This is the essence of the institutionalization component of the ECCD program in Bulacan -- The Democratic Access of Children to Early Childhood Care and Development Program. At the heart of the INSTITUTIONALIZATION process is fostering sustained and active community participation and generating support through legislation and resource allocation from the government bureaucracy.

B. Methodology Employed in its Implementation

Since this program seeks to develop a model, test a new paradigm and advocate for pollicy making, two major approaches have been employed:

> 1) a community organizing (CO) approach to ensure a sustainable core group/committee at different levels, e.g., municipal and barangay;
>
> 2) an attempt at integrating these committee along with their program of action into the policy-decision making assemblies, such as the municipal and/or the barangay councils, through legislation, i.e. resolution or ordinance.

The former is described as CO process and strategy, and the latter is called legislative advocacy. Both are inseparable approaches. CO is a social technology that facilitates countervailing structures of power. It is a strategy towards empowerment of the marginalized, disenfranchized, unrepresented and underserved sections of society. Indeed, implementing CO will ultimately necessitate a concrete and tangible indicator of power relations, where the disempowered eventually partakes or involves in decision making and program development with the traditional elite that has lorded over them for the past century. This concrete and tangible indicator, at this juncture and bureaucratic context, could be manifested in clear legislative policies, such as resolutions or ordinances. This is the main emphasis in our agenda regarding the second approach, which is legislative advocacy. It is the clearest manifestation of any successful organizing work vis-à-vis bureaucracy, because it reflects power-sharing and governance. By and large, by adopting policies through ordinances and resolutions, the people's voice and agenda are structurally guaranteed. Furthermore, it assures the possibility of institutionalization, despite future changes in political leadership ushered by electoral exercises. It also secures the people's participation which is normally threatened by traditional authority and elite political intramural.

While this program is considered primarily as a social policy research and implemented with the corollary objective of paradigm sampling and theory-generation, integration cum process-documentation and monitoring and evaluation of program activities cut across all the different processes and stages of the implementation. Thus, this paper summarizes the different experiences and the corresponding lessons that have been drawn, in view of refinement, replication and implementation in other parts of the country.

This is significant considering that the Education Research Program-Center for Integrative Development Studies-UP System, is a Research and Development desk with the vision of advocating and offering lessons and tested strategies for adoption towards social policy reforms. It has always been proven that good policies in government evolve out of conscientious researches. This greatly implies practice-based, experiential, concrete, popular and community oriented activities which are synthesized and reflected upon. This is what we often label as theorizing from experience. Lessons and insights are elicited out of our experiences and practices. Process-documentation becomes indispensable to capture particular realities and even the most minute details. The process documentation has been predominantly done by BSCD Field work students and recorded in their Student Integrated Papers.

C. The CO Process

1. CO in Bulacan ECCD Program

Briefly, CO as a process and a strategy relies on two important things, namely: the assistance of a community organizer and the indispensability of community integration. The community organizer is, indeed, immersed and is significantly visible in the community. This would allow the process of acquainting the organizer about community realities and needs. Capability-Building program could then easily be designed. In short, while the organizer significantly becomes part of the community through integration, 1) education/training activities towards capability building can be conducted, 2) mobilization activities can also be launched, and 3) organization building can be consolidated.

However, this specific ECCD program in Bulcan only involved core group formation. Such core group, presumed to be consolidated and sustainable, would then serve as the form of organization that would

manage the program, guarantee sustainability, facilitate ECCD activities, initiate mobilization endeavors, and ultimately advocate legislative agenda on ECCD.

Noteworthy in this project is that a major part of the CO process has involved BSCD field work students and graduate students from the CSWCD. Students are required to do practicum or internship program in different communities during their fourth year, to complete their bachelor or masters degree as professionals in Community Development. They have been assigned to the different communities in Bulacan in accordance with the following:

Pilot municipalities - 8 towns

Obando -4th district	Norsagaray- 3rd district
Hagonoy -1st dist	Pandi - 2nd dist
Guiguinto- 2nd dist	Malolos - 1st dist
Sta. Maria- 4th dist	Angat- 3rd (deferred due to politics)

Expansion 1 - 8 towns

Calumpit	Balagtas
San Ildefonso	Bustos
Plaridel	Dona Remedios Trinidad
San Rafael	San Miguel

Expansion 2

San Jose	Baliwag
Angat	San Miguel

Initially, the areas have been subdivided into pilot areas, expansion 1 and expansion 2, covering 8 municipalities each to cover all the 24 Bulacan municipalities. Pressed for time, some of the pilot municipalities have been sweepingly or haphazardly organized, without much guarantee for sustainability. At any rate, some adjustments have been made in order to consolidate or strengthen them. Thus, not all of the 24 municipalities have been covered in the CO process. There is that need to ensure sustainability of the core groups in the pilot areas.

So, the targeted expansion 2 has been readjusted. A selective expansion has been designed in order to go back to the previous areas of involvement. It is envisioned that after one semester of CO and integration by the BSCD field work students, a strong and sustainable core group would be established. But that is not always the case. Some communities would need more time to germinate into a real or functioning core group.

2. Forming Municipal and Barangay ECCD Committees

Organized core groups, both at the municipal and barangay levels, will serve as the municipal and barangay ECCD committees respectively. The MECCD Committee, convened by the local chief executive, supervises, monitors and supports the barangay ECCD programs. It will be in charge of organizing the other barangays for ECCDpurposes. It is a group that will be advisory to the local chief executive.

The BECCD Committee on the other hand, convened by the barangay chief executive, newly formed or organized out of existing community organizations, ensures the integrated program implementation of ECCD system and services. They are expected to be active and committed to the nurture and care of children in their locality regardless of kinship and ethnicity.

At the outset, the MECCD's formation has been assisted by ERP-UP personnel and followed-up by the BSCD field students deployed in the locality. The pilot BECCD's formation and orientation, however, have been assisted by the BSCD field work students who lived in the community.

In all of the selected municipalities, a MECCD has been organized. It's life and survival, however, depended largely on the chief executive's support and a point person who is supposedly appointed by the former. The same is true with the BECCD. It's survival and continuity needs the support and blessings of the barangay chief executive. Yet, there are efforts at enlivening and strengthening the BECCD with or without much support from the bureaucracy.

It is crucial that there is less dependence on external support. Direct support is more essential and that is what really matters. The raison d'etre for the minimal expectation from bureaucracy and the attempt to actively involve community members is that service providers and parents are more directly involved with the children. Therefore, children's welfare services and its delivery system have to be entrusted to them, rather than depend on the bureaucracy with its limited capacity, time and resources. The latter's inevitable and will be relevant and significant in supporting, enhancing and legitimizing the service delivery system. This is what we consider as the legislative advocacy, manifested in resolution or ordinance.

D. CO Areas of Field Work Students

Involving the State University's constituents in its nation building endeavor is a conditio sine qua non, especially if it were to consistently implement its three-pronged mandate of instruction, research and extension. As an institution of higher learning, there has been quite a number of attempts to achieve excellence in all the three thrusts, making some units as "centers of excellence." Therefore, it is invariably meaningful that the larger section of the institution actively involve in the different university endeavors, be it research, extension or instruction.

Students, members of faculty, extension personnel and administrative staff alike do particular task in the different phases of the ECCD advocacy. Truth is, students learn a lot in their field work doing social preparation, needs assessment and facilitating capability training. Mutually, the community becomes inspired and realizes certain directions in their community life. Needless, the students learn by getting involved. Our research and extension thrusts are further advanced with the field work students' participation in the ECCD Bulacan program, while they integrate and learn from the community members and the realities beyond the classroom. This reinforces the thought that the empirical world (praktika) is the largest base of knowledge, as summed up in the phrase "all theory comes from praxis." Or as we often say in our classes among development professionals, "ang malawak na paaralan ay ang pamayanan."

It is noteworthy, indeed, that students preparing as development professionals are provided this rare chance and an opportunity to get involved in this noble advocacy for children. They learn, and we also advance our extension and research agenda. This sounds like a very convenient compromise. At any rate, what really matters is what the people in the different local communities get from this interface and convergence. This can be gleaned from the different organizing efforts and activities initiated either at the municipal or barangay levels. It is also indicated by the different ECCD committees which are established through community organizing processes and activities, which have been assisted by the field work students cum supervision by faculty supervisors. The CO areas of involvement of students, are listed below, including the status of the ECCD committees which have been formed.

1. Norzagaray, Bulacan (2nd Sem AY 1998-1999)
Engelbert Soliven, Alan de Leon, Aris Villarin

* Sitio Sapang Munti, San Mateo, Norzagaray

This is an initial attempt to discern ECCD implementations in the said sitio, but with an exploratory input of initiating a home based program for children. This is a compromise endeavor to reconcile the learning objectives of the field work students to integrate and experience the Dumagat's way of life within the backdrop of the ECCD program implementation. Initial data gathering and community profiling have been done. At the same time the FW students assisted in the orientation workshop and training stage of the ECCD program, held almost always at the Hiyas Convention Center in Malolos, Bulacan.

2. Hagonoy, Bulacan (1st Sem AY 1999-2000)
Ferdinand Esmundo, Engelbert Soliven

* San Sebastian, Hagonoy
* San Nicolas, Hagonoy
* Sta. Elena, Hagonoy
* Sagrada Familia, Hagonoy
* Sta Monica, Hagonoy

The involvement of FW students as CO for MECCD and BECCD in these local communities has been very rapid, sweeping and seemingly a test-strategy. The BECCD committees have been convened in all of the aforementioned communities with the extensive support of the different barangay chief executives. The BECCD has been oriented about the whole gamut on ECCD. However, this has not been followed-up since the expected MECCD committee is not formed.

Over all, this is a classic example of a sweeping organizing. So, it has to be followed up during the following semester. The BECCD's have not taken their momentum nor have really planned which actions and programs they will initiate. It has been a very rapid organizing, leaving no room for adequate planning. At the same time, the students serving as community organizers have not fully integrated in the community. There is no ample time to strengthen the committee.

3. Malolos, Bulacan (1st Sem AY 1999-2000)
Engelbert Soliven, Ferdinand Esmundo

* Tikay, Malolos
* Santiago, Malolos

In Tikay, a BECCD committee has been formed through the rapid and sweeping process as in Hagonoy. The Day Care Worker has had the zeal and eagerness for this activity. Yet, again, the MECCD, which is supposed to support and supervise the BECCD, is not yet functional. Too, the DCW is practically tied to the DCC chores with 2 sessions a day.

In Santiago, nothing very concrete has worked out during the brief community stay of the FW student, due to some political issues and time constraints of the targeted participants. There has been several attempts to form the BECCD, with initial ECCD briefing and orientation. At the municipal level, an ECCD orientation has been conducted for possible MECCD members. It did not turn out well due to some political realities and commitments.

4. Guiguinto, Bulacan (1st Sem AY 1999-2000)
Ferdinand Esmundo, Engelbert Soliven

* Sta. Cruz, Guiguinto
* Daungan, Guiguinto

Target members for the BECCD committee have been briefed and oriented on the dynamics of the ECCD program. Strictly speaking, the respective BECCD committees in both communities have been formed. However, there is a lack of follow up and monitoring, which is very much needed in organizing. Soon as the BECCD's have been established, the FW students left for other barangays or were off for academic reflection and sharing in Diliman.

The MECCD committee has been organized and oriented, in a workshop at the municipal hall, regarding the whole gamut of the ECCD program. There has been no follow up since then. This area is now being considered as a consolidation area. This means that during the phase out, it will be a priority area and that organizing of the BECCD has to be re-initiated towards a sustainable and functioning committee. There is, hence, a need to go back to the barangay and re-establish or re-convene what has been originally formed. This is to ensure that a BECCD is in place, considering that the municipality is a pilot area.

5. Sta. Maria, Bulacan - 1st Sem AY 1999-2000
Marianne Villanueva, Rovik Obanil

* Balasing, Sta. Maria
* Bulac, Sta. Maria

In Balasing, the BECCD committee has been actually formed. Although, there is a seeming lack of internalization and commitment from the members and the local leaders. The organizing of the BECCD has actually taken off, but leadership problems and political realities appear to detriment its momentum.

In Bulac, the mothers organization of the Nutrition Council has been consulted and presented the ECCD program. Initially, they have been open to the dialogue. But, at that time, they have been so engrossed with nutrition month activities, because they were vying for specific nutrition awards.

At the municipal level, the target MECCD has been convened and oriented on the ECCD program. Again time constraints, prioritization, leadership support and the lack of a point person have hindered the continuity of these committees. Moreover, frequent changes in the MSWO affected its implementation. There has been a second attempt to do CO for ECCD here, but in another barangay.

6. Pandi, Bulacan (1st Sem AY 199-2000)
Rovik Obanil, Marianne Villanueva

* Real de Cacarong, Pandi
* Bunsuran II, Pandi

Both the MECCD committee and the respective BECCD committees of the two communities have been formed, with a relative supervision and capability building activities. Pandi model is relatively one of the more successful cases in organizing work in ECCD. Regular monitoring activities are also being conducted. One factor in this successful modeling is the presence of a consistent point person and a functioning MECCD committee supervising the ECCD program.

One significant indication of this relative success is their initiative to develop their own ECCD modules for orientation and program briefing of the succeeding barangays where they will form BECCD committees.

7. Norsagaray, Bulacan (1st Sem 1999-2000)
Celeste Francisco, Mark Norman Maca

* San Lorenzo, Norsagaray
* Matictic, Norsagaray
* Sapang Munti, Norsagaray

The Norsagaray organizing is more or less another example of a successful ECCD pilot communtiy. The MECCD is active and functional with the indefatigable leadership of the social worker, serving as the point person.

In the areas where BECCD is formed, Barangay Matictic is the more active where nine sitio-based ECCD committees are federated to comprise the BECCD committee. Coupled with this leadership factor is the ready assistance and very willing support of the private company, Hi-Cement Corporation, mostly responsible for most of the DCC infrastructures.

In Sapang Munti, where the first batch of FW students have been involved, visitation and follow up are initiated. Although, not much can really be achieved here in terms of ECCD organizing due to its characteristic. The Dumagats are preoccupied with survival, not education and other matters. Definitely, their eyes are more focused on material development, like food, money and shelter. Beyond that would be less priority. To them, this can wait.

San Lorenzo is another Dumagat village. Therefore, other forms of development endeavors are needed here. In Maslow's nomenclature, self-esteem and self-actualization, where education and higher consciousness are categorized, can only follow when the basic needs are fulfilled. Economic survival is their priority. Therefore, ECCD may have to come perhaps at a later stage. Child care will just have to be maintained through instinct and survival principles. Poverty alleviation programs are more definitive and decisive in these communities. These will surely ignite their development. ECCD can come at another time.

8. Dona Remedios Trinidad, Bulacan (2nd Sem AY 1999-2000)
Myra Singian, Marianne Villanueva

   * Kabayunan, DRT

The integration of the FW students in this community has been very brief. Apparently, this could have been a test case for a home-based ECCD program. Again, the nature and characteristic of the community is not very conducive to such program. One, it is a sitio isolated by the Tipo-tipo dam. It has become an island by itself due to the water that has been allowed to flow from tributaries to fill the dam. Access is very difficult, if not impossible. Second, as mentioned earlier, the Dumagat's lifestyle may need other

development programs other than ECCD. Their community life is a very challenging reality for any development or government planner. It also requires thorough analysis at both macro and micro-economic dimensions, not just the conventional situation analysis used in development planning.

9. Obando, Bulacan (2nd Sem AY 1999-2000)

Timothy Lyle Ang, Josenia Capulong, Ferdinand Esmundo, Augusto Fermo, Celeste Francisco, Myra Singian, Marianne Villanueva

* Town Center, Obando, Bulacan
* Salambao, Obando

The MECCD committee has been resuscitated in Obando and apparently there is eagerness and enthusiasm. But, apparently the multiple task of the point person constraints program implementation. There is, hence lack of follow through and supervision. There will be no time to meet the committee since she's burdened by other tasks, regular reports or different meetings not just in the town, but also in other places.

In Barangay Salambao, a home-based ECCD program has been explored. However, the nature of the community is not very conducive for this program. Instead, a more comprehensive development program is being suggested by the people.

10. Balagtas, Bulacan (1st Sem AY 2000-2001)

Michelle Rochelle Acosta, Mary Catherine Foronda

* Borol I, Balagtas
* Borol II, Balagtas
* San Juan, Balagtas

In each of these barangays, a BECCD committee has been convened, oriented and formed to initiate plans and activities for ECCD program implementation. The local leaders of these three communities fully supported the efforts and activities related to ECCD. This is even more strengthened with the cohesive monitoring and supervision by the MSWO. Furthermore, the MECCD committee has also been convened and oriented about the whole dynamics of ECCD program and activities in the whole province. At the moment, what remains to be seen is the cohesive link and coordination between the BECCD and the municipal ECCD committee.

11. Plaridel, Bulacan   (1st Sem AY 2000-2001)
Mark Jon Palomar, Crisalex Salanguit

* Lagundi, Plaridel

The BECCD committee in Lagundi has evolved out of the mothers class of the nutrition council. The FW students, serving as organizers, oriented the mothers group and suggested to expand its mandate and orientation in order to integrate the ECCD program which is broader and more integrated than the nutrition program. This group formulated its own action plan and initiated a couple of capability building activities. In spite the absence of a functional MECCD, the BECCD started to link with any concerned municipal committee. The MSWO, serving as the focal point and the lead person in the prospective MECCD, has tried to thresh out this linkage and eyed at the formation of a functional MECCD. No follow up has been reported as yet.

12.San Ildefonso, Bulacan (1st Sem AY 2000-2001)
Yasmin Marquez, Ma. Cristina San Pedro

* Poblacion, San Ildefonso
* Akle, San Ildefonso
* Casalat, San Ildefonso
* Maasin, San Ildefonso

Parents and the DCW's of each of these local communities have actively participated to form their respective BECCDs. They have been convened, oriented and formulated action plans related to the ECCD program implementation. The local chief executive of the town and the barangays fully supported the ECCD implementation. Everything has been smooth and well, sans the political atmosphere where the incumbent mayor is being accused as a suspect and charged with the death of the ex-mayor. This is quite stifling for the ECCD legislative advocacy. At any rate, in spite the absence of a functional MECCD, the MSWO serves as the point person who supervises and monitor the ECCD implementation.

13. Dona Remedios Trinidad, Bulacan (1st Sem AY 2000-2001)
Eugene Nieto, Samuel Anthony Villar

* Sapang Bulak, DRT

Sapang Bulak has taken some time before it convened and oriented the target BECCD committee. One important factor, here, is the quality and nature of the barangay. The community thrives almost on

subsistence economy. Hardly can we see any creative economic activity. So, this affects the eagerness and commitment of would-be BECCD members. At any rate, a core of people has been requested to comprise the BECCD. As of late, not much activity has been initiated by this core group. A few individuals, parents and the DCW sustain the BECCD. This difficulty is reinforced by the absence of any organized MECCD committee. No local person could even help activate the latter's formation. Although, a capability training on ECCD has been conducted in the community.

14. Calumpit, Bulacan (2nd Sem AY 2000-2001)
Yasmin Marquez, Eugene Nieto

* Gatbuca, Calumpit

Selecting the specific site, to serve as pilot for BECCD, has been crucial in this municipality. There's the need to consider the FW students welfare being the initial organizer, their security, and the willingness of the community to host them.

In the end, when the situation has become favorable, the BECCD has been formed and oriented. They are composed of parents, DCWS, HW, members of local government and the MSWO. Health and nutrition activities have been organized. A capability training workshop has evolved a BECCD action plan and budget. However, the attempted MECCD formation has been deterred due to the incoming electoral exercise. This is reinforced by the very hectic schedule of municipal personnel targeted to comprise the MECCD. The formation of the latter is an urgent task.

15. Dona Remedios Trinidad, Bulacan (2nd Sem AY 2000-2001)
Anatoly Guinto, Julius Alegro

* Sitio Buasao, Sapang Bulak, DRT
* Sitio Sentro, SapangBulak, DRT

This period of integration and community organizing by the FW students has centered around consolidation and strengthening of earlier organized BECCD. Too, the barangay leaders, daycare workers, and other members of the community have been regularly consulted and a more in-depth ECCD orientation has been conducted.

Coupled with this effort is a training workshop on ECCD and advocacy conducted by CD 126 students. Other IEC manuals on Parenting and ECCD have been disseminated. Regular consultations with local leaders have been initiated. What remains to be revitalized, then, is the formation of the MECCD committee which will supervise, monitor and sustain this BECCD organizing, once the FW students phase out of the community.

16. San Rafael, Bulacan (2nd Sem AY 2000-2001)
Paul Michael Co, Kristoffer Vince Regis

* Pulong Bayabas, San Rafael

The formation of the BECCD committee in this local community has started gradually and very schematically. During the integration phase, the FW students have consulted leaders and members of the community to identify potential members of the BECCD. Community Focused Group Discussions have been conducted, as part of the strategy to orient and disseminate the ECCD perspective. Those who regularly attended, presumably internalized the concepts, and therefore appreciated more the ECCD program. They eventually have been formed as the BECCD. However, since the students are phasing out , the continuity and sustainability remain to be seen. Again there's difficulty in the formation of the MECCD due to time constraint and politics. There is also a difficulty since the electoral campaigns for the senate and the house of congress are forthcoming. In the barangay, the visibility and dominion of very few leaders contribute to the difficulty of scouting for potential BECCD leaders. These few visible community leaders hinder the surge of any new leader. They have been recognized as leaders in almost all the existing institutions we have ever known. They are seen in church activities. They are leading the fiesta affairs. They also lead politics and municipal programs. This hinders other people from coming out.

17. Sta Maria, Bulacan (2nd Sem AY 2000-2001)
Joy Porciuncula, Ma. Cristina San Pedro

* Guyong, Sta. Maria

Sta. Maria's potential has always invited a return, a come-back for ECCD advocates. In spite the lack of potential people to trigger ECCD activities, and the wavering political support of local leaders, piloting

a BECCD transcends all of these deterrents. Barangay Guyong has proven this after all. A BECCD, inspired by the unwavering support of the local chief executive of the barangay, has been established. This core group has been vibrant with activities, such as orientation workshop and training on ECCD. The barangay council has been oriented very well about ECCD. Regular meetings, committee planning and activities, health activities coupled with M & E activities have been initiated. It has been glorious for FW students organizing this local community. However, a functional MECCD is always necessary to sustain the BECCD.

18.Bustos, Bulacan (2nd Sem AY 2000-2001)
Mary Catherine Foronda, Jenny Bigcas

* San Pedro, Bustos

Initial BECCD formation has been taken in this local community. Parents, local leaders, and the service providers have been convened to discuss and understand the ECCD dynamics. Focused group discussions with parents have been conducted and the whole ECCD system have been shared to all of them. However, the lack of intensive community integration and the academic responsibility of FW students, who are supposed to follow-up on the organizing work, hindered the jelling of the BECCD formation. This is reinforced by the personality difference between the two FW students. Although the MECCD has been convened , the community is also uncertain due to the lack of follow-up and a regular point person to monitor it. The electoral exercise of 2001 contributed to the dwindling efforts of the MECCD.

One other important reason, why ECCD program has decelerated in this area, is the municipal's preoccupation with the CIDSS project of the DSWD. In fact, this program starting during the time of Cory Aquino is a very comprehensive one encompassing all community needs and welfare services. Apparently, it is a priority project with the high hopes of ushering development for the municipality, considering that Bustos is a 5th class town. So, ECCD adoption is subtly relegated as a secondary priority. It doesn't appear to be urgent.

19.San Miguel, Bulacan (1st Sem AY 2001-2002)
Melanie de los Santos, Silahis Frida Corpuz

* Sta. Rita Bata, San Miguel

In view of UP-ERP's direct involvement in organizing ECCD committees, today's stage is considered as the phase-out period for the Bulacan ECCD program. So, the effort to form the MECCD and the BECCD has been simultaneously initiated and being ascertained, especially here at the last municipalities which are being piloted. The MECCD, in spite the absence of local leaders, has been organized. In a workshop, they have been briefed and oriented on the ECCD law and the task at hand.

On the one hand, the target BECCD has been convened and have formulated action plans for their activities. Furthermore, students of CD 126, have assisted them in one of their capability training, which is a very important way to strengthen and consolidate their group. It is suggested that longer time may be needed for them to get their momentum, before ERP and FW students phase out.

20. Baliwag, Bulacan (1st Sem AY 2001-2002)
Ysrael Diloy, Gillyn Velasco

* Matang Tubig, Baliwag

The target members of the BECCD have been convened and briefed about ECCD and the corresponding law. Students of CD 126 also assisted in conducting a capability training, particularly on leadership, as part of its different activities to strengthen and consolidate the group. Their action plans, which they have formulated have been redefined and adjusted after the aforementioned training. More importantly, the potential of this BECCD is very favorable and may even be better strengthened and encouraged to persist as a BECCD if the MECCD would have been convened. The MECCD, which is still to be convened, can supervise, monitor and serve the sustainability of the BECCD.

It is suggested that organizing be continued during the second semester in order to ensure the follow up and strengthening of the just-organized BECCD. Since it is a very new core group, there is really a need to redefine and review the concrete plan of actions so as to guarantee sustainability. This is one example where the FW students, who assisted in organizing, suddenly are pulling out right after the formation of the group. They are returning to Diliman for their academic requirements. Sadly, since organizing has been mainly outsider-led, meaning ERP and FW students, a lot depends on them for follow up and monitoring.

21. Angat, Bulacan   (1st Sem AY 2001-2002)
Julius Alegro, Joy Porciuncula

* Binagbag, Angat

Due to political bickering within the municipal leadership and among the expected key persons for ECCD, the MECCD could not even be established since the beginning in 1998, and thus, could hardly take off. Organizing the BECCD is a last ditch- attempt which is very flickering, in the context of the envisioned phase-out stage due to the inadequate and invisible support and supervision of a MECCD. The MSWO, presently encourages and supervises the BECCD. But the BECCD's sustainability especially when the FW organizers are out, is not very clear.

Before the FW students left the area for their semestral break, another attempt has been scheduled to meet the target MECCD assembly. It is also hoped that with the just-concluded community training held among the BECCD members, all of these uncertainties can be threshed out. This training is facilitated by the students of CD 126, and seems appreciated by the participants. Let us hope that they take off from there.

22. San Jose del Monte, Bulacan (1st Sem AY 2001-2002)
Anatoly Guinto, Joey Carillo

* Muzon Resettlement, SJDM

There are four phases in this settlement area, so called Pabahay ni Erap, totalling to 7,000 residents. These four phases can be considered sitios. This large number of population is just a part of the whole Muzon Barangay. Considering how wide the scope of this resettlement, barangay Muzon is almost the size of any regular town center. There is another section which is outside this resettlement.   Both Pabahay and the "outside of the resettlement," comprise the whole barangay. That is such a big area to cover. Organizing work for ECCD has to be strategized and focused where it is conducive and where the ECCD is more needed. So the main ECCD components and activities gravitate around the resettlement area.   The initial ECCD organizing is focused mainly on sitio (phase) organizing, with a vision to federate them later on.   Focused group discussions by sitios have been initiated.   The local leaders have been consulted.

Much remains to be seen in this strategy and how BECCD will take its form. A real innovative strategy in organizing ECCD in this area may have to be discerned. The model that will take form in this area is definitely and entirely different from the other classic models in the previous municipalities. The main reason is that the whole barangay is such a vast area with thousands of residents, living in two different worlds with different economic and cultural dynamics. The largest area where 7,000 residents live is the Pabahay resettlement. The second area is where the apparent original settlers live, labeled for organizing and convenience's sake as "outside the resettlement." To date, an ECCD core which cannot yet be called BECCD per se has been convened and oriented in phase one (of the four + outside pabahay).

The other sitios may follow perhaps next semester. But his would imply that more FW students will be deployed in the area. This calls for more serious planning and discussions vis-à-vis strategy, organizing process and supervision and student deployment, and the tantamount form of organization to be established. At any rate, this area is again recommended for next fieldwork.

23. Revitalizing Pilot Areas in Hagonoy, Sta. Maria and Guiguinto (1st Sem AY 2001-2002)
Kristoffer Vince Regis

As part of the phase-out activities, from UP-ERP's viewpoint, revitalizing the pilot areas of Hagonoy, Guiguinto and Sta. Maria is an anticipated legacy of the former. This is to ensure and guarantee the sustainability of the BECCD's and the continuity of the BECCD's program and activities in the said areas. The monitoring, follow up and visits of the FW student are part of the continuing efforts to sustain the ECCD program in these pilot areas. It is to help renew their vitality and to make them more vibrant towards a more consistent model in ECCD program implementation. It is also a challenge regarding their viability and impact in the province.

This is a very valuable decision, and is now proven as quite important after the different visits, because the original BECCDs organized three years ago have not been active. Apparently, there is no one to follow them up nor to monitor and activate

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them. These have been the committees which were formed via the sweeping strategy. Too, these communities have always thought that the ECCD program is UP's project. Some of the local leaders, in fact, have been lukewarm about welcoming the FW student. They resent being meddled upon, then with immediate goodbyes. That's how they thought about it. This is mainly because they don't feel any ownership of the program. They feel proud that UP is in their barangay, but resent being left out too soon. Apparently, this is yet another foolproof that outsider-initiated programs are not really that sustainable. The people feel good about it, but may not have the levelheaded consciousness to internalize and manage the program. This is because the whole program has been conceptualized by others, and not by them. Furthermore, their skill and capacity to orchestrate the program is too different from the planners worldview. Thus, there is really a great need for capability building initiatives to be successful.

D. Assessment Highlights

There are three assessment points highlighted in this report:

a. The key areas illustrate the different activities and processes in the institutionalization process.

b. Areas of difficulty discusses the loopholes and inadequacies of strategies employed. It shows some of the reasons behind the inadequacy or non-implementation of plans.

c. Points for consideration offers some recommendation and/ or suggestions to, complete and smoothen program implementation. This section also explains some policies to be adopted in order to fully institutionalize the ECCD system.

Moreover, the assessment points discussed focus primarily on three vital concerns related to organizing, mobilization and advocacy:

1. Democratic Access
2. Parent Education and Community Mobilization
3. Organizational Strengthening and Legislative Advocacy

Democratic Access

Key Areas	Areas of Difficulty	Some Points for Consideration
a. Conducting feasibility home-based approach * Community appraisal thru integration * Formal discussion on home-based curriculum	*Topography is not so conducive * Home based approach needs more refinements *Testing and validation needed prior to implementation	*Pilot-test home-approach with corresponding organizational form *Finalize curriculum for home-based approach
b. Promotion of ECCD in the community *Community assemblies *Day care enrollment and profiling *Advocating common local centers *Ensuring organic/integral welfare systems approach	* Insufficient IEC materials * Lack of regular community assembly for welfare discussions * Affordability of day care fees * Proximity of centers * Poor/Lack of mechanisms for welfare delivery systems	*IEC materials development & dissemination *Regularize community assemblies for ECCD concerns *Have enrollment-watch, then strategize expansion *Lobby for local centers and its corresponding maintenance *Strengthening integral welfare delivery systems under barangay chief
c. Reinventing subsidy system * Donor giving *Tapping voluntary participation *Reviewing day care subsidy scheme *Encouraging increased Internal revenue allotment (IRA) and GAD buget	*Sheer lack of resources *No real cash flows in villages *Political dynamics in the community *Not a priority project by the barangay	*Create possible donor giving networks or structures *Recognize volunteer participation *Lobby for higher subsidy for ECCD *Mandate ECCD implementation at the community

Parent Education and Community Mobilization

Key Areas	Areas of Difficulty	Some Points for Consideration
a. Leveling-off on ECCD Perspective * Focus Group Discussion among Parents and community members * ECCD orientation/ shop by community *Conducting further ECCD orientation on CG3/CG4	* Not everybody is motivated * Uneven understanding of ECCD *Minimum Participation of community members	* More vibrant discussion about ECCD at the community level * Full-time personnel doing information campaign *Compulsory orientation for all community members would-be parents
b. Formal ECCD Training *Launching short ECCD training courses *Province-wide general assembly/ workshop & planning *CG3 municipal assembly	* Lack of resources for formal training * Lacks follow-up training *Time constraints for community	* Developing training agenda on ECCD *Regularize province-wide assemblies *Regularize municipal ECCD gatherings
c. Follow-up Activities *Community integration/ consultation FW students' assistance in capability building *Awareness raising among parents/ community * IEC materials/ promotion	*Regular consultation among parents *Field students not full time in community *Uneven level of internalization among parents * Inadequate IEC materials	*Strengthen system of IEC/promotion * Tap volunteer students for education campaign and information dissemination *Regulzarize possibility of community forum on ECCD *Utilize baseline data for community planning

Institutionalization, Organizational Strengthening and Legislative Advocacy

Key Areas	Areas of Difficulty	Some Points for Consideration
a. MECCD, BECCD *Pilot and expansion committees *Formal committee plans and leadership *Municipal/Barangay council recognition *Cohesive supervision by some MSWO *Potential community volunteers identified *Decisiveness of Parents' involvement	* Sweeping BECCD organizing during initial piloting *Students organizing not on full-time/long-term projection *Concept was hard to translate in community vis-a-vis need *Project seemed foreign * Perceives as UP initiative	*Go back to the pilot for capability building programs *Strengthen committee system and leadership development *More vibrant local administrative parti-participation *Regular supervision by point persons *Tapping community volunteers *Motivating parents to be more involved
b. Regular organizatio-nal meetings *Committee agenda *Membership attendance *Field Work students' assistance	*Usual dependence on initiator *More pressing eco-nomic priorities *Not highly motivated members	*Regular commlttee meetings under a full-time personnel *Members be man-dated to elicit real commltment *Less Interventlon from students, more from MECCD
c. Program Develop-ment & Strengthening *Initial committee activities *Initial community training *Polnt person identi-	* Almost all are initial plans not strategic plans *Not all have active point persons *Seeming lack of project ownership	*Developong a com-mittee agenda *Planning a training agenda *Mandate a point person *Strengthening a

Key Areas	Areas of Difficulty	Some Points for Consideration
fied in some commu-ties *Initiating M&E set-up	*Lack of clear & strong MECCD-BECCD likage	viable M&E mechanism & skills development
d. Ensuring sustainability *Sampling a commu-nity BECCD Model *Endorsement to Barangay and MSWO/CG3 *Visitation/Consulta-tion by ERP *Phasing-out FW students *Barangay Captain's affirmation/confir-mation *Encouraging legislation	*Organizing not done as staff function, but as a student *Slow appreciation/inter-nalization of local leaders *Multiple task of MSWO *ERP's workload *Program not priority by local government *Inadequate time for solid organizing and strengthening	*Mandate members of MECCD/BECCD *Committee be under the supervision of the barangay captain (CG4) *MSWO assists supervision of both parties *Wean ERP commu-nity involvement *Implement policy mandate on ECCD relative to local administrators

Analysis and Insights

Our attempt at instilling social welfare delivery systems particular for children in our government management is a daunting plan. Much more noble is the emphasis on children's care and development, which encompasses the women and the community no less. Regardless, however, of the harmony and beauty of purpose and intent, social reality often does not jive with it. Two factors come to fore, almost always preconditioning the successful germination of any welfare program and development especially in government. These are the aspects of working with bureaucracy and the prevailing patronage politics, which are often related and inseparable.

Working with Bureaucracy

Weber conceived of an ideal type of bureaucracy. This organizational entity is a modus vivendi for a specific function, so-called delivery system or administration. It is impersonal, and attempts at efficiently administering its services and products to a given constituent. Considering this notion, a glimpse at our government bureaucracy would readily show us that welfare programs are the supposed-services to be delivered to the people. In this particular case, it is the early child care and development programs and services. It appears, however, that the very bureaucracy itself which is supposed to be the mechanism for its delivery deters such services. The raison d'être in our very context is apparently the rigid and myopic nature of government. It is only during the late 80's that government learned to accommodate changes in order to be relevant and effective.

The local government code of 1991 is barely a decade old, thus inflexible for immediate changes and reforms. Yet, social realties keep on changing. Weber's is ideal, but a new understanding of bureaucracy can be illumined by the new public administration (NPA) of the 70's and 80's. This outlook underlines service delivery as foremost in governance. But, the problem lies in the old habit of the people in that bureaucracy. They got used to the old system, and therefore, not very receptive to the needs and welfare of their constituents. Power and authority are more often emphasized, rather than the people's concerns.

Hence, no one among the administrator can conceive of delivering welfare services to their people. The only way to stay inside government is to maintain the status quo. No more no less. Whenever advocates lobby for reforms, it may take some time before it can germinate or be heard of. Furthermore, not any amount of re-engineering or reinventing of such bureaucracy could occur in their mind.

So, in our case, the ECCD program is a misnomer. It seems like a burdensome endeavor. It is not visible, and may, thus not ensure political acumen. This is the sole factor, why ERP has to sustain the whole project, and the latter will always be identified with UP. It takes so much effort to sell back the project to the bureaucracy. We have little inroads, yet the ideal impact for which we aspire for in this noble project may be wanting.

Patronage Politics

Closely related to the above is this system of thinking in government where the local chief is the patron, and thus is the supreme ruler. This kind of mentality creates the politico - administrative divide. Ideally, they should be separated. The political leadership, which is mandated by election, decides policies. The administration implements. However, in our situation, the dichotomy is so obscure. Thus, the political leader designs everything.

In our case, the ECCD program could hardly take off because we have to really convince the local chief, who is obviously the key to implementation. Now, since they are apparently not the owners of such project, its success depends entirely on the advocate. Moreover, the political parties also divide the bureaucracy. So, whoever is more powerful is the key to the program. Yet, the lower administrators may not necessarily adopt it or entirely support it. They'll please the more powerful, but may not necessarily be convinced nor own the former's program. This endangers sustainability.

Finally, the ECCD is slow, because the patron is also slow. Otherwise, everything would be smooth if the patron is quick and receptive. There is no doubt about the nobility of ECCD, but a lot depends on the will of the patron. So if no signal comes from him, no services will ever trickle down the line. Staff or personnel under his wings could probably facilitate the program. So, strong efforts at lobbying and advocacy are needed, in order that such services will reach its definite destination, the people. Government management or administration depends largely upon the will and decision of the patron. This would explain why we do so much lobbying with the local chiefs.

Let the Dawning of a New Administrative System Unfold

Within the context of a developing world, with people's participation and active civil society's approach towards empowerment, neither the patron nor the bureaucratic may be very relevant. What we need, perhaps, is a developmental chief. This leader will always ensure developmental plans. The development of the constituents takes foremost importance. The needs of the people will always determine

his/her decisions and policies. That would be a much-needed thrust, if we were to make ECCD successful. The utmost concern for the welfare of the people will be his/her preoccupation. Their developmental needs will surely be his/her platform of governance. This can be our dream.

Let us bring to mind a prominent thinker that introduced the hierarchy of needs - Maslow. He says that people are more aggressive about their basic needs, and would tend to be more preoccupied with it before anything else. The higher goals, which are self-realization and self-esteem, could only come after the fulfillment of the basic needs. Now, ECCD might as well be lumped in that higher category.

So, it would be obvious then, that our communities' priority is their basic needs, before they can entertain ECCD. In this light, a developmental manager or administrator can be very keen on this, which I suppose may not even jolt the patron or the bureaucrat. Thus, among the three of them, the developmental mayor or governor will be keener on implementing ECCD since it is the developmental path of the constituents. The developmental local chief may therefore be what is compatible with our advocacy in developing our children and women and for ECCD as a whole. For indeed, this is now everybody's challenge.

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