



Life Haven Inc.

Independent Living Center

The Independent Living Movement of Persons with Disabilities

**Disability
and
the World Bank Safeguards**

Case Study on

**Persons with disabilities and the National
Community Driven Program (NCDDP)**

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Executive Summary

The case study presents the harm and exclusion persons with disabilities experienced with the ongoing community development project (KALAHICIDSS) and extrapolated the effect of the recently launched National Community Driven Development Program of the Department of Social Welfare and Development (Philippines) that were designed within the context of the current World Bank Safeguard Policies. It will be evident that the present Safeguards are not sufficiently providing protection and ensuring inclusion of persons with disabilities in development program in contrast with the protection accorded to sectors within the purview of Safeguard Policies that ensured their participation and respect of their human rights.

The Community Driven Development approach puts almost every control of the projects in the hands of empowered community members. It maximizes, as much as possible, the participation of the people. It prides itself on its basic assumption that the residents are in better position to identify their needs, the problems that they face to have community development, they are responsible implementers and they can monitor the progress of sub-projects. Its adoption by many countries as a poverty-reduction strategy has resulted to improvement in community economy, health of community members, delivery of public services and the general well-being of the community.

The Philippine Government started a CDD project in 2003 (KALAHICIDSS) funded by World Bank. The impact evaluation of the project showed increased participation of community members, positive impact on household consumption including non-food items, more employment and livelihood, improvements in basic services delivery, increased social capital, and improvements in governance. As part of the Philippine Development Plan 2011-2016, the government launched in July 2013 the National Community Driven Development Program (NCDDP). NCDDP is the scaled-up KALAHICIDSS project and will use the existing framework of the latter, building up on its learning and improvements.

KALAHICIDSS and NCDDP were designed within the context of the present Safeguards. With KALAHICIDSS (ongoing for the past 10 years) persons with disabilities have experienced difficulties in participation in the different phases of the sub-projects and have faced barriers limiting their access and full enjoyment of benefits of the sub-projects that are supposedly for community development. NCDDP is practically just a larger twin of KALAHICIDSS. It is expected that the same difficulties persons with disabilities experienced in KALAHICIDSS will be experienced again in NCDDP.

Safeguard Policies is one of the major influencing factors that determine how a project will be designed and implemented. The Safeguard Policies is expected to protect the most vulnerable in society including persons with disabilities. The Safeguards must assimilate the spirit of the Convention on the Rights of Persons with Disabilities (CRPD). The CRPD sets the standards in protecting the rights of people with disabilities. A framework providing for effective participation of persons with disabilities should be formulated. This will be ensured by Safeguard Policies that will compel borrowing countries to consider the need to respect the rights of persons with disabilities.

Overview/Background

Community Driven Development (CDD) is an approach to development where project development, resources, decision-making, implementation, monitoring and evaluation are under the control of community groups. The assumption is that the people in the community are the best judges of how their lives can be improved if provided with enough appropriate resources and information. The trust and the control are given to the people. The poor people are treated as assets and partners in the development process.

CDD has been increasingly adopted for channelling development assistance. This approach has been utilized and reported as successful in many developing countries (i.e. Pakistan, Tanzania). It has gained merit to become one of the important forms of development assistance. The World Bank's portfolio on CDD is approximately USD7 billion. ¹

The Philippines is a developing country with a population of more than 92 million in 2010², and the poverty incidence is 19.7% 2012³. The current Aquino administration adopted CDD as one of the priority strategies⁴ in the Philippine Development Plan to eradicate poverty. Kapit-Bisig Laban sa Kahirapan- Comprehensive and Integrated Delivery of Social Services (KALAHI-CIDSS), the flagship poverty-alleviation project of this administration is a CDD. The impact evaluation of this project is favorable. In 2013, the National Community Driven Development Program (NCDDP) was launched. This is a scaled up version of KALAHI-CIDSS. With some changes and improvements, the existing framework of KALAHI-CIDSS will be used by NCDDP.

The World Bank provides more than USD30 billion yearly as assistance to developing countries. It is high time that its policies and the projects it supports should promote the inclusion of persons with disabilities. Article 32 of the Convention on the Rights of Persons with Disabilities (CRPD) says that international cooperation, including international development programs, should be inclusive of persons with disabilities by facilitating and supporting capacity-building, including exchange and sharing of information, experiences, training programs and best practices.

It is believed that the present Safeguard policies are not sufficient to protect persons with disabilities. Therefore, it is important to show evidences that the present Safeguard policies are indeed insufficient to ensure inclusion of persons with disabilities in all its supported projects. This paper, using the CRPD context, will show the need for protection as shown by the result of the assessment of the impact of KALAHI-CIDSS and the potential harm of NCDDP to persons with disabilities.

Purpose and Objective of the Case Study

The ongoing restructuring process of the World Banks Safeguard Policies is an opportunity to influence the Safeguards Review. The main purpose of the Case Study is to assess whether the present World Bank Safeguard policies are sufficient to ensure protection of persons with disabilities in World Bank supported projects. Life Haven aims to show evidence that there is a need to protect persons with disabilities by including them in the new Safeguards. The case study examines two points:

- 1) experiences of persons with disabilities in relation to the processes and impact of KALAHI-CIDSS Project compared to what the other sectors have experienced;

2) review of the documents on the development and designing of the National Community Driven Development Program

The study uses the Convention on the Rights of Persons with Disabilities (CRPD) as benchmark in assessing the findings. The Philippines is a State Party to the CRPD.

Scope and Limitation of the Case Study

This Case Study was conducted from August 15, 2013 to January 31, 2014. The focus is on how inclusive is the design of NCDDP and the expected impact of development in the community. At the time of the conduct of this Case Study, the Philippines had to deal with three major events: one military crisis (Zamboanga Crisis September 9, 2013) and two major calamities (Bohol earthquake occurred on October 15, 2013 and Typhoon Yolanda (Haiyan) November 8, 2013). The concerns of these events preoccupied the schedule of DSWD officials. We were not able to conduct an interview of the DSWD official in-charge of the program.

Three sites were originally targeted, one each from the three major geographical regions of the Philippines (Luzon, Visayas, Mindanao). Due to the weather and technical difficulties in securing transportation, site visit and FGD in Jolo, Mindanao did not push through. The areas where the FGD was conducted are Ifugao Province (Luzon) and Leyte Province (Visayas). Aside from considering regional representation, these places were chosen because of the differences of their terrains, ethnicity of the people, presence of Disabled Peoples Organizations (DPOs) and other CSOs in the community, they are KALAHI-CIDSS project implementation areas, and current targets of the National Community Driven Development Program (NCDDP).

Ifugao province is in Cordillera Administrative Region in the northern part of Luzon. 1.63% of household population in this region has disability (household population with disability: 26,000/household population: 1,612,000, no available data for the province)⁵. The province has more than 18,000 residents according to the 2010 census. The climate here is usually cold. In this place, the primary livelihood is agricultural terracing and farming.

Leyte province is in Region VIII (Eastern Visayas). 1.75% of household population in this region has disability (household population with disability: 72,000/household population 4,090,000)⁶. The climate here is the tropical rainforest climate which means it is usually hot and wet and rainfall is both frequent and heavy. On November 8, 2013, typhoon Yolanda stripped away many lives and destroyed many part of the province.

Methodology

This study is about the design of NCDDP, its degree of inclusiveness and the expected effect on persons with disabilities by reviewing significant documents related to CDD, NCDDP, and KALAHI-CIDSS.

Four focus group discussions were conducted. The participants were barangay officials, former barangay officials, CSO representatives, DPO representatives, women, and senior citizens. Among the things discussed are (i) their awareness of Community Driven Development; (ii) their awareness of the National Community Driven Development Program;

(iii) their awareness and participation in KALAHY-CIDSS project; and (iiii) the personal experiences and assessment of benefits of KALAHY-CIDSS sub-projects in their respective communities with respect to persons with disabilities.

What is Community Driven Development (CDD)?

Community Driven Development is based on the assumption that community members can best identify their problems and needs and how their lives can be improved if provided with adequate resources and information. Control of development process is practically in the hands of community members. They identify the problems, develop the plan, decide which project proposals will be prioritized, become the implementer and have the responsibility to monitor project progress. The poor people are treated as assets and partners in the development process. These things have proven CDD to be responsive to local demands, inclusive and cost-effective.

World Bank field practitioners have denoted the following 5 key characteristics of CDD projects⁷:

1. A CDD operation primarily targets a community-based organization or a representative local council of a community. This community focus means that the essential defining characteristic of a CDD project is that the beneficiaries or grantees of implementations are agents of the community. Since the focus on small communities is so large the CDD normally targets small scale subprojects in the community.
2. In CDD operations, community or locally based representation is responsible for designing and planning the subprojects in a participatory manner. Since the concentration on participatory planning is considerable in CDD operations, often the possible type of sub-project investment options are very large with only a small list of sub-projects that cannot be carried out.
3. The defining characteristic of CDD projects is that a transfer of resources to the community occurs and control of the resources is delegated to the community. The amount of transfer and control of resources will depend on the CDD implementations.
4. The community is directly involved in the implementation of the subproject. Often the participation of the community comes directly in the form of labour or funds. However, the community may also contribute to the subproject indirectly in the form of management and supervision of contractors or the operation and maintenance of the infrastructure when complete.
5. An element of community based monitoring and evaluation has become a characteristic of CDD subprojects. Most often it is social accountability tools such as participatory monitoring, community scorecards and grievance redress systems which allow for the community to ensure accountability of the CDD implementation.

The National Community Driven Development Program (NCDDP)

The National Community Driven Development Program (NCDDP) is a major Philippine poverty-alleviation program to realize the visions of the Philippine Development Plan for 2011-2016. This is the scaling-up of the existing CDD project (KALAHY-CIDSS) started in 2003 that has proven effective. This program was approved on January 18, 2013. The development objective of NCDDP is to have barangays/communities of targeted

municipalities become empowered to achieve improved access to services and to participate in more inclusive local planning, budgeting, and implementation.

As CDD, NCDDP:

- Helps communities in poor municipalities identify challenges around reducing poverty and make informed decisions on a range of locally identified options for development, including how this is made and in what form;
- Gives control of resources to address local poverty to communities; and
- Builds the capacity of both state (including local governments) and civil society stakeholders to provide assistance and respond to calls for support from poor communities as they implement development initiatives.

NCDDP was launched in July 2013. It is expected that during the peak of NCDDP implementation, 20,691 barangays in 900 municipalities located in 63 provinces of 15 regions, covering 5.9 million households will be assisted. The municipalities are those with poverty incidence higher than the national average (26.5% 2009 data from the National Statistical Coordination Board (NSCB))⁸

The key features of NCDDP are:

- Fund release mechanism. The funds will be released directly to the community accounts.
- Allowable community projects. NCDDP follows an open menu system. However, it has a set of disallowed activities, specified on the formulated Negative List.
- Number of cycles. Each of the above "existing" and "new" NCDDP municipalities can have up to four cycles of CDD operation, minus the cycles already availed of in KALAHYAN-CIDSS for those that were previously covered by the Project. Across the said four core cycles of the CDD, municipalities can get the following two kinds of NCDDP assistance: (1) social and technical preparation and (2) funding assistance for implementing community projects. In the first three cycles, DSWD will actively assist in social and technical preparation. By the fourth cycle, the cost of the said social and technical preparation shall be shouldered by the local government unit (LGU). The NCDDP municipal allocation for implementing community projects will be provided from the first to the fourth cycles. After the fourth cycle, a municipality is considered a "Graduate" and is expected to have increased management capabilities of their internal resources, and can thus leverage for external funding (for example, from Grassroots Participatory Budgeting), while practicing the CDD strategy.
- Time frame. To cover all the 900 areas, NCDDP projects a 5-year time frame beginning late 2013.

The estimated total project cost is US\$ 663.90 million of which US\$ 479.00 million is the commitment amount of World Bank (NCDDP Project ID P127741)⁹. Some portion will be shouldered by the Government of the Philippines and the rest will come from other donors.

The Community Empowerment Activity Cycle (CEAC) will serve as the basis for implementation of the NCDDP. This is a five-stage process wherein communities are trained in the systems and processes of CDD. Its five stages are¹⁰:

- Social Preparation stage, wherein residents are trained in identifying what their community's pressing needs are.
- Project Development stage, wherein communities are trained in designing community project proposals that will be able to address their identified concerns. This stage also

sees the creation of the criteria, as identified and agreed upon by the community, that will be used later on to determine which of the proposed community projects will be selected and implemented.

- Project Approval stage. The project preparation teams of each barangay will present their sub-project proposals to representatives of the other barangays within the municipality and then vote on which of these will be prioritized using the criteria they have formulated.
- Implementation stage. Village teams comprised of volunteers are trained so they themselves will be able to implement their chosen community projects.
- Transition stage. Weaknesses and strengths during project implementation are assessed to better prepare the community for the next cycle of project implementation.

The Kapit-Bisig Laban sa Kahirapan-Comprehensive and Integrated Delivery of Social Services (KALAHI-CIDSS)

Kapit-Bisig Laban sa Kahirapan-Comprehensive and Integrated Delivery of Social Services (KALAHI-CIDSS) is one of the three core poverty alleviation programs of the Department of Social Welfare and Development (DSWD), along with the Pantawid Pilipino Program (Pantawid Pamilya) and the Sustainable Livelihood Program (SLP). KALAHI-CIDSS uses the CDD strategy to reduce poverty and improve governance by building the capacity of community members in identifying and implementing sub-projects in their own localities. It was started in 2003.

Kalahi-CIDSS has three main objectives¹¹:

- Empowerment, by making community residents active participants in development;
- Improving the responsiveness of local government units (LGUs) to community needs by facilitating citizens and LGU partnership in planning, budgeting, execution and monitoring. In this way, decision-making processes become more democratic and participatory; and
- Improving people's access to basic social services, by way of implementation of community projects that directly respond to the residents' identified problems, thereby helping in poverty reduction efforts.

KALAHI-CIDSS Impact Evaluation

The World Bank's KALAHI-CIDSS impact evaluation (September 2011) presented satisfactory result overall. The 5,645 sub-projects worth PHP 5.7 billion are benefiting more than 1.25 million households in 4,583 barangays across 200 municipalities. The project is proud of its social mobilization and participatory planning, implementation and monitoring processes. An impact evaluation design was used to assess the general impact of the project on poverty reduction, social capital, empowerment, and governance. The evaluation used quantitative and qualitative data collected in 2003, 2006, and 2010.

The evaluation shows:

1. Participation rates in project activities are relatively high, suggesting that households and local elected officials in targeted municipalities see value in the KALAHI-CIDSS approach.
2. The project had a positive impact on household consumption. Factors like increased number of access roads, improved livelihood and more opportunities for employment contributed to additional capacity to purchase non-food items.
3. More household employment and livelihood options.

4. The project led to improvements in basic service delivery. The proportion of households visiting a health facility when sick increased. There are more access roads. Clean water through communal sources is made available. School enrolment has increased.
5. The project also had positive impacts on a number of social capital and barangay governance outcomes, which have been shown to be important determinants of household welfare.

General Findings

The Philippines is a lower middle-income country with more than 4 million households below the poverty line. Despite economic growth, poverty incidence is not going down. Hence, a more effective poverty reduction strategy needs to be adopted. The Philippine Development Plan of the current Aquino administration includes social development. One of the priority strategies is the adoption of the Community Driven Development approach. This is the approach used in KALAHI-CIDSS, the government's flagship community-driven poverty-alleviation project. The impact evaluation of KALAHI-CIDSS indicated success of sub-projects that contributed to community development.

Due to the positive impact of KALAHI-CIDSS it is now scaled-up as the National Community Driven Development Program (NCDDP) with wider coverage and with millions of Filipinos expected to benefit from it. In 2013, the NCDDP was launched. This national program is the scaled-up version of KALAHI-CIDSS, with wider geographical coverage and expected to benefit more Filipinos. The government expects that NCDDP will have the same or even better result than KALAHI-CIDSS project. Poverty rate will reduce and communities will have human development outcomes that will continue the development process. The NCDDP is designed within the context of current policies of World Bank. As with all World Bank-funded projects the Safeguard Policies are applied to see to it that no harm happens to the environment and rights of people are respected.

The development of NCDDP necessitated abiding by a substantial list of major environmental, social and related policies of the World Bank, ADB (another funder), and the Government of the Philippines. This list will also guide sub-project proponents, implementers and Local Governments Units in formulating measures to ensure compliance. It is disappointing not to see in the list anything that pertains to persons with disabilities, not even the CRPD, in such an important program for community development and people empowerment. There is nothing to compel major players in the programs to ensure inclusion of persons with disabilities because of the absence of reference to the sector of persons with disabilities in the World Bank Safeguard Policies.

NCDDP utilizes the existing framework and builds-up on the design, learning, and improvements of KALAHI-CIDSS. It is likely that the future of persons with disabilities in NCDDP will be very much the same as what they have experienced with KALAHI-CIDSS. The difficulty in participation, competition with other sub-project proposals, and limited benefit from community development will still be present.

The development of NCDDP triggered WB OP 4.10- Indigenous Peoples, the policy concerned with Indigenous Peoples (IP) which insures their protection in the course of development process. This policy compels concerned parties to fully respect the dignity,

human rights, economies and cultures of IP. If harm from a sub-project cannot be avoided measures are taken to minimize, mitigate, or compensate for such harmful effects. An IP Plan will always be utilized whether the sub-project beneficiaries are all IPs or they are part of the group. There is an IP specialist assigned to oversee that such plan is followed.

Persons with disabilities do not have the same protection. Without this protection persons with disabilities will be left behind and continue to be marginalized. Persons with disabilities will not be included in the development.

The non-inclusion and the potential harm it will cause persons with disabilities are shown further by the examination of the impact of KALAH-CIDSS on which NCDDP is primarily patterned after. The result of KALAH-CIDSS does not provide the same benefit to persons with disability the way it does to the rest of the community.

The participants of the FGD shares that their community lacks access to some of the basic social services. They continue to demand for farm to market roads, access to potable water, irrigation, health centers, and livelihood. It is ironic that all the participants demand for livelihood program to uplift them from their present economic condition. Yet, according to the key informant, it is the least priority in KALAH-CIDSS.

Another concern raised is about infrastructure project such as health centers. According to one of their experiences in KALAH-CIDSS, their proposed health center project has not been finished because the national government cut down the proposed budget submitted by the community. According to the national government, their proposed budget is much higher compared to other places with the same project. The national government failed to recognize the differences in terms of labor cost, material cost, etc.

Disability, KALAH-CIDSS and NCDDP

The premise of participatory approaches is that the potential benefits outweigh such cost (CDD critical review). People's participation is paramount in KALAH-CIDSS. Participation of community members if not meaningfully done would become a routinary attendance to public presentation of projects. The very thing that CDD approach is trying to achieve will be missed if participation of the community members is limited. In many occasions, not every vulnerable sector is represented in community meetings. More often than not, persons with disabilities are not represented. Sectoral representation (industry groups, children, women, senior citizens, persons with disabilities and others) should always be ensured and facilitated. Facilitation to have sectoral representations of all vulnerable sectors is imperative to attain inclusive community development. Participation should not put undue burden (financial) to the poor community members. Participation can be costly for many persons with disabilities particularly for those with mobility impairments where no accessible public transportation is available and for the deaf people who need sign language interpretation to access information and put forth their opinions. In addition, participation may lead to psychological or physical duress for the most socially and economically disadvantaged, because genuine participation may require taking positions that are contrary to the interests of powerful groups.

It is a fact that presence of a person with disability to present the concerns of the sector is not a requirement. Even though there is link between community-driven development project and the local development plan, it is not clear how vulnerable groups such as persons with

disabilities are assured of their space in the formulation of the planned project. It is oftentimes presumed that a public good such as clean water supply will automatically benefit everybody. This would be true if the communal water source is designed in such a way that even a person with disability on a wheelchair can access it. Many communal water sources are on an elevated concrete block about half a foot high or has concrete perimeter a foot high to prevent mud messing up the place. One key informant shares that he has to pay someone to fetch water from the communal water source to their home. This adds to the burden of persons with disabilities. What if this person is unemployed or underemployed? Even if persons with disabilities are regularly employed, it is not equal for persons with disabilities to shoulder the additional cost just because the public services are not accessible.

It is reported in the impact evaluation of KALAH-CIDSS that there is an increased use of health centers. For common illness, residents can readily visit a barangay health center. The same health care service is not physically accessible to a wheelchair-user because of narrow doors and cramped facilities (examinations of photos from published reports have shown this). As of this time, we cannot determine how deaf persons can access health care services. Imagine if a deaf patient would seek consultation. Without the support service of sign language interpretation this would be very difficult and may result to misdiagnosis and mismanagement. The same “language” barrier is faced by deaf persons to get health information.

School buildings supported and prioritized as sub-project were built without consideration of the needs of children with disabilities. Most classroom doors may accommodate pediatric wheelchair but not many toilets are accessible. Examinations of photos from published reports showed schools built in lots many of which have dirt roads as access roads. The school building is built on a slightly elevated concrete base without ramps to provide access for any wheelchair-using student.

Sub-project selection is by votation. Even if prioritization and selection of subprojects is done democratically, this may not ensure inclusive development. This may result to leaving out the concerns of vulnerable group like that of the persons with disabilities by virtue of the group being a minority. Participants of the focus group discussion shared their frustration in the selection process of the project to be submitted for KALAH-CIDSS funding. They see it is a political exercise and it does not guarantee that the sub-project proposals from the poorest communities will be prioritized.

With regards to the inclusiveness of KALAH-CIDSS supported sub-projects, specific needs of persons with disabilities are hardly ever considered. This resulted to development projects that do not respond to the needs of the whole community, in particular, persons with disabilities. One example is the inaccessibility of infrastructure project like roads, buildings, etc.

In trying to improve the KALAH-CIDSS, refinements have been made. Refinements include mainstreaming of gender concerns. There are dedicated gender staff positions and gender-focused activities, including the provision of “Gender Incentive Grant”¹². More women are present in the different stages of the sub-project processes. With a conscious effort, the concerns of the women sector are mainstreamed and integrated in the sub-project design. We cannot say that persons with disabilities are afforded similar accommodation. To the view of others, the financial cost of facilitating integration of concerns of persons with disabilities in the design eclipses the potential of a continuing benefit a minor modification will do.

Assuring physical accessibility alone would benefit any person with or without disability. An access ramp will continue to serve its purpose to anybody as long as it exists with only one-time capital outlay. Ensuring that social support services are available (i.e. sign language interpretation), to compliment related education sub-projects, will give equal opportunity for deaf children to have education. The same service is useful in delivering other social services.

Conclusion

The design of NCDDP is not inclusive of persons with disabilities despite the fact that it uses the Community Driven Development approach. The target areas of implementation are poor municipalities where records show bigger percentage of household population with disabilities compared to better off municipalities. Without reference and components of disability in the World Bank Safeguard Policies it will be very difficult for persons with disabilities to participate and be included to the whole community development process.

The Safeguard Policies is a powerful compelling instrument to make sure that no harm will be caused to marginalized and vulnerable groups. This is as long as the groups are within the purview of the Safeguards. Necessary measures are taken to ensure that IPs can participate, be included, benefit, and their rights respected all because their concerns are in the Safeguards.

In a community driven development project, the community is not just the geographical territory alone it is all the people that makes up the community. The sector of persons with disabilities is marginalized. Generally, persons with disabilities live in poverty because of disability-poverty cause and effect. They deserve the protection of the Safeguards. This will compel the Philippine Government to implement the Convention on the Rights of Persons with Disabilities to which the Philippines is a state party.

The barriers to fully participate in KALAHY-CIDSS which will be faced again by persons with disabilities in NCDDP were not addressed. Several rights of persons with disabilities (CRPD Articles 5, 9, 19, 24, 25, 27, and 28) were not respected in KALAHY-CIDSS and will have the same fate in NCDDP. Impact evaluation of KALAHY-CIDSS reported good results yet on closer scrutiny the sector of persons with disabilities are not benefiting from the achieved community development as much as the other members of the community. This would not have been the case if persons with disabilities are protected by the Safeguards.

Aside from respect for rights and dignity of persons with disabilities, Safeguards inclusive of persons with disabilities will have propagated positive effects to the household. Having a disability will no longer be a catastrophic problem and persons with disabilities will no longer be seen as burdens.

Recommendations

Concerns of persons with disabilities cuts across areas. It is important to ensure that views of persons with disabilities are listened to and considered in every aspects of NCDDP supported sub-project. To ensure responsiveness of sub-projects to persons with disabilities the following is being recommended for the new Safeguard policies:

- Ensure the full and effective participations of persons with disabilities and other vulnerable sectors through their representative organizations including children in all phases of the project including monitoring and evaluation
- Checklist that measures the inclusiveness of every sub-projects
- Ensure that there is a framework for inclusion of persons with disabilities for development workers
- Ensure that the sub-projects does not have barriers that may hinder persons with disabilities from benefitting

¹ (<http://www.cultureandpublicaction.org/bijupdf/mansurirao.pdf>)

² (http://www.nscb.gov.ph/secstat/d_popn.asp)

³ (<http://www.nscb.gov.ph/poverty/>)

⁴ (<http://devplan.neda.gov.ph/chapter8.php>)

⁵ <http://www.census.gov.ph/content/persons-disability-philippines-results-2010-census>

⁶ <http://www.census.gov.ph/content/persons-disability-philippines-results-2010-census>

⁷ (http://en.wikipedia.org/wiki/Community-driven_development)

⁸ http://ncddp.dswd.gov.ph/Media/uploads/FAQs_on_NCDDP.pdf

⁹ (<http://www.worldbank.org/projects/P127741/philippines-national-community-driven-development-program?lang=en>)

¹⁰ http://ncddp.dswd.gov.ph/Media/uploads/FAQs_on_NCDDP.pdf

¹¹ (http://ncddp.dswd.gov.ph/Media/uploads/FAQs_on_Kalahi_CIDSS.pdf)

¹² <http://www.mcap.ph/kalahi-project>