

GOOD PRACTICE DOCUMENTATION

“NO SLPA LEFT BEHIND: Federating 82 SLP Associations to Achieve Sustainability of Livelihood Projects”

Good Practice of SLP Association Sustainability
in Ormoc City



CONTEXT:

Ormoc City, a coastal city surrounded by a vast of agricultural land (56.64% of the total land area), started its partnership with the Department of Social Welfare and Development (DSWD) thru its Sustainable Livelihood Program (SLP) in 2016 (see attached Memorandum Of Agreement) with the objective of reducing poverty in the city. Since its implementation, DSWD-SLP has already given over a hundred micro-enterprise projects managed by various SLP Associations in Ormoc. This intervention is a capacity-building program that aims to improve the socio-economic condition of the poor, vulnerable, and marginalized households. The beneficiaries were capacitated through trainings, the associations’ financial status are also monitored until they achieve sustainability and self-sufficiency.

Forming the SLPAs and capacitating the program participants are tasks that are quite challenging. But according to Nelia Oledan, the Implementing Project Development Officer (IPDO) assigned in Ormoc, the most difficult part in implementing the program is to help and train these associations on how to achieve sustainability of the livelihood assistance given to them.

On June 2018, under Memorandum Circular No. 12 (MC12) “Guidelines on the Implementation of the Sustainable Livelihood Program”, the Program Participant Mainstreaming Stage was enforced to strengthen monitoring of livelihood projects and ensure that the SLPAs or program participants are continuously capacitated and that the operations of the established micro-enterprises are sustained after the provision of capital assistance.

But even before MC 12, IPDO Nelia Oledan and the Local Government Unit (LGU) Livelihood Focal Nenita Ceniza have already envisioned a new strategy to accomplish the goal of having sustainable livelihood projects in Ormoc City. In 2017, Oledan initiated an innovative strategy to achieve sustainability of the formed SLPAs. The SLP has established 82 SLPAs in Ormoc City, a total of P19, 151, 000.00 grant from DSWD were given to these associations; all associations are under Enterprise Capital Assistance. The SLP PDOs and the LGU Livelihood Focal were tasked to monitor these 82 associations. In 2018, the SLP assigned two MPDOs to assume the tracking and monitoring of these associations and other SLP-funded projects in line with MC 12. But the IPDO and LGU Livelihood focal realized that even their combined efforts can never be enough to provide technical assistance to maintain sustainability of each association, thus they innovated to federate the 82 associations which is now called **Ormoc Federation Of Sustainable Livelihood Program**.

IMPLEMENTATION:

Pre-implementation

The federation of 82 associations increased the level of participation among members and strengthened their linkages to other institutions and funding agencies. Unity among the SLPAs through federation also ensures that all associations receive the provision of technical assistance that can create a more skilled and organized SLP members. This strategy contributes to the SLP's mission for the program beneficiaries to maintain thriving livelihoods and achieve sustainability.



The word Federation is defined as “an organization comprised of a set of smaller groups, which seeks to bring attention to issues that are of importance to its members. Each organization that comprises the federation maintains control over its own operations.” In community-driven context and livelihood framework, this means a group of community associations uniting to achieve a common goal (thriving, sustainable livelihoods) while harnessing a deeper sense of ownership of their development.

The key elements of this innovative practice are:

- ✓ Resource Mobilization
- ✓ Community Organizing (Election of Officers)
- ✓ Partnership with LGU
- ✓ Initiative and Cooperation of SLPAs
- ✓ Provision of Technical Assistance and Financial Support
- ✓ Project Management

1. Consultative planning and meeting with Social Welfare Focals of LGU includes these activities:

- ✓ Consultation with LGU Ormoc represented by CSWDO Delia Corbes and LGU Livelihood Focal, acknowledging external partnership's role in optimizing resources and interventions
- ✓ Approval of LGU and their commitment to support the proposed strategy of SLP IPDO

Implementation:

2. Association members agreed to the idea through election of officers:

- ✓ Orientation on the idea of Federation method with association officers
- ✓ Consultation meeting with association officers and members; presentation of the objectives and advantages of federating their associations
- ✓ SLP PDO with the assistance of CSWDO and LGU Livelihood Focal gathered the associations to elect officers
- ✓ Oath-taking of Federation Officers (see Appendix A)

3. The support of LGU includes:

- ✓ Funding and attending the 1st Federation General Assembly on April 27, 2017 (Appendix B)
- ✓ Funding and attending the Mid-Year evaluation on May 16, 2018 (Appendix C)
- ✓ Funding and attending the Pre-Evaluation Conference
- ✓ Funding and Organizing the Year-End Evaluation cum Christmas Party for the Federation on December 7, 2017
- ✓ In the year-end gathering, the LGU invited DSWD Regional Director Restituto Macuto to lead the induction of Federation Officers
- ✓ LGU awarded DSWD a certificate of recognition in appreciation for the support given to the city's constituents
- ✓ LGU Livelihood Focal attends consultative meetings and monitoring activities
- ✓ SLP activities and events are included in the Annual Investment Plan (Appendix D)

4. Federation officers initiate steps/activities to improve their organization:

- ✓ Contribution of P500 from each association to process SEC registration in Cebu, City (Appendix E)
- ✓ BIR registration and acquiring Tax Identification Number (Appendix F)
- ✓ Registration of SSS and PHILHEALTH, acquisition of Employer number (Appendix G)
- ✓ Officers observe transparency in transaction through an updated income/financial statement (see Appendix H)
- ✓ On-going process of City accreditation with the assistance of IPDO and Livelihood Focal

5. Provision of Technical and Financial Assistance:

- ✓ LGU and SLP tap services of other agencies to provide trainings (see Appendix I)
- ✓ Planned and proposed trainings on Simplified Bookkeeping, Digital Marketing and Product Development (DTI)

6. Project Management includes the following activities (see Appendix J):

- ✓ Monthly meeting to discuss updates, short-term goals, and long-term plans of the Federation
- ✓ Coordination and Consultation meetings
- ✓ Regular Monitoring of projects to provide TA and additional interventions
- ✓ Mid-year evaluation to check status of livelihood projects and success rate of SLPAs
- ✓ Year-end evaluation of livelihood projects and sharing of lessons and experiences from which success stories will surface and plan for replication will be made

Innovating a strategy such as federating 82 SLPAs required coordination and consultation with the LGU. The City Social Welfare and Development Officer (CSWDO), representing the LGU, was part of the planning for the implementation of the new technique that can achieve sustainability of the SLP-funded livelihood projects in Ormoc. On the other hand, the LGU Livelihood Focal was tasked to conduct consultation meeting with the SLP IPDO and officers of

the different SLP associations to discuss the method of Federation—its objectives and advantages—to boost participation and cooperation among SLPA members. Livelihood Focal Ceniza has the contact numbers of all SLPA officers, she communicates with them to gather them in one venue. Aside from Ceniza, the LGU assigned six (6) District Livelihood Focals who are each tasked to help monitor specific barangays and provide them with assistance concerning livelihood.

Livelihood facilitators from SLP and LGU had a series of consultative meetings, discussions on how Federation can help each association to achieve sustainability. Thorough assessment of the strategy was done ensuring that it will benefit the 1,982 beneficiaries from 82 associations.

Post-implementation:

The SLP IPDO and LGU Livelihood Focal presented the benefits of Ormoc Federation to each association:

- (1) Through Federation, the association will have a legal personality, as their application to the Security Exchange Commission (SEC) will form them as a registered corporation.
- (2) By being a registered corporation, this will help them access additional assistance from funding agencies and increase their social assets through linkages.
- (3) As a Federation, the LGU can easily monitor them and provide immediate interventions.
- (4) Sustainability. The main goal of federating the associations is for them to achieve sustainability of their livelihood projects with the assistance and support of the LGU. To ensure that even after years of implementation, the associations are still existing and income generating.
- (5) Once approved as CSO-accredited beneficiary, the Federation will be able to receive faster delivery of DSWD projects and/or programs

In coordination with association members and LGU, the SLP facilitator officially gathered all SLPAs to formalize the federation of the 82 SLPAs.

Having understood the strategy and its objectives, the responsive and cooperative SLPA members agreed to the idea by electing their Federation officers.

To strengthen monitoring of SLPAs, the SLP facilitator and LGU Livelihood Focal proposed to the SLPAs the conduct of regular evaluation of their financial statement. The SLPAs agreed to present to the LGU their income statement during their mid-year and year-end evaluation activities.

Ormoc City Mayor Richard Gomez saw the value and importance of the Ormoc Federation, which is why the LGU is supporting the group in every way for these associations to function well and to be sustainable. Support such as small seed money and transportation or gasoline allowance is among the provision of LGU to the Federation. *“Otherwise, maikipit sila di sila makakagalaw. Although we receive financial support from the DSWD pero very specific yung paggamit nun. But yung other purposes nila: how to get them together, pangkain nila, pang-meeting nila yun yung para tumakbo talaga sila ng mabuti,”* said the Local Chief Executive.

Although they are giving additional assistance, Mayor Gomez emphasized that these are not merely dole-out and, through their support, the SLPA or Federation is given dignity. *“Hindi lang basta dole out but dignity through providing them with something of value sa kanila na ginagawa nila. They are able to produce something; they are able to make money out of it,”* he said.



Mayor Gomez added that as long as the Federation could maintain being a “working organization”, which has transparent transactions and productive activities, the LGU of Ormoc would always be ready to support their endeavors.

Part of the support of LGU is the provision of vehicle every Monday and Wednesday for all Livelihood-related activities such as SLPA monitoring and meetings



The LGU funded and organized the 1st Federation General Assembly to orient formally the SLPAs of the advantages of being federated, the possible arrangements and other organizational details

Activities concerning the Federation such as regular meetings, mid-year evaluation, pre-evaluation conference are continuously being conducted.



Federation President Cecille T. Bacsal and Officer Gil Guadalquiver discuss the next steps of the Federation in operating their business, which is to finish the printing of the Official Receipt. Their first venture would be rice retailing.



Gil Guadalquiver, who went to Cebu to apply for SEC registration, shows the SEC membership logbook to his fellow Federation members.

RESULTS/IMPACT

In April 2018, the importance of federating the 82 associations was proven when an issue regarding Metro Ormoc Community Multi-Purpose Cooperative (OCCCI), one the partners of SLP, circulated in the city. A news about OCCCI’s management conflict and issues was published in Eastern Visayas (EV) Mail and posted on social media. This issue alarmed and even discouraged the SLPA members as people already spread the negative information in the barangays. Some SLPA officers coordinated with CSWD Office. Immediate intervention was granted through consultative dialogue, as it was easier to gather the SLPAs now that they are already federated. Since each association is represented in every activity, members are always informed with the issues and solutions. (See Appendix K)

In the meeting, OCCCI even gave a commitment to continue to provide trainings on financial management and simple bookkeeping to SLPAs of Ormoc.

In conducting mid-year and year-end evaluation, each SLPA is given the chance to present their financial statement. In this way, DSWD-SLP and LGU can come up with a strategy to help improve those associations that are not performing well and to replicate those SLPAs that are successful.

No	Name of Associations	Amount Granted	Date of Released	Amount Paid	Amount Due	Balance	Repayment rate
1.	Airport Women Livelihood Asso.	200,000	8-25-2016	65,785	200,000	134,215	32.89%
2.	Alta Vista Women's Asso.	270,000	8-25-2016	22,894	270,000	247,106	8.48%
3.	Bakas 27, Bagong Kauswagan Livelihood Asso.	270,000	8-25-2016	72,000	270,000	198,000	26.67%
4.	Bagong Community Asso.	270,000	8-25-2016	200,000	270,000	70,000	74.07%
5.	Brgy. Bagong Buhay Livelihood Asso.	260,000	8-01-2016	270,162	260,000	10,162	103.91%
6.	Bangon Mini Farm Ormoc Cluster	310,000	3-11-2016	250,000	310,000	60,000	80.65%
7.	Bangon Mini Farm FR Ormoc City	130,000	8-25-2016	73,000	130,000	57,000	56.15%
8.	Batuian SLPA	140,000	9-21-2015	16,383	140,000	123,617	11.69%
9.	Boroc Layer SLPA	270,000	8-25-2016	49,565	270,000	220,435	18.36%
10.	Buddha Care Women's	270,000	3-11-2016	91,924	270,000	178,076	33.89%
11.	Cabintan Livelihood Com. Asso.	310,000	10-08-2015	30,556	310,000	279,444	9.86%
12.	Cabintan SEA-Kaunlaran Livelihood Asso.	250,000	8-24-2016	90,751	250,000	159,249	36.30%
13.	Cabintan Vegetable Farmers Asso	270,000	3-03-2016	311,101	270,000	41,101	152.26%
14.	Cabintan Women's Livelihood Asso.	270,000	8-24-2016	185,685	270,000	84,315	68.77%
15.	Can-adieng Candle Makers Asso	400,000	3-09-2016	513,094	400,000	113,094	128.27%
16.	Can-untog Women's Asso.	110,000	8-25-2016	44,566	110,000	65,434	40.50%
17.	Brgy. Catmon Livelihood Asso.	300,000	7-26-2016	73,334	300,000	226,666	24.44%
18.	Cogon Livelihood Asso.	240,000	8-01-2016	14,019	240,000	225,981	5.84%
19.	Brgy. Cogon Women's SLPA	300,000	8-01-2016	16,845	300,000	283,155	5.61%
20.	Curva Women's Livelihood Asso.	270,000	3-21-2016	24,420	270,000	245,580	9.05%
21.	Danhug Women's Sustainable Livelihood Asso.	270,000	3-21-2016	83,722	270,000	186,278	30.82%
22.	Dist. 26 Livelihood Asso.	270,000	8-25-2016	56,472	270,000	213,528	20.92%
23.	Dist. 29 Panaghuis Catering Livelihood Asso.	270,000	2-23-2017	270,326	270,000	326	100.12%
24.	Domonar Women's Livelihood Asso.	270,000	5-25-2016	104,919	270,000	165,081	38.86%
25.	DFM Patahayan Asso.	270,000	3-02-2016	170,309	270,000	99,691	63.22%
26.	DFM Patahayan Asso.	260,000	8-01-2016	62,415	260,000	197,585	23.99%
27.	Brgy. Donghol SLPA	160,000	3-09-2016	20,748	160,000	139,252	12.96%
28.	Gaas Farmers Asso.	300,000	8-25-2016	328,674	300,000	28,674	109.22%
29.	Gaas Livelihood Asso.	270,000	3-23-2016	282,454	270,000	12,454	104.61%
30.	Hibunaon Livelihood Asso.	300,000	2-15-2016	12,511	300,000	287,489	4.17%
31.	Ipil Pantawid Livelihood Asso.	70,000	3-03-2016	18,204	70,000	51,796	26.01%
32.	Ipil Sustainable Livelihood Asso.	300,000	8-25-2016	41,688	300,000	258,312	13.89%
33.	Juaton Women's Sewers Livelihood Asso	160,000	6-22-2016	203,973	160,000	43,973	127.48%
34.	Kadaohan Pag-asa Women's Livelihood Asso.	270,000	3-21-2016	231,742	270,000	38,258	85.83%
35.	Kadaohan Pag-asa Women's Livelihood Asso.	400,000	3-22-2016	64,281	400,000	335,719	16.07%
36.	Labrador Women's Livelihood Asso.	400,000	8-25-2016	181,181	400,000	218,819	45.27%
37.	Lake Danao Com. Asso.	250,000	8-25-2016	466,360	250,000	216,360	186.54%
38.	Lake Danao Women's Asso	400,000	6-21-2016	83,324	400,000	316,676	20.83%
39.	Cambantog Integrated Green Environment	270,000	8-01-2016	48,994	270,000	221,006	18.15%
40.	Cambantog Lake Danao Erpat Freedom Farmers Asso.	250,000	8-01-2016	18,530	250,000	231,470	7.41%
41.	Brgy. Lao Livelihood Asso.	230,000	8-01-2016	18,530	230,000	211,470	8.06%
42.	Brgy. Lao Women's Livelihood Asso.	230,000	8-01-2016	18,530	230,000	211,470	8.06%

Livelihood Focal Nenita Ceniza testified that federating the associations has a great impact.



“As Livelihood Focal, the SLP federation helped us in monitoring the implementation and operations of livelihood projects through a monthly federation meeting that could easily address the problems of the associations,” she said.

She added that federating the 82 associations lessens her burden in doing her task as Livelihood Focal.

Meanwhile, Cabintan SEA-Kaunlaran Association President Emelinda Guy-ab compared how it was difficult for them to access additional assistance before when there was no Federation. Her association received a capital assistance before Super Typhoon Yolanda, the SLP was then called Self-Employment Assistance-Kaunlaran (SEA-K).

“Dako gud siya ug kausaban kay sa SEA-K wala man gud mi nakabuo ug Federation. Sa Federation, maayo siya nga nahimo namo nga nausa nami. Registered na pud mi sa SEC (There is a big difference when you are part of a federation. It’s better now that all associations are united as one. We are now SEC-registered),” she said.

“Ug akong ikumpara sa ka niadto dako ang kalainan kay karon dako siya ug ikatabang kay matag-usa namo na membro magkalain-lain na barangay nagkaila-ila mi. Makashare mi unsay kaayuhan sa grupo. Ug usa pa nakatabang kay daghan ko naapilan na trainings ug makaduol na mi sa laing agency, dili kay sa DSWD lang mi mag-asa. Puyde nami makahangyo sa laing agency na makatabang sa among federation ug sa among tagsa-tagsa na pamilya nga mga kaayuhan alang sa panginabuhian,” Guy-ab added. (The Federation helps each member to get acquainted with other members from different barangays and associations. We can share strategies on how to achieve success and sustainability. It is also easier now to ask for assistance from other government agencies.)

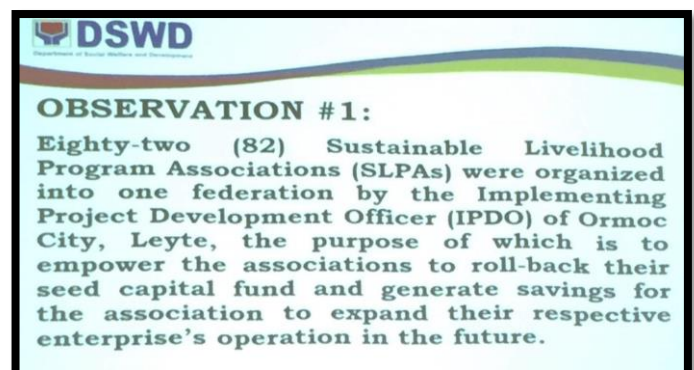
LESSONS LEARNED

Innovating a strategy or introducing a new method was not easy, especially if you have 82 associations to gather regularly. Sustainability is also an ambitious goal to accomplish, but any challenge can be overcome through close coordination with the LGU and cooperation of the SLPAs. Partnership with LGU is crucial to achieving sustainability of livelihood projects. The support of the LGU is vital in mobilizing and maximizing resources and interventions. For the SLP implementer in the field, going the extra mile is the biggest factor for successfully implementing this innovative strategy. The IPDO went beyond what is expected of her as SLP staff.


Community Organizing and Enterprise Development (COED) Framework approach was inculcated by the IPDO in implementing the strategy.

IMPLICATIONS FOR REPLICATION

When the Internal Audit System (IAS) team from Central Office visited Ormoc City, they observed the good practice. One of their recommendations is for other field implementers to replicate the efforts of the IPDO of Ormoc in creating a strategy to obtain sustainability.



Furthermore, this practice has been replicated in the city by federating all associations with Hog-raising Projects. Kananga, a municipality near Ormoc, is one of the municipalities that signified its interest to replicate the initiative. There is a series of consultation meeting on going between the IPDO and Municipal Social Welfare and Development Officer to sketch a replication plan.



RECOMMENDATION(s):

1. For the PDOs of Field Office VIII to go the extra mile and to emulate the good practice of organizing SLPAs into a federation for sustainability of the projects being implemented.
2. To strengthen good partnership with the LGUs and other government agencies and other stakeholders through conduct of regular/yearly forum or conference to discuss important matters pertaining to SLP implementation, to ensure that expected output and/or deliverables are being met.

To be successful in replicating the practice, maintaining a good partnership engagement with LGU and other stakeholders is vital.

REFERENCES

- Minutes of Meetings (Mid-year and Year-end evaluation)
- Livelihood Focal Nenita Ceniza
- IPDO Nelia Oledan
- Ormoc City Ecological Profile 2016
- Documents and photos from LGU

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