



# Technical Assistance Consultant's Report

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## Philippines: KALAHI-CIDSS Tracer Study (Cofinanced by the Republic of Korea e-Asia and Knowledge Partnership Fund)

Prepared by Danilo Songco  
Manila, Philippines

For Asian Development Bank  
Department of Social Welfare and Development, Government of the Philippines

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## CURRENCY EQUIVALENTS

(as of 25 January 2016)

Currency Unit	–	U.S. dollar (\$)
Currency Unit	=	Philippine Peso (P)
\$1.00	=	P 47.73

## ABBREVIATIONS

AC	–	Area Coordinator
ACT	–	Area Coordinating Team
ADB	–	Asian Development Bank
BA	–	Barangay Assembly
BDC	–	Barangay Development Council
BDF	–	Barangay Development Fund
BIWASLA	–	Bino-ongan Waterworks Sanitation and Livelihood Association
BONA	–	Barangay Olave Neighborhood Association
BUB	–	Bottom Up Budgeting
BVGA	–	Balolong Vegetable Grower Association
CAPABILICA	–	Camogao, Parian Bino-ongan, Libo and Cangmangki
CDD	–	community-driven development
CEAC	–	Community Empowerment Activity Cycle
CF	–	community facilitator
COA	–	Commission on Audit
CSO	–	civil society organization
CV	–	community volunteer
DCC	–	day care center
DOLE	–	Department of Labor and Employment
DSWD	–	Department of Social Welfare and Development
EC	–	Executive Committee
EV	–	Enrique Villanueva (municipality)
FGD	–	focus group discussion
FMR	–	farm to market road
HH	–	household
IRA	–	Internal Revenue Allotment
KALAHI-CIDSS	–	<i>Kapit-Bisig Laban sa Kahirapan</i> - Comprehensive and Integrated Delivery of Social Services
KC-NCDDP	–	KALAHI-CIDSS– National Community Driven-Development Program
LCC	–	local counterpart contribution
LET CIDSS	–	<i>Localized decision-making, Empowerment, Transparency, Community participation, Inclusive and multi-stakeholder, Demand-driven, Simple, and Sustainable</i>
LGC	–	local government code
LGU	–	local government unit
LUWASA	–	Lumangcapan Waterworks and Sanitation Association
LPRAT	–	Local Poverty Reduction Action Team
LRA	–	local research assistant
M&E	–	monitoring and evaluation
MCC	–	Millennium Challenge Corporation
MCT	–	Municipal Coordinating Team
MDC	–	municipal development council

MIAC	–	municipal inter-agency committee
MIBF	–	municipal inter-barangay forum
MLGU	–	municipal local government unit
MM	–	municipal monitor
MT	–	<i>Makamasang Tugon</i>
NGA	–	national government agency
NGO	–	non-government organization
NPMO	–	national project management office
NRA	–	national research assistant
O&M	–	operation and maintenance
Pantawid Pamilya	–	Pantawid Pamilya Pilipino Program (Conditional Cash Transfer program of DSWD)
PMT	–	Poblacion, Manan-ao and Tulapos
PROSIELCO	–	Province of Siquijor Electric Cooperative, Inc.
PSA	–	participatory situation analysis
PSC	–	project steering committee
SDS	–	social development specialist
SP	–	subproject

## **GLOSSARY**

barangay	–	smallest administrative division in the Philippines; a village, district, or ward
bayanihan	–	a spirit of communal unity or effort to achieve a particular objective; voluntary, and the work is unpaid
poblacion	–	the central, downtown, or central business district area of a Philippine municipality; may take up a single barangay or multiple barangays
kagawad	–	councilor
purok	–	also known as zone; subdivision of a barangay
tingob	–	local term for ‘bayanihan’ in the Municipality of Enrique Villanueva

## **NOTE**

In this report, "\$" refers to US dollars and "P" refers to Philippine peso.

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## EXECUTIVE SUMMARY

### *Purpose of the Study*

This is an exploratory study that aims to figure out what enables or hinders local governments and communities from adopting community-driven development (CDD). The information will be useful in finding ways to sustain the CDD approach, and the benefits that come with it. It would enable KALAHÍ-CIDSS project implementers to dig deeper at the factors and dynamics at the local level and provide some guide on how stakeholders (reformers) can push for local reforms, like CDD, that can have a national impact.

The tracer study wants to answer the question: *To what extent have the key assumptions about community-driven development, operationalized through the KALAHÍ-CIDSS, been realized in the study area?* The municipality of Enrique Villanueva (EV), in the province of Siquijor, was chosen as the study area to derive initial answers to the research questions. EV is part of the first set of 11 municipalities of KALAHÍ-CIDSS implementation. KALAHÍ-CIDSS was implemented in EV from 2003 – 2012. Since it has been around a decade since KALAHÍ-CIDSS was implemented there, EV would be a good place to study how KALAHÍ-CIDSS evolves in a municipality over time. The study was conducted over a period of four (4) months, from July to October 2015.

The municipality of Enrique Villanueva is a 5th class municipality in the province of Siquijor. It has a land area of only 27.93 km<sup>2</sup> with a population of 6,512 in 2010, from 4,588 in 2000 (NSO). It has 14 barangays that vary in population from a low of 141 (Barangay Balolong) to a high of 942 individuals (Barangay Tulapos). The average barangay population is 483 individuals.

### *Findings*

A total of 34 subprojects (SPs) were implemented in EV over five cycles of KALAHÍ-CIDSS from 2003 to 2012. These are broken down as follows: Cycle 1 = 3, Cycle 2 = 4, Cycle 3 = 6, MCC = 7, and MT = 14. Following is the status of these SPs:

**Table 1: Status of KALAHÍ-CIDSS Funded Subprojects in Enrique Villanueva (as of August 2015)**

SP Status	Number and %	Subproject Classification and Barangay
Fully Functional	6 (18%)	<ul style="list-style-type: none"> <li>• <b>Electrification : 4</b> (Balolong, Olave, Tulapos, and Bolot-Camog-ao)</li> <li>• <b>Seawall : 1</b> (Camogao)</li> <li>• <b>Drainage : 1</b> (Cangmangki)</li> </ul>
Functional and Upgraded	3 (9%)	<ul style="list-style-type: none"> <li>• <b>Water System : 2</b> (Bitaug, Lomangcapan)</li> <li>• <b>Road : 1</b> Manan-ao</li> </ul>
Functional But Needs Major Repairs	10 (29%)	<ul style="list-style-type: none"> <li>• <b>Water System : 2</b> (CAPABILICA*, and Manan-ao)</li> <li>• <b>Road : 7</b> (Balolong, Cangmangki, Lotloton, Olave-2, Bolot, Parian)</li> <li>• <b>Day Care Center : 1</b> (Poblacion)</li> </ul>

SP Status	Number and %	Subproject Classification and Barangay
Functional But Needs Minor Repairs	9 (26%)	<ul style="list-style-type: none"> <li>• <b>Day Care Center : 8</b> (Bino-ongan, Bolot, Camogao, Cangmangki, Lomangcapan, Manan-ao, Parian and Tulapos)</li> <li>• <b>School Building : 1</b> (Libo)</li> </ul>
Not Functional As Intended	2 (6%)	<ul style="list-style-type: none"> <li>• <b>Health Station: 1</b> (Balolong)</li> <li>• <b>Multi-Use Building/Facility (livelihood training center): 1</b> (Parian)</li> </ul>
Totally Not Functional	4 (12%)	<ul style="list-style-type: none"> <li>• <b>Water System : 3</b> (Bino-ongan, PMT*, and Poblacion)</li> <li>• <b>River/Flood Control : 1</b> (Libo)</li> </ul>
<b>TOTAL</b>	<b>34 (100%)</b>	

In all except two of fourteen barangays, former KALAHY-CIDSS volunteers continue to be or have become barangay officials. Most of them say they are applying the skills they learned in KALAHY-CIDSS in governance activities. In some cases, barangay chairpersons were members of volunteer committees during KALAHY-CIDSS. This has contributed to improving governance at the barangay level.

The full extent of CDD in KALAHY-CIDSS is no longer being practiced in all barangays. Instead people rely on the Barangay Council to determine development priorities. The attendance in the synchronized BAs has been sustained in most barangays. There is active discussion of projects in some but in most cases people just support the accomplishments, projects and budgets presented by the Barangay Council during BAs. Bayanihan (*tingob*) is still practiced in all barangays, although this was already the case even before KALAHY-CIDSS.

Barangay development councils (BDCs) are functional in most barangays. CSOs actively participate in the BDC, particularly in prioritization of barangay needs. Most of the Barangay Councils rely on the BDC as venue for soliciting proposals in addressing people's needs.

In general, residents do not participate in maintenance activities of SPs. The responsibility for the operation and maintenance (O&M) has been taken over by the barangay or by the local electric cooperative or water associations. The road projects are in danger of continuous deterioration because of the high cost of maintenance which neither the barangays nor the municipal local government unit (MLGU) can afford. In most cases, barangay officials say that the required amount to maintain the SPs are beyond their means. Thus, the manual labor in maintenance activities is performed by barangay officials. Residents are hardly involved. They rely on barangay officials to do this because they say these officials receive an honorarium for their duties and this should be part of their responsibilities. Barangay officials accept this responsibility also because they realize that people need to give priority time to their livelihood. In cases where SPs were transferred to other entities apart from the Barangay Council, (i.e. water system, electrification, and school building), it is these entities that have taken over the operation and maintenance of the facilities.

- i. In almost all barangays, it is in the issue of water supply where most people are eagerly engaged in. Water is the most prevalent issue in almost all barangays.
- ii. The mayor is a firm believer in people's participation, particularly in CDD as practiced by KALAHY-CIDSS. However, it seems the highly divisive culture of patronage politics in the municipality is proving difficult for him to manage.

- iii. In general, people say KALAHI-CIDSS has improved the lives of people in their Barangay. However, they associate KALAHI-CIDSS with infra projects rather than with the CDD process. They are asking if more funds can be provided to them by KALAHI-CIDSS.

*Conclusion*

In summary, based on the findings of this study, the following seem to have been the legacy of KALAHI-CIDSS in EV:

- i. It has significantly improved people's lives through better access to basic services (water, electricity, and roads having the biggest impact),
- ii. It improved governance of the barangay as a result of former KALAHI-CIDSS volunteers becoming barangay officials (bringing with them the skills that they learned in KALAHI-CIDSS),
- iii. It has made LGC mandated structure such as the Barangay Development Council and the Municipal Development Council functional,
- iv. It has improved people's involvement in barangay governance through their participation in Barangay Assemblies,
- v. It increased social capital due to sustained volunteerism and creation of community-based organizations.

## I. INTRODUCTION

### A. Context<sup>1</sup>

1. Poverty in the Philippines is most prevalent in rural communities where majority of the population live off subsistence farming. In 2000, about 44% of the rural population was poor. People in these communities have no regular access to basic services and often are isolated from the centers of business and government because of poor road conditions. Government services if ever they reach these communities are not significant to reduce the incidence of poverty. People are not empowered enough to demand the delivery of services and influence how the government allocates resources and prioritizes projects.

2. After securing a \$100 million loan from the World Bank and committing \$82 million from its national funds, the Philippine government introduced KALAH-CIDSS in 2002 as its flagship poverty reduction program. The program aimed at reducing rural poverty, targeting the poorest 25% of municipalities in 42 provinces. The KALAH-CIDSS program sought to respond to some of the shortcomings in the implementation of the Local Government Code. The program aimed at alleviating rural poverty by providing resources to poor rural municipalities for public goods investment and reviving local institutions mandated by the 1991 Local Government Code. Specifically, the project had the objectives of “strengthening local communities’ participation in barangay governance, and developing their capacity to design, implement and manage development activities that reduce poverty.” (World Bank 2002).

3. CDD ensures that programs integrate the principles of local empowerment, participatory governance, demand-responsiveness, administrative autonomy, greater downward accountability and enhanced local capacity. (KALAH-CIDSS-National Community-Driven Development Program [KC-NCDDP] and Philippine Development Plan 2011-2016).

4. A 2009 study conducted by the Asian Development Bank (ADB) showed that CDD (i) results in more cost-effective delivery of international development partners’ funding for a broad range of infrastructure and other community projects; (ii) is more responsive to local community infrastructure demands, generating increased benefits; (iii) instills a sense of ownership that translates to better operation and maintenance, and increased sustainability; (iv) provides a fund disbursement mechanism that promotes transparency and limits leakages; and (v) results in projects with higher rates of return than other ADB-financed projects.

### B. Relevance<sup>2</sup>

5. This is an exploratory study that aims to figure out what enables or hinders local governments and communities from adopting CDD. The information will be useful in finding ways to sustain the CDD approach, and the benefits that come with it.

6. This study would enable KALAH-CIDSS project implementers to dig deeper at the factors and dynamics at the local level and provide some guide on how stakeholders (reformers) can push for local reforms, like CDD, that can have a national impact.

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<sup>1</sup> Department of Social Welfare and Development, KALAH-CIDSS National Project Management Office. “KALAH Tracer Study Concept Paper”. July 2015.

<sup>2</sup> Ibid



## II. RESEARCH OBJECTIVES<sup>3</sup>

7. The tracer study wants to answer the question: *To what extent are the key assumptions about community-driven development, operationalized through the KALAHI-CIDSS, realized?*

8. The key assumption is that the Community-driven development (CDD) strategy empowers communities to: (i) identify poverty challenges; (ii) identify solutions to poverty challenges; (iii) exercise control of resources for the implementation of community projects; and (iv) partner with local government units (LGUs), national government agencies (NGAs) and civil society organizations (CSOs). These are all underpinned by CDD's three main desired outcomes – service delivery, good governance, and people empowerment.

9. To operationalize the research question, we want to know:

- i. Does CDD or any semblance of it exist in the municipality?
  - To what extent were the principles of CDD practiced after end of project?
  - What were the changes, if any, to the community brought about by the introduction of CDD, in terms of:
    - Access to services
    - Governance
    - People Empowerment
  - How many of the subprojects still exist? How are they being maintained? What were the sustained benefits of the subprojects?
  - Were there any changes in community problem solving (particularly on poverty) in the different barangays of the municipality? How did CDD contribute to improve community problem solving into more effective, efficient, coordinated and sustainable manner?
- ii. If so, why does CDD still exist in the municipality?
  - What are the facilitators and hindrances to the successful practice of CDD?
  - What were the incentives of the LGU/community members for adopting them?
  - What were the factors that influenced the levels and effectiveness of community's poverty problem solving in different barangays?

10. See Appendix 1 for an overview of Community-Driven Development and the Community Empowerment Activity Cycle (CEAC) which is the detailed steps for implementing CDD in KALAHI-CIDSS.

## III. METHODOLOGY

11. The municipality of Enrique Villanueva (EV), in the province of Siquijor, was chosen as the study area to derive initial answers to the research questions. EV is part of the first set of 11 municipalities of KALAHI-CIDSS implementation. KALAHI-CIDSS was implemented in EV from 2003 – 2012. Since it has been around a decade since KALAHI-CIDSS was implemented there, EV would be a good place to study how KALAHI-CIDSS evolves in a municipality over time. The study was conducted over a period of four (4) months, from July to October 2015.

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<sup>3</sup> Ibid

12. This study is made possible through the technical assistance of the Asian Development Bank (ADB) that engaged consultants who conducted the research. A Project Steering Committee (PSC) made up of representatives of ADB and the National Project Management Office (NPMO) of KALAHY CIDSS National Community-Driven Development Program (KC-NCDDP) – the new name of the KALAHY-CIDSS program) – was constituted to guide and oversee the implementation of the study.

13. A four-person study team was formed to conduct the study<sup>4</sup>. The team was made up of: (i) a Social Development Specialist (SDS) who served as team leader, (ii) a national Research Assistant (NRA) who provided research support and coordinated information gathering between NPMO and information sources in EV, (iii) a regional staff of the Department of Social Welfare and Development (DSWD) Region VII who facilitated local coordination and provided local context to the study, and (iv) a local Research Assistant (LRA) who obtained local information and assisted in organizing local interviews for the SDS and the NRA. The PSC decided that the field investigation would cover all the KALAHY-CIDSS subprojects (SPs) in the fourteen barangays of EV.

14. The SDS was involved in the inception of KALAHY-CIDSS in 2002 and served a consultant to World Bank on several missions in the monitoring of the early years of KALAHY-CIDSS. In the process, he has also become a student of CDD serving as consultant to several projects with the World Bank involving KALAHY-CIDSS and with the ADB on a bank-wide study on CDD. The SDS designed the detailed research methodology, prepared the interview questions, and directed the activities of the research assistants. (See Appendix 2 – Interview Questions and Project Timetable)

15. To kick off the study, the NRA gathered available information from NPMO, RPMO and other local sources on the operation of KALAHY-CIDSS in EV. In the course of preparation for field investigation, the PSC clarified the nature of the study and updated the research design and research questions to suit the available time and resources for the study.

16. The field study involved three phases: (i) a preliminary data gathering by the LRA to determine the status of the SPs in EV and to identify key informants who can be interviewed; (ii) a reconnaissance trip to EV by the NRA and the regional staff to conduct preliminary interviews of municipal officials, barangay chairpersons, former volunteers of KALAHY-CIDSS during its implementation in the municipality, and community residents, and ocular visit to some of the subprojects ; and (iii) field interviews by the SDS with the rest of the study team.

17. The first phase was essential because KALAHY-CIDSS was implemented in EV nearly a decade ago and the team needed to ascertain that there would be sufficient available information in EV to conduct the study. Thus, the task of the LRA in this phase was to determine the status of the KALAHY-CIDSS subprojects (SP) in EV by obtaining information about their status from the municipal government, taking pictures of each of the SPs, and interviewing people in the barangay about the usability of the SPs. The report of the LRA indicated that majority of the SPs in EV are functional and that people who were involved in KALAHY-CIDSS during its nine years of implementation in the municipality were still around. The report also became the basis for the preparation of the itinerary for the next phase.

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<sup>4</sup> The study team was made up of: Danilo Songco, Social Development Specialist and Team Leader; Sharon Barrameda, National Research Assistant; Dexter Gimena, Regional Community Development Specialist; and Cynthia Guillepa, Local Research Assistant.

18. The second phase needed to validate the findings of the LRA and to speak to key informants in all the fourteen barangays to determine if there was sufficient information to proceed with the study. The result of the reconnaissance trip revealed that the mayor is very familiar with KALAH-CIDSS and that the municipal engineer was incumbent throughout the KALAH-CIDSS implementation in the municipality so there was institutional memory about the projects. The reconnaissance also established that barangay chairpersons and former KALAH-CIDSS volunteers could still recall much of what transpired during KALAH-CIDSS and were willing to share their knowledge of KALAH-CIDSS. This phase also provided logistical information about how the actual field investigation would be conducted, including the itinerary for the trip.

19. During this phase, other key informants were also identified. Among these are the former mayor of EV in the first phase of KALAH-CIDSS who is now an Area Coordinator of the KC-NCDDP Area Coordinating Team in Loboc, Bohol, former Area Coordinators (AC), former Municipal Monitor (MM) and a former Community Facilitator (CF) of KALAH-CIDSS in EV. All of these are still employed by DSWD --- some still in KC- NCDDP while others are with the Pantawid Pamilya Pilipino Program (the Conditional Cash Transfer program of DSWD) --- all in the Cebu – Bohol – Negros Occidental area. They were contacted and invited to be interviewed by the SDS. (See Appendix 3 – Interviewees Profile – for a complete list of key informants and their occupation).

20. The actual field investigation consisted of nine days of field interviews and observations from August 30 to September 7. Key informant interviews were held with the incumbent mayor and barangay chairpersons. Two separate focus group discussions (FGD) were held in all the fourteen barangays – one for former volunteers and one for residents who did not have direct involvement in KALAH-CIDSS. Another FGD was conducted with the Municipal Coordinating Team (MCT) and the Municipal Inter-Agency Committee (MIAC) made up of mostly department heads of the municipal government. An FGD of former KALAH-CIDSS staff in EV was done in Dumaguete City, Negros Oriental. Finally, another FGD was held in the regional office of DSWD in Cebu City with current regional staff of KALAH-CIDSS – Millennium Challenge Corporation (MCC), a separate round of KALAH-CIDSS funded under the Millennium Challenge Account of the United States government.

21. The findings of the field investigation were presented to the PSC before this report was written. The PSC members probed deeper into the study findings and contributed some insights to the same.

#### **IV. LIMITATIONS**

22. Due to lack of time and resources, this study focuses only on one municipality as study area. It does not in any way intend to make general conclusions on KALAH-CIDSS as a program because the experience of other municipalities may be different. This study is primarily intended to give the NPMO of KALAH-CIDSS a glimpse of how KALAH-CIDSS has evolved in a project area many years after it exited that area. The study may also aid the NPMO in pursuing a larger tracer study in several project areas where the findings would be more conclusive and useful for improvement of KC-NCDDP.

## V. BACKGROUND OF THE STUDY AREA AND SUBPROJECTS

23. The municipality of Enrique Villanueva is a 5<sup>th</sup> class municipality in the province of Siquijor. It has a land area of only 27.93 km<sup>2</sup> with a population of 6,512 in 2010, from 4,588 in 2000 (NSO). The rate of population increase in EV has declined from 2.10% in 2000 to 0.58% in 2010. It has 14 barangays that vary in population from a low of 146 (Barangay Manan-ao) to a high of 942 individuals (Barangay Tulapos). The average barangay population is 429 individuals.

24. The major entrepreneurial activities in the municipality are: crop farming and gardening, livestock and poultry raising, fishing, construction, and wholesale and retail. The latter accounts for the largest source of income which seems to indicate that trade of goods and services is the predominant industry in the municipality with the other four playing a supporting role. This also indicates that the economy of EV has a low income base (low value-addition) which could also explain the poverty incidence in the municipality.

25. EV has experienced a turnaround in key development indicators in the last decade. From a poverty incidence of 43.2% in 2003, it is down to 19.8% in 2012. It used have the highest poverty incidence in the province in 2003. Only in the last three years, the net income of the municipality has gone from a net loss of P 470,333.93 in 2009 to a net income of P3,553,455.41 in 2012.

26. Rapid Community-Based Monitoring System of 2012 shows very good indicators of health and welfare in the municipality. Incidence of malnutrition is a low 1.92%, child mortality (below 5 years old) is only 0.25% while maternal mortality is zero, access to safe water is 99.38% (although it will be shown later that access is irregular), access to electricity is 84.37%, school attendance of children from 6-16 years old is 87.59%, unemployment is 18.17%, and only 1.78% of households have experienced food shortage. This seems to indicate that the source of poverty is the low income base of people in the municipality.

27. A total of 34 subprojects (SPs) were implemented in EV over five cycles of KALAHICIDSS (which included Cycles 1 -3, Makamasang Tugon (MT) and the Millennium Challenge Corporation [MCC] cycles) from 2003 to 2012. These are broken down as follows: Cycle 1 = 3, Cycle 2 = 4, Cycle 3 = 6, MT = 14 and MCC = 7. There are 10 types of projects undertaken:

- i. 9 day-care centers
- ii. 8 roads
- iii. 7 water systems (2 benefitting several barangays)
- iv. 4 electrification projects
- v. 1 construction of home economics building
- vi. 1 drainage
- vii. 1 multi-purpose (livelihood training center) building
- viii. 1 construction of sea wall
- ix. 1 river/flood control
- x. 1 health station (See Appendix 4 for a complete listing and brief profile of these projects).

28. The municipality received a total of P 24,671,342.14 from KALAHICIDSS. The three most expensive projects are: (i) CAPABILICA Upgrading and Expansion of Level II Waterworks System (involving five barangays: Cangmangki, Camogao, Parian, Bino-ongan, Libo) with a total project cost of P 2,905,477.00, (ii) rehabilitation of farm to market road in Barangay Bolot

(an upland barangay) costing P 2,168,958.67 and (iii) PMT Upgrading and Expansion of Waterworks System (involving three barangays: Poblacion, Manan-ao, Tulapos) costing P 2,044,400.00. The least expensive project is the regravelling of a 0.68 km. farm-to-market road (FMR) in Barangay Manan-ao worth P 248,700.00.

29. Former KALAHI-CIDSS volunteers who were interviewed for this study admit that the funds under MT were divided among the 14 barangays (reason why this cycle had the most number of projects). This is a violation of the procedures of KALAHI-CIDSS where the barangays are supposed to compete for the SP fund provided by KALAHI-CIDSS in order to come up with the best SPs. Since the MT phase is the phase-out stage of KALAHI-CIDSS, the management of the Community Empowerment Activity Cycle (CEAC)<sup>5</sup> was transferred to the municipal government. This decision would have some serious implications on the sustainability of the SPs, as would be discussed in subsequent sections.

30. The biggest local counterpart contribution (LCC) of the LGU (LCC against total project cost) is 56% for the rehabilitation of level 1 water system in Barangay Manan-ao. The total project cost is P 314,856.16 and the local counterpart is P 175,072.82. At least two other projects received counterparts of half or nearly half of total project cost: the electrification project in Barangay Tulapos (50% LCC) and rehabilitation of 0.8 km. FMR in Barangay Cangmangki (48% LCC). The average LCC for all the 34 projects is 27% which is very close to the required 30% local counterpart of KALAHI-CIDSS.

31. The most expensive projects (11-unit tap stands in CAPABALICA and spring and drilling with submersible pump in PMT) costing P 2.9 million and P 2 million, respectively have the biggest number of beneficiaries (475 and 325 households [HH], respectively). This is because the two projects are shared by several barangays and, therefore, benefit more people. The third water project is a Level II water system in Barangay Bino-ongan which cost P 1.1 million and benefited 106 HHs. It was a smart decision for volunteers to develop two multi-barangay projects. Field validation revealed that the CAPABALICA project is still FUNCTIONAL but need major repair while the PMT and Bino-ongan Level II water system are NON-FUNCTIONAL.

32. Barangay Cangmangki received the biggest share of KALAHI-CIDSS investments in EV. It received a total of P 6,197,892.34 for four projects (Upgrading and Expansion of CAPABILICA Waterworks System, Construction of Day Care Center [DCC], Construction of Box Culvert and Concreting of Pavement Approaches, and Rehabilitation of farm to market road). The barangay that got the smallest amount is Barangay Bituag with only one project worth P 695,402.00 for the construction of one unit production well which benefited 188 HHs. It was learned from the field investigation that being one of the biggest barangays, it was difficult for the KALAHI-CIDSS volunteers to muster the required attendance in barangay assemblies (BAs). KALAHI-CIDSS places a premium in attendance in BAs in prioritizing subprojects because this is the platform where members of the community could air their views on the subproject that was being developed for their community. It was the most important avenue for people's participation. Barangay Bituag could hardly meet the required minimum attendance of 80%.

33. Field validation indicates that Barangay Bolot has a relatively good record in maintaining its SPs. Two of the three projects (day care and electrification) only needs MINOR REPAIR.

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<sup>5</sup> CEAC is the series of steps prescribed by the KC project that would enable the community to identify the SP best suited to their needs, give them the power to disburse the funds that they need to construct the SP, undertake the actual construction of the SP themselves, and develop the operation and maintenance plan for the management of the SP beyond KC.

Only the rehabilitation of the FMR needs MAJOR REPAIR. Barangay Bituag, despite its small share of investments, had done a relatively good job in maintaining its water project which is still FUNCTIONAL and upgraded.

34. Over-all, the most inexpensive project is the resurfacing of the Barangay Manan-ao's .68 km. farm-to-market road in the Cycle 3 whose total project cost was only P 248,700.00 benefiting 115 HHs. The most expensive is the rehabilitation of 1 km. farm to market road in Barangay Bolot worth P 2,168,958.67. This is because Bolot is an upland barangay and it cost more to haul materials to the area. It has only 32 HH beneficiaries making it the most expensive also in terms of cost benefit ratio (total cost divided by number of beneficiaries) of P 6,779.96 and cost per kilometer of P 2,168.96 (compared to Barangay Manan-ao's P 248.70 per km). Nevertheless, the impact of the road project on the barangay is immeasurable, as would be discussed in a later section. The road project in Barangay Bolot needs MAJOR REPAIR while the one in Manan-ao was upgraded from gravel to asphalt.

35. The nine day care centers are of exactly the same size (48 m.) but they have a wide variance in number of beneficiaries. Barangay Lomangcapan DCC which cost P 648,623.60 had 153 beneficiaries while Barangay Tulapos DCC which cost P 680,700.00 has only 11 beneficiaries. Field validation indicates that only eight DCCs need MINOR REPAIR while one needs MAJOR REPAIRS or improvements.

36. The four electrification projects had a significant variance in terms of total cost and number of beneficiaries. The least expensive is the Barangay Balolong project, which cost P 459,585.00, benefited 16 households. The most expensive project is the Barangays Bolot and Camogao project which cost P 1,646,359.50 with 59 beneficiaries in two barangays. As earlier stated, Barangay Bolot is an upland area. The two other projects, Barangay Olave cost P 1,097,000.00 with 51 beneficiaries and Barangay Tulapos cost P 724,140.00 with 55 beneficiaries. All four projects are FULLY FUNCTIONAL.

**Table 2: Status of KALAHI-CIDSS Funded Subprojects in Enrique Villanueva (as of August 2015)**

<b>Subproject Status<sup>a</sup></b>	<b>Number and %</b>	<b>Subproject Classification and Barangay</b>
<b>Fully Functional</b>	6 (18%)	<ul style="list-style-type: none"> <li>• <b>Electrification</b> : 4 (Balolong, Olave, Tulapos, and Bolot-Camog-ao)</li> <li>• <b>Seawall</b> : 1 (Camogao)</li> <li>• <b>Drainage</b> : 1 (Cangmangki)</li> </ul>
<b>Functional and Upgraded</b>	3 (09%)	<ul style="list-style-type: none"> <li>• <b>Water System</b> : 2 (Bitaug, Lomangcapan)</li> <li>• <b>Road</b> : 1 Manan-ao</li> </ul>
<b>Functional But Needs Major Repairs</b>	10 (29%)	<ul style="list-style-type: none"> <li>• <b>Water System</b> : 2 (CAPABILICA<sup>b</sup>, and Manan-ao)</li> <li>• <b>Road</b> : 7 (Balolong, Cangmangki, Lotloton, Olave2, Bolot and Parian)</li> <li>• <b>Day Care Center</b> : 1 (Poblacion)</li> </ul>
<b>Functional But Needs Minor Repairs</b>	9 (26%)	<ul style="list-style-type: none"> <li>• <b>Day Care Center</b> : 8 (Bino-ongan, Bolot, Camogao, Cangmangki, Lomangcapan, Manan-ao, Parian and</li> </ul>

Subproject Status <sup>a</sup>	Number and %	Subproject Classification and Barangay
		Tulapos) <ul style="list-style-type: none"> <li>• <b>School Building : 1</b> (Libo)</li> </ul>
<b>Not Functional As Intended</b>	2 (6%)	<ul style="list-style-type: none"> <li>• <b>Health Station: 1</b> (Balolong)</li> <li>• <b>Multi-Use Building/Facility (livelihood training center): 1</b> (Parian)</li> </ul>
<b>Totally Not Functional</b>	4 (12%)	<ul style="list-style-type: none"> <li>• <b>Water System : 3</b> (Bino-ongan, PMT<sup>c</sup>, and Poblacion)</li> <li>• <b>River/Flood Control : 1</b> (Libo)</li> </ul>
<b>TOTAL</b>	<b>34 (100%)</b>	

Note:

<sup>a</sup>SP Status:

<i>Fully Functional</i>	: Subproject is functioning as designed.
<i>Functional and Upgraded</i>	: Subproject design was modified to provide better service.
<i>Functional But Needs Minor Repairs</i>	: Subproject requires minimal repairs or improvements.
<i>Functional But Needs Major Repairs</i>	: Subproject may be all or either of the following: 1) perilous to use, 2) requires funds to repair which the barangay or community may not be able to afford, and 3) in a physical state of neglect and requires improvements
<i>Not Functional as Intended</i>	: Subproject is not functioning as designed.
<i>Totally Not Functional</i>	: Subproject is no longer operational.

<sup>b</sup> CAPABILICA- Camogao, Parian Bino-ongan, Libo and Cangmangki

<sup>c</sup> PMT – Poblacion, Manan-ao and Tulapos

## VI. FINDINGS

### A. Volunteers as Barangay Officials

37. In all fourteen barangays, former KALAH-CIDSS volunteers continue to be or have become barangay officials. Most of them say they are applying the skills they learned in KALAH-CIDSS in governance activities. In some cases, barangay chairpersons were members of volunteer committees during KALAH-CIDSS.

38. Eleven barangay chairpersons were either member of KALAH-CIDSS volunteer committees and/or were members of the Barangay Council at the time. The Barangay Council is where the barangay chairperson and the six Barangay Councilors (*kagawad*) form themselves into the legislative body of the Barangay. It is the most powerful body of the Barangay. Thus, there is a deep appreciation of CDD in all barangays and the system of governance follows good governance practices learned in KALAH-CIDSS. In many cases, the Barangay Secretary and Barangay Treasurer are the workhorses of the Barangay Council who keep the decision-making processes upright and ensure that the council follows the proper governance practices that they learned in KALAH-CIDSS. They apply the rigor that they learned from KALAH-CIDSS in the practice of their day-to-day duties like proper procedures in procurement, documentation of decision-making processes (like preparation of barangay resolutions), undertaking the construction of community infrastructure (like preparing the program of work for a project), and transparency and accountability for performance and management of funds. Table 3 below

shows the number of barangay chairpersons and volunteers who were barangay officials during and after KALAH-CIDSS.

**Table 3: KALAH-CIDSS Volunteers as Local Government Unit Officials**

LGU Officials	Total *	Number of Former KALAH-CIDSS Volunteers		Remarks
		Official & Volunteer (concurrent capacity)	Volunteer	
<b>Barangay Chairpersons</b>	14	11 (79%)	0 (0%)	
<i>Designation</i>				
Barangay Chairpersons	14	5		
Barangay Councilor		6		
<b>Other Officials</b>	24	20 (83%)	4 (17%)	Barangays where volunteers became officials:
<i>Designation</i>				
Municipal Councilor	1	1		
Barangay Councilor	14	10	3	Balolong, Bino-ongan and Tulapos
Barangay Secretary	6	4	1	Bolot
Barangay Treasurer	2	3		
Barangay Record Keeper	1			
Barangay Tanod		2		
<b>TOTAL</b>	38	31 (82%)	4 (11%)	

\*Note: Total number of LGU officials interviewed from 31 August to 4 September 2015.

39. In some cases, they were able to apply their learnings in KALAH-CIDSS to other projects of the barangay (e.g. development and establishment of the mangrove project in Bino-ongan, the management of the water system and the construction of multi-purpose building in Lomangcapan, and installation of water system in Tulapos).

40. In Lomangcapan, the Barangay Treasurer narrates that they were able to save money in their projects because of proper procurement procedures. They used the savings to improve the water system that was constructed by KALAH-CIDSS in their Barangay. They also post the financial status of the barangay in their monitoring board (a practice learned in KALAH-CIDSS) which is inspected by the local Municipal Local Government Officer. They also submit a monthly financial report to the provincial office of the Commission on Audit (COA).

41. In the same barangay, the Barangay Council sought the permission of COA to construct their multi-purpose building by administration instead of contracting it out. Since they already had experience in building construction in KALAH-CIDSS, the council just supervised construction. They asked each household to assign someone who can participate in the construction and paid honorarium to them. In the process, they saved a lot of money and created local employment. They also applied the same approach to the construction of their health center which was also constructed after KALAH-CIDSS.



42. Some of the current barangay leaders who have been capacitated by KALAHI-CIDSS are on the way to performing greater roles in local governance. One of the active volunteers in Olave is co-chair of the Local Poverty Reduction Action Team (LPRAT) of the municipality. The mayor has very good things to say about her and relies on her to advance the interest of the people in the community. The barangay chairperson of Bino-ongan is now president of the Provincial Association of Barangay Chairpersons. Her exemplary leadership in her barangay is shining through up to the provincial level.

43. The former volunteers of Parian (some of whom are now barangay officials) give a powerful insight on the reason behind this phenomenon of former KALAHI-CIDSS volunteers rising up to positions of power and influence. They recalled their difficulties of working in KALAHI-CIDSS: tremendous demands on their time, toiling under the heat of the sun, undergoing a lot of stress, suffering the frustrations of some uncooperative community members, among others. But as a result of this experience, they were exposed to the responsibilities of improving their barangay, they realized that they have the capability to do things that they never dreamed of, and, in the end, they felt good about what they have accomplished for their Barangay. As a result, now they no longer need to be told – they take leadership in undertaking things that need to be done. They are the new competent, dedicated leaders who have a passion for doing good things for the betterment of their Barangay

44. Apart from former KALAHI-CIDSS volunteers who have become barangay officials, many other barangay officials have either been serving in their current capacity for some time or are returning officials. Thus, there is a mix of the experience of veteran barangay officials who know their way around the procedures of barangay governance with the new, highly skilled former volunteers who bring with them good governance practices. This is shaping the way barangays are being governed in the municipality.

## **B. The Barangay Council as Fulcrum of Decision-Making**

45. The full extent of CDD in KALAHI-CIDSS is no longer being practiced in all barangays. Instead people rely on the Barangay Council to determine development priorities. The attendance in the synchronized BAs has been sustained in most barangays. There is active discussion of projects in some but in most cases people just support the accomplishments, projects and budgets presented by the Barangay Council during BAs. Bayanihan (tingob) is still practiced in all barangays, although this was already the case even before KALAHI-CIDSS.

46. The third step in the CEAC (after the municipal and barangay orientation) is Participatory Situation Analysis (PSA) where representatives of people in the community analyze their problems and identify possible solutions. It is in this session where the proposed SP that would address the key problem of the community is identified and eventually developed. This is the core of CDD that makes KALAHI-CIDSS unique among other government projects because it is the people of the community who define their needs and priorities. Sadly, this is no longer being practiced in EV.

47. Nearly all interviewees, both the former volunteers and non-volunteers, admit that people now rely on the Barangay Council to make decisions for the Barangay. The KALAHI-CIDSS practice of identifying development priorities at the purok (sub-barangay/sub-village) level is no longer being done because barangay officials say there is not enough funds to support what people want. The Internal Revenue Allotment (IRA) of EV barangays average around P 1 million a year. Since only 20% of that (referred to as Barangay Development Fund

or BDF) can be used for barangay projects, only around P 200,000.00 is available to fund local projects. A big amount of that goes to maintenance of existing projects (e.g. multi-purpose buildings, street lights, etc.). Thus, very little is available for new projects. Barangay officials worry that people may just get frustrated if asked to propose projects which the barangay would most probably not be able to fund. Since people in the community are aware of this situation (due to a large extent to the transparency of Barangay Councils of their financial condition), they just opt to leave the decision to the council as to how best to utilize the available resources.

48. All the barangays convene their BAs at least twice a year (as mandated by the Local Government Code). Some call these assemblies more often. In all cases, the BA has become the venue for participatory decision-making that was propagated by KALAHI-CIDSS. In KALAHI-CIDSS, the BA is only convened after a rigorous participatory and technical process of identifying problems and developing a technically sound SP is done by volunteers. Fortunately, since barangay officials have become conscientious, the BAs have become the sounding board for people's aspirations, the venue for performance and financial accountability, and the platform for engaging community residents in development discussion. The Barangay Council is left to perform the role of the volunteers under the KALAHI-CIDSS CDD process.

49. People's participation during BAs varies from one barangay to the other. In some, people actively engage the Barangay Council on the projects that they present and also propose additional projects. One example is in Olave where people suggested the repair of the barangay hall because they said this can serve as evacuation center during disaster. In Cangmangki, residents proposed the construction of a public toilet for local tourists. The people in this barangay have organized themselves into purok associations and they have projects per purok.

50. Because barangay officials are more conscious now of the need for participation, some take extra effort to encourage their constituents to get involved within and outside the BAs. In Libo, the council encourages people who are shy to speak out to write their questions and suggestions on small sheets of paper that they pass around during the assembly. They encourage the youth to attend the BAs in order to get them more involved in barangay concerns. They even go to the extent of realigning funds to accommodate people's proposals. In Lomangcapan, the council holds public hearings on special projects so that there can be more extensive discussion of people's concerns on these projects. In some instances, the Barangay Council offers incentives to encourage people to attend the BAs. In Bino-ongan, the purok with the highest attendance in BAs gets to suggest projects for their area. In Lomangcapan, the barangay chairperson donates personal funds to sustain their practice of holding a raffle of packs of rice for those who attend the assembly. According to him, this was their secret for getting high attendance in BAs during KALAHI-CIDSS.

51. In other barangays, however, people are less interested in BA discussions. They show up out of habit that was developed in KALAHI-CIDSS<sup>6</sup>. In a place where each day counts a lot in earning the income that they need to survive, interviewees say people now prioritize their livelihood over barangay activities. In Manan-ao, interviewees say people just show up in BAs

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<sup>6</sup> The CEAC requires an 80% attendance in BAs as criteria for prioritization of subprojects submitted for consideration of the Municipal Inter-Barangay Forum which chooses the subprojects that would be funded by KC.

but don't really question the accomplishments and projects presented by the council officials. In Bitaug, people have receded to their indifference towards barangay discussions before KALAHI-CIDSS. Being a big barangay, they had difficulty meeting the required 80% attendance of the 6 BAs prescribed under the CEAC so they only got one project --- this was during MT where the SP funds were reportedly divided among the 14 barangays. In this barangay, interviewees say KALAHI-CIDSS has not been able to change people's behavior regarding their participation in barangay activities.

52. The same is true in Lotloton which only got a road project during the MT phase. The road is now only partially useful and in need of major repair. Interviewees say CDD never really took root in their barangay even during KALAHI-CIDSS. They could not get their project prioritized by other barangays because they always failed in the required attendance in BAs. They now have to hold BAs on Sundays to make it easier for people to attend. In Barangay Poblacion, the controversy created by the failure of the PMT Water System has deeply divided the barangay and has made people distrustful of barangay officials. It has been difficult to get residents to attend the synchronized BAs.

53. Outside of the BAs, the practice of bayanihan (locally known as *tingob*) remains strong. Even in barangays where participation in BAs is lukewarm, people in the community participate in *tingob* activities when warranted. This practice is deeply ingrained in the people of EV. In Camog-ao, there have been two tree-planting activities, *tingob* style, to aid in rehabilitating their watershed area; parents help in the feeding program in the DCC and they also help in repairing the center; they have constructed 12 toilets in the barangay because the barangay has set a target that all households must have a toilet. In Cangmangki, there is a monthly coastal clean-up which is participated in by beneficiaries of Pantawid Pamilya, Barangay Health Workers, and the local police force. The whole barangay engages in an annual coastal clean-up. They also constructed a waiting shed where people donated materials and provided free labor. The construction of the public toilet for tourists was funded from the P 5.00 monthly dues of each household. Thus, when they were asked, the interviewees in all barangays conceded that KALAHI-CIDSS served to strengthen the practice of *tingob* in EV.

54. Three barangays stand out above the rest in having harnessed the essence of people's participation in CDD. In Bino-ongan, under the leadership of barangay officials, the local residents established a mangrove sanctuary as breeding ground for fish because majority of residents are fishers. Barangay officials sought the support of the municipal government for the project by way of a financial grant for the construction of the sanctuary and through a municipal ordinance designating the sanctuary as off limits to local fishers. The barangay residents worked together in constructing the mangrove sanctuary which, apart from having increased their fish stock, now attracts tourists to the area. Previous to this, local residents also organized the Bino-ongan Waterworks Sanitation and Livelihood Association (BIWASLA) to manage their water system and to initiate livelihood projects in the Barangay. The fees for entering the mangrove reserve have brought additional income to BIWASLA which it uses for its projects.

55. In Tulapos, people took matters into their own hands when the PMT Water System project failed. Since the barangay is at the far end of the water system, they hardly received any water from the project. To make matters worse, they were being asked to pay more for water which they hardly get. Thus, when the PMT management system broke down, the people established their own water system that was started by a grant of P 320,000.00 from the BDF. The community raised a counterpart contribution of P 130,000.00 through a P 275.00 contribution per household. The construction of the water system was undertaken by people

from the barangay who donated their labor for free. Barangay Tulapos Waterworks has been operating for two years, and is being managed by the community/water association though not yet formally registered with the Department of Labor and Employment (DOLE).

56. The Olave electrification project garnered an award of recognition from DSWD as the best electrification in KALAHI-CIDSS in 2005. Because the barangay chairperson of Olave was at odds with the mayor at the time, the electrification project did not get any counterpart funding from the municipal government. Instead the community decided to undertake the project on their own using 100% free manual labor. People manually hauled electric posts up the mountain since some areas were unpassable by vehicles. The people were determined to finish the project because they are the only barangay in EV that had no electricity. The project was completed ahead of schedule. To celebrate this accomplishment, the people of Olave have organized the Barangay Olave Neighborhood Association (BONA) which leads in the commemoration of the electrification of the barangay every year. BONA meets every 5<sup>th</sup> day of the month to discuss community issues.

57. The barangay chairpersons have played a major role in sustaining, if not advancing, the practice people's participation in EV. Although the Local Government Code created the Barangay Council as almost a collegial body among the barangay chairpersons and the councilors, in practice the barangay chairperson exercise more than just the presiding officer and administrative functions assigned to her/him by the Code. S/he holds a lot of sway on the locality and could initiate bold changes if s/he has the competency. In EV, foremost among these are the barangay Chairpersons that have harnessed participation in their areas are those of Bin-oongan, Cangmangki, Olave, Tulapos, and Lomangcapan.

58. The chairperson of Bino-ongan is a seasoned barangay official who rose from KALAHI-CIDSS volunteer to barangay kagawad and has led her fellow residents in the barangay towards major development projects. As earlier stated, she is on her way to bigger responsibilities having already garnered the respect of fellow barangay Chairpersons at the provincial level. The chairperson of Cangmangki was an non-government organization (NGO) worker who has been away from his barangay for many years and was prevailed upon by residents to be their leader. While he has no experience at all with KALAHI-CIDSS, his experience in participatory strategies as an NGO worker has allowed him to harness the spirit of volunteerism that is already flourishing in Cangmangki. The chairperson of Olave is an ordinary farmer but his experience in KALAHI-CIDSS and his dedication as a public servant has inspired local residents to sustain their organizing efforts to help their upland barangay overcome their hardships.

59. In Lomangcapan, the chairperson comes from a middle-income family. He spent some time away from the barangay to join his children in Hawaii after having experienced the KALAHI-CIDSS processes. Today, while arthritis prevents him from being more active, he provides administrative guidance and leadership to his team and uses his personal resources to achieve their goals. In Poblacion, amidst a deeply divided community, the chairperson firmly believes in the KALAHI-CIDSS way and plods on to get people to attend barangay activities. He leads his council members in doing the rounds of people in community to encourage them to attend the BAs. He uses the Barangay Development Council to get different groups to be involved in the barangay and continues to use the BA as a way of presenting accomplishments and proposed projects to the people of his community.

### **C. Functional Barangay Development Councils**

60. Barangay development councils (BDC) are functional in most barangays. CSOs actively participate in the BDC, particularly in prioritization of barangay needs. Most of the Barangay Councils rely on the BDC as venue for soliciting proposals in addressing people's needs.

61. Eight out of the 14 barangays indicated that they have an active BDC. Interviewees stated that the BDCs are the venue for consultation on development priorities in the Barangay Executive Order 471 series of 1991 issued by Pres. Corazon Aquino, defines the functions of the BDCs as follows: (i) Mobilize citizens' participation in local government efforts; (ii) Prepare barangay development plan based on local requirements; (iii) Monitor and evaluate program and project implementation; and (iv) Perform such other functions as may be provided for by law or competent authority.

62. The BDC is intended to be a representative body that stands in between the BA and the Barangay Council in barangay governance. BDCs are important venues for people's participation in local governance because they can meet more often than the BAs and are multi-stakeholder bodies that are supposed to build consensus on defining development priorities in the Barangay. Since the Local Government Code provides that 25% of the membership of the BDC should be made up of local civil society organizations, the law intended the BDC to be citizen-led. This is in counterpoint to the Barangay Council which is made of politicians who are elected by the people and who, often, need to take populist stance in order to keep themselves in office. Thus, the balance between these two structures in the barangay is crucial.

63. As earlier stated, the identification of community problems, the proposed solutions to the problems and the prioritization of these solutions take place in the PSA. Since the PSA is no longer taking place in all barangays in EV, the BDCs have taken their place. The barangays that said that their BDCs are the venues for the formulation of Barangay Development Plans also say that their Barangay Council develops programs and projects based on these plans.

### **D. Operation and Maintenance as a Barangay Function**

64. In general, residents do not participate in maintenance activities of SPs. The responsibility for the operation and maintenance (O&M) has been taken over by the barangay or by the local electric cooperative or water associations.

65. As shown in Table 1, a third of the SPs are in good order (3 have actually been upgraded with local funds) but more than half of them need repair (10 need major repair while 9 need minor repair). Only four SPs are totally non-functional while two are functional but are not being used for the intended purpose when they were constructed. This is not such a bad record considering some of the SPs are more than 10 years old. However, the design of KALAHI-CIDSS is such that O&M should be considered in the approval of SPs which means all the SPs should have been properly maintained had the O&M plans been followed. It is also the intention of KALAHI-CIDSS that people should be involved in O&M since accountability is one of the principles of CDD. Thus, the fact that majority of interviewees admit that people are not involved in the maintenance of the SPs means that KALAHI-CIDSS O&M intervention in EV was not very successful in establishing this responsibility among the beneficiaries there.

66. The biggest hurdle in O&M is the budget. In most cases, barangay officials say that the required amount to maintain the SPs are beyond their means. Thus, the manual labor in maintenance activities is performed by barangay officials. Residents are hardly involved. They

rely on barangay officials to do this because they say these officials receive an honorarium for their duties and this should be part of their responsibilities. Barangay officials accept this responsibility also because they realize that people need to give priority time to their livelihood. In cases where SPs were transferred to other entities apart from the Barangay Council (i.e. water system, electrification, and school building), it is these entities that have taken over the O&M of the facilities.

67. Unfortunately, the while the KALAH-CIDSS processes requires volunteers to prepare O&M plans in the course of preparing their project proposals and while O&M plans are critical aspects of the barangay proposals in the selection of which projects would be funded by the SP fund, the O&M template apparently does not include a budget to fund the O&M plans. Thus, when the Barangay Council accepts the SPs when it is turned over to them, they are oblivious of the maintenance cost of these projects.

68. The most enduring SPs are the electrification and DCCs. All 4 electrification projects are functioning because they have been taken over by the Province of Siquijor Electric Cooperative, Inc. (PROSIELCO) immediately after they were completed. PROSIELCO takes care of the maintenance of the electric connections and collects the user fees. Of the nine DCCs, only one needs major repair while all others only need minor repair. The reason for this is because the DCCs have the least wear and tear. Further, some barangays provide yearly O&M funds for DCCs. The DCC in Camogao only has 3 students while Lomangcapan, the one that has the largest number of day care students has 20. The major repair in Poblacion entails fixing the trusses and ceiling and replacing some windows. All others need replacement of broken jalousies, water and/or electric connection, new desks and chairs, or need repainting.

#### **E. Roads in Danger of Further Deterioration**

69. The most problematic are the roads and the water systems. The road projects are in danger of continuous deterioration because of the high cost of maintenance which neither the barangays nor the MLGU can afford. Seven of the 8 road projects are in need of major repair. Fortunately, the one in Manan-ao has already been upgraded by the provincial government from gravel to asphalt, and another in Parian is scheduled to be upgraded from asphalt to concrete through funds coming from Congresswoman.

70. In most areas, interviewees claim that there is no maintenance activity at all. In Lotloto, the barangay chairperson claims that he was not informed by former KALAH-CIDSS staff that there should be a budget for road maintenance so he just followed previous practice in his barangay where there was no allocation for this in the budget.

71. According to the Municipal Engineer, the barangay officials allocated budgets for maintenance during KALAH-CIDSS implementation. However, when the administrations changed, this practice was no longer followed. She said the municipal government could not afford to allot budgets for barangay road constructed under KALAH-CIDSS because they do not even have enough for the maintenance of municipal roads. She also mentioned that the Commission of Audit questions the use of barangay budgets for maintenance mainly for labor costs. The Commission wants barangays to spend also for materials but the budget is not even enough to pay for the full cost of labor in maintenance.

72. The engineer says they prioritize road maintenance in the municipal budget even though they have already surpassed the national standard in the ratio between length of roads and population (because of the low population of EV). She says roads are the most expensive to maintain among infrastructure projects. Unfortunately, EV does not have maintenance equipment and those of the province are all out of order.

73. The engineer also says the poor maintenance of road canals is usually the cause of road deterioration. Unfortunately, most barangays do not attend to this matter despite her constant reminder to them. She says barangay officials would rather spend their budget for multi-purpose buildings because these are more visible to their constituents.

74. In some cases, the problem started from the design of the roads. In Olave, the contractor did not follow the proposed design of the second road project in the barangay (opening and asphalt paving of FMR). The Project Implementation Team also failed to intervene during construction. In Lotloton, the road regravelling had to take another route because of right of way issues. The road construction avoided a rice field and had to take a longer route so it was not finished because the budget allocated was for a shorter road. Thus, the road is now hardly used. Both projects were undertaken during the MT phase of KALAH-CIDSS which was already implemented by the local government. The problem is the volunteers admitted that the SP funds were equally divided among all 14 barangays instead of following the procedure of competition for the priority projects which best complied with criteria set by the competitors themselves. This resulted in smaller budgets for SPs which lead to compromises in the design of some SPs.

75. There is also a disparity in maintenance cost of the different types of roads that were constructed under KALAH-CIDSS. The cheapest ones, the re-gravelling of barangay roads, are relatively less expensive to maintain compared to construction of cement pavements. In general, the more expensive the cost of construction, the more expensive is the cost of maintenance. In KALAH-CIDSS, volunteers tend to prioritize less expensive roads thinking that this would have a greater chance of being prioritized for funding without realizing that cheaper roads also tend to deteriorate faster.

## **F. Water as a Hot Issue**

76. In almost all barangays, it is in the issue of water supply where most people are eagerly engaged in. Water is the most prevalent issue in almost all barangays.

77. Out of seven water system projects (of which two involve several barangays), only two are fully functional and actually upgraded (Bitaug and Lomangcapan), two need major repair (CAPABILICA and Manan-ao) while three are no longer functional (PMT, Poblacion, and Binoongan). Despite having won only one project in KALAH-CIDSS, Bitaug not only managed to upgrade the system from Level 1 to Level 3, the system is profitable and has a savings from the collection of user fees. The key is the barangay is the one running the system and the officials do not get additional compensation for their services. The only problem is since the system is run by a water pump, there is no water when there is no electricity (an almost daily occurrence during summer months).

78. In Lomangcapan, KALAH-CIDSS added 30 to the existing 32 tap stands, replaced the water pipes to smaller pipes to match the volume of water which served to increase water flow, and constructed a water tank. With the old submersible pump donated by the provincial government 15 years ago, the barangay was able to upgrade their system from Level 2 to Level 3. Now the system is managed by the Lumangcapan Waterworks and Sanitation Association (LUWASA) but the barangay provides an annual subsidy for the maintenance of the system.

79. The source of the CAPABILICA water system was damaged by typhoon Pablo in 2012 and has not been fully repaired due to its high cost. Nevertheless, the system is able to supply water to the 5 barangays that it serves (although in varying degrees) because it is well-managed. The Manan-ao has two systems: the PMT project (which involved installing a submersible pump connected to a water tank) which is no longer functional, and water pump installed during the MT phase which produces foul-smelling water that is not even suitable for washing clothes.

80. The Bino-ongan water system was upgraded by KALAH-CIDSS to Level 2 through the installation of a water pump. However, since water became more expensive because of the use of electricity, many people were not paying their dues. When the water pump broke down in 2010, the BIWASLA did not have enough money to repair it. Now people rely on two tap stands for water supply. In Poblacion, two artesian wells were built during the MT phase after the PMT system failed. The first well releases muddy water, while the other produces salty water because it was installed near the sea. The artesian wells were functional for 2-4 years but water has not been potable since then.

81. The CAPABILICA and PMT systems are a study in contrast. CAPABILICA covers more barangays but is still functional while PMT, with only three barangays, is out of commission. The key is the management of the system. The CAPABILICA system is managed by a board that has a representative from each of the 5 barangays. They did not pay themselves an honorarium until the system became profitable. The PMT board immediately collected honoraria which added to their cost. When they needed funds for repair, they did not have enough. In addition, an official ran away with collections so the whole system broke down and all the board members resigned when they could no longer handle the problem.

82. Because of its scarcity, water is a political issue in EV. The root cause of low water supply in the municipality is the poor source of water. The municipal government is trying to solve this problem but the solution could be politically explosive and may take a long time because of lack of funds. Even if a secure water source is found, the question is which barangay would be given priority in accessing this water source. The residents believe that water will be an important issue that will influence the outcome of the upcoming local elections 2016. Already, the mayor declared that he is contemplating on not running for reelection if he is unable to find a major solution to the water problem of the municipality before the campaign period.

83. Some barangays are independently looking for their water source. This exacerbates the problem because there is now a mad rush to find alternative water sources which result in further depletion of the water table in the municipality. The strategic solution of establishing a municipal water system is stymied by the cost of such a system. Unfortunately, the current leadership of the municipality is not aggressive enough to capitalize on the values of participation and cooperation that was established by KALAH-CIDSS over a period of 9 years in solving this problem.



### **G. The Mayor as CDD Advocate**

84. The mayor is a firm believer in people's participation, particularly in CDD as practiced by KALAHI-CIDSS. However, it seems the highly divisive culture of patronage politics in the municipality is proving difficult for him to manage.

85. The current mayor is a career politician and public servant. His first job was in public service and he rose from the ranks of municipal councilor to vice-mayor before having been elected mayor in 2010. He was a volunteer in the development of the river control project in Poblacion which did not get prioritized during the 1<sup>st</sup> Cycle of KALAHI-CIDSS. He saw how KALAHI-CIDSS evolved in EV and he is committed to applying its principles in his governance of the municipality.

86. EV is a highly politicized town. There are abundant anecdotes of vote buying from among several interviewees. Politicians align themselves to national political parties and establish political alliances at the barangay level along these political lines. People in the barangays openly speak to these political divisions and recognize the reality of shifts in political power when administrations change. For instance, the party in power before the administration of the current mayor was strongly aligned with the political party of former Pres. Gloria Macapagal Arroyo. Thus, it was the turn of the former local opposition party to assume political power when the party of the current mayor took over since the mayor is a member of the Liberal party of Pres. Noynoy Aquino. Oddly, despite this environment, there are no widespread stories about the incidence of corruption from among the interviewees.

87. The mayor talks about how he applies KALAHI-CIDSS practices in his administration through the activation of the Municipal Development Council (MDC). He says he respects the mandate of the MDC to identify development priorities which are the basis of the local plans, projects and budget allocations which are also presented to the MDC for validation before they are finalized. The barangay chairpersons validate the mayor's claim about the consultative nature of the MDC. The mayor also says he asks his department heads in the municipal government to consult the people when they formulate their budget.

88. However, the department heads were not aware of the mayor's pronouncements that their budgets are prepared in a participatory manner. In particular, the municipal agriculturist says their budget is prepared by their office without any inputs from the barangays. They say nothing has changed in the way the municipal government is run except for the introduction of the Bottom Up Budgeting (BUB), a supplementary budget provided by the national government to poor municipalities as long as they follow a prescribed consultative process akin to KALAHI-CIDSS.

89. The list of 12 BUB projects worth P 12,501,000.00 for 2015 reflects the priorities that came up in the interviews of barangay officials and residents for this study. The projects range from water systems development, maintenance of municipal health and education facilities, and provision of livelihood assistance to different sectors. However, only a few of the barangay chairpersons were knowledgeable of the BUB and none of the residents interviewed were aware of it.

90. It is apparent that the MDC and the BUB have taken the place of KALAHI-CIDSS participatory avenues for participation at the municipal level. The BUB has replaced the KALAHI-CIDSS as a subsidy program that strongly promotes people's participation. However, unlike KALAHI-CIDSS, the BUB process takes place at the municipal level through the Local

Poverty Reduction Action Team, a committee under the MDC, and does not fully involve the people in the barangays. As such, it could be prone to elite capture.

#### **H. Impact of KALAHI-CIDSS on Poverty**

91. In general, people say KALAHI-CIDSS has improved the lives of people in their Barangay. However, they associate KALAHI-CIDSS with infrastructure projects rather than with the CDD process. They are asking if more funds can be provided to them by KALAHI-CIDSS.

92. Interviewees are unanimous in saying that KALAHI-CIDSS has brought progress to their Barangay. Three SPs seem to have contributed most, as far as the interviewees are concerned: water, electricity, and roads. The provision of water is expected to have a strong impact because of its scarcity in the municipality. The most common feedback is that availability of water inside (Level 3) or near their homes (Level 2) has reduced the time spent by households in fetching water. Some say it took hours, others say it took a whole day for them to fill up the containers of water that they need and for them to transport these by foot to their homes. The time saved has been used instead to care for children and attend to other household chores. This has made households more productive. In some cases, they are able to tend to livestock, water their vegetables gardens, and clean their surroundings. These have contributed to increasing household food supply if not increased income while also making the environment cleaner.

93. In the case of CAPABILICA, a new enterprise has emerged with the availability of abundant water. The water association established a water refilling station which sells safe drinking water to people in other barangays. This has made safe drinking water more accessible in the town. Since the business is doing well, it is contributing to the sustainability of the system.

94. Electricity has enabled children to study at night and do better in school. It has enabled some people to produce their products in the evening, extending their productive hours and enabling them to increase their income. Electricity has enabled some households to purchase refrigerators and produce ice or sell these to their neighbors, contributing to better quality of food. In most cases, they say the cost of electricity is more efficient than the cost of candles or kerosene that they buy frequently, but the quality of lighting provided by electricity is definitely better. Others say they are now able to watch television while younger people are able to surf the internet which has made them access news and information and has made them more aware of larger issues beyond their community. They are also able to charge their cellphones and exchange information more efficiently. Apart from providing access to information, electricity has also provided entertainment through TV shows and karaoke sing-alongs. Sick children can use nebulizers to provide relief and crime has been reduced.

95. The construction of roads has increased trade and commerce in the barangays. Residents are more easily able to bring their produce to the market at cheaper cost while traders are also able to bring products into the barangay or purchase these from them. Some families say their income has increased as a result of this. Accessibility has improved in the barangays because vehicles are now able to pass through them. In some cases, road construction connected them to the adjacent barangay or even municipality. This has benefited not only people in these barangays but people from these adjacent places. In these cases, trade and mobility was facilitated by these roads for these unintended beneficiaries.

96. While probably lesser in impact compared to the other three, the DCCs have made education more accessible to small children in the barangays where they were constructed.

Parents said their children had to travel farther to go to day care school before. This made them feel unsafe for their children and took a lot of their time in taking and fetching their kids to and from school. Now children could just walk to the DCCs on their own. Interviewees say that the quality of education could have also improved because the new DCCs are more comfortable with better roofing, toilets and new desks. In some cases, the DCC is also used as venue for Alternative Learning System (ALS, or adult education), as venue for meetings and other social activities, voting center, and sometimes as relocation sites when there are calamities.

97. The seawall in Camogao has prevented seawater from eroding the highway. At high tide, water would flow all the way to the road and threatened to damage the municipal road that traversed the town. Now, the breakwater construction has also created a new venue for small huts by the sea which local tourists could use for picnics and social activities.

98. These small community facilities have contributed to improving social life in EV. Families now have more time for domestic activities and family bonding and neighbors now have opportunities to hold community activities. Interviewees say people have become more convivial because long water queues that sometime cause conflict among neighbors has been eliminated and people feel better because they are able to take a bath more often. Social capital has also been increased by the community-based organizations that were born because of KALAHI-CIDSS. More importantly, these facilities were accessible to everyone in the barangay and did not create pockets of elite groups that had control of these facilities.

99. After the interviews, people would normally ask if there would still be a KALAHI-CIDSS coming up. When asked what they like most about KALAHI-CIDSS, they are unanimous in saying that it is the SPs. They all expressed hope that they would still have more projects under KALAHI-CIDSS. Clearly, it is the SPs that have made an impact on community members' minds rather than the CDD processes that they went through.

## VII. CONCLUSION

100. To answer the research questions: *Does CDD or any semblance of it exist in the municipality?* Definitely, yes. KALAHI-CIDSS has left a mark in the municipality but in ways that were not as expected by project implementers. The decision-making platforms introduced by KALAHI-CIDSS such as the PSA and the Municipal Inter-Barangay Forum (MIBF, where all the barangays compete for prioritization of the proposed SPs to be funded by the SP fund) have been replaced by the BDC and the MDC which are legally mandated structures. The PSA and the MIBF are artificial, project-based decision-making activity and structure that were created by KALAHI-CIDSS because the BDCs and MDCs were often not functional in many municipalities and barangays around the country. Thus, one of the legacies of KALAHI-CIDSS in EV is that it contributed to the functioning of these mandated structures.

101. *To what extent were the principles of CDD practiced after end of project?* KALAHI-CIDSS developed an acronym LET-CIDSS which serves as mnemonic tool to remember the principle of the program. The acronym stands for **L**ocalized decision-making, **E**mpowerment, **T**ransparency, **C**ommunity participation, **I**nclusive and multi-stakeholder, **D**emand-driven, **S**imple, and **S**ustainable.

102. The first two principles are interchangeable. Enabling the people of the community to decide on their development priorities is an empowering process. In EV, we have seen how majority of the barangays continue to practice local decision-making through the BDC and, at

the municipal level, through the MDC. The traditional practice of local officials arrogating upon themselves the decision as to who gets road or classroom buildings or whether they should get these at all instead of basketball courts and streetlights, has been permanently changed by KALAH-CIDSS. It would be difficult, henceforth, for a local official to remove these powers from the community without suffering political consequences.

103. The municipality of EV is known to have a strong tradition of political patronage where battle lines between political factions are very palpable in the barangays. However, the fact that the Barangay Councils are able to determine their own development priorities with the sanction of barangay assemblies and without the influence of the mayor clearly indicates that the decision-making process has been claimed by the people of the community. Nearly a decade since KALAH-CIDSS was implemented in EV, there are no signs of an elite capture of the financial resources of the municipality.

104. The fact that people are actively participating in barangay assemblies, and in several cases, in community activities is a manifestation of how community participation has become a common practice in the municipality.

105. Transparency and accountability is evident in the practice of Barangay Councils reporting on their accomplishments and presenting their budgets to the community through the BA. Several Barangay Council members who were former KALAH-CIDSS volunteers said they practice the procurement rules that they learned in KALAH-CIDSS. They also noted the rigor that they employ in documenting council meetings. These are sure signs that transactions in the barangays are made public and that the people of the community are fully aware of how resources are allocated and spent.

106. All interviewees say that all the community facilities that were constructed under KALAH-CIDSS are open to all members of the community and that no one is excluded from using them. Taken together with the high attendance rates in most barangays, these are encouraging signs of inclusivity. The principle of being demand-driven is exemplified by the responsive allocation of municipal funds to projects identified by the Barangay Councils. Since these projects are confirmed by the residents of the barangay during the BA, obviously they are consistent with the community's needs.

107. Unfortunately, the principle of sustainability is not fully practiced in EV. Only 27% of SPs are fully functional, the rest either need major or minor repairs or are no longer being used. We also learn that, by and large, the people of the community are no longer involved in O&M work and that they rely on barangay officials to take charge of this responsibility. The admission of all barangay officials interviewed that they do not have sufficient funds for O&M puts the future of the SPs at great risk of further deterioration in the future.

108. *Were there any changes in community problem solving (particularly on poverty) in the different barangays of the municipality? How did CDD contribute to improve community problem solving into more effective, efficient, coordinated and sustainable manner?* It has already been established that the KALAH-CIDSS-trained barangay officials bring with them CDD-based decision-making practices. Post-KALAH-CIDSS, several barangays were using community participation strategies in community problem-solving. This is the case in the establishment of the mangrove reforestation project in Bino-ongan to revitalize the declining fish stock in this fishing village. This is also true in the case of Tulapos where people set-up and funded their own water system when the KALAH-CIDSS-initiated project failed. There may be other similar instances of participatory community action that may not have been documented by this study

but there are encouraging signs that the KALAH-CIDSS approach to community empowerment is taking place in EV.

109. Of particular note in this regard are the community-based organizations that have sprung because of KALAH-CIDSS. Among these are: the BIWASLA in Bino-ongan, the Balolong Vegetable Grower Association (BVGA), the CAPABILICA, the LUWASA in Lomangcapan, and Barangay Olave Neighborhood Association (BONA). Some of these were formed out of necessity (i.e. to manage the water facilities) but evolved into other functions (i.e. BIWASLA, which became a livelihood-based organization apart from one that is managing the water system and the CAPABILICA which established a water refilling enterprise), or were created because of the opportunities presented by the SP such as the BVGA, and BONA. These organizations have the potential to become institutions in the community that could pursue CDD decision-making processes.

110. At the municipal level, the MDC provides a venue for representative democracy and decision-making. The fact that the mayor continues to rely on the MDC for strategic programming of the town's development priorities is a clear manifestation of the EV local government's commitment to participatory decision-making. Since the current mayor has been extensively exposed to KALAH-CIDSS, it would be safe to conclude that his governance style has been influenced by CDD approaches.

111. *Why does CDD still exist in the municipality? What are the facilitators and hindrances to the successful practice of CDD?* CDD exists in its current form in EV because the former KALAH-CIDSS volunteers continue to practice it in their current responsibilities as barangay officials. Thus, the most obvious facilitating factor in this regard is the presence of former KALAH-CIDSS volunteers who have made their way up to the official decision-making bodies of the Barangay. Since the new barangay officials attest to their practice of skills and perspective of participatory decision-making obtained in KALAH-CIDSS, it is evident that this style of participative, transparent and accountable governance has taken root in EV.

112. People in KALAH-CIDSS areas have discovered that collective action promotes a higher degree of results because they were able to achieve the change that they wanted in a much shorter period of time under the KALAH-CIDSS program that they have ever experienced in their lifetime. Projects that are responsive to their aspirations have been implemented on time under KALAH-CIDSS whereas people have had to wait for the longest time to see such projects realized because local decision-makers exercised their own priorities.

113. There is indirect evidence presented by Isham (in Collier 1998) that public projects have a higher rate of return in an environment of civil liberties and public protest. This means that the more organized people are in the community and are able to express their preferences, the higher the pressure on public officials to improve their performance. Thus, the social capital that has been produced by KALAH-CIDSS in communities where it is implemented has enabled change to happen in progressive ways.

114. Collier (ibid) also theorizes that social capital has the tendency to endure because it resides in people themselves. Unlike physical capital which can be dissipated, the trust that has been developed by positive interaction can be passed on to generations and can therefore continually evolve in a community.

115. Poverty is probably the main hindrance to the continuous practice of CDD in EV. Most barangay chairpersons interviewed point out that people give priority to their livelihood over

attending community activities. For those who can hardly make both ends meet, missing a day's income has a big effect on the household budget. While interviewees attest to the improvement of their lives because of KALAH-CIDSS, some would rather relegate the responsibility of participation in community action to others who can afford to do this.

116. *What were the incentives of the LGU/community members for adopting CDD?* Quite clearly, it is the SPs that serve as the major incentive for the LGU/community members to adopt CDD. The people of the community are able to obtain their desired project if they follow the rules of KALAH-CIDSS. In the Case Study on the Field Test of KALAH-CIDSS (Songco 2003), we concluded that KALAH-CIDSS is like a genetically coupled Siamese twin: one part being the project intervention (the SP) and the other part being the process intervention (CEAC). The subproject is the incentive for people to change their behavior in making decisions. They would not get the project unless they follow the CEAC. Thus, the success of the SPs is critical to change in people's behavior.

117. In some cases, the SPs fostered greater cooperation and developed new structures for more participative community decision-making. This is particularly true in the case of CAPABILICA and the other community-based organizations enumerated above. However, in some cases, the non-functional SPs have left a negative impression of KALAH-CIDSS (such as the experience of Lotloto and Bitaug). In these barangays, the people have receded to their indifference to participatory community activities because they see KALAH-CIDSS as a failed experiment. The success of the SP (both in terms of its functionality and sustainability) is critical in making CDD work in a lasting way in the Barangay

118. *What were the factors that influenced the levels and effectiveness of community's poverty problem solving in different barangays?* In a review of impact evaluations of 17 CDD projects of the World Bank, Wong (2012) finds 6 factors that have contributed to the success of these projects in reducing poverty. The most relevant of these factors to the experience of EV are: (i) establishing a more participatory and inclusive model of delivery of services which allows communities to identify the poorest and their development needs; (ii) capacity building for communities; (iii) block grants of sufficient size over several years that are used for economically productive purpose.

119. Once the people of the community in EV discovered that they can have a voice in decision-making, they took matters into their own hands and crafted their own destiny. As one of the volunteers stated: they didn't realize they could achieve so much in changing their community if they worked together. They were able to achieve things that they never imagined they could do. This seems to be the turning point for CDD.

120. Putnam, in his path breaking treatise on social capital (Making Democracy Work, 1993) posits that trust among people promotes greater cooperation. The trust that is created by this interaction is infectious and can extend beyond the community, especially if the desired result of such cooperation becomes apparent. The experience in EV seems to indicate that progress or the implicit benefits to people's daily lives is a major incentive to pursuing CDD. As people experienced improvements in their lives, they tend to want to protect the environment that brought about this change.

121. The investments in training the volunteers went a very long way in EV. KC-NCDDP officials say this is not unique to EV. Former KALAH-CIDSS volunteers have gone on to become barangay officials in many other KALAH-CIDSS areas. This, however, is an unintended consequence. KALAH-CIDSS project designers did not conceive of a training

program for volunteers that would prepare them to become local officials. It became a natural consequence because, as Collier (*ibid*) argues, people tend to assign leadership positions to those who have greater knowledge and have therefore attained greater credibility in the community.

122. The sacrifice made by KALAHI-CIDSS volunteers is immeasurable. In some cases outside of EV, volunteers complain of domestic conflicts because the husbands of women volunteers took them to task for spending more time in volunteer work to the detriment of domestic chores. The passion generated by the sense of accomplishment is a tremendous driver for people to achieve more. But the tragic reward of accomplishment is more responsibilities. KALAHI-CIDSS volunteers who have been elected barangay officials know that they have even more responsibilities now than when they did when they were mere volunteers who can walk away when they got tired of their duties. Yet none of them complained about their current role.

123. As pointed out earlier, the SPs were the carrot that made people behave in accordance with the CEAC rules and procedures. More importantly, the investments made by KALAHI-CIDSS on the SPs demonstrated to people how serious it was in fostering development in their community. The common experience in the first cycle of KALAHI-CIDSS areas is that people had a wait-and-see attitude towards the project. It was only when it became apparent to them that there were tangible projects that they would be able to obtain as a reward for their participation that more people start to get involved. The participation of the greater part of the community transpired during project implementation.

124. What is essential in EV is the length of time that KALAHI-CIDSS was implemented there. Nearly a decade of investments in SPs and capacity building would manifest in the kind of changes that have been described in foregoing sections of this report. The fact that poverty has dramatically decreased in the municipality may not be totally attributable to KALAHI-CIDSS. But the direct correlation between the investments poured by KALAHI-CIDSS in EV and the duration in which these investments were made with the period of decline of poverty in the town cannot be disregarded. The high rate of 99.38% of households with access to water can only be attributed to KALAHI-CIDSS.

125. In summary, based on the findings of this study, the following seem to have been the legacy of KALAHI-CIDSS in EV:

- i. It has significantly improved people's lives through better access to basic services (water, electricity, and roads having the biggest impact),
- ii. It improved governance of the barangay as a result of former KALAHI-CIDSS volunteers becoming barangay officials (bringing with them the skills that they learned in KALAHI-CIDSS),
- iii. It has made LGC mandated structure such as the Barangay Development Council and the Municipal Development Council functional,
- iv. It has improved people's involvement in barangay governance through their participation in Barangay Assemblies,
- v. It increased social capital due to sustained volunteerism and creation of community-based organizations.

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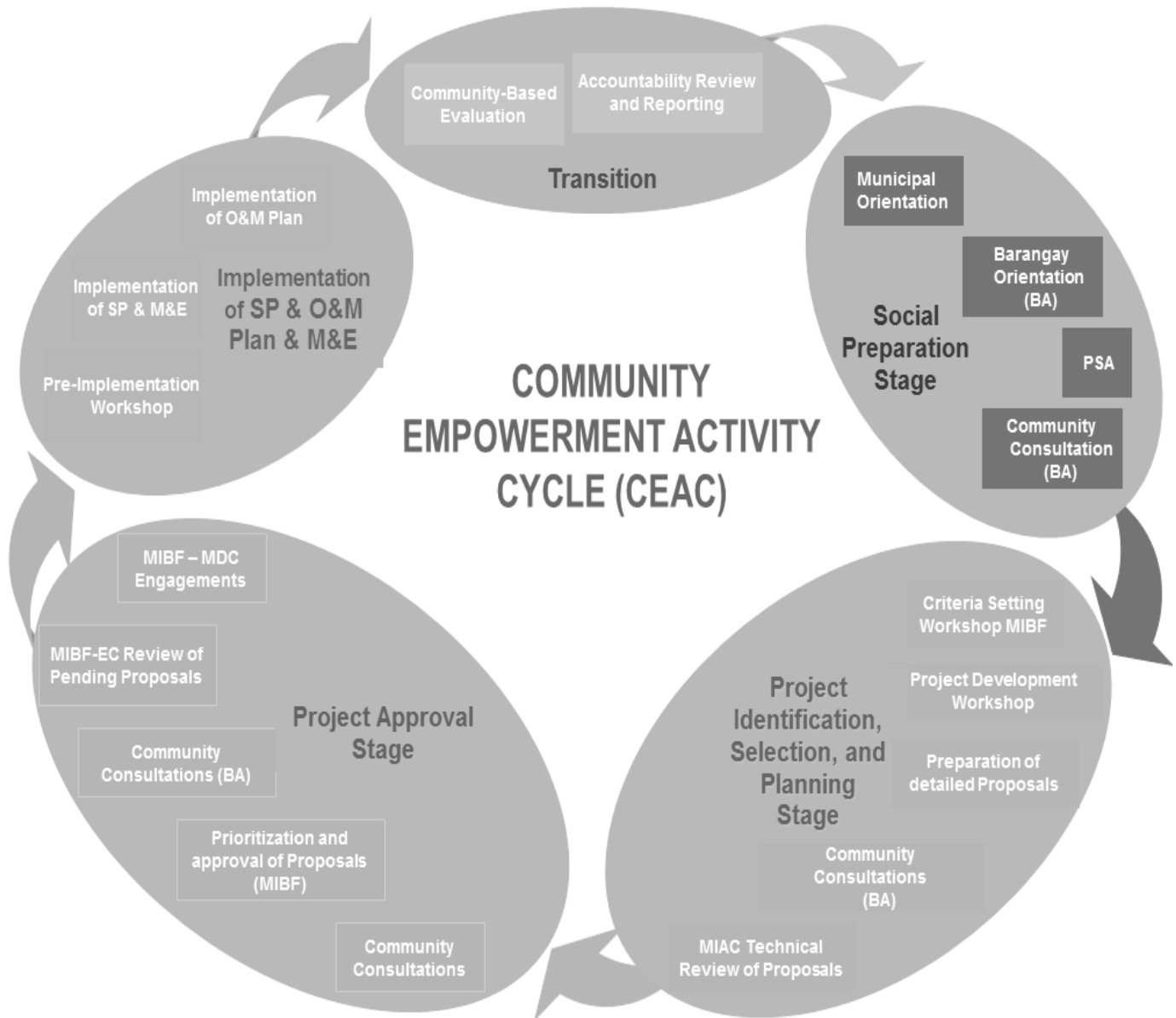
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**OVERVIEW OF COMMUNITY EMPOWERMENT ACTIVITY CYCLE**



BA = Barangay Orientation, M&E = Monitoring and Evaluation, MIAC = Municipal Inter-Agency Committee, MIBF = Municipal Inter-Barangay Forum, MIBF-EC = Municipal Inter-Barangay Forum Executive Committee, MIBF-MDC = Municipal Inter-Barangay Forum-Municipal Development Council, O&M = Operation and Maintenance, SP = Subproject, PSA = Participatory Situation Analysis

## INTERVIEW QUESTIONS AND PROJECT TIMETABLE

**Table A.2.1: Interview Questions**

	<b>Access To Services</b>	<b>Empowerment</b>	<b>Governance</b>
DSWD Regional Project Management Team (RPMT)	<ul style="list-style-type: none"> <li>- What did the region do to ensure continued operation and maintenance of the subproject after KALAHI-CIDSS?</li> <li>- What difficulties, if any, did the region face in working to sustain the O&amp;M of the subproject?</li> <li>- Who benefited from the subprojects the most, and is there any evidence that shows that a certain sector benefited the most?</li> </ul>	<ul style="list-style-type: none"> <li>- Did the region adopt the KALAHI-CIDSS processes in its other projects?</li> <li>- Who were the most active among community volunteers? Among residents? Is there a particular sector that stood out? How?</li> </ul>	<ul style="list-style-type: none"> <li>- To what extent did the MLGU and BLGU support the CDD initiative?</li> <li>- What was their level of commitment before, during, and after Kalahi?</li> <li>- Did KALAHI-CIDSS influence the manner of decision-making of the region; if so, how?</li> </ul>
Municipal Inter-agency Committee (MIAC)	<ul style="list-style-type: none"> <li>- In what ways did the subprojects improve the quality of people's lives in the community (do we have evidence)?</li> <li>- Did the experience in establishing the subprojects (using the KALAHI-CIDSS process) help you in developing other community projects (how/in what ways)?</li> </ul>	<ul style="list-style-type: none"> <li>- Did you feel that there was more interest/actual involvement of the community in local decision-making as a result of the KALAHI-CIDSS experience?</li> <li>- If there was, how did you make use of their active participation in your respective offices?</li> <li>- In what way did the active participation of the community (if this is the case) influence your decision-making process?</li> </ul>	<ul style="list-style-type: none"> <li>- Do you feel that you were responsive to their concerns/ demands (can you cite specific examples)?</li> <li>- Did KALAHI-CIDSS influence your planning and decision-making process (as MIAC and as individual offices)?</li> <li>- If the subproject is still functional: why/what factors made the local government decide to continue to support the operation of the subproject?</li> <li>- If no longer functional: why did the LGU not continue support for the O&amp;M of the subproject?</li> </ul>
Municipal mayor	<ul style="list-style-type: none"> <li>- What did you learn from your experience in constructing, operating and maintaining the subproject/s that you were able to apply to other projects?</li> </ul>	<ul style="list-style-type: none"> <li>- Did you pursue the participatory processes of KALAHI-CIDSS in your other projects?</li> <li>- As a result of the KALAHI-CIDSS experience, do you think that</li> </ul>	<ul style="list-style-type: none"> <li>- Did KALAHI-CIDSS influence your planning and budgeting system?</li> <li>- If the subproject is still functional: why/what factors made the local</li> </ul>

	<b>Access To Services</b>	<b>Empowerment</b>	<b>Governance</b>
	<ul style="list-style-type: none"> <li>- What similar projects have you implemented in your municipality after the KALAHI-CIDSS project?</li> </ul>	<ul style="list-style-type: none"> <li>participation of people in governance is a good idea or not?</li> </ul>	<ul style="list-style-type: none"> <li>government decide to continue to support the operation of the subproject?</li> <li>- If no longer functional: why did the LGU not continue support for the O&amp;M of the subproject?</li> <li>- Did the MLGU include barangay priorities in its annual investment program? Was it doing this before or only after KALAHI-CIDSS practice?</li> </ul>
Barangay Chairpersons Groups	<ul style="list-style-type: none"> <li>- What subprojects are still operational (functional and still providing services to citizens)? How are they being maintained?</li> <li>- What are the benefits did the community receive?</li> </ul>	<ul style="list-style-type: none"> <li>- How many members of BDCs were KALAHI volunteers at one point?</li> <li>- How empowered are the CVs during the KALAHI-CIDSS implementation?</li> </ul>	<ul style="list-style-type: none"> <li>- What is the BLGU's process for including community members' needs and priorities in its barangay development plans?</li> <li>- How are the community members directly involved in barangay planning?</li> <li>- How does the BLGU present its annual accomplishments to its citizens?</li> </ul>
Community volunteers	<ul style="list-style-type: none"> <li>- Did the subproject continue to benefit the people of the community even beyond KALAHI-CIDSS implementation?</li> <li>- Was the subproject accessible to all members of the community; if not, who were benefitting most from the subproject after KALAHI-CIDSS implementation?</li> <li>- What other use did you find for the subproject/s apart from those that were originally planned?</li> </ul>	<ul style="list-style-type: none"> <li>- What did you learn from your experience in constructing, operating and maintaining the subproject/s that you were able to apply to other projects?</li> <li>- What other lessons/skills did you learn from the subproject/s that you were able to apply in addressing other community problems (or in developing other projects for the community)?</li> <li>- In what way did your participation increase in the decision-making processes in your barangay/ municipality as a result of your experience in KALAHI-CIDSS?</li> <li>- Did the barangay/mayor (other</li> </ul>	<ul style="list-style-type: none"> <li>- If the subproject is still functional: what encouraged the community to continue to support the operation of the subproject?</li> <li>- If no longer functional: what are the reasons why the subproject is no longer operational; who do you think is responsible for this?</li> <li>- Did the community establish a formally registered organization to manage/ continue managing the subproject? If so, do you think that organization was effective in performing its function?</li> </ul>

	Access To Services	Empowerment	Governance
		<p>public officials) become more responsive to your needs as a result of your KALAHI-CIDSS experience?</p> <ul style="list-style-type: none"> <li>- Where there specific instances where you actively influenced policies, projects or decision of the barangay/ municipal government --</li> <li>- what specific decision-making processes were changed as a result of your active participation in local decision- making (did those changes continue up to now; if not, why)?</li> <li>- Did you hold any leadership role after (as a result of) KALAHI program?</li> </ul>	
Barangay residents	<ul style="list-style-type: none"> <li>- What direct or indirect benefits have you derived from the subproject/s?</li> <li>- What role did you have, if any, in operating and maintaining the subproject/s?</li> <li>- Who controls/operates the subproject now</li> <li>- Do you think the local government (barangay) did a good job in maintaining the subproject/s?</li> <li>- Did the subproject/s contribute to promoting unity/ cooperation among residents or did it result in conflicts in the use of the facility?</li> <li>- Did the facility help in improving the lives of women/ children in your community; if so, how</li> <li>- Are KALAHI-CIDSS subprojects still functional? Providing services to community citizens?</li> </ul>	<ul style="list-style-type: none"> <li>- Did you become more interested in participating in decision-making processes in your barangay/ municipality as a result of your experience in KALAHI-CIDSS?</li> <li>- Did people in the community become more involved in local decision-making as a result of their experience in KALAHI-CIDSS?</li> <li>- In what way did you/ community residents become more involved in local decision-making (if any)?</li> <li>- What is the mechanism of the barangay residents to bring needs, issues, concerns, priorities, to the attention of the barangay chairperson?</li> <li>- If you became more involved, do you feel that your local government (barangay/ municipality) was responsive to your concerns?</li> <li>- Where there specific decision-</li> </ul>	<ul style="list-style-type: none"> <li>- If the subproject is still functional: what encouraged the community to continue to operate the subproject?</li> <li>- If no longer functional: what are the reasons why the subproject is no longer operational; who do you think is responsible for this; is there anything that the community did to make the subproject operational?</li> </ul>

	<b>Access To Services</b>	<b>Empowerment</b>	<b>Governance</b>
	<ul style="list-style-type: none"> <li>- Does the current program implemented by the MLGU and BLGU reflect the needs/priorities of the community residents?</li> </ul>	<p>making processes that were changed as a result of your active participation in local decision-making (which ones; did those changes continue up to now; if not, why)?</p> <ul style="list-style-type: none"> <li>- Were community volunteers good representatives of the community residents? Why or why not?</li> <li>- Are community residents more aware of government programs, projects, or activities? Are they more involved? How?</li> <li>- What was your contribution to ensure the successful implementation of KALAH! in your barangay?</li> </ul>	

**Table A.2.2: Project Timetable**

<b>Activities</b>	<b>Timeframe</b>
	July 2014
<ul style="list-style-type: none"> <li>Archival/ desk review and analysis of relevant documents from KALAHI-CIDSS, WB, ADB, and the chosen municipalities</li> <li>Information gathering on the status of subprojects in the study areas</li> <li>Logistical preparation for reconnaissance in Enrique Villanueva</li> </ul>	1 <sup>st</sup> - 4 <sup>th</sup> week
	August 2014
<ul style="list-style-type: none"> <li>Review and finalization of implementation strategy and interview questions</li> <li>Reconnaissance work in Enrique Villanueva</li> <li>Preparation of report on reconnaissance work in Enrique Villanueva</li> <li>Project steering committee to discuss result of reconnaissance</li> </ul>	1 <sup>st</sup> week 2 <sup>nd</sup> -3 <sup>rd</sup> week 4 <sup>th</sup> week
	September 2014
<ul style="list-style-type: none"> <li>Field investigation in Enrique Villanueva</li> <li>Preparation of report on field investigation in Enrique Villanueva</li> <li>Project steering committee to discuss report of field investigation in Enrique Villanueva and agreement on how to proceed with the study</li> </ul>	1 <sup>st</sup> – 2 <sup>nd</sup> week 3 <sup>rd</sup> – 4 <sup>th</sup> week
	October 2015
<ul style="list-style-type: none"> <li>Preparation of first draft of the study</li> </ul>	1 <sup>st</sup> week – 4 <sup>th</sup> week
	November 2015
<ul style="list-style-type: none"> <li>Submission of draft report</li> <li>Review of draft report</li> </ul>	1 <sup>st</sup> – 2 <sup>nd</sup> week 3 <sup>rd</sup> – 4 <sup>th</sup> week
	December 2015
<ul style="list-style-type: none"> <li>Review of draft report</li> <li>Revision of draft report</li> <li>Review of revised report</li> </ul>	1 <sup>st</sup> -2 <sup>nd</sup> week 2 <sup>nd</sup> week 3 <sup>rd</sup> – 4 <sup>th</sup> week
	January 2016
<ul style="list-style-type: none"> <li>Submission of final report</li> </ul>	2 <sup>nd</sup> week



## INTERVIEWEES' PROFILE

Table A.3.1: Community Members

Barangay	Volunteer			Non-Volunteer		
	Name	Sex	Occupation	Name	Sex	Occupation
Balolong	1. Cerelino A. Duhaylungsod	M	Barangay Chairperson/ Farmer	1. Emma B. Sayre	F	Barangay Kagawad/ Housewife
	2. Pastora M. Paculba	F	Farmer	2. Editha B. Dalagan	F	Barangay Kagawad/ Farmer
	3. Arlin P. Sayre	F	Barangay Secretary	3. James S. Sumile	M	Barangay Kagawad/ Laborer
Bino-ongan	4. Elsie A. Suminguit	F	Housewife	4. Jennylyn Baguio	F	Housewife
	5. Alicia D. Baliquig	F	housewife	5. Janette de la Cruz	F	Housewife
	6. Perla H. Lorono	F	Barangay Kagawad	6. Genevieve J. Tabaña	F	Housewife
	7. Michelle S. Tedlos	F	Barangay Chairperson (Business Administration graduate)	7. Ellen Neza T. Padayhag	F	Housewife
	8. Arlete B. Dominguez	F	Housewife	8. Noel V. Lomo	F	Barangay Councilor
				9. Jocelyn B. Patrocinio	F	House keeper
				10. Jeannelyn Olmoguez	F	Housewife
Camogao	9. Aquiline S. Dueñp	F	Barangay Kagawad	11. Mary Lanie Tejano	F	Barangay Treasurer
	10. Joseph Rey Aying	M	Barangay Bookkeeper	12. Raquel Abojan	F	Barangay Kagawad
	11. Gil M. Sugabo	M	Barangay Tanod	13. Dean T. Maglangit	M	Barangay Kagawad
	12. Dexter J. Atay	M	Barangay Chairperson / Fisherman			
Cangmangki	13. Epifania P. Tingcang	F	Member, Board of Directors (BOD) - CAPABILICA	14. Imelda B. Lozada	F	Housekeeper
	14. Tomas Calimpong	M	Carpenter	15. Rodolfo Paculba	M	Farmer
	15. Rico T. Lomosad	M	Barangay Kagawad/ Carpenter	16. Elsa P. Omisol	F	Housekeeper
	16. Victoria A. Palahang	M	Water meter reader	17. Pedro S. Macion	M	Carpenter
	17. Rosenda B. Tamala	F	Housewife	18. Abner Lomongo	M	Barangay Chairperson (former NGO/ development worker)
Libo	18. Galileo M. Tejano	M	Barangay Kagawad	19. Crisanta B. Aque	F	Barangay Kagawad/ Retired

	Volunteer			Non-Volunteer		
						Teacher
	19. Rosalia C. Aque	F	Barangay Secretary	20. Jovel M. Oyog	M	Barangay Councilor
	20. Gelina T. Paculba	F	Barangay Kagawad	21. Kirby C, Paculba	M	Barangay Kagawad/ Laborer
	21. Lilia A. Paculba	F	Housewife	22. Orlando P. Jumalon	M	Barangay Kagawad
	22. Esterlita P. Palahang	F	Housewife/ Retiree	23. Brenda I. Balingit	M	Barangay Health Worker (BHW)
	23. Poferio L. Achay	M	B. Chairperson (Retired Army)	24. Maria Luz E. Malinis	M	Barangay Treasurer
Lotloton	24. Aimee E. Redoblo	F	Housekeeper	25. Danilo O. Palahang	M	Barangay Tanod
	25. Judie P. Saladaga	F	Housekeeper	26. Maricel C. Arapoc	F	Barangay Treasurer
	26. Marlon P. Arapoc	M	Barangay Kagawad	27. Veronedia I. Palahang	F	Barangay Secretary
	27. Teodola A. Gomos	F	Housewife			
	28. Roly M. Melitante	M	Laborer/ Fisherman			
	29. Apolonio Enanor	M	Barangay Chairperson / Fisherman			
Manan-ao	30. Renato Requino	M	Retiree	28. Leliosa Suminguit	F	Kagawad/ Housekeeper
	31. Felisima H. Suminguit	F	Barangay Treasurer	29. Ester Omtoy	F	Farmer
	32. Jinky M. Tomogsok	F	Barangay Secretary	30. Susan Tomarong	F	Barangay Kagawad/ Housewife
	33. Gloria Salindo	F	Barangay Chairperson/ Businesswoman- Trader of charcoal	31. Sally Sumaguila	F	Barangay Business woman
Olave	34. Frelyn B. Bihag	F	Barangay Record keeper (BRK)	32. Limuel Mato	M	Barangay Kagawad
	35. Fretzie P. Tejano	F	Barangay Kagawad	33. Mario B. Dumatol	M	Farmer
	36. Cresencia I. Tejano	F	Barangay Kagawad	34. Nora L. Tina-e	F	Housewife
	37. Edwin T. Balingit	M	Barangay Chairperson /Farmer			
	38. Rudy A. Lagunsad	M	Farmer			
	39. Saturnina A. Boco	F	Farmer			
	40. Alberto P. Cabasag	M	Laborer			
	41. Martina N. Dumat-ol	F	Barangay Secretary			

	Volunteer			Non-Volunteer		
	42. Anestacia Lomosad	F	BHW/Farmer			
Parian	43. Ricardo S. Maglangit	M	Barangay Chairperson (former businessman)	35. Violeta P. Porol	F	Retired Teacher
	44. Fe Banglos	F	Barangay Tanod	36. Dores P. Tacang	F	Housekeeper
	45. Ana Esparagoza	F	BHW	37. Dores S. Maglinao	F	Barangay Tanod
	46. Cristine Maata	F	Barangay Kagawad	38. Dell S. Maglinao	F	Unemployed
	47. Khareen Samson	F	Barangay Secretary			
	48. Tess Jica	F	Barangay Treasurer			
Poblacion	49. Rey Janel Inao	M	Kagawad	39. Clinton Michael L. Dag-uman	M	Fisherman
	50. Relenida Pal-ing	F	Barangay Secretary	40. Jake Maglangit	M	Fisherman
	51. Michael C. Adaza	M	Electrician	41. Jercolano Sayre	M	Farmer
	52. Jaime S. Tuale	M	Punong Barangay	42. Juliet M. Inao	F	Housewife
	53. Pete P. Dominguez	M	Barangay Kagawad			
	54. Romeo P. Dominguez	M	Retiree			
	55. Jaime Tuale	M	Barangay Chairperson/ Loan Collector, Sta. Barbara Credit Cooperative			
Tulapos	56. Necesia Cabilao	F	Housewife	43. Clarissa T. Cabilao	F	Housewife
	57. Eljen Y. Suminguit	F	Housewife	44. Rosalina M. Tina-e	F	Farmer
	58. Elgie T. Atay	F	Day care teacher	45. Manolito O. Alcala	M	Barangay Kagawad
	59. Lilia Guillena	F	Farmer	46. Jeffray S. Atay	M	Barangay Kagawad
	60. Cesario Alcala	M	Barangay Chairperson	47. Jeremy S. Tomarong	M	Barangay Kagawad

**Table A.3.2: Municipal Local Government Unit (MLGU) – EV Personnel**

Names	Sex	Occupation
1. Gerold V. Pal-ing	M	Local Chief Executive
2. Enrico D. Zerna	M	School Principal, Tulapos Elementary School
3. Noemi S. Balingit	F	Municipal Budget Officer
4. Cresencia T. Bagundol	F	MCT
5. Felicula M. Suminguit	F	MCT/Social Welfare Officer I (SWO I)
6. Joyce V. Magtulis	F	Municipal Engineer
7. Ceceil G. Hora	F	Municipal Agriculture Officer
8. Airanee Luke L. Paculba	M	Municipal Accountant

**Table A.3.3: CAPABILICA Water Works System Association**

Names	Sex	Designation in EV
1. Belinda B. Banglos	F	Adviser/Sangguniang Bayan (SB) Member
2. Rosalinda P. Jumalon	F	President, CAPABILICA

CAPABILICA = Camogao, Parian Bino-ongan, Libo and Cangmangki ; SB = Sangguniang Bayan; SWO = Social Welfare Officer.

Source: Author Compilation, 2015

**Table A.3.4: DSWD Staff Formerly Assigned in EV**

Names	Sex	Designation During KALAHI-CIDSS	Current Designation
1. Earl Stanley Matas	M	Mayor (Cycle 1), Vice-Mayor (Cycle 2,3)	AC KC- NCDDP Loboc, Bohol
2. Asilla Villa Tse	F	AC (Cycle 1)	Pantawid Pamilya Pilipino Program Provincial Coordinator, Negros Oriental
3. Loriano Agayam	M	MM (MT)	AC KC-NCDDP Bindoy, Negros Oriental
4. Merriam Espejo	F	CF (Cycle 1)	CEF Loboc, Bohol

AC KC-NCDDP = Area Coordinator KALAHI-CIDSS National Community-Driven Development Program; CEF = Community Empowerment Facilitator; CF= Community Facilitator; MM = Municipal Monitor; MT = *Makamasang Tugon*.

Source: Author Compilation, 2015

**Table A.3.5: DSWD VII RPMO (MCC Staff)**

Names	Sex	Designation
1. Shalaine Marie Lucero	F	Assistant Regional Director (ARD)
2. Pamela Sullano	F	Deputy Regional Program Manager (DRPM)
3. Daisy Lor	F	Regional Project Coordinator (RPC)
4. Dexter Gimena	M	Regional Community Development Specialist (RCDS)
5. Ronilo Gauma	M	Regional Community Infrastructure Specialist (RCIS)
6. Ervin Estrada	M	Regional Financial Analyst (RFA)
7. Marie Jaganas	F	Monitoring & Evaluation Officer IV (M&EO IV)
8. Julius Tenorio	M	Regional Training Officer (RTO)
9. Clarence Inoserio	M	Financial Analyst III
10. Efren Tungdang	M	Monitoring and Evaluation Officer II
11. Elmer Uy	M	Administrative Assistant
12. Michael Adanza	M	Regional Infrastructure Assistant (RIA)

**Table A.4: List and Profile of Subprojects**

Barangay	Name of Subproject	Subproject Type	Beneficiaries (HH)	Total Project Cost (P)	LCC Amount and % of TPC	SP Status	Needed Repairs/ Remarks
<b>C Y C L E 1</b>							
CAPABILICA (Camogao, Parian, Bino-ongan, Libo and Cangmangki)	1. upgrading and expansion of CAPABILICA Waterworks System (spring and drilling with submersible pump)	Water System (Level II)	475	2,905,477.00	773,330.49 (27%)	Functional But Needs Major Repairs	<ul style="list-style-type: none"> <li>▪ needs to rehabilitate water source to improve water supply</li> <li>▪ water supply rotation is being implemented.</li> <li>▪ Some households no longer receive water supply (ex. Bino-ongan)</li> <li>▪ from Level II to Level III Water System</li> </ul>
Olave	2. Olave Electrification Project	Electrification	51	1,097,000.00	476,388.95 (43%)	Fully Functional	<ul style="list-style-type: none"> <li>▪ 11 newly transferred households have no electricity.</li> </ul>
PMT (Poblacion, Manan-ao and Tulapos)	3. Upgrading and expansion of PMT Waterworks System (spring and drilling with submersible pump)	Water System (Level II)	325	2,044,400.00	662,076.04 (32%)	Totally Not-Functional	<ul style="list-style-type: none"> <li>▪ mismanagement issues</li> <li>▪ non-issuance of receipts discouraged payment of water bills; P40,000 still unaccounted</li> <li>▪ substitution of submersible pump with an old one (marked with "Sandogan, Larena").</li> <li>▪ LGU bought a new submersible pump but it also bogged</li> </ul>

Barangay	Name of Subproject	Subproject Type	Beneficiaries (HH)	Total Project Cost (P)	LCC Amount and % of TPC	SP Status	Needed Repairs/ Remarks
							<ul style="list-style-type: none"> <li>down.</li> <li>not yet officially-turned over to MLGU</li> </ul>
CYCLE 2							
Bolot & Camogao	4. Barangay Bolot Electrification Project	Electrification	59	1,646,359.50	321,897.50 (20%)	Fully Functional	<ul style="list-style-type: none"> <li></li> </ul>
Olave	5. Asphaltting of Lower Libo-Lower Olave Farm to Market Road	Road (asphalt)	143	1,444,528.00	91,528.00 (6%)	Functional But Needs Major Repairs	<ul style="list-style-type: none"> <li>passable but with potholes.</li> </ul>
Balolong	6. Asphaltting of Balolong Farm to Market Road	Road (asphalt)	87	1,017,064.00	69,809.00 (7%)	Functional But Needs Major Repairs	<ul style="list-style-type: none"> <li>damaged drainage and asphalt, uncleared vegetation, and portions of the road have eroded</li> </ul>
Tulapos	7. Construction of Tulapos Day Care Center	Day Care Center	11	680,700.00	113,565.00 (17%)	Functional But Needs Minor Repairs	<ul style="list-style-type: none"> <li>broken jalousie, door knob and toilet bowl</li> <li>no water and electric connection</li> </ul>
CYCLE 3							
Bino-ongan	8. Installation of Bry. Bino-ongan Water System Level II (drilling with submersible pump)	Water System (Level II)	106	1,152,665.00	54,830.00 (5%)	Totally Not Functional	<ul style="list-style-type: none"> <li>pump was broken since 2010.</li> <li>HHs did not pay water bills because of expensive water rate which includes pump's electric consumption</li> </ul>

Barangay	Name of Subproject	Subproject Type	Beneficiaries (HH)	Total Project Cost (P)	LCC Amount and % of TPC	SP Status	Needed Repairs/ Remarks
							(P30/cu.m.).
Cangmangki	9. Construction of Barangay Cangmangki Day Care Center	Day Care Center	56	738,646.00	94,546.00 (13%)	Functional But Needs Minor Repairs	<ul style="list-style-type: none"> <li>▪ repairs/ improvements needed: window grills, broken jalousies, chipped wall paint, and additional school supplies.</li> </ul>
Libo (Libo Elementary School)	10. Construction of Barangay Libo Home Economics Building	School Building	131	915,369.00	154,899.00 (17%)	Functional But Needs Minor Repairs	<ul style="list-style-type: none"> <li>▪ cracked walls and ceramic tiles; damaged ceiling, roofing and gutter; and broken window glass and cabinets.</li> <li>▪ no water supply.</li> </ul>
Manan-ao	11. Resurfacing of Barangay Manan-ao Farm to Market Road	Road (gravel)	115	248,700.00	13,315.00 (5%)	Functional and Upgraded	<ul style="list-style-type: none"> <li>▪ asphalted through Provincial Local Government Unit (PLGU) funds.</li> <li>▪</li> </ul>
Parian	12. Asphaltting of Barangay Parian Farm to Market Road	Road (asphalt)	205	979,756.00	82,386.00 (8%)	Functional But Needs Major Repairs	<ul style="list-style-type: none"> <li>▪ rough road</li> <li>▪ needs riprapping of canal</li> <li>▪ scheduled to be concreted over through funds from Congresswoman Marie Ann Pernes</li> </ul>
Poblacion	13. Construction of Barangay Poblacion Day Care Center	Day Care Center	49	641,085.00	76,245.00 (12%)	Functional But Needs Major Repairs	<ul style="list-style-type: none"> <li>▪ cracked walls; broken jalousies and door; flooded toilet; lacking chairs; needs repainting, fixing of trusses and</li> </ul>

Barangay	Name of Subproject	Subproject Type	Beneficiaries (HH)	Total Project Cost (P)	LCC Amount and % of TPC	SP Status	Needed Repairs/ Remarks
							ceiling, and replacement of light and windows. <ul style="list-style-type: none"> <li>No water supply.</li> </ul>
<b>MAKAMASANG TUGON</b>							
Balolong	14. Electrification	Electrification	16	459,585.00	189,573.00 (41%)	Fully Functional	
Bino-ongan	15. Construction of Bino-ongan Day Care Center	Day Center	114	652,851.10	194,473.00 (30%)	Functional But Needs Minor Repairs	<ul style="list-style-type: none"> <li>repairs are needed to comply with DCC accreditation (installation of window screen, door fence, etc.)</li> </ul>
Bitaug	16. Improvement of Bitaug 1 Unit Level II Waterworks System	Water System (Level II)	188	695,402.00	208,565.90 (30%)	Functional and Upgraded	<ul style="list-style-type: none"> <li>project involves drilling and submersible pump only (no tank and pipelines).</li> <li>old water system equipment was used to fully operate the project.</li> <li>from Level II to Level III Water System</li> </ul>
Bolot	17. Construction of Bolot Day Care Center	Day Care Center	31	654,053.10	229,875.00 (35%)	Functional But Needs Minor Repairs	<ul style="list-style-type: none"> <li>needs repainting.</li> <li>no water due to insufficient water supply.</li> </ul>
Camogao	18. Construction of Camogao Seawall	Seawall	51	804,241.50	295,889.00 (37%)	Fully Functional	
Cangmangki	19. Construction of Cangmangki Box Culvert and Concreting of	Drainage	97	585,555.00	137,507.00 (23%)	Fully Functional	



Barangay	Name of Subproject	Subproject Type	Beneficiaries (HH)	Total Project Cost (P)	LCC Amount and % of TPC	SP Status	Needed Repairs/ Remarks
	Pavement Approaches						
Libo	20. Dredging/ Excavation of Libo River Bed	River/Flood Control	138	861,200.15	220,899.99 (26%)	Totally Not Functional	<ul style="list-style-type: none"> <li>▪ riprap was eventually eroded.</li> <li>▪ riverbed reverted to its previous condition in less than a year.</li> </ul>
Lomangcapan	21. Construction of Lomangcapan Day Care Center	Day Care Center	153	648,623.60	162,980.00 (25%)	Functional But Needs Minor Repairs	<ul style="list-style-type: none"> <li>▪ needs books, toys and additional chairs.</li> </ul>
Lotloton	22. Construction of Lotloton Farm to Market Road	Road (Gravel)	111	1,090,339.31	420,072.11 (39%)	Functional But Needs Major Repairs	<ul style="list-style-type: none"> <li>▪ rough road and eroded drainage canal.</li> <li>▪ Road is difficult to traverse.</li> </ul>
Manan-ao	23. Construction of Manan-ao Day Care Center	Day Care Center	30	654,393.10	181,975.00 (28%)	Functional But Needs Minor Repairs	<ul style="list-style-type: none"> <li>▪ no water supply</li> <li>▪ with broken jalousies; window grills are needed to protect the glass</li> </ul>
Olave	24. Opening and Asphaltting of Olave Farm to Market Road	Road (asphalt)	62	867,638.00	322,676.00 (37%)	Functional But Needs Major Repairs	<ul style="list-style-type: none"> <li>▪ damaged asphalt, silted canal and collapsed riprap.</li> <li>▪ perilous to traverse because of sudden subsidence in one road segment (Road is no longer level).</li> </ul>
Parian	25. Construction of Parian Day Care Center	Day Care Center	45	653,862.76	192,375.00 (29%)	Functional But Needs Minor Repairs	<ul style="list-style-type: none"> <li>▪ broken jalousies and door knob.</li> </ul>
Poblacion	26. Installation of Poblacion Level I	Water System	108	534,687.00	172,805.00 (32%)	Totally Not Functional	<ul style="list-style-type: none"> <li>▪ The two (2) artesian wells operated for</li> </ul>

Barangay	Name of Subproject	Subproject Type	Beneficiaries (HH)	Total Project Cost (P)	LCC Amount and % of TPC	SP Status	Needed Repairs/ Remarks
	Waterworks System						<p>only 2-4 years. The first has muddy water while the other is salty. Water was not potable from the start.</p> <ul style="list-style-type: none"> <li>BLGU requested PLGU-DPWH to flush out the mud but its equipment is not working.</li> </ul>
Tulapos	27. Tulapos Electrification Project	Electrification	55	724,140.00	361,350.00 (50%)	Fully Functional	
MAKAMASANG TUGON (MCC)							
Balolong	28. Health Station with Ferrocement Tank	Health Station	26	763,264.70	188,553.40 (25%)	Not Functional As Intended	<ul style="list-style-type: none"> <li>health station is still in good shape.</li> <li>no amenities except weighing scale</li> <li>no staff present. BHW only comes to clean the premises (currently reports at Rural Health Unit).</li> </ul>
Bolot	29. Rehabilitation of Bolot Farm to Market Road	Road (asphalt)	32	2,168,958.67	614,773.37 (28%)	Functional But Needs Major Repairs	<ul style="list-style-type: none"> <li>damaged asphalt and silted drainage canals</li> </ul>
Camogao	30. Construction of Camogao Day Care Center	Day Care Center	47	724,887.54	162,828.00 (22%)	Functional But Needs Minor Repairs	<ul style="list-style-type: none"> <li>no railings</li> <li>broken jalousies, sink, door knob and electric switch</li> </ul>
Cangmangki	31. Rehabilitation of Cangmangki Farm to Market Road	Road (asphalt)	93	1,968,214.34	939,127.67 (48%)	Functional But Needs Major Repairs	<ul style="list-style-type: none"> <li>damaged asphalt.</li> <li>Passable but with potholes</li> </ul>

Barangay	Name of Subproject	Subproject Type	Beneficiaries (HH)	Total Project Cost (P)	LCC Amount and % of TPC	SP Status	Needed Repairs/ Remarks
Lomangcapan	32. Rehabilitation of Level II Waterworks System	Water System (Level II)	160	1,763,154.29	503,326.00 (29%)	Functional and Upgraded	<ul style="list-style-type: none"> <li>from Level II to Level III Water System</li> </ul>
Manan-ao	33. Construction of Manan-ao Level I Waterworks System	Water System (Level I)	26	314,856.16	175,072.82 (56%)	Functional But Needs Major Repairs	<ul style="list-style-type: none"> <li>water is not potable</li> <li>water chlorination is not possible due to poor design of artesian well</li> </ul>
Parian	34. Construction of Livelihood and Training Center	Multi-use Building/ Facility	40	716,142.30	286,943.74 (40%)	Not Functional As Intended	<ul style="list-style-type: none"> <li>no training ever conducted due to lack of equipment/ facilities (ex. cooking equipment, sewing and mat making implements).</li> <li>there was no provision for equipment in the project proposal</li> </ul>

## Volunteer Committee Membership of Interviewees

**Table A.5.1: Barangay Chairpersons**

<b>Barangay</b>	<b>Name of Barangay Chairperson</b>	<b>Sex</b>	<b>Designation During KALAHI-CIDSS</b>	<b>Subproject</b>	<b>Cycle/Phase</b>
Balolong	1. Cerelino A. Duhaylungsod	M	Barangay Kagawad/ O&M Member	Electrification & Construction of Barangay Balolong Road	MT (KKB) & Cycle 2
Bino-ongan	2. Michelle Tedlos	F	Barangay Kagawad/ PPT Chair	DCC	MT KKB
Bitaug	3. Rey A. Manos	M			
Bolot	4. Shirly Maglinao	F	Barangay Chairperson /BAC Member	DCC & Rehab. of FMR	MT (KKB & MCC)
Camogao	5. Dexter Atay	M	Barangay Kagawad/ MIT Chair	DCC & Seawall	MT (MCC & KKB)
Cangmangki	6. Abner Lomongo	M			
Libo	7. Poferio Achay	M			
Lomangcapan	8. Filmore Garcia	M	Barangay Chairperson / BRT Member	Rehab. of Water System Level II	MT (MCC)
Lotloton	9. Apolonio Enanor	M	Barangay Kagawad/ MIT Member	Construction of FMR	MT (KKB)
Manan-ao	10. Gloria Salindo	F	Barangay Chairperson/ BRT Member	Daycare Center & Re- gravelling of FMR	MT(KKB) & Cycle 3
Olave	11. Edwin Balingit	M	Barangay Councilor/ PT Member	FMR & Electrification	MT(KKB) & Cycle 1
Parian	12. Ricardo Maglangit	M	Barangay Chairperson/ PPT Chair	DCC & Livelihood Training Center	MT (KKB & MCC)
Poblacion	13. Jaime Tuale	M	Barangay Chairperson/ BOD Member	PMT Water System & DCC	Cycle 1 & Cycle 3
Tulapos	14. Cesario Alcala	M	Barangay Kagawad/ PPT Member	Upgrading and Expansion of PMT Waterworks System, DCC & Electrification	Cycle 1, Cycle 2 & MT (KKB)

**Table A.5.2: Other Barangay/Municipal Officials**

<b>Barangay</b>	<b>Name of Barangay Official</b>	<b>Sex</b>	<b>Current Designation</b>	<b>Designation During KALAHI-CIDSS</b>	<b>Subproject</b>	<b>Cycle/Phase</b>
Balolong	1. Arlin P. Sayre	F	Barangay Secretary	Barangay Secretary/ PT Chair	Construction of Barangay Balolong Road & Electrification	Cycle 2 & MT (KKB)
	2. Emma Sayre	F	Barangay Kagawad	BRT Chair	Electrification & Health Station with Ferro cement Tank	MT (KKB & MCC)
	3. Editha P. Dalagan	F	Barangay Kagawad	Barangay Kagawad/ AIT Chair	Electrification & Const. of Barangay Balolong Road	MT(KKB) & Cycle 2
Bino-ongan	4. Perla Lorono	F	Barangay Kagawad	AIC Member	Waterworks System Level II	Cycle 3
Bitaug	5. Aldwin Magsalay	M	Barangay Kagawad	Barangay Kagawad/ AIC Member	Const. of 1 Unit Production Well	MT (KKB)
Bolot	6. Richard Omondang	M	Barangay Kagawad	Barangay Kagawad/ PPT Member	DCC & Rehab. of FMR	MT (KKB & MCC)
	7. Gerald M. Inao	M	Barangay Secretary	BSPMC Member	DCC	MT (KKB)
Camogao	8. Joseph Ray S. Aying	M	Barangay Kagawad	Barangay Kagawad/ BRT Member	DCC & Seawall	MT (MCC & KKB)
	9. Aquilina Dueno	F	Barangay Kagawad	Barangay Kagawad/ BRT Member	DCC & Seawall	MT (MCC & KKB)
	10. Belinda B. Inao	F	Sangguniang Bayan (SB) Member	SB Member/ PPT Chair	DCC & Seawall	MT (MCC & KKB)
Cangmangki	11. Rico Lomosad	M	Barangay Kagawad	Barangay Kagawad/ O&M Chair	Box Culvert	MT (KKB)
Libo	12. Rosalea Aqui	F	Barangay Secretary	Barangay Secretary/ Bookkeeper	CAPABILICA & Home Economics Building	Cycles 1 & 3
	13. Orlando Jumalon	M	Barangay Kagawad	Barangay Kagawad/ MIT Member	CAPABILICA	Cycle 1
Lomangcapan	14. Rosarie Bacallo	F	Barangay Treasurer	Barangay Treasurer/ BSPMC Member	DCC	MT (KKB)
	15. Ricky Viernes	M	Barangay Kagawad	Barangay Kagawad/ PPT Member	DCC & Rehab of Water System Level II	MT (KKB & MCC)
Lotloton	16. Roly Melitante	M	Barangay	Barangay Kagawad/ BRT Member	Construction of FMR	MT (KKB)
	17. Jaime Daligdig	M	Barangay Kagawad	Barangay Tanod/ PT Member	Construction of FMR	MT (KKB)

Barangay	Name of Barangay Official	Sex	Current Designation	Designation During KALAHI-CIDSS	Subproject	Cycle/Phase
Manan-ao	18. Felisima Suminguit	F	Barangay Treasurer	Barangay Treasurer	Re-Gravelling of FMR, DCC & Water System (PMT) Level 1	Cycle 3 & MT (KKB & MCC)
	19. Jinky Tomogsoc	F	Barangay Secretary	Barangay Secretary/AIC Member	PMT Water System Level 1	MT(MCC)
Olave	20. Frelyn P. Bihag	F	Barangay Record Keeper	Barangay Treasurer	Electrification & FMR	Cycle 1 & MT(KKB)
	21. Martina Dumat-ol	F	Barangay Secretary	Barangay Kagawad/PT Member	Electrification & FMR	Cycle 1 & MT(KKB)
Parian	22. Khareen Samson	F	Barangay Secretary	Barangay Secretary/O&M Member	Livelihood Training Center & DCC	MT (MCC & KKB)
Poblacion	23. Rily James Inao	M	Barangay Kagawad	Barangay Tanod/PT Member	DCC	Cycle 2
Tulapos	24. Pete P. Dominguez	M	Barangay Kagawad	BOD Member	PMT Water System	MT(KKB)

AIC/T=Audit and Inventory Committee/Team; BAC= Bids and Awards Committee; BOD = Board of Directors; BRT= Barangay Representation Team; BSPMC= Barangay Subproject Management Committee; CAPABILICA = Camogao, Parian Bino-ongan, Libo and Cangmangki; DCC= day care center; KKB= Kapangyarihan at Kaunlaran sa Barangay; MCC = Millennium Challenge Corporation; MIT= Monitoring and Inspection Team; MT=Makamasang Tugon; O&M = Operation and Maintenance; PMT = Poblacion, Manan-ao and Tulapos; PPT- Project Preparation Team ; PT = Procurement Team.

Source: Author compilation, 2015

## SUBPROJECT FUNCTIONALITY DATA SHEET

### Functionality Data Sheet for Completed Community Subprojects Funded by KALAH-CIDSS

Municipality: \_\_\_\_\_

Date of Subproject Validation: \_\_\_\_\_

#### I. Subproject Profile

Name of Subproject	:	
Sitio/Purok	:	
Barangay	:	
Project Type*	:	
Total Project Cost (TPC)	:	
KALAH-CIDSS Grant Amount and %	:	(      %)
LCC Amount and %	:	(      %)
Target Number of Households	:	
Physical Target	:	
Date of Establishment/Construction	:	
Date of Project Completion	:	

Note:

- A. *Basic Access Services:* 1. Road and 2. Bridge
- B. *Basic Social Services:* 1. Day Care Center, 2. Electrification, 3. Health Station 4. School Building, and 5. Water System
- C. *Community Production, Economic Support and Common Service Facilities:* 1. Multiple Use Building/ Facility
- D. *Environmental Protection & Conservation Subprojects:* 1. Drainage, 2. River / Flood Control, and 3. Sea Wall

#### II. Subproject Functionality Status (Physical aspect)

Check appropriate box and write findings. Back page may be used to elaborate answers.

Well-maintained/in good condition

Needs minor repairs (Indicate needed repairs.)

\_\_\_\_\_

\_\_\_\_\_

Needs major repairs (Indicate needed repairs.)

\_\_\_\_\_

\_\_\_\_\_

Structure not functional

#### III. Names, Designation and Contact Details of Resource Persons

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

Prepared by: \_\_\_\_\_

### SUBPROJECT PICTURES

#### A. Cycle 1

#### **CAPABILICA** : Upgrading and Expansion of CAPABILICA Waterworks System *(Functional But Needs Major Repairs)*



Bino-ongan



Libo

#### **OLAVE** : Olave Electrification Project *(Fully Functional)*



#### **PMT**: Upgrading and Expansion of PMT Waterworks System *(Totally Not Functional)*



Manan-ao



Tulapos



**B. Cycle 2**

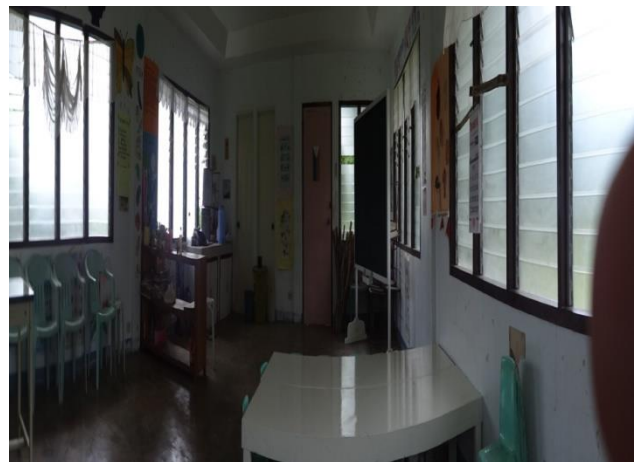
**BOLOT** : Barangay Bolot Electrification Project (*Fully Functional*)



**BALOLONG** : Asphalting of Balolong Farm to Market Road (*Functional But Needs Major Repairs*)



**TULAPOS** : Construction of Tulapos Day Care Center (*Functional But Needs Minor Repairs*)





**C. Cycle 3**

**MANAN-AO** : Resurfacing of Barangay Manan-ao Farm to Market Road (*Functional and Upgraded*)\*



(from gravel to asphalt)

**CANGMANGKI** : Construction of Barangay Cangmangki Day Care Center (*Functional But Needs Minor Repairs*)



**PARIAN** : Asphalting of Barangay Parian Farm to Market Road (*Functional But Needs Major Repairs*)





**D. Makamasang Tugon**

**CAMOGAO** : Construction of Camogao Seawall (*Fully Functional*)



**LOTLOTON**: Construction of Lotloton Farm to Market Road (*Functional But Needs Major Repairs*)



**POBLACION** : Installation of Poblacion Level I Waterworks System (*Totally Not Functional*)





**E. Makamasang Tugon – Millennium Challenge Corporation (MCC)**

**BALOLONG** : Health Station with Ferro cement Tank *(Not Functional as Intended)*



**BOLOT** : Rehabilitation of Bolot Farm to Market Road *(Functional But Needs Major Repairs)*



**LOMANGCAPAN** : Rehabilitation of Level II Waterworks System *(Functional and Upgraded)*

