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**Department of Social Welfare and Development**  
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**ADMINISTRATIVE ORDER No. 23**  
Series of 2004

**SUBJECT     CIDSS SUSTAINABILITY PLANNING GUIDELINES**

**I. RATIONALE**

The Comprehensive and Integrated Delivery of Social Services (CIDSS) Program, a poverty alleviation program of the past three Philippine Administrations, was designed to be implemented for three (3) years in each target municipality. After this, the DSWD shall effect the full turnover of CIDSS management to the LGU for full project localization.

Being a social technology for development, the CIDSS localization is more than entrusting the responsibility of managing the program to local government units. It is also ensuring the continuity of the approach in meeting the minimum basic needs (MBNs) of the communities, by deliberately developing the capabilities of major local program stakeholders to manage the program on their own.

Pursuant to this, a number of guidelines have been formulated as the program progressed in its implementation. These guidelines were designed to develop/enhance the skills of CIDSS workers or community welfare structures to implement the program efficiently and effectively; sustain convergence of services of different agencies; and set criteria or parameters for assessing their readiness for localization, among others.

Following its design, the CIDSS approach has been localized to 1,080 municipalities and 3,204 barangays nationwide from CY 1998 to 2003. However, based on a rapid assessment on the effectiveness of the aforementioned program localization, done through actual field monitoring and consultation with some of the regional management team members, the said program's localization was assessed to be less successful, despite the formulated guidelines. Some of the reasons for coming up with this conclusion are the situation where only few municipalities were able to continue the approach and dampened enthusiasm of communities to participate in community development. These in one way or another, are attributed to the inadequate social preparation for localization, particularly the absence of a concrete phasing out and sustainability planning guidelines that provides workable steps to ensure that the final activities for localization and sustainability are in place. Thus, this guidelines is formulated.

**II. OBJECTIVES**

Generally, this guideline is aimed at ensuring the continuity and sustainability of CIDSS and its benefits even after the phase out of the national support, through a systematic identification and accomplishments of all activities geared towards preparing all stakeholders at the local level for localization and continuity of the approach.

Specifically, this guideline intends to accomplish the following:

1. Facilitate readiness of all stakeholders at the local level (LGUs, various agencies and community) to accept the full responsibility of continuing the project implementation and

sustaining its benefits. This will be done through consultation-planning workshops, focusing on identifying steps to continuously address the unmet needs/facilitate access to basic social services and, build capabilities of community members on management;

2. Provide venue for implementers, LGU functionaries and field office staff to help communities identify and expand resource-base of program support in terms of material, financial and technical assistance;
3. Strengthen institutional capacity of the LGUs to sustain the project through staff and community leaders' skills development; and
4. Ensure proper program documentation through completion and compilation of all program documents and formulation of CIDSS success stories book.

### **III. THEORETICAL FRAMEWORK OF LOCALIZATION AND SUSTAINABILITY**

As stated in Executive Order 443, series of 1997, an order providing for the adoption of CIDSS as the national delivery mechanism for the MBN approach, localization is the turn over of CIDSS management to the LGU within a period of five (5) years. It also involves the institutionalization of all CIDSS mechanisms to address the unmet MBNs at local government units.

In this regard, CIDSS localization is deliberately built-in in the entire process of program implementation to gradually prepare the local program stakeholders for the full turnover of the responsibility of continuing the project and sustaining its gains. This will ensure their continuous ability to deliver services or sustain benefits after the DSWD's technical, managerial and financial support end. The process followed in CIDSS is that the direct support of DSWD decreases through the years. On the other hand, the LGU and communities are gradually undertaking the responsibility of managing and funding community projects. At the end, what is left for DSWD is the provision of technical assistance while management and financing of the program is fully taken over by the LGU and community.

In preparing the LGUs for the full turnover of responsibility of program management, this requires two things, first is the institutional sustainability and the second is the financial sustainability.

- a. **Institutional Sustainability** is ensuring that stakeholders are technically and efficiently capable of managing the project, through creating a strong commitment to program goals; involvement of communities and all stakeholders; skills enhancement; and sustained collaboration among them.
- b. **Financial Sustainability** is concerned with stabilizing the financial capability/capacity of LGUs and communities to deliver services, through broadening of donor base which include other national and local GAs and NGAs, NGOs, corporations/companies, foundations and individuals like wealthy individuals in the community; stimulate creative fund-raising activities; and setting a long-term financial allocation for the program by the LGU and other donors. It is in this light, why the community entrepreneurship was conceptualized and resource mobilization has been intensified.

CIDSS program sustainability therefore, is not simply a financial matter that can be solved by stabilizing its financial capability, but rather on a holistic issue that requires mobilization and involvement of all stakeholders especially the communities.

#### IV. SCOPE AND COVERAGE

This guideline shall be implemented in all CIDSS areas (barangays/municipalities) nationwide with an ongoing direct support from the DSWD National Office. It shall focus on the procedures in doing the final stage of social preparation for phase out of national support and the conduct of the sustainability planning workshops, which include the identification of possible resource mobilization strategies for financial sustainability.

#### V. IMPLEMENTING PROCEDURE:

**1. Persons Responsible and Phases of Implementation:** The primary responsibility in implementing this guideline rests on the CIDSS worker. Specifically, this shall be done in four (4) levels i.e. regional, municipal, barangay and community levels. However, instead of starting from the community, the activity shall start from the municipal level, which will be followed by barangay, since the barangay and municipal IACs will become partners of the CIDSS implementer in the facilitation of community consultation and localization planning workshop. The regional CIDSS secretariat will come in at the last phase to accomplish the post-consultation and planning activities enumerated on the last part of this document (Roman Numeral VI).

This guideline will also be implemented in three phases namely pre-consultation, actual consultation and post consultation and planning phase. To facilitate accomplishment of preparatory activities at each level, informal consultation with concerned entities at each level (community, LGU and IAC) shall be made by the implementer. The result shall then be formally presented back to CWS and LGU/IAC for finalization during the actual planning and consultation workshop and to become basis for planning for localization or setting up mechanisms for program sustainability.

**2. Focus:** As earlier mentioned, part and parcel of the localization and sustainability component of the project is the building/strengthening of capacities of the functionaries at the local level. This includes the skills on community organizing (CO), technical assistance and resource augmentation (TARA), Project Development and Management and other leadership and managerial skills for community leaders, which could be implemented either formally or informally (experiential), to be facilitated by concerned CIDSS implementers.

#### 3. Timeline of Implementation:

<i>Consultation and Planning Phase</i>		<i>Aug.</i>	<i>Sept.</i>	<i>Oct.</i>	<i>Nov.</i>	<i>Dec.</i>
a.	Pre-consultation and Planning Phase					
b.	Consultation and Planning Phase					
	i. Joint MIAC and MDC Consultation					
	ii. Joint BIAC and BDC Consultation					
	iii. Community Assembly/Consultation					
c.	Post-consultation and Planning Phase					

## **A. PRE-CONSULTATION AND PLANNING PHASE:**

### **1. Completing the Following Program Documents:**

- a. Community profile/situationer (per barangay and a bit of the entire municipality)
- b. Poverty map/spot map (per barangay)
- c. MBN results per year, per barangay and municipal consolidation (include yearly % of reduction)
- d. List of projects implemented per barangay and municipal consolidation (amount per source, # of beneficiaries - gender disaggregated, status, outcome/impact to the lives of the beneficiaries - behavioral, normative and qualitative)
- e. Projects' completion reports
- f. Copies of reports submitted to region (to include annual reports)
- g. List of CWS, members, their plans and accomplishments
- h. List of IAC members, plans and accomplishments (three BIACs and MIAC)
- i. Agency resource-base guide that presents list of agencies within and outside the locality that could be tapped by CWS. The guide shall include the name of agency, address, name and position of contact person, contact number, services provided and criteria to qualify as beneficiary. Some of these are national agencies, local agencies in the municipality, private institutions, national and international NGOs, business/companies and individuals, professionals and wealthy individuals. Identification of sources of support should not focus on financial donor alone but shall also include those who will provide material and technical supports. All possible supports that the community/people and sub-projects (e.g. water projects - collections) could provide should also be included. However, caution should be practiced in developing relations with possible donors. The worker should ensure objective screening of potential donors by asking this question: Is it appropriate and ethical to develop an alliance with this agency (partners should be reputable)? Before the actual consultation and planning with different stakeholders, initial consultation with the identified donor at the municipal level (and others if possible), should have already been made to facilitate planning.
- j. Filled-up checklist for localization (CWS, IACS and LGU)
- k. Results of annual evaluations and copies of feedback of the national secretariat as a result of monitoring activities in CIDSS areas
- l. Other program implementation related documents such as pictures etc.

In relation to letter J, the implementer may use the attached Localization Checklist for Stakeholders (Annex 1) to assess their readiness for localization

### **2. Review of the entire program documents** especially the checklist for assessing readiness of CWS, IACS and LGU for localization to ensure completeness.

### **3. Preparation of Presentation Materials for Consultation with Stakeholders** such as:

- i. Consultation flow/program
- ii. Program accomplishments to include MBN baseline, latest result and % of reduction; list of services (funds utilized from all sources per year per project, beneficiaries, and present status); problems/issues/concerns; and strengths/best practices.
- iii. Table assessment of readiness of CWS, IACs and LGUs for localization (checklist attached) as well as identification of activities based on the result of analysis of the checklist to fully prepare the aforementioned bodies for localization. Output

presented during consultation with concerned body shall become the basis for their planning.

4. **Preparation for the Consultation-Planning Workshop on Localization** including invitation to expected participants and identification/preparation of the venue.

## **B. CONSULTATION AND PLANNING PHASE:**

### ***1. Joint Municipal Inter-Agency Committee (MIAC) and Municipal Development Council (MDC) Consultation***

#### ***a. Focus /Contents of the Activity:***

- i. Objective of the activity;
- ii. Review of CIDSS Framework vis a vis LGC concept of devolution;
- iii. Presentation of CIDSS accomplishments based on program goal; and
- iv. Come up with CIDSS continuity/sustainability mechanism/plan for the whole municipality.

#### ***b. Expected Output***

- i. MIAC CIDSS Program Continuity Plan (which also include their expected contribution/list of activities to be performed by stakeholders/ intermediaries at all levels.
- ii. Enhanced data on the overall CIDSS implementation status

#### ***c. The Consultation Flow:***

- i. Backgrounder
  - CIDSS reorientation focus on CIDSS localization in relation to LGC provision on devolution of service delivery.
- ii. Presentation of CIDSS Accomplishments
  - Presentation of MBN results and percentage of reduction per year
  - Lists of services for all 3 barangays to include financial support from all sources, number of beneficiaries and status (per barangay as well as municipal consolidation)
  - Presentation of program/project outcome (changes/effects/impact to the lives of communities)
- iii. Presentation of Problems/issues/ concerns and corresponding recommendations specifying for whom the recommendation is addressed (to give more emphasis on the issues concerning MIAC/MDC as well as other MBNs/community problems/issues that needs to be addressed/responded by MIAC/MDC)
- iv. Presentation of Program/Project Strengths/Best Practices (at all levels)
- v. Soliciting responses/reactions from each member in relation to the issues and concerns as well as program strengths and best practices or in relation to the overall CIDSS Program implementation

- vi. Assessment of Readiness for Localization
  - Presentation of localization checklist
  - Presentation of actual localization status
  - Presentation of required/proposed activity to fully prepare stakeholders/intermediaries for localization based on the present status of their readiness
  - Interactive discussion to finalize activities to fully prepare concerned bodies for localization/sustain CIDSS implementation
- vii. MIAC/MDC planning/commitment setting based on bullets 3, 5 and 6, where specific counterpart (financial, material and technical assistance) and responsible agency/entity are specified.

**2. *Joint Barangay Inter-Agency Committee (BIAC) and Barangay Development Council (BDC) Consultation:***

*a. Focus/Contents of the Activity:*

- i. Review of CIDSS Framework vis a vis LGC concept of devolution
- ii. Presentation of CIDSS accomplishments based on program goal
- iii. Come up with CIDSS continuity/sustainability mechanism/plan at the barangay level

*b. Expected Output*

- i. BIAC CIDSS Program Continuity Plan
- ii. List of Activities required to be performed by stakeholders/intermediaries at all levels (to include expectation from MIAC/MDC and regional/provincial offices)
- iii. Enhanced data on the overall CIDSS implementation status

*c. The Consultation Flow:*

- i. Backgrounder
  - CIDSS Reorientation in relation to LGC provision on devolution of service delivery and CIDSS Localization
- ii. Presentation of CIDSS Accomplishments for the specific barangay
  - Presentation of MBN results and percentage of reduction per year
  - Lists of services for all 3 barangays to include financial support from all sources, number of beneficiaries and status (per barangay as well as municipal consolidation)
- iii. Presentation of program/project outcome (changes/effects/impact to the lives of families in the specific barangay)
- iv. Presentation of problems/issues/ concerns and corresponding recommendations and agency responsible (to give more emphasis on the issues concerning BIAC/BDC as well as other MBNs/community problems/issues that needs to be addressed/responded by BIAC/BDC)
- v. Presentation of Program/Project Strengths/Best Practices in the specific barangay

- vi. Soliciting responses/reactions from each member in relation to the issues and concerns as well as program strengths and best practices or in relation to the overall CIDSS Program implementation
- vii. Assessment of Readiness for Localization
  - Presentation of localization checklist
  - Presentation of actual localization status in the specific barangay, discussion and finalization
  - Presentation of required/proposed activity (prepared by implementer) to fully prepare stakeholders/intermediaries for localization based on the present status of their readiness
  - Interactive discussion to finalize activities to fully prepare concerned bodies for localization/sustain CIDSS implementation
- viii. BIAC/BDC planning/commitment setting based on bullet numbers 3, 5 and 6, where specific counterpart and responsible agency/entity are specified.

**3. *Community Assembly/Consultation with the presence of B/MIAC and B/MDC members***

*a. Focus/Contents of the Activity:*

- i. Review of CIDSS Framework vis a vis LGC concept of devolution
- ii. Presentation of CIDSS accomplishments based on program goal
- iii. Come up with CIDSS continuity/sustainability mechanism/plan at the barangay level

*b. Expected Output*

- i. Community/CWS functionality and sustainability Plan
- ii. BIAC/BDC and MIAC/MDC commitments.
- iii. Enhanced data on the overall CIDSS implementation status

*c. The Consultation Flow:*

- i. Backgrounder
  - CIDSS Reorientation in relation to LGC provision on devolution of service delivery and CIDSS Localization
- ii. Presentation of CIDSS Accomplishments for the specific barangay
  - Presentation of MBN results and percentage of reduction per year
  - Lists of services for all 3 barangays to include financial support from all sources, number of beneficiaries and status (per barangay as well as municipal consolidation)
- iii. Presentation and validation of program/project outcome (changes/effects/impact to the lives of families in the specific barangay based on the observations and initial sharing of community people).

- ii. Presentation and validation of Problems/issues/ concerns and corresponding recommendations specifying for whom the recommendation is addressed (to give more emphasis on the issues concerning BIAC/BDC as well as other MBNs/community problems/issues that needs to be addressed/responded by BIAC/BDC)
- iii. Presentation of Program/Project Strengths/Best Practices in the specific barangay
- iv. Soliciting responses/reactions from community members in relation to the issues and concerns as well as program strengths and best practices or in relation to the overall CIDSS Program implementation
- v. Assessment of Readiness for Localization
  - Presentation of localization checklist
  - Presentation of actual localization status (based on the assessment of the implementer) in the specific barangay
  - Discussion on the checklist and finalization
  - Presentation of required/proposed activity (prepared by implementer) to fully prepare CWS for localization based on the present status of their readiness
  - Interactive discussion to finalize activities to fully CWS for localization/sustain CIDSS implementation (including the expected intervention from BDC, MDC, PDC and RIAC).
- i. Community planning based on the results of bullets numbers 3, 5 and 6 as well as MBN and last years' community development plan, where specific counterpart and responsible agency/entity are specified, using the resource guide prepared by the CIDSS worker in identifying possible support to the plan.
  - ii. Part of the planning shall be the delegation of sub activities for resource tapping to community members as well as the delegation of responsibilities in implementing the community development plan.
  - iii. Response/reaction from MIAC/MDC and BIAC/BDC in relation to their commitments/ community expectation from them, which include the sharing of individual agency services that could be tapped by communities.

## **VI. POST-CONSULTATION AND PLANNING PHASE:**

### ***Implementer to:***

1. Prepare Intervention Plan specifying his/her actions in support to the operationalization of IACs and CWSs' project continuity plans and or reactivation of the aforementioned structures/maintaining their functionality and program continuity in general.
2. Enhance all the program data at the barangay and municipal levels based on the result of the consultations;
3. Turn-over ceremony per municipality to be conducted by the RMT/RIAC representatives;
4. Implementation of community, barangay and municipal plans; and
5. Continue effort of expanding resource-base and enhance resource guide.



**Regional Office to:**

1. Conduct a localization and planning/convergence workshop at the regional level and provide CIDSS areas with the commitments of the partner agencies to the localization and project sustainability
2. Monitoring by the RMT/RIAC
3. Preparation of CIDSS success stories

**VII. EFFECTIVITY**

This order shall take effect immediately.

Issued in Quezon City, this 11th day of August 2004.

  
**CORAZON JULIANO-SOLIMAN**  
Secretary



**ANNEX 1**  
**Localization Checklist For Stakeholders**

Indicators	Yes	Partial	No	Remarks	Plan/Action to be taken
<b>A. Top 5 Unmet Needs addressed</b>					
<b>B. Community Welfare Structure</b>					
1. Consolidation of Community Structures a. Sectoral/need-based/Organizations b. Alliance with other structures c. Representation In Dev. Council d. CWS joined w/ barangay counterpart structure (e.g. CWS educ. Committee joined w/ BDC educ. Committee)					
2. Community Leaders Able/Skilled in: a. Participative Planning/Decision Making b. Community Analysis c. Documentation d. Resource Mobilization e. Project Proposal Preparation f. Evaluation g. Facilitation of meeting					
3. Functionality of Com. Welfare Structures a. CWS who have savings generated from community projects b. CWS meets regularly					
<b>C. LGU Ready to Absorb the Program</b>					
a. Integration of CDP to BDP/MDP b. Availability of LGU Support c. LGU Assumes role as area manager - Replicated CIDSS approach to other barangays using local funds - Facilitated regular IAC meeting - Conducted regular project monitoring - Coordinated implementation of other community projects to other funding agencies/entities					
<b>D. Functionality of B/MIAC/ or B/MTWG</b> - Institutionalized - Conducted annual planning (convergence planning workshops) - Conducted monthly meeting - Conducted regular project monitoring					
<b>Total</b>					
<b>Percentage (Total vs number of item)</b>					

- Instructions:
- Assess situation of the entity being asked and check the appropriate column.
  - Explain reason for the answer or put qualifiers under the column for remarks e.g partial, because out 7 CWS organized, only 6 are meeting regularly because .....
  - Under the column for plan/Action to be taken, explain how you will go about making all your "partial" and "no" answers become will become "yes" until December.