

USAID/PHILIPPINES



1996 Annual Partners' Conference
on Facing the Challenges
of Democratic Participation
September 10 - 13, 1996

SUMMARY OF PROCEEDINGS Volume 1

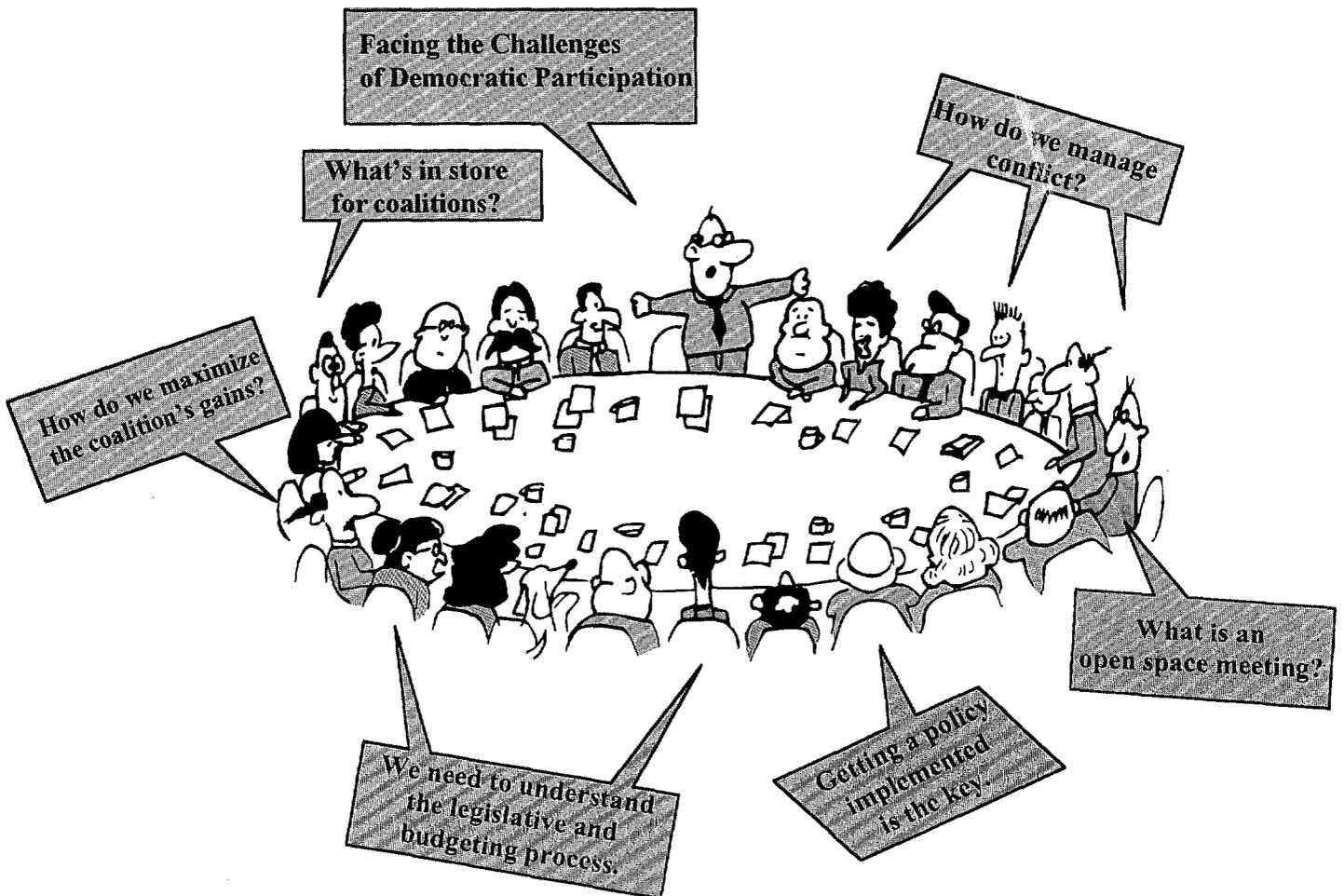




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September 10, Tuesday

Conference Program

- 2:00 - 5:00 Registration of Participants
Philippine Center for Population and Development (PCPD) Secretariat
- 6:00 - 6:30 Opening of Meeting
John A. Grayzel
Chief, Office of Governance and Participation (OGP)/United States Agency for International Development (USAID)
- Welcome Remarks
Kenneth G. Schofield
Director/USAID
- Introduction of Speaker
John A. Grayzel
Chief, OGP/USAID
- 6:30 - 7:30 Keynote Speaker
Governor Oscar Orbos
Pangasinan
- Open Forum
- 7:30 - 8:30 House Rules
PCPD
Dinner

September 11, Wednesday

- 6:30 - 8:00 Breakfast
- 8:30 - 8:45 USAID and Coalition Building:
A Report on the Year's Events
Lisa P. Magno
Chief, PVO/Corporate Co-Fi Division, OGP/USAID
- 8:45 - 9:45 Maximizing Coalition Gains
Louie Corral
Executive Director, Trade Union Congress of the Philippines (TUCP)
- 9:45 - 11:15 Small Group Discussion 1



Group 1: Linking with the Business Sector

*Lead Discussant: **Vicky Garchitorena**
Executive Director, Ayala Foundation, Inc.*

Group 2: Networking with the Academe

*Lead Discussant: **Ma. Serena Diokno**
Professor of History, Associate Dean,
College of Social Sciences
University of the Philippines*

Group 3: Interphasing with Media

*Lead Discussant: **Melinda Quintos-de Jesus**
Executive Director, Center for Media Freedom
and Responsibility*

Group 4: Public Relations at the Local Level

*Lead Discussant: **Red Batario**
Acting Executive Director, Evelio B. Javier
Foundation, Inc.*

Group 5: Global Alliances Between Coalitions

*Lead Discussant: **Michael Calavan**
Chief, Decentralization and Local Development
Division (DLDD)/OGP/USAID*

11:15	-	12:30	Plenary Session <i>Facilitator: Monette Parado OGP/USAID</i>
12:30	-	1:30	Lunch
1:30	-	2:30	Panel Discussion Best Practices in Coalition Building <i>Moderator: Gerry Porta PVO/ECD Specialist, OGP/USAID</i>
			<i>Discussants:</i> Ruth Callanta <i>Consultant</i> Marlene Ramirez <i>Executive Director, PhilDHRA</i>
2:30	-	4:00	Small Group Discussion 2 <i>Facilitator: Gerry Porta OGP/USAID</i>



Group 1: Maximizing the Partnership with LGUs
Lead Discussant: Cesar Liporada
Consultant, PhilDHRA

Group 2: Conflict Resolution
Lead Discussant: Corazon Juliano-Soliman
Executive Director, Community Organization
Training and Research Advocacy Institute

Group 3: Effective Participation Techniques
Lead Discussant: Rosemarie Nieras
Participation Development Specialist
Associates in Rural Development, Inc.

Group 4: Tools of Policy Influence
Lead Discussant: Percival Chavez
Program Director, Urban Land Reform Task-Force
(ULRTF)

4:00 - 5:30 Plenary Session
Facilitator: Gerry Porta
OGP/USAID

September 12, Thursday

6:30 - 8:00 Breakfast

8:30 - 10:00 Panel Discussion
Effective Advocacy: Balancing the Interests of
Grassroots Constituencies, Government and
Other Stakeholders
Moderator: Lisa Magno
OGP/USAID

Discussants:
Marlene Gatpatan
Project Director, Urban Land Reform Task Force (ULRTF)

Larry Manaog
Executive Director, National Coalition of
Fisherfolk for Aquatic Reform (NACFAR)

Dave de Vera
Executive Officer, Philippine Association for
Intercultural Development (PAFID)



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- 10:00 - 10:30 Open Forum
Moderator: Lisa Magno
OGP/USAID
- 10:30 - 11:30 Panel Discussion
Dealing with the Legislative Process
Moderator: Lisa Magno
OGP/USAID
- Discussants:
Martha Espano
International Labor Organization (ILO)
Sheila Espine
Center for Legislative Development
- 11:30 - 1:00 Lunch
- 1:00 - 2:00 Understanding the Budget Preparation Process
Prof. Ben Diokno
Professor, U.P. School of Economics
- 2:00 - 3:00 Sectoral Workshops
Facilitator: Jose Dulce
PVO/ECD Specialist, OGP/USAID
- Group 1: Fisherfolks
Moderator: Larry Manaog
NACFAR
- Group 2: Urban Poor
Moderator: Marlene Gatpatan
ULRTF
- Group 3: Indigenous Peoples
Moderator: Dave de Vera
PAFID
- Group 4: Small Coconut Farmers and Farmworkers
Moderator: Jose Mari Faustino
Assistant Executive Director
Coconut Industry Reform (COIR) Movement
- Group 5: Microfinance Sector
Gil Lacson
Deputy Executive Director
Tulay Sa Pag-Unlad, Inc. (TDPI)



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- 3:00 - 3:30 Break
- 3:30 - 5:00 The Social Reform Agenda: A Status Report
Secretary Ernesto Garilao
Department of Agrarian Reform
- The Social Reform Agenda from the Point of View of
NGOs and POs
Teresita Quintos-Deles
Executive Director
Gaston Z. Ortigas Peace Institute

September 13, Friday

- 6:30 - 8:00 Breakfast
- 8:00 - 9:30 Panel Discussion
Moving from Policy to Implementation
Moderator: John Grayzel
OGP/USAID
- Discussants:*
Mr. Oscar Santos
Chairperson
Coconut Industry Reform (COIR) Movement
Mayor Bayani Fernando
Municipality of Marikina
- 9:30 - 10:30 What is in Store for Coalitions?
Dr. Anna Marie Karaos
Institute for Church and Social Issues
- 10:30 - 12:00 Workshop on Establishing Synergies
Facilitator: Lisa Magno
OGP/USAID
- 12:00 - 1:30 Lunch
- 1:30 - 5:30 Open Space Meeting
Facilitator: Jose Dulce
OGP/USAID
- 5:30 - 7:30 The Role of Civil Society in the Electoral Process
Atty. Haydee B. Yorac
- Closing Dinner/Socials



JOHN A. GRAYZEL

*Chief, Office of Governance and Participation (OGP)
United States Agency for International Development (USAID)*

Foreword

The USAID Annual Partners' Conference, held on September 10-14, 1996 at the L'Fisher Hotel Bacolod City, was a continuation of a tradition that has become a major event awaited by USAID and its partners from private voluntary organizations, corporate foundations, government agencies and the private sectors. This year's theme, "Facing the Challenges of Democratic Participation", was chosen in consultation with a representative group of partners and was intended to be responsive to the most pressing interests and needs of the clients they seek to serve.

The annual conference is intended to belong to, and be an expression of the will of, all its participants. It seeks to focus on subjects that are of primary importance to them and not USAID per se. This year, it was structured to generate discussions which were particularly relevant to civil society organizations seeking to expand the participation of underrepresented groups in a dynamic democratic society. It was meant to provide an environment and venue to strengthen old alliances, create new partnerships and discover shared agenda.

This year, the disadvantaged and underrepresented groups included indigenous peoples, urban poor, marginalized fisherfolk, coconut farmers, informal sector and a tactical coalition of sustainable microfinance practitioners. The Conference agenda included discussions both on sectoral issues of direct relevance to them and on a wide range of common operational concerns and relevant pragmatic areas such as government legislative, budgeting, electoral processes, and the Social Reform Agenda. In addition, this year's conference experimented with a new "open forum" technique that allowed participants to create instant sessions focused on specific additional issues they particularly wished to address.

This volume records the proceedings of the three-day conference. It highlights the discussion in various open fora and small workshops. It also summarizes the various open fora and small workshops. It also summarizes the various speeches delivered by lead discussants and guests speakers.

The organizers of this conference - USAID and the PCPD - hope that this document of the proceedings will be of help to PVO partners and coalition groups as they pursue their advocacy work and realize broadened participation in policy formulation and implementation.



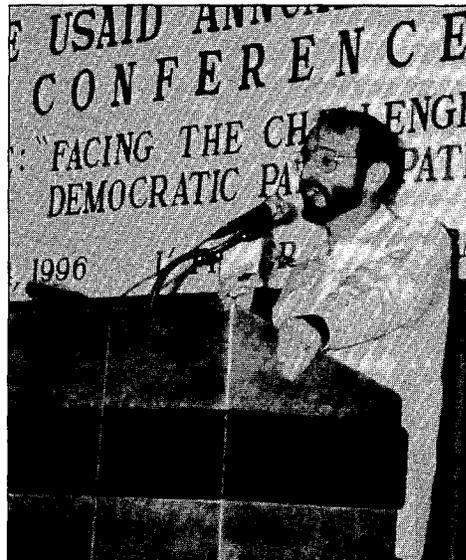
JOHN A. GRAYZEL

*Chief, Office of Governance and Participation (OGP)
United States Agency for International Development (USAID)*

Opening of Meeting

Mr. John Grayzel effectively set the mood of the conference—serious and funny while brandishing one of the many innovative products of the Negrenses. The participants were immediately set at ease. Mr. Grayzel made the atmosphere conducive for high level participation. He also made the participants aware that the conference was carefully designed to maximize learnings from the invited resource persons and the participants themselves.

Mr. Grayzel explained the theme of the conference—the sharing of real experiences on democratic participation. Thus, he encouraged the participants not to hesitate from making contributions. He also reminded them to be facilitators in helping each other discover the messages and learnings from their own experiences in coalition work. He then used the analogy of a volcano. He hoped that the conference would have the rumbling of determination, the eruption of creativity and the pouring forth of action. And that these lead to the recasting of the landscape of social and economic reality.





Welcome Remarks

KENNETH G. SCHOFIELD
Director/USAID

Mr. Kenneth Schofield welcomed the participants and guests to the conference. He also acknowledged the hard work of the staff of the Office of Governance and the participation of the USAID in organizing the event.



Mr. Schofield explained that this year's meeting of USAID partners brought together more than a hundred representatives of both Philippine and US-based private sector. This year's theme, "Facing the Challenges of Democratic Participation" seemed appropriate given the fact that the country is reaping the fruits of development brought about by macro-economic policies, the liberalization of the economy and people's participation. All these proved that rapid development was compatible with democracy. He recognized though that major challenges in democratic participation still exist. Economic growth by itself could not guarantee equity needed for sustainable social harmony and progress. A strong and progressive civil society can help ensure that government policy and its implementation will benefit the majority rather than the few. Thus, they saw the importance of promoting the formation of coalitions of disadvantaged groups and enabling them to participate more widely in the formation and implementation of government policies. It was this belief that guided the design and objectives of this year's conference.

In the three-day conference the participants could expect the sharing of experiences and lessons learned in discovering pragmatic solutions in advocacy work, forming partnerships and networking. To be discussed were cases of how policies were transformed into implementable actions and also how to respond to various challenges of democratic participation. He encouraged dynamic and creative participation from the participants.

He ended by thanking everyone and saying that he was looking forward to a fruitful week.

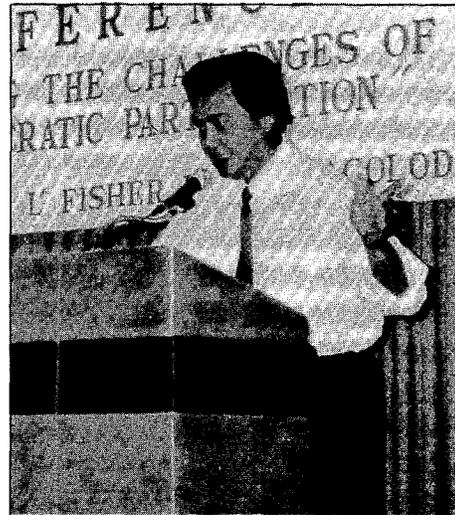


GOVERNOR OSCAR ORBOS
Province of Pangasinan

Keynote Address

In the words of Governor Oscar Orbos, "democratization is inevitable." This he posited at the start of his presentation, rationalizing that advancement in technology and communication would allow easier access to information and would enable people to make decisions for themselves. Hence, Governor Orbos believes that even in the face of government resistance to people-initiated reforms, power would ultimately revert back to the people in whom power and sovereignty reside.

Given such a scenario, government would only benefit from creating an environment conducive to people-initiated reforms. No amount or kind of support rendered behind the people's cause would attain success if government structures and policies obstructed such changes. In the case of the existing banking system, for instance, a farmer had little chance of obtaining even a small loan as against a rich businessman applying a loan for the same amount.



Gov. Orbos however, stressed that development and alleviation of poverty was not government's sole responsibility. The people had to continually participate in the struggle for reforms and demand government to institute such reforms. The Bolinao success story wherein the community won in its opposition against the construction of an industrial complex illustrated the potential power that reside in the people.

By way of ending, Gov. Orbos expounded on his belief that democracy was anchored on just one precept — "the right to be wrong belongs to the people."



Open Forum



- The Bolinao case proves that it is possible for people's organizations to resist government plans that are deemed detrimental to people's lives and the environment. In such case, the municipal council of Bolinao passed a resolution approving the plan for a cement plant. The Department of Environment and Natural Resources (DENR) also issued an ECC claiming that the project had passed the criteria for social acceptability. Through a consolidated campaign, POs, academic and scientific sectors, and the media were able to overturn the council's resolution and prevent DENR from issuing an ECC. In the end, the decision of whether or not Bolinao would house a cement plant rested on its people, not on the local or national governments. Bolinao is a concrete example of how direct democracy works.

- More often than not, local governments refuse to address issues raised by their citizens. Quite a number of POs have tried to influence their local governments through dialogues and recommendations but such processes have not yielded significant results. In such instances, the citizens may recourse to changing their government. This possibility has been proven in many occasions — here and abroad. If governments continue to be unresponsive to the people, they will make themselves irrelevant.

- "People have the right to be wrong." Eastern Samar had an experience similar to that of Bolinao: a German corporation established mining operations in one of its small towns. The Governor opposed this project arguing that development should not be at the expense of the ecosystem and the environment. The people of the town, however, wanted the mining company because it had become the source of their livelihood. Unlike Bolinao, the people chose to exercise their rights "as the people" over something that would be destructive to the majority and to future generations. In such cases, people will have to understand that some sacrifices have to be made for the "greater good".
- There has to be a clear distinction between the role of government and that of non-governmental organizations. The government should concentrate on the social redistribution type of work, particularly in response to the needs of the marginalized sectors. NGOs and POs should continue exacting accountabilities from government. They have to continue to be angry, to push and to complain.



- Governor Orbos' statement "If you are going to fight for a cause, stay where you are" should be qualified by saying "If you are going to fight for a cause, choose where you want to stay". POs can choose to fight government from within or challenge it from the outside. If POs participate in development councils, for example, they become part of government and cease to be "non-government." Once inside, they also have to make sure that they will not be coopted.
- What is needed is the levelling of the playing field so that all will have equal access to opportunities and resources. Once this kind of environment is established, people will take hold of their future, pushing development where they want it to be.

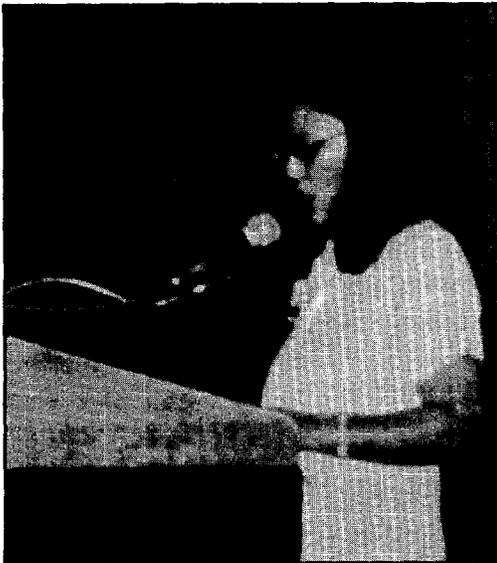


Presentation

LISA P. MAGNO

Chief PVO/Corporate Co-Fi Division, OGP / USAID

USAID and Coalition Building: A Report on the Year's Events



Ms. Magno began with her observation that Filipinos tended to do business more in the “kami” and “amin” Tagalog concepts, which excludes the addressee, rather than in the “tayo” and “atin” sense.

On the other hand, she would want to believe that USAID had been true to its promise — of considering the participants as equal partners . This had been manifested in three ways : 1) by opening the Mission project reviews to its partners 2) by revising its grant agreement provisions to be in better sync with the concepts of empowerment and accountability 3) by laboring over its performance indicators together with its partners and 4) by holding brainstorming sessions to come up with this year's conference.

Ms. Magno then proceeded to note the lessons gained from USAID's assistance to coalitions representing the indigenous peoples, fisherfolk and urban poor sectors. One simple truth learned was that working with coalitions was extremely difficult. There was victory, too, when the NGOs and POs saw commonality of purpose beyond organizational and individual differences.

By partaking in discussions with policy decision-makers, learnings gained were threefold. First, that real deliberation happened through facts and figures, not just with emotion and good intentions. Second, that it was simply as important to listen as to talk. And third, that there were various shades of healthy agreement between a “yes” and a “no.” Hence, there were real opportunities for more progressive policies.

Ms. Magno also emphasized that victories could not only be judged on the basis of policy outcomes. Equally important was how it had in the process, transformed the people to, for example, participate in dialogues and boldly assert their position to specific issues.

Furthermore, she underscored two important points. One, that there should be no discriminatory boundaries on who our allies should be. And second, that that the passage of a law did not necessarily end the coalition's work.



LOUIE CORRAL

Executive Director, Trade Union Congress of the Philippine (TUCP)

Presentation

Mr. Luis Corral began his presentation by underlining the importance of a favorable government climate and how the success of advocacy work depended on such a climate.

Citing the experience of the *Koalisyon ng mga Mamamayan para sa Repormang Elektoral (KUMARE-KUMPARE)*, a coalition of NGOs and POs that won in its efforts to pass the Party List Law in 1995, Mr. Corral then highlighted seven elements crucial to advocacy and legislative work.

First was the importance of framing a strategy. KUMARE-KUMPARE at that time decided to allow individual members to push for their own electoral issues, an approach which was cemented by the agreement that coalition convenors would share in the task of prequalifying, screening and ranking nominees to fill up the vacancies at the COMELEC. This collective task ultimately legitimized its role and eventually, even the President himself started referring applicants for the COMELEC to the coalition.

A second element was knowing where to start. The KUMARE-KUMPARE worked on the powerful House committees and held dialogues with the staff to obtain their support to the coalition's position.

Knowing how to deal directly with the legislator was equally important. Mr. Corral, however, emphasized that this differed every time and that it was best to begin with a district where the House members belonged.

Another element was setting up meetings between the Members of the House and the sectoral leaders, an encounter which Members looked forward to especially if the leaders also came from their respective districts.

A fifth element was marketing the concept and successfully getting the Member's attention. A Member had to be given enough information to defend the coalition's position against those who opposed the position.



Maximizing Coalition Gains



Staying available in the different stages of a Bill's deliberation and always being one step ahead were also two crucial elements to maximize a coalition's gains. Hence, the KUMARE-KUMPARE began to implement orientation programs on the Party List Law as part of its goal to ensure the law's more effective implementation.

Besides the elements explained above, Mr. Corral also shared some techniques that could help prevent coalitions from falling apart. He summed up these techniques with one word — preparation. He also spelled out several techniques coalitions could utilize to effectively maneuver itself into a series of debates in preparation for the coming legislative and electoral battles.

Mr. Corral ended by expressing his belief in the strength of coalitions. That by working together, coalitions could effect major changes in the Congress.



Open Forum

- There are many dynamic initiatives which involve the interphase of NGOs and local government units. There are efforts for instance to localize the Social Reform Agenda which is a clear engagement between NGOs, POs and government. The Philippine Council for Sustainable Development, another NGO-PO-Government mechanism, is trying to localize its initiatives.
- There are instances, however, when positions between NGOs-POs and Government have to be processed and subjected to further dialogue before reaching consensus.
- In Capiz, the Gerry Roxas Foundation volunteered to do secretariat work for the League of Mayors and this relationship is going on smoothly. Through such participation, the Foundation and other members of the private sector are able to integrate their agenda into the plans of the League. The lesson, therefore, is that government and the private sector can work together and should not be adversarial with each other. Compromised negotiation is always possible.
- Legislative/advocacy work is usually hampered by economic and political interests. The NGOs have to retool their participation in advocacy work in Congress. They also have to prepare for electoral participation. NGOs will have to demonstrate their capability to show their voting strength particularly in the coming electoral exercises (e.g 1998).
- The people of Mindanao, particularly the Muslim sector, has always been at the tail-end of the priorities of governments and even of NGOs. The next USAID annual conference should give more focus to the Mindanao context.
- USAID gives high priority to Mindanao. Offices have even been set up in Cotabato and Zamboanga. Hopefully, USAID will become much more involved with the Muslim community after the peace negotiations in the area.
- Coalitions are necessary but we must see to it that the basic sectors are represented in Congress so that pro-people bills can be legislated.



**Small Group
Discussion I: Results**

VICKY GARCHITORENA
Executive Director, Ayala Foundation, Inc.

**Linking
with the
Business
Sector**

ISSUES

- Basic differences-nature, objectives
- Co-Optation
- Mutual Distrust

TYPES OF ENGAGEMENT

- Complementary - Win-win
 - Exposure to local conditions
 - Understanding of strengths and requirements of each side
 - Matching - look for natural partnerships
- Adversarial -Zero Sum
 - More dialogue
 - : Better understanding
 - : Direct confrontation
 - Identify allies within business sector



ENTRY POINTS

- League of Corporate Foundations
 - Intermediation
 - Direct program implementation
- Local Government Units/ and Regulatory Agencies
 - To make 'people costs' and other externalities as part of the cost of doing business
- Personal Approach vs corporate approach in generating support (e.g. Rotary Club, etc.)
 - Areas of Collaboration



MA. SERENA DIOKNO

Professor of History, Associate Dean, UP College of Social Sciences

**Small Group
Discussion I: Results**

1. How NGOs might enter into partnership with the academe?

1.1. Levels of involvement

- Institutional partnership:

Advantage

- full support of the institution

Disadvantage

- bureaucratic constraints
- academe position on certain policy questions

- Individual partnership

1.2. Types of involvement

- Training (short -term)
- Research

**Networking
with the
Academe**



Factors that Encourage Partnership

1. Transformation in the nature of academe discipline
2. Greater engagement of social scientists in field work
3. NGOs concerns becoming important field of academic study
4. Breakdown of barriers between academe and the larger society

Constraints

1. Heavy work load of faculty
2. Not enough faculty to work with
3. Academe publications are not easily readable, too academic

2. How to maximize this partnership?

2.1. Recognize the needs and interests of both parties

- Discuss/define limitations



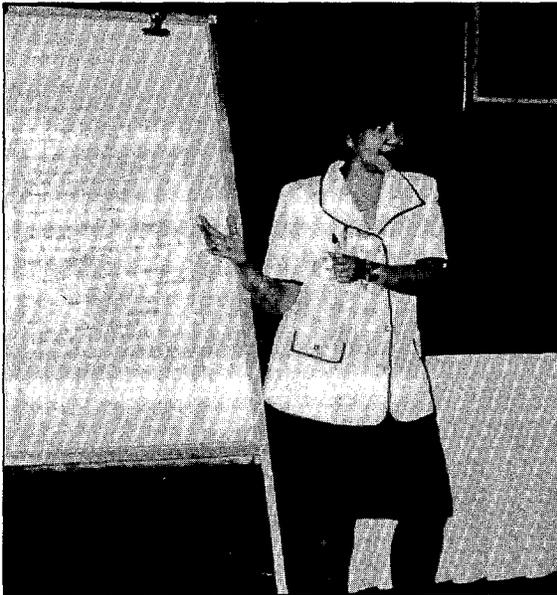
**Small Group
Discussion I: Results**

MELINDA QUINTOS-DE JESUS
Executive Director, Center for Media Freedom and Responsibility

**Interphasing
with Media**

CRITERIA OF MEDIA FOR SELECTING NEWS

- Timeliness
- Out of the ordinary
 - Conflict
 - Wide interest



INTERPHASING WITH MEDIA

- Potential areas of collaboration
- How to get the most from the partnership
- Sustaining the partnership

CURRENT AREAS OF COLLABORATION

- Women
- Urban poor

POTENTIAL AREAS OF COLLABORATION

- Establish information policy/define tasks of organization
- Trainings of media/NGO/PO on issues
- Create more opportunities for exposure of media
- Identification of media persons (facilitators)
- Define areas of responsibilities (National, Regional, Local)



RED BATARIO

Acting Executive Director, Evelio B. Javier Foundation, Inc.

**Small Group
Discussion I: Results**

**Public Relations
at the Local Level**

ISSUES

- NGOs are rivals of LGUs
- Need for collaboration of plans/activities
- Need for NGO/LGU transparency
- Lack of mutual trust
- Conflict of interest between LGU and private sector
- Difficulty in tieing up with urban LGU
- NGO/PO should be given a desk in LGU
- NGO/PO give orientation to LGUs
- Wrong attitude/approach by NGO/PO vis-a-vis LGU's
- Forming a network with NGOs/POs
- NGOs must be non-political
- Absence of clear nature of intervention among NGOs
- Need for Common understanding of community needs
- Need to define roles of NGO/PO/LGUs
- Use the leagues as potential venues



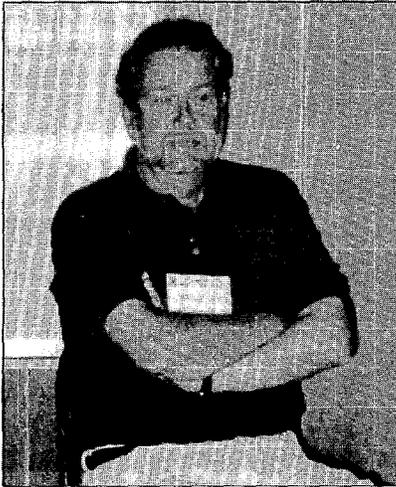
**Small Group
Discussion I: Results**

MICHAEL CALAVAN
*Chief, Decentralization and Local Development
Division (DLDD)/OGP/USAID*

**Global Alliances
Between Coalitions**

POTENTIAL AREAS OF COLLABORATION

- Monitoring the implementation of international laws/covenants (i.e. law of the seas, housing rights, food security)
- Working on a regional campaign between and among sectors and multi-stakeholders (i.e. BIMEAGA, EPZA)
 - Impact of globalization GATT/WTO, APEC with other sectors' issues, social clause, agricultural policies, IPR, law of the seas



HOW TO GET THE MOST OF THE PARTNERSHIP

- Information exchange: share useful information, maximize technology (internet)
- Person-to-person interaction: to push partnership objectives, face-to-face contact, minimum of meetings, solidarity work (at parallel meetings), to insure ethical use of information
- Accountability to make benefits of partnership real for all stakeholders: information must flow to all directions (upward, downward, lateral)

SUSTAINING PARTNERSHIPS

- Resources to allow regular interaction
- Active constituency
- Accountability
- Transparency



Open Forum

- The Muslim-Christian dynamics in our country is basically a product of the lack of knowledge on Muslim culture, history and traditions. Our educational system should be reformed to inculcate the value of respect for different cultures. Media should also be more aware of their biases as manifested in their manner of reporting.
- Media is aware of their biases and are in the process of correcting their mistakes.
- Business, academe and NGOs should look into the plight of the depressed, particularly those in the Muslim south and the tribal communities. Improving the lives of these depressed sectors will be a contribution to the development of the entire nation.
- Research data for the policy makers should be made accessible to the sectors and should be translated into more popular forms.
- The sense of identification is crucial to maintain an organization or a country. It enables people to accept that sacrifices are necessary.
- Capability of sectoral leaders should be emphasized. No one can better represent the basic sectors than those who come from their ranks.



Panel Discussion

RUTH CALLANTA
Consultant, Ayala Foundation

Best Practices in Coalition Building

Ms. Ruth Callanta's presentation centered on four main topics. The first topic focused on the concept of democratic participation which according to Ms. Callanta, was comprised of two essential components. One component, the legal framework, provided the structures and systems. Examples cited included the institutionalization of people's initiative in the 1987 Constitution and the Local Government Code which resulted in the devolution of powers from the national to the local government units. The second component, the people themselves, had to undergo the process of empowerment to gain access to the opportunities made possible by openings in the systems.



Ms. Callanta next cited specific groups to establish her belief that coalitions were more effective structures for poverty alleviation. One example was the recent "Kilusan Price Roll Back" which caused the roll back of gasoline prices in early 1996.

She also highlighted learnings drawn from the experiences of coalition-building. One learning was that coalitions had to carry very clear goals and objectives. It had to likewise develop a broad based plan of action and clear delineation of responsibilities. Coalitions, too, must have the commitment of resources for the long-term. Lastly, leaders of coalitions have to possess the vision, capability and charisma to sustain the group's advocacy work.

Finally, Ms. Callanta described general trends that were likely to dominate the country's socio-political and economic climate. These trends she emphasized, would only continue to marginalize the basic sectors. And that coalitions, embraced in such a climate, faced several challenges — the challenge of continually being advocates for the poor, of being fiscalizers for the business and government sector and of taking up the task of social service delivery to the marginalized communities.



MARLENE RAMIREZ

Executive Director, PhildHRRRA

Panel Discussion

Best Practices in Coalition Building

Ms. Marlene Ramirez's presentation began with the sharing of her organization's experiences in coalition work. PHILDHRRRA is a participant of numerous coalitions, including provincial, national and international coalitions and funding consortia. The fruits of their investment in coalition work include: (1) maximization of limited resources by facilitating the exchange of experiences, information, knowledge and skills; (2) development and pursuit of their agenda; (3) enrichment of the participants, both of the individuals and the organizations; and, (4) trust.

Ms. Ramirez proceeded to present the insights drawn from their experiences. First is the need for regular dialogues taking place between and among the member-organizations at all levels of the coalitions. This can be financially costly but not to do so would be more costly. Second is the importance of substantive participation. The member-organizations must be given opportunities to substantially and meaningfully participate in the decision-making process and operations of the coalition. This is operationalized through the rule of consensus and by creating mechanisms that would enable the members to concretely contribute to the planning and implementation of coalition projects. The third insight is the value of ensuring equitable gains and benefits for the members. The coalition has to work for both the coalition objectives and the objectives of its member-organizations, so long as these two are compatible. The coalition leaders and members have to look out for each other and take care that no organization is being left out in the enjoyment of the gains and benefits. At the same time the members should always be alert and prepared when engaging in coalition work, balancing healthy competition and helpfulness. The fourth insight is the imperative of a strong membership base. Among the primary tasks of the coalition is the strengthening of its members, helping them in their capability-building endeavors. The last insight which Ms. Ramirez shared is the necessity of having sufficient resources. This is important in building and strengthening the coalitions by enabling them to pursue and concretize their goals.



Aside from the five insights above, she enumerated additional considerations which include the importance of interpersonal relation among the leaders, the role of leaders as coalition-builders, and the value of maintaining a sense of humor and a creative mind.



Open Forum

- The rapid expansion of the middle class is a trend that can be used to the advantage of coalition building. If the middle class is sufficiently aware of what is happening, they can be drawn into a very broad mass base support for certain issues.
- The gender issue has to be carried into the discussion of growth and development. Very often, women have no equal participation and do not benefit from economic growth.
- We have to discuss not just development but “transformational development” — change in composition, nature, structure or power relationships. Development should be transformational instead of “transactional”.



MR. CESAR LIPORADA

Consultant, Partnership for the Development of Human Resources in Rural Areas (PHILDHRA)

Small Group Discussion 2: Results

Maximizing the Partnership with LGUs

LESSONS DRAWN FROM SUCCESS STORIES

- Should have clear development agenda to have clear advocacy plans
- Should have organized collective action by NGOs/POs in collaboration with LGUs
- Should have organized capability building
- Persistence in advocacy work

ISSUES

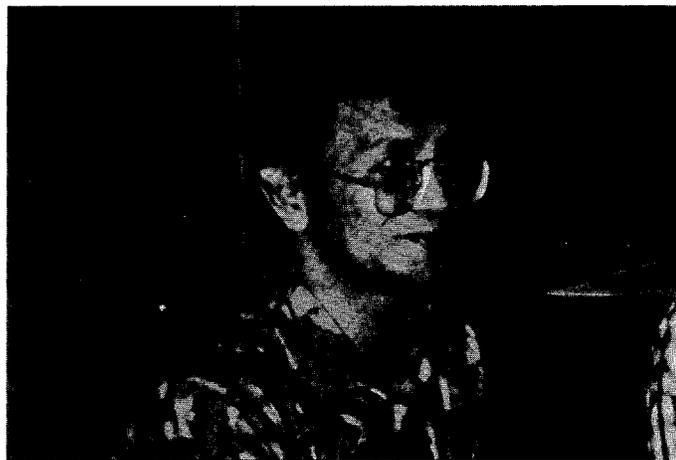
1. New leadership in LGU results in changes in development plan even if this was drawn up together with NGOs/POs

recommendation

- Intervention at local level thru legislative process (municipal/provincial)
2. Peoples' participation in local planning processes, project implementation and monitoring
 3. Problems related to joint ventures with LGUs in business enterprise
 4. Whether NGO/PO should be partisan/non-partisan: should be addressed on a case-to-case basis
 5. LGUs' difficulty in dealing with NGOs/POs

Recommendations:

- NGO/PO be specific regarding proposals for more effective partnership. PO agenda arrangements have to be placed
- NGO/PO should understand local bureaucracy





-
- NGO/LGU should respect autonomy of POs
 - Continued capability building for POs
6. What coalitions can do when LGUs are co-opted by the business sector group: had difficulty in coming up with a recommendation for this issue and stressed that it was an issue that all participants should address



MS. CORAZON JULIANO-SOLIMAN

Executive Director

*Community Organization Training and Research Advocacy Institute
(CO-TRAIN)*

**Small Group
Discussion 2: Results**

**Conflict
Resolution**

TYPES OF CONFLICT

1. Internal
2. External

SOURCES OF CONFLICT

1. Relationship
 - emotional baggage, stereo-typing
2. Data
3. Value
 - ideologies, religion, etc.
4. Interest
 - different agenda
5. Structural
 - power of structures, lines of authority



STEPS FOR RESOLVING CONFLICTS

1. Acknowledge conflict
2. Agree on process of discussing conflict
 - third party or principled negotiation
3. Agree on how to monitor agreements made

PRINCIPLES AGREED UPON

1. Recognize problem
 - clarify issue
2. Transform problem
3. Resolve problem
 - need for healing and reconciliation

In resolving a conflict, try to reach for a win-win solution when possible.

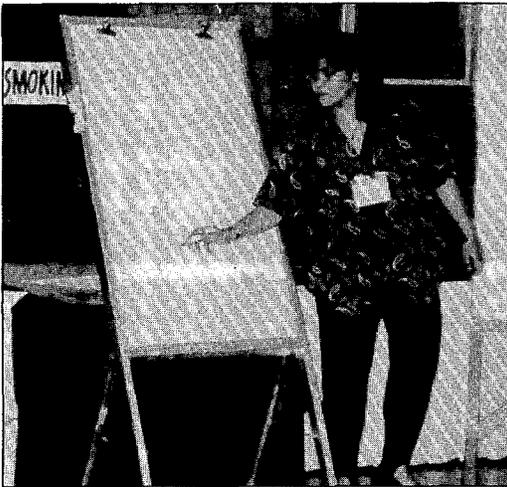


Small Group Discussion 2: Results

ROSEMARIE NIERAS
Participation Development Specialist
Associates in Rural Development, Inc.

Effective Participation Techniques

TOOLS FOR EFFECTIVE PARTICIPATION



1. Need for process
 - group ownership of process
 - issues common to all
2. Nature of issues
 - address immediate issues
3. Values
4. Mandate of the coalition
 - clear basis of unity
5. Information communicated effectively to local level
6. Effective leadership
 - consensus
 - meaningful, effective participation
7. Sense of accomplishment
8. Creativeness
9. Sense of direction
10. Social framework of mind
11. Win-win situation
12. Response to strategic interests



MR. PERCIVAL CHAVEZ

Urban Land Reform Task Force (ULRTF)

**Small Group
Discussion 2: Results**

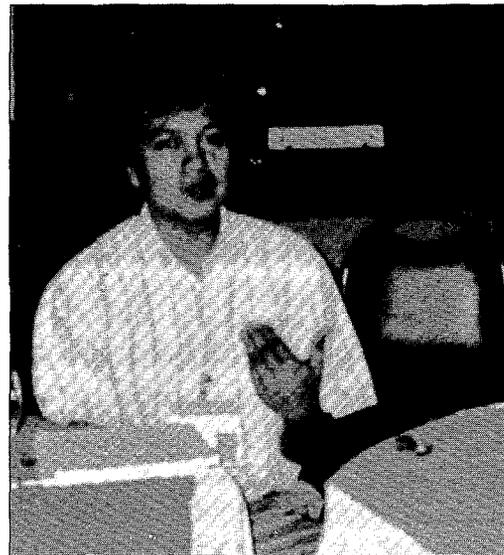
ISSUES

- What practices did not work for coalitions
- Recommendations

**Tools of Policy
Influence**

PRACTICES THAT WORKED FOR COALITIONS

1. Get support of the Church
 - importance of sustaining the motivation of the Church to support the sectors
2. Seek representation by influential people and organizations
3. Tap media
4. Develop allies in the government and Congress/Senate
5. Researches
6. Popularizing issues (discussions, translations of laws in vernacular)



OBSTACLES TO COALITION WORK

1. Changes in political leadership
2. Absence of constant pressure from the grassroots
3. Conflict of interest among policy-makers
4. Weak policy implementation machinery

RECOMMENDATIONS

1. Researches
 - to support sectoral representatives in Congress
2. Educate media on issues
3. Contextualize tools with local/ geo-political conditions
4. Coordinate with executive branch in framing policy recommendations
5. Vigilance of law-making process
6. Push for judicial reforms
7. Dissemination of information regarding policies adopted
 - basic sectors as participating in this effort
8. Develop and monitor indicators to measure real impact of policies
9. NGOs to develop stronger networks for more effective influence on local/ national level



Open Forum

- Nothing is wrong with partisanship if it is for noble purposes.
- Partisanship could mean being partisan to your interests and asserting that the state work for you.
- Being partisan means choosing pro-people representatives. In this sense, POs should be partisan.
- Politics can be considered a sacred pact between those who are governed and those who are in the state. Such pact entails having strong people's organizations exacting accountability from those they put into office.
- Most of our opponents are in the power structures. There should be more pressure on government. We cannot also win without the support of other sectors.
- Relocations of squatter families to areas far from their sources of livelihood should not be commended. Coalitions should work for humane conditions in settlement areas. They should participate in defining what "humane" means.



Introduction

Before introducing the panelists, Ms. Lisa Magno shared some thoughts taken from a study on "Accountability and Effectiveness" which was in relation to the topic at hand— *Effective Advocacy: Balancing the Interests of Grassroots Constituencies, Government and other Stakeholders*. Three major points from the study were highlighted. First, that "democracy becomes a reality when groups especially that of the marginalized sectors of society effectively participate in the market place of competing interests." Second, that the grassroots constituency is a legitimate stakeholder in this market place. And third, "that genuine engagement in the market place will depend on the institutional strength of policy newcomers and the perceived legitimacy of their participation." Vis-a-vis these thoughts, she then posed two basic questions: Is it possible for competing interests in the socio-economic-political arena to come together in equal terms and cause and come out with effective policies? How do we instill and maintain democratic principles within the coalitions to effectively mobilize arguments and have the support of an active and organized grassroots constituency? With this, she points to the learnings to be shared by the panelists, gained through their many years of managing the competing interests in the policy arena.

MARLENE GATPATAN

Project Director, Urban Land Reform Task Force (ULRTF)

For Ms. Marlene Gatpatan, the issue of balancing interests can be seen from two perspectives—from the view of accommodating varied and often times conflicting interests and the other is from the view of leveling the playing field by tilting it in favor of the marginalized sectors. She believes that given the reality of resource scarcity and inequity in distribution and access, how to balance the various interests may not be the more important question but rather how to tip the scale in favor of the marginalized sector.

To be able to do effective advocacy and at the same time balance the interests of the different stakeholders, Ms. Gatpatan presented some recommendations. First is the formulation of a policy agenda and mainstreaming it. The agenda needs to be brought into the open market of ideas. She cited her experience in lobbying for the Urban Development and Housing Act (UDHA). When other sectors, particularly those represented by the Bishops-Businessmen's Conference, supported the cause of the urban poor, it had more chances of being considered as an important piece of legislation and not simply as a class legislation favoring only one sector.

The second recommendation is that arguments for a policy agenda should be well-researched and thought out. Arguments should not be on the emotional and propaganda level. In their campaign for the repeal of the Presidential Decree 772 or the Anti-squatting law, the group had to be ready with their social, legal and moral arguments.

The third recommendation is that constant dialogue must be conducted with the stakeholders and opposition. And lastly, the advocates should process their positions with their constituencies and stick to the non-negotiables. It would also entail knowing when to stop pushing for a demand that will clearly lead to an impasse.

Panel Discussion

Effective Advocacy: Balancing the Interests of Grassroots Constituencies, Government and Stakeholders





Panel Discussion

MR. LARRY MANAOG

Executive Director

National Coalition of Fisheries for Aquatic Resource (NACFAR)

Effective Advocacy: Balancing the Interests of Grassroots Constituencies, Government and Stakeholders

Mr. Larry Manaog began with a description of the FASAR program funded by USAID. This was comprised of three major components — 1) advocacy, lobbying and coalition building 2) research and data gathering 3) capability building and institutional strengthening.

Mr. Manaog then presented the highlights and learnings drawn from NACFAR's experience under each component. Under the first component, NACFAR engaged in lobbying efforts both in the legislative and executive body. Hence, its list of achievements include the the covenant signed by Speaker de Venecia for the immediate passage for the House version of the Fisheries Code and and the certification of the Fisheries Code by President Ramos as an urgent bill. Part of the advocacy work was getting the support of the media and networking with other groups.



The research arm involves data gathering in areas such as positions against the Fishpond Disagreement and specific provisions of the Fisheries code.

On the other hand, capability-building activities constituted trainings in advocacy among its staff and leaders.

NACFAR'S learnings vis-a-vis its program work were several, such as the importance of projecting the coalition's legitimacy and the necessity of hard data to further strengthen the coalition's position on issues.



DAVE DE VERA

Executive Officer, Philippine Association for Intercultural Development (PAFID)

Panel Discussion

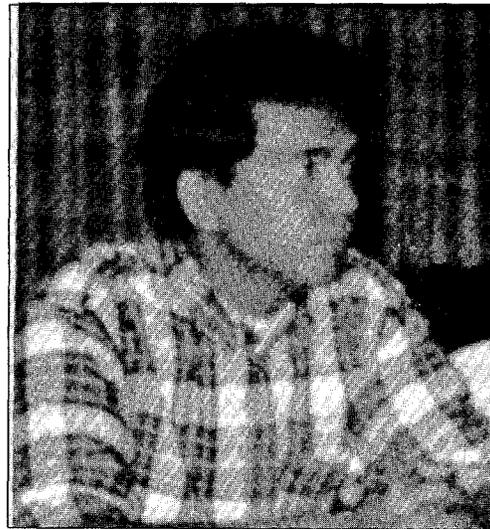
Mr. Dave de Vera began with a brief description of the Indigenous Peoples (IP) sector. Numbering at least 12 million, he mentioned that indigenous cultural communities (ICC) are considered the most marginalized sector. They inhabited areas classified as public domain which among others included forests, military or school reservations and more recently, protected areas.

The ICC's claim to the land as part of their ancestral domain comes in strong conflict with other stakeholders, namely, government, business groups, migrant farmers and other non-traditional forces. While there is a consensus to conserve these resources, these stakeholders are highly polarized on the question of control of resources. Wide contending views arise, a result of different cultures totally inconsistent with each other.

In Baguio, for instance, the water shortage problem has moved the government to stake its claim over the only existing watershed in the area inhabited by Kankana-eyes. In view of the Kankana-eyes refusal to recognize its authority, the government has sued the indigenous community for allegedly squatting on government property.

Mr. de Vera stressed that balancing such highly conflicting interests among the stakeholders is extremely difficult. While Republic Act 7586 is a government experimental model that seeks to garner support from all sectors in the creation of a management board to conserve protected lands, experiences of such initiatives are few to pass early judgement on its gains.

**Effective
Advocacy:
Balancing the
Interests of
Grassroots
Constituencies,
Government and
Stakeholders**





Open Forum

THEME: LAWS

- Fisherfolk groups have conducted several activities (e.g. pickets) to prevent Congress from legislating R.A 7881 which exempts privately-owned fishponds from the CARP. After a year, however, Congresspersons — many of whom own fishponds — passed the bill. Fisherfolk groups have filed a case with the Supreme Court to contest the constitutionality of RA 7881.
- UDHA is a very balanced law which also protects property rights. There is a clear provision in the UDHA that penalizes squatting syndicates and professional squatters.
- National legislation is now being influenced by international treaties such as the WTO and APEC. This new development has to be considered in advocacy work.
- There is no response to the issue of ancestral domains save for some weak department administrative orders issued by Cabinet members.



THEME: PRESSURE GROUPS

- There are now more possibilities for local advocacy as LGUs are empowered to address issues pertaining to the rights of marginalized groups. A pressure group of indigenous communities, for instance, has established a "local gathering" for purposes of local advocacy.
- The Gerry Roxas Foundation, with the help of the Congressman of CAPIZ, has been successful in championing the rights of the cultural communities in Capiz. There are also sympathetic legislators like Senator Juan Flavier who has generously offered his signature and sponsorship of the pending bill on ancestral domains. Unfortunately, such sympathizers are very few and do not have the necessary support.
- The definition of "ancestral domains" vis-a-vis "ancestral land" is still an issue.
- The UN Committee on Economic, Social and Cultural Rights has helped the urban poor in pressuring government and realtors over concerns on demolitions. A year ago, a group of NGOs representing the urban poor successfully gained the support of this UN Committee to pressure the Philippine government to repeal PD 772.
- Pressure groups in Australia and Canada can help indigenous peoples/communities particularly with regard the Mining Act. Companies who have current applications for financial and technical agreements come mostly from these two countries. A lot of pressure groups who have offered assistance, however, are frustrated that there are no coherent strategies in terms of a national position. There has to be some levelling with such groups to inform them of the necessity of dealing directly with local based organizations.



THEME: BALANCING INTERESTS AND AGENDA

- USAID believes that contradicting interests can be balanced only in so far as this has worked well in the United States. Whether such balance of power will occur in other contexts, however, is not for USAID to decide.

THEME: FINANCE

- ULRTF's beginnings relied primarily on the volunteer effort of different NGOs and POs. USAID resources have helped the coalition. ULRTF activities, though, are not encouraged to be resource-driven — members will eventually have to manage on their own.
- The effort to push for the recognition of ancestral domains is basically an initiative of the indigenous peoples.
- Indigenous resource management should not be equated with revenues. It is primarily about indigenous communities exercising self-determination over their ancestral domains.

THEME: STRATEGIES, TACTICS AND METHODS

- Mass mobilizations should still be considered as an option and a weapon for coalitions. The effectivity of such method, however, depends on a number of factors: political context, target, demand and numbers (mobilizing force).
- Most of the members of the fisherfolk sector are also "urban poor" — they also have problems with land and housing.
- Conscientization and organizing activities should be carried into the electoral arena. The NGO community should ensure that progressive lawmakers are elected.
- USAID can only provide venues for the exchange of information and ideas. It is up to the coalitions to maximize these venues for their own strengthening and empowerment.



- Fisherfolk groups are now lobbying for the amendment of the law regarding the 15-km municipal waters to ensure that fisherfolks are accorded preferential right and treatment.
- Reflections of Dinky Soliman: "In the past, we were talking about people in the big rooms, in big hotels while we were on the streets. Today, we are in the big room, in the big hotel, talking about people in the streets. I think the arena has just been changed but the imbalance of power is still there. So, we have to keep pushing."



Panel Discussion

SHEILA ESPINE
Center for Legislative Development

Dealing with the Legislative Process



Ms. Sheila Espine explained that there are two things required to be effective in legislative advocacy: understanding the legislative process and understanding the legislative environment.

Knowledge of the intricacies of the stages of law-making, particularly the “critical stages”, is necessary in order to make timely interventions and adopt appropriate advocacy strategies. This includes knowing the choke points or levels at which the process may be temporarily stalled. At the committee stage, the fate of a bill is decided. When a bill reaches the Committee on Rules it is also crucial since it is this committee which determines which bills will move to second reading for floor deliberations and voting.

The legislative process is not limited to the act of legislation itself but includes the process of agenda-setting. Thus, the POs/NGOs can influence and shape the legislative agenda by participating in consultation meetings, fora, summits and committee hearings and plenary actions.

Ms. Espine also explained that legislative advocacy entails understanding the constantly changing legislative environment which includes the process, the players and the product. “Players” refers to the advocates (NGOs, POs, business groups, private voluntary organizations) and policy targets or elites (political party leaders, legislators and their staff). Policy target can be further categorized into the following: (1) entry points or those who wield real political power—the Speaker, Pro-Tempore, the Majority and Minority leaders and the trend setters in voting; (2) access persons referring to those in formal positions of authority such as the chair and vice-chairs of committees and sub-committees, sectoral representatives and those strongly identified with the key issues; and, (3) key informants who include the committee secretaries, the Members’ technical staff and their consultants. The “product” refers to the legislation that would favorably impact on the lives of people. What is favorable to one group may not be desirable for another.

In order to maximize access to and participation in the legislative decision-making process, Ms. Espine identified the areas where POs/NGOs should prepare themselves; (1) advocacy to influence the legislative agenda and the budgetary priorities; (2) active participation in committee activities by providing expert testimonies in committee hearings, research and analyses; (3) efficient and regular monitoring of the status of legislative measures; (4) working with executive departments to draft favorable legislation or progressive rules and regulations; (5) utilizing the media to bring the advocacy issue and message to policymakers; and (6) broadening alliances within the NGO community and the public.

**MARTHA ESPANO***International Labor Organization***Panel Discussion****Dealing with the
Legislative Process**

Ms. Martha Espano shared the learnings drawn from her involvement in legislative and advocacy work in the Congress and Senate. First, it was important to have a clear assessment of available resources, that is budgetary and manpower constraints, to maximize resources at hand. Second, being informed of the environment, that is the pros and cons vi-a-vis a legislative action was crucial to avoid the waste of time and resources. Another was to strengthen your leverage with empirical and credible data. In terms of participation at Committee hearings, Ms. Espano stressed that one must be fully knowledgeable of the issues at hand so that processes that happened within these hearings are monitored and acted upon immediately. However, building a coalition's capability in advocacy skills also meant ensuring that each and every coalition member was informed of the various processes involved in legislative and advocacy work. Also putting pressure at all levels, whether this be at the local government unit or the Sanggunian level was a step that opened potential gains.



Ms. Espano ended by encouraging coalitions to take continued legislative action to further obtain its program goals.



Open Forum

- Technically, a Committee report can be passed even if opposition is raised by the public. It is necessary, therefore, to have allies within Congress.
- NGOs should advocate that the House consider a bill passed if it has already gone through three readings.
- Some sectoral representatives do not really come from the sector they supposedly represent. NGOs should challenge this practice.
- Lobbying at the LGU level is important. In many local development councils, for instance, sectoral representatives have not yet been selected.
- The Legislative Executive Development Advisory Committee (LEDAC) is a new player in the arena. This serves as a mechanism to build consensus between the executive and legislative branches of government. NGOs should make use of this new development.
- Power still resides in the local base. Victory is more possible at the local rather than the national level. The sectors should raise their issues to the Congresspersons of their districts.



BENJAMIN DIOKNO

Professor, U.P. School of Economics

Mr. Benjamin Diokno posited that the first and most important point to understand in the Philippine budget process is the wide difference between the formal budget rules and current budget practices. The former promotes fiscal discipline, the latter leads to waste and wrong priorities. He then explained the budget process, cited the reasons for reforming the budget system and provided a package of budgetary reforms.

The budget process has four distinct stages: (1) preparation by the Executive department; (2) authorization from Congress; (3) execution by the Executive department; and, (4) accountability by undertaking audits, both internal and external with Congress having oversight powers.

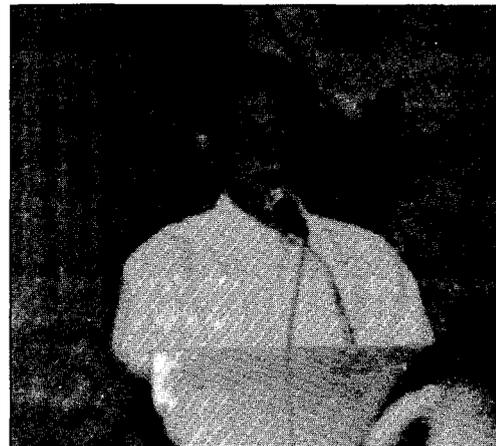
Budget preparation starts approximately six months before the President's budget is submitted to Congress. For fiscal year 1997, the budget is prepared in January 1996 and submitted to Congress in July 1996. Mr. Diokno then went into the detailed process of the various activities leading to the budget submission.

Budget authorization starts with the receipt of the President's budget and in general takes about 5-6 months to complete. Upon receipt of the budget, the Speaker of the House refers this to the Chairman of the Committee on Appropriations. The Senate on the other hand has the Senate Committee on Finance. Subcommittees are organized by both committees and conduct hearings with the Oversight Agencies which include DBM, DOF, NEDA and Bangko Sentral. The House then approves the General Appropriation Bill, has it printed and forwarded to the Senate. Senate then reviews it and with proposed amendments approves it. A Conference Committee is then constituted to discuss the disagreements. Upon approval, the General Appropriation Act is then printed and submitted to the President. The President may or may not use his line-item veto power. Interventions could be done either at the House or the Senate, and if the subject is sensitive, even at the Conference Committee.

After the first two phases, the agencies wait for the release orders to be issued by the Budget Department. Because of the insertions made in both Senate and Congress, a big chunk of the approved budgets ends up being largely alien to the recipient agencies, making the preparation of their work and financial pro-

Presentation

Understanding the Budget Preparation Process





gram difficult. The budget approved by Congress is not, in effect, the real budget but what the President and the DBM want to release.

The last stage, budget accountability, involves internal audit by the concerned agencies and external audit by the Commission on Audit. In general, media, NGOs and almost everyone has a role to play to make sure that public resources are used effectively, frugally and in accordance with the legislative intent.

Mr. Diokno proceeded to discuss the reasons for reforming the budget system. The reasons he cited are: (1) the present budget system leads to overspending; (2) it lowers the total benefits to be derived from the budget; (3) it delays project implementation; (4) it reduces foreign assistance and alters the financing mix of the budget; (5) it does not foster careful budget planning (6) it undermines Congress' power of the purse.

He ended his presentation by presenting a package of the needed budgetary reforms. First, Congress should be involved directly in the formulation of the budget framework and priorities. Second, the budget as approved by Congress shall serve as the spending authority. Third, Congress rather than the President shall have the power to embargo appropriations. Fourth, there shall be clear guidelines on the use of special purpose funds such as the Contingent Fund, Calamity Fund, and the Organizational Adjustment Fund. Finally, the IRA for local governments should no longer be submitted by the President to Congress for legislative authorization. Without the above reforms, higher taxes will be mindless.



Open Forum

- Congress has to realize the flaws of the budget system so they can institute necessary changes.
- Risks in approving projects and releasing funds is acceptable only in as much as it is being done within the confines of the law.
- The pork barrel of Congress members come from several sources. The first one is the Countrywide Development Fund or CDF which is fairly equal with 4.5 M per Congressperson, 18 M per senator and 20M for Vice President Estrada. It is released automatically. The second component is what is called the Public Works Allocation amounting to 20M per district and 60M per senator. So, without lifting a finger, a Congressperson can have 32.5 M. With connections, they can get much more.
- CDF's should be defined with guidelines. Projects on public works should also be consistent with the Local Development Plan.
- There would be less changes in the budget if there is a prior agreement between the Congress and the President that allows them to submit requests to the President for consideration and ensuring that those requests go through the same rigorous screening.
- The Executive is equally guilty of distorting the budget. The President has allowed his department heads to go to Congress and lobby for additional budgets. There are many projects that are off-budget.
- Budget is power. Political will is necessary to say which area needs more.
- If Mindanao wants more money it has to be given a supplemental budget. Its institutions will also have to be developed. Funds should be used properly.
- There are many ways of influencing the budget. One can get projects included in the President's budget like the President's Social Fund. Going through the Budget Committee is another route.
- Members in Congress can be trusted more than Regional Directors only because they can be removed while directors are simply transferred to another place.
- Debt service now amounts to around P60 - 70 billion (not including the debt servicing fee of the Bangko Sentral). As a proportion of the budget this has been decreasing, but it still is a huge amount.



- Ours is a debt-driven growth.
- We are also having problems over the destruction of our natural resources. We cannot afford to waste our resources.
- As long as we grow and the growth rate of the economy exceeds the real interest rate, then there is hope that we can pay off our debts. This, however, will take a long time.
- Most members of Congress are not knowledgeable on financial law. What they understand is simply the Conference Committee Report which is voted within less than fifteen minutes. No one bothers to read the Congress Report.



URBAN POOR: The group has decided to prepare a resolution to be submitted to the legislative body and the president. We would like to solicit your support and signatures for our resolution.

SMALL COCONUT FARMERS: I belong to the *Pambansang Koalition ng Magsasaka at Manggagawa sa Niyugan* (National Coalition of Farmers and Workers in the Coconut Industry), a member of the Coconut Industry Reform Movement. In our workshop we were joined by the administrator of the Philippine Coconut Authority, Mr. Virgilio David. He also agrees with us that all of us should help in the improvement of the conditions of our small coconut farmers and farm workers. There are around 3.4 to 3.5 M coconut farmers and farm workers. If you include their families, they will be numbering to around 20M peoples, close to a third of the entire population. One third of the agricultural land is devoted to coconuts. Thus, the coconut industry is an important industry. The coconut industry earned \$1 million for the Philippine economy. It ranks third in the export earnings of the country. Of these earnings, only 1/3 goes back to the farmers, workers and their families while almost 74% of the income would go to the landlord, processors and the industry sector. We, therefore, invite all of you to take interest in the plight of the small coconut farmers.

WOMEN: Women constitute 51% of the Philippine population. They provide a significant part of the labor force, formal and informal labor, fisherfolks, farmer sector. Yet, there is no gender disaggregated analysis in all the sectors represented in this conference. Women are severely under represented in political decision-making. Women's issues are societal issues and, therefore, are issues of democracy that we need to understand and act on.

INDIGENOUS PEOPLE: The group has not arrived at definite plans. We have discussed though a number of issues which I would like to share with you. One is the role of the LGUs in information dissemination. We do not have an Ancestral Domain Law yet but we could also maximize the openings provided by Department Administrative Order (DAO) 2. Another issue is the matter of translating existing cultural integrity and indigenous practices and systems into technical reports so that government can understand what we submit in compliance with their requirements. We have our own traditional socio-political institutions, e.g., the Dapay of Mt. Province. The forest resources may only be used on special occasions like weddings or burials and only three trees may be cut. The socio-political structures maintain the balance of environment and cultural integrity. Thus, when we say that the issue of the indigenous people is land, this goes beyond the physical form yet government sees it from a technical perspective. We need to immediately delineate ancestral land. There are many encroachments from military and mining operations including coal. It might be that by the time a law is passed, the ancestral land is non-existent anymore and we have lost our indigenous people too.

Sectoral Workshop Results

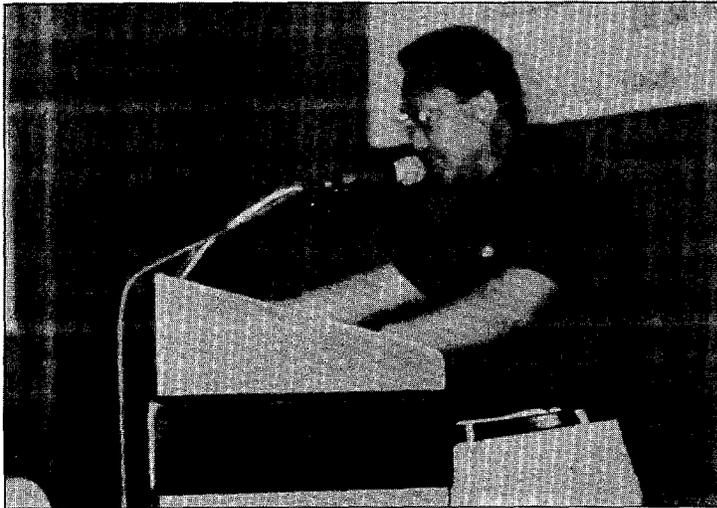
Urban Poor, Indigenous Peoples, Small Coconut Farmers and Farmworkers, Women

**Presentation**

SEC. ERNESTO GARILAO
Department of Agrarian Reform

The Social Reform Agenda: A Status Report

Secretary Ernesto Garilao presented insights on how the Social Reform Agenda is situated within the Ramos government and the opportunities which could be harnessed to maximize the gains for the sectors.



Sec. Garilao explained that the president divided his term into blocks of two years, starting with economic and fiscal reforms, then moving on to the social reform and then political and electoral reforms in the last two years. The Social Reform Summit was held and the Social Reform Agenda (SRA) was presented to the public. This was a product of many initiatives, all the way from consultations held by the National Unification Commission and initiatives of the basic sectors in formulating their own peace agenda, to the Social Pact for Empowered Economic Development and even the USAID Country Strategy for 1985. The SRA, as a written covenant of the president with the basic sectors, calls for a unified national effort to fight poverty.

He explained that one of his tasks as the lead convenor is to get the SRA moving. For this gargantuan task, he has a full time staff of seven (7) people and a budget of P5 million a year. Deliberately, he did not seek to create another bureaucracy for the SRC but believed that two important things must be set in place. The first is that in order to alleviate poverty, everybody in government has to do it. The flagship champion is responsible for the implementation of the basic reform commitments under its program and that the implementation of the SRA is not the sole responsibility of the lead convenor. If the flagship champion does not work on the implementation of the flagship program then the basic sectors have to exert pressure, using all their tactics, to be able to make it work on achieving the commitments.

The second important element is the basic sectors. They are represented in the council and should therefore articulate what the sector wants in terms of policies in so far as the SRA is concerned. The Secretary expressed his assessment that the leaders of the basic sectors still need to develop and train their leaders well. The sectors must invest, develop, create and produce sectoral leaders who are capable



of going beyond micro issues and issues exclusive to their sector. They also need to be able to identify the problematic areas and the workable areas. This is to hasten the achievement of incremental gains and still pursue more long term demands.

In terms of achievements, the Department of Environment and Natural Resources, in a period of 2 and a half years, has distributed 55 Certificates of Ancestral Domain Claims covering 800,000 hectares. The next step is how to develop these CADC areas. This will be a priority when the government presents to the foreign donors in the Tokyo Consultative Meeting the assistance it would require.

Another important task for POs/NGOs is to carefully monitor the releases and flow of funds. They need to persevere and ask relevant questions in order to safeguard that budget. For 1996 alone, there is P40 billion allocated for the implementation of the SRA. He cited other programs such as the CIDSS being implemented by the Department of Social Work and Development and the Leagues of Municipal Mayors who were instructed to work out their own plans for poverty reduction in their municipalities.

By the end of 1998, government's commitment is to bring down the level of poverty incidence to 30%, arrive at a per capita income of \$1,000 with an average growth rate of 6-8%.



Presentation

TERESITA QUINTOS-DELES
Gaston Z. Ortigas Peace Institute

The Social Reform Agenda from the Point of View of NGOs and POs



Before proceeding with her presentation, Ms. Ging Deles acknowledged the basic sectors and NGO community who continue to engage in the discussions on the Social Reform Agenda (SRA).

Her presentation was organized into three parts. The first focused on the context of the PO and NGO communities' participation in the SRA. Three aspects were stressed here. One, that a peoples' agenda already existed prior to the SRA and that the SRA only represented a critical stage in the peoples' long struggle for change. Two, that PO/NGO participation in the SRA had to be seen as a continuum vis-a-vis NGOs' organization work as communities and sectors. And three, that the NGO/PO community had defined their terms of participation in the SRA. One of the important terms of participation emphasized that the SRA engagement, as part of the whole peace process, would always be subject to assessment and reflection and when necessary, withdrawal or termination.

Miss Deles then described the structure and mechanism of the PO/NGOs' SRA engagement. In the continuing work of building the agenda, these involve developing counterpart processes and bodies for all SRA levels such as the National Sectoral Council vis-a-vis the Social Reform Council, a counterpart secretariat, technical working groups and local counterpart structures in the provincial level. A counterpart on material resources and funds, though, is lacking.

Miss Deles' next section expounded on the achievements and problems of the SRA engagement. According to Ms. Deles there are no actual SRA achievements to speak of. That government has yet to fulfill its promise of policy and legislative response such as the passing of the fisheries or ancestral domain code. There are, however, important gains such as in the transformation of the government's viewpoint. This is particularly seen in the government's acknowledgement that with them lay the responsibility of carrying out the SRA. Another gain is the coming out of specific sectoral groups such as the fisherfolk from the shadows of another group, in this case the farmers group. A third is the advancement on building people's capability and institution building for the basic sectors.

The problems areas in the SRA engagement are many. Among others this include the actual and potential conflict between the SRA and government thrust as well as the question on the government's capacity to deliver on the SRA.



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- It is important for the sectors to decide if the SRA is important to them and how best they can use it.
- The Executive can only do so much. Officially, the fight is in the Congress.
- There are moves now to reassign resources to the ARMM.
- It is difficult to measure government's sincerity in pushing for reform. Members of the ruling party, for instance, have failed to fulfill their promise to use the party line to push for the SRA. Many members of Congress who are part of the ruling party are even blocking the Fisheries Code.
- Reforms should be taken step by step. They can never be given in silver platters.
- The SRA is significant because it signals the understanding of the basic sectors of the reality of the political system. They understand that they have to exact accountabilities from government. Sectors will have to be strong enough to push for reforms successfully.



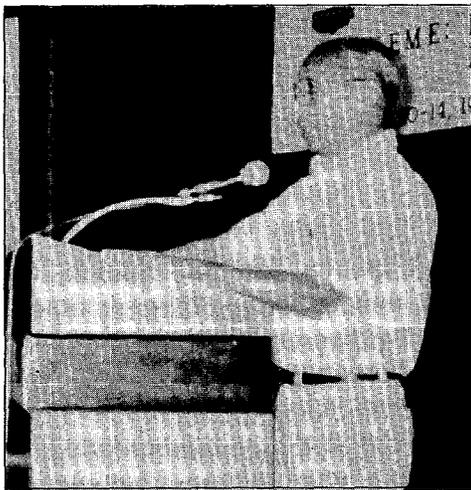
Panel Discussion

OSCAR SANTOS

Chairperson, Coconut Industry Reform (COIR) Movement

Moving from Policy to Implementation

Mr. Oscar Santos introduced his topic by citing numerous examples of violations of existing laws and quoting media and lawmakers' commentary on how the existing laws and policies, particularly those benefiting the poor, are not being implemented. He then proceeded to share his experience on the coconut levy issue. For him the levy issue exemplifies an implementation of public policy in reverse—the small coconut farmers who were the intended beneficiaries became the victims.



From 1973 to 1982, 1.4 million coconut farmers and their dependents were assessed a total of P9.7 billion for the purpose of investing the funds, the gains of which will be used to benefit the coconut farmers. A big part of the levy collection was mismanaged and misappropriated. The remaining part was invested and this grew to around P60 billion as of today.

Several attempts, by Mr. Santos himself, while serving as a Congressman for his district and also during his stint in the Philippine Coconut Authority, to conduct an inquiry came to no avail. In 1993, COIR and members lobbied to have a bill passed that will confirm that the levy and the levy-funded assets are public funds in trust and for the use and benefit of the coconut farmers. 116 Congressmen and the Presidential Legal Adviser then committed to have the bill treated as urgent. Up until now, the bill is still pending in both the House and the Senate.

In September 1993, after the publication of an article entitled, "Moving Beyond Rhetoric: Testing Pres. Ramos' Commitment to Alleviate Poverty of Coconut Farmers", the President issued Executive Order No. 227 directing the mode of treatment, utilization, administration and management of the coconut levy funds. The farmers' victory though was short-lived. A few days later a classificatory circular was issued throwing the responsibility for final approval to the courts.

COIR still perseveres in pursuing its goal, organizing, mobilizing and lobbying despite the discouraging results they are experiencing. Success is made more elusive given the background and interests of the legislators. For Mr. Santos, the key to increasing the fighting chance of the poor is by putting good leaders from their ranks to seats of power, as policymakers and implementors.



MAYOR BAYANI FERNANDO
Municipality of Marikina

Panel Discussion

Mayor Bayani Fernando shared his Municipality's experience since embarking on a program vis-a-vis the problem of squatters. Aptly referred to as "Squatter Free" Program, it aimed not only in relocating all squatter communities in Marikina but also in providing the families with very low-cost housing units. The squatter communities were assured that relocation sites would still be within Marikina's boundary. However, new squatter families were not welcome in the Municipality.

The local government's assurance of new homes for the squatters, however, exacted from these communities parallel responsibilities. First, each family would be asked to pay a monthly amortization fee of P 220.00 for twenty-five years. Second, each one would have to be a law-abiding citizen of Marikina. For residents who failed to meet these obligations, this could mean finding a home elsewhere.

On the other hand, the local government had resorted to dredging the Marikina river due to lack of relocation sites. A second solution taken up was the signing of random agreements with landowners to allow the conversion of their properties into resettlement areas. At present, the program still has to relocate a total of 3,200 families.

According to Mayor Fernando, despite the violent opposition of the squatter families to the "Squatter-Free" program at the start, implementation of plans have been successful. No casualties, he emphasized, have been recorded since the program began.

Learnings, too, have been gained in the local government's squatter relocation activities. For Mayor Fernando, relocating families by colonies proved to be more effective. Secondly, to eradicate the proliferation of syndicates, organizations were banned from collecting fees such as membership dues. Hence, the local government provided all the assistance, for instance, in paperwork or the necessary follow-up work.

By way of ending, Mayor Fernando emphasized the sincerity of the local government in uplifting the lives of the residents. He also challenged the NGO community to pressure the national government towards channelling more of its resources to the Community Mortgage Program.

**Moving from Policy
to Implementation**





Open Forum

- The key elements for implementation are as follows (1) political will of government officials, (2) capacity of institutions to implement the policy, and (3) PO-NGO as well as community participation.
- Extra pressure should be exerted on uncooperative government officials.
- NGOs should also be more creative.
- Small coconut farmers have succeeded in some of their advocacy. In one instance, after a march of these farmers, President Ramos spoke before them and promised that his office will take measures to recover the levy assets, treat these as public funds and have them audited and utilized for the development of coconut farmers.
- People in Marikina now have security of tenure. They are building and improving permanent homes. They are also more concerned about their community because they feel they will be there for the rest of their lives.
- Coalitions are about relationships. Understandably, they can lead to frustrating situations.
- There is now a law on Community Based Forest Management but implementing rules and regulations have yet to be defined. Local governments are not also aware this law.
- The alternative presented by Mayor Fernando could be a workable model for other urban poor communities.



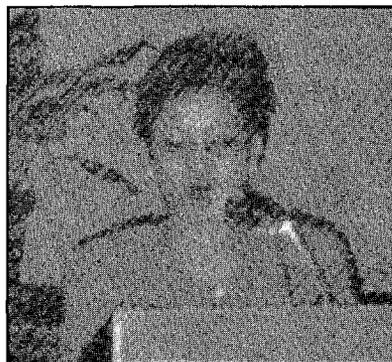
DR. ANNA MARIE A. KARAOS
Institute for Church and Social Issues

Presentation

Ms. Anna Marie Karaos started her presentation by way of two images—chaos and a crystal ball.

Before discussing the future of coalitions, Ms. Karaos first examined the definition, rationale and reason for persevering despite the difficulties of coalition work. She defined coalitions as groups coming together to pursue a common goal, mostly political in nature, thus implying commonality and diversity at the same time. The goal of coalitions is to publicly display power in numbers to influence policy, legislation or public opinion.

Existing coalitions include new actors—people's organizations and non-party political formations—asserting their autonomy from entities that tend to dominate decision-making processes. Pluralism is better practiced now in the debates on policy positions, strategies and tactics. This sometimes leads to the eventual disintegration of the coalition.



For Ms. Karaos, the importance of coalitions is not only measured by its numerical strength in order to exert pressure on government but also on how they become arenas for the exercise of greater autonomy, grassroots solidarity and diversity—irrepressible characteristics and aspirations of present day popular movements and organizations. They have become the new organizational expression of contemporary popular politics.

Chaos—referring to coalitions constantly changing, coming together and breaking apart—may then be a necessary process to reaffirm the values of autonomy, diversity and solidarity with marginalized sectors. Issues like autonomy from government, leadership structures being alienated from base groups, difficulties in defining roles and expectations are actually “growth pains” that are a necessary consequence of the values being brought into political practice.

The future of coalitions, according to Ms. Karaos, revolves around balancing its two objectives: to gain power and, as schools of new political culture, to subvert old conceptions of power based on domination. The dilemma that confronts coalitions is balancing the prospect of gaining more political influence and realizing their counter-culture potential. They have a choice of whether to take the more efficient road laid out by established political structure or to remain weak and fragmented as a result of constantly negotiating and remodelling their political practice.

What is in Store for Coalitions?



Although disconcerting, she considers that such interpretation of coalitions is a liberating one, freeing us from the frustration resulting from the breaking up of coalitions. It is also a liberation from assumptions that there is a uniform rationality, or morality, to which all groups and individuals must subscribe. For her, ambiguities, rather than certitudes give birth to new and better things.



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- Coalitions should not be perceived just as support groups. Coalitions should also seek power.
- Dynamics and conflicts happening within coalitions are reflective of the different perspectives of how people wield power. People tend to put different values, importance or definitions on how power is to be achieved.
- Coalitions are not just after power in the traditional sense. They are trying to define the meaning of power in a different way. They have proven, for instance, that power and influence can be felt not just by having people in government.
- In measuring the success of a coalition, core values such as solidarity, autonomy and diversity should be taken into consideration.
- Coalitions are not permanent organizations. To maintain a high level of unity, coalitions should find commonalities and reach consensus. They should also be independent from other institutions. They may, however, collaborate with such institutions to form pressure groups/coalitions.
- A coalition can either be "a coalition of people" or a "coalition of causes". Coalitions of people are more emotional in nature and give importance to relationships while coalitions of causes are more intellectual.



**Workshop Results:
Establishing Synergies**

GROUP 1

Arenas of synergy	Action points	Synergy venues
International level	Actively participates in NGO/PO groups engaging with foreign banks/business	Link with LRC (Beth Villamo V. Puz, E), for more information
National level	Stage a one day legislative lobby in congress (multisectoral)	c/o NACFAR , ULR-TF, LUNAC, CDIR as the lead convenors
Local level	Cebu Lobby group-- Cebu uniting for sustainable waters (CUSW)	c/o CUSW -- secretariat -- Eduardo Aboitiz Development Studies Center
Inter-organization coalitions	Exchange of resource materials (e.g. Internet)	c/o TSPI

GROUP 3

- 1. Media-PO-NGO**
Strengthen media access; organize a shared cost training course for NGO-PO on info-public awareness with CMER.
- 2. PO-NGO Network Communication Exchange**
Send out personalized "institutional" news as a constant activity.
- 3. LGU-PO-NGO**
Share positive experiences with LGU -- Think of a network award for LGU-PO-NGO--lessons
- 4. Sharing capability building lessons and experiences**
-- on a regional level -- check out USAID directory and find NGOs/POs which may be able to help you.
- 5. Existing coalitions fund**
More common ground issues that will build up solidarity in broader areas.



GROUP 5

Recommendations/ Options

- A. Establish a center for coalitions with a secretariat (Marlene and Jerome shall write a short concept within 15 days).
- B. Bring the idea to the coalitions (consultation) and meet after 15 days to consolidate responses.
- C. Those who already have the computer technology for communication shall contact each other continuously.



**Results: Open Space
Technology**

**Repeal
Presidential
Decree 772
(PD 772),
Anti-Squatting Law**

CONVENOR(S): MERCEDES CASTRO

PARTICIPANTS: ABELARDO ONDOY
DIOSDADA REDOBANTE
ROLANDO OLAVERE
BENNY BECIJOS
ROQUE ROCHA
FIDEL RANCIO

DISCUSSIONS:

Poverty is not a crime. PD 772, the law which criminalizes squatting, should be repealed. The best thing to do is to sign for its repeal.

RECOMMENDATIONS:

Urban Land Reform Task Force (ULR-TF) needs the full support of the conference participants in order to collect one million signatures. Join the ULR-TF signature campaign.



CONVENOR(S): MELINDA QUINTOS-DE JESUS (CMFR)

PARTICIPANTS: BECKY PESTANO-SMITH (GREEN Communication)
ANNIE (GERRY ROXAS FOUNDATION)
EFREN VILLASENOR (PAKISAMA)
GUILLERMO PALOMERA (PAKISAMA)
GERRY PORTA (USAID)
GEORGE DALIRE (VOCA)
AYETTE CEPE (NGO-TWG)
JOEY FAUSTINO (COIR)
LAURIE ZIVETZ (CARE-Philippines)

**Results: Open Space
Technology**

**PO/NGO
News in the
Mainstream**

DISCUSSIONS:

1. Media is event-oriented whereas PO/NGO is process-oriented
2. Media-access to be developed by PO/NGO through information program and through training
3. Strategy discussion: News must be timely, of wide interest, out-of-the-ordinary, conflict and new material
4. Selective approach: Know your allies in the media. Do not use general shot-gun approach
5. Need for your own media flow if necessary and address your constituencies

RECOMMENDATIONS:

1. Media training program with PO/NGO sharing costs
2. NGO News Fair - to be held during USAID Annual Partnership Meeting



**Results: Open Space
Technology**

**Local
Population
Management:
A Key to Progress
and Development**

DISCUSSIONS:

Issue:

Lack of awareness and appreciation by the political leaders, policy-makers and people of the importance of population management and development.

Sub-Issues:

1. General perception of population management is limited to population control and family planning
2. Perception is that if there is less population in a locality there is no population problem
3. Population problem is both a problem of numbers and unequitable distribution of wealth
4. Socio-cultural, economic and religious factors hinder effective management of population
5. Population program is not effectively implemented by the LGUs

RECOMMENDATIONS:

1. Appropriate and effective information, education, communication programs
2. Honest to goodness industry dispersal program
3. Incentives to LGUs/POs/NGOs for the implementation of continuing consultations with the Roman Catholic Church authorities and other anti-population program groups



CONVENOR(S): RUDY BALDEMOR

PARTICIPANTS: MADZ DAKULA
LEAH
LARRY MANAOG
MARIO DEREQUITO
RAMON TOLENTINO
PERCY CHAVEZ

**Results: Open Space
Technology**

The Art of Advocacy Warfare

DISCUSSIONS:

A. 7 Planning Doctrines

1. Know the war
2. Know the terrain
3. Know your enemies
4. Know your army
5. Know your friends and allies
6. Know the weather
7. Know your leader/s

B. 10 Basic Strategic Principles

1. Principle of swift and direct attack
2. Principle of tactical alliance
3. Principle of conservation of forces
4. Principle of concentration of forces
5. Principle of choosing your battlefield
6. Principle of strategic options
7. Principle of critical variables
8. Principle of environmental adaptation
9. Principle of distinctive competence
10. Principle of encampment

C. Monitoring Areas

Indifferent client
Hostile
Relent
Compromise
Accept



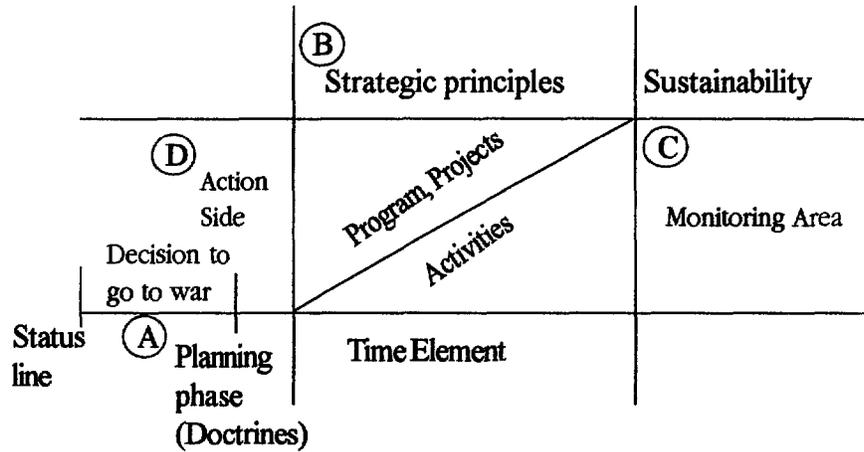
D. Action

Strategic status quo
Stalemate
Offensive
Negotiation
Control

E. Objectives

1. Win the advocacy war
2. Shorten the time
3. Save resources
4. Sustain victory

F. Framework





CONVENOR(S): CECILIA HOFMANN

PARTICIPANTS: LYDIA S. ENRILE
ALMA DE LA PAZ
JO V. VILLANUEVA
LILIAN GONZAGA
EDNA C. TABANDA

DISCUSSIONS:

1. There are women in political office but do not carry a women's agenda. They are often just extensions of family political power. Therefore, to have useful action and impact, they should have gender awareness and perspective.
2. Although women constitute 51% of the population, there are only 10% of women in elective office, often in role-stereo-typed positions.
3. There is no glass ceiling for women. They have been recognized as leaders and citizens, have a significant role in the economy as entrepreneurs, etc., but there is no concerted effort to raise women's political participation.
4. "Women's issues" are issues of social structure and relations.
5. There is a need for both gender-aware women and men in political leadership.
6. Women's political decision-making should not just be on traditional "women's issues" but on all issues affecting national, political life development, etc.

IMPACT OF POOR REPRESENTATION OF WOMEN IN POLITICS:

When decision-makers are only men, power is the main motor and motivation in political decision-making. Issues of discrimination and development of women are not well-addressed, interests not promoted, status of women not advanced.

**Results: Open Space
Technology**

**Women's
Political
Participation
Needed for
Full Democracy**



RECOMMENDATIONS:

1. Education for women and men at all educational levels for authentic humanism and gender-equity and equality
2. Seek to sensitize, pressure those already in office
3. Raise gender questions on platform of candidates
4. Training in political leadership for women, in checking basic gender issue.
5. Support existing groups pushing for women's issues
6. USAID to convene a dialogue/networking/planning session on these issues



CONVENOR(S): JOEY FAUSTINA w/ COIR AND PAKISAMA
OSCAR SANTOS
FELICIANO MATIENZO
EFREN VILLASENOR
ROMULO TAPAYAN

PARTICIPANTS: MIKE HENNING (USAID)
ROBERT ROBBINS (PhilAm Guardian Assoc.)
YOG-MI LEE (VOCA)
ROGER DIMMEL (ACDI)
CARIDAD CALLAO (DPF-IPHC)
JOHN GRAYZEL (USAID)
CECILIA HOFFMAN (Kalayaan)

**Results: Open Space
Technology**

Shadows Behind the Coco Levy Scam and the 1998 Presidential Elections

DISCUSSIONS:

I. What is the Coco Levy?

The coco levy was a tax imposed on the first sale of copra during the Marcos regime for a period of 9 years (1973-1982). The tax collected ranged from P15 - P100 / 100 k of copra (average of P60). After Marcos left the country the funds were audited, at least what was still available, to be worth P9.695 B. Through a presidential decree the funds were made to be private funds for the development of the coconut industry.

II. How was the Levy spent?

The levy was spent for various projects not necessarily based on the need of the coconut farmers. Among them were:

- Construction of Coconut Palace
- Construction of the Cultural Center of the Philippines
- Miss Universe Beauty Pageant
- World Chess Championship Tournament
- Helicopters



Much of it though was invested:

United Coconut Planters Bank
Large-scale Oil Mills

Bugsuk Island Project
San Miguel shares

III. Who was in charge of the spendings?

Three institutions were responsible for managing the multi billion peso funds. The Philippine Coconut Authority, the United Coconut Planters Bank and the COCOFED. All three institutions were governed by an "interlocking directorate". Managers and chairpersons of each institution were also sitting as board members of the other, all of which were very close Marcos associates (Enrile, D. Cojuangco, M. Lobregat).

IV. The importance of the 1998 Presidential Elections

Currently, most of these funds and assets are under sequestration of the Philippine government. However, most of the personalities involved in the biggest scam ever to occur in Philippine history are seated in all the branches of government. Lawyers responsible for the acquisition of the SMC shares comprise a substantial portion of the Senate. The same influence exists in Congress. Some current members of the executive department were also involved.

For almost ten years the matter has not been resolved by the Supreme Court of the Philippines. It is feared that the great political influence of those involved in the scam have been preventing the issuance of a specific ruling by the Court. Being highly controversial, it seems sensible for the Court to at least delay the decision until the next administration takes over. Scanning the political terrain, most of the guilty parties have great chances of maintaining or even increasing political power. Actually whichever political party (at present) may take power, the case of the coco levy is bound to be protected. There is a great threat that the pronouncement of the Supreme Court may be reversed after the 1998 elections.



RECOMMENDATIONS:

Given the situation, there is need to reach out to the media in order to:

- Expose the injustice made to the coconut farmers
- Expose the different political personalities involved in the Scam so the voting public may be given ample warning
- Exert more pressure in all branches of government for the resolution to the issue.



**Results: Open Space
Technology**

Can the Poor Pay the Full Cost of Credit

CONVENOR(S): MARCIA FERIA-MIRANDA

PARTICIPANTS:

DISCUSSIONS:

All participants individually reacted to the lead issue and in the process raised other, more important issues: transformation of formal institutions, cost elements that need to be considered in determining interest rates, influence of industry on credit rates, social preparation, success stories, and value that clients give to microfinance.

TSPI shared their experiences with the group illustrating how despite their initial programs on training, consultancy and credit, they decided to concentrate only on credit. As a lead technical resource, they elaborated on all issues.

Experiences with rural banks, NGOs, POs were shared and discussed. Common definitions were articulated and cases were examined.

The persuasive argument was the need to sustain service which required a hard look at the issues such as "should NGOs stop offering credit and transform into a bank." Issues of subsidy were shelved for another encounter.

RECOMMENDATIONS:

The issue of high interest rates is a non issue. The concern is to deliver microfinance services that meet the need of the poor for access and sustainability of service. The reference to beneficiaries is being replaced by "microfinance clients of partners" in acknowledgement of the bankability of the small client and belief in the future of a sustained relationship. The group recommended to stop using the tag "credit to the poor" since it connotes a derogatory and paternalistic view of the ability of the poor to earn a gainful living and responsibly repay debts. The issue appears to be the MFI institution's ability to effectively serve microclients.



CONVENOR(S): ROSE NIERRAS

PARTICIPANTS: MANUEL DOMINGNUEZ
ANTONIO M. AUSTRIA
FIDEL B. RANCIO
JO V. VILLANUEVA
GINA S. HORTELANO
ANTONIO C. AUDITOR
MARIO A. DERIQUITO
HAYDEE B. YORAC
E. BARCELON, SJ

**Results: Open Space
Technology**

How to Get LGUs to Respond to PO/NGO Interests and Concern

DISCUSSIONS:

Factors affecting the degree to which LGUs are made to respond to PO/NGO interests and concerns:

1. People's initiatives
2. Capability of LGU
3. Degree of coordination between LGUs and communities
4. Situation itself - emergencies, for example, need immediate response
5. Media as "watchdog"
6. Question of personalities more than institutions
7. Nature of issue
8. Knowing how to use Code of Conduct for Government Employees and Officials (response time for official action, and corresponding administrative and criminal sanctions)
9. Elections! and Recall!

There is a need to create space for positive action and development, knowing and recognizing that interests can meet though not necessarily all the time.

RECOMMENDATIONS:

1. We need to present ourselves (POs, NGOs, communities) as allies rather than threats
2. We need to build and foster trust and belief in one another
3. Nothing substitutes for clarity in what we want to accomplish—we need greater clarity
4. We need to shift in our view of modes of "struggle"—there is space for us to enter and engage inspite and despite of the many continuing "turn-offs"



5. We need to think out very well and carefully our approach to LGUs and LCEs, even the "rascals" can be won over and "maneuvered". Our approach needs to be conciliatory and fair.
6. We need to know how to maximize national institutions as pressure points and points of maneuverability.
7. Let's not develop enemies unnecessarily
8. Respect and patience
9. Let's veer away from partisan politics
10. Let's sharpen our advocacy with LGUs to more technical aspects of advocacy issue
11. Let's continue to educate ourselves as voters on the value of choosing the right leaders; and as potential candidates, on the proper orientation and value of public service
12. Let's recognize the strategic importance of small wins of LGUs. Let's give credit where credit is due
13. Let's draw inspiration from our faith in the Almighty, to accept the challenge and mission of our tasks as our responsibility to fellow-citizens and duty to the Almighty



ATTY. HAYDEE B. YORAC

Presentation

Atty. Haydee Yorac began by depicting the stark contrast between two electoral processes. In mature democracies, where respect for the law is an entrenched value, elections are fairly routine. The rules are clear, results are arrived at quickly and are largely uncontested. On the one hand, the electoral process in the Philippines was a picture of violence where attempts to circumvent and violate rules in efforts to gain unfair advantage seems deeply imbedded.

Atty. Yorac also described four factors that could mar the credibility of the electoral process in the country. First, that the Commission on Elections (COMELEC) could be partisan and be susceptible to manipulations. Second, the possibility that the country's system of electing its officials is seriously flawed so that even the most honest COMELEC would not result in fair and credible elections. Third, that the rules meant to make elections fair, honest, peaceful and credible were inadequate. And last, that despite the best systems and rules in place, the people, who were indifferent and possessed low levels of judgement would vote for the wrong people to government.

Where elections were marred by vote padding or inexistent voters, by falsification of election returns and/or the so-called "dagdag-bawas" scheme, where the people lacked confidence in the Commission on Elections, and where government could not effectively enforce the rules, civil society, Atty. Yorac stressed, played a crucial role in the electoral exercise. Hence, she underlined the need for NGOs, POs and other organizations to identify credible individuals who could occupy the two seats in the COMELEC which were soon to be vacated, and to advocate and strongly push government to appoint these persons as choices by the people themselves.

Secondly, because of the new computerized system of voting and counting that would be used in the 1998 elections, the long-drawn out process of shouting the names of the different candidates would no longer be a problem. However, this new computerized system did not guarantee the cleanliness of the elections. While there would be no more cheating in the counting and preparation of the election returns, people who had control of specific areas still had many opportunities to obtain the ballots on its way to the precincts. Hence, vigilance at every precinct was how the people could safeguard the sanctity of the ballot.

The new system of registration which may be enforced in 1998 did not likewise guarantee the absence of fraud in the voters' list. To be a step ahead of the

The Role of Civil Society in the Electoral Process





politicians, Atty. Yorac suggested that civil society go around their communities to determine the actual number of voting residents.

On the other hand, towards making the implementation of election rules more effective, civil society must advance a proposal to Congress to expand the authority of the COMELEC to disqualify violators on many grounds. The form of punishment, to be effective, must be immediate.

Finally, Atty. Yorac mentioned that voters' education to transform the traditional way of judging and electing public officials should be undertaken at all levels.

Should civil society take up its role vis-a-vis ensuring clean and peaceful elections, then perhaps there is the real chance that new faces, new names and different kinds of people will occupy positions in our government. But civil society, Atty. Yorac stressed must be ready and informed because it is the only way that credible and intelligent elections could be established.



Open Forum

- The presentor, Haydee Yorac, has been asked several times to run for public office. She is seriously thinking of running in 1998. There is no truth to the rumor, though, that she is running as Vice-President to Secretary de Villa.
- The COMELEC ruling on a common poster area stands. To change it, we must change the provision of the law.
- Under the law, declaration of income is required after elections. It is not possible to require candidates to declare income before elections as this would be unconstitutional. The more important point, however, is choosing people who have the genuine intent to serve the people — moneyed or not. People should learn how to choose — on the basis of qualifications, track record and programs — and should not sell their votes.
- There should be no constitutional amendments before 1998 as this will lessen the chance of the poor and those with no private armies to get into public office. The party list, for one, could democratize our electoral system. It will allow small organized parties to become members of the House of Representatives in 1998 especially since major political parties are excluded from the party list system. Civil society should resist the move for constitutional changes.
- It is possible that elections might not take place in 1998 because of either a palace coup or a situation in Mindanao. Regarding a palace coup: Ramos has built his reputation as a defender of the Constitution and would have to think a hundred times before staging a coup. As for the Mindanao situation: it should not be made an excuse to suspend or change the Constitution.
- USAID agrees that voters education is necessary. It does not want however to get directly involved in such program because they have to be careful about getting involved in elections. They are supporting, however, related projects such as the major meeting of election commissions in Asia in January 1997. They will also hold an activity that will support voter education for computerization. The real challenge, after all, is for coalitions to educate their members on what it takes to be a good voter. They can do this better than outsiders.
- The Election Code prohibits organizations like NAMFREL — those deputized by COMELEC to do election-related work — to receive funding from any foreign agency. USAID, however, could assist in accessing materials necessary for voters education.
- It is important for votes to prevent the “Dagdag Bawas” incident from happening again. People should be educated on the importance of elections and the value of their right to vote.



-
- The COMELEC has handled several cases on “overspending”. These cases, however, have to be supported with evidence — receipts and documents. The COMELEC can only rely on the receipts that are submitted to them and have no additional powers to inquire into the authenticity of such reports. This is one area of amendment of the Election Code that we should push for. COMELEC should be given more powers with respect to the enforcement of the limitations on spending. Its powers to disqualify those who violate the Election Code should also be expanded.
 - NGOs and POs should come up with a united position on who to endorse for the position of COMELEC Commissioner (two seats are to be filled). Lobbying should be done with the President because the Appointment process starts with him. Once names are submitted to the Commission on Appointments, people should again lobby for their choice of Commissioners.
 - It is a general misconception that COMELEC does nothing in between elections. They do studies on how to improve the election laws, try to clean up voters lists, etc. They also do voters education as proven during the 1992 elections. The COMELEC, however, cannot be relied on as an institution unless it has reform-minded people who are serious about voters’ education.
 - If civil society wants to change the character of society it should take upon itself the responsibility that goes with such vision.



RED BATARIO

Mr. Batario is presently acting Executive Director of the Evelio B. Javier Foundation. He is also a free-lance journalist and a weekly columnist in a national daily. He is lead author and editor of the casebook "A People's Journey to Self-Determination" which highlights the experience of the GO-NGO-PO partnership in local governance.

MS. RUTH CALLANTA

Ms. Callanta is currently consultant for the Ayala Foundation. She holds an MA degree in Management from the Asian Institute of Management and has obtained a certificate in Regional Planning from the Asia Pacific Development Center in Thailand. She has written books on several subjects from management of NGOs, the Philippine poverty scenario, to finance strategies for NGO self-reliance.

PERCIVAL CHAVEZ

Mr. Chavez is currently the Program Manager of Enhancing People's Initiative and Capability (EPIC), a partnership between the Mondragon Foundation and the Urban Land Reform-Task Force (ULRTF). He was formerly with the Partnership of Philippine Support Service Agencies (PHILSSA) as Program Coordinator. At present, he hosts ULRTF's advocacy radio program entitled "*Timig-Maralita*."

LOUIE CORRAL

Mr. Corral is presently the Executive Director of the Trade Union Congress of the Philippines. Actively engaged in lobbying efforts for many years, he was a main player in the KUMARE-KUMPARE, a coalition whose efforts resulted in the passing of the Party List law. A lawyer by profession, he also actively advocated for the passing of the Cooperative Code.

TERESITA QUINTOS-DELES

Ms. Deles is presently the Executive Director of the Gaston Z. Ortigas Peace Institute. She is an authority on conflict-resolution, coalition building and the women's movement in the country. A proponent of the "peace-zone" concept, she held the position as main Convenor of the Coalition for Peace in 1987.

ANNEX A

About the Resource Persons



BENJAMIN E. DIOKNO

Mr. Diokno has served as consultant to various donor programs such as the World Bank, Canadian International Development Agency and the USAID. He has written numerous publications and working papers on subjects related to the budget process, fiscalization, taxation and economics. Mr. Diokno was formerly Undersecretary of the Department of Budget and Management.

MA. SERENA DIOKNO

Ms. Diokno is presently Associate Dean of the College of Social Sciences and Philosophy at the Univeristy of the Philippines (U.P.), Diliman . She is also Director of the Third World Studies Center. She has written numerous researches and publications and is currently Project Manager for USAID to provide assistance in developing a Philippine Democracy Agenda.

MARTHA D. ESPANO

Ms. Espano is Technical Assistant at the International Labour Organization-Integrated Rural Accessibility Planning. Prior to this, she had taken six months internship at the House of Representatives. She has a BA degree in English and finished her MA in Industrial Relations at the U.P., Diliman.

SHEILA S. ESPINE

Ms. Espine is the Deputy Executive Director of the Center for Legislative Development (CLD). Specializing in legislative development and legislative advocacy, she spent a year working with the offices of the United States Congress during her Congressional Fellowship organized by the American Political Science Association. Ms. Espine graduated with a BA in Political Science from the U.P., Diliman and is currently finishing her MA in Public Administration at the same university.

MAYOR BAYANI F. FERNANDO

Since 1992, Mayor Fernando has held the mayorship of the Municipality of Marikina, Metro Manila. One of his major programs as mayor has been the implementation of the "Squatter-Free" project. An engineer by profession, he was the founder and former President of BF Corporation and Construction.



VICTORIA GARCHITORENA

Ms. Garchitorena is currently Executive Director of Ayala Foundation, Inc. Her relevant work experience include Chairpersonship of the National Commission on the Role of Filipino Women and founding Trustee and Chairperson of the League of Corporate Foundations. She graduated summa cum laude at the College of the Holy Spirit in BS Physics and took up post-graduate studies at the Asian Institute of Management.

HON. ERNESTO D. GARILAO

Mr. Garilao is currently the Secretary of the Department of Agrarian Reform. Prior to his appointment in 1992 as Secretary, he held the position as Executive Director of the Philippine Business for Social Progress (PBSP). Secretary Garilao was a fellowship awardee of the Eisenhower Exchange Fellowship Multination Program (1986) and the Mason Fellowship of Harvard University's Institute for International Development (1987).

MARLENE V. GATPATAN

Ms. Gatpatan is currently Program Director of Project EPIC, a joint project between USAID, the Mondragon Foundation and the Urban Land Reform Task Forced (ULRTEF). Prior to this, she had worked with the Institute on Church and Social Issues (ICSI) as Advocacy Associate. She was also largely involved in the formation of the ULRTEF, an NGO-PO coalition which spearheaded the lobby for the passage of the Urban Development and Housing Act of 1992.

MELINDA QUINTOS-DE JESUS

Ms. Quintos-de Jesus is currently a columnist for the Philippine Daily Inquirer and is also co-host for a television public affairs program. She helped organize the Center for Media Freedom and Responsibility (CMFR) where she now holds position as Executive Director. She was a journalist in residence at the University of Michigan and a Fellow at the John F. Kennedy School of Government at the Harvard University.



ANNA MARIE A. KARAOS

Ms. Karaos is currently Associate Director of the Institute on Church and Social Issues (ICSI) and lecturer at the Department of Sociology/Anthropology of the Ateneo de Manila University. She has authored numerous research papers and monographs on various topics such as urban poor housing, urban governance and poverty alleviation. She finished her PH.D. in Sociology at the New School for Social Research, in New York, U.S.A.

CESAR LIPORADA

Mr. Liporada is the Program Manager of the People's Participation component of the USAID's Governance in Local Democracy (GOLD) project. He is co-author of the guide book on "Participatory Planning", a reference for LGUs which focuses on participation of NGOs and POs in local governance. He has a degree in Psychology and a Master's degree in Public Administration from U.P., Baguio.

LARRY M. MANAOG

Mr. Manaog is National Coordinator for the Nationwide Coalition of Fisherfolk for Aquatic Reform (NACFAR). Since 1990, he has been involved in coalition building with the fisherfolks. Mr. Manaog holds a degree in B.S. Biology from U.P., Los Baños and is currently completing a Master's degree in Urban and Regional Planning at U.P., Diliman.

ROSEMARIE NIERAS

Ms. Nieras is currently the Participation Development Specialist of the Association for Rural Development (ARD), the principal contractor for USAID's GOLD project. As Participation Specialist, she is responsible for designing and implementing participatory processes that LGUs may employ in the execution of its various functions and responsibilities under the Local Government Code. She has an MA in Development Studies from the University of East Anglia in United Kingdom and has completed formal training in Technologies of Participation (TOP).

GOVERNOR OSCAR M. ORBOS

Governor Orbos garnered 98.2% of the votes to win the governorship of Pangasinan. Formerly a member of the House of Representatives (1992-1995), he was the author of innovative bills such as the Kalakalan 20 and Tariff Restructuring (Bill 6647). He also held the position as Executive Secretary, Office of the President from 1990-1991.

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MARLENE RAMIREZ

Ms. Ramirez is currently the Executive Director of the Philippine Partnership for the Development of Human Resources in Rural Areas (PHILDHARRA). She has brought into development work the systems and techniques which facilitated processes of fund generation and management. She was also part of initiatives that introduced innovative programs such as tripartite work on agrarian reform and provincial and upland development work.

OSCAR SANTOS

Ka Oca holds the chairpersonship of the Coconut Industry Reform Movement (COIR). As a lawyer concerned with the plight of the disadvantaged, he handled free-of-charge numerous cases of farmers, fisherfolks, urban poor, government employees and barangay officials. Formerly a member of Congress, he was awarded the "Dangal ng Bayan" by Malacanang and the Civil Service Commission for exemplary public service.

CORAZON JULIANO-SOLIMAN

Ms. Soliman was once involved with the Congress for People's Agrarian Reform (CPAR) and was formerly Executive Director of the Agency for Community Educational Services Foundation (ACES). She has had extensive field experience in Nueva Ecija, Catanduanes, Albay, Cagayan de Oro, Bukidnon as well as in some Aisan countries like Cambodia and Sri Lanka. She is considered an outstanding alumnus of the U.P., Diliman's College for Social Work and Development.

HAYDEE B. YORAC

Ms. Yorac formerly headed the National Unification Commission (1992-1993) and was appointed Commissioner to the Commission on Elections (1986-1993). She has written a number of publications focused on specific laws and legal processes. She is currently a Professorial Lecturer at the College of Law, U.P. Diliman and is a partner in the Azcuna, Yorac, Sarmiento, Arroyo and Chua Law Offices.

**ANNEX B**

LIST OF PARTICIPANTS
1996 Annual Partners' Conference on Facing the Challenges of Democratic Participation
SEPTEMBER 10-13, 1996
L'Fisher Hotel, Bacolod City

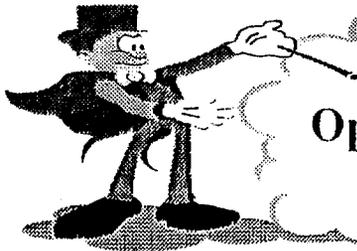
	NAME	SURNAME	AGENCY
1	MR. ROGER	DIMMEL	AGRICULTURAL COOPERATIVE DEVELOPMENT INC.
2	MR. AVI	KUPFERMAN	AMERICAN ORGANIZATION FOR REHABILITATION & TRAINING FEDERATION
3	MS. JUDITH	WRIGHT	AMERICAN WOMEN'S CLUB
4	MS. LEMIA E.	LIGUATON	ANDRES SORIANO FOUNDATION
5	MR. FRANCISCO	TOLENTINO	APPROPRIATE TECHNOLOGY INTERNATIONAL
6	MR. JAIME	FAUSTINO	ASIA FOUNDATION (THE)
7	PROF. EMIL	BOLONGAITA	ASIAN INSTITUTE OF MANAGEMENT
8	MS. JUDY	GERONIMO	ASIAN-AMERICAN FREE LABOR INSTITUTE
9	MS. LYNN	MacDONALD	ASIAN-AMERICAN FREE LABOR INSTITUTE
10	DR. KENNETH H.	ELLISON Ph.D.	ASSOCIATES IN RURAL DEVELOPMENT, INC.
11	MS. ROSEMARIE	NIERRAS	ASSOCIATES IN RURAL DEVELOPMENT, INC. (ARD)
12	MS. RUTH	CALLANTA	AYALA FOUNDATION, INC.
13	MS. VICTORIA	GARCHITORENA	AYALA FOUNDATION, INC.
14	ATTY. HAYDEE	YORAC	AYSAC LAW OFFICE
15	MS. MA. TERESA F.	NIEVA	BISHOPS BUSINESSMEN'S CONFERENCE FOR HUMAN DEVELOPMENT
16	MS. JESSICA	MUNOZ	BUREAU OF FISHERIES AND AQUATIC RESOURCES
17	DR. LAURIE	ZIVETZ	CARE PHILIPPINES
18	MR. RAMON	TOLENTINO	CATHOLIC RELIEF SERVICES
19	MS. SHEILA	ESPINE	CENTER FOR LEGISLATIVE DEVELOPMENT
20	MS. MELINDA Q.	DE JESUS	CENTER FOR MEDIA FREEDOM AND RESPONSIBILITY
21	MR. FELIX	GONZALES	CHAMBER OF FISHERIES AND AQUATIC RESOURCES
22	MS. DINKY	SOLIMAN	COMMUNITY ORGANIZATION TRAINING AND RESEARCH ADVOCACY INSTITUTE
23	DR. CATHERINE A.	COURTNEY, PH.D.	CRMP
24	MR. MANUEL LUIS	DOMINGUEZ	C. ALCANTRA AND SONS, INC.
25	SEC. ERNESTO	GARILAO	DEPARTMENT OF AGRARIAN REFORM
26	MS. MARTHA	ESPANO	DEPARTMENT OF INTERIOR AND LOCAL GOVERNMENT
27	MR. RODOLFO R.	BALDEMOR	DEVELOPMENT MANAGEMENT AND TRAINING STRATEGIES
28	MS. CARIDAD	CALLAO	DEVELOPMENT OF PEOPLE'S FOUNDATION
29	DR. WARLITO	VICENTE	DEVELOPMENT OF PEOPLE'S FOUNDATION
30	MR. EDUARDO	ALCOMENDRAS	DOLE STANFILCO
31	MR. RED	BATARIO	EVELIO B. JAVIER FOUNDATION, INC.
32	MS. JULITA	CAMISERA	EVELIO B. JAVIER FOUNDATION, INC.
33	ENGR. PANFILO	ASARES	FCRB LIVELIHOOD FOUNDATION, INC.
34	MR. GARY	HAWES	FORD FOUNDATION
35	MR. ANTONIO	AUDITOR	FREE LEGAL ASSISTANCE VOLUNTEERS ASSOCIATION
36	MS. ELENA	DAMASO	GASTON Z. ORTIGAS PEACE INSTITUTE
37	MS. TERESITA Q.	DELES	GASTON Z. ORTIGAS PEACE INSTITUTE
38	MS. ANA MARIE A.	LEAL	GERRY ROXAS FOUNDATION
39	MS. AGNES	VILLARUZ	GERRY ROXAS FOUNDATION
40	MS. REBECCA	PESTANO	SMITH GREEN COMMUNICATION



41	DR. ANNA MARIE	KARAOS	INSTITUTE FOR CHURCH AND SOCIAL ISSUES
42	MR. ROBERTO	NEBRIDA	JAIME V. ONGPIN FOUNDATION, INC.
43	MS. EMILY	PIMENTEL	JAIME V. ONGPIN FOUNDATION, INC.
44	MS. JUDY ANN	GONZAGA	JSI/RESEARCH AND TRAINING INSTITUTE
45	MS. ALMA DE LA	PAZ	KAPWA UPLIFTMENT FOUNDATION, INC.
46	GOVERNOR	LUTGARDO	BARBO LEAGUE OF PROVINCES
47	MR. DAUSAY	DAULOG	MAGUINDANAON DEVELOPMENT FOUNDATION
48	MR. GILBERT	BRAGANZA	MANILA UNIVERSITY - ENVIRONMENTAL RESEARCH DIVISION
49	MR. MARIO A.	DERIQUITO	MONDRAGON INTERNATIONAL PHILIPPINES, INC.
50	MAYOR EDNA	TABANDA	MUNICIPALITY OF LA TRINIDAD
51	MR. THOMAS C.	AGUILAR, JR.	MUNICIPALITY OF MARIKINA
52	MAYOR BAYANI	FERNANDO	MUNICIPALITY OF MARIKINA
53	MR. PONCHIANITO	SANTOS	MUNICIPALITY OF MARIKINA
54	MS. CORA DE LA	PAZ	NATIONAL COALITION OF FISHERFOLK FOR AQUATIC REFORM (NACFAR)
55	MR. ANTONIO	AUSTRIA	NATIONAL COALITION OF FISHERFOLK FOR AQUATIC REFORM (NACFAR)
56	MR. DELFIN	CARLOS	NATIONAL COALITION OF FISHERFOLK FOR AQUATIC REFORM (NACFAR)
57	MR. LARRY	MANAOG	NATIONAL COALITION OF FISHERFOLK FOR AQUATIC REFORM (NACFAR)
58	MR. SANTIAGO	ORLINA	NATIONAL COALITION OF FISHERFOLK FOR AQUATIC REFORM (NACFAR)
59	MS. THELMA	ROXAS	NATIONAL COALITION OF FISHERFOLK FOR AQUATIC REFORM (NACFAR)
60	MR. RODOLFO	SAMBAJON	NATIONAL COALITION OF FISHERFOLK FOR AQUATIC REFORM (NACFAR)
61	MS. JOSEFINA	ESGUERRA	NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY
62	MR. LEONARDO	GALLARDO	NEGROS ECONOMIC DEVELOPMENT FOUNDATION
63	ATTY. MARILYN	CEPE	NGO TECHNICAL WORKING GROUP FOR FISHERIES FORUM AND ADVOCACY
64	MS. MYRNA	LIM	NOTRE DAME EDUCATIONAL ASSOCIATION
65	BRO. ROBERT	McGOVERN, FMS	NOTRE DAME EDUCATIONAL ASSOCIATION/BUSINESS RESOURCE CENTER
66	GOV. OSCAR	ORBOS	OFFICE OF THE GOVERNOR OF PANGASINAN
67	MS. LILIAN	GONZAGA	PEARL BUCK FOUNDATION
68	MS. CECILIA	HOFMANN	PEARL S. BUCK FOUNDATION
69	MR. KEVIN	LIND	PEARL S. BUCK FOUNDATION
70	MR. ROBERT	ROBBINS	PEARL S. BUCK FOUNDATION
71	MS. CARMEN	SALORITOS	PEOPLE'S CREDIT AND FINANCE CORPORATION
72	MR. CESAR	LIPORADA	PHILDHRA
73	MR. DAVE DE	VERA	PHILIPPINE ASSOCIATION FOR INTERCULTURAL DEVELOPMENT (PAFID)
74	MS. LOURDES	AMOS	PHILIPPINE BUSINESS FOR SOCIAL PROGRESS
75	MR. EUGENE	CACCAM	PHILIPPINE BUSINESS FOR SOCIAL PROGRESS
76	MR. RAMON	DERIGE	PHILIPPINE BUSINESS FOR SOCIAL PROGRESS
77	MS. PEACHY	FORBES	PHILIPPINE CANADA INTERNATIONAL DEVELOPMENT AGENCY
78	DR. CONRADO LI.	LORENZO, JR.	PHILIPPINE CENTER FOR POPULATION AND DEVELOPMENT
79	MS. MARLENE	RAMIREZ	PHIL. PARTNERSHIP FOR THE DEVELOPMENT OF HUMAN RESOURCES IN RURAL AREAS
80	MS. CHUKI	MIRANDA	PUNLA SA TAO FOUNDATION
81	MS. GINA	HORTELANO	RAMON ABOITIZ FOUNDATION, INC.
82	MR. ALMARIM	TILLAH	REGION IX COMMISSION
83	MR. HERMAN	ONGKIKO	SMALL ISLANDS AGRICULTURAL SUPPORT SERVICES PROGRAMME (SMISLE)
84	DR. MA. SERENA	DIOKNO Ph.D.	SOCIAL SCIENCES AND PHILOSOPHY RESEARCH FOUNDATION
85	MR. CARLITO	ANONUEVO	TAMBUYOG DEVELOPMENT CENTER
86	MR. LOUIE	CORRAL	TRADE UNION CONGRESS OF THE PHILIPPINES
87	MR. GIL	LACSON	TSPI DEVELOPMENT CORPORATION
88	MS. CECILLE	ZACARIAS	TSPI DEVELOPMENT CORPORATION
89	MR. ERNESTO	BAUTISTA	UNITED NATIONS DEVELOPMENT PROGRAM



90	MR. SALVADOR R.	CALUYO, JR.	UNITED NON-GOVERNMENT ORGANIZATION OF OLONGAPO (UNO)
91	MS. GRACE	AGANA	OD/UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)
92	MS. LUTH	ALEJANDRINO	PRM/USAID
93	MS. LEAH C.	CABUANG	OGP/USAID
94	MR. MICHAEL	CALAVAN	OGP/USAID
95	MS. JOSIE G.	DATU	OGP/USAID
96	MR. JOSE B.	DULCE	OGP/USAID
97	MR. JOSE	GARZON	PRM/USAID
98	MR. JOHN A.	GRAYZEL	OGP/USAID
99	MR. MICHAEL	HENNING	OGP/USAID
100	MS. LISA P.	MAGNO	OGP/USAID
101	MS. MYRA B.	MANARANG	OGP/USAID
102	MR. AKIM	MARTINEZ	PRM/USAID
103	MR. DELBERT	McCLUSKEY	ENV/USAID
104	MS. MONETTE R.	PARADO	OGP/USAID
105	MS. LAILA	PERALTA	ENV/USAID
106	MS. NILDA	PEREZ	OPHN/USAID
107	MR. GERRY A.	PORTA	OGP/USAID
108	MS. CHING	RAZO	OFM/USAID
109	MR. CHO	ROCO	PRM/USAID
110	MS. LILY	SANTOS	OGP/USAID
111	MR. KENNETH	SCHOFIELD	OD/USAID
112	ERNESTO	WIJANGCO	ENV/USAID
113	PROF. BEN	DIOKNO	UNIVERSITY OF THE PHILIPPINES, SCHOOL OF ECONOMICS
114	MR. BENJAMIN	NAVARRO	UPLAND NGO ASSISTANCE COMMITTEE (UNAC)
115	MR. CASIMIRO	VILLAROSA	UPLAND NGO ASSISTANCE COMMITTEE (UNAC)
116	MR. MARCELO	TENORIO	URBAN INTEGRATED CONSULTANTS, INC.
117	MS. MERCEDES	CASTRO	URBAN LAND REFORM TASK FORCE
118	MR. PERCIVAL	CHAVEZ	URBAN LAND REFORM TASK FORCE
119	MS. MARLENE	GATPATAN	URBAN LAND REFORM TASK FORCE
120	MR. ROLANDO	OLAVERE	URBAN LAND REFORM TASK FORCE
121	MR. ABELARDO	ONDOY	URBAN LAND REFORM TASK FORCE
122	MR. FIDEL	RANCIO	URBAN LAND REFORM TASK FORCE
123	MS. DIOSDADA	REBODANTE	URBAN LAND REFORM TASK FORCE
124	MR. ROQUE	ROCHA	URBAN LAND REFORM TASK FORCE
125	MS. PILAR	MENDEZONA	VICTORIAS MILLING COMPANY
126	MS. LYDIA S.	ENRILE	VITARICH CORPORATION
127	MR. FRANCIS	BALITAAAN	VOLUNTEERS IN OVERSEAS COOPERATIVE ASSISTANCE (VOCA)
128	MR. GEORGE	DALIRE	VOLUNTEERS IN OVERSEAS COOPERATIVE ASSISTANCE (VOCA)
129	GEN VIRGILIO M.	DAVID (RET)	VOLUNTEERS IN OVERSEAS COOPERATIVE ASSISTANCE (VOCA)
130	MR. VICENTE A.	FABE	VOLUNTEERS IN OVERSEAS COOPERATIVE ASSISTANCE (VOCA)
131	MR. JOSE MARIE	FAUSTINO	VOLUNTEERS IN OVERSEAS COOPERATIVE ASSISTANCE (VOCA)
132	MS. YOO MI	LEE	VOLUNTEERS IN OVERSEAS COOPERATIVE ASSISTANCE (VOCA)
133	MR. FELICIANO R.	MATIENZO	VOLUNTEERS IN OVERSEAS COOPERATIVE ASSISTANCE (VOCA)
134	MR. GUILLERMO D.	PALOMERA	VOLUNTEERS IN OVERSEAS COOPERATIVE ASSISTANCE (VOCA)
135	MR. OSCAR	SANTOS	VOLUNTEERS IN OVERSEAS COOPERATIVE ASSISTANCE (VOCA)
136	MR. ROMULO C	TAPAYAN	VOLUNTEERS IN OVERSEAS COOPERATIVE ASSISTANCE (VOCA)
137	MR. EFREN	VILLASENOR	VOLUNTEERS IN OVERSEAS COOPERATIVE ASSISTANCE (VOCA)
138	FR. EMETERIO	BARCELON	XAVIER SCIENCE FOUNDATION
139	REV. MADJARIN R.T.	DAKULA	YAKAN MINISTRY FOUNDATION, INC.



Open Space Technology

What is "Open Space Technology" (OST)

Considered as the leading edge technology, OST is an innovative methodology designed to empower individuals and the group by putting the opportunity and responsibility for creating valuable experience in their hands and providing a structure for doing it with the least possible time wasted on complicated logistics and advanced planning.

Stages of Initiation

- ☉ State the theme
- ☉ Describe the process
- ☉ Create the bulletin board
- ☉ Open the Market place

OST runs on passion bounded by responsibility. If passion isn't aroused, not much is going to happen and responsibility will never have a chance.

The Four Principles

- ☉ Whoever comes is the right people.
- ☉ Whatever happens is the only thing that could have.
- ☉ Whenever it starts is the right time.
- ☉ When it is over it is over.

The Law of Two Feet

If, during the course of the gathering any person finds him or herself in a situation where they are neither learning nor contributing, they can use their two feet and go to some more productive place.

Standard Report Format for OST

- ☉ Issue title
- ☉ Convener
- ☉ Participants
- ☉ Discussion/recommendation

For Open Space to work, it must focus on a real issue which is of passionate concern to those who will be involved!

Voluntary self-selection is the absolute sine qua non for participation in Open Space!

Have a great time!

If it isn't fun, it isn't working!!

USAID



ANNEX D

Open Space Recording Form
(GUIDE FORMAT)

Topic/Issue:

Convenor(s):

Participant(s):

Discussions:

Recommendations:

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