

Republic of the Philippines  
**DEPARTMENT OF SOCIAL WELFARE AND DEVELOPMENT**

Administrative Order No. 48  
Series of 2003

**Subject: GUIDELINES ON THE MANAGEMENT OF SEA-K CASES**

## **1. RATIONALE**

In 1996, the Department integrated all its existing livelihood strategies into a singular umbrella strategy referred to as the SEA Kaunlaran Integrated Program. The integration was meant to rationalize the standards and operating procedures in order to avoid confusion among program implementors, among other reasons.

In the past, the Department had remained tacit in the final disposition of successful and failing SEA cases; arguing in the latter that the beneficiaries cannot be pressured to rollback the capital assistance. The rule then was, in effect, to continually provide "re-loans" to successful cases and for problematic cases, to continuously provide social services to enable the beneficiaries to return the capital assistance. This may have worked then when the SEA Program was focused more on individual and family cases. Recently, substantial changes were introduced in the over-all program strategy, which impels corresponding modifications in policy and operational standards. One area, which needs specific guidelines, is the disposition of SEA cases particularly those that are considered failure projects.

## **2. BRIEF BACKGROUND**

The final disposition of SEA-K cases must be viewed within the context of the Program Objectives, as well as with the over-all strategy of the Program. It must consider not only failed projects but also more importantly, graduating the successful ones into a higher level of intervention which may be best provided by other agencies. Thus, two inter-related dimensions must be considered: the organization and the individual members of the organization.

Results of the program audit conducted from year 1999 -2000 indicated an increasing percentage of matured SKA cases. These cases range from the successful to the problematic. Furthermore, a review of the status of its implementation indicated that from 1993 to 1999, a number

of one-year old SKAs have already showed a rollback rate below 50%. The Field Offices need to be guided on the procedure on how best to handle such situations. Hence, this guideline aims to install a system on the disposition of SEA-K cases either for mainstreaming to the formal sector and/or classified as inactive accounts.

### **3. SEA-K PROGRAM: PHILOSOPHY AND DESCRIPTION**

#### **Program Philosophy**

The SEA-K program operates within the philosophical belief of the social work profession in the inherent worth and dignity of a person. It maintains that the intervention is oriented towards enabling the beneficiaries to cope with their socio-economic realities so that they are able to function normally and perform their social roles. Thus, the program believes in drawing out the creativity and natural ability of the poor to engage in micro-enterprise to generate employment, and to return the capital assistance it had received so that the same can be rolled on to other clients.

#### **Program Description**

The SEA Kaunlaran Program is a capability building effort that aims to enable the marginalized but economically active poor to cope with their socio-economic realities. This capacity building is meant to initially augment family incomes through livelihood initiatives until eventually transforming these livelihood activities into micro-enterprises. Moreover, the capacity building is focused on two dimensions: individual and organization. Hence, the Program rehabilitation goal is defined thus: building the capability of the marginalized but economically active poor to establish a sustainable, self-managed community based micro-credit organization.

### **4. OBJECTIVES**

To strengthen the implementation of the SEA-Kaunlaran Program by enhancing project management through well-defined policy and appropriate methodology particularly in the determination of SEA-Kaunlaran cases;

To further build the capability of Program implementors and partners in SEA-K case management.

## 5. SEA-K CASE MANAGEMENT: POLICY FRAMEWORK

The Local Government Unit (LGU) social workers are the main caseworkers of the SEA-Kaunlaran Association and its members. The Project Evaluation Officers assigned in the LGU's are the co-case workers and, at the same time the Program's local managers.

In managing SEA-K cases, the following process must be undertaken by both caseworkers:

- Intake and Assessment - to determine the eligibility and capability of the client;
- Defining the Problem - to determine the specific problem of the client;
- Treatment Plans - to contract with the client on how to solve his/her problem/s through the SEA-K as well as identify the role of the client and the caseworkers in the resolution of the problem;
- Implementation and Evaluation - to implement the treatment plans through the SEA-K projects and evaluate the organizational and individual progress; and
- Inactive Accounts – the rehabilitation goals have not been achieved as such the client-worker relationship is deemed inactive.

## 6. STANDARD OPERATING PROCEDURE

In managing the SEA-Kaunlaran projects, monitoring and evaluation is a necessary component. Managing a SEA-K project case requires that the following procedures be diligently observed:

### ***Caseload Inventory and Review***

A caseload inventory must be conducted annually in preparation for the annual work planning. The aim of the inventory is to determine the actual caseload per worker as well as the caseload capacity for new cases. Please note that quality must not be sacrificed for quantity.

The caseload review must be conducted every semester and is normally conducted through the Regional SEA-K Program Review (PREW) or Performance Assessment. The Social Welfare Officer V (SWO V) of the Division from which the SEA-K Program belongs, and the Project Evaluation Officer III (PEO III) shall supervise the caseload review with the aim of assessing the status of SEA-K cases.

The following records and documents must be available during the case review:

- Results of the Organization Development Checklist ;
- Results of the Annual Performance Assessment Indicators (PAI);
- Present status of the individual members and the SKA/SEA Kabayan in terms of socio-economic condition in comparison to the initial benchmark as stated in the intake sheet;
- Progress notes of the workers (DSWD and LGU); and
- Copies of Individual Passbooks, SKA/SEA Kabayan Journals and other financial records.

The result of the case review will determine the course of action that maybe undertaken for the SEA-K projects. In extreme conditions when the possibility of closing the cases is apparent, a case conference must be convened and undertaken.

#### ***Case Conference***

A case conference shall be undertaken by the Field Office for the following SEA-K cases to prepare them in the ceasing of the working relationship as well as to determine the next course of action/s:

- a. cases recommended for final rehabilitation as last ditch effort to assist SEA-K projects to recover from its problem;
- b. cases recommended for mainstreaming for having succeeded in its objective/goal; and
- c. inactive cases to determine final action

#### ***For Rehabilitation***

The following shall be the conditions for the SEA-K Projects that are for rehabilitation:

- SKA with Rollback rate of 50% and below after one-year of operation
- SKA with Equity Capital Build-up (ECBU) rate of 60% and below after one-year of operation
- SKAs with no weekly meetings over a prolonged period, no regular rollback, and without community projects/involvement within a period of 6 months

- SKA that contributes only the rollback for the capital assistance
- Irregular conduct of weekly meetings
- Results of the Organizational Development checklist have a score below 6.0.

The LGU Social Worker and PEO II shall prepare the rehabilitation plan while the SWO V and the PEO III shall monitor the implementation and progress in the plan.

*For Mainstreaming or Case Graduation*

For the SKAs recommended for **graduation** from the SEA-K Program, the following shall be clearly indicated:

- Fully rolled back the capital assistance within the agreed loan terms
- Generated at least 70% of the mandatory savings (equity capital build-up)
- Establish a community micro-credit/re-lending activity with clear credit policy
- Responsive to immediate needs of the members and community as indicated by sub-projects it implements
- Initiated 2 or more community projects together with other community organizations within 2 years of operation
- Established partnership with local agencies, peoples organizations, or non-government agencies
- At least 75% of the members display improved self-esteem, able to make decisions, and able to assume responsible social roles
- Members sufficiently providing the basic needs of their family (e.g. take meal 3x a day, OSY sent back to school)
- Members have increased family income and acquired materials (e.g. furniture, appliance, etc.) for home improvement
- Family members display an improved cooperation toward family enterprise
- At least 75% of members practice/apply learned positive values for improved family relationship.

SKAs that are for referral to financing agencies/institutions to continue their micro-lending activities shall invite officials/representatives in which the SKA or SEA-Kabayan could be eligible in their program from the following:

- Government Agencies involved in micro-finance
- Non Government Organizations, People's Organization involved in micro-financing
- Cooperatives

- Banks
- Lending Investors
- Savings and Loan Association
- Business and Private Sector

The Field Office shall submit to the Central Office a report of SKAs being mainstreamed/referred for higher level of interventions or to other financing agency/institutions. This shall be submitted 30 days after the referral has been submitted to the receiving agency.

#### *Inactive Accounts*

The following shall be the conditions for the classified inactive accounts of the SEA-K Projects as caseload:

- SEA-K projects that have been inactive for three years or more;
- Bankruptcy of SEA-K projects caused by disaster and any other natural force majeure;
- For individual members, the following conditions prevail:
  - Total disability of the beneficiary;
  - Death of the beneficiary; and
  - Transfer of residence where the member concerned could not be located despite vigorous efforts

The Field Office requesting for SEA-K case/s to be classified as inactive accounts shall ensure that all efforts to rehabilitate the case/s had proved futile and further engagement would be costly and unproductive for the Department. The Central Office shall approve/disapprove the said request after thorough review and, when necessary, validation until the Program is devolved to the LGU.

Only cases approved by the Central Office as inactive accounts shall henceforth de-listed from the active caseload of the Field Office. However, the Field Implementors should still exert best efforts to ensure the full payment of the capital seed fund granted to SEA-K beneficiaries. A separate record will indicate the number of inactive accounts for each of the field offices which will be submitted regularly to the Central Office.

#### **7. COMPOSITION OF CASE CONFERENCE TEAM**

The case conference team shall have following member:

- SWO V or the Division Chief supervising the Regional SEA Unit
- Project Evaluation Officer III

- Project Evaluation Officers II
- LGU Social Welfare Officer directly handling the case
- The SEA-K Project President and Treasurer (Officers)

#### 8. EFFECTIVITY

This order shall take effect immediately and revokes all other previous orders contrary to it.

Done this 24 day of February 2003, Quezon City.

  
**CORAZON JULIANO-SOLIMAN**  
Secretary 

