

# MARKET SYSTEMS INSTALLATION FOR ULOT WATERSHED MULTI-STAKEHOLDERS' FEDERATION

## MARKET ANALYSIS

Program	:	DENR-R VIII Model Forest Program
Program Site	:	Ulot Watershed Eastern and Western Samar
Project Proponent	:	Yakap Kalikasan Tungo sa Kaunlaran ng Pilipinas, Inc. Ordoveza Bldg., Sto. Domingo, Bay, Laguna
Contact Person	:	For. Nelson G. Martires Executive Director

### **I. INTRODUCTION**

This is an analysis of the market potentials of Ulot Watershed and the Ulot Watershed Multi-Stakeholders' Federation. The analysis covers not only the potentials and limitations of the present products of the federation but it also looks into the other factors that affect production and marketing activities of the said federation and its member people's organizations.

The presentation directly points to the strengths and weaknesses of the major elements of a PO- or federation-based marketing, which are the **(a) product, (b) process (c) price, (d) place, (e) people and the People's organization, (f) package and presentation, (g) promotions,** and the **(h) profit**. Recommendations are also posed for consideration by the Model Forest Program and the federation.

### **II. EXECUTIVE SUMMARY**

The products in Ulot Watershed are highly marketable. Ulot farmers produce and sell fresh, semi-finished, and finished products. Fresh products are either agricultural or minor forest products. Agricultural products like vegetables, fruits, root crops, herbs and nuts are common in all barangays of Ulot and are mostly marketed in the barangay and municipal *tyanges*. The expected voluminous harvest of pineapple and other crops is feared because of the farmers' little information about potential markets and other value-adding

techniques. Coconut and minor forest products like rattan, nito and bamboos abound respectively in the farms and in the midst of the forests of the CBFMAs. Once gathered, following policies and guidelines set by the POs, these products are processed into more useful and attractive forms, such as beds, seats, baskets, hats, plates, trays and many more. Today, there are more or less 50 product lines from these raw materials which are locally marketed, too. Semi-finished products are not as massively and popularly produced in the area, such as coco charcoal, coco peat, except for the usual coconut shells being displayed and sold along the streets for *binagol* and charcoal businesses.

Production and marketing of fresh goods are mostly done on a per-family basis, while finished products are collectively done on the PO level. Some families have tried food processing on small scale. Short training courses were provided, and machines and facilities for production are available in KAPPAS and CAFAMPCO for rattan and coco coir production, respectively. The two POs have so far the more aggressive production and marketing activities as compared with the other POs. But the two POs have loose systems used for marketing their products. Although both have registrations with the SEC and CDA, have financial systems and documents, however their organizational structures don't have sub-structures or people to take more active roles in product quality testing, nosing market outlets and demands, actual marketing. The Ulot Watershed Multi-stakeholder Federation is not using its livelihood committee in consolidating the PO members' marketing efforts.

There had been small efforts of promoting the products, such as by joining in Bahandi festivals in SM Mega Mall, and by providing samples to visiting DENR personnel. However, voluminous orders could not be provided because of either limited skilled workers or long period of gathering and preparation of raw materials.

Prices for the fresh products are very competitive in the local markets. Most often, middlemen from bigger markets like Tacloban, Borongan, Catbalogan and Cebu buy fresh crops in bulk, but they too define the prices which are expectedly lower than local markets'. The prices of the handicrafts made of nito and coco coir are much higher than those being sold in other markets and in department stores. The cost for the monopolized labor in KAPPAS and the absence of market information in CAFAMPCO push up the prices of these products. According to quality tests, nito and rattan have average to above average qualities, while coco coir products have below average quality.

Profit is not yet fully realized by the POs in the handicraft and furniture activities. The POs and the federation should treat them as businesses and not just as livelihood projects, as such profit can be better realized from stricter rules and procedures. The POs have yet to rehash production costs and product

price to ensure better return on investment. Profit in the fresh products is minimally felt by the families because prices are usually affected by the erratic peso condition and the dictates of the middlemen.

Recommendations are posed by Yakap Kalikasan to improve on the quality of the products, install a more defined structure and people to perform marketing roles, be more aggressive in producing quality products before market outlets could be assured of supplies, mobilize the federation to oversee marketing activities of the individual PO members, and provide other assistance (in the form of trainings, systems installation, initial capitalization).

### III FINDINGS

#### A. THE PRODUCT/S

Each barangay in Ulot Watershed has its own peculiar product. The products in Ulot Watershed can be categorized according to (a) fresh or raw, (b) semi-finished, and (c) finished. The products of each barangay come in different forms, volume and qualities. Most of the barangays produce and trade fresh crops in minimal volume rather than process them into finished products as a value adding mode.

The semi-finished and finished products are mostly produced at the PO level. POs which have the equipment necessary for processing are the ones who have gone beyond raw crop production. But the Ulot Watershed Multi-Stakeholders Federation, as the mother unit of all individual POs, does not have a direct hand on the decisions being made by the individual POs as regards their production of finished products.

##### a.1 Fresh products

All barangays produce fresh crops that can be categorized according to: agricultural and minor forest products. Fruits, root crops, cereals, vegetables, nuts and fiber are agricultural in nature, while non-timber resources found in the forests (i.e. CBFM sites) are minor forest products. There is no food or fruit processing in the site as there had been no training given or equipment available or provided for such purpose. The absence of such has caused most farmers to produce just enough for family consumption and small marketing efforts. Harvests of big volumes of products, such as the pineapple in Tinani, are feared futile because of the absence of post harvest facilities, skills and good market. Peanuts and ube or *tinampay* of very good quality abound here but are not well marketed. *Kalinayan* or upland rice is also a popular product in Ulot.

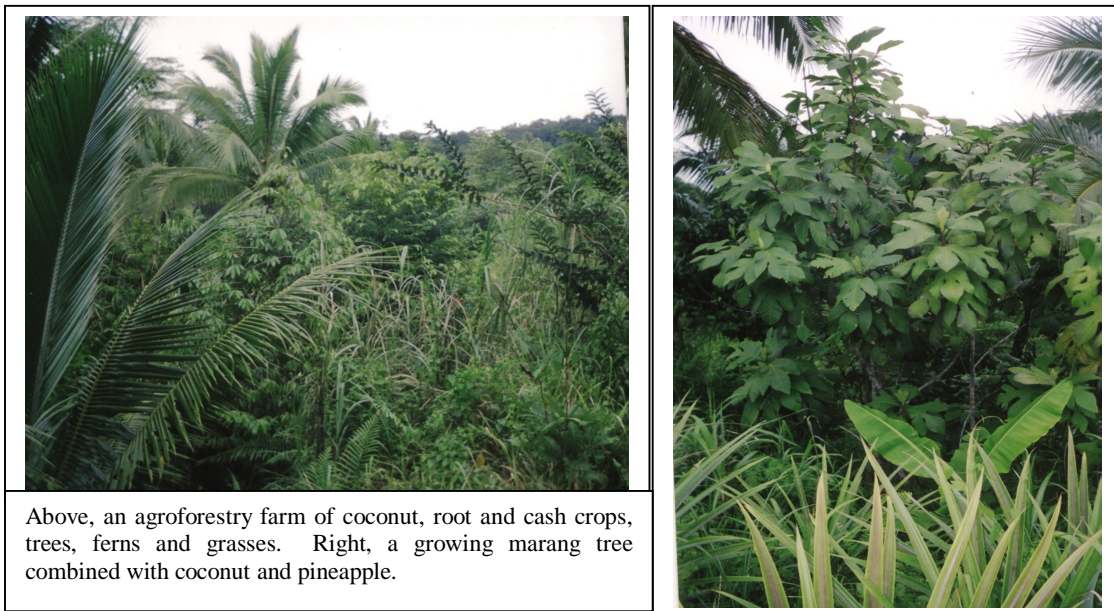
For now, most of these fresh crops are saved for family consumption. Surpluses mostly from root crops and vegetables are sold in local "tyangge" or nearby

\*\*\*\*\*

markets on irregular basis and on a family-based effort. While minor forest products are either sold as raw or are used for the livelihood projects of the individual POs. See tables 1A and 1B attached. While vegetables, i.e. sayote, cabbage, carrots, come from Davao rather than from the local farms.

++ **AGRICULTURAL CROPS** ++

The planting of **fruits** is popular in Ulot. Some areas grow watermelon but which are not as big but is as succulent as those being sold in Pangasinan. All sites have banana. The introduction of *pineapple* in the area by the DENR-Model Forest Program has encouraged the farmers in Tinani, Lokilokon, Cansalobao, and San Rafael in Taft and Hinabangan to plant the crop. But accordingly, pineapple harvests are served to family members and visitors than are sold in the market. Producers are still seeking for good market of the product. *Marang* which is more known in Mindanao is now being tried in San Rafael, Hinabangan and are seen growing well in the CBFM farms. But since they are still young, fruiting is yet to be observed in the coming years. *Papaya* is present in Cansalobao. Like other fresh crops in Ulot which have unidentified good and regular markets, fruits are also not produced in big volumes.







Ginger thrives well in the villages in Ulot. When harvested in bulk, producers either market them in fresh form or process them instead into salabat.

**Root crops** are popular in Ulot because they are easy to grow, are not weather- or climate-dependent, and could be gathered anytime of the year. The most common root crops here are *gabi*, *taro*, *cassava* and *camote* which can be found in all 7 barangays. Ginger thrives well in San Rafael, Taft and San Rafael, Hinabangan. Ube is produced in Casandig, Tinani and Cansalobao.

**Vegetables** like eggplant, ampalaya, pechay, singkamas, squash and stringbeans are mostly planted in Casandig, Lokilokon and Cansalobao. These are mostly intercropped with trees and coconut. Unlike rootcrops which are planted anytime of the year, vegetables are more seasonal. Most farmers said that they plant vegetables using organic and traditional methods. These methods were even more validated as healthier and inexpensive when the Model Forest Program introduced the principles of agroforestry.

**Nuts** like pili and peanuts also grow in Ulot. A tasteful variety of peanut grows in big volume in Tinani and Casandig however this is not aggressively marketed



as those being sold in bus stops, sari-sari stores and groceries. The Model Forest Program of the DENR awarded some amount to the Federation to purchase some pili seedlings from Bicol.

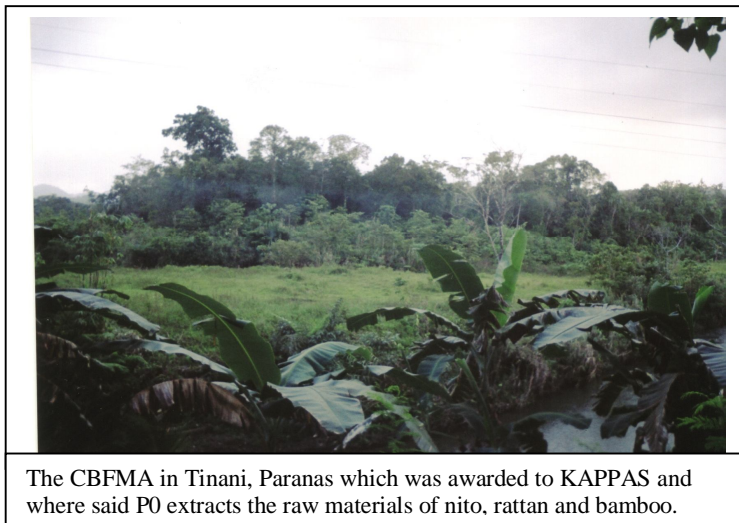
Pili seedlings in Bgy. Casandig being prepared in the nursery for distribution and planting.

**Cereals** like corn and rice are sparsely grown here. Rice is grown in Tinani, Lokilokon and San Rafael, Taft. While farmers in Casandig, Lokilokon, San Rafael in Hinabangan and San Rafael, Taft grow corn. Both cereals are saved more for the daily household meals than for trading. Local *tabako or tobacco* is also produced in Ulot. But this was not confirmed by the participants in the Market Analysis Workshop. Accordingly, nearby markets mostly prefer tobaccos coming from Luzon, i.e. Ilocos region. *Abaca* is the only agricultural **fiber** found in the area and is mostly seen in Casandig.

++ **MINOR FOREST PRODUCTS** ++

Fresh minor forest products in Ulot are confined to those which are used for the livelihood projects of the POs.

**Vines** such as rattan, uway, nito, and buli thrive well in the CBFM sites. These are not deliberately planted by the farmers. They have been in the forests since long time ago. Unlike fresh farm crops, they don't need avid maintenance, but they need stricter rules and procedures for extraction so that abusive and uncontrolled harvesting is avoided. According to KAPPAS officers, the vines are still flourishing in the midst of the CBFM areas. Because of agreed-upon vine collection procedures in KAPPAS, the PO feels assured that these vines will suffice up to the future generations.



However, they also admitted that there are instances of unmonitored harvesting by individuals who are either members or nonmembers of the PO. There are cases when freshly cut rattan canes and splits are sold in the markets, but are priced on a much lower cost.

**Leaves and poles** of native bamboo, nipa, romblon, bariw and anahaw are popular in Samar. They too thrive well here especially in riverbanks and swampy areas. These are mostly used in building and refurbishing houses in Ulot. KAPPAS also has mixed bamboo poles in their furniture business. Romblon and bariw are mostly gathered for making *banig* and hats (see discussion in finished products).

Ulot is indeed highly diversified that **herbs** still flourish in the watershed. Farmers claim that: mahogany fruits are good for healing stomach aches; ginger and eucalyptus are good for colds and sore throats; sambong for kidney troubles and hypertension. Albutra, tanglad and polipog also grow well in the site.

For highly diversified areas, such as those in Paranas and Taft where caves are kept unexplored, **guano and birds' nests** are gathered by farmers. Residents claim that they get bigger earnings from birds' nest collection, but it is a very seasonal and risky livelihood. Hence, it is considered a secondary or tertiary source of income next to actual farming. Guano as a fertilizer is not yet developed as a continuing business.

**Sand and gravel** mounds along the highways are also a common sight in villages nearby rivers. Families (sometimes even old women) earn daily subsistence by hauling *sand* from the rivers and selling them by the sack. The DENR-CENRO was not yet asked of any statement on this observation.

**a.2 Semi finished- products**

Ulot farmers also produce semi-finished-products. Semi-finished products are products derived and minimally-processed from raw materials and are not yet totally finished, therefore have to still undergo other processes to make them fully useful. Many semi-finished products here are mostly coco-based. Examples of these are the *copra* from coconut meat, *coco coir* and *coco peat* from coconut husks, and *bagol* or *coconut shells* for either binagol or for charcoal.

*Firewood* is a usual commodity in the market and in sidewalks. Farmers said they cut branches or fallen or salvaged trees. Minor landslides have also become an opportunity for a minimal number of families living on the roadside. They get the stones or boulders of good quality, form them into thick bricks and display them along the road. There has been no regulation on the extraction and selling of this material.



Firewood on the roadside of a farmer ready for pick up by buyers.

**a.3 Finished products**

**a.3.1 Types of products**

Finished products come in different forms depending on the raw materials used. There are more or less 50 product lines (processed or finished) from rattan, *baliw*, *anahaw*, *romblon*, *uway*, *nito*, coconut and ginger. Most of the finished products are in Casandig, Tinani, Lokilokon, Cansalobao, Binaloan and San Rafael, Taft. Equipment and facilities for coco coir extraction and rattan were provided to Casandig and Tinani hence massive production of finished products are more seen here. These finished products are mostly marketed in the local and nearby markets as well as produced by order. See Annex 2 for the list of finished products.

**Family-based food processing.** Some farmers try adding value to some fresh crops. Peanuts are cooked into peanut butter, ginger into bottled salabat, pineapple into jams and banana into banana chips. However, all of these efforts



are not tested and registered by BFAD and DTI. The bottles and plastic packs also don't bear labels of the PO, federation or of the producer.

**Furniture making** is a business significantly seen in Tinani's PO, the KAPPAS. KAPPAS took advantage of the high volume of *rattan*, *nito*, *baliw* and *uway* in the CBFM sites. Rattan is used for making furnicrafts like sala sets (tables and chairs), dining sets, beds of different sizes, appliance stand, baby crib and newspaper or magazine rack. Bamboos are also used by KAPPAS either as an add-on to the rattan furniture or as stand-alone sala or bedroom set. However, KAPPAS produces more rattan than bamboo furniture.



Rattan furniture produced by KAPPAS in the homes of local customers.

**Decorative items or furnicraft making** is also known here. KAPPAS produces small items from rattan such as arnis and cane, or mix the splits with *nito* in making trays of varied sizes and shapes, plates, coasters, flower vase, baskets, "kikay" kit or jewelry case and hats. *Baliw*, *anahaw* and *romblon* leaves are sundried and crafted as decorative mats, hats and fans. Some raw materials come from Bicol. They said, Bicol leaves are of better quality than those produced in Samar.



Rattan splits and nito are used by KAPPAS for decorative items, hats, baskets, plates, saddle, and many more.

A variety of finished products from coconut were listed, such as tuba, copra oil, coco charcoal and various forms, sizes and uses of coco coir baskets, plant/orchid hangers and cordage.

Some farmers in Taft process ginger into *salabat*. However, this food product is not yet tested and approved by DTI and BFAD. The bottles are not also labeled.

### a.3.2 Product Quality or standard

Per quality testing by Yakap Kalikasan, the DOST-FPRDI, DTI, local markets and potential exporters, similar reactions and comments have been said about the products derived from the sites and products taken by photo. Product selection by buyers and exporters take into consideration: **quality (long life), product essence/use or utility and price.** The **beauty, attractiveness** or presentation (color, size) of the product is of secondary consideration. See discussion on products' prices on the following section.

#### Coco coir products

- Earth friendly as the idea teaches and promotes waste management, since coco husks in most areas are already considered waste or of less utility
- CAFAMPCO has the effort to explore variety of by-products from coco husks
- coco coir baskets are substandard (i.e. durability, attractiveness and utility)
- Coco coir handicrafts are attractive for those who prefer native products. These are mostly the A and B consumers who are usually more informed about the beauty and use of natural products. Local consumers (Samar and Leyte) are not very much fond of buying native products (like those being produced by Casandig), unless they are aggressively marketed, their prices lowered, and they are more promoted outside the local tyangges. Modifications can be made to suit customers' various tastes.
- Lampshade made of coco coir is fire hazard unless it be improved by using a fire proofing or retardant (inspectacyl, a chemical that is safe on health, and is commonly used even in the production of mats and towels and blankets in Ilocos). Besides a lampshade the product can also be used for other purposes. A sturdier material can be a fruit basket on the table or kitchen.



A coco coir lamp hanging in the office of CAFAMPCO (left), and an alternative use of the same lampshade product (right).



- Coco coir products are not that sturdy and durable for a longer life span. They need more binders or white glue (polyvinyl acetate/PVA). The producer, however, will need a more efficient dryer for white glue.
- The coco coir garbage bin is too short for a bin. It is not also durable for wet wastes, such as food or used napkins. An ordinary buyer might even prefer to buy plastic bins which can be washed and sanitized. The coco coir garbage bin can instead be used as an umbrella, magazine or newspaper rack.

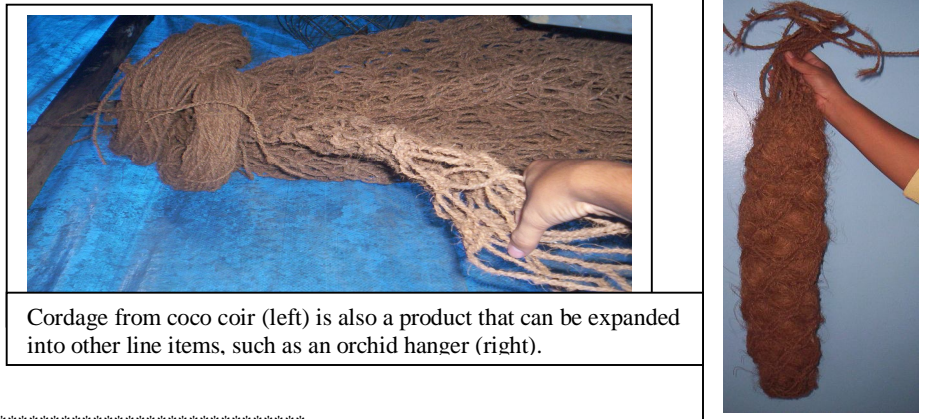


Garbage bin (left) can also be used as a newspaper or magazine rack.

- Eggtrays have holes which are too bog for eggs, but just fitted for fruits, like mangoes. The tray is also used as coin or *abubot* tray.



- Cordage is produced from coco coir. Farmers said it may not be as strong as abaca, but it is already a good alternative. It can be developed into other product lines, e.g. attractive bags, hammock, decorative agents to handicrafts or furniture.



Cordage from coco coir (left) is also a product that can be expanded into other line items, such as an orchid hanger (right).

- Coconut's spikes and spathe can still be used and developed as decorative items. Trade fairs have shown new styles of coco-decorative items. (Spathe are sliced/slit in smaller sizes, curled atop and painted in different colors).

#### Other coco-products

- Production of coco virgin oil can be studied. Training can be provided. If this will be identified as a highly potential and competitive product.
- Coco diesel is being promoted by the government. It can be a potential product here however, such business will require bigger areas of coco plantations in order to produce a bigger volume of coconut. This will then invite a massive transformation of other farms into coco-plantations, which may later on be harmful to the total natural park.
- Very tasty *lambanog* and *tuba* are being produced here. However, other provinces who have less tasty products better market their *tuba* and *lambanog* because of attractive packages, nice bottles, flavorings, eye-catching labels and aggressive marketing in groceries, wineries and even at 7-11 outlets.

#### Nito and Uway Products

- Nito products are very attractive and of above average quality.
- The variety in forms and shapes make the business more adaptable to different markets.

#### Rattan Furniture and handicrafts

- Rattan products are expectedly durable. Rattan as a raw material simply makes a furniture more resilient as it ages.

*An aging grandfather in Casandig proudly showed his knapsack made of rattan. He said, the bag is even older than his eldest son. He carries it with him everyday to the farm, bayan and everywhere he goes. For those long years, he said he merely changes the cloth sling of the knapsack.*



- Rattan furniture is of average to above average quality. Except for some more finishing needed in order to make the splits and poles smoother and shinier.
- Newer styles can be adopted by producers.

#### Bariw and Romblon Hats and Mats

- Leyte is known for very good, decorative mats. Ulot farmers also produce mats and hats made of bariw and romblon. Producers said they get their raw materials from the forests, while others prefer using raw materials from Bicol.
- Mats and hats produced in Ulot are not as decorative as the ones sold in the pasalubong centers. However, they too are of good quality.

## B. THE PROCESS

This portion analyzes the processes that the finished and semi by-products undergo before they reach the marketable level. It also checks on the standards followed by the producers from raw material extraction or collection, production, to storage.

### b.1 Raw Material Extraction

Most of the raw materials, such as rattan, coconut, baliw, uway and nito are gathered in the CBFM areas of the POs. According to KAPPAS, the PO in Tinani, the PO regulates the harvesting of rattan despite the fact that this resource rattoons or replenishes by itself after a shoot is harvested. The PO however does not have written guidelines on this matter, but accordingly, this is repeatedly reminded during general assemblies and so the PO members strictly follow the rule. This is very similar to nito and uway which self propagates.

But as compared with the forest vines, coconut is much easier to obtain. Casandig and other coco-dependent barangays have coconut plantations almost everywhere, in both the lowlying and uphill areas. Coconut farms, however, are observed to be minimally utilized. Underneath the palms are weeds and grasses, which in agroforestry can still be utilized by farming other shade-dependent crops.

#### b.1.1 Coconut-based Products

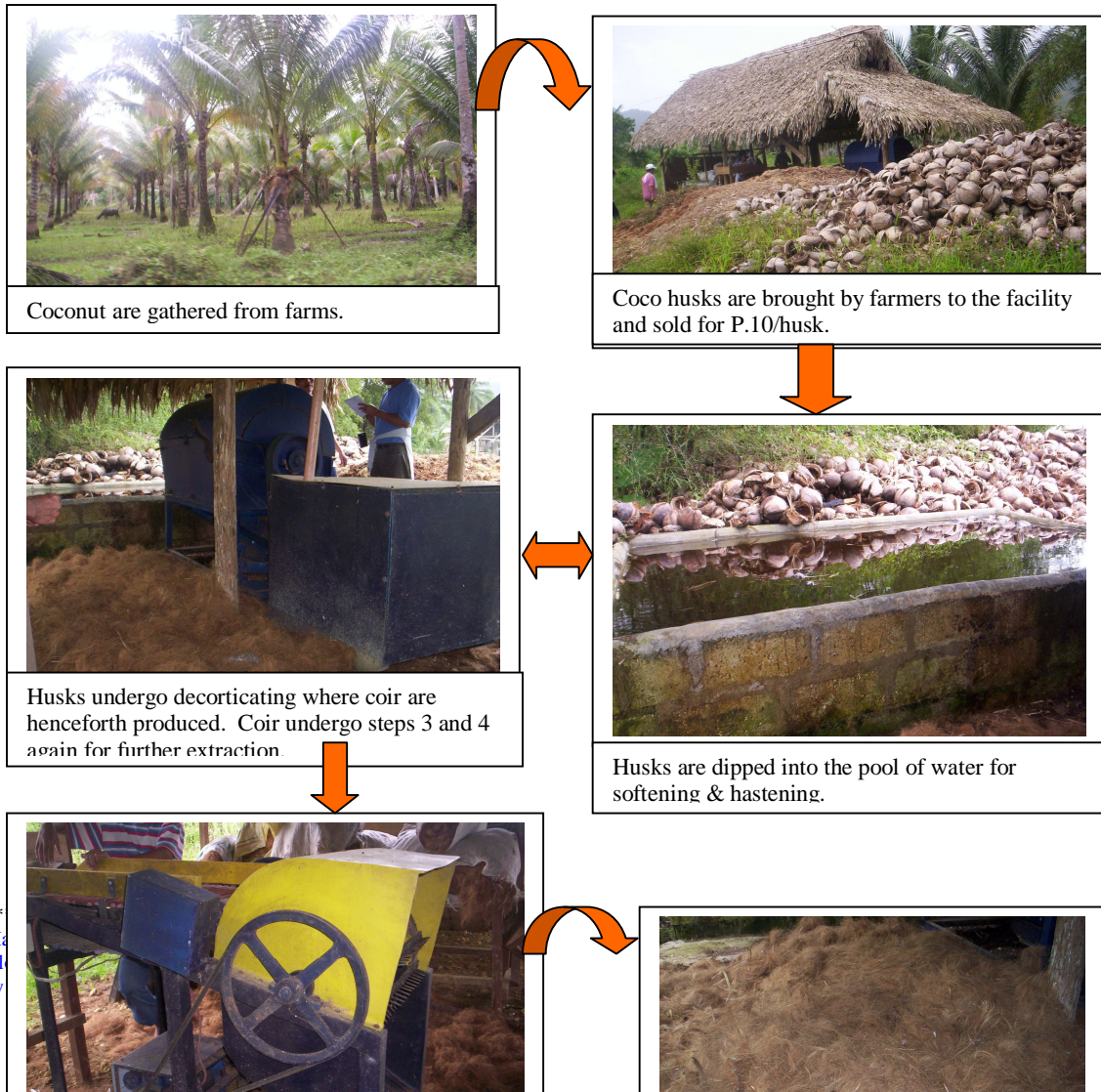
##### \*\*\* Coco coir and coco peat

The POs have a system of extracting coco peat and coco coir. Casandig has machines that extract and smoothen coco coir. The machines are stalled in a production plant, but said facility is not at all walled. The machines need not also be corded or tightly guarded as "they are too heavy for robbers to carry", according to the caretaker. The following are the steps in extracting coco coir and coco peat:

Step #	Activities/Procedures	Who do the step
1	Coconut husks are brought and sold by the farmers to CAFAMPCO for 10 centavos per piece.	PO
2	Sales are recorded.	Bookkeeper
3	The husks are dipped for several hours in the rectangular, concrete pool of water	males
4	A decorticating machine removes the husks' hard peeling.	
5	The first outcome of coco coir is re-	males



	soaked for a few minutes in the pool to further make the coir softer and easier to thresh.	
6	The coco coir is placed again into the decorticating machine. The outcome is a more threshed and cleaner coco coir. The harder peelings are removed in the second round.	males
7	The coco coir is subjected to cleaning and dusting by the willowing or unraveling machine. The coir is expected to become finer & cleaner. The coco coir looks more like a fiber.	Males/ females
8	Fibers or coir are then segregated according to length.	Females
9	Fibers or coir are sundried until they reach a 20% moisture content (dry enough for storage or for the next steps).	females
10	Coco peats (remains /"wastes" from the process) in sawdust-form are collected and placed on a mound ready for fertilizer.	



\*\*  
Ma  
Ul  
by

b.1.2 Uway, Nito and rattan splits and poles

Rattan, uway and nito are extracted from the CBFM areas. KAPPAS follows ths procedure in extracting raw materials. Rattan mostly collected by young or old males. The designers and makers of the furnicrafts are called fabricators.

Step #	Activities/Procedures	Who do the step
1	The rattan, uway and nito are brought to the PO facility or the fabricator. No collection of raw materials is done unless orders are made for handicraft or furnicrafts.	Facbricator/Collector
2	Raw materials are sundried (rattan for a week and uway/nito for 2 days) and cut into desired lengths/sizes.	facriba tor
3	Rattan splits are removed, and uway and nito twines are split and cleaned by simply using a knife. Splits are used for weaving the rattan poles. The splits are also used in handicrafts.	Males/fabricators
4	Poles are readied for handicraft and furnicraft making.	PO



**b.2 Production Process/Procedures**

b.2.1 For coco coir products

The mechanical production of finished products in the watershed was introduced by certain groups as a result of the Model Forest Program's coordination with the NGOs and government agencies. Coco coir produced into baskets, bins and cordage was started through the hands-on training given by PITAD, an NGO based in Western and Northern Samar. The Model Forest Program purchased equipment from PITAD, and as an add-on to the purchase is a training assistance by the same organization to selected farmers on producing coco coir products.

Step #	Activities/Procedures	Who do/es the step
--------	-----------------------	--------------------



1	Coco coir is formed according to the intended style and size using molders made of wire.	Molders/ladies
2	While still on the molder, coco coir is hot-air dried.	Hair dryer/ladies
3	Edgings made of rattan twinings or nito are hand-sewn onto the product	Nito/uway/rattan/ladies



Molders used for designing shapes of coco coir baskets.

It was, however, admitted by the PO members that the training was not sufficient and others said "*bitin*" as they knew that the products need more improvements for them to become more saleable in the market. The equipment used in the actual production are different from those used in the extraction stage.

### b.2.2 Bariw and Romblon products

Like rattan and nito, romblon and bariw products of hats and mats are also manually made. Mats making here is mostly done by the elders. Others have tried making hats and fans from the same raw material.



Bariw and Romblon being sundried (above) in preparation for mat making (right), sundried again after weaving (below).



### b.2.3 Rattan Handicrafts and furniture

Rattan, uway and nito products go through hand and machine procedures. The products are assembled into desired forms and sizes, and further cleaned and refined using lacquer. Both organizations don't have a formal set up of testing the quality of the products before they are sold. Manong Tobi of KAPPAS is popular in the area as the most skilled nito-handicraft maker. He designs and completes the whole process. Despite his leg disability, he is able to produce for the orders placed in KAPPAS. He is paid based on the number of days spent for the production process. However, being alone in the production stage, Manong Tobi could not beat the deadlines. KAPPAS therefore suffers from delayed delivery of the produce. This is a concern that the body needs to attend to. Manong Tobi is now thinking of training more people in this business.

#### b.2.4 Machines/Facilities Maintenance

Production also means making sure that machines and facilities are in good running condition, maintained and secured. The machines used in both the coco coir and rattan products are very big and heavy that even in open, unguarded shelters, the POs are not worried about them being looted. But because there are longer lag periods from production to rest, some of the machines have to be tried a few times before they would run smoothly. Motorized and diesel-operated machines, such as the decorticating machine, have to be regularly checked and ran to ensure that the machines run well during the production period.

### b.3 Storage

Smaller products are storable than voluminous ones. Depending on the organization's system, products are either stored or immediately sold. For instance, finished products of coco coir are stored by CAFAMPCO in a small defined area in the PO office.



This is whether the PO produces beyond what is ordered or saleable for a particular market period. At present it uses the second level of an ala-double deck bed at the back of the sari-sari store of the PO. The products are squeezed in together. Because it is an open area, the pots and baskets are very prone to dust, cobwebs, mice bites and insects. They then appear not gorgeous enough for a second display of the product.



\*\*\*\*  
tion

KAPPAS does not store rattan, *uway* and *nito* products in its office or production facility unless there are orders. Potential buyers assess the PO's products from the photos and neighboring homes' sala and dining sets. For them, the photos and the testimonies of those who patronize the PO's products are enough (for now) to gather more and regular buyers.

**C. THE PACKAGE & PRESENTATION**

Today, consumers are not just conscious about how products are produced and processed, but how they also appeal to the eyes of the target buyers and how they keep the freshness, crispness or sturdiness of the product. Packaging or presentation is important especially for commodities which are fresh, handy and essentially made as home decorations, gift items or as beauty and health products.

The products of the Ulot Watershed POs are comparatively not very well packaged as those being traded in Tacloban City, or in stalls in the local markets. Bahandi Producers Association of Eastern Visayas followed the buyers' interest. The group showcases a number of coco-coir products (i.e. mat, bags, hats) which are simply made but prettily designed. They already command higher costs because of the add-ons (i.e. glue, painting, cloth). This is not yet tried by the CAFAMPCO producers. A bailing machine will be needed later on when coco coir products have to be transported farther than the local markets. A bailing machine presses the crafts very well without damaging the original form and size of the product. It makes hauling and transportation more efficient in terms of volume and quality.

KAPPAS uses the varnish and other elements in the finishing process. These elements further make the product shinier, cleaner and therefore more attractive.

Fresh products (i.e. veggies, fruits and root crops) are not also packaged in more attractive ways. For local markets or tyangge, this simple traditional mode attracts more buyers. Local buyers fear that a better packaged product will always have an add-on cost. Farmers are also conscious that fresh crops, i.e. taro or gaway and vegetables, have to be bundled according to size. Bigger or longer crops will command a higher price. Cereals, such as palay and corn, have to follow the moisture content being required by buyers.

**D. THE PROMOTIONS**

The POs and the federation is not aggressive in promoting their products. The products are made known to potential buyers only when the DENR-Model Forest Program staff bought and brought sample products from the POs. Hence, orders are



also placed only when these products are seen by outsiders. KAPPAS claims that the rattan products are actively marketed among the community members and nearby communities.

KAPPAS is quite advanced in terms of product promotions than the rest of the POs. KAPPAS, through DENR, showcased its rattan and uway/nito products in the Bahandi Festival in SM Mega Mall. However, this did not sustain. The previous plan of setting up a showroom in Boray, Western Samar is yet to be materialized.



CAFAMPCO's label for its coco coir project that leads visitors to the production facility.

The DENR-R VIII Model Forest Program staff have been motivating the POs to produce more of their products which can be displayed in the DENR regional down to the CENRO offices, as well as in DENR- or LGU-organized trade fairs. However, the POs have not yet responded positively to this invitation.

## E. THE PLACE

The places of extraction, production and market are important factors in determining the success or failure of marketing. Besides these places, we also consider the condition and facilities that help connect the production site with the market.

### Places of Extraction & Production

The discussion under "The Process" explained the places where the raw materials are extracted.

Production in Casandig (CAFAMPCO) of coco-based products happen in an approximately 4 x 6 square meter open facility located in the middle of a farm few meters away from the PO's nursery and office. The facility is very near the barangay road. It stores the 2 big machines and one mini-pool facility where the coco husks are dipped before decortication. About 20 meters away from the facility is a dilapidated abandoned roofed garage which the PO uses for storing the dried coco coir in sacks. Finished products are stored in the office of the PO which is located along the same road, and about 100 meters away from the production facility.



(Left) CAFAMPCO's facility for coco coir production. A few meters from the facility is an abandoned building (Right) used by CAFAMPCO as a temporary stocking area for sacked coco coir.

Production of nito, bamboo and rattan furnicraft happens both in the homes of the craftsmen (i.e. Manong Tobi) and the KAPPAS facility which is located just beside the PO's office along the highway. It is a fenced facility of about 3 x 10 square meters where the big fabricating machine is located.

## Markets

Most farm products are sold by individual farmers in nearby local and municipal markets. Some farmers who have the financial capacity to travel farther or have bulkier produce bring their products to as far as Catbalogan, Taft and Boray. Local markets, *tyangge* or *tabo* are scheduled in the barangays, such as in Casandig. Lokilokon, on the other hand, has a big concrete structure along the highway as its market site. While Tinani, Paranas, Cansolabao and San Rafael in Hinabangan, as well as San Rafael and Binaloan in Taft don't have barangay markets. Traders bring



(Left) Lokilokon public market, (Center) an ordinary market day in Taft. (Right) A boy offering soft broom made of tiger grass.

their products to the municipal markets. Thursday is the barangay *tyangge* in Casandig. During this day, farmers, both from the local barangay and from other places, bring out their crops on the roadside which serve as the market place. Middlemen also flock during market days to buy vegetables and other fresh crops in bulk which they in turn sell in the major markets such as in Tacloban, Catbalogan, or Borongan. But most often, middlemen dictate a lower price. Farmers submit to this mode, otherwise they will go home with unsold crops.





Other major cities near or accessible to the watershed, such as Tacloban City, Ormoc and as far as Cebu City, are not yet being explored by the farmers as potential markets. The leaders said that the federation's difficulties in networking with possible markets in these prime cities lie on the poor condition of the road, unavailability of delivery vans for bulky and heavy goods, and poor market information and connection with potential markets.

The potential for market of the both fresh and finished products of Ulot ranges from big formal to small informal businesses. The presence of many food chains, hotels, restaurants and malls indicate a big chance for trading of fresh products. However, the big and more popular hotels, food chains and restaurants are in Tacloban and Ormoc City. Those located near the watershed are mostly carinderias, bakeries, sari-sari stores, mini-groceries and "talipapa". Besides these formal establishments, jeepney stops and bus terminals such as those in Buray and Taft are very good markets. They are flocked by commuters and consumers everyday.

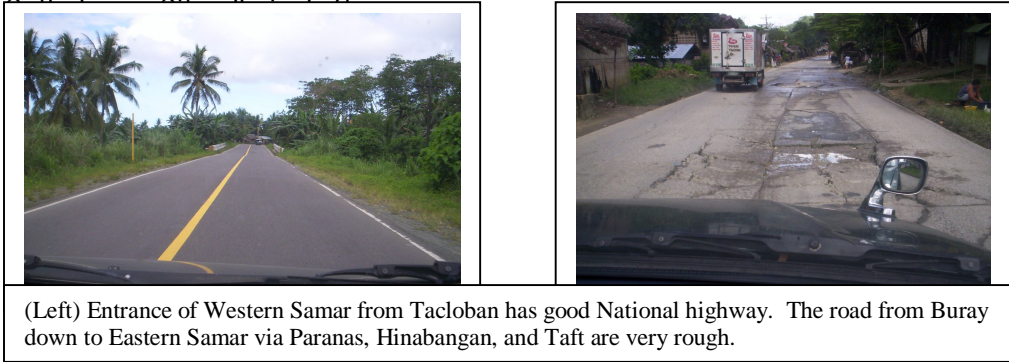
Most of the restaurants offer seafoods and vegetables. Hotels which range from economy to first class hotels could accommodate to as much as 120 people, have either a hotel catering or canteen service. Most of the big hotels have corners for native products. Inns and beach resorts also proliferate in the island, but not within Ulot. The nearest beach front in Ulot is on the way going to Can-avid. Beach resorts are not well equipped here, except for small nipa huts on the coast. Other resorts are located far the eastern side of Samar and going to Tacloban City.

Tourists are also a good market for the Ulot products. Ulot families can capitalize on the proliferation of tourism in the islands of Samar and Leyte. DOT recorded in 2005 that Tacloban City (seconded by Ormoc City) is the most flocked city in Leyte and Samar by both local and international tourists, all throughout the year, with the highest number of entrants in the summer months of April and May where town fiestas and beaches are more popular. Tourism receded in the month of December. Leyte and Samar don't seem to have much to offer during Christmas holidays, as compared with other cities and provinces. Eastern Samar has a zero record of foreign entrants in the past year, and has a very low level of attraction for tourists. Western Samar (Calbayog City) has recorded only a flock of tourists from June to December with 10% presence of foreigners. But this figure will definitely change as the Suhuton Cave explorations are now rising in number per SIBP's and DENR's observations. Suhuton is attached to the watershed of Ulot, hence, may later on have a tourism impact on the watershed.

## **Market Facilities**

### **A. Transportation System**

Accessibility eases transportation and hauling of goods, as well as ensures the goods' freshness or appeal upon delivery. Tourism will also flourish if the roads are good. The watershed is more accessible via Tacloban City rather than from the airport or seaport of Calbayog and Northern Samar. Roads from these places are terrible. However, it is very good to see that all barangays in Ulot have accessibility in terms of roads and bridges. All have concrete roads and are traversed by the national highway going to Borongan, Manila, Tacloban City and



(Left) Entrance of Western Samar from Tacloban has good National highway. The road from Buray down to Eastern Samar via Paranas, Hinabangan, and Taft are very rough.

Cansolabao in Hinabangan, and Casandig and Lokilokon in Paranas have rough roads going to Bagacay and Calapi. However rough they are, jeepneys and

motorbikes can still pass through these roads. Nevertheless, farm to market roads are absent. Hence, farm products are manually carried by farmers down to the nearest access road.



Depending on the goods to be marketed, farmers use different modes of transportation. For

vegetables and cash crops, the usual mode of transportation used is the tricycle. Jeepneys and buses which ply longer routes are used when farmers have more produce and would want to trade them farther, i.e. Taft, Calbayog and Catbalogan. Only the middlemen can afford to use trucks.



(Left) Trucks can be afforded by middlemen, while farmers resort to “habal-habal” (right).

Ports connection will make the federation expand its reach to both Luzon and Mindanao markets. All sites here have road access to the major ports of the island, i.e. Tacloban City, Calbayog City, Ormoc City, Baybay, Liloan and Alen in Northern Samar. These ports have regular passenger ships moving to and from Manila, Sorsogon (gateway to Luzon), Cebu City, Masbate and Surigao as the gateway to Mindanao. Cargo ships dock on the ports of Tacloban. There are 16 passenger and cargo vessels plying these ports. A cargo of copras dock in Tacloban port every month. Most recently, the Leyte Chamber of Commerce, Inc. said that the port of Tacloban is being improved to cater to passenger vessels plying Cebu and Mindanao.

Airports are available in Leyte and Samar, however, they are distant from Ulot. The more active airport today is in Tacloban City where Philippine Airlines and Cebu Pacific touchdown and fly twice everyday. Both aircrafts use Boeing 737, big enough for cargos.

## **B. Communication Facilities**

Market information, such as prices of goods and services, reach the farmers through the radio or words of mouth by traders who happen to travel to and fro other market sites. However, most often, farmers rely market information from the middlemen who mostly come from the major market sites and/or cities.

There are five local and long distance telephone lines in Eastern and Western Samar. Globe, Smart and PLDT cover selected sites in the watershed. Smart is powerful in the upper portion of San Rafael, Hinabangan, Can-avid and Taft, but not in the other areas within the watershed. It peaks within the central area of Buray, Western Samar.

Casandig gets a Globe signal near the coop store. Lokilokon has globe signal near the public market but not in the inner portions of the barangay. San Rafael Taft and Hinabangan as well as Binalonan get good signals from Globe only in selected high elevations. Tinani which has an office and communities along the national highway does not capture any of the mobile lines, so as Cansolabao. PLDT lines are available in the town centers of San Rafael and Binalonan of Taft.

The radio stations of DyVL in Tacloban City, DyMS in Catbalogan City are powerfully captured during the day in Ulot. At night, Cebu City's DyAB, DySS and Bantay Radio. ABS-CBN and GMA are the television networks captured through DREAM Cable in Ulot.

Residents of Ulot are not fond of reading newspapers. Dailies reach the area only when visitors coming from the major cities pass by or drop off the barangays.

## **C. Forwarders or Courier Facilities**

Forwarders such as LBC and FedEx have services in Ulot. However, seldom do farmers avail of these services.

**F. THE PRICE**

Prices of fresh crops in Ulot markets depend on the season. Just how prices are pegged in Divisoria and in the major city markets in Leyte and Samar, vegetables and root crops vary prices from time-to-time.

The PO controls the pegging of prices for the finished products. The exporter whom Yakap approached for the rattan products of KAPPAS said that the prices of the rattan sets are affordable. However, the goods' quality have yet to be assessed further in order to ensure that the standards for exportation are fully met. Otherwise, the price will have to be lowered down.



The Treasurer of KAPPAS admitted that the prices of the nito products are quite high because of the high cost of labor being pegged by the craftsmen (i.e. Manong Tobi). Manong Tobi asks for a daily labor cost of P100.00. Hence, if he misses to finish an item during a prescribed number of days,

then his fee increases by the hundred. This therefore causes a big leap on the price of the product when sold to the customer. When the goods were compared with prices in Shoe Mart, Bahandi and other stores, the Ulot nito products really have very high prices. (See pricelist in Annex 3)

Coco coir products of CAFAMPCO also are highly priced considering the goods' almost-unfinished condition. Comparing the goods with those displayed in stores and display areas in Tacloban City and Manila, the coco coir products in Ulot are costlier. CAFAMPCO did not verbalize the basis for the prices.

**G. THE PEOPLE and the PEOPLE'S ORGANIZATION**

**The Locals**

The people in Ulot are dependent on their lands for farming. Most of them earn P3,500.00/month at the average. Lokilokon farmers expressed the highest monthly earning as compared with the other barangays indicating paid labor as additional source of income. Binaloan farmers are supported by tuba making and paid labor secondary to farming. Food is where most of the expenses go, seconded by the children's education, health and transportation needs. Erratically, the farmers indicated that the months of April to October give them higher income from farming. While the months of May, June and December are peak months of family expenses because of enrollment, fiestas and the yuletide giftgiving.

Except for Binaloan where male population is slightly higher than female population, all the barangays in Ulot have more women than men. Houses are mostly located along the highways. Very few have put up houses in the midst of the forests of Ulot.

Ulot is a migrant community. Residents here come from as far as Ilocos, Cebu, Zamboanga and Bicol. Inter-marriages resulted in the heterogeneity of the population here. Hence, there is also a variety of beliefs and practices in the homes, farming and even in marketing.

*In Tinani and Cansolabao, farmers believe that banana and coconut should be planted in the month of May or during full moon for good harvest. Others would even ask for holy water to sprinkle over the planting stocks before they are planted.*

*Some farmers in Tinani, Cansolabao and Lokilokon offer a portion of their first harvest to God by putting some in an area within the farm. Another portion will be cooked for feasting by the neighborhood. In cooking the first harvest of rootcrops, farmers ensure that the kettle is full of the crop in the hope of more harvests.*

*Hinabangan farmers make a ritual of offering eggs, sugar or sugarcane and thin shirt before cash crops are planted. Egg means a flawless peeling, sugar means sweet crop and thin shirt means thinner peeling and more flesh. Add to these, San Rafael, Taft farmers offer coconut meat for palatability, bee wax for crunchy taste, lime to avoid cracks in the produce, stones so cornfields will not be attacked by insects and mice, and tooth so that corncobs are full.*

*All farmers believe that credit is not good in marketing. A prayer before leaving the house for trading is very important.*

Marketing in Ulot Watershed is a usual activity of farming families who: (a) have surpluses in their harvests, or (b) have crops that the family members are not very much interested to consume, or (c) that cash is direly needed for some basic expenses of the family.

### **The People's Organizations and the Federation**

Ulot's barangay based peoples' organizations each have their own system of marketing products that are made at the PO level. The PO-based production was introduced by the Model Forest Program of the DENR which then grew into not just a village-level activity but also a federation-wide thing. The more active POs in producing goods and marketing them are KAPPAS and CAFAMPCO which both were awarded with facilities and equipment related to rattan and coco coir production, respectively. Other POs

\*\*\*\*\*



have more family-based transactions. The federation however has not developed a system or control over a federation-wide marketing effort.

All POs claimed that they have updated SEC or CDA registrations. Lokilokon admitted that it has un-updated registration, while San Rafael said its CDA registration was cancelled. Only KAPPAS and Cansolabao said that they have BIR permits and are updated. Others either did not signify the availability of this permit or have not updated such permit for this year. KAPPAS is the only PO which has an add-on accreditation by TESDA and the DA for their rattan and nito production.



Some officers & members of San Rafael, Taft PO (left), Tinani's KAPPAS (upper right), CAFAMPCO (lower right)

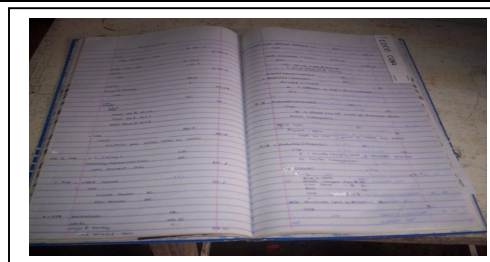


Below are other requirements in business establishment that are mostly met by KAPPAS, CAFAMPCO and Cansolabao.

Marketing Requirements	People's Organization						
	A	B	C	D	E	F	G
Business Permits							
a. mayor's permit	-	updated	-	-	-	-	-
b. Bgy permit	updated	updated	-	updated	-	-	-
Documents							
a. sales invoice	ok	ok	-	-	-	-	-
b. official receipt	ok	ok	-	ok	ok	-	-
c. order slips/purchase orders	-	ok	-	-	-	-	-
Financial Records							
a. vouchers	ok	-	-	ok	-	-	-
b. ledgers & journals	ok	ok	-	ok	ok	-	-
c. books of accounts	ok	ok	-	ok	ok	-	-
Marketing Structure							
a. quality controller	No formal set up	No formal set up	-	-	-	-	-
b. bookkeeper	ok	ok	ok	ok	ok	-	-
c. manager/marketing officer	-	-	-	-	-	-	--

Legend: People's Organizations  
A – Casandig Farmers' Multipurpose Cooperative

\*\*\*\*\*  
Market Analysis  
Ulot Watershed Multi-stakeholder Federation  
by Yakap Kalikasan



- B – KAPPAS
- C – Lokilokon United Development Cooperative
- D – Kauswagan Cansolabao Association, inc.
- E – San Rafael Hinabangan PO
- F – Binaloan Upland Farmers' Assoc. (BUFAIDAI)
- G – San Rafael Integrated Farmers' Coop

CAFAMPCO's records for coco coir products and sales.

All POs admitted that they haven't established a marketing system even at the PO level. Hence, decision as to where to sell and how to deliver and collect sales have not yet explored by the POs.

*CAFAMPCO is used to applying their system in procuring stocks for the coop store where a Purchaser and an alternated were assigned to transact business with the NFA. During such transactions, they receive traveling expenses and food allowance*

*KAPPAS helps the individual members in selling their products of nito and uway. For every product sold by either the member of the PO, KAPPAS gets 14% of the gross sales. Canvassers or dealers of rattan are allowed to mark a few cost in the actual price. A price catalogue was prepared by KAPPAS.*

Ulot federation and families focus too much on marketing of fresh and finished products – products that are land and resource-dependent. There are skills special skills which can be enhanced and become livelihood opportunities for individuals or teams, i.e. salon, catering, reflexology and hilot. These skills, if turned into business, will prosper more in tourist- and industry-flocked areas.

**Support Institutions**

Ulot Watershed is blessed to have been chosen as the lone Model Forest Program site in the Philippines. DENR formed a special team to oversee the program activities. In the process of implementing the program, DENR, LGU, the AFP and the SIBP joined hands together in implementing an integrated program. The same institutions carved membership in the Ulot Watershed Multi-stakeholders Federation, which until now is regularly meeting and assessing program developments.

The Local Government Units (LGUs) covering the watershed said they are supportive of the effort to keep the watershed conserved and maintained. The Mayors of Hinabangan, Panaras and Taft (Victor Tinay, Elvira Babalcon, Diego Lim, respectively) however said that none of them have any budget allocated specifically for Ulot or its development. The LGUs' environment fund which is about P100,000/year or 20% of the internal revenue allotment goes more to clean and green activities as well as for the Bantay Kalikasan (an environmental task force). Development efforts for Ulot come instead in the form of infrastructures, i.e. Tinani via KAPPAS which availed of P5.8 M from ADB through the DAR and LGU.

The LGU assign staff for Ulot. Hinabangan has 2-3 agricultural technologists for Ulot, Panaras has one who is also designated to sit in the Environment and Tourism Committee, and Taft has no particular staff assigned but has a Municipal Technical Working Group which is expected to do environment-related programs for Ulot.

The presence of financing institutions also is a “capital” to the locals. Farmers are informed of loaning or credit institutions such as the CFI Countryside Cooperative and the Quedancor in Tacloban City, but none of them have expressed actual loaning done with these establishments. The financing institutions here are mostly banks and pawnshops which are present more in Tacloban and Catbalogan City.

## H. THE PROFIT

The POs consider the handicraft and furniture projects as livelihood projects rather than as businesses. If considered as a business, the group will have to have a stricter set of guidelines, well defined structure and assigned individuals, sharing scheme, production system (including among others, matters on product testing, registration with DTI or BFAD, labeling, promotions)

Profit is not yet fully realized by the POs from the handicraft and furniture business. The POs have yet to rehash production costs and product price to ensure better return on investment. The high cost of labor and long raw material gathering and preparation has to be reviewed. Profit from the fresh products is minimally felt by the families because prices are usually affected by the erratic peso condition and the dictates of the middlemen.

## RECOMMENDATIONS

The following are itemized recommendations based on the analysis stated in the previous section.

1. The Federation and the POs should try its best to improve the quality of their products, whether fresh or finished, to be even more competitive in the market.

Improvements on fresh products may be that,:

- a. in case a bigger market will be identified, packaging can be made more attractive. Besides keeping the freshness of the goods, the package could have “organically grown” labels. This packaging will be more attractive to A, B and C markets who usually do a lot of marketing in groceries or bigger markets.
- b. Communities in upper portions of Ulot (i.e. Lokilokon) can try planting crops that are being imported by Leyte and Samar from Baguio and Davao, which are sayotes, cabbage, carrots.
- c. The communities can expand their peanuts, ube, pineapple and banana production and enter into food processing. There are potential markets for peanut butter, ube jam, ube pastillas, pineapple jam and jellies, banana chips, ketchup and the like. Proper testing and permitting from authorities such as the DTI, BFAD and DOST should be followed.
- d. Federation should learn to reach out to potential markets of voluminously produced crops, like pineapple and ube, which manufacturing industries in Tacloban or Ormoc City can absorb.

Suggested improvements on Ulot’s finished products, particularly coco coir, rattan and nito, have been indicated in the previous section. It is also important to consider searching for newer styles to catch up with the fast changing modes or consumer tastes.

2. Today, consumers are starting to become more conscious about how fresh vegetables are grown. The preference on organically grown veggies is more spread in metropolis areas, such as in Cebu, Davao, Metro Manila for A, B and even the C consumers. But this is not yet very much observed in Tacloban City, Catbalogan City and other prime locations in Western and Eastern Samar. How these fresh products are produced vary in the ways by which farmers tend their farms. Most of the farmers said that they use organic fertilizers because inorganic ones are expensive for small vegetable farms like theirs. So in relation to local consumers, whether the vegetables are organically or inorganically grown, they will still capture a large market in Leyte and Samar. But if market expansion is deemed necessary, at least in Cebu, then organic growing has to be considered.
3. There are many unexplored market potentials for Ulot products. (a) coco peats are marketable to local and nearby shops, landscapists, gardens, flower shops as either land or soil mulching agent or fertilizer. Today, peats are also being



demanded by countries like China as soil conditioner. (b) Coco coir flower pots and creepers can also be dealt to flower gardens, shops and even to hardwares like Handyman and malls like SM and Robinsons. The federation can definitely ride on: (c) trade fairs of DTI, DOST and DOT, (d) or on existing *pasalubong* and native products corners or establish a new one in hotels, restaurants, resorts, tourist sites, terminals, seaports and airport. (d) The Bahandi Association and SMED are two great potentials at least for initial displays or sales on consignment basis. (e) The Leyte and Samar Chambers of Commerce Inc. have to be contacted. The chambers usually have members who run restaurants, hotels, resorts, and others which can accommodate the fresh and finished products of Ulot. (f) Markets as far as Manila, Cebu, Surigao and Davao can be tapped as transportations ply the Hinabangan, Paranas and Taft routes. Contact just have to be searched and negotiated with.

4. Skills have to further developed among those who will be directly involved in the production and marketing processes. Some of these skills are:
  - (a) market nosing or identification - searching small and big markets
  - (b) negotiating – presenting Ulot’s portfolio and ensuring that deals are either instantly closed or that potential market would want to try or see the products
  - (c) sales calling – constantly networking with old and new markets; thereby being able to monitor the growing tastes of customers, other competitors’ edge over your products, trends in prices and styles, and many others.
  - (d) Inventorying
  - (e) Demanding and meeting product quality based on standards
  
5. Besides marketing skills, farmers can be trained in food processing of selected fresh products. Besides pineapple, ube, peanuts and bananas, the federation can also see potentials in coco virgin oil production, *nata de coco*, fruit pies, or an improvement in the *lambanog* and *tuba* business.
  
6. Machines in KAPPAS and CAFAMPCO are not in use during the market assessment study period. There was no point person who is/are tasked to maintain the facilities. Besides maintenance, the machines should be maximally used while there are raw materials, workers, markets, and while supplies like oil or diesel are still affordable.
  
7. More people should be trained in the rattan, nito and coco coir business. Actual training and supervision can be done by the fast workers to the neophytes. The more people are available, the faster the delivery of finished products. A fast delivery of products will also mean faster return on investment. But besides trained workers or producers, the Federation and the individual POs should consider putting a Manager or a marketing officer who will continuously conduct networking with potential markets. He/she doesn’t have to be formally educated on business management, and may or may not be one of the current officers of the POs or the federation, however, the person should

be willing and have the time to go around, look for markets, negotiate, close deals, do sales calling and sales collection. In turn, the POs or the federation should have a bookkeeper separate or other than the treasurer who will record all transactions in the business. Fees of the manager or the marketing officer, if deemed necessary, can be settled through a board resolution.

8. Stocking system should be improved, especially by CAFAMPCO which has products that are not sturdy and prone to damages and dirt. Labeling and coding of products are necessary for inventory purposes. KAPPAS, on the other hand, has good products to promote in a stock room or display. It was an awkward way of promoting products of the PO by going house-to-house of customers/buyers. KAPPAS should utilize its office and/or facility as a display center. The office is very strategic as it is just along the national highway. If the place is made known to many as a pasalubong center, then buses, commuters or tourists may be invited to get off their rides and see the products. The system may then grow into other enterprises.
9. There are more untapped resources in Ulot which also have potentials for marketing (now or in the future), i.e. almaciga, fruit trees like marang and durian, etc. Farmers have also expressed interest on other products like tilapia, honeybee, processed fruits and vegetables, and candies. But other than these, Ulot communities can market their "services" too. Skills like massage or *hilot*, catering and cosmetology can be capitalized especially when other enterprises or businesses flourish in the area. These are usually most wanted in tourist flocked locations.
10. The Federation should consolidate the efforts in marketing, it being the overarching body of the various POs. It should include in its mission assisting the POs develop marketing systems and connections.
11. POs and the Federation should to be enhance or develop their systems in the organization that may have direct or indirect effect in product marketing and v.versa. These are:
  - i. Records of produce, sales, deliveries including bank accounts
  - ii. Marketing structure or team with, clearly defined roles of the Bookkeeper and/or treasurer; General Manager or Marketing officer; Inventory Staff and Auditor and other positions. The federation's livelihood committee can be tapped for this role.
  - iii. Equipment (decorticating machine, coco coir extraction machine, etc) maintenance and operations
  - iv. Improvement of facilities/building/plant where actual production processes are being done and products stocked
  - v. Display centers
  - vi. Training of additional craftsmen, including a quality controller
  - vii. Standards to follow
  - viii. Labels of the products
  - ix. Permits
  - x. Receipts or forms for purchase or delivery

\*\*\*\*\*