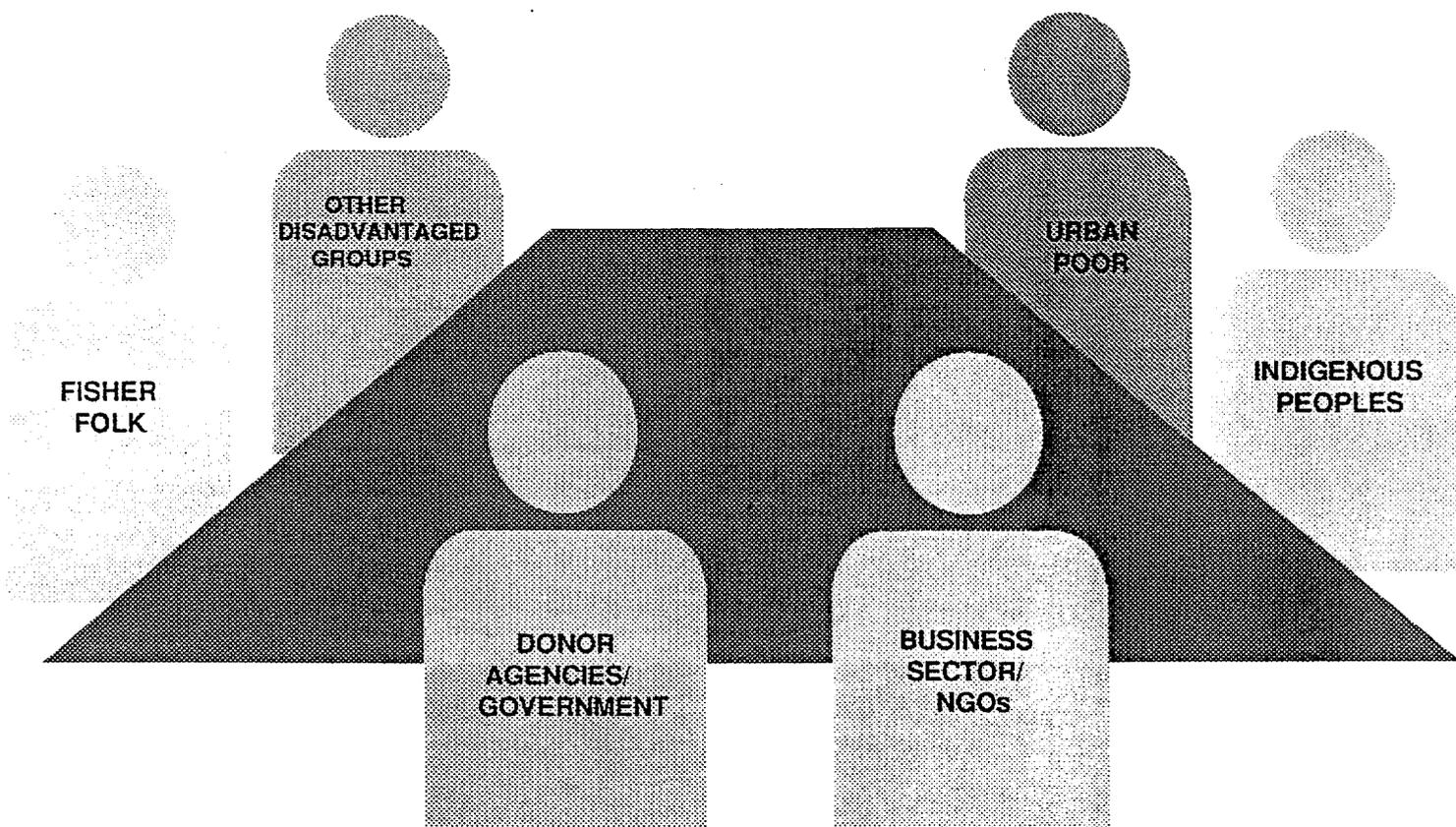


COALITIONS: THEIR COMING OF AGE



**1995 ANNUAL PARTNERS' CONFERENCE
ON COALITIONS AND CIVIL SOCIETY
DOCUMENTATION OF PROCEEDINGS**

USAID/Philippines



This is a documentation of the presentations and discussions during the 1995 Annual Partner's Conference on Coalition and Civil Society. The opinions expressed herein are those of the participants and do not necessarily reflect the views of USAID.

F O R E W O R D

The 1995 Annual Partners' Conference on Coalitions and Civil Society which was held on October 13-16, 1995 in Davao City was the most participatory and consultative annual meeting to date. The conference was distinct from previous annual meetings in that it focused on the issues most relevant to our partners and customers. It was also designed to allow for various focused group discussions on issues most relevant to coalition building and civil society.

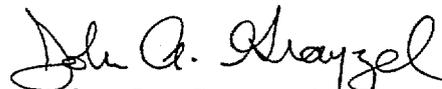
At least 110 representatives from about 79 civil society organizations (CSOs), local and national government agencies, and foreign donor organizations attended the 3-day conference. Thus, there was an impressive mix of top government officials, key non-government organization (NGO) leaders, individual thinkers, and, most importantly, significant representation from people's organizations (POs), particularly from the urban poor, marginalized fisherfolks, and indigenous peoples.

The POs readily expressed their views and addressed tough questions to government officials who, in turn, exhibited a willingness to discuss potentially contentious issues. There were many opportunities for the participants to raise very valid comments, and serve as facilitators and activity leaders.

A number of immediate small victories were scored. The various groups working with different indigenous tribes were able to connect with each other and plan on future collaborative activities. The coalition of marginalized fisherfolk had a direct dialogue with Secretary Victor Ramos of the Department of Environment and Natural Resources (DENR) enabling them to articulate their cause to the highest levels of government and opening the door for their participation in the public policy arena. The Secretary General of the Housing and Urban Development Coordinating Council (HUDCC) had a very candid discussion with an urban poor coalition which led to a joint pilot activity.

In documenting the proceedings of this enriching experience, we deliberately strived not to edit or censure ideas because we believe that the different, sometimes contradictory, expressions of opinion best illustrate the extent of participation that took place and the wide diversity of views exchanged during the conference. Beneath this diversity, we saw the beginnings of new and mature relationships among groups who share fundamental values and objectives.

The proceedings were organized into three modules, namely: 1) Coalitions: Their Coming of Age; 2) Dialogue with Government; and 3) Networking and Consultations. We hope that you find these documents reflective of a far more participatory, results-oriented, and customer-focused partnership.


John A. Grayzel

SUMMARY OF MODULES

Module 1: Coalitions: Their Coming of Age

A. Coalition Building and Civil Society in the context of USAID Priorities

The past relationship as well as prospects for a continued partnership between USAID and civil society organizations is discussed, particularly in the context of USAID/Manila's Democracy Agenda. Highlights of USAID's reengineering efforts and New Partners Initiative are noted. This session concludes with a comprehensive analysis of coalition-building from USAID's perspective.

B. Issues and Lessons Learned in Building Coalitions

The focused group discussions on issues and lessons learned in building coalitions centered on three topics, namely: consensus building, getting at effective advocacy, and preserving the coalition's cause. This section contains the presentation of the three workshop groups and the key points raised by the participants during the plenary.

C. Issues and Lessons Learned in Making Coalitions Work

The focused group discussions on issues and lessons learned in making coalitions work centered on three topics, namely: communicating your message, NGOs in politics, and sustaining the coalition. This section contains the presentation of the three workshop groups and the key points raised by the participants during the plenary. Also included is Ms. Dinky Soliman's presentation on strengthening coalitions, and guidelines on building sustainable coalitions culled from the experiences of the Agribusiness System Assistance Program (ASAP) of USAID.

D. Specific Issues and Challenges

Four workshop groups tackled specific issues and concerns relevant to indigenous peoples, fisherfolks, urban poor, and coalitions with business, respectively. This contains the presentation of the four groups and the reaction of the participants during the plenary.

E. Measuring Success

This section contains the presentation of Mr. Lawrence Heilman, a USAID consultant from Management System International, on the initial list of indicators for measuring progress in building coalitions and the feedback of the participants.

Module 2: Dialogue with Government

A. Keynote Speech of Secretary Victor O. Ramos

In his keynote speech, Secretary Victor O. Ramos of the Department of Environment and Natural Resources shared how civil society organizations and government have collaborated to successfully shape many policies of national government. He specifically called for the recognition of indigenous peoples' rights, and, during the open forum, numerous policies on aquatic, forestal and industrial issues were discussed.

B. GOP Panel Presentation on Coalition-Building

Secretary Lina Laigo of the Department of Social Welfare and Development and Secretary General Patricia Lontok of the Social Reform Council outlined the government's Social Reform Agenda and discussed the relevance of coalition building to it. Governor Roberto Pagdanganan talked about coalition building from the point of view of local governance. The open forum that immediately followed the presentations are included.

C. Social Equity Vis-a-vis Economic Growth in Mindanao

Mr. Paul Dominguez, Presidential Advisor for Mindanao, outlined the government's key development strategies to promote economic growth and social equity in Mindanao. He identified key development issues and called for deeper involvement from the private sector. This module also contains the key points and issues raised by the participants in response to his presentation.

Module 3: Networking and Consultations

A. Specific Opportunities: Linkage with Other USAID Offices, Donor Agencies and the Business Sector

This provides a compendium of the presentations given by panelists from other USAID offices; and representatives of the Ford Foundation, the Canada International Development Agency, the Philippine Australian Community Assistance Program, and the business sector. The purpose of these presentations was to identify potential areas for synergy and cooperation. The key points raised during the open forum are included.

B. International Connectivities

Mr. Horacio Morales of the Philippine Rural Reconstruction Movement discussed the importance of global networking among coalitions of civil society organizations and gave illustrative examples of how diverse networks from different countries had coalesced and successfully influenced major

policy decisions of global agencies like the United Nations and the World Bank. Feedback from the participants is included.

C. Client Consultations

This module contains feedback provided by the participants in the areas of: future conferences, USAID policies and program directions, networking, operational/implementation matters, and the conduct of meetings.

INDIGENOUS
PEOPLE

FISHERFOLK

PEOPLES
ORGN.

***COALITION BUILDING
AND CIVIL SOCIETY
IN THE CONTEXT OF
USAID PRIORITIES***

COOPERATIVES

- * **USAID: Past, Present, Future**
- * **USAID Manila's Democracy Agenda**
- * **USAID and Coalition Building**

LABOR
UNIONS

LANDLESS
FARMERS

URBAN
POOR

USAID: PAST, PRESENT AND FUTURE

Jan van der Veen
Chief, Planning and Resources Management Office
USAID

A Newcomer's Impressions of NGOs in the Philippines

World-wide Perspectives:

Definitions of NGOs:

- Private, not for profit
- Committed to socio-economic development
- Service oriented

Key Characteristics of NGOs:

- Community-based concerns
- Broad range: from small self-help groups to large foundations
- Sectoral: community-based, focussed on women, youth, fisherfolk, etc.

Similarities with NGOs in Other Countries:

Full range of maturities:

- Some are new, inexperienced, have limited accounting systems
- Some are mature, sophisticated, have global connections

Full range of experience:

- Health, environment, local governance, small and medium enterprise, relief/rehabilitation, finance, etc.

Differences from NGOs in Other Countries:

Numbers: Overwhelming numbers of NGO in the Philippines

Maturity: Impressive degree of maturity

- There are literally thousands of NGO in the Philippines
- 116 are registered with USAID (in my previous post, Senegal, we were proud to have helped register a PVO with USAID last year: this was the first in Senegal)
- Most governments recognize reluctantly -- if at all -- the role of NGOs; in the Philippines recognition is found in the Constitution itself

Note: Sometimes we do not recognize that some of our achievements are remarkable; we take for granted that which is familiar.

On Reengineering within USAID/Philippines:

Complex goals: increase efficiency; achieve sustainable and therefore community based development results; rely on modern computer-based information systems

Reorganization into four operational offices: Environment, Health/Population, Economic Development (including Mindanao), Democracy

Results focus: less emphasis on cumbersome design documentation; more on defining/achieving results

Streamlined management: largely autonomous teams contain technical/financial/procurement/policy staff (avoid cumbersome internal clearance procedures, avoid micromanagement)

Greater participation: bring in government, other donors, contractors, NGOs and other practitioners/experts at all stages of policy formation, activity design, and implementation

On the New Partnerships Initiative (NPI) in the Context of Reengineering

U.S. Vice President Al Gore Announced NPI in March 1995
NPI Involves Support to:

Local governments (USAID promotes decentralization to local groups; community level emphasis of development programs)
Small businesses (strengthen the policy framework; work with them; link to US firms)
NGOs

Core concept: to promote economic/social/political development by building local institutional capacity and empowering local groups

On NGOs:

Two main themes:

- (1) Build institutional capacity at grass-roots level, directly
 - traditional implementation: service delivery mechanisms, e.g., in health, micro-enterprise credit
 - beyond service delivery mechanisms: e.g., policy formulation, policy advocacy, watchdog functions
 - partnership/collaboration: e.g., coalitions with U.S. NGOs; coalitions between stronger local NGOs and junior partners
- (2) Build a legal, regulatory and policy environment in which

indigenous NGOs can flourish

Seven subsidiary themes:

- (1) Build coalitions among NGOs, small business community and local governments
- (2) Reduce USAID micromanagement of NGOs receiving grants or cooperative agreements (retain fiscal accountability)
- (3) Reform USAID monitoring for results (data) systems; "other things matter; only results count"
- (4) Seek NGO participation in activity/program/policy design debates (beware of "unfair competitive advantage" issue/impropriety)
- (5) Simplify USAID PVO registration (renewal) procedures
- (6) Improve access to USAID funding (e.g., via umbrella agreements, debt swaps, fewer administrative requirements)
- (7) Work collaboratively with other donors

Closing

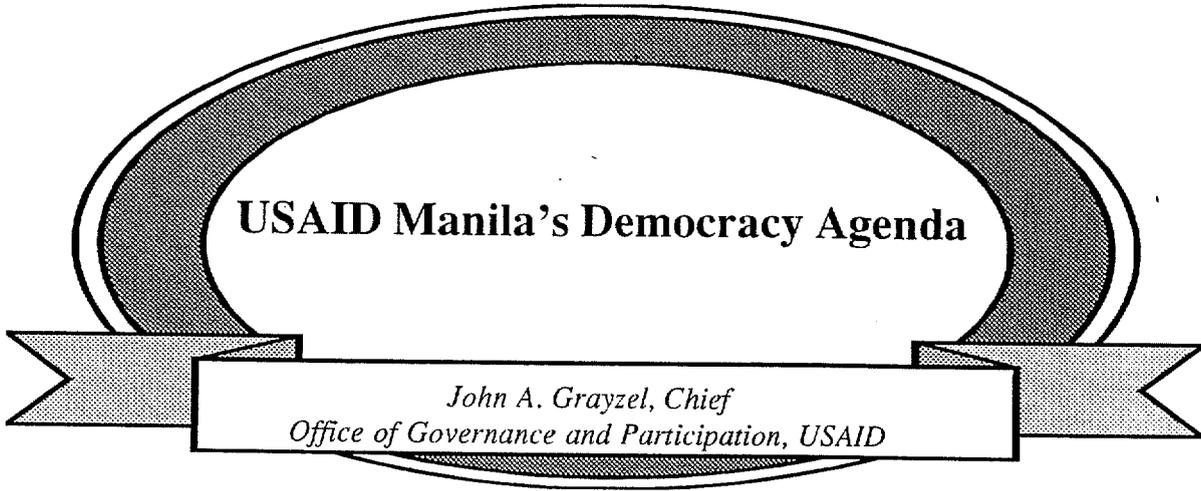
For USAID in general, the New Partnerships Initiative strikes powerful themes; the initiative charts a path for a new, vibrant relationship between USAID missions and the NGO community.

But is this true for the Philippines? Much of what has been announced for the Philippines already characterizes the relationship between USAID/Philippines and the NGO community here.

In fact, many of the themes and sub-themes of the NPI were taken from observations of USAID'S experience with NGOs here in the Philippines. You, assembled in this room, are among the leaders in the development world when it comes to mobilizing local communities and the energy of committed not-for-profit institutions to achieving complex goals of sustained development.

Let us take this opportunity to recommit ourselves to maintaining that leadership position. There is still a great deal of work to be done. We all can learn from one another.

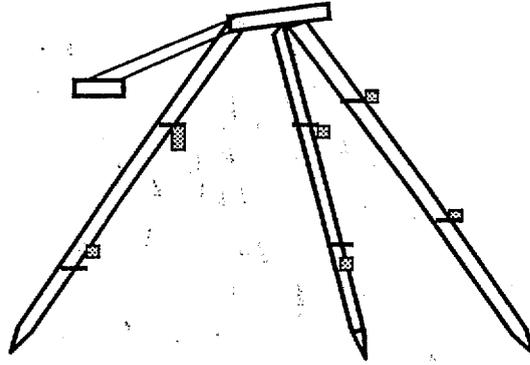
Thank you and good day.



USAID Manila's Democracy Agenda

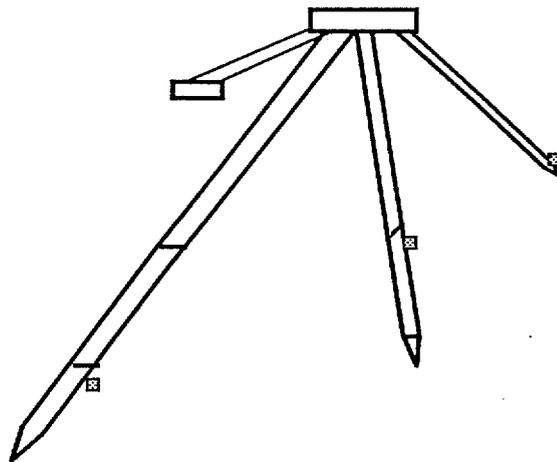
*John A. Grayzel, Chief
Office of Governance and Participation, USAID*

MY CHEAP TRIPOD

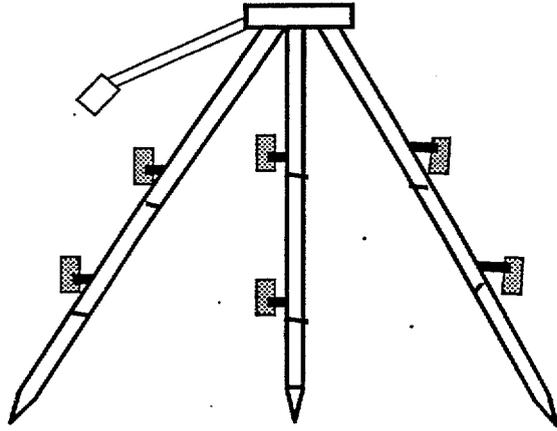


- * Thin Legs (Resources)
- * Weak holding buttons (Commitment)
- * Poor length adjustment (Coordination)

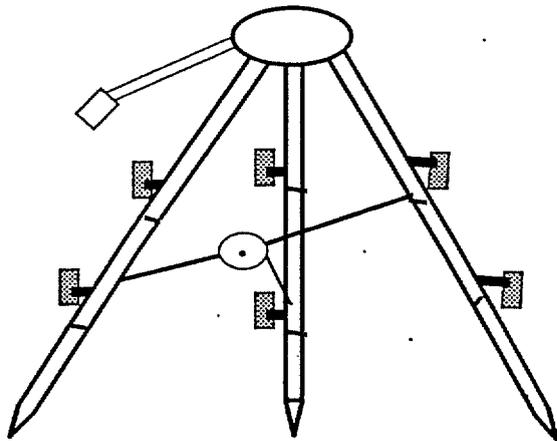
MY COLLAPSING TRIPOD



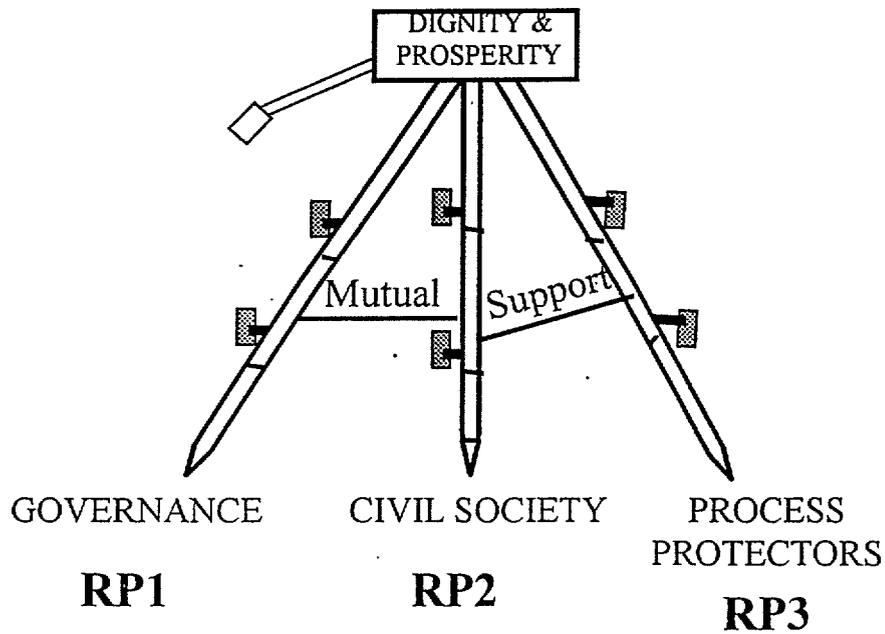
MY BETTER TRIPOD



MY ASTRONOMICAL TRIPOD



DEMOCRACIES TRIPOD



Democracy Tripod: Balance of Powers

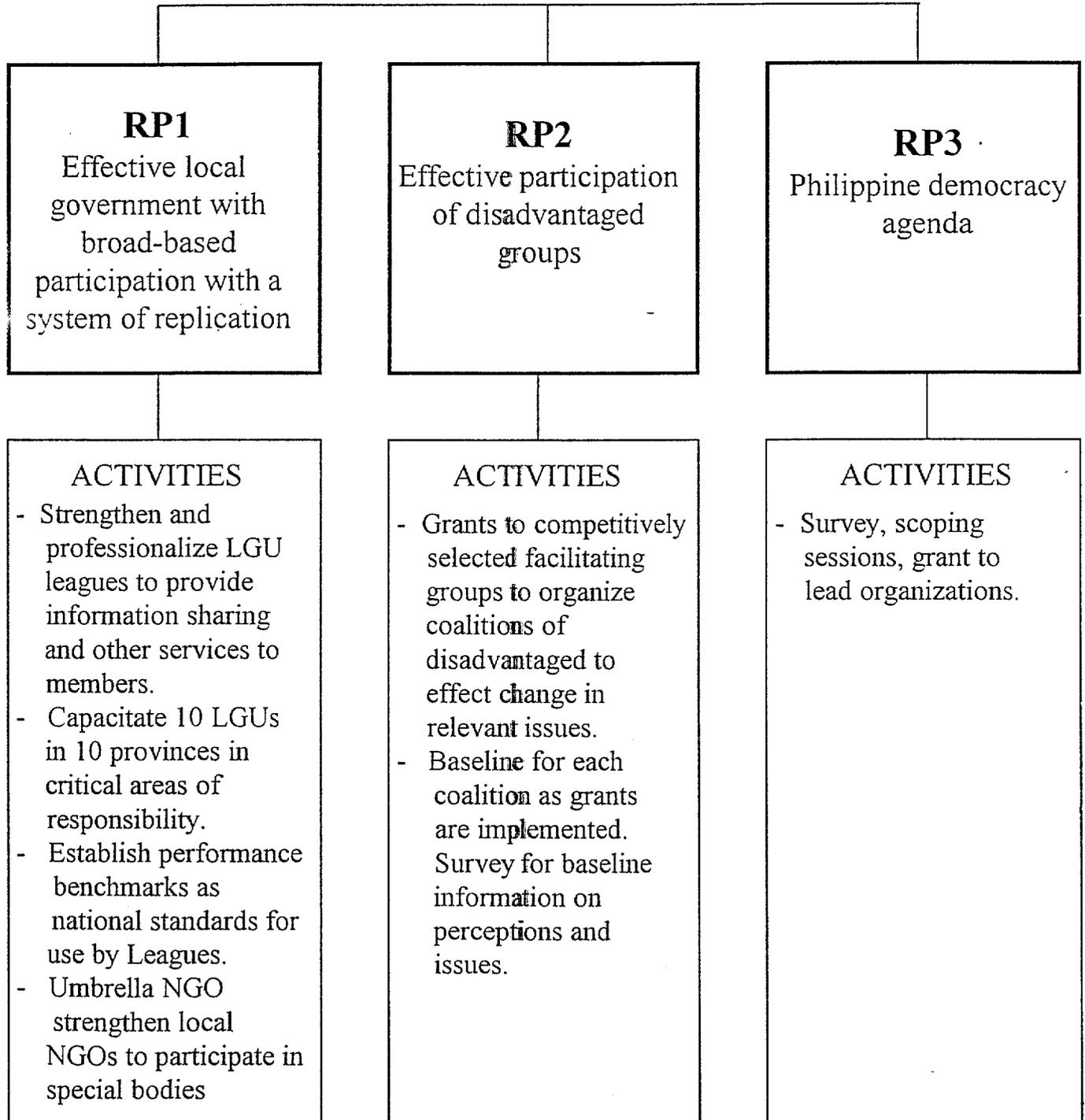
1. Interconnecting links'
 - a. Positive:
 - (1) Mutually Supportive
 - (2) Mutualling Restraining
 - b. Not Negative Dependencies
 - (1) No Freedom
 - (2) No Separate Identity
 - c. Unity in Diversity

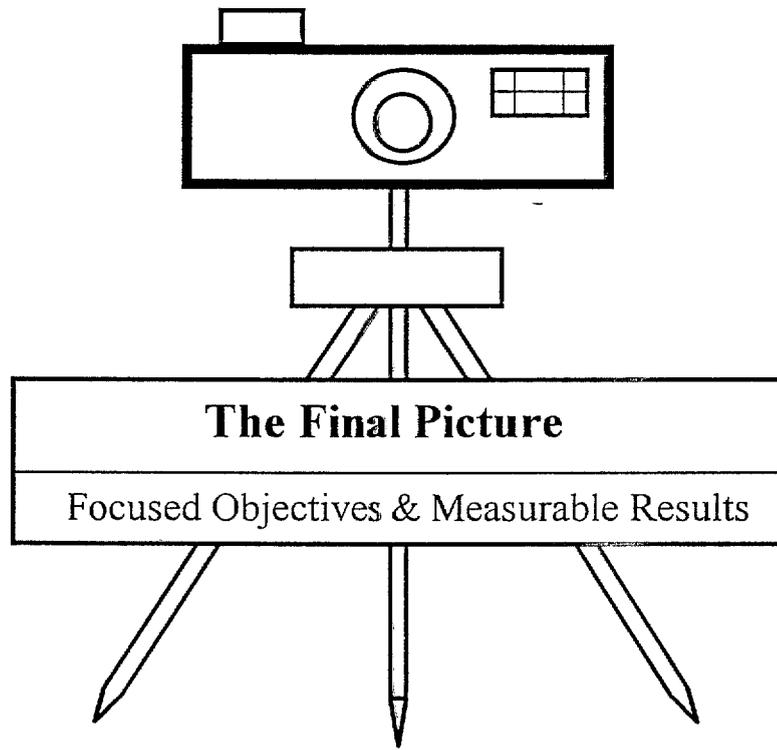
USAID & Philippine 2000

1. Who: LGU, Civil Society, Institutions
2. What: Communities, Coalitions, Guardian Angels
3. When: 2000 AD
4. Where: Philippines & International
5. How: Economically, Politically & Socially
 - a. Effective LGU
 - b. Effective Coalitions
Especially of underrepresented
 - c. Effective Stewardship
6. Why: Democracies: Ball's in Our Court
 - a. Consolidation of Democracy
 - b. If not Philippines, Who?

STRATEGIC OBJECTIVE 6

Broadened Participation in the Creation and Implementation of Public Policies





USAID AND COALITION BUILDING

Lisa P. Magno

People's organization or PO. Non-governmental organization or NGO. Private Voluntary Organization or PVO. Cooperative. Association. Federation. Network. Network of Networks. Clearly, the organizational life in the Philippine is vibrant and brimming with groups of all forms, size and persuasions. In fact, just learning the various acronyms (many of which are very creatively concocted) is a challenge in itself.

And now the term coalition. The term coalition is not foreign to the NGO community. But what exactly does USAID mean when it says coalition and coalition building? My task today is to define what USAID means when it uses the term coalition. Our definition is by no means the final and universal definition of coalition. We say that in all humility, for in this room alone we see many individuals and groups which have gone through the pains and triumphs of forging coalitions. And precisely because of your own coalition experiences, you may have your own definition and understanding of what a coalition is. Thus, USAID needs to be clear on how it defines a coalition. Throughout this conference and the years ahead, we will interact and better understand and perhaps refine our respective perspectives on coalitions and coalition building.

A coalition, in USAID's perspective, is the coming together of diverse groups, with a defined, discrete, practical objective.

Point 1: the coming together of diverse groups. The groups may not be homogenous. It could be an advocacy NGO, together with one, two or more people's organizations, academe, business sector. The group need not be glued together in a legal sense, for instance by registration with SEC. The nature of the coalesced group may also vary. They could be tactical coalitions, joined together by a short-term objective. An example would be labor and business on a proposed oil price hike. They could be strategic coalitions, with long term, common interests. We also acknowledge that coalitions can be political, and not simply technical, bureaucratic entities. For that reason, we do need to be judicious in supporting coalitions which manage political forces positively.

Point 2. A defined, discrete, practical objective. Coalitions and coalition members can have multiple, divergent motives. We respect your multiple, divergent motives. However, USAID cannot be fully engaged (or provide assistance) in the pursuit of all these motives, some of which may be long-term. Let us express where we are interested and can be of assistance in your coalition building efforts.

USAID can offer its partnership in opening new arenas for the effective participation of disadvantaged groups and underrepresented interests. These are groups and interests which either fall outside the context of the local government code or address issues which cannot be singularly addressed by locally rooted solutions. We believe that providing them meaningful participation and recognition will broaden the basis and overall legitimacy of Philippine democracy.

Participation, as measured by the disadvantaged group's increased representation and impact on policy, is the cornerstone of USAID's interest in coalition building. The institutionalization of the coalition is not our primary, basic interest. That doesn't mean that it is not important or necessary or that we will not contribute to it. It is the achievement of that defined and obtainable objective that interests us.

To achieve an objective, a coalition must know what and how to target. A coalition must know when victory has been achieved. It then follows that a coalition must have a strategy and an action plan for achieving that objective. The coalition must be able to assign tasks among members and assist each other. It must be able to mobilize resources, play on its strengths and compensate for its weaknesses. As there is diversity in coalitions, there are also complementarities.

Realities compel USAID to admit and state that our partnership with a coalition is a limited engagement. This statement is not singularly driven by our decreasing level of resources. Rather, it is stated with sincere respect for the true interests and power of the disadvantaged groups we seek to promote. The future belongs to the people themselves - be they indigenous peoples, urban poor, or fisherfolk. It is the people who decide if triumph ought to be declared with the initial small victories. Or if they ought to push for larger, long-term victories. It is the people who decide whether to move slow or fast.

If there is one statement that you will remember from my talk, I hope it is this statement. For coalitions of underrepresented

groups, the coalitions must be not just for them, but with and ultimately of them. Allow me to repeat the statement. For coalitions of underrepresented groups, the coalitions must be not just for them, but with and ultimately of them.

I'd like to close with five challenges coalitions or groups forging coalitions face.

1. Understanding and appreciating the importance of historical perspective.

An initial victory may be small within the context of larger history. Do not discount them for they can be extremely crucial. The Civil Rights movement in the entire United States started with a bus boycott in one city in Alabama. During the course of our partnership, we hope to see and experience many first steps.

2. The status of the people defines what is important.

When the British landed in Australia, it was declared terra nullis, meaning unoccupied land inspite of the fact that there were one million aboriginal people. The first constitution of Australia implied the aborigines to be part of the flora and fauna. Thus, the Australian High Court decision in 1992, or over 200 years after the British landed, was both symbolic and significant. The High Court decision recognized native title to land and was a crucial victory for the aborigines of Australia.

But this is not the end of the story. No land has actually changed hands yet. So the work and the struggle continue.

3. Managing Victories

Small victories can expose major social tensions. Be prepared for such an eventuality. Girls' education in Bangladesh, which started with a pilot USAID project successfully replicated nationwide, caused tension with fundamentalists.

Victories can also be reversed. Setbacks are part of the process. A setback is not a failure. Persistence and vigilance are essential. The recent good news about Mangyans in Mindoro came after at least ten years of work and persistence. As Max Weber says "Politics is the slow boring of hard boards."

4. Coalitions evolve.

Coalitions can start small, create new objectives, get more ambitious.

Coalitions can also disband, after resolving a tactical issue and declaring victory.

Coalitions can decay, die or take on new members, form other coalitions to pursue different objectives.

And finally, the challenge of. . .

5. Dealing with Bureaucracies and Politics

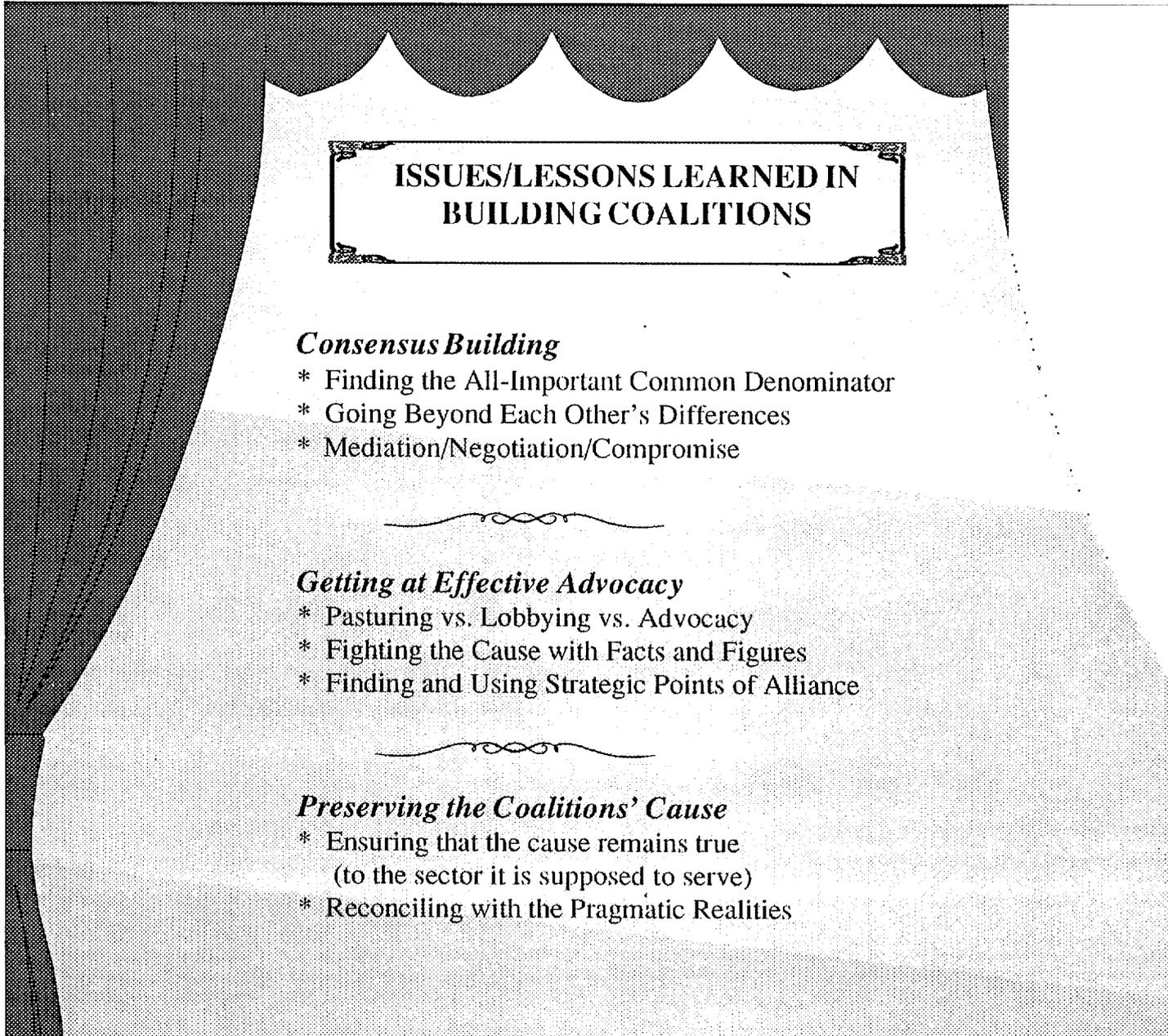
The slow boring of hard boards is not easily palatable to bureaucracies - your own bureaucracies, i.e. your board of trustees

or council of elders and the donors' bureaucracies, like USAID. These bureaucracies want results and good publicity. All too often, we get caught up with that good photo opportunity for our chairman or director.

Because coalitions consist of diverse groups, one can expect differences in values, ideology, and personalities. A common objective which strongly bonds the group can spell the success or failure of a coalition. Internal politics can overrun that common objective. Definitely, coalition politics is not for the faint-hearted.

And so to you brave hearts that are here today, we commend you for your commitment and we hope to have a fruitful three days with you here in Davao.

Thank you.



**ISSUES/LESSONS LEARNED IN
BUILDING COALITIONS**

Consensus Building

- * Finding the All-Important Common Denominator
- * Going Beyond Each Other's Differences
- * Mediation/Negotiation/Compromise



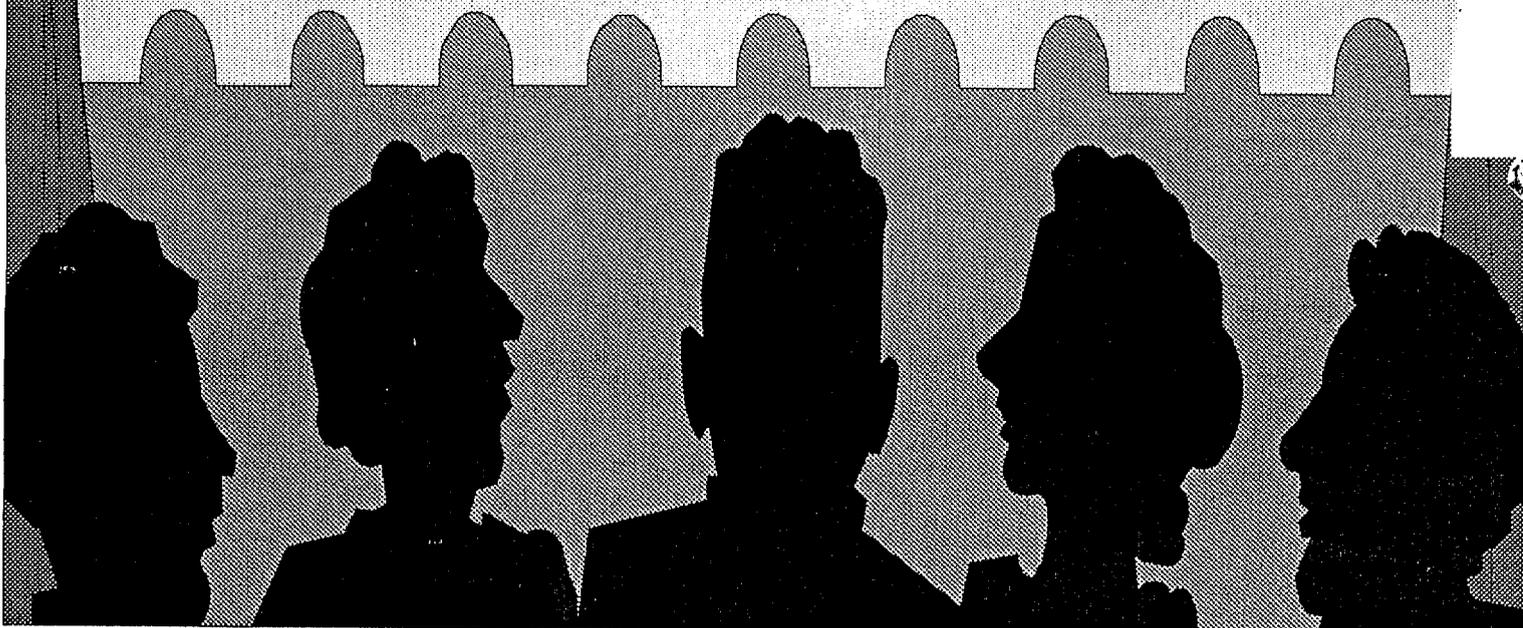
Getting at Effective Advocacy

- * Pasturing vs. Lobbying vs. Advocacy
- * Fighting the Cause with Facts and Figures
- * Finding and Using Strategic Points of Alliance



Preserving the Coalitions' Cause

- * Ensuring that the cause remains true
(to the sector it is supposed to serve)
- * Reconciling with the Pragmatic Realities



SESSION 1

ISSUES/LESSONS LEARNED IN BUILDING COALITIONS

Group 1: Consensus Building

1. Finding the common agenda
 - a. Focus on a universal common agenda. The basis of commitment could be:
 - access to resources
 - access to social resources
 - advocacy for policy changes
 - b. Once the agenda is formed, the following people are involved:
 - membership
 - supporters

We must remember that the coalition must recognize diversity.

2. Operationalizing the agenda
 - a. Rules of conduct
 - identify basic principles
 - process of decision-making
 - frequency of meetings
 - b. Structures, if need be
 - delineation of roles - Pos, NGOs, academe

ISSUES/LESSONS LEARNED IN BUILDING COALITIONS

Group 2: Getting at Effective Advocacy

1. Recognize background
 - antagonistic
 - Marcos era NGO/PO/Government relations
 - a. Initially, mutual suspicion and reluctance; negative attitude reciprocal between NGO/PO and government
 - History of confrontation: "they" never "us"
 - NGO perspective: government close minded; consultation is only for how; not sincere in carrying our agreements; NGOs arrogant; uninformed, over-emotional
 - b. With more open political space and experience since 1986 (if grudgingly) the situation has shifted to a more negotiating stance, willingness to dialogue, and eventually, if all goes well, mutual respect and critical collaboration; as Pos become stronger their fears decline and they begin to speak
 - c. Coalitions: (1) NGO/PO - Government (lands)
(2) among NGO/Pos
(3) NGO/PO Sector/Associations/Others
2. Be prepared to change initial mindset.
 - a. See government not as a faceless institution but made up of people with whom NGOs/Pos need to interact as people. Give them benefit of doubt until proven otherwise
 - b. Take "soft" approaches: face-to-face interpersonal discussions, one-on-one private sessions; diplomacy not just hardline confrontation, but have mass base for credibility and potential for mobilization
 - c. Be skilled in negotiation and be prepared to compromise
 - Define issue priorities; what is negotiable and non-negotiable; but may have to shift even "non-negotiables" in order to achieve some acceptable outcome
 - Avoid need to take credit as one member of coalition in favor of achievement of whole group "ownership"
 - d. Work out a unified position among NGOs/Pos before getting into a coalition with government, business and other new partners

- e. Know how government or business as new partners operate
 - a. Timing
 - b. Processes
 - c. Budget
3. Recognize strategic points, when intervention are most effective
 - a. Government most vulnerable "willing to listen" at (1) budget hearing time; (2) near elections
 - b. Have position paper with facts, figures, research findings ready in language of GO/economists, planners etc., specific action proposals
 - c. Representatives of people/sector most effective in advocacy
 - d. Advance not only specific interests but also public concerns
4. Look for common causes; respect others' views; vigilance on follow-ups; clarity on principles; be prepared to put in time; persistence - no monopoly by one group or set of leaders
5. Organize coalitions as movements not as organizations to keep them flexible and responsive to rapidly evolving situations
Member organizations/structures and process must be democratic
6. Have an advocacy plan and be armed with facts and empirical evidence from:
 - on the ground experience and successes
 - use language of other party for better communication and credibility
7. Recognize special effectiveness of women in advocacy and lobbying
 - interpersonal diplomatic skills of negotiations
 - persistence and attention to detail
 - but need for greater gender balance in tackling women's other more traditional task (i.e. men help out there)

ISSUES/LESSONS LEARNED IN BUILDING COALITIONS

Group 3: Preserving the Coalition's Cause

Realities:

1. GOs not ready
Are the NGOs ready?
2. Conflicting values and orientations
 - lack of communication
 - lack of sense of urgency? sincerity? commitment?
3. But? There is so much which needs to be done in social reform

It is a process, means to: consolidate forces for change

BUT:

It is transitory
Sometimes informal, structureless -

However, to maintain it, is to have:

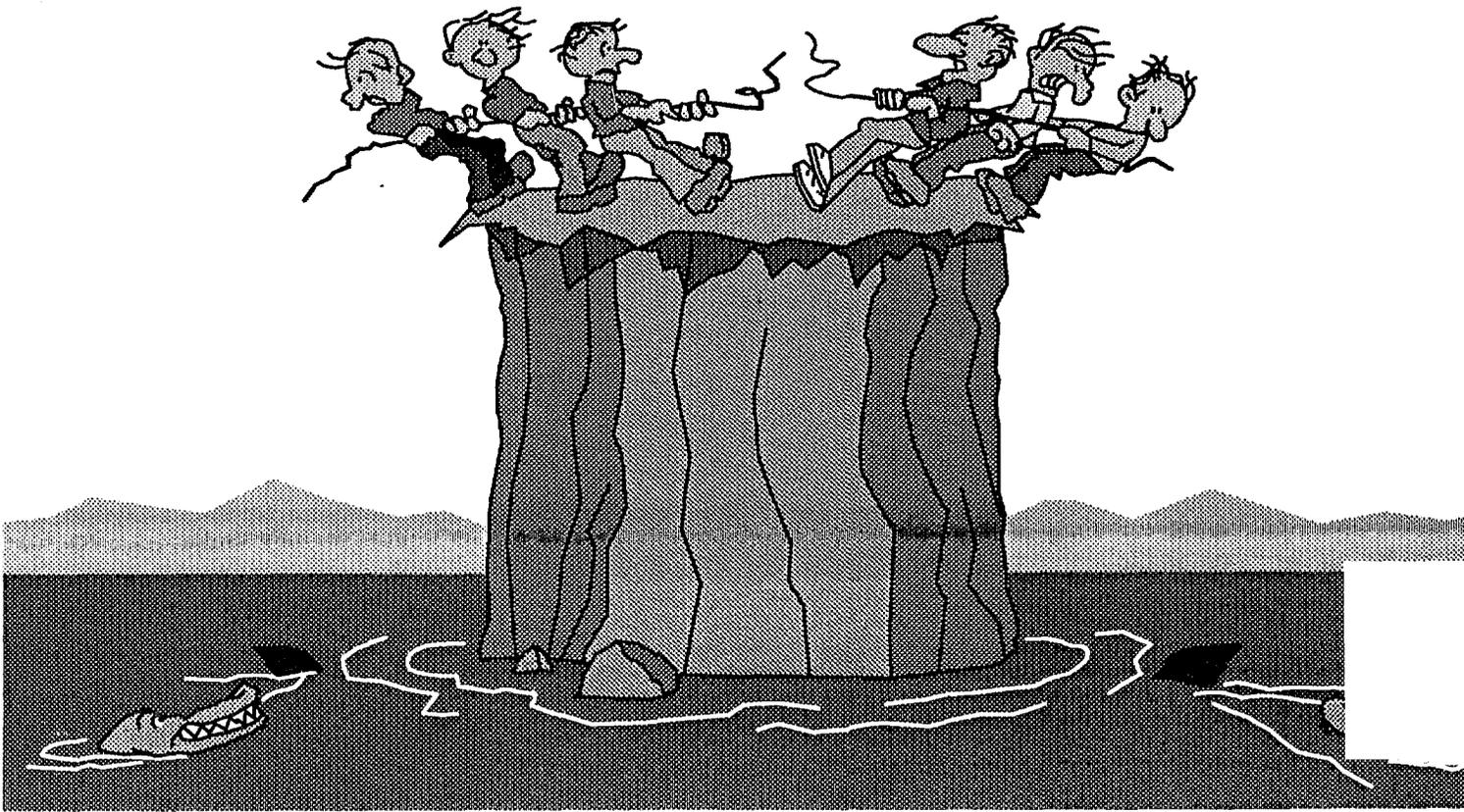
- common denomination
- well anchored objectives/vision, mission and goal
- its specific social agenda/ownership
- good leadership anchored on transparency and democratization
- valid information, education and communication
- demonstrate results
- inclusive membership
- respect for institutional individuality

**Key Points Raised During the Open Forum of the Plenary of
Session 1: Issues/Lessons Learned in Building Coalitions**

- Financial support is needed to sustain coalitions because seeing the process through from legislation to implementation can be a long process.
- Advocacy may take a long time before results are produced. A pragmatic reality that must be considered, however, is that NGOs/POs need income in the meantime. This is the reason why in some cases funding obtained does not go to coalition work exclusively but to member's income-generating projects as well.
- One of the powerful motivations for forming coalitions is that resources can be obtained by pooling efforts. When looking for resources, the first place to look is within the coalition. The organization that has the needed resources may also be recruited into the coalition.
- Sustainable coalition work should be based on institutions which have solidarity mechanisms. Because it collects membership dues, labor federations and its member unions can continue without external support. Coalitions should move away from dependence on external sources of funds such as foreign donor agencies.
- New and creative ways of struggle need to be explored. New ways of leveraging each other's capabilities; new ways of data bank sharing; and new ways to trust one another more should be looked at.
- Allocation and management of resources within a coalition is an important point that should be considered because coalitions could disintegrate as a result of a budget issue.
- Coalitions should not compete with its members. Coalitions could self destruct if it begins to duplicate the services of its members. Income generating activities should be implemented by the members, not the coalition itself.
- Some NGOs are wary about joining coalitions because coalitions have a tendency of developing its own infrastructure and competing with its membership.
- Although democracy is an expensive process, advocacy should not be limited to those with full stomachs. Advocacy is for civil society to undertake.
- Coalitions are dynamic. The attributes of being time-bound, highly political, and inclusive membership among others are

really characteristics of a coalition as it moves through a continuum. To think of these characteristics as a definition would be delimiting.

- Different cases require different approaches. In some instances, the advocacy agenda is established before entering the coalition building process. In other cases still, a group comes together to set an agenda then builds a wider coalition to further their cause.
- Distinction must be made between coalitions which address problems and those which address causes. Coalitions that address problems usually tackle issues that are broadly recognized as problems and may produce quick results. Fighting for a cause tends to be more of the advocacy type work because what is seen as a problem may not be perceived as such. Advocating a cause is a longer-term proposition, and an institution rather than a coalition may be a more appropriate vehicle for this purpose.
- We should also distinguish between advocacy for public interest and advocacy for private interest. We should advocate for public interest concepts based on equity.
- Civil society is not just the NGOs and POs but also the unorganized. Continuing the organizing work is the challenge. This is where the lessons of coalition building lies. Unless one has the numbers, one cannot presume to engage in advocacy. Unless the coalition knows where its members are registered as voters, it cannot engage in advocacy. Unless a coalition is able to demonstrate to government that it is good not only in appointive politics but electoral politics as well, it will not be effective.
- In lobbying, it is not only the organization that matters but the person who does the lobbying as well. Face-to-face connections are important because lobbying does not stop after a bill is enacted. Involvement is important during the drafting of the implementing rules and regulations. The bureaucracy of the implementing government agency must be understood. Implementation of the law must be followed through.
- In the experience of those working with the informal business sector, coalitions are more effective as movements rather than institutions. Institutions lose dynamism over time.
- While it is understandable that Congress is the focus of advocacy, it must be noted that in the provinces majority of the issues, and therefore the advocacy work, are more appropriately dealt with at the local government level.
- Collaboration with government should be on the basis of parity. It should be a relationship between partners.



ISSUES/LESSONS LEARNED IN MAKING COALITIONS WORK TOOLS AND CONCERNS

Communicating Your Message

- * Use/Non-Use of Media
- * Getting Media Interested and Supportive of your Cause



NGOs in Politics

- * Should NGOs and Politics Mix?
- * Sectoral Representation in the 1998 Election



Sustaining the Coalition

- * Keeping the Cause Alive
- * Financial and Management Requirements
- * Alternative Option: Breaking the Coalition

SESSION II

ISSUES/LESSONS LEARNED IN MAKING COALITIONS WORK

TOOLS AND CONCERNS

Group 1: Communicating Your Message

I. To Use or Not to Use Media

- a. When to use/ "expose and oppose" in activist days
 1. to inform, affirm or correct stereotypes, e.e. family planning
 2. to educate, raise consciousness of people
 3. to get support from/mobilize people for specific issues (most recent e.g. Flor Contemplacion, Murorora tests)
 4. to influence government action (e.g. Flor Contemplacion --> OCW issue)
- b. When not to use
 1. when we do not want to antagonize certain personalities -- e.g. NACFAR experience: committee head in Congress
 2. when timing is not right - "hindi pa hinog ang panahon"
 3. to safeguard confidentiality/request for anonimity - e.g. rape victims
 4. don't take bait
 5. when issue will be used to our disadvantage (debates become long drawn out and distracting)

II. Using Media Effectively/Getting Media Interested in Your Cause

- a. Know your issue/message
master it - be accurate
- b. Formulate communication plans or at least media campaign plans for your organization (media is important!!)
 - identify message
 - identify target audience, stakeholders
 - take stock of your own resources
 - identify medium to use (print media - newspaper, magazines, comics, tabloid; radio; TV)
 - medium is the message

- identify form to use:

print - news item, essay, feature article, letter to editor

radio - interview, soap (drama), discussion of issues

TV - talk shows, TV commentaries (Probe)

- c. Use alternative medium, like comics

Tips in using media effectively

1. To make sure media gets the message right/guard against being misquoted
 - know your message
 - have hard copy of facts and figures
 - prepare press kits
 - ask for guide questions before-hand
 - give your own publications (newsletters, reports) to local media
 - establish links with friends in media and develop relationship with them over time, have media directory
 - be aware of "gatekeepers" (editors, publishers, advertizers)
 - know nature of tri-media, their schedules, deadlines
2. To get media interested in your cause
 - package news, e.g. human interest angle
 - avoid jargon of NGOs/POs
 - involve important people who are sympathetic to your cause/activity, e.g. politician, planting trees
 - use different color of paper
 - "envelopmental" journalism?
 - be relevant or current and focused

ISSUES/LESSONS LEARNED IN MAKING COALITIONS WORK

TOOLS AND CONCERNS

Group 2: NGOs/POs in Politics

1. Politics defined:

Focused on electoral political system; democratic alternation of majorities; allocation of resources premised on electoral contest

- * "Genuine democracy" - poverty
 - equity
 - underdevelopment
- * Political democracy should integrate social and economic democracy
- * There must be political competition/POs/NGOs must have access to competing groups
- * Political competition must be open; it must be inclusive of the national, regional and provincial level. It must be socially inclusive of all sectors and all economic classes

Driving Forces

- People's desire for access to competing forces/parties
- Culture of pluralism
- Alternative development paradigm: equity
- Well developed grassroots technical skills (3 T's: time, talent, treasure)
- Rejection of absolute wisdom
- Concept of fallible leaders

Restraining Forces

- 3 G's (guns, goons, gold) : Intimidation/"Paniningil"
- Resistance of incumbents
- Refusal to share power
- Refusal to change rules of the game
- No genuine political parties/personalistic/personal machines
- Visceral/no issue-orientation
- NGOs have ill defined constituencies

2. Realities of NGOs involvement in Politics

Past Lessons: Project 2001/Partido ng Bayan/Sectors

- * Call of logistics and resources
- * Realignment of forces
- * National sectoral NGOs/POs had difficulty in vote delivery
- * Aggrandization by TRAPO

THE FUTURE OPPORTUNITIES

- * The Party List - Power sharing: local participation in governance to establish a democratic and democratizing elements in LGUs and national youth

- 1. IRR - PL System . Participation in and modeling a draft of the Implementing Rules and Regulations for the Part List System

- 2. Sectoral Reps in LGUs Implementation of local government code provisions and NGO/PO representation in specialized committees

- 3. Sectoral Elections/ LGUs Passage of a sectoral elections law for local sanggunians

- 4. Party Formation Program-based, ideological focus

- 5. Barangay Elections -

- 6. Party List System Fielding and participating in 1988 PLS

3. Areas of Involvement

- Voters education
- Public accountability
- Making our issues, election issues
 - o congresswatch/voters record
 - o candidates fora
 - o GOTV (get out the votes/voters)
 - o voters registration
 - o volunteering in campaigns
 - o running campaigns
 - o candidacy (being a candidate)

- Electoral/Reform Initiatives
 - o continuing registration
 - o computerization
 - o limiting campaign expenditures
 - o NGOs involved in ER (electoral reform)

ISSUES/LESSONS LEARNED IN MAKING COALITIONS WORK

TOOLS AND CONCERNS

Group 3: Sustaining the Coalition

Outline:

- | | | |
|-----------------------------------|---|-----------------------|
| I. Coalitions | : | Types/Classifications |
| II. Sustaining Coalitions | : | How |
| III. Sustainability of Coalitions | : | Indicators |
| IV. Breaking-Up the Coalition | : | An Option |

Note: This is merely a listing of the different ideas expressed.
No attempt was made to EDIT/ARRIVE at consensus

I. TYPES/CLASSIFICATIONS OF COALITIONS

A. According to reason for existence

1. Issue-based coalitions
 - transitory
 - Case # 1: NAJD (National Alliance for Justice and Democracy)
2. Multiple issues/objectives coalitions

B. According to area/scope of concern

1. Local/community-based coalitions
2. National
3. International

C. According to membership composition

1. Coalition among NGOs/POs/NGOs and POs e.g. Provincial, Regional and National coalitions like NCSD, PHILDHRRRA, AF, PHILSSA, etc.
2. Coalition among NGOs, LGUs, GOs, e.g. PCHD (Partnership for Community Health Development) Municipal, Provincial and National Task Forces

II. SUSTAINING COALITIONS: HOW

1. Keeping one's eyes on the ball at all times by having regular review of one's VMG (vision, mission, goal)
2. Sustaining not the coalition structure itself but the purpose for its existence

Case: UNAC (Upland NGO Assistance Committee)

3. Coalitions must be community-based
4. It must be funded with resources from the members and/or organizations that are a part of the target community/society
5. Establishing beneficial partnerships with diverse elements in the elements in the society

Case: Ayala Foundation MNGOC (Makati NGO Network)

6. It must not duplicate the services of its members
7. Strengthening/professionalizing its organization and management system

III. INDICATORS OF SUSTAINABILITY

1. Services being provided to members and society
2. Resources
3. Accomplishments/achievements/victories
4. Strong sense of ownership by its members
5. When it has established a niche in society such that dissolving it would result to a vacuum

IV. BREAKING-UP/DISSOLVING THE COALITION

Case #1 : National Alliance for Justice and Democracy

Case #2 : CPAR

* No more common denominator leads to the break-up of the coalition

**Key Points Raised During the Open Forum of the Plenary of
Session 2: Issues/Lessons Learned in Making Coalitions Work**

- In terms of using media, some organizations operating in sensitive areas are hesitant to banner programs which are supported by foreign donor agencies as this might invite undue attention from rebels.
- In dealing with the New People's Army, the bottomline is to communicate the truth. NGOs/POs have nothing to hide if their purpose is to help the people.
- In the Philippines, the politics that NGOs/POs are involved in is not only electoral but appointive as well. A problem exists when there is monopolization of information. Specifically, a monopoly of contacts particularly at the national government level can lead to the overdominance of NCR-based NGOs/POs at the expense of those at the regional and local levels.
- Within the context of popular politics, trade unions and cooperatives are examples of truly democratic institutions. They exist independent of the political regime. They continue to survive and increase in membership. They have a real constituency.
- The party-list system is an important issue that requires a lot of thinking and planning. NGOs/POs must comprehensively map out strategy because they will compete with political parties and with each other. NGOs/POs should avoid acting like traditional political parties.
- It is difficult to sustain coalitions without a basic principle that binds its members together. There must also be respect for the different values and causes that each member espouses.
- Coalitions are distinct from alliances, working groups, federations and networks.
- Some coalitions are formed to tackle a specific issue. Once this is achieved, there is no reason to keep the coalition together. Fixation on sustaining the coalition may cause it to lose sight of the objective for which it was formed.
- An NGO/PO will opt to stay in a coalition for as long as its constituents derive a benefit (e.g. empowerment or the articulation of its position on an issue) from its membership in the coalition.
- Ultimately, it is the members of the coalition that decide

what their coalition ought to be. It is they who decide what their objective is; whether they are there for the short, medium or long term; and how they conduct themselves.

MASS MOBILIZATION AND STRATEGIC SPREAD

Dinky Soliman

Definition of Terms:

COALITIONS - coming together of organizations which are/have:

different ideologies, development perspectives, engaging the government in accountability sessions:

dialogue
pressure/conflict-confrontation
governance mechanism

working on a common issue or issues; can be territorially based or geographically based

MASS MOBILIZATION:

- a process by which a critical mass of people is motivated to act on an identified issue -
- to get information out and make people to act in their numbers
- strategic spread is the framework for action on the strength of the coalition

How to make coalitions strong:

1. inclusive process
2. clear basis of unity and areas of differences
 - a set of principles
 - a strategy for action
3. a decision-making procedure agreed upon by everyone
4. balance between organizational interest and coalition interest
5. committed and senior leaders in the council
6. strategy must achieve significant victories
7. seasoned organizers as coalition builders with realistic coalition budgets
8. don't burn your bridges - know when to end -

- issue is resolved
- the relationship between and among members is not productive

Principles to keep in mind:

1. politit's of principled addition ==> get as many of the organizations to be involved
2. reaching out to other "publics" ==> thinking community - not just sector
 - engaging government in accountability sessions
3. creative use of media
4. bibingka strategy; backdoor - front door lobby
5. be clear on the objectives of the coalition
 - a. strategic tactical
 - b. is it to win solutions or win propaganda points

Some issues to grapple with:

1. enemies will throw at you the USAID Funding dilemma
2. lose sight of the objective and carry too much as a coalition
3. reinventing the wheel talk to battle scarred organizers

Centers of momentum:

1. provincial wide coalitions
2. treaty of cooperation among four (4) coalitions
3. rich lessons from existing and non-existing coalitions

Values/attitudes that kept us going...

1. walk the extra mile
2. sense of humor
3. a deep conviction in a vision for change
4. a secure and happy ego

5. willingness to trust with full knowledge that you can get betrayed
6. celebrate victories and always have realistic optimism

**Key Points Raised During the Open Forum of
Ms. Dinky Soliman's Presentation**

- Civil society should include the business sector. In the Philippines, for example, there has been a marked growth in business entities and corporate foundations involved in development issues.
- Latin American social scientists made a distinction between civil society (i.e. the NGOs and POs), the state, and the economic sector based on their experience. There should be collaboration and partnership with business and the state. The reason a distinction was made in the presentation was to arrive at a more concise definition of who civil society is. In coalition work, we have to be clear about who we are before we start coalescing with others.
- History has shown particularly in Berlin, Eastern Europe, and the Philippines that civil society can exert its power over the state, and, to a large extent, exert its negotiating power on those who run the economy.

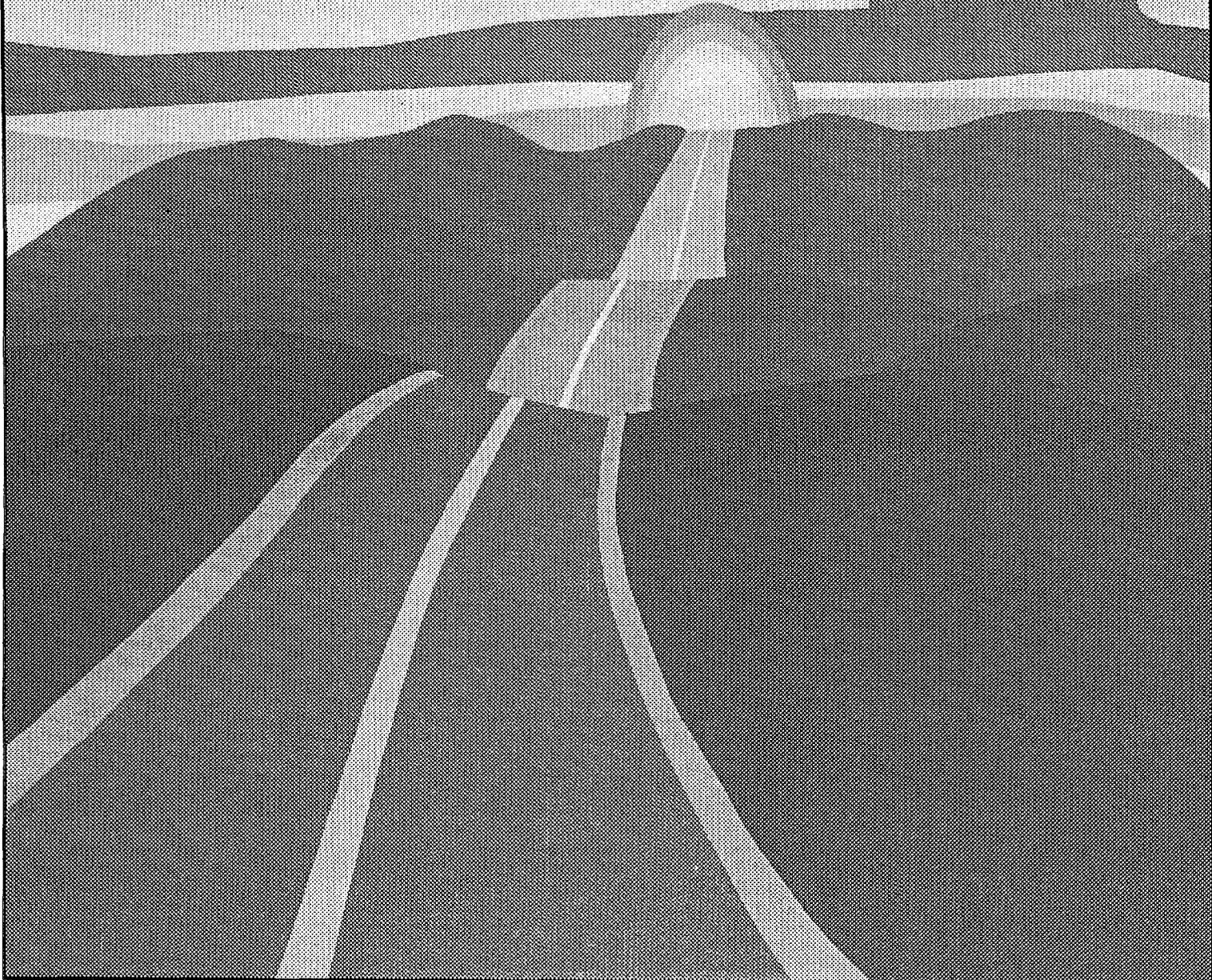
SPECIFIC ISSUES AND CHALLENGES

Coalitions on Indigenous Peoples

Coalitions on Fisherfolk

Coalitions on Urban Poor

Coalitions with Business



**BUILDING SUSTAINABLE
WORK COALITIONS:**

*LESSONS FROM ASAP EXPERIENCE
(EXCERPTS)*

Building Sustainable Work Coalitions: Findings & Guidelines

Characteristics and functions of coalitions

1. Definition of a coalition and methodology of this study

This study presents guidelines for the formation of coalitions to solve problems and respond to opportunities in the Philippine agribusiness system. The report outlines steps leading to formation of successful coalitions and summarizes functions of coalition members.

The report is based on data from eight case studies of problems and opportunities encountered under the Agribusiness System Assistance Program (ASAP). The cases include four *policy advocacy* initiatives and four *market development* opportunities.

The cases are the empirical basis for the study's conclusions. All cases follow the same format.

In each case we identified:

- The steps that lead to the formation of a coalition;
- Functions of members of the coalition; and
- Characteristics that lead to coalition success.

Introduction

Guidelines on
forming coalitions

8 ASAP case studies

Multiple Case Study Method

Definition of Coalition

A coalition is an *informal* task oriented work organization

Coalitions are democratic

Most coalitions have multiple action plans

Coalitions have multiple leaders

The study draws conclusions about agribusiness coalitions and when possible, about coalitions in general.

The term coalition here means a group of individuals and organizations working in a coordinated manner to achieve a common objective. Coalitions are *informal organizations* created to solve one (or more) specific problem or act on a specific opportunity.

Coalitions typically have no constitution, no formal written plans or objective statements, no *single* leader, and no *formal* organization charts or task descriptions. They do, however, have an *informal* structure and objectives. Members develop an understanding of the coalition's objectives, strategies, and task assignments through "networking." Networking includes meetings, workshops, seminars, phone calls and informal discussions.

Coalitions are typically democratic. They allow open entry and exit, and their objectives are established through negotiation and debate involving a broad range of coalition members. Our eight cases demonstrated that openness, informality and democratic processes are a basic source of strength for coalitions.

Most ASAP coalitions do not have a single "plan" of action. Members of coalitions have their own personal and organizational objectives. These are usually forged into a single "goal" by a process that includes discussion of members' objectives, consideration of technical and political information about the problem, and abundant compromise.

Every ASAP coalition examined had *multiple leaders*, each using resources of their own networks to support the larger objectives of the coalition. The fact that there were multiple leaders, each with their own resources, styles, and networks makes coalitions democratic, decentralized and often loosely structured.

The 5 members of a coalition

Associations, NGOs and Cooperatives

NGOs and cooperatives are
the core of coalitions

Basic functions of
associations and NGOs

In none of the cases was the "coalition" formally identified as a coalition, an organization or a "network." A major reason for the effectiveness of the ASAP coalitions was that they are informal, flexible, and democratic in preparing plans and assigning tasks.

The eight ASAP cases show that coalitions develop to respond to a specific problem or opportunity. Coalition members may each have their own independent objectives but are willing to work together to pursue a common objective.

2. Members of a coalition

Agribusiness coalitions consist of farms and firms in the agribusiness system, trade and industry associations, NGOs, national government agencies (NGAs) and local government units (LGUs), academic and research institutions, and contractors and grantees under donor projects.

3. Basic functions of members of a coalition

The basic functions of the members are summarized in Chart 1.

Associations and cooperatives formed the core of the coalitions. They link private firms and farmers together in an action-oriented network. They are the basic "transmission belt" between firms and government, firms and academic institutions, and in the early stages of exports development, between firms and foreign markets.

Basic functions of associations and NGOs include:

- organizing and coordinating members;
- identifying their problems and interests;
- formulating objectives for collective action;
- representing members' interests in policy debates;

Academic and Research Institutions

Academic institutions provide technology, policy research and training

Most associations have weak policy analysis capabilities

Government

Government may assist market development, but usually does not lead it

- providing services to members, such as organizing trade shows, market tours, conferences and training programs;
- raising resources to carry out the above functions.

The second category of members is academic and research institutions. They carry out technical and policy research, provide skills training, and build and maintain linkages with national and international sources of technical information.

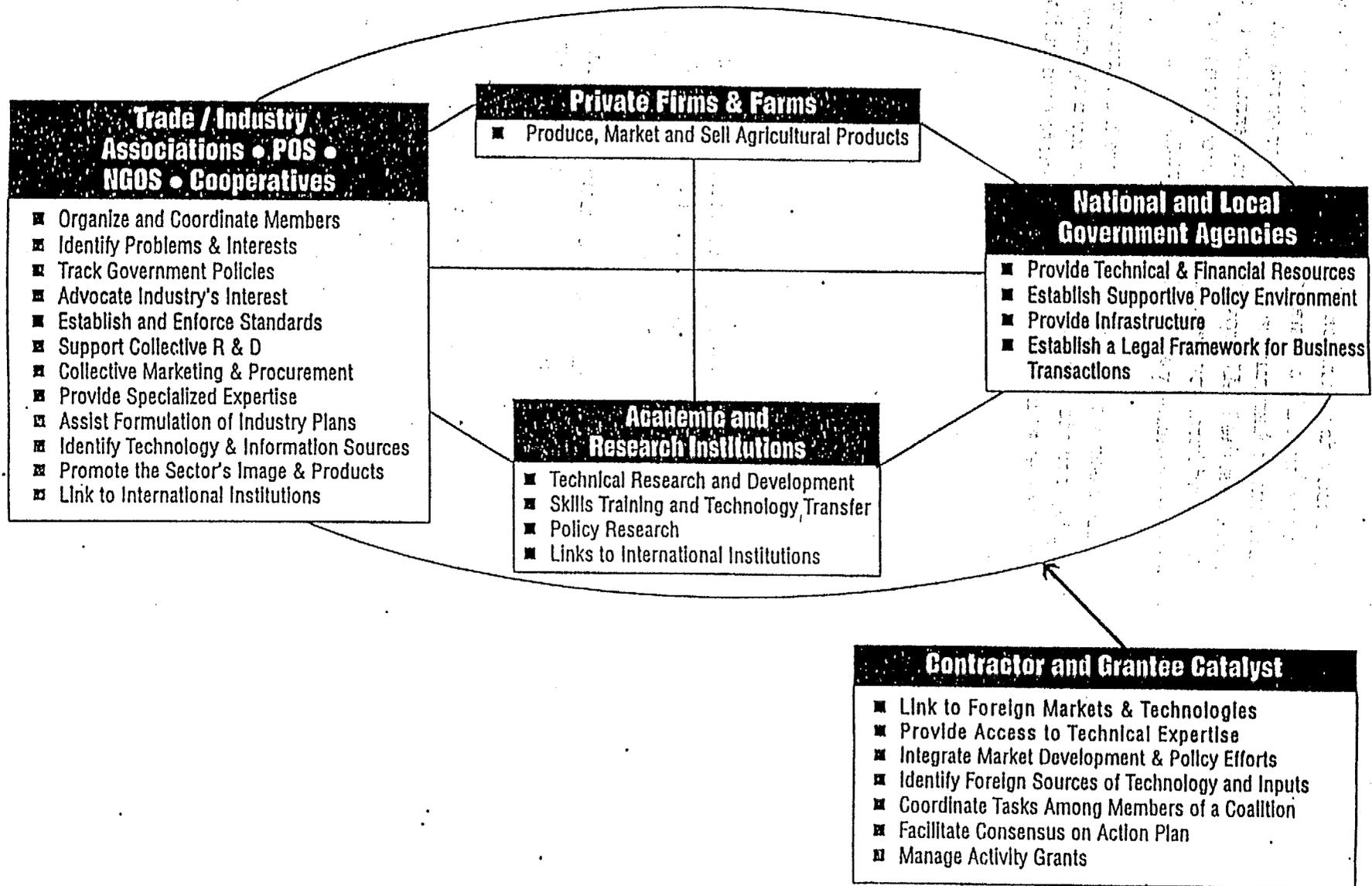
A key linkage in market development coalitions is between academic institutions and private firms and farms. Academic institutions have the resources for technology research and development. Private firms and farms seek new technologies to solve market-driven problems.

No association working on policy advocacy under ASAP had in-house policy analysis capability. Therefore, a key linkage in policy advocacy cases occurred between university research programs and industry associations. Associations need research support from academic institutions to assess policy impacts. Universities also lend credibility to research findings.

A third category of coalition members is government. The government *did not* play an essential role in the market development cases. In all four cases, the private sector worked with foreign and local firms, industry associations, academic institutions, and USAID contractors and grantees to respond to opportunities or constraints.

In the typical ASAP market development case, a coalition helps local associations analyze a market opportunity and formulate an action plan for the opportunity. The coalition helps the association obtain local and international resources needed by the industry.

Basic Functions of Coalition Members



50

Government policy is a key "problem" for coalitions

Contractors and Grantees

Contractors and grantees provide local and international market linkages

A key activity is linking coalition members to resource pools

Once industry has an *action plan*, an association may also request specific LGU assistance through the local Department of Agriculture (DA), governor or mayor. In several cases, the LGU provides financial resources to the coalition and incorporates industry's action plans into their provincial or municipal development plan.

In policy cases, government policies were the *main problem* facing the private sector. The aim of policy advocacy coalitions was to induce the government to change its policies.

Contractors and grantees that implement donor project, are the final category of coalition members. They are conduits for donor resources and links to key resource pools.

Private firms, farms and associations need help to change policies and realize market opportunities. There are many "resource pools" that can help in this effort. Examples are academic institutions such as the University of California-Davis, the Post Harvest Institute at University of Idaho, the Postharvest Horticulture Training and Research Center at UP Los Baños, the Asian Institute of Technology, the Center for Research and Communication, and the Management Association of the Philippines.

They also include government agencies such as USDA APHIS, the Philippine Department of Agriculture, and Department of Agrarian Reform, and international agencies such as the UN International Trade Center, FAO and Asian Vegetable Development Research Center. Last but not least, local and foreign firms are a key resource pool. Private

Examples of technology and market linkages

firms offer technology, management assistance, marketing contacts and information as part of commercial relationships.

Examples of technology and market linkages needed by private firms and farms in the Philippines include:

- Mango growers need hot-water dip and flower induction technologies, and improved packing materials, to "hit" the Hong Kong, Singapore and Japanese markets.
- Onion producers require new varieties and production methods to produce for domestic market windows and export to Japan and the US.
- Cutflower producers require new varieties, propagation methods, and postharvest handling materials and methods to develop the export industry.
- Seed traders and farmers need data on the impact of seed restrictions to engage the Bureau of Plant Industries in policy dialogue.

The ASAP cases demonstrate that NGOs, industry associations, cooperatives, project contractors and grantees were the key linking mechanisms to these resource pools.

Objective Trees for Coalitions

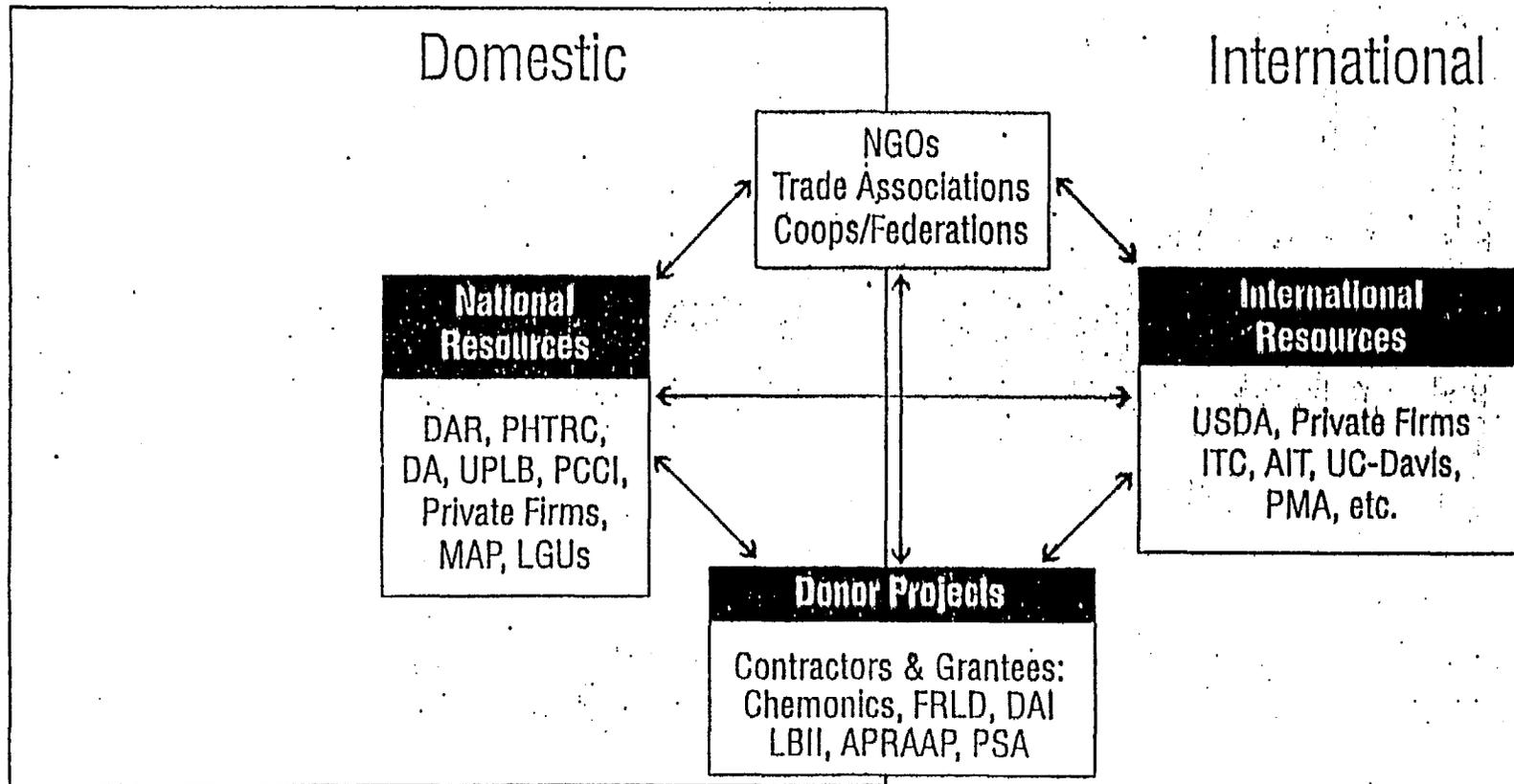
Summary of coalition objectives

As stated above, a coalition is really an informal, democratic, task-oriented organization. Coalitions have objectives that can be summarized in an objective tree. Objectives of an agribusiness coalition include:

Goal: Increased net income and employment from agricultural products

Purpose: Improved policy environment
More responsive regulatory institutions
More responsive service institutions
Increased access to sources of skills, technology and information
Improved links to markets
Stronger associations

Role of NGOs, Associations & Projects in Creating Resource Linkages



Characteristics

- Existing resources are only partly responsive to current market conditions
- Resources do not include full range of available options
- Financial resources are limited
- Policies are not conducive of market efficiency
- Difficult to access

Characteristics

- Faces challenge of sustainability and replicability of activities
- Does not face the same resource constraints as local institutions

Characteristics

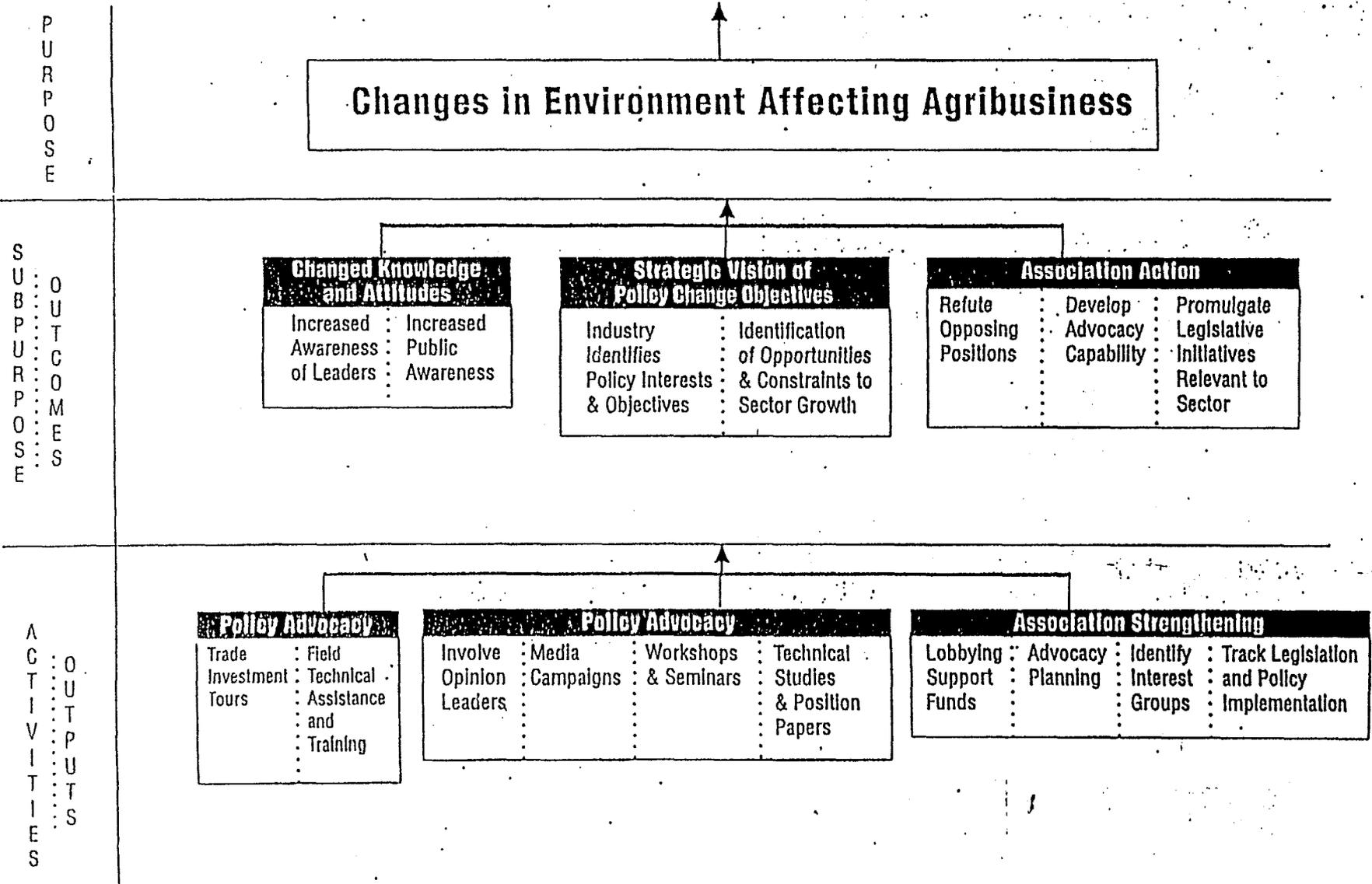
- Costly to access
- Have better understanding of international market standards and technologies



**AGRIBUSINESS
SYSTEM
ASSISTANCE
PROGRAM**

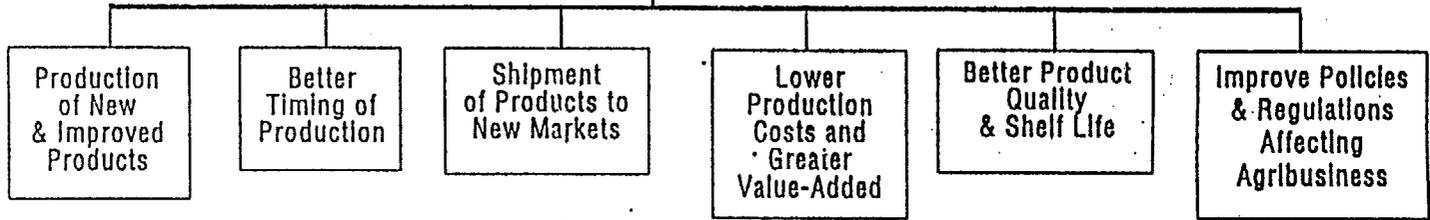
Policy Advocacy Objective Tree

GOAL: Increased Net Income and Employment from Agricultural Products

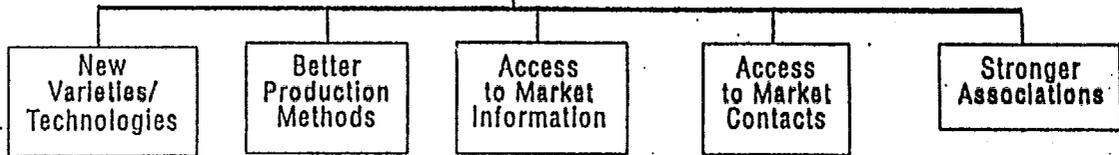


GOAL: Increased Net Income and Employment from Targeted Agricultural Products

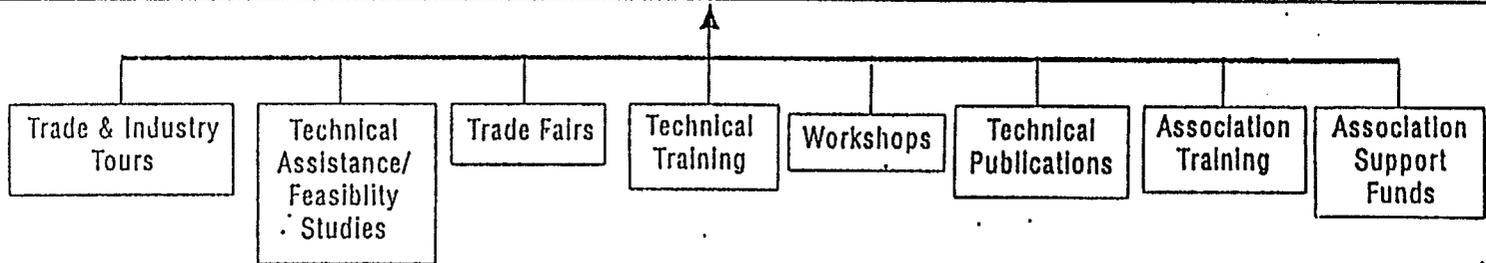
PURPOSE



SUBPURPOSES

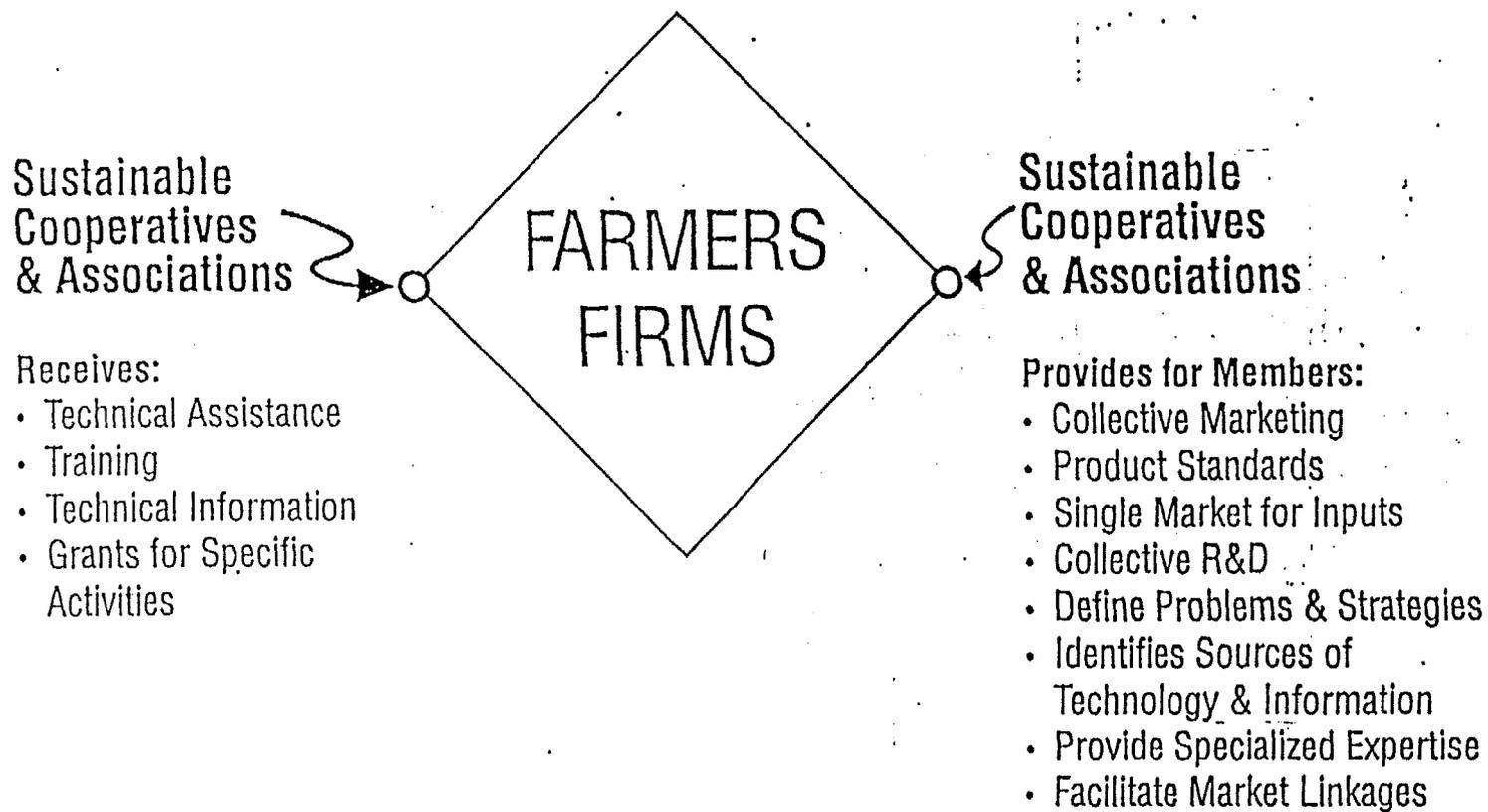


ACTIVITIES

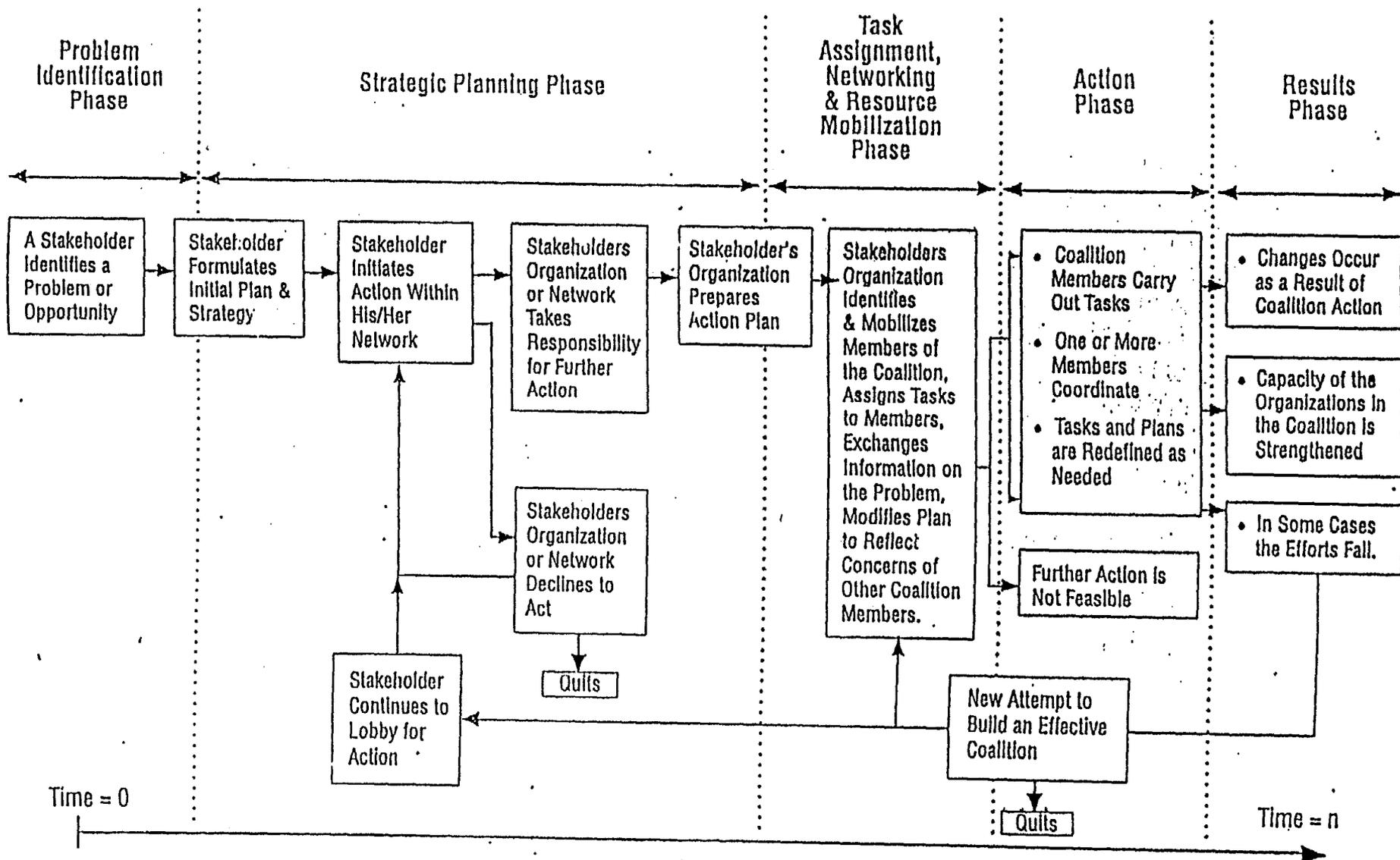


AGRIBUSINESS
SYSTEM
ASSISTANCE
PROGRAM

Role of Associations and NGOs in Organizing the Private Sector



Steps Leading to Emergence of a Coalition



LS

Better definition of the industry's objectives, strategies and action plans

Outputs: Conferences, seminars and workshops
Studies and papers
Plans and strategy statements
Other networking: phone calls and informal meetings

Market development and policy advocacy objective trees

We can also look at the coalition from the point of view of the mechanics of policy and market development activities that occurred under ASAP. The mechanics of coalition action are summarized in objective trees prepared from the eight cases.

The Process of Coalition Building

Steps leading to formation of coalitions

Forming coalitions follows the predictable steps summarized in "Steps Leading to Emergence of a Coalition" on the following page.

Factors leading to coalition success

The eight cases were consistent in the factors leading to success of the coalition:

- energetic and competent *leadership*;
- a process that allows *open debate* of collective objectives, strategies and resources;
- a *clearly defined goal* that is understood and accepted by members;
- a *plan* for action; and
- commitment of *resources* by coalition members.

Networking is a key activity

Networking is a key element of the formation of coalitions. In practical terms, it involves lots of phone calls, meetings, conferences, faxes, and position papers. In the ASAP cases, resources devoted to "networking" were critical to success.

Leadership comes from many sources

Leadership came from many sources, including farmer groups, private firms, industry associations, USAID and project-funded organizations such as FRLD, Chemonics, DAI and APRAAP.

Resource organizations that work under contracts or grant agreements with donors also often play a leadership role.

They can provide the following functions:

- identify coalition members;
- coordinate participants in a coalition;
- define problems and strategies;
- identify sources of technologies and information;
- provide specialized expertise;
- provide links to foreign technologies and markets; and
- provide financial, logistical, and manpower support.

As can be seen from the next section, the external catalyst is not necessary if the coalition members meet certain requirements. These are summarized in the following section.

Approaches to Forming Coalitions

There are four requirements to building a coalition:

- 1 Clear identification of the problem and objectives of the coalition
- 2 Extensive networking, coordination, and communication
- 3 Mobilization of adequate financial resources to support the networking, problem definition and planning
- 4 Agreement on task assignments

In addition, the coalition must show results in one of two basic functions: help improve the policy environment, or build market links. If they show results, coalition members will commit more resources to the coalition. Without results, it will wither.

Both policy advocacy and market development efforts follow a series of steps that lead to results:

Prerequisites to forming coalitions

Coalitions must show success in market linkages and policy improvement

Practical steps for policy advocacy

1. Analyze the situation and problem requiring policy reform

What is the problem?

Why is it a problem?

How did the problem arise?

How can it be solved?

Who can solve it?

What legislative or regulatory change is required?

2. Study the policy reform proposal

What is wrong with the present policy?

What is the cause-effect relationship between the present policy and the prevailing situation?

Who benefits from the present policy?

Who will benefit from a change in policy?

What does it take to effect a policy reform?

3. Identify key publics

Who can bring about the desired policy change?

What is the profile of each public?

How can each public be reached effectively?

Who are the leading voices of each public?

4. Formulate the message

What is the central message?

Is the message clear, simple, logical and persuasive?

Is the message audience-specific?

What can be the possible barriers to the reception of the message?

What objectives does it seek to meet?

5. Pretest the message

Is it clear enough?

Is it convincing?

Does it appeal to a sample audience?

Does it have an impact?

6. Select channels and tools

Is the channel or tool appropriate:

- for the target audience?

- for the message?

What is the cost compared to the expected impact?

What is the frequency of exposure?

What is the magnitude of coverage?

7. Establish a network or coalition of allies

What groups would logically be interested in sharing authorship of the message?

What is the profile of each potential ally?

What are the organizational link of each potential ally?

What coordination mechanism would help institutionalize the alliance?

8. Identify "bridges" to policy makers

Which groups or individuals have influence over legislative officials at both national and local levels?

How can the "bridges" be accessed?

How does a "bridge" feel about a given policy issue?

9. Survey the legislative environment

Do the legislative leaders have fixed positions on the policy issues?

Are there on-going hearings and pending bills relevant to the desired policy reforms?

Additional Market Development Tools

Stages of market
development

Market reconnaissance trips

Selling missions

What is the legislative agenda of the House Committee concerned, the Senate Committee regarding the policy issues?

There are several additional tools associations can use for market development. First is *market-oriented constraints analysis*. Early on, the ASAP market development team conducted a constraints analysis for major fruits, vegetables and cutflowers. The output was a matrix of problems and solutions for important products in major markets.

A second tool is the *market reconnaissance trip*. The purpose of this trip is to:

- (a) Focus export marketing efforts on a specific set of commodities and develop strategies for entry of those commodities into the market.
- (b) Identify specific buyers and determine their interest in purchasing from the Philippines.
- (c) Collect commercial market data and information on import requirements for the target commodities.
- (d) Mobilize policy advocacy support.

A third tool is the *selling mission*. Its purpose is to:

- (a) Provide participants with first-hand knowledge of the requirements of international markets and marketing system.
- (b) Provide opportunities for direct observation of trends in production, postharvest handling, and marketing systems for adaptation purposes.
- (c) Help establish business contacts.
- (d) Increase awareness among buyers of the capabilities of Filipino growers.

Coalitions are effective
problem solving
organizations

2. Lessons for Donor Project

The ASAP cases demonstrate that coalitions are effective in solving particular market development or policy advocacy problems. Their strength lies in the following:

- They encourage the use of local resources and leadership for problem solving.
- They are relatively efficient. Stakeholders contribute their own resources, and donors pay only a fraction of the total cost of the coalition.
- They are democratic and open.
- They are formed on a task-basis, and do not result in establishing a formal organization with accompanying recurrent costs and sustainability problems.

Lessons for donor
support to coalitions

There are several useful lessons for donors on how coalitions can be supported to accomplish development objectives. These include:

1) Coalitions are frequently ad hoc and temporary

Coalitions are
ad hoc
and temporary

Coalitions form to take advantage of specific opportunities or tackle specific problems. We found that the "coalitions" did not exist before the problem identification phase, but came together through the efforts of several leaders and with financial support from donor projects. A lot of hard work went into the formation of coalitions.

Coalitions often dissolve once their goal is achieved. Market development coalitions have a greater chance of continuing

Networking is a major cost

after donor support ends, since these coalitions form in response to market opportunities. The activity of the coalition is often replaced by activities carried out by specific industry associations.

2) Formation of Coalitions Requires Heavy Investment in Networking and Technical Information

In all cases, there was a very heavy investment by members of the coalition in networking, and in preparing and disseminating technical information. Hundreds of phone calls and meetings were held, many faxes were sent and endless documents exchanged.

What is the return on this investment? The returns come in four forms: stronger associations, better links between coalition members and resource "pools," increased sales and improved policy environment. However, because coalitions are informal organizations, they tend to disappear once the external support ends and the goals are achieved.

Few industry associations have the staff, technical expertise or financial resources to put together an organized advocacy or market development program involving a coalition. It is simply a fact that most associations in the Philippines do not mobilize enough resources or hire sufficient professional staff to carry out the same level of program that they will with donor support. Consequently, good advice to associations contemplating "coalition" approaches to problem solving are (1) focus and concentrate their program, and (2) bring in resource institutions that are assigned clearly defined tasks.

External catalysts play key roles in supporting coalitions.

Characteristics of effective catalysts.

Characteristics of effective catalysts

3) An external catalyst is often a key to formation of successful coalitions

A catalyst is an organization or individual that creates linkages among members of a coalition, helps prepare strategic plans, and mobilizes resources for the coalition. Functions of the catalyst include:

- identify members of the coalition;
- identify critical issues and solutions;
- help members of the coalition prioritize action;
- assist in preparing action plans;
- provide access to sources of information and expertise and to buyers and service providers;
- provide financial support.

Catalysts often create coalitions by bringing members together and then support the emergence of a coalition's action plans.

In practical terms, the catalyst must have the following characteristics:

- (a) Staff and consultants who can do "networking." This means phone calls, faxes, and meetings.
- (b) Financial resources for travel, food and meeting room expenses of coalition members.
- (c) Technical personnel who can facilitate strategic action plans and make task assignments.
- (d) Reasonable independence from the political and social pressures that face core coalition members.

In practical terms, the catalyst must have the following characteristics:

- (a) Staff and consultants who can do "networking." This means phone calls, faxes, and meetings.

Defintion of contractors
and grantees

Who are contractors and grantees here? Contractors and grantees had four identifying characteristics:

- (a) They have a contract or a cooperative agreement that specifies the objectives and activities to be pursued.
- (b) They would be unlikely to carry on the project activity if the donor did not pay their bills.
- (c) They hire specialized experts and have a corporate capability that matches the needs of the project.
- (d) Contractor and grantee staff spend an enormous proportion of their time preparing strategic plans, and building coalitions.

Functions of contractors
and grantees

Functions of donor-funded contractors and grantees included:

- Linking coalition members to foreign markets and technologies;
- Providing specialized technical expertise;
- Defining problems of the agribusiness sector and strategies for solving these problems;
- Coordinating and integrating members of the coalition;
- Facilitating consensus on action plans;
- Providing financial and technical resources to solve particular questions.

Elements that
may be missing

Contractors and grantees are often catalytic. They add five things that may be missing from the situation:

- Money
- Focus
- Information and analysis
- Independence from social pressures
- Links to resource institutions

A catalyst for
onion development

A good example of a catalyst at work is the onion program of ASAP. The impetus came initially from Dulce Gozon of the National Onion Growers Cooperative Marketing Association (NOGROCOMA) in response to excellent opportunities for domestic sales of onions. If onions can be harvested during a high price window, there are equally attractive export opportunities for large sweet varieties in the US and Japan.

The initial opportunity was examined by the Market Development Team with Ms. Gozon which led to a market reconnaissance tour organized by ASAP.

The project identified a US expert to review opportunities and constraints in the Philippine industry. He reported several interesting findings:

- Due to the concentration of production in one area, Nueva Ecija, with its high latitude, warmer temperatures, longer days and lower altitude, there are limits to the size and yield of onions as well as a low potential for shifting production to new harvest and market windows. In addition, harvesting is done during a period of low domestic prices.
- The domestic market should be the primary focus of increased onion production and expansion of the Philippine harvest period over the next few years.
- Significant opportunities exist to increase yields and to harvest during the higher priced months of the season.
- Current management factors also limit onion production in the Luzon area. Growers do not currently take adequate care in preparing the seed beds and seed costs are two to three times than normal. Water control is also inadequate.
- Pink Root, a serious disease of onions, is common in the San Jose area and onion size has been falling in recent years.

Recommendations included:

- Need for training and management technology to cure, grade and pack onions for the US and Japanese markets.
- Variety and planting trials are required to select varieties with better yields and market demand.
- Use of a fungicide application method to increase yields and decrease seed costs.
- Establishment of seedbeds at higher altitude sites and at a different point in the season to allow harvest during a considerable higher priced point in the season.
- Identification of several areas in Mindanao with enormous potential.

He also provided a manual for onion production in the Philippines. This manual was subsequently supplemented by additional material produced by a second ASAP consultant working with NOGROCOMA.

In this case, ASAP worked with NOGROCOMA, a marketing company, Dita Traders Marketing, the local DA, the Southern Mindanao Agricultural Production Project (SMAP), the Governor, the district irrigation office, and the Mayor of Maramay.

Without the catalyst, the association could not have achieved its objectives. The catalyst added the following:

- international market contacts;
- knowledge of onion specialists to provide assistance to the association;
- knowledge of the international market for onions;
- open-mindedness about alternative production areas and technologies; and
- resources to work on related issues, such as the Seed Act and packaging tariff reductions.

In this case, NOGROCOMA is the key stakeholder; the catalyst makes it possible for NOGROCOMA to solve their market development problem.

Coalitions require planning, networking and coordination support

This study shows that coalitions are effective, but they require support in planning, networking and task coordination, and also access to sources of specialized expertise. The best arrangement to provide the support team is a technical support contract or grant to an organization that is professional, independent and has access to the necessary expertise.

Using benchmarks to monitor coalition performance

4) Managing grants to coalitions requires a system of performance benchmarks

The work of coalitions always runs the risk of being disorganized and unfocused. It is important that the donor establish, at the outset of its support for a coalition, agreement on the specific objectives of the coalition and benchmarks that indicate progress toward the objectives. These benchmarks should be determined collaboratively by the donor and members of the coalition, but they must be explicit and measurable.

Workshops and planning are key coalition building tools

5) Workshops and strategic planning are key tools to building coalitions

Workshops were a key tool to help potential coalition members identify problems and opportunities of a particular industry group.

The model works like this: interest builds around a policy issue or market opportunity, but information is lacking and leadership is poorly organized. A workshop is organized, bringing together interested parties to highlight concerns of the industry. During the workshops, leadership can be identified, action plans can be proposed and approved, and active coalition members can be mobilized.

Strategic planning is also an essential tool. Strategic plans are the blueprints for coalition action. They also form a basis for task assignments.

SESSION III

SPECIFIC ISSUES AND CHALLENGES

Group 1: Coalitions on Indigenous Peoples

- There are various coalitions at the local level for indigenous peoples. The small group session started with a presentation of the Mangyan experience in Mindoro. A copy of the presentation by Dave de Vera of Philippine Association for Intercultural Development (PAFID) is attached.

The basis of the various coalitions is focused around ancestral domain.

- There are as many tribes as dialects, as beliefs, and as many definitions of ancestral domain.
- The New People's Army still present a problem in Mindoro as they see the delineation of land as a threat to their security and control of the area.
- In Panay, the Sulodnons live on ancestral land which has become part of a military reservation. Their recognition as an indigenous people is also questioned or doubted by some.
- At national level, Secretoral Representative Adamat is a member of the Social Reform Agenda and the TRICAP. There are two IP sectoral representatives. Hearings with Senator Flavier on an Ancestral Domain Law (patterned after the Mindoro Bill) are to take place shortly. PANLIPI, among others, has been advocating for the Ancestral Domain Law.
- On the international level, Earthsavers Movement has been participating in discussions and advocacy for IP issues.
- Lessons include:
 - a. The first thing to remember is that there are 12 million indigenous peoples in 110 tribes. Each one has its own uniqueness.
 - b. The assimilated tribes are sometimes not properly recognized as IPs.
 - c. The practicality of determining ancestral domains or cultural bounds for nomadic tribes can be difficult.
 - d. One needs to address the community issues such as tenure, cultural integrity, education, etc.
 - e. One needs small victories especially in local areas, particularly where there are traditional politicians who

easily grab credit.

- f. Issue of empowerment and self-management by IPs must be squarely faced.
- There was once a Commission on National Integration. Subsequently, there were created three offices (geographically bound/defined) for cultural communities. There was also a move in the past Congress to form an Ancestral Domain Commission.
- IPs are supported by different groups, different agencies, with different agenda.
- The IPs must be allowed to pursue their own agenda.

COALITION BUILDING

The Mindoro Experience

Background:

In 1993 six NGO-Partners of the Low Income Upland Community Project, an ADB funded Watershed Management initiative, withdrew from the project citing irreconcilable differences with the DENR as well as the funding partner. Consequently IP groups as well as other organized POs also decided to withdraw from the project due to their perception that the core issue the resolution of land conflicts involving their ancestral domains was not being fully addressed.

Thus the need to address the current issue of resolving the long-festering problem of land tenure for the IP s had to be addressed by a parallel NGO-PO initiative . At the same time due to the limited logistics and lack of resources, the NGO s and PO s had to harness each others support and resources to gain a semblance of survival and success. On a purely voluntary basis, the KPLN was established by four Mangyan Communities as represented by their PO s along with the Vicariate of Mindoro through its Paitan Mangyan Mission, the Upland NGO assistance Committee (UNAC) and the Philippine Association For Intercultural Development (PAFID).

The Kapulungan Para sa Lupaing Ninuno (KPLN) is a coalition of Indigenous Peoples in the island of Mindoro. Policy and direction is decided by a 14-person Board who represent the seven tribes of the island namely: Iraya, Alangan, Tadyawan, Buhid, Hanunuo, Gubatnon and the Tao-Buhid.

NGO-partners serve as support groups and act as secretariat along with other PO members. The support NGOs vary in terms of concerns and services offered. These vary from the Church, the academe and Social Development NGOs.

The KPLN acts as a coordinative center for communities working for the recognition of their ancestral domains. It also adopts the role of an advocate for the rights of IP s in Mindoro. More recently, the KPLN has established its capacity to provide technical services and generate empirical information in support of its advocacy work.

Today the KPLN represents an island-wide initiative covering both the Oriental and Occidental Provinces of Mindoro. Among its partners are at least 25 Indigenous Peoples Organizations and count among its support groups institutions such as the Philippine Upland Resource Center of the DLSU, The Philippine Business for Social Progress through its Upland Marketing Arm, the Environmental Research Division of the Ateneo de Manila, and the PhilDHRRA.

Issue/s being addressed:

That the Indigenous Mangyan communities of the island of Mindoro have been and continue to be victims of injustice, are dispossessed of their land and denied access to its resources, and are not been treated as equal partners in development and the democratic processes.

Basis of Partnership:

A consensus that the basis of partnership is a common commitment to work for the recognition of the ancestral domains of the Mangyan Peoples of Mindoro.

A paper presented by Mr. Dave de Vera, Philippine Association for Intellectual Development, at the 1995 Annual Partners' Conference on Coalitions and Civil Society, October 1995, Davao City

A common belief that, to the IP's LAND is LIFE

By recognition we agree that:

- > Mangyan communities must have security of tenure over their ancestral domains;
- > Have rights and access to the resources therein and;
- > Be acknowledged as equal partners in development

Gains:

In two years:

At least 37 villages have completed their community sketch maps. These village maps have been integrated into a greater Tribal Map which would become the basis for the ancestral domain claims. Proofs and evidences in support of the ancestral land claims have also been gathered and generated mostly from the voluntary effort of PO workers working on an inter-tribal basis.

Twenty eight Mangyan partners, twenty DENR personnel and at least 30 NGO workers have been trained on basic boundary delineation and the use of Global Positioning System for locating boundary corners on ground.

A draft Bill for the recognition of the Ancestral Domains of the IP's of Mindoro has been referred to the Speaker of the House of Representatives for possible sponsorship. This draft Bill was the result of an island-wide series of community consultations undertaken by both PO and NGO partners of the KPLN. The community consultations took nearly 1 and a half years to finish and this culminated into a General Assembly attended by 254 Mangyan leaders representing all seven tribes of the island. The General assembly conducted a plenary session to hammer out the final version of the draft Bill. During the said assembly no NGO partner was allowed to take an active role such as facilitation or coordination, which according to the Mangyans might unduly influence the proceedings.

It is also worthy to mention that the said assembly was conducted without the benefit of external funding. All resources used to finance the activity was locally generated among partners, such as the church which provided board free of charge and subsidized the lodging expenses, the Mangyan leaders who provided time and spent for their fare and for other NGO partners who voluntarily offered their services free of charge.

The KPLN has successfully negotiated for the approval of an Ancestral Domain Claim and is currently in the process of negotiating for the approval of the ancestral domain claim of the Buhid mangyans in Central Mindoro which has an approximate area of 98,000 hectares which when approved would be the second biggest CADC in the country.

The PSTFAD of Oriental Mindoro has recognized KPLN as the official PO representative. At the same time the DENR and the PAFID a KPLN-NGO partner have executed a MOA which would among others fully recognize surveys and ancestral boundary delineations undertaken by the PAFID in behalf of the KPLN.

The EEC in recognition of the KPLN position regarding the implementation of the IPAS in Mindoro, agreed to further conduct broader community consultations regarding the acceptance of the Mangyan Heritage Park before any actual implementation of activities is undertaken.

PO leaders have conducted two major negotiations with the armed group in the island. A delegation of nine-Mangyan leaders continue to initiated discussions with the local NPA command to discuss the current opposition of the latter to the land delineation initiative.

The KPL has also established a broader base of support through linkages and common activities with groups such as COTRAIN, PEPE, ELF, CRTS and the Ateneo Human Rights Center who have fielded Volunteer Lawyers to assist the KPLN.

Challenges:

KPLN was initially seen as an adversary by both the GO and the armed groups. Since it was relatively successful in attracting participation from the organized Tribal POs as well as from the traditional leaders, the potential strength of the coalition somewhat threatened other stakeholders in the area. On the other hand, the assertiveness and of the PO leaders and their familiarity with technical information regarding their ancestral land which was generated by the KPLN tended to disorient the government workers who were used to the traditional order of GO people having absolute dominion and access to information.

The common and stereotyped perception of NGO/PO workers as having so much in heart and conviction but little in substance affected the acceptance of the KPLN as a legitimate body to articulate the ancestral land issue of the Mangyans.

The diversity of the NGO partners in terms of orientation, Ideologies and beliefs along with the PO partners who came from different tribes with distinct dialects and practices tested the resiliency of the partners. Tensions often and continue to arise out of the varying perceptions of the partners on certain issues.

Funding or the lack of it continues to bedevil the KPLN, although it has attracted substantial support from funding agencies, this cannot keep up with its growing mandate .

Learnings:

For coalitions to be relevant these should address current issues that affect the community. It should be common, identifiable and close to the heart of the partners.

Advocacy specially for policy reforms while usually done in the urban centers should be closely linked to current activities and events on ground.

Coalitions should be able to deliver results or win small victories immediately*. The credibility of a coalition lies in its capability and competence to address issues in the shortest possible time. PO partners do have the luxury of time which most NGO partners enjoy. It is important therefore for coalitions to develop and gain competencies and skills which can readily address current and live issues that affect the day-to-day living of PO partners.

All victories either big or small should be OWNED by the PO partners and the communities they represent extreme discipline should be exercised by the NGO support groups at all times.

SPECIFIC ISSUES AND CHALLENGES

Group 2: Coalitions on Fisherfolk

Broad Issues on Advocacy Work:

1. Passage of a Fisheries Code
 - Access to municipal waters e.g. 15-km limit
 - Local management structure e.g. FRMC
 - Aquaculture development e.g. FLA - fishpond lease agreement
2. Effective participation in government programs and policies
 - Sectoral representation
 - Local level

Note: The group gave emphasis on effects of on-going programs of government (e.g. industrialization) on the coastal areas

Advocacy Strategies

1. Openness of both government and coalitions = DIALOGUE
2. Winning over commercial fishing operators and policy makers
3. Linking with media
4. Lobby work at various levels
5. Education campaigns
6. Coordination between national and community-based groups

Broad Issues on Coalition Work:

1. Expansion of membership at the local level while recognizing and respecting the autonomy of groups
2. Linking national groups and their initiatives with local-based groups in terms of:
 - communication/feedback mechanism
 - capacity building
 - networking
3. Linking with other stakeholders within the fishing industry e.g. commercial fishing operators

4. Linking with other sectoral groups (e.g. labor/workers) on the issues of environment and fishworkers.

SPECIFIC ISSUES AND CHALLENGES

Group 3: Coalitions on Urban Poor

Issues and Challenges: Internal

- Nature of the sector
- Negative image in society "eyesores"; "curse"
- Fast turn over of leaders
- Largely fragmented
- No bargaining position/power with government
- Sacrificial lambs to the altar of "development"
- Politically vulnerable
- Criminal status in society under PD 772

Issues and Challenges: External

- Difficulty in dealing with government/differences in perspectives and realities
- How to broaden reach and influence e.g. academe, developers, government
- Realities of the market forces
- Limited government resources
- Slow or non-implementation of positive policies such as UDHA (RA 7279) and CISFA
- Conflicting government policies e.g. PD 1818
- Global phenomenon of migration and urbanization

ON-GOING INITIATIVES AND PROPOSAL

- Research consortium
- Continuing dialogue with government and private sector
- Look into successful experiences of other countries (Models)
- Ask government to level off among themselves and communicate initiatives
- Finding a common denominator
- Pilot areas for implementation of positive laws

Pilot Area: Muntinlupa

- Muntinlupa was selected as a pilot area. It was agreed that the Housing and Urban Development Coordinating Council (HUDCC) and urban poor groups will work together with the local government and NGOs to conduct the following activities:
 - a. beneficiary listing
 - b. validation of land resources
 - c. coordination with NHA
- The goal of this activity is to encourage the various sectors on housing and urban issues to work together and produce concrete results.
- The group agreed to start discussions and achieve the outputs above by December 31, 1995.

SPECIFIC ISSUES AND CHALLENGES

Group 4: Coalitions with Business

Issues/Challenges

1. Culture clash between business and NGOs

- process vs output
 - consensus vs management prerogative
 - multiple vis single bottomline
 - geographical reach
 - industry
 - PR mileage
 - access to outside vs internal resource
- } - "self interest vs broader perspective of assistance"

Characteristics of Business:

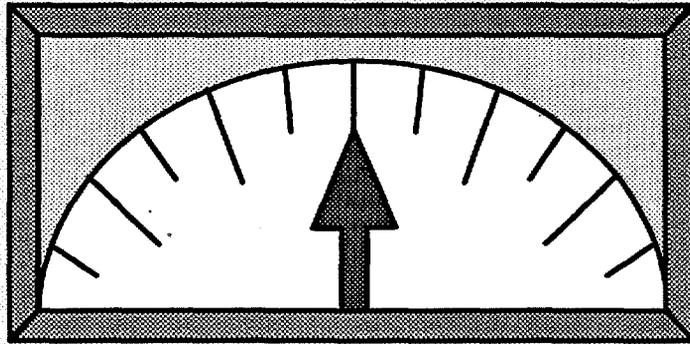
- Bottomline oriented
 - How to get involved - focused bs multiple issues
 - How to sustain business interest
 - Increased competition
 - contacts
 - resources
- #### 2. How to get involved - focused vs multiple issues
- #### 3. How to sustain business interest
- #### 4. Business perceived as threat to LGUs
- #### 5. Need to accelerate transfer of technology

Imperatives for Business

1. Create a venue for exchange of ideas/learnings between business and NGOs/POs/LGUs.
2. Study the culture and dynamics of social development actions and adjust actions/plans accordingly.
3. Accelerate transfer of technology and management capability.
4. Come up with workable arrangements with NGOs/POs for effective and efficient CSR programs.
5. Need to develop trust between and among program actors.
 - business accused of hidden agenda such as tax avoidance, PR, etc.
 - emergence of socially pro-active corporation

**Key Points Raised During the Open Forum of the Plenary of
Session 3: Specific Issues and Challenges**

- The Senate Committee on Ancestral Domain should take a more active role in the passage of the Ancestral Domain Bill. They should also consider that a big portion of the land in question had already been transferred, legally or illegally, to powerful politicians, businessmen, and corporations.
- The urban poor are not necessarily sacrificed whenever government undertakes infrastructure development. The lives of the residents along the railroad tracks, for example, were disrupted when the tracks were rehabilitated because they squatted on government infrastructure in the first place.
- Taking land from the government or the people is a criminal act. It infringes on the rights of others. Non-recognition of this reality could lead to the breakdown of social order.



MEASURING SUCCESS

*Discussant: Lawrence Heilman
Management Systems International*

MEASURING SUCCESS

WHAT ARE THE STEPS ---

- **CLEAR AND PRECISE STATEMENT OF THE ULTIMATE OBJECTIVE**

- **IDENTIFICATION OF INTERMEDIATE OBJECTIVES THAT ARE NECESSARY TO ACHIEVE THE ULTIMATE OBJECTIVE.**

- **DEFINITION OF BENCHMARKS (INDICATORS) TO IDENTIFY IF INTERMEDIATE OBJECTIVES ARE BEING ACHIEVED ALONG THE IMPLEMENTATION PATH**

- **SPECIFIC MEASURES THAT DEFINE THE ULTIMATE OBJECTIVE(S)**

WHAT IS THE PATH/IMPLEMENTATION PLAN/WORK PLAN

- **IDENTIFY THE INPUTS NECESSARY TO ACCOMPLISH THE TASK**
- **BUILD YOUR COALITION** (*intermediate objective*)

Indicators for measuring progress in building a coalition:

- 0 *Degree of representiveness of the coalition. (Number of members?)*
- 0 *The coalition has a research capacity as a basis for developing empirically based issues to be advocated by the coalition.*
- 0 *The coalition has the capacity to train leaders and members to identify issues and perform advocacy functions at all levels of the coalition.*
- 0 *The coalition has capacity to operationalize planning from the grassroots up.*
- 0 *The coalition has the capacity to identify and advocate a agenda that reflects consensus within the coalition.*
- 0 *The coalition is transparent in the manner in which it manages its financial affairs.*
- 0 *The coalition operates at the level critical to fulfilling its mandate be that at the grassroots, regional, or national levels.*
- 0 *The coalition has the ability to identify and work with other institutions that share and are willing to advocate the coalition's agenda.*

- **COALITION ADVOCATES POSITIONS/ADDRESSES PROBLEMS AND ISSUES**
- **COALITION PROBLEMS ADDRESSED** (*ultimate objective*)

Illustrative indicators for measuring performance of the coalition:

- 0 *members recognized as partners in the decision making process*
- 0 *law passed and implemented*
- 0 *policy established and implemented*
- 0 *land titles distributed to members of the coalition*

**Key Points Raised During the Open Forum of the Session on
Measuring Success**

- There are short-term and long-term objectives. There is an emphasis on urgency because long-term objectives have become more short-term. Achievement of short-term objectives lead to realization of long-term objectives.
- A good monitoring system will help you better plan strategies and communicate results.
- People in the community need to be very much a part of the process of defining indicators and measures of success; of working with those who hold the information.
- There is no magic indicator. The success of a coalition depends on the complex interplay of various factors/indicators and small actions/victories.
- A successful coalition can be just an intermediate step to democracy or good governance. The process of getting at final indicators and ultimate victories is a continuing process.
- In the democracy/governance area, a mix of qualitative and quantitative indicators is ideal. Measuring and communicating progress is usually most effectively done through success stories.

GLOSSARY OF ACRONYMS

A&D	-	Alienable and Disposable	LLDA	-	Laguna Lake Development Authority
AF	-	Association of Foundations	MDB	-	Multi-lateral Development Bank
APEC	-	Asia Pacific Economic Cooperation	NACFAR	-	National Coalition of Fisherfolks for Aquatic Reform
APSCF	-	Asia Pacific Civil Society Forum	NAJD	-	National Alliance for Justice and Democracy
ASAP	-	Agribusiness System Assistance Program	NCSD	-	National Council for Social Development
ASEAN	-	Association of Southeast Asian Nations	NEDA	-	National Economic Development Authority
BFAR	-	Bureau of Fisheries and Aquatic Resources	NGO	-	Non-Government Organization
BOT	-	Build Operate Transfer	NHA	-	National Housing Authority
CADC	-	Certificate of Ancestral Domain Claim	NPI	-	New Partners Initiative
CB/CRM	-	Coastal Resources Management Program	NRMP	-	National Resources Management Project
CDLMIS	-	Contraceptive Distribution and Logistics Management Information System	OCW	-	Overseas Contract Worker
CFP	-	Community Forestry Program	ODA	-	Official Development Assistance
CIDA	-	Canada International Development Agency	OMA	-	Office of Muslim Affairs
CIDSS	-	Comprehensive and Integrated Delivery of Social Services	ONCC	-	Office of Northern Cultural Communities
CISFA	-	Comprehensive and Integrated Shelter Finance Act	OSCC	-	Office of Southern Cultural Communities
CPAR	-	Congress for a People's Agrarian Reform	PACAP	-	Philippine Australian Community Assistance Program
CRMP	-	Coastal Resource Management Program	PAFID	-	Philippine Association for Intellectual Development
CSO	-	Civil Society Organization	PASD	-	People's Alliance for Social Development
CSR	-	Corporate Social Responsibility	PBE	-	Philippine Business for the Environment
DA	-	Department of Agriculture	PCHD	-	Partnership for Community Health Development
DECS	-	Department of Social Welfare and Development	PCSD	-	Philippine Council for Sustainable Development
DENR	-	Department of Environment and Natural Resources	PhilDHRA	-	Philippine Partnership for the Development of Human Resources in Rural Areas
DILG	-	Department of Interior and Local Government	PLS	-	Party List System
DOF	-	Department of Finance	PLLO	-	Presidential Legislation and Liaison Office
EAGA	-	East Asian Growth Area	PICOP	-	Paper Industries Corporation of the Philippines
EIA	-	Environmental Impact Assessment	PO	-	People's Organization
FPE	-	Foundation for the Philippine Environment	PVO	-	Private Voluntary Organization
FRMC	-	Fishery Resources Management Council	RP	-	Results Package
GOLD	-	Governance and Local Democracy	SEC	-	Security and Exchange Commission
HUDCC	-	Housing and Urban Development Coordinating Council	SRA	-	Social Reform Agenda
IEMP	-	Industrial Environmental Management Project	SRC	-	Social Reform Council
IFMA	-	Industrial Forest Management Agreement	SONA	-	State of the Nation Address
IPAS	-	Integrated Protected Areas System	TWG	-	Technical Working Group
IRA	-	Internal Revenue Allotment	UDHA	-	Urban Development and Housing Act
IRR	-	Implementing Rules and Regulations	ULRTF	-	Urban Land Reform Task Force
KCCM	-	Korean Coalition of Citizens' Movement	UNAC	-	Upland NGO Assistance Committee
LBP	-	Local Bank of the Philippines	UNCED	-	United Nations Commission on Environmental Development
LEAF	-	Livelihood Enhancement through Agroforestry Program	USAID	-	United States Agency for International Development
LGU	-	Local Government Unit	WB	-	World Bank