



Reconstruction Initiative through Social Enterprise: A Poverty Sector-Focused, Post-Yolanda Response in the Philippines¹

The impact of Typhoon Yolanda (internationally, Haiyan) on the lives and livelihoods of farmers, fishers, indigenous peoples, the enterprising poor, persons with disabilities and the women of these poverty groups was grave and massive and continues to be felt today. In Leyte, Eastern Samar, Iloilo, Capiz, Aklan and Northern Cebu, these poverty groups who bore the brunt of Haiyan's wrath, number about 2.3 million or 29% of the men, women and children in these six most devastated provinces.

It is widely recognized that reduced poverty directly translates to reduced vulnerability. The goal of "building back better" thus needs to show concretely, the improved conditions and position of the poor in Yolanda-affected provinces. This necessitates setting a goal and investing in strategies for poverty reduction. However, while the Reconstruction Assistance on Yolanda (RAY), the government's master plan for building back better explicitly recognizes that poverty is bound to worsen, it fails to set a poverty reduction goal and put in place strategies to effectively bring this about. Setting a clear poverty reduction target in Yolanda-devastated provinces is important for government to demonstrate its paradigm shift from disaster response and management to disaster risk reduction, as mandated by the Disaster Risk Reduction Management Act of 2010.

This paper summarizes perspectives and recommendations for making poverty reduction through social entrepreneurship and social enterprise development an important goal and strategy to address this infirmity of RAY.

Broadly, poverty reduction through social entrepreneurship in Yolanda-devastated communities is about transforming the threats faced by the poor into opportunities for putting in place innovative ways of addressing their needs for recovery and rehabilitation that are linked to long term solutions to poverty. It is about strengthening the role of social enterprises as mechanisms for providing sustainable livelihoods and developing better mechanisms for the delivery of basic needs and services to the poor and local communities.

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To achieve scale, significance and sustainability, it necessarily invests in the rehabilitation and development of strategic economic subsectors with the potentials for growth and where the poor are concentrated or could play significant roles. It is about assisting the rehabilitation and development of social enterprises as vehicles for creating and distributing wealth as well as building the poor's assets, capability and self reliance to improve their position and the benefits they derive from their participation in these economic subsectors. It is about building sustainable, inclusive and gender-responsive local economies where the marginalized poor can become major stakeholders in building back better.

Poverty reduction through social entrepreneurship is a relatively new concept. This paper provides as backdrop a discussion on what social enterprises are and their initiative to coalesce and lobby for a Poverty Reduction through Social Entrepreneurship Act. The proposed measure sets forth the policy environment that would enable social enterprises to achieve the scale, significance and sustainability needed to become effective vehicles for poverty reduction.

The main body outlines the elements of a platform we call RISE -- Reconstruction Initiative through Social Enterprise -- which is focused on directly engaging the poor to achieve scale, significance and sustainability in building better livelihood systems and improved mechanisms for the delivery of basic needs. The vision is for Yolanda-devastated communities to be built back better with social enterprises as transformational partners of the poor, civil society, government and business in sustainable, inclusive and gender-responsive economic development.

The APPRAISE RAY Project

This briefing paper is based on the synthesis of an action research and consultation process undertaken from the third week of January to the last week of February 2014 in six provinces most affected by Typhoon Yolanda. The action research and consultation process covered Eastern Samar, Leyte, Northern Cebu, Iloilo, Capiz and Aklan. Called APPRAISE RAY or Agenda and Platform for Poverty Reduction and Addressing Inequality through Social Enterprise to enhance Reconstruction Assistance on Yolanda, the process culminated in a Social Enterprise Rehabilitation Visioning and Engagement (SERVE) Conference in Cebu City on March 13-14, 2014.

The government's platform on Reconstruction Assistance on Yolanda (RAY), with its emphasis on public-private partnerships has been appraised as weak in setting a poverty reduction goal and defining strategies for such to happen in the spirit of building back better. In this regard, social entrepreneurship and social enterprise development has been proposed as an important strategy for engaging the poor towards building sustainable livelihood systems and better mechanisms for the delivery of basic needs and services.

The APPRAISE RAY Project is part of this effort to articulate a social enterprise sector agenda to contribute to and influence the rehabilitation program of government and the business sector

towards proactively addressing poverty and inequality in Yolanda-affected provinces. It is meant to focus rehabilitation initiatives on key poverty sectors whose lives and livelihoods were devastated by Yolanda.

APPRAISE RAY is a project of the Institute for Social Entrepreneurship in Asia (ISEA) in cooperation with Oxfam; Peace and Equity Foundation (PEF), the Foundation for a Sustainable Society Inc (FSSI); Philippine Rural Reconstruction Movement (PRRM); VICTO National Cooperative Development Center; Foundation for TheseAbled Inc.(FTI); Philippine Social Enterprise Network (PhilSEN); Philippine Business for Social Progress (PBSP); Philippine Coffee Alliance (PCA); and World Fair Trade Organization(WFTO)-Asia/Philippines.

The Project's funding partners are Oxfam, PEF, FSSI, BPI Foundation and the Ramon Aboitiz Foundation Inc.

APPRAISE RAY engaged stakeholders of the emergent social enterprise sector in the six Yolanda-affected provinces as part of Provincial Action Research and Consultation (PARC) processes to develop a social enterprise sector rehabilitation agenda focused on the poverty sectors of farmers, fishers, indigenous peoples, the enterprising poor, persons with disabilities, and the women of these poverty groups. A total of 354 people from 208 organizations participated in FGDs and key informant interviews. The FGDs mainly involved organizations in the emerging social enterprise sector that are serving or representing farmers, fishers, the enterprising poor, indigenous people, persons with disabilities and the women of these poverty groups in Eastern Samar, Leyte, Northern Cebu, Iloilo, Capiz and Aklan over a one month period from January-February 2014. Of these participants, 173 or 49% was comprised of women. The SERVE Conference had 95 participants representing 59 organizations, including representatives from organizations engaged in the action research in the 6 provinces as well as key social enterprises and social enterprise resource, support and development institutions at the national level.

The action research and consultations operationally focused on *social enterprises with the poor as primary stakeholders* (SEPPS), a major type of social enterprise that has been identified by previous studies and key stakeholders of the sector as playing a significant role in addressing poverty and inequality in the Philippines.ⁱ Social entrepreneurship is generally about innovative solutions to social problems. In the context of poverty and inequality, SEPPS are social mission-driven organizations that pursue poverty reduction or alleviation as a conscious objective; create and distribute wealth to the poor they serve; and enable the poor to become actors for their own development. (See Appendix 1 on "What are Social Enterprises with the Poor as Primary Stakeholders?" and Appendix 2 on "Poverty Reduction through Social Entrepreneurship Act and Coalition")

The PARC process surfaced the key actors of an emerging social enterprise sector in the Yolanda-affected provinces and elements of a platform to build back better through the promotion of social entrepreneurship and social enterprise development. RISE embodies this platform.

The Poor and the Emergent Social Enterprise Sector in Yolanda-Devastated Provincesⁱⁱ

Prior to Yolanda, poverty incidence in the six provinces included in the action research ranged from 23% in Northern Cebu to 64% in Eastern Samar. The poor numbered around 2.3 million, comprising about 29% of six province's aggregate population as of 2012.ⁱⁱⁱ Poverty incidence after Yolanda is expected to be higher, with NEDA estimating that over a million persons could have joined the ranks of the poor owing to the typhoon.^{iv}

The action research identified and validated that the main poverty sectors affected are small farmers (including agrarian reform beneficiaries, tenants and landless agricultural workers); municipal fishers, the enterprising poor, indigenous people (particularly in the Panay provinces), persons with disability and the women of these poverty groups

Table 1. Estimates of the number of poor people affected by Typhoon Yolanda:

Below poverty threshold translates to 2.3 million people or 29% of the total population of the six provinces covered by the research (NSCB 2013, NDRRMC/DSWD 2014/01/02 as cited in ACAPS, 2014)

Region	Province	Estimates of number of poor affected by Typhoon Yolanda		
		Percent of poor population 2012	Above poverty threshold	Below poverty threshold
Region VI (Western Visayas)	Aklan	25	401,975	133,750
	Capiz	28	519,872	199,813
	Iloilo	26	987,105	350,609
Region VII (Central Visayas)	Cebu	23	2,921,518	857,363
Region VIII (Eastern Visayas)	Eastern Samar	64	180,579	316,918
	Leyte	39	699,404	451,739

As shown by the results of the action research, the social enterprise sector serving these poor in Yolanda-affected provinces may be characterized as emergent with four types of key actors:

- Established social enterprises composed mainly of microfinance institutions, cooperatives and fair trade organizations embedded in the Yolanda-affected provinces;

- Home grown or local non-government organizations serving as social enterprise support and development institutions;
- A significant number of social enterprise resource, support and development institutions working at the national level that responded to the urgent need for relief and are poised for recovery and rehabilitation;
- Many pre-social enterprise formations mainly composed of livelihood or enterprise projects initiated by both government and nongovernment organizations, as well as efforts involving the poor in livelihood and economic activities, that have shown a resolve to recover from the massive destruction they suffered from Yolanda.

Microfinance Institutions

Many of the established social enterprises gravely affected by Yolanda are microfinance institutions (MFIs) engaged in the provision of financial and social protection services among the poor. Data from the Microfinance Council of the Philippines Inc (MCPI) indicated that 13 MFIs with a combined outreach of about 440,000 clients, mostly marginalized women, were directly affected by Yolanda. The biggest of these affected MFIs are the Center for Agriculture and Rural Development Mutually Reinforcing Institutions (CARD MRI), ASA Philippines, Taytay sa Kauswagan Inc. (TSKI) and Negros Women for Tomorrow Foundation (NWTF), whose clients account for more than 93% of those affected. Other MFIs include Ahon sa Hiras Inc (ASHI), Center for Community Transformation (CCT) Credit Cooperative, Community Economic Ventures Inc. (CEVI) and Ramon Aboitiz Foundation Inc. (RAFI) Microfinance. ^v

CARD MRI recorded 179,388 clients and staff affected, with 326 deaths and 170 still missing. By Dec. 20, 2013, 42 days after the typhoon, CARD had paid out a total of Php53.1 million for housing insurance, Php6.2 million for death claims and Php65,914 for assistance to the relatives of the missing clients. ^{vi}

In Leyte, operations of MFIs stood still for two months. When they resumed operations, they found repayment rates dipping to record levels or as low as 30%, with their loan portfolios substantively reduced by 40-60%.

Social cooperatives

Cooperatives comprise another group of established social enterprises. The bigger cooperatives, many of them similarly engaged in providing savings and credit as well as social protection services to their members, are affiliated with national federations such as VICTO National Cooperative Development Center (VICTO National), the National Confederation of Cooperatives and the Federation of People's Sustainable Development Cooperative^{vii} or other aggrupations such as the National Federation of Cooperatives of Persons with Disability. There are also substantial numbers of smaller and unaffiliated cooperatives engaged in the production, processing and trading/marketing of various products and commodities.

Among the affiliates of VICTO National in Yolanda-affected areas, 18 primary cooperatives have a combined membership of about 23,000 coming from poverty groups. Not only were their homes totally or partially damaged, but their sources of livelihood from farming, fishing and vending were also devastated.^{viii}

To illustrate, the loan portfolio of one of VICTO National's members in Leyte, the Omaganhan Farmers Agrarian Reform Cooperative (OFMPC), whose regular members numbered 3,574, fell from PhP100 million to PhP40 million because of Yolanda, and its repayment rate is down to 75%. An appraisal involving 1,336 members of OFMPC mainly involved in farming (coconut, rice, corn, vegetables) fishing and vending in Villalba and Tabango estimated the damage to members' crops and livelihoods at PhP39.7 million.

A sampling of other cooperatives that were affected by Yolanda who participated in the PARC processes is discussed below to give a sense of the range of their stakeholders, economic activities and the devastation they experienced from Yolanda's impacts.

Set up in 1993 in Llorente, Eastern Samar, the Lanang Multipurpose Cooperative (LMPC) had 52 staff, an asset base of PhP40 million and 3,402 members, 70% of is composed of women. Spread across 22 municipalities in the province, their members included farmers, agricultural workers, fishers, micro-entrepreneurs, government and private employees. LMPC provided its members microfinance loans of PhP5,000 - PhP20,000; production loans to farmers of PhP20,000 - PhP50,000; and social protection services such as hospitalization, dental services and death benefits. They also owned and managed a canteen and catering service as well as a grocery and pharmacy.

Barely surviving Yolanda's impacts, they now need an infusion of fresh capital to rehabilitate their enterprises and the houses and livelihoods of their members. While seeking sources of capital for rehabilitation, they invested a portion of their remaining cash assets to start their operations. However, they face various difficulties such as their members' inability to pay back loans due to the loss of livelihood sources and outmigration.

The Association of Differently Abled Persons in Iloilo Multi-Purpose Cooperative (ADPI MPC) was set up in 2002 to provide meaningful livelihood and employment opportunities and to promote technologies that would allow greater mobility for Persons with Disability. ADPI MPC manufactures and delivers office, household and school furniture; operates the Jaro Plaza Canteen and catering service, and also engages in vermicomposting and hydroponics gardening. Since Yolanda, they have had to lay off 30 persons with disability because of problems in the supply of wood and bamboo for making school chairs. This added to problems already faced before Yolanda, such as the terms of their contracts with the Department of Education. In particular, the contract prices for the school chairs offered by the Department of Education were often too low to cover their cost of production and operation.

Established in 1999, the Progressive Women and Agrarian Reform Cooperative in Capiz (PWARC) has over 600 members, with women comprising 80%. They produce and market

organic calamansi juice under the brand name Golden Calamansi Juice. Sixty of their members grow citrus in a 50-ha area now planted to 20,000 trees. Cultivating 400 - 500 citrus trees/ha, each farmer supplies 70 - 80 kilos of fruit 3 – 4 times a week. Their produce is then brought to the production site in Dumarao, Capiz where 12,000 bottles (300 ml) of calamansi juice is produced. Selling at PhP15 per bottle, PWARC makes a monthly gross sale of PhP225,000. The cooperative has developed a network of buyers in Capiz, Kalibo Airport, Boracay Island, Iloilo and Manila.

For the past five years, PWARC provided calamansi, palay, sugarcane and corn farmers with production loans for native chicken and calamansi production; engaged in vermicompost production; distributed seeds; and provided post-harvest services (e.g., traveling rice mill, mechanical drying). They also provided scholarships for elementary and high school, burial benefits and feeding programs. In 2013, they initiated a microfinance project through a tripartite agreement with CARD Inc. and the Department of Agrarian Reform (DAR). Starting with a seed capital of PhP250,000, they developed a capital base of PhP2.1 million and recruited 565 new members.

Although their processing equipment was not damaged by Yolanda and their production plant did not sustain significant damage, 80% or 16,000 of calamansi trees was destroyed. The remaining trees of calamansi have apparently been affected as they now yield only wrinkled, dry or very small calamansi fruits. There is also no power for freezing some of the juice, which is required before transport. For these reasons, the calamansi juice enterprise has not been operational since Typhoon Yolanda struck. PWARC's microfinance operations also stopped as the money lent to members comes from the profit of selling calamansi products.

PWARC is seeking rehabilitation financing of about PhP1.5 million for its calamansi enterprise, even as it is also developing alternative sources of income for the cooperative and alternative employment for its members such as nursery development for fruit seedlings, vermicomposting as well as drying and grading facilities for rice and corn. Prior to Yolanda, PWARC shared problems with other social enterprises such as high transportation costs due to the poor conditions of farm-to-market roads; difficulties with licenses, permits and certification (e.g., providing nutritional information, fulfilling labeling and bar code requirements) for accreditation with the Bureau of Food and Drug Administration and unreliable links with more established businesses in the marketing of their products.

Fair trade organizations

A third segment of the social enterprise sector in the six provinces is fair trade organizations. They include the Panay Fair Trade Center (PFTC) based in Iloilo, the Southern Partners and Fair Trade Center (SPFTC), and the Handicrafts of Aklan Multi-Purpose Cooperative. PFTC and SPFTC are both members of the World Fair Trade Organization Asia/Philippines, which certifies fair trade organizations. Fair trade organizations engage marginalized producers as strategic partners and provide them access to local and global markets using the 10 principles of Fair Trade.^{ix}

PFTC is engaged in the production and marketing of muscovado sugar, banana chips and ginger chews for the local and export market. PFTC reported partial damage to their three sugar mills in Iloilo. SPFTC's processing plant in Naga, Camarines Sur was also partially damaged but not as badly as the impact on its partner-producers in Northern Cebu. SPFTC partners whose livelihoods were devastated by Yolanda include the Guinwanon Multi-Purpose Cooperative (GMPC) and the Daang Bantayan Coconut Farmers Association (DBCFA). With 130 women members, GMPC produces Spanish sardines, fish crisps (kropek) and dried fish and sell these at the SPFTC-managed Fair Trade Shop in Cebu City. DBCFA is one of SPFTC's partner-suppliers of coconuts for the virgin coconut oil, desiccated coconut and coconut flour products marketed locally and abroad.^x

Prior to Yolanda, small producers linked to the value chains of these fair trade organizations numbered 400. They expanded their outreach after Yolanda in terms of relief operations to cover about 7,900 households in Cebu, Leyte and Panay.^{xi}

The Handicrafts of Aklan Multi-Purpose Cooperative (HAMPCO) was set up by the Uswag Development Foundation in 1993 to promote women's empowerment, environment-friendly products and particularly, fair trade in Aklan's handloom industry. It has 379 members engaged in handloom weaving using indigenous natural fibers available in Aklan such as piña and abaca. Its products marketed in the Philippines and abroad include piña barong, shawls and fabrics, as well as abaca and abaca-bags.

The Department of Trade and Industry (DTI) projected that sales from piña and abaca handloom products in Aklan would increase by 50% in 2013 from 2012's sale of PhP6.9 million. DTI expressed this optimistic outlook in June 2013 when it turned over new handlooms to HAMPCO as part of the agency's shared service facilities (SSF) to upgrade product quality.^{xii}

However, despite DTI's projections, HAMPCO was already experiencing a decrease in orders prior to Yolanda. At the same time, bunchy top infestation was affecting the production and availability of abaca as raw material. With Yolanda's destruction of abaca and piña along with other crops in its 30-km path, the situation went from bad to worse. Knotted abaca fibers are now being bought from Negros and Mindanao by enterprises needing it as raw material.

These problems indicate the importance of a comprehensive economic subsector and value chain intervention for piña and abaca handloom woven products. This is especially important given the centuries-old handloom weaving tradition that has provided livelihoods for many families in Aklan's culture and history.

Big challenge faced by established social enterprises

Yolanda challenged these social enterprises in terms of disaster preparedness. To the best of their ability, they did their share of relief operations and even reached out to groups beyond their immediate stakeholders.

CARD MRI and OFMPC have started conceptualizing their disaster resiliency trust funds and initiatives such as food warehousing to prepare for possible disasters in the future.

MFIs and cooperatives that have reached enterprise viability mainly through the provision of financial services to members and clients among the enterprising poor were similarly shaken by Yolanda. They would need to find ways of working with their members or clients, and possibly with other institutions to restore their sources of livelihood, to engage in alternative livelihoods or to build sustainable livelihood systems.

In effect, the crisis situation of their lending operations today exposed the systemic vulnerability and limitations of microfinance interventions that are not linked to the more comprehensive agenda of addressing the holistic needs of the poor to have sustainable livelihoods, to be free of poverty and to live in self-reliant communities. Even before Yolanda, the desire for greater impact among the poor was already a driving force among a number of these MFIs and cooperatives to pilot efforts towards diversification of services and programs.

One example is the Taytay sa Kauswagan Inc. (TSKI) initiative of launching a Farmer Integrated Assistance Program (FIDA) in Iloilo to capacitate rice farmers in adopting organic rice production technologies and to support them in the whole value chain, from accessing inputs to production, processing and marketing^{xiii} A similar effort was undertaken by CARD MRI which set up CARD Business Development Services Foundation Inc. (CARD BDSFI) to enable value chain interventions, starting with farmers and small producers of muscovado sugar (raw sugar) and *siling labuyo* (local variety of red pepper) in Bicol and Oriental Mindoro.^{xiv} For its part, OFMPC initiated a seven-point programme dubbed PaRASPovRe or Participatory Rural Actions for Sustainable Poverty Reduction^{xv} to comprehensively address the capacity building and support services required by its farmer members' total development.

The impacts of Yolanda highlight the importance and urgency of fast tracking the implementation of these initiatives to reach not only a few poor in identified pilot areas but the majority of their stakeholders among impoverished communities. In this context, the post-Yolanda situation has opened many opportunities for innovation and collaboration between these established social enterprises and other players in the emerging sector.

Organizations of poverty groups and pre-social enterprise formations

Beyond their participation in established social enterprises as members, clients and partners, the level of organization of poverty groups as self-governing people's formations in their respective communities may be described as generally weak. However, there are many groups that have been formed to engage or enable poverty sectors to improve their livelihoods, incomes and economic well-being. These may be considered pre-social enterprise formations that even before Yolanda needed strengthening. Many of them were badly hit by the typhoon which washed out or destroyed a major part of their assets and resources. Similarly, there have been efforts to organize social enterprises, such as those engaged in the production of coco coir and handicrafts that had also been facing difficulties and challenges prior to Yolanda.

The succeeding sections describe some of these people's organizations and pre-social enterprise formations, showing their diversity the challenges they face and their potential as actors in the rehabilitation process.

The Coco-Banana Producers Federation in Leyte (COBFEL), which includes two women's groups, was organized in 2012 to diversify sources of income beyond coconut farming. Before Yolanda struck, their members were already hard pressed to meet income requirements from the production of door mats from coco coir; abaca bags and slippers; and *bayong* (native bags) from pandan and romblon. With their inventories lost to the typhoon and raw material sources compromised, they are now planning to pursue vegetable and coco-banana farming

The South Eastern Samar People Organizations Consortium (SEASPOC) in the Leyte Gulf area is a federation of seaweed growers with 780 members from 22 fisher organizations. There are 20-74 SEASPOC members in each of the 22 barangays spanning 7 municipalities. . They are today pursuing efforts for the rehabilitation of their seaweed farms which were totally destroyed by Yolanda.

Of the six provinces, only Leyte and Iloilo have established organizations of persons with disabilities. The Federation of Disabled Persons of Leyte Inc. (FEDPILI) has a registered membership of 3,100 individuals from 25 municipal chapters. Among their members are those who live by providing musical entertainment during fiestas. Yolanda left them without any means of livelihood not only because their instruments were washed out but also because the massive devastation has ruled out, at least for now, celebrating fiestas.^{xvi}

Another group of Yolanda-affected communities are the indigenous peoples. In Panay, there are several thriving organizations of indigenous peoples, among them, Bukidnon United Tribal Association (BUTA), Tumandok nga Asosasyon sang mga naga Tugbong sa suba sang Pan-ay (TATAP), Naga-isa nga Tumandok sa Dalagsaan (NANGTUD), Karatagan, Aglonok kag Hilwan, Isa sa Ridor, Organisasyon kag pag amlig sa Palibot (KAHIROP) and Panay Rural Organizing for Reform and Social Order (PROGRESO). Many members of these indigenous peoples' organizations derive their income from coffee farming. Based in the mountains of Lambunao and Calinog in Iloilo, Tapaz and Jamindan in Capiz and Libacao in Aklan, they expressed the need for a coffee rehabilitation program to address the huge losses incurred from Yolanda which struck a month before harvest time.

Only a few women's organizations exist among these various poverty groups. They tend to be small and less established as exemplified by the unregistered group of "Boneless Girls" (producing boneless bangus) with 10 members in Utap, Tacloban; and the Organization of Women in Lanoy, Leyte with 35 members, which was organized in 2013 among vegetable producers. There are also organizations of mixed gender that are relatively bigger in size and composed predominantly of women as in the case of small fisher organizations such as Libas Empowered Capiznon Association (LECA) and New Hope Small Fisherfolk Association with 161 and 300 members, respectively. These were set up less than two years ago in Capiz under the

Pantawid Pamilyang Pilipino Program (4Ps) led by the Department of Social Welfare and Development (DSWD).

Local social enterprise support and development institutions (SE SDIs)

Very few local NGOs or SE SDIs operate actively in Leyte and Eastern Samar. One of these, the Guian Development Foundation Inc. (GDFI) in Eastern Samar has been actively working with fisherfolk organizations and communities involved in coastal resource management and seaweed production and marketing in the Leyte Gulf area. SEASPOC, its partner in seaweed farming, lost productive assets and livelihood sources to Yolanda.

The Tools and Concepts for Community Development Inc. (TCCD) in Tolosa, Leyte is a center for volunteerism and development, targeting the youth, women, persons with disability, small farmers and fisherfolk, and the marginalized sectors in the province. It has a four-pronged program focused on human development, local democracy development, social enterprise development and community advocacy. Tapping into Tolosa's strength as a coconut-producing area, TCCD promoted as one of its projects the processing of natural vinegar from coconut for the local and export market. TCCD was forced to shut down after Yolanda destroyed 60% of its facilities and damaged the roof of its office and production plant.

At the same time, Yolanda destroyed 90% of the 1,126 ha of coconut, damaging over 100,000 coconut trees, and wrecked or washed out most of the fishing boats. This left more than 1,600 small coconut farmers, tenants and farmworkers jobless, more than 200 fisherfolk without fishing gears and equipment and around 80 sap gatherers with no coconut trees to source their produce. The women workers of the processing facility, the vendors and their families also lost their livelihoods and income.

TCCD plans to venture into alternative livelihoods such as concrete hollow block-making and deep sea fishing, while it works towards the rehabilitation of coconut farmers and their farms. As it rehabilitates its plant structure and facilities, TCCD is also looking for other sources of sap, possibly from Northern Samar or Southern Leyte.

More local NGOs engaged in development work can be found in Panay and Cebu as compared to Leyte and Samar. This is evidenced by the presence of networks of NGOs such as the Western Visayas NGO Network (WEVNET), the Iloilo Caucus of Development NGOs (ICODE) and the Capiz NGO-PO Network for Enterprise Development (CAPIZNED). Cebu is also the base of a number of regional or sub-regional NGO formations, among them the Central Visayas Farmers Development Center Inc. (FARDEC). Key informants interviewed during the PARC processes explained, however, that even prior to Yolanda, the NGO community in these regions were no longer as strong as they used to be. A significant number had folded up, and those that remained were down to a few staff with limited funding and projects. The remaining NGOs were further described as having limited capability in institution-building and enterprise development. Interest is strong but they still need to be oriented to and capacitated in social entrepreneurship and social enterprise development.

Response to Yolanda by social enterprise resource, support and development institutions at the national level

A significant number of national and international social enterprise resource, support and development institutions (SE-RSDIs) established their presence and operations in the six provinces in response to Yolanda, with many intending to stay on during the rehabilitation stage. Several of them that were already in the Visayas before Yolanda are now planning to strengthen their involvement in reconstruction efforts.

VICTO National has long established itself as an institution supporting the development and promotion of cooperatives in the Visayas. It now plans on strengthening its work on cooperatives development with a current focus on contributing to the rehabilitation of poverty sectors in Yolanda-affected provinces.

The Foundation for a Sustainable Society Inc (FSSI) is another SE RSDI advocating and supporting the practice of social enterprise development in the context of local economic development that advances a triple bottom line of social impact, economic viability and environmental regeneration.

The Philippine Rural Reconstruction Movement (PRRM) advances the advocacy and practice of social enterprise development in the context of sustainable area development. PRRM has evolved a strategy for “Rebuilding Lives, Rebuilding Communities” with components of community empowerment and development; food security and sustainable local economic development; housing and human settlements development and good governance.^{xvii}

Promoting social enterprise and value chain development in various economic subsectors is the focus area of the Philippine Social Enterprise Network (PhilSEN) and its members that include Bote Central/Philippine Coffee Alliance, Ecosystems Work for Essential Benefits (ECOWEB), Katilingbanong Pamahandi sa Mindanaw Foundation Inc. (KPMFI), Center for Empowerment and Resource Development (CERD), Bagong Sugbo Foundation and Philippine Network of Rural Development Institutions (PhilNET-RDI). They have developed a framework for livelihoods rehabilitation in Yolanda-affected communities called “Planned Production and Social Enterprise Value Chain Complementation”. They propose, among others, the development of an organic feeds and livestock subsector value chain and an organic crop subsector value chain for post-Yolanda livelihoods rehabilitation.^{xviii}

Oxfam, an international NGO working on humanitarian concerns in emergencies and development issues, supports social enterprise development as a strategy for recovery, rehabilitation and building community resilience, and as part of the bigger goal of addressing poverty, inequality and women’s economic leadership.

Peace and Equity Foundation is an endowment fund institution established in 2001 to support poverty-reduction programs of NGOs and other civil society organizations. It promotes social

enterprise development as part of a more comprehensive strategy of disaster risk reduction and sustainable development..

These established SE-RSDIs are conscious players in the social enterprise space at the national level with a number of them serving as key actors in the Poverty Reduction through Social Entrepreneurship (PRESENT) Coalition and the recently concluded Social Enterprise Rehabilitation Visioning and Engagement (SERVE) Conference.

Consistent with their advocacy for PRESENT, there is a push to go beyond single social enterprise interventions and pursue value chain interventions in strategic economic subsectors. In this manner, financing, technical support and market development can meaningfully and sustainably improve the position of a significant number of the poor and small producers as stakeholders in these value chains while benefitting from the critical mass to produce the volumes required by commercial markets. There is also a strong push to link recovery and rehabilitation efforts to the empowerment of poverty sectors as stakeholders in sustainable local economic development. In this regard, investments in building strong organizations of the poor alongside with investments in capacities for social enterprise and value chain management as well as the various aspects of sustainable development are thus clearly critical factors for success.

Women's participation and leadership in the emerging social enterprise sector

MFIs have the biggest outreach among established social enterprises, with women comprising the majority of those who access its services. However, the gender and development orientation among many players, including cooperatives, is generally weak. Among the established social enterprises, the gender and development perspective is strongest among fair trade organizations.

Among the institutions who participated in the FGDs, there were only 16 organizations of women or 18% of the total research population. Most of them are pre-social enterprise formations, newly formed or re-organized, engaged in the production/harvesting, processing and/or sale of products such as vegetables, sea weeds, deboned, dried or processed fish (e.g., rellenong bangus or fish lumpia), baked goods (e.g., roscas), handicrafts, bags, slippers and bayong. The most developed of the women's organizations encountered were the PWARC and HAMPCO.

No local social enterprise support or development organizations focused solely on women and only a few (e.g., CAPIZNED) manifested a gender and development orientation. Among social enterprise support and development organizations, those operating at the national level are usually the ones with strong gender and development programs. Among the participants in the action research, there was only one national women-focused organization– the WeDpro, Inc., which entered Palo, Leyte to undertake relief and rehabilitation efforts after Yolanda.

Opportunities to Build Back Better

FGD participants generally recognized the important role international NGOs played in reaching communities during the relief phase. Many of the participants perceived government relief efforts not only as generally inadequate but tainted by patronage politics. Business organizations were perceived as most helpful during the relief phase, after which they would likely focus on the rehabilitation of their own operations, except for those with some orientation on corporate social responsibility.

There was a general feeling that not enough was being accomplished on the ground in terms of efforts towards rehabilitation. Beyond relief operations, cash for work schemes were expected to continue. Transportation, electricity and communications services are yet to return to full, regular operations. Markets are still in disarray, with the high demand created by relief operations distorting the prices of basic services such as transportation. Beyond relief operations, cash for work schemes were expected to continue.

MFIs and cooperatives as well as pre-social enterprises all expressed the urgent need for refinancing and concretely linking rehabilitation efforts to the particularities of rehabilitating their members' and partners' devastated livelihoods. Many fishers still do not have boats and gears, and many farms are still littered with debris.

At the time of the research, there was no indication of systematic efforts to rehabilitate fish habitats and forest areas. The research participants shared their concern that the productivity of rice and other farm lands may have been compromised due to the incursion of salt water. Given the long gestation periods for crops to start yielding income for farmers (5 - 6 years for coconut, 3 years for the dwarf variety; 6 - 7 months for banana, 18 months for abaca), alternative livelihoods being proposed or put in place are expected to fall short of actual need. Many of the affected communities have not been able to access financial services or raw materials for the rehabilitation of their livelihoods and enterprises.

Although many of the local groups engaged in the action research in the six provinces were not familiar with "social entrepreneurship" and "social enterprise" prior to the APPRAISE RAY project, they welcomed the idea of social mission-driven enterprises that served the poor. They showed interest in new, innovative and more sustainable ways of restoring livelihoods and building back better or of linking livelihood development to building their assets, restoring their habitats, strengthening their capabilities and developing their self-reliance as actors in their own development.

Reconstruction Initiative through Social Enterprise

Inspired by the idea of developing or strengthening social enterprises as vehicles for rehabilitation, there was positive feedback and enthusiasm among the research participants on the need to seize opportunities in the post-Yolanda situation to assist the poor and small

producers in building back better. It was in this context that the Reconstruction Initiative through Social Enterprise (RISE) was conceived. RISE's Vision, Mission and Strategies are as follows:

Vision:

“Yolanda-devastated communities are being built back better with social enterprises as transformational partners of the poor, civil society, government and business in sustainable local economic development.”

Mission:

“To promote innovative program and project development efforts, resource matching, learning exchange and advocacy to make social entrepreneurship and social enterprise development an important strategy to enhance Reconstruction Assistance on Yolanda (RAY).”

Twelve strategies:

- 1: Rehabilitate established social enterprises towards better serving more of the poor.
- 2: Build social enterprise-based alternative livelihood systems linked to the delivery of basic needs, social services and utilization of local resources.
- 3: Undertake strategic economic subsector interventions that would progressively improve the position of and benefits derived by a significant number of small producers in relevant value chains.
- 4: Undertake social innovations and social enterprise ventures supportive of community capacity-building in disaster risk reduction and management.
- 5: Lobby for a “Poverty Reduction through Social Entrepreneurship Program” (PRESENT) to enhance government’s Reconstruction Assistance on Yolanda (RAY).
- 6: Actively engage the business sector to support poverty reduction through social entrepreneurship in Yolanda devastated provinces.
- 7: Undertake area-based convergence strategies to demonstrate the power of multisectoral cooperation towards sustainable local economic development.
- 8: Orient cash transfer schemes towards livelihood and habitat restoration, organizational strengthening and social enterprise development.
- 9: Promote the culture and practice of social entrepreneurship and social innovation among the youth, social enterprises, small entrepreneurs, civil society organizations, business and government.
- 10: Build local capacities on the art of managing multiple bottom lines and the strategy of poverty reduction through social entrepreneurship
- 11: Set up a sustained research, development and dissemination program to inform and effectively support continuing innovations.
- 12: Develop mechanisms to effectively operationalize the Reconstruction Initiative through Social Enterprise (RISE).

These 12 strategies are briefly explained in the succeeding section.

RISE Strategies

1: Rehabilitate established social enterprises towards better serving more of the poor.

This strategy is directed at assisting the rehabilitation of established social enterprises, not only to more effectively support their current members and partners, but also serve a bigger number of the affected poor.

A significant number of the social enterprises gravely affected by Yolanda were MFIs and cooperatives providing savings and credit services as well as social protection schemes to farmers, fishers, vendors, sari-sari store owners and other segments of the enterprising poor. The rehabilitation of these social enterprises is heavily dependent on the rehabilitation of the sources of livelihoods of these poor who lost their fishing gears, crops, farming equipment or processing equipment, inventory and sources of raw materials.

Each of the MFIs and cooperatives would have to negotiate the restructuring of their existing loan portfolios with their funding partners, even as they would need to secure new financing in the form of soft loans or grants to assist clients in housing construction, as well as in accessing new loans to finance the restoration of their livelihoods.

For example, TSKI is already negotiating with its funding partners, specifically People's Credit and Finance Corporation (PCFC), National Livelihood Development Corporation (NLDC), Land Bank of the Philippines and Oikocredit for a moratorium or in special cases for condonation of their portfolio in badly affected areas, at the same time that they are looking for special funds for the rehabilitation of their clients. TSKI estimates that to serve its 34,254 clients who were directly affected by the typhoon, it would need new financing of about PhP1.3 billion. This assumes a PhP25,800 to PhP45,800 coverage per client to cover house construction loans, financial assistance for start-up capital, direct assistance to school children as well as trainings, workshops and transformational activities.^{xix} Based on TSKI's estimates, the rehabilitation budget for microfinance clients affected by Yolanda would be about PhP15.78 billion.

While farmers, fishers, vendors and sari-sari store owners are being assisted in restoring their original sources of livelihood, they also need to be better supported in benefitting more from the value chains where their economic activities are situated. Those dependent on farming need help with alternative livelihoods during the long gestation periods before they can harvest their respective crops. Building back better may also entail their introduction to new livelihoods linked to sustainable livelihood systems.

To complement their efforts in securing rehabilitation financing, promoting new programs and partnerships and providing learning exchanges would enable these MFIs and cooperatives to assist in restoring the sources of livelihood of their members and clients among the poor in developing alternative livelihoods or developing sustainable livelihood systems; and create synergies between MFIs and cooperatives with social enterprise resource, support and development institutions to provide financial and livelihood rehabilitation services to the wider community affected by Yolanda who are as yet unorganized or are in pre-social enterprise formations.

Two initiatives that exemplify this strategy of working with microfinance institutions and cooperatives to assist in the restoration of livelihoods or development of alternative livelihoods are the Bagong Araw (New Day) Project of Hapinoy and the Tindog Cooperative Disaster Rehabilitation Project (Tindog Co-op for short) of VICTO National. Hapinoy's Bagong Araw project aims to help women micro-entrepreneurs, initially 2,000 of them in 10 municipalities in Leyte, revive and rebuild their small neighborhood stores in partnership with CARD MRI. VICTO's Tindog Co-op seeks to assist member cooperatives in Eastern Visayas undertake new ventures that meet basic needs of local people and provide alternative sources of income for their member farmers, fishers and vendors, such as egg and poultry production and provision of transportation services.

At the same time, PRRM's Fishery Rehabilitation after Yolanda (FRY) program has identified the need for partnering with MFIs to provide much needed calamity loan financing for reviving microenterprises of fishers' organizations. These organizations thrived before Yolanda hit the province and show promise of market viability as the local economy picks up, especially in the business of bangus deboning for relleno, making fish lumpia and fish drying. The FRY program intends to organize and strengthen fishers' associations in Tanauan, Leyte while engaging them in the rehabilitation of their livelihoods and fishery resources.

2: Build social enterprise-based alternative livelihood systems linked to the delivery of basic needs, social services and utilization of local resources.

There is a real and urgent need for farmers and fishers to gain access to alternative livelihoods given the long gestation periods for coconuts, coffee, abaca, banana and fruit trees to yield fruits or become harvestable, and the significant time it would take to revive fish habitats and farm lands destroyed by Yolanda. Rather than just depending on businesses to employ them as hired hands in various ventures, the poor can be engaged more meaningfully if social enterprise ventures are developed. In these social enterprises, the poor are not only workers, suppliers and clients, but could over time partake in the ownership and decision-making processes of these ventures. Existing social enterprises and social enterprise support or development institutions or groups of social entrepreneurs are in a good position to launch these initiatives.

The Foundation for TheseAble Persons Inc. has embarked on a cooperative development program that would involve 3,500 persons with disability and other marginalized poor needing alternative livelihoods in Leyte in the production of prefabricated shelter materials, school chairs, educational toys and other products. The cooperative members would also be involved in building disaster resilient housing and reforesting a community forest area where they could produce various agricultural products through intercropping.

The Leyte Union of Producers of Agri Products in Palo, Leyte is proposing the setting up of a coco-based furniture and handicrafts production project. The idea is to utilize the coconut trees felled by Yolanda which number more than 400,000 in the municipality. The project has the potential of providing alternative livelihoods to the 7,000 farmers dependent on coconut production in Palo, where 60% of the farms were planted to coconut.

The idea of transforming the building of houses, schools, clinics and community centers into social enterprise ventures that would provide alternative livelihoods has been taken up by the Center for Community Transformation (CCT) through its Project Nehemiah.^{xx} Similarly, Gawad Kalinga has noted the massive need for infrastructure construction in the Yolanda-affected areas, which includes PhP200 billion worth of housing and infrastructure in the next three years. Estimating 30% (around PhP60 billion) for labor costs, Gawad Kalinga is proposing the setting up of Gawa Training Centers to recruit, train and enable construction teams skilled in masonry, carpentry, painting, plumbing and electrical work to be deployed to various construction jobs.

The devastated systems for the delivery of basic needs and social services are also sources of opportunities for building back better. The Partnerships for Health Action, Nation-building and Socioeconomic Upliftment (PHANSUP) started to promote community-owned health clinics and diagnostic facilities or services and was about to inaugurate the Eastern Visayas Area Cooperation for Health (EVACoH) Clinic and Diagnostic Facility Social Health Enterprise in Tacloban City when Yolanda struck. The super typhoon completely destroyed the facility and PHANSUP is now pursuing its rehabilitation. Alongside this effort, PHANSUP also initiated the EVAqua Community Water Enterprise to promote community based and owned filtration and distribution systems for drinking water.

Where appropriate, setting up brands that are linked to RISE may be worth exploring to optimize patronage of products coming from social enterprises working with the poor in Yolanda-affected provinces.

3: Undertake strategic economic subsector interventions that would progressively improve the position and benefits derived by a big number of small producers in relevant value chains.

Many of the poor in Yolanda-affected provinces are comprised of fishers mainly reliant on open sea catch, and also engaged in farming as an alternative income source. Farmers on the other

hand are highly dependent on commercial crops such as coconut, sugarcane and abaca. Fishers and farmers alike are at the lowest end of the various value chains where they are located. Still largely unorganized as producers, they have no power to influence the price or transactions they have with traders who control the terms of trade.

At the same time, many cooperatives and pre-social enterprises engaged in agriculture or fishery-based processing and trading have to contend with pre-Yolanda issues that adversely affected their viability, growth and sustainability. Major of the issues they articulated had to do with adequacy, quality and reliability of markets and raw material supplies. These indicate that these cooperatives and pre-social enterprises were neither conscious actors in their respective value chains nor were they engaged as part of value chain interventions in their respective economic subsectors.

What are economic subsectors? Economic subsectors are networks of related actors and enterprises performing various functions in competing value chains. They may be identified by major raw material source or final service provided. Some economic subsectors where social enterprises in other parts of the Philippines are already playing key roles are in the subsectors of coco coir, muscovado sugar, organic rice, essential oils, bamboo, educational toys, school chairs and specialty coffee.

The proposed Poverty Reduction through Social Entrepreneurship bill recognizes the limitations and pitfalls of single or isolated social enterprise interventions and the importance of interventions at the level of economic subsectors, and proposes social enterprise interventions in strategic economic subsectors that have the potentials for growth and where the poor are concentrated or could be major players. In the same spirit, such is proposed as a major strategy in the rehabilitation of livelihoods in Yolanda devastated provinces.

Based on the action research, there are several economic subsectors where the poor are concentrated or where they may be considered major players. These include economic subsectors related to eco-tourism, coconut, fisheries, rice, bananas and vegetables. In Samar and Leyte, the coco coir, coffee, seaweeds, mudcrab and bangus subsectors were identified. In the Panay provinces, the economic subsectors identified relate to abaca, pineapple, coffee, organic calamansi, sugar, bamboo and school furniture manufacturing. In Cebu, the economic subsectors include in tropical fruits, herbs, peanuts, moringga and romblon cultivation.

Social entrepreneurship-oriented subsector interventions engage the relevant players in the whole value chain -- from procurement of inputs to production and processing, to trading and marketing to end-consumers. As primary stakeholders in the social entrepreneurship ventures, the small producers who are usually marginalized in trader-dominated agribusiness value chains become the subject of capacity development. In the process, their position in the value chain and the benefits they derive are optimized. The most lucrative markets are identified and they are assisted as part of social enterprises to increase their productivity and enhance the benefits derived from their participation in existing functions, to take over functions, to change market channels or to develop new market channels and serve new markets. The expected

benefits to the small producers is not only increased incomes but enhanced capabilities to improve their means of living as conscious actors in value chain management.

Indeed, the destruction wrought by Yolanda on entire value chains in various economic subsectors presents opportunities to build back better. Social enterprise support and development institutions such as the Philippine Social Enterprise Network, the Foundation for a Sustainable Society Inc. and the Institute for Social Entrepreneurship in Asia, whose members and partners have had the experience of value chain development are prepared to engage government and other players in pursuing this strategy.

4: Undertake social innovations and social enterprise ventures supportive to building the capacity of communities in disaster risk reduction and management.

In the process of contributing to recovery and rehabilitation efforts, the emerging social enterprise sector needs to do its share in developing the capacity of communities in disaster risk reduction and management. Toward this end, RISE shall encourage social innovations and social enterprise ventures supportive to building the capacity of communities in disaster risk reduction and management.

Incorporation of disaster risk reduction and management into the strategic and operational plans of social enterprises needs to be given a boost. PEF has incorporated such as a requirement for all its social enterprise partners.

Initiatives of MFIs and cooperatives to set up a disaster resiliency trust fund is noteworthy. VICTO member Omaganhan Farmers Agrarian Reform Cooperative from Leyte has already put in place a policy of setting aside .05% for every loan it approves for the setting up of such a trust fund, in addition to donations and grants it shall be mobilizing from institutional partners. It is also in the process of discussing food warehousing as a regular project to enhance food security during disasters.

A necessary measure that all social enterprises need to consider is putting in place life and property insurance measures for their organizations as well as their members, staff and partners. In this regard, MFIs with the experience of setting up successful mutual benefit associations could take the lead.

5: Lobby for a “Poverty Reduction through Social Entrepreneurship Program” to enhance government’s Reconstruction Assistance on Yolanda (RAY).

The intent of building back better needs to concretely show improvement in the conditions and position of the poor in Yolanda-affected provinces. This requires setting a goal for poverty reduction and investing in strategies that would bring about this outcome. However, Reconstruction Assistance on Yolanda (RAY), the government’s master plan for building back

better, while explicit in recognizing that poverty is bound to worsen, fails to set a poverty reduction goal and put in place strategies to bring this about.

It is not acceptable for the government to scale down its poverty reduction targets in anticipation of the increase in poverty incidence in Yolanda devastated communities. Poverty reduction will also remain unrealized if government simply relies on corporate-led public-private partnerships. But there is a greater chance of reducing poverty if government enables the development of a vibrant social enterprise sector that it can partner with to undertake innovative reconstruction initiatives.

Toward this end, it is proposed that government put in place a “Poverty Reduction through Social Entrepreneurship Program to enhance Reconstruction Assistance on Yolanda” (PRESENT RAY Program). Such a program shall assist the development and growth of many social enterprises that would engage the poor not only as workers, suppliers and clients but more importantly, as co-owners and partners in their own development. To achieve scale, sustainability and significance, social enterprise development needs to be pursued in the context of developing value chains and economic subsectors, as earlier discussed.

The centerpiece of this PRESENT RAY Program shall therefore be working with social enterprises in the development of strategic economic subsectors that have the potentials for growth and where the poor are or could be major players. Mainstreaming Strategy 3 shall be critical in this respect. To start the program, it is proposed that the government commission the conduct of a study that would identify the 10 most strategic economic subsectors with the potentials for growth and where the poor are concentrated or could be major players; define the main opportunities for growth in these subsectors; and identify and develop strategies for engaging social enterprises as partners in improving the position, increasing the assets and optimizing the benefits that small producers would get from subsector growth.

While such studies are underway, the government could consider supporting social enterprise rehabilitation initiatives in specific value chains that have shown positive impact on poverty sectors elsewhere in the country. Two proposed initiatives show great promise in this respect. One is the proposal of the Foundation for TheseAble Inc. to develop the manufacturing of school chairs and educational toys subsectors initially in Leyte, to supply the rehabilitation requirements of schools in Yolanda-devastated communities. The other proposal from the Philippine Coffee Alliance is concerned with expanding their national coffee agribusiness program, Kape’t Buhay, to include the coffee-producing indigenous communities in Panay and farmers’ cooperatives in Leyte that want to engage women members in coffee processing as an alternative livelihood, while awaiting the harvest of the coffee that they would intercrop with coconut.

To effectively pursue the objectives of PRESENT RAY, the government would need to put in place support programs and incentives to assist the growth and development of social enterprises. The support programs and incentives should include, among others –

- special grant and credit windows providing non-collateralized loans supported by a Guarantee Fund Pool for participating social enterprises in PRESENT RAY;
- a capacity development fund to provide for enabling services to the poor and building the strategic management and other capabilities needed by social enterprises to grow and develop;
- the use of government's power of public procurement to ensure that the products and services of these social enterprises are contracted under equitable terms and bought at fair prices;
- a research and development as well as a market development program to provide continuing support to social enterprise and subsector development;
- the provision of tax exemptions, tax credits and tax breaks during the rehabilitation phase; and
- the provision of cash incentives such as grants equivalent to 25% of the minimum wage for social enterprises employing persons with disability.

On the whole, many of these proposals are contained in the Poverty Reduction through Social Entrepreneurship (PRESENT) Bill being lobbied by the PRESENT Coalition. The proposed measure is now pending in the Upper and Lower Houses of Congress. RISE needs to build a partnership with the PRESENT Coalition to more effectively push their common agenda with government.

6: Actively engage the business sector to support poverty reduction through social entrepreneurship in Yolanda-devastated provinces

The action research showed that there is much to be done in terms of building bridges between players of the emerging social enterprise sector and the business community. Some actors in the emerging social enterprise sector have engaged businesses as market channels or direct markets for their products prior to Yolanda. Beyond the relief phase, businesses are generally seen as actors who will pursue their own business interest, rather than help the poor or small producers in the rehabilitation process. This perception prevails despite a number of business organizations being identified as development partners by the Presidential Assistant on Recovery and Rehabilitation.

RISE shall promote greater cooperation between the business and social enterprise sectors based on a common agenda and strategy of Poverty Reduction through Social Entrepreneurship. Toward this end, the business sector shall be encouraged to become social investors, markets and partners of social enterprises.

The advocacy and program of the Philippine Business for Social Progress for inclusive business models especially in agribusiness value chains is an important step in this direction. Inclusive businesses invest in involving the poor in their respective value chains, usually as direct suppliers of raw materials or semi-processed goods. For instance, the effort to develop onion growers to supply the needs of Jollibee Foods Corporation and organize the farmers into a

cooperative in addition to engaging Alalay sa Kaunlaran (ASKI), a microfinance institution to assist with financing, proved to be critical aspects of the intervention. In this example, two social enterprises – the cooperative of farmers and the MFI – played important roles to make the partnership between the onion growers and the corporation meaningful.

There is much room for the development of inclusive business models in partnership with social enterprises in the rehabilitation of the agriculture and fishery sectors in Yolanda-devastated provinces.

7: Undertake area-based convergence strategies to demonstrate the power of multisectoral cooperation towards sustainable local economic development.

Even prior to Yolanda there were already a number of social enterprise resource, support and development institutions with evolved area-based convergence strategies towards sustainable local economic development. This includes the Triple Bottom Line Local Economic Development strategy of FSSI, and the Sustainable Area Development Strategy of PRRM. Both advocate the integration of social, economic and ecological considerations in empowering the poor towards equitable and sustainable development. In this process, social enterprises pursuing a triple bottom line of social equity, economic viability and environmental soundness play a critical role in building the productivity, assets and capability of small producers to overcome poverty.

An opportunity for such area-based convergence strategies where social enterprises can work with government and business organizations to lift a significant segment of coconut farmers and landless farm workers from poverty may be found in the Integrated Coconut Agro-Industrial Hubs program led by the Department of Agriculture. Here, coconut farmers are envisioned not only to supply the nut and meat requirements of businesses but also to become owners of coconut processing plants and related enterprises. They are likewise assisted in diversifying their sources of income through intercropping and the development of relevant value chains such as in corn, coffee, cacao, poultry and livestock production and cultivation.

In this regard, pursuing the development of coconut areas in the devastated provinces of Leyte, Eastern Samar and Panay into coco hub zones in partnership with social enterprises and social enterprise development institutions is an important endeavor where this strategy of convergence may be positively demonstrated. When effectively linked to agrarian reform, rural infrastructure development, social protection and human resource and organizational development, this program holds much promise for small coconut farmers and landless farm workers.

Another opportunity for demonstrating such area-based convergence strategy is linking the Lambo Bantayan Island program with the Damgo sa Kaugmanon's (Dreams for the Future) Back to Sea Project, that combines organizing of fishers with the rehabilitation of fishing, fishery resources and ecotourism in 16 coastal barangays. Lambo Bantayan Island is being

conceptualized as an Integrated Community-based Sustainable Development Program for Cebu's Bantayan Island, a strategy that would engage local government units and the private sector in the pursuit of the goal of making the island a best in class sustainable community and ecotourism destination.

There is a need to identify the many other opportunities similar to these two examples to demonstrate the power of convergence between social enterprises, civil society organizations, government and business towards sustainable local economic development.

8: Orient cash transfer schemes towards livelihood and habitat restoration, organizational strengthening and social enterprise development.

This strategy hinges on transforming cash-for-work and other cash transfer schemes into organized initiatives to restore livelihoods and habitats in partnership with pre-social enterprises and social enterprise support or development institutions. It is about directing these efforts towards developing social enterprises that are engaged in sustainable livelihood systems development.

During the early recovery phase, many cash-for-work and other cash transfer schemes have been put in place to assist in the transition from relief to rehabilitation. These efforts usually went no farther than hiring people individually for practical work such as road clearing, as a means of transferring cash to stimulate their family's recovery. These schemes could be transformed into organized efforts to help strengthen the capacity of farmers' and fishers' organizations to manage enterprise and environmental restoration projects while directly engaging the farmers and fishers themselves in restoring their sources of livelihood and their habitats.

This strategy would entail engaging fisher and farmer organizations to:

- Undertake community-based resource mapping, planning and restoration of their livelihoods and habitats;
- Be aware of and utilize sustainable agriculture and fishery technologies to increase resilience to climate and disaster risks, mindful of technologies that are gender-responsive or may be biased against women (e.g., fiberglass boats are heavy for women fishers)^{xxi}
- Use cash-for-work schemes for boat-building, fish net-making and repair, building and deployment of fish cages, seaweed planting, restoration of mangrove forests, development of fish sanctuaries, farm clearing, vegetable and root crop production, replanting of coconuts, abaca, coffee, banana, calamansi and other fruit trees, reforestation of watersheds, etc.
- Build nurseries for propagules, fingerlings, fries and planting materials as community-based social enterprises.

In the process of introducing "cash for livelihood and habitat restoration" efforts, social enterprises and social enterprise support or development organizations could introduce pay back schemes among recipients of livelihood assets that are linked to savings and capital build-up for social enterprise projects. For example, the Rebuild Project in Northern Iloilo put in place a scheme for recipients of boats to pay back 40% of the cost of a boat to fund the development of a community-based social enterprise project. When these community-based social enterprise projects directly relate to livelihood and habitat restoration such as nurseries for propagules, fingerlings and fries, they could go a long way in terms of increasing the sense of ownership among fishers of the community's rehabilitation process.

9: Promote the culture and practice of social entrepreneurship and social innovation among the youth, social enterprises, small entrepreneurs, civil society organizations, business and government.

Evident in the results of the rapid appraisal of the emerging social enterprise sector in the Yolanda-devastated provinces is the absence of what can be considered as the new generation of social entrepreneurs and social enterprises. More prevalent in the National Capital Region, this new breed of young professionals venture into social mission-driven enterprises such as Gandang Kalikasan (Human Nature) or Rags to Riches or into transforming even small enterprises into social enterprises, such as Bote Central.

MFIs, cooperatives and fair trade organizations, as well as their supporters in civil society, business and government have much to gain from the promotion of more out-of-the-box ideas for dealing with multiple problems and transforming threats into opportunities for social innovation and social entrepreneurship.

Promoting the culture and practice of social entrepreneurship and social innovation among the youth, social enterprises, small entrepreneurs, civil society organizations, business and government, would contribute to developing the critical mass of social entrepreneurs and social enterprises needed to make a difference in Yolanda-devastated provinces.

Towards this end, RISE shall promote learning opportunities including the exposure of these actors to the array of social enterprise and social entrepreneurship experiences, initiatives and models that have worked elsewhere in the country and other parts of the world. RISE shall likewise encourage incubation initiatives of new social enterprise ventures responding to significant social problems in Yolanda-devastated provinces especially among young professionals and small entrepreneurs.

Moreover, RISE shall promote social innovations adapting sustainable technologies in the rehabilitation of livelihoods and communities. Two important initiatives shared by participating organizations in the SERVE Conference (see succeeding section) were in the areas of promoting renewable energy and eco-friendly building materials utilizing engineered bamboo.

SEED4Comm's (Sustainable Energy and Enterprise Development for Communities) Project Enkindle has served 50 households in each of their 18 partner communities in Cebu. They are also planning the development of solar freezers and other innovations that could be utilized by social enterprises. Filbamboo Exponents Inc., in cooperation with the International Sustainable Development Enterprise, Ltd. is planning to pilot Hi Tech Bamboo Eco Negosyo Villages in Guian, Eastern Samar, Cebu, Iloilo and Leyte featuring climate resilient BamKa Eco Houses and eco boats.

10: Build local capacities on the art of managing multiple bottom lines and the strategy of poverty reduction through social entrepreneurship.

As the action research showed, capacities of local actors in social enterprise development and management is generally weak. Social enterprise leaders and managers in Yolanda-affected provinces need to be better oriented and prepared to deal with strategic social enterprise management as part of the art of managing multiple bottom lines. This is especially important as their respective social enterprises scale up and their operations become more complex. On the other hand, there must also be capacity-building in value chain and subsector development as a strategy for increasing the scale and significance of impact on the poor and the sustainability of social enterprise interventions. In addition, it is vital to capacitate local organizations that could serve as social enterprise support and development institutions in both strategic social enterprise management and value chain/ subsector development.

There are many lessons and insights to be learned from studies of operations of social enterprises in other parts of the country. These have to be highlighted especially in relation to poverty reduction through social entrepreneurship.

One of the most important is promoting diversified sources of income among the poor to move them out of poverty. Even as value chain and subsector interventions are key to sustainable social enterprise ventures for the creation of sustainable livelihoods among small producers, it is equally important to ensure that the poor are organized and capacitated to become actors in their own development. This has a direct bearing on engaging organizations and cooperatives of small producers to assist in the process of income diversification among their small producer members. As shown in previous studies, it is the diversified sources of income of small producer households that move them out of poverty and not just their income from being engaged in specific value chains.^{xxii} Promoting diversified sources of income for households is thus key in reducing vulnerability and putting them in a better position to manage risks as a result of disasters.

It is thus equally important for social enterprises to realize that they have to provide a combination of transactional and transformational services to the small producers that they serve^{xxiii}.

- **Transactional services** pertain to activities, such as providing loans, demonstrating new technologies or conducting trainings that are necessary for the poor in the social enterprise system to effectively and efficiently perform their transactional roles as workers, suppliers, clients, and owners. Transactional services are usually defined by what is needed by enterprise operations to serve markets effectively and efficiently, so are enterprise or market-driven.
- **Transformational services** pertain to sustained capacity development efforts including leadership and organizational development, asset build-up and providing education and experiential learning opportunities, to empower the poor as conscious stakeholders in overcoming their poverty situation and becoming partners in pursuing change in their community/sector and society as a whole. Transformational services are defined by what the poor need to become conscious actors in overcoming their poverty situation, so are primary stakeholder-driven.

It is important for social enterprises and social enterprise support and development organizations to be capacitated to deliver both these types of services to the small producers they serve for poverty reduction to become a reality. It is the delivery of transformational services side by side with transactional services that make social enterprise interventions distinct from the interventions of traditional for profit businesses, and is the reason why social enterprises are called transformational partners of the poor.

11: Set up a sustained research, development and dissemination program to inform and effectively support continuing innovations.

Ensuring that the vision, mission and strategies of RISE are effectively pursued entails a sustained research program that would support a continuing process of innovation in program and project development and implementation.

One cannot underestimate the research requirements for substantiating the strategies of value chain and subsector development, sustainable and alternative livelihood systems development as well as the development of better systems for the delivery of basic needs and services in the spirit and context of social entrepreneurship and social innovation.

Creating the data base to effectively map the many players or the emerging social enterprise sector and assessing their role, potentials and the challenges they face in the rehabilitation process is by itself a big task that needs to be periodically updated.

Establishing the baseline and the conduct of monitoring, evaluation and impact assessments of key initiatives especially as they relate to the overall goal of poverty reduction also entails sustained research.

Such research outputs may be best disseminated through a RISE website to democratize access by all participants.

12: Develop mechanisms to effectively operationalize Reconstruction Initiative through Social Enterprise (RISE)

As a multisectoral platform for promoting innovative program and project development efforts, resource matching, learning exchange and advocacy supportive to building a vibrant social enterprise sector engaged in Yolanda reconstruction, RISE needs to develop interactive operating systems and mechanisms for participation.

An online, interactive platform where participants could participate actively will be set up to support RISE as a platform.

A RISE Steering Committee, composed of the heads of key organizations committed to RISE, shall be set up to lead planning and decision making processes. It will be supported by a RISE Working Committee, composed of officially designated representatives of the same organizations. Lead organizations from among the Steering Committee members shall be designated for each of the eleven strategies. These lead organizations shall spearhead the planning, directly undertake initiatives and provide spokespersons on the strategy before relevant publics. A fulltime Secretariat, headed by a RISE Program Coordinator, shall facilitate the day to day requirements for the multisectoral platform.

Social Enterprise Rehabilitation Visioning and Engagement Conference Launches RISE

As a culmination of the action research project, the Social Enterprise Rehabilitation Visioning and Engagement (SERVE) Conference was held at the Diplomat Hotel in Cebu City from March 13-14, 2014.

The 95 delegates from 59 organizations, including representatives from organizations engaged in the action research in the six provinces as well as key social enterprises and social enterprise resource, support and development institutions at the national level launched RISE as a platform. The SERVE Conference Declaration, discussed and approved during the March 14 plenary concluded:

“We launch the **Reconstruction Initiative through Social Enterprise (RISE)** as a multisectoral platform to support the development of a vibrant social enterprise sector to work on recovery, restoration, and rehabilitation focused on farmers, laborers, fishers, indigenous peoples, enterprising poor, persons with disabilities, and the women and children of these marginalized groups.

- Through RISE, we shall promote innovative and gender-responsive program and project development efforts, resource matching, learning exchange and advocacy to make social enterprise development an important strategy to enhance Reconstruction Assistance on Yolanda.
- Through RISE, we shall engage government to provide an enabling policy environment and mechanisms for the growth of social enterprises.
- Through RISE, we shall draw the support of civil society, government and the business sector to make the poor and the marginalized major stakeholders in recovery and rehabilitation.
- Through RISE, we shall build back better with social enterprises as transformational partners of the poor, civil society, government, and business in sustainable, inclusive, and gender-responsive economic development.”

APPENDIX 1

What are Social Enterprises with the Poor as Primary Stakeholders or SEPPS?^{xxiv}

Social enterprises with the poor as primary stakeholders or SEPPS are hybrid organizations that evolved as a response to poverty and inequality in developing countries like the Philippines. They are like non-government development organizations (NGDOs) in the sense that they pursue a social mission of addressing poverty and uplifting the lives of the poor. But unlike NGDOs that usually depend on grants for their operations, social enterprises derive a substantive part of their revenues from the sale of products and services. Thus, like business enterprises, they create wealth, but unlike business enterprises that create and accumulate wealth mainly to enrich the owners of capital, social enterprises distribute the wealth created to a broader constituency especially the poor who are the main reason for their being.

A rapid appraisal of SEPPS conducted in 2007 at the beginning of a five-year study, estimated their number at 30,000 nationwide. In terms of size of assets and workers, they span the range of micro, small, medium and large enterprises, although most of them are micro. They have assumed various legal forms, with the most mature developing into multi-organizational systems. The most prominent segments of SEPPS are the following:

- Cooperatives and associations where the poor, comprising the majority of their members are the owners and decision makers;
- Social mission-driven MFIs providing financial and other services to the enterprising poor;
- Fair trade organizations that develop local and global markets supportive of empowering marginalized producers;
- NGDO-initiated social enterprises that serve the socio-economic needs of specific poverty groups they have organized; and
- New generation social enterprises initiated by entrepreneurs and young professionals driven by a social mission to address the needs of the marginalized.

The study that was completed in 2012 provided the following definition and characterization of SEPPS:

SEPPS are social mission-driven wealth creating organizations that have a double or triple bottom line (social, financial, environmental), explicitly have as principal objective poverty reduction/ alleviation or improving the quality of life of specific segments of the poor, and have a distributive enterprise philosophy.

SEPPS are organizations driven by their explicit social mission to improve the quality of life of the poor, not only as workers, clients, suppliers or nominal owners, but more importantly, as decision makers and partners in their own poverty-reduction initiatives.

SEPPS are wealth-creating organizations with a double or triple bottom line – social, environmental and financial. SEPPS are engaged in the production/provision and sale of goods and services. They create wealth to partially or fully cover their operations and to invest in other activities related to their social bottom line of poverty reduction and improving the quality of life of the poor and their living environment. Their financial objective is not profit per se but financial sustainability for the SEPPS to pursue their social and environmental mission.

SEPPS promote a distributive enterprise philosophy. While purely for-profit businesses or private enterprises see wages or payments to suppliers as financial costs to be minimized, these are to SEPPS social benefits for primary stakeholders that need to be optimized. The surplus or profits accruing to the poor as dividends, reinvested back, or extended to activities that benefit the poor all aim to fulfill the social mission of SEPPS.

SEPPS provide the poor a combination of transactional and transformational services so they may overcome poverty, which is defined by Nobel Laureate Amartya Sen as capability deprivation, and not just the inadequacy of income. The poor are engaged not only in a transactional way, as workers, clients or suppliers of these social enterprises, but as transformational partners in social enterprise or value chain management as well as in social enterprise governance. At their best, the poor become full-fledged owners and decision makers of social enterprises, and act as change agents for themselves and their community, sector or society as a whole.

APPENDIX 2

Poverty Reduction through Social Entrepreneurship (PRESENT) Act and Coalition^{xxv}

On Feb. 16, 2012, social entrepreneurs and leaders of major national networks and resource institutions of social enterprises joined forces to establish the Poverty Reduction through Social Entrepreneurship (PRESENT) Coalition.

Co-chaired by the Ateneo School of Government and the Foundation for a Sustainable Society, Inc., the Coalition's Steering Committee includes the Philippine Social Enterprise Network; World Fair Trade Organization (WFTO)-Asia/Philippines; International Network of Alternative Financial Institutions-Philippines; Eagle's Wings Development Foundation; Bote Central/Philippine Coffee Alliance; Pilipinas Ecofiber Corporation; Hapinoy/Micro Ventures, Inc.; Foundation for TheseAbled Persons Inc.; Philippine Rural Reconstruction Movement; and the Institute for Social Entrepreneurship in Asia.

The coalition agreed to push for a legislative measure, called the Poverty Reduction through Social Entrepreneurship (PRESENT) Act. The PRESENT Coalition also agreed to work together to develop standards for self-regulation and to undertake a national campaign to raise awareness and support for social enterprises as vehicles for poverty reduction.

In both the 15th Congress and the 16th Congress, the PRESENT Coalition garnered support from representatives of Congress to file bills that when enacted, would institutionalize PRESENT as a state program. The latest versions, Senate Bill 1026 and House Bill No. 1331 introduced by Senator Paolo Benigno (Bam) Aquino IV and Representatives Cresente Paez, Anthony Bravo and Teodoro Baguilat are both entitled “An Act Ordaining the Promotion of Social Enterprises to Alleviate Poverty, Establishing for the Purpose The Poverty Reduction Through Social Entrepreneurship Program and Providing Incentives and Benefits Therefor”. These bills propose mandating the planning and implementation of a National Poverty Reduction through Social Entrepreneurship (PRESENT) Program.

The PRESENT Program focuses on the development of strategic economic subsectors with potentials for growth and where poverty groups are concentrated. Subsectors are economic subsystems composed of networks of actors and enterprises performing various functions in competing value chains. These actors transact or buy and sell from each other, compete or coordinate, as they produce/transform raw materials into finished goods or develop services and deliver them to various markets/end users.

Subsectors may be identified by major raw material source, finished product or final service provided. Already, SEPPS are playing significant roles in certain economic subsectors, notably coco coir, muscovado sugar, organic rice, essential oils, bamboo, educational toys, school chairs, coffee and financial services.

These subsectors entail a clustering of production areas to achieve economies of scale, engage a multitude of actors and undertake convergence initiatives. Requiring a huge amount of resources, they need government support. Those in the PRESENT Coalition recognize the pre-eminent role that government must play to usher in the development of these economic subsectors.

The PRESENT Bill views these strategic economic subsectors where the poor are concentrated or could be players, as the unit for planning and pursuing poverty reduction interventions in partnership with social enterprises.

The poor are expected to benefit the most from subsector development and growth through their effective participation as workers, suppliers, clients and/or owners of social enterprises and as partners in economic and social development. Substantive poverty reduction is envisioned as an outcome.

The proposed law seeks to provide priority support and incentives to social enterprises with the poor as primary stakeholders in these strategic economic subsectors. Cognizant of the various legal forms that these organizations have taken – from cooperatives to non-stock, nonprofit corporations to stock for profit corporations, or a combination of these forms, the proposed Act

provides for the qualification of these organizations as social enterprises to avail of support services and incentives from the state.

Support programs include:

- Provision of accessible non-collateralized loans to these social enterprises guaranteed by a pool of funds set up for such purpose;
- Setting up a comprehensive insurance system to reduce the vulnerability of these social enterprises to climate change and natural calamities;
- Provision of resources for comprehensive capacity development of these social enterprises, enablers of social enterprises and their partners among the poor;
- A proactive social enterprise market development program promoting the principles of fair trade;
- A research and development program involving strategic economic subsectors, appropriate social enterprise technologies and innovations in democratizing access to quality basic social services; and
- Mainstreaming social entrepreneurship at all levels of the educational system to ensure strategic human resource development.

Incentives for social enterprises with the poor as primary stakeholders shall include:

- Preferential treatment in government procurement including coverage of their performance bonds;
- Tax exemptions and tax breaks; and
- Cash incentives equivalent to at least 25 percent of the minimum wage for social enterprises employing persons with disability.

Both Senate Bill 1026 and House Bill 1331 share an aspiration to support social enterprises as vehicles for poverty reduction and define SEPPS as a focus:

A SEPPS is a social enterprise that explicitly declares and pursues poverty reduction/alleviation or improving the quality of life of specific segments of the poor as principal objective. A SEPPS engages and invests in the poor to become effective workers, suppliers, clients and/or owners, and/or ensures that a substantive part of the wealth created by the enterprise is distributed to, or benefits them. In addition to reinvesting its surplus or profits back to the enterprise to sustain the fulfillment of its social mission, a SEPPS also uses its surplus or profits and mobilizes other resources to assist the poor to become partners in social enterprise or value chain management/governance and to become partners in community, sectoral and societal transformation.

Endnotes:

ⁱ The main study referred to here is entitled “Social Enterprises and the Poor: Enhancing Social Entrepreneurship and Stakeholder Theory” (2012) by Marie Lisa Dacanay, accessible at http://openarchive.cbs.dk/bitstream/handle/10398/8513/Marie_Lisa_Dacanay.pdf?sequence=1. The stakeholders referred to are the constituency of the Poverty Reduction through Social Entrepreneurship Coalition and their champions in the Upper and Lower Houses of Congress featured in the Appendix.

ⁱⁱ Unless otherwise specified, the data from the Yolanda-affected provinces of Leyte, Eastern Samar, Northern Cebu, Iloilo, Aklan and Capiz, cited here and in succeeding sections were sourced from the Provincial Action Research and Consultation Reports and Reconstruction Initiative through Social Enterprise Project Concepts generated from the APPRAISE RAY Project completed in the second quarter of 2014.

ⁱⁱⁱ Assessment Capacities Project (January 2014). Philippines: Typhoon Yolanda. Retrieved on March 1, 2014 from http://reliefweb.int/sites/reliefweb.int/files/resources/philippines_typhoon_jan_2014.pdf

^{iv} National Economic Development Authority (NEDA) (2013). Reconstruction Assistance on Yolanda.

^v The data was provided by the Microfinance Council of the Philippines Inc in February 2014.

^{vi} Sourced from a written message of Dr. Aris Alip, CARD MRI Managing Director, delivered during the opening of the Social Enterprise Rehabilitation Visioning and Engagement Conference held in Cebu City on March 13-14, 2014.

^{vii} The cooperatives that were considered social enterprises with the poor as primary stakeholders are those with a significant percentage or 100% of their members coming from poverty sectors. Many of the bigger cooperatives were multistakeholder organizations that counted among their members farmers, fishers, livestock raisers, vendors and micro-entrepreneurs but also included salaried government and private sector employees, entrepreneurs, housewives, retirees and overseas Filipino workers.

^{viii} Data was culled from two documents provided ISEA in February 2014 by VICTO National entitled “Summary of Estimated Impacts to Co-ops in the Visayas Due to Typhoon Haiyan as of November 23, 2013” and “Summary of Information for Affected Cooperatives in the Visayas Region 8”.

^{ix} The 10 principles of Fair Trade are: 1) Creating Opportunities for Economically Disadvantaged Producers; 2) Transparency and Accountability; 3) Fair Trading Practices; 4) Payment of a Fair Price; 5) Ensuring no Child Labor and Forced Labor; 6) Commitment to Non Discrimination, Gender Equity and Freedom of Association; 7) Ensuring Good Working Conditions; 8) Providing Capacity Building; 9) Promoting Fair Trade; and 10) Respect for the Environment. Retrieved from http://www.wfto.com/index.php?Itemid=14&id=2&option=com_content&task=view on March 31, 2014.

^x Retrieved from http://www.wfto.com/index.php?option=com_content&task=view&id=1957&Itemid=314 on March 31, 2014.

^{xi} Interview with Geraldine Labradores, SPFTC Executive Director, March 13, 2014, Cebu City.

^{xii} Retrieved from http://www.dti.gov.ph/uploads/DownloadableForms/Dataline%20No.%2011_June03_2013.pdf

^{xiii} Presentation by FSSI Visayas Area Manager Pedro Baclagon before the APPRAISE RAY Orientation and Planning Workshop for PARC Research Associates, Jan. 18, 2014 at the University of the Philippines, Diliman, Quezon City.

^{xiv} “CARD MRI: Facing the Challenge of Social Entrepreneurship” (2013) by Dacanay et. al., a case study by the Institute for Social Entrepreneurship in Asia commissioned by BDO Foundation.

^{xv} OFMPC’s Participatory Rural Actions for Sustainable Poverty Reduction has these seven major program components: 1) Governance and Human Resource Development (GO-HUMAN); 2) Financial Development and External Relations Services (FINDERS); 3) Facility Acquisition for Strategic Services Delivery (FASTSERVD); 4) Livelihood and Viable Enterprises through Learning Improvements (LIVELI); 5) Productivity Development in Agricultural Resource Optimization (PDARO); 6) Health Enhancement and Life Insurance Needs for Grassroots Services (HEALINGS); and 7) Environmental Improvements and Cooperative Actions on Reforestation (EnvICARE).

^{xvi} Foundation for TheseAble Persons Inc., “RISE Shelter, Habitat and Enterprise Development (SHED) Project Concept”, 2014.

^{xvii} Philippine Rural Reconstruction Movement, “Rebuilding Lives, Rebuilding Communities in Eastern Samar”, February 2014.

^{xviii} Planned Production for SE Value Chain Complementation: A Framework for Rehabilitation of Livelihoods of Haiyan Affected Communities, presentation of Regina Antequisa, Executive Director of ECOWEB, Inc. representing the Philippine Social Enterprise Network at the SERVE Conference, March 13, 2014, Cebu City.

^{xix} “Building Homes...Building Community...Building Lives: Taytay sa Kauswagan, Inc. Rehabilitation Strategy for Clients Affected by Typhoon Yolanda”, prepared by the Office of the Executive Director, Research, Planning and Information Department, December 2013.

^{xx} Interview with Anna Mae Labanero, Peer Servant of Nehemiah Program, Center for Community Transformation, March 5, 2014, Manila.

^{xxi} WeDpro Executive Director Aida Santos made this observation on the process of implementing their program involving women fishers in Antique during a telephone interview on Feb. 24, 2014.

^{xxii} PhD dissertation of Marie Lisa M. Dacanay entitled “Social Enterprises and the Poor: Enhancing Social Entrepreneurship and Stakeholder Theory” (2012) accessible at http://openarchive.cbs.dk/bitstream/handle/10398/8513/Marie_Lisa_Dacanay.pdf?sequence=1 as popularized in Social Enterprises and the Poor: Transforming Wealth, a book co-published by ISEA, Oxfam, Oikocredit and Ateneo School of Government (2013).

^{xxiii} Ibid.

^{xxiv} Ibid.

^{xxv} Ibid.