

PDWAW 576

The Enterprise Program

ENTERPRISE PROGRAM WORKSHOP

"SELF-RELIANCE FOR PHILIPPINE NGOs"

May 5-8, 1987

Baguio, Philippines

REPORT

Contract No. AID/DPE-3034-C-00-5072-00



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**REPORT ON THE ENTERPRISE
PROGRAM WORKSHOP
"SELF-RELIANCE FOR PHILIPPINE NGOS"**

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**REPORT ON THE ENTERPRISE PROGRAM
SPONSORED WORKSHOP**

"SELF-RELIANCE FOR PHILIPPINE NGOS"

MAY 4 - 8, 1987

**Venue: Hyatt Terrace Hotel
Baguio, Philippines**

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**This workshop was undertaken with administrative and logistical support
provided by The Population Center Foundation, Manila, Philippines.**

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EXECUTIVE SUMMARY

The first Enterprise Program Workshop in Southeast Asia, "Self-Reliance for Philippine NGOs," was held in Baguio City, Philippines, May 4-8, 1987. This workshop represented a significant step in both fostering Philippine PVOs self-reliance, as well as developing an effective Enterprise approach to facilitating this process.

The workshop was designed and directed by Enterprise Program Human Resource Development Specialist, Norman R. Bramble and Senior Consultant Gabriel Ma. J. Lopez, both of the Coverdale Organization, Inc., an Enterprise Program subcontractor. They were assisted in conducting the workshop by Jerry Russell, Enterprise Program Asia Regional Representative, and Eugene Sevilla of the Asian Institute of Management. Administrative and organizational support in the Philippines was provided by the Population Center Foundation of the Philippines.

Participating in the workshop were 21 senior managers representing 11 Philippine PVOs with family planning activities, the National Commission on Population (POPCOM) and the USAID mission. In addition to being senior managers, 19 of the participants had extensive experience (over 15 years) with programs in family planning and related health fields. The participant organizations represented all the major private sector providers of family planning programs and services in the Philippines.

The primary goal of the workshop was to help participants develop plans for improving the self-reliance of their organizations through the sharing of relevant experiences, identification and development of concepts needed for organizational improvement and change, and exploration of ways of generating revenue and achieving long-term financial stability.

In pursuit of this objective, the workshop included a variety of activities including technical inputs, participant presentation of experiences with self-reliance, case studies, discussions, group tasks, and individual and group planning to apply workshop lessons to their organizations. The content of the workshop included the Enterprise Program experience; criteria and standards for an effective, self-reliant organization; assessing organizational assets; sources of income and ways and means of generating new income; financial and human resource management; managerial skill development, team building, cooperation, and organizational improvement; and service marketing.

The workshop was developed in response to a request from the National Commission on Population. In developing the workshop design, methodology and content, discussions were held with potential participants regarding their individual and organizational needs, available literature on PVO self-reliance was surveyed, and individuals with relevant experience were consulted. In addition, the Population Center Foundation conducted surveys on behalf of the Enterprise Program on the current family planning activities of the Philippine NGOs and their past and present efforts to enhance their self-reliance. The key points that emerged from this preliminary work were subsequently taken into account during the development of the workshop. These key points included the varying degrees

of self-reliance needs and experience of the participants; the rather comprehensive and extensive nature of the topic of self-reliance; the current fluid population policy and funding situation in the Philippines; the keen interest expressed by the PVOs and the Government to promote PVO self-reliance and reduce the dependence of the Government on donors; and the limited amount of real experience with, and materials on, PVO self-reliance. Another significant factor which emerged from preliminary discussions and surveys is that there is a large number of PVOs in the Philippines, led by individuals who know each other, that operate in overlapping areas and have a history of both cooperation and competition, a potential for competing income generating activities, and a keen interest in organizing themselves into a cooperative body.

The summary outputs of the workshop consisted of a consolidated report of group discussions prepared by the participants, individual and organizational plans to apply lessons of the workshop to improve self-reliance, and a plan agreed by all workshop participants for promoting cooperation and the development of an association of family planning PVOs.

In their verbal comments and written evaluations at the end of the workshop, the participants were all very positive. They expressed particular satisfaction with the manner in which the workshop was conducted. They found it presented an experiential approach appropriate to their experience, and the appropriate technical inputs for their needs. They also expressed approval for the Enterprise Program approach and the positive effect the workshop had on their motivation and confidence.

Since the workshop, the Enterprise Program has received encouraging reports of individual and organizational successes in implementing action plans prepared during the final day of the workshop. Significant progress has also been made in launching the Council of NGOs with family planning programs.

For the Enterprise Program, the workshop has had two key results. First, it has provided a strong base for program development activities. Second, as a result of this experience and its obvious success, the Enterprise Program now has a prototype workshop that will be useful and, in fact, is already in demand.

BACKGROUND

The Enterprise Program mandate for its work with PVOs is to help them achieve greater self-reliance and long-term stability so that they can expand and maintain the delivery of family planning services in their communities. Program activities in support of this goal include helping PVOs develop business skills, and improve and expand the means for generating income.

In the context of this mandate, the Enterprise Program workshop on "Self-Reliance for Philippine NGOs," May 4-8, 1987, represented a significant step both in developing Philippine PVO self-reliance and an effective Enterprise approach to helping PVOs in that process.

The Philippine workshop was conducted in response to a request from the Acting Executive Director of the National Commission on Population (POPCOM) made during the Enterprise Program initial assessment visit to the Philippines in the summer of 1987. In response to this request, a concept paper was prepared by Zynia Rionda, a member of the Enterprise team. This concept paper proposed a one to two week workshop for up to twenty top managers and PVOs involved, or soon to be involved, in the Philippine Family Planning program. The primary objective of the workshop was to promote the idea of income generation and the development of good organizational, financial and business practices as indispensable to the quest for self-reliance.

In September of 1986, POPCOM forwarded three proposals from two Philippine organizations for developing PVO self-reliance. The first of these, which was not submitted in response to the Enterprise concept paper, came from Philippine Business for Social Progress (PBSP), a local donor organization involved in social and economic development projects which draws support from 119 member corporations in the Philippines. The PBSP proposal was for a two year project involving a series of workshops and follow-up activities for the participating PVOs. The estimated total project cost was \$76,038.50.

The other two proposals came from the Asian Institute of Management (AIM) in Manila and were one and two week versions of a case-studies-based training program which focussed on organizational and managerial development. AIM's proposals included the PBSP experience with developing self-reliance among community-based PVOs. The estimated cost of these proposals was \$30,000 for one week and 32,000 for two weeks (\$1500 and \$1600 per participant with a 20 participant minimum).

In reviewing these proposals, it was felt that both PBSP and AIMS had significant experience and expertise that should be tapped in developing the one to two week workshop proposed in the concept paper. Given their practical experience with developing self-reliance among community-based PVOs, PBSP was seen as the appropriate organization to assist the Enterprise Program in preparing and conducting a workshop on self-reliance for family planning PVOs.

While quite expensive, AIM was seen as a good source of basic managerial inputs on such topics as service marketing and operations, financial management and corporate strategies.

Subsequent to the development of the concept paper and the receipt of the proposals from POPCOM, a second Enterprise visit was made to the Philippines from November 19 to December 6, 1986. One purpose of this trip was to pursue and advance the development of project activities identified during the initial July visit, including the one to two week PVO self-reliance workshop.

During this visit, a series of meetings was held with both PBSP and AIM. PBSP was asked to conduct the workshop for the Enterprise Project with Enterprise Program involvement. PBSP declined this request citing their workload and lack of experience with the type of PVO which would be participating. (PBSP's experience is with local community-based PVOs in such areas as credit, cooperatives and manufacturing and not with family planning or nationally based PVOs that don't have community bases.) While declining the invitation to either conduct or help the Enterprise conduct the workshop, PBSP agreed to send participants and to make their experience available through both a formal presentation and in group discussions.

While AIM was seen as quite strong on analytical case study-based training related to service organization management, the organization has no direct experience with helping PVOs develop income generating activities (they have one, non-Philippine case study with an element of PVO self-reliance). Given this, and taking into account the experience and the needs of the participants and the goals of the workshop, AIM agreed to assist the Enterprise Program by providing specific inputs in response to the needs assessment, e.g. financial management and marketing.

The Population Center Foundation (PCF) agreed to assist the Enterprise Program by providing administrative and logistical support and by conducting a pre-workshop survey of PVO family planning activities, self-reliance efforts, interests and needs.

In addition to discussions with PBSP, AIM and PCF, the proposed workshop was discussed with other potential participants including representatives of Integrated Maternal Child Health (IMCH), the Private Hospital Association of the Philippines (PHAP), Family Planning Organization of the Philippines (PHAP), the Institute for Social Studies and Action and the Commission on Population (POPCOM). Based on these discussions, a preliminary proposal for the workshop was prepared, discussed with POPCOM and agreed upon. This proposal was subsequently reviewed by the Enterprise Program management group and formally proposed to POPCOM on December 31, 1986. Given the fluid policy situation and unresolved issues of program control in the Philippines, formal approval was delayed for two months. Final approval was given by the Minister of Social Welfare.

In developing the workshop design, discussions were held with potential participants regarding their individual and organizational needs, available literature on PVO self-reliance was surveyed and individuals with relevant experiences in the Philippines and elsewhere were consulted. In addition, the Population Center Foundation of the Philippines conducted

surveys on behalf of the Enterprise Program on the current family planning activities of Philippine NGOs and their past and current efforts to enhance their self-reliance.

Based on this preparatory work, several key points emerged which were taken into account in designing the program. These included:

- o There is a keen interest in the Philippines on the part of the Government and of Family Planning PVOs in developing self-reliance and a workshop on the subject. While their interests do not converge in all areas, both the Government and the PVOs expressed a goal of reducing PVO dependence on Government and donor funding.
- o The need for long-term financial stability has been dramatically high-lighted by the current fluid population policy situation and the resultant unresolved issues of control and interruption in the flow of family planning funds. The PVOs are suffering now from this situation and are thus highly motivated to do something about developing their self-sufficiency.
- o The relative degree of self-sufficiency and the needs of the family planning PVOs in the Philippines vary greatly. Their sources of funding vary from interest on a trust fund and donations from member organizations to total dependence on project funds from donor agencies or the government. In between these extremes are various PVOs which obtain limited revenue by charging for family planning services, commodities and training, and from selling such non-family planning activities as processed food. This variety of funding sources can, on one hand, be a liability to a workshop because of the differing needs of the PVOs which should be addressed and, on the other hand, be a great opportunity because of the potential learning to be gained from sharing of experiences.
- o The large number of family planning NGOs in the Philippines, often operating in overlapping areas and competing for sources of income.
- o The very limited amount of experience and materials on issues of family planning PVO self-reliance anywhere in the Third World and the relative significant experience of the potential Philippine workshop participants with managing organizations at survival level and with efforts to enhance the self-reliance of these organizations.

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- o The need for long-term financial stability has been dramatically high-lighted by the current fluid population policy situation and the resultant unresolved issues of control and interruption in the flow of family planning funds. The PVOs are suffering now from this situation and are thus highly motivated to do something about developing their self-sufficiency.
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- o The large number of family planning NGOs in the Philippines, often operating in overlapping areas and competing for sources of income.
- o The very limited amount of experience and materials on issues of family planning PVO self-reliance anywhere in the Third World and the relative significant experience of the potential Philippine workshop participants with managing organizations at survival level and with efforts to enhance the self-reliance of these organizations.

PARTICIPANTS

Twenty-one individuals participated in the workshop. They represented eleven Filipino, not-for-profit, non-governmental organizations with family planning activities plus the National Commission of Population (POPCOM), the Asian Institute of Management (AIM) and the USAID Mission. A list of participants with full addresses is given in Appendix 1. The organizations they represented were:

Population Center Foundation (PCF)

An endowed PVO involved in population and health projects, including the provision of technical assistance to local organizations.

Institute of Maternal Child Health (IMCH)

A reputable, experienced training and service delivery family planning PVO.

Family Planning Association of the Philippines (FPOP)

An IPPF affiliate with community-based chapters throughout the Philippines. Activities include IEC, service delivery and income generating schemes.

Philippine Business for Social Progress (PBSP)

A local donor organization involved in social and economic development which draws support from 119 member corporations in the Philippines. Activities include helping community-based NGOs develop self-reliance.

Bicol Memorial Medical College

A private hospital with a medical school and a large family planning and health outreach program in Bicol Province.

Development Concepts Center for Alternatives (formerly COAL)

A small PVO involved in community health in both urban and rural areas including such innovative programs as adolescent fertility and programs with "bar hostesses".

Kabalikat Ng Pamilyang Philipino Foundation, Inc. (KABAZIKAT)

A PVO which focuses on providing linkages between diverse organizations engaged in primary health care and their beneficiary--the Filipino people.

Institute for Social Studies and Atlum (ISSA)

A small PVO involved in community-based, women-oriented family planning service and delivery.

Integrated Maternal Child Care Services and Development (IMCCSDI or SDI)

A new health and family planning PVO organized and staffed by former MCH senior personnel.

Private Hospital Association of the Philippines (PHAP)

An association with over 3,000 member hospitals all over the country.

Benguet Corporation Foundation (BCFI)

A NGO funded by Benguet Company to carry out social welfare activities in community mines, forest operations, etc. These activities include income generating and livelihood schemes.

The National Commission on Population (POPCOM)

The government organization with policy oversight and coordinating responsibilities for the National Population Program.

Asian Institute of Management (AIM)

A private educational institution with a large facility in Makati and a broad spectrum of long and short-term case-study-based training programs in management.

The participants' organizations were surveyed regarding their concept of NGO self-reliance, what activities they have undertaken to achieve self-reliance and the successes and difficulties they have encountered. The results of this survey, which were used in designing the program, are summarized in Appendix IV of the report.

OBJECTIVES/METHODOLOGY

The overall aim of this workshop was to help participating NGOs develop plans for improving self-reliance.

In light of this overall aim, the key objectives were identification and development of managerial and organizational concepts necessary for improvement of organizational effectiveness and efficiency; sharing of relevant individual experience with regard to self-reliance; self-assessment by individual participants of the managerial experiences, skills and attitudes they possess which facilitate organizational improvement and progress towards self-reliance; initiation of internal assessment of participating organizations' experience, assets and potential means of generating income and achieving long-term stability; and improving cooperation among family planning NGOs and between those NGOs and the Government.

Given these objectives, the results of the needs assessment and the highly experienced senior participants, the methodology chosen for this workshop was a task-based team building approach based on the Coverdale model.* This methodology proved to be a particularly effective vehicle for sharing and taking account of experiences, examining relevant management and organizational concepts, developing cooperation among the NGOs and developing individual and group plans for implementation as follow-up to the workshop.

This methodology was supplemented by presentations by workshop participants of their efforts to achieve self-reliance and by didactic inputs on specific subjects identified during the needs assessment. These included budgeting and accounting, marketing social services, cost recovery and basic concepts of organizational improvement.

*See Management Training Strategies for Developing Countries, Studies on Development Management by John E. Kerigan and Jeff S. Luke, Lynne Reiner Publishers, Boulder and London.

DESCRIPTION OF WORKSHOP

The workshop was initiated with an informal dinner on the evening of May 4th before the Tuesday morning May 5th commencement. Following the dinner, each participant and staff person introduced themselves and the organization they represented and shared their personal aims and expectations of the workshop.

On Tuesday morning the Workshop began with a General Session where the Workshop Director presented the Workshop aims, introduced the methodology and lead an exercise in identifying the characteristics of an effective, self-reliant NGO. In this General Session, the Enterprise Program Regional Representative made a presentation on the objectives, strategy and activities of the Enterprise Program, including the focus on helping PVOs become more self-sufficient.

During the day, three participants gave presentations on their organizations' experience with efforts to achieve self-sufficiency. These included Atty. Ramon Tagle Jr., Executive Director, Family Planning Organization of the Philippines; Dr. Angelita Ago, Medical Director, Bicol Memorial Medical College; and Ms. Rosalinda Mendoza, Field Operations Supervisor, Integrated Maternal Child Care Services Inc. Each of these was followed by questions and answers and a lively discussion.

The first day also included two group sessions. The first session focussed on developing effective ways of working together and the start up of a continuing task which the groups were to work in on intermittent sessions during the first three days. The continuing task involved the participants using their experience and workshop inputs to formulate a plan on how to develop self-reliance for an organization including aims, objectives and criteria; information on organizational assets, costs, fees, investments, jobs and business endeavors; means for generating income; constraints; areas of common interest with other NGOs and ideas on how to go about improving self-reliance. Following a General Session presentation on "A Systematic Approach to Achieving Objectives and Getting Work Done," the participants met for a second time to try the method out on a neutral task in preparation for using it as a basis for group work and the production of useful results from the exercise.

Each task period was followed by group process reviews and reports to the General Session on the outcome of these reviews and progress with the task.

The second day's program included three group sessions where work on the task was carried forward. Again each task period was followed by a process review and reports to the General Session. Each of these reports generated lively discussions on issues of relevance to the participants, e.g. cost recovery, building a capital fund, improving team work for better results, etc.

In addition to Group Reports, the General Session was used as a time to discuss such topics as income and costs, managing the resource of ideas, and other issues relevant to group activities.

On Thursday morning the groups focussed on completing their task of formulating a plan on how to make an organization self-reliant. After completing the task, each of the three groups selected a member to represent them on a select committee charged with putting the three groups task results together into a consolidated document.

While the select committee met to begin work on the consolidated document, the remaining group members met to prepare for Eugene Savilla of the Asian Institute of Management (AIM). Preparation involved identifying remaining unanswered questions, issues, and any new needs identified during the group work. These were presented to the AIM resource person in the General Session and discussed informally at lunch.

Thursday afternoon was devoted to didactic inputs by Eugene Savilla on marketing social services and budgeting and accounting. While long for didactic inputs, these sessions went very well. The participants were fully attentive and direct in pursuing the information they needed. The participants felt that the sessions were right on target in terms of addressing their needs and that the group work had brought them to the point that they could absorb a lot of relevant information.

Friday's program began with a case study on PVO financial management. This was followed by group reviews of the select committee draft consolidated document. The results of these group reviews were then carried back to the select committee which then prepared a final document.

While the select committee worked on finalizing the consolidated document, the remaining workshop participants met in a General Session to work out ways to improve NGO self-reliance. This session was chaired by Atty. Ramon Tagle, Executive Director of FPOP. It was characterized by considerable agreement on what needed to be done and resulted in a document covering aims, possible areas of cooperation and immediate tasks to be carried forward after the workshop, including support for the establishment of a Council for NGOs involved in Family Planning. A copy of this document is given in Appendix VII of this report.

The final activity of the workshop was the preparation of individual plans to execute once back at work. After a briefing in the General Session, the representatives of each organization used "A Systematic Approach" as a framework for preparing plans. They then shared these with the representatives of another organization to test their ideas and select new ideas and proposals.

The workshop was concluded with a final general session for individual evaluation of the workshop, review of the workshop aims and closing comments.

RESULTS AND RECOMMENDATIONS

A formal evaluation of the workshop was requested of the participants. The evaluation form asked the participants to specify principles, lessons and ideas from the workshop which they found to be of value; strengths and successes of the workshop; and recommendations for improvement. The responses were unanimous in judging the workshop a considerable success. The elements repeatedly cited as strengths were the Coverdale methodology and method for achieving aims and getting work done; the new feeling of participant confidence in, and commitment to, making their organizations self-reliant; the discovery of ideas for generating income; the recognition of the need for improved financial management; and the central crucial role of effective team work. A summary of these evaluations is given in Appendix X.

Outputs of the workshop included a consolidated report of group discussions prepared by a select committee made up of representatives of the three work groups, individual plans to apply lessons of the workshop to improving each organizations' self-reliance, and a plan agreed to by all workshop participants for promoting cooperation. (The latter included supporting the development of an association of family planning PVOs to be called Responsible Parenthood Council for Health and Population Welfare.)

The week following the workshop produced two examples of the effects of the workshop and participant commitment to implementing their plans. In the first, the Executive Director of IMCH conducted an afternoon session with her professional staff and the Chairperson of the Board to explain her plans, get their commitment and initiate action. At the request of the Executive Director of IMCH, the Workshop Directors helped in facilitating this meeting. The positive response and actions as a result of the meeting initiated were impressive. In the second example of participant commitment, the Executive Director of FPOP utilized two products of the workshop as a basis for his presentations at two consultative meetings with the Ministry of Health and POPCOM. These documents are included in this report as appendices VI and VII.

Another outcome of the workshop was the highlighting of key issues of PVO self-reliance in the Philippines which the participants felt should be addressed by the PVOs themselves, as well as POPCOM donors. These included:

- o Resolution of what the participants see as mixed signals from the Government and Donors. On the one hand they felt they were being told to become more self-reliant, while on the other they were being asked to provide counterpart funds and to accept restrictions on cost recovery and fees.
- o Develop the Association of Family Planning PVOs as a mechanism for cooperation, for advocacy in influencing government policy, and for dealing with potential areas of competition in income generating activities.

- o A follow-up workshop to focus on experiences with application of learning from this workshop, as well as additional training for the participants and their staff in long-term planning and strategy.
- o Identification of resources to help the PVOs achieve self-reliance.

This prototype, including the flexible methodology that can be adjusted to specific technical needs and the experience of the project and contract staff, is a resource which can be added to help meet a need which is felt by PVOs in other countries as well as the Philippines.

APPENDIX I

PARTICIPANT LIST AND WORK GROUPS

WORKSHOP ON SELF-RELIANCE FOR PHILIPPINE NGOS
Hyatt Terrace Baguio
May 5-8, 1987

Participants

Name/Position Agency/Address

1. **Ms Aurora Silayan-Go**
Population Center Foundation Director
Programs Division South Superhighway, Makati Metro Manila
Tel. No. 866465/877061-72
2. **Ms. Marissa C. Reyes**
Population Center Foundation Head
Management Information Unit Programs Division
3. **Ms. Nora de Guzman**
Population Center Head
Training Unit Foundation Programs Division
4. **Dr. Flora Bayan**
Institute of Maternal Executive Director and Child Health
11 Banawe Street Quezon City
5. **Atty. Ramon Tagle, Jr.**
Family Planning Executive Director
Organization of the Philippines
Hemady Street, New Manila Quezon City
Tel. No. 721710
6. **Mr. Francis Gerard**
Habana Family Planning Resource Development Officer
Organization of the Philippines
7. **Ms. Frances Talattad**
Philippine Business for Senior Project, Officer Social Progress
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Tel. No. 498217/498242
8. **Dr. Angelita Ago**
Bicol Memorial Medical, Medical Director
Rizal Street Legaspi City
9. **Ms. Senena Martinez**
Center for Alternatives, Director
1452 F. Agoncillo Street Ermita, Manila
Tel.No. 5214883
10. **Ms. Emelina S. Almario**
KABALIKAT Executive Director
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11. **Dr. Florence Tadiar**
Institute for Social Studies and Action, Executive Director
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Tel. No. 985625
12. **Dr. Perla Sanchez**
Matling Enterprises Consultant
133 Quezon Avenue Quezon City
13. **Ms. Rosalinda Mendoza**
Integrated Maternal Field Operations Child Care Services and
Development, Inc., Supervisor
4th Flr., A & J Building 133 Quezon Avenue, Quezon City
14. **Dr. Alfredo Caramat**
Private Hospital Member Association of the Philippines
c/o Unciano Paramedical Colleges and General Hospital V.
Mapa Street, Sta.Mesa Manila
Tel. No. 614771/622930
15. **Ms. Florina I. Dumlao**
commission on Population Programs Planning, Coordinator
Research and Evaluation Welfareville Compound Mandaluyong
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Tel. No. 793604
16. **Ms. Bethel Villarta**
Commission on Population Programs, Coordinator
Population Manpower Development
17. **Dr. Carmen Garcia**
Commission on Population Programs, Coordinator
Population Service Delivery
18. **Dr. Nelly Alabanza**
Benguet Corporation Foundation, Inc., Executive Director
16 Kidad Road Baguio City
Tel. No.. 442-3049
19. **Ms. Lannie Zulueta**
Benguet Corporation Foundation, Inc.

Observer:

20. **Mr. Ed Muniak**
Office of Population
Population Development Health, and Nutrition Officer
USAID, Manila

WORK GROUPS

COSIO GROUP

Angelita Ago, Francis Habana, Frances Talattad, Florina Dumlao,
Aurora Silayan-Go, Lannie Zulueta

Facilitator: Norman Bramble

NUYDA GROUP

Emelina Almario, Selena Martinez, Perla Sanchez, Ramon Tagle, Bethel
Villarta, Marissa Reyes

Facilitator: Gabriel Lopez

OLAZO GROUP

Alfredo Caramat, Florence Tadiar, Nellie Alabanza, Rosalinda Mendoza,
Carmen Garcia, Nora de Guzman

Facilitator: Jerry Russell

APPENDIX II

STAFF AND RESOURCE PERSONS

Staff

Workshop Director

- Norman R. Bramble
Enterprise Program Human
Resource Development
Specialist
Coverdale Organization, Inc.

Workshop Co-Director

- Gabriel Ma. J. Lopez
Senior Consultant
Coverdale Organization, Inc.

Administration, Preparation and Support

Secretariat

- Emma C. Taguinin
Evelyn T. Abdao
Population Center Foundation

Training Unit Head

- Nora de Guzman
Population Center Foundation

Resource

Marketing and Financial
Management Consultant

- Eugene Sevilla Management
Asian Institute of
Management

Facilitator - Resource
Person

- Dr. Jerry Russell Person
Enterprise Program Asia
Asia Regional Representative
John Snow, Inc.

APPENDIX III

OBJECTIVES

SELF-RELIANCE WORKSHOP OBJECTIVES

The objective of this workshop will be to help participating NGOs develop plans for self-reliance through:

1. Identification and development of managerial and organizational concepts necessary for improvement of organizational effectiveness and efficiency.
2. Sharing of relevant organizational experience with regard to self-reliance.
3. Self-assessment by individual participants of the managerial experiences, skills and attitudes they possess which will facilitate organizational improvement and progress towards self-reliance.
4. Initiation of internal assessment of participating organizations' experience, assets, and potential means of generating income.

SELF-RELIANCE WORKSHOPS AIMS

- o To provide participants with an opportunity to:
- o Share experiences with self-reliance and income generation.
- o Develop new ideas, approaches, guidelines for improving self-reliance and income generation.
- o Improve cooperation among family planning NGOs and between the NGOs and the Government.
- o Clarify and achieve a common understanding of the meaning of "self-reliance," the particular needs of the participating NGOs and ways for moving forward.

SOME CRITERIA

- o Participants will be able to apply lessons, practices, principles from the workshop to furthering self-reliance of their NGO and will leave the workshop with specific plans for initiating action upon return to work.
- o Specific agreed plans will be prepared for follow-up by participants, including continuing cooperation among participants and further sharing of participants' experiences, successes and difficulties.

APPENDIX IV

PARTICIPANT NEEDS FROM PRE-WORKSHOP SURVEYS AND PRE-WORKSHOP INTERVIEWS

APPENDIX IV

A REPORT ON THE PRE-WORKSHOP SELF-RELIANCE SURVEY OF THE PHILIPPINE FAMILY PLANNING NGOS

I. Introduction

Eight out of twelve agencies which are participating in the Self-Reliance Workshop scheduled in May, 1987 have responded to the survey on self-reliance and family planning conducted by the Population Center Foundation.

These agencies are:

1. Development Concept Inc. - Center of Alternatives (COAL)
2. Institute of Maternal and Child Health (IMCH)
3. Institute for Social Studies and Action (ISSA)
4. Integrated Maternal Child Care Services and Development, Inc. (IMCCSDI)
5. Kabalikat ng Pamilyang Pilipino Inc. (Kabalikat)
6. Manila Central University-National Family Planning Program (MCU-NFP)
7. Philippine Business for Social Progress (PBSP)
8. Population Center Foundation (PCF)

Of these eight agencies, all responded to the self-reliance survey except IMCH, which returned only the FP survey questionnaire.

Those who have not responded are:

1. Benguet Corporation Foundation Inc.
2. Bicol Memorial Medical Services
3. Family Planning Organization of the Philippines
4. Private Hospital Association of the Philippines

II. Survey Findings

A. Concept of Self-Reliance

Self-reliance is defined as:

1. The ability to operate on its own resources without external funding assistance (IMCCSDI)
2. The ability to operate with external funding assistance but with a sense of autonomy in decision-making and in the implementation of projects. (COAL and MCU)
3. The ability to operate without being tied to one funding source. (PBSP)
4. The ability to pay for/recover overhead costs of one's own operations by means of income generating projects or cost saving schemes. (PCF and ISSA)

To these NGOs, self-reliance also means:

1. The use of indigenous resources in program implementation, i.e. using own staff as resource persons, trainers, production of own resource materials etc. (COAL)
2. The capability to mobilize its own network of structures and develop its own set of appropriate technologies. (PBSP)
3. The organization has resources/funds to award to other NGOs. (PCF)

Five agencies mentioned that income-generating (IG) projects are a means to attain self-reliance.

B. Importance of Self-Reliance Among NGOs

The seven agencies were unanimous in thinking that self-reliance must be achieved by NGOs. Reasons given focus on the fact that there are not enough funds for all NGOs and self-reliance is needed for the continuous operation of the NGO.

C. NGOs' Self-Reliance Activities

The self-reliance activities of the NGOs fit into several categories. These are:

1. Implementation of IG projects/schemes
 - o rental of training/conference facilities (PCF, IMCCSDI)
 - o providing for overhead costs and management fees in project budget (PCF)

2. Charging of fees for services rendered

- o payment for trainings done on health management (ISSA)

3. Diversification of funding sources and improvement of linkage with other funding agencies. (PBSP)

The MCU-NFP program has been relying on the MCU College of Medicine and Hospital for their operations and on the voluntary services given by the Project Director and Medical residents to the project.

Two agencies, Kabalikat and COAL, have not implemented self-reliance activities.

D. Problems Encountered by NGOs in Implementing Self-Reliance Activities

1. Planning

In the planning phase, the problems which surfaced were:

- a. tight budget: plans for accommodations/food are dependent on the budget set by the contracting agency, thus adjustments have to be made accordingly (IMCCSDI)
- b. lack of planning/managerial skills, specifically,
 - o determining the appropriate strategies and interventions (PBSP)
 - o planning course designs that will be attractive to clients (ISSA)
 - o how to determine a "reasonable" rate of management fees and overhead costs by the NGO (PCF)

2. Implementation

Problems in implementing concern the:

- o difficulty of adjusting training budgets to the actual cost of commodities which is very erratic (IMCCSDI)
- o lack of marketing skills as evidenced by the fact that less people than expected actually attend a seminar (ISSA)
- o absence of clear policy guidelines on the charging of management fees and overhead costs (PCF)
- o lack of know how on computing management fees and overhead costs that must be changed to the project (PCF)

- o implementation of project activities i.e. home visits for follow-up of NFP clients are hardly being done
- o lack of funds i.e. (1) hospital cannot help the NFP project as much (MCU) (2) IMCCSDI has expanded its operations by opening clinics nationwide, thus the income from the training center will be insufficient to support its project costs.

E. NGOs Who Have Not Undertaken Self-Reliance Activities

The intention to conduct self-reliance activities in the future was expressed by Kabalikat and COAL. Such activities take the form of income-generating projects like the sale of publications, charging of fees for trainings conducted and other fund-raising activities such as charity shows, benefit raffles/dances.

APPENDIX V

WORKSHOP PROGRAM

SUBJECT : Overview of Themes of the Workshop on Self-Reliance
for Philippine Non-Governmental Organizations (NGOs)
Baguio City, May 4-8, 1987, Enterprise Program

<u>TUESDAY</u>	<u>WEDNESDAY</u>	<u>THURSDAY</u>	<u>Friday</u>
<p>AM General Session</p> <ul style="list-style-type: none"> . Introduction: the Enterprise Program . Workshop Aims & Methodology . Identification of characteristics of an effective "self-reliant" NGO <p>First Presentation of a Self-Reliant Experience: FPOP</p> <p>----- BREAK -----</p> <p>Groups' preparation to work together; start-up of a continuing task (Compendium of Lessons, Principles and Practices on Self-Reliance from Presentations and Discussions)</p> <p>----- LUNCH -----</p> <p>PM Second Presentation, Bicol Memorial Medical Project Third Presentation, IMCCSDI</p> <p>Groups in continuing task</p> <p>----- BREAK -----</p> <p>Groups' process review</p> <p>General Session</p> <ul style="list-style-type: none"> . Reports . Introduction to Coverdale's "A Systematic Approach" for doing a task with a team <p>----- END -----</p>	<p>AM General Session: Task briefing</p> <p>Groups: Neutral task completed using Coverdale's "A Systematic Approach"</p> <p>Groups' Process Review</p> <p>General Session</p> <ul style="list-style-type: none"> . Reports . Inputs on ACTIVE LISTENING, SUPPORTIVE DEVELOPMENT, and MANAGING IDEAS <p>----- BREAK -----</p> <p>Group task: definition of self-reliance and establishing clear criteria in real terms of INCOME, COSTS and RETAINED EARNINGS</p> <p>Mid-task Process Review</p> <p>----- LUNCH -----</p> <p>PM General Session: Update/reports</p> <p>Groups continue task</p> <p>----- BREAK -----</p> <p>Groups' Process Review</p> <p>General Session: Update/reports</p> <p>----- END -----</p>	<p>AM General Session: brief for completing task; simultaneous brief for Select Committee to prepare a draft of the integrated report using all the groups' products</p> <p>Groups complete task</p> <p>----- BREAK -----</p> <p>Groups prepare issues, questions, areas of concerns on the technical aspects of MARKETING, PRICING, FINANCIAL REPORTING to be addressed by Eugene Sevilla, Asian Institute of Management</p> <p>Select Group prepares draft</p> <p>General Session</p> <ul style="list-style-type: none"> . Reports . Inputs of Eugene Sevilla <p>----- LUNCH -----</p> <p>General Session: continuation of presentation by Eugene Sevilla, including actual case study briefing</p> <p>----- END -----</p>	<p>AM General Session: Solution of case study on financial management</p> <p>Select Committee Group finalizes Draft Report</p> <p>Groups review draft reports</p> <p>----- BREAK -----</p> <p>Select Committee completes Report</p> <p>Groups: Discussion of Co-operation among Philippine NGOs involved in Family Planning</p> <p>General Session</p> <ul style="list-style-type: none"> . Application of Self-Assessment Methodology to Participants' Organizations . Back-to-work planning by individuals/organizations . Sharing of plans with another organization . Participants' review/evaluation of the workshop (completion of questionnaires) <p>----- CONCLUDING LUNCH -----</p>

WORKSHOP ON SELF-RELIANCE FOR PHILIPPINE NGOs MAY 5-8, 1987

WORKSHOP SCHEDULE

DAY 1

8:00 AM GENERAL SESSION (GS)
o Introduction
o Workshop Aims
o Workshop Methodology
o Identification of Characteristics of an Effective Self-Reliant
NGO

9:00 1ST PRESENTATION (FFOP)

9:45 B R E A K

10:00 BRIEF GROUPS

10:20 GROUPS: PREPARATION TO WORK TOGETHER

10:45 START CONTINUING TASK

11:05 PROCESS REVIEW

11:20 GENERAL SESSION REPORTS

12:00 PM L U N C H

1:00 GENERAL SESSION 2ND PRESENTATION (BMMC) 3RD PRESENTATION (SDI)

2:20 GROUPS: CONTINUING TASK

3:20 B R E A K

3:50 GROUPS: PROCESS REVIEW

4:15 GENERAL SESSION REPORTS INTRO TO SA

5:00 E N D

WORKSHOP SCHEDULE

Day 2

8:00 AM GENERAL SESSION BRIEFING
8:10 GROUPS: TASK USING SA
9:00 GROUPS: PROCESS REVIEW
9:30 GENERAL SESSION REPORTS INPUTS
10:00 B R E A K
10:15 GROUPS: TASK ON SELF-RELIANCE
11:30 PROCESS REVIEW (MID-TASK)
12:00 PM L U N C H
2:00 GENERAL SESSION UPDATE/REPORTS
2:30 GROUPS - CONTINUE TASK
B R E A K
4:30 GROUPS REVIEW
5:00 GENERAL SESSION
6:00 E N D

WORKSHOP SCHEDULE

DAY 3

8:00 AM GENERAL SESSION
8:30 GROUPS - TIE UP TASK RESULT
9:45 B R E A K
10:00 GROUPS: PREPARE ISSUES FOR EUGENE SEVILLA SELECT COMMITTEE (PREPARE DRAFT)
11:00 GENERAL SESSION REPORTS AIMS INPUTS (EUGENE SEVILLA)
12:00 PM L U N C H
2:00 GENERAL SESSION CONTINUE AIM INPUTS ON MARKETING FINANCIAL MANAGEMENT
6:00 E N D

WORKSHOP SCHEDULE

DAY 4

8:00 AM GENERAL SESSION CASE STUDY (AIM)

9:00 GROUP: SELECT COMMITTEE REVIEW ON SELECT COMMITTEE DRAFT

9:50 B R E A K

10:05 SELECT COMMITTEE FINALIZES PAPER

GROUP SESSION - DISCUSSION ON COOPERATION AMONG NGOs

11:00 GENERAL SESSION - SELF-ASSESSMENT

INDIVIDUAL OR ORGANIZATIONAL PLANNING FOR BACK AT WORK

SHARE WITH ANOTHER ORGANIZATION

12:30 PM GENERAL SESSION - EVALUATION REVIEW OF AIMS

1:00 E N D

APPENDIX VI
CONSOLIDATED REPORT OF GROUP
DISCUSSIONS

CONSOLIDATED REPORT OF GROUP DISCUSSIONS

TASK

To formulate a plan on how to develop self-reliance (S-R) for the organization

AIMS

I. Purpose

To ensure the organization's:

- o stability
- o long-term survival
- o continuing pursuance of its mission and provision of services
- o mutually beneficial partnership with government and funding agencies
- o independence in decision-making and determination of priorities

II. End Result: a Self-Reliant Organization

III. Success Criteria/Standards For A Self-Reliant Organization

A. Fund generation

- o generates projects from a mix of funding sources

B. Resource use

- o uses and manages resources effectively and efficiently
- o builds up retained earnings and is financially viable
- o has efficient cost-recovery schemes
- o expands projects by area/type and coverage

C. Self-determination

- o generates/spends/uses its income/resources according to its mission
- o determines its own mission, objectives and programs within the framework of law
- o innovates and takes risks, when necessary
- o plans for and controls its own destiny

D. Organization

- o develops, organizes, maintains committed and competent core staff o can mobilize/develop resources to carry out its operations/programs
- o runs its operations in a "businesslike" manner
- o creates awareness among all staff of the inter-relationship between financial resources and program/project activities

E. Institutional Identity

- o has a clear sense of mission
- o offers a distinct expertise
- o responds to definite need
- o negotiate from a position of strength
- o enjoys credibility and esteem in the community
- o is relevant to the environment, e.g. political situation, socioeconomic conditions, etc.

RELEVANT INFORMATION NEEDED BY NGO TO PLAN FOR SELF RELIANCE DEVELOPMENT

I. What Organization Knows or Has

A. Mission, goals, objectives,

B. Programs and activities - present

C. Assets

- o manpower (number, types/categories, training and skills, utilization, commitment, deployment, functions and responsibilities, organization)
- o capital outlay (vehicles, buildings, equipment, other properties)
- o financial resources (cash, bank accounts, trust funds, account receivables)
- o reputation/good will
- o volunteers (governing board, grassroot workers, etc.)
- o present sources of income
- o clients

D. Costs

- o operating/overhead/administration costs
 - manpower (salaries, benefits, per diems, etc.)
 - maintenance and use of space and facilities (rent, electricity, water, janitorial, etc.)
 - transportation/travel
 - materials and supplies
 - depreciation of equipment and property
 - communication (mail, etc.)
 - promotion/marketing/project development
 - staff development
 - insurance
 - interest on loans

- loss from cash advances
- opportunity cost (trade-offs for doing something else)
- time charges for core staff involved in projects
- advocacy cost
- o Program/project cost (direct)
 - personnel/consultants
 - equipment/commodities
 - supplies and materials
 - communications, promotion
 - training
 - materials development/mass production
 - rents and utilities
 - monitoring and evaluation (e.g. travel, per diem)

II. What Needs To Be Obtained/Identified

A. Organizational definition of Self-Reliance

B. Other possible sources of income

- o Fees
 - service/consultant/management fees (from industries, institutions, individual clients, donors)
 - membership fees (for adolescent centers, cooperatives, chapter members, coalition members)
 - training/conference fees (for individual participants)
- o Investments
 - profit from trust funds
 - interest from loans, grants
 - real estate rentals/profit from sales
- o Sales and business endeavors
 - publications

- "Mechai's strategies"
- health clinics (medicines, contracts)
- herbal medicine packaging/marketing
- insurance schemes
- o Special events/fund raising projects
 - movie premieres
 - beauty contests
 - rummage sale
 - benefit dances
 - raffle
 - one meal a year donation from employees

C. Outside resources

- o donors/funders of materials and other support (local and international)
- o foundations, church-related institutions
- o banks
- o embassies and other non-traditional (or uncommon) sources
- o Congress, other government agencies, sectors, departments, etc.
- o other organizations or individuals

D. Opportunities

- o list of donor agencies or individuals supporting S-R activities of NGOs or concerned with S-R
- o list of resources and needs within communities or of other areas and groups
- o development plans of GOs and business and other institutions

E. Existing possible constraints

- o Within organization:
 - some assets (e.g. hospital or building, manpower)
 - lack of marketing and business skills

- management skills and style
- fast turnover of skilled manpower
- policies and commitment of Board
- loans and obligations

o From outside

- peace and order situation of area
- laws/policies

F. Areas of common interest (with other NGOs)

- o Social development programs (health, population, nutrition, education)
- o Income generation projects
- o Training
- o Women and youth issues and participation

G. Ways to develop retained income

- o by increasing income (see existing and other possible sources of income)
- o by lessening expenses
- o by careful and proper calculation and analysis of costs/benefits
- o by increasing efficiency

H. Other information

- o Laws/policies/procedures
 - on taxes and tax exemptions
 - on certification by DSW, PVO, BIR
 - on registration and licensing (what, where, how, etc.)
- o Targets/channels/beneficiaries
 - socio-cultural characteristics
 - marketing characteristics
 - demographic profile

- o Possible schemes/strategies/ways
 - to overcome or deal with constraints and possible alternatives to these constraints - to maximize opportunities
 - to have an effective monitoring and control system
- o Proper way to compute and impute costs
 - to prepare and use budget
- o Commitment of Governing Board
 - of other NGOs
 - of government
- o Time frame - for planning of S-R programs
 - for development of S-R

WHAT HAS TO BE DONE

I. Commitment of Board and Staff to S-R Development

II. Organizational Analysis

- A. Review/rethink mission, goals
- B. Analyze and identify needs of and resources in the environment

III. Development of S-R plan with quantifiable indicators and specific time frame

IV. Manpower development and training for managerial effectiveness in the following areas of concern:

- A. Planning/organizing and control
- B. Financial analysis and management
- C. Human resource and management
- D. Institutionalization of mission and goals of all levels of the organization
- E. Marketing strategies

V. Generation of financial resources

- A. Establish/create a resource development unit/scheme
- B. Select and adopt a strategy

VI. S-R advocacy

- A. Establish linkages with local and foreign funding and coordinating agencies to gain support for NGO plans/programs toward S.R.
- B. Identify negotiable options for long-term financing by foreign funding agencies
- C. Lobby for legislative and other measures to provide incentives, financial support and other benefits to NGOs

- D. Seek government support for health/family planning activities of NGOs as integral part of National Health plan and budgetary requirements.
- E. Initiate policy recommendations to government and funding agencies.

APPENDIX VII

**Output of Session on Cooperation Among NGOs in Health/Family
Planning (Recommendation for Responsible Parenthood
Council for Health & Population Welfare)**

COOPERATION AMONG NGOs IN HEALTH/FAMILY PLANNING WORK

1. Should NGOs cooperate? YES
2. Why should NGOs cooperate?
 - o No single NGO has everything
 - o More effective in achieving objectives and in dealing with other agencies (including government)
 - o Improved bargaining/negotiating power and stronger position, including lobbying
 - o Networking among NGOs, especially those outside Metro Manila
 - o Improved communications/relationships with POPCOM
 - o Sharing and complementation of expertise
 - o Way of strengthening each NGO's S-R
3. How should NGOs cooperate? (Focus on immediate tasks)
 - o Forms of NGO cooperation
 - o Criteria for NGOs

Immediate tasks:

 - o Support and enlarge RPC for HPW (attend next meeting:)
 - o Support ad hoc committee of RPC for HPW (Responsible Parenthood Council for Health & Population Welfare)
 - o Set up information-sharing system
 - o Make a listing of NGOs by expertise and programs (mission)
 - o Serve as conduit/broker for funds for smaller NGOs
4. In what areas can NGOs cooperate?
 - o resource mobilization (financial, technical)
 - o training (staff development and external training)
 - o research
 - o problem-solving

- o IEC
- o marketing
- o service delivery
- o funding
- o advocacy (influencing policy changes, meeting opposition)
- o planning for S-R
- o overall planning
- o geographical reach
- o technological development
- o facilities/equipment sharing and procurement

APPENDIX VIII
HANDOUTS

HANDOUTS

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APPENDIX IX

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APPENDIX X
PARTICIPANT EVALUATIONS

PARTICIPANT EVALUATIONS

I. Specific Practices, Principles, Lessons, Ideas, Etc. From the Workshop Which Are of Value

1. Coverdale's "A Systematic Approach for Getting Things Done" and its application in working out tasks, individually and/or with others, and in planning for projects and programs.
2. Recognition of the various costs that need to be calculated when planning for a project/program, including overheads, costs that could be funded externally, costs that need to be funded as counterpart contribution, and costs that need to be recovered to cover the actual base price of a good or service.
3. Basic techniques for budgeting and financial reporting (such as preparing Profit & Loss Statements, Balance Sheets, and Cash Flow Projections) to help managers in recognizing and managing their organizations' financial situation.
4. Recognition of the need and value of managing time as a resource.
5. Basic techniques for developing a marketing plan specifically geared towards promoting family planning and the various effective family planning methods.
6. Recognition of the importance of teamwork and cooperation within an organization as well as among organizations with common interests; being able to deliberately plan to work together to achieve successful results; support for the efforts of NGOs engaged in family planning and health services to organize themselves into a strong influence group which can work with the government sector to promote family planning.
7. Recognition that when doing any type of work it is important to manage both the task and the process aspects of the work for successful and better results.
8. Recognition that a NGO can be run efficiently and effectively, similar to a business operation.

II. Strengths and Successes of the Workshop

1. The workshop allowed for much participation among the delegates, the resource persons and the staff. The participants were cooperative, enthusiastic and open-minded. They were also highly motivated and ready to share.
2. The structure of the workshop provided for task activities,

discussions, and lectures on relevant topics such as financial reporting and marketing. Participants worked in manageable-sized teams in which they carried on their tasks, reviews and plans. It was useful to have a select committee to integrate the results of the teams' results. The schedule was flexible and the workshop topics were supported by relevant hand-outs.

3. There was good time management on the part of the workshop conductors and there was a common effort among the participants to manage their time usefully.
4. The coaches were responsive and were always present to provide support. They were flexible and accommodating. It was also helpful to have a local resource person who was a specialist in financial management and marketing.
5. The secretariat staff members were pleasant and efficient. They were very prompt in reproducing the transcripts of the discussions and plans that the various teams had produced during the various stages of the workshop.
6. The workshop provided an opportunity for the participating NGOs to plan to cooperate among themselves and for them to discuss with POPCOM areas of common interest as well as what could be done to pursue them.

III. Recommendations for Improving the Workshop

1. More time for:
 - A. thoroughly discussing issues during the general sessions.
 - B. completing group work.
 - C. synthesizing at the end of the day whatever has been and provided as hand-out.
2.
 - A. More discussion and agreement on the concept and operating definition of self-reliance.
 - B. More discussion and agreement on proven ways of income generation.
 - C. Provision of more resources (such as tapes) on how to generate funds and from where.
 - D. More clarification on definitions of terms commonly used by NGOs, e.g. "internally generated funds", "external sources".
3.
 - A. More input on financial management.

- B. Elaborate inputs on management.
 - C. More input on the Philippine Government's development program.
 - D. More actual cases on self-reliance that will be presented and discussed during the workshop.
4. A. Limit the workshop to 3 days.
- 4. A. Allow for some physical breaks/activities during the workshop.
 - B. Make sure that all participants stay for the duration of the workshop.
 - C. Allow for some flexibility with the schedule.
5. A. Have more ground rules for discussions, including minimal unsolicited participation by observers.
6. A. POPCOM should be more open-minded and less defensive.

IV. Suggestions for Follow-Up

1. A future meeting (anywhere from 6-12 months after the workshop) to:
 - A. Review progress of the participating NGO's plans/programs to become self reliant and the implementation of these.
 - B. exchange information/actual methods participants try out for income generation and self-reliance.
2. Follow-up workshops:
 - A. on basic managerial skills and team development.
 - B. on additional methods for income generation.
 - C. on principles and practices of financial management as a tool of decision-making.
 - D. for NGOs' accountants and administrative personnel on basic business operations and techniques including team work and financial management.
3. Provision of technical assistance to NGOs, specially in the following areas:
 - A. sourcing for resources and funds.
 - B. improvement of financial management capabilities.

C. income generation.

D. basic managerial skills, organizational improvement.

APPENDIX XI
MEDIA COVERAGE

The OBSERVER

Manila, Philippines

No. 69 □ Monday 18 May 1987 □ 24 pages □ P2.00

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BUSINESS WATCH

Self-Reliance workshop

A workshop on Self-Reliance for Philippine Non-Governmental Organizations (NGOs) was held in Baguio City, May 4-8, 1987 under the auspices of the Family Planning Private Enterprise Program of Washington, D.C. and the Population Center Foundation of Makati.

The Family Planning Private Enterprise Program is a USAID-funded activity being carried out by John Snow, Inc., Coverdale Organization, Inc., John Short and Associates, Inc., and Birch and Davis and Associates, Inc.

The workshop was conducted by Norman Bramble and Gabriel Ma. Lopez of Coverdale Organization, Inc. and Dr. Gerard Russell of John Snow, Inc.