



**Bangsamoro  
Development  
Agency**

Building people who will build the nation

to continue  
serving the  
Bangsamoro

*Moving  
Forward*

within and  
beyond  
BARMM

Strategic Plan  
2019

## TABLE OF CONTENTS

### Introduction

#### **BDA Organizational Profile**

Brief History	2
Vision, Mission, Goals, Guiding Principles	3
Core Values	
Organizational Structure (2014-2019)	
Key Personnel	
Strategic Location in the Bangsamoro	4

#### **BDA's Seventeen Years of Existence (2002-2019)**

Building the capacity of the Bangsamoro Programs and Project Implemented	4
Key Accomplishments	5
Human Resource Development for Bangsamoro	
Building the Institution of the Bangsamoro	6
Development and Enhancement of BDA Organizational Manual	
Linking with Local and International Organizations	
Building the confidence of the Bangsamoro	7

#### **BDA and the Current Bangsamoro Landscape**

Transitions at the BDA Management	7
-----------------------------------	---

#### **The Road Ahead**

Becoming a non-government organization	8
BDA as Social Movement	
BDA Strategic Planning 2019	
Review of BDA's Mandate, Vision, Mission, Values	9
BDA Strength, Weaknesses, Opportunities and Threats	10

#### **Development Framework for Bangsamoro**

	11
--	----

#### **Mandate in the Post-conflict Situation as Social Movement**

	12
--	----

#### **Strategic Direction in the Post-conflict Situation as Social Movement**

	13
--	----

#### **Partnership**

	13
--	----

#### **Annexes**

Goals and Objectives	14
Results Framework	17
Organizational Structure (CMO)	18
Organizational Structure (R/PMO)	19

### I. BDA Organizational Profile

#### **Brief History**

The Bangsamoro Development Agency (BDA) is created by virtue of the GRP-MILF Tripoli Agreement on Peace of June 22, 2001. As agreed by both parties, the Moro Islamic Liberation Front (MILF) through a Central Committee Resolution on June 2, 2002, created the Bangsamoro Development Agency and asked the officers of the Bangsamoro Development Council, a civil society organization to run it. It is mandated to determine, lead and manage relief, rehabilitation and development in the conflict-affected areas in the Mindanao.

The BDA started with pool of committed Bangsamoro professionals with limited resources. It suffered poor recognition from both local and international partners given the peculiar identity of the agency of neither a government nor non-government organization. Young and atypical, the operation of BDA was hampered further challenged by the effect of the peace process after Boliok masjid bombing in 2003.

However, the challenging period in the history of the GPH-MILF peace process did not stop the later and the BDA to go on sailing and continue the journey for genuine peace in Mindanao. BDA was heavily involved in the conduct of the "Joint Needs Assessment of Conflict Affected Areas in Mindanao" in 2004-2005 with the Government of the Philippines represented by the Office of Presidential Adviser on the Peace Process (OPAPP) and The World Bank followed by the launching of Mindanao Trust Fund-Reconstruction and Development Program Phase I in 2006.

Then in 2008, Japan International Cooperation Agency (JICA) came in to work with the agency in the conduct of Socio-economic Reconstruction and Development in the Conflict-Affected Areas in Mindanao (SERD CAAM). From then on, BDA has gradually grow, developed capacity in project management, more partners came in and among others.

#### **Vision, Mission, Goal, Objectives, Core Values (2015-April 2019)**

##### ***Vision***

An enlightened, prosperous and self-sustaining Bangsamoro living a just and secured life

##### ***Mission***

As development manager of the Bangsamoro, BDA is committed to implement a model of development anchored on our core values, geared towards institutional competence and sustainability

##### ***Goals***

- Strengthened the capacity of the BDA as an organization to effectively perform its mandate
- Sustained the delivery of relief, rehabilitation and development efforts conducive to the peace process
- Increased access of marginalized communities to social, economical and environmental programs and services

- Enhanced synergy among stakeholders in the delivery of relief, rehabilitation and development initiatives in the Bangsamoro
- Enhanced and strengthened partnerships with domestic and international aid agencies

**Guiding Principles**

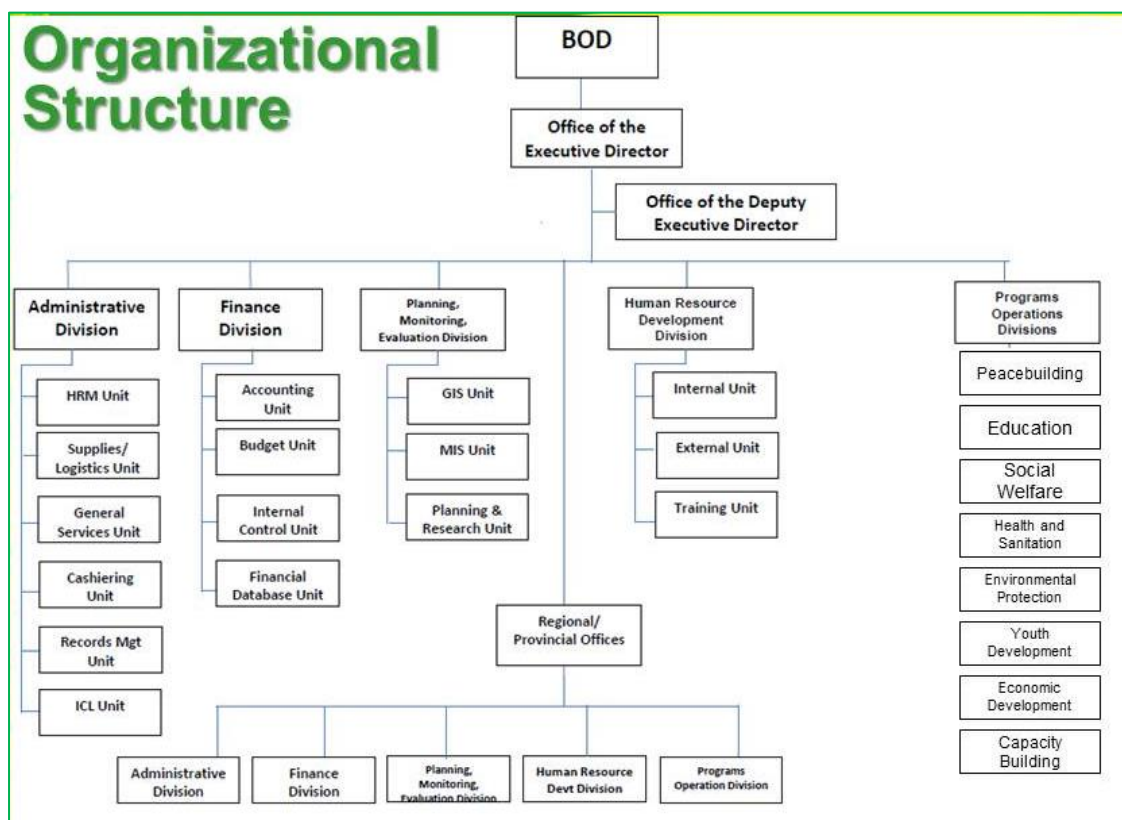
- BDA gives emphasis to the necessary moral, spiritual and attitudinal changes that must successfully transpire in the personality or character of the Bangsamoro. He must do this change in himself, for if he does not, then nobody else would do it for him

**Core Values**

Vicegerency  
Trustworthiness  
Inclusiveness  
Piety

Transparency  
Justice  
Accountability  
Excellence

**Organizational Structure (2014-2019)**

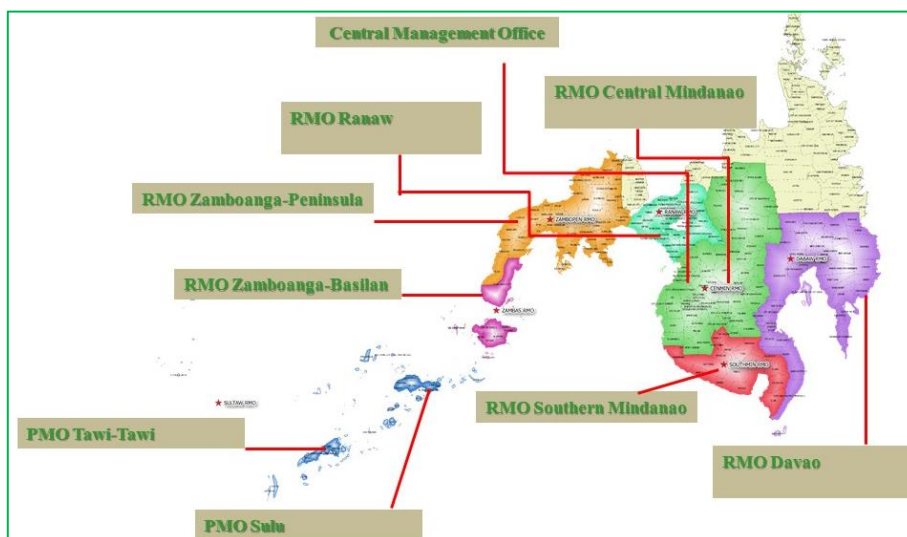


**Key Personnel**

The Bangsamoro Development agency is run by the dedicated officers, staff and volunteers; nine (9) energetic Board of Directors, one (1) Executive Director, one (1) Deputy Director, six (6) Regional Managers and two (2) provincial managers, five (5) division heads, eight (8) focal persons of the major program thrusts and numbers of staff and volunteers in the central office to regional/provincial offices. The numbers of officers, staff and volunteer is not fixed but it always depends on the demand of the services and programs to be delivered in the institutions and communities. In year 2014 to 2016 the BDA reached the total number of three

hundred seventy-one (371) personnel from Central Management Office (CMO) down to Regional/Provincial Management Offices (R/PMOs).

### Strategic Locations in the Bangsamoro Communities



## II. BDA's Seventeen Years of Existence (2002-2019)

### Building the Capacity of the Bangsamoro

Capacity building has been a major objective of the Bangsamoro since inception. In over the decade, the BDA has been a learning ground for numerous professionals who intended to contribute in Bangsamoro quest for long-lasting peace and at the same time acquiring and enriching their knowledge and skills in various fields of education and expertise. In 2016, BDA recorded over **400** number of staff who worked at the agency and gained professional experience and growth with their respective positions/jobs. This figure corresponds to the increasing number of projects/programs implemented by the agency. However, given that they were hired based on project contract, many of them have left for other job opportunities bringing with them the knowledge and skills acquired from BDA.

### Programs and Projects Implemented

With the mandate of leading, managing and determining relief and rehabilitation in the conflict-affected areas in Mindanao, the BDA has been managing various programs and projects with the support and assistance of development partners. For each of these programs and projects, the BDA not only fulfilled its task on promoting socio-economic development for the unserved communities but at the same time develop its capacity on planning and managing projects along with skills on community development, mobilization and organizing, writing reports, documentation, data management and among others.

Project Name	Year
1. Medical Mission with Tokushukai Corporation	2005
2. Livelihood Program with GEM and Mantana Foundation	2005
3. Socio-economic for Reconstruction and Development in Conflict-Affected Areas in Mindanao (SERD-CAAM)	2006-
4. Mindanao Trust Fund- Reconstruction and Development (MTFRDP) Phase 1 with MTF	2006-2015

5. Tahderiyyah Program with AusAid and UNICEF	2006-2016
6. Institutional Strengthening Agreement (ISA) 2016 with MTF	2015
7. Bangsamoro Assistance for Development and Community Empowerment (Bangsamoro ADVANCE) with MTF	2016
8. Program Partnership Agreement (PPA) Solidarity	2016
9. Community Development in Conflict-Affected Areas in Mindanao (CD-CAAM) with JICA	2012-2015
10. Community Empowerment Through Food Sufficiency and Environmental Management (CEFSEM) with UNWFP	2012-2015
11. Strengthening Capacities for IDP Protection with UNHCR	2013
12. Programme for Local Economic Development Through Enlightened Governance and Grassroots Empowerment (PLEDGE) with MTF	2013-2016
13. TIKAbuhayan with TIKA	2016
14. Strengthening Capacities for Reproductive Health Service Delivery and Advocacy in the Bangsamoro with UNFPA	2015-2018
15. Developing development and piloting of socio-economic model for durable solution in transforming Bangsamoro communities into productive economic with UNFAO	2017
16. Ramadhan and Qurbani Program with Turkey Government	Annually since 2014
17. Developing and piloting of socio-economic model for durable solution in transforming Bangsamoro communities into productive agro-economic areas with UNFAO	2018
18. Muslim Blood Donation (MBD)	Quarterly since 2008
19. Mobile Health Program with TIKA	2017- present
20. Confidence Building Project-Social Preparation Phase with UNDP and OPAPP	2018
21. Mindanao Trust Fund- Reconstruction and Development Program Phase II with MTF and AECID	2018 present
22. Tahderiyyah Expansion with UNICEF, EOJ and IMBPI	2019-2020

## Key Accomplishments



## Human Resource Development for Bangsamoro

Part of the continuing journey towards learning and developing capacities of the Bangsamoro, the BDA has been facilitating scholarships for young professionals through the support of

various partners. Both in-country and international study grants were made available and gave opportunities for Bangsamoro professionals to pursue and further their education on various fields. This particular program has helped in the development of human resources of the Bangsamoro resulting to mass of professionals who gained better knowledge and skills that enable them to become more productive in advancing the status-quo of the conflict-affected communities.

Scholarship Program	Partner	Number of Scholars
1. Malaysian Technical Cooperation Program	Malaysian Government	
2. JDS	Japan Government	3
3. In-Country Scholarship Program	AusAID	
4. Turkey Scholarship	Turkey Government	
5. Australian Awards	Australian Government	5

### Building the Institution of the Bangsamoro

In 2002, the BDA was established as fruit of the peace agreement between the Government of the Philippines (GPH) and the Moro Islamic Liberation Front (MILF). Along with the mandate of relief and rehabilitation in the conflict-affected areas in Mindanao, the BDA is likewise tasked to develop a model of office system and policies that shall guide the anticipated Bangsamoro government.

In undertaking activities geared towards its vision, BDA has been exposed to governance and implementation issues which were intended to build its governance capability. The agency has to establish administrative, financial, and procurement systems to ensure transparent and systematic utilization of funds given to it. Human Resource policies were formulated aimed at recruiting qualified young Bangsamoro to expose them to the workings of government.

### Development and Enhancement of Organizational Manual for BDA

As an agency operating in a conflict setting, with the huge task of establishing a system contextualized in Bangsamoro culture, development of organizational manual for BDA is very dynamic that it has to be regularly enhanced and updated to fit in the continuing and numerous changes due to different demands for each program and project coming in.

This quest has even tested the strength and flexibility of the BDA pushing the agency to become more strategic to respond to those loads. To ensure the suitability of the manual on international standards, BDA always submits to external auditing processes as required by partners which helped BDA better improve its policies and system.

**Linking with Local and International Organizations** In 2014, the BDA officially received added mandate from its principal, the Moro Islamic Liberation Front (MILF): to act as donor and development coordination unit of the MILF. The



pronouncement of this further task for BDA was during the historical turn-over and launching of the Bangsamoro Development Plan (BDP) where a mass of people from international organizations, government and local institutions, the public and the media witnessed the event. This scenario has opened the door for BDA into greater exposure, recognition and appreciation by the numerous organizations and people, which resulted for countless visits, invitations and partnerships to and with BDA.

### **Building the Confidence of the Bangsamoro**

Over the decade of service in fulfilling the mandate of leading, determining and managing relief and rehabilitation in the CAAM, the BDA has been an expedient mechanism for the quest towards peace and development in the Bangsamoro. Through the numerous programs and projects implemented in various communities, the BDA did not only contribute to the improvement of access to social basic services of the people, moreover that the agency was able to bring the message of hope and build trust and confidence on the gains of the peace process among the masses in the conflict communities.

### **III. BDA and the Current Bangsamoro Landscape**

Another key milestone in the GPH-MILF Peace Process which the post-conflict situation was reached following the ratification of the Bangsamoro Organic Law (BOL) and the assumption of the Interim Chief Minister and members of the Bangsamoro Transition Authority (BTA) who took oath last February 22 and had ARMM to BARMM turnover on February 25.

The Bangsamoro Development Agency (BDA) as development arm of the MILF was conceived as pre-Comprehensive Agreement on the Bangsamoro (CAB) peace mechanism. BDA's mandate was tailored-fit in the reconstruction and rehabilitation of the conflict-affected areas in Mindanao while political aspect of the GRP-MILF Tripoli Agreement of Peace of 2001 is underway. BDA operated in that context from 2002 even beyond 2014 (when CAB was signed). But certainly, the situation has changed and the BDA had to manage several phases of transitions in the agency.

While there is an existing strategic direction formulated last 2016 in collaboration with HRODF as well as one drafted last January 2019 with Dutch Mission and other MILF Agencies that highlights BDA in a social-based framework; there are still some aspects of the future that is not levelled-off consequently and therefore might be a reason for imminent unpreparedness.

The agency has to stay as relevant actor	being the development of the MILF and a product of the peace process.	But, it shall find its niche to become relevant agency	given the current situation in the Bangsamoro.
--	---	--	--

#### ***Transitions at the BDA Management***

When members of the parliament to the Bangsamoro Government were selected, among them were some key officials and officers of the BDA. <sup>1</sup>Apparently, this has caused major changes in the BDA Management. Appointment of new management team composition happened. <sup>2</sup>

<sup>1</sup> Dr. Saffrullah Dipatuan (BOD Chairman then Minister of BARMM Ministry of Health), Mohammad S. Yacob (Executive Director then Minister of Ministry of Agriculture and Fisheries), Ali O. Salik (BOD Member then BTA), Jamel Macaraya (BOD Member then BTA), Engr. Aida Silongan (Project Coordinator then Minister for Ministry of Science and Technology), and Mosslimah Asmawil (Community Organizer then BTA).

<sup>2</sup> Engr. Windel Diangcalan was appointed as the new BDA executive director effective April 1, 2019 while Hashim Manticayan became the new deputy executive director.

## IV. The Road Ahead

The BDA as development arm of the MILF has always been impacted by the continuing development and scenario in the Bangsamoro. Now that the Bangsamoro Government is running for its transition period from 2019 to 2022, the BDA has to take actions in finding its future direction and relevant role in this period of the Bangsamoro. It has to consider the experiences it gained since 2002 to determine a clear path in moving forward to continue serving the Bangsamoro.

### **Becoming a non-government organization**

Becoming a non-government organization (NGO) will likely happen for BDA. The agency from being a quasi-government organization will be an NGO thus major changes are expected. Transition shall take place, which include revisiting and updating of the agency's strategic direction and operational plan. Registration to the Security and Exchange Commission (SEC) will give the BDA legal identity that will enable it to attract more partners to provide more services to communities in need.

### **BDA as Social Movement**

In the last quarter of this year, the BDA received information of being part of the MILF Social Movement.

#### **VISION as SOCIAL MOVEMENT**

The MILF as a Social Movement envisions to realize a harmonious, empowered, committed and well-organized Bangsamoro society living in a just and sustainable life

#### **MISSION**

- Established a Bangsamoro communities where everyone's co-exists;
- Building capabilities of Bangsamoro people to uplift quality of life;
- Create an enlightened model of self-reliant development approach;
- Empowered social movement bridging the Bangsamoro government and the Bangsamoro people based on Islam and its universal values.

### **BDA Strategic Planning 2019**

In finding its direction in the future, on May 1-4, 2019, the Bangsamoro Development Agency (BDA) with support from the Mindanao Trust Fund (MTF), through the Community and Family Services International (CFSI) conducted the Strategic Planning at Eden Park and Resort in Davao City.

Participants to the said event were composed of key officials, officers and staff from the different level of BDA structure.<sup>3</sup>

---

<sup>3</sup> Two from BDA Board of Directors: Mohammad Taha Abdulgafur and Taupiq Alagasi; Executive Director Engr. Windel Diangcalan, Deputy Executive Director Hashim Manticayan, Finance Head Julhaina Cadon, Program Operations Head Rhadzni M. Taalim, Admin Head Abdulmaguid Salidatan, Planning, Monitoring and Evaluation Head Engr. Rahib Labay, Regional Managers: Davao, Luqman Tandalong; Southern Mindanao, Alimuddin Hadjnor; Zamboanga-Peninsula, Ali Butongkay with Engr. Nasroden Pagayao; Ranaw, Halil Amerol with Sailani Alauya; Zamboanga-Basilan, Tawab Kararon; Key staff from BDA-Central Management Office: Macmodin A. Ali, Fatima Abdullah, Swaib Mohamad, Engr. Amil Kali, Engr. Mohammad Saud Alon, Almira Danda, Rahima A. Hassan, Sarah G. Panglima, Norhana Kabagani, Hairanna Daud, Zuhaira Mangansakan and Mar-uf Edza.



**Objectives:**

The said Strategic Planning activity generally aimed to determine what BDA really intends to be in the future and how it will get there.

Further, it was intended to gain the following results:

1. Identified issues from previous strategic planning output (base environmental scanned outputs).
2. Propose a mandate.
3. Developed a clear and paralleled VMGO (based on previous strategic planning output).
4. Agree upon key strategic indicator to reach the identified goals and objectives as well as address key issues identified by previous output (base environmental scanned outputs).
5. Complete a framework proposal according to the possible scenario classification.
6. Formulate an action plan that addresses identified goals and specific objectives.

***Review of BDA’s Mandate, Vision, Mission, Values***

During the workshop, BDA participants were asked to rate existing mandate, vision, mission and values from 5 (being the highest) and 1 (being the lowest) to provide empirical observations, set a benchmark in the current Bangsamoro political landscape, and identify the gap it shall fill to become relevant and strategic development arm of the MILF in the post conflict situation (see matrix below).

	Group 1	Group 2	Group 3	Consensus
Mandate	4.3	3.0	3.0	3.43
Vision	3.0	2.0	2.0	2.33
Mission	3.0	2.0	2.0	2.33
Values	5.0	4.125	3.0	4.04

Since the creation of the agency in 2002 until the establishment of the Bangsamoro Transition Authority in the first quarter of 2019, it somewhat realizes its mandate to determine, lead and manage relief, rehabilitation and development in the conflict affected areas in Mindanao. However, it was not able to attain its vision and mission. The vision focuses on the community and less on the agency itself. The vision did not fully trickle down to the regional and provincial officers and staff, and to the communities it served thus far. Since the vision seems to be vague, attainment of the mission is also perceived off tangent.

In spite of that, the demonstration of the core values of the agency is highly evident among BDA officers and staff in office operation, in project implementation, and in dealing with various stakeholders.

## BDA Strengths, Weaknesses, Opportunities and Threats

The participants were also asked to identify the current strengths, weakness, opportunities and threats of the agency and the consolidated workshop output are presented in the matrix below.

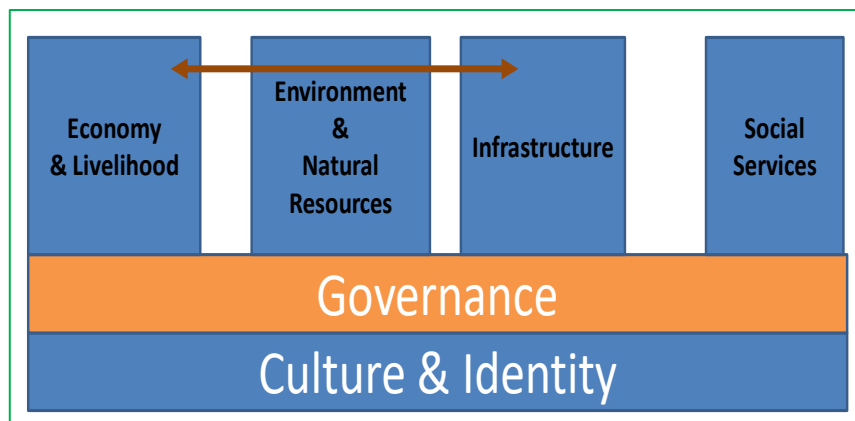
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Capacitated BDA staff</li> <li>• Knowledge products</li> <li>• BDA Core Values</li> <li>• Established office</li> <li>• Development catalysts</li> <li>• Community acceptance, trust and confidence (BDA's brand for community service)</li> <li>• VTT and VET Trainers</li> <li>• Local Economic Enterprise</li> <li>• Experience of Community Development (CDD/CDR)</li> <li>• Formed People's Organization s</li> <li>• Physical Assets: Orphanage Center and Offices</li> <li>• Recognition of BDA by MILF-CC as Social Movement</li> <li>• Donor and partners' trust</li> <li>• Working operational, financial, and admin manuals</li> <li>• Formulation of the BDP</li> <li>• Sustainability of MBD</li> </ul>	<ul style="list-style-type: none"> <li>• No office building for RPMOs</li> <li>• Manpower come and go</li> <li>• Limited partners</li> <li>• Donor dependent</li> <li>• No sustainability plan</li> <li>• Lack of logistics support</li> <li>• Low/Poor Resource Mobilization</li> <li>• No M and E Framework</li> <li>• No Operational Plan</li> <li>• Lack of readiness for "new mandate" (poor internal communication at the regional and provincial levels)</li> <li>• Incomplete Database (2002 to 2012)</li> <li>• Vague Vision</li> <li>• No legal identity (SEC registration)</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Donors to partner with BDA</li> <li>• Level-up role for BDA (experience as TFR with two programs)</li> <li>• Possible partnership with BARMM Ministries (MAFAR, MOH, MPW)</li> <li>• BDA as Private Sector "Think Tank"</li> <li>• Partnership with Micro Finance Institution</li> <li>• Decommissioning</li> <li>• BDA to provide VTT for BARMM Ministries in line moral governance advocacy</li> <li>• BDA to Propose its Mandate</li> <li>• As entry of development program (complementary to BARMM)</li> <li>• A channel for social enterprise groups and POs to be registered with CDA)</li> <li>• BDA to facilitate Halal Certification of POs with enterprise</li> <li>• As service provider for certain training for BARMM offices</li> <li>• BDA Training Center to be accredited as Tech/Voc Office</li> <li>• BDA as a BARMM vehicle for reaching people in far flung areas</li> </ul>	<ul style="list-style-type: none"> <li>• No partner will come</li> <li>• Abolition of BDA</li> <li>• Frustrated MILF Members</li> <li>• Capacitated BDA Staff transfer to other offices</li> <li>• Duplicating roles with other BARMM agencies</li> <li>• Suitability of existing BDA structure to respond to opportunities from BARMM</li> </ul>

## V. Development Framework for Bangsamoro.

In 2014 the Bangsamoro Development Plan was published and adopted by the MILF leadership. BDA was the one of the leading agencies in the preparation and crafting of the BDP. It set out the framework for development in Bangsamoro, identifying six key areas for the development of an autonomous Bangsamoro:

- Economy & livelihood
- Infrastructure
- Environment and natural resources
- Social Services
- Governance
- Culture

In the following graph the six priority areas are put into a logical framework: fundamental is the culture and identity and the Islamic values that are guiding the development agenda. Governance, based on the Islamic principles, is the broad basis for development. All four priority areas will flourish when based on the good governance agenda. The three issues Economy & livelihood, Infrastructure and Environment & Natural Resources are closely interlinked: interventions in one of these three areas do have their impact on the two other priority areas. The provision of basic social services (health, education, water, housing) will be an important contribution to the human development of people in Bangsamoro.



**Figure 1.** BDP Thematic Areas as Development Implementation Framework

BDA operations over the years are mainly in the area of economy and livelihood, with smaller programs in education and health. In the framework of the MILF social movement and fostering the collaboration with the other MILF agencies, BDA's focus will remain in the area of economy and livelihood, keeping in mind the connection with the areas of infrastructure and environment & natural resources. New areas like ecological friendly agro-tourism and water management will be developed as important components of a livelihood strategy in the rural reality of Bangsamoro. Over the years people of Bangsamoro have identified livelihood as a key issue and the main challenge they face. Therefore, the focus on livelihood & economy is the best response BDA can give to the needs of the people of Bangsamoro.

## VI. Mandate in the Post-conflict Situation as Social Movement

To actively engage in crafting and implementing relief, rehabilitation and development services within and outside BARMM.

BDA will reach out to the Bangsamoro people outside the core territory, who have been and are part of the struggle for autonomy and recognition of the culture and identity of the Bangsamoro. BDA has implemented programs in these regions and has a network of development catalysts in these regions that can be mobilized. If necessary, BDA will cooperate with the local authorities in these areas outside the core territories to make sure its services will be well aligned with other programs in these areas.

## VII. Strategic Direction in the Post-conflict Situation as Social Movement

### Vision

By 2025, BDA as leading, dynamic, and empowered organization guided by universal principles and values committed to improve the lives of the Bangsamoro.

### Mission

- Upgrading BDA capacity as institution
- Empowering and enlightening Bangsamoro people
- Establishing self-sustaining communities

### Core Values

Vicegerency	Transparency
Trustworthiness	Justice
Inclusiveness	Accountability
Piety	Excellence

## VIII. Basic Theory of Change and Intervention Logic

The basic assumption in the theory of change is the reality of livelihood in Bangsamoro: almost 80% of the people are self-employed or family-employed. And most are involved in small agricultural activities, and micro and small businesses. The BDA logic starts at their need for better livelihood and their self/family employment. We want to support them in setting up or improving their own business. If we are providing them with the necessary information, skills and equipment, they will be able to improve their livelihood situation.

In order to make the economic intervention more effective BDA will provide Value Transformation Training (VTT) to make them deeper involved in the culture and identity of Bangsamoro as the basis for development. The VTT/Values Enhancement Training (VET) program will focus on the training of trainers, creating catalysts who are able to disseminate the message in the communities.

Self-employed people are entrepreneurs that have to find their place in the market by selling their products and services. We will provide them with the skills to position themselves in the market (local, regional, national) to give them access to the economic system.

The intervention logic of BDA is based on its experience in community development. BDA will develop 'model communities' in the different areas where small entrepreneurs and farmers will see and learn how to develop their businesses and to benefit from the power of communities. Forming cooperatives or other models of community engagement and training them in management and communal action and decision making will be part of the intervention logic.

The model communities will function as a production community and as a training and learning center for people in the area. BDA will seek support for this model to employ competent staff members that will be responsible for training, mentoring and monitoring of communities and cooperatives.

## IX. Partnership

BDA had developed itself as part of MILF and as a registered juridical entity it will remain faithful to the agenda of autonomy and development. Therefore, BDA has two basic partnerships:

- 1) **with MILF- social movement.** It will develop its strategy in close coordination with the other agencies within MILF social movement to keep the spirit of the MILF alive and the source of inspiration for the future of Bangsamoro. Out of this partnership there follows a division of tasks amongst the different member-agencies of MILF-social movement.
- 2) **with the MIL-led BARMM government.** BDA believes in strong coordination of its activities with the ministries of the BARMM government that are involved in economy & livelihood activities. BDA is looking for a Public Private Partnership (PPP) with the BARMM government as a long term mutual commitment.

The second line of partnerships is with the civil society agencies in Bangsamoro. Over the past years an active NGO community has developed in Bangsamoro, engaged in peace and development. BDA is looking for partnership with agencies that are active in the same area (geographic or thematic).

The third line of partnerships it with knowledge and research institutes. The many challenges BDA is facing requires profound analysis and research in order to come up with solutions that will impact the life of people. In order to tap into the existing knowledge and in order to trigger new research BDA will look for partnership with institutes that want to contribute to the development in Bangsamoro.

A fourth line of partnerships is with the international agencies that provide financial support, information and networks that are relevant for the development of Bangsamoro. The success of the peace process by crating the autonomous region has sparked a lot of positive response from international agencies that want to contribute to sustaining peace and development t in Bangsamoro. In the Mindanao Trust Fund, BDA has developed experience and track record in managing substantial funding for development projects and it will build on this experience in partnerships with international agencies.

## X. Goals and Objectives

GOALS	OBJECTIVES	MEASURE	Year of Accomplishment
1) <b>Empowered community with stable economy</b>	1. To create sustainable livelihood opportunities	1. 5000 farmers' engage in new enterprise (mind-setting from livelihood to enterprise) "FARMPRENEUR" 2. Number of enterprise developed 3. 200 Easy access business Centers	2025 (target will increase every 5 years)
2) <b>Established a model self-sustaining communities through integrated area development through sustainable approaches</b>	1. To implement and promote Local Economic Development (LED) --- agri-tourism, agro-aqua	50% increase in income of target groups (prioritized 6 major MILF camps and 25 base camps in this goal)	2025
	2. To establish internal market system within barangays through supply chain  3. To establish Islamic micro-finance Institutions	<ul style="list-style-type: none"> <li>• 10 model communities in the 63 barangays in North Cotabato</li> <li>• 10 model communities in Cotabato City</li> <li>• 20 model communities in Maguindanao</li> <li>• 20 model communities in Lanao del sur</li> <li>• 10 model communities in Basilan</li> <li>• 10 model communities in Sulu</li> <li>• 10 model communities in Tawi-tawi</li> <li>• 60 model communities outside BARMM areas (LDN, Isabela, Davao, ZamboPen, Southmin, etc.)</li> </ul> Number of Shari'ah-compliant microfinance institution with branches in the following areas: Basilan, Sulu and Tawi Tawi -3 Maguindanao - 2 Lanao del Sur - 2 Zamboanga Peninsula -1 Within the 63 Brgys in North Cotabato - 1 Southern Mindanao- 1 Davao areas - 1 Cotabato City - 1 Other Areas - 3	2030  2025
3) <b>Enlightened the Bangsamoro communities through VTT/VET</b>	1. To conduct TOT on VTT/VET 2. To conduct more VTT/VET 3. To identify and train 100,000 individuals on VTT/VET	1000 100,000 individuals 20,000 ---- 20,000 ---- 20,000 ---- 40,000 ----	2022  (2025) (2027) (2029) (2030)

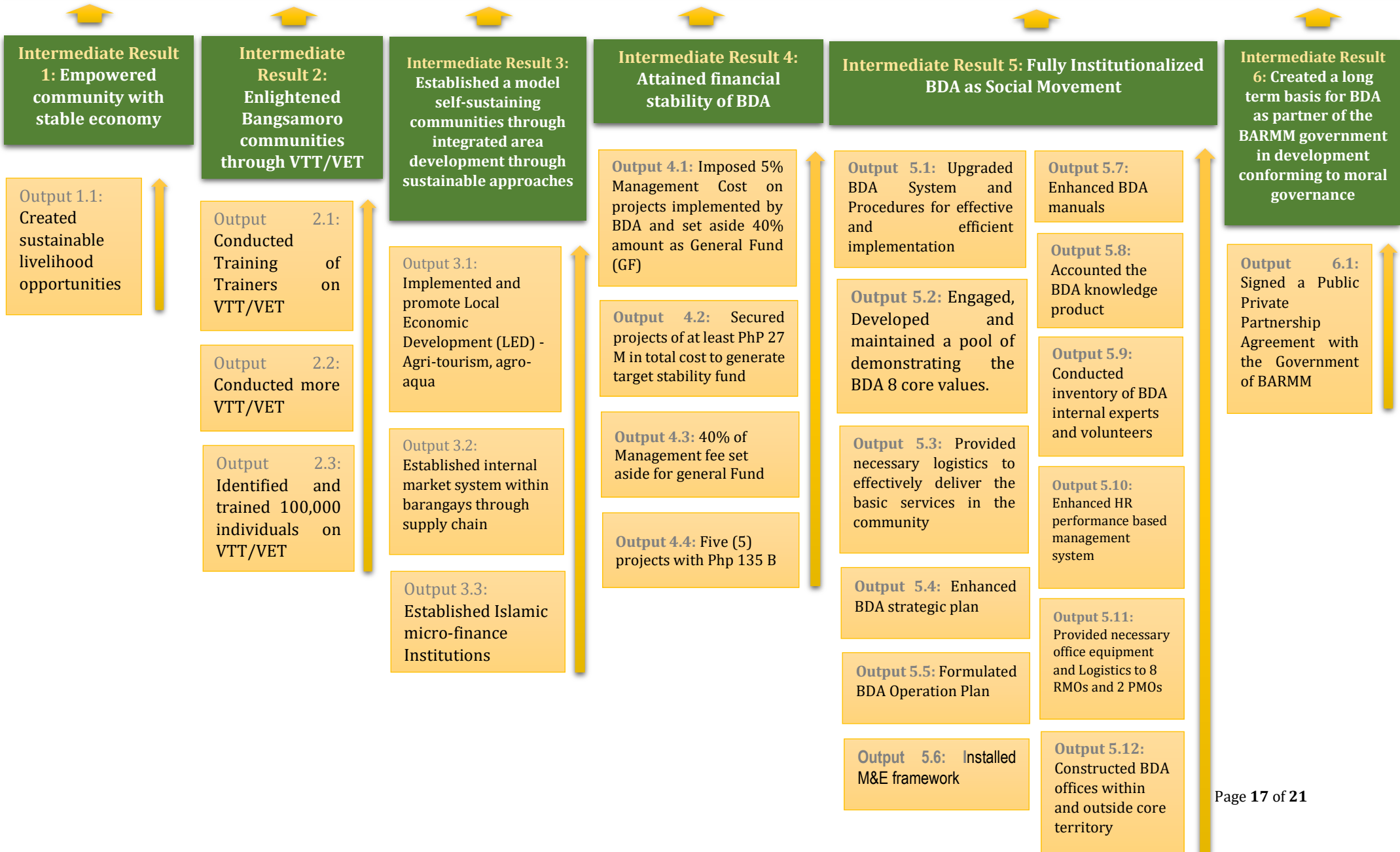
<b>GOALS</b>	<b>OBJECTIVES</b>	<b>MEASURE</b>	<b>Year of Accomplishment</b>
4) <i>Attained financial stability of BDA</i>	1) To impose 5% Management Cost on projects implemented by BDA and set aside 40% amount as General Fund (GF)	BDA to raise corporate stability fund of Php 27M	2020
	2) To secure projects of at least Php 27 M in total cost to generate target stability fund		
	3) 40% of Management fee set aside for general Fund		
	4) Five (5) projects with Php 135 B		
5) <i>Fully Institutionalized BDA as Social Movement</i>	To upgrade BDA System and Procedures for effective and efficient implementation	-Enhance and installed BDA strategic plan -Operations Plan and M&E Framework , Manuals	2020
	To Engage, Develop and maintain a pool of demonstrating the BDA 8 core values.	Institutionalized performance based and values based HR Management system.	2020
	To provide necessary logistics to effectively deliver the basic services in the community	-All BDA offices in and outside core territory are functional  -Necessary equipment, logistics and relevant facilities acquired	2020
	To enhance BDA strategic plan	BDA strategic plan approved by the BDA-BOD	2019
	To formulate BDA Operation Plan	CMO, RMOs, PMOs operation plan formulated	2019
	To install M&E framework	M&E framework institutionalized	2019
	To enhance BDA manuals	BDA manuals operationalized	2019
	To account the BDA knowledge product	At least 20 modules packaged	2020

6) *Created a long term basis for BDA as partner of the BARMM government in development conforming to moral governance*

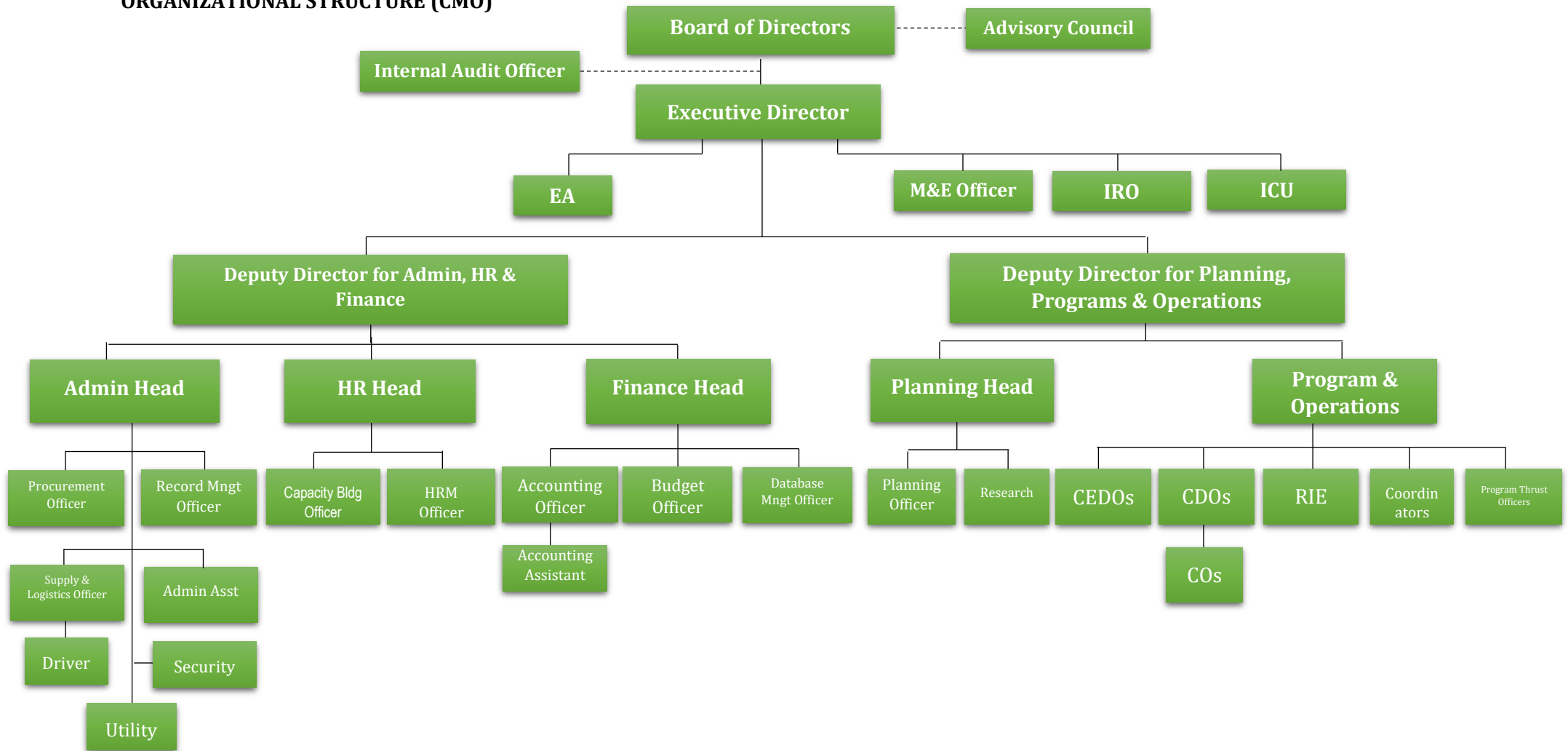
To conduct inventory of BDA internal experts and volunteers	No. of BDA internal and volunteers committed to serve	2019
To enhance HR performance based management system	BDA HR performance based management system operationalized	2019
To provide necessary office equipment and Logistics to 8 RMOs and 2 PMOs	Acquired necessary office equipment and logistic	2020
To construct BDA offices within and outside core territory	8 BDA MPB constructed	2020
To sign a Public Private Partnership Agreement with the Government of BARMM	Numbers of MOA/MOU signed between BDA and BARMM Ministries	2019

## RESULTS FRAMEWORK

**Over-all Results:** By 2025, BDA as leading, dynamic, and empowered organization guided by universal principle (or values) committed to improve the lives of the Bangsamoro.



**ORGANIZATIONAL STRUCTURE (CMO)**



## ORGANIZATIONAL STRUCTURE (R/PMO)



© 2019  
BDA Strategic Plan 2019  
[www.bda.org.ph](http://www.bda.org.ph)