

Maayong Pagdumala Alang sa Kalambuan

(Good Governance for Development)

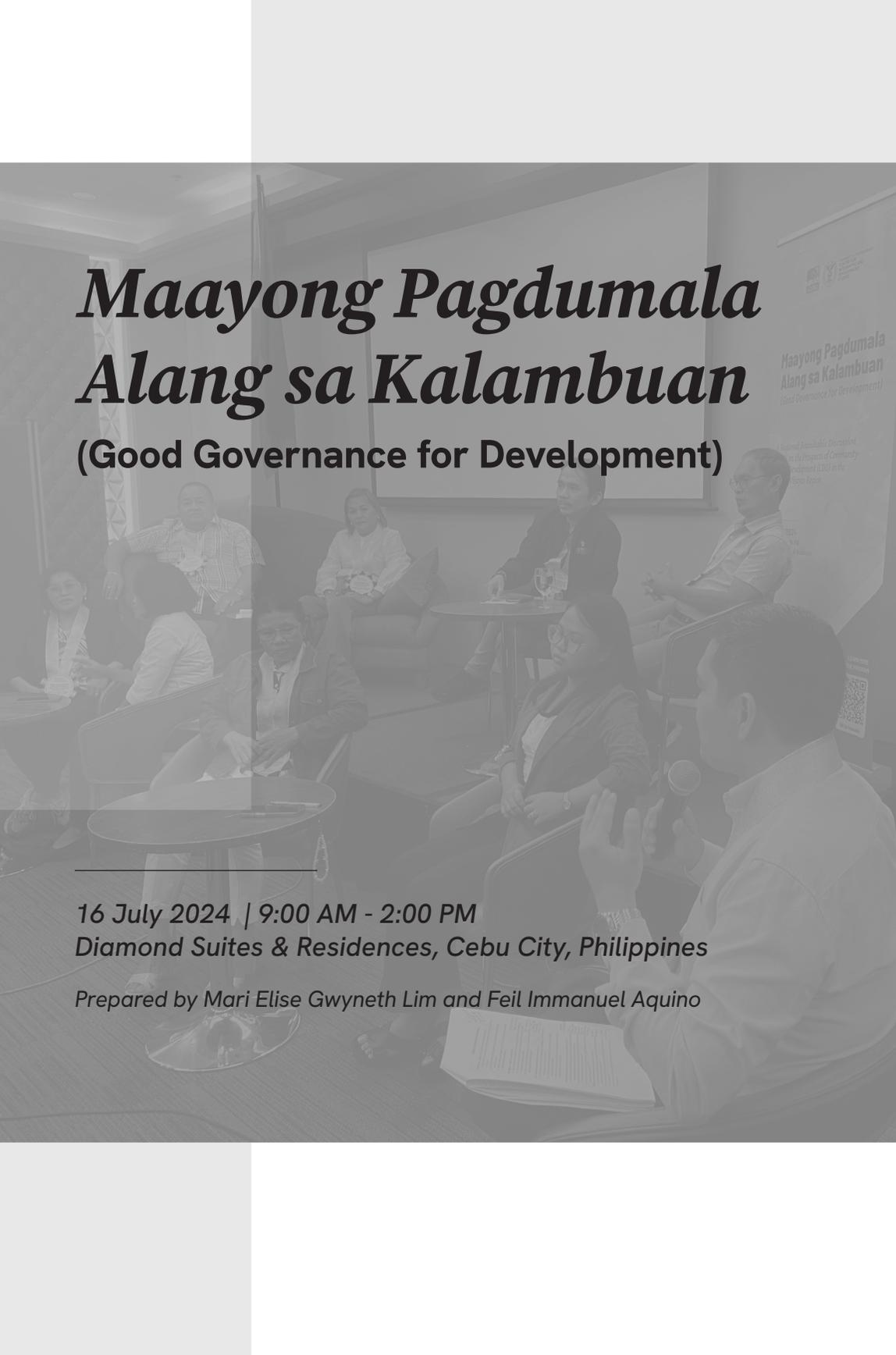
16 July 2024 | 9:00 AM - 2:00 PM

Diamond Suites & Residences, Cebu City, Philippines

Prepared by Mari Elise Gwyneth Lim and Feil Immanuel Aquino



UNIVERSITY OF THE PHILIPPINES
CENTER FOR
INTEGRATIVE AND
DEVELOPMENT
STUDIES



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"LRSN 2024: Maayong Pagdumala Roundtable Discussion proper with "CDD Champions""

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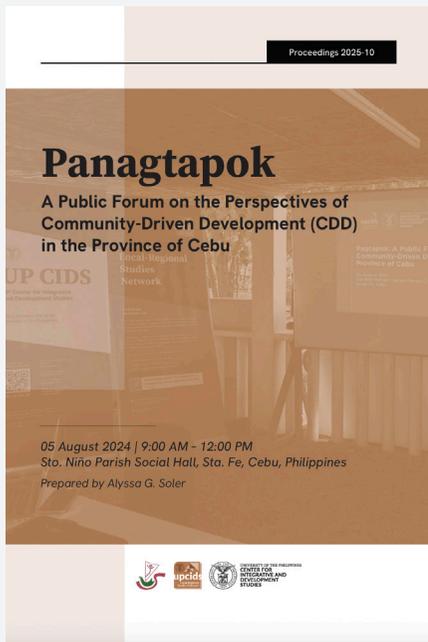
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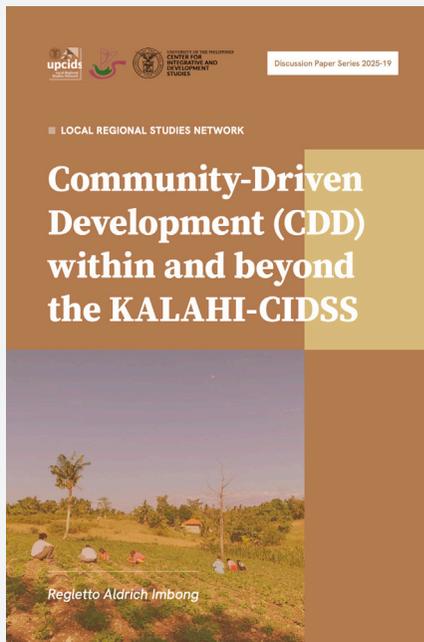
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About the Proceedings

Pagdumala (Governance) is a roundtable discussion (RTD) with select Community-Driven Development (CDD) Champions under the Department of Social Welfare and Development's (DSWD) program KALAHI-CIDSS (Kapit-Bisig Laban sa Kahirapan-Comprehensive and Integrated Delivery of Social Services). The roundtable discussion is aimed at providing an avenue for dialogue and exchange of best practices on the prospects of the CDD approach as a local government strategy to enhance local community participation. The invited participants—the DSWD Field Office VII officials, partner LGU officials, KALAHI-CIDSS subprojects' administrative personnel, and civil society organizations (CSOs)—are considered experts and practitioners invited for their diverse perspectives from actual field experience on the effects and challenges of adopting a CDD approach.

The roundtable discussion is a one-day event with two rounds of discussion. Experts and practitioners participated in the first session, centering on Community-Driven Development as a development approach. Legislators and KALAHI-CIDSS champions across the Central Visayas region joined the second session.

Roundtable Discussion Organizers

Local Regional Studies Network (LRSN), University of the Philippines Center for Integrative and Development Studies (UP CIDS)

- Ana Leah Cuizon
- Regletto Aldrich Imbong
- Dan Ian Niño Jaducana
- Aneni Codilla
- Jan Britney Navales
- Cora Jane Lawas
- Dana Blair
- Lyv Emmanuelle Susaya
- Jan Michael Armecin

These proceedings were prepared by Mari Elise Gwyneth Lim¹ and Feil Immanuel Aquino.²

Rationale of the Roundtable Discussion

Community-driven development, as an approach, emphasizes community control of decision-making, investment, and the implementation of development resources and projects. It has been operationalized in over a hundred countries globally in the last decade (Asia Development Bank 2012; World Bank Group 2021).³ CDD has been a widely adopted strategy for development among low and middle-income countries with a variety of social policy environments, including poor and isolated areas, communities affected by conflicts and natural disasters, villages in need of basic services and infrastructure, among others (Wong and Guggenheim 2018).⁴

Community-Driven Development in the Philippines and Central Visayas

In the case of the Philippines, the adoption of the CDD approach has been spearheaded by the Department of Social Welfare and Development (DSWD) under the Kapit-Bisig Laban sa Kahirapan – Comprehensive and Integrated Delivery of Social Services (KALAHI-CIDSS), a “keystone CDD project” in the country that has become one of the key strategies of the government for poverty reduction and has been referenced as one of Southeast Asia’s successful CDD programs.

In Central Visayas, KALAHI-CIDSS has reached over 107 municipalities, totaling 2,180 identified barangay beneficiaries since the start of the program

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2 Feil Immanuel Aquino (fmquino@up.edu.ph) is a transcriber at the UP Center for Integrative and Development Studies (UP CIDS) Local Regional Studies Network (LRSN) UP Cebu.

3 Asia Development Bank, 2012; World Bank Group, 2021

4 Wong and Guggenheim, 2018

in the 2000s. After more than a decade, an impact evaluation study revealed how KALAH-CIDSS had contributed to the improvement of household income as measured by consumption and facilitated access of poor communities to basic services.

In the latest monitoring and evaluation by KALAH-CIDSS, it was realized that the adoption of the CDD approach resulted in positive outcomes, namely increased civic participation, fostered gender-aware/nondiscriminatory community involvement, and encouraged stronger relationships between community members and government units (Cuizon 2023).⁵ Building on these achievements, the exploration of the prospects and the scaled-up trajectory KALAH-CIDSS will serve to be a relevant contribution to the ongoing initiatives in Central Visayas in aiding efforts toward the program's institutionalization and community-driven development as an important national strategy for inclusive growth and social protection.

5 Cuizon, 2023; Cuizon, 2023

Welcome Remarks

Dr. Ana Leah D. Cuizon

*Project Leader, UP Center for Integrative and Development Studies
Local Regional Studies Network
University of the Philippines Cebu*

WHAT IS A CDD? HOW FAR HAVE WE GONE WITH THIS APPROACH?

In her welcome remarks, Dr. Ana Leah Cuizon welcomed all the participants of the event. She introduced the UP CIDS initiative, stating it as the policymaking center of the UP System. The UP CIDS Local Regional Studies Network (LRSN) is not yet a popular project among the various UP units, as most of the projects have been centered in UP Diliman. Through the initiative of the director, Dr. Rosalie Hall, the scope of the UP CIDS LRSN was widened through the partnership with the Central Visayas Studies Center (CVSC) through Director Cora Jane Lawas and Political Science Professor Weena Gera.

Dr. Cuizon discusses further what Community-Driven Development is. Through her experience as a research consultant in KALAHYAN-CIDSS, CDD manifested positive change in communities, which ultimately is the goal of the approach. Additionally, CDD as an approach has been operationalized in developing countries all over the world, especially in SEA. It started in Indonesia. Literature states that CDD started in a small community in Indonesia. Why did UP Cebu start an initiative like this? This pilot project, through Kalahi CIDSS, was done in Siquijor, with the best approach from Pilar, Bohol. One of the very few LGUs that took notice of the effectiveness of CDD. Our partners from the World Bank (WB) would say that there is evidence of the good outcomes of using CDD in approaching development.

WHAT IS UP CIDS?

Dr. Leah Cuizon gave a short background on the UP CIDS initiative to the attendees of the RTD. She started with the founding of the center in 1985 by then-UP President Edgardo Angara, making CIDS the policy research unit of the UP System that addresses problems of national significance. Through the values of honor, excellence, and service. To do so, UP CIDS consistently works with communities while also developing tools with them. By doing so, UP CIDS stands true to its mandate, which is to encourage and support research and studies on various issues.

Alongside Director Lawas and Co-Project Leader Regletto Imbong, Dr. Cuizon stated that they want to ensure that all research outputs and recommendations would be widely disseminated. She shares that after the research is completed, the results of the research will be made available for future references.

Dr. Cuizon acknowledged the presence of civil society organization (CSO) representatives among the attendees, stating that the roundtable discussion is the first of many dialogues where actors will be provided an avenue to share their narratives and manifest the principles of CDD, which is participatory, transparent, accountable, and inclusive.

WHAT ARE THE PROGRAMS UNDER UP CIDS?

Education and Capacity-Building Cluster

- Education Research Program (ERP), which is among the oldest programs and is focused on basic education.
- Higher Education Research and Policy Reform Program (HERPRP) – whereas the second focuses on higher education institutions.
- Assessment, Curriculum, and Technology Research Program (ACTRP) – cuts across both but focuses on learning assessments, works side by side with both, and with EDCOM 2.
- Program on Data Science for Public Policy Program (DSPPP) – we are a participant of this, which enhances the capacities of the system

teaching policy research; this is helpful for LGUs to reach the concerned communities.

Development Cluster

- Program on Escaping the Middle Income Trap: Chains for Change (EMIT C4C)
- Political Economy Program (PEP)
- Program on Alternative Development (AltDev), which is closely knit to maayong pagdumala, and this focuses on CSOs considering whatever initiatives coming from the third sector.
- Program on Health Systems Development (PHSD), which works hand in hand with the Department of Health (DOH).

Social, Political, and Cultural Studies Cluster

- Program on Social and Political Change (PSPC), which closely works with COMELEC and does big data analysis
- Islamic Studies Program (ISP), which is currently conducting studies on halal and policies on food behavior and choices
- Strategic Studies Program (SSP)
- Decolonial Studies Program (DSP)

Dr. Cuizon noted that Good Governance for Development belongs to the LRSN project. She states they chose KALAHI-CIDSS to explore the historical conditions of the project in the Philippines, indicating the inclusion of Central Visayas. She adds that there are new programs in the LRSN, such as:

- Local Regional Studies Network
- Urban Studies Program
- Conservation and Biodiversity Program
- Food Security Program

The programs of the Local Regional Studies Network all come from outside UP Diliman, answering the call of President Angelo Jimenez's priorities to tap other UP units in order to encourage faculty to do their share in the commitment of honor, excellence, and service.

WHAT IS THE LOCAL REGIONAL STUDIES NETWORK?

Dr. Cuizon explains that the focus is on the "local" because the project looks into the initiatives in the Central Visayas region. In doing so, she states, we may place categorization that the CDD started in the Philippines, especially in Siquijor. She hopes the attendees will be with the LRSN UP Cebu project team in the next activities, with a series of public fora, still including Negros Oriental, as it was still part of the Central Visayas during the proposal period.

KEYNOTE DISCUSSION

Community-Driven Development (CDD) as a Development Approach

Ms. Maria Benilda Redaja⁶

Consultant, The World Bank

Ms. Redaja introduces the concept of Community-Driven Development (CDD) to the group, highlighting its two key components: (1) community control over planning decisions and (2) community control over resources. According to Ms. Redaja, Dr. Cuizon's explanations reinforce the fact that CDD as a concept can be traced back to independence movements, including those led by Mahatma Gandhi. She also notes that in the Philippines, former President Ramon Magsaysay is recognized for using the community-led strategy in poverty reduction through his anti-insurgency programs.

Globally, community-driven development (CDD) has been used and proven effective to deliver services, improve participation in conflict situations, fragile states, disaster rehabilitation, and ensure inclusion of indigenous communities.

⁶ Ms. Maria Benilda Redaja, also known as "Ms. Chi," is a development practitioner with over 30 years of experience in working with poor and underserved communities to promote citizens' participation and social inclusion in local development. She managed the KALAHI CIDSS-NCDDP when it scaled up from 2010 to 2016. She is now a development consultant for World Bank on CDD.

In developing and middle-income countries like the Philippines, CDD typically combines the following objectives:

- poverty reduction and improving incomes;
- enhancing access to services;
- empowering communities through increased voice, inclusion, participation;
- fostering social cohesion
- responding to emergencies

In practice, Ms. Redaja explains that Community-Driven Development (CDD) initiatives are typically found in impoverished or hard-to-reach areas. In the region, these are often located in barangays or LGUs that are typically overlooked by traditional development efforts, such as conflict-affected areas, regions impacted by climate change, and coastal communities seeking to improve their climate resilience.

Ms. Redaja also points out that in practice, common elements exist in community-driven development (CDD) projects. One key element is the process by which communities select the area for investment. She explains that when communities choose their project, it is typically done through a criteria-based allocation. This process is often guided by the local government unit within the municipality, with communities coming together to set the criteria for selection. Additionally, she emphasizes that these projects are community-managed throughout all stages, from conceptualization and fund disbursement to construction, monitoring, and evaluation.

Community-driven development (CDD) is most effective in areas facing widespread and chronic poverty or poor governance, where issues like patronage are prevalent and people are often treated as passive recipients of development rather than active participants. For Ms. Redaja, CDD empowers communities to drive their own development. In regions with diverse cultures, a more localized approach is necessary, which contrasts with traditional development models that rely on a trickle-down effect—often ineffective over time. CDD works particularly well in small, remote communities, which are typically overlooked by government institutions due to challenges related to their isolation.

Ms. Redaja adds that CDD is a facilitated process that requires facilitators and staff, who do not always come from the government (e.g., NGOs as intermediary performs the facilitation). Typically, CDD facilitators collaborate with local government units to help communities plan and implement their projects. She also shared that the involvement of volunteer groups, which often function as extensions or implementing arms of the LGUs, is an important feature of CDD programs. Ms. Redaja emphasizes that projects like KALAHI-CIDSS cannot succeed without community integration and capacity-building. Transparency and accountability mechanisms, such as grievance redress and direct fund transfers to citizens' accounts, are crucial, with a focus on enabling ordinary citizens to manage fiduciary functions (procurement and fund management).

Regarding decision-making structures, Ms. Redaja highlights that the Philippine CDD model is linked to the governance system and is largely decentralized. This system includes using local development structures like the BDC, MDC, and the barangay assemblies and provisions for citizen-led monitoring and evaluation.

Why Community-Driven Development (CDD)?

1. **Efficiency:** Ms. Redaja explains that in poor and underserved communities, where service gaps are significant and responses are challenging, CDD offers a solution by enabling simultaneous actions/solutions to be implemented. Each barangay acts as a unit, pursuing its own projects, which increases overall efficiency. In contrast, national government interventions would take much longer to implement.
2. **Scale:** A major strength of CDD is its ability to operate across multiple regions at the same time, leveraging a large network of citizen volunteers. This grassroots approach helps scale efforts quickly and effectively.
3. **Participatory (People-Centered):** CDD ensures that people are actively involved in decision-making, which fosters inclusivity and improves governance. One mayor shared with Ms. Redaja that CDD is “good politics” because, if something goes wrong, accountability comes from within the community itself, where members can hold each other accountable.

- 4. Deterrent to Corruption:** Ms. Redaja notes that CDD incentivizes communities to use funds efficiently, reducing corruption. She quotes, “It’s hard to steal when the whole barangay is watching you.” In Region VII, a grievance system allows residents to report substandard work by contractors. While CDD is not immune to corruption, studies show that it can be prone to “elite capture,” where elites influence project choices. However, by implementing strong mechanisms for participation, transparency, and accountability, corruption can be minimized. Attempts at corruption are often detected early, preventing further issues.

Does Community-Driven Development work?

Ms. Redaja affirms that Community-Driven Development (CDD) is effective. She cites examples from World Bank-supported CDD projects, noting significant poverty reduction impacts, such as an 11 percent increase in consumption in Indonesia, and a 26 percent increase in India.

In the Philippines, CDD has led to notable improvements, such as increased year-round access to water resources. Building roads where none existed before has also improved resource accessibility and supply flow. Additionally, CDD infrastructure projects appear to be more cost-effective than those managed by the central government. Ms. Redaja explains that CDD projects are almost “corruption-free,” with infrastructure costs typically 13–20 percent lower than those of central government projects. This efficiency, she notes, can be attributed to better fund utilization and minimized corruption.

What are the challenges?

For CDD to succeed in the Philippines, Ms. Redaja emphasizes the importance of strong citizen participation, which depends on factors like capacity-building, a supportive environment, and ensuring the sustainability of subprojects. She highlights the challenge of maintaining these projects beyond two to three years, as many are prone to deterioration. However, being linked to local government units (LGUs) provides communities with resources for maintenance.

Embedding CDD within LGUs can be difficult, as LGUs plan and budget often in a way that has fewer processes than the CDD process, which requires multiple consultations and assessments. Despite this, many LGUs have developed

innovative approaches to align their systems with the CDD model, reconciling the two to enhance project sustainability.

How do you encourage LGUs to fund the next-generation CDD?

1. Integrating CDD into LGU Systems
2. Addressing Climate Change
3. Promoting Livelihood and Local Economic Development
4. Closing Development Gaps
5. Additional Considerations:
 - Strengthening sector linkages
 - Supporting indigenous peoples and fragile communities
 - Enhancing resettlement efforts
 - Advancing urban planning and development

OPEN FORUM

Question 1

Based on your experience in CDD, what was the conduit for community participation? Do you organize with a PO (peoples' organization)? Do you work with existing NGOs? Or do you work with barangays, the purok, or whatever existing community system?

Follow-up question

What kinds of projects are the most successful based on your experience with CDD? Is it a direct fund transfer? Infrastructure? Is it service delivery?

In response to the first question, Ms. Redaja explains that community participation is facilitated through volunteer groups elected by the barangay assembly. These work teams are assigned specific responsibilities. For instance, a preparation team of two to three members is elected at the start, and once community projects or sub projects are underway, a management team is elected to approve disbursements and oversee project implementation. Ms.

Redaja emphasizes that many of the CDD projects funded by the DSWD, including water systems, access roads, classrooms, and health centers, are directly administered by the community, which also generates labor for locals. In some cases, communities may combine their efforts with outsourced services, especially when specialized skills are needed. Additionally, some communities manage procurement and audits themselves, with training provided to ensure they understand the process. The most successful projects vary, but they typically have these elements: strong community participation, highly engaged LGUs that provide technical assistance to communities, capable volunteers, and a good mechanism for operation and maintenance of subprojects.

Question 2

What are the best examples of subprojects?

Ms. Redaja explains that while it is difficult to choose, small-scale, low-cost infrastructure projects tend to be the most successful. Community groups typically lack the technical expertise required for complex subprojects, such as building bridges or large-scale irrigation systems, which should be managed by the LGU rather than the community. However, the community can successfully execute smaller projects, like enhancing or extending access roads. The most successful projects are those that align with the community's capabilities and address immediate needs, such as building one or two school buildings.

She further highlights that projects are more effective when communities manage them directly, as this generates local employment. The only tasks typically outsourced are those that require specialized equipment, such as bulldozing for road openings. In such cases, the LGU may handle certain aspects, while the community focuses on tasks like cementing.

So, where do they usually fail? Ms. Redaja explains that some subprojects require careful attention, particularly those in critical locations, especially when technical assistance is lacking. An example of this is water system projects, which can be challenging due to the need for specialized hydraulic analysis, often requiring outsourcing to ensure proper design and execution.

Follow-up question

What are the best practices, and how are these service providers identified? Does it have to be the community to select these service providers? Does this have a shortlist? How does that work in our experience?

Ms. Redaja begins by explaining that before implementation, volunteers, with guidance from facilitators—typically engineers or technical experts—conduct an inventory of potential service providers, classifying them based on availability of goods and services. This includes suppliers of construction materials, equipment providers, and vendors capable of handling tasks like road or bridge construction. The community volunteers maintain a list of these service providers, and once prioritization is completed, the communities are aware of the goods and services they require, which triggers the procurement process.

A mechanism is also in place for inviting potential suppliers or service providers to a “suppliers’ conference” or “vendors’ conference” at the municipal level. During these conferences, the communities present their subprojects and outline their needs, such as materials or equipment for paving roads. The procurement process is then managed by the communities, with support and guidance from the LGUs, particularly the engineering department and the offices of the MBTO and MTDC.

One challenge, however, is that if the LGU is unable to provide adequate guidance, the project may not be integrated into the local development plan. Over time, all such efforts must align with the LGU’s overall development direction. In this context, CDD helps accelerate development that the LGU, due to a lack of resources, may not be able to undertake, while still working within the framework set by the local government’s broader plans.

Question 3

Since CDD is currently geared toward active citizens’ participation, how do we try to embolden the communities when they have a certain sense of reliance or complacency on the LGU for the implementation of the projects?

Ms. Redaja recalls that during the early years of KALAHI-CIDSS, DSWD struggled with how to engage citizens who had been accustomed to depending

on their government for support. Mayors often approached her for help in breaking the cycle of dependence, where barangay officials continually sent them resolutions requesting monetary support for projects. She explained to the mayors that this was exactly what CDD was designed to address—making planning more rational and structured. By having each barangay come together to identify their needs and prioritize projects for funding by institutions like the DSWD and DA, and then endorsing these projects to the mayor for support and inclusion in the Comprehensive Development Plan and AIP, DSWD began to gradually shift the mindset of local officials and citizens. Mayors and barangay officials are now increasingly aware of the value of a participatory planning process promoted by CDD and are starting to adopt some of the project’s practices. Project proposals were rigorously reviewed, ensuring that priorities were aligned and preventing the duplication of efforts with other agencies. LGU resources are now being directed at community-identified priorities in contrast to the traditional practice of top-down planning and budgeting.

INTRODUCTION OF THE MODERATOR

Atty. Cyril Bryan D. Cuizon⁷

The moderator emphasized the points made by Dr. Cuizon and Ms. Redaja about the importance of CDD, opening the roundtable discussion. Our keynote discussant has covered the challenges and prospects of CDD. These are narratives from our CDD Champions, with narratives from their experiences with CDD on the ground.

7 Atty. Cyril Bryan D. Cuizon is a seasoned lawyer specializing in civil, labor, commercial, and educational law with 14 years of practice. He serves as Associate Director of the Integrated Bar of the Philippines - Cebu Chapter and lectures at UP Cebu while managing Graduate Studies at Cebu Normal University. He is also a regional consultant for DSWD-Kalahi CIDSS NCDDP since 2016 and a member of National Research Council of the Philippines Division 1.

Panel Discussants

Prof. Rejene T. Lakibul⁸

Faculty, University of San Carlos, Cebu City

Professor Rejene Lakibul presented his 2023 study of CDD in Central Visayas, focusing mainly on its status and observations. This study employed a mixed-method research methodology and took on an explanatory sequential design. Prof. Lakibul stated that his study covered over 14 municipalities in Bohol, Cebu, Negros Oriental, and Siquijor. The survey started with project implementers, as it was built on the assumption that CDD had already been institutionalized. In the said study, Professor Lakibul wanted to suggest that institutionalization went beyond policy and went beyond many other dimensions, such as the legal dimension, culture, governance, standard routines and processes in partnership, and collective support. Focus group discussions and key informant interviews were also administered to discover the extent of the institutionalization and the appreciation of CDD, hence the use of the approach of appreciative inquiry in his study.

Self-assessment: Advanced Level of Institutionalization

In discussing the key points of his research, Professor Lakibul noted that most, if not all, participants who participated in the study believe that the level of institutionalization of CDD in their areas or municipalities is already advanced. This leads to the second key point of the research, where participants provided descriptions of CDD in their communities.

8 Mr. Rejene Tan Lakibul is an Assistant Professor and Academic Coordinator at the Department of Political Science, School of Law and Governance, University of San Carlos. His research focuses on community-driven development, political communication, integrity building, regional and local governance, and public management. He has collaborated with government agencies such as DSWD and DILG, and with NGOs including EU-Konrad Adenauer Stiftung, World Vision, US Department of State, and Ramon Aboitiz Foundation, Inc., for research and policy development.

Descriptions of CDD by the participants of the study:

1. Define: helpful, empowerment (both in process and outcome)
2. Discover: community involvement
3. Dream: continuation (of support and see their Local Government Units to develop)
4. Design: support (of community projects)
5. Destiny: development (of the communities)

KALAHI-CIDSS and CDD

Prof. Lakibul, on the third important point of his study, found that there exists a dilemma, a confusion between KALAHI-CIDSS as a program and Community-Driven Development (CDD) as an approach. On the one hand, he states, this can be seen as advantageous, but on the other, it could also be a hindrance. Especially in the transitioning to the next stage, as implementers may incorrectly interpret CDD as an approach only exclusive to KALAHI-CIDSS and not beyond it. Prof. Lakibul stresses that the confusion of the two should be considered and clarified by project implementers and those concerned with the future of CDD.

As his fourth key point of the study, Prof. Lakibul posited that Community-Driven Development in KALAHI-CIDSS is de facto institutionalized, stating that the CDD practices had evidently existed but had legal impediments. He notes that out of the 14 municipalities within the scope of the study, only one municipality has an ordinance pertaining to CDD. He also expressed his agreement with the point of the keynote speaker, Ms. Redaja, with regard to the usual response of LGUs to the CDD approach, which is to further wait on guidelines before creating an ordinance in their municipalities, as they would prefer to craft these ordinances from a national mandate for guidance. Which is why he aligns with the thought of Ms. Redaja that when it comes to financing, guidelines are always the best path forward.

He also notes, as a fifth point in the study, that CDD in KALAHI-CIDSS has been considered to be steady and considerably effective in its full implementation.

How does the CDD process contribute to the development of communities in the areas of the study?

1. Sense of co-ownership: ignited a sense of co-ownership, cooperation, and a shared vision among the community members. This sense of ownership serves as a drive in implementing the projects.
2. Shared responsibility
3. Asset management: this includes their coming together as a community to advance a common cause.
4. Skills enhancement: empowers the community to articulate what the community needs, as well as enhancing their skills to negotiate with their funder.
5. Community goal and control
6. Aspiration for the better: this is the result of the appreciative inquiry, a dream for a better tomorrow, and a continuation of KALAHI-CIDSS, regardless of whether it is funded by the local government unit or by some other entity.

Is CDD a development approach apt to facilitate community projects in the region?

Prof. Lakibul stated that this question would be a categorical yes. This can be evidenced in the strength of the 14 municipalities—the presence of dedicated community volunteers that share a common goal and purpose. Regarding community culture, there exists a common understanding of the purpose as well as the benefits of community-driven development and/or KALAHI-CIDSS. Lastly, Prof. Lakibul noted that on the point of advanced institutionalization, implementers think and feel that CDD is deeply entrenched in the system and processes of KALAHI-CIDSS.

Hon. Wilson Pajo⁹

Mayor of Pilar, Bohol

Mayor Wilson Pajo begins his discussion by thanking the organizers of the UP Center for Integrative and Development Studies – Local Regional Studies Network of UP Cebu for the invitation to share his experience and participation as a local executive in the implementation of a community-driven development approach in their municipality as a way of good local governance.

Mayor Pajo recounts how Pilar started implementing the KALAHI-CIDSS CDD program during his first term as a municipal mayor, particularly on 7 March 2006. He states that the program was the very first municipal program orientation that had been conducted in the humble town of Pilar. Upon learning the objects and the purpose of the CDD principles advocating for participation, transparency, and accountability in empowering communities through the application of these basic principles in the various stages of development, beginning from the problem and needs identification, planning, solution and intervention classification, monitoring and evaluation, and sustainability, he decided to support the KALAHI-CIDSS program as he believed it to be “a true and effective vehicle for change in poverty reduction.”

With the support of the local legislative body as well as the executive department in Pilar, the LGU decided to adopt an incredibly unique practice of pooling together the local resources of 21 barangays in the municipality, as well as the resources from the municipal government, to create a common fund to be utilized as equity for the KALAHI-CIDSS subproject implementation. As well as to sustain the positive gains and experiences from the project in implementing a community-driven development program.

9 Engineer Wilson L. Pajo is the current Municipal Mayor of Pilar, Bohol with a background in civil engineering and extensive public service. A strong advocate of CDD, he has ensured its implementation across the municipality. Engr. Pajo demonstrates care for community volunteers by allocating funds for cash incentives during their LGU seminars and meetings, reflecting his commitment to local empowerment and sustainable development.

In those years, Mayor Pajo ventured as far as possible to the several purok to encourage community members to participate in all assembly meetings, as according to the municipal mayor, “participation is one of the quantitative criteria in the municipal inter-barangay forum prioritization of subprojects for funding” especially in the case of Barangay Poblacion, where he states, has a difficult time attaining at least 80 percent attendance in barangay assemblies.

The collective efforts to change the perspective of local officials as well as the entire populace in adhering to the basic principles of CDD, together with their strong commitment to sustaining the integration and harmonization of these principles in the local planning process, specifically in the planning and budgeting period, were successfully implemented. This is evidenced, he said, in the 195 subprojects that had a total project cost of ₱194,820,525.24 spread out in the 21 barangays within a period of 18 years—from 2006 up to the present. He added that they have instituted and sustained the continuous implementation of the program with or without the national government’s financial grant, particularly from DSWD, because of the presence of the unique practice of pooling their local resources, which earned recognition from the DSWD national level as a best practice.

Mayor Pajo also found it notable to mention that although Pilar had received a financial grant of ₱122,439,751.78, they were also able to successfully mobilize a local counterpart in monetary and in-kind proceeds amounting to ₱70,694,178.56, together with an additional ₱1,686,595.00 from the equity contribution of the community. He boasts that the local and barangay officials of Pilar and even most of the municipality’s residents have already come to understand the significance of CDD because of their initiative in his first three terms as the municipal mayor of Pilar. He adds that even if there were many changes in the municipal administration up to the present, where he is the current mayor, the implementation of CDD was sustained without interruptions since its beginnings in 2006. Their community volunteers, even without remuneration, remained active together with the community in their participation as they felt a sense of ownership of all their subprojects implemented in their respective barangays.

As recognition of their humble accomplishment as a municipality with the best practices in the CDD approach, the mayor shared how contingents from several municipalities in Luzon and Visayas have visited Pilar to learn

about these best practices. He also shared that they have had visits from the national government, as well as visits from the Ministry of Finance of Mongolia, together with representatives from the World Bank. Finally, the mayor thanks the government, particularly DSWD, for introducing the CDD approach through the KALAH-CIDSS. The program opened their eyes, hearts, and minds to discover and prove to themselves that the local communities' participation, acting in unity, working together, can create a difference in sustaining community development in the hands of the empowered people.

Engineer Joseph R. Anania¹⁰

Municipal Planning and Development Office, Pilar, Bohol

Engineer Joseph Anania began by sharing their experiences of conducting a small and informal research on the experience of other barangays within the three-year cycle of the implementation of the CDD to assess the overall experience. He recounted that upon receiving news about their municipality, he experienced a wide range of emotions, from being overjoyed because they were chosen to feeling uncertain about the communities' reception to the project, as well as the capacity of the LGU as a fourth-class interior municipality of Bohol. He personally conducted an informal and personal research on how other municipalities before them implemented the KALAHI-CIDSS and the CDD approach. While some barangays were grateful and appreciated the project and the approach, it is also interesting to note, he stated, that other barangays were also disgusted and discontented as they were not prioritized after the three-year program due to being unqualified for the funding, as they had limited resources. Larger barangays were prioritized over the smaller ones when in reality, the smaller barangays have more challenges and problems compared to the larger ones.

KALAHI-CIDSS beyond the Project

He understood that KALAHI-CIDSS is not an infrastructure project but rather a process built and founded on the principles of participation, transparency, accountability, and inclusiveness. He discovered that the infrastructural component was only a vehicle for people to practice and apply the principles, and most especially to empower the community in realizing their role as actors in development, emphasizing that this is the core of CDD. Community members would be able to identify the problem as well as potential solutions and options. They can prioritize the potential solutions and options, and

10 Engineer Joseph Ramos Anania holds a Bachelor of Science in Civil Engineering and is a licensed Environmental Planner. With extensive experience, he has served at the National Irrigation Administration in Bohol, the DPWH Bohol Third Engineering District, and currently holds the position of Municipal Planning and Development Coordinator (MPDC) since 1994. He has been designated as the Area Coordinator of the Municipal Coordinating Team for KALAHI-CIDSS CDD since 2006, demonstrating over 18 years of dedicated service in community development.

finally, implement the prioritized solution where they have access to resources. He realized that this is what community development is, and such is to entrust development to the hands of the people. It is imperative, then, that all barangays must experience and must be able to practice the principles of CDD for them to realize and appreciate the real meaning of CDD. There is no excuse on his part, being the Municipal Planning and Development Office (MPDO) coordinator of his humble town in Pilar, to allow the implementation of the three cycles of the KALAHI-CIDSS projects. If there is one or more barangays that could not experience, practice, and apply the entire CDD process simply because they were not prioritized. This is the very reason why he initiated one of their best practices in KCC implementation, which was the pooling of local resources.

The Pooling of Local Resources

The barangay can utilize the common fund without exceeding the barangay's budget for three years. The previous ₱2.1 million was now ₱4.2 million, and the previous barangay level of ₱75,000 was now at ₱150,000. The barangay can utilize the common fund but not exceed the amount of its three-year contribution. This common fund was to level the playing field in terms of equity. He stated that it is notable to recall that all 21 barangays were prioritized after merely two cycles. Some barangays were able to implement a second subproject in the third cycle. The practice encouraged them to sustain the CDD program implementation even in the succeeding years, where the KALAHI-CIDSS grant would no longer be available. Now, he stated, they are using 100 percent of the local funds in implementing projects, strengthened by the Sangguniang Bayan Resolution No. 126 s. 2011, which approved the institutionalization of the principles of participation, transparency, and accountability and integrating these principles in the LGU local development planning and the implementation of all poverty reduction projects and activities of the municipalities.

As they continue to adhere to CDD principles since 2006 up to the present, Engineer Anania stated that they were able to implement 105 subprojects, usually nine subprojects and three projects per barrio. The total project cost was ₱194,820,000. This was made possible by the support of the local officials, both in the legislative and executive departments, especially by Mayor Pajo. Though there may have been changes in administration, CDD was understood

to be an efficient and genuine approach to development. Their practices were recognized regionally and nationally.. Multiple international visitors have come to their municipality to learn about their humble local initiative to sustain the implementation of CDD. He asserts that if all communities implement CDD towards the goal of attaining sustainable development, then we are assured that we will all have a shared feeling of ownership and a shared bond of responsibility. Then maybe we can call as an eligible, sustainable development. And even without the grant from the DSWD or the national government, Pilar will continue to implement CDD.

Engineer Anania shared that he started to work in government at 30 years old and has already expressed his desire to retire. He stressed the point that if there is no funding, we might forget our CDD principles. He furthered that it is with practice that we learn better, and we get better. Now more than ever, Anania stressed that it is a rare occurrence in their municipality that KALAHI-CIDSS is unheard of. It is important to have permanent funding to practice the principles of CDD.

Hon. Rene B. Borenaga¹¹

Mayor of Bien Unido, Bohol

Mayor Rene Borenaga opens her speech with a question: “Who would not get attracted to the KALAHÍ program and process objectives?” Considering those who do not yet understand it and are predisposed to opposite interests, she recounted her first encounter with KALAHÍ-CIDDS through the intrinsic of Kapangyarihan at Kaunlaran sa Barangay (KKB) in 2004. At first, she treated the initiative as foreign to the preexisting practice in Bien Unido, Bohol, with a lot of adjustments to make. It took time to integrate CDD into the local planning process. In 2018, they became one of the pilot municipalities under KALAHÍ-CIDDS Makilahok.

Bien Unido’s journey with KALAHÍ-CIDDS began with “attraction to the intrinsic” to the “attraction to the extrinsic.” The intrinsic is the grant given to the municipality worth millions of pesos. The extrinsic aspect is the process itself. While Mayor Borenaga does not consider the journey to be an easy one, she continues to hold on, especially when the process involves time, resources, strength, patience, and understanding, among others. These things help them hold on to “championing” CDD in the community and the municipality.

The Integration of Community-Driven Development into the Local Planning Process

Mayor Borenaga likened the integration of CDD into Bien Unido’s LPP to seeking reconciliation among different Christian denominations. The LGU of Bien Unido received the challenge to integrate CDD within its LPP from 2018 to 2019. With courage, they had found that both processes go simultaneously but bear different terminologies. The elements present in barangay development planning and the community empowerment activity

11 Hon. Rene B. Borenaga serves as the Municipal Mayor of Bien Unido, Bohol. Born on 1 October 1969, in Nueva Estrella, Bien Unido, she graduated with a Bachelor of Science in Commerce from the University of San Jose Recoletos. With a rich history in public service since 1995, she continues to lead the municipality with dedication and vision. Her dedication to community development is evident through her proactive initiatives and commitment to improving the welfare of residents.

cycle (CEAC) share something in common. The pre-formulation of the barangay development plan (BDP) serves as the social preparation. This stage renders social investigation (SI), the first barangay development council (BDC) meeting, the barangay participatory situational analysis (BPSA), and the first barangay assembly (BA). The formulation of BDP down to budget review under the community planning and project proposal development within the CDD approach hits all the elements. This extended to budget execution with community-managed implementation in the CDD approach and budget accountability with community monitoring.

The Enhancement of Participation in the Local Planning Process

The LGU of Bien Unido saw the need to enhance participation after seeing the common elements between CDD and the LPP. Enhancing participation met and even exceeded the required number of participants in the KC program. The BDC members included all community volunteers, who were partnered based on their respective positions through executive orders (EOs). The Committee on Infrastructure worked with the Monitoring and Inspection Team and the Project Implementation Team. Meanwhile, the Committee on Appropriations was partnered with the Audit and Inventory Team and the Bookkeeper, among others. They also adopted partnering organizations within the Operation and Maintenance group as a subproject to ensure regular monitoring and sustainability of subprojects.

The Creation of Local Kalahi

The LGU of Bien Unido did not merely integrate CDD into its LPP for the sake of complying with KALAHÍ-CIDSS's requirements. From the "intrinsic," they started becoming attracted to the "extrinsic"—the process. As such, the LGU created its Local Kalahi (LK) in 2021 through a memorandum of agreement (MOA) and was holistically implemented. The LK uses 20 percent of the municipality's local development fund (LDF) from the LGU budget, and ₱100,000 per barangay, included already in the annual investment plan (AIP).

The following is the Proposed Program Mechanism:

Funding:

- A. Per Barangay Contribution = P100,000.00
 - Total for 15 barangays = P1,500,000.00

- B. MLGU Contribution = P100,000.00
 - P100,000 per barangay × 15 barangays = P1,500,000.00

- C. Total Fund in Trust Fund per year = P3,000,000.00

Local Kalahi involves a cycle of implementation every year, amounting ₱3 million, with five barangays receiving ₱600,000 funding each for their priority subprojects. From 2021 to 2022, the Local Kalahi was able to implement 10 subprojects which strictly followed the right processes, so that “the very substance of its creation would not be compromised”— participation, accountability, transparency, and inclusivity.

The Institutionalization of Local Kalahi

After seeing the successful implementation of the 10 subprojects of LK, they now sought the institutionalization of the LK process. Approved and made executory under Municipal Ordinance No. 2023-07, the institutionalization was the product of the unwavering support from the Municipal Development Councils (MDC), chaired by Mayor Borenaga herself, the Sangguniang Bayan (SB) members headed by Vice Mayor Renato G. Hoylar as the presiding officer, and the barangay councils and community volunteers in the municipality.

The institutionalization underwent many steps and challenges. Mayor Borenaga lauded the integrity that they had seen in implementing the KC process. As stewards in the municipality, the LGU officials aim to provide due services to the people and promote their welfare and development. The KC program, therefore, was a blessing, especially since it came with grants for projects that benefited the community directly. It also allowed them to see how objectives can be met efficiently. The CDD approach empowered the community and provided them with a unique opportunity. They also became involved in promoting their welfare and development. The participatory

activities answered their needs with higher impacts on their everyday life. These impacts on the community, according to the mayor, fortified the necessity to embrace the CDD approach of the KALAHÍ-CIDSS program. In 2023, they had completed five more subprojects under Local Kalahi. The smooth implementation of Local Kalahi led the LGU to hire employees who would form part of the Municipal Coordinating Team (MCT). The team is composed of the Area Coordinator (AC), Technical Facilitator (TF), Municipal Financial Analyst (MFA), and five Community Facilitators (CFs).

The Necessity to Institutionalize the Local Kalahi

The community volunteers (CVs) and Municipal Inter-Agency Committee (MIAC) members were well-equipped with skills and knowledge from various training programs provided by the KC program. Mayor Borenaga states that these acquired skills and knowledge are prone to disintegration when not used. As much as they valued development, they saw the necessity to sustain the learnings of the CVs and MIAC members for the benefit of the community. She saw the need to provide an avenue to exercise their skills and knowledge with useful output—a duplicate process of the KC program. While it sustained the acquired skills and knowledge of the CVs and MIAC members from KC training, it also sustained the process necessary to achieve effective output. This realization necessitated institutionalizing the LK.

The Benefits of Institutionalizing the Local Kalahi

While municipalities implement the regular implementation process, the adoption of Local Kalahi is a significant development for Bien Unido. Institutionalizing Local Kalahi helped bridge the gap between the LGU and its citizens. Because the people were heavily involved, they became more involved in deciding what subprojects should be prioritized. They earned high confidence from disbursing budgets from the LGU's pocket, as these resources managed by the ordinary citizens through the CVs really satisfied the needs of the community. This realization projected the benefits of institutionalizing the LK.

The Practicability of Institutionalizing the Local Kalahi

Mayor Borenaga saw that the process of the KC program was a reflection of its principles. No KC activities were conducted that did not promote the

principles, as these were the real faces of good governance. She further states, “There is no perfect system,” but it is not a reason not to strive for perfection. The system might not be perfect, but it meant they could do something better by correcting it. The KC process qualified for this better system. The CVs’ management of resources and involvement in all KC activities promote participatory, transparency, accountability, and inclusivity. Everyone is involved in the program. Many subprojects have been implemented with enough management manpower because of people’s participation. Without it, people would have seen the implementation with negative prejudice by questioning transparency, and would have taken no accountability to take good care of the projects.

Mayor Borenaga summarized that the municipality championed CDD in their community through how they had responded to the offer, followed the process, benefited from it, and got inspired by it. Being inspired by this, they embraced such by following the process, practicing it, benefiting from it again, and then living with it as part of their lives. Above all, she stated further, they would not be able to make it if they had never seen the value of adopting CDD.

Ms. Nuevavilla V. Damalerio¹²

Community Volunteer, Buenasuerte, Pilar, Bohol

Ms. Nuevavilla Dalamerio expressed her gratitude at being chosen to speak as a KALAHI-CIDSS volunteer. Despite the challenges posed by her educational limitations. She shares her experience about the opportunity that KALAHI-CIDSS provided in capacitating women workers. In 2012, she was recognized by her barangay captain as a volunteer in the Barangay Representation Team, and again in 2014 by a different barangay. She was appointed as part of the Project Preparation Team. In 2020, she became part of the Barangay Development Council – TWG. In 2023, she was called back to the municipality as she was deemed an important part of the development process. She expressed her joy at growing as a volunteer, as evidenced by her promotion. Dalamerio stressed the importance of the existence of the KALAHI-Local. Even in the barangay, she stated, cooperation and participation are an important component. Even though there is no KALAHI national, their projects are assured to continue. Furthermore, she expressed that it is empowering as a woman to be part of the process. In whatever part of the project, she is happy to be present and happy to take part in the project. She took pride in the fact that her grandchildren would be able to witness and recognize the project to which she contributed greatly.

12 Ms. Nuevavilla V. Dalamerio is a dedicated community leader from Barangay Buenasuerte, Pilar, Bohol, whose journey with KALAHI-CIDSS began in 2012 as a BRT. Over the years, she has taken on pivotal roles, serving as PPT Chairman from 2014 and currently as BDC-TWG head since 2020. Ms. Dalamerio finds profound joy in her volunteer work, directly contributing to the advancement of her community. She is particularly passionate about empowering women in infrastructure projects, such as road construction, where she actively encourages their participation. Her unwavering commitment has been instrumental in driving progress and development within her barangay through the KALAHI-CIDSS Program, a testament to her leadership and dedication to community welfare.

Hon. Josepina Suerte¹³

Barangay Captain, Dugo-an, Sibonga, Cebu

Hon. Josepina Suerte says that when CDD was endorsed to the municipality of Sibonga through their mayor, she did not have second thoughts about accepting the opportunity. She stated that the whole process was a rigorous one. With Dugo-an being the smallest among the 25 barangays in Sibonga, she did not expect that it was her barangay that became the path that led her to where she is today. Issues such as hesitance, distance, and transportation arose, but Suerte persevered and supported the community members just to make sure that they are able to participate and to sustain. She likens the experience of governance in CDD to that of motherhood, teaching a child how to eat. You would have to guide your community members in making the change possible.

Suerte also shared that Dugo-an did not expect to be awarded as a CDD champion. She drew her strength from the joy and pride of her volunteers upon learning of this. Suerte stresses how important it is to have CDD as it gives an opportunity for the community members to realize their role in community-driven development, especially in their agricultural barangay. The access road that they had built had benefited the community greatly, especially in making sure that their produce still arrives fresh at their respective homes.

How did you adopt the CDD approach?

Suerte shared that they were successfully able to adopt the process by following the guidelines religiously, as well as attending trainings, seminars, and planning meetings. The awards that she received, according to her, are an example of driving development. Leading is a requirement in making such changes possible, as the leader would be responsible for the funding allocation.

13 Honorable Josefina P. Suerte currently serves as the Punong Barangay of Barangay Dugo-an, Sibonga, Cebu. With a career spanning 22 years in politics, she started as Barangay Kagawad from 2001 to 2010, then elected as Barangay Captain on May 15, 2010. She also served as a board member of Liga ng mga Barangay Sibonga. As a CDD Champion, she ensures participatory, transparent, and accountable governance during the implementation of barangay development projects (EBDP), actively guiding community volunteers. Hon. Suerte promotes women's participation and inclusive growth throughout these initiatives.

Ms. Mechelle M. Lontayao¹⁴

Community Volunteer, Siquijor, Siquijor

Ms. Mechelle Lontayao shared that as a volunteer, she strongly believes that a perfect leader fosters a happy leadership. Passion and motivation in service inspire other employees to become engaged in their work. In her experience as a Barangay Development Council-Technical Working Group (BDC-TWG) Head in their barangay, the process of gathering support through getting volunteers is difficult. Her term as head was not smooth-sailing. A former barangay captain had previously declined the proposal to adopt the project. She saw this refusal to adopt as a missed opportunity, especially at a time when such extension of help was needed. She was not initially the BDC-TWG head during the project implementation and began only as a procurement head in order to ensure the transparency and accountability of the project. She then volunteered to lead as she saw the necessity to play her part in making an impact in their barangay.

During the implementation, they were able to champion CDD in their barangay through the empowerment of community members through participation, transparency, accountability, and inclusivity. Even from PWDs, she states, they are able to contribute to offering new and better ideas and perspectives on issues. In their barangay, they were able to implement an eight-unit powered streetlight project in their barangay as it was a persistent issue there.

Their communities adopted CDD through empowerment, especially through voicing these ideas. This empowerment is able to create a great impact in their barangay. During training sessions, capability-building trainings, community members who were once nonparticipative were able to realize their personal growth and their roles in enacting change in their community. She strongly believes in the objectives of CDD to empower people, promote good governance, and its impact in reducing poverty.

14 Mechelle M. Lontayao is the Barangay Development Council Technical Working Group Head of Barangay Tambisan, Municipality of Siquijor, Siquijor Province, serving in this role for over a year. She has been a dedicated Child Development Worker since 2011 and assumed the presidency of Tambisan Sustainable Livelihood Association (TAMSULA) in 2017 under the Sustainable Livelihood Program (SLP) of DSWD. A passionate advocate of Community-Driven Development (CDD), Mechelle has volunteered for almost 3 years with KALAHÍ. She is highly regarded as an active and committed leader within her community, inspiring fellow volunteers as a recognized Operation and Maintenance Group leader.

Ms. Jiandra Mae B. Sablas¹⁵

Former Community Facilitator, Oslob, Cebu

How did you champion CDD in your community?

Ms. Sablas shares that it is not easy being a community facilitator, especially if the barangay is new to CDD. As much as possible, they try to actively engage with the community and ask for help from government officials, barangay health workers (BHWs), and purok leaders. In jest, she states that whenever they visit, the community says of them, “Naa na pud ang KALAHÍ, magsamok-samok na pud.” (KALAHÍ is here again to bother us). Later on, thanks to the dedication of the KALAHÍ-CIDSS staff, they were able to change the initial hesitance of the community toward KALAHÍ and encouraged them to involve themselves in the program.

Another point she states is that by organizing meetings and focus group discussions, community members, including those from marginalized groups (PWDs, women, BHWs), are able to take part and voice out their needs. An example of the best practices of KALAHÍ-CIDSS in their community is that a meeting would not be regarded as “in quorum” unless the community is well-represented. Because the members of the community know themselves well, they should be able to choose the project they want to prioritize and their preferred solutions.

Participatory Approach

Ms. Sablas discusses the importance of a participatory approach that encourages community members. She recalls her experience with community members asking her what they get in return for their participation. Community facilitators are tasked to make community members understand the need to

15 Jiandra Mae Sablas graduated with a Bachelor of Science in Community Development from Mindanao State University in 2020. After her graduation, she dedicated nearly four years to working with KALAHÍ, where she honed her skills in community engagement and development. Currently, Jiandra serves as an advocacy officer, focusing on the prevention and awareness of human trafficking, online sexual exploitation of children (OSEC), and commercial sexual exploitation of children (CSEC). Her work is driven by a commitment to protecting vulnerable communities and creating safer environments for children.

contribute to their development. Through a participatory approach, they are able to foster a sense of ownership of the problems and the solutions. They then facilitate training in each stage of the program for the community to build their local capacity for their chosen projects.

Transparent Decision-Making

The community holds meetings related to auditing and ensuring the transparency of the expenditures of the project, nurturing the sense of ownership and accountability. These meetings helped the community champion CDD.

How did the adaptation of the CDD process contribute to the development of the community?

The CDD process significantly contributed to the development of the community by ensuring that the projects were directly aligned with the residents' needs and priorities. Ms. Sablas stresses that the beauty of the CDD approach is its bottom-up character, giving the community a voice in its development. In her second point, CDD helped empower community members by involving them in the decision-making process, solidifying the role of the community in their own development. Third is the encouragement and enhancement of the community members' leadership skills through the program, as well as building trust and strengthening bonds within the community. Lastly, CDD led to a more cohesive and resilient community structure.

Overall, Ms. Sablas commends how the CDD process was able to facilitate sustainable development, with it being inclusive and impactful. This, she furthers, has led to a stronger community with improved living conditions.

Open Forum

Question 1

Why do we use CDD as an approach?

Hon. Suerte stressed the concept of community cooperation and collaboration. Through it, even in the smallest things, one would be able to see the scale and the results of CDD. CDD helped in monitoring and sustaining the presence of projects in the barangay. Through leadership and strategy, barangay leaders can gain the residents' interest and cooperation.

Mayor Pajo asserted that in the CDD approach, there is a sense of ownership through the involvement of community members in a project of their choosing. The CDD approach through KALAHÍ is unique to the community. They are able to see that the community itself supports its projects.

Mayor Borenaga states that there is no longer anyone in the municipality who does not hope for a project that comes from the heart, especially a project that comes from the grassroots. Some projects, especially from the national government, dictate what projects should be implemented on the ground. However, in CDD, the community decides what these priority projects should be. One testament to this would be the growing presence of volunteers in CDD projects in their municipality.

The moderator also banked on this concept, asserting the importance of coordination and the positive effect of CDD in the communities.

Question 2

A lot of the setbacks KALAHÍ faced involved the noninstitutionalization of CDD as an approach, in the data gathering by Professor Lakibul. In which dimension is there a present challenge?

Professor Lakibul stated that one of the lowest ratings is the component of governance. LGUs tend to have a “wait-and-see” process from the Department of the Interior and Local Government (DILG), which delays their KALAHÍ

projects. This is unfortunate, considering that a lot of them have already been trained in CDD. These stem from fears of mistakes and failures during the implementation process. On the other hand, one of the highest-rated components is culture. This means that they have grasped the concepts of CDD. Yet some are still confused with CDD as an approach and CDD as a project.

The moderator stressed Professor Lakibul's point on culture. In Pilar's case, it was culture that was enhanced when it was incorporated in governance in the manner of *tampohanay* or contributions.

Question 3

How did you sustain the CDD approach?

Engineer Anania stated that in the 21 years of his involvement in Pilar, despite a change in leadership, the CDD approach has remained. Both the executive body and the *Sangguniang Bayan* understand the necessity to continue the approach. For Anania, the burden of making development happen is lightened because it is shared [between the government officials and the community members themselves].

Question 4

How does the community view CDD projects when it comes to them being actors themselves?

Ms. Damalerio states that she personally agreed to the roles that they were expected to play as actors in development. Initially, some members of the community might find it difficult to understand, but by undertaking the process of capacitating and training community members, they were able to realize the goals of CDD—capacitating and empowering the community as a whole.

Ms. Lontayao notes that although it initially is a great challenge, as leaders, they are expected to help the community undergo the learning process through the imparting of knowledge and experiences in CDD.

Ms. Sablas recounts her experience in a project concerning the establishment of a perimeter fence at a local school. Through a string of discussions with the community members, they were able to help them realize how necessary community-led and community-benefitting projects are that are feasible and sustainable. Through it, they would be able to have a sense of ownership in their own CDD project.

SYNTHESIS

CDD's Prospects in the Region

Mr. Aneni C. Codilla

Research Fellow, UP CIDS LRSN

Project Evaluation Officer IV, DSWD KALAH-CIDSS

Mr. Aneni Codilla opens by stating that Central Visayas has a very rich narrative in learning about the challenges that CDD champions have faced over the years, and the participants are as diverse as their experiences are. The very central goal of the program is to witness the CDD approach as the way of life of the community. Regardless of what funding or implementation arrangements are present, the very essence of what people want to see at the end of the day is to witness the operationalization and transformation/application of our core principles. Within this ultimate goal, Mr. Codilla states, there are two distinct but not mutually exclusive pathways that will continue to shape the future of CDD and CDD beyond the KALAH-CIDSS implementation. By the end of this year, KALAH-CIDSS's financing will officially close as part of the commitment and the requirement of the DSWD in order to access another set of funding from the World Bank and maybe generate funding from other institutions, like in the case of the Asian Development Bank.

There are advantages and disadvantages in talking about the future of the CDD. For the successor program, Mr. Codilla states that there will be a shift from the improvement of the basic access to services to catering to the effects of climate change and addressing it, recognized as one of the pressing concerns being faced by the communities.

One of the disadvantages of foreign sources of funding, he furthers, is the uncertainty of the seamless transition of any program implementation. As in the case of KALAHI-CIDSS, the staffing was downsized as much as 50 percent from more than 700 to around 300 in the Central Visayas region by the end of 2023 due to the need to adapt to the constraining effect of several LGUs competing with each other in implementing projects. Secondly, being highly reliant on these external funding sources also meant the possible disruptions in the continuous implementation of CDD, as the loan agreements are subject to the oversight agency's approval.

On the other hand, institutionalization efforts at the local level are, in actuality, part of the parallel efforts of the national management office and the regional office as the lobbying of the successor program and the institutionalization of the CDD bills.

Successor Program: "Panahon ng Pagkilos"

- CDD Thematic Areas
- Foreign-Funded Implementation
- GOP-funded implementation
- Institutionalization Efforts
- Local CDD ordinances and resolutions
- House and Senate Bills
- Sustainability Mechanisms

The focus is then on the expanded thematic areas. As mentioned by Ms. Redaja, CDD is part of the anti-insurgency efforts of the government, which later on evolved into addressing other thematic areas such as Indigenous peoples communities, disaster-affected communities, and conflict-affected areas. With this, there are now different modalities recorded within the 20 years and 9,000 subprojects, roads, daycares, and water systems, which are manifestations of the big gap in access of communities to social services. With more than 20 years of experience, they have been able to spend both loan proceeds and local counterpart contributions to an amount of more than ₱10 billion. A significant investment program now exists as part of the shift to CDD's successor.

Mr. Codilla also speaks about the Kapangyarihan at Kaunlaran sa Barangay, Payapa at Masaganang Pamayanan, a government-funded CDD implementation. This program does not depend on loans.

Mr. Codilla emphasizes that, at the end of the day, what is deemed to be most important is the application of the CDD approach by the local executives, municipal officials, and community members. Regardless of a local ordinance or national law, this would mean the institutionalization and operationalization of the CDD approach. This would also mean that all government agencies and all LGUs will be mandated to adopt and employ the CDD approach for all their community-based projects and programs. Mr. Codilla adds that in operationalization, the emphasis is on giving equal emphasis to the participation of vulnerable groups. In fact, he states there are concrete indicators with respect to women's participation, especially in paid labor. For example, 35 percent of the total workforce of KALAH-CIDSS subprojects' implementation are women.

Mr. Codilla also states that they are supporting the sustainability mechanisms of projects present and available in existing LGUs, as a result of the years of program implementation. It is not just about the output of the process, but the process itself is important in CDD projects. If KALAH-CIDSS ends in 2024, would community involvement still exist, such as in the case of Pilar and Bien Unido?

At the end of the day, as KALAH-CIDSS reaches its end or changes its name to *Panahon ng Pagkilos*, targeted to be implemented for the next five years, and after that, Mr. Codilla expresses confidence that CDD will remain. If all the LGUs under Central Visayas would enact and legislate CDD-related ordinances, there would be no need for a national law, at least for the region, that will mandate the barangay units to follow the CDD approach, regardless of the future of CDD in terms of foreign funding. He closes his discussion expressing his hope that he was able to provide direction in the plans for CDD in the coming years.

Closing Remarks

Dr. Regletto Aldrich D. Imbong

Co-Project Leader, UP CIDS LRSN

Dr. Regletto Aldrich Imbong initially thanked all the participants for the successful event. He opens by stating that everyone present manifests our collective need for development, particularly in our respective communities. This development stems from a bottom-up approach through CDD. He commends the discussions that were sparked by the event. He emphasizes that one of the greatest challenges that CDD faces is its institutionalization.

He articulates further that Maayong Pagdumala Alang sa Kalambuan is only the beginning of a string of activities that UP CIDS LRSN has in its shared goal for development and institutionalization of CDD. It is a goal beyond KALAHI-CIDSS itself, as the goal for CDD should be a goal for all. He hopes that through this venture, the path toward institutionalization will be made clear, especially with our shared experiences and challenges.

He expresses his thanks to the attendees of the event, the discussants, universities such as the Cebu Normal University, University of the Philippines, Cebu Technological University, and University of San Carlos, representatives from the local government units, the special guests from the Civil Society Organization, the Department of Social Welfare, and the Commission of Human Rights. And especially to the organizing team of the UP CIDS LRSN Team from the University of the Philippines Cebu.

ANNEXES

Annex A: Annex for Hon. Pajo from Pilar, Bohol Discussion

Local Visitors

1. LGU-Corella, Bohol
2. LGU-Bien-Unido, Bohol
3. LGU-Loay, Bohol
4. LGU-San Miguel, Bohol
5. LGU-Sevilla, Bohol
6. LGU-Guindulman, Bohol
7. LGU-Ubay, Bohol
8. LGU-Kapangan, Benguet Province
9. Iloilo Province
10. Aklan Province
11. Guimaras Province

National Visitors

1. Congressional Staff Committee on Appropriation
2. Secretary of DSWD
3. Various visits of DSWD National & Regional Staff

International Visitors

1. World Bank Officials (5) from Washington DC (17–23 July 2007)
2. World Bank Intern (Elizabeth Freshman, 13–15 February 2008)
3. Ministry of Finance of Mongolia together with the World Bank representative (6 December 2023)
4. Country of Fiji with Royal Melbourne Institute of Technology (Australia) (7 December 2023)

Awards Received

1. Best in LGU Engagement (2006)
2. Most Functional Municipal Inter-Agency Committee (MIAC)
3. Most Outstanding CDD Experience Award
4. Most Outstanding Municipal Coordinating Team Award
5. Best in Grievance Management Award
6. Best in Grievance Reporting and Management Award
7. Outstanding Local Government Unit in Social Preparation Award
8. Most Responsive Sub-Project Award
9. Outstanding Local Government Unit in Sub-Project Implementation
10. Community Driven Development Champion

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