style="list-style-type: none"> <li>- Local DTI office</li> <li>- Local DOLE office</li> <li>- Local business registry</li> <li>- LGU</li> </ul> <p><i>Internal DSWD service market opportunities:</i></p> <ul style="list-style-type: none"> <li>- Food catering for KC-NCDDP sub-projects</li> <li>- Food catering for DSWD activities (e.g. training, conferences, assemblies)</li> <li>- Other service needs in the Field Office, Provincial Office, C / MSWDO, etc.</li> </ul>
	Human Capital	<p><i>Basic profiles of Pantawid Pamilya families:</i></p> <ul style="list-style-type: none"> <li>- Age</li> <li>- Educational attainment</li> <li>- Skills</li> <li>- Work experience (wage or self-employment)</li> <li>- Products (including food and non-food, raw, semi-processed, and finished goods)</li> <li>- Services (e.g. maintenance, construction, carpentry, repair, food service, laundry, housekeeping, cosmetology, sewing)</li> </ul>	<p><i>Basic profiles of Pantawid Pamilya families:</i></p> <ul style="list-style-type: none"> <li>- Age</li> <li>- Educational attainment</li> <li>- Skills</li> <li>- Work experience (wage or self-employment)</li> <li>- Products (including food and non-food, raw, semi-processed, and finished goods)</li> <li>- Services (e.g. maintenance, construction, carpentry, repair, food service, laundry, housekeeping, cosmetology, sewing)</li> </ul>	<p><i>Basic profiles of Pantawid Pamilya families:</i></p> <ul style="list-style-type: none"> <li>- Age</li> <li>- Educational attainment</li> <li>- Skills</li> <li>- Work experience (wage or self-employment)</li> <li>- Products (including food and non-food, raw, semi-processed, and finished goods)</li> <li>- Services (e.g. maintenance, construction, carpentry, repair, food service, laundry, housekeeping, cosmetology, sewing)</li> </ul>
RESOURCES	Social Capital	<p><i>Public and private partners who can provide:</i></p> <ul style="list-style-type: none"> <li>- Employment opportunities</li> <li>- Employment opportunities through on-the-job-training (OJT) or dual training system (DTS) arrangements</li> <li>- Skills training for acquisition / enhancement of employable skills</li> <li>- Linkage to employment opportunities</li> <li>- Facilitation of acquisition or preparation of documents required for job application (e.g. certification of skills, resumé or bio-data sheet, application letter, Tax Identification Number (TIN), SSS membership, PhilHealth membership, NBI or police clearance, copy of birth certificate, medical certificate)</li> </ul>	<p><i>Public and private partners who can provide:</i></p> <ul style="list-style-type: none"> <li>- Market opportunities (partners as buyers)</li> <li>- Skills training for acquisition / enhancement of skills</li> <li>- Facilitation or linkage to market opportunities</li> <li>- Facilitation of acquisition or preparation of documents to support the enterprise (e.g. business plan, business registration, Tax Identification Number (TIN) for the business, FDA clearance, marketing materials)</li> </ul>	<p><i>Public and private partners who can provide:</i></p> <ul style="list-style-type: none"> <li>- Market opportunities (partners as buyers)</li> <li>- Skills training for acquisition / enhancement of skills</li> <li>- Facilitation or linkage to market opportunities</li> <li>- Facilitation of acquisition or preparation of documents to support the enterprise (e.g. business plan, business registration, Tax Identification Number (TIN) for the business, FDA clearance, marketing materials)</li> </ul>
	Natural Capital	(not applicable)	<ul style="list-style-type: none"> <li>- Land (size, uses)</li> <li>- Crops</li> <li>- Other natural resources</li> </ul>	<ul style="list-style-type: none"> <li>- Land (size, uses)</li> <li>- Crops</li> <li>- Other natural resources</li> </ul>
	Physical Capital	<ul style="list-style-type: none"> <li>- Supplies, materials</li> <li>- Equipment, facilities</li> <li>- Road networks, transportation systems</li> <li>- Communication infrastructure (broadcasting and telecommunication services)</li> </ul>	<ul style="list-style-type: none"> <li>- Supplies, materials</li> <li>- Equipment, facilities</li> <li>- Road networks, transportation systems</li> <li>- Communication infrastructure (broadcasting and telecommunication services)</li> </ul>	<ul style="list-style-type: none"> <li>- Supplies, materials</li> <li>- Equipment, facilities</li> <li>- Road networks, transportation systems</li> <li>- Communication infrastructure (broadcasting and telecommunication services)</li> </ul>
Financial Capital	<ul style="list-style-type: none"> <li>- External sources of funds (e.g. LGU / partner counterparts)</li> <li>- Internal sources of funds (e.g. SLP funds for ST, PEA, CBLA, and BUB)</li> </ul>	<ul style="list-style-type: none"> <li>- External sources of funds (e.g. LGU / partner counterparts)</li> <li>- Internal sources of funds (e.g. SLP funds for ST, CBLA, SCF, PAMANA, and BUB)</li> </ul>	<ul style="list-style-type: none"> <li>- External sources of funds (e.g. LGU / partner counterparts)</li> <li>- Internal sources of funds (e.g. SLP funds for ST, CBLA, SCF, PAMANA, and BUB)</li> </ul>	

- d. In accomplishing the tool, **only pertinent information should be included, i.e. data on resources that do not specifically contribute to addressing the market opportunity need not be included, and data on market opportunities that do not specifically match the existing resources need not be included, as well.** For example, having fifty (50) skilled weavers will not contribute to the opportunity for employment as security guards, so this piece of information should not be included in the tool or should be moved to another existing

<sup>6</sup> An annex on the Opportunity Identification and Barangay Ranking Matrices is attached to this manual.

opportunity where it is more appropriate or relevant (e.g. employment opportunity for craft-making, market for woven products).

Below are sample outputs for Opportunity Identification. All three market types (labor, product, and service) should be considered.

**Table 4. Sample Opportunity Identification Matrix for labor market opportunities<sup>7</sup>**

		LABOR		
MARKET	Opportunities	<ul style="list-style-type: none"> <li>Hotel, resort, and restaurant staff as:               <ul style="list-style-type: none"> <li>- cook, dishwashers, waiters / waitresses</li> <li>- maintenance staff, housekeeping staff</li> <li>- security guards</li> <li>- tour guides</li> <li>- drivers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Construction workers for:               <ul style="list-style-type: none"> <li>- farm-to-market roads construction (through CBLA)</li> <li>- KC-NCDDP sub-project on day care center establishment</li> <li>- DPWH contractors</li> <li>- DepEd contractors (for school buildings, chairs, tables, shelves, etc.)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Staff for mall food stalls and kiosks:               <ul style="list-style-type: none"> <li>- food service staff</li> <li>- delivery staff</li> <li>- cook</li> </ul> </li> </ul>
	Human Capital	<ul style="list-style-type: none"> <li>- 541 pax (18-30 yrs., HS graduates)</li> <li>- 892 pax (with some HS education)</li> <li>- 126 pax (expected HS graduates by the end of the year)</li> <li>- 247 pax (OSYs)</li> <li>- 329 pax (with experience in food preparation, vending)</li> <li>- 274 pax (with experience in housekeeping / laundering)</li> </ul>	<ul style="list-style-type: none"> <li>- 541 pax (18-30 yrs., HS graduates)</li> <li>- 892 pax (with some HS education)</li> <li>- 126 pax (expected HS graduates by the end of the year)</li> <li>- 247 pax (OSYs)</li> <li>- 296 pax (with experience in basic construction, carpentry, masonry)</li> </ul>	<ul style="list-style-type: none"> <li>- 541 pax (18-30 yrs., HS graduates)</li> <li>- 892 pax (with some HS education)</li> <li>- 126 pax (expected HS graduates by the end of the year)</li> <li>- 247 pax (OSYs)</li> <li>- 329 pax (with experience in food preparation, vending)</li> </ul>
RESOURCES	Social Capital	<p><i>Skills Training:</i></p> <ul style="list-style-type: none"> <li>- TESDA / DOT (or other training service provider) as training provider and accreditation / licensing for food and beverage service, driving, tour guiding, maintenance, housekeeping</li> <li>- Potential employers to co-implement dual training system</li> </ul> <p><i>Pre-employment documents:</i></p> <ul style="list-style-type: none"> <li>- SSS, NBI, PhilHealth, NSO, BIR, DFA, and DOLE for preparation and acquisition of documents for application, laboratory agency for medical certificates</li> </ul> <p><i>Job application:</i></p> <ul style="list-style-type: none"> <li>- PESO for access to PHIL-JobNet, conduct of job fair, and direct referral</li> <li>- DOT for referral to accredited institutions</li> </ul> <p><i>Job opportunities:</i></p> <ul style="list-style-type: none"> <li>- Major hotels and resorts (Belle Vista, New Star, Sun Gardens) for training, employment</li> <li>- Major restaurants (commercial franchises, Panda Grill) for training, employment</li> <li>- Major Security Agency (Lanting Security Agency)</li> </ul>	<p><i>Skills Training:</i></p> <ul style="list-style-type: none"> <li>- TESDA or private partner (MegaCorp, Inc.) for construction-related work</li> </ul> <p><i>Pre-employment documents:</i></p> <ul style="list-style-type: none"> <li>- SSS, NBI, PhilHealth, NSO, BIR, DFA, and DOLE for preparation and acquisition of documents for application, laboratory agency for medical certificates</li> </ul> <p><i>Job application:</i></p> <ul style="list-style-type: none"> <li>- PESO for access to PHIL-JobNet, conduct of job fair, and direct referral</li> <li>- DPWH and DepEd for referral to contractors</li> </ul> <p><i>Job opportunities:</i></p> <ul style="list-style-type: none"> <li>- KC-NCDDP for sub-project on day care center establishment</li> <li>- DPWH linkage to contractors</li> <li>- DepEd linkage to contractors (for school buildings, chairs, tables, shelves, etc.)</li> </ul>	<p><i>Skills Training:</i></p> <ul style="list-style-type: none"> <li>- TESDA (or other training service provider) as training provider and accreditation / licensing for food and beverage service</li> <li>- Potential employers (Happy Chicken, Mig's Ihawan, Banana Plate, etc.) to co-implement dual training system</li> </ul> <p><i>Pre-employment documents:</i></p> <ul style="list-style-type: none"> <li>- SSS, NBI, PhilHealth, NSO, BIR, DFA, and DOLE for preparation and acquisition of documents for application, laboratory agency for medical certificates</li> </ul> <p><i>Job application:</i></p> <ul style="list-style-type: none"> <li>- PESO for access to PHIL-JobNet, conduct of job fair, and direct referral</li> </ul> <p><i>Job opportunities:</i></p> <ul style="list-style-type: none"> <li>- Food stalls and kiosks such as Happy Chicken, Mig's Ihawan, Banana Plate</li> </ul>
	Natural Capital	(not applicable)	- CBLA: farm-to-market roads	(not applicable)
	Physical Capital	(none)	- some pax already have small tools / equipment	(none)
	Financial Capital	<ul style="list-style-type: none"> <li>- SLP funds: ST, PEAFF</li> <li>- LGU, DOT, DOLE / PESO counterpart</li> </ul>	<ul style="list-style-type: none"> <li>- SLP funds: ST, PEAFF, CBLA</li> <li>- LGU, DOT, DOLE / PESO counterpart</li> <li>- KC-NCDDP funds</li> </ul>	<ul style="list-style-type: none"> <li>- SLP funds: ST, PEAFF</li> <li>- LGU, DOT, DOLE / PESO counterpart</li> </ul>

<sup>7</sup> Although the sample tool only lists three (3) opportunities, the actual accomplishment of the tool should include all identified opportunities based on available data (there is no minimum / maximum number of opportunities).

Table 5. Sample Opportunity Identification Matrix for product market opportunities<sup>8</sup>

		PRODUCT		
MARKET	Opportunities	<p>For hotels, resorts, and restaurants:</p> <ul style="list-style-type: none"> <li>- souvenir items: food and non-food</li> <li>- corporate giveaways</li> <li>- employee uniforms</li> <li>- soap, shampoo, detergent, other liquid cleansers</li> </ul>	<p>DSWD product market opportunities:</p> <ul style="list-style-type: none"> <li>- meals for meetings and packed lunch for employees</li> <li>- training kits for trainings</li> <li>- materials for KC-NCDDP sub-projects: hollow blocks, tables and chairs made of wood, rattan, resin</li> <li>- high-value crops for the Supplementary Feeding Program (SFP)</li> <li>- hollow blocks for core shelters</li> <li>- blankets and mats for post-disaster kits</li> <li>- noodles and other food items for post-disaster family food packs</li> </ul>	<p>Food vending for transport terminals and nearby offices:</p> <ul style="list-style-type: none"> <li>- meals / snacks for drivers and conductors</li> <li>- meals / snacks for passengers</li> <li>- meals / snacks for employees</li> <li>- meals / snacks for clients of offices</li> </ul>
	Human Capital	<ul style="list-style-type: none"> <li>- 541 pax (18-30 yrs., HS graduates)</li> <li>- 892 pax (with some HS education)</li> <li>- 126 pax (expected HS graduates by the end of the year)</li> <li>- 247 pax (OSYs)</li> <li>- 329 pax (with experience in food preparation, vending)</li> <li>- 3 SKAs or 90 pax (selling home-cooked viands and snacks)</li> <li>- 20 pax (with previous training on making bath soaps)</li> <li>- 60 pax (TESDA-trained individuals in dressmaking)</li> </ul>	<ul style="list-style-type: none"> <li>- 541 pax (18-30 yrs., HS graduates)</li> <li>- 892 pax (with some HS education)</li> <li>- 126 pax (expected HS graduates by the end of the year)</li> <li>- 247 pax (OSYs)</li> <li>- 1 SKA with an existing hollow block production business</li> <li>- 312 pax (with participants engaged in root crop farming (i.e. ube, ginger))</li> <li>- 2 SKAs or 55 pax (in malunggay noodle production and consolidation)</li> <li>- 2 SKAs or 60 pax (organized into ube production and consolidation)</li> </ul>	<ul style="list-style-type: none"> <li>- 541 pax (18-30 yrs., HS graduates)</li> <li>- 892 pax (with some HS education)</li> <li>- 126 pax (expected HS graduates by the end of the year)</li> <li>- 247 pax (OSYs)</li> <li>- 329 pax (with experience in food preparation, vending)</li> <li>- 3 SKAs or 90 pax (selling home-cooked viands and snacks)</li> <li>- 1 SKA or 30 pax (engaged in hog and swine raising)</li> <li>- 1 SKA or 25 pax (engaged in vegetable production)</li> <li>- 312 pax (with participants engaged in root crop farming (i.e. ube, ginger))</li> <li>- 2 SKAs or 55 pax (in malunggay noodle production and consolidation)</li> </ul>
RESOURCES	Social Capital	<p><i>Skills Training:</i></p> <ul style="list-style-type: none"> <li>- TESDA / DOT (or other training service provider) as training provider and accreditation / licensing</li> </ul> <p><i>Market opportunities:</i></p> <ul style="list-style-type: none"> <li>- Major hotels and resorts (Belle Vista, New Star, Sun Gardens) for training, employment</li> <li>- Major restaurants (commercial franchises, Panda Grill) for training, employment</li> <li>- Major Security Agency (Lanting Security Agency)</li> </ul>	<p><i>Skills Training:</i></p> <ul style="list-style-type: none"> <li>- TESDA / DTI / DA / FDA (or other training service provider) as training provider and accreditation / licensing</li> </ul> <p><i>Other Capital Acquisition:</i></p> <ul style="list-style-type: none"> <li>- DOST for equipment needs</li> </ul> <p><i>Market opportunities:</i></p> <ul style="list-style-type: none"> <li>- DSWD programs and services (Pantawid Pamilya, SLP, KC-NCDDP, SFP, disaster response and rehabilitation)</li> </ul>	<p><i>Skills Training:</i></p> <ul style="list-style-type: none"> <li>- TESDA / DTI / DA / FDA (or other training service provider) as training provider and accreditation / licensing</li> </ul> <p><i>Market opportunities:</i></p> <ul style="list-style-type: none"> <li>- Provincial bus lines (Jack Transport, Inc., Sta. Marina Lines) and terminals (in coordination with LTRFB, LGU)</li> </ul>
	Natural Capital	<ul style="list-style-type: none"> <li>- abundant supply of water lilies</li> <li>- abundant supply of driftwood for souvenir production</li> <li>- 10 hectares of land for ube production</li> </ul>	<ul style="list-style-type: none"> <li>- 10 hectares of land for ube production</li> <li>- 15 hectares of land for rice production</li> <li>- backyard farming (fruits, vegetables, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- 15 hectares of land for rice production</li> <li>- backyard farming (fruits, vegetables, etc.)</li> </ul>
	Physical Capital	<ul style="list-style-type: none"> <li>- Soap cutters provided by partner CSO</li> <li>- T-shirt printing machine donated by LGU</li> </ul>	<ul style="list-style-type: none"> <li>- SKA-owned tractor for plowing land donated by LGU</li> </ul>	<p><i>(data for validation since existing physical capital are individually owned)</i></p>
	Financial Capital	<ul style="list-style-type: none"> <li>- Php 120,000 from congresswoman's office as start-up capital for souvenir item business</li> <li>- SLP funds: ST, CBLA, SCF</li> <li>- LGU, DOT, DOLE / PESO counterpart</li> </ul>	<ul style="list-style-type: none"> <li>- P3,800,000 released for CBLA</li> <li>- LGU donation of P300,000 for high-value crop plantation</li> <li>- SLP funds: ST, CBLA, SCF</li> <li>- LGU, DOT, DOLE / PESO counterpart</li> </ul>	<ul style="list-style-type: none"> <li>- LGU with a planned Php 750,000-worth of renovation of the public transport terminals (including stalls / kiosks for food vending)</li> <li>- SLP funds: ST, CBLA, SCF</li> <li>- LGU, DOT, DOLE / PESO counterpart</li> <li>- LGU have a Resolution that SLP enterprises will be given a certain percentage of tax exemption for first year of operations</li> </ul>

<sup>8</sup> Although the sample tool only lists three (3) opportunities, the actual accomplishment of the tool should include all identified opportunities based on available data (there is no minimum / maximum number of opportunities).

Table 6. Sample Opportunity Identification Matrix for service market opportunities<sup>9</sup>

		SERVICE		
MARKET	Opportunities	Travel and tourism: - tour guiding - transportation service	Food service provision (catering): - full and light meals, and snacks	Computer-related services: - computer rental - data encoding, layout / design - printing and photocopying - scanning
	Human Capital	- 541 pax (18-30 yrs., HS graduates) - 892 pax (with some HS education) - 126 pax (expected HS graduates by the end of the year) - 247 pax (OSYs) - 34 pax (with experience in operating small boats, have traveled to different nearby islands) - 58 pax (with experience in operating small land motor vehicles)	- 541 pax (18-30 yrs., HS graduates) - 892 pax (with some HS education) - 126 pax (expected HS graduates by the end of the year) - 247 pax (OSYs) - 329 pax (with experience in food preparation, vending) - 3 SKAs or 90 pax (selling home-cooked viands and snacks) - 312 pax (with participants engaged in root crop farming (i.e. ube, ginger)) - 1 SKA or 30 pax (engaged in hog and swine raising) - 1 SKA or 25 pax (engaged in vegetable production) - 2 SKAs or 55 pax (in malunggay noodle production and consolidation) - 2 SKAs or 60 pax (organized into ube production and consolidation)	- 541 pax (18-30 yrs., HS graduates) - 892 pax (with some HS education) - 126 pax (expected HS graduates by the end of the year) - 247 pax (OSYs)
RESOURCES	Social Capital	<i>Skills Training:</i> - TESDA / DOT / DOTC or LTO (or other training service provider) as training provider or for accreditation / licensing <i>Market opportunities:</i> - LGU and other NGA partners for service contracting - Private sector partners such as major hotels and resorts (Belle Vista, New Star, Sun Gardens) for service contracting	<i>Skills Training:</i> - TESDA / DTI / DA / FDA (or other training service provider) as training provider or for accreditation / licensing <i>Other Capital Acquisition:</i> - DOST for equipment needs <i>Market opportunities:</i> - DSWD programs and services (Pantawid Pamilya, SLP, KC-NCDDP, SFP, disaster response and rehabilitation) for service contracting - LGU and other NGA partners for service contracting - Private sector partners for service contracting	<i>Skills Training:</i> - TESDA / DTI / DOLE (or other training service provider) as training provider or for accreditation / licensing <i>Market opportunities:</i> - Provincial bus lines (Jack Transport, Inc., Sta. Marina Lines) and terminals (in coordination with LTRFB, LGU)
	Natural Capital	- (not applicable)	- 10 hectares of land for ube production - 15 hectares of land for rice production - backyard farming (fruits, vegetables, etc.)	- (not applicable)
	Physical Capital	- 34 pax with own boats - 58 pax with own motorcycles (habal-habal) or tricycles - major road network established	- SKA-owned tractor for plowing land donated by LGU	- (none)
	Financial Capital	- SLP funds: ST, CBLA, SCF - LGU, DOT, DOLE / PESO counterpart	- SLP funds: ST, CBLA, SCF - LGU, DOT, DOLE / PESO counterpart	- SLP funds: ST, CBLA, SCF - LGU, DOT, DOLE / PESO counterpart

**Expected Output**

1. Draft Opportunity Identification Matrices (for labor, product, and service markets)
2. Tentative list of priority projects based on draft Opportunity Identification Matrices
3. General profiles of target participants per priority project
4. Tentative count of Pantawid Pamilya family members who fit the general profiles (per barangay, if possible)

<sup>9</sup> Although the sample tool only lists three (3) opportunities, the actual accomplishment of the tool should include all identified opportunities based on available data (there is no minimum / maximum number of opportunities).

**1-3.2. Initial Area, Participant, and Project Identification: C / MIAC Consultation and the Barangay Ranking Matrix**

- a. The draft Opportunity Identification Matrices would then be presented to the members of the City / Municipal Inter-Agency Committee (C / MIAC), as an initial proposal for enhancement. The input of the C / MIAC and other stakeholders should validate the details already in the draft and possibly add more to the existing opportunities identified. It is expected that more complete Opportunity Identification Matrices will result from the C / MIAC consultation.
- b. From the completed Opportunity Identification Matrices, the PDO should then facilitate the identification of priority opportunities. It will be the decision of the C / MAT and the C / MIAC how many and which opportunities (if it is not feasible or advisable to pursue all) will be prioritized for immediate implementation.

Priority opportunities should be identified based on how these can effectively and efficiently improve the level of economic sufficiency<sup>10</sup> of the participants.

<b>Expected Output</b>	
1.	Final Opportunity Identification Matrices
2.	Final list of priority projects based on final Opportunity Identification Matrices
3.	Updated general profiles of participants per priority project
4.	Tentative count of Pantawid Pamilya family members who fit the general profiles (per barangay, if possible)

- c. The next step for the C / MAT and the C / MIAC would be to identify the actual barangays and participants to be targeted for the priority opportunities. The **Barangay Ranking Matrix** can be used for this purpose.

*Table 7. Barangay Ranking Matrix<sup>112</sup>*

		Barangays			
		A	B	C	D
<b>General Information</b>	<i>Number of Pantawid Pamilya families</i>				
	<i>Number of self-sufficient families</i>				
	<i>Number of subsistence families</i>				
<b>Priority Opportunities for the City / Municipality</b>					
<b>Project Concept 1</b>	<i>Interventions and modalities to be implemented</i>	A1	B1	C1	D1
<b>Project Concept 2</b>	<i>Interventions and modalities to be implemented</i>	A2	B2	C2	D2
<b>Project Concept 3</b>	<i>Interventions and modalities to be implemented</i>	A3	B3	C3	D3
<b>Project Concept 4</b>	<i>Interventions and modalities to be implemented</i>	A4	B4	C4	D4
<i>Total indicative number of participants for priority projects</i>					
<i>Total indicative number of participants for other projects</i>					
<i>Rank</i>					

*Note: A1 corresponds to the indicative number of participants from Barangay A who can participate in the implementation of Project Concept 1, and B1 corresponds to the indicative number of participants from Barangay B who can participate in the implementation of Project Concept 1*

- d. As pre-work, the C / MAT should make available the list of all barangays in the city / municipality, and the number of Pantawid Pamilya families in each level of well-being<sup>13</sup>.

<sup>10</sup> Measured based on the SWDI

<sup>11</sup> Although the sample tool only lists four (4) barangays and four (4) project concepts, the actual accomplishment of the tool should include all barangays and all identified priority opportunities (there is no minimum / maximum number of priority opportunities).

<sup>12</sup> An annex on the Opportunity Identification and Barangay Ranking Matrices contains sample accomplished tools.

<sup>13</sup> Based on the latest available results of the SWDI administration



- e. The priority opportunities from the Opportunity Identification Matrix should be restated as project concepts (*column 1 of the matrix*), and for each priority project concept, the necessary interventions and modalities should be identified (*column 2*).<sup>14</sup> Some **opportunities have been integrated and merged to allow more participants to be involved, pool and maximize resources, and expand the market.**

The matrix is a tool that can be enhanced by the RPMO, or even the field PDO. Additional rows / remarks for each barangay can be added to establish a more complete basis for barangay prioritization (e.g. geographical considerations, road network access and public transportation, local government support). As a minimum standard, the matrix explained in this manual only considers 1) the number of Pantawid Pamilya families and the general level of well-being of the families, and 2) the matching of the participants with the priority projects.

- f. The indicative number of participants from each barangay who can participate in each project concept should be identified. ***Important note: the target number of participants should be based on the actual data on the profiles of the Pantawid Pamilya families, particularly on age, educational attainment, skills, and work experience. The C / MAT should ensure that the participant profiles match the requirements or preferred qualifications of the opportunities.***
- g. Once the matrix has been completed, the C / MAT and C / MIAC would then rank the barangays, based on the total number of Pantawid Pamilya family members who fit the profiles of the target participants of all priority opportunities. The highest ranked barangay(s) would be the target area for implementation, and the Pantawid Pamilya families there would be the target participants.<sup>1516</sup>

Once a barangay is identified as a project area, **ALL** Pantawid Pamilya families shall be targeted for the program. For each family, all working age members shall be assessed based on their profiles to determine if they would be targeted to participate either in one of the priority projects or in the other projects yet to be identified. For those families who do not have members who match the participant profiles for the priority projects, a separate project identification process (*see Figure 4. Intervention Identification Decision Tree*) shall be undertaken for these participants.<sup>17</sup>

At least one member per family should be covered by the program.<sup>18</sup>

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<sup>14</sup> The specific interventions and modalities to be identified should be results-based, in that each should contribute to the improvement of the level of economic sufficiency of the participants, based on the SWDI.

<sup>15</sup> It is advised to limit the number of barangays as much as possible, to ensure that the PDO and other co-implementers could focus and give more attention to the livelihood needs of the target barangays. The other barangays that were not chosen can be covered in the next phases of program implementation.

<sup>16</sup> The C / MIAC should also consider other important factors that have not been captured in the tools that were used. External factors such as local government support, presence of potential partners, and the peace and order situation should be taken into account when targeting barangays.

<sup>17</sup> The SWDI indicators for economic sufficiency should be considered in identifying the interventions for the participants, in that each intervention should contribute to the improvement of the level of economic sufficiency of the participants.

<sup>18</sup> Since the SWDI assesses a family as a single unit, providing interventions (whether similar or varying) to different members of the family increases the likelihood for that family's improvement in its level of economic sufficiency.

Table 8. Sample Barangay Ranking Matrix<sup>1920</sup>

		Barangays			
		A	B	C	D
<b>General Information</b>	Number of Pantawid Pamilya families	768	587	642	686
	Number of self-sufficient families	12	4	13	19
	Number of subsistence families	168	55	106	299
<b>Priority Opportunities for the City / Municipality</b>					
<b>Project Concept 1:</b> <i>Employment for skilled participants in hotels / restaurants</i>	- ST: food and beverage service, driving, tour guiding, maintenance, housekeeping through TESDA, DOT, or other training service provider - PEAFF: documents preparation and acquisition through agency-to-agency coordination - PHIL-JobNet, job fair, and direct referral through PESO	214	124	187	154
<b>Project Concept 2:</b> <i>Employment for skilled participants in construction-related opportunities</i>	- ST: construction-related work through TESDA and private partner - CBLA: farm-to-market roads - Employment in KC-NCDDP sub-project on day care center establishment - Employment through DPWH linkage to contractors - Employment through DepEd linkage to contractors (for school buildings, chairs, tables, shelves, etc.)	163	85	91	117
<b>Project Concept 3:</b> <i>Group enterprise formation for food service provision</i>	- ST: commercial cooking, food and beverage service, basic accounting and business management - CBLA: enterprise operations facility - SCF: financial capital acquisition and materials / supplies acquisition - Linkage to SFP through CCM - Linkage to KC-NCDDP sub-projects - Linkage to LGU and public school canteen and day care center - Business registration and licensing	69	74	82	76
<b>Project Concept 4:</b> <i>Group enterprise formation for transportation service</i>	- ST: basic accounting and business management - SCF: financial capital acquisition and automobile acquisition - Linkage to DOLE, DOE, and DOT for financial capital assistance and accreditation - Business registration and licensing, and drivers' licensing - Linkage to LGU, hotels and resorts, groceries, and sari-sari stores as official provider of transportation / delivery service	39	29	26	32
<i>Total indicative number of participants for priority projects</i>		<b>485</b>	<b>312</b>	<b>386</b>	<b>379</b>
<i>Total indicative number of participants for other projects</i>		<b>283</b>	<b>275</b>	<b>256</b>	<b>307</b>
<i>Barangay Rank</i>		<b>1</b>	<b>4</b>	<b>2</b>	<b>3</b>

- h. The PDO, with the help of the C / MAT, can start drafting the project proposals for submission.

#### **Expected Output**

1. List of barangays to be covered based on the priority projects
2. Tentative count of Pantawid Pamilya family members who fit the general profiles for the priority projects
3. Draft project proposal(s) for the priority projects<sup>21</sup>

### **1-3.3. Community Validation and Consultation**

- a. The C / MAT should first orient the key stakeholders (e.g. Pantawid Pamilya Parent Leaders, BSPMC leaders, local officials, barangay health workers, representatives from cooperatives) of the barangays on the Sustainable Livelihood Program, the process undertaken with the C / MIAC, and the opportunities identified where their barangay was identified as a priority project area. The orientation should also include the next steps on planning and implementation, and a discussion on how barangay representatives can be involved.

<sup>19</sup> The priority opportunities resulting from the Opportunity Identification Matrix have been incorporated as project concepts. Some opportunities identified have been merged to allow more participants to be involved, pool and maximize resources, and expand the market.

<sup>20</sup> Although the sample tool only lists four (4) barangays and four (4) project concepts, the actual accomplishment of the tool should include all barangays and all identified priority opportunities (there is no minimum / maximum number of priority opportunities).

<sup>21</sup> A proposal may cover one or more project concepts.

The meeting participants shall form the **Community Core Group (CCG)**, who shall serve as co-implementers of SLP<sup>22</sup>. This assembly is advised to be conducted at the municipal-level, convening the members who shall represent the CCG to their respective barangays (the C / MAT members will still cover all the barangays in the city / municipality). The draft project proposals can already be enhanced based on the input from the CCG.

***Expected Output***

1. Initial composition of the Community Core Group<sup>23</sup>
- b. Given the results of the Opportunity Identification and Barangay Ranking Matrices, the CCG representatives should identify who exactly from the Pantawid Pamilya family members<sup>24</sup> will fit the target participant profiles for each project concept. They shall convene these participants to provide an orientation on the Sustainable Livelihood Program, and the identified project.<sup>25</sup> Before the end of the meeting, the PDO should be able to get the confirmation of the participants as to their willingness to undergo the activities that come with the interventions. The draft project proposals shall be updated based on the meeting results.

***Expected Output***

1. Validated list of participants per priority project
2. Enhanced draft project proposal(s) for the priority projects
- c. For the participants who will not be covered under the priority projects (those who have declined their participation or those whose profiles do not match any of those targeted in the priority projects), the C / MAT shall find the most appropriate set of interventions for each of the participants, using the **Intervention Identification Decision Tree**<sup>26</sup> (see *Figure 4. Intervention Identification Decision Tree*).

The results from using the decision tree shall form the basis for the set of interventions that will be provided to the participants. The PDO shall convene the rest of the CCG members to identify the appropriate projects and modalities, grouping together the participants who will be covered under the same (set of) interventions. The details will be used to prepare the project proposals<sup>27</sup> for these participants.

***Expected Output***

1. Identified additional projects for participants not covered under the priority projects
2. Draft project proposals for additional projects

**1-3.4. Final Area, Participant, and Project Identification: Municipal Project Development and Assessment**

- a. Once the actual participants for the priority projects are identified, the project proposals should be finalized for submission. The proposals for the other projects (those identified using the decision tree) should also be finalized.
- b. The PDO should ensure that all proposals (both for the priority projects and the other projects) are concurred by the participants and the other members of the CCG and the C / MIAC. The PDO may opt for individual consultations or a single activity where he / she will present the project proposals. Additional enhancements on the proposals based on the review shall be communicated to the participants and the rest of the CCG and the C / MIAC.
- c. Once the proposals are concurred by the city / municipal stakeholders, the PDO must prepare for submission and approval from the PC and the RPMO. To expedite the approval and the processing of documents, the PDO is expected to prepare the following documents:
  - Copies of the individual project proposals (drafts)

<sup>22</sup> The C / MAT are also members of the CCG.

<sup>23</sup> The CCG composition may be expanded further to include other local individuals who can contribute in program implementation.

<sup>24</sup> The CCG should ensure the eligibility of the participants they are targeting.

<sup>25</sup> It is advised that separate assemblies be conducted for each project concept, and that each participant will be invited to where he / she is most fit to participate in.

<sup>26</sup> The decision tree does not only cover opportunity identification, but also the next steps in implementation. Given that, the decision tree should also be used as a guide to the other interventions / assistance that the PDO should be able to provide the participants.

<sup>27</sup> The project proposals for non-priority projects may be merged with proposals for related / similar priority projects, if applicable, for faster preparation, review, and processing.

- Copies of the Project Assessment Tool for each proposal (labelled and without ratings) (*see Figure 7. Project Assessment Tool*)
- One Project Proposal Summary Sheet for all proposals (draft) (*see Figure 8. Project Proposal Summary Sheet*)
- Other supporting documents<sup>28</sup> (drafts)

***Expected Output***

1. Project proposals finalized at the city- / municipal-level (i.e. approved by all stakeholders as to content)
2. Blank Project Assessment Tool forms per proposal
3. Draft Project Proposal Summary Sheet
4. Draft supporting documents

Particularly for the activities to be undertaken during the Area, Participant, and Project Identification, the PDO may use the **Community Mobilization Funds**<sup>29</sup>. The funding assistance allows for increased involvement of community leaders and participants for a dynamic planning, implementation, and monitoring of livelihood activities.

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<sup>28</sup> Such as the RIS-PR, supplies inventory, sample pictures of materials and other specific items, rating factors / evaluation criteria, justification / cost-benefit analysis, and other related documents to facilitate the quick processing of the funding request

<sup>29</sup> The document entitled *Guidance Note on the Utilization of Community Mobilization Funds*, signed by the DSWD Secretary, contains the details for the proper utilization of the said fund.

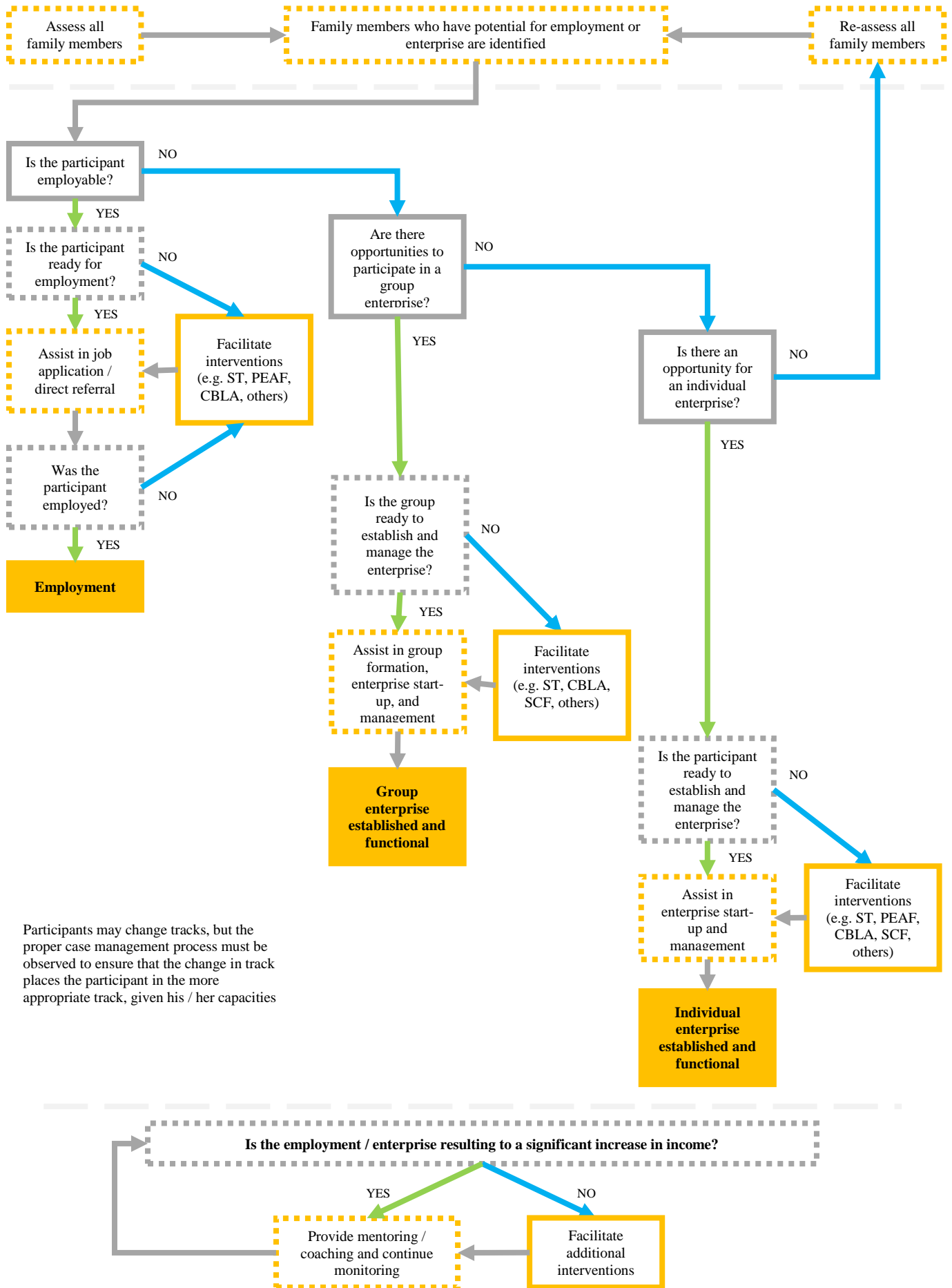


Figure 4. Intervention Identification Decision Tree

#### 4. PROJECT REVIEW AND APPROVAL

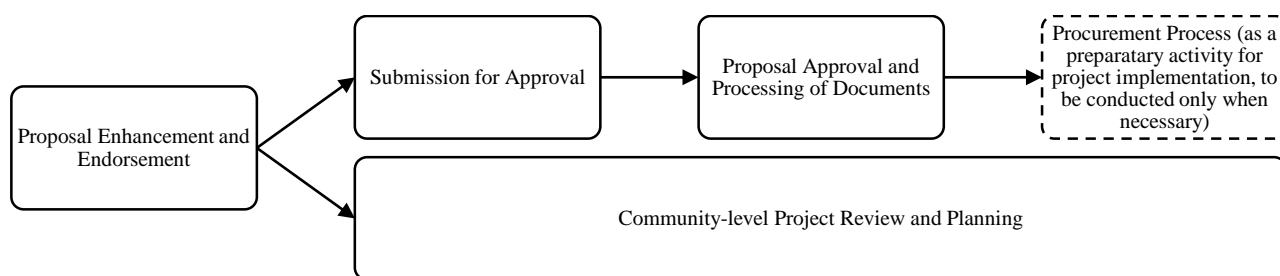


Figure 5. General Process for Project Review and Approval

##### 4.1. Proposal Enhancement and Endorsement: Provincial Project Development and Assessment Workshop

- a. The proposals submitted shall be approved by the PC, before they are endorsed to the Field Office. To lessen the possible delays with regards to proposal approval, a **Provincial Project Development and Assessment Workshop** shall be conducted, wherein all the PDOs will briefly present the content of their project proposals.
- b. The PCs and the other stakeholders present should provide their constructive feedback to enhance the proposals, based on the criteria in the **Project Assessment Tool**<sup>30</sup> (see Figure 7. *Project Assessment Tool*) and their alignment to the third level indicators of economic sufficiency in the SWDI. As much as possible, proposal enhancements should be made during the workshop<sup>31</sup>, so that the revised proposal can be directly endorsed after the activity. In cases wherein there would be major changes that need to be made, the PDO should review and revise the proposal in coordination with the rest of the CCG and the concerned participants, before endorsing this to the PC.
- c. The PDO shall then finalize the project proposals and other supporting documents based on the recommendations received, while the PC will accomplish the assessment tool based on the final version of the project proposals. No proposal with a failing mark shall be endorsed for funding.

The PDO shall revise the **Project Proposal Summary Sheet** to include only those projects which have been approved by the PC (i.e. those which have passing marks) and to update the details (e.g. modalities, number of participants, cost of project, timeline) based on the recommendations made.

- d. The Regional Program Coordinator (RPC) or other FO-based RPMO staff<sup>32</sup> who will be representing the RPC, may be invited during the workshop to also give their input. This would also decrease the time needed to transmit the proposals to the Field Office, since the FO-based RPMO staff can bring them with him / her.

##### *Expected Output*

1. Project proposals finalized at the provincial-level (i.e. approved by the PC as to content)
2. Accomplished Project Assessment Tool, signed by both the PDO and the PC
3. Finalized Project Proposal Summary Sheet, signed by both the PDO and the PC
4. Finalized supporting documents

<sup>30</sup> The Project Assessment Tool should be attached to each final proposal before these are submitted to the Provincial Coordinator.

<sup>31</sup> Since the content of the proposals resulted from agreements and consultations with the communities and the CCG, any valid revision (for the enhancement of the project) should be communicated to the participants and the CCG as soon as possible.

<sup>32</sup> External Relations Officer, Training Officer, CDED Officer, Monitoring and Evaluation Officer for Operations, and Monitoring and Evaluation Officer for Finance

Department of Social Welfare and Development  
Sustainable Livelihood Program

**PROJECT ASSESSMENT TOOL**

**I. GENERAL INFORMATION**

Region : \_\_\_\_\_  
Province : \_\_\_\_\_  
City / Municipality : \_\_\_\_\_

Project Title : \_\_\_\_\_ Modality(-ies) : \_\_\_\_\_  
Date : \_\_\_\_\_ Total Cost : \_\_\_\_\_  
Barangay(s) : \_\_\_\_\_ # of Participants : \_\_\_\_\_

**II. PROJECT ASSESSMENT**

Criteria	Remarks	Rating
1. The proposed project assists the <i>poor or disadvantaged</i> people directly		
2. The proposed project is <i>resource-based</i>		
3. The proposed project is <i>market-driven</i>		
4. The proposed project will be implemented through a <i>partnership scheme</i>		
5. The activity will lead to the creation of <i>viable micro-enterprises and/or gainful employment</i>		

*Rating Guide:*  
5 (passed) – For endorsement for funding  
4 (passed) – For endorsement for funding (but with reservations)  
3 (passed) – For endorsement of funding (for minimal revisions)  
2 (failed) – For revision of the PDO (insufficient data for rating)  
1 (failed) – For revision of the PDO (no data for rating)

Prepared by: \_\_\_\_\_ Assessed by: \_\_\_\_\_  
[NAME] [NAME]  
Project Development Officer II Provincial Coordinator - [Province]  
[Date] [Date]

Figure 7. Project Assessment Tool

Department of Social Welfare and Development  
Sustainable Livelihood Program

**PROJECT PROPOSAL FOR THE CITY / MUNICIPALITY OF [CITY / MUNICIPALITY]**

**I. GENERAL INFORMATION**

Title of the Project : \_\_\_\_\_  
Total Project Cost (for DSWD funding) : \_\_\_\_\_  
Barangay(s) Covered : \_\_\_\_\_  
Participants : \_\_\_\_\_  
Implementing Partners : \_\_\_\_\_  
Implementation Timeline : \_\_\_\_\_

**II. SUMMARY OF PROPOSALS**

Title of the Individual Project Proposals	SLP Modalities <sup>1</sup>	Total Amount for DSWD Funding	Total No. of Participants	Target Month(s) of Implementation
1.				
2.				
3.				
4.				

*Insert additional rows, if necessary*

**III. RECOMMENDATION**

This is to recommend for the approval of this proposal in the amount of [AMOUNT, IN WORDS] (Php XXX,xx) to be charged against the [FUND SOURCE].

Prepared by: \_\_\_\_\_ Reviewed by: \_\_\_\_\_  
[NAME] [NAME]  
Project Development Officer II Provincial Coordinator - [Province]  
[Date] [Date]

*Guide:*

- The City / Municipal Proposal Summary Sheet shall include a listing of all individual project proposals co-developed with stakeholders in the community, and finalized at the level of the Project Development Officer in his / her area of assignment.
- Along with the accomplished Project Assessment Tool, this should serve as one of the documentary references of the Provincial Coordinator during the conduct of the Provincial Project Development and Assessment Workshop.
- The Summary of Proposals should clearly indicate a) which proposals are covering the same set of participants, b) which participants are being covered per component / modality (if the individual proposal has more than one component / modality and different sets of participants are being covered in the different modalities).

<sup>1</sup> Skills Training (ST), Pre-Employment Assistance Fund (PEAF), Cash for Building Livelihood Assets (CBLA), and Seed Capital Fund (SCF)

Figure 6. Project Proposal Summary Sheet

#### 4.2. Submission for Approval

- All proposals that have been endorsed by the Provincial Coordinator shall be transmitted to the Field Office for approval.

#### 4.3. Proposal Approval and Processing of Documents

- The RPMO shall ensure that the Provincial Coordinators are informed once the proposals are approved. Likewise, the Provincial Coordinators shall ensure that the concerned PDOs are informed as well.
- The RPMO shall facilitate the processing of the documents provided by the PDO.

#### *Expected Output*

- Approved project proposals
- Finalized RIS & PR and other supporting documents

#### 4.4. Procurement Process

- The PDO shall ensure that all the project components that need to undergo the procurement process do so. The Provincial Coordinator and the FO-based RPMO staff shall provide the necessary assistance to the PDO.

#### *Expected Output*

- Notice of Award
- Notice to Proceed (for competitive bidding), Purchase Order (for alternative modes of bidding), or Resolution and Contract (for agency-to-agency)
- Obligation Request

#### 4.5. *Community-level Project Review and Planning*

- a. Simultaneous with the administrative process of proposal submission, approval, and funds processing, the PDO and the rest of the CCG shall continue to develop the projects together with the participants through regular consultation and planning sessions. The participants should also be provided with the opportunity for an in-depth preparation for the activities that they will be undertaking, so that as soon as the project proposals are approved and the funds are made available, the participants would be ready to undergo the activities.
- b. For participants who are set to undergo employment, the PDO and the CCG shall prepare the participants by conducting simple meetings to orient the participants on the basics of job application and work ethics. The participants should gain the knowledge and attitudes necessary to be able to successfully apply for a job<sup>33</sup>, and in the future, be able to perform well in that job<sup>34</sup>.

Local partners, such as CSOs, academic institutions, faith-based organizations, and the like, may be tapped to serve as resource persons for these sessions.

- c. For participants who are set to be part of a group enterprise, the PDO and the CCG shall prepare the participants by guiding them in the process of group formation and business planning. Each group member should gain the knowledge and attitudes necessary to be able to work well with others, in terms of managing and operating the enterprise. As a group, the participants should be able to agree on decisions that would benefit their group enterprise, starting with the election of their officers and role clarification of each member. Next would be to seek an agreement on the group policies and regulations. The CCG should avoid making decisions for the group, but should still provide their guidance and support all throughout the process.

The group, led by its officers and guided by the CCG, shall then develop their business plan<sup>35</sup>. The group should also determine its day-to-day operations activities and the roles of each member, as part of their business plan.

Local partners, such as CSOs, MFIs, academic institutions, faith-based organizations, and the like, may be tapped to serve as resource persons for these sessions.

- d. For participants who are set to start their own enterprises, the PDO and the CCG shall prepare the participants by guiding them in the process of business planning. Each participant should gain the knowledge and attitudes necessary to be able to work well, in terms of managing and operating his / her enterprise. The CCG should avoid making decisions for the participants, but should still provide their guidance and support all throughout the process.

The participants, guided by the CCG, shall then develop their individual business plans<sup>36</sup>. The participants should also determine its day-to-day operations activities.

Local partners, such as CSOs, MFIs, academic institutions, faith-based organizations, and the like, may be tapped to serve as resource persons for these sessions.

#### ***Expected Output***

##### *For participants set to undergo employment*

1. Participants oriented on job application process and work ethics

##### *For participants set to participate in a group enterprise*

1. Participants oriented on group enterprise management and organization development
2. Elected officers / role assignments for each participant
3. Established group policies and regulations
4. Business plan, including value-chain analysis, supply and production schedules, product / service development, financial projections, and marketing

##### *For participants set to manage an individual enterprise*

1. Participants oriented on enterprise management

<sup>33</sup> Such as the preparation / acquisition of documentary requirements, attendance to job fairs, inquiring with HR offices, following-up with submitted applications, being interviewed

<sup>34</sup> Such as proper time management, professionalism, being presentable, honesty and integrity, initiative, and responsibility

<sup>35</sup> Including value-chain analysis, supply and production schedules, product / service development, financial projections, and marketing

<sup>36</sup> Including value-chain analysis, supply and production schedules, product / service development, financial projections, and marketing



2. Business plan, including value-chain analysis, supply and production schedules, product / service development, financial projections, and marketing

## 5. PROJECT IMPLEMENTATION

### *Operational Definition of Terms*

A **project** is a set of interrelated initiatives or activities to attain a pre-identified goal. Particularly for the program, a project is planned and executed to able to address the participants' need for an improved level of economic sufficiency.

In the SLP, a project may be implemented using a single modality or a combination of modalities, along with other additional initiatives or activities.

The term **modality** refers to the program methods of providing interventions to its participants.

In the SLP, a project is implemented through a modality or a combination of modalities. The four modalities of the program are Skills Training (ST), Pre-Employment Assistance Fund (PEAF), Cash for Building Livelihood Assets (CBLA), and Seed Capital Fund (SCF).

An **enterprise (or business)** is an activity of providing goods and services, usually with the objective of earning profit.

In the SLP, a project may include in its activities the establishment and operation of an enterprise. The different modalities (except PEAF) may be utilized to support the forming, managing, and strengthening of the enterprise.

### 5.1. Skills Training (ST)

SLP participants may undertake the Skills Training modality through the SLP to **enhance their skills for higher productivity and / or profitability**, which would lead to economic sufficiency. The modality should be integrated with the other interventions (e.g. group formation and enterprise establishment, job application) for the participants to be able to apply their newly-acquired skills for their microenterprise or their employment.

### 5.2. Pre-Employment Assistance Fund (PEAF)

The Pre-Employment Assistance Fund (PEAF) **supports SLP participants needing financial assistance to acquire the pre-employment requirements of potential or guaranteed employers**. A maximum of Php 5,000.00 may be availed by each participant. The PEAF may be packaged with other interventions such as ST, CBLA, and the other activities in the Employment Facilitation series.

### 5.3. Cash for Building Livelihood Assets (CBLA)

Cash for Building Livelihood Assets (CBLA) encourages **short-term and labor-intensive projects that will open opportunities for poor families to augment their income**, through the development of physical and natural assets, while they earn during project implementation. Projects are best implemented in areas with abundant natural resources, strong support from the LGU, and participants who are willing to sustain the project.

### 5.4. Seed Capital Fund (SCF)

The Seed Capital Fund (SCF) is a capacity building grant given to an eligible SLP participant belonging to an SLP Association. The grant is intended to support the setting up of a **community-based credit and savings facility**, and to **provide start-up or additional financial capital** for participants who wish to engage in other income-generating projects.

### 5.5. Special Project Approaches

- a. **Payapa at Masaganang Pamayanan (PAMANA)**. The objective of PAMANA-SLP is to **strengthen resilience to conflict by improving the socio-economic capacity of the communities and families** in the covered areas, through the development of the personal, social, entrepreneurial, and technical skills of the duly organized Sustainable Livelihood Program Associations (SLPA) composed of a group of potentially enterprising individuals within the community.
- b. **Bottom-Up Budgeting (BUB)**. The SLP implementation should be integrated with the BUB approach, where the **development needs of cities / municipalities as identified in their respective local poverty reduction action plans are prioritized**. Common project modalities are Skills Training and Seed Capital Fund which address needs related to livelihood development and / or asset-building.
- c. **The Commodity Cluster Model (CCM)**. The CCM is a community-based strategy wherein participants engaged in microenterprise activities are **organized into clusters based on the commodities they produce, for consolidation and subsequent marketing for the Day Care Centers (DCCs) of the department's Supplementary Feeding Program (SFP)**. The CCM strategy is highly encouraged to be implemented in SLP-

covered areas with potential for commodity production and consolidation relative to the Day Care Centers' supply needs.

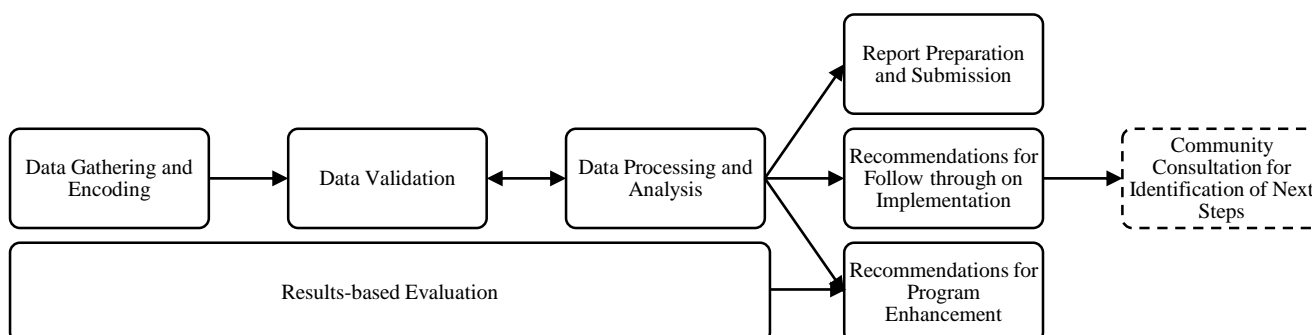
- d. **Employment-generating enterprise.** For areas where wage employment opportunities are scarce and large-scale enterprises can thrive, the SLP can facilitate the *establishment of enterprises* with a few selected entrepreneurial participants and arrange for the *employment of other participants as workers of the enterprise*. This approach addresses the issues on lack of commercial employment opportunities and lack of entrepreneurial skills in some of the SLP target participants.

**Expected Output**

1. All project activities conducted
2. Participants received physical / natural / financial assets
3. Participants trained
4. Enterprises established
5. Participants employed

## 6. MONITORING AND EVALUATION

As the program's front line and direct link to the participants, the PDO has a pivotal role in the monitoring and evaluation process as the *primary data collector* and *crucial end user*. The PDO must not only ensure that the gathered data is reliable, valid, and timely, but must also use the results-based information for follow through on implementation for sustained and better impact on the program participants. The PDO may use the third level indicators for economic sufficiency in the SWDI to assess the participants and their needs.



*Figure 8. General Process for Monitoring and Evaluation*

### 6.1. Data Gathering and Encoding

- a. The PDO will gather data on a monthly basis using the SKP report template (MS Excel file).<sup>37</sup> To ensure that the gathered data is reliable, the PDO is expected to check and validate their reports prior to encoding this into the SLP Information System (SLPIS). For timely data gathering, the PDO should encode<sup>38</sup> accomplishment data into the SLPIS *immediately* upon project completion to avoid encoding backlog.
- b. Regular monitoring is essential in ensuring efficiency in program delivery. The PDO is expected to regularly<sup>39</sup> submit Field Monitoring Forms to effectively monitor and relay key activities to the Provincial Coordinator.

**Expected Output**

1. Submitted periodic reports
2. Submitted Field Monitoring Forms

<sup>37</sup> If there is pertinent data that cannot be captured by the existing SLP templates, the PDOs are encouraged to take note of this data and to suggest the inclusion of this data into the report through the regional M&E Officers, who will forward these to the NPMO.

<sup>38</sup> For faster data encoding into the SLPIS, the PDOs may tap the Data Encoders assigned to the RPMO. The Field Offices are encouraged to employ strategies for streamlined and more efficient encoding, in consideration of the agreed-upon cut-off date for the inclusion of encoded accomplishment data into the program's consolidated monthly accomplishment report, which is prepared by the NPMO and submitted to concerned offices. For clarifications on and technical assistance regarding the SLPIS, the PDOs may direct their requests to the M&E Officers for Operations and Finance. Suggestions and concerns on the SLPIS may be coursed through the regional M&E Officers, who will forward these to the NPMO.

<sup>39</sup> The frequency of the submission of the Field Monitoring Form is to be determined by the concerned Provincial Coordinator, with the concurrence of the Regional Project Coordinator.

## 6.2. *Data Validation*

- a. Encoding into the SLPIS by the PDOs should be done in a timely, complete, and correct manner to take advantage of SLPIS' built-in validation mechanisms (e.g., inputs are limited to certain formats). Required means of verification (MOVs) should also be taken seriously and implemented strictly.
- b. The Field Offices are highly encouraged to employ data validation activities such as spot checks by the Provincial Coordinators and regular<sup>40</sup> reconciliation of data discrepancies by the M&E Officers for Operations and Finance. The NPMO shall also conduct similar data validation activities.

### *Expected Output*

1. Validated data from reports

## 6.3. *Data Processing and Analysis*

- a. Initial data processing is automatically done through the SLPIS. The M&E Officers for Operations and Finance are then expected to carry out data analysis including but not limited to identification of problems and issues based on trends in accomplishment data and corresponding possible points for improvement.

Data analysis should *not* only consider accomplishment data and those entered into the SLPIS. For a holistic perspective on program operations, all data sources should be considered such as but not limited to consolidated MOVs submitted throughout the program operations process (e.g., Field Monitoring Forms) and feedback from participants, SLP staff, partners, and other stakeholders.

- b. Upon processing and analysis of data, inconsistencies and discrepancies may arise. The M&E Officers for Operations and Finance are thus expected to raise all data-related concerns with the concerned PDO or staff for further data validation and reconciliation. This is to ensure that the generated reports and recommendations are based on valid and reliable data. (Note that this is reflected in the general process diagram through the double-headed arrow between the Data Validation and Data Processing and Analysis steps.)

### *Expected Output*

1. Identified problems and issues and recommendations for improvement

## 6.4. *Report Preparation and Submission*

- a. Reports prepared and submitted by the Field Offices through their M&E Officers for Operations and Finance include, but are not limited to, the monthly SKP and CBEP reports, the quarterly narrative report, the quarterly MFO report, and other reports upon request by stakeholders. Report submission is not simply done for compliance, but for data sharing for internal / external convergence as well as transparency and accountability to the program's participants and stakeholders.
- b. Although preparation of reports differ in terms of frequency and requesting agencies, all reports come from the same database (SLPIS) and should thus be *consistent with one another*, regardless of who prepared the report or who requested for the report.

### *Expected Output*

1. Complete and accurate reports submitted

## 6.5. *Recommendations for Follow through on Implementation*

- a. A crucial but oft-forgotten aspect of the Program Operations Process is its cyclical nature wherein adjustments in the next cycle's implementation should be informed by gaps and solutions seen from the previous cycle.
- b. The PDOs, as one of the primary end users of RBME, are expected to **utilize the gathered monitoring data and translate these into better service delivery to SLP participants** – in concrete terms, through the **facilitation of additional interventions to augment the asset-building and capacity-building projects which have already been implemented**. The CCG shall review the monitoring results and convene to share

<sup>40</sup> Monthly data reconciliation would be ideal, especially in consideration of the cut-off dates for report submission.

their general evaluation and identify their initial recommendations as next steps. SLP participants which exhibit little or no improvement in the economic sufficiency aspect of their well-being should be prioritized for these supplementary interventions.

***Expected Output***

1. Identified problems and issues and recommendations for improvement (community-level)

**6.6. *Community Consultation for Identification of Next Steps***

- a. The participants should be consulted to plan the concrete next steps in terms of
  - **their counterpart** in improving the performance of their individual / group enterprise or in their employment
  - finding **additional assistance** (through SLP modalities or other partners' interventions)
- b. Note that the preparation of supplementary project proposals shall follow the standard operations process.

***Expected Output***

1. Participants' (groups' or individuals') action plans
2. CCG's action plans
3. Supplementary project proposals (if necessary)

**6.7. *Results-based Evaluation***

- a. Monitoring and evaluation are distinct yet complementary; thus, results-based information from monitoring may help in identifying crucial questions for research. For efficiency, evaluation studies will mainly be initiated by the NPMO in coordination with research firms and other stakeholders.

Evaluations usually seek to answer one of the following questions: *Are the right things being done? Are things being done right? Are there better ways?* Methodologies employed would vary depending on the selected research question, based on the recommendation of the research firm.

- b. Although external evaluations through research firms are preferred to safeguard the impartiality of the study results, internal evaluations are still encouraged in view of the program's participatory approach towards sustainable livelihoods.

One such possibility is community evaluation, wherein program staff can dialogue with the community to identify gaps and issues in project implementation and discuss ways forward. Community evaluation may be implemented by using the Community Mobilization Funds.

**6.8. *Recommendations for Program Enhancement***

- a. RBME would be useless if the results-based information (both from periodic monitoring activities and evaluation studies) were not used to inform the next program cycle's implementation. Thus, it is important that the generated information be used to propose evidence-based recommendations and enhancements in program design and delivery. These shall be formally communicated to the concerned program staff or stakeholders for appropriate action.
- b. Results-based evaluation plays an important role in generating convincing evidence for proposed changes in program policies, plans, and design