



# FACES of the MDGs

**F**amily-based **A**ctions  
for **C**hildren and their  
**E**nvirons in the **S**lums

Volume 1:  
Anthology of City Stories as Replication Guides





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Family-based Actions for Children and their Environs in the Slums (FACES)  
Anthology and Guidebook.

The opinions expressed in this document are those of the authors and do not necessarily represent those of the Local Government Academy and the United Nations, including UNDP, or their Member States.

Cover photo shows mother and daughter from Maasin City proudly showing PhilHealth card as part of the quick responses in the FACES project.  
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## Acknowledgements

The Family-based Actions for Children and their Environs in the Slums (FACES) kit composed of the Guidebook and Anthology is rooted in the experiences of 15 cities and selected communities who participated in the FACES project: Candon, Tuguegarao, Santiago, Science City of Muñoz, Ligao, Roxas, Bago, Bais, Maasin, Dipolog, Pagadian, Surigao, Island Garden City of Samal, Pasay and Mandaluyong. Led by the city mayor with the able support of the City Core Team, the FACES project in the city harnessed the collective energies of various stakeholders (a total of 119 local partners) from the non-government organizations, people's organizations, faith-based organizations, businesses, private individuals and barangay leaders towards the improvement of lives of the poorest members of the selected communities.

At the center of this endeavor are the 607 children and their families who committed to improve the lives of their children monitored through their Family MDG Covenants/Pacts using specific child-focused development indicators. Their personal engagement in the project gives substance and spirit to this publication.

The FACES Advisory Board composed of Dr. Emmanuel Buendia (UNDP), Marivel Sacendoncillo (LGA), Eden Garde (UN-Habitat), Hilda Corpuz (LCP), Remedios Amores and Grace Pedragoza (PBSP) and Rowena Dineros (HUDCC) provided strategic guidance to the Project Management Team (PMT). The PMT conducted workshops, monitoring visits and coordinated meetings to ensure that the project is on track. It is composed of Josephine Juanite (Project Manager, LGA), Patrick Megia (LGA), Christopher Rollo (UN-Habitat), Angie Neo (UN-Habitat), Nerissa Sychangco (UNDP), Jenny Navarro (UNDP), Gerry Petilla (LCP), Nadine Siriban-Ragonjan (LCP), Paulie Mora (LCP), Devani Ardiente (PBSP), Karen Lopez (PBSP), Lindsay Barrientos (HUDCC) and Thelma Vecina (LGA).

A pool of writers from 9 Learning Resource Institutes (LRIs) wrote the documentation of the city stories as well as the guide and training modules possible. These writers are: Prof. Crescencio Velasco (University of Northern Philippines for the Candon City experience and the Training Manual), Dr. Nilda Ginete (Ateneo de Davao University for the Dipolog City, Island Garden City of Samal experiences and the Project Process Guide), Dr. Lilia Tamayao (Cagayan State University for the Tuguegarao City and Santiago City experiences), Mr. Marlon de Luna Era (GenTwoFifteen Development Foundation, Inc. for the Pasay City and Mandaluyong City experiences), Ms. Sheila Marie Gilo (Nueva Vizcaya State University for the Science City of Munoz experience), Dr. Malu Barcillano (Ateneo de Naga University for the Ligao City experience), Ms. Jacquelyn Aguilos (Gerry Roxas Foundation for the Roxas City, Bago City and Bais City experiences), Dr. Bernardo Amores (Eastern Visayas State University for the Maasin City experience), Dr. Alma Eleazar (Father Saturnino Urios University for the Surigao City, with Mary Grace M. Brongcano, and Pagadian City, with Ivy G. Flores). They personally visited the communities, talked to families and verified reports with the city core teams. From these independent perspectives came the main written materials of this publication. Words and images were creatively laid out to strengthen messages in book format by designer Iris Alegro-Igrobay of LGA. The documented stories, guide and publication design went under the informed editing of Christopher Rollo, a member of the PMT responsible for knowledge management of the project.

This publication is made possible with financial support from the United Nations Development Fund (UNDP) through the Democratic Governance Thematic Trust Fund (DGTTF). Its usefulness will be tested with the continuing efforts of the Local Government Academy (LGA) promoting the FACES approach to the local government units, a commitment concretely manifested in the LGA-led replication of the FACES project by 16 cities in 2009.

## Foreword

In developing countries where cities teem with slum colonies, tireless efforts have been undertaken to help improve living conditions and reduce poverty. The successes of these undertakings cannot be overestimated as demand for similar interventions is increasing in many parts of the world. While an increasingly democratizing world has relegated much of the responsibility to the private sector, government role is crucial as it is tasked to look after the welfare of its poorest constituents.

In the Philippines, MDG localization means mainstreaming the MDGs in local governance process down to the lowest political level where local governance structure nearest to the constituents—the barangay (or village). It also means making the MDGs meaningful to families and individuals, especially the most vulnerable such as a child living in the slums. For MDGs to make a real difference in people's lives, they cannot remain to be the concern of the national government or the local government alone. The MDGs have to be understood and owned by individual families. The meaning of the MDGs has to be translated to its significance in the daily life of an individual child. It is only then that the community and family can act on it in a focused way—transforming “beneficiaries” into “development partners.”

The localization at the family and child level was pioneered through the FACES project which involved 15 cities and partner national and local institutions. Crafted through the cooperation of various partners, specifically, the Local Government Academy (LGA), United Nations Human Settlements Programme (UN-Habitat), League of Cities of the Philippines (LCP), Housing and Urban Development Coordinating Council (HUDCC) and the Philippine Business for Social Progress (PBSP) with funding from the United Nations Development Program (UNDP) through its Democratic Governance Thematic Trust Fund (DGTTF), the Family-Based Action for Children and their Environs (FACES) is one of the latest innovations in harnessing participatory urban decision-making to improve people's lives. The project supported local governments in achieving their MDG targets by focusing on the children in the slums who are the most vulnerable faces of poverty.

FACES was implemented in fifteen cities all over the country, with varying levels of success. A common feature of successful program implementation was the strong commitment by participating families and broad stakeholders' participation. Local government played a lead role in mobilizing community and private sector support.

Learning from the experiences of these cities, this two-volume FACES Anthology and Guide has been designed to help local government units learn from the pilot cities and apply the tools and technologies used in the project. By replicating and sustaining the success cases in areas where the need exists, it is hoped that the MDG goal of reducing poverty and empowering women will be sooner achieved. It is with great hope and deepest gratitude to partners in local governance, the Project Management Team, the community stakeholders and, most importantly, the participating families, that we offer this tool.

*Local Government Academy*

## Foreword

Since the adoption in September 2000 of the Millennium Declaration together with its Millennium Development Goals (MDGs) by the Heads of States and Governments of all member states at the United Nations General Assembly, the experience of the United Nations Development Programme (UNDP) has shown that the achievement of these Goals very much depend on local action.

As the development arm of the United Nations, UNDP, through its Country Offices, works very closely with both national Governments and local Governments to ensure that the services at the heart of the MDGs are delivered to the people and communities, as the key targets and beneficiaries of the Millennium Declaration.

In the Philippines, UNDP recognizes the strong commitment shown by Local Government Units in their efforts to address the growing concerns of their constituency through the pursuit of the MDGs. Indeed, there have been numerous changes as well as challenges faced by LGUs in the way they do “business” since the advent of the local government code in 1991. While the Code gave LGUs a powerful handle to steer local development, along with it came the responsibility and accountability to deliver services that address the MDGs.

UNDP believes that the achievement of the MDGs in the Philippines by 2015 will very much depend on the commitment and action taken at local level. Local governments are seen as the main catalysts to effect national MDG policies and translate them to local action plans and programs to achieve human development. UNDP therefore strongly supports local adoption and localization of the MDGs by LGUs and local communities.

Putting this in practice, UNDP, in partnership with the Local Government Academy (LGA) of the Department of the Interior and Local Government (DILG) implemented in 2008 the *Family-based Actions for Children and their Environs in the Slums* project, or MDG FACES Project. Beyond UNDP and LGA, the success of the FACES project is the result of a strong partnership between the United Nations Human Settlements Programme (UN-Habitat) as the technical provider for the MDG localization, the Philippine Business for Social Progress (PBSP) to bring in the involvement of the business sector, the League of Cities of the Philippines (LCP) for replication and sustainability, and the Housing and Urban Development Coordinating Council (HUDCC) to ensure linkages with the national policy framework. Their hard work is here acknowledged.

The Project has been successful in putting a human face to the MDG localization process. Judging from the project milestones, the cumulative effect of the various activities and accomplishments has been considerable but so much remains to be done to ensure that all LGUs and communities share the same level of opportunities to achieve the MDGs. In a way, the Project has provided the fertile soil where effective and sustainable replication processes at the ground level can take root. A concrete indication is the interest among many local governments to start replication.

As a long-time partner to the development of the Philippines, the challenge for UNDP is to bring these cases of inspiration to a greater audience and to consolidate these experiences so that they become part of local government systems.

It is in within this context that the publication of the MDG FACES Toolkit is very timely and relevant. The Toolkit documents the learning and experiences from several success stories at the ground level that showcase the capacity of local governments to make good governance work for the benefit of the people, and particularly the poorest and marginalized.

Indeed, achieving the MDGs by 2015 is all about partnership and the development of creative and sustainable solutions which can help to create and maintain the necessary momentum required. We hope this MDG FACES Localization Toolkit will facilitate the replication of these partnerships to reach the MDGs in the Philippines.

Renaud Meyer  
Country Director  
UNDP Philippines



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## **Introduction**

### *Anthology of FACES Stories as Replication Guides*

This volume showcases stories of how cities, communities, families and individuals especially the children actively participated in and engaged the FACES project. While the cities followed a prescribed implementation framework developed by the Project Management Team to facilitate national implementation and monitoring, the cities were largely independent in terms of selecting their target communities and families, developing their strategies and plans and implementing their demonstration project, quick response and activities. What resulted was a rich and diverse experience of cities responding to their unique contexts on shared issues like poverty, education, water and sanitation, shelter, income, etc. – issues that plagued slum communities across the country.

Local Resource Institutes (LRIs) were commissioned by the LGA to document the FACES experience in assigned cities. In these field documentation, the LRIs conducted site visits, consultations and interviews with the city project teams, communities and families. The documentation also served as validation of what actually happened in the field as they were findings by third parties who were not directly involved in project management and implementation.

The stories give us very important lessons such as: building on existing programs in the city and giving them a clearer focus and urgency, building partnerships with a broad spectrum of stakeholders who share common goals thereby leveraging and complementing resources. A most important lesson is the harnessing of the inherent potential of families by developing their capacities and supporting their transformation from mere beneficiaries to empowered development partners.







## The Bayanihan LIGHTS Center (BLC): A Strategy of the MDG FACES in Hankins Community, Barangay 133, Pasay City

*Pasay City* is the third smallest city in terms of land area in the entire National Capital Region yet it has the highest population density with more than 15,000 people per square kilometer. The city was chosen as one of the FACES cities because it had been recognized by the United Nations for its translation of the MDGs into the family context. Likewise, it was also considered by the UNICEF as one of the child-friendly cities in Metro Manila. The city implemented the FACES project through the Cooperative Development Office using the Bayanihan LIGHTS Center (BLC). The BLC was a strategy of organizing selected communities aimed at enhancing the capacities of urban poor women and mothers in identifying issues, articulating needs, setting targets, initiating actions and providing solutions for their families with focus on the MDG indicators. Using the BLC strategy, the target families underwent social preparation that included instilling the habit

LIGHTS is an acronym of the elements present within the center, namely:

- To become the **LEARNING PLACE** where knowledge and attitude, skills, hour/time are transferred and managed
- To practice prayer as **INTERCESSION** to prevent/mitigate the effects of external threats/disaster that might strike the families
- To practice **GOOD GOVERNANCE**.
- To provide **HOLISTIC INTERVENTION** thru quick response mechanism using appropriate assessment tools
- To achieve **TRANSFORMATION OF BEHAVIOR**
- **SAVINGS MOBILIZATION** as proof of non-dole mindset.

The MDG-FACES was implemented in Pasay in June-December 2008 with the battle cry of putting and maintaining **SMILES** in the faces of the children in the slums.

The project was a collaboration of the city government with various stakeholders that included faith-based organizations (Intercessors for the Philippines (IFP) and Brotherhood of Christian Ministers in Pasay (BCMP)), academic institutions, non-government organizations, civil society organizations and business firms.

The participating community identified housing as its priority need. Thus, the city government and the Philippine Business for Social Progress (PBSP) responded to this need by planning, together with the community, to construct a medium rise building (MRB) as a housing project for the families of the Hankins community. The city government provided counterpart funding for this project.

## PROJECT DESCRIPTION



*Map of Pasay City*

Pasay City is one of the highly urbanized cities in the National Capital Region (NCR) and is the third smallest city with a land area of 18.5 square kilometers. However, it is one of the biggest in terms of political subdivision with 201 barangays, and a total population of 408,000 (2000 NSO survey). Its 78,180 households have average size of 6 members per family. About forty (40%) percent of its population are considered poor. There are 33,433 households considered informal settlers living in 92 depressed barangays.

The target FACES community was the Hankins Community located in Barangay 133. It was an informal settlement on a land belonging to the City Government. Hankins was not the poorest community in the city but was chosen by the Core Team as the pilot site for MDG-FACES because of its unique socio-economic and environmental characteristics that best suited the aims of the MDG-FACES project.

The Hankins Community was situated in an old and dilapidated house where about 52 families or around 300 individuals lived. There was one (1) communal toilet for every eight families. A family stayed in a 12-square-meter room. This living condition exposed the residents, particularly the children, to various risks. The Hankins house had been condemned and was already due for demolition for a long time.

The MDG-FACES Project was an excellent opportunity to address the main problem of Hankins community – *housing*. Although the FACES families had problems in livelihood and employment, they confirmed, through a series of consultations, that housing was what they want to have more than anything else. Thus, housing became the demonstration project for Pasay City.

## PROJECT HISTORY

In 1986, Pasay City had a reputation of being the “Sin City” of Asia. This was because of the many notorious motels being used as prostitution dens and venues of couples in illicit relationships. A group of church leaders committed to pray for the image to change. After twelve years of continued prayer and action, the City was transformed.

In 1999, the Bayanihan Banking Program (BBP) initiated by a faith-based organization was launched as a savings-based financial intermediation system owned and operated by the community. The BBP gained strong support from different sectors in Pasay due to its merit of empowering the community by inculcating a savings habit and improving the living conditions of communities. The city government recognized the value of BBP and entered into a partnership with faith-based organizations and officially adopted the program through a city ordinance.

The BBP was given a “Galing Pook” Award for its significant contribution to the improvement of the economic, social and spiritual lives of selected individuals and families. Taking off from the success of the BBP, the Department of Interior and Local Government (DILG) issued a Memorandum Circular requiring the implementation of the BBP in every local government unit (LGU) in the country. The BBP evolved from a savings program to a more holistic program that included values education in the family.

In 2003, Pasay City was named Resource City by the UN-HABITAT for the Millennium Development Goals (MDG) Localization Programme. Thus, the MDGs were integrated in the city’s projects and programs using the Community Based Monitoring System (CBMS) which measured the welfare status of its constituents utilizing the indicators of poverty. Since 2005, the City Government of Pasay had incorporated MDG budget in its Annual Investment Plan (AIP).

Eventually, the BBP evolved into a regular program of the city and paved the way for the formation of the Cooperative Development Office (CDO) which became the city’s community development arm providing savings and values education.

In 2008, the BBP was renamed the Bayanihan LIGHTS Center (BLC) to become more responsive to the needs of the poor residents of Pasay. It continued as a community organizing strategy that focused on savings, family virtues and life skills training. The BLC aimed to make people from the community as ASIN (salt) which means “*Administer Synergy in the Neighborhood*”.

Pasay City was selected as one of the 15 cities to implement the MDG-FACES from June to December 2008. The savings program, in existence since 1999, served as the entry point of the BLC to implement the FACES project as the BLC was on its expansion phase. Due to the success of the BLC in its community development initiatives, the city government utilized the BLC strategy for the FACES Project.

## THE GUIDING LIGHTS OF HANKINS COMMUNITY



### Floodlights in Hankins

The current community organizing system of the Cooperative Development Office called ***Bayanihan LIGHTS Center*** was utilized in implementing the FACES in Hankins Community. It was geared towards the “*enhancement of the capacities of urban poor women and mothers in improving the lives of their children*”.

As quick response mechanisms (QRMs), project skills training on interior designing, soft home furnishing and urban gardening for food security were conducted for the mothers. In addition, workshops were also conducted on values formation, life skills training and family virtues for parents

and selected out-of-school youths (OSYs). The FACES families met every Saturday afternoon and committed to save P 10.00 per week. The project also facilitated the conduct of other trainings such as peer-educators training, TESDA skills training, Department of Education’s Alternative Learning System (ALS), non-formal education on animation, welding and automotive.

*Igniting Indigenous Light.* One of the significant innovations introduced by the city is the translation of the FACES indicators into the local family context. Below is the translation prepared by the city.

Global MDG Statement	Pasay's Family MDG Statements
MDG 1: Eradicate Extreme Poverty and Hunger	Aking Pamilya: May Trabaho, May Impok Pa <i>My family has work and savings.</i>
MDG 2: Achieve Universal Primary Education	Lahat ng Anak, Nag-aaral <i>All school-age children are in school.</i>
MDG 3: Promote Gender Equality	Lalaki at Babae, May Pantay Na Karapatan <i>Male and female have equal rights</i>
MDG 4: Reduce Child Mortality	Sanggal Na Malusog, Minimithi Ng Lubos <i>Protect the health of the child</i>
MDG 5: Improve Maternal Health	Laging Isaisip, Ligtas Na Buntis <i>Always bear in mind safe pregnancy</i>
MDG 6: Combat HIV/AIDS, malaria and others	Iwasan HIV/AIDS, Malaria at Mga Nakakahawang Sakit: NAKAMAMATAY <i>Avoid HIV/AIDS, malaria and other contagious diseases because they can kill</i>
MDG 7: Ensure Environmental Sustainability	Kapaligiran Laging Alagaan <i>Always nurture the environment</i>
MDG 8: Develop global partnership for development	Ipamuhay: Kung Sama-sama, Lahat Kayang-Kaya At Kung Tulong-Tulong, Bayan Ay Susulong <i>Together we can. By helping one another, our country will progress.</i>

*Spreading the Light.* Another innovation that the city did for the project was the development of information, education and communication (IEC) advocacy in order to share the FACES project to all stakeholders and mobilize resources. Some of the IEC materials developed were:

*MDG-SMILES Pledge Card.* This card guides an agency/individual on how they can take part in the program by sponsoring a child through a minimal financial donation. This is a local resource mobilization strategy of the city.

*Children Post Card.* This card shows the individual picture of a child at risk thereby providing a clear description of the life of the child and the vulnerable condition he/she is in.

*SMILES Child Progress Report Card.* This report card measures the progress of the child based on certain indicators.

*Bring Back the Children's True Smile Flyers.* This material aims to advocate the project by challenging individuals, families, and other socio-civic groups to bring out children's smiles by sharing their resources.

*Project Management Forms.* In order to manage the project efficiently, the Project Management Team (PMT) designed appropriate assessment and monitoring tools, such as, Rapid Saving Mobilization Technique (RSMT) Form and BLC Activity Report Guide. The *RSMT Form* records the result of the savings mobilization meeting conducted by the BLC-Igniter/Faces Coordinator. The *BLC Activity Report* summarizes the outputs of the FACES project.

## Enlightened Lives

When the project began, majority of the families in Hankins community were hesitant to participate because of their bad experiences with the government in the past when several projects did not push through. They thought that FACES would be another promise that would not be fulfilled. Eventually, through a series of community assemblies and family meetings by the FACES Team, the community's interest was ignited. They were convinced to participate as members of the BLC. Almost all of them attended regular weekly meetings, participated in seminars, training and workshops and maintained weekly savings. Furthermore, families understood the project and considered it their own.



Some testimonies of the enlightened families:

*“Before, most of us are at home doing nothing as if just waiting for something. There is no direction, no purpose. As the saying goes, “Bahala Na. May awa ang Diyos.” As before, I think MDG-FACES is another promise to help improve people’s lives. But this promise is made to be broken. I am not interested to participate”. But now, “Totoo pala at pwede palang matupad ang pangarap”*

*A number of them claimed that “We have experienced good changes in our lives. We have developed the habit of savings— though small but consistent. The project helped improve our values. It made us develop cooperation and concern with others. Rumor mongering and its consequent conflict were minimized. The project also helped us gain new skills and improved our existing skills. Most of us were able to get jobs. We are now more productive. “*

Another mother said *“It was a great challenge convincing others to join us. But through prayers and the example they saw in my new way of life, others were encouraged to join.”*

The FACES families aimed at being self-reliant. They recognized their strengths and skills and did something to make the most of their skills. Their word of gratitude to the FACES organizers: *“ Nagpapasalamat kami na dumating ang MDG-FACES at sa lahat ng mga tumulong sa Project na ito, lalo na sa Office of the Mayor! SALAMAT SA DIYOS!”*



The project was not confined to the “identified” children beneficiaries. All members of the family were provided with opportunities to participate, particularly in the skills training and job employment fairs organized by the CDO and PMAT. The project encouraged the participation of all family members, both females and males.

### **Light at the End of the Tunnel**

*(Unique and Concrete Benefits of MDG-FACES in Pasay City)*

Increased Savings. The BLC in Hankins Community, which started on June 29, 2008, was initially composed of 16 family-members with savings of PhP 1,160.00. At the end of the project on December 2008, the BLC had 57 family-members, with savings of PhP 22,397.00. On July 26, 2008, the BLC for the youth (One-Family Center) was formed composed of initially 23 members

with savings of PhP 535.00. By December 2008, the BLC (children) has 37 members with savings of PhP 1,955.00.

Community, entered into a partnership with the PBSP to construct a medium rise building for the Hankins Community. The project cost was \$465,422.22 (PhP 20,943,999.00) for the construction of 112 units at PhP187,000.00 per unit. The city allocated the amount of PhP 4.0 Million as their counterpart funding for this project.

*Allocation of Funds for MDG-FACES Project.* Not many LGUs provide funding for MDG-related programs and projects. Many incorporate MDG concerns in the regular programs and services of the different departments. In Pasay City, the Mayor was strongly committed to promote the MDG. In fact, all the programs and services of the city were based on MDG goals. This commitment was concretely manifested in the consistent allocation of funds for MDG since the year 2006 until 2009. Below is the breakdown of the city's fund allocation for MDG over the years.



© Pasay City/CDO

**Table 1. MDG Allocated Budget per Year 2006-2009**

<b>YEAR</b>	<b>ITEM</b>	<b>BUDGET</b> (in Philippine Peso)
2006	Community-Based Monitoring System	2,654,909.00
	Millennium Development Goals	2,000,000.00
	Cooperative Development	<u>1,000,000.00</u>
		<b>5,654,909.00</b>
2007	No Available data	
2008	Barangay/Community Empowerment	2,000,000.00
	Strengthening Life Skills for positive youth behavior	500,000.00
	MDG Monitoring down to barangay level	554,000.00
	Local Child Protection Council	<u>1,200,000.00</u>
		<b>4,254,000.00</b>
2009	Establishment of Livelihood and Technical Skills Development Center	1,000,000.00
	Poverty Reduction Program	10,000,000.00
	Access to safe drinking water program	500,000.00
	Local Child Protection Council	5,000,000.00
	Maternal and Child Health Service	800,000.00
	HIV/AIDs Surveillance	300,000.00
	MDG monitoring down to barangay level	<u>852,000.00</u>
		<b>18,452,000.00</b>

Source: Annual Investment Plan

## KEY IMPLEMENTATION STEPS

### 1. Preparatory and Stakeholder Mobilization

1.1. *Consultative Meeting.* This was the initial activity participated by Pasay FACES Technical Working Group (TWG), together with the UN-Habitat, DILG-LGA and PBSP, inter-faith organizations, barangay officials and project implementers on June 2008. A FACES Core Team was formed to facilitate the implementation of the project. Most of the Core Team members were also part of the TWG.

1.2. *Selection of the Project Area.* After understanding the project and its criteria, the Core Team selected the Hankins Community in Barangay 133 as the pilot site for the MDG-FACES Project. Although it was not the poorest community in the City, its unique socio-economic and environmental characteristics as well as family profile made it suitable as target project area. The Hankins community consisted of around 52 families or about 300 individuals living in one big, old and dilapidated structure. Each family was occupying a 12-square-meter room area and shared a common toilet. The land where the house stood was donated to the city government. It was being developed for housing through the construction of a medium rise building in partnership with the PBSP.

1.3. *Institutionalization of the Technical Working Group (TWG).* In order to formalize commitment from various departments of the City Government, Executive Order No. 9, Series of 2008 was issued by the City Mayor to form the TWG. The Cooperative Development Office in Pasay (CDO) was designated as the focal office to implement the FACES project. The head of CDO was designated as the focal person. The TWG was composed of heads of different departments, faith-based organizations and non-government organizations. Below was the composition of the TWG:



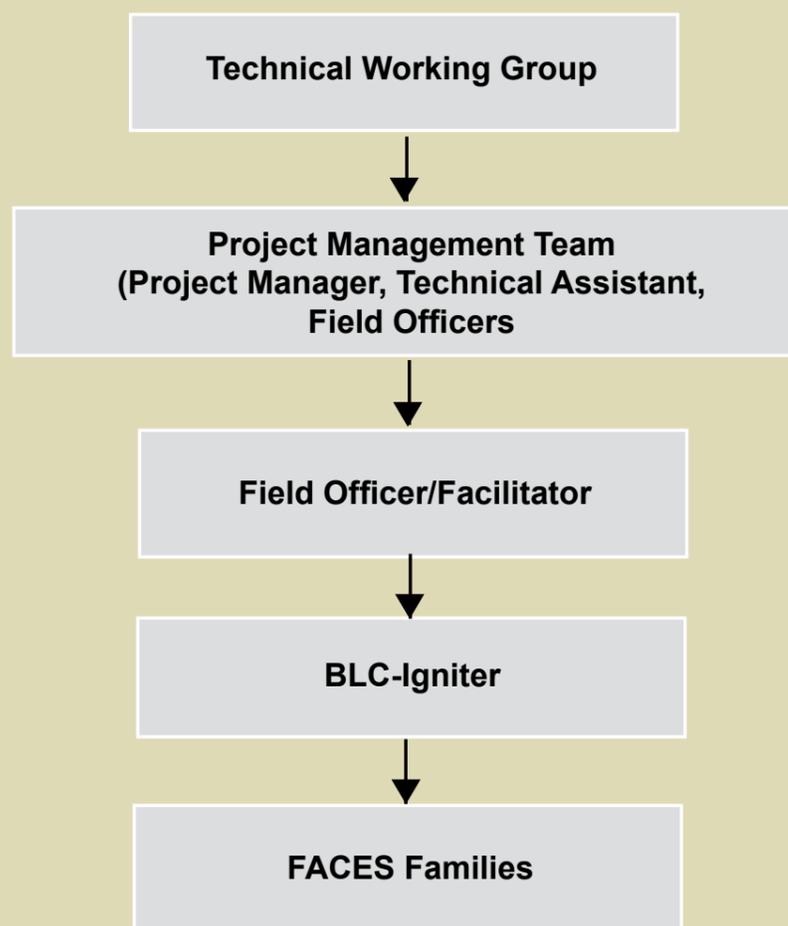
© Pasay City/CDO

Office of the City Administrator  
 City Planning & Development Coordinator Office  
 Housing & Homesite Regulatory Office  
 Office of the City Cooperatives Officer  
 Oversight Officer-Housing & Homesite Regulatory Office  
 City Social Welfare and Development Office  
 Office of the DILG City Director  
 Consultant on Social Services  
 Office of the Chairman, Intercissors of the Philippines  
 Brotherhood of Christian Ministers in Pasay  
 National Coordinator, IFP

Although the Executive Order was issued almost at the end of the project implementation already, the Core Team members claimed that even without the EO, they were able to function because of the active participation and strong camaraderie among members of the Core Team. The TWG was properly informed and oriented on the project. The duties and responsibilities were identified based on the mandated functions of each member. For instance, the Housing Office was responsible for issues related to the housing project including site development. Furthermore, the head of the department attended the meetings regularly hence facilitating decision-making. TWG members claimed that they respect each other and competition among them did not exist. Above all, the TWG members recognized the trust given by the City Mayor thus contributing to the good rapport among the TWG members.

1.4. *Setting-up of Project Management Structure.* To ensure proper implementation of the FACES project, the city government through the CDO established a local project management structure. The TWG monitored project implementation while the PMT (mostly staff from the CDO) conducted the overall project implementation with the assistance of the field officers and the BLC-Igniters. The Igniters visited the family beneficiaries on a weekly basis.

MDG-FACES  
 Project Management Structure of Pasay City



Source: PMT Accomplishment Report, 2008

1.5. *Launching of the FACES Project.* The FACES Project in Pasay was launched in June 11, 2008 through a simple ceremony spearheaded by the City Mayor, members of the TWG and representatives from the PBSP, DILG-LGA, UN-HABITAT and LCP. The brief activity included the presentation of various activities of the MDG FACES, highlighting the roles and responsibilities of the various partners. It culminated with an actual visit to the Hankins community by the different stakeholders.

## 2. Issue Prioritization and Stakeholder Commitment

2.1. *Conduct of Baseline Survey.* The identification of needs and concerns of the Hankins community and gathering of baseline information based on the MDG indicators were done through interview of the families living in the Hankins Community. Two major concerns were identified, namely: MDG Indicator 2 (child goes to school and finish primary education on time) and MDG Indicator 7 (child has access to proper health and sanitation like: safe drinking water, sanitary toilet facility, adequate, durable & safe house & community development, etc.) The RAFMAS/QUAT Form, used to assess whether the MDG indicators were met, were accomplished by the FACES facilitators and Igniters. The Igniters conducted meetings with eighty (80) members of the community.

2.2. *Formation of the Hankins 1 Center.* FACES required forty (40) children as beneficiaries. The parents particularly the mothers were directly involved in the project. Two BLCs formed into Hankins 1 Center. The center was governed by five (5) elected officers, namely, the Chairman, Vice-Chairman, Treasurer, Secretary and Bookkeeper. The families agreed to become beneficiaries of FACES because they were already part of the BLC that provided them significant help in the improvement of their present conditions. They saw the FACES project as an answer to their long-term problem of housing.

2.3. *Pledge of Commitment.* To ensure optimum participation towards the achievement of the MDGs, a Pledge of Commitment in Filipino was sworn to by the city government and the forty families. Each participating family pledged to be responsible for the following:

- deposit a weekly savings of P20.00 during meetings on Sundays from 4:00 -5:00 pm

- commit to the MDG Covenant
- commit to put and maintain **SMILES** on the faces of their children. **SMILES** is an acronym for Shelter provided, Malnutrition and health addressed, Identity secured, Love, care and protection handled, Education provided and empowerment developed and Savings generated



## 3. Strategy Formulation and Implementation

3.1. *Hiring of FACES Igniters / MDG Coordinators.* These were selected volunteers from partner faith-based organizations who assisted the CDO in performing field work. They received allowances from the city government based on the completion of the needed tasks stated in the job order issued by the city. As the key personnel, they promoted the project, organized the community and

acted as facilitators during the weekly meetings. For FACES, they were tasked to:

- Identify and validate the FISH families
- Guide the 5 officers in operating the BLC
- Network the SMILE families with the FISH families
- Intercede or mediate for each family
- Tabulate the children-at-risk
- Establish the BLC as MDG-FACES model
- Report to the PMAT

3.2. *Consultation Meetings among Project Facilitators and Igniters.* Representatives from faith-based organizations, barangay officials and project implementers attended the consultation meeting where updates on the formation of FACES Center using BLCs were provided as well as the process flow of savings program was discussed. The families were also given orientation on their roles and the different forms that had to be completed for the project.

3.3. *Conduct of Trainer's Training.* A Trainer's Training was conducted to equip the MDG-Faces Coordinators/BLC Igniters on values formation, conduct of weekly sessions and monitoring. Specifically the following topics were discussed.

- Introduction of BLC
- Family-Based MDG Localization (MDG-FACES)
- BLC Guidelines
- RSMT Technique
- Weekly Agenda (4I's)
- Roles of BLC Officers, members and igniters
- Savings Collection Flow
- Vision, Mission and Goals and Objectives of BLC
- Stages of MDG-FACES
- Management of BLC Life
- Forms in measuring BLC performance
- Action Planning/Targeting



3.4. *Conduct of Values Formation.* A unique feature of the project was the conduct of values education to the children and their parents, particularly, on life skills and family virtues. The BLC had a range of topics on

values such as family life formation, proper handling of children and spiritual growth. This was conducted during weekly meetings and facilitated by the Igniters.

3.5. Development of IEC Materials. To facilitate dissemination of information and familiarization of all stakeholders about the project, the FACES Core Team developed IEC materials. This resulted in more private sector participation in the project. The beneficiaries were taught on how to maximize the value of the materials.

3.6. Mainstreaming FACES in the Center. BLC Officers including community leaders and barangay officials were oriented about the FACES project components with emphasis on the status of children-at-risk. This orientation enabled them to understand the goals of the project. This was shared to other members of the BLC. The activity eventually enabled BLC Igniters to be immersed in the nature and dynamics of the FACES.

3.7. Conduct of Weekly Meetings. In order to have a consistent follow-up and communication with the 40 families, a weekly meeting was put in place. These were handled by members of the Project Management Team or permanent and alternate facilitators/igniters. The Team utilized the 4 I's (Icebreaker, Inspiration, Instruction and Implementation) structure for every meeting. The ultimate goal of the meetings was to establish integrity circles among target families.

3.8. Install Quick Response Mechanism (QRM). The QRM was a system that would diagnose the MDG status of each FACES family through RAFMAS and their children through SMILE Quick Action Taken (QUAT) per family Score Card. These were designed to identify the priority needs and concerns of the family and the children that require immediate action. The BLC family themselves analyzed, processed and recommended solutions to their identified need/s. They assessed and monitored the progress of their own children through the SMILE Progress Report Card. The Igniters facilitated the accomplishment of these forms during the regular weekly meetings.

3.9. Match SMILE and FISH families. FISH families were those Families in the Slum who need Help, whose children could not SMILE, lack SMILES or have inadequate SMILES. SMILES families were those who had achieved the SMILE indicators. They (a) share their blessing to others, (b) maintain the smiles on the faces of their children by continuously achieving the SMILE indicators, (c) reach out to other families and adopt children-at-risk, sponsor and provide scholarship grants, assist families who are in need, (d) are individuals, families, socially responsible business firms, corporations and associations.

Each FACES child had a profile indicated in the SMILE Progress Report Card. SMILE families sponsored FISH families by donating P 500.00 per month for the education, food, health, environment and economic concerns of the sponsored child. Donations were properly acknowledged by the MDG officers. SMILE

families were regularly informed of their adopted child's conditions through the SMILE Progress Report Card. This matching process was also part of the regular weekly meetings. The SMILE Families could choose the FISH families from a list.

*3.10. Preparation of MDG-FACES Activity Report.* The Activity Report, summarizing the needed outputs in the three (3) major components of the MDG-FACES project, was accomplished every meeting.

The first major component was the BLC formation. The Rapid Saving Mobilization Technique (RSMT) Form recorded the result of the savings mobilization meeting conducted by the BLC-Igniter/MDG Faces Coordinator, which became the basis of the group formation.

The second component was the installation of quick response mechanism (QRM) in the BLC. The forms accomplished were:

- Survey Forms: Family Information Sheet, SMILES Information Sheet and MDG Advocacy
- Family Quick Response Guide Form
- SMILES Progress Report Card

The third component was the matching of the solution providers (SMILE Families) and the family children-at risk. The reports and documents accomplished by the BLC were:

- Weekly Report that monitored the overall status of the weekly meetings/sessions.

It included the number of attendees, comments/ratings of the BLC officers on the delivery of the session segments (icebreaker, inspiration, instruction, implementation), and enumeration of the intervention/s made by the BLC igniter during the meeting.

- Weekly Attendance that monitored the participation of the BLC members every meeting.
- Weekly Savings Ledger that recorded the weekly savings of the BLC members.

*3.1.1. Strategic Planning.* Additional intervention of the project was the conduct of strategic planning participated in by twenty (20) delegates and conducted by the PBSP and the Hankins families. This was part of the social preparation related to the demolition of their existing homes and the construction of the Medium Rise Building which is an on-site relocation project. The activity helped the participants to recognize and address their problems and formulate their strategic direction especially in the context of the planned on-site relocation.

#### **4. Follow-up and Consolidation**

*4.1. Measure Performance.* The Igniter together with the BLC officers conducted RAFMAS periodically among the FACES families to determine their MDG status. The assessment was done weekly, but reporting and consolidation was done monthly. Likewise, the condition of each child was measured through the SMILE-QUAT score card to determine the child's current need/s. The SMILE-QUAT Card

was a tool that compelled the project officers and members to make quick action to address the identified needs of the child.

4.2. *Progress Monitoring.* The Project Management Team, based at the CDO, conducted monthly monitoring of the project using the assessment and monitoring tools. Likewise, the local PMT monitored the implementation of the project on a weekly basis through the facilitators and Igniters. The presence of the facilitators and Igniters were appreciated by the Hankins community leaders. Each child had a story to tell. Through the SMILE-QUAT Card, the child's need was addressed immediately. For instance, utilizing the services of the Personnel Services Office (PESO) for employment referrals and the Department of Education for schooling concerns. The SMILE Progress Report Card showed the child's current condition which also measured the BLC's performance in terms of achieving the MDG targets for the child. The SMILE Progress Report Card was also shared with the SMILE families, donors and supporters. The project plan was monitored weekly to ensure that the plan was on schedule and within target.

4.3. *Conduct of Consultation Meetings.* The meetings, participated in by the FACES facilitators/Igniters, aimed at discussing the previous months' accomplishments of the project and identifying how to proceed. In these meetings, the progress of the project, issues and concerns and areas for improvement were discussed.

4.4. *Knowledge Sharing.* As a pilot project, it was expected that after successful project implementation, the project would be replicated in other slum areas in the city. The project paved the way for the formation of additional thirty-two (32) BLCs. The centers had been identified should the city decide to replicate the project in other parts of Pasay. This would facilitate the replication process.

4.5. *Conduct of End of Project Meeting.* The Core Team through the PMT conducted an end of project meeting with the TWG members. The end of project meeting tied some loose ends and tracked the next action steps after the project life. The PMT presented the accomplishments and status of the project. The meeting was also an opportunity for the TWG members to commit to the next steps. As the different department heads attended the meeting, commitments and decisions were easily made. The meeting was also a chance to validate some information needed for documentation.

## ANALYSIS AND LESSONS LEARNED

Pasay City was a UNICEF child-friendly city and a UN-HABITAT resource city for MDG Localization. Some of the lessons that could be learned from the implementation of FACES Project in Pasay City are:

1. **Strong support of the Local Chief Executive.** The City Mayor of Pasay has been a strong advocate of MDG localization. Since 2006, the City Government has incorporated MDG concerns in its Annual Investment Plan.

According to the City Mayor, all the programs and services of the City Government were geared towards meeting the MDGs. Pasay City also used CBMS, HRVA results and tools like Rapid Family MDG Assessment to support evidence-based decision-making.

- 2. Confidence of the LCE in the Department Heads.** The complete trust of the Local Chief Executive in the implementers of the FACES Project facilitated over-all project implementation. The Project Management Team was able coordinate well with the stakeholders of the project.
- 3. Strong coordination among Members of the TWG.** Members of the TWG and Core Team recognized the importance of good working relationship among them. Even in the absence of an Executive Order signed by the Mayor, members of the TWG and the Core Team continued to work and coordinated with each other.
- 4. Strong support of the private sector.** The strong presence and support of the private sector was very important. Many representatives from the private sector helped the FACES families. There was still a need to promote the project to other private corporations and NGOs in the city so they can participate actively. The support of the private sector had increased tremendously. The private sector found it worthy to support a project which has great and immediate impact on the beneficiaries. They recognized the value of the mileage that the project can give to their companies.
- 5. Strong support of the Faith-Based organization.** A significant contribution to the success of the project was the support of the different faith-based organizations in the city. The role of the faith-based organizations was vital because of the program interventions they provided. Beneficiaries recognized the impact of values formation, bible study and prayer on their individual lives and as a community. This also resulted in improved outlook in life through the utilization of the IGNITERS, an acronym for:
  - I - Identify the FISH beneficiaries
  - G - Guide the mothers
  - N - Network or link the FISH with SMILES
  - I - Intercede for the families
  - T - Tabulate conditions of children
  - E - Establish and empower the BLC
  - R - Report to the CDO/ Project Management Office
  - S - Supervise the families' activities
- 6. Sustainable monitoring.** The consistent monitoring of the PMT and the Core Team contributed in assessing the project implementation and anticipating possible problems by coming up with timely and proactive solutions.







## NO CAN'Ts and DON'T's for Candon: The MDG FACES Experience in Barangay Darapidap Candon City, Ilocos Sur

*The City of Candon*, through its projects coined as “SEA” Project and Project “SHEPHERD,” endeavored to fulfill the noble aims of the FACES project in Barangay Darapidap, Candon City. Project SHEPHERD and Project SEA were initiatives of the city as a manifestation of their commitment to the Project. FACES focused on children in the slums who suffer from hunger, insufficient water and sanitation, insecure tenure with constant threat of eviction, lack of protection against all forms of violence, presence of conditions that breed disease, low income, high maternal and child mortality, limited access to education and degraded natural environment and highly vulnerable to disaster.

The drafting of relevant legislations such as the creation of core project team facilitated the program to take off. The program centered on the 40 indigent families as beneficiaries-partners. In the selection of the 40 indigent families, the core team used the data from the Community – Based Monitoring System (CBMS) as of 2006. Among the 42 barangays of Candon City, Barangay Darapidap had the most number of household living in the slum community. Therefore, the core team searched out the 40 family beneficiaries in Barangay Darapidap.

The “SEA” project provided livelihood assistance using the FACES grant as seed capital for livelihood programs, while Project “SHEPHERD” dealt with the construction of row houses through the Office of the Congressman of the 2<sup>nd</sup> district of Ilocos Sur under the initiative of Congressman Eric Singson. With the implementation of these projects, the once sad faces were transformed into happy faces that were full of hope. The chosen families were given the chance to live in a decent shelter with no more threat of eviction.

They were also provided a modest source of livelihood providing alternative sources of income to augment their very limited income thus ensuring that everyone in the family had decent meals and their children sent to school. The malnourished children underwent supplemental feeding. Husbands and wives participated in a series of values formation seminars that made them more careful in making decisions for the family.

## PROJECT DESCRIPTION

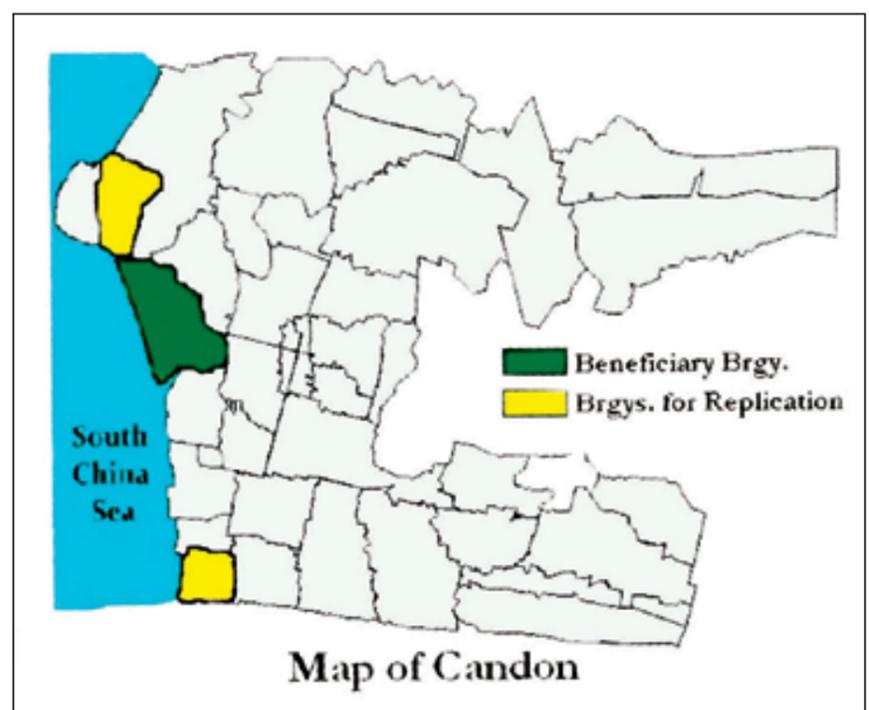
Candon is a young city composed of 42 barangays. It became a city on May 5, 2001 by virtue of RA 9018. It had a total population of 51,673 (CBMS, 2006 survey) of which 49% were living below the poverty threshold. Approximately 4% of the population or 1,915 individuals (429 households) were slum dwellers. Barangay Darapidap, where the project was implemented, had a total population of 2,701 and 45% were living below the poverty threshold. Approximately 17% or 451 individuals (94 households) were slum dwellers. Among the 42 barangays, Barangay Darapidap recorded the highest incidence of slum dwelling. Hence the City Core Team selected it as the pilot area, using the following criteria:

### On the selection of Barangay:

- o Having the most number of squatters;
- o Having the most number of residents living below the poverty threshold;

### On the selection of family beneficiary:

- o The family is residing in a house made of make – shift materials;
- o With children aged 17 years and below; and
- o Both parents do not have permanent sources of income



Prior to the implementation of the program in Barangay Darapidap, Candon City, the core team found out that all 40 family beneficiaries did not own the home lots and were therefore squatting on the land where they lived. Thirty three families did not have decent housing and their houses were made of make-shift materials; 27 families did not have electricity; 30 families did not have access to clean potable water; 21 families had children who were not provided with Vitamin A supplementation and immunization and some were not registered with the Local Civil Registrar (LCR).

The FACES project aimed at addressing all these problems and initiated the following quick response mechanisms: 1) the City Health Office through the Sanitary Inspector tested the water samples and treated those found infected with bacteria, 2) children were provided with Vitamin A supplement and immunized and those that are malnourished undertook supplemental feeding, 3) children were registered with the LCR, 4) families undertook livelihood training.



In addition, the FACES project prompted the city government to initiate the following projects:

### PROJECT “SHEPHERD”

- S – helter for the
- H –omeless integrating values
- E – education, promoting
- P – eace, safety,
- H –ealth and sustained
- E – mployment thru pooling of
- R – esources toward
- D – evelopment

The project “SHEPHERD” primarily aimed to construct/improve housing for the homeless or families living in make-shift housing units.

### PROJECT “SEA”

“SEA” - Self Employment Assistance project was a savings and credit facility that provided the family beneficiaries access to socialized credit to enable them to finance income – generating projects that can augment their low income.

To facilitate the implementation of these projects, the city government involved the following offices to undertake their corresponding responsibilities:

- o City Social Welfare and Development Office
- o City Engineering Office
- o City Information Office
- o City Health Office
- o City Treasurer’s Office
- o City Accounting Office
- o City Budget Office
- o Office of the City Planning and Development Coordinator
- o Sangguniang Panlungsod.

These projects served as leverages for the families in attaining the Family MDGs. The welfare of the children beneficiaries were taken into special consideration. In Barangay Darapidap, 20 boys and 20 girls from each of the families were enrolled into the program. Parents committed to achieve the MDGs for their children and signed the Family MDG Pledge of Commitment. With the use of a FACES report card, parents monitored the attainment of the family – based MDGs.

Php5,000.00 were distributed to the 40 families as financial assistance for their chosen livelihood of buying and selling fishes and vegetables. It was emphasized to the beneficiaries that the Php5,000.00 was not a dole out. A re-payment scheme of Php200.00 weekly and a Php20.00 savings per week was adapted.

The construction of row houses under the project “SHEPHERD” was formally launched with a ground breaking ceremony on November 28, 2008. Capable family members especially the husbands volunteered to render labor at least one day every week to instill the spirit of ownership. Congressman Eric Singson pledged support by providing funding assistance in addition to the funding support from the city government’s 2009 budget. Now, with the project SHEPHERD and the SEA, no one will go astray.

## PROJECT HISTORY

The activities leading to the implementation of the FACES project started with the signing of a Memorandum of Agreement between the city government of Candon and the Local Government Academy of the Department of Interior and Local Government, as the FACES Implementing Partner, on June 30, 2008. On July 2, 2008, and September 22, 2008, the City government passed the Executive Order No. 26 s. 2008 and Executive Order No. 54 s. 2008, respectively, creating the Project Team on the MDG FACES to oversee the implementation of the program. The project team selected Barangay Darapidap and chose the 40 family beneficiaries. A total of 20 boys and 20 girls were enrolled in the program. On July 21, 2008, the parents signed the MDG FACES Pledge of Commitment

The organized families elected their officers on August 8, 2008. Saint Joseph Institute, a private sectarian school in the city, was tapped to conduct a series of values orientation seminars for the beneficiaries.

The seed capital as financial assistance to the beneficiaries for the SEA project was given to the beneficiaries on November 2008 and February 2009 respectively. The Project SHEPHERD was launched on November 28, 2008 and the construction of row houses started.

## PROJECT RESULTS

The FACES project of Candon City triggered the commencement of noble undertakings by several stakeholders involved in the project particularly the city government and the family beneficiaries. It laid the foundation for a brighter future not only in Barangay Darapidap where the family beneficiaries resided but also for the entire city as well.

### 1. Instilling the value of responsible parenthood.

Among the most apparent results of the project was the rekindled commitment of parents towards the fulfillment of their primary duties to look after the welfare of their children. Comparing the June 2008 baseline against the accomplished MDG FACES report card, parents become more mindful of their children’s needs as the children were now being fed at least three times a day. They were attending school. Those who were unregistered with the Local Civil Registrar were registered.

According to Nemia Bendijo, one of the mother beneficiaries said: “*gapo ken daytoy FACES project, daytoy asawak ket mapanonot nan dagiti pagrebbengannan a kas asawak ken ama kadagitoy annak ko. Manmano kami nga agringgoren saan nga kasla idi a masansan. Ti situasyon ti familia mi ket nagbaliwen iti nasaysayaat.*” (Because of the



FACES project, my husband became more mindful of his role as a husband to me, and a father to his children. We seldom quarrel now unlike before which was frequent. Our family situation changed for the better.)

2. Heightened awareness of health and sanitary practices.

Family beneficiaries especially the mothers underwent seminars on maternal health where the value of cleanliness, proper nutrition and good health were instilled in them Access to safe drinking water improved as the family beneficiaries shared with those who have pump wells for the meantime, a rare situation before the project.

3. Construction of five units of row houses for the family beneficiaries.

The construction of row houses under the Project SHEPHERD initially provided 5 units to accommodate 5 family beneficiaries and would eventually provide for the 40 families. Capable family members voluntarily rendered manual labor or “sweat equity” of one day per week. As a quick response, the dilapidated houses of the beneficiaries were repaired. The row houses were constructed in a lot owned by the city government. The financial resources needed for the construction of the row houses came from the congressional fund of Congressman Singson. However, although the row houses were intended for the family beneficiaries, neither ownership arrangement nor payment scheme has been reached yet.

4. Alternative sources of income

The PhP5,000 provided as financial assistance to each family member beneficiaries enabled them to engage in buying and selling fishes and vegetables thereby providing them alternative sources of income. The initial capital was not a dole out and PhP200.00 would be returned every week until fully paid. A savings of PhP20.00 per week was also required. The officers of the FACES association collected the weekly payment. A 100% repayment rate was always achieved.

5. Gained financial support from the city government and from the 2<sup>nd</sup> congressional district of Ilocos Sur.

The city government included funding support for the MDG FACES project in the 2009 budget and allocated 4.6 million pesos under the other executive/administrative development programs and projects.

project, Executive Order No. 26 s. 2008 and Executive Order 54 s. 2008 were issued establishing the City Core Project Team. The Team was responsible for the effective and efficient implementation of the project and was composed of the following:

- a. City Social Welfare and Development Office:
  - a.1 surveyed the skills of the family members as part of the labor force of the community;
  - a.2 coordinated with Saint Joseph Institute and other organizations for the moral values formation of the family members enrolled in the program.
- b. City Engineering Office:
  - b.1 conducted inventory of galvanized iron from the civic center which was used by the beneficiaries to replace the roof of their houses;
  - b.2 surveyed the current structure and facilities and identified who among the family beneficiaries were in need of housing repairs;
  - b.3 prepared site development plan for a vegetable garden as a livelihood project to be located in the proposed lot for the row housing project.
- c. City Information Office:
  - c.1 took charge of documenting the project
- d. City Health Office:
  - d.1 implemented and continuously conducted immunization, vitamins

## KEY IMPLEMENTATION STEPS

### Phase 1: Identification and Mobilization of Project Partners

- o *Project familiarization and organizing the City Core Project Team*

After the City Mayor, as authorized by the City Council, signed the Memorandum of Agreement between the City Government of Candon and the Local Government Academy of the DILG regarding the MDG FACES

supplementation, maternal services, sanitation and Operation Timbang.

- e. City Treasurer's Office
  - e.1 disbursed the funds released for the purpose in accordance with the usual auditing and accounting rules and regulations.
- f. City Accounting Office:
  - f.1 prepared liquidation report on disbursement on the funds released by LGA and UNDP.
- g. City Budget Office:
  - g.1 sourced out possible funding support to the project.
- h. Office of the City Planning and Development Coordinator:
  - h.1 provided secretariat services to the project core team;
  - h.2 continuously gathered dated and other information relative to the project;
  - h.3 monitored and consolidated the monthly progress report card of the families enrolled in the project.
- i. Sangguniang Panlungsod:
  - i.1 formulated an ordinance wherein residents of the barangay who have the skills should be chosen as laborers for any construction project in the said barangay.
  - i.2 prepared necessary ordinances/resolutions regarding possible sources of funds to finance the implementation of the project.

- o *Identification of Project Beneficiaries & Community Mobilization*

Barangay Darapidap in Candon City was identified as target barangay from where the 40 family beneficiaries were selected based on the following criteria:

On the selection of barangay:

- o Barangay having the most number of squatters;
- o Having the most number of residents living below the poverty threshold;

The City Core Team, after considering the 2006 CBMS vis a vis the selection criteria, selected Barangay Darapidap as the barangay beneficiary. After which, this was presented to the City Council and was subsequently approved. The City Core then informed the barangay officials of Barangay Darapidap that their Barangay was chosen as the Barangay beneficiary of the FACES project. The officials of the said barangay gladly accepted the opportunity.

On the selection of family beneficiary:

- o The family is residing in a house made of make – shift materials;
- o With children aged 17 years and below; and
- o Both parents do not have permanent source of income

The initial identification of the target families was based on the profile of barangay residents. The selected families were visited by the City Core team together with the barangay officials

who personally validated the actual living conditions of the target family beneficiaries and, after a careful evaluation, the 40 family beneficiaries were finally selected,

## **Phase 2: Prioritization and Stakeholder Commitment**

- o *Conduct of FGDs/workshop on Issue prioritization*

The current situations/circumstances confronting the targeted beneficiaries as well as the barangay were roughly identified through a participatory process. The family beneficiaries identified the issues and problems that needed to be responded immediately. They also accomplished the family quick action guide. The quick action guide was a document that contained some problems that their family may face or is facing and at the same time provided them information on how, where and when to look for the Family beneficiaries particularly the parents signified their commitment towards attainment of the Family MDGs by signing the Family MDG Covenant/Pact. At this point, the Family MDGs and their indicators were already translated in the Ilocano language.



## **Phase 3: Strategy Formulation and Implementation**

- o *Initiation of demonstration projects as a quick response mechanism*

Project SHEPHERD was launched on November 28, 2008. Prior to the construction of row houses, the project site and all necessary ground preparations had been arranged. The City Engineering Office prepared the plan and designed the houses. The lot where the row houses would be constructed was owned by the city government. Although it was allegedly donated by the city government to the Ilocos Sur Polytechnic College, a state college located in Barangay Darapidap, the city government was able to resolve the matter before starting the construction of the row houses.

Prior to the release of the seed capital for the SEA project, the beneficiaries underwent a livelihood training seminar on bag making using indigenous materials like, buri and abel (native woven cloth).

Training on soap making was also conducted. These trainings were available at the city and the conduct of these trainings was facilitated by the City Core Team. However, with the financial assistance given by the FACES project grant at PhP5,000.00 per family, the family beneficiaries opted to use the money in buying and selling fishes and vegetables because most of them had been engaged in these activities even before the project but they encountered problems on capital. A repayment scheme was adopted so that the seed capital will be paid back to the SEA project team at PhP200.00 per week and a compulsory weekly savings of PhP20.00.

In addition to these projects, Vitamin A supplementation was conducted by the City Health Office. A series of values orientation seminar was conducted by the Saint Joseph Institute for the family beneficiaries.

#### **Phase 4: Follow-up and Consolidation**

##### *o Sustaining the Gains*

The commitment of the City Core Team played a significant role in the success of the project. They remained vigilant and kept watch of all developments in the project. For instance, the City Engineer's Office continuously monitored the on-going construction of row houses. The responsibility of sustaining the livelihood project was vested on the DSWD office where the payment of PhP200.00 and PhP20.00 savings were collected on a weekly basis. The officers of FACES family beneficiaries association took charge of the weekly collections and the payments were remitted to the DSWD office.

The accomplishment of the faces report card to monitor the achievement of the family MDGs would not have been possible without the effort of the day-care worker who saw to it that the report cards were properly filled out by personally assisting the parents. The conduct of monthly meetings provided the venue for the beneficiaries to exchange information and experiences related to the project.

Part of the implementation of FACES in Candon City was the plan to extend the coverage of the housing project to other slum areas of the city. Congressman Eric Singson committed to provide the financial resources needed by the project. The City Core Team planned to conduct livelihood trainings on laundry soap production in other barangays of the City while continuously monitoring the buying and selling activities of the current beneficiaries. The City Core Team continuously monitored the progress of the parents regarding the attainment of the Family MDG indicators. The barangay day care worker was chosen as the focal person who patiently took time in visiting the families and personally assisted them in filling out the FACES report cards.

## **ANALYSIS AND LESSONS LEARNED**

- o Partnership between Government and NGOs was strengthened and pooling of resources was made possible*

Improving the well being of the people required the concerted effort of different stakeholders. Although the family beneficiaries may have the strong will to

improve their lot, the improvement in their lives may be thousand miles away if they were left alone. Their will to escape their current state of being, coupled with the generous and genuine concern of the city government, and other partners, provided them the opportunity to leap towards a better quality of life.

- o *Participation of families was enhanced*

The families realized that they have an active role in this project and their full cooperation and commitment facilitated the project to take off.

- o *Entrepreneurial skills as well as moral values were inculcated.*

The value of stewardship and value of savings were instilled. By rendering their services voluntarily in the construction of the row houses, the families felt that they were part of its completion and therefore carried with them the responsibility of safeguarding the property. Their livelihood project drove them to become more careful in utilizing the entrusted capital.

- o *Family ties were strengthened.*

Husbands and wives became more adept with their responsibilities towards their children. The continuous monitoring on their progress in attaining the Family MDGs served as constant reminder for them to remain committed to their role as a responsible parents.

## INNOVATIVE PRACTICE

### **NO CAN'Ts and DON'Ts – synergism in governance, the Candon way.**

The FACES project in Candon was a manifestation that indeed the City of Candon adheres to the philosophy— “in unity there is strength.” The City Mayor’s Office down to practically all units and departments in the city government were involved in the project. Each unit contributed to the project according to its resources and capabilities. The project served as a convergence mechanism that unified the strength of each department in bringing about real socio – economic development for its people.

The successful implementation of the MDG FACES of Candon City was attributed to the confluence of the people, resources and policies that worked to harness the resources of the community and made the most use of the opportunities that were available. The concern for decent housing, sustainable livelihood, and the health of the people in the barangay became a primordial concern of the city government resulting in a series of memoranda, executive orders and meetings that mainstreamed the FACES project activities into the routinary activities of practically all departments in the city government . The additional work load was considered not as a burden but as opportunities in making the City Government of Candon very relevant to all their constituents.





## Mukha ng Dukha Giginhawa: The MDG-FACES Project in Barangay Addition Hills, City of Mandaluyong

*Mandaluyong City* is composed of 27 Barangays with a total of 166,037 registered voters as of January 9, 2002. The FACES project was implemented in Barangay Addition Hills, the most populated barangay. Barangay Addition Hills envisioned sustainable development through the help of the City Council and various sectors. The project focused on the low-income families living in Welfareville, the biggest informal settlement in the country.

The FACES project was implemented through the City Social Welfare and Development Office. A Core Team was formed, with the Mayor as Chair, composed of the key departments of the city government and a faith-based organization. The departments included the Office of the City Administrator, City Legal Office, and Office of the Barangay Chairman of Addition Hills, City Health Office, Public Employment Services Office, City Planning and Development Office, Manpower and Development Office, Office of the School Superintendent of the Department of Education, Housing Development Board Office, Public Information Office, Scholarship Program Office, and the CCMZ.



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There were forty-two (42) children beneficiaries composed of 20 boys and 22 girls ranging from 1-17 years old. Through the FACES project, the families were able to access various health and social welfare services of the city government, such as, supplemental feeding, primary health care, scholarship program, skills training, capital assistance, responsible parenthood seminar and values formation seminar.

The FACES families are now organized and recognized as a group by the city. From being passive, the FACES families are now empowered to determine the needs of their family, particularly their children, and take appropriate action using the Family Quick Action Guide posted in their respective homes.

The FACES Project in Mandaluyong contributed to the city's winning the award as the 2<sup>nd</sup> Child Friendly City –NCR level. This is attributed to the active participation of the FACES Core Team and the strong support of the Local Chief Executive.

## PROJECT DESCRIPTION

### 1.2. Background of the Project Area



Figure 1. Map of Mandaluyong City

Mandaluyong City is known as the “Tiger City” of the Philippines. It is strategically located at the center of Metro Manila. Within the Mandaluyong portion of the Ortigas Center are major business and commerce in metropolis such as the Asian Development Bank, Banco de Oro, San Miguel Corporation, UniLab, among others.

The city is composed of 27 barangays with a total population of 264,591 (2000 NSO Census). Barangay Addition Hills, the FACES demonstration site, had a population of 69,885 (NSO 2000) or 26% of the total city population. In 20 years, the population of Barangay Addition Hills had increased by about 450%. It was the most densely populated barangay in the city with a population density of 576,647 persons per hectare. The barangay with a land area of 121,192 hectares, was considered as the largest informal settlement in the country. It was classified as a Planned Unit Development Area, hence selected as the best demonstration site for the FACES project in the City. Barangay Addition Hills hosted the Welfareville Property, a home to tens of thousands of informal settlers. It had the largest number of children suffering from 2<sup>nd</sup> and 3<sup>rd</sup> degree malnutrition. Three (3) health centers provided primary health care to the city residents. The centers were certified by the Department of Health (DOH) as 'Sentrong Sigla' centers that passed stringent evaluation criteria on quality health servicing. There were three (3) public schools situated within walking distance: (i) Nueve de Pebrero Elementary School with 36 classrooms, (ii) Andres Bonifacio Elementary Schools with 41 classrooms, (iii) Andres Bonifacio Integrated School with 6 classrooms. Before the FACES Project was implemented, most of the FACES families did not have sources of income. Many of them relied on scavenging and selling of candies and cigarettes in the streets. The community was known for rampant drug addiction and other vices. There were many out of school youths (OSYs) and the women were very passive and did not cooperate in the different activities in the neighborhood.

The city government through the CSWDO engaged the FACES families in productive endeavors such as job placement through PESO, skills training cum livelihood, CSWD volunteers and attendance in formal and non-

formal classes like values formation, bible studies, family and love sharing, alternative learning system.

The FACES project in Mandaluyong City provided opportunities for women involvement. The city's battle cry is MUKHA NG DUKHA GIGINHAWA (MDG). The project hoped to see the FACES families improve their lives.



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## PROJECT HISTORY

In 2008, Mandaluyong City was selected as one of 15 cities nationwide to implement the FACES Project in one of its most depressed barangays. The Core Team was formed through the issuance of Executive Order No.9 by the City Mayor. The CSWDO was tasked as the implementing department of the project. Using a holistic development approach, the FACES project components were integrated with the various health and social welfare programs and services of the local government. Through this project initiative, the FACES families were empowered and were recognized as productive resources of the city. The project was implemented in July to December 2008.



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## PROJECT RESULTS

### Project Beneficiaries

The Project Management Team selected 42 FACES families for the project. This covered 20 boys and 22 girls of which 8 were between 0-5 years old, 16 were between 6-10 years old, and 15 were between 11-18 years old. The selection process was done in cooperation with the 52 block leaders of the barangay. The block leaders recommended to the CSWDO potential family beneficiaries. The recommendation was based on the following criteria: 1) the family should have been living in the slum for a number of years, 2) the houses were made of light materials or makeshift, 3) family income was less than Php 1,000 per month. Families with solo parents were given priorities. The CSWDO made the final selection based on the recommendations of the different block leaders.



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### Use of Quick Action Guide

The Family Quick Action Guide was designed for the FACES project to guide the family-beneficiaries on appropriate steps to take whenever they were in problem situations, specifically concerning the MDG. This instrument helped them gain access to basic services offered by the various local and national government agencies. This was properly accomplished and maximized by the family-beneficiaries. The MDG Pledges of Commitment of each of the families were filed at the CSWDO. On the other hand, the completed Quick Action Guide Form was posted in every household. Below were the Family MDGs that the families committed to in the Pledge of Commitment:

- MDG 1: My child will not go hungry and will be provided with the basic needs and nourishment.
- MDG 2: My child goes to school and finish primary education on time.
- MDG 3: My child gets care and support from both mother and father.
- MDG 4: My child has proper weight & immunization/s.
- MDG 5: Pregnant mother gets prenatal & post – natal checkups with the understanding that next pregnancy should be at least two years from the previous one.
- MDG 6: My child is aware of sex related illnesses like HIV/AIDS and knows how it can be acquired & prevented. He/she must not smoke.
- MDG 7: My child is exposed to proper health and sanitation like: safe drinking water, sanitary toilet facility, has adequate durable & safe house & community development, etc.
- MDG 8: My child has access to new technologies and participates in development process. He must be removed from exploitative and hazardous labor; and from prostitution and pornography.



### Program Interventions

The FACES Project in Mandaluyong provided beneficiaries a new identity—they became recipients of various programs and services. The beneficiaries, having gained the reputation of being a solid and collective group, gained access to a number of programs and services such as capital assistance for livelihood projects. The parents of the FACES beneficiaries attended the regular meetings of the group including the values formation sessions. The regular meetings and other activities facilitated the closeness and strong camaraderie among them.

The different program interventions provided to the FACES family beneficiaries were results of continued consultation with them. In the beginning, many of these families wanted to engage in cooked food vending in the community. However, they were discouraged to do this kind of livelihood which may not be sustainable due to their present condition (i.e., they did not have refrigerator for

the food items and the environment needed improvements in hygienic practices). Subsequently, an NGO initiated a skills training on slipper making. The families became

interested in this training and were inspired by the support from the city government who committed to order 60,000 pairs of slippers intended for the Christmas season.

### Livelihood for Recyclables

All the family-beneficiaries became part of a solid waste management livelihood project that enabled the 42 families to do waste segregation and recycling at home. An attempt to start a buy-and-sell of recyclables and operate a mini-junkshop was not sustained due to lack of capital. Most of the families claimed that the livelihood project helped increase their cash flow.



Because the City Social Welfare and Development Office provided progress reports to each city department or unit, the FACES families became familiar with the different departments and units of the city. The different departments of the city government recognized the group making them priority beneficiaries for projects implemented in the city. This was true for programs initiated by the government and even by the non-governmental organizations and the private sectors.

Every flag ceremony on Mondays, the Local Chief Executive, as part of his inspirational message, mentioned the FACES beneficiaries and the changes that had been observed in them. There were special activities on Mondays when groups or organizations provided donations or assistance to the families.

### Education

There were 25 in-school FACES children, 17 boys and 8 girls, who were academically monitored in close coordination with the DepEd. Children having difficulties were guided by their teachers and families. Seven out-of-school youths, 4 boys and 3 girls, were able to access the Alternative Learning System (ALS) of the DepEd. These children became candidates for acceleration to higher level in their secondary education. This intervention provided new hope for those who have neglected basic education in their younger years.

Seven FACES children in Grade I were enrolled in tutorial lessons in preparation for the next school year in cooperation with the Petron Tulong Aral Scholarship Program. The FACES pre-school children were enrolled in the Neighborhood Supervised Play (NSP), a strategy of Day Care Service. The children were taught how to socialize with children of their age. Children were also taught values formation and family virtues. The CSWDO and the concerned teachers conducted regular meetings to ensure that the issues and concerns of the FACES beneficiaries especially in the aspect of education were responded to.



*Hunger and Mitigation Program*

Since the FACES families were recognized by the city government, they also availed of the hunger and mitigation program. This provided one kilo rice allowance per day for 122 days. The FACES mothers found this program very helpful as it provided for their daily partial food requirement.

*Supplemental Feeding Program*

The CSWDO had been implementing a supplemental feeding program. Since the CSWDO was also the focal office for the FACES, qualified children also availed of this feeding program that aimed at helping children improve their weight and over-all health condition. The FACES children received deworming medicines prior to actual feeding and Vitamin A supplementation. The progress on the weight of the FACES children was monitored on a monthly basis by a FACES mother volunteer who was later hired and assigned at the Health Department on Job Order status by the city government. The CSWDO was able to collaborate with an NGO to sponsor for two (2) months the provision of fresh pork and fish that helped the FACES families augment their daily food intake. They conducted a community kitchen during the period. The FACES families actively participated in cooking, hauling of meat, cleaning, and daily menu preparations and applied their learnings from “Nutrition Facts Lecture” given to them.



### Capacity Building

The FACES parents underwent a three-day Basic Business Management Training Seminar by the DSWD-NCR and CSWDO-Pasay to equip them in managing a small business. Skills training were also conducted in partnership with an NGO and a private organization in the following:

- Food preservation and processing training conducted for ten 10 days where 30 FACES parents participated
- Training on slipper making that became the city's demonstration project

### Capital Assistance

The FACES families were given capital assistance of Php 1,000.00 per group of 4-5 members without interest payable in ten 10 weeks. On the 3<sup>rd</sup> release, the beneficiaries were encouraged to repay the same with an additional Php20.00 as their forced savings. The capital assistance was used by the FACES families as seed capital for peanut butter making, food processing and trading.

### Identification Card for MDG-FACES Families

One of the innovations that the city introduced was the provision of identification card for the FACES families. This served as their formal document that facilitated access to the various services available for them in the city. They did not need to cue or to fill-up forms anymore to avail of health services. They were able to save time when transacting for various services that they were entitled to.

### **Collaboration with the Private Sector and International Organizations**

The FACES beneficiaries did not only enjoy the help of the local government but also the assistance of a number of private sector and international organizations. The FACES project expedited the collaboration between the city government and the private sector. In the past, whenever new programs, projects or services would be implemented, the city government found it tedious to identify eligible beneficiaries. Sometimes there was limited time to implement a particular project that would need identification of beneficiaries. When FACES was implemented, the city government found it very convenient to identify beneficiaries for donors.

The private sector partners including NGOs did not expect that the progress of the FACES children be reported to them but they were satisfied with the results. Thus, there was an increasing number of private sector players who would like to take part in helping the beneficiaries in the other needs that had not been provided. The city government through the CSWDO prepared regular progress report for the Local Government Academy and the same was made available to the other stakeholders.

### Petron Foundation Inc. Scholarship Program

Mandaluyong City was one of the recipients of the scholarship program of the Petron Foundation Inc., the social development arm of the Petron Company. A number of the FACES children were also beneficiaries and would be beneficiaries of the scholarship program of the Foundation for Elementary Education.

### Pinewood Incorporated

Pinewood Incorporated provided 60 kilos of meat for the supplemental feeding program and more for community kitchen for a period of 3 months. The participation of the company was spurred by their interest in participating in the FACES project

### San Miguel Corporation

The FACES children were treated to basketball games organized by the Philippine Basketball Association at the Araneta Coliseum. This activity was sponsored by San Miguel Corporation.

### Prime Agency

The Prime Agency, recognizing the value of FACES, provided the FACES families with gifts during Christmas. It was easy for the city government to endorse the FACES families as beneficiaries considering that they were already known in the city as the focus of the development assistance.

### Colgate-Palmolive, Phils., Inc.

One of the problems of the FACES families was the lack of regular source of income. Thus, the Colgate Palmolive Philippines, Inc. sponsored the livelihood training for food processing and preservation.

### Community Church of Mount Zion

The Community Church of Mount Zion in coordination with the CSWDO and the barangay officials conducted weekly values formation seminar. This intervention was highly appreciated by the mothers. One of the mothers

said that the session on values helped in minimizing rumor mongering among the families in the community and reduced conflict.

### Jollibee Food Corporation

The Jollibee Food Corporation included the FACES children as beneficiaries of “Maaga ang Pasko” gifts and birthday parties. Many of the mothers appreciated the opportunity for their children to attend birthday parties and socialize with other children thus improving their personality.

### **Increased Spirit of Volunteerism**

The FACES project aimed at helping the family-beneficiaries to be empowered by helping them access the basic services that they need. Likewise, the project encouraged the sense of development and volunteerism among the families. Most of the 42 FACES parent/guardians were helping the CSWDO in various programs on a voluntary basis.. When the CSWDO moved from its previous location to its present office, the FACES parents helped them in moving the furniture and materials and fixing the new office.

Some FACES mothers became volunteers of Neighborhood Supervised Play (NSP). These mothers taught children how to mingle and play with other children of their age. Children were also taught about value formation and family virtues.

### **Benefits Derived from the Project**

As observed by the Core Teams and confirmed by the FACES families, the following were some of the benefits derived from the project implementation:

1. The FACES families have changed lives as a result of values formation classes. Bonding and closer relationship among the members of the family and the community developed thereby making them cooperative and involved.

2. The living conditions were improved, women were empowered and all the family members were involved in the project. Women were also involved in community activities like becoming volunteers as Barangay Nutrition Scholar, Barangay Health Worker & Supervised Neighborhood Play. It increased the awareness of mothers on the health status of the children.



3. Jobless families were referred and were given jobs through the PESO. The livelihood trainings enhanced their skills.

4. Out of School Youths and Dropped Out children were ushered to ALS (Alternative Learning System. Grade I students were given more attention in preparation for the Petron Tulong Aral Scholarship,

## KEY IMPLEMENTATION STEPS

### Preparatory and Stakeholder Mobilization

1. Consultative Meeting. A series of consultations meetings were undertaken with the UN-HABITAT, DILG-LGA, MDG-FACES Core Team and other stakeholders at the various level of implementation. The local leaders and other stakeholders were consulted during the planning, selection and mobilization of target community.

2. Selection of the Project Area. Barangay Addition Hills was selected as the FACES demonstration site by the Core Team since the area was considered the largest informal settlement in the country and classified as a Planned Unit Development Area.

3. Institutionalization of the Technical Working Group (TWG). The TWG was created through the issuance of the Executive Order No. 9, Series of 2008 by the city mayor, for the implementation of the FACES in Pasay City. The FACES Core Team and/or Technical Working Group was composed of the city mayor as the Chairman and 13 key offices of the city government, as members. They were as follows:

City Social Welfare Development Office -Focal Office

Office of the City Administrator

City Legal Office

Office of the Barangay Chairman, Addition Hills

City Health Office, CHD

Public Employment Services Office,

City Planning and Development Office

Manpower and Development Office

Office of the School Superintendent, DEP-ED

Housing Development Board Office

Public Information Office

Scholarship Program Office

CCMZ



The Executive Order clearly defined the roles and responsibilities of the TWG of the FACES as follows:

- Identify and mobilize the pilot slum community and the participating community-based organizations
- Conduct a participatory planning, monitoring and evaluation-action plans that will address the MDG goals
- Establish a structure for Quick Response Mechanism (QRMs)
- Identify FACES projects
- Monitor and evaluate FACES project
- Prepare replication/sustainability plan to other slum communities in the city

4. Core Team Orientation and Consultation Meetings.

The FACES Core Team was oriented on the project to clarify the duties and responsibilities of the different stakeholders including the representatives of the barangay and the family heads.

5. Selection of Target Beneficiaries. The CSWDO with the assistance of the Purok Leaders of the barangay identified the potential beneficiaries. Forty-two families were selected as FACES families. These families were recommended by the Block leaders to the CSWDO. The CSWDO as head of the Project Management Team made the final selection of these families using the following criteria:

- Those whose total family income is not more than P 1,000 per month per the DSWD-NCR indicator to be poorest of the poor

- Has been a resident of the barangay for more than 10 years
- Plenty of children
- Good attitude and willingness to participate in all of the activities of the MDG FACES project, i.e. meetings, skills trainings and seminars, values formation sessions, etc.

### Issue Prioritization and Stakeholder Commitment

1. *Conduct of Survey.* A survey of the identified poor families in the barangay was undertaken using the General Intake Sheet (GIS) for validation and gathering of additional information. This GIS was the standard form used by the CSWDO in providing assistance to individuals or families.

ISSUES	FREQUENCY	TOTAL
WALANG TRASHHO	34	34
KULANG SA NUTRISYON	16	16
KULANG ANG SUPPLY NG BIGAS	12	12
OVERCROWDING- CONGESTED NEIGHBORHOOD	1	1
PROBLEM OF PROPER WASTE DISPOSAL	6	6
OVER POPULATION	1	1
KULANG SA EDUKASYON	7	7
OVEREXPOSURE TO TV, INTERNET, ETC.	1	1
SEXUAL HARRASMENT	1	1

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2. Pledge of Commitment. A Pledge of Commitment was undertaken between the family beneficiaries and the city government to ensure their optimum participation towards the achievement of the MDGs for the concerned families and their children.
3. Demonstration Project. After a series of consultation with the FACES families by the Core Team, the need for livelihood was identified as the priority. The sources of income of most of the FACES families were the selling of recyclables from scavenging. In order to increase their productivity, almost all the FACES adult family members were trained on slipper making.

### Strategy Formulation and Implementation

1. Consultation Meeting. The CSWDO designated a full-time social worker to handle the FACES project since the beginning of the implementation. The social worker conducted a series of consultative meetings with the selected FACES beneficiaries. As the houses of each of the beneficiaries are far from each other, the consultation meeting was usually conducted at the CSWD Office. The invitation to a meeting would be mostly through “word of mouth” or through informal channels of communication.
2. Project Orientation on MDG FACES. The representatives of the FACES families were oriented on the FACES components by the FACES Core Team and the national PMT.
3. Preparation of the Child’s Progress Report. The social worker assigned for FACES trained the parents specially the mothers on how to prepare and complete the progress

report of each of the children. The mothers appreciated the significance of the progress report card. The main goal was to make the parents aware of the available programs and services that they can access with less supervision. As to the kind of interventions that will be introduced, the CSWDO facilitated meetings and sharing sessions identifying the needs of the different children and then come up with possible interventions. This helped in the preparation of the Quick Action Guide.

4. Collaboration with GOs, NGOs and other Private Sectors. The CSWDO coordinated with the different government, non-government organizations and other private sectors to secure their commitment in the supplemental feeding program, livelihood training and other health related services for the FACES children. The Executive Order issued for the project was very helpful in securing commitment from the different departments of the city government.

5. Conduct of Weekly Meetings. Weekly meetings were conducted by the CSWDO. The following activities were undertaken during the meetings:

- Weekly Parent Effectiveness Session (PES) was aimed at emphasizing the responsibilities, functions and roles of the parents to their children’s rights;
- Values Formation aimed at providing deeper understanding of oneself and one’s existence conducted by a faith-based organization. During the session, the children were guided by a FACES mother in drawing and singing activities as part of their values formation.

6. Social Development Activities. The FACES families and children were given the opportunity to participate in different social development activities, such as:

- Family Day Celebration at SM Megamall held last September 30, 2008
- Birthdays and Christmas Parties
- Watch the PBA Basketball Opening at the Araneta Coliseum last October 2008



### Follow-up and Consolidation

1. Project Monitoring. The CSWDO conducted regular visits to the FACES families particularly during the actual project implementation.
2. Replication Plan. Mandaluyong City will replicate the FACES Project in another barangay. In the meantime, some of the components of the FACES Project were integrated in the regular programs and services of the CSWDO.

Below is the CSWDO Work & Financial Plan wherein MDG-FACES funds are incorporated.

Social Protection for 200 children	P 500,000.00
Character Building Program for 500 Youth	216,000.00
- OSYs	
- Street children	
- FACES Children	
- Petron Scholars	
Home-based ECCD/Supervised Neighborhood Play	500,000.00
-2000 children	
Foster Parent Program for 20 parents	20,000.00
Children's congress for 150 kids	20,000.00
Capability Building	

- CRC (Consultation for the Rights of the Child)
- Seminar on Volunteerism
- Life in the Spirit Seminar
- ECCD Training for Child Development Worker

(Early Childhood Care & Development)

4. The participation of private sector is very important in all aspects of the project. The private sector aside from the NGOs and the faith-based organizations can be partners in all phases of project implementation.

## ANALYSIS AND LESSONS LEARNED

The Core Team members considered the project implementation of six months as quite short. But according to one of them, *“what counts is not the number of hours we put in, but how much we put in the hours.”* The FACES Core Team was very positive that through the project, unity, cooperation and labor of love of the implementers, the hope of a better future will be made possible. Hence the MDG – MUKHA NG DUKHA GIGINHAWA. Some of the lessons that could be derived from the experience of Mandaluyong City in the implementation of the MDG-FACES Project are:

1. The full commitment of the Local Chief Executive will ensure the sustainability and replicability of the FACES Project to other barangays or communities.
2. There is a need to conduct an end of project meeting/sharing to ensure that the members of the Core Team/Technical Working Group are updated on the status of the project so they can deliver their individual commitment.
3. Documentation is important to record significant decisions made and milestones achieved. This will also facilitate the replication process.

### Appendix A

#### MDG Budget Allocation Mandaluyong 2009

Year	Item	Budget
2009	1. Family Character Building Program (500 youths)	P 600,00.00
	2. FACES Children	216,00.00
	3. DSWD Children's Choir (2 FACES children as member)	98,000.00
	4. Convention in the Rights of Children (CRC)	50,000.00
	5. Seminar on Volunteerism	100,000.00
	6. Life in the Spirit Seminar	<u>100,000.00</u>
		<b>P 1,164,000.00</b>

Source: CSWDO Work and Financial Plan 2009





## Responding to the FACES of Poverty in Santiago City

*Santiago City* has 37 barangays with a population of 126,244 (2007) comprising of 27,538 households. Like most cities in the country, it has its own share of marginalized groups such as the urban poor who were not able to benefit from the fruits of political and economic growth.

The fight against poverty in the city through the FACES project was put into operation under the City Planning and Development Office (CPDO) and implemented in Purok IV, Barangay Calaocan. This barangay was selected based on the survey conducted by the Barangay Operations Center (BOC) using defined parameters. Three (3) key problems of the community were identified by the FACES recipients, namely: lack of potable water, comfort rooms and sources of livelihood. Strategies used in addressing these immediate problems included focus targeting, convergence, community organizing and holistic family approach.

Focused targeting was brought into play as the implementers identified priority individuals and families needing urgent assistance. These families were not only considered to be the “poorest of the poor” in the community but, more importantly, they showed interest and persistence in uplifting their condition and demonstrated willingness to cooperate in the project. To mobilize resources and support, convergence was facilitated especially in the pooling of resources among government, non-government and people’s organizations in the locality. This was made possible through networking with partner agencies such as the Santiago Water District, Patria Sable Corpus College, East West Bank, De Guia Construction, Boysen Incorporated and community leaders. Through community organizing, the city/barangay officials, health workers and families were mobilized and steered to operate as an organized group for greater leverage in the decision making processes in their community. Their collective efforts in vigorously implementing the existing projects in the area along nutrition, health, and sanitation demonstrated this. Finally, a holistic family approach was implemented to identify the specific needs and requirements of the marginalized families through workshops.

The project accomplished the following: safe and potable water system installed, comfort rooms constructed, social preparation activities conducted, prevalence of under nutrition decreased, diarrhea cases declined, children begging in the streets reduced, hygiene improved and active involvement of the families in the community established. These accomplishments created a twofold impact. First, the social impact was manifested in the empowerment of the target beneficiaries through their active participation, higher self-esteem, renewed trust and confidence in the government, improved decision making process, and enhanced parental accountability. Second, the environmental impact was observed in the improved sanitation and hygiene practices in the families and immediate environment.

## PROJECT DESCRIPTION

Barangay Calaocan was established in 1930 and its name was derived from the Ilocano term “*laoc*” which means mixture of various ethnic groups. The place used to be a dumpsite where scavengers converged and subsequently established their community. Over the years, these scavengers suffered from constant threat of eviction as informal settlers and endured hunger, insufficient water and sanitation, unemployment, unsuitable housing, and other conditions that bred diseases. There were 5,340 residents (2007) in the barangay mostly residing near the cemetery and along a creek that flooded during long rainy seasons. The community members had the reputation of being “pasaway” as they were known to be violators of city norms. “Bakal Boys” living in the area cut steel from structures within the cemetery premises as a source of income. In the absence of a toilet facility, the cemetery was used as an area for defecation. The creek was the source of water for drinking and cooking. Based on the records of the barangay health worker (BHW), five children suffered from diarrhea every month due to unsafe drinking water and unhygienic environment.

According to the community leaders, the government or other sectors never introduced development programs to address these needs. While assistance reached the area, they were short-term, dole-outs or one shot activities. The “detached” relationship of the residents who they did not believe in the genuine concern of the local government further and the sustainability of government programs in uplifting their lives further aggravated the desperate situation. Thus, the local government officials had difficulty gaining their trust and confidence and some government programs in the area were not maximized or availed at all.





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Because water, comfort rooms and sources of livelihood were identified as the critical problems of the FACES recipients, the CPDO implemented the project to address these top priorities. They outlined the following objectives:

1. Conduct values and social transformation workshops for the forty families to understand the purpose of the project;
2. Redefine their attitudes and misconceptions about local leaders and government projects through social preparation workshops;
3. Install safe and potable water system for their use;
4. Decrease prevalence of undernutrition through a feeding program;
5. Reduce the number of cases of diarrhea, colds, and fever in the area;
6. Construct five comfort rooms strategically located for the use of the identified beneficiaries;
7. Identify and assess the capability, interests, attitudes, background and work experience of the beneficiaries as an input for livelihood training.
8. Empower the mothers in rearing their children through weight improvement and enhanced parenting accountability
9. Reduce the number of children begging in the streets and gangsters who engaged in illegal activities.

## PROJECT HISTORY

The FACES project for Purok IV Calaocan was officially launched in the area through the creation of a Technical Working Group (TWG) chaired by the City Mayor and implemented as a special project of the City Planning and Development Office (CPDO) from June-December 2008. The selection of the pilot group started with the identification of the poorest barangay within the city, in coordination with the BOC. Goals and strategies were set by the TWG through meetings, planning sessions, workshops and dialogues with stakeholders. These activities ensured the formulation of quick response mechanisms at the household and city levels, development of policy directions and the increase in interest and commitment of the stakeholders.



A fundamental process in the success of the project is the social preparation and capacity building of the FACES recipients through a three-month values formation workshop conducted by the core team of the CPDO. Another important feature of the project was the grouping of the recipients into five “integrity circles” who were often represented by their respective leader/spokesperson in meetings. It was through this grouping that real community problems were drawn, addressed and monitored.

## PROJECT RESULTS

The project was designed to elevate the quality of life of the forty (40) partner families by providing much needed services in four key result areas (KRAs): nutrition, health, livelihood and social dimensions. The positive effects were manifested through the following:

1. Increased weight of the 40 malnourished children as monitored by the City Health Office. Their diet was supplemented through a regular feeding program by the city government and Patria Sable Corpus College while educating the mothers on the value of proper nutrition and balanced diet.
2. Improved access to clean and potable water. This was provided by the construction of 5 faucets and 2 artesian wells in strategic locations within Purok IV of Barangay Calaocan for use and care of the 40 families.
3. Improved health and sanitation practices. Prior to the project, the community had difficulty in gaining access to clean and potable drinking water thus limiting their daily hygienic activities.
4. Decreased number of contracted diseases. The City Health Office recorded at least 5 cases of diarrhea every month for five years before the FACES project. This number significantly decreased to a single case per month.

6. Becoming pro-active agents in community. The participants attended the regular meetings on time and they influenced the non-participating members of the community to share the goals and ideals of FACES through good practices and role modeling.
7. Empowerment of the family beneficiaries. Leaders and members of the groups were able to gain self-confidence that allowed them to avail of government services and to communicate their concerns with local representatives.
8. Integration in community activities and goals. The participating families envisioned themselves as role-models for future FACES replication in the city. They believed that they could be the “voice” to influence FACES project design and implementation by way of actively cooperating in the feedback, monitoring and evaluation processes.



The participants considered their empowerment as the greatest impact of the project. This was manifested through higher self-esteem, active participation, closer relationship with the government, improved decision making, and enhanced parental accountability. Magnifying their social role, the experience inspired the families, most especially the parents, to take full advantage over government services that they were once too withdrawn to avail, e.g. health services for children, free primary and secondary education, housing and settlement programs of the LGU. In spite of various economic ordeals, the project gave them hope to discard the old belief that they comprise the neglected sector of the government.

## KEY IMPLEMENTATION STEPS

### A. Localization and institutionalization of the project in the city

**Step 1. Orientation on the project.** This is a 1-day activity which 1) presented the basic project information, description, objectives and outputs, 2) created awareness and provide understanding on the project framework, processes and outputs and 3) established LGU commitment to the project.

To establish the commitment of the branches of the city government, the city mayor presented the MDG-FACES project concept to the city functionaries and City Development Council (CDC) and requested for the creation of a TWG and structural mechanisms to support the implementation of the project. The draft MOA

prepared by the LGA was likewise presented to the CPDO.

To organize the MDG-FACES TWG, the LGU divisions and functionaries with their corresponding roles in the project were identified as follows:

- a. City Mayor – Leadership
- b. City Planning and Development Officer – baseline data and targets based on CBMS/MBN
- c. City Social Welfare and Development Officer- family profile of selected families
- d. Barangay Operations Center- selection and poverty profile of selected community.
- e. NGOs/Partner Organizations/ Academe
- f. City Health Officer
- g. Barangay Health Unit
- h. Barangay Council

As a result, Executive Order No. 75, series 2008 creating the MDG-FACES TWG was issued and EO # 75, S. 2008 was operationalized.

## **Step 2. Orientation of stakeholders and work planning.**

The present status of the city in realizing the MDGs was discussed. The project development framework, perspective and concepts were considered in the determination of strategies, tools and process flow. Thereafter, the work and financial plans were prepared to realize the project goals and objectives in the city.

Team planning and preparation included the formulation of necessary strategies for each project phase, identification of activities per phase and the assignment of each member of the TWG. The necessary supplies, transport, communications and other requirements were also coordinated. Strategies were devised based on the following criteria: attainability, immediacy, efficiency

The MDG-FACES barangay and partner families were identified after the conduct of a CBMS survey and formulation of selection criteria. The criteria in selecting the barangay were:

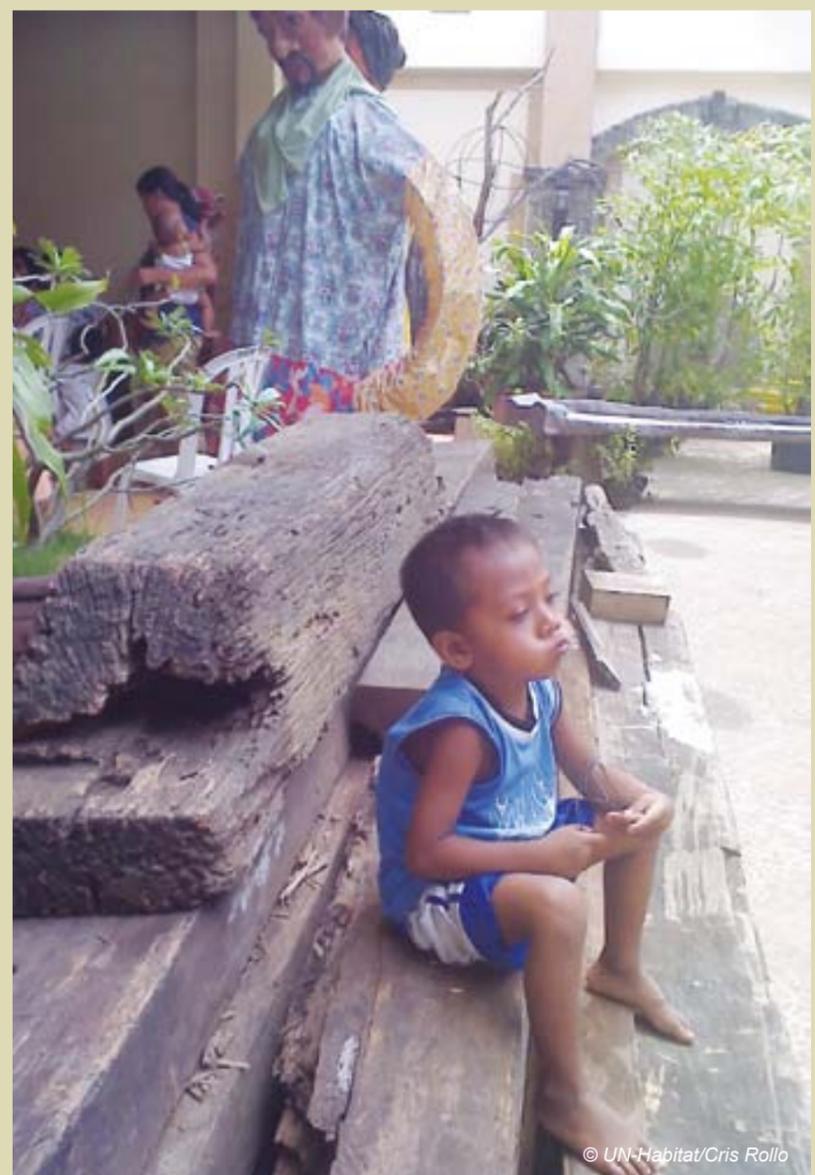
- a. Barangay with the most number of households below the poverty threshold;
- b. Barangay with an immediate need for basic social services

The criteria in selecting target beneficiaries were:

- a. Underweight children
- b. Youngest in the family
- c. Family had no permanent residence
- d. Could not avail of basic health and social services
- e. Parents were unemployed/under-employed
- f. Living in unacceptable dwelling and facilities
- g. With sincere interest in the project

### Step 3. Project area preparation

This started with a courtesy call on barangay officials and barangay workers who were oriented on the project goals and objectives. An on-site inspection of the target project area was conducted to validate the CBMS survey results. A memorandum of agreement was signed between the TWG and the Barangay Council designating Barangay Calaoacan as MDG-FACES Barangay.



Forty (40) families were selected in consultation with the Barangay Council members and health workers. In consultation with the parents, the youngest child was selected as the MDG-FACES child. A total of 40 children (20 boys and 20 girls) together with their mothers were finally chosen.

## B. Problems and issues identification and stakeholders commitment

The partner families were organized and oriented on the MDG-FACES project goals and objectives. They were divided into groups of 5 who selected their leader. These groups became the integrity circles. A values formation seminar for capacity building was set and a workshop to assess the needs of the partner families was organized. Child-focused issues, needs and concerns were identified, analyzed and prioritized with partner families using participative approaches. Targets and solutions were set using technology of participation. The MDG-FACES family covenant was explained to the partner families as their pledge of commitment to the city government. The signed covenant also served as their monitoring guide in meeting project objectives in the four key result areas of nutrition, health, livelihood and social dimensions.



## C. Strategy formulation and implementation

Quick response mechanisms (QRMs) were developed on the key areas and city and barangay level multi-stakeholder dialogues were conducted to operationalize the QRMS such as:

- 1 City Council for the Protection of Children
- 2 Barangay Council for the Protection of Children
- 3 Community Strategies for Monitoring
  - BCPC Monitoring
  - Weekly Meetings on Values Formation
  - Daily Check-ups for Hygiene and Meals
  - Weekly Monitoring of Agreements

Demonstration projects were developed and sources for potential technical and financial assistance to concretize the demonstration projects were identified.

#### D. Follow-up and consolidation

This involved the following activities:

- a) monitoring of MDG-FACES Children Progress Reports
- b) weekly family and community visitation
- c) monitoring of demonstration projects
- d) mainstreaming slum-level targets in the city's annual budget for replication.

### ANALYSIS AND LESSONS LEARNED

The successful implementation of FACES project in Santiago City could be attributed to two fundamental factors: (1) the project implementers and (2) the systems and framework of the project itself. The laudable results of the project proved that the best resource that could spell the success of any project was its human resource. The strong administrative support of the city mayor and competent CPDO staff played a big role in the realization of the project's goals and objectives. Through networking, they mobilized resources. Their presence in the community regained the recipients' trust and confidence in the local government. Although there was delay in the release of funds, the project proceeded smoothly due to the strong ability of the CPDO to source funds and network with other partner agencies. Their sincerity to reach out to the beneficiaries and their persistence in delivering the results convinced the FACES recipients of the sublime intention of the project and to cooperate in all its activities. The core team used a personalized approach by allowing the integration of the recipients not only in the project but also in local governance. In its structural set-up, lodging the project in the CPDO with the collaboration of the CSWD and BOC was an effective structural arrangement.

On the other hand, the design of the MDG-FACES project had its own merits as follows: 1) the adoption of participatory approach from need identification to implementation of the project developed a sense ownership among the recipients and other stakeholders; 2) the formation of "*integrity circles*" promoted healthy competition between and among recipient groups. The "*integrity circle*" ushered bonding among them and created a support group for the discussion or resolution of their own problems; 3) the notion that they were one of the chosen few cities motivated them to seriously implement the project. This gave the impetus to prove their worth as part of the project; 4) the limited time for the implementation of the project was seen as strength because it gave pressure to the LGU to implement and deliver the expected results. This allowed the implementers to be more visible in the target community complemented by strict monitoring and evaluation of the project; 5) the concept of piloting the project in just one barangay with forty selected families. This number made the project easy to manage and deliver the expected results. It also permitted a personalized approach in the implementation of the project; 6) the idea that the project was an intervention initiated by an international organization or NGO. As an apolitical entity, the project was perceived to be having no political color especially as the primary beneficiaries were non-voting children.

The project had a snowballing effect as the recipient families adopted additional 10 families who shared the benefits and other incentives they obtained from the project. The assistance and the benefits obtained by the recipients inspired the neighbors who witnessed the real benefits to aspire to be part of future projects by showing interest and positive behavior.

The critical issue was the slow release of project funds due to the very bureaucratic fiscal process of the government and the absence of concrete mechanism to expedite its release. This showed that government's fiscal procedures were no longer responsive to new innovations like the MDG-FACES project. Thus, there was a need to simplify the procedure of the Commission on Audit (COA) and the government accounting and budgeting procedures regarding the release of external funds (grants). Since the FACES project was a short term solution to urban poverty, livelihood and permanent housing remained to be difficult objectives to achieve. In fact, these were the components of the project that the recipients would like to realize. Although initial steps were made in the identification of capability for livelihood, much remained to be done particularly in terms of funding requirements.

The project expected its sustainability from the strong local government-NGO-PO partnership. For continued support, the following mechanisms were planned and undertaken: (1) the project was covered by radio and television as part of the transparency program of the city government. The massive public information dissemination hoped to attract more partner agencies to help in the project; (2) the city government worked on a long term solution by way of appropriating a half million pesos annual budget for the replication of the project in other poor barangays; (3) the city government planned to buy a lot for formal housing relocation project for the immediate transfer of the families; (4) the city government planned to institutionalize the project through a more decentralized approach with less committees to hasten its implementation; (5) every division of the city hall adopted a FACES barangay

as part of multi-tasking and social building; (6) the East West Bank planned to start a livelihood project through a micro-financing package. The micro-financing would be accessed with reasonable interest rate and period; (7) the Santiago Water District planned to donate five additional 'pedicabs' for the unemployed families. This would be dubbed as "Padyak Buhay" project with an installment plan package; (8) the Patria Sable Corpus College planned to package an extension program in the field of entrepreneurship, livelihood training, remedial reading, computer literacy and values orientation to complement existing programs in the community.





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On the whole, the FACES project implemented by the City Government of Santiago could be replicated even in the lowest class municipality with minimal funding by using realistic or doable strategies as proven in the realization of the project.





## “ALKANSIYA”: Something New Out of an Old Concept The Faces Project in Purok Inagawan, Barangay Uno, Roxas City

*Roxas City* had 14,000 informal settlers and the problem with slum dwellers was not confined on tenurial issues only but also other problems associated with it. The problems ranged from health sanitation, drainage, malnutrition, out of school youth, unemployment and other issues.

Dealing with problems related to slum dwelling required collaborative efforts from the different departments of the city government and the civil society organizations. The City Social Welfare and Development Office, the City Health Office, City Planning and Development Office, City Administrator’s Office, and Department of Interior and Local Government worked closely in the implementation of the FACES Project.



The participatory approaches in conducting the series of workshop enabled the community leaders and family beneficiaries, specifically, women and youth, to actively participate in identifying solutions that addressed community and family issues and influenced the decision making process at the barangay level.

Among the activities conducted under the project were skills training on basic financial management and food processing, provision of weighing scale to ensure regular weight monitoring of identified malnourished children and provision of seeds for the communal garden. Issues on health and sanitation were given attention through medical consultations and regular monitoring using the Children's Progress Report Card and development of the Family Quick Action Guide. The construction of the communal faucet would be pursued once the ownership of the location site for the communal faucet was settled.

To address the economic concerns of the 40 family beneficiaries in Barangay Uno, Purok Inagawan, the city government through the FACES Project provided PhP5,000 per family as loan to start a small business. The concept of savings was inculcated in the 40 beneficiaries. Loan payments would be taken from their monthly savings. Loan payment was 100% as of January 2009.

The city government expressed that the 40 families were considered priority beneficiaries in the city's urban poor housing program.

Replication and sustainability of the project was seen as possible through the city's urban poor amelioration program and through enhanced partnership with the business sector and non-government organizations.

### Cherry's Story

Forty-eight-year-old Cherry was left with six children when her husband died in 2001. Her husband, who was a government employee, was the bread winner for the family. His death resulted in Cherry's reliance on his pension which was not enough to meet the needs of the children.

When she learned of the FACES Project, Cherry immediately signified her intention to join. Expecting that the project could help her financially, she attended meetings religiously. Her prayers were answered when she learned of the capital lending project. She attended the financial management training that equipped her with knowledge on managing a small business. Her idea of selling softdrinks materialized when she was provided a working capital of PhP2,000. Every day, Cherry deposited PhP16 in the "alkansiya." She religiously paid her daily dues because she might find difficulty later if payment was compounded. Cherry's starting capital increased to PhP2,500 in barely a month. Extra profits were used for the daily needs of the family. Cherry also gained knowledge on responsible parenting and was able to better appreciate her children. She realized that it was not too late to let them feel her love which she showed through better food preparation, extra care, and refraining from making "*buyayaw*" (scolding by shouting). She felt a closer relationship between her and her children.

The information that the project has to end by December of 2008 frustrated Cherry in a way. For her, projects like FACES should be extended because it is a big help to beneficiaries like her.

### PROJECT DESCRIPTION

Roxas City, known as the "Seafood Capital of the Philippines," is situated at the northeastern tip of Panay Island. Classified as a second Class Component City, it is composed of 47 barangays of which eighteen 18 are urban and 29 are rural. As a basically agri-based economy, its major economic activities are farming and fishing. Although agricultural activities claim 52.87% of the city's total land area,, the city is now moving towards commercialization and industrialization as it is the center



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of trade and commerce not only in the province of Capiz but also in the northern part of Panay Island.

In the 2007 NSO Census of Population, Roxas City registered a population of 147,738 residents and a 29,548 households. The city had 14,000 informal settlers (almost 10% of total population) and was confronted with problems associated with slum dwelling.

One of these slum communities was Purok Inagawan of Barangay Uno, the selected project community. Barangay Uno was located along a riverbank that connected the barangay to another two barangays – Tiza and Banica. It had a land area of 6.6237 hectares with a population of 1,281 and 266 households.

The barangay was a living picture of a typical urban slum: with houses mostly made of light materials constricted in such a small area, inaccessible to primary utilities, with solid waste, health and sanitation problems, and residents living in constant fear of eviction. Almost 71% of the households in the barangay were renting their houses. Of the 40 family beneficiaries, 60% had a monthly family income of P4,000 and below. Their common sources of livelihood were from being hired laborers, vendors and tricycle drivers. Since Purok Inagawan was located along the riverside, solid waste management had been a problem in the community. Residents tended to dispose waste into the river thus also endangering their health.

These were the major concerns of its present leadership. The barangay official recognizing the severity of the conditions of their constituents, had formulated strategic directions aimed at addressing these pressing concerns.

The barangay officials did not only work to uplift the health and economic status of the residents but they also inculcated among the constituents the spirit of unity- to

work towards a common goal through active participation in the programs and projects of the barangay. For the leaders of Barangay Uno, the eradication of the “bahalana” and “kanya-kanya” mentality was as a great challenge as that of poverty.

The inception of FACES project brought new hope to the distressed residents in the barangay and opened new avenues to accelerate the realization of the barangay’s strategic plans.

## PROJECT HISTORY

When the City Government of Roxas received the call to join the MDG-FACES project, the city immediately recognized the distinct strategy of the FACES project in localizing the Millennium Development Goals. Led by the City Mayor, the city took the opportunity to be one of the pilot cities for the project and signified its interest through a letter of intent in May 2008. The city was selected as one of the 15 pilot cities for the project. A Memorandum of Agreement between the Local Government Academy and the City of Roxas was signed thereafter.

The implementation of FACES Project in the city commenced upon the approval of Executive Order No. 14 – Creating the FACES Project Team to Implement the Family-Based Action for Children and Their Environs in the Slums (FACES) Project. After the FACES City Core Team (FCCT) structure was formed, the team came up with defined roles and functions of each member. The CSWD acted as the Project Manager, the City Administrator’s Office as the head of the secretariat, the City Planning and Development Office Staff as the documenter and the City Administrator as the FACES Focal Person.

A series of meetings and team planning were conducted by the FCCT to formulate a work plan, develop tools and identify criteria for the selection of project site and beneficiaries.

Within the month of July 2008, the FCCT facilitated the conduct of consultation and orientation of local leaders and family beneficiaries on the FACES Project, issues identification and prioritization workshop and developed the Family Quick Action Guide (FQAG). A participatory approach was used in the conduct of these activities. Involvement of the local leaders and family beneficiaries in the said activities was ensured to establish stakeholders' ownership of the project.



The remaining months of the project implementation period were spent in the implementation of the Quick Response Mechanisms (QRMs), demonstration projects and monitoring of progress of the children beneficiaries.

By the end of the project in December 2008, the FCCT, together with the FACES Project Team at the National level, conducted a monitoring and evaluation survey to measure the accomplishments and the impact of the FACES project in the community especially among the primary beneficiaries – the children.

## PROJECT RESULTS

The FACES project, through the implementation of project activities and QRMs, made a significant impact on the lives of the family beneficiaries in Purok Inagawan, Barangay Uno. Meanwhile, the demonstration project on the provision of land ownership to the stakeholders was still in progress as of reporting time.

Among the notable results of the project were:

- 1. Behavior change among family beneficiaries.**  
Trainings on responsible parenting and food preparation had impacted on the lives of some families. The trainings provided them ideas on how to improve their relationship with their children and other members of the family.
- 2. Increased opportunity for economic activities.**  
The provision of capital coupled with basic training on financial management paved the way for the family beneficiaries to pursue economic activities. As a result, the income generated from their little business augmented family income and responded



to the basic needs of their family. As one of the mothers said in an interview: *“Problema ko sadto ang pambakal sang mga kinanglanon sang akon mga kabataan. Pero tungod sang FACES, sa gin pa loan na capital, naka umpisa ako sang gamay na negosyo sa pag-retail sang softdrinks. Yanda may pambakal na ako sang mga kinanglanon nila halin sa akon ginakita.”*



3. **Instilled the value of “savings”.** The concept of savings for the repayment of their loans developed a sense of accountability among the recipient families. It also encouraged them to set aside a little portion of their income for future needs and to live within their means. The recorded 100% loan repayment confirmed that the objective of the “Alkansya” project was met.
4. **Increased community participation among family beneficiaries in the local decision making process.** The participatory approaches used in project implementation empowered family beneficiaries to take an active role in identifying programs and projects that would respond to their needs. It also fostered partnership and developed a “sense of ownership” among community leaders and family beneficiaries.
5. **Enhanced inter-agency coordination.** The involvement of the different departments in the FACES City Core Team brought about better coordination within the city departments and improved the delivery of government services to the stakeholders. The series of meetings by the FCCT had been an effective way of bringing out diverse ideas from each member of the team and of forging together a clear direction as to the interventions that each agency can provide.

### May’ Story

May is a mother of three children. At 24, she was faced with the responsibility of rearing their children while her 29-year-old husband pursued college education. May and her husband remained financially dependent on their parents. When her eldest child was chosen as beneficiary of the FACES Project, May found an opportunity to participate in various seminars and trainings. Trainings on food preparation and nutrition were among the topics she liked most as she learned how to cook nutritious food. However, May still remained dependent on her mother for the needs of her children.

When the provision of capital to start a business was launched, May planned to make and sell “embutido” to earn an income. She applied for and was granted a Php5,000 loan. May was able to start her business and, from her earnings, was able to provide for her children’s needs. The feeling that she was earning further motivated May to maintain her business. At times when her husband needed money to pay his tuition, May was able to contribute a little amount from her earnings.

The project did not only give May an opportunity to earn. From the seminars she had attended, she was able to learn the values of selflessness and self-control. She was also made aware of her rights as a woman and the needs and rights of her children. This changed how she saw herself, a change that resulted in her having a closer family relationship.

## KEY IMPLEMENTATION STEPS

### Phase 1: Preparatory and stakeholder mobilization

#### *Organization of the FACES City Core Team*

The implementation of the FACES Project in the city commenced upon the passage of Executive Order No. 14 – Creating the FACES Project Team to Implement the Family-Based Action for Children and Their Environs in the Slums (FACES) Project by the City Mayor. The FACES City Core Team (FCCT) consisted of three sub-teams:

- (1) The Project Management Team – to exercise overall leadership in the implementation of the project;
- (2) The Project Operation Team – to serve as the implementing arm of the project tasked to operationalize the activities approved by the Project Management Team and;
- (3) The Project Secretariat – to provide secretariat and logistical support to the implementation of the project.

Specific tasks of the FCCT were also defined in the Executive Order. The City Mayor involved key persons from the different department as part of the City Core Team which included the City Social Welfare and Development Officer (Project Manager), the City Administrator, City Planning and Development Coordinator, City Health Officer, SP Member - Chairman on Women, Family and Senior Citizen's Welfare, City Council for the Protection of Children, the City Local Government and Operations Officer and a representative from an NGO as members. Logistical and secretariat support were provided by the

City Planning and Development Office. The roles and responsibilities of each key actor were defined.

#### *Meetings by the FACES City Core Team*

The FCCT conducted a series of meetings to discuss strategies and plans for the implementation of the project. In the first meeting where the team was oriented about the project, the members agreed on their areas of assignment. To ensure an orderly implementation of project activities, the FCCT formulated an Annual Work Plan and adopted the recommended tools such as the Child Progress Report Card. The team also selected the City Administrator as the Focal Person for the project.

### Gender of Respondents

Age of Respondents	Male	Female	Total
3 – 5	4 20.0	4 20.0	8 20.0
6 – 8	5 25.0	5 25.0	10 25.0
9 – 11	5 25.0	7 35.0	12 30.0
12 - 14	6 30.0	4 20.0	10 25.0
Total	20 100.0	20 100.0	40 100.0

### ***Selection of project community and beneficiaries***

One of the primary objectives of the initial meetings conducted by the FCCT was to come up with the criteria for selecting the project site and beneficiaries. The team agreed to use the available data from the Bisita Sa Barangay, National Statistics Office and City Health Office. To achieve an objective analysis of data, profiles of the target barangays were prepared and compared using a fact sheet. The City Health and the City Planning and Development Offices conducted an initial assessment of the community profile of the eight urban barangays resulting in a short-list of two potential project sites – Barangay Uno and Barangay 5. During this phase, Typhoon Frank hit the city. The devastation brought by the typhoon required the Project Team to shift their focus on the typhoon victims. Thus, the planned project activities were temporarily set aside.

Project implementation resumed after almost a month. The delay prompted the Project Team to fast track implementation of project activities. The selection of project site was done arbitrarily by the project team. Among the considerations in site selection were: the intensity of the problems confronting a slum area, community accessibility, and probability of success of the project, of which the role of the barangay leader is critical. After due deliberations and consensus, the project team selected Barangay Uno as the project community.

The identification of children beneficiaries was delegated to the barangay officials. The Barangay Health Workers (BHWs) were tapped to conduct survey of families. Economic and health data of families were considered in the selection process. A total of forty children composed of 20 girls and 20 boys were identified. Children 9 – 11 years old comprised 30% of the total number of children beneficiaries while 20% had ages ranging from 3 to 5 years.

### **Phase 2: Issue Prioritization and Stakeholder Commitment**

To ensure ownership of the project, involvement of project beneficiaries in all project activities was necessary. Their participation transformed them from being beneficiaries to partners. The involvement of the 40 families in the series of participatory workshops opened the avenues for ordinary residents, particularly women, to participate in local decision making processes.

#### ***Orientation of the Stakeholders***

At the inception of the project, the FCCT together with the FACES National Project Team facilitated a participatory workshop to orient the stakeholders on the project and at the same time to identify issues affecting the families in the barangay. The workshop was attended by the 40 family beneficiaries, barangay officials, FCCT, FACES PMT and an NGO representative. Among the issues recognized by the family beneficiaries that posed an enormous dilemma to the families were insufficient economic opportunities, housing, malnutrition and sanitation. The families themselves prioritized the issues from the list of identified issues. In the same workshop, the beneficiaries accomplished the Child Progress Report Card which identified the baselines per child MDG indicator and signed the Family MDG Covenant, translated into the vernacular by the DILG-LGOO for an informed decision, as manifestation of their commitment.

#### ***Development of Family Quick Action (FQA) Guide***

A Family Quick Action Guide jointly prepared by the families and implementers provided the family beneficiaries information on the services provided by the different government agencies as well as the specific steps to access

government services in a given situation. An orientation workshop was conducted by the FCCT to guide the families in accomplishing supplied questionnaires. From the workshop, the FCCT validated and consolidated the answers to the questionnaires and formulated the FQA Guide. The process allowed a two-way learning where, on one hand, the families familiarized themselves on what to do and where to go in any given situation and, on the other hand, the city government assessed the community's awareness of their services.

### **Phase 3: Strategy Formulation and Implementation**

To address the issues identified, the FCCT assisted the family beneficiaries in the formulation of a strategic plan. The project stakeholders recognized that some issues can be immediately resolved. The project team tapped the services of the different government agencies to provide immediate solutions identified as Quick Response Mechanisms (QRMs). Among the priority solutions identified were the provision of livelihood program, basic financial management training, seeds for the herbal and vegetable garden and construction of community faucet. The issue on land tenure posed a greater problem that required longer-term solutions. Others issues such as vitamin supplementation and birth registration could be addressed through the regular programs of the city government.

#### ***Extension of Health Services***

To attend to the identified health concerns of the families especially the children, the FCCT coordinated with the City Health Office for the provision of basic services to the beneficiaries. These included supplemental feeding, vitamin A supplementation, medical and dental consultation and regular weight monitoring. An NGO, who has been a partner of the city government in some of

its programs, worked hand in hand with the project team in the provision of supplemental feeding to malnourished children. Subsequently, a private educational institution in the city expanded its extension program of supplemental feeding to include the FACES community. The recorded 14 malnourished children in July 2008 were reduced to 7 at the end of the project in December 2008.

The city government provided a weighing scale to Barangay Uno to ensure regular weighing of the children. The Barangay Health Workers were tapped to monitor the progress of the children beneficiaries. The health status of the children was checked and monitored by the mothers using the progress report card. Monthly regular weighing was maintained to ensure that learning from seminars especially responsible parenting was applied to the prime beneficiaries of the project – the children.

#### ***Establishment of Communal Vegetable and Herbal Garden***

As a quick response to the nutritional need of their children, the families with the assistance of the barangay officials started a community vegetable and herbal garden. They approached the owner of an idle lot in the area and asked for the owner's consent to allow them to cultivate the land and plant vegetables and herbal plants. The FCCT provided the starter seedlings. After two months, the families harvested the fruits of their labor: *pechay*, mustard, *alugbati*, *okra* and eggplant. They were hopeful that the project would lessen if not totally eradicate cases of undernutrition in the barangay.

#### ***Registration and Enrollment***

The city government assisted the families in updating their PhilHealth and facilitated the birth registration of

unregistered children. The enrollment of some children beneficiaries in the Day Care Center was facilitated by the FCCT. By the end of the project, all 40 children beneficiaries attended school. Assistance was also given to the unwed parents who wished to be married. Of the eight couples who signified interest, four met the requirements and were wed in a Mass Wedding on December 2008 as the project ended.

### ***Provision of School Bags and Supplies***

The city government with the sponsorship from a senator provided school bags to students of various public schools in the city including the 40 FACES children. A foundation also provided school supplies and Christmas gifts to the children. Being identified as FACES families gave the family beneficiaries the opportunity to be given priority for services extended by private institutions. The rationale of this was for the city to see the effect of a focused service delivery.

### ***Skills Training on Food Processing***

A workshop on food processing was facilitated by the CSWD for the parents of the FACES community. It was attended by 34 mothers. The training classes were held every Tuesday and Thursday of the week from November 8 to December 20, 2008. At the end of the training, the participants did not only receive certificates but also developed their income-generating skills. The FCCT looked for other potential skills training for families to augment their source of livelihood.

### ***Financial Management Training Workshop***

The FCCT used the family profile as the basis in determining the kind of capability-building intervention

that would best cater to the needs of the families. A two-day training workshop was conducted through coordinated efforts of the project stakeholders headed by the CSWD. The first day of the workshop was allotted for sessions on women and children's rights, responsible parenting, value formation for the youth, family planning and reproductive health, and information on drug abuse. The second day was focused on financial management where parents were trained on how to prepare simple daily income statement and monthly cash flow. They were also oriented on the "Alkansiya" concept and encouraged to develop the habit of saving for emergency and future needs. Through this workshop, they acquired basic knowledge on the financial aspect of initiating a small business. All 40 family beneficiaries attended this activity.

### ***"Alkansiya": Something New out of Old Concept***

To help families in their economic concerns, the city government through the FACES Project provided a maximum of P5,000 loan per family beneficiary who had an existing business but needing additional capital. Family beneficiaries who were also interested in starting a business were also provided with capital through loan. They were given training on basic financial management to equip them with skills and knowledge in handling their finances.

Of the 40 family beneficiaries, 37 availed of the loan. They were briefed and instructed on proper recording and repayment. The loan amount together with the "alkansiya" was released to the families by the city mayor himself. The concept of "savings" through the "alkansiya" was introduced. Families were encouraged to deposit their daily due or more in their "alkansiya" to ensure they would not be burdened with a large loan repayment at the end of six months. The collection officer from the city government

held the key to the “alkansiya” and was the only authorized person to open it monthly. Any excess amount was turned over to the family beneficiaries as their “savings.” An agreement, written in the vernacular, formally sealed the commitment of the families to regularly pay their dues. The CSWDO that spearheaded the project was tasked to ensure its success through continuously inculcating among the beneficiaries the values of savings and accountability.

While of the family beneficiaries revealed that the concept of “savings” was not foreign to them, they found it impossible to do. It was their first time to have an “alkansiya” or “savings” in their entire life. Six months later, the project team reported a 100% loan repayment.

The city government intended to continue the project and was looking at the 2<sup>nd</sup> releasing of loan assistance.

#### **Phase 4: Follow-up and Consolidation**

Monitoring of the progress of children beneficiaries and of the implemented projects was done every 25<sup>th</sup> of the month through the collaboration of the FCCT, the barangay officials and the BHWs.

Just before the end of the project implementation period, the FCCT together with the National FACES Project Team conducted a monitoring and evaluation of the FACES project. The activity, with the aid of a monitoring questionnaire, aimed to measure whether the objectives of the project were achieved and to assess the level of impact of the project on the family beneficiaries, the community and the city government.

The FCCT planned to conduct an impact assessment of the project to determine its effects on the families, barangay and city and to extract lessons that would guide them in replicating the project to other barangays. Forging partnerships with the business sector and other



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non-government organizations were also explored. The FCCT envisioned the replication of the project in other urban barangays through the urban poor amelioration program of the city. The program, with shelter assistance as a major component, was expected to give priority to FACES families.

## ANALYSIS AND LESSONS LEARNED

The problems left by Typhoon Frank in the island of Panay delayed the implementation of FACES activities. To keep on track with the implementation period, some social preparation activities were skipped. If given sufficient time, the FCCT would have wanted to do social preparation for the family beneficiaries. Despite the limited available time left for project implementation, projects were implemented that provided immediate solutions to the issues raised by the target beneficiaries.

Because private ownership of land was a big problem to the family beneficiaries, the housing project together with the construction of communal faucet and toilet to address the health and sanitation problems in the community were held in abeyance. The city government and the barangay leaders explored options on how best to respond to this concern.

Even with barely three months of project implementation at the barangay level, success immediately became visible. Among the factors that contributed to the success of the project were the inter-agency cooperation and coordination and the high degree of initiative from the FACES families. The formation of the Integrity Circles which was not

pursued due to the limited time would have been a great opportunity to instill a sense of mutual accountability and further foster teamwork among family beneficiaries. However, the FCCT still considered the formation of the Integrity Circles even after project end.

Giving the families the chance to be heard created a sense of ownership for the project. The involvement of the barangay officials in project implementation reinforced ownership of the project that eventually led to a more cooperative and heightened motivation among barangay constituents. Their involvement also developed the capacities of barangay officials in handling community projects.

The FACES Project showed the way for a more intense and focused delivery of government services. It modified existing programs of the city. The Barangay Council for the Protection of Children was strengthened by the FACES Project and encouraged the city government to extend its existence to 2012. The existing program of the city government on financing was modified to address the needs of FACES family beneficiaries.

The goal of changing the lives of the beneficiaries by developing their potentials was realized. The project did not only augment the income of families but also served as venue for sharing the values of saving, diligence, and accountability. The 100% loan repayment was an indicator that the value of accountability was inculcated among the families.

In the replication of the FACES Project to other barangays, the FCCT has seen the potential to tap the services of the business and private sectors.

### **Edgar's Story**

Thirty-eight-year-old Edgar was separated from his wife and faced the responsibility of being a mother and a father to his children aged 7, 9, and 11. Edgar, who finished third year college, earned a living as a carpenter. While at work, his mother took care of his children. With meager income, Edgar found it hard to make both ends meet. Although confronted with a great financial problem, he made sure that all his children attended school. For Edgar, education was the only way out of poverty.

When he learned about the FACES Project, he initially expected financial help. When his

second child qualified as beneficiary, Edgar thought the project would serve as a venue for him to find help. He consistently attended the meetings, seminars, and trainings. The training on responsible parenting gave him ideas on how to improve himself as a father. He learned how to prepare inexpensive nutritious food. Because of this, Edgar noticed an improvement on the academic performance of his second child. This motivated Edgar to actively participate in the project.

Edgar felt the change in the relationship among project beneficiaries. He was happy that he developed closer relationships with other families with whom he felt a sense of belonging and gained emotional support.

Edgar applied for the capital lending project. He hoped for the approval of his application as he was planning to engage in a retail business.

Edgar hoped for an extension of the project. However, even when the project came to an end, he was firm with his commitment that he will strive harder in order to send all his children to school.



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## FACES's KISSES and KICKS: MDG FACES Project in Barangay Ma-ao, Bago City

As a winner of “Child-Friendly City” Award in 2002, *Bago City* has emphasized the importance of projects that aim to uplift the conditions of children and protect them from abuses and harm. Programs that cater to the needs of children were already institutionalized in all local government agencies in the city.

Barangay Ma-ao was chosen as the beneficiary community of the project. As a result of consultative activities, the project team has identified critical issues that will be addressed by the project. Recognizing the need for a coordinated effort to address the problems, the City Core Team (CCT) tapped the City Health Office (CHO), the City Social Welfare and Development Office (CSWDO), the City Planning and Development Office (CPDO) and the barangay officials.

Forty-three (43) families and 45 children were selected for the project. The collaboration of the different government agencies and active participation and cooperation of family beneficiaries resulted in increased opportunity for economic activities, enhanced family relations, enhanced capacities of family beneficiaries to identify quick response mechanisms based on existing government services, reactivation of the Local Council for the Protection of Children (LCPC), strengthened collaboration between government agencies, paradigm shift from “Beneficiaries” to “Stakeholders” and integration of the FACES project and activities in the city’s Annual Investment Plan (AIP). The FACES Project was integrated in the AIP with funds allocation for replication in seven other barangays in the city.

The success of project implementation was attributed to the support provided by the city government, partnership with the different government agencies and participation of community leaders and family beneficiaries.

### **Mary Jane' Story**

Mary Jane was a 27-year old mother of two children. Her 35-year-old husband worked as a family driver earning PhP4,000 a month. Mary Jane, who had finished a year in college, had to stay at home to take care of their children.

Mary Jane had to make both ends meet but the needs of her family, especially their children, were so stressful for her. The lack of money to spend for food and the children's education always led to quarrels between her and her husband who could not find other ways to earn more. Because of financial problems, Mary Jane was hot-tempered. She tended to hurt their children by pinching them even in their little mistakes. Her mind was always preoccupied with the thought of how to get out of the financial difficulties. She resorted to borrowing money from lending institutions and from the "Bombay" to ease her worries and supply what the family needs. Because of the high the interest on the borrowed money, Mary Jane found it hard to pay her debts. Her husband's salary was not even enough to pay her dues. This again led to misunderstanding and quarrels between the spouses.

When the FACES Project was introduced in the barangay, Mary Jane's eldest child was chosen as one of beneficiaries. Mary Jane attended all trainings where she acquired skills in reflexology, cosmetology and smocking. Together with other participants, she also learned how to be a good parent to her children through seminars responsible on parenting and children's rights. She was also made aware of her rights as a woman and, with the skills that she acquired, valued herself more. The skills she gained from the reflexology and cosmetology classes gave her the opportunity to earn. From her earnings, she started to pay her debts. She dreamt of a debt-free life which she believed could be achieved through hard work. She also dreamt of sending again her eldest son to school in the next school year. She even wished to earn from smocking which she learned from the project.

Whatever learning Mary Jane got from the FACES project, she shared with her husband and children. For her, this was a good start now enjoyed towards having a happy family. To increased income, hygiene, nutrition, and good relationships.

## PROJECT DESCRIPTION



Bago City, classified as 2<sup>nd</sup> class city in the 4<sup>th</sup> district of Negros Occidental, was composed of 24 barangays, 16 of which were rural and 8 were urban. It had a total land area of 38,941.29 hectares and a population of 141,721 (NSO, 2000 Census).

Barangay Ma-ao, one of the 24 barangays of the city, was located 21.7 kilometers from the city proper. It was the most populated barangay with a total population of 14,916 constituting 10.52% of the city's population. The barangay had a total of 3,121 households divided into 37 puroks. Purok Riverside, the project community, had a total population of 638 that constituted 4.28% of the barangay's population. The purok has 125 households

and 141 families. Heads of families worked in the agricultural and services sectors, but majority were in the informal sector. Families were faced with problems such as low and insufficient income, health, sanitation, and security of tenure.

Though the city had a wide range of projects designed to alleviate the status of families in depressed barangays, most families were not aware of these projects and, as result, only a few availed of government projects or services intended for them.

The FACES Project Team recognized the interconnectedness of the identified problems and agreed to address the main cause of the problem without neglecting the factors affecting the main cause such as inadequate information on government's socio-economic services and programs, lack of skills to pursue economic activities and others. Specifically, the team aimed to contribute in uplifting the way of life of FACES families especially the children by providing access to economic opportunities and instilling the importance of the family in child development.

## PROJECT HISTORY

In June 2008, City Executive Order No. 10 creating the City MDG-FACES Project Team (CPT), Support Team, and Secretariat was passed. The team, composed of representatives from the different offices of the LGU, was tasked to lead the implementation of the FACES Project. It marked the start of project implementation.

The first project team meeting developed the criteria for the selection of the barangay as well as family beneficiaries. The criteria for selection of barangay were: high incidence of child illness, poverty incidence and sanitation. Forty-three families and 45 children were selected using health as the primary criteria. Children and families who had history of illness were given priority.

In July 2008, the family beneficiaries were oriented on the objectives and purpose of the project. The city core team facilitated a consultation workshop to provide a venue for the families and project partners to identify and agree on priority issues affecting them. The family beneficiaries expressed their commitment in and ownership of the project by signing the MDG Family Covenant.



The CCT spearheaded the formulation of strategies that would respond to the identified needs. These strategies were validated by the family beneficiaries.

In August 2008, monitoring and evaluation of project activities was conducted to assess the effectiveness of strategies in realizing the project purpose and objectives.

## PROJECT RESULTS: New Path to Take, New Hope to Embrace

The project paved the way for a deeper realization of the issues confronting urban poor barangays in the city. The team came up with a comprehensive strategy which resulted in:

### 1. Increased Opportunity for Economic Activities

To address the issue of low income, the family beneficiaries were provided with livelihood training such as reflexology and cosmetology to develop their skills and increase their capacity to pursue economic opportunities. With the skills training and free toolkit provided, they were able to earn for their needs. Mothers of FACES children contributed to household expenses. They were able to buy the needs of their children, served nutritious food, minimize conflict within their families, and achieved a feeling of self-worth.

A mother testified in an interview: *“Antes mag-abot ang FACES project, damu ako utang sa Bombay, sa lending. Subong kabalo na ako mag massage dasig lang magka-kwarta. Me ara na ako pambayad sa utang na indi na mangayo sa akon bana. Subong, wala na ako nagapangutang”* (Before the project came in, I have

plenty of debts from “Bombay” and from other lending institutions. Now that I already know body massage, I am earning. I already have money to pay for the debts without asking from my husband. I am not borrowing money now.)

### 2. Enhanced Family Relations

Some conflicts between family members were manifestations of financial problems. Through the skills training that gave family beneficiaries opportunities to earn, family relations improved. Mothers, who were once dependent on the husband’s income, were able to earn and helped meet the needs of their family. As one of the mothers said: *“Ang inaway sa balay parte sa kulang kwarta pambakal pagkaon. Subong maski gamay lang me ara ako ginapasulod sa pamilya. Indi na kami mag-inaway kay may pambakal na pagkaon para sa kabataan”* (Conflict in the family is due to insufficient money to buy food. Now, even if I am earning a minimal amount, I can contribute to the family expenses. We are not quarreling anymore because we already have money for the children’s food.)

Enhanced family relation is also a product of the seminars that the families attended. Having been made aware of the rights of the women and children, beneficiaries were able to see the value of each member of the family. A mother expressed a change in her attitude brought about by the FACES project when she said *“Ang kabataan ko dasig ko lang sakiton kon makahimo sya sang sala. Gintudluan ako sang project na maging pasensyoso. Subong, wala ko na ginasakit ang kabataan ko. Nalipay man ako kay nabatyagan ko man na palangga ako sang akon kabataan”* (It’s easy for me to hurt my children if they commit mistakes. The project taught me to be patient. I do not hurt them

anymore. I am happy because I feel that my children love me.)

Family relations were further enhanced by the provision of training materials in “komiks” form written in the vernacular. Family beneficiaries understood and appreciated topics on maternal and child health, population management, communicable diseases including HIV and AIDS, nutrition, and sanitation.

### **3. Enhanced capacity of family beneficiaries to identify quick response mechanisms based on existing government services.**

The implementation of the FACES Project provided a venue for the family beneficiaries to identify the existing government services and the processes involved in accessing these services. There was increased appreciation by family beneficiaries of the government efforts upon learning of the different services and programs designed to respond to their needs. A mother expressed her gratefulness when she commented: *“Subong ko lang narealisar na ang gobyerno wala man nagapabaya sa amon na mga imol. Gapasalamat ako kay naka-attend ako sa training nga naghatag sa akon sang mga dapat ko nga himuon parte sa mayo nga pagpadako sang akon mga kabataan.”* (It is only now that I realized that the government is exerting effort to help the poor. I am thankful because now I know how to properly raise my children.)

### **4. Reactivation of the Local Council for the Protection of Children (LCPC)**

The pilot barangay’s BCPC had long been active and functional. However, the project exposed the need for an organized group at the city level that would cater to

the needs of the children. Hence, the Local Council for the Protection of Children was reactivated.

### **5. Strengthened collaboration between government agencies**

The implementation of the FACES project did not only benefit the families but also the CCT and other LGU officials. It strengthened the collaboration between government agencies resulting in the achievement of desired results.

### **6. Paradigm shift from “beneficiaries” to “stakeholders”**

The involvement of women and youth in developing community programs and projects through the series of workshops increased the awareness of the residents on the problems faced by their community and built their sense of pride, “ownership” and responsibility as members of the community. Community problems were no longer problems of the local leaders only. The participation of community residents were harnessed and valued. The community residents were transformed into “stakeholders” and not just “beneficiaries” and recipients of government programs and projects.

As stakeholders, the FACES families were involved in problem solving processes. As a result of the dialogues with local authorities, immediate solutions for pressing concerns were acted upon such as the implementation of supplemental feeding and provision of skills training for mothers and youth in response to malnutrition and unemployment problem in the barangay, respectively.

## **7. Integration of the FACES project and activities in the Annual Investment Plan (AIP)**

The CCT was able to access funds from the city. The support of the CDC was formalized through the integration of the MDG-FACES Project in the AIP which is an indicator of project sustainability and replication.

### **Rhoda's Story**

Rhoda was a mother of four children. She is 39 years old and a management graduate. Her 43-year-old husband was a Radio Technician earning P168 a day.

To augment what her husband was earning, Rhoda sold food in the canteen of a preparatory school. Because she worked in the canteen the whole day, Rhoda found it hard to find time for her four children. Tired from the whole day work, Rhoda could not even cook food for her family and instead bought cooked food. But even when she was working so hard all day, their combined income could not meet the needs of their family. Burdened with economic problems, Rhoda's relationship with her husband was filled with arguments and fights.

Rhoda's youngest child was chosen as one of the beneficiaries of the FACES Project. Rhoda expected that financial support will be extended to them. She attended meetings

and trainings given by the project and learned skills in reflexology, cosmetology, and smocking. Rhoda found interest in smocking because she can do it while working in the canteen. She also learned the values of patience and the importance of nutrition especially to her children. She was made aware of her rights as a woman and the rights of her children.

Rhoda still worked at the canteen to augment the husband's income. She started making dresses using the skills she acquired from the training on smocking and through that she wished for another opportunity to earn. Rhoda learned to prepare inexpensive nutritious food. She realized that her children needed her love and attention. Her children became closer to her. The learning that she obtained from the trainings and seminars made her value family relationships more.

## KEY IMPLEMENTATION STEPS

### Phase 1: Preparatory and Stakeholders Mobilization

#### Organization of City Project Team

As an initial activity, the City Project Team (CPT) was organized through an Executive Order. The members of the City Project Team consisted of the city vice mayor as the focal person, the social welfare officer, the planning officer, the health officer and the zoning officer. The CPT was assisted by the budget officer, accountant and treasurer while the staff from the CPDO provided secretariat support.

#### Meeting of the CPT

The first activity of the project team formulated the implementation plan. One of the concerns addressed was the criteria for the selection of the barangay and the family beneficiaries. The formulated criteria for selection of the barangay were: high incidence of child illness, poverty incidence and sanitation. For the family beneficiaries, the health status of children served as the primary criteria. Two barangays were shortlisted as the possible participating barangays – Barangays Jorge Araneta and Ma-ao.

#### Selection of Project Site

The CSWDO and CHO were tasked to conduct a survey on the puroks of the two shortlisted barangays to determine which purok/barangay needed the project most. The conduct of survey caused delay in community identification but it provided sufficient information on the existing problems affecting families in depressed areas. It went through a logical process of selecting the project community. The result of the survey identified Purok Riverside of Barangay Ma-ao as the chosen community of the FACES Project. The major output of this activity was the updated profile of the two short listed barangays.



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*Project orientation with partners and community leaders*

After the barangay was chosen, an orientation meeting with the local and national government agencies and community leaders was conducted to familiarize them with the purpose, objectives and goals of the project and to generate their commitment and support in project implementation. The different government agencies expressed their support and cooperation. The community leaders from Barangay Ma-ao expressed their appreciation for the selection of Purok Riverside as project site. The date for community orientation was set. The major output of this activity was the commitment of community leaders in the implementation of the project.

In July 2008, a community orientation was conducted where the project was officially introduced to the families of Purok Riverside. The criteria for the selection of beneficiaries were explained to be based on the problems identified i.e. with malnourished children, no potable source of water, no sanitary toilet, with out-of-school youth, pre-school children not availing of the Early Childhood Development Program, incidence of diseases, experience of flooding and security of tenure.

A household survey conducted by the CHO, CSWDO, and Barangay Ma-ao Health Workers gathered data which were then validated from the secondary data obtained from the City Nutrition Office, CHO and CSWDO. After data analysis, the project team finalized the list of participating families comprising of forty-three (43) families of the forty-five (45) most in-need children.

As anticipated by barangay officials, the selection process received negative reactions from families who were not selected. Although the criteria used in the selection were made transparent to families of the project community,



the City Core Team felt the need for a more objective way of identifying beneficiaries and to involve barangay and community leaders in the selection process. In the orientation workshop, family beneficiaries accomplished the Children's Progress Report Card.

Age	Frequency	Percent
1 – 4	20	44.4
5 – 8	9	20.0
9 - 12	4	8.9
13 - 17	12	26.7
Total	45	100.0

The children beneficiaries were composed of 28 females and 17 males with ages ranging from one year to 17 years with more than two-fifths (44.4%) in the 1 year to 4 years age bracket. The major output of this activity was the list of 43 family beneficiaries and the 45 children with their profile.

Community Orientation

Sex	Frequency	Percent
Male	17	37.8
Female	28	62.2
Total	45	100.0

**Phase 2: Issue Prioritization and Stakeholders Commitment**



Orientation Meeting with Family Beneficiaries

After the family beneficiaries and children were selected, an orientation meeting was conducted by the CPT to identify issues that confront them. The top three issues identified were low income, health and security of tenure.

To diffuse any hope about direct financial assistance provided by the project, the CPT explained to the family beneficiaries that FACES was not designed to provide financial help for the family beneficiaries. The interventions would be based on the issues identified and prioritized. Assistance may come in form of skills training and seminars to enhance the capacities of family beneficiaries. The major output of this activity was the list of priority issues identified by the family beneficiaries and signed family covenants.



Workshop on Quick Response Mechanisms (QRMs) and project identification

A workshop led by the city vice mayor and facilitated by the project team was conducted to develop the QRMs and the Family Quick Action (FQA) Guide. The workshop was participated by heads of offices of the local and national government agencies. The group was able to identify the proposed projects which were deliberated in the next project team meeting.

### Project Team Meeting

In August 2008, the project team convened to deliberate on the proposed projects to address the issues identified by the family beneficiaries. The project team agreed to present the identified projects and the draft FQA Guide to family beneficiaries for validation.

### Community Workshop

A workshop at the barangay level was conducted to validate the FQA Guide and the projects identified by the CPT. Projects with infrastructure components such as drainable, sanitary toilets and water pumps were not prioritized since a large portion of the land was privately owned. The participation and commitment of the beneficiaries was made formal through the signing of the Family MDG Covenant. The CCT, partners from other government agencies and barangay officials served as witnesses.

### **Phase 3: Strategy Formulation and Implementation**

In partnership with the Technology and Livelihood Development Center (TLDC) and the CSWDO, the CCT facilitated the conduct of skills training on reflexology, beauty culture and smocking (embroidery technique) for mothers of FACES children. The projects/ trainings were identified based on what the families raised during issues identification. The families, especially the mothers, showed agreement to the projects as these could help them answer their financial problems. The trainings were designed to equip mothers with the necessary skills to pursue economic activities to augment family income.

Below are the trainings conducted, the number of participants and period covered.

<b>Title of Training</b>	<b>Period Covered</b>	<b>No. of Participants</b>
Reflexology	October 6-17, 2008	20 mothers
Beauty Culture/ Cosmetology	October 27- November 14, 2008	31 mothers
Smocking	December 15, 2008 – January 28, 2009	29 mothers

Participants were given free toolkits that enabled them to start earning without any capital except for their learned skills. These trainings resulted in productive and self-reliant women who helped augment family income and enhanced family relations.

Basic computer training and other ICT utilization was extended to the youth in the MDG-FACES community. The training was conducted in four (4) consecutive weekends. Twenty (20) youths availed of the training and were able to acquire hands-on experience on the use of computer and other information communications technology.

The Learning Support System for Mothers (LSSM) was harnessed through the collaboration of the Department of Education. The objectives of this alternative learning class included the following:

1. To equip the out-of-school youth and mothers with the competencies on maternal and child-health population management, communicable diseases including HIV and AIDS, nutrition, and sanitation,

2. To provide the mothers with competencies to assist their in-school children and reinforce learning at home.

Under the LSSM, beneficiaries were given learning materials on Responsible Parenthood and Family Planning, Violence Against Women and Their Children Law (RA 9262), Women’s and Children’s Rights, and other topics designed to improve family relationships and provide guidance on the proper care for children. These materials were in “komiks” type written in the local dialect. Funds used in the reproduction of the learning materials were a combined contribution of the Department of Education and the MDG FACES funds. A total of PhP59,000 was used for its reproduction. The reading materials written in the local dialect did not only enable the family beneficiaries to have full understanding of the topics but, as they repeatedly read the materials, they internalized what the materials tried to impart. Through this Learning Support System, unschooled parents and guardians were able to avail of a functional literacy program.



Skills training on smocking (a type of embroidery) was conducted and participated in by 29 mothers who aimed to have a home-based income generating activity. These mothers saw better opportunities to earn income through designing and making blouses, skirts and dresses without leaving their children. However, the challenge rested on marketing their finished products. They tried to look for possible markets or even job opportunities where they can use their skills.

Aside from trainings and seminars, the CHO delivered health services to the families through medical consultations, medicines and vitamins supplementation, and IEC campaign. Medical kits were provided to families.

Bago City has institutionalized health services. Barangays that needed health services were attended through regular programs. The FACES Project made possible the concentration of health services in Barangay Ma-ao. The usual way of health service delivery of the CHO underwent an innovation in the FACES project in the sense that delivery was more focused and more intensive.

**Phase 4: Follow Up and Consolidation: *Keeping the Project on the Right Track***

One of the strategies adopted in monitoring the families was the organization of integrity circles (ICs) consisting of 8 to 9 members per cluster. These ICs served as support groups of family beneficiaries in monitoring the progress of their children. Regular weighing was done by the parents themselves under the supervision of the Barangay Health Worker (BHW) and the Barangay Nutrition Scholar (BNS). Families turned to the members of the IC for guidance in dealing with family and personal concerns. Circle leaders took the responsibility of informing members

of updates and announcements regarding the FACES project. This system enabled easy access to information between and among FACES families.

The members of the CCT took turns in regularly visiting the community. Regular visits conducted in the community ensured that the project was on the right track. Other stakeholders were also on the look-out for possible concerns that could arise in the course of project implementation. Continuous dialogue between and among project stakeholders was maintained.

## **ANALYSIS AND LESSONS LEARNED: PICKING UP THE BROKEN PIECES**

The limitations discovered during project implementation did not impede the delivery of services intended to address the identified issues in the community. Among the problems that confronted the city project implementers were:

1. The absence of a typical slum community in the City of Bago;
2. Accuracy of the information that were provided by the survey respondents;
3. Negative reactions from the residents on the objectivity in the selection of participating families;
4. Difficulty of some parents to comprehend workshop discussions presented in Tagalog or English;
5. Difficulty in addressing the family needs with infrastructure component due to private ownership of land; and
6. Limited time and resources to achieve the targets.

One requirement of the MDG FACES Project was to consider slum areas in the selection of barangay. This posed an utmost concern among the members of the CCT because a typical slum area was non-existent in Bago City. This led to a deeper analysis of the characteristics of a typical slum to help the group in identifying the target barangay. Having numerous target barangays made it difficult for the project team in choosing the FACES project barangays. Although the intensive data gathering was time consuming and the accuracy of the data was questioned by families who were not selected as beneficiary, the data helped the project team decide which barangay needed the project most. Thus, the process of community selection was more objective.

Project implementers were confronted with the issue of private ownership of land. Infrastructure project like construction of drainage, water pumps and sanitary toilets were not given priority. The team saw the need to secure the ownership of the land before the implementation of infrastructure related projects. Negotiation with the private landowners was done to satisfy the infrastructure concerns of the community.

One of the problems observed during workshops and seminars was the difficulty of some parents to comprehend discussions in Tagalog or English. Comprehension was seen as a vital component of project implementation and this concern led to a decision to help these parents understand information in the easiest way possible. Under the Learning Support System for mothers where a number of information should be internalized, the Department of Education and the City Core Team agreed on having reading materials printed in “komiks” type and written in the local dialect. In this manner, parents would not only be motivated to read the content of the “komiks” but, more importantly, would have greater chances of appreciating the information in the reading materials would have.

One of the obstacles in project implementation was the limited resources and the short implementation period. The project was implemented in 6 months thus the CCT had to tap other government agencies that could help in the speedy implementation of the different interventions to address the identified priority concerns. Prioritization of issues and careful planning for its implementation were done carefully to ensure success

The partnership of the different government agencies fast-tracked the implementation of doable solutions. The project fostered strong coordination and collaboration among and between the different government agencies.

The obstacles taken positively brought the stakeholders to work collectively in addressing family and community issues. So much has been accomplished in a given short period of time which can be attributed to the commitment and cooperation of the project stakeholders.

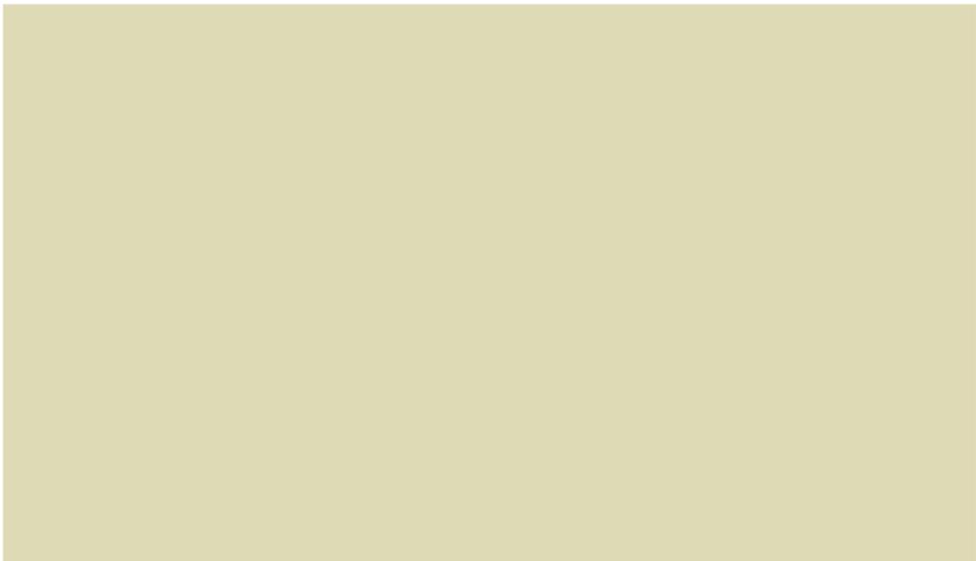
### **Elvira's Story**

Elvira was a 45 year-old mother of three children. Her husband, 55 years old, worked in a sugarcane plantation earning 500 pesos a week. Her husband's job was irregular and there were times when the family had nothing to eat. Elvira tried to augment her husband's income through laundry jobs. She earned 150 pesos a day. When Elvira's husband got sick, he had to rest and be under medication for months. This worsened the financial condition of the family. Elvira tried to find ways of earning more but to no

avail. She then resorted to borrowing money. Life was so miserable for Elvira. However, what she appreciated most was the understanding that existed between her and her husband.

Elvira's third child was chosen as a beneficiary of the FACES project. He was 13 years old but still in grade 2. He was never motivated to go to school. Elvira attended meetings and trainings given by FACES Project where she acquired skills in reflexology and cosmetology. She also gained knowledge on how to deal with children through the responsible parenting seminar. Elvira started to apply what she had learned to her youngest son.

Equipped with the skills in reflexology and cosmetology, Elvira started to earn. With her income, she was able to buy food and other needs of her family. Her doubts as to what to do and where to go for problems that confronted her were answered by the FACES project. She was able to feel that the government responded to problems of the poor and that the government knew how to help those who were in need. For Elvira, the skills and knowledge she acquired from the trainings and seminars helped her unload her worries. She would be using all these learnings to have a happy family.







## Embracing the FACES Project: The Bais City Story

Taking care of the needs of the children is one of the thrusts of the local government of *Bais City*, Negros Occidental. Programs and projects designed to alleviate children and their families from the bondage of poverty and health problems are already institutionalized in the city. The FACES project was welcomed by the city officials because its thrusts were congruent to one of their major programs – child protection.

The participatory approach used by the FACES Project Team paved the way for the realization of the following gains:

1. Enhanced family relations.
2. Increased awareness of parents on children's rights.
3. Empowered community.
4. Increased awareness of family-beneficiaries on the different services provided by the different government agencies.



LGU officials and other project stakeholders committed to include the FACES Project in the City Development Plan and to allocate funds in 2010. The strengthened collaboration between and among government agencies, local leaders and the private and business sectors was seen as an important factor in the effective implementation and replication of the project in other barangays.

### **Nanay Juanita's Story**

Nanay Juanita, 54 years old, was left with her two children (aged 23 and 15 years old) after two of her children married. Since marriage, Nanay Juanita was confronted with poverty. Her husband's death 6 years ago even worsened the family's economic condition. Nanay Juanita received a net monthly pension amounting to PhP3,200 from the Social Security System. However, almost nothing for her and her children after paying her debts. To earn a living, Nanay Juanita volunteered to take care of her grandchild whose mother decided to work to help augment her husband's income. The salary of 100 a day which was budgeted for a "yaya" was given to her.

When her youngest child was chosen to be a beneficiary of the FACES project, Nanay Juanita thought that financial assistance would be extended to her family. She attended the workshop conducted by the project team. Together with some parents, she was able to express her need for a financial capital to start a small business. She also attended seminars on violence against women and children, parenting, and child health. Nanay Juanita admitted that it was only through the FACES project that

she acquired such learning. From the trainings, Nanay Juanita realized the value of good nutrition. Since then, she made changes on the food she prepared for her children and grandchildren. Her child beneficiary gained weight. Nanay Juanita even observed an improvement in his academic performance. She still hoped that a financial capital to start a “carinderia” be extended to her. For Nanay Juanita, a source of income for her family could lighten up their financial worries.

## PROJECT DESCRIPTION

Bais City had its own program for the protection of children which the FACES Project further strengthened with emphasis on the attainment of the Millennium Development goals focused on children.

### *Bais City: An Overview*

Bais City, classified as third class city of Negros Oriental, was located 44.7 kilometers away from Dumaguete City, the provincial capital. Seventy-three percent of the city’s total land area was devoted to agriculture. Sugar plantations could be seen on both sides of the main national highway. The city was the largest producer of raw sugar in the

province. There were two sugar mills in the city: the Central Azucarera de Bais and the United Robina Sugar Milling Corporation (URSUMCO). These two sugar mills contributed much of the economic growth of the city.



## PROJECT HISTORY

The implementation of the FACES Project started in June 2008. A Project Team was created to facilitate project implementation and preliminary meetings were conducted to map out project activities. Choosing a project community was the first major concern of the team. Based on the list of depressed urban barangays, the team carefully assessed the problems that confronted these areas. Barangay II was identified as the target barangay based on the primary consideration of health and economic condition of families. After the barangay was selected, the barangay captain and the barangay councilors were consulted on the selection of the “purok” or community. Each barangay councilor was assigned a “purok.” The barangay councilors, who had a thorough knowledge of their assigned areas, deliberated on which area would serve as the project community. This led to the selection of Sitio San Jose, a coastal area inhabited by families with tenurial problems, high incidence of poverty and high rate of dengue cases.

In July 2008, an orientation on the FACES Project was conducted by the Project Team in Barangay II. The activity, participated in by 120 families, identified the forty (40) children and families who will be the beneficiaries of the FACES Project. The major consideration in the selection of FACES children and families was the family income as reflected in a socio-economic survey conducted by the city government prior to the FACES project. Issues that confronted the families were raised. The project team facilitated the prioritization of these issues which directed the group to the identification of possible solutions.



The project team, together with the barangay officials, regularly monitored progress to ensure that activities were aligned with the objectives of the FACES project.

## PROJECT RESULTS: *Cuddling the yields*

The implementation of the FACES Project in Bais City resulted in the following:

### 1. Enhanced Family Relations

The heart of interventions was to give children better lives. Seminars were provided to make families aware of parental roles and the rights of women and children. This led to the development of a better home environment for the children.

A seminar on Violence Against Women and their Children Act of 2004 (RA 9262) served as an avenue for the mothers to realize the abuses being inflicted on women. One woman commented “*nalaman ko na abuso pala ang pagsigaw-sigaw sa kababaihan. Ngayon, ipinaliwanag ko sa mister ko na nasa batas na bawal sinisigawan ang asawa. Kahit paano, nakakapansin ako ng pagbabago sa kanya. Hindi na siya masyadong naninigaw*” (I’ve learned that shouting on women is an abuse. I explained the law to my husband. I’ve noticed some changes in him. His yells had lessened.)

The Seminars on Anti-Trafficking in Persons Act (RA 9208) and Juvenile Justice and Welfare Act (RA 9344) updated the mothers on what was happening in the larger society. These seminars changed the way mothers took care of their children. Mothers verbalized their concerns about their children in the light of rising juvenile criminality and trafficking among young women.

### 2. Increased awareness of parents on children’s rights.

Significant behavior changes among mothers were observed such as their provision of nutritious food to children, availment of feeding programs, accessing medicines and vitamins for children and processing of children’s birth registration. One mother even stated: “*mas nakita ko na kailangan ako ng mga anak ko. Nakita ko rin na responsibilidad ko sila at may mga karapatan sila na dapat pangalagaan*” (I realized that my children needed me. I also realized that they were my responsibility and that they had rights to be protected.)

### 3. Empowered community.

The awareness of the families on the issues confronting their community made them realize that there was still hope if they worked together. The various project activities were venues for the family beneficiaries to have their voices heard. Through the issue prioritization activity, parents saw the complexity of their problems. They themselves came up with the possible actions that could address their concerns. As one of the mothers said during an interview: “*Bago dumating ang project, pakiramdam ko ako na ang may pinakamabigat na problema. Pero nang marinig ko ang iba pang pamilya, nalaman ko na hindi pala ako nag-iisa. Nakita ko na may solusyon pa pala ang problema namin. Ngayon, nakakakita ako ng pag-asa na makaahon sa kahirapan*” (Before the project, I thought I had the heaviest problem. But when I heard the problems of the other families, I learned that I was not alone. When we identified solutions to our problems, I saw that there was still hope for us to get out from this poverty.)

The parents' regular attendance in the meetings and workshops showed their genuine interest and commitment in the project. Ownership of the project was evident through the personal monitoring of the children's progress by the parents who were more conscious of improving their children's health.

**4. Increased awareness of family-beneficiaries on the different services provided by the different government agencies.**

The family-beneficiaries were informed on the specific services provided by various government agencies and private organizations. This informed the families on where to go on given situations. This awareness brought assurance to the families that the government was ready to help those who were in need and that they only had to air their concerns. With the government services made available especially to the project beneficiaries, families acquired a feeling of security.

**Rodas' Story**

Thirty-two year old Rodas was separated from her husband for more than eight years. Her husband had another woman. She was left with her two children – the eldest is 9 years old and the second 8. Rodas demanded for financial support but was only given a small amount to spend for the children. The monthly support was not enough for the needs of the growing children and this prompted Rodas to start operating a small sari-sari

store. Rodas built a small house near her in-laws' residence. There were times when she felt that her in-laws favored what her husband was doing. She started to have grudges against them that led to her feeling uncomfortable with her situation.

When her eldest child was chosen as one of the beneficiaries of the FACES Project, Rodas expected financial support. She attended the meetings and actively participated in workshops that gave her a venue to express what her family needed. Rodas attended seminars on parenting, maternal and child health, and child development. From these seminars, Rodas was able to value her children more. She also learned how to be a better mother to them. She also attended a seminar on violence against women and children and from there she learned that she has rights and her decision to separate from her husband was an act of giving justice to herself.

The training on food processing did not motivate Rodas because she still needed working capital. However, Rodas was thankful that she was able to avail of free water from the ozonized water project. Rodas was hoping that her request for her child's uniform and school supplies as well as additional capital for her store be granted by the FACES Project.

## KEY IMPLEMENTATION STEPS

### Phase 1: Preparatory and stakeholder mobilization: Unearthing a beginning

A project team was organized to directly implement and supervise the FACES Project. The team held a series of meetings to come up with plans on how to successfully implement the project. It also tapped the involvement of the private/business sector, a non-government organization, and faith-based organizations.

#### Selection of project community and beneficiaries

Community selection was based on accessibility, high incidence of poverty and disease. The team identified Poblacion 2 as the barangay to house the FACES Project. The barangay ranked first in the number of dengue cases in the city.

Barangay officials were consulted in the selection of a sitio that would serve as the project community. The barangay councilors who were assigned specific areas in the barangay conducted a meeting to discuss the conditions of their respective sitios after which they selected Sitio San Jose, a coastal area in Barangay Poblacion 2.

An orientation on the FACES Project was conducted for 120 residents of Poblacion 2. During the workshop, issues and concerns faced by the families in the community were raised. Data from the City Social Welfare and Development Office (CSWDO) and City Health Office (CHO) were used in identifying the beneficiaries. Forty children (20 males and 20 females) were selected for the project majority of whom were 12 to 15 years old. The criteria used in the selection of the barangay (i.e., high incidence of poverty and disease) were also used in the identification of the community and beneficiaries.

### Phase 2: Issue prioritization and stakeholders' commitment: *Because people say so*

Project beneficiaries drew out issues that confronted them in a workshop which served as an opportunity for them to express their concerns. Unemployment, lack of capital to start a small business, tenure, poor water supply, and money to spend for the children's education were the issues raised by the families. A participatory identification of issues allowed the families to weigh intensively the causes and possible solutions to these issues.

Age of Respondents	Gender of Respondents		
	Male	Female	Total
3 - 5	2	1	3
6 - 8	2	6	8
9 - 11	8	4	12
12 - 15	8	9	17
Total	20	20	40

To aid the project beneficiaries in identifying possible answers to the issues, LGU officials presented the existing city development programs. From the list of programs and projects presented, beneficiaries were able to point out solutions applicable to their specific concerns. They were able to prioritize the issues. Families wrote their needs that required immediate attention which included the need for school uniforms and school supplies, capital to start a small business, potable water, and "trisikad" as livelihood source. The workshop made the project beneficiaries realize that their problems could be solved through networking and proper coordination with government agencies. They also recognized that they can tap the DSWDO for livelihood



programs and the CHO for health and sanitation problems. The beneficiaries signed the Family MDG Covenant to formalize their commitment to the FACES project.



### Phase 3: Strategy formulation and implementation: *Bringing the project to the people*

The project focused on equipping the families with information that could help them give their children better lives. The economic concerns of the families were also considered together with their need for potable water.

In identifying specific activities to be undertaken, coordination with local government agencies - DSWD, City Health Office, City Population Office, City Engineer's Office, the business sector, and religious organizations – was carried out. The CCT was responsible for identifying the projects based on what the families raised during the consultation meeting.

Four mothers participated in the skills training on food processing and preservation. The training aimed to give them the skills that they could use to start a business. The 40 families attended an orientation on the Bayanihan Replication Project where they were briefed on the Bayanihan savings scheme, systems and procedures. As the need for potable water was one of the priorities of the project, families were given free access to ozonized water, a project established by the city government even before the onset of the FACES Project.



The existing child protection programs of the city spearheaded by the CSWDO and the CHO were extended to the families. Parents, through a series of seminar on parenting, maternal and child care, and child development, were made aware of their role in their children's development. In a series of seminars that emphasized nutrition and children's rights, parents were also given information on R.A. 9262 (Violence Against Women and Their Children Act of 2004), RA 9208 (Anti Trafficking in Persons Act), and RA 9344 (Juvenile Justice and Welfare Act) to give children violence-free homes and protect them from harm.

Regular weighing of the children was conducted by the Barangay Health Worker. Pre- and post-natal consultations helped in eliminating possible problems in pregnancy and childbirth. In addition to health services extended to the families, medicines and Vitamin A were regularly provided to children by the CHO. To address the problem on the high rate of dengue cases, the FACES project team, in coordination with the CHO, launched a clean-up drive in the barangay.

The Certificates of Eligibility to Lot Allocation (CELA) to 17 family beneficiaries were provided to address the issue on land tenure. The city intended to extend provision of CELA to other family beneficiaries.



**Phase 4: Follow-up and consolidation:  
*Staying in the loop***

The CCT directly monitored the progress of the project. Using the MDGs as basis for monitoring, the team was able to ensure that the implementation of the FACES Project was on the right track. Parents personally monitored the regular weighing of children and filled up the progress report cards which were previously translated into the vernacular for easy understanding. This innovation was supervised by the integrity circle leaders and the Barangay Health Workers. The CHO's record on children's health condition as to reported cases of diseases was also used to check the improvement in the children's health.

## ANALYSIS AND LESSONS LEARNED: *Uncovering bloopers and victories*

FACES served as an eye-opener for the city to coordinate their activities as a team and avoid redundancies in providing interventions. The consultative way of analyzing situations made the project stakeholders realize that a multitude of interconnected problems confronted families in the slums.

Time constraint was the main challenge in project implementation. Because of major issues confronting slum areas, there was a possibility of becoming overwhelmed with strategies that could address the concerns. Issue prioritization became important to find the main causes of problems confronting the family beneficiaries.

The limited participation of the private sector in project implementation needed to be addressed. Although the project team had established initial partnership and cooperation efforts with the private sector, there was a need to maximize their full cooperation. An intensive IEC campaign was essential prior to implementation of the project to establish ownership of the project by the stakeholders.

The city project team was faced with the challenge of sustaining the project. The possibility of expanding the project to other barangays through networking with other organizations further led to the inclusion of FACES Project in the City Development Plan and allocation of funds by year 2010.

### Arlene's Story

Thirty-three-year-old Arlene was a mother of two children – the eldest was six years old and the youngest, 4. Her husband was a “sikad” (a pedaled 3-cycle vehicle) driver who earned fifty pesos a day. Sometimes her husband sold sand that he got from the nearby river from which he earned at most PhP150 a day. Arlene’s husband budgeted the money himself. This source of frequent disagreements in the family made Arlene emotionally miserable.

Arlene’s eldest son was chosen to be a FACES Project beneficiary. Upon learning the objectives of the project, Arlene found hope and opportunity for a better life. She actively participated in the workshop and seminars. These allowed her to be informed of parenting skills, women’s and children’s rights, and child care. She was always reminded with “*Huwag matulog pag wala pa ang bata*” (Do not sleep unless the children are all at home) which she and other participants learned from the parenting seminar. Arlene shared her learning to her husband.

One day, to Arlene’s surprise, she was given money by her husband who told her to buy food for the family. Though it was a very small amount of money, Arlene felt an overflowing joy. Her husband understood the information she shared to him after each

seminar. Arlene later noticed that disagreements between them had lessened. However, she still found difficulty in budgeting the PhP100 – PhP150 a week allowance given to her.

Although Arlene feared that the project might really end, she still hoped that the FACES project could grant her request for a “sikad” to replace the rented unit that her husband used. She also hoped that uniform and school supplies which she requested for her child beneficiary be granted to them.



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## LGU - NGO Collaboration for Sustainable Development in Purok Forever, Barangay Olingan, Dipolog City

Purok Forever, Barangay Olingan, about five kilometers from the center of *Dipolog City*, is a relocation site for around three hundred families who were formerly slum dwellers or informal settlers in the city's highly populated barangays, namely Central and Miputak. The relocation area was provided with basic necessities like water and electricity. An elementary school, a chapel and recreational facilities i.e. basketball court and playground were in the area. The Community Based Monitoring System (CBMS) conducted by the LGU prior to the FACES project was used as basis for selecting the area for the FACES Project.

Olingan was one of four barangays in the city with slum dwellers. The other three were Sta. Isabel, Barra and Sicayab. The Task Force for Relocation and Settlement (TFRS) organized in 1999 worked on the relocation which resulted from the improvement of the boulevard in 2002. The boulevard project was in line with the development of eco-tourism destinations in the city as one of the thrusts of the present administration. Prior to relocating the slum dwellers, a series of meetings and dialogues were conducted with the community. A task force was organized by the city mayor to assess the slum dwellers vis-a-vis a set of criteria set by the Sangguniang Panglungsod (SP). Aside from the task force, two NGOs that had been working with these affected communities for many years also participated in preparing and processing the families, especially the children. The families were even brought to Purok Forever for a site inspection and familiarization tour. Thus, when the day came for them to finally pack up and go, they were ready and there was no violent resistance.

While the residents had availed of some basic social services from the LGU and some NGO partners, much still needed to be done in terms of making the residents self-reliant and improving their quality of life. The entry of the FACES Project in the area opened up an opportunity to reach out to more people, especially the most underserved and deprived in the community and those who were not yet recipients of trainings and grants from NGOs.

Strategies in the implementation of the project varied such as: collaboration with an NGO to get commitment in the implementation of the project and to help in the smooth transition from the NGO-supported project to the LGU-led project; focused targeting in the selection of participants; convergence or synergy in pooling resources from the different government agencies focusing on health, sanitation, education and livelihood; and community organizing in social preparation, organizational management, monitoring and evaluation. Participatory approaches particularly in the identification and prioritization of issues and concerns and possible solutions to the problems were also employed. The LGU-NGO collaboration which started right from the very beginning facilitated the smooth transition which otherwise would have been very difficult. The major factor was the active involvement of the relocated families in the process because they were members of the organizations affiliated with the two NGOs.

The LGU chose 40 mothers living in the area to be the stakeholders of the FACES Project based on the following criteria: with children identified as underweight, out of school, of poor housing condition and whose families with an average of five family members had an earning of P 200.00 and below per day. These criteria were drawn up by the City Core Team (CCT) in consultation with the city mayor. This was in line with the LGU's effort to assist

the most deprived among the relocated families in the area. The LGU was doing its best to improve the quality of life of the residents by providing access to livelihood projects and business opportunities for the residents.

The top issues identified were related to poverty, namely: inadequate food, lack of livelihood opportunities for women and lack of regular jobs for men. These were followed by education, health and environment.

### **Angel Mae's Story**

Angel Mae, aged twelve years old, was a first year high school student. As one of the children members of the FACES Project, Angel availed of the supplemental educational activities like tutorials for Math and English as well as Art sessions on weekends. She also volunteered along with other youth leaders in community development activities in their purok.

After having been enrolled in the project for a few months, the once shy and uninvolved Angel started to be aware of the concerns and needs of her community. She started to join the activities initiated by FACES. Angel developed leadership skills through the tutorial sessions she attended. She also showed improvement in her school performance. While she was not very regular with her school attendance before, she no longer missed her classes now without a serious reason.

When interviewed about her experience in the FACES project, Angel said that she was very grateful that she was one of those chosen to be part of the program. She said she discovered many things about herself and her talents and skills. She learned to work with other young people in the community.

## PROJECT DESCRIPTION

Dipolog, the capital city of Zamboanga del Norte, had a population of about 120,000 (2007). However, during schooldays, students from other towns who studied in the different colleges in the city accounted for a temporary increase in population. Dipolog City had twenty-one barangays. Some of the urban barangays had informal settlers who settled in public lands for many years now. The city government acquired two sites for relocation of these informal settlers, one in barangay Dicayas, and the other in barangay Olingan. The biggest barangay in terms of area, population and income was barangay Miputak. Barangays Miputak and Central had the largest number of slum dwellers prior to the relocation of these residents to Olingan in the year 2000. Majority were living along the foreshore areas of Central and Miputak and along the Miputak creek beside the Integrated Bus Terminal.

These slum dwellers had no permanent jobs and survived by selling fish, fishing, working as boat helpers and doing other odd jobs in the terminal. They were among the poorest urban dwellers in the city. Gambling, drugs and all forms of vices were rampant in the area. The slum areas often served as a haven for snatchers, robbers and thugs.

There were approximately more than a thousand slum dwellers in these two barangays (Miputak and Central) but only 200 qualified to be relocated based on the criteria set by the task force. The rest were made to return to their original residences in the rural barangays where they had small farms and/or houses. However some opted not to go to the relocation site and found other places to stay. Only 150 households moved into the area.

The relocation site now known as Purok Forever was a new site developed by the LGU for the city's growing slum dwellers. It was originally a private land purchased by the city government for the said purpose. It was connected by a foot bridge to the coastal purok of Laoy Olingan, often referred to as the Fishermen's Village since most of the residents were fishermen.

The name, Purok Forever, spoke of the residents' desire for a permanent residence, a place they could call their own. They had been slum dwellers who looked at their relocation as a blessing and so gave that name to their new found home. The lot was government property. No titles were released but the residents were issued certificates of stewardship to stay there forever by virtue of a city ordinance. There were conditions, though, like they could neither sell nor transfer ownership of the land. If they leave the place, they were expected to return the certificate to the city.

Purok Forever had the amenities of an urban subdivision but on a smaller scale. There was a concrete main road approximately 10 meters wide that traversed the purok. There was a drainage system. The houses were grouped into sections of 8-10 houses. Each section was separated from the next one by a small open space. There were more than 600 houses with fruit trees which the residents planted when they first came to the area.

Relocation was always equated with displacement, both physical and economic. Thus, it was always met with violent resistance and dissent. To tone down the trauma that usually affected relocated individuals, the LGU provided each family with the basic structure and a toilet. All they had to do was to put up the walls, floor and partitions. The houses were generally small standing on a 70 square meter area. Except for two or three big houses owned by families with children working abroad, most of the houses were small and made of light materials.

In addition to the physical structure, NGO partners provided livelihood opportunities and access to capital for those who were ready to go into small businesses like sari-sari stores and fish vending. Subsequently, the organized groups in the community, assisted by an NGO and the DOLE, put up a bakery and a convenience/grocery store. To date, the NGO and the City of Dipolog still monitored these two cooperatives.

### **LGU's purpose and priorities of the project**

There was a continuing intervention by both the LGU and the NGOs which led to the adoption of the FACES Project. The project aimed to address poverty by giving the target community equal opportunity to earn a living, to send their children to school, to live healthy lives in a clean, safe and peaceful environment, to be active participants in community development and to set the direction of their future.

Prior to the FACES Project, only those who belonged to two organizations assisted by an NGO were provided the needed interventions like trainings, livelihood projects and educational assistance. The FACES community was composed of forty mothers and their children residing in Purok Forever. Most of these mothers were ambulant

vendors in the bus terminal area while their husbands were fishermen or “busero” – small time assistants whose task was to throw the nets into the sea.

Since fishing was seasonal, some of the men worked as carpenters, masons, laborers and other odd jobs which were all temporary in nature. Since they had no special skills, many of them were contented with whatever menial jobs were available to them. These needs were considered by the FACES Team in planning the interventions for the project.

The children attended the elementary school located at the center of the relocation area which was very convenient since they did not have to spend for transportation. They went home for lunch. The school building was donated to the community by FULIM Inc. and the Filipino-Chinese Chamber of Commerce in 2007.

## **PROJECT HISTORY**

The FACES project came to Dipolog when the city accepted the invitation for participation in the Project. The city was interested in to the project's aim of uplifting the lives of children in the slums in line with the MDGs. The city mayor as authorized by the Sangguniang Panglungsod (SP) entered into a Memorandum of Agreement (MOA) with the Local Government Academy (LGA) as the Implementing Partner of FACES. Authority to enter into a MOA was granted through Resolution number 08-404 dated May 20, 2008. The mayor then created the FACES City Core Team composed of the CSWDO, CPDO, DILG and an NGO partner. This was formalized through Executive Order number 2008-12 dated June 17, 2008. Meetings were held by the FACES CCT to formulate plans and actions. There were also several meetings with

the community and the identified mothers. During these sessions, the goals and strategies were determined with all the project partners sharing in its formulation. At the national level, three business meetings were held. An annual work plan and budget were prepared and submitted to the LGA. This served as the guide for the project implementation at the local level.

their and their families' lives. The intangible effects were shown in the self-esteem they gained through participation in the different FACES activities and the knowledge they earned through the different inputs and sharing during the sessions.

The FACES Project made a difference in the lives of the forty mothers and their families. The mothers, all former

slum dwellers relocated to Olingan some three years ago, used to be full time mothers whose world revolved around their children and their husbands. They had very low self-esteem and had always been relegated in the background. They were not consulted in major decisions in the home. When they were through with household chores, they would go to the nearest neighbor's house to play "tong-its" or spend the afternoon in small talk. When they became part of the FACES project, their lives changed and slowly they gained self-esteem after attending several capability-building seminars and trainings. One significant activity that truly boosted their morale was the workshop where they identified their priority issues and committed to the Family MDG Covenant.

The formation of the Integrity Circles gave them the opportunity to receive inputs on parental responsibilities and on family issues especially those concerning their children which were identified using the Progress Report Card. As major stakeholders of the project, the FACES mothers were busy with the formation of Quick Response Mechanisms together with barangay officials and no longer had time to play tong-its and spend lazy afternoons in the neighborhood.



## PROJECT RESULTS

### *40 mothers go beyond motherhood as they write the script of their FUTURE*

The project achieved both tangible and intangible results in the lives of the FACES mothers. The tangible effects were evident in how the 40 mothers managed their time. They no longer spent lazy afternoons in idle talk and playing *tong-its* because they were busy trying to give direction to

There were successful effects on the community as a result of the participation of mothers in the FACES project like the following:

- a) Institutionalization of an operational and functional Barangay Council for the Protection of Children (BCPC);
- b) Establishment of a Women's and Children's Desk in the community;
- c) Provision of a Material Recovery Facility (MRF) in support of the solid waste management program of the LGU;
- d) Provision of alternative livelihood projects which included a hands-on training on the production of bottled sardines that the parents planned to engage in after they have thoroughly mastered the skill.

The empowered mothers had indeed transcended the stereotype role of women in the slums and had proven that there was a more interesting and productive life beyond motherhood. They started to be more active in keeping their area clean and peaceful. They were more concerned about their children's welfare and their rights as women.

The effects of the project were also felt by the children. One mother related during an interview that, before the project, she would shout at her son or throw things at him and spank him when he misbehaved. That has changed because she now she called him to a corner and quietly talked to him about his bad behavior ... *"ako lang siyang may-mayan; dili nako bunalan o singgitan atubangan sa daghang tawo"* (I would talk to him. I did not anymore spank or shout at him in front of people.)



### **Cynthia's Story**

Cynthia, a mother of four children, was a full time housewife and mother. An elementary graduate, she did not have special skills before she became part of FACES. Deep inside her, she wished that she could join some trainings like the other women in the community so that she too would acquire some skills. However, she never had the chance to be part of any organization because she was busy taking care of her four children and doing all the household chores.

When chosen to be part of FACES, Cynthia's world gradually changed. She was happy to be given the chance to raise issues and concerns affecting her family. She joined the Integrity Circle and learned many new things. She started to realize her rights as a woman, her role in the home and the values she needed to teach her children, among others.

Cynthia's dream of attending trainings and acquiring skills became a reality. She joined the fish processing training where she learned the rudiments of making bottled sardines. She also joined the sewing classes where she made curtains, throw pillows, bed covers and other things.

The trainings opened up new opportunities for her to engage in alternative livelihood projects and help augment the family income. She looked forward to the day when she could practice her newly-acquired skills and earn some money for the family. Cynthia decided to join the Local Council of Women in their purok so she could access credit to start a small sewing business or to join the LCW group producing bottled sardines.

Cynthia expressed joy and fulfillment. She realized that being a woman did not mean doing household chores only. She realized that a woman can do so much, for her family, her community and for herself.

“Nalipay ko ug dako nga na apil ko sa FACES Project kay nasabtan nako ang akong pagkatao ug nakita nako nga aduna diay koy mahimo gawas sa mga buhaton sa panimalay. Pasalamat ko ni Mayor Evelyn Uy sa pagpaluyo niya sa FACES Project.”

## **KEY IMPLEMENTATION STEPS**

### **Phase 1: Preparatory and stakeholder preparation**

During the first month of implementation, the members of the CCT went to Manila to attend the first business meeting on May 2008 where they were oriented on the MDG-FACES project. To effectively implement the project in the city, the following were ensured:

1. Support of concerned agencies and partnership with NGO partners;
2. Appointment of full time project coordinator;
3. Support of the Barangay Council;
4. Active support of all the members of the CCT;
5. Availability of funds and other resources needed, i.e., supplies and materials, office equipment, computer, etc.
6. A good working relationship between LGU and NGOs

A project of this nature required the strong political will of the LCE to undertake a strict process of selection of beneficiaries based on criteria set, data gathered and other factors. This was crucial because becoming part of the FACES project or any city-initiated project brought with it certain privileges or benefits which could become the source of envy by others in the same situation. The support of the LGU in providing counterpart funds for the project was critical especially in the preparatory stage. Partnership between the LGU and NGOs was essential in this project to maximize the opportunities for sharing resources and technology.

Specific steps were undertaken to operationalize the plan as follows:

1. LCE requested SP for authority to enter into MOA with LGA.
2. SP approved request of LCE & LCE signed MOA with LGA.
3. LCE created FACES City Core Team composed of the CSWDO, CPDO, DILG, and CESCOD (NGO)
4. Project Coordinator validated survey (CBMS) and conducted home & site visits and interviews to identify the 40 mothers for the project.
5. The FACES Core Team headed by the Project Coordinator, who is a social worker, selected from among the list of the residents in the area those who were not members of any NGO organized group or those who were not yet assisted by any organization. From the list, a short listing was done with the members of the core team using the criteria set for the project.

6. The project coordinator called the forty mothers (some fathers attended the meeting too) for a meeting to explain the objectives of the project as well as the level of participation needed from them. They raised some questions mostly on how often the meetings and seminars would be conducted and what they would get in return by joining the project. The project coordinator answered all their questions which erased all doubts and false notions about the project.
7. Orientation meeting /workshop conducted with 40 mothers and team. During this meeting, validation of survey output, presentation of project eligibility criteria, raising of issues, baselining of child MDGs and completing of Progress Report Card were done.



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## Phase 2: Issue prioritization and stakeholder commitment

Getting the commitment of the beneficiaries was not difficult if they were part of the project right from the very start. Participation in every step of the way was essential for the participating families to own the project.

The project coordinator conducted a workshop with the participating families to identify issues and concerns. After a brief introduction of the activity and the mechanics to be followed, the project coordinator divided the participants into smaller groups. Based on the guidelines given, the small groups discussed the issues and prioritized them. During the reporting, the assigned spokesperson of the group raised the issues discussed by the group. After all the groups had reported, common issues were written on a separate manila paper and everyone shared his/her views and opinions on the prioritization of the common issues.

At the end of the issue identification and prioritization activities, the participants' suggestions on possible responses to address the issues were discussed. Some were viable, others were far-fetched. However, all ideas presented were noted. Based on the result of the workshop, the CCT together with the project coordinator formulated the strategies and prepared the action plan and budget. A comprehensive plan for project implementation for the seven-month period was prepared through a participatory process by all concerned.

Five integrity circles (ICs) were formed with eight members each. Grouping was based on proximity of their homes to each other. The IC met every month during the project implementation. Inputs on relevant topics like responsible parenthood and proper sanitation were part of the meetings. The meetings also served as a venue to discuss issues and concerns identified by the mothers through the Family MDG Progress Report Card.



### Phase 3: Strategy formulation and implementation

It was important to conduct different trainings for mothers and children to assure mothers that they were given focus and attention in the implementation of the project. It was also important that their skills, knowledge and attitudes improved. Because of this feeling of importance, they gave their full support and cooperation in the project.

Based on the result of the issue identification and prioritization workshop, strategies were formulated and the action plan and budget prepared. All stakeholders participated in the preparation of a comprehensive plan for project implementation for the seven-month period.

Inputs on relevant topics i.e. responsible parenthood, sanitation, gender sensitivity and children's rights were provided to the families through workshops and meetings. Regular meetings with mothers were venues to discuss issues and concerns identified through the Family MDG progress report card. Tutorial and art lessons were conducted for the children. Feeding of children in support of health and nutrition intervention was done.



The quick response mechanisms (QRMs) were formulated to respond to the issues prioritized by the mothers during the previous workshops and consultations. A draft was presented to them in one of the meetings, which they validated prior to the implementation. The members participated in the decision-making process regarding the QRMs. Thus, seminars were conducted on the strengthening of the BCPC and Women's Desk, on Solid Waste Management and MRE, and for the production of bottled sardines.

The project coordinator conducted the home visits and documented it. The families were also visited regularly by the health workers and nutrition scholars assigned in the area and they included such visits in their reports.

#### Phase 4: Follow-up and consolidation

In regularly monitoring the project, the project coordinator used the following methodologies: home visit consultations and discussions during IC meetings MDG report card ; matrix with project objectives, targets, output, outcome indicators, variance , recommendations. This was done monthly to coincide with the meetings and visits which also served as feedbacking sessions with the 40 mothers.



The project was evaluated and the evaluation was used as basis for the replication process. New sites were identified for replication. The Replication Plan for Sta. Isabel slum dwellers was prepared. A sustainability plan for continuing activities in the present site was also prepared. This included the up-grading of skills for sardines production and the provision of access to capital for production of bottled sardines as livelihood project for the mothers. Terminal evaluation with all stakeholders was conducted to determine the impact of project in terms of gains and improvement in the beneficiaries' quality of life, the success and sustainability factors of the project and the critical next steps.

## ANALYSIS AND LESSONS LEARNED

### *New Faces for FACES mothers*

The forty mothers who formed part of the FACES project literally and figuratively changed their faces (physical as well as mental, emotional, spiritual) after a few months of learning and working to uplift their lives as well as that of their children. The project provided an opportunity for them to participate in decision-making processes for the first time in their lives. This experience brought changes in their attitudes, behavior and in the way they positioned themselves in the community.

While the project was short-lived, seven months being too short for a project of this nature, it started a new thrust in community building. The strategies and techniques followed those practiced by NGOs. The project coordinator had been connected with an NGO for around ten years handling a similar project. The partnership with an NGO from start to finish was an important factor in the successful implementation of the project. The presence of NGOs was not new in the community; they had been there even before the relocation of the residents in Purok Forever. In short, the collaboration between NGO and residents had been tried and tested.

To ensure sustainability, the livelihood project should be in place. The presence of the NGO in the area and its commitment to assist the group in upgrading their skills, preparing proposals to access funds and managing the livelihood project were essential to sustain the gains of the project.



The use of a participatory approach and partnership with NGOs paved the way for the LGU to use the same strategies in subsequent projects. The LCE recommended forging more partnership agreements with NGOs for other LGU projects.

There was a need to have more time in the implementation. At least one year project duration would give the community a more thorough preparation to participate in the project especially in the planning process and in the establishment of the QRMs.

### **Eric's Story**

Eric, a father of three and a college graduate, had been in-charge of the bakery owned by the ORPO, a local people's organization assisted by the DOLE and the city government. The bakery was established to provide livelihood for the members of the ORPO and also to serve the needs of the local community. Eric had been a good manager of the bakery. The members' annual patronage refund had increased through the years. The quality of the bread and other products also improved resulting in the increase of sales.

Eric felt that being part of FACES Project enhanced his leadership skills especially when he actively participated in the formation/strengthening of the QRMs. He particularly enjoyed the sessions in the Integrity Circle which opened up new ideas and helped to clarify issues, thus helping them to grow as persons. He also considered it very valuable that he realized his worth as an individual and encouraged him to share his skills with the people in the community. For Eric, the FACES Project served as a catalyst in mobilizing ordinary individuals to give their time and effort to improve the quality of life in their community.

“Kada usa nato, adunay ika pa ambit sa atong mga silingan ug kini ato nga responsabilidad diha sa atong mga kauban sa community. (Each one of us had something to share with our neighbors and this is our responsibility to our fellow community members.)”





## The Yields of “Camote” (Sweet Potato): The MDG-FACES Experience in Purok 7, Barangay Tuburan, Ligao City

The MDG-FACES Project was implemented in Purok 7, a slum community in Barangay Tuburan, *Ligao City*. It covered 20 boys and 20 girls from 40 family-beneficiaries who had been experiencing massive poverty as reflected in the Community-Based Monitoring System(CBMS).

The project mobilized the different sectors of society in providing critical interventions established at the household, city and national levels that will have direct impact on the quality of life of children in the slums. It was done by identifying quick response actions and solutions to address MDG issues. The women led the project and played the central role in the implementation and monitoring. The quick response mechanisms were confined to Income Generating Projects (IGPs) which included the demonstration project and the financial savings assistance program. The family-beneficiaries considered planting camote (sweet potato) in a 5.5 hectare land arranged by the city government. Its end-products such as camote chips, camote cue, boiled camote, tahada including other ‘kakanin’ provided additional income to the family-beneficiaries. The financial assistance program developed by them also was a great help in meeting their daily needs.



The city government together with stakeholders that included the academe, NGOs/POs and other private entities provided assistance in improving the delivery of the basic services on education, health and sanitation. Capability-building activities and group dynamics were conducted for the family-beneficiaries. Generally, the implementation of the project provided opportunities for economic transformation of the identified family-beneficiaries that eventually led to community development.

## PROJECT DESCRIPTION

Ligao, a fourth class component city of the Province of Albay with a total land area of 24,640 hectares, was composed of 55 barangays, 11 urban and 41 rural, of which 3 were coastal barangays. The 2000 Census placed its population at 90,603 with 17,031 households. Eighty percent of its economy was agriculture-based.



Barangay Tuburan, one of the rural barangays, was identified as the area where FACES Project would be implemented. Its 4,385 population or 877 households lived in 7 puroks or sitios covering a land area of 221.76 hectares. Purok 7 was identified as one of the slum communities since it was a relocation site of the families displaced by the floods brought by typhoons that visited the region in the recent years. Most of the families previously lived along the river banks with no permanent homes.

The community members were faced with the following community and family issues:

- very low income and no permanent source of living for the household earners who were generally dependent on labor work;
- increasing number of family members who were undernourished;
- congested households due to large family size;
- squatting;
- prevailing diseases such as dengue, Hepatitis A, diarrhea and rabies;
- absence of sanitary toilets and potable water source;
- unavailability of waste disposal system;
- increasing number of out-of-school youth; and
- vulnerability to disaster, specifically typhoons and floods.

### **Mildred's Story**

Mildred, 15 year- old child of Federico and Imelda Suico, was the fourth child in a family of seven children. Her mother was a plain housewife who did laundry and household chores for some residents of Purok 7, Barangay Tuburan in Ligao City. Her father was a laborer working in Bacolod City, his hometown in another island far from Ligao. He was forced to work far from the family because there was no work near home.

Her family was among the 'squatters' living along the river banks who were displaced by

the series of natural calamities that hit the Province of Albay in the last three years. Their former house was made of low quality of materials easily wrecked by the strong typhoons. They did not have a sanitary toilet. Because they did not have potable water source, they were obliged to buy water from the nearby barangays or from the water supplier that charged higher cost. In most cases, they were forced to use water from the pump because of limited budget. This sometimes caused water-borne diseases especially among children who had low immunity compared to adults. Records showed a high number of reported cases of fever, colds, dengue, Hepatitis A, diarrhea and rabies in the community. Mildred, her brother and sisters and the rest of the children in the area were exposed to such diseases.

Mildred, like most of the children in the area, was malnourished. There were instances when her family would only eat two (2) meals in a day. Although her parents tried their best to send them to school, her father's meager income as laborer was not even enough for food. Her two elder brothers finished high school but were not able to pursue further education because of poverty. Her eldest brother worked as a laborer in Tagaytay City to help the family. Mildred just reached first year high school and was forced to stop going to school. There was no money to buy a pair of uniform and other materials needed in

school. When she was in school, Mildred did not go with her classmates during break time because she had no or 'baon' (packed-snacks) to eat with them.

Because of the poor situation of her family, Mildred's personality was affected. She had low interest in studying. She was shy and timid when interacting with other children. Her parents also lacked self-confidence. Because of their low educational attainment, they did not know how to identify and address their economic issues and problems. They were not aware of the assistance that they can get from the LGU and other government agencies.

#### **After MDG-FACES implementation**

With the implementation of the FACES project, Mildred and her elder brother, together with other out-of-school children in community, were assisted to go back to school through the Alternative Learning System (ALS) Program of the Department of Education. With the program, Mildred would have the opportunity to take the acceleration examination in the coming school year giving them a chance to be promoted in the grade/year level appropriate for their age. The LGU and other stakeholders provided some school supplies and school uniforms.

Mildred and the other children benefited from the feeding program regularly conducted by the barangay and other stakeholders. Mildred, previously underweight, gradually gained weight in six (6) months. Her mother learned proper food preparation and healthy affordable diet for children. The family members and other children were regularly brought to the barangay health center and local public hospital for check-up and vaccination. The program also paved way for the construction of the new Day Care Center of the Barangay in Purok 7. The progress reports showed that there was an improvement in the health status of the children as seen in their weight and other physical attributes.

The capability building activities prepared the families in starting their 'camote' plantation. Mildred together with her mother and the other family members maintained their designated planting areas. The preparation of camote end-products as livelihood activity did not only provide additional income for the family but gave food for the family members as 'merienda' or snacks. Every other day, her mother prepared camote chips for sale to the students in the nearby school and employees in the city hall and other private establishments.

The Ligao Water District prioritized the area for the establishment of a water system that was completed before the year ended. They

now enjoyed potable water for drinking. Mildred's family was also identified as one of the grantees of the housing assistance of the Gawad Kalinga Program made possible through the assistance of the LGU and the FACES project.

Mildred personally expressed that she had developed her self-confidence. She learned from the capability-building activities and group dynamics conducted. Together with the other 40 FACES children, Mildred could say that indeed there were significant changes in their lives because of the interventions given to them. The success of its implementation could be attributed to their active participation not only as beneficiaries but as partners.



©Ligao City/Keith Ruidavar

## PROJECT HISTORY

When Ligao City was chosen to be one of the pilot cities to implement the FACES project, the city mayor immediately convened the possible offices to be involved in the project. A City Core Team (CCT) was organized composed of the City Planning & Development Office (CPDO), City Agriculture Office, City Health Office (CHO) and the City Social Welfare and Development Office (CSWDO). The City Social Welfare and Development Officer was officially designated as the focal person for the project.

In implementing the project, the city contributed the following counterparts: (1) selection and mobilization of slum community; (2) provision of staff; and (3) structure for Quick Response Mechanism (QRMs); (4) assistance for QRMs and demonstration project; and (5) replication plan to other communities in the city. On the other hand, Barangay Tuburan as the identified slum community in the City was responsible for the (1) selection and mobilization of families; (2) formation of Integrity Circle among participating families; (3) implementation of QRMs and demonstration projects; and (4) participative monitoring and evaluation. The identified families were responsible for (1) committing to the Family MDG Covenant/Pact; (2) implementing family quick actions based on family quick action guides; (3) monitoring and reporting on child's progress.

The implementation was facilitated by the local government unit (LGU) of Ligao City. Although, the city government already had existing programs and projects that addressed the Millennium Development Goals (MDGs), the project provided an avenue for the LGU to re-focus and re-invent their various activities, project and programs. The identification and implementation of the interventions were integrated in the existing programs of the LGU,



specifically those which were in line with the localization of the MDGs.

The interventions provided to the family-beneficiaries focused on personal development moving towards community development. The mechanisms that were put in place empowered the families. As partner-beneficiaries, they were at the same time implementers in their respective households since they checked the achievement of their own goals using the identified success indicators. The CCT only intervened in setting directions.

The project encouraged multi-sectoral collaboration with the private sector and other partners. Some organizations provided support and assistance on supplemental feeding, in conducting catechism and in providing marketing outlets for the end-products produced by the family-beneficiaries. The academe also extended technical assistance. Capability-building activities were organized and group dynamics and other trainings conducted.

Among the factors that helped in the successful implementation of the project were the strong political will of the city mayor, the support of the City Council

and the Sangguniang Barangay of Tuburan, their care and sincerity in the entire course of the implementation and the avoidance of politicking and partisan politics. The project reactivated the Local Council for the Protection of Children (LCPC). Already in place when Ligao was still a municipality, the LCPC was re-defined and its functions expanded.

## PROJECT RESULTS

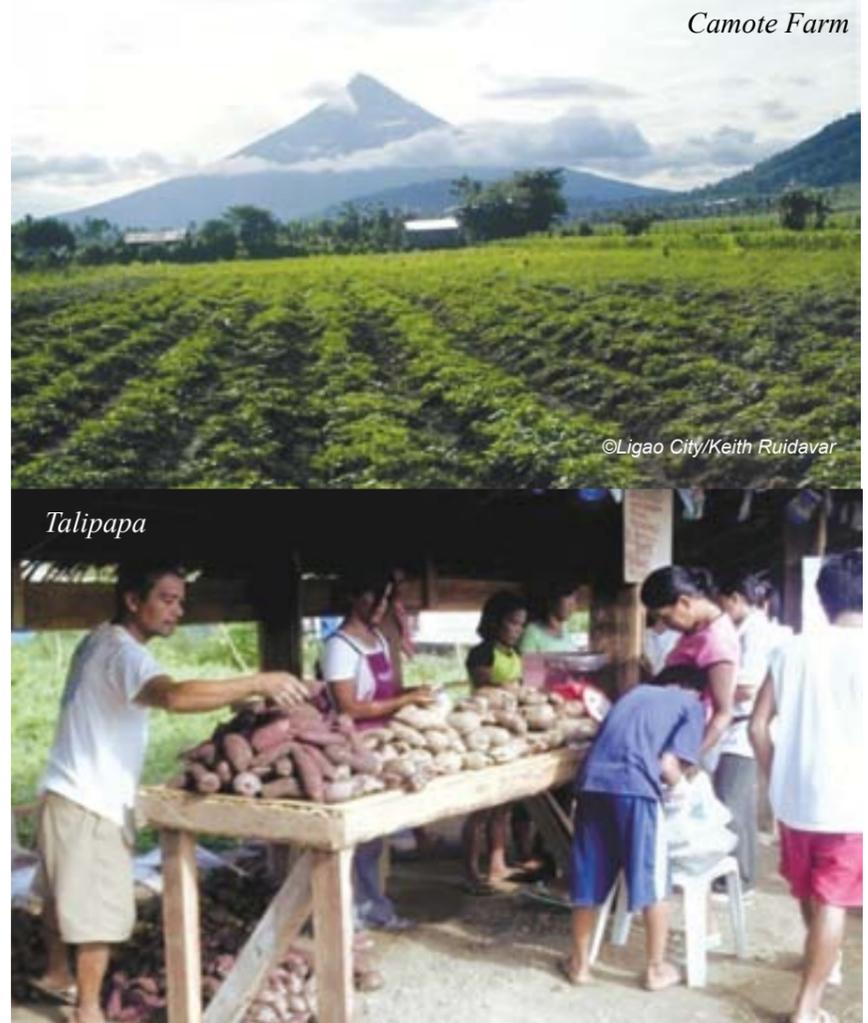
After the 6-month (July-December 2008) implementation of the FACES project, the 40 families in Purok 7 of Barangay Tuburan demonstrated the following significant results:

*Empowerment of women/mothers.* The capacity-building activities for mothers focused on Parent Effectiveness, Violence against Women and their Children (VAWC) allowed them to understand their roles within their own families and with the community.



The mothers learned how they respond to the basic needs and rights of their children. The mothers became partners of their husbands in earning for the family as they were involved in various livelihood activities (production of camote chips, camote cue, boiled camote, “tahada” including other ‘kakanin’).

*Sustainability of QRMs.* The QRMs identified by the families were integrated in the development plan of the city. The LGU’s partnership and linkage with the academe, NGOs/POs, and other organizations helped in providing solutions that responded to the issues faced by the slum community.



The Income-Generating Project (IGP) of the partner-beneficiaries continued to give opportunity for market growth and sustainability. A mini trading post (“talipapa”) was installed to aid the family-beneficiaries in selling their products. The local government also provided assistance in identifying possible market and distribution channels (e.g, offices, schools and other organizations) for the products.

A financial savings assistance program (FSAP) was developed to promote the value of savings and investment practices among the family members. A “Paluwagan” was adopted in which members were asked to contribute Php 100.00 per month and the collected fund would be enjoyed by a designated member on a rotation basis. A “Raffle Loan” was also made available to the lucky person who would pay it on a staggered basis. A Standing Fund for emergency concerns of the family-beneficiaries was established from a daily contribution of Php10.00.

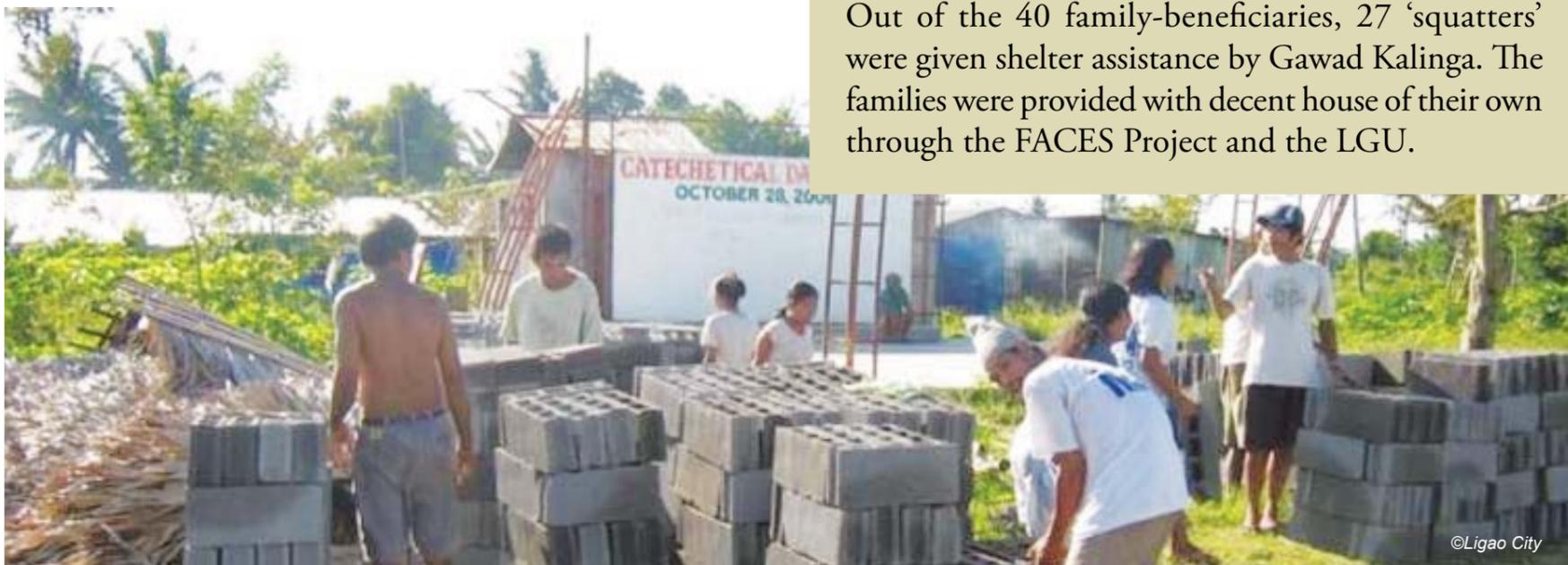
Skills-training and capability-building activities were continuously provided by educational institutions like the Ligao National High School and Bicol University.

Other partners like the INFOTECH offered computer literacy program and Red Hog Industries offered livelihood training including one on Cosmetology and Reflexology organized by the city government.

The LGU also ensured that the basic services especially for health and education were easily accessed by the family-beneficiaries. The complete immunization, ‘Operation Timbang’ and pre/post natal check-up for pregnant women were continuously done. Safe potable water and toilet facilities were provided. The Local Civil Registrar facilitated the birth registration of the newly born children.

*Improvement of the quality of life of the family-beneficiaries.* The family-beneficiaries’ quality of life significantly improved. With the additional income contributed by the mothers, the basic needs focused on food, health and education were given immediate attention. These mothers also understood the importance of maternal and reproductive health and became aware of how they can provide the needed guidance and care to their children.

Out of the 40 family-beneficiaries, 27 ‘squatters’ were given shelter assistance by Gawad Kalinga. The families were provided with decent house of their own through the FACES Project and the LGU.



## KEY IMPLEMENTATION STEPS

### Phase 1: Preparatory and stakeholder participation

The key step in institutionalizing the project was re-activation of the Local Council for the Protection of Children (LCPC). At the same time, the executive and legislative bodies integrated the Millennium Development Goals (MDG) targets in the implementation of the City Development Plan (CDP). An executive order was issued by the Local Chief Executive (LCE) which formed the CCT. A work plan was prepared to guide the implementers in the delivery of the desired targets.

The following were the activities conducted to prepare the area and mobilize stakeholders: (1) courtesy call with the Barangay Council; (2) orientation-consultation with the community members; (3) meeting with various stakeholders; (4) barangay and community profiling; (5) criteria development and family selection; and (6) orientation of the identified family-beneficiaries.

### Phase 2: Issue prioritization and stakeholders' commitment

The CCT did an assessment of the current condition of the family-beneficiaries including an evaluation of the stakeholders who can possibly provide assistance. To prepare the families for the project, an orientation and workshop was conducted in which the family-beneficiaries identified the community and family issues and prioritized them. Multi-sectoral stakeholders formalized their commitment to find ways of responding to the identified issues and concerns. The issues prioritized were on livelihood assistance and provision of access to education, health and sanitation.



### Phase 3: Strategy Formulation and Implementation

Participatory dialogues and consultations were conducted with the family-beneficiaries and stakeholders. Quick response mechanisms (QRMs) were identified to respond to the identified community and family issues.



A demonstration project on “*Camote*” (sweet potato) was designed and implemented. The LGU arranged for the availability of 5.5 hectares of land for camote plantation. Two (2) varieties of camote were used: “tres colores” and “visca” which covered a maturity period of four (4) months. The end-products generated out of the camote plantation were: camote chips, camote cue, boiled camote and “tahada”. A mini-trading post (“talipapa”) was installed to aid in the distribution of the camote and its end-products. The family-beneficiaries implemented the demonstration project with the guidance of city government with minimal supervision from the CCT. The family-beneficiaries organized themselves into groups that conducted meetings, group dynamic sessions and other similar activities. These activities aided the family-beneficiaries in working together as a community. The organization of the family-beneficiaries strengthened the implementation of their Financial Assistance Program.

#### **Phase 4: Follow-up and Consolidation**

After the implementation of the QRMs and the demonstration project, follow-up and follow-through activities were conducted. The CCT assisted in the implementation QRMs and encouraged the family-beneficiaries to help in the replication of the gains to other community members.

#### **Analysis and Lessons Learned**

The mothers, who play multiple key roles in the family, were the key target group in the implementation of the project. Many women remained to be socially, culturally and politically excluded from participating in community development planning and decision-making. The 40 mothers showed that their involvement and participation empowered them to effectively address family and community issues.



The QRMs that immediately responded to the MDG targets and the QAGs that aided in the implementation made significant impact on the improvement of the economic condition of the families and the entire community.

The project became a venue for learning by the LGU, the family-beneficiaries and other partners. In actively finding solutions to meet family and community targets, the families understood that they were partners of the government as well as the stakeholders involved in the development process.

### **INNOVATIVE PRACTICE: Ways towards economic transformation**

The passion and ‘hands-on’ management style of the city mayor and the direct interaction and consultations during visits with them contributed to the success of the project. The translation of the MDGs in Filipino helped the families understand the MDGs and allowed them to identify direct solutions with the available resources that the government and other stakeholders provided. The participatory process encouraged everyone to take part in the process making consensus among the people involved easy.

The initiatives derived from the implementation of the project were integrated in the development plan of the city. Because limited financial resources were initially allotted to the FACES project, the LCE and the Sangguniang Panglungsod, upon consultation with the various stakeholders, decided that resources be allocated in the annual Investment Plan for the Fiscal year 2009 for the replication and expansion of the said project two (2) barangays.







## FACES in the Science City of Munoz

The Science City of Muñoz, a 5<sup>th</sup> class city in the province of Nueva Ecija and considered partially urbanized area, had a population of 73,846 (2007). The city had 37 barangays, 4 of which composed the city proper. Poblacion East, one of the barangays in the city proper, was the FACES project site. It had a population of 2,147 representing 5% of total city population. The barangay was subdivided into 16 sitios or puroks including Purok Kaunlaran, the project site. Purok Kaunlaran had a population of 638 comprising 111 families with 5-6 members per household. The MDG-FACES focused on forty (40) children equally divided into twenty (20) boys and twenty (20) girls.

Several business groups, local companies and academic institutions including the local government units and non-government organizations established linkage with the community, purok residents, and purok and barangay officials. Among these groups were the: a) National Commission for Culture and Arts (NCCA); b) Central Luzon State University (CLSU); c) Philippine Rice Research Institute (PRRI); d) Bureau of Fisheries and Aquatic Resources (BFAR); e) Philippine Business for Social Progress (PBSP), and many others.

There were accomplishments in terms of improved health services and infrastructures. Social change and improvement can be observed from the strong bonding among family members. Entrepreneurship increased as well as interest in livelihood projects generation.

## PROJECT DESCRIPTION

The Science City of Muñoz, a 5<sup>th</sup> class city in the province of Nueva Ecija and considered partially urbanized area, had a population of 73,846 (2007). The city had thirty-seven (37) barangays, four (4) of which composed the city proper. The city had a total land area of 16,305 hectares covering 37 barangays, four (4) of which composed the city proper. Poblacion East was one of the four (4) barangays found within the city proper. The barangay had a population of 2,147 accounting for 3% of the total city population. One of the sitio or purok of the barangay is Kaunlaran – the main site of the project. Kaunlaran, located at former train railway, was considered a slum or squatter area. The purok had a population of 638 composed of 111 families with 5-6 household members. From 400 children living in the area, 20 boys and 20 girls were chosen as beneficiaries of the MDG-FACES Project.



Map showing the location of the Project Site



Bird's eye view of the Science City of Muñoz, showing the project site



### **Project Objectives:**

Generally, the project aimed to deal with the most pressing forms of human deprivation in the slum areas of Munoz City particularly Purok Kaunlaran, Poblacion East.

Specifically, the project aimed to focus improvements by;

1. Mobilizing the different sectors of the society in providing critical interventions established at the household, city and national levels that will have a direct impact on the quality of life of children in the slums
2. Introducing or improving basic service provision;
3. Mitigating environmental hazards;
4. Providing incentives for community management and maintenance;
5. Improving access to health care and education;
6. Establishing public-private partnerships with slum dwellers to improve community living conditions, open lines of communication and build trust and accountability.

### **Project Priorities**

The priorities of the project were as follows:

1. Enable local companies to have an appreciation of the MDG-FACES Project
2. Gather support and involvement of local companies for the MDG-FACES Project
3. Identify and link-up business groups/companies and become part of the MDG-FACES Project.
4. Establish linkage with the Local Government Unit (LGU) to conduct skills inventory of the MDG-FACES community and link with the needs of the businesses in Muñoz.

### **Problems before the project started**

The following were the problems in the community before the project started:

1. Most of the children were not enrolled or did not go to school while some children who were enrolled did not finish on time.
2. Out of the 40 recipients, only 31 had access to safe drinking water.
3. Some of the families had no stable job or source of income or livelihood.
4. Although some of the children were enrolled, they did not attend their classes regularly because of empty stomachs or lack of needed school supplies.
5. Children who did not attend school were engaged as beggars.
6. Some of the children were not living with their parents and stayed elsewhere.

### **PROJECT HISTORY**

The city joined the FACES Project because of the situation of the study site. The populace in the target site survived on less than one hundred pesos a day. Most of the children did not attend primary school. Moreover, most of the common causes of disease among children were present like dysentery, fever and amoebiasis. These pressing situations were unacceptable especially for the children.

The mayor of the Science City of Muñoz together with his officials and staff formed its goals and strategies in consideration of the MDGs to minimize or eradicate the most pressing forms of human deprivation. The city clamored to free Muñoz from a high poverty incidence especially in rural villages where 81% of the households were affected in 2000. There was potential for the city to become a knowledge node in food security.



## PROJECT RESULTS

At the end of the project, the following results were achieved;

1. The number of unenrolled children decreased from 8 children to 1.
2. The number of children who finished their schooling on time increased.
3. More mothers received post-natal checkup.
4. The number of children who gained access to safe drinking water increased from 31 to 39.
5. CSWD launched a Seminar on Proper Nutrition and Sanitary Food Preparation and the mothers participated in the Nutrition Month Celebration.
6. FACES Integrity Circle managed PIPOLS rice distribution for 40 families.
7. Food assistance was provided on lean month through (SUTA\_AKAP) Abot Kamay ang Pag-asa.
8. All forty (40) families were enlisted in the Philhealth Program and given Philhealth Cards.



*Representative families of the MDG-FACES Project*

Houses of some of the respondents



Houses of some of the families

Jewelries made by the respondents



©Science City of Muñoz

Source of income of the respondents



Child of one of the respondents that had undergone surgery

One of the valves of faucet that was installed in the project site



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## KEY IMPLEMENTATION STEPS

It was important for stakeholders to have accurate data on where slums were located within the city and the socio-economic and health conditions of residents living in the slums. A household census form was formulated to document demographic and socio-economic data on the residents from the slum communities. Information such as location, legal status, monthly income, facilities within and around the slum area, health and sanitation and other pertinent information of the residents were collected. While most of the data were already available in the city records, an immersion in the community was made for baseline data validation.

After the census in the slum was finished, forty (40) recipients were chosen through thorough screening. They had their Pledge of Commitment to attain the Millennium Development Goals with the city mayor. Through the properly filled-up FACES Project-Family Data, the committee reviewed and chose those who were qualified to be part of the project. Initially, more than 40 families were chosen. But since the

project only needed forty respondents, another screening was undertaken to identify who should be members of the project. The chosen families were then informed about the result. They were grateful upon knowing the result.

The Family Quick Action Guide was formulated to serve as basis for tracking the attainment of the child-focused Millennium Development Goals by all the families under the MDG-FACES Project. It was translated into Tagalog, the language spoken by the community, through the assistance of the barangay and city officials. The city personnel and officials of the concerned barangay were involved in completing the information needed.

A Progress Report Card was formulated for families to assess the development of their children the different MDGs. This was used and updated monthly since the project started. The focal person for this project together with the barangay officials and the respondents updated the Progress Report Card. The chosen families, informed about the contents of the Report Card, saw to it that they met the MDG targets.



The city government tapped partners from the public and private sectors, academic institutions and international organizations. The partnerships included the CLSU, Housing and Urban Development Coordinating Council (HUDCC), PRRI, BFAR, PBSP, United Nations Development Program (UNDP), UN-Habitat and NCCA. These partners were identified and tapped based on the services they offer. The local government officials invited them to share their expertise to the residents in the area.

### Budget Allocation

Below was the proposed budget based on conditions and scenarios observed in the field:

Components	Budget
-Education	300,000.00
-Health	400,000.00
-Food	300,000.00
-Shelter	500,000.00
<b>Total</b>	<b>1,500,000.00</b>

The budget was determined based on the ocular observation, interviews and group discussion with the residents or the chosen families. The highest budget was allocated for shelter. This was based observations and from information gathered from the respondents that most of them were renting their houses paying almost a thousand pesos monthly. Some of them could not afford to pay such amount.

The disbursement of the proposed budget should only begin after mapping-out the actual needs of the community and shall be prioritized according to urgency. An efficient and effective monitoring and evaluation could be done to ensure sustainable implementation of the project including the utilization of the resources.

### Other Resources Required

To be able to fully meet and attain the MDGs, additional facilities and infrastructures should be given preferential attention in order to meet and attain the basic needs and services required for a sustainable living. Attention should be given on health, food, shelter, education and facilities like the construction and establishment of conference hall, clinic, road concreting, improved water and sanitation (sewerage system), drainage system and recreation facilities like basketball and volleyball courts.

### “Towards building a sustainable society for the poor”

Through the project, meeting the requirements of the Millennium Development Goals was achieved as evidenced by the following;

- Child will not go hungry and will be provided with the basic needs and nourishment.

At the start of the project in June 2008, 8 children were found to be malnourished. At the end of project implementation in November 2008, the 8 children had recovered and gained their ideal weight. Forty-one (41) children did not have official birth certificates. When the project ended, only four (4) children remained unregistered. Registration was made possible through the city and barangay officials.



Different intervention activities were implemented in the area. These included 1) seminar on proper nutrition and sanitary food preparation sponsored by the City Social Welfare and Development (CSWD) and the respondents participated in the nutrition month; 2) PIPOLS RICE for forty 40 families managed by FACES Integrity Circle, and; 3) provision of food assistance during lean month through (SUTA-AKAP) Abot Kamay ang Pag-Asa.

- Child goes to school and finishes primary education on time

Before the project, 8 children were not enrolled in primary education. Twenty-nine (29) children finished schooling on time. When the project ended, only one remained unable to enroll. Thirty-four (34) children finished schooling on time.

The success behind the increase of children enrolled in primary education and as well as finishing on time was attributed to the following:

- 1) Enrollment of the forty (40) children as FACES City Scholar. Three (3) children were enrolled through the facilitation of the (TWG) and the intercession of the Local School Board for the late enrolment of indigent children.
- 2) Provision of monthly allowance including free school uniforms (shirts, short/skirt and even shoes and slippers), school bags and accessories.

- Child's mother is healthy and well

There was an increase in the number of mothers who received post-natal check-up numbering from 31 to 37. This was because all the 40 families were recognized and registered as Philhealth Card holders while 11 families were members of the Assistance to Individual in Crisis Situation (AICS). All 40 mothers were regularly monitored by the City Midwife and Barangay Health Workers (BHW). Six (6) mothers were recipients of the post-natal check-up regularly conducted by the Rural Health Unit (RHU) physician. Furthermore, a child with harelip underwent the necessary surgery with the assistance of the city government.

- Child lives in a clean, healthy and safe environment

Thirty-one (31) children had access to safe drinking water when the project started. When the project ended, this number increased to 39 because public faucets were installed in the area.

#### Additional Observations

- From playing card games, parents shifted to jewelry production as additional source of income while others engaged in selling vegetables and rice provided by the National Food Authority (NFA). The provision of 8 cavans of NFA rice to the FACES IC was only a start-up.
- With the MDG-FACES project serving as the anchor organization of the forty families, the families generated savings in the amount of PhP 1,565.00 (as of December 12, 2008) from their efforts in selling jewelries, rice and vegetables. They were able to open a bank account.

#### Pursuing Excellence in the Attainment of Millennium Development Goals

Experiences and predicaments became valuable information for other local government units to replicate the practice. Critical pre-requisites still needed to be in place were follows:

1. Stable employment or source of income to sustain the family. Several heads of families had to sacrifice leaving their families early in the morning and fishing outside the province only to earn PhP 70 a day. It was not enough to meet the daily needs of their families.

2. The stability of source and supply of goods e.g. rice and vegetables sold to the families. Stability of supply greatly affected unprecedented mark-up of market prices.
3. Security of tenure was a driving force in their willingness to invest in housing privileges including other basic services. Since most of the families in the area rented housing units for PhP 500 to PhP 1,500 per month, a house which could be rented at PhP 500 per month and will be owned by the family over ten or fifteen years may be considered.



4. Community capacitation through increased participation in seminars, workshops, trainings and conferences. Since the province where the barangay falls is an agricultural area, the following trainings could be conducted:
  - a. Vermicomposting
  - b. Mushroom Production
  - c. Rearing of tilapia or milkfish



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- President GLORIA

**FAMILY HEALTH CARD**

Name  
**MELINDA S. BAGUMBARAN**

Address  
COMBADO  
MAASIN, SOUTHERN LEYTE

Signature

Jan 01, 2008 - Dec 31, 2008



## Once a Dream...Now a Reality: MDG-FACES in Maasin City

The MDG FACES project was conceived to reinforce Maasin City's initiatives on the attainment of MDG goals. The FACES Core Team (FCT), composed of twelve government agencies with the City Social Work and Development Officer (CSWDO) as Team Leader, implemented the project.

The project involved 20 boys and 20 girls from 40 families residing in sitios Caimito and Molave in Barangay Combado, a barangay in the western part of the city. Barangay Combado was selected as the project area because, with a population of 5,137 composed of 1,087 households, it had the most number of families living in the slums.

The stakeholders identified the most pressing issues and problems in their barangay which included: low income, housing and land tenure, limited access to education and lack of sanitary toilets and potable water. The families identified projects to answer their most pressing issues. These projects/activities included purchase of land for the slum families, purchase of *trisikad* for 6 fathers, scholarships to the FACES children, provision of PhilHealth cards, free immunization of children, supplemental feeding and livelihood projects like Bigasan ng Bayan, curtain making, chorizo vending, *ampaw* (pop rice) making. Other FACES activities included the conduct of seminars/trainings for the parents of the 40 children, conduct of training and information campaign on RA's 9262, 9208, 7610, and 934 and the passing of the Child Welfare Code. The FCT conducted trainings for fathers who became more responsible in helping their children in their school assignments. Mothers, on the other hand, attended Mothers' Class where they learned parenting tasks like cooking nutrition-packed foods for their children.

Regular progress reports on the children's body weight, nutritional progress, family relations, school attendance and performance showed that the families achieved the Family MDGs. This meant that the children no longer went hungry; were provided with the basic needs and nourishment; went to school; got the support of the mothers and the fathers; had proper weight; and immunized against TB, DPT and measles.

The principle of partnership, cooperation and participation between and among the significant stakeholders as well as sincere public service were the pillars for the establishment of an enabling community for children. Projects were implemented on a holistic and integrative approach within the context of participatory urban decision making.

Maasin City, a 4th class city in the province of Southern Leyte, had a population of 79,737 (2007 census) comprising 15,737 households. Its 70 barangays were distributed in an area of 21,151.96 hectares. Farming and fishing were the main sources of income while coconut and abaca were its main products.

Barangay Combado, the largest barangay in the city, had a population of 5,137 with 1,087 households. Its nine puroks were located in a hilly area. Two of these puroks - Caimito and Molave - were the sites of the FACES project. Sitio Caimito has 79 households with a population of 395 while Purok Caimito has 181 households with a population of 880. Farming and fishing were the main sources of income. Most of the residents squat on privately-owned lands. Their houses were built with light materials occupying an average 4 by 5 square meter area. Most of

the houses had no flooring and they made use of makeshift beds (*papag*) for sleeping. The main sources of water were water pumps (jetmatic), deep wells and springs although some families had water connections from the Local Water Utility Administration (LWUA). Many houses had no sanitary toilets.

Maasin faced the mounting problems of urbanization, especially the slum or squatter problems. According to the National Statistic Office report, it had a poverty index of 133 for the year 2004, one of the lowest among the towns of Southern Leyte. In slum areas, households



faced the issues and problems of poverty, housing and land tenure, low income, limited access to education and health, lack of toilets and lack of potable water. The children were the most helpless and vulnerable in these conditions. Thus the need to provide them with special attention and protection. Through the FACES project, the city hoped that the parents become more aware of their responsibilities to their children, be active participants in community activities, and become empowered members of society.



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## PROJECT HISTORY



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Through Executive Order No.01 Series 2008, the Maasin City FACES Core Team (FCT) was organized with five members, namely: City Social Welfare and Development Officer (CSWDO) who served as Team Leader, City Agriculturist Officer, City Local Government Operating Officer, City Health Office (CHO) and the City Planning and Development Office (CDPO). The membership was later expanded to include the City Mayor, City Vice-Mayor, Chairman of the Committee on Social Services of the Sangguniang Panglungsod, Chairman of the Committee on Health and Sanitation of the Sangguniang Panglungsod, City Engineer, City Civil Registrar and the Officer-in-Charge of the Accounting Services

Using data from the Community Based Monitoring System (CBMS), Barangay Combado was selected as the area for the project. Forty children, 20 males and 20 females aged 5 to 17 years old, were identified as beneficiaries of the project. The selection was based on the economic and health conditions of families who had not been recipients of assistance from any NGOs and other externally funded development programs.

The FACES orientation workshop attended by the city officials and the project recipients oriented the selected FACES families about the project and the MDGs. Through a focus group discussion (FGD), the FACES families identified the main issues and problems besetting them as well as the possible solutions to mitigate the issues. They committed to support the project and signed the MDG Covenant/ Pact.



Livelihood projects were identified and implemented to augment the limited income of the families. These included a *trisikad* project for six fathers, *Bigasan ng Bayan/Tindahan Natin*, *chorizo* vending, RTW/curtain and rug making, and *ampaw* making. Amortization for the land would come from the income of these livelihood projects.

To address the lack of access to education due to the prohibitive cost of sending children to school, school bags and supplies were distributed to the children. One child even availed of a scholarship through the *Alay Lakad* project.

## PROJECT RESULTS

### 1. Solutions to issues and problems identified and implemented

The family-beneficiaries themselves identified the issues and problems and formulated solutions to address them. Their main achievement was the acquisition of the city government of a land which would be distributed to them. This was the realization of their dreams: to own a piece of land which they could call their own and be free from the constant threat of eviction. The land was not a dole out because the families would have to pay a very low monthly amortization for ten years.

### 2. Family MDG targets achieved

With the able support of the LGU, the families were able to achieve the Millennium Development Goals indicating that the children no longer went hungry and were provided with the basic needs and nourishment; went to school; got the support of the mothers and the fathers; had proper weight; and had been immunized against TB, DPT and measles. Mothers were able to get pre-natal check-ups and had sufficient dosage of Vitamin A and iron. A Progress

Report Card, regularly accomplished by the child and parents, showed the progress of the child in specific MDG indicators.

### 3. Capacity of mothers and fathers enhanced

The FCT through the CHO and CSWDO conducted trainings for fathers to become responsible parents and help their children in their school works. Fathers became affectionate to the mothers. One father was able to say “I love you” to his wife for the first time. Another father known for physically maltreating his children had changed and now treated his children well. Mothers, on the other hand, attended Mothers’ Class where they learned parenting tasks like cooking nutrition-packed foods for their children. Partnership between husband and wife was established in the home.

### 4. Quick response mechanisms developed

Effective quick response mechanisms were developed and implemented. These included the establishment of the Barangay Council for the Protection of Children (BCPC) and the Local Council for the Protection of Children (LCPC); registration of FACES children with no birth certificates; supplemental feeding and monthly weight monitoring; referral of pregnant women to the Barangay Nutrition Scholar (BNS) and City Health Unit (CHU) for pre-natal check-up and supply of vitamin A and iron. The four “4” gifts for children were delivered: development plan for children, investment plan for children, city report for children and the Child Welfare Code.

## KEY IMPLEMENTATION STEPS

### Phase 1: Preparatory and stakeholder mobilization



The City of Maasin signified its intention to be one of the pilot cities in the implementation of the MDG FACES project. A Memorandum of Agreement was signed between the city and the Local Government Academy. To ensure the smooth implementation of the project, the City Mayor established the FCT through executive order. The membership was later expanded to promote better policy formulation, program development, financial and capability building support, smooth implementation and faster delivery of services to the forty families and the children. The creation of the FCT was a manifestation of the city’s total commitment to the program.

The FCT conducted a survey and evaluation of depressed areas in the city. Three barangays were identified: Barangay Combado, located in the western part of the city; Barangay Asuncion, a fishing village on the eastern part of the city and Barangay Mambajao in the city proper. The Community-Based Monitoring System (CBMS) was used in the evaluation process with emphasis on the intensity of

problems confronting the slum area. Barangay Combado was selected as the respondent-area because it had the most number of families living in slum areas.

After determining the area, the barangay officials in consultation with the FCT deliberated on the criteria for selecting the participating families. Forty children, 20 males and 20 females, were identified as the main beneficiaries of the project and whose faces the city tried to put a smile on. The families of the FACES children-beneficiaries were organized and a set of officers elected. The oldest among the members, a grandmother of a child-beneficiary, was elected president. Organizing the families aimed to make the group more cohesive and united. The organization became a monitoring and evaluation mechanism at the local level which was utilized in the filling up and submitting of the Child Report Card and Family Quick Action Guide.

## Phase 2: Issue prioritization and stakeholder commitment



The 40 families composed of fathers, mothers and children participated in the orientation-workshop conducted by the FCT and attended by local officials. The activity served as a venue for developing awareness about the project and its various activities and enhancing participation among the stakeholders. A focused group discussion (FGD) was conducted to determine and prioritize the issues and problems. Majority of the families identified and prioritized the following issues and problems;

- a. Low income/no source of livelihood** – Most of the fathers were small-time fishermen and farmers while others did not have permanent jobs. Some of the fathers were *trisikad* drivers on a boundary scheme where they paid the *trisikad* owners a fixed rate of Php60.00 a day. The amount retained in excess of the boundary, used for daily sustenance, was not enough for the needs of the family members. The mothers were mostly housewives. The families had a hand-to-mouth existence.
- b. Housing and land tenure** - Since all of the families squatted on private lands, housing and tenure was a priority problem. All families rented the land and some either owned or rented the house where they lived. Although land rent was as low as Php50.00 a month, this was still a big burden to the families. They could not provide proper housing units for their families since they were financially handicapped.
- c. Limited access to education** – Although elementary and secondary education was

free and compulsory, additional expenses for school supplies, daily fare, contributions, uniforms and other requirements and needs of children prevented some families from sending their children to school. The school-age FACES children were in school but a number of their brothers and sisters did not attend school.

- d. Lack of sanitary toilets.** Many homes had no toilet facilities thereby posing health risks to the community.
- e. Lack of potable water.** Supply of potable water was a problem. Some households got their water from the LWUA but most were dependent on water pumps (jetmatic), deep wells and spring. The available water did not meet the quality standards for drinking water.

A child-focused Family MDG Covenant with indicators based on the eight MDG goals was formulated. These were the indicators for the set of goals which the FACES families aimed to achieve within the six-month period. The covenant, translated into the local Cebuano dialect for the clear understanding of the families, formalized the family's commitment to the project. All families pledged their commitment to the project and signed the covenant with the city mayor with a FCT member as witness. The pledge of commitment, a very momentous activity, placed the FACES Maasin project into the heart of the family.



### Phase 3: Strategy formulation and implementation



The families formulated solutions to address the identified issues and problems. An action plan was formulated and submitted to the city mayor for approval and appropriate action. The programs and projects identified and implemented included the following:

- a. Purchase of land for the slum families** – The mayor, with the corresponding legislative action of the Sangguniang Panglungsod through an appropriation ordinance, approved the purchase of a 1,600 square meters land worth Php1.6 Million. The MDG FACES grant for six thousand five hundred dollars (\$6,500.00) or two hundred seventy thousand pesos (Php 270,270.00) was used as down payment for the lot. The balance would be paid from the local fund of the city. The City Engineering Office was responsible for land development which should be done prior to distribution. The land, which was just within the barangay, would be subdivided among the forty family-beneficiaries who will receive 40 square meters each. Not a dole-out, the land would be paid through a monthly amortization of Php 270 or Php 9.00 a day for a period of ten years without interest.
- b. Provide livelihood assistance** – The city government provided livelihood assistance through the DSWD’s Self Employment Assistance - Kaunlaran (SEA-K). Recipients were given Php 5,000.00 each as seed money. Some of the assistance included:
- purchase of 6 *tristikad* for six (6) fathers at Php20,000.00 each to be paid at Php60.00 a day payable in 12 months. The collection for the amortization was done through the treasurer of the organization.
  - Tindahan Natin/Bigasan ng Bayan for a group of four members to buy and sell rice. The Sangguniang Panglungsod provided a special franchise for the mothers to purchase rice from the National Food Authority and sell the same to the community.
  - RTW/curtain making/ rug making for a group of four members with an initial capital of Php 20,000.00
  - Processed food vending for two members to sell *chorizo* or *longganisa* with an initial capital of Php 10,000.00.
  - *Ampaw* (pop rice) making for a group of mothers
- c. Provide Scholarship** – The city government provided a scholarship grant to one child through Alay Lakad.
- d. Provide Philhealth cards and Health Services** – The city government provided Philhealth cards to the 40 family-beneficiaries. The Philhealth cards were paid by the city government at Php1,200.00 a year for every beneficiary for 5 years. Free immunization of children was done regularly by the CHO for TB, DPT and measles. Pregnant women were referred to BNS and CHU for pre-natal check-up and provision of vitamin A and iron.
- e. Supplemental feeding** – Feeding program was conducted for 120 days. The mothers prepared the menu which included bread, rice porridge, mungo, and others. This was conducted because six children were found to be underweight when the project started. After 5 months of implementation, all children achieved the ideal weight.

**f. Distribute school bags and supplies to children**

– School bags and supplies were distributed to the children beneficiaries. These motivated the children to attend classes resulting in better academic performance.

**g. Child Welfare Code** – The Sangguniang Panglungsod (SP) approved the Child Welfare Code which provided a development plan for children, investment plan for children, and a city report for children. The SP also passed ordinances on children’s welfare including an ordinance prohibiting children to enter internet cafes during school hours.



**h. Family-based trainings** – To improve the sense of responsibility of fathers to their families, they were invited to attend a seminar on Empowerment and Restoration of Paternal Ability Training or ERPAT. This improved their relationship with their wives and children. Mothers were taught responsible parenthood and parenting tasks, such as taking care of their children and cooking

nutritious food. Information campaign and trainings were conducted on RA 9262 (anti-violence campaign against children and women); R.A. 9208 (eliminate trafficking especially women and children; R.A. 7610 (providing protection against cold abuse, exploitation and discrimination) and R.A. 9344 (comprehensive juvenile justice and welfare act)

Quick Response Mechanisms (QRMs) were established which included: establishment of the Barangay Council for the Protection of Children (BCPC) and the Local Council for the Protection of Children (LCPC); registration of FACES children who had no birth certificates; delivery of the four “4” gifts for children which included the development plan for children, investment plan for children, city report for children, and the Child Welfare Code.

Two demonstration projects were implemented: backyard gardening introduced to the FACES families by City Agriculture Office and the purchase of land for the slum families.

The Child Progress Report Card was used to record the child’s progress in achieving specific MDG targets. Specified in the cards were MDG indicators that were monitored on a monthly basis. The mother or the father was responsible in accomplishing the report card which the officers monitored and checked. The family kept a copy of the report card. Another copy was kept by the FACES focal person for consolidation.



The Family Quick Action Guide was formulated to assist the families when problems arise as regards the achievement of the identified MDG targets. The guide provided information on what to do, who to contact and where to go for basic services. The guide was prepared by the families, the officers and the FCT. The guide was continuously updated and a copy was kept by each family.

#### **Phase 4: Follow-up and consolidation**

Participatory monitoring and evaluation were an integral part of the whole FACES program. The activities were monitored at the barangay level through family monitoring report, child progress report and personal visits to children. At the city level, the FCT submitted monitoring reports to the city mayor and to the FACES National Management Team. Progress reports were evaluated during regular meetings of the core team. This made the team more focused and united in their efforts to achieve their targets.

Many of the projects implemented were incorporated in the city's 2009 Annual Investment Plan (AIP). The

city planned to replicate the same program in Barangay Asuncion, a fishing village at the eastern part of the city, using the same process and integrating the lessons learned from the implementation of the project in Barangay Combado.

#### **ANALYSIS AND LESSONS LEARNED: *Building an empowered and responsive community***

The city government strongly demonstrated political will and rapport between the two branches of government in the land acquisition program for the FACES families. The smooth and close relationship between the executive and legislative branches of government was very vital because the executive needed legislative approval for the funding of city programs.

The achievement of optimal outcomes in service delivery required government officials to work collaboratively across agencies and portfolios. Thus, the creation of the FCT

composed of different agencies was an important process. This resulted in the immediate and improved social and economic services. This participative and integrated process facilitated many hands to work together for a common good. However, the involvement of the private sector, especially the business and non-government organizations, was overlooked. The FCT belatedly realized the gap. The involvement of non-government organizations in the community enhanced resource generation and capability building among family-beneficiaries.

Community participation in all stages of the process was necessary because it promoted dignity and self-sufficiency within the individual, tapped the energies and resources of each member within the community and provided a source of special insight, information, knowledge, and experience which contributed to the soundness of community solutions. Community involvement resulted in better decisions. Active community participation was a key to building an empowered community. The involvement of the FACES community was observed in every activity—in the orientation workshop, in the identification of issues and in the determination of possible solutions to the problems. There was 100 percent attendance in all meetings which showed of their total commitment in the project

The employment of parents and the availability of additional sources of livelihood for the families redounded to a better life for the children. The change in the outlook of the parents to each other and to their children was even more important. To Mario, to say “I love you” to his wife for the first time after a long period of time was so spontaneous after attending the ERPATS training. Realizing his guilt towards his children for physically abusing them, one father was able to say “I’m sorry”. Now, according to his neighbors, he was a changed man. He assisted his children in their school works. The beating of children had stopped.



### Innovative practice: At last, a land of our own!

In Sitios Caimito and Molave in Barangay Combado of Maasin City, all of the forty (40) families squatted on private land. To help the families fulfill their dream of owning their own land, the city passed an appropriation ordinance that approved the purchase of a 1,600 square meters privately owned lot for Php1.6 Million. The FACES grant was used as down payment for the lot. The land, a hilly area within Barangay Combado, was located near the houses of the FACES families. It would be subdivided among the forty family-beneficiaries who will receive 40 square meters each.



The 40 family beneficiaries were totally involved in the project. They attended meetings on the planned land purchase project which discussed the location, land development and payment amortization. They also conducted their own meetings regarding the project. From the beginning, it was emphasized that the distribution of the land was not a dole out. They had to pay a monthly amortization to the city government. For the monthly amortization, each family would pay the amount of Php 9.00 a day or Php 270.00.00 pesos a month or

Php 3,600.00 a year without interest. The lot is payable within ten years. To pay the monthly amortization, the families availed of the livelihood projects to augment their income. This assistance to the family beneficiaries assured the regular payment of the monthly amortization fee. The forty families would treasure that piece of property because they worked hard to pay for it. The collected payments would be used to purchase another piece of land for another group of families where the project would be replicated.

The success of the land distribution project could be attributed to the strong leadership of the city mayor and support of the Sangguniang Panglungsod, the dynamism of the FCT and other government agencies and the active participation and commitment of the 40 FACES families.



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## Transformation from Abhorrence to Admiration: The MDG FACES Experience in Surigao City, Barangay San Juan, Sitio Alingit

Alingit, a word that connotes abhorrence, dismal, and bleak. Sitio Alingit, by its name, may presage these descriptions. There was abhorrence and disgust among the people to their plight, to the dismal condition in the community, and the bleak outlook and scenario of the future. It was the implementation of MDG FACES that transformed this sense of abhorrence to one of admiration for the capacity of the families and the community, for the effort of the LGU, for the participatory processes adopted, and for the established partnerships and collaboration to help children reach their full potential.

The commitment to sustain the collaboration to improve the quality of lives of the people by providing solutions to end poverty, illiteracy, hunger, unsafe water, disease and environmental degradation advanced with the strengthened partnerships of the stakeholders in Surigao City. The participatory development processes undertaken by the stakeholders to achieve the Millennium Development Goals (MDGs) was enhanced through the implementation of the Family-based Action for Children and their Environs in the Slums (FACES) project which aimed to set development targets, initiate responsive actions, and provide practical solutions at the family, community and city levels

Sitio Alingit, a coastal-slum community in Barangay San Juan, was the identified community for the project. Approval of relevant legislations paved the way to speed-up implementation of the project. The FACES City Core Team (FCCT) facilitated the key issue identification and prioritization with stakeholders. The selection process involved the FCCT, barangay and purok officials. Project orientation and discussion on the tools of the project were facilitated by the FCCT with the FACES family.

The project focused on one of the vulnerable groups, the children. It facilitated the provision of basic services to respond to the needs of the children and their families through the collaborative and participative processes adopted by the responsive local government departments, relevant sectors, cooperative community and the parents and families of the enrolled child. It brought about adequate and desirable conditions of children, enhanced harmony within and among families, and strengthened commitment and partnerships. The people used to be known as abhorrent now became esteemed and admired.



## PROJECT DESCRIPTION

Sitio Alingit was a coastal slum community in Purok 3, Barangay San Juan, Surigao City. The outlying coastal area facing the Pacific Ocean made the poor and informal settlers, whose houses were made of makeshift materials, very vulnerable to calamities and disaster. The houses in the area were congested and had insufficient toilet facilities. The residents of Sitio Alingit were mostly transients and had relatively low income as drivers, laborers and peddlers, not as fisherfolks. As a result, the people in the community became *Alingit* –”abhorrent” as an effect of the circumstances of their surroundings.

Because of these circumstances, the residents of the community were inactive and not participative in community or barangay initiated activities. Neighbors did not show care for one another. They knew their neighbors only by face and not by name. The children did not have faces in the programs and concerns of the community.

The City Government of Surigao and the Barangay Officials of San Juan recognized the needs and provided the basic services and social infrastructure to the community. The business, private and civic society also did their part in alleviating the conditions in Sitio Alingit. A dynamic process, structure and systems had to be in place to appropriately respond to the issues and challenges of the families in Sitio Alingit. The FACES project empowered local governments to carry out their decentralized responsibilities that, in the process, came up with innovative ideas. It helped bring the decision making closer to the people resulting in a more responsive and effective local government that addressed people’s needs, ensured transparency and accountability, and encouraged people’s participation.



## PROJECT HISTORY

The engagement of the local government of Surigao City commenced with the approval of Executive Order #11 – creating the FCCT for the MDG FACES Project. The team, chaired by the City Mayor, was composed of the City Social Welfare and Development Officer, City Health Officer, City Housing Officer, Community-Based Organization Officer and the City Planning and Development Officer as the Project Focal Person.

The FCCT facilitated the mobilization of relevant stakeholders during the orientation and consultation in June 2008 at the Surigao City Cultural Center. Part of the activity was the discussion on Localizing the MDGs and presentation of the FACES Project to the stakeholders. The draft criteria for the selection of families and the work plan were also presented.

The FCCT, barangay officials and other stakeholders identified the various slum communities in the city and, based on the criteria set by the FACES project, decided on Sitio Alingit as the participating community for the project.

The CBMS data and established criteria which were enriched and validated by the participants during the orientation-consultation workshop were used in the process of selection of the beneficiaries. From the long list of 210 families, 40 families were chosen by considering the family intake survey and inventory conducted by the City Social Welfare and Development Office and excluding those families who were merely renters or sharers; families who had relatively high monthly income; small sized families; and families registered with the NGO. The list was reviewed, validated and approved by the FCCT as well as the barangay and purok officials.

The Project Management Team (PMT) facilitated the project orientation workshop with the selected participating families. The workshop included the discussion and prioritization of child issues, the development of Family MDG Pacts and Report Cards, the formulation of strategies and action plan, discussion on possible demonstration project and establishment of monitoring systems. The families were organized to form the Integrity Circle who will monitor and report on the progress of the child at the local level.



The quick response mechanisms (QRMs) and the report cards or scorecards used in Alingit were turned over to the officers in one of the meetings. The regular monthly reports on children's progress were accomplished by the parents who filed them at the Health Center. These were collated by the Social Worker.

In Alingit, the fathers of the enrolled children were also actively involved in the project formulation and implementation. The demonstration projects of the community were the vegetable garden, Bigasan sa FACES, beauty care services, malunggay juice production and the welding shop sa FACES.

The implementation of the plans continued throughout the final phase of the project. The PMT conducted monitoring and evaluation of the activities of the project with the FCCT, parents and children. The team also conducted ocular inspection of the demonstration projects.

## PROJECT RESULTS: The Transformation

The FACES project in Sitio Alingit significantly transformed Alingit and its residents. These transformations were seen in the desirable home life and conditions of children and their effects on the overall welfare of the children. From the condition where the children in the community had to stop going to school, the project provided the opportunity for the children to go back to school. From a neighborhood where there was minimal concern for others, and where community residents did not even know their neighbors, the project transformed the neighborhood into an empowered community where residents had better family and community relationships and were more participative in community activities

and responsive to the needs of others. Where before the community lacked partnership support, it now bridged its social capital with the rationalized allocation of the LGU's social development funds. More importantly, the project encouraged community participation in situation analysis, planning, monitoring and evaluation of demonstration projects by building the capacity of community leaders and other stakeholders to converge in the management of these concerns.



The project became an effective means to attain human development focusing on the child. The basic needs of the children were responded to in a collaborative manner by local government units, relevant sectors, cooperative community and the responsible parents. The institutionalization of enabling conditions for sustaining the gains of the project and for replication provided the fertile environment for a transformation to a better outlook in life. From a community where people were known to be abhorrent, the community became esteemed and admired.

1. Harmony in the family provided desirable conditions for children. The various capacity building activities conducted for the enrolled families enhanced their understanding of their relationships within the family. Constantly reminded by the Family MDG Pledge, the parents exerted effort to provide the basic needs of the children. The forty (40) families manifested characteristics of a model home in the community being more privileged to take part in all the seminars and trainings facilitated by FCCT. Values like truthfulness understanding, respect, endurance, prudence, order, kindness and conscientiousness were imbibed to strengthen the family. The trainings conducted enhanced the understanding of both men and women of their rights as well as the rights of their children. Their knowledge of children's rights, of the equality and unity of the sexes in a community that is free, liberating and wholesome to women and men enhanced respect for one another and formed better relationships in the family. The husbands became more concerned of the family and the needs at home. These provided a better home life for the children and where their rights were protected. With parents' enhanced understanding of their roles and responsibilities, children were taken care of better and were able to continue their schooling.

The implemented demonstration projects increased the family income through the parent's involvement in *Bigasan sa FACES* and the beauty care services. The communal vegetable garden reduced the family expenses for vegetable and provided herbal plants for medicine. With the mother's enhanced knowledge in preparing

nutritious meals, children were provided healthy and nutritious vegetables and juice drinks. Through the project, the children also availed of free-micro nutrient supplement.



2. Improved relations and concern for each other in the neighborhood resulted in an empowered community and wholesome neighborhood. Bringing the decision making down to the community level led to more responsive and effective means of achieving genuine child and family development in Sitio Alingit. The FACES children and youth were also organized to help tend the communal vegetable garden. Their leadership skills were also developed.

**“Dili na basta na lang mag-away ang magtiayon, mas magsinabtanay na karon ug hapsay ang pagpuyo” (Husbands and wives did not easily quarrel. We tried to understand each other and there was peace in the family).**

3. The connections bridged between FACES members and the greater community in Sitio Alingit as well as the connections within and between social networks increased the productivity of the FACES households. The good will, fellowship, sympathy and social intercourse among the FACES families and the community of Sitio Alingit and the barangay bore the social potential for the substantial improvement of the living conditions in the whole community. The development and empowerment of the community removed the barriers that prevented them from participating in the issues that affected their lives. Partnerships were developed between various groups such as the church, industries and private individuals. As a result, support for the children through a feeding program was provided, sacks of rice donated as initial materials for the Bigasan sa FACES, and cash donations given to purchase the needed materials for the Bigasan.

The wide latitude of partnership of the LGU was put to good use to benefit the community by supporting the start-up of their demo projects and providing the various trainings. The collaboration among the various offices in the LGU to provide focused services to the community multiplied the impact that these offices may otherwise bring when operating individually. The horizontal networks of individual citizens and groups enhanced community productivity and cohesion.

Various capacity building activities were conducted to equip the members of the FACES families with the understanding, skills and access to information, knowledge and training that enabled them to perform effectively in meeting their pledge, in implementing their plans, in managing relationships in their organization and between the different partners. This gave fluidity, flexibility and functionality of the FACES organization to adapt to the changing needs of the community.



Enabling conditions for sustaining the gains were ensured through institutional and legal framework development. Tagged as the four gifts of children, the formulation of the Local Development Plan for Children (LDPC), Child Welfare Code (CWC), Investment Plan for Children (IPC), and the Gender and Development (GAD) Code ensured the legal and regulatory support for children's rights and welfare.

## KEY IMPLEMENTATION STEPS

Surigao City responded to the invitation to enroll in the FACES project. The creation of FCCT signaled that the City of Surigao accepted the challenge to be one of the local MDG Champions in the country. The 40 children and their families in Sitio Alingit were privileged to benefit in the FACES project.

### 1. Preparatory and stakeholder mobilization

The approval of Executive Order No. 11, series of 2008 created the FCCT responsible for the selection and mobilization of the slum community, establishment of a structure for quick response mechanisms, and preparation of the replication and sustainability plan. The FCCT drafted the criteria for selection of families and children. The selection criteria were reviewed by the stakeholders



in an orientation-consultation meeting. In the meeting with stakeholders, the FCCT presented the selection process and criteria for the slum communities.

The project team together with the barangay officials and other stakeholders scanned the slum areas in the city to determine the most viable site for the project. Of the 5 slum areas initially identified, Sitio Alingit of Barangay San Juan was selected.



The selection of the 40 families for the project was based on the family intake survey and inventory conducted by the support staff of the City Social Welfare and Development Office in Sitio Alingit. From an initial inventory of 210 families, the list was reduced to 67 families, then to 40, after excluding the following: families who were merely renters or sharers; families who had relatively high monthly incomes; small sized families; families registered with the NGO. The final 40 families

were selected by the FCCT and the barangay and purok officials. The commitment of the various stakeholders to support the project was also ensured.



## 2. Issue Prioritization and Stakeholder Commitment

The FCCT and the PMT facilitated the community consultative seminar-workshop for FACES project. The activity included situational analysis, child MDG baselining, Child Progress Report Card, issues identification and prioritization. The city provided the equipment, transportation of resource persons and food for the participants.



The 40 beneficiaries were given re-orientation of the MDG-FACES. The project team explained the details of the project using the local dialect for easy comprehension. The barangay and purok officials, project partners and other stakeholders also attended the project orientation.

The beneficiaries acquainted themselves on the project report card. The project team explained the details of the MDG-FACES indicators in the report card. The beneficiaries filled-in the report card which became the basis for formulating family level MDG issues and targets.

The 40 families were divided into 4 groups. Each group was asked to make a long list of MDG issues that directly affected their families. From this long list, they prioritized the top three issues. The groups reported in plenary its top three issues. From the consolidated issues, each participant selected the top three. At the end of the workshop, the top three issues that emerged were the following: no security of tenure on the lot; low income; and no funds to pay the tuition fees in school.

The FACES families were organized and their officers elected. The ceremonial signing of the Family MDG Pacts was made with the city mayor and the FACES families. The conduct of the pledge ceremony by the project beneficiaries with the city officials gave meaning and emphasis to their commitment and enhanced their motivation to implement the project.



The FCCT facilitated the formation of Integrity Circles and the organization of the FACES children. The active involvement of the Integrity Circle was vital in preparing the strategy framework and action plan. The “Integrity Circle” conducted regular meetings every Sunday afternoon at the Barangay Health Center. The officers facilitated the discussion on the demonstration project and the monitoring of the children’s progress. The FACES children also elected their own set of officers. They gathered for activities and supported gardening activities.



### 3. Strategy Formulation and Implementation

The issues identified and prioritized were used in formulating the demonstration project and the conduct of capability building activities such as the training on enhanced parent effectiveness, orientation on the City Gender & Development Code, Child’s Rights, and Gender Sensitivity.

The Family Quick Action Guide became a reference tool for families to know how to access services from various service providers including the government, national government agencies, private businesses, NGOs and even individuals. Information was provided by the FCCT.

The demonstration projects showed in practice how a practical problem may be addressed. The demonstration projects for the FACES project were vegetable gardening, Bigasan - A Rice Retail Store, and beauty care services. The resources and logistics for the skills training activity for the demonstration projects were provided by the city and barangay officials. The barangay officials provided space for the gardening near the Barangay Hall. Each group was assigned to a plot and provided seeds by the City Agriculture Office.



Bigasan sa FACES was realized through the donation from the business sector of 10 sacks of rice and cash. The barangay officials donated cash and provided the space for the Bigasan project. Each group took turns in selling at the Bigasan for one week for which they were given compensation.

The training on cosmetology for interested FACES beneficiaries commenced the beauty care service as one of the demonstration projects. The participants who successfully completed the training were provided with starter kits for hair cutting, manicure and pedicure.



In coordination with the Livelihood Training and Productivity Center (LTPC) of the city, a skills training on shielded metal arc welding was conducted for the FACES families. The trainees were then provided with a welding machine and initial supplies to support the welding demonstration project aimed to provide additional income to FACES families.

The conduct of the skills training, meetings, and the monitoring of the demonstration projects amounted to approximately Php 233,061.00 sourced from LGU and barangay funds, and from various project partners.

#### 4. Follow-up and Consolidation

Gains of the project had to be sustained by integrating the FACES initiative in the city's various plans for fund allocation such as the City Development Plan (CDP) under the social sector priority programs and projects, the Annual Investment Plan, the Work Plan of the Local Council for the Protection of Children (LCPC), Gender and Development Plan and the Barangay Development Plan.

To acquire resources for the project, the existing partnership continued to be sustained and expanded. The integrity circle was capacitated and empowered to handle community projects.

Towards the end of the project period, the PMT conducted monitoring and evaluation. The team had a focus group discussion with the FCCT on the M&E questionnaire. The review of documents followed as part of the activity. The team went to the community to gather information on the community activities on FACES, to dialogue with the FACES families, to gather personal stories on how the project contributed in their lives and to inspect the demonstration projects.



The monitoring results surfaced the difficulty of the families in completing the FACES Progress Report Card. To ease the task of accurately completing the report card, the Social Worker Officer who was a member of the FCCT assisted the families in understanding and completing the report card during their regular Sunday afternoon meetings.

Since the FACES families were informal settlers in Barangay Alingit dwelling in non-durable houses without sanitary toilet facilities and unsafe community environment, the city government partnered with Gawad Kalinga to assist the city in providing shelter to the families.

## ANALYSIS AND LESSONS LEARNED

In the short span of 6 months, the FCCT was able to mobilize the major stakeholders and obtained their support. This was made possible due to the capacity of the LGU to mobilize its personnel. This also indicated the presence of existing mechanisms including the extensive partnership of the LGU which was tapped to support the project.

The participatory process adopted by the FCCT, the commitment and expertise of its members, the clear and significant support from the LGU especially its chief executive, the coordination and collaborative assistance of the various LGU offices, the regular monitoring conducted, the participation of the community and the active involvement of the various partners in the process contributed to the successful implementation of the project. This knitted the community members together and improved the relationship between the LGU and the community.

The hope of the FACES families to overcome poverty and their trust in the process facilitated by the FCCT and community leaders helped make the project successful. The realization of the families of their capability to meet their commitment, the improved relationship in the family brought about by the enhanced understanding and appreciation of each member's role and contribution were instrumental to the confidence building of the families. They learned how to support each other and become actively involved in the community.

The selection process was critical and needed to be meticulously and objectively done to ensure impartiality in the choice of the FACES families. The conduct of the family intake survey and inventory provided data in assessing the families against the defined criteria.

The parents' understanding of the pledge and the scorecard was necessary to ensure the accuracy in the progress monitoring reports. This understanding of the tools was facilitated through thorough explanation and discussions on the scorecard and its indicators made at the start of the implementation and done using the local dialect and methodologies suited to the participants' level of education. This understanding needed to be continually deepened during the regular meetings and monitoring activities.

The regular meetings made the FACES families more optimistic, attached and united to achieve the goals and objectives of FACES. The sessions and meetings conducted to capacitate and enhance the potentials of the members were made feasible with the initiative and sound management of the "Integrity Circle".

FACES was a special project and the tasks performed by the members of FCCT were added to their existing multiple

functions. To ensure the expected output, members of the team should possess the expertise and the right attitude for participatory community development process.

### **INNOVATIVE PRACTICE: Bridging Social Capital for Transformation**

The participatory processes adopted in the implementation of the project and the social contacts and networks that the city government of Surigao established and maintained, and how these were mobilized to identify problems, identify assets, locate resources, analyze local power structures, assess human needs, and investigate other concerns that comprised the community's character added something new to the existing process. When the process and the social networks were changed so that it worked better to fulfill a need, it became an innovation of what already existed. The transformation of the MDG FACES families and the community of Sitio Alingit was attributed to the innovative practice of bridging the connections within and between social networks as well as connections among individuals. For the FACES families and the community of Sitio Alingit, it was a bridging of the social capital for transformation from abhorrence, from their disgust of their dismal condition and the feeling of hopelessness to one of admiration and hope for a better life.

The consultations participated by the major stakeholders resulted in commitment to partnership that brought support to the demonstration projects. As observed, most of the corporate and individual assistance given to identified slum/poor communities in the past were in the form of dole-outs. The Alingit demonstration projects were not dole-outs but were granted to empower and transform the families.

The regular attendance of FCCT members in community meetings served as opportunities to further deepen the FACES families' understanding of the objectives of the project, the processes and tool, and their commitment to their children's welfare. These meetings, trainings and workshops surfaced "shared interest" and agreement among various actors and stakeholders to induce collective action.

The FCCT worked for partnership and more resources were made available for the prioritized MDG-FACES families. Those sectors who expressed their commitment to work with the poor were facilitated. Plaques of appreciation were given to the partners in recognition of their sharing of resources for the demonstration projects.

This bridging of social networks or social capital provided the impetus in the improvement of organizational performance of the Integrity Circle, improved performance of functionally diverse groups, and established the value derived from strategic alliances.







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## Sweet Love for Sweet Love: Caring the Pagadianon Way in Purok Sweet Love

For the people of Purok Sweet Love in Pagadian City, the implementation of MDG FACES reflected the Pagadianon's way of caring for the community of Sweet Love – of Sustained Witnessing of community's Enhancement, Empowerment, and Trust with strengthened Linkages/partnerships, Operational efficiency, Values formation and Education.

Pagadian City's understanding of the Millennium Development Goals (MDG) changed with the implementation of the MDG - Family-based Action for Children and their Environs in the Slum (FACES) project. Before the project, hitting the MDG seemed impossible for Pagadian and moreso for the residents of Purok Sweet Love, Barangay Dumagoc – one of the slum areas in the city. For the people living in Sweet Love, the promise of a better life was far from reality. They had not heard of the MDGs. Their only concern was surviving each day and getting by with less than enough income to feed their family.

MDG FACES in Pagadian City involved the enrolment of 40 needy children (20 girls and 20 boys) in the slums and provided the necessary and focused assistance to address the needs of these children. The project called for the extensive involvement of the children's families particularly the mothers who served as the bridge for the FACES assistance to impact on the child and his/her family. The project benefited 40 families who were provided assistance in terms of educational supplies, medical/health services, seminar on the values of parenting and child rights, livelihood trainings and initial capital for starting a small business. The project was spearheaded by the City Core Team (CCT) with the assistance of the community officials and other partners.

MDG FACES brought about SWEET LOVE (acronym for Sustained Witnessing of community's Enhancement, Empowerment, and Trust with strengthened Linkages/partnerships, Operational efficiency, Values formation and Education). The significant impacts on the lives of the 40 families in Purok Sweet Love were results of: 1) community and family Enhancement, Empowerment and Trust; 2) strengthened Linkages, partnership and collaboration among the government offices, NGOs and private sector; 3) improved Operational efficiency in the delivery of services addressing social, health and educational needs of the community through efficient and effective resource generation and resource use; and 4) a generally more positive outlook in life through Values formation and Education.

Armed with the learnings from the implementation of MDG FACES, the city government of Pagadian seriously considered replicating the project in the other slum areas in the city.

## PROJECT DESCRIPTION

Purok Sweet Love, one of the 18 puroks in Barangay Dumagoc in Pagadian City, was a coastal-slum area with a population of about 7,000 people. Many of the community's residents had incomes below the poverty threshold. The family earners worked as fishermen, drivers of rented tricycles and laborers in the nearby market.

The area was located in a land owned by the government and private owners. Being a coastal community, the area and its residents were exposed to natural calamities that worsened the poverty situation of the families. Other problems included crowded residential area, temporary/makeshift/non-durable houses, poor sanitation, unemployment, low income, none/low educational attainment and malnutrition.



The residents of Purok Sweet Love had not benefitted from any form of assistance from programs similar to the MDG-FACES. They did not participate in community affairs. As almost all of the residents had very limited knowledge on the rights of children. Many children were not given proper care by their parents. Cases of children in conflict with the law (CICL) and children who resorted to living on the streets were growing.



unit of the community the family , in living up to their role in community development was one of the MDG FACES' strategic approaches which ensured progress and sustainability.

## PROJECT HISTORY

The city started the implementation of MDG FACES in June 2008 with the passage and approval of Executive Order No.33, creating the City Core Team (CCT) for FACES. The team, composed of representatives from the different city government offices, was

tasked to lead the implementation of the MDG FACES (or FACES) project.

The first phase of the project was the identification and mobilization of project partners. The city core team spearheaded the conduct of a consultation/workshop for this purpose. Identified project partners included other government offices such as the Department of Education and the City Cooperative Office as well as the barangay officers and purok leaders of the chosen community. Some of the city's active NGOs and private sector organizations were also called to participate in the project.

Purok Sweet Love of Barangay Dumagoc was chosen from among five other slum areas in the city because it had active and participative local leaders and cooperative residents. With the limited time for the project implementation, the CCT deemed it best to partner with a cooperative community that promptly responded and acted on the project.

The local government, with the cooperation of the community officers, provided interventions to alleviate the poor condition of the entire Barangay Dumagoc, including Purok Sweet Love. Health services were provided through the health center and a "Botika ng Barangay" (community pharmacy) accessible to the residents of the area. The City Social Welfare and Development Office (CSWDO) provided trainings on "Parent Effectiveness", Gender and Development (GAD), capability building for women and some livelihood trainings. The community officers and their Sangguniang Kabataan (SK) initiated clean-up drives and other capability building activities.

In spite of LGU efforts, the problems of the community were only slightly and temporarily resolved. Thus, the MDG-FACES project was welcomed because the community learned and lived the core values of self, family and community leading to empowered, self-reliant people who were responsive to the needs of the other members of the family and the community. Capacitating the smallest

Forty families enrolled in the project. The selection of the 40 families was done by the barangay officials based mainly on CBMS profile of the family. Prioritized were those with child in need of care, with record of active participation in community activities and with no record of having received assistance from other externally funded development programs similar to FACES.

An orientation/workshop for the project partners and beneficiaries was conducted where children's rights and the roles and responsibilities of each member of the family were discussed. The workshop focused on the identification and prioritization of the community needs particularly those concerning children and the formulation of a strategic action plan. The "Pledge of Commitment" formalized the participation and commitment of the 40 families.



The CCT and project partners formulated and applied specific strategies to address priority issues of the community and provided the necessary assistance and support for the achievement of the MDGs under the FACES project. The CCT regularly conducted progress monitoring of the children as well as the conditions of the families. Meetings were regularly conducted for purposes of updating and continued learning.

## PROJECT RESULTS: The Fruits of Sweet Love

MDG FACES in Pagadian City brought SWEET LOVE and provided clearer direction for the interventions to the needy communities. The gains speak of the Sustained Witnessing of the community as:

1. Enhanced and Empowered family and community built on Trust. Through the project, the families enhanced their understanding of the children's rights as well as the roles and responsibilities of each member of the family. They participated in various sessions including business proposal writing for SEA-K (Self Employment Assistance for Kaunlaran). The CCT provided each family with Four Thousand Pesos (Php4,000.00) as capital from the FACES funds. The SEA-K program allowed the participants to choose the livelihood project they wanted to engage in. They were capacitated, guided, assisted and allowed full management of their chosen projects. The community officials selected of the 40 families and personally monitored the progress of the project. For the families, their pledge bound them to the achievement of the goals even in their own simple ways. The CCT's adherence to the barangay officials' list of families to be enrolled in the project as well as the implementation guidelines of the SEA-K spoke of the trust developed among the different project implementers. The enrolled families placed their trust in the CCT's guidance. The children trusted in their parents' actions for their growth and development.
2. Strengthened Linkages, partnership and collaboration among the government offices and with the NGOs and private sector. Since the project used a holistic approach to poverty alleviation, the significance of



linkages, partnership and collaboration was strongly highlighted. The multi-sectoral composition of the CCT was strategic as it was an opportunity for collaboration to prosper. Duplication of interventions was avoided with the effective coordination among partners. From the strengthened partnerships, the FACES families were provided assistance in the form of educational materials and school supplies from a private firm. The conduct of medical and dental outreach was made possible with the assistance from a private institution. NGOs active in the Local Council for the Protection of Children (LCPC) took part in the provision of capability building activities. Multi-sectoral participation facilitated the pooling of resources from the different project partners.

3. Improved Operational efficiency in the delivery of services in addressing the social, health and educational needs of the community. There was focused provision of basic services under the project. The list of 40 families allowed for easy impact monitoring. Before the project, basic services were provided to as many recipients as can be covered but, in the end, service providers such as the CSWDO and CHO only had numbers to show as output with limited information on the quality and impact of the services provided. According to service providers: *"dili na lang kung basta-basta nga trabaho ang paghatag sa serbisyo, kundili pagtabang gyud sa isig ka tao"* ("Providing the

needed services is not anymore just a job but more out of real concern for other people"). Monitoring of the impact of basic services provided under the project intensified. Apart from regularly accomplishing the score cards, the LGU conducted regular home visits and meetings resulting in fast and immediate response particularly in providing the basic needs of children. As reflected in their progress report cards, five months through the project, six out of twelve FACES indicators under MDG 1 were 100% met while four indicators had more than 90% level of achievement. Intensive monitoring also facilitated the provision of guidance and assistance for the implementation of the livelihood projects of the families according to their business plan. All families who received the seed money for their livelihood project reported 100% payback on the said capital. Twenty families even started to build up their capital with at least fifty pesos (php50.00) a month.

1. A generally more positive outlook in life through values formation and education



The families acknowledged the project as a learning process which equipped them to face life's challenges. They learned the value of working together, of helping other families, of bonding together for a common set of goals. The guidance and counseling sessions they attended and the home visits by the social worker enhanced the formation of values such as the respect for

the rights of the child and of women resulting in better relationship with their spouses, with their children and with their neighbors. As one respondent said,

“Nakit-an nako and kadako sa kontribusyon sa matag miyembro sa pamilya” (I have seen and appreciated the value of the contribution of each member of the family).

“Ang pagtinabangay sa pamilya ug sa purok ug barangay nakapalig-on sa among pag-atubang sa among mga problema sa kinabuhi” (The values of cooperation and of helping out in the family and in the community strengthened us to face and solve our problems in life).

## KEY IMPLEMENTATION STEPS

Although the local government missed the first business meeting cum project launching and MOA signing in May 2008, it was able to catch up with project implementation. The team fast-tracked the creation of the CCT, preparation of the work plan, identification of the slum community and the 40 families for the project.

### Phase 1: Identification and mobilization of project partners

The creation of the CCT provided clear reference of the tasks at hand and the responsible persons for each task.

The team was composed of representatives from the City Planning and Development Office (CPDO), City Health Office (CHO), City Mayor's Office (CMO), City Social Welfare and Development Office (CSWDO), Urban Planning and Administration Office (URPAO), City Local Government Operations Office (CLGOO), and the Sangguniang Kabataan Federation.

The CCT selected the slum community with the most active and participative local leaders and cooperative residents because it believed that having a partner community with cooperative and active leaders and residents would facilitate project implementation with the limited time. The area's local officials identified the 40 families which the CCT validated. The CCT trusted the barangay officials in the selection of the families. It wanted to empower them by making the selection themselves, deciding on the families and rationalizing their decision.

## **Phase 2: Prioritization and stakeholder commitment**

The 40 families together with other project partners participated in a workshop conducted by MDG FACES National Project Management Team. In the workshop, the



participants identified and ranked the issues confronting them. In plenary, the participants agreed on the top issues that needed to be addressed. The families and project partners decided on the demonstration project which would respond to their prioritized issues.

The “Pledge of Commitment” of the families was translated into the vernacular and explained to the participating families especially the mothers. The pledge touched the mothers’ hearts and heightened their inspiration to participate in the project.



## **Phase 3: Strategy formulation and implementation**

The project tools were introduced to the 40 families during the workshop. As the workshop time was limited, the use of the tools was better appreciated and understood in the follow up activities where the mothers learned to use the tools, particularly the score card through “learning by doing”. At first, the CCT found it very challenging to facilitate the filling up of the score cards because the mothers had difficulty in comprehending the deeper meaning of the contents of the score cards because they had low or no educational attainment. The intensive guidance and facilitation by the CCT and the community officials were instrumental for the mothers to become familiar with the score card.



Another key output in this phase was the networking with other agencies, offices and organizations. The LGU recognized the significant contribution of the different sectors of the community to the successful implementation of MDG FACES. The LGU made use of its existing good relationship with other government offices, NGOs and the private sector. New collaborations were also built under the project particularly among the different city government offices resulting in the successful conduct of outreach activities. The distribution of school supplies to the children was done in partnership with the private sector, the City Health Office, City Mayor's Office, and the City Social Welfare Office. The same collaboration facilitated the social preparation activities leading to livelihood development which included the seminar on moral development and the group formation for the livelihood project.

This phase also paved the way for the organization of the SEA-K association in Sweet Love which replicated a successful implementation of SEA-K in another purok in the barangay. The households were organized into

groups with 25-30 members. Sessions to capacitate them in the preparation of their business plan proposals were conducted. Under the SEA-K, the families engaged in vending, fishing, hog-raising and tocino making. The Sweet Love SEA-K groups chose the business which they had previously done. The groups were provided constant guidance and assistance especially in managing their livelihood projects.



Thirty (30) out of the forty (40) families received assistance in the form of seed money. The CCT processed the request of the release of funds for the remaining ten (10) families. The livelihood projects augmented family income. To date, 20 families started building up their capital by adding P50.00/month to their original P4,000.00 seed capital.

#### **Phase 4: Follow-up and consolidation**

The 40 families were grouped into six with five to seven members each. The groupings provided ease in facilitation and other follow-up activities including the progress monitoring of each family. The progress report cards were consolidated and served as the basis for the assessment of progress and project impact.



The conduct of outreach activities, trainings, and home-based parent education directly and immediately responded to the needs of families. It also capacitated them to sustain the learning they have gained. The social worker visited the families in their homes regularly during which time pressing concerns were initially addressed. The social worker was assisted by the community officers, including

the purok leaders, Barangay Health Worker (BHW) and Nutrition Scholar in the conduct of home visits. The members of each family group looked out for and shared learnings with one another.

Effective monitoring was central to the achievement of the objectives of the project. Meetings with the community were done weekly and facilitated by the CSWDO for updating and monitoring purposes. The CCT conducted monthly and special meetings discussing updates and resolving issues that arose during monitoring.

## **ANALYSIS AND LESSONS LEARNED**

The successful implementation of the MDG FACES in Pagadian could be attributed to apt policy formulation, committed and cooperative key players and strong partnership. It was very important to have a carefully and strategically thought out and well coordinated project implementation plan. Preparations to ensure efficient and effective project implementation included issuance of local ordinances, executive orders and memoranda to clearly define the roles and responsibilities of the project implementers and the project partners. The CCT was created through an Executive Order. However, there was still a need for more supporting local issuances to further intensify and elevate the level of involvement of the project partners including the 40 FACES families.

The project aimed to empower the barangay officials of Barangay Dumagoc when the task of family selection was delegated to them. This instilled in them the value of fairness and equitability of decisions. A clear and well understood Terms of Reference was very significant for the key players so that expectations of project key players were leveled-off. The orientation and partnership with

barangay officials and other members of the community ensured their commitment and support. The conduct of intensive appreciation sessions for families and other partners like the private sector and NGOs ensured clearer perspective and harmony. Stakeholders agreed that raising the quality of life of the community was not the responsibility of the LGU alone; it was everybody's concern.

The desire and passion of the MDG FACES families to learn and apply the knowledge to their daily undertakings was key in improving their lives. The willingness and desire to share and care for the less fortunate should be present and exceed the expectations of mere work. The CCT's primary and secondary functions in their respective offices had to be reviewed alongside their engagement with FACES. A FACES point person designated solely to conduct collaborative and integrative work was crucial. Sustaining the gains of the project in Pagadian City called for the continued active involvement of the Local Council for the Protection of Children (LCPC) particularly in policy formulation, advocacy, and continued effort towards meeting the MDGs. The city planned to replicate the FACES project in other slum areas in the city.

### INNOVATIVE PRACTICE: The Ways of Sweet Love-Learning

The ways of Sweet Love in the implementation of the project could be best described as "catalytic" because it changed perceptions and practices in the care and support for the needy community. The city government of Pagadian, aware of their role for achieving the MDGs, implemented the MDG FACES project.



The activities relative to the project implementation seemed common, ordinary, and merely done according to the defined implementation phases. However, a deeper look would show that the city core team introduced something new to the process. Together with the other key players, they had developed certain keenness towards providing help and support to the Sweet Love FACES families out of the value that "care begets care" and "love begets love". They realized that to attain significant impact, each project partner needed to start with a better understanding of each other's role. This understanding of roles and the keenness to provide service to the community translated into the innovative practice of not just evaluating and determining the status of work but also in providing inputs and capability enhancement to the families. The monitoring activities, done by the members of the CCT together with the barangay health worker and the community officers, responded to pressing concerns raised during home visits.

The assigned social worker conducted home visits at least once a month not just to teach the mothers how to use the score card but also to provide counseling sessions. The “learning by doing” experience of the mothers while monitoring the progress of their commitment using the scorecard transformed the monitoring activity into a capability enhancement activity.

While the mothers had been oriented in the use of the scorecard at the start of the project implementation, they experienced initial difficulty in interpreting and filling the scorecards due to limited understanding of the indicators, the lack of a deeper comprehension of the meaning of the contents of the scorecard attributed to their low or no educational attainment. The transformed monitoring experience enhanced their understanding and familiarity of the contents of the scorecard, their commitment and how they can better respond to the needs of their children. Having internalized the MDG Pledge, the parents applied it in their own family. Thus, the gains of the project were more likely to be sustained as personal characters, more than infrastructure, were built.

The Integrity Circles were actively involved in this “learning by doing” approach. They assisted the CCT as they mostly were the ones with higher literacy level among the FACES families. They shared with the other families their learning and encourage more active participation.

Pagadian City’s networking with the NGO’s and private sector in the community for involvement in MDG FACES promoted real team effort in accomplishing the goals of MDG FACES.

Admittedly, more could have been done or would have worked better. But for the Pagadianons, sincere thoughts and concern worked best for their first FACES community. They gained and gave more than what was expected under the project. They have gained and given love to Sweet Love and had shown Sustained Witnessing of community’s Enhancement, Empowerment, and Trust with strengthened Linkages/partnerships, Operational efficiency, Values formation and Education.



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## Charting a Community's Destiny in PHOAI, Barangay Peñaplata, Island Garden City of Samal

MDG-FACES was implemented in Barangay Peñaplata, specifically among the members of PHOAI. Certain criteria were followed in the selection of the community and the families who became participants in the project. The focus of the project was the improvement of the lives of the identified 20 boys and 20 girls (one child from every participant family).

Strategies in the implementation of the project varied: focused targeting in the selection of participants; convergence and synergy in pooling resources from the different government agencies focusing on health, housing, sanitation and education; networking particularly with the business sector in finding ways to help augment participants' income; and community organizing in social preparation, organizational management, monitoring and evaluation. Participatory approaches particularly in the identification and prioritization of issues and possible solutions to the problems were also employed. Three key problems were identified namely: livelihood, education and relocation. To address the problem on livelihood, livelihood skills training for both the fathers and the mothers were conducted. As regards education, school bags and school supplies were distributed to the 40 children. The old issue of relocation was discussed. To date, the lots on which the relocation site sits had already been fully paid. Full payment on the area was made on December 2008. The homeowners were waiting for the transfer of title to the organization. On February 2009, the area was bulldozed in preparation for road construction in fulfillment of the LGU's commitment.

In stark contrast to the posh resorts that dot the IGACOS shoreline were the decrepit slum areas. Like elsewhere, the slum dwellers were always threatened by eviction, unsanitary surroundings, insufficient water and electricity and even environmental degradation. Because they live along the coastline, they were susceptible to a host of illnesses and diseases. Thus, it was imperative that the families be relocated and be provided with livelihood.

MDG-FACES created an impact on the LGU, the community, the family, the mothers and the children. On the part of the LGU, it made them realize that a project can be accomplished with proper focus and determination. It was in 2000 when families living along the coast of Peñaplata were informed that they would be relocated. Negotiations for the relocation site began but were stalled by legal issues over the identified properties and the change of initiators of the project – from the NGO to the LGU. In addition, the project developed the capacity of the staff from CPDO, CSWDO and the Housing Office. On the part of the community, the project brought them together; they had become close when in the past they were just acquaintances. It spurred cooperation among barangay officials and the community. It also revived their hope in acquiring a piece of land they can finally call their own. On the part of the family, better and more nutritious food was served on the table. They said they could already drink milk. On the part of the mothers, there was increased self-worth because they earned extra income and became partners of their husbands in earning a living. This was made possible through the different livelihood skills training they underwent. They also increased their knowledge about rearing children and became determined to do everything possible for their children to finish school. The mothers claimed that the children, who were the main focus of the project, had improved physically, manifested in increased weight and better school get-up with their newly distributed bags, and academically as shown in improved grades.

### **Conchita's Story**

No one knew living at Peñaplata seaside better than Conchita did. The place had been home to her grandfather's father and later to her grandchildren. Thus, when she looked at the shoreline which was a short walk from her house, she could single out new residents, structures and even trace the imaginary line where the shore used to be. But though her ancestry had taken roots at the place, it could never be theirs. Conchita, along with all the residents living at Penaplata's shoreline, was a squatter.

One hundred sixty families lived as squatters along the Peñaplata shoreline. Despite repeated pleas that they be allowed to remain on the land, the law stated that 'no residential development should be allowed within 150 meters from the coastlines'. Nature also had a way of easing them out—through time, residents noticed the rising tides and the receding shoreline that were clearly putting them in harm's way.

When IGaCoS became a city in 1998, the LGU realized a backlog of 4,000 houses. In 2003, PHOAI (Peñaplata Homeowners Association Incorporated) was born and was soon assigned to look for possible lots for relocation. Though it was a herculean task, the members—Conchita included—looked for available

lots and financial packages to purchase the lots. Their efforts were met by several problems. Just when they were about to give up, PHOAI found an ally in the MDG-FACES (Millennium Development Goals - Family Based Actions for Children and their Environs in the Slums) project. Through the project, the relocation lot was fully paid and, in February 2009, bulldozers slowly leveled the land to prepare it for construction.

Another surprise for Conchita and thirty-nine other women was their being chosen as the beneficiaries of the FACES project. The project was a program that partnered with different stakeholders sharing their goal of uplifting the lives of children in the slums. Through the FACES program, Conchita and the rest were trained in livelihood programs. In a TESDA-led training, they learned Shiatsu massage. From a representative of the CSWDO, they learned modern techniques in preparing *puto*, *kutsinta*, banana chips and ice cream.

In the beginning, Conchita was skeptical of how her newly acquired Shiatsu techniques would fare with the traditional hilot. But soon enough, she realized that the technique was popular in the posh resorts that line other parts of the island city. Locals were

becoming interested in this 'imported' way of massage therapy. Her Shiatsu skills provided Conchita extra income and augmented her earnings from dressmaking. Conchita also tried her hand at *puto* and *kutsinta* making but realized that most of the FACES mothers were doing the same thing. The target consumers relegated to nearby schools and Penaplata's lone public market was very limited. She hoped that they would learn more about marketing and entrepreneurship soon.

Her very own house was still to see light but Conchita looked at the Penaplata coastline with inspiration. With the skills she learned and discovered through FACES, she believed that the coming generation would build firmer roots at the island city.

## PROJECT DESCRIPTION

IGACOS, located at the heart of Davao Gulf, has a population of 106, 547 (2005 MBN). IGaCOS has 46 barangays, 31 of which were along the coast, further subdivided into 337 puroks.

Peñaplata, one of the 15 barangays of District II, was identified as the locale for the FACES-MDG Project. The barangay had a population of 5,221. Of this figure, the majority or 1,720 belonged to the 0 – 9 age group. There were 1,094 households or 1,245 families. Of these households, 613 had income less than Php 3,000 a month.



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One hundred eighty one (181) households lived along the shoreline while 194 lived seaward and 73 lived on the riverbank. Seventy eight (78) families were house renters, 67 shared houses with relatives and 6 lived for free. The barangay had only 756 households with water connections so the community shared 44 faucets. Because of these conditions, forty (40) families from Penaplata were chosen as FACES stakeholders.



From among the 18 homeowners' associations in IGaCOS, the Peñaplata Homeowners Association Incorporated (PHOAI) was identified as the partner in the project. The City Core Team (CCT) was guided by the criteria set by the project namely: readiness, willingness, need, chances for success, geographic location.

- a. Readiness. PHOAI had been identified by the LGU-IGaCoS and the partner NGO as priority in possible relocation.
- b. Willingness. PHOAI expressed willingness to participate in the project.
- c. Need. There was no doubt in the minds of the CCT that they needed support from any organization willing to help.
- d. Chances for success. Since the group had been organized and leaders had been identified, the chances for the project's success were greater than in any other area in the city given the time constraint.
- e. Geographic Location. PHOAI was accessible for monitoring since it was near City Hall.

The need to relocate the slum dwellers in the shorelines of IGaCoS was primordial to the LGU's thrust to promote the island city as a prime tourist destination. And this had to be done without marginalization or displacement of its poorer constituents. Closely aligned to this problem were education and livelihood training.

## PROJECT HISTORY

The year after IGaCoS became a city, the Samal Island Housing Board embarked on its first project which was barangay registration (1999 to 2001) to ascertain the number of informal settlers in the island. The registration revealed that the young city had a backlog of 4,000 houses. This was brought about by influx of informal settlers from Davao City and nearby areas.



The Community Mortgage Program (CMP) ushered the founding of PHOAI in 2003. PHOAI was formed by 160 families residing along the coastline of Penaplata. To be a member in the organization, one had to be a resident of Penaplata and not owning any lot or property in the island.

In 2005, PHOAI availed of the Socialized Housing Equity for Bridge Finance Program of the LGU in the amount of P200,000 for land acquisition. In January 2007, another bridge finance from LGU-IGaCoS amounting to one million pesos (Php 1,000,000) was released to PHOAI.

Problems arose when it was found out that the relocation site sat on 3 pieces of land owned by three different owners. One of the owners was fully paid but the others were not. This delay discouraged the beneficiaries once again. It was then that FACES came into the picture.

The LCE, convinced of the nobility of the FACES project, signed the Memorandum of Agreement with LGA-DILG on June 2008. Preparatory activities had been done prior to this namely: sending the city' representatives to Manila for a meeting with MDG-FACES, organizing and formalizing the city core team through an Executive Order, conducting an orientation on the project with barangay officials, giving a FACES orientation to the general assembly of PHOAI, setting of criteria for the selection of families and finalizing the list of 40 children.

The CCT functioned as a think tank in the implementation of the project, with the cooperation of the barangay council of Penaplata and the officers of PHOAI and of course assisted by the project management team based in Manila. The CCT made use of the different tools that were provided by MDG-FACES project management team.

In selecting the project participants, focused targeting was used. Criteria based on the MDG-FACES were developed by the barangay council and the officers of PHOAI. There was a formal recognition of the project as shown in the Executive Order of the LCE organizing the CCT which was concurred by Resolution number 587 of Sangguniang Panlalawigan and the formal launching of the project on July 2008 at the Samal Gymnasium. Convergence or synergy was used since the existing services offered by the city agencies like health, nutrition, agriculture and housing were focused on the children participants. In a meeting facilitated by PBSP for the project, resort owners assured the city of the support they would give to the project.

## PROJECT RESULTS

### A Surge of Inspiration

What happened in PHOAI was an inspiration to all stakeholders because it clearly proved that any project just needed a catalyst for it to succeed. This was what MDG-FACES accorded the LGU, the community, the family, the mothers and the children. On the part of the LGU, it made them realize that a project could be accomplished with proper focus and determination just like what happened to the full payment made on the relocation site. It was still in year 2000 when relocation for families living along the coast of Penaplata was discussed and a budget of more than a million pesos was allocated for this purpose. For years, the relocation issue had been shelved because of certain concerns like the owners of the identified relocation site had backtracked from selling their property or the titles of their land had yet to be settled. As a result, the identified beneficiaries lost their enthusiasm and hope for a better life. The FACES project rekindled the PHOAI's interest in finally fulfilling their hopes to own their own homes.

On the part of the local government unit, work at the relocation site was fast tracked. The city mayor allocated the funds for the purchase of the area and the existing government agencies were mandated to render services they were expected to do for the stakeholders.

The barangay scaled up the activation of the Barangay Council for the Protection of Children (BCPC). PHOAI members were inspired to do something with their lives and not simply wait for government dole outs. This was not the attitude of the community in the past. When they were chosen, they thought their children would be given scholarships because they heard from the grapevine that if funding comes from the UN, it must be for scholarships. They learned later that this would not be the case and that they should be active partners in the project. Because of this renewed enthusiasm, the stakeholders continuously urged the CCT to act on certain livelihood projects they wanted to embark. There was a reversal of roles since the CCT did not have to follow up on the families anymore.

The construction of a training center was both a symbol of the community's strong desire to fulfill a long time

dream and a living testimony that the poor in blighted communities could rise above their situation given the chance and the necessary support. The training center would be the venue for livelihood training, community meetings and value formation sessions. There were also plans to put up a canteen where the food products they produced would be sold. Further plans included reaching out to different school canteens and even providing catering services for LGU functions.



The mothers developed their self-esteem and increased their self-worth. They were able to earn from the sales of products they had learned to make through the livelihood skills training they underwent. Mercy sold beadwork to her neighbors. Daisy sold cellphone holders to a foreigner. She said that the map of Samal was cross stitched on it and the sling was made of beads. Lalaine sold banana chips to the school canteen through her child. Others sold kutsinta, puto, puto cheese and other “kakanin.” For them, life had become better because of FACES which paved the way for opening their eyes to a lot

of possibilities. Meanwhile, they clung to the hope that the Self-Employment Assistance – Kaunlaran (SEA-K) of P 4,000.00 for every mother would be released so they could have the capital to start a business.

The children, the main focus of the project, had changed lives. They increased in weight as manifested in their monthly report. The mothers reported that the grades of their children improved because they (the mothers) followed up their performance in school. They had become partners of their children in the education process. The children had better physical appearance because their mothers always attended to their school get up. On January 2009, the LGU distributed school bags and other school supplies to the 40 kids and this contributed to the children's love for school.



Though the houses were still to rise at the relocation site at Peñaplata, PHOAI was certain that the future was at hand. The social machinery was already at work with the PHOAI members slowly but surely training themselves for this dawning.

### **Leonoría's Story**

Leonoría got to see her husband only during weekends. The rest of the week, she attended to the needs of her kids, one of whom was one of the 40 children chosen as FACES beneficiaries. Having small children all of school age, Leonoría's family was always short of money. Apart from that, her young family had always been threatened by the loss of their home as they were living on government lot at Purok 4 of Peñaplata.

In 2003 when Leonoría became a member of the PHOAI, she was made well aware that in time she would lose her house by the seashore. Not only was it illegal but the current climate made living there dangerous. Rumors were rife about tsunami hitting the island not too long ago. Having seen the news images of the tsunami that devastated parts of Thailand and Indonesia made the possibility all the more chilling. Leonoría was committed to PHOAI's objective of finding a relocation site for the 160 families that occupied Purok 3 and Purok 4.

While the relocation site was being processed, Leonoría joined several trainings organized for the 40 FACES mothers. Although Leonoría already dabbled in cooking, the techniques taught to her by the resource persons from TESDA and the local government unit enriched her

knowledge. In time, she found herself negotiating with the stall owners at the public market and fixing delivery schedules with Peñaplata schools. She never thought kuchinta and puto would keep her busy. And though the income was very minimal, she was able to augment her husband's income as a tricycle driver in Davao City. Leonoria was not really sure how far the Penaplata market would patronize her products. Not only did she wish to be trained in other income generating activities but she also hoped to explore the market outside her hometown.

## KEY IMPLEMENTATION STEPS

The following steps were followed in the implementation of the project:

### Phase 1: Preparatory and Stakeholder Mobilization

#### A. Mobilizing Stakeholders

After the city mayor received information that the city was among the 15 selected to participate in the FACES pilot project, he sent 4 representatives to join the first business meeting in Manila. The representatives came from the CSWDO, CPDO, Housing and the City Administrator.

The LCE issued an Executive Order creating of the City Core Team, Project Management Team or the Technical Working Group. The City Social Welfare and Development Coordinator was named Team Leader. The functions and roles of each member were defined.

The Sangguniang Panlalawigan of Davao del Norte issued Resolution No. 587 concurring with Executive Order 07 creating the project management team for the implementation of FACES project in IGaCoS.

The LCE requested the Sangguniang Panlungsod to issue a resolution allowing him to enter into an agreement with possible partners in the project. While waiting for the formalization of the partnership, the CCT continued with the work.

#### B. Issue and City Profiling

Based on the guidelines of MDG-FACES namely: readiness, willingness, need, chances for success, geographic location, the CCT chose PHOAI in Penaplata as the locale.

To mobilize the community, they discussed how best to approach the issue, how to convince the community to support the project and how to choose the participants in a fair manner and how to break the news to them without making those who would not be chosen feel bad.

The barangay officials and PHOAI officers, empowered by the CCT, formulated the criteria in selecting FACES beneficiaries, without any partisan pressures. They came up with these criteria:

- Bonafide member of PHOAI
- No fixed income (seasonal earners) or with low income
- Member of good standing
- Family with a child aged 0-17 years old
- Family with a gifted/special child

The criteria for selection of family participants were presented in a PHOAI general assembly. The group was told that based on the criteria, only the qualifiers would be invited to join the project because of limited slots. The barangay officials and PHOAI leaders finalized the list of identified participants. The CCT conducted validation and actual home visits of the selected beneficiaries.

## **Phase 2: Issue Prioritization and Stakeholder Commitment**

A 1-day orientation workshop with beneficiaries was held at the Samal Gymnasium and Freedom Park with the CCT and the national PMT.

Once it was certain who among the children would be enrolled in FACES,

the pictures of the children were taken and pasted on their progress report card. The mothers were given their child's report card for their use in monitoring the progress of their children who were FACES participants. Baseline was done using the Child Progress Report Card. Status of the children on the different child-focused MGD indicators was established at the start of the project to serve as basis for comparison whether improvements were achieved after project implementation. The FACES children were weighed to record their baseline weight. The mothers were informed that operation timbang should be done monthly to monitor the weight and health of the children.



The workshop on needs identification emphasized that the family participants would identify their needs and problems and, with their identified needs, decide on the kind of activities they would undertake.



### C. Formalizing Commitment

The families elected their officers and formed integrity circles. The participants were divided into five groups with 8 member-families per group. The day was capped with the recitation and signing of the Family MDG Pledge of Commitment (written in Cebuano) by the parents and administered by the city administrator.



In identifying issues and concerns using the Technology of Participation (TOP), participants were given idea cards where they wrote one issue per paper which they consolidated, clustered and counted. From the issues and concerns raised in the group discussion, the CCT arrived at three (3) major concerns. After identifying and prioritizing the issues, the families discussed how to solve the problems using the FACES Family Quick Action Guide. They said that the tool gave them information on what to do and where to go.

### Phase 3: Implementation

The families met every month to update the children's progress report. They weighed their children to track improvements in their weight.

They agreed on the next activities which were all on livelihood skills training. The following increased livelihood skills and augmented family income:

- Amakan and concrete earth block making conducted on at the relocation site. The training prepared for the

future relocation of the coastal settlers where they could sell the amakan and hollow blocks at a minimal cost. Construction of the training center was started right after the training since the products of the training were used for the construction. The first tranche of the funding was used to purchase the construction materials and the honorarium for the trainer. The beneficiaries provided the labor.



- The mothers were taught in making kakanin (rice cakes) to be sold to school and LGU canteens. The choice of kakanin was appropriate because ingredients were not expensive, equipment was not complicated and mothers could sell them in school and LGU canteens. Bringing the kakanin to school also gave them the opportunity to follow up on their children in school.
- Beadwork making. As eco-tourism was the main selling point of IGaCoS where many resorts were frequented by foreigners, there was great opportunity for beadwork accessories that are saleable to tourists or visitors as presents for friends back home.

- Shiatsu and massage training not exclusively for FACES mothers but was open to all women in the community. With massage becoming a part of the lives of many working people and visitors, it was feasible way of earning a living.

- Basic Business Management Training on SEA – K proposal making. After the training, the families opened an account with a rural bank in Penaplata.

#### **Phase 4: Follow-up and Consolidation**

- A. The CCT followed up on the participants. The integrity circles monitored and regularly filled out the progress report cards. The results of the monitoring helped the CCT because as an offshoot of the monitoring, they organized livelihood activities for the parents. The parents, on the other hand, were able to focus on their livelihood activities since the children were physically alright. This was a positive development since their capital was no longer diverted for the medical expenses of sick children. The CCT believed that monitoring of children was a good move.
- B. Documentation was done following the tools provided by the project. It was suggested that the core team document the project from day with the end view of suggesting replication in another barangay or in another city. Documentation should focus on success factors, pitfalls to avoid and what to imitate and what to do better.

## **ANALYSIS AND LESSONS LEARNED**

### **Looking Beyond PHOAI**

The city did not have only PHOAI as its main concern; there were many others. There were 18 homeowners associations in the city. There were many other slum

dwellers or informal settlers with the backlog of 4, 000 houses even as early as 2001. There might be more now.

The Core Team believed that the best practice in the implementation of MDG-FACES was in the empowerment of the community. It was important to include the participants in every step of the way to assure cooperation and ownership.

The choice of people composing the CCT was crucial. They should have the commitment, dedication, basic knowledge on how to run a project and the time to focus on the work. Since the members of the CCT were the same people often assigned to work on city projects, it would be good if others can be drawn into the project.

In terms of documentation, it was important that MDG-FACES had ready templates so the documenter knew what to focus on.

The success of the PHOAI experience was due to five (5) major reasons, namely:

First, there was funding from the LGU and logistical support from the PMT with well-defined templates, consisting of suggested activities and expected outcomes.

Second, there was clear direction resulting from long and hard study and consultation. Corollary to this was the full support of the City Mayor as manifested in the MOA entered into by the city and DILG-LGA and the allocation of counterpart fund and assignment of relevant personnel to manage the project.

Third, by giving a face to the work, in this case, by focusing on the child. The activities and services were not new but had been in existence for some time. The

innovation was simply focusing all efforts on the child. Even in the barangay, the Barangay Council for the Protection of Children (BCPC) had been in existence but had to be reactivated. Thus, success became concrete and measurable.

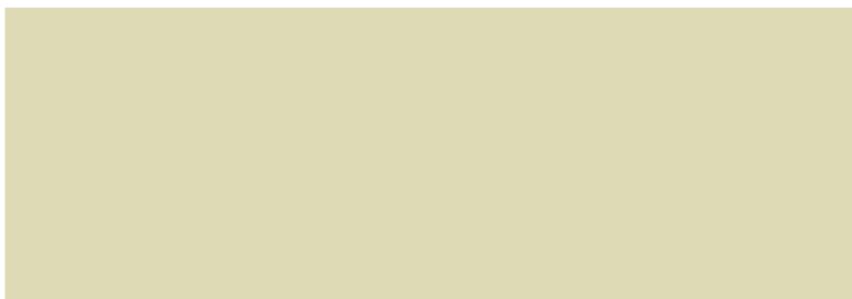
Fourth, there was an external project monitoring team that closely monitored progress in the community. This presence made the city core team conscious of what and how things should be done to come up with desired outcomes. In short, there was guidance of recognized experts in the field. In future replication in other barangays, it would be important that a system of “mentoring” be installed between already organized and new communities.

Fifth, there was seeming competition in the implementation since 15 cities participated in the project. Each city tried to do its best. Also, during the reporting, the cities shared knowledge and experiences and in the process learned from one another. If the replication would be done in other barangays, it would help to have some form of organization to facilitate sharing and mentoring.

One of the most important success factors was funding. The city must allocate funds for the alleviation of poverty using the child as a gauge of success or failure. Since the city’s resources would never be enough, partnerships had to be forged and external funding had to be sought.

The business sector was one good source to tap. However, its sense of corporate social responsibility should be evoked first. While meetings with the business sector was initiated by PBSP as regards MDG-FACES and by the city in relation to improvement in the business permit and licensing system, there remained much to be desired in this relationship as observed by certain city officials.

Beach owners in this city known for its beaches can do a lot to help fund the project. One project that has been started was for the mothers to leave beadwork products for sale in the resorts. The beach owners could provide employment to some FACES stakeholders. The city could provide resort owners a skills inventory. The beach owners could also provide summer jobs to student participants of MDG-FACES They could also provide educational scholarships along lines of hotel and restaurant management and other related courses.



The chief executive officer could make this project a part of the structure of the city under the CSWDO since its mandate is to look after the social welfare of the constituents particularly the marginalized sectors of society, in this case the children in the slums. As a regular project, FACES would be allocated a budget



### **Daisy 's Story**

Daisy had been married for almost 25 years. Her 46 year old husband was a welder and tricycle driver. She proudly related that she had only three children. One recently left to work in Malaysia. But displeasure took over when she added that her eldest daughter had only one semester of college to finish when she got pregnant and got married. Daisy, like the rest of the Filipinos, looked at a college degree as the golden key to a better future.

Thus, Daisy was cautious with her youngest child whom she hoped would finish college.

Purok 4 of Penaplata was home to Daisy. But despite the number of years that she had lived in the place, Daisy and her family had constantly been threatened by relocation. It was until the arrival of the MDG-FACES program when Daisy's dream of owning her own house began to have hope.

Daisy was trained to make sweet desserts. Soon enough, she was able to augment the household income. Furthermore, her youngest became one of the beneficiaries of the MDG-FACES program.

Not only did Daisy learn new skills but she was also able to make new friends. She was surprised by her neighbors' innovative flair at enhancing their trainings. It was fun, she reminisced, that the women were able to behave like schoolgirls again. After the trainings, she found herself regularly supplying the local public schools and public market with her sweet delicacies. In time, she saw the possibility of improving her marketing strategy and scheme.

At present, Daisy was awaiting the approval of a loan so she can truly apply all that she learned from the trainings. Who knows, there might be more market out there for her sweet delicacies that would give her more income. Then there was that possibility that soon enough she would have her own home.





## FACES in Centro 10, Tuguegarao City

Tuguegarao, a third class city in Cagayan Valley, is known as the Premier Ibanag City in the North. Of its total land area of 144.8 km<sup>2</sup>, 23% were urbanized areas. Subdivided into 49 barangays of which 26 were urban and 23 rural, it had a population of 133,051 of which 54% were in the urban areas. Of its 26,679 households, 5% or 375 families lived in the FACES project site, Barangay Centro 10 also known as Riverside.

Considering the FACES project framework, several approaches were adopted by the City Project Team (CPT) to attain the project goal. Focused targeting was utilized in selecting the recipient barangay and families. Centro 10 or Riverside was selected for having the greatest concentration of urban poor households living in unacceptable dwelling units in depressed environs. Forty families from this community were chosen to participate in the project based on a set of criteria.

A convergence approach mobilized stakeholders and pooled resources to concretize the 12 demonstration projects that addressed the top-priority child-related issues and problems of the community. Using this approach, the city was able to establish networks among TESDA, SPUP, NFA, DSWD, private individuals, CCPC and BCPC in making the project objectives come to fruition. The community organizing strategy was used to build a strong social infrastructure within the FACES community as a key partner of the government in the execution of the different activities. The different city and barangay officials, barangay health workers and Integrity Circle Team Leaders were mobilized to operate in the area as an organized group. Finally, the total family approach was adopted during the issues and problems identification and prioritization using the technology of participation (TOP).

With the use of the above approaches, the FACES project produced significant results in the community. The most notable were:

- 1) Capacitating of FACES mothers in participating in the different project phases;
- 2) Relocation of evicted families and provision by the city government of 5 low-cost housing units for them;
- 3) Provision of 4 units of sewing machines and employment opportunities to seven graduates of dressmaking and tailoring trainings;
- 4) Provision of technical and micro-credit assistance of P4,000.00 each to 20 qualified recipients of SEA-K;
- 5) Provision of technical assistance and seed capital of P20,000 to a qualified recipient of Bigasan ng Bayan;
- 6) Installation of 4 units of artesian wells in the community;
- 7) Provision of 15 toilet facilities for 15 families; and
- 8) Monitoring of school attendance and weights of school-age FACES children.

The City Council for the Protection of Children (CCPC) and the Barangay Council for the Protection for Children (BCPC) were revitalized and made functional.



The foregoing outputs produced significant impacts in the community. First, the families and communities were empowered as active partners in political, economic and social development. Second, trust and confidence towards the government changed from negative to positive. And third, improved sanitation and hygiene practices of the families within their homes and immediate surroundings resulted in a better environment in the community and the city. Riverside was fortunate to be chosen as one of the 15 pilot barangays nationwide for the FACES project. The project

alleviated the lives of 40 families especially the children (20 boys and 20 girls) living in the slums. It capacitated 40 mothers to become responsive development partners in localizing the MDGs their families and uplift the quality of life of their children.

## PROJECT DESCRIPTION

Barangay Centro 10 or Riverside was the most marginalized of the city's 49 barangays. The community was flood-prone since it was an accretion area of the Pinancanauan River. Based on the 2008 CBMS survey, Riverside registered the greatest concentration of urban poor households and with unacceptable dwelling units located in a rolling and low-lying area. Most of the households had no fixed income and did not own land. Majority of the houses were small one-room units made up of light materials built very close to each other with one to five families sharing a house. Pathways in the slum area were very narrow making them susceptible to crimes. On top of this, problems on health, hygiene and sanitation due to the inadequacy of water system and toilet facilities plagued the area. This situation led the decision makers of Tuguegarao City to choose Riverside as the project site. Although 8 other barangays were identified as alternative sites based on the results of the CBMS survey, Riverside was selected by the CPT headed by the city mayor as the project site because of its dismal condition.

Before the start of the FACES project, baseline data showed that, of the 40 selected partner families, 15 did not own houses, 29 did not have residential lots, 15 had no toilets, 3 had no access to drinking water and 10 were unemployed. Of the 40 partner mothers, 3 were widowed, 4 were solo parents because their husbands were in jail, and 2 were separated.



The city achieved the following in 6 months :

1. Organized and empowered the FACES families to become partners in the realization of project goals and objectives.
2. Conducted value formation to uplift their morals and improve their knowledge and attitude towards parental responsibility and accountability.
3. Conducted livelihood trainings to improve knowledge and skills needed their employment opportunities.
4. Designed, packaged and implemented demonstration projects to address problems affecting their children.
5. Established structural mechanisms for the protection of children in the area.



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## PROJECT HISTORY

After Tuguegarao City was chosen as one of the fifteen (15) cities in the Philippines to pilot the implementation of the MDG-FACES project, the localization of the project was operationalized through the signing of the MOA between the LGA and the City Mayor as well as the issuance of EO No.5 s, 2008. creating the FACES Management and Project Teams. Other enabling policies that were issued in support of the localization and institutionalization of the project were SO No. 4, s. of 2008 ensuring the full

implementation of the rights of every child, a resolution for the revitalization of CCPC and BCPC and a resolution designating Centro 10 as the project site and the like.

To identify the project site, the following were done: 1) processing of survey results using the CBMS tool to identify the slum barangay; and 2) development of criteria in selecting the project site and partner families.

The selection of FACES families followed two steps: 1) the identification of beneficiaries based on the CBMS results and 2) the consultation with the barangay officials in the project site. The Project Team presented the tentative list of potential beneficiaries to the barangay officials based on the selection criteria. Through the help of the barangay officials, the forty beneficiaries were finally selected. A meeting with the FACES families was conducted by the barangay officials and FACES Project Team to inform them of their role in the implementation of the project.



On June 16, 2008, the FACES project was formally launched at Riverside through an orientation seminar-workshop with partner families, community leaders and other stakeholders. Mothers were organized and officers were elected. The group was further sub-divided into four groups using the “Integrity Circle” mechanism. Each group chose their leader. Issue and problem identification and prioritization were undertaken by the mothers through a meta planning strategy facilitated by the CPDO staff. Child –related issues and problems were identified and prioritized through a participatory approach. The family MDG covenant was presented and explained. Commitment of partner families through the mothers were made through the Family Pledge of Commitment. In response to the prioritized issues and problems identified, quick response mechanisms (QRMs) were designed and presented to the different stakeholders for support. Family quick action guides (FQAG) were developed to guide and empower families in accessing services from the government.

Regular monitoring of projects was done by the Management and Project Teams, TWGs, and Team Leaders of the Integrity Circles and other stakeholders. Inter-city sharing of experiences was undertaken during workshops at the national level as part of project monitoring. Project accomplishments were finally presented in Manila during the December 2008 end-of-project business meeting.

### **PROJECT RESULTS: The Creation of an Enabling Environment for a Child-Friendly and Productive Community**

Although the FACES project was undertaken within a very short period of 6 months, it created significant outcomes that gradually transformed a slum community into an enabling environment for a child-friendly and productive community.

The organization of MDG-FACES mothers became a conduit for the delivery of basic services by the city government in the area. It evolved into a people’s organization that participated very actively and cooperatively in the process of executing interventions addressing the real issues and concerns that affected the lives of children in the community. Records showed the impressive attendance and active participation of FACES mothers during seminar workshops, trainings, meetings and monitoring activities to assure the attainment of project goals.

The participatory strategy used in planning, implementation, monitoring and evaluation of FACES project unity improved the capability and commitment of Integrity Circles in performing their roles as partners of the government in the implementation and monitoring of projects designed to improve the lives of their children. The group realized that their “voice” was indeed important in making government projects efficient and effective in combating the problem of poverty.

The use of the FQAG made them more confident to access the services they needed. As articulated in an interview, the community now *“became more confident to transact business with city and barangay officials because they were now knowledgeable on whom to access the services from when their family, most especially their children, needed them.”* They were one in saying *“Pwede na kaming lumapit sa mga opisyal ng gobyerno. Alam na namin kung sino ang malalapitan pagdating ng problema (We can now approach the local government officials. We now know who to approach for certain problems.”* Proof of this statement was the significant improvements in accessing maternal and child health-related services such as pre-natal check-ups for pregnant mothers, regular weighing of children and immunization services for children. They realized the great concern of the city government to improve the welfare of its poor constituents especially the children.

The participation of families in the values formation seminars resulted in significant behavioral changes among the members of the community. The improved relationship and concern with one another made them more cohesive as FACES partners. The “bayanihan” system was revived and parents became more aware of their parental responsibility in shaping their children to become good and productive citizens of the community.

Through the demonstration projects, some members of the Integrity Circle became partners of the city government in undertaking development projects. Seven of the 20 trainees who completed their trainings in dressmaking and tailoring were tapped by the city to sew the new sets of curtains and bed sheets for the People’s Emergency Hospital. To support this endeavor, the city government procured 4 units of sewing machines for the group to use. In addition, the city government provided one free stall for the group to operate in the city mall. This enabling environment and provision of employment opportunities to the FACES mothers helped in improving their income to respond to the needs of their children.

Furthermore, the SEA-K and Bigasan ng Bayan demonstration projects gave hope for a better life to 21 qualified beneficiaries. The resources extended to them by the government as seed capital served as “push factor” for them to improve the quality of life of their families. The qualified 20 beneficiaries of the SEA-K exhibited a 100% repayment rate of their first level loan acquired from the CSWDO. This signaled a gradual shift in group mentality from the dole-out mentality into a more responsible and accountable development partnership mentality.

The FACES demonstration projects were instrumental in uplifting the economic well-being of the FACES community. The May 2008 baseline data showed that of the 40 FACES recipients, only 3 or 8% met the P200.00 per day earning, just enough to avoid starvation of children in the family. The December 2008 report reflected a very significant increase of 20 or 50% of the FACES community who had a daily earning of P200.00 or more.

The installation of 4 units of artesian wells and 15 units of toilet facilities greatly improved the hygiene and sanitation in the community. Moreover, five families who were evicted from the former Municipal Trial Court were provided with a lot donated by a private individual and five low-cost housing units from the city government.

The FACES children recognized their role in the realization of project objectives. The financial assistance, school bags and supplies they received from private donors motivated them to attend school more regularly and study more for the fear of being disqualified from the project. They also served as change agents to their respective families. Since vices were grounds for disqualification from the project, they helped regulate their parents from engaging in such activities. This practice of selecting project



recipients created ripple effects in the neighborhood. Non-FACES children encouraged their parents to stop their vices to qualify for the project.

The government, on the other hand, focused in crafting policies that empowered the community, allocated resources and packaged projects for the welfare of the community specially the children. The revitalization and functioning of structural mechanisms such as the CCPC, BCPC and the review of the City Child Welfare Code were substantial steps in the establishment of a truly child-friendly community.



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The experiences of the families in the FACES project shaped them into strong partners of the government in community development endeavors. Their close encounters and frequent interactions with the city leaders and functionaries in the different project processes resulted in an incredible increase of trust and confidence towards the city government. They realized their important role as partners in transforming their barangay into a truly productive and child-friendly community.

When asked how to sustain the project, the president of the group strongly stated that *“with the good relationship established, skills enriched, and the legacy and pride of being the first group of MDG-FACES families, they will continue what they started. Their covenant or pledge will be engraved permanently not only in a rock but in their heart. Their intention to sustain the project became more intense, as they will do all they can to make the project effects evident to all.”*

Indeed the FACES project showed that the marginalized sectors, i.e., women and children, are dependable and credible partners in development if they were organized, empowered and supported.

## KEY IMPLEMENTATION STEPS

The implementation of the MDG-FACES project was guided by the framework of participatory urban decision making. Implementation covered four project phases namely: 1) preparation and stakeholder mobilization; 2) problems and issues identification and stakeholder commitment; 3) strategy formulation and implementation and 4) follow-up and consolidation.

## I. Preparation and stakeholder mobilization

This phase included four major stages namely: 1) identification and mobilization of stakeholders; 2) organization of core consultative groups; 3) identification of key issues in the city, and 4) preparation of project area.

A. To mobilize the key players in the implementation of the project, the following activities were undertaken:

- a. Get the LGU commitment (Executive and Legislative).

To establish the commitment of the Executive and Legislative branches of the city government to the MDG-FACES project, the CPDO staff, CSWDO and staff of the Mayor's Office were oriented on the MDG-FACES project overview, development of criteria in selecting project site and family beneficiaries and organization of FACES Management team and Project Team

To establish the structural mechanism in charge of implementing the MDG-FACES project, the critical roles and responsibilities needed to execute the project based on defined project objectives and outputs were determined and the city officials including their corresponding roles were identified. A draft Executive Order creating the MDG-FACES Management Team and Project Team was drafted.

As a result, the following criteria were developed:

Criteria in selecting the FACES barangay:

- Barangay with the most number of households below poverty threshold

Criteria for selecting the target beneficiaries:

- Family with no vices
- Unemployed/under-employed
- Mother can read and write
- Underweight children
- School drop outs
- Persons with disabilities
- Solo parents
- Common law couples
- No security of tenure
- Unacceptable houses/facilities

The mayor, through the CPDC, presented the MDG-FACES project concept and the draft MOA to the Sangguniang Panglunsod and requested for the creation of a Council for the Protection of Children and other structural mechanisms to support the implementation of the project. The SP approved the MOA and granted authority to the Mayor to enter into the agreement in representation of the city. The following were also done:

- Signed a transmittal letter of the MOA to the LGA
- Signed a Resolution creating the CCPC and BCPC
- Issued an Executive Order for the reconstitution of the CCPC
- Executive Order No. 5, s. 2008 creating the MDG-FACES Project Teams

To operationalize EO # 5, S. 2008, Project Team convened an organizational meeting where the project objectives, processes and outputs were discussed, the responsibilities of each member of the team for project success were defined, members' commitment to complete the project were ensured and the project area was identified with the use of initial results of the CBMS survey.

An initial coordination among the barangay officials of project site was undertaken to discuss the FACES project overview and how their barangay was chosen as the pilot barangay and initially identify would-be beneficiaries based on the CBMS results and on the recommendations of the barangay officials.

Lesson learned:

Involvement of LGU officials and functionaries to join world efforts in an innovative project to realize the MDGs created excitement that promoted commitment to improve the living conditions of children in the slum and to serve as a model for other LGUs.

### **Orientation on MDG-FACES Project**

This is a 1-day activity participated in by the City Council, CCPC, BCPC, department heads of the city government with the following objectives:

- Present the basic project information, description, objectives and outputs.
- Create awareness and provide understanding on MDG-FACES project framework, processes and outputs

- Present initial results of CBMS Survey
- Discuss and prioritize child issues
- Present criteria in selecting the FACES barangay and partner families

As a result, a resolution designating Centro 10 as FACES barangay was passed and the criteria for selecting partner families were approved.

The project team conducted operational planning activities with the following objectives:

- Determine the strategies to be used in the different stages of the MDG-FACES project.
- List down all the critical activities per project phase and develop a process flow chart.
- Determine activities to be assigned per member of the Project Team and agree on timelines.
- Coordinate supplies, transport, communications and other needed resources to successfully generate the intended outputs per activity at each step.

In formulating the strategy, the team brainstormed on the doable means of carrying out the project and agreed on the most realistic approach by taking into consideration the following elements: simple steps, easy to implement, requires minimum cost (efficiency) and realistic results.

In developing the process, the team agreed on the major stages of the project, detailed the activities per stage, the resulting outputs and reports to be generated and prepared a process flow chart. They also reviewed the tools provided by the national PMT and localized them.

**Lessons Learned:**

Project Core Team must know by heart the concept, purpose, objectives and framework of the FACES project for these are very critical elements in making decisions and actions towards the realization of expected project outputs.

**D. Project area preparation**

A courtesy call on barangay officials, community leaders and other barangay workers of project site was done to orient them on the following:

- MDG-FACES Project goals and objectives
- Initial results of CBMS survey
- Identification of potential MDG-FACES family
- Discussion and prioritization of child issues.

On-site inspection, validation, barangay mapping of project site led by the city mayor together with the members of the Management and Project Teams were conducted. Target families were visited to validate their actual situations.

Forty (40) families were selected. The FACES child in the family was further selected by the team in consultation with the mother. Forty children (20 boys and 20 girls) together with their mothers were finally chosen. Some parents specially the mothers were excited but others were skeptical because they did not fully understand the project yet. With the help of the barangay officials and project team, parents were gradually convinced that they would benefit from the project.

## II. Problems and issues identification and stakeholders' commitment

The launching of the MDG-FACES Project in the project site was a 1-day activity participated in by the City Mayor, NGO representatives, FACES Project Team, TWG, barangay officials and the 40 FACES families. The specific activities included:

1. Formal presentation of the MDG-FACES to the barangay.
2. Message of the City Mayor urging everyone to cooperate and be committed to the project.
3. Presentation of the 40 family beneficiaries
4. Distribution of school bags and supplies to FACES children by an NGO representative.
5. Orientation and organization of FACES families and identification of child-related issues, needs and problems

The 40 selected families were organized and oriented about the MDG-FACES. Four Integrity Circles among the 40 families were also established. The families were subdivided into 4 groups of ten. Officers were elected and each officer is paired with another family. Needs, issues and problems of FACES families were determined and prioritized using the Technology of Participation (TOP). The identified priority child-based issues to be addressed were: a) inaccessibility of potable water system; b) lack of toilet facilities c) poor housing; and d) low income. A family covenant was provided and was explained to them as their pledge to their families and the city government. The FACES Pledge of Commitment served as their agreement to the planned project activities and as their families' monitoring guide in meeting the project's objectives



### III. Strategy formulation and implementation



1. Livelihood Training on dressmaking, tailoring and meat processing - LGU, TESDA
2. Value Formation Seminar – LGU, SPUP
3. Bigasan Ng Bayan - CSWD, DSWD, NFA
4. SEA-K - CSWD
5. Housing - LGU,PS
6. Water System - LGU, MDG -FACES family
7. Procurement of sewing machine -LGU
8. Installation of toilet facilities - LGU, FACES family
9. Supplemental Feeding of Underweight Children- LGU
10. Rehabilitation of severely underweight children- LGU
11. Surgery of child with broken arm-LGU
12. Road Improvement - LGU

City and barangay levels multi-stakeholder dialogues were conducted to operationalize established Quick Response Mechanisms such as the CCPC and the BCPC. Community strategies for monitoring were established like the following:

- BCPC monitoring
- Weekly meetings on values formation
- Daily check-ups for hygiene and meals
- Weekly monitoring of agreements

Sources for potential technical and financial assistance to concretize the demonstration projects identified in response to the issues/problems embodied in the FQAG were identified and a list of identified doable demonstration projects to be executed in the project site including the networks and partners to implement the project was drawn up. The following partners were identified:

Demonstration projects were packaged. Project proposals were prepared for the identified demonstration projects for funding and for networking. Networks with identified stakeholders were established for collaboration.

The demonstration project on livelihood training for dressmaking and tailoring was undertaken with the LGU providing a budget of P15,000.00 for the training and TESDA extended their technical assistance for 1 week for 20 FACES mothers. Four units of sewing machines were provided by the city government to support the FACES mothers who were trained in dressmaking and tailoring.

The values formation seminar was a collaborative undertaking among the FACES Management and Project Teams, officers of the Integrity circles and SPUP. Two

activities were designed namely: 1) seminar to uplift the morals of the FACES families as partners in the realization of project goals and 2) campus tour of SPUP.

The Bigasan ng Bayan project assisted the qualified FACES family to become a “Tindahan Natin” Operator. It was a collaborative work of the CSWDO, NFA and DSWD. The CSWDO was responsible for identifying qualified beneficiaries from among the FACES families which was then validated by the DSWD R02. DSWD R02 extended financial assistance of P20,000 payable within 1 year. NFA was responsible for providing rice stock and issuing the license to operate the store.

The Self Employment Assistance - Kaunlaran (SEA-K) project was extended to 20 FACES families who had: existing livelihood project except livestock, no vices, had children who were OSYs and with at least 5 family members. This collateral-free micro-credit project adopted a progressive loan schedule. For the first level, a qualified beneficiary could avail of a loan amounting to P4,000 payable in 100 weeks. It was required that a borrower pays P70.00 per week: P 30.00 for savings and P 40.00 for roll-back. Once the first level loan was fully paid, a borrower could avail of a loan amounting to P10,000 payable in 3 years with a weekly payment of P200.00. The project adopted the Grameen Bank model where borrowers were grouped into integrity circles and were accountable for the payment of each member’s loan.

In the construction of 5 low-cost housing units, project funding of P50,000 was provided by the city government while the labor for the construction was jointly provided by the city government carpenters and FACES family recipients. The lot was owned by the city government. There was no documented arrangement made between the city government and the 5 FACES families except

that the FACES families were allowed to occupy the area. Four units of artesian wells were installed to address the inaccessibility of potable water system in the project site. The funding was provided by the City government while the labor was provided by the FACES families. Fifteen units of water seal toilets were provided by the city government to 15 families who did not have toilet facilities. The project improved the road and passages within the FACES community. The city government provided 15 loads of gravel for this purpose.

Severely underweight children were rehabilitated. The children were first weighed in June 2008. The underweight children were examined at the Peoples Emergency Hospital and were de-wormed. Supplemental feeding, vitamin supplementation and mothers’ classes were undertaken to improve family nutrition. Severely malnourished children were treated for scabies. Medicines were provided. Surroundings and houses were kept clean. The children’s weight was monitored every month. During the Nutrition Month, the children were included in the supplemental feeding activity conducted in Tuguegarao East Central School.

The projects were integrated into the Annual Investment Program (AIP) of the city.

#### **IV. Follow-up and consolidation**

This phase included three sub-stages:  
1) implementation of action plans;  
2) monitoring and evaluation; and  
3) up-scaling and institutionalization.

### **A. Implementation of action plans**

The implementation of demonstration projects were undertaken through the convergence approach. Corresponding timelines and arrangements among the different stakeholders as earlier defined were followed. Ten of the 11 demonstration projects were completed during the period June to November 2008 and 1 was on-going as of reporting date (construction of low-cost housing unit).

### **B. Monitoring and evaluation**

Monitoring strategies were executed in this stage. Key players to monitor and evaluate the FACES project were identified and assigned.

1. The family covenant was monitored through the use of the FACES Progress Report Card of the Child by the FACES mother and FACES TWG, meetings with support group and participation of FACES mothers in FACES projects.
2. The use of the FQAG was monitored by the Team Leaders of the Integrity Circles and FACES TWG through weekly meetings. Team Leaders of Integrity Circles(TLIC) conducted home visitation among their members to check hygiene and household sanitation and to know problems plaguing their members vis-à-vis the realization of their family covenant. The results of monitoring among the TLIC were discussed during the weekly meeting with FACES TWG.

3. The FACES Annual Work Plan implementation was monitored by the Management Team and Project Team through the following:
  - use of a Gantt Chart
  - integration of FACES projects in the city plans and budget
  - on-site visits
  - consultation with FACES families
  - consolidation of reports by the FACES Focal person for monthly progress reporting
  - preparation of end of project report
4. Business meetings among the FACES cities, the national PMT and other stakeholders.

### **C. Up-scaling and institutionalization**

1. Continuing technical assistance to the BCPC in areas of:
  - Food security
  - Livelihood and employment
  - Health and nutrition
  - Environmental management
2. Continuing monitoring of children's progress
3. Revision of the City Child Welfare Code and the Gender and Development Code
4. Inclusion of MDG-FACES in city legislation
5. FACES families to mentor other families in the slums
6. Continuing education for city officials, CCPC, BCPC and barangay teams
7. Including the MDG-FACES in criteria for the annual search for the city's Most Child-Friendly Barangay



The aforementioned projects to institutionalize the MDG-FACES were considered priorities of the city government especially in preparation for the replication of the project in the 49 barangays of the city.

## ANALYSIS AND LESSONS LEARNED

The FACES project was a holistic and integrative development intervention aimed at improving the socio-economic well-being of the poor families particularly children in the slum areas. It was a family-based and child-focused project employing the community organizing approach.

Generally, the MDG-FACES project in Tuguegarao City was a success. Although not all the planned activities in the different project components were completed in accordance to the timeline, outcomes were greatly felt by the community in terms of improving the quality of lives of children in the slum. This could be attributed to the following facilitating factors:

1. Clear and well-defined project objectives contributed largely in marketing the project to other stakeholders for their technical or financial support. The indicators to measure project results were easily understood even at the family level. Realistic, simple and doable activities were clearly laid down and corresponding resources to concretize them were easily accessed and provided.
2. Size and timeline of the project. The concept of piloting the project in just one purok of a barangay among 40 selected families made the project easy to manage and deliver expected results. It allowed a personalized approach in the implementation of the project in the community. The limited time for project implementation served as a “push” factor for the Project Team to achieve results. Their patience, persistence, visibility, creativity and resourcefulness were critical in mobilizing and gaining the respect of the community. Management by “tutuk (focus),” which was not evident in managing regular government projects, was adopted. Efficiency and effectiveness as values of good governance were clearly exhibited in the project.
2. Appropriateness of strategies and methodologies employed. The strategies and methodologies used in the project showcased the elements of good governance. Focused targeting as an approach in the selection of project site and recipients was very effective. Thus, scarce resources were not dissipated and were judiciously used for the development of the poorest of the poor who were willing to improve their lot. The project exhibited how efficiency and social equity as values in development were realized. The family-based and child-focused approach increased the degree of willingness of the community to work cooperatively with the government because they knew

that the result of their work would uplift the welfare of their children. This encouraged the community to use their initiative and resourcefulness as partners of the Management and Project Teams to realize project goals. The convergence approach helped in pooling resources needed to implement the project. The government, NGOs, academe, GOCCs and the business sector participated in the execution of project activities. Finally, the community organizing approach mobilized and steered the different stakeholders to operate as an organized group. The FACES mothers' organization and the integrity circles made the group very cohesive in participating in the different processes of project development and management. Because their organization served as conduit for the delivery of basic services, a sense of ownership of the project was developed among them resulting in a greater commitment and motivation for the group to move on. The regular visits of officers and team leaders of the Integrity Circles to each FACES family to monitor the cleanliness and sanitation of their surroundings developed a strong concern for each other. Regular meetings to monitor the status of their pledge of commitment and the use of their family quick action guides enhanced their capacity to access social services from the city government. This created a paradigm shift on how they viewed the political leadership and the government bureaucracy. They felt more confident and trustful than before to access the services of the city government. The women were very proud to say that they gained a "voice" to recommend interventions to improve their plight.



2. The strong leadership support contributed a lot in fast-tracking the project. The visibility of the City Mayor in the project site coupled with the good rapport established among the city officials, barangay officials and the FACES community contributed to the project success. The innovativeness and creativity of the Project Team fast-tracked the pooling of resources from several networks. Moreover, the past experiences of the city government in the implementation of various successful projects in partnership with other GOs and NGOs proved to be of great help.

However, the FACES project in the city had its own share of weaknesses. The following were the issues and challenges that could impede the sustainability or replicability of the project:

1. Some FACES mothers still clung to the dole-out paradigm. Apparently, being poor was an excuse to being "dependent". The "wait-and-see" attitude was a potential deterring factor. Seemingly, the short period of time for value reorientation and for empowerment was not enough. Hence, it was recommended that

timeline for social preparation should depend on the preparedness and experiences of partner families as development partners.

2. The project site was strategically located in the heart of the city and very accessible to transportation and communication facilities. However, its geographical characteristics and location had no potential for expansion. It was a flood-prone, low-lying and rolling area along the Pinacanauan River. This situation discouraged the establishment of permanent and sustainable infrastructure.
3. The community organizing approach was not a one shot deal in realizing project goals. This required enough time to transform the behavioral characteristics of people to become participative and responsive partners in development. Their culture, traditions, social and economic status were taken into account. Although gains in women capacitation were observed, it was sad to note that a significant portion of the community still clung to their old paradigms. This could be attributed to the short period of time for social preparation.



Looking at the totality of the project, it is recommended that it should be replicated to other cities and municipalities in the country where there are urban poor dwellers still hoping for one thing, “Mukha ng Dukha Giginhawa” (MDG) or “The face of the very poor will improve.”.

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## Glossary

*City Core Team* – sometimes called the technical working group or project team, is a select group of project experts selected from various local and national government offices, CSOs and private sector groups tasked to lead the implementation of the project.

*Demonstration project* –provides the means to introduce and experience innovative ideas and approaches and prepare the way for replication and up-scaling. It follows 3 principles: small scale and short project cycles, demonstration *ex-ante*, following the demonstration-monitoring-replication cycle.

*Institutionalization* –the process of making an idea or a newly introduced structure a permanent and integral part of a government setup.

*Integrity Circle* –is a group of citizens and organizations sharing common organizational goals that voluntarily form themselves into a self-managed coalition to promote and institutionalize mechanisms for transparent and accountable governance.

*MDG localization process* –mainstreaming the MDGs in local governance process down to the lowest political level, the barangay or village, the smallest political entity and local governance structure nearest to the constituents..

*Quick Response Mechanisms* – short-term measures and avenues of action to quickly address arising problems.

*Replication* – adoption of a process or method successfully tested elsewhere in another area or project site.

*Up-scaling* – infusion of heavier investments in terms of human capital and financial resources to achieve higher results.

*Sustainability* – the capacity of a given project to go beyond its given “life cycle” and evolve into a permanent structure in the community.

## Acronyms

AIP	Annual Investment Program/Plan
ALS	Alternative Learning System
AWP	Annual Work Plan
BCPC	Barangay Council for the Protection of Children
BM	Business Meeting
BOC	Barangay Operations Center
CARE	Common Action Revitalizing the Environment
CBMS	Community-Based Monitoring System
CCT	City Core Team
CHO	City Health Office
CPDO	City Planning and Development Office
CPRC	Child Progress Report Card
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
CSWDO	City Social Welfare and Development Office/r
DepEd	Department of Education
DILG	Department of the Interior and Local Government
DOH	Department of Health
DSWD	Department of Social Welfare and Development
EPR	End of Project Report
FACES	Family-based Actions for Children and their Environs in the Slums
FAITH	Food Always In The Home
FGDs	Focus Group Discussions
FQAG	Family Quick Action Guide
GUG	Good Urban Governance
HUDCC	Housing and Urban Development Coordinating Council
IC	Integrity Circle
IEC	Information, Education and Communication
IGACOS	Island Garden City of Samal
LCE	Local Chief Executive
LCP	League of Cities of the Philippines
LCPC	Local Council for the Protection of Children
LSDEC	Livelihood Skills Development and Enhancement Center
LGA	Local Government Academy
LGUs	Local Government Units

L-MDGs	Localization of the Millennium Development Goals
LRI	Local Resource Institutes
M&E	Monitoring and Evaluation
MBN	Minimum Basic Needs
MDG	Millennium Development Goals
MRF	Materials Recovery Facility
NCWP	National Council of Women in the Philippines
NGAs	National Government Agencies
NGO	Non-government organization
NUDHF	National Urban Development and Housing Framework
ORPO	Olingan Relocation People's Organization
PBSP	Philippine Business for Social Progress
PHOAI	Penaplata Home Owners Association Inc.
PMT	Project Management Team
PS	Private Sector
QRM	Quick Response Mechanisms
RIC	Rural Improvement Club
SK	Sangguniang Kabataan
SP	Sangguniang Panlungsod
TESDA	Technical Education and Skills Development Authority
TOP	Technology of Participation
TWG	Technical Working Group
UDM	Urban Decision Making
UN	United Nations
UNCHS	United Nations Centre for Human Settlements
UN-Habitat	United Nations Human Settlements Programme
UNDP	United Nations Development Programme
UNIFEM	United Nations Development Fund for Women
UNICEF	United Nations Children Fund
UPAO	Urban Poor Action Office/r
UPAP	Urban Poor Amelioration Program

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Local Government Academy



Department of Interior and Local Government



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Philippine Business for Social Progress



League of Cities of the Philippines



Housing and Urban Development Coordinating Council

Santiago City



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