LICKING POVERTY WITH SELF-RELIANCE:
A Story of the Batangan Community in Balani Village, Sablayan, Occidental Mindoro, Philippines

INTRODUCTION

In 1957, the International Labour Organization (ILO), promulgated Indigenous and Tribal Peoples Convention No. 107, an accord which essentially seeks to integrate the Indigenous and Tribal Peoples into the mainstream of society.

This Convention was however revised in 1989 owing to an emerging preference of Indigenous and Tribal Peoples to develop within the framework of their indigenous culture. The revised version, which is entitled Indigenous and Tribal Peoples Convention No. 169, is oriented towards protecting and promoting the right of Indigenous and Tribal Peoples to self-determination.

In keeping with the spirit and intent of this Convention, the ILO launched a programme in 1993 which aims to help the Indigenous and Tribal Peoples to determine and pursue the course of their development, using their own resources and indigenous knowledge. The programme is called INDISCO which stands for Inter-Regional Programme to Support Self-Reliance of Indigenous and Tribal Peoples Through Cooperatives and Other Self-Help Organizations.

As a multi-lateral technical cooperation programme, the INDISCO is being pursued by the ILO through its Cooperative Branch in Geneva and area office in Manila. Programme execution is carried out in coordination with the Philippine government, the concerned donor agencies and target communities.

The Philippines was selected as one of the beneficiaries of the programme following an ILO-UNDP (United Nations Development Programme) Technical Support Services (TSS-1) Mission to the country in 1993. During the mission, it was clearly established that there is a need to assist the country's indigenous peoples in their effort to revive and strengthen their individual and collective self-reliance through community-driven social, cultural and economic development initiatives and to test and develop more effective approaches in the delivery of support services to them.

Among the communities initially targeted for the pilot implementation of the programme were: (1) the Kankana-ey women residents of San Carlos Heights, Baguio City in the Cordillera Administrative Region; (2) the Batangans of Balani Village, Sablayan town in Occidental Mindoro; (3) the Sama tribal folks of Bakong and Panglima Mastul, Simunul, Tawi-Tawi; (4) the Maranao, Maguindanao and Tiruray communities in Tugaya and Marantao in Lanao del Sur, Luia in Sultan Kudarat and Upi in Maguindanao; (5) the Matigsalog and Manobo communities in Kitaotao, Bukidnon; and (6) the B'laan and Tagakaolo communities in Malungon, Sarangani province.

The following account tells the story of the Batangans, a gentle and peace-loving people living in the hinterlands of Mindoro island.

The story is an attempt to chronicle the struggle for survival of these semi-nomadic people who were forced to make changes in their way of life in order to cope with the demands of modern society.

It is a testimony that with properly administered assistance, the Indigenous Peoples can rise above poverty and deprivation through self-reliance.

A WANDERING TRIBE

For centuries, the Batangans roamed undisturbed in the mountains of Occidental Mindoro. Having no permanent houses and villages they considered the wilderness around them as their home.

The Batangans of Occidental Mindoro

Originally, the Batangans were called "Tau Buids" which means "people of the mountains". They are believed to be part of the aboriginal groups of the Philippines, the Negritoes. Having an average height of only four to five feet, they are generally of small build with kinky hair. For clothing, they use pieces of loin cloth made of tree bark.

The traditional leader of the Batangans is called *Funan*. He is always a widely respected member of the community mainly because of his courage and wisdom. His main function is to settle disputes and impose sanctions on erring community members.

2

The *Funan* is also considered a medicine man, an expert on indigenous medicine, who is sought by his people in times of illness, especially if the same is believed to have been caused by evil spirits.

The Batangans hunt wild animals and birds and gather wild fruits for food. Against the elements, they use the dense vegetation of the forest and deep caves that abound the island for shelter.

Except for the evil spirits which they call *Labang,* they had no one to fear. They feel in harmony with everyone and everything around them.

They often performed rituals to appease their many gods, especially *Alulaba Fuyusan,* the highest of the gods. To them, *Alulaba Fuyusan* is the provider of the comforts and the bounties of life.

"In years past, we lived in these lands peacefully and contentedly" Nonoy Lindoyom, a Batangan elder noted, quite sadly, through an interpreter.

Lindoyom was referring to the early part of the century when their ancestral domain was still free from intrusion and exploitation by lowlanders.

With continuing encroachments into their ancestral domain, however, the Batangans concede that their life as a people will never be the same again.

STRUGGLE WITH THE SYSTEM

Based on their own oral history which was handed down from generation to generation, the Batangans used to occupy the vast tracks of forest lands covering the Sablayan plains in Occidental Mindoro.

In recent years however; the bounties of the forests attracted a large number of lowlanders and businessmen who brought in modern tools and technology to exploit the natural resources. With their powerful equipment, the "intruders" hunted the wild animals in the forest, caught the fish in the river, cut down the trees and took out the rare plants for commercial purposes.

As the settlers and business groups continued to encroach into the area, the Batangans were relently pushed inland, thereby losing so much of their ancestral territory. Now they feel that they have reached the top of their last mountain.

The Batangans "at the top of their last mountain"

"We always thought that the hills and the mountains were meant for us and not for anyone else" said elder leader Lindoyom. "But what is presently happening is exactly the opposite", he added with undisguised bewilderment.

The worst moment came when the Batangans were told that they actually have no right over the forests because these are natural resources that belong to the state. Under the law, only those who were granted licenses and permits can make use these resources.

Lindoyom also noted that since the encroachment into their lands began, the Batangans saw the wild animals, birds and fishes they used to depend on for survival slowly disappear. As a consequence, they were forced to go deeper into the wilderness to pursue their traditional hunting and gathering activities.

The consequences of modernization seem to leave no room for the Batangans.

In the 1980s the government declared the foot of Mt. Iglit Bako in Occidental Mindoro as a Tamaraw reservation. This means that the entire area is set aside to serve as sanctuary for the Tamaraw, a carabao-like creature, found only in the island and considered an endangered specie.

By virtue of the declaration, a large portion of the ancestral domain of the Batangan has become part of the reservation and restricted from the hunting and food-gathering activities of the community.

This condition was aggravated in the early 1990s when another large portion of the ancestral domain was appropriated, under the Government's Comprehensive

Agrarian Reform Program (CARP), for distribution to various beneficiaries. Most, if not all, of these beneficiaries do not belong to the Batangan community.

REBUILDING A SHATTERED LIFE

To the Batangan community, the effect of the loss of most of their ancestral domains was devastating. It is the same traumatic effect that many other Indigenous Peoples in the country have experienced under similar circumstances.

As if in a daze, the Batangans saw their traditional environment slip away, together with their indigenous sources of livelihood. Gone are the days when, feeling hungry, they would simply go the nearby river to catch fish or dash to the nearby forest to hunt wild animals and pick fruits.

With progress and modernization coming right at their doorstep, the Batangans were forced to find ways and means to survive and adopt to the changing environment.

"We feel like we have awakened from a pleasant dream and found ourselves confronted by the harsh realities of life in a modernizing society", Lindoyom said in his attempt to describe the situation in his community.

In the midst of this socio-economic and cultural turbulence, the Batangans, however, did not choose to give up. Moved by a strong determination to survive, they decided to stay together in one place and make a living out of the land and the few remaining resources. Learning from the migrant settlers, they began to cultivate the soil and raise some crops for food. They too began to make huts for themselves with small wooden poles, cogon grass and vines.
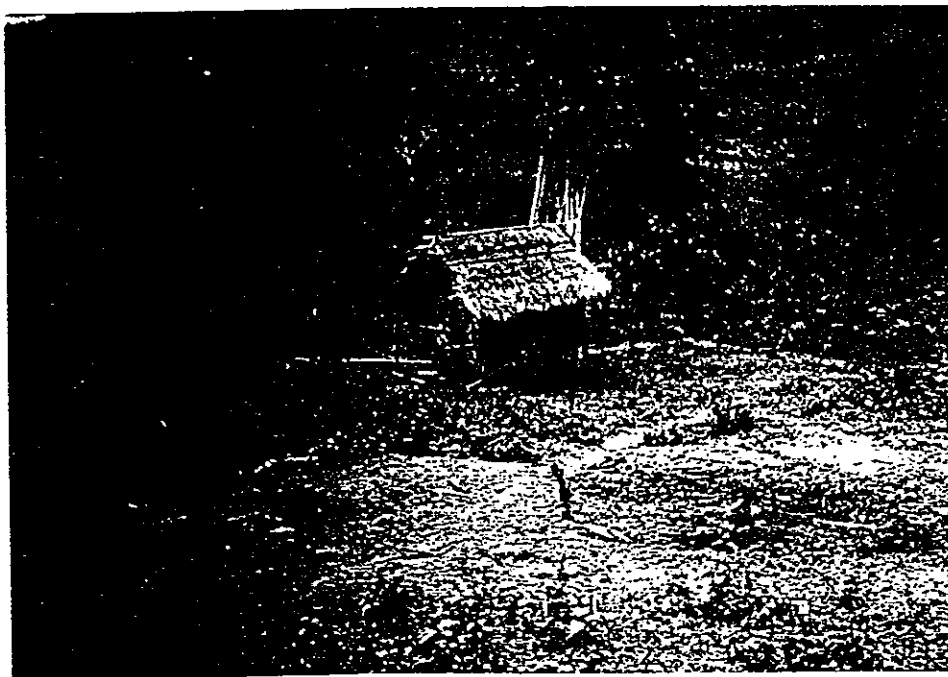
A typical Batangan hut

To be able to effectively relate to the growing number of migrants in their midst and to cope with the demands of their new lifestyle, the Batangans had no other way but to adopt some practices of the people around them such as wearing commercially-produced clothes, selling goods for money and sending their children to school.

Throughout the period of adjustment, the Batangans had to depend on one another. They took steps to strengthen their traditional practice of "tarabangan" (social obligation to help) and through this system, helped each family to settle down.

Their emerging community life was boosted substantially when in 1992, they needed the advice of concerned agencies and started to form their own cooperative. Called "Balani-Multi-Purpose Cooperative (BMPC), it was registered in 1993 with the Cooperative Development Authority (CDA).

With their cooperative showing signs of stability and promise, the Batangans soon obtained much need assistance from concerned government agencies. From the Office for Southern Cultural Communities (OSCC), they were able to have a small potable water system built for the village. And from the Provincial Government of Occidental Mindoro, they obtained a soft loan to add to their starting capital which they were able to repay after only one year of operation.

FORMIDABLE HURDLES

Molded by centuries of nomadic existence, the Batangans at the beginning found community life an ordeal which they had to bear everyday. This made the urge to revert to their original lifestyle so strong that in many occasions, the break-up of the new village seemed inevitable. Only the realization that the bounties of the forest are not as abundant as they used to be prevented this from happening.

"As a settled community, our difficulties have been almost unbearable that, at one time or another, we thought of abandoning our village altogether and returning to the forest" Lindoyom, explained.

Many of the problems that have weighed heavily in their community life were traced to their lack of skills in running the affairs of the community. Like other indigenous peoples of similar characteristics, the Batangans had a very loose leadership structure and political organization.

The seemingly endless and insurmountable economic difficulties were also among the major concerns of the new community.

Eddie Burugawon, a community member and farmer, recalled that when they were organizing their cooperative, they were asked to contribute P200.00 each as share capital. Many of the community members reacted negatively to the request. Some of them openly complained that considering the hard times every family was going through, the contribution seems unreasonable.

6

"We thought at first that this was actually a way to divest us of our hard earned money" Burugawon said. This fear became so widespread among the villagers that the President of the Cooperative, Loreto Mendelar, had to guarantee that their money will not be lost and that they can take back their contributions anytime, if they want.

Rivalry among the leaders has also began to weaken the fragile structure of the community. There were times the rifts were so serious that they threatened to divide the people into factions.

Mendelar recounted many instances when the structure of their fledgeling organization was shaken by the intrigues, resulting from the leadership struggles. In certain cases, contending leaders even debated the possible dissolution of the organization.

In each case, however, the elder tribal leaders intervened to help prevent the collapse of the cooperative. They explained to the villagers that with the changes going on all around them, their only chance of survival is to bond themselves together and to work collectively against exploitation by migrant settlers and other groups. The cooperative they reasoned is a very good framework for their unity and a vehicle for their progress.

It was a choice between a hard but stable community life and an easy, carefree, nomadic but uncertain individual life.

ILO-INDISCO INTERVENTION

On June 25, 1994, while Chieftain Mendelar was on his way to the farm, a young boy came running to him and excitedly announced the presence of visitors who requested to talk to the village tribal chieftain.

"At first I thought that the new arrivals were again the so-called researchers from Manila and elsewhere. These researchers often come to our village, take pictures, conduct interviews and leave without telling us exactly what they intend to do with the information they gathered", Mendelar later recounted.

The visitors, who were accompanied by the provincial OSCC officer, turned out to be representatives of the ILO office in Manila.

In an informal meeting with the village leaders, the ILO representatives explained that after learning of the plight of the Batangan community, it was decided that an on-site fact finding mission be sent to the area to determine the necessity and practicality of including the community among the ILO-INDISCO's pilot project sites. After listening to the explanation, Chieftain Mendelar expressed the leaders' collective response with these words: "There is no question about us needing help in our struggle for a better life. For this reason, we will, of course, appreciate any help you can give us. We hope however that unlike other similar groups who came here before, you will really come back with the assistance you have just discussed with us".

On October 15, 1994 with a $16,000 initial grant from the Danish International Development Agency (DANIDA), the ILO-INDISCO project was formally launched in Balani village.

About 200 men and women from the village gathered for the launching ceremony. It was obvious that they came to the occasion with high expectations. Somehow, they felt that this was different from past experiences wherein the most that could gather were stop-gap measures and promises for future assistance.

Occidental Mindoro Governor Josephine Ramirez Sato, who was in attendance, explained during her talk that the objective of the ILO-INDISCO to support indigenous peoples' self-reliance is very laudable and timely. She said that indeed what the indigenous peoples need during these times is a stronger self-reliance rather than too much dependence on limited government or NGO services.

Governor Josephine Ramirez Sato exalting
the Batangans to strive to become truly self-reliant

The launching activity was highlighted by a dialogue with community leaders wherein the responsibilities of the Balani Multi-Purpose Cooperative, as a project implementor, were reviewed and the main points of the community workplan were decided upon. Also given prominence in the discussion was the identification of concerns where local and national government agencies could contribute to the project.

HANDS-ON TRAINING ON SELF-RELIANCE

An important feature of the ILO-INDISCO's strategy in delivering support services to the Indigenous Peoples is the setting aside of the traditional practice of

implementing community development projects through NGO conduits. Guided by the observation that this practice is not entirely consistent with INDISCO's thrust to help Indigenous Peoples strengthen their self-reliance, the programme encourages its partner communities to implement the project themselves.

Balani village became the first pilot site for this methodology. When informed about this new approach, the village leaders were, at first, unbelieving. "It sounds very good but as you can see no one among us is educated enough to be able to do the task" Chieftain Mendelar said, apologetically.

With encouragement from the cooperating agencies and the ILO-INDISCO project staff, however, the PO, which is the Balani Multi-Purpose Cooperative, took up the challenge of implementing the project. This took place after they were informed that it would even be very much appreciated if they could do the task with their own indigenous knowledge systems and practices.

The first step they took was to make adjustments in their organizational structure and go through some important trainings. Soon after, the villagers began to gain control of the management of the project.

Whereas before, they were hesitant to even voice out their opinions on what and how activities are to be done without the prodding of the project staff, now, they freely and openly discuss their ideas and recommendations. They are, in fact, already making collective decisions and asking the project staff to act on them, accordingly.

Batangan community members and leaders making collective decisions

Among the activities that they themselves decided, planned and implemented were the follow-up community orientation on the project; finalization of the workplan; and the setting up of basic community facilities such as an office for the cooperative, a multi-purpose building where trainings and meetings could be held, a fruit tree nursery, a small demonstration farm and a community irrigation system.

Soon after, the village came alive with many income and employment-generation activities aimed at making the community rise above poverty.

Farm production skills trainings were conducted to help villagers strengthen their capability to produce sufficient food and generate greater income and employment opportunities for themselves. Alternative sources of livelihood were also initiated through other forms of skill trainings.

Sloping Agricultural Land Technology (SALT) was introduced to reinforce the indigenous methods of stabilizing the soil in the upland farms. Techniques in diversified farming and multiple cropping were also demonstrated to give the villagers choices in terms of production alternatives.

An on-site training on diversified farming and multiple cropping

Through the equipment funds of the project, several implements such as plows, harrows, pick mattocks, garden tools and a hand tractor were procured by the community for the farmers' common use. Sewing machines were also purchased for the production of ready-to-wear clothes especially for the children.

A Revolving Loan Fund (RLF), which serves as the community's credit facility, was set up and operationalized through the BMPC. Community members consider the RLF as the most significant support mechanism in their bid to strengthen their self-reliance. They were very much appreciative of the project upon realizing

that they indeed own and operate the fund and that the only "repayment" to the ILO-INDISCO is for them to sustain and, in time, enlarge it.

Expressing the community's sentiments regarding the RLF, Bernabe Lusnawan, who is among the younger tribal leaders said, "Before this fund was given, it was very difficult for us to do anything that involves the use of money, such as better tools for the farm and seeds for planting. But now, with our RLF, many things have become possible".

For a Batangan farmer, owning a carabao is a cherished dream. And, to many of them, this dream has come true with the introduction of the RLF. As carabaos could not be purchased with equipment funds, the farmers decided to borrow from the RLF and use part of the loan to buy their carabaos. To date, the village has at least 24 carabao standing ready to serve their masters.

A young Batangan farmer working the farm with a carabao

MODEST SUCCESSES

When he came to Balani village several years ago, Aaron Lanyongman's only property was an old bolo and a spade.

"Even if I wanted to, I could not cultivate a bigger area because I had no money to buy better tools and other farm inputs", Lanyongman used to say.

His average income of P500.00 a month was barely enough to feed his family of six. Together with able family members, he would often resort to getting additional foodstuff from the old practice of hunting and gathering which have already been rendered very difficult by scarcity.

But today after getting a loan from the RLF, Lanyongman already owns a carabao, plow and harrow. With these implements, he was indeed able to cultivate a wider area and correspondingly increased his production.

As it happened, Lanyongman was indeed able to net P2,500 in his first harvest after taking the loan. With additional cash crops, such as ginger and bananas, he now aims to achieve an average monthly income of at least P4,000 in the next year of operation and further increase the same every farming season thereafter.

Aaron Lanyongman showing off his abundant harvest

Lanyongman's success story is also happening to other folks in the village like Tirso Magundi and Eddie Burugawan. Having experienced the enabling effect of the project, everyone in the village seems to have found a reason to look forward to a better life.

At present, the RLF has already reached the amount of P433,597.00. Through the effective management of the BMPC, the money is efficiently circulating among the members of the community. Neighbouring communities are now watching the Balani folks and some of the tribal elders are contemplating to set up their own cooperatives and to try to follow BMPC's example.

The literacy rate in the village has moreover improved significantly. Under the capability-building component of the project, functional literacy classes have been conducted and some of those who went through these classes were trained to share their knowledge to the others as para-teachers.

Health consciousness is also beginning to heighten as medical missions by various cooperating government agencies regularly visit the village. A village paramedic team has been formed and put in operation.

The Batangan women are now starting to play more substantive roles in all community development undertakings. To sustain these gains, the women formed their own women's organization. For the first time, a Batangan woman was elected as a member of the Board of Directors of the village cooperative.

As part of its preparations for the ILO-INDISCO's phase-out, the community has taken steps to sustain and develop its partnership with the selected cooperating agencies and NGOs. By way of this partnership, the community will continue to receive basic social services and infrastructure support.

Overall, it has become apparent that with the ILO-INDISCO intervention, the Batangans in Balani village have transformed themselves into a socio-economically viable community with bright prospects for greater self-reliance and progress. Community members are working very hard to keep their unity intact. As their labors began to bear fruit, they too found sufficient collective strength to hold their ground against further encroachments into their ancestral domains and also against those who are unwilling to recognize and respect their rights as a people.

"With all these developments in our village, we feel that as a community we have already planted our feet firmly on the ground", Chieftain Mendelar said.

Progress in the community is reflected by the increasing area of cultivated farmlands

Assessing the progress they have so far attained, the Batangan folks felt proud of themselves for having done what they thought they could not do in the beginning. They believe that like the tall and sturdy trees in the mountain, their new found capability will protect them from the storms and provide them the comfort of life that they once enjoyed while they roamed the hinterlands of Occidental Mindoro.

As proof of their growing confidence in themselves and their willingness to continue their journey to progress through their individual and collective self-reliance, they chose to forego another year of direct partnership with the ILO-INDISCO. Instead, they recommended that the benefits be extended to the Batangans in the nearby village of Balangabong who, like they were two years back, are in dire need of support.

FUTURE CHALLENGES

Three years after the implementation of the project, the Batangans are positive that a happier and more productive life for them is within reach. They are confident that in time, they would become a fully self-reliant community.

But as they continue to be exposed to the realities of a modernizing lifestyle, they realize that they must not let their guards down as they strive to consolidate the initial gains they have already achieved.

In the future, they want to make the RLF a stable community financial institution and therefore they hope to strengthen it through a system of continuing education. They are convinced that unless the Fund is institutionalized, it will go the way similar initiatives in other villages have gone — a depressing failure.

The expansion of the community coopertive is another concern of the Batangans. They hope to extend their services to the neighbouring villages so that in the end, all of them would profit from the undertaking.

They also want to sustain the increasing level of their income through the production of more cash crops and the development of potential markets. They believe that as long as they can maintain the quality and quantity of their products they can ably compete in the local market.

For long term investment, the Batangans are planning to venture into agro-forestry by planting fast growing tree species like Gemelin, Bagrass and Mahogany. They see this venture as not only a way to ensure a source of income for them in the future but also a may to rehabilitate the environment in their ancestral territory.

Aware that education is their best weapon against poverty, abuse and discrimination, the community is devising a scheme that would enable them to help every deserving child in the village to pursue his/her studies at least through high school. This scheme will be called the Batangan Community Educational Fund. Through this facility, families could obtain loans on longer terms for defraying school expenses.

With these plans, the Batangans have a new set of objectives to pursue. Given their collective capability, they have no doubt that they can hurdle every challenge in the road ahead.

As they inch their way towards sustained self-reliance and progress, they still recall the days when they had to move from one place to another in search of food and livelihood.

But such recollection now forms part of the tribal rituals to rekindle the spirit of the tribal elders and to inspire the youth to strive to keep their wholesome community life. They know that it is only when they continue to live and work together that they could pursue their goals with dignity and pride.

Map of the
REPUBLIC OF THE PHILIPPINES

MINDORO

CALAPAN

MAMBURAO

BALANI VILLAGE

SN. JOSE

ORIENTAL
MINDORO

OCCIDENTAL
MINDORO
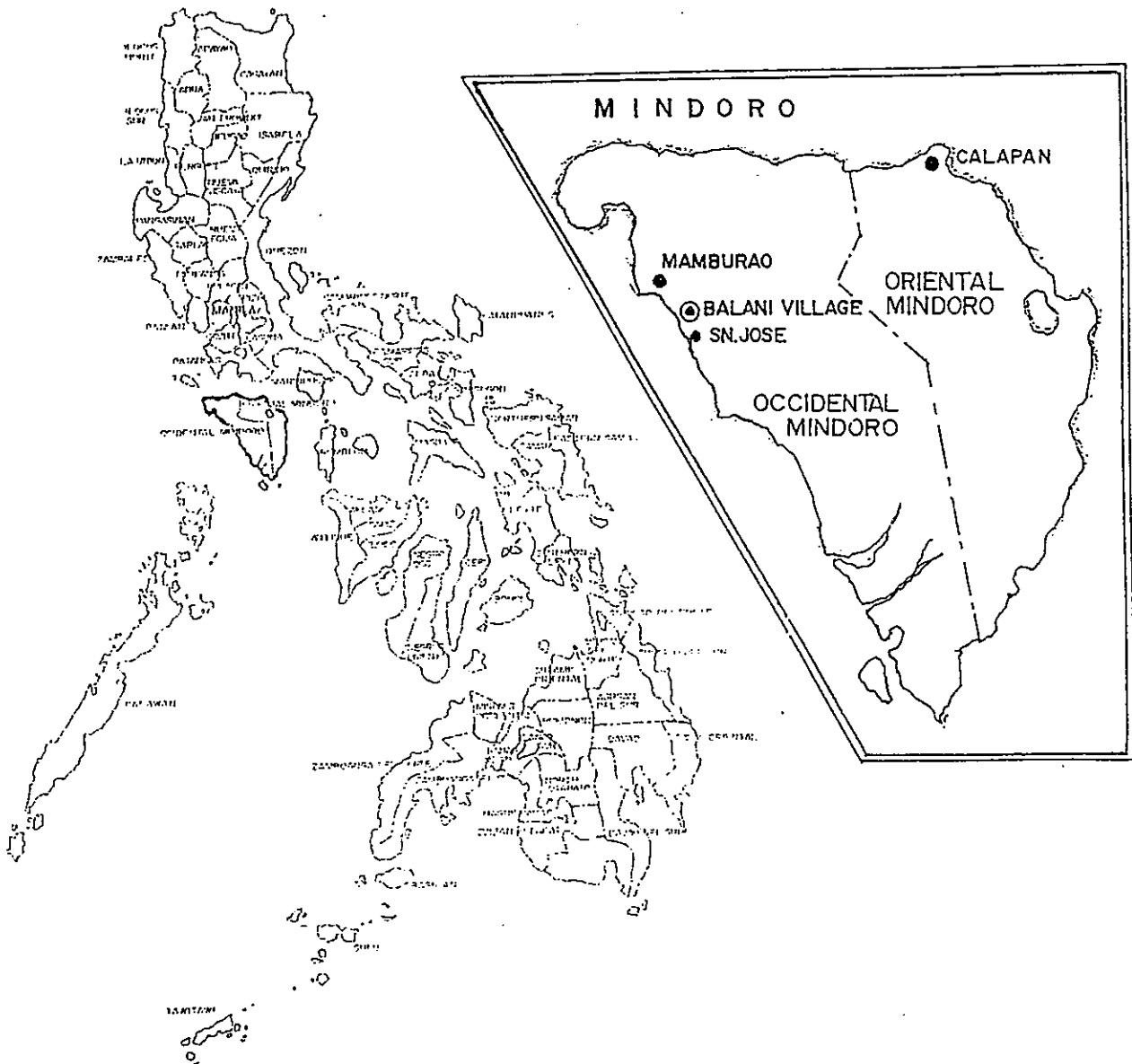
SHORT TERM ORGANIZATIONAL MANAGEMENT CONSULTANCY
March 1997

TERMINAL REPORT

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Under contract by the
International Labor Organization (ILO)-
Inter-Regional Programme to Support Self-Reliance
of Indigenous and Tribal Communities Through Cooperatives
and Other Self-Help Organizations (INDISCO)

Part I
ORGANIZATIONAL ASSESSMENT

MID-TERM ORGANIZATIONAL ASSESSMENT OF THE MATIGSALOG-MANOBO AND B'LAAN-TAGAKAOLO PEOPLES ORGANIZATIONS IN KITAOTAO, BUKIDNON AND MALUNGON, SARANGANI, RESPECTIVELY

I.   INTRODUCTION

In late 1995, the ILO-INDISCO launched Project PHI/95/M01/NET, entitled "Support to Management of Ancestral Domains by Indigenous Peoples under INDISCO". Two indigenous communities were immediately targeted for the pilot implementation of the project, namely: (a) the Matigsalog-Manobo community in Kitaotao, Bukidnon; and (b) the B'laan-Tagakaolo community in Malungon, Sarangani.

Consistent with the highly participatory approach being employed in executing the project, the target communities themselves were given the opportunity to serve as project implementors. Given this task, each partner community has federated its village-level indigenous and traditional organizations to form a domain-level peoples organization (PO) which acts as its representative in all matters pertaining to the development of the ancestral domain.

In Bukidnon, the peoples organization is the Federation of Matigsalog-Manobo Tribal Council, Inc. (FEMMATRICS) while in Sarangani, it is the Malungon Tribal Congress, Inc. (MALTRICO). Each PO is run by a Board of Trustees (BOT) and a set of officers headed by a President. The President also chairs the BOT. The FEMMATRICS and the MALTRICO are the mainstays of all capability-building and institution-building or strengthening initiatives and the foundations of sustainability for the project.

For purposes of the project, each community has also organized a project staff to take care of the day-to-day project implementation activities. The staff is composed of a Project Manager, an Administrative Officer and at least five Extension Workers.

The following organizational assessment is focused on the PO and the corresponding staff in each of the existing project sites. It was done over a seven-month period of close working relationship with the two organizations involving the delivery of technical consultancy services related to the implementation of the project and the organizations' initiative to formulate their respective operational guidelines.

Findings reflected in this assessment are based on the results of individual and group interviews as well as on-site observations, contained in periodic technical consultancy reports made from August 1996 to March 1997. The same findings reflect processes which the FEMMATRICS and MALTRICO have undergone in implementing project-related activities.

In carrying out this undertaking, the traditional diagnostic method of SWOT (Strengths, Weaknesses, Opportunities, Threats) was used as an analytical framework. Focus was given to an analysis of the organizational subsystems using the systems approach to organization and to organizational process assessment. The method was used to develop a qualitative picture of the organizational subsystems and of the processes that transpired during the period. It was also used to discover how each organization has responded or coped with the interventions or changes induced by the project.

From a technical point of view, this assessment approximates a case study of the two peoples organizations in relation to the implementation of the project.

II.   ORGANIZATIONAL ASSESSMENT OF THE FEMMATRICS

A.   The Organizational System

1.   Strengths

a.   Goal Subsystem — All members of the FEMMATRICS are in agreement with the expressed goal of the project, which is of sustainable ancestral domain management through individual and community self-reliance.

b.   Task Subsystem — Tasks are accomplished through individual effort. Individual members of the BOT and of the project staff take the initiative to do the tasks assigned to them.

c.   Structure Subsystem — The functions of the BOT and of the project staff have been clarified. The authority of the President of the PO is generally unchallenged.

d.   Technological Subsystem — BOT and project staff members are able to accomplish the required work even with their limited technical skills. There are some staff members who could become technically capable with proper experience and training.

e.   Human-Social Subsystem — There is a tendency to sidestep conflict situations among the BOT and project staff, thus, reducing the possibility of full blown conflicts. The "Gawilan" (family of the late Datu Lorenzo Gawilan, Sr.) factor remains strong and can be used to infuse changes, if necessary.

2

The people still recognize the authority of the Datus and the Tribal Councils, both formally and informally.

f.   External Interface — The community organization has been receiving and continues to receive some form of assistance from other NGOs such as Advice International, the Summer Institute of Linguistics (SIL), the Bukidnon United Non-Government Agencies Foundation, Inc. (BUNGA) and the Kapwa Upliftment Foundation (KAPWA).

2.   <u>Weaknesses</u>

a.   Goal Subsystem — The BOT sometimes do not exhibit unity of purpose in relation to the project. The members of the BOT are not very cohesive. Communication of the objectives of the project to all the members of the tribe is weak, thus, there is still a generally vague consensus on such objectives in relation to the goal to be achieved.

b.   Task Subsystem — The tendency of the organization is to perform tasks only as directed. This has contributed to the delay in the performance of several tasks during the preparatory stage. Moreover, tasks are often performed without clearly relating them to the project objectives and goal.

c.   Structure Subsystem — There are informal sub-groupings within the structure. There is a tendency of some sub-groups to overlap the functions of main organizational units and to keep decisions to themselves. There are times when fund withdrawals were made without the full knowledge of all the BOT members. The system of checks and balances system between the project staff and the BOT is generally weak.

d.   Technological Subsystem — In general, the members of the project staff are not yet capable of performing technical assignments. Those who have potentials for developing technical skills did not have sufficient opportunity to develop.

e.   Human-Social Subsystem — There are relationship problems among the BOT and staff members which reduce team work in the organization. The communication channels are also not so open between the BOT and project staff. It seems hard for them to recognize and accept each other's role in the project.

f.   External Interface — The organization tends to accept interventions from various parties which sometimes result in fragmented operations. There is an emerging problem on the matter of which agency to identify with and which projects to give more attention.

3.   Opportunities

a.   Goal Subsystem — The strong support of the ILO-INDISCO is helping the organization to focus on the goal and objectives of the project and to disseminate the information to the community members. The new policy initiatives favoring indigenous peoples in the national and local government levels are helping in the effort to put the community on course towards self-reliance.

b.   Task Subsystem — The project component on capability-building is definitely providing opportunities for the community members to develop skills in various endeavors. Government and NGO programmes on skills development are also available and may be tapped through networking and linkaging.

c.   Structure Subsystem — There is an opportunity to strengthen the structure through the transformation of the FEMMATRICS into a cooperative. This would give the community a chance to improve the representation of the outlying villages. Also, the recent reorganization of the project staff will certainly enabled the other community members (specially among the trained para-teachers) to have a shot at getting staff positions.

4

d. Technological Subsystem — The recent purchase of some office equipment and transportation equipment in the form of motorcycles would provide opportunity to improve the operations.

e. Human-Social Subsystem — The organizational problems that the community is undergoing can be processed to become a learning experience for them. There is an opportunity to fine-tune their organization to avoid the same problems and to show the members that there is a genuine desire to institute change at the risk of challenging entrenched power centers. The scheduled follow-up BOT and staff trainings could provide opportunities for deepening commitment and increasing efficiency.

f. External Interface — The presence of local and international NGOs and investors who are willing to locate in the ancestral domain could also help in developing the ability of the BOT and project staff to perform linkaging and networking work.

4. **Threats**

a. Goal Subsystem — The interest of other Matigsalog-Manobo groups in contiguous areas around the certified ancestral domain, such as the San Fernando group and the Kinawayan group, to join the FEMMATRICS may strain the available resources needed to attain the project goal. The sectoral interest of these groups may not also fully coincide with those of the organization.

b. Task Subsystem — The projected affiliation of the same San Fernando and Kinawayan groups may also put additional burden on the small staff. This may cause delays in the performance of critical tasks.

c. Structure Subsystem — The reorganization of the project staff may result in the entry of members who are submissive to the power blocks in the BOT, thus, further weakening the system of checks and balances in the organization.

5

d. Technological Subsystem — The seemingly unstable relationship of the BOT and project staff may hinder the installation of the Operational Guidelines. Personal interests of the members of the sub-groups may exploit the still developing policies, systems and procedures as these would allow them to by-pass some control mechanisms.

e. Human-Social Subsystem — The prevailing "dole-out mentality" among community members will surely come in conflict with the goal of sustainable ancestral domain management through self-reliance. The growing search for change by some BOT members in the way the organization is being handled, which to them is not transparent and democratic enough, may become a big issue in the future unless handled properly by the officers and staff members.

f. External Interface — The presence of other NGOs in the area could divert the organization from its focus on the project goal and objectives. Also, the entry of investors in the area may have similar effects.

B. The Organizational Processes

1. Communication Process

The communication process was perceived at the start to be open and receptive. However, it was later discover through community interviews that information is often rehearsed to fit certain interests. Thus, different versions of a story could be gleaned from talking with different people. There is therefore the problem of determining which version is the truth mainly because people do not generally want to "talk bad" about others, probably due to the customary law on "Sala" which penalizes a person for "insulting" another. This practice sometimes causes confusion among outsiders who are not familiar with the cultural mindset. The people usually do not openly criticize any community member even if he/she is perceived to have done something wrong.

Interventions in this regard were mainly lectures on effective communication and the setting of norms of behavior for organizational communication, including open

feedback and positive criticism. Simple information systems for management were developed and are in the process of institutionalization. Personal counseling sessions with the staff members and BOT members were likewise conducted to improve the communication lines among them.

The results of the intervention show some improvement in communication among the various units in the organization. More interventions have to be implemented to empower the BOT members to assert their opinions and control the sub-groups within the BOT.

2.   Decision-Making Process

Initial observation of the decision-making process showed that community decision-making is generally delegated to the BOT whose members generally have the rank of "Datu" (indigenous tribal leaders with recognized territorial jurisdictions). Decisions are usually made by consensus. This process makes decision-making fast and easy but it could impair popular support for the decision. Inconsistent decisions usually arise in case where policies are not clearly defined.

As a corrective measure, clarifications were made on the functions and responsibilities of each unit in the organization, thus, delineating the authority to make decisions in different levels. This means that policy decisions are within the powers of the BOT while operational decisions are within the powers of the project staff. It was clarified that the project staff may however submit policy recommendations for the BOT's approval.

Guided discussions on several policy issues were also conducted thereby giving opportunity for the BOT to experience the process of truly collective decision-making. The experience was later processed to ensure that lessons therefrom were properly imbibed.

The interventions allowed the members of the BOT and project staff to verbalize their impressions on the decision-making process. However, there is still a general feeling of powerlessness against the decisions of the high ranking Datus.

The formulation of the Operational Guidelines was precisely to stabilize decisions-making at the different levels of the organization and to temper the tendency to impose minority decisions. Full installation of the Operational Guidelines is now being worked out.

3.　Conflict Resolution Process

Conflicts among leaders in the organization are usually dealt with by withdrawal or avoidance. At times, the leaders also create "smoke-screens" to divert attention and avoid direct confrontation. These mechanisms often resulted in unresolved conflict situations. Each party tries to find a way to get back at the other party without appearing too aggressive. Sometimes conflicts were settled artificially only to flare up again in the future.

Individual and group counseling sessions had to be held in order to make the leaders develop the ability to discuss conflicts more objectively and openly based on traditional and indigenous practices. The process of reorientation is slowly but surely leading to open and direct conflict resolution processes.

C.　Conclusions and Recommendations

Based on the above data and analysis, it can be concluded that the peoples organization needs more time to learn and finally achieve the readiness and technical capability to handle and implement projects on its own. While-to-date, the performance of the organization is still found wanting in various aspects, it must be noted that significant progress is already being made. It must be borne in mind that the community's underdevelopment is generally the result of several decades of dependence on the development policies of the government and NGOs which imposed and perpetuated a system of paternalistic leadership and a dole-out mentality among the tribes. The process of undoing this mindset in favor of truly collective self-reliance is certainly long and arduous, but surely not impossible.

The negative aspects of the organization are but manifestations of the usual resistance to change which requires further processing through deliberate organizational interventions over time.

The present project staff needs training on the technical skills and attitudes ordinarily required of professional managers, support staff and community workers.

The BOT, on the other hand, while rich in human resources and wisdom, have not shown the readiness to stand up for what it feels is right. And in the process, it has allowed some members to do wrong. This prevailing tendency to cover up or keep silent on wrong-doings, which seems to be the offshoot of certain cultural characteristics, will be put to a test when full-scale project implementation takes place. More counseling sessions and trainings are needed to empower all the community leaders. This process, however, has already started and can develop in a few months into a potent change force in the organization.

The same can be said about the readiness of the village-level Tribal Councils who are expected to implement project activities at the barangay level. This situation is not surprising considering that it is actually the first time that the community has been tasked to manage a project with minimal interventions from the external partners. Key attitudinal changes are expected to materialize as the knowledge and skill of the community in organizational management is enhanced.

It is therefore recommended that before the major project activities are implemented, the social and technical preparation of the organization should be tackled first. If it is possible to delay the implementation of major project components for a few months while further interventions are being conducted, this would be ideal. However, since there is a timeframe for project implementation, the most realistic recourse would be to proceed with it but institute strict controls on financial matters, and provide organizational and technical support through the cooperating agencies represented in the Pilot Project Steering Committee (PPSC). Consultancy services should be maintained so that technical assistance could be delivered on a sustained basis.

Further interventions should be done during the period of implementation to gradually build up the technical capability of the staff and to strengthen the internal control system. The ILO-INDISCO may initiate actions which will ultimately make the community capable of identifying its own organizational weaknesses and of initiating the necessary changes.

Value reorientation is a must for this organization. While this intervention could be all encompassing, it should be initiated with the project in mind, and using the strict and consistent

enforcement of policies as a tool for change management. These processes must be implemented and sustained for sometime to allow the lessons to sink deep into the psyche of the community. To pull out of the process prematurely will only cause greater damage to the cultural and social perspectives of the tribe.

III. ORGANIZATIONAL DIAGNOSIS OF THE MALTRICO

A. The Organizational Systems

1. <u>Strengths</u>

a. Goal Subsystem — The organization has a clear idea of its goal which is sustainable ancestral domain management through individual and collective self-reliance, is shared by its members individually.

b. Task Subsystem — Tasks are mostly accomplished through group effort. Despite time and resource limitations, they are usually able to organize events well.

c. Structure Subsystem — The BOT and project staff members have a clear understanding of their respective unit's role in the organization. The project staff has recognized the authority of the BOT as the policy-making body of the organization while the BOT has acknowledged the responsibility of the staff to implement project activities day-to-day. Aside from the Operational Guidelines which recently formulated, both units, there are also some work ethics which they themselves developed. The BOT meets regularly and is functional in its operations. It is flexible enough to quickly adjust to change. Within the organization, the BOT has identified and activated accountable units and individuals.

d. Technological Subsystem — BOT and project staff members are creative and innovative, thus, even with the lack of proper skills, they are able to manage the operations satisfactorily. The insufficiency of equipment, such as office machines and transport vehicles, is being remedied through contributions from the local government.

e. Human-Social Subsystem — Communication channels are relatively open between the BOT and the project staff. Inter-personal conflicts are resolved through group and individual processes. Feedback is freely accepted and used by the BOT and project staff to make improvements in their respective operational fields. Key officers and members are generally fast learners and therefore trainings are usually very effective.

f. External Interface — The organization has very strong links with the local political units, thus, they are able to access services and funds. It has also very good working relationship with the assisting NGO and with the local churches.

2. Weaknesses

a. Goal Subsystem — Probably because of the large population of the ancestral domain, some of the residents of the area do not yet have a clear idea of the goal of the organization as well as the objectives of the project. The BOT and project staff members have been slow in disseminating these information among the members of the community.

b. Task Subsystem — Like in the case of the FEMMATRICS, the MALTRICO has that tendency to do important tasks only as directed. This has resulted to delays in the accomplishment of tasks during the preparatory stage of the project. Management has the tendency to limit itself to only one or two activities, thereby sacrificing others which are also vital to the operation.

c. Structure Subsystem — There have been instances when the President and the Project Manager encroached on each others area of responsibility. Apparently, the responsibility areas between these positions have not been sufficiently clarified. There too have been instances when policies were not uniformly or consistently implemented.

d. Technological Subsystem — Skills in financial management, work organization, time management, reporting, documentation and other vital functions are existing but need a lot of

improvement. Insufficiency of office equipment, including transportation, has to some extent limited the performance of the staff. The lack of efficient communication facilities such as telephone and radio has also been affecting the operations.

e. Human-Social Subsystem — There are still remaining gaps between the two tribes involved in the project. While they can work together, they sometimes do not completely trust each other. Thus, there are suggestions for separate projects, segregation of management, and equality in representation in the BOT and in the project staff.

f. External Interface — The organization has yet to establish linkages with other entities doing work in the ancestral domain. However, the establishment of such linkages has been steadily progressing as shown in the commencement of Phase II of the literacy programme which is now being pursued with help from various support groups brought in completely through the initiative of the organization.

3. Opportunities

a. Goal Subsystem — Strong support from the Local Government and the Sarangani Environmentalist Movement, Inc. is helping the organization to internalize its goal and disseminate the information to the community members. Present National Government policies and programmes implemented by various agencies are also positive factors that could contribute to the communities' development efforts.

b. Task Subsystem — The project component on training and fellowship, as well as the literacy programme are strong support mechanisms to the skills development effort of the organization. Available government programmes and NGO initiatives on skills development may be tapped through proper linkaging and networking.

c. Structure Subsystem — There is an opportunity to strengthen the structure of the organization through a transformation into an indigenous peoples cooperative. Traditional leadership practices which

are being adopted could also serve to strengthen the organizational structure.

d. Technological Subsystem — The recent purchase of some equipment, including two motorcycles, could greatly enhance the organization's operational efficiency. The purchase of more equipment as the project goes into full implementation, may further improve the work of the organization.

e. Human-Social Subsystem — The project could give the B'laan and Tagakaolo tribes the opportunity to strengthen their unity. It may also serve to increase the motivation of the Tribal Leaders to work harder for the development of the two communities and their ancestral domains.

f. External Interface — The project component on fellowship, which will allow the Tribal Leaders to meet with leaders of other tribes here and abroad and to observe other development initiatives, could be a rich source of insights which may lead to significant improvements in the organization. The willingness of investors to locate in the ancestral domains could also help develop the ability of the organization to make decisions and effectively relate with other entities. Also, the enthusiasm of the Local Government and other cooperating agencies to contribute their services to the organization may pave the way for the establishment of linkages and partnership.

4. Threats

a. Goal Subsystem — The non-cooperation of other tribal leaders who have their own organizations, e.g. the Hilltribes Association, while not widespread, may impede the effort of the organization to attain its goal if not handled properly. The possible entry of investors may have similar effect.

b. Task Subsystem — The implementation of more project activities e.g. the Revolving Loan Fund (RLF) may strain the coping ability of the present staff. This may affect the quality of their work and

may also cause delays in the achievement of project outputs.

c.   Structure Subsystem — The recent revision of the staffing pattern to accommodate an equal number of B'laan and Tagakaolo staff members was a good tactical move. But this action may also give more fuel to the rivalry between the two tribes.

The possible revamp of the BOT itself when the cooperative is formed may also be a threat to the stability of the organization as some Datus may insist on retaining their leadership positions in the new structure.

d.   Technological Subsystem — No significant threat is foreseen in this regard.

e.   Human-Social Subsystem — The existing dole-out mentality of many tribal members could collide with the project objective of attaining development through self-reliance. Unless properly handled, this may result in failed project activities and interpersonal conflicts between community members and leaders.

f.   External Interface — The present struggle among political factions in the municipality may spill over to the organization. This may be exploited by other interest groups to reduce the support of the local government to the organization and the project.

B.   Organizational Process Assessment

1.   Communication Process

The communication process at the start was neither open nor dynamic. There were some suppressed information and emotions. The prevailing attitude was to show a good front to each other and to other parties, but at the same time undermine each other, thus creating distrust and suspicious.

Interventions to correct this deficiency included sessions on effective communication and on appropriate norms of behavior in organizational interaction. Simple information systems for management were also developed and are

14

now in the process of institutionalization. Feedbacks and constructive criticisms about the project activities and management were openly discussed. The project staff was tasked to make a monthly report to the BOT on operational matters to promote operational transparency.

Through the interventions, openness of communication among the people involved in the project has been attained. Mechanisms for greater transparency in the handling of financial matters were also established. The doubts and suspicions among the BOT and staff members were reduced significantly as their questions and concerns are now being discussed openly during meetings.

2.   Decision-Making Process

An initial assessment of the decision-making process in the organization showed that, oftentimes, only a few people actually make the decisions and just present them to the BOT en banc for approval or validation. In some cases, the project staff made policy decisions and implemented them directly without BOT approval. In other cases, nobody wanted to make a decision until the situation become critical. These cases happened everytime the traditional community decision-making practices were disregarded.

Given this condition, interventions were focused on the clarification of the roles and responsibilities of each position in the organization, thus, delineating the authority to make decisions in different levels. This meant that policy decisions were left to the BOT and operational decisions to the project staff. In relation to the formulation of administrative policies, it was clarified that the staff could only make recommendations to the BOT and it is the BOT who will make the final decisions.

Community consultations on several policy issues were also facilitated to give the BOT ample opportunity to experience the process of consultative decision-making. These experiences were later processed to ensure that the lessons were absorbed and sustained.

There is now a greater participation of all the BOT members in decision-making. Issues are being discussed more thoroughly before final decisions are made. Also, there is less overlapping of decision-making functions

15

between the project staff and the BOT. The formulation of the Operational Guidelines have further stabilized decision-making in different levels of the organization. Further improvements could be attained through the operationalization of the Guidelines.

3.   Conflict Resolution Process

In the beginning, conflicts were often glossed over and a facade of unity is displayed for outsiders and community members. However, since the root causes of the conflicts were left unresolved, new conflicts kept arising. The most common response to conflict situations was to withdraw or to react defensively. These suppressed emotions made the project staff and the BOT susceptible to complacency.

Interventions regarding this problem included individual counseling for key staff and BOT members and arbitration of minor conflicts. The individual counseling sessions encouraged the leaders to speak openly with each other rather than withdraw. This helped them settle most of the issues affecting their relationship by themselves.

Conflict of ideas are now being brought out and openly discussed. There are still some hangovers but the atmosphere of openness is evident. As a whole, the BOT and project staff have already come to terms and are now resolving related issues through open discussions.

C.   Conclusions and Recommendations

Based on the foregoing assessment of the organizational subsystems and processes, it could be said that the organization rates fairly well in terms of readiness to handle and implement the project. Although it is relatively deficient in terms of technical capability, its demonstrated ability to learn fast and successfully organize and implement various tasks would serve to overcome this weakness.

In terms of organizational processes, the developing openness of communication and consultative decision-making, as well as the very strong peer and community pressure will serve as effective controlling mechanisms. The proven ability of the leadership to generate problem-solving concepts through small group discussions is also a positive factor.

16

The major negative factor for this organization may be the lingering rivalry between the B'laans and Tagakaolos. This could be a source of conflict situations in the future if not properly addressed. On the other hand, it could also be the wellspring of a strong system of checks and balances within the organization. Experience however indicate that the two tribes are capable of bonding together specially in crisis situations.

With these conclusions, it is recommended that the implementation of the project is done gradually. The weakness in technical capability should be addressed immediately through trainings. Periodic self-evaluation should be institutionalized to become the source of reinforcements for the organizational process. The strengthening of the technical subsystem through the provision of the necessary equipment and communication facilities is also recommended. This will enhance the capability of the organization to cope with the work load.

More interactive trainings for the leaders of the two tribes must be conducted to serve as a means for leading them towards complementary co-existence, if not total unity in the development process. It is possible to create an atmosphere of friendly competition between the two tribes which can have a positive impact on the project.

Finally, there should be a provision for sustained organizational management assistance during the remaining period of the project in order to ensure that the organizational development process continue to be on tract and the attitudinal changes are sustained.

IV. RECOMMENDED FOLLOW-UP ORGANIZATIONAL DEVELOPMENT INTERVENTIONS

Interventions recommended for the development of the two peoples organizations include capability-building and structural modifications. Capability-building should consist generally of training and job-coaching activities while the structural modifications should consist of adjustments in the organizational structure.

A.   Capability-Building Interventions

Capability-building interventions are vital due to the low technical capability of the community organizations to satisfy the requirements of the project. As the interventions would also ensure the two organizations' capability to sustain the project in

17

the long run, the same should be treated as investments in human resource development.

1. Responsibility Deepening Sessions for the BOT and Project Staff — The purpose of this intervention would be to examine the behavior of the BOT and project staff vis-à-vis the existing value system. It will serve as the basis for setting standards for communication, problem-solving, decision-making and conflict resolution processes. This will also enable the participants to be more sensitive to the behavior of the others in the human-social subsystem. The identified desirable values could be the basis for a possible formulation of human resource development goals.

2. Management Training for the Project Staff and the BOT — This training aims to transfer technology in project management. Discussions will emphasize the attainment of the project goal and objectives through individual and collective self-reliance. Through this intervention, the Task and Technology Subsystems are expected to improve.

3. Training on Cooperative Concepts in Relation to Indigenous Knowledge Systems and Practices (IKSPs) — Training on this subject will give the organizations an opportunity to develop a mechanism for reconciling common cooperative principles with tribal customs, traditions and values. It will focus on cooperative concepts and an in-depth examination of the relationship of these concepts with IKSPs.

4. Training on Simplified Accounting and Bookkeeping — Through this training, the staff would be able to understand the financial system involved in the project and to transfer the technology to the village leaders. Emphasis will be on the actual recording procedures as well as the proper documentation of expenses.

5. Training on Marketing Systems and Practices — This type of training would strengthen the marketing aspect of the project. It has been the experience of many previous projects that production is not so much a problem. However, marketing has always been the problem of rural communities and has been the cause of failure for many similar projects introduced by various NGOs and the government. This training will tap leaders of local cooperatives with successful marketing systems as resource persons so as to enhance transfer of technology.

6. Job-Coaching on the Installation of the Operational Guidelines — The formulation of the Operational Guidelines is a major achievement of the two organizations. However, this is not complete unless fully installed as the standard operating guide. The installation process may take at least three to six months. In the process, some policies may be revised or modified depending on the situation. Other policies may also be formulated to fill in the gaps as they are discovered.

B. Structural Modifications

The structural modifications will be for the purpose of streamlining the organizational structure to improve efficiency and effectiveness in the operations.

1. Improvements in the Organizational Structure and Staffing Pattern — This will enable the organizations to come up with the most effective organizational structure and staffing pattern to cope with the projected increase in workload. Policies on the organizational structure and staffing pattern will be clarified and, if possible, standardized to enhance operational stability.

2. Employment of Local Project Consultants — The experience in the preparatory period has shown that a local consultant has a definite advantage in terms of assisting the organizations. This advantage comes from the consultant's familiarity with the local culture, understanding of the political and economic dynamics in the area, lack of language barrier and local experiences which are applicable to the organization. There are the added advantages of lesser transportation expenses, easier access by the organizations, expanded local network, and sustained consultancy services.

19

Part II
OPERATIONAL GUIDELINES

GENERAL OPERATIONAL GUIDELINES
OF THE FEMMATRICS AND THE MALTRICO

BACKGROUND

The Indigenous Peoples (IPs) have been the target of development by various local and international groups in the past years. For their benefit and development, many projects were implemented by the government, NGOs, private sector, church and other entities.

In all these projects, the IPs have always been the "objects" of development, which means that they have been simply regarded as beneficiaries of the projects. The management and control of the projects were usually retained by the implementing agency or office, thus, the IPs were not given sufficient opportunity to learn how to manage the projects by themselves. This approach has always proved detrimental to the sustainability of the same projects.

It is however different in the case of the ILO-INDISCO Project. Here, the IPs are being treated as the "subjects" of development, thereby making them partners in the development process, not merely beneficiaries. During the duration of the project, the IPs will simply be assisted to strengthen their capability to pursue their own development using as principal tools their indigenous knowledge, systems and practices (IKSPs). At the end of the period, they are left to themselves to handle the process in the spirit of self-reliance.

The ILO-INDISCO approach is an innovation that leaves the target communities as much responsibility in managing the project as possible. For this reason, they have to be assisted to increase their level of capability. While they are steeped in their own IKSPs, the same is not sufficient to make them effective in managing the changes that has taken place and the technologies that they find necessary to adopt.

These Operational Guidelines have been formulated by the two peoples organizations in a manner that allowed the incorporation of related Matigsalog-Manobo and Tagakaolo-B'laan indigenous practices, traditions and beliefs into the existing body of current administrative, financial and project development practices. While the policies developed may not be perfect or complete, it is expected to provide a framework for the development of specific implementing rules and regulations in tune with the spirit and intent of the project.

These guidelines will also serve as a means to ensure that the POs, over time, would develop the competence to effectively and fully

satisfy the interest of the community members especially in terms of the sustainable management of the ancestral domains. All policies in these guidelines are not absolute and may in time be modified, revised, or otherwise changed by the community to fit their specific needs.

The guidelines cover policies, systems and procedures on the following aspects of operation:

1.   Administration and Finance
2.   Project Development and Implementation
3.   Monitoring and Evaluation
4.   Process Documentation and Reporting

Based on experiences in the implementation process, more culturally-inspired customary laws will be integrated into the guidelines so that the same will soon become an embodiment of IKSPs enriched by relevant and necessary modern techniques and procedures.

POLICIES ON ADMINISTRATION

A.   PERSONNEL MANAGEMENT

    1.   **Personnel Recruitment Procedure**

        a)   <u>Preparation</u>

- Identification of positions to be filled in.

- Setting up of qualification standards for such positions by the Board of Trustees.

- Posting of announcements in strategic places for general information.

        b)   <u>Selection</u>

- A person who is interested to be hired must apply for the position. He/she must be recommended by the Tribal Chieftain in his/her village.

- A background check will be conducted by an assigned member of the BOT on the applicant.

- The applicant must pass a practical examination and interview to be conducted by selected members of the project staff and the BOT.

- As a general rule, Matigsalogs have the priority for employment in the organization.

- Only individuals who resided in the ancestral domain for at least one (1) year could be hired for any position.

        c)   <u>Hiring</u>

- Selected applicants will be informed of their selection by the Project Manager.

- An appropriate contract will be signed by the recruit and the PO President indicating the terms of the employment.

3

d) Orientation

- A new employee of the organization must go through an orientation process in which his/her duties and responsibilities are discussed within the framework of the organization's objectives, policies and projects.

e) Training Needs Identification

- For purposes of on-the-job training, a new employee is asked to specify his/her training needs in relation to the assigned tasks.

f) On-the-Job Training (Probation)

- On-the-job training will last from seven days to three months depending on the length of employment.

- While on on-the-job training, the employee will receive only allowances to be determined by the BOT.

2. **Work Behavior**

a) Everyone who works for the community must behave according to the accepted practices of the tribe and the organization.

b) Project staff members must report to work on time. When doing field work, project staff members must perform their missions as successfully and as fast as possible.

c) Every member of the project staff must work with dedication, sincerity and integrity.

d) The following acts are specifically prohibited:

- drinking liquor (pag-hubog) during working hours;
- gallivanting (pag-suroy-suroy) around while work is in progress; and
- doing personal transactions during office hours.

4

e) Any member of the staff who repeatedly violates the policies of the organization will be subject to termination.

3. **Hours of Work**

a) Members of the project staff who are not on field must do work in the office from 8:00 a.m. to 12:00 noon and 1:00 p.m. to 5:00 p.m. from Monday to Friday, and on Saturdays when the BOT is in session.

b) In the spirit of service to the community, extra work will be recognized and rewarded according to indigenous practices.

4. **Attendance**

a) Every member of the project staff who reports to office must sign the logbook provided for the purpose.

b) The logbook will be the basis for filling-up the daily time record (DTR) which is submitted at the end of the month.

c) A staff member who is absent without leave (AWOL) shall not be paid for the day he/she is absent.

d) A staff member who is AWOL for three times will be subject to termination.

e) The application for leave of the rank-and-file members of the staff will be approved by the Project Manager (PM). The application for leave of the PM is approved by the BOT.

5. **Tardiness**

a) A staff member who is late five times for more than 15 minutes is considered absent for one day.

b) The equivalent of one (1) day salary shall be deducted from the salary of a project staff member who is declared absent on account of the application of item a), above.

6. **Salary**

    a) Salaries are paid upon submission of a duly-accomplished DTR indicating the number of days worked and the number of absences made.

    b) Salaries may be given on the 15th and 30th/31st of every month. Salaries to be given at the end of the month will be subject to submission of individual monthly progress reports.

7. **Employment Benefits**

Employment benefits, other than salaries, may be provided to the project staff as determined by the BOT subject to the availability of funds or other needed resources.

8. **Separation**

    a) A member of the project staff who decides to resign from the service must submit the following requirements:

- A letter of resignation detailing the reasons for and the proposed date of effectivity of the resignation.

- Clearance from financial and property accountability signed by the Tribal Chieftains concerned and the Project Manager.

    b) The letters of resignation is approved by the BOT.

    c) The BOT shall decide on any benefit that is due to a resigned staff member.

9. **Grievance Procedure**

    a) A staff member may air his/her grievances, if any, to the BOT of the community organization.

    b) The BOT shall determine the applicability of indigenous practices in resolving the complaints.

    c) The BOT may also apply related policies formulated to complement the pertinent indigenous practices.

10. **Offenses and Penalties**

Staff members who commit offenses in relation to the performance of their functions shall be dealt with, as follows:

a) Light Offenses
    - Tardiness
    - Absenteeism
    - Quarrelsome behaviour

    Penalties
    - First offense — 1st warning
    - Second offense — 2nd warning
    - Third offense — Suspension

b) Moderate Offenses
    - Violation of the policies and guidelines
    - Engaging in vices during office hours e.g. drinking liquor, gambling, etc.

    Penalties
    - First offense — Warning
    - Second offense — Suspension
    - Third offense — Termination

c) Grave Offense
    - Stealing or damaging project properties
    - Misuse of project funds
    - Scandalous behavior violative of customary laws
    - Neglect of duty
    - Dishonesty
    - Involvement in criminal activities

    Penalty
    - First offense — Termination

d) Staff members who are under suspension or termination may appeal the decision to the BOT or request for a "husay" (indigenous practice of seeking forgiveness subject to certain conditions.

B. PROJECT EQUIPMENT AND SUPPLIES

1. Purchase and Use of Equipment and Supplies

a) Equipment and supplies to be purchased shall be identified and described as to specifications.

b) The Project Manager shall make a request for the purchase and submit the same to the Treasurer for certification as to availability of funds.

c) If funds are available, the Admin Officer shall conduct a canvass of the item(s).

d) Canvass shall cover at least three sources to effectively compare prices and get the lowest possible price.

e) Admin Officer shall submit the canvass to the BOT with certification as to the lowest price.

f) The BOT shall make a resolution appropriating the funds for the purchase.

g) Admin Officer shall make the check for the purchase based on the approved amount to be signed by the authorized signatories. Supporting documents shall be the canvass and corresponding Board Resolution.

h) Office supplies shall be purchased in bulk every three months to get better prices.

2. Inventory

a) Inventory of project properties shall be conducted quarterly by the PO Auditor.

b) The Admin Officer shall maintain stock cards on all properties and supplies.

3. Storage

a) Supplies and equipment shall be kept in a safe place in the office.

b)   The Admin Officer shall be the only authorized person to oversee the disposition of supplies and equipment.

4.   **Accountability for Office Properties**

a)   Equipment issued to any staff member shall be covered by a Memorandum Receipt (MR).

b)   In case of loss, the person who holds the MR shall be held responsible for the loss.

c)   In case the equipment is returned to the office, the MR is cancelled.

5.   **Motorcycles**

a)   Only authorized personnel shall allowed to use the motorcycles.

b)   Requirements for authorization to use the motorcycles:

- Evidence of valid driver's license
- Approved itinerary of travel

c)   The motorcycles shall be primarily used by the project staff. Members of the BOT may also use the same on project-related travel.

d)   The motorcycles shall be used only for project-related activities and emergencies involving community members.

e)   Availment procedure:

- Request to use the motorcycle must be filed at least one day before actual use;
- A travel authorization must be obtained;
- Request for fuel is filed, if necessary; and
- Admin Officer shall set the schedule for use of the vehicle.

f)   Approving authority for the use of the motorcycles shall be the Admin Officer or the Project Manager.

g) Upon return of the motorcycle, user must report:

- mechanical defects and failures observed; and
- accidents which resulted to damage to the vehicle or to injuries.

h) When not in use, the motorcycles must be parked in a secure but accessible place at or near the office.

i) The BOT shall determine the staff members to whom the motorcycles could be entrusted through MR.

6. **Equipment, Furniture and Fixtures**

a) Equipment, furniture and fixtures are for project use only.

b) Equipment assigned to any staff member for use in the village must also be covered by MR.

7. **Stationery and Supplies**

a) Authority to use office supplies shall be limited to the project staff and BOT members only.

b) Items to be used must be duly received and recorded in the stock cards.

c) Supplies are likewise for project use only.

8. **Communications**

a) Incoming/outgoing communications

- All incoming and outgoing communications shall pass through the Admin Officer for recording in the record book.

- After recording, every incoming communication will be given to the addressee who will receive the same formally while every outgoing communication will be given to the staff member assigned to mail or deliver the same.

POLICIES ON FINANCE

A. GENERAL POLICIES

1. Funds intended for the welfare of the community members irrespective of the source and the manner by which they are granted, are of the nature of common properties and must therefore be used for the benefit of all the community members.

2. If any portion of the community funds must be given to an individual community member or group of community members, the same should be in the form of a loan or payment of specific services that could not be rendered for free or settlement of rightful claims such as wages for staff members, honorarium for members of the BOT or for para-teachers, transportation expenses for official travel, patronage refund or share of community profits or income.

3. Collection of fees or contributions from community members must be made only for specific purposes which are for the common good and only upon approval of the same by community members themselves or through the BOT. Collections shall be made only by credible collectors authorized by the BOT and entrusted with the POs official receipts. A report on collections and on the use of the same shall be made available to the members on a regular basis.

4. The use of community funds shall be based on budgets approved by the BOT and shall be properly documented according to pertinent policies. Financial statements covering community funds shall be made available to the community members regularly.

5. An annual assessment of community funds and other asset or resources shall be conducted annually by a team of PO and community representatives.

6. Funds granted to the community for the implementation of specific projects shall be spent according to the Project Document and to the corresponding agreements.

7. All persons who are authorized to handle community funds must be "bonded" according to customary laws.

11

B. SPECIFIC POLICIES

1. **Bank Deposits and Withdrawals**

    a) The community Bank Book shall be in the name of the community c/o of the PO. Withdrawals from the Bank must be signed by the PO President, Treasurer and Project Manager.

    b) The Treasurer, together with a designated staff member, shall regularly reconcile the monthly bank statements with the PO's book of accounts.

    c) Any discrepancy between the bank statements and the book of accounts shall be brought to the attention of the BOT for appropriate action.

2. **Disbursement of Funds**

    a) The disbursement of community funds shall be made only on the basis of requests for disbursements approved by the BOT upon recommendation of the project staff. The project staff shall ensure that the supporting documents for every request are correct and complete.

    b) The amount of funds to be withdrawn from the bank at any given time shall be based on the total amount of disbursements requested.

    c) Every disbursement of funds must be properly covered by receipt, official or not, which is properly signed or thumb-marked by the payee.

    d) Disbursements shall be pre-audited to avoid misuse or loss of funds.

    e) Payments of P3,000 and below may be made in cash while payments over P3,000 shall be made in check.

3. **Cash Advances**

    a) Cash advances may be granted for appropriate expenses which could not be covered by the regular disbursement procedure. Only authorized staff

12

members or members of the BOT who are bonded are allowed cash advances.

b) A new cash advance shall be granted only upon full liquidation of outstanding advances, including disallowance on previous liquidations.

c) Cash advances shall be liquidated within 15 days from completion of transactions as indicated in the request for cash advance. Unused balances of cash advances shall be refunded immediately upon liquidation.

d) Salaries and/or other emoluments shall be automatically withheld from staff members or BOT with outstanding cash advances for more than 15 days from the time of the transaction. Withheld salaries or emoluments may be released only upon submission and approval of full liquidation of any outstanding cash advance.

4. **Petty Cash Fund**

a) A petty cash fund shall be maintained to take care of expenses during daily transactions which are minimal in amount but are otherwise necessary for the sustained implementation of the project.

b) Petty cash funds shall not exceed P1,000 at any given time. It shall be in the name and under the care of the Administrative Officer.

c) Disbursements from the petty cash fund shall be made through the designated disbursing officer.

d) The petty cash fund shall be withdrawn from the allocation for sundries and shall be replenished as often as necessary, provided that it is properly liquidated and subsequently approved by the BOT.

e) Amounts drawn from the petty cash fund shall be liquidated the day it is withdrawn. Where a cash advance from the petty cash fund remains outstanding for more than three days, it shall be converted on written notice, into a regular accountability and shall be charged against the drawer's account.

13

f)   Cash advances from the Petty Cash Fund shall be limited to the amount of P200. No cash advance from the PCF shall be given unless any previous cash advance is liquidated.

5.   **Revolving Loan Fund (RLF)**

a)   Disbursement of Revolving Loan Funds shall be guided by specific RLF policies to be issued by the BOT on the basis of the RLF Agreement.

b)   Collection of loan repayments shall be done by staff members who are authorized by the BOT and who are sufficiently bonded. Loan repayment collections must be remitted to the Treasurer on a daily basis.

c)   Upon receipt of the collections, the Treasurer shall immediately reconcile the amount remitted with the corresponding receipts issued.

d)   Should a collector fails to remit his/her collections to the Treasurer for a period of five (5) days after making such collection, the amount shall be deducted from the collector's wages; otherwise, his/her bond shall be foreclosed to cover the unremitted collections.

6.   **Salaries and Honoraria**

a)   Based on the corresponding allocations on the project budget, the BOT shall determine the number and salaries of staff members.

b)   Salaries shall be paid to the project staff on a monthly basis upon submission of their daily time records and monthly accomplishment reports validated by the Project Manager. The daily time record and accomplishment report of the Project Manager shall be validated by the BOT.

c)   Corresponding deductions shall be made on staff salaries for absences other than leaves authorized by the BOT.

d)   Each BOT member shall be granted a minimal amount of monthly honorarium for attending meetings and other related functions.

e) A member of the BOT who is neither attending meetings nor performing his/her related functions shall not be entitled to honorarium.

7. **Sundries**

a) Sundries are funds intended to cover expenses related to activities not included in the original budget of the project such as, but not limited to, purchase of office supplies, conduct of meetings and consultations, coordination with cooperating agencies and NGOs and other related emergency activities.

b) The BOT shall prepare a monthly budget corresponding the available amount for sundries and based on identified priority operational needs.

c) Disbursements from sundries shall be based on requests for disbursement indicating, among others, the nature of disbursements, the related activity and the amount involved.

d) Expenses charged to sundries shall be documented according to pertinent provisions of these policies.

8. **Allocation of Community Income**

a) Based on the pertinent customary laws and traditional practices as well as the principles enunciated in the Cooperative Law and its Implementing Rules and Regulations, the BOT shall promulgate specific policies for the allocation of community income derived from collective business operations.

b) Such policies shall be validated through consultations with community members.

9. **Purchase of Equipment**

a) Common facility equipment shall be purchased by the project staff upon authorization by the BOT and based on a canvass of prices for such equipment from at least three (3) suppliers.

b) In cases wherein the equipment is produced by only one supplier, a certification to that effect signed by the person making the canvass.

c) All common facility equipment shall be recorded as such and marked as community property under the care of the PO.

10. Documentation of Expenses

Supporting documents for common expenses shall be the following:

a) Transportation — a) plane or bus tickets; b) receipt signed by driver in case which used is a taxi, motorcycle or horse; c) approved itinerary of travel; and d) travel order.

b) Snacks/meals during consultations — a) store/ restaurant receipts; b) attendance sheet with participants writing and signing their own names; and c) an indication of the activity in relation to which such snacks or meals have been taken.

c) Hotel accommodations — Receipt of payment indicating number of days and charge per room excluding payment for meals/snacks.

d) Communication — a) Receipt of payment of telephone bills indicating the name and address of persons called; and b) receipt of payment of courier service indicating the addressee.

11. Equipment, Furniture and Fixtures

a) All equipment, furniture and fixtures are community property under the care of the PO.

b) The use of these items shall at all times be covered by Memorandum Receipts (MR) in order to ensure their protection and maintenance.

c) The MR holder shall be held responsible for any loss or destruction of equipment, furniture and fixtures due to negligence or neglect.

12. **Office Supplies and Materials**

   a)   Office supplies and materials shall be purchased from regular department stores in order to avail of low prices and quality stocks.

   b)   Such supplies and materials shall be strictly for official uses only and shall be subject to regular inventories.

   c)   The purchase and utilization of supplies and materials shall be under the care management of the Administrative Officer.

13. **Accountable Forms**

   a)   Accountable forms such as Official Receipts, Memorandum Receipts, Vouchers and Purchase Orders shall be used by authorized staff and BOT members only.

   b)   All accountable forms shall be pre-numbered and shall be issued only upon official request by the authorized persons.

   c)   The Administrative Officer shall likewise be custodian of all accountable forms.

POLICIES ON THE IDENTIFICATION, PLANING AND IMPLEMENTATION OF PROJECT ACTIVITIES

1. All project activities must contribute to the attainment of the goal of the project which is the sustainable management of the ancestral domains through individual and collective self-reliance (Pagbarog sa Kaugalingon).

2. Each project activity must relate to any of the project components, namely:
    a) Capability-building
    b) Institution-building
    c) Preservation/promotion of the indigenous culture
    d) Income and employment generation
    e) Sustainable environment and natural resources management
    f) Upliftment of the status of the indigenous women.

3. The identification, planning and implementation of project activities must be done in a participatory manner (Panagsalmut) and should lead to community empowerment.

4. As much as possible, the identification, planning and implementation of project activities shall be guided by the community's Ancestral Domain Management Plan (ADMP) and indigenous knowledge systems and practices.

5. Project activities shall be determined on the basis of the number of families to be directly benefitted, the increase in income and employment opportunities to be generated, the availability of funds to be used in the implementation process, the need for such activities as shown in the baseline survey and the timeliness of the activity.

6. In terms of income and employment generating activities, priority shall be given to strengthening the existing sources of livelihood while identifying and developing alternative ones.

7. Income and employment generating activities or projects may be implemented individually or in group. The PO itself may implement such projects for the benefit of the community members.

8. Only individuals and groups with the following minimum qualifications shall be eligible for assistance under the project in their income and employment generating activities:

18

a) Knowledge and understanding of the livelihood activity being pursued, including the responsibilities and accountabilities that go with it;

b) Actual residence in any village within the ancestral domain for the last three years;

c) Registration with the PO;

d) Indorsement by the concerned Tribal Council; and

e) Willingness to join the community savings mobilization programme.

9. The basic steps for availment of assistance for livelihood activities are the following:

a) Formulation of a project avtivity proposal clearly indicating the nature of the activity to be undertaken, the kind and use of the assistance being sought, the benefits to be derived and the method to be used in its implementation.

b) Submission of the proposal to the concerned Village Council for indorsement to the PO.

c) Approval of the proposal by the BOT upon indorsement by the Village Council.

d) Authorization by the BOT of the grant of assistance.

e) Implementation of the project activity.

f) Monitoring of the project activity implementation by the Village Council.

10. Communal income and employment generating activities initiated by the PO shall be considered and approved by the BOT only after community consultations are held and there is indication of popular support for the activity.

11. Income and employment generating activities or similar projects proposed by government agencies, NGOs, the church or other entities shall be dealt with according to the following procedure:

a) The proponent shall present the project to the BOT together with representatives of the Village Council within the ancestral domain.

b) If the BOT finds the project generally favorable, community consultations in the affected villages shall be conducted.

c) The BOT approves the implementation of the project if the community members are in favor of the same and if the terms of the project in relation to community participation, benefits and the tapping of indigenous knowledge systems and practices as well as the ADMP are favorable.

d) The project is implemented jointly by the community, through the PO, after a determination of roles, functions and contributions.

12. The operational relationship of the PO, Village Councils and community members shall be guided by the following arrangements:

a) The community members are collectively the owners and managers of the ancestral domain and the natural resources found in it. For this reason, they are also the main beneficiaries of development projects in the area.

b) The Village Council represents the community members in the village (barangay) level. It shall serve as the policy making body for the village.

c) The PO, (FEMMATRICS or MALTRICO) represents the community members in the domain level and serves as the umbrella organization covering all smaller groups or organizations within the ancestral domain. The PO is composed of a BOT (Council of Leaders), which is the policy making body for the domain, and project staff, which serves as the executive body of the organization.

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POLICIES ON PROJECT MONITORING AND EVALUATION

A.   PROJECT MONITORING

1.   Project monitoring shall be for the purpose of ensuring that all related development activities are implemented according to plan and in an efficient and effective manner. It shall include sharing ideas and technical knowledge to help the activities succeed.

2.   Specifically, monitoring will focus on the following:

a)   Technical aspect — adherence to the terms and conditions of the project and project proposal in all aspects.

b)   Organizational aspect — adherence to sound organizational arrangements, including records keeping, decision-making, communications, conflict management and problem-solving.

c)   Marketing aspect — level of development of market outlets, advertisement and pricing mechanisms.

d)   Financial aspect — effectiveness in the use of funds including budgeting, accounting, bookkeeping and savings mobilization.

e)   Issues and problems encountered in the implementation of the project.

3.   Monitoring shall be done by project staff and Village Councils. Monitoring reports shall be submitted to the BOT copy-furnished the ILO-INDISCO.

B.   PROJECT EVALUATION

1.   This shall be carried out in the form of self-evaluation and shall focus on the following aspects:

a)   Capability building (Katakus) — new knowledge acquired and applied; other capabilities developed e.g. organizational management, management of natural resources, entrepreneurship, etc.

21

b)   Economic impact (Panginabuhi) — increase in income and employment opportunities.

c)   Socio-cultural impact (Kultura) — extent use of indigenous knowledge, systems and practices; application of customary laws; and adherence to the indigenous culture.

d)   Environmental impact (Kinaiyahan) — level of protection and sustainable management of natural resources.

e)   Institution-building — level of culturally-oriented organizational development and development of systems and procedures.

f)   Role of indigenous women — level of recognition and respect of the role of indigenous women in community development and decision-making.

2.   Project evaluation shall be carried out by a committee, the members of which shall be selected from among the community leaders by the community members by consensus.

POLICIES ON PROJECT DOCUMENTATION AND REPORTS

A. DOCUMENTATION

1. All project activities shall be documented in order to facilitate monitoring and evaluation functions as well as case studies. Documentation may be done in writing, photographs and videos.

2. Documentation shall focus on the following:

    a) Processes — the activities and events that lead to specific results e.g. changes, transformations as well as problems and issues.

    b) Outputs or results — the transformations, changes and achievements resulting from the processes.

3. All documents related to the project shall be under the custody project staff, particularly the Administrative Officer.

B. REPORTING

1. Based on the documentation of project activities, summary progress reports shall be made regularly to facilitate project administration and supervision as well as oversight and coordination functions.

2. Individual progress reports shall be made by corresponding functionaries, as follows:

    a) Extension Workers — weekly monitoring reports and monthly accomplishment reports.

    b) Administrative Officer — monthly report of expenditures (liquidations); semi-annual inventory reports; minutes of meetings/consultations, as needed.

    c) Project Manager — consolidated monthly accomplishment reports; quarterly project evaluation reports.

d) Treasurer (BOT) — quarterly financial statements; consolidated annual financial report.

e) Auditor (BOT) — quarterly report.

3. All reports shall be made available to community members upon request.

4. The quarterly financial statements shall be posted in the project office Bulletin Board for the information of community members and cooperating agency representatives.

5. To facilitate the collection of reports, standard formats shall be used.

6. The BOT shall issue specific policies from time to time covering the submission of reports. All reports shall be submitted to the BOT and, in turn, the BOT shall furnish copies of the same to all concerned.

POLICIES ON ACCOUNTING AND BOOKKEEPING

1. GENERAL GUIDELINES

The proper handling of community funds shall be the task of the PO. In performing this task, the PO shall observe the basic accounting and bookkeeping principles and procedures.

Whenever possible, the procedures to be followed in the accounting and bookkeeping of community funds shall be simplified to make it understandable to as many community members as possible. Related indigenous knowledge, systems and practices shall also be integrated into the financial procedures in every opportunity.

2. BASIC ACCOUNTING RECORDS

The whole accounting process is reflected in the books of the organization. Bookkeeping is designed to provide information accurately and efficiently and to serve as effective control against the misuse of funds. The common bookkeeping records, which community members could examine at any time during office hours and which they should be able to understand, are the following:

a) **Cash Voucher**

This is a record of cash disbursements made and an explanation of such disbursements.

b) **Journal Voucher**

This is where financial transactions are originally recorded. It contains the kind of transactions made as well as the date and description of such transactions.

c) **Proof Sheet**

The proof sheet is a summary of all journal entries for the day. It is a three column worksheet which contains in the middle column the account titles and the corresponding amount which are either debited or credited. The total of the debit column should equal that of the credit column.

d) **General Ledger**

This is a consolidated record of the debit and credit entries in the proof sheet on a process called posting. The record

indicates the effects of the financial transactions on the pertinent assets and liabilities.

e) **Subsidiary Ledger**

While the general ledger summarizes all the accounts in the financial statement, the subsidiary ledger offers detailed information in support of the balances in the general ledger. A subsidiary ledger is very useful in financial analysis since it contains sufficient explanation for every transaction and therefore there is no more need to refer back to the journal voucher and supporting documents.

Individual postings in the subsidiary ledgers are made directly from the journal vouchers. This practice serves as a check for the postings in the general ledger.

f) **Cash Receipts Book**

This book summarizes the collections of the day based on the report of the receiving clerk during the day, plus the Official Receipts issued.

g) **Cash Disbursements Book**

While the Cash Receipts Book summarizes the cash collections for the day, this book summarizes the disbursements on the basis of the report submitted by the disbursing clerk, as evidenced by the cash vouchers issued for each disbursement.

h) **Trial Balance**

The information classified and summarized in the general ledger is presented in report form at the end of the month. The report, which shows the total debits and credits per month, is called a Trial Balance. Here, the accounts are arranged in the order in which they would appear in the financial statement.

i) **Income Statement and Balance Sheet**

These are two financial statements that summarize the results of operations for the given period and financial condition at a given date. These are the Income Statement

and Balance Sheet which contain the accounts and amounts extracted from the trial balance.

j) **Check Register or Check Disbursement Book**

The journal vouchers and checks are recorded in this book individually and in numerical sequence, including the canceled checks.

3. STANDARD INTERNAL CONTROL MEASURES FOR ACCOUNTING ACTIVITIES

a) A bookkeeper should not be allowed to handle cash.

b) There should be an alternate accountant or bookkeeper to ready to take over the task in the absence of the regular accountant and bookkeeper to prevent work disruptions.

c) Access to accounting records should be allowed only in the presence of a trained and authorized staff member.

d) Essential accounting records should be properly secured.

e) The particulars of any transaction entered in the journal voucher should be complete.

f) A needed cross-reference to another journal voucher or ledger entry should be indicated in the journal vouchers/ledgers.

g) Journal vouchers should always be properly signed.

h) All transactions should be recorded promptly.

i) Controlling accounts should be used extensively to serve as proof of accuracy of the balances.

j) The proof sheet should be completed on the same day the transaction is made.

k) All ledger entries should be initialed by the person who is in-charge of posting the accounts.

l) Posting errors in ledger should be corrected by crossing the incorrect entries and posting the correct entries in the next line.

m) Ledger entries should be made with sufficient details/particulars to minimize the need to refer back to the source documents.

n) When an account has two or more ledger cards, the cards should be numbered consecutively to ascertain completeness of records on file.

o) Posting in the subsidiary ledgers and general ledgers should be done daily in order to keep the same up-to-date.

p) All subsidiary and general ledgers should be locked in well-secured boxes when not in use.

q) The subsidiary and general ledger balances should be reconciled regularly.

r) Unreconciled items should immediately be attended to and followed up until settled.

s) The Accounting Unit should maintain a checklist of regular reports (with timetables) to ensure that these are prepared and submitted on time.