

# GREAT Women Project



## Convergence for Women Calamaderas

*Developing A Traditional Enterprise in Jagna, Bohol*



Philippine  
Commission  
on Women

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## Developing A Traditional Enterprise in Jagna, Bohol

### Summary

The case report presents the convergence efforts in the Municipality of Jagna to further develop the women-led *calamay*-making industry. This convergence model drove the local government to create the Jagna Sustainable Microenterprise Development (JASMED) Unit which is aimed to support not only the *calamay*-making industry, but enterprise development, in general.

### The Municipality of Jagna, Bohol

Jagna is a third class municipality in the southeastern part of Bohol. It is the only coastal town of the municipality with a commercial port facility along a major Visayas-Mindanao sea lane. It sits along the nautical tourism highway as an important gateway to Mindanao. It is composed of 33 barangays covering a total land area of 12,063 hectares. While Jagna is considered a coastal town, only a few are into small-scale commercial fishing. Farming serves as the main occupation in 17 of its upland barangays, growing coconut, vegetables, spices, rice, corn, rootcrops and bananas.

The municipality has a total population of 32,034, 49.9% of which are male and 50.1% are female, based on 2007 national census data.

### Calamay-making in Jagna

*Calamay* is a ricecake made from glutinous rice and *calamay*-making is one of the oldest women-led cottage industries in Jagna. In the 1980s, the Jagna *Calamay* Makers and Vendors Association (JACAMAVEA) was established. *Calamay*-making remained a home-based business for most Jagna-anon women to enable them to attend to their domestic responsibilities. It is seen as a way of life and not as a viable enterprise sector to be developed. Hence, when initial attempts were made by the local government to improve *calamay*-making, these were not readily welcomed by producers and vendors.

Jagna used to have about 200 *calamay* producers, commonly known as *calamaderas*, from barangays of Can-upao, Looc, Pagina, Bunga Ilaya and Canjulao. In recent years, *calamay* producers, however, diminished in number, with only close to a hundred remaining. Vendors are usually stationed at the port area, to sell to arriving passengers from Visayas and Mindanao.

In 2001, the Jagna LGU issued a policy stating that all vendors must be registered with a cooperative, as a prerequisite for the issuance of permits to operate. Another cooperative, the Jagna *Calamay* Makers Cooperative (JACAMACO), was formed as a result of the said policy.

### The GREAT Women Project's Support To Calamay-Making in Jagna

In 2009, PCW and forged partnership with the Provincial Government of Bohol to implement the GREAT Women Project, with the municipalities of Balilihan, Buenavista and Jagna as its pilot municipalities.

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Initial activities revolved around the mapping of women-led microenterprises, which can be supported by the project to grow and develop as viable and sustainable enterprises for women's economic empowerment. With this, *calamay*-making showed potential to be a viable enterprise in Jagna, with several gender and enterprise issues to be addressed for growth.

The Women's Local Council and the Municipal Working Group for the project approached the JACAMACO to organize its members to support the improvement of the *calamay* enterprise. Sixty *calamaderas* were consulted but only 43 committed to support project initiatives, after social marketing was used. This set of *calamaderas* served as the pilot sampling of project initiatives in Jagna; their capacity development and technical assistance needs were determined at the onset of project implementation.

The *calamaderas* attended a Pre-Orientation and Entrepreneurship Training, followed by training workshops on Organization and Entrepreneurship conducted by Department of Labor and Employment (DOLE) and Provincial Agricultural Office (PAO). Moreover, they attended seminars on Basic Food Safety and Hygiene and Good Manufacturing Practices conducted by the Bohol Food Safety Team, as well as Training *Cum* Production with the collaboration of other agencies such as PAO, Department of Trade and Industry (DTI), Bohol Chamber of Commerce and Industry-Integrated Technology and Support Amenities for Food Enterprises (BCCI-ITS SAFE) Center and LGU-Jagna. They likewise received financial assistance from DOLE.

In April 2009, a dialogue was initiated by the project's municipal technical working group with JACAMACO members and representatives of DOLE, DTI, DOST, BCCI-ITS SAFE Center, PAO, municipal government officials, CIDA and PCW. The dialogue sought to surface and address gender and enterprise issues of JACAMACO and other individual women *calamaderas*. As a result, two major strategies were agreed for *calamay*-making:

- Creation of a convergence partnership that would bolster the local government's technical and financial capacities to support the centuries-old *calamay* enterprise
- Creation of a common service facility for *calamay* production.

The convergence was participated by ten partners namely: JACAMACO, Department of Labor and Employment, Department of Trade and Industry, Department of Science and Technology, APC-Department of Agriculture, Bohol Chamber of Commerce and Industry, Small and Medium Enterprise Development Council, LGU-Jagna, Governor



*Convergence for Calamay Enterprise and Creation of the JASMED Unit*

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and the Vice-Governor's Office-Bohol. It aims to "provide an integrated support mechanism that will ensure and sustain product quality and production efficiency to enhance product competitiveness resulting to better incomes and expanded capabilities and life opportunities for the women and men micro-entrepreneurs, farmers/growers and their families."



To support the partnership convergence, the Jagna Sustainable Micro-Enterprise Development (JaSMED) Unit was created by the municipal government. It is aimed to formulate programs and projects, development strategies, structures and processes to ensure local economic development and women's economic empowerment in line with the municipality's Comprehensive Development Plan. It will also serve as a Stop-Shop to promote and support entrepreneurial undertakings in the municipality, in line with the provisions of the municipality's Gender and Development Code. It seeks to ensure that the five strategic directions of enterprise development, under the partnership convergence's strategic plan, are achieved:

- (1) establishment, management and operation of a sustainable common service facility,
- (2) capacity development,
- (3) standardization of raw materials, production and processes,
- (4) conduct of continuous research and production innovation, and,
- (5) expansion of market research.

It is also tasked in providing support to partner agencies in fulfilling their convergence roles. JaSMED Unit caters to three (3) types of clients:

- Primary clients include groups and individuals currently engaged in businesses and are registered in the local government unit (either in the barangay or the municipal level).
- Secondary clients consist of groups and individuals currently engaged in business but are not registered in the local government unit.
- Lastly, tertiary clients are groups and individuals that are not yet in business but are in the process of or interested to establishing a new enterprise.

JaSMED Unit likewise provides two (2) types of services: Core Services and Demand-Driven Services. Core services includes "capacity building of primary clients which includes, among others, enterprise development trainings, skills trainings, good manufacturing practices, occupational health and safety, environmental sanitation, promotion and marketing of products through different marketing channels as trade fairs, market linkages, among others, profiling of micro-entrepreneurs for purposes of identifying their needs and recommending

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appropriate program, projects, and legislation and assistance in the registration of businesses at the local government unit.”

Demand-driven services, on the other hand, are services “that are not generally offered by the unit but requested by micro-entrepreneurs.” In most cases, demand-driven services include organizing new group ventures, product research and development, facilitating in the registration of micro-enterprises with relevant government agencies as BFAD, DTI, and DOLE and facilitate linkage for financial resources, marketing, and promotion of micro-entrepreneurs that are considered second-priority clients.”



- Department of Science and Technology-Provincial Science and Technology Center (DOST-PSTC Bohol) to prepare the Good Manufacturing Practices modules and Food Safety Compliant Plant lay-out. The plant lay-out of the building was already completed along with the Program of Works, as form part of the project proposal.
- The Office of the Congressman of the 3rd District of Bohol provided additional funds to facilitate linkages with other public and private institutions for product development, trade promotion and market access.
- The Provincial Government of Bohol, through the Office of the Provincial Agriculturist, to provide financial assistance for the procurement of equipment, infrastructure development and product development.
- DOLE, together with the BCCI-ITS SAFE Center, to provide technical assistance in product development, and organizational development and strengthening.
- DTI to provide technical and consultancy services on the areas of productivity and efficiency, access to market, access to finance; provide a good business environment; initiate and spearhead networking activities to ensure appropriate linkages of women microentrepreneurs to other support providers.
- Agricultural Training Institute (ATI) to provide professional development workshops, conferences, as well as capacity development and dissemination of training programs.
- Bohol Agricultural Promotion Center-Department of Agriculture (BAPC-DA) to provide technical assistance when conducting rice variety trials through the Research Development Extension. With the help of the other partners, varietal trial was conducted and two (2) varieties of glutinous rice were selected.

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### *Establishment of the Common Service Facility*

Philippine Coconut Authority (PCA) Provincial Office to assist in the sourcing of the golden king coconut variety (instead of the Yellow Malayan Dwarf) and ensure the sufficient supply of coconut shells for calamay production.

The common service facility (CSF) was aimed to enable the *calamaderas'* to practice their capacity development learnings and produce their products in groups.

With the temporary CSF, the *calamaderas* were organized into three groups who will take charge of production and selling of *calamay*. Three cooks, who are not members of the cooperative, were hired at a daily wage of 150 pesos a day. The factory price of *calamay* is 30 pesos per piece, and it is also the amount remitted to the cooperative for each piece of *calamay* sold. Each day, 200 pieces of *calamay* are produced. *Calamaderas* sell 100-140 pieces of *calamay* a day during the peak seasons of May, September, November and December, but less than 50 pieces a day on off-peak season, at 35-40 pesos each. In a day, a *calamadera* gains an average profit of 300 pesos plus the 150 pesos daily wage for working in the facility.

Through the temporary CSF and GWP trainings, *calamaderas* have begun practicing sterilizing the coconut shells before putting the *calamay* for longer shelf life and food safety. They likewise learned to extend the shelf life of *calamay* from three days up to ten days through experiments with partner centers. They also became aware of the system of costing and pricing. More importantly, they learned the value of working as a group. In the past, they viewed their co-*calamaderas* as competitors, but now, they sell and produce not only to support the needs of their family, but also for the benefit of the cooperative and the facility. They now visualize the growth of the *calamay* enterprise in terms of diversifying its products in form of tarts and candies and making them export-ready.

Groundbreaking for the *Calamay* CSF in Barangay Can-upao and the signing of the Memorandum of Agreement (MOA) of the *Calamay* Convergence took place last September 25, 2011.

To date, the Municipality of Jagna operates a temporary CSF, while a new facility is being constructed; it provided the lot and counterpart funds for the establishment of the new facility. The new CSF is designed to have a number of gender-friendly features. For one, its equipment will be fabricated especially for women workers, through DOST technical assistance. It will have a child-minding center for women members. It will allow women calamaderas to individually sell their calamay alongside that which was produced through the CSF for better profit.

## About The Project

The Gender Responsive Economic Actions for the Transformation of Women (GREAT Women) Project is a governance and capacity development project that aims to promote and support a gender-responsive enabling environment for women's economic empowerment, particularly those in microenterprises.

The Philippine Commission on Women (PCW), the national machinery for the advancement of women in the Philippines, is the lead executing agency for the Project.

The Commission forged partnership with key national government agencies involved in micro-, small- and medium-scale enterprise (MSME) development and select local government units to create a gender-responsive enabling environment for women's economic empowerment. This project receives technical and financial support from the Canadian International Development Agency (CIDA).

GREAT Women Project  
Management Office  
Philippine Commission  
on Women

1145 J. P. Laurel St., San Miguel, Manila  
1005 PHILIPPINES  
Tel. No. (+63-2) 734-1731  
735-1654 loc. 123  
Fax No. (+63-2) 736-4449  
Website: [www.pcw.gov.ph](http://www.pcw.gov.ph)