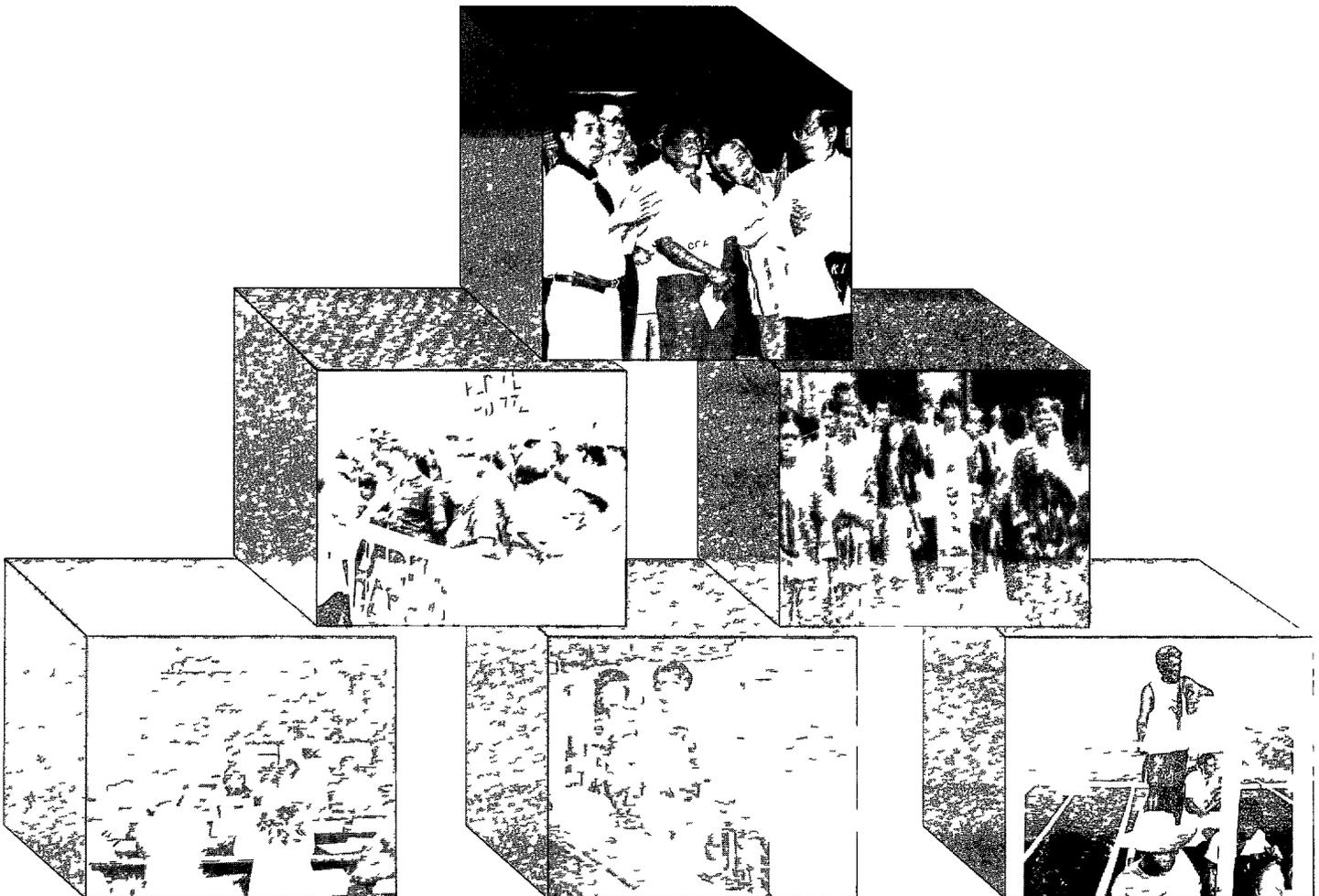


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**Proceedings of the Annual Partners' Conference
September 16-18, 1997**

Coalition Building In A Vibrant Civil Society



**U S A I D
ANNUAL PARTNERS'
CONFERENCE**

**COALITION BUILDING IN A
VIBRANT CIVIL SOCIETY**

A SYNOPSIS

**SEPTEMBER 16-18, 1997
INSULAR CENTURY HOTEL DAVAO
DAVAO CITY PHILIPPINES**

1997 ANNUAL PARTNERS' CONFERENCE

September 16-18, 1997

Davao City

COALITION BUILDING IN A VIBRANT CIVIL SOCIETY

Tuesday, September 16, 1997

OPENING CEREMONIES

Opening Remarks	John A Grayzel Chief, OGP/USAID
Welcome Remarks	Priscilla del Bosque Deputy Director/USAID
Message	Hon Thomas C Hubbard U S Ambassador to the Philippines
Keynote Speaker	Almarim C Tillah Policy Advisor, SPCPD
Status Report of USAID CIVIL SOCIETY PROGRAM	John A Grayzel

SESSION 1

QUICK APPRAISAL OF SECTORS' GAINS, SETBACKS AND IMPACT

- Fisherfolk **Roger Dimmel**, Regional Representative
Agricultural Cooperative Development International
- Urban Poor **Mario Deriquito**, Executive Director
Mondragon Foundation, Inc
- Indigenous People **Ramon Derige**, Executive Director
Upland NGO Assistance Committee
- Informal Sector **Lynn MacDonald**, Philippine Director
Asian-American Free Labor Institute
- Coconut Farmers **Francis Balitaan**, Program Policy Coordinator
Volunteers in Overseas Cooperative Assistance
- Microfinance **Clarence Dingcong**, Project Consultant
TSPI Development Corporation
- SPEED-Mindanao **Myrna Lim**, Executive Director
Notre Dame Foundation for Charitable Activities

SESSION 2

**COALITION BUILDING: CASTING YOUR NET FOR BROADER
PARTNERSHIP IN DEVELOPMENT**

Are the Philippine NGOs in a State of Decline? **Danilo Songco**
CODE-NGO

- GROUP 1 *Alliances Across Sectors Pay Offs and Perils*
- GROUP 2 *Intra-Sectoral Linkages Potentials and Obstacles*
- GROUP 3 *Local Federations Role in the National Policy Agenda*
- GROUP 4 *Resource-Sharing Among Coalition Members*
- GROUP 5 *NGOs in Mindanao Current Roles and Potential of Linking
with Other Local Groups*

Plenary Reports and Discussion

Wednesday, September 17, 1997

SESSION 3

**PARTICIPATION WINDOWS FOR ENGAGEMENT
IN STRENGTHENING CIVIL SOCIETY**

- GROUP 1 *Engagement in the Electoral Process*
- GROUP 2 *Engagement on the Party List System Implications of R A 7941*
- GROUP 3 *Engagement in Policy Advocacy*
- GROUP 4 *Engagement in Mindanao Focus in SZOPAD and the Role of Civil Society
Organizations*
- GROUP 5 *Engagement between Coalitions/NGOs and Local Government Units*

Plenary Reports and Discussion

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COMMUNITY VISIT AND INTERACTION

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- GROUP 2 *Low Cost Housing Project*
- GROUP 3 *Community Health Care Project*
- GROUP 4 *Micro finance Program*
- GROUP 5 *Alternative or Developmental Law*
- GROUP 6 *Agroforestry and Environmental Program*

Thursday, September 18, 1997

Summary of Fund-Raising Techniques
and Principles

Jaime Faustino
The Asia Foundation

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**INCREASING EFFECTIVENESS BY SHARING EXPERIENCES,
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- GROUP 2 *Projecting the Image of NGOs as Effective Partners and Advocates*
- GROUP 3 *Collaboration with Corporations and Government in Enlarging the Sector's Economic Base*
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Closing Remarks

John Grayzel
Chief, OGP/USAID

Distribution of Certificates

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On behalf of the United States Agency for International Development, I would like to welcome all of you to this annual gathering of partners from the PVO/NGO/PO community and corporate foundations

Priscilla Del Bosque

Deputy Director

USAID



This conference is an event that many of us look forward to as an opportunity to renew old ties, forge new partnership with colleagues and discover shared agenda. We at USAID also look at this event with keen anticipation because, like everybody else, we learn from the dynamic exchange of ideas that invariably takes place during these annual conferences. It certainly keeps us attuned to what is happening in the frontline of development in the Philippines. As a new person in the Philippine scene, I am inspired and impressed by the size, variety and sophistication of the NGO community. As USAID Acting Director, I want to convey to you the message of USAID's strong continuing belief and commitment to that community.

Many of you may be aware that funding levels for USAID in the Philippines have declined over the years. By the way, the funding reductions have affected USAID programs in lots of countries not just the Philippines. Nevertheless, for our program here in the Philippines, the share of funding channeled through NGOs has actually increased—from 18% in 1992, to about 50% since 1995. NGOs figure prominently in USAID's current strategy to help the Philippines become Asia's outstanding new "democratic, newly-industrialized country." This strategy stresses economic growth with equity, integrated family planning with maternal/child health, sustainable management of the environment and broadened citizen participation in the Philippine democracy.

Through the program, we place a special emphasis on Mindanao. USAID's work in Mindanao over the past several years has been an important factor in the dynamic move towards economic progress already made in various parts of the island. The signing of a peace agreement between the Government of the Philippines and Moro National Liberation Front brings with it the opportunity to intensify and accelerate activities in Muslim Mindanao, and with the indigenous communities as well, and in doing so, contribute to lasting peace.

Right now, the Philippines is at a crucial turning point in its history. The next few months could prove to be a most critical period for the country. Events in the coming year could also have a major effect on USAID's assistance strategy. All of us here have the opportunity to help nurture the

emergence of a new generation of dynamic leaders, while the party-list provides a rare chance for specific sectors to directly represent themselves

You, the leaders of civil society, could tip the balance in determining if the Philippines broadens or narrows economic and political participation. This year's theme "*Coalition-building in a vibrant civil society*" acknowledges the important role of broad, issue-based coalitions in modernizing Philippine politics

By analyzing policy issues and engaging in public advocacy, you ensure that your agenda is better understood,

By mobilizing constituencies in support of policy dialogue, you transform individual positions into a common and stronger call for action,

By serving as watchdogs, you assure accountability,

By acting as agents of reform and by direct representation, you effectively represent the cause of the disadvantaged and underrepresented

The amazing rich and diverse experience of civil society organizations in the Philippines is now benefiting people beyond the borders of this country. USAID programs in other countries in the region, including Vietnam, Cambodia, Mongolia and Sri Lanka look to and learn from your

democracy experiences which we at USAID have supported. USAID-Philippines is increasingly becoming a marketplace of ideas on democracy and provider of regional services. It is likely this role will continue to expand as the involvement of civil society organizations in governance and democratic processes grows and matures. We are proud to be associated with all of you and we hope that this partnership will continue to produce the results that we all aspire for.

Thank you and I look forward to a successful conference

N GOs figure prominently in USAID's current strategy to help the Philippines become Asia's outstanding new "democratic, newly-industrialized country"

Thomas C Hubbard
*U S Ambassador
to the Philippines*

It is a great pleasure to meet with you today. I believe we last spoke to a USAID Annual Partner' Conference in Bacolod five or six years ago. As this suggests, the Philippines has been a major part of my professional career. I have many friends in this beautiful country. I have been privileged to follow the birth of a new Philippines and its emergence over the past ten years as a stable, successful democracy. Addressing this impressive gathering once again gives me the opportunity to express my confidence that your country's impressive progress will continue and endure.

Historical perspective

My first experience with the Philippines was in less happy times. As Philippines Desk Officer in the mid-1980s, I witnessed the stifled democracy and mismanaged economy that characterized the Marcos years. As Deputy Chief of Mission in the early 1990s, I saw the exciting but difficult beginnings of democracy under the Aquino administration. We shared the Philippine people's frustration with coup attempts and economic setbacks. We provided assistance to alleviate the major suffering from repeated natural disasters. Towards the end of my previous assignment in the Philippines, political stability was manifested through the peaceful transfer of power based on free and open elections. At the same time, the groundwork for economic transformation based on a more open economy was being laid.

During my three-year absence

While I was away, the Philippines began to achieve impressive growth rates. Pathbreaking decentralization was achieved through the transfer of resources and authorities to local government units. Democratic space became more open. Non-governmental organizations (NGOs) and peoples' organizations (POs) became increasingly involved in governance. The successful ones made the transition from confrontation to collaborative efforts with government on development.

The turn-around in the overall climate encouraged investment and promoted productivity in selective areas of the Philippines.

Upon my return

Upon my return to the Philippines as Ambassador in August 1996, I found an entirely new mood in this country. Filipinos once again felt good about themselves and their future. Lights were back 24 hours a day. The media and the business community increasingly hailed the Philippines' emergence as a new economic growth center. When I was here before, Davao was practically a war zone. Now it is a thriving center of commercial activity.

The changing situation in Mindanao is a dramatic indicator of national progress. We were a party to that change in the form of substantial USAID assistance. There were investments in hard infrastructure, such as the General Santos Airport and the Makar Wharf. We helped engender private sector growth through the Agricultural Support and Policy and the Mindanao Development Plan projects. Substantial efforts to strengthen local government were made under the Local Development Assistance Project. We developed a wide spectrum of partnerships with NGO/PO sector that pioneered and institutionalized new approaches. Our civil society partners included the Notre Dame for Charitable Activities, Kapwa Upliftment Foundation, the Davao Medical School Foundation, and the Philippine Business for Social Progress, among many others.

Where things now stand

Now is an especially propitious time for Philippine democracy. Elections are coming up next year. We are looking ahead to the Philippine Centennial next year and last year marked the fiftieth anniversary of the post-war Republic of the Philippines. An important reminder of our shared history, this anniversary also underscored our common commitment to liberty, democracy, and friendship between our people. Filipinos have much to take pride in over the past half century. In 1946, the Philippines was a leader in the movement toward self-government which swept the globe over the next two decades. In the 1980s, the Philippines exemplified how "People Power" could bring on peaceful political change. In the 1990s this country stands as a promising example of how development and democracy can go hand-in-hand.

This is an example sorely needed by many other developing nations. For the sake of others as well as the Philippine people, it is a role you must never abandon.

The Philippines stands as a promising example of how development and democracy can go hand -in-hand. This is an example sorely needed by many other developing nations.

Today, the US-Philippine relationship is broader than ever before. It is a relationship that is not simply defined by security interests nor overwhelmed by the presence of military bases. We are allies on a wider range of common interests, from global warming mitigation to East Asian regional development. Trade and investment relationships are expanding.

We share a mutual concern with upholding democracy and furthering human rights. We are strong supporters of the Philippines' continued journey towards sustained democracy.

We strongly encourage Filipino efforts to strengthen the social base on all levels. This is exemplified by the ongoing devolution of power to local governments. Decentralization and devolution have moved beyond key provinces and a few major cities. Even third, fourth class municipalities are becoming empowered. We are witnessing growing expectations for better performance and greater

autonomy Local government officials increasingly expect more responsive performance from national government Local community members expect equally improved responsiveness from their local governments

In furtherance of our support to deepening the base of democracy, our assistance to NGOs/POs has now focused on more active engagement in the public policy arena for disadvantaged groups Indigenous peoples wish to pursue their claims to their ancestral lands Marginalized fisherfolk wish to assert their fishing rights on municipal waters Urban poor have a right to seek shelter as much as anyone Home-based female workers deserve adequate minimum wages Children have right to protection and nurturing

You will need both the fire in the belly and the well-documented positions to advance your causes

Future Challenges

Still, much remains to be done Economic growth must be broad-based, if poverty is to be overcome The gap between the rich and poor remains far too wide Policies that spur growth need to be complemented with policies that enable the poor to participate more readily

In this regard, everyone needs to recognize that it was newfound domestic stability that allowed the Philippines to look beyond its shores The same stability has allowed the Philippines to become a more active player in regional and international affairs The Philippines, as a vibrant democracy, has gained influential status at the ASEAN Post-Ministerial Conference and the ASEAN Regional Forum At the United Nations, it has been an increasingly valued partner as we join to seek ways to contribute to peace and stability in other areas of the world

An equally great challenge therefore is continued vigilance over the democratic process Constant energy and dedication are needed to protect and sustain democracy News of late is increasingly focused on election concerns Elections are indeed important milestones in any democracy They are central to the stability of the democratic process However, there are other long-term, more technical processes that are also critical to ensuring that democracy is solidly entrenched in the Philippines These processes include modernization of election systems, the forming of positive alliances among progressive groups, and the removal of barriers to broader economic development

Many of you have played and must continue to play a leadership role in promoting these causes Your pioneering work in the genuine engagement of disadvantaged groups in the public policy arena is an integral step in this long-term process You will need both the fire in the belly and the well-documented positions to advance your causes One without the other will not lead to significant results The labor leader needs to understand economic globalization in the same way that he understands the real life implications of poverty The microfinance practitioner needs to insist on clear lending standards with the same fervor to

genuinely help the small borrower Indigenous peoples must fully comprehend and respect environmental laws if they intend to win back their ancestral domain rights

America has long had a stake in social development in the Philippines Historians have pointed out that after the end of the Spanish period, American officials in the Philippines recognized the need for improvements in three areas education, public health, and infrastructure development They quickly undertook programs in these areas Among the positive legacies of that period is our contribution to public schooling, road building, and improved longevity

Progress in policy reform, local government, heightened awareness of the need for environmental protection is underway In all these areas, the United States is helping, albeit at more modest levels than in the past Our assistance symbolizes partnership and a commitment to meet shared goals Social development and a strengthening of democratic governance make this country a more attractive and reliable partner, with economic, social and political benefits for the United States as well as the Philippines

The Mindanao Challenge

Clearly, Mindanao is a challenge for all of us

Progress is being made but much remains to be accomplished The signing of the Peace Agreement has ended the long conflict between the Government of the Philippines (GOP) and the Moro National Liberation Front The establishment of the Southern Philippines Council for Peace and Development (SPCPD) and the Special Zone of Peace and Development (SZOPAD) has created a new structure for developmental collaboration The initiation of a USAID Emergency Livelihood Assistance Program recognizes the need to provide quick, tangible livelihood start-up assistance to ex-combatants In these times, no real development can exclude the predominant role of women in achieving social progress Accordingly, USAID is also supporting the development of a new pilot literacy program for neglected areas And in support of broadened economic development, USAID has initiated an extension of the GEM project specifically for enterprise development and agribusiness activities in Muslim communities in Mindanao

Likewise, last night an agreement was signed for additional resources for a strategic program in enhancing education and development in Mindanao, aptly called Strategic Program for Enhancing Education and Development in Mindanao (SPEED-Mindanao) Later, we will have the signing for a joint effort among the U S Information Service, the Philippine American Educational Foundation and the Commission on Higher Education The aim of this effort is to improve the quality of higher education in Mindanao through

Mindanao must move to the forefront of all our concerns. It has to be widely acknowledged as a vital part of the overall democratic development of the Philippines.

a cooperative scholarship program under the Mindanao Advanced Education Project

These, however, are just beginnings. Therefore, I pose a challenge to you in the audience as to how you can directly contribute to sustaining peace in Mindanao. I fervently hope that among the meaningful outcomes of this gathering will be substantial proposals as to how we can ensure that the socio-economic needs of less developed areas in Mindanao are addressed. Mindanao must move to the forefront of all our concerns. We want to do more than just give the peace process a noble chance. We must all work to make the peace process a resounding success. Mindanao has to be widely acknowledged as a vital part of the overall democratic development of the Philippines. I'm very proud to say that USAID efforts have, for sometime, been devoted to this critical area.

Conclusion

Finally, let me voice my conviction that the U.S. and the Philippines will remain close friends and partners. We have a particular firm foundation on which to advance our mutual interests in this dynamic region and beyond. More than any two other nations in this region, we share a history, a belief in democracy and free societies, a largely congruent view of the world, a firm commitment to common security as the basis for enhancing prosperity. Importantly, as we work towards the goal of building a Pacific community, we also share enduring people-to-people ties that continue to make this relationship special. Let us work together to see these commitments develop into sustainable social, economic and political benefits for all.

Thank you

* * * *

Almarim C. Tillah

Policy Advisor

Autonomous Region of Muslim Mindanao/Southern Philippines Council for Peace and Development

Mr. Tillah, representing Chairman Nur Misuari, talked about the restoration of peace and economic development prospect of Mindanao, the investment potentials of the region, the new autonomy bill, hope for a mini-marshall plan and the Mindanao agenda after giving a brief review of the Muslim's political struggle during the 20 years of Martial Law.

**A QUICK APPRAISAL OF SECTOR'S GAINS, SETBACKS & IMPACT
SUMMARY REPORT**

KEY PLAYERS	S E C T O R's G A I N S			SETBACKS	REALIZATIONS
	Policy Advocacy	Empowerment of sector's members	Impact		
FISHERFOLK					
NACFAR	<p>A Fisheries Code</p> <p>Recognition from Senate, Congress and the religious sector</p> <p>Inclusion of several Unity Bill provisions in both Senate and Congressional versions</p> <p>Eleven sub-regional committees formed in Luzon Visayas, and Mindanao</p> <p>Passage of 10 local ordinances</p> <p>Active participation in public policy-making</p> <p>B ADB-Fisheries Sector Program</p> <p>House Committee hearing on FSPII</p> <p>Projected FSP issues to Congress ADB</p>	<p>Consultations at local, sub-regional, national levels</p> <p>Consultations as democratic venue for advocacy Training and Research Agenda for 1998</p> <p>Served as conduit for fisherfolk concerning government and other organizations such as USAID DENR ADB</p>		<p>Congress and Senate retained two major issues opposed by the coalition</p>	<p>Coalition problems can be discussed at the appropriate internal levels</p> <p>Consensus decision-making is impractical for coalition partners</p> <p>Clearer advocacy positions by coalition partners</p> <p>Openness to issue analysis, strategic advocacy change</p> <p>Coalitions continually evolve</p> <p>Cooperative local groups</p>

URBAN POOR

<p>Mondragon Foundation Inc</p>	<p>Verbal commitment of President Ramos to repeal PD 772</p> <p>Involvement in anti-demolition advocacy activities through the ADWG</p> <p>Support extended to the Luzon CMP Originators</p>	<p>Expansion of ULRTF's base of influence in Metro Manila and key provincial cities</p> <p>Initiated formation of city and municipal caucuses</p>		<p>Closure of Project EPIC</p> <p>Efforts serving only a narrow constituency Thus, a negative impact on the organizational integrity of other formations in provincial cities</p> <p>Many were critical of the project's empowering of efforts especially on the preponderance of coalition endeavors that were largely staff-driven</p> <p>Failure to resolve project management problems</p>	<p>The need to invest more effort time and resources to the leveling off exercise between MFI and partners on identifying goals, strategies and delineation of roles and responsibilities</p> <p>Goals too narrowly focused on national advocacy attention could have been diverted to endeavors where gains can be realistically achieved</p>
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INDIGENOUS PEOPLES

<p>IPs PBSP, Upland NGO Assistance Committee and IP regional groupings local NGOs</p>	<p>Participation in SRA fora on IPRA national level</p> <p>Area-based IP coalitions/groupings initiated and/or sustained efforts on local problems and issues</p> <p>At least 210 000 has of ancestral land and waters in Oriental Mindoro Palawan Nueva Vizcaya and Panay</p>			<p>Lack of local and national mechanisms prevented the program from providing support to local problems and issues</p>	<p>IP's innate capacity to advocate for public policies and programs</p> <p>Government and NGOs have provided valuable support to IP's struggle for self determination NGOs have clear position on specific issues</p> <p>IP has become heterogeneous through time tribal affiliation experiences problems, issues and positions</p> <p>IP sector is threatened by problems at local and national levels</p>
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INFORMAL SECTOR

<p>BSK KDF TUCP AAFLI</p>	<p>Influence on local and national government</p> <p>Access to social protection lobby efforts to develop strategies and pilot projects with PHIC</p>	<p>Increased membership nationwide</p> <p>Leverage economic and political clouts</p>	<p>Access to credit technology and markets</p>		
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COCONUT FARMERS

<p>COIR, PKSMMN, VOCA</p>	<p>Mobilization activities during 1997 State of the Nation Address (SONA) of President Ramos</p> <p>Representation in the PCA Governing Board</p> <p>More pro-coconut farmer development programs</p> <p>5% allocation from P37 Billion Export/Domestic Resources</p> <p>Increased consultations with coconut farmer groups</p> <p>Sectoral advocates</p>	<p>Unified solidarity with other sectors during the 1996 & 1997 National Coconut Week</p> <p>Awareness of sector s issues on levy fund, agrarian reform, tree-cutting, land conversion</p> <p>Two coalitions worked on</p> <ul style="list-style-type: none"> • Coalition Building Seminar • PO Baseline Research & Profile • Participation in resolving issues • CIIF commitment to convert the oil mill into a cooperative • Formulation of Project 40 (Task Force 26) by DAR 	<p>Life insurance for 137,000 coconut farmers</p> <p>Distribution of certificates of Land Ownership and Acquisition (CLOAs) to 400 farmers</p>	<p>Impediments in coconut levy and agrarian reform</p> <p>Wavering working relationship between two partners</p> <p>Conflicts among project partners caused delays, unaccomplished plans and activities</p> <p>Incomplete strategic management plan</p>	
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MICRO-ENTREPRENEURIAL POOR SECTOR

<p>Micro financing institutions to a specific group the micro-entrepreneurial poor who are at the bottom 40% led by TSPI Development Corporation and Punla sa Tao Foundation</p>	<p>A coalition of 59-member institutions with support from six government agencies, a network of organizations an academic institution, a commercial bank</p>	<p>Trainings for 163 representatives</p>	<p>Skill upgrade of some 600 NGO representatives</p> <p>Challenged microfinance institutions to expand outreach and uphold sustainability</p> <p>Awareness on relevant issues through research and advocacy efforts, conferences with 600 people from various groups</p> <p>Standardization of microfinance in the Philippines</p> <p>Growth for microfinance sector</p>	<p>Traditional thinking of coalition members</p> <p>Absence of a more policy-friendly environment</p> <p>Institutions lack capacity to scale up (i.e. initial survey showed that out of 115 samples, most have a total outreach of only 500 vs 5 million poor households)</p>	
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SPEED MINDANAO

<p>Notre Dame Foundation for Charitable Activities Inc Women in Development, Cotabato City, Cotabato Maguindano</p> <ul style="list-style-type: none"> • MDFI • Yakan Ministry Basilan Zamboanga • MSU Bongao Tawi-Tawi 		<p>Development of organizational and management capabilities through the Project Steering Committee</p> <p>Regular meetings to develop teamwork and consensus-building</p> <p>Development of partners technical capabilities</p> <p>Testing of Participating Research Materials in four pilot areas</p>		<p>Neglected technical issues</p> <p>Passive survey respondents</p> <p>Coalition of NGOs with diverse backgrounds</p>	
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SESSION 2

COALITION BUILDING: CASTING YOUR NET FOR BROADER PARTNERSHIP IN DEVELOPMENT

This session involves identification and discussion by small groups of the intricacies of coalition building. Participants were requested to participate in one of the following sessions

Group 1 ALLIANCES ACROSS SECTORS Pay-offs and Perils

Three major issues experienced in creating strategic alliances across sectors

- the commitment of the members in terms of trust and confidence when working together amidst political diversity
- the role of the secretariat that sometimes overlaps with those which the members are doing
- the focus and specialization of member organizations with those of the coalition

Basis for working in an intersectoral manner

- ISSUES common problems, concerns and actions of the coalition must be identified and prioritized
- PRINCIPLES respect for differences and divergent views is vital
- STRATEGIES community organizing, paralegal or extra-legal instrument such as strikes rally in pushing specific agenda, resource-sharing with other coalitions, mainstreaming issues, consensus building, in-depth analysis of local and national issues and its impact and coalition in local governance wherein NGO participates in establishing strategic linkage with LGUs

Beneficial and destructive practices in coalition building

Realities that are favorable to multi-sectoral coalition

- soliciting the support of most if not all members of the coalition as there is strength in numbers
- understanding some common features of issues
- leveling of expectations from the start
- practising qualities that promote the strength of the coalition such as commitment to change, transparency, collaboration, human resources development, etc

Meanwhile, destructive practices are

- hidden agenda
- selfish interest
- partisan politics
- failure to delineate issues from personalities
- tendency to be inactive after issues or goals have been completed
- qualities such as incompetence, mismanagement individualism, etc

Group 2 INTRA-SECTORAL LINKAGES Potentials and Obstacles

Foremost among the needs and opportunities for intrasectoral linkages is the establishment of a common position among the groups on sectoral issues. This common position basically serves as the sector's leverage in policy advocacy and program implementation at the local and national levels. Documentation and promotion of best practices to strengthen program planning and implementation is likewise a need/opportunity area. The sector's specific needs include for disadvantaged children - value formation that promote national development, for small farmers and entrepreneurs - market development for sustainable agri-business and small enterprise ventures, and for disaster victims - documentation and propagation of successful community-based disaster management schemes.

Suggested approaches for intrasectoral coalition-building

- provision of built-in mechanism to sustain the interest and commitment of members
- availability of resources for program support
- establishment of transparency and accountability as founding principles of coalition
- well-defined role of coalition secretariat
- a periodic review of objectives to ensure relevance of the coalition

Group 3 LOCAL FEDERATIONS Role in the National Policy Agenda

Local federation is the people's organizations formed into a federation by the government sector, NGOs, and other ideological parties.

Local federations become more effective when local leaders are tapped. However, importance should be given on the installation of a common local agenda as well as feedback of advocacy status from the national to the local level.

Roles of the local federation

- to build capacities of constituents based on sectoral issues
- to serve as mechanism to institute system and support generation
- as a consultative mechanism for consensus-building
- as a model-builder in advocacy
- to serve as a foundation for power bargaining (i.e. warm bodies, mass mobilization)
- information dissemination
- providing continuous development for its leaders

Strategies in defining the National Policy Agenda

- addressing the centers of powers
- simultaneous advocacy at the local levels
- letter protest, mass mobilization

Group 4 RESOURCE-SHARING AMONG COALITION MEMBERS

One of the major problems encountered by most non-government organizations is financial sustainability. Sometimes administrative expenses of a certain project is more expensive than the cost of organizing community projects. Thus, the objectives of most organizations are not sustained due to lack of resources.

Two major determinants in terms of resource-sharing and generation are the size and nature of membership, and the vision and mission of the coalition.

Group 5 NGOs IN MINDANAO Current Roles and the Potential of Linking with other Local Groups

A quick assessment of the Mindanao-NGOs experience in coalition work and advocacy was taken. Focus was made on the extent of the NGO's role, each in terms of membership, its potential influence, and the response of the NGOs.

Mention was made on NGOs' involvement with the LGUs in implementing particular projects. Some LGUs consider NGOs as "watchdog" of government activities. Thus, it prompted NGOs operating in these localities not to actively involve themselves in government projects.

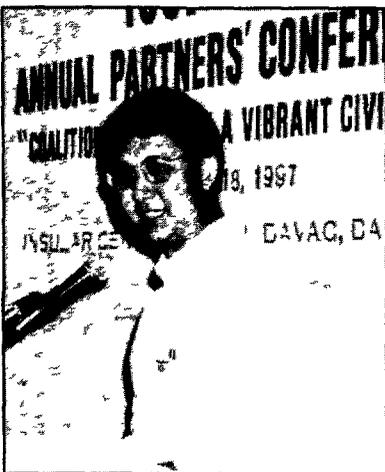
Critical matters raised during the discussion include the necessity of organizing new coalition for the Mindanao-NGOs which address the issue of complementing efforts and the establishment of communication system among these organizations.

The probability of the coalition to match with the institutionalized bodies where it could participate - government or multi-sectoral, was also taken up.

ARE PHILIPPINE NGO/PO COALITIONS IN A STATE OF DECLINE?

The rising cost of organizing and the depletion of quality human resources as a result of the high degree of development which made operations and structures created sophisticated and complicated make it so. This advanced state leads to neglect of fundamentals and cannot be sustained owing to the non-availability of the infrastructure for the established coalitions, locally and internationally.

KEY ISSUES OF BUILDING A NETWORK



Danilo Songco

National Coordinator

*Caucus of Development NGOs
(CODE-NGO)*

In building a coalition, there are always key players who give support, an effective decision-making process and sustainability which entail continuity of funding and relevance. This has much to do with the way coalitions do their work and the situation revolving around them.

PITFALLS IN COALITION BUILDING

Like in every undertaking, coalition building is confronted with several pitfalls.

- 1 **Members Take More Than They Give** They look at coalitions as primary source of funds or services instead of putting in their investments as members.
- 2 **Secretariat Driven vs Membership Driven** Issue of Subsidiarity. Sometimes the secretariat implements projects that contradicts or overlaps those performed by members, competing for the network's meager resources. Secretariats are meant to be support structure, not separate organizations. In the issue of subsidiarity, a network is established to provide service to all members which have their own respective competence and must have a value-added to its members, instead of getting into things better managed by the members themselves.
- 3 **Misrepresentation** The whole is the sum of its parts. Network or the coalition is the sum of its parts. When it begins to make a misrepresentation to its members, it becomes a separate organization.
- 4 **Prescriptions** Some of the things members might do to be more effective as coalitions.

A Paradigm Shift Changing the Context, Change in Strategies

- *Changing Realities* Organizations must be relevant to the changes occurring in the environment As democratic and publicly NGO friendly government, they must create impact and intervene on government policy They must cooperate, negotiate, continue to pressure, and influence the national government down to the barangay level
- *Change in Strategies* Present conditions are different from the 60s and 70s where NGOs and POs considered themselves parallel structures to government, but did not have the capacity to organize the majority of people, and had negative perceptions of the government Now, there is state interaction Civil society is a distinct entity from the state Mass mobilizations and preferred tactics are employed, negotiations are conducted and continuing pressure is applied Balancing between pressure and negotiation is the determinant to successfully achieve policy and advocacy gains

B Ideal Role of Networks Networks must translate the people's development agenda to the area of development plan and must be institutionalized, including the policy and programs of the area They need to advocate for reform as the situation of the poor and the marginalized are still primarily the same They must also explore the area of cooperation There are government programs that should work for the poor and it is the NGOs/POs' right as citizens to access these resources to continue their work

C Division of Labor Network development and management should be explored Responsibilities, functions and roles must be delineated to avoid overlapping Externally, based NGOs must focus their attention in the area of advocacy, model building, innovation and cooperation at the municipal and provincial levels, while national network works on the sectoral issues and the macro-level policies Internally, functions can be divided in terms of capacity building, resource generation and network maintenance From these, both base NGO and national network can assume their respective functions and share the benefits or the impact of their work at the end of the day

SESSION 3

PARTICIPATION: WINDOWS FOR ENGAGEMENT IN STRENGTHENING CIVIL SOCIETY

This session is an opportunity for NGOs, network organizations and coalitions to participate in strengthening Civil Society

Group 1 ENGAGEMENT IN THE ELECTORAL PROCESS

Resource Person *Mr Boy Olarte, City Councilor, General Santos City*

Issues and concerns cited by the group based on their experiences were specific in regards to the perspective and interest of the NGO/PO as well as the general interest of the public

A For the NGO/PO sector

- active participation of NGO/PO in the electoral process especially in the fielding of candidates is weakened if not thwarted by traditional politics
- non-recognition of the disadvantaged groups as a voting bloc due to the importance placed by candidates on monetary contribution and the ease in committing election fraud
- inability of the NGO/PO to vote as one solid bloc, hence they cannot deliver the expected number of votes
- failure to follow-through the implementation of covenants forged with candidates who are elected
- pervasiveness of election fraud has made “winnability” a major factor in choosing a candidate, thus making it difficult for NGO/PO to support qualified candidates

B For the general interest of the public

- inspite of the widespread violation of election rules, filing of charges for election fraud is hardly done
- prevailing “winnability” criteria for candidates are popularity, material resources and machinery rather than integrity and program of work
- the current level of politician of the electorate especially the masses does not allow them to discern and vote for deserving candidates
- increasing sophistication of election fraud such as the “*dagdag bawas*” (add to one-subtract from the other) scheme

Approaches to put sectoral issues in the candidate/s’ agenda

- dialogue with the candidates on sectoral concerns
- field candidates from the ranks of the sector
- campaign for candidates who carry the sector’s agenda
- conduct a forum with candidates
- draw-up inter sectoral support for the respective sectoral agenda and candidates

Suggestions to improve the electoral process

- develop and promote the voter’s education program focusing on ‘workabilities’ and realistic options that can be pursued

- support causes against electoral fraud to activate participation of NGOs/POs
- engage in partisan politics by campaigning for qualified candidates and contributing material and human resources
- expose candidates who broke their covenant with the people
- pollwatch at the provincial level

Group 2 ENGAGEMENT IN THE PARTY-LIST SYSTEM Implications of R A 7941

Resource Person Mr Luis Corral, Political Affairs Director, Trade Union Congress of the Philippines

With the view that the Party-List System is a concrete vehicle of NGOs and POs for policy and program planning and implementation advocacy given the sectoral agenda, issues raised were in the context of two realities for NGOs and POs These were

- the information and capability needs of NGOs and POs and their stance vis-a-vis the electoral process
- the technicalities of Party-List Act

Concerns on information and capability needs include

- information on whether members and constituents are registered and where
- dealing with formal political figures
- establishing effective coalitions
- responding to the practical and technical realities of the electoral process
- radical re-orientation of NGO operations to handle campaign strategies
- NGOs and sectors are not really working together
- traditional NGOs do not participate in electoral process
- lack of campaign resource
- need for personality within the party who can project the sector's identity to garner votes
- most sectors not aware of party-list concept
- skepticism of many NGOs in participating in electoral process

Meanwhile the *issues pertaining to the technicalities of Partly List Law were*

- registering as a sectoral/political party rather than as a sectoral organization creates more impact because the latter requires proof of membership in most of the administrative regions
- opposers can challenge papers of a candidate
- need for NGOs to have an organized base among their constituents considering the 2% minimum requirement of the total electorate

To respond to the opportunity and challenges of the party list system, the following strategies were identified for the sectors to work on

- devise a winning strategy which considers sectoral cohesiveness
- focus on cross-sectoral platforms that encompass the people's agenda requiring sectors to support each other in working with regional formations
- have a personality for supporters to identify with
- raise funds for campaign expenses
- concentrate campaigns in vote-rich regions
- NGOs and POs should have an action plan that will maximize the participation of their members

- sectors should form tactical alliances as well as resolve the following issues to facilitate victory: sectoral unity, co-optation by political parties, ideological division, money-machinery and de-linking from presidential elections

Group 3 ENGAGEMENT IN POLICY ADVOCACY

Resource Person *Mr Eugene Gonzales, Executive Director, Foundation for a Sustainable Society, Inc*

Every organization operating in a civil society has to consider five (5) Is when taking a stance on policy advocacy. These are *issue, interest, information, influence, and institution*.

Likewise, two approaches on policy advocacy were identified: the *reactive mode* which focuses on the issue as the center of its approach, and the *pro-active mode* which considers information as the key. The latter requires sustained data gathering and analysis in order to create an issue on the policy.

For the participants, advocacy work entails the personal involvement and commitment of persons concerned. They believe that skills in negotiation and understanding of internal and external factors affecting the issue are equally important.

The tools for effective advocacy includes, but not limited to, the following:

- preparation of the constituency with a clear advocacy plan
- establishment of the sector's credibility and understanding of the bureaucracy
- provision of financial resources and monitoring the implementation

The participants recommended some pointers for a successful implementation. These were:

- the creation of a venue for feedback
- the development of database for the sector
- the conduct of an impact study on the effects of certain policies and the adoption of a tripartism approach

Group 4 ENGAGEMENT IN MINDANAO Focus on SZOPAD and the Role of Civil Society Organizations

Resource Person *Mr Eddie Alih, Chancellor, Mindanao State University*

The Special Zone for Peace and Development (SZOPAD) was created to accelerate socio-economic growth and sustain the gains of the peace process. It envisions to improve the quality of life of the communities in the SZOPAD areas.

At present, Mindanao has become the country's "front door" to the ASEAN and the Pacific rim. However, with the peace agreement it is expected that trade investment will increase and might affect the economic development of the region. Thus, proper measures must be undertaken and basic issues addressed such as:

- equity-agrarian reform
- environment
- ancestral domain claim of the indigenous people
- sustainable development should be addressed so that peace and development will be realized

Group 5 ENGAGEMENT BETWEEN COALITIONS/NGOs AND LOCAL GOVERNMENT UNITS

Resource Person *Mr Eugene Caccam, Project Director,
GOLD/Philippine Business for Social Progress*

The discussion focused on the nature and significance of engagements between NGOs and LGUs and the lessons gained from these partnerships

A major concern of the NGOs is that 84% of the municipal mayors in the country are “graduating” or ending their terms of office. However, this is seen as a good opportunity for the NGOs to assist in the development of a succession plan for the LGU leaders

The importance of mass media in the documentation of success stories and best practices in participative governance was also given emphasis

**CRITICAL ISSUES/POINTS ON PARTY-LIST SYSTEM
PRESENTED DURING THE PLENARY SESSION:**

There are two opposing points to be considered on an NGO, Coalition/Sector project as part of Civil Society. First, the participants of Break-Out Group (BOG) on Party-list and some sectoral groups advocate for a partisan participation. And the other, members of BOG on Engagement in LGU/NGO coalition had a non-partisan stance.

Other groups had a strong feeling or engagement in the electoral process if not in the party-list system. Some groups expressed their stand like the following:

- The fisherfolk sector affirmed the need for an orientation on the party-list focusing attention on the action plan and formulation of agenda if they would participate on the party-list election.
- The Mindanao group thought that there should be a Mindanao coalition but it was not so explicit in terms of participation in the party-list and in the electoral process.
- A representative of NACFAR asked the body to consider the following if the sector/coalition so decides to engage in some political exercises: “First, is the election pushing through on 1998? Lastly, “are we willing to change the constitution now?”
- Some NGO/PO communities were very wary about entering into politics and being identified with any group or even putting up their own candidates.
- A representative of Mindanao State University encouraged all coalition/sectors to unite and participate in the 1998 election so that all issues of sectors can be heard in Congress.

SESSION 4

COMMUNITY VISIT AND INTERACTION

This session provides participants opportunities for direct interaction with community groups on how they collectively respond to their priority needs and the changing environment

Group 1 HIGH GROWTH AREA PROJECT IN SAMAL ISLAND - PBSP

The Department of Tourism's Master Plan is to make Samal Island a major tourist destination in the Philippines. However, several issues emerged from this development because the local folk was not ready to face the changing economic landscape.

The PBSP's agenda seeks to install mechanisms that will enable the community to participate in deciding the development direction of the island, ensure that the marginal sectors are provided with access to economic opportunity and identify, protect and rehabilitate critical resource base of the island.

The participants felt the issue on skills development should also be addressed. This will facilitate better employment opportunity for the community sectors to avoid the problem on dislocation if there are no counter measures to be done to balance the effects of the tourism plan.

Group 2 LOW-COST HOUSING - GUIDE Foundation

The discussion focused on the experience of Palanca Village Homeowners Association, Inc (PVHAI), an urban poor community addressing concerns on security of tenure through the Community Mortgage Program (CMP).

Among the critical problems experienced by PVHAI were

- the period stipulated in the Letter of Intent to Sell lapsed (*The landowner agreed for a negotiation with an increase on the cost per square meter*)
- the need to landfill swampy portions of the property before the take-out phase of the project
- slow processing of LGU for the approval of interim financing
- the resolution of the issue on recalcitrants
- the difficulty in getting a 100% collection from members for the repayment to LGU

Insights/learnings gained were

- working knowledge on Community Mortgage Program (CMP) and the process of acquiring security of tenure
- the tripartite partnership of NGOs, LGUs and POs is the best strategy in addressing the need
- an opportunity for PVHAI officers to share acquired skills and knowledge in implementing the Socialized Housing projects through CMP to other urban poor-assisted communities of *World Vision* and *Guide Foundation*
- better cohesion among officers and members to achieve organizational goals

Group 3 COMMUNITY HEALTH CARE PROJECT - Institute of Primary Health Care

Based on the group's interaction with the officers of the New Sambog Mat Weavers' Association (NSMWA) and the staff of the Institute of Primary Health Care, the following were drawn-up

- the government should be a partner of NGO/PO in project planning and implementation
- reciprocal working relationship can be established between PO and government with, for instance, members of PO serving as Barangay Health Workers while local officials consult PO on health and education concerns
- PO's capability to participate in electoral process by successfully fielding candidates who will look after the concerns of the PO/community
- capability-building inputs from NGOs enable POs to help themselves as well as do policy advocacy work

Recommendations given were

- Livelihood projects should consider forward (i.e. market) and backward (i.e. raw materials) linkages of POs including group formations with other similar-minded groups and develop working relationship with pertinent government offices
- documentation of the ongoing effective/successful experience of the NSMWA as a people's organization including its working partnership with local government and active participation in the electoral process
- capability-building scheme to enable Muslim NGOs and POs relate with LGUs as working partners and fiscalizer

(This recommendation is in response to the socio cultural political situation in Muslim communities where a leader's word is 'law' hence the prevailing authoritarian relationship between LGUs and the people. This is compounded by the presence of political family dynasties and other features of traditional politics. With this kind of climate Muslim NGOs and POs have found it difficult to carry out community based projects as LGUs consider them a threat to their power, credibility and resource base.)

Group 4 MICROFINANCE PROGRAM - Kauswagan sa Timugang Mindanao Foundation

The resource person shared KTMFI's experience in microfinance with its various clientele groups. According to the speaker, KTMFI was able to help generate employment in the locality, improve the economic well-being and develop responsibility among the clients and family members.

The participants suggested the following to KTMFI:

- Opening of other windows to accommodate clients needing bigger capital requirements to expand business opportunities
- Revising the repayment schedule based on individual cash flow to enhance the loan repayment scheme
- Incorporating capital build-up in the loan repayments
- Stringent monitoring of the project
- Annual gathering of clients for recognition of their accomplishments

Group 5 ALTERNATIVE OR DEVELOPMENTAL LAW - *Paglilingkod Batas Pangkapatiran Foundation, Inc , 1997 Convenor for the Alternative Law Group*

The discussion began with an input from the speaker on Alternative Law and the institutions/agencies involved in its implementation

The speaker stressed that groups involved in the Alternative Law program believe that the law is not an exclusive right of lawyers. It can be appreciated and used by non-lawyers without going to law school and it can be used as a tool by the marginalized sectors in protecting their rights provided they know how to do it.

Pertinent problems concerning clientele and lawyers were also raised. Among the clientele, the issues include access of resources to make the law understandable, readiness for judicial process, assurance of continuous legal assistance, implementation of alternative law at organizational level and, difficulty to understand law. On the other hand, among lawyers, the gain is psychic, hence a commitment that they are not attracted to and also, it is difficult to convince lawyers to join the group.

Group 6 AGROFORESTRY AND ENVIRONMENT PROGRAMS - *Kapwa Upliftment Foundation, Inc*

Learnings from the experience of the Together Responding to Economic and Environmental Systems (TREES) of KAPWA UPLIFTMENT FOUNDATION in fostering partnership and developing the capabilities of local NGOs, POs and LGUs in undertaking measures to conserve natural resources and rehabilitating degraded sites are as follows:

- Tripartite partnership of government both LGU, NGOs and POs is the most effective strategy in implementing social policies and programs, and increasing the awareness of the people on the environment.
- This serves as a venue in allocating Internal Revenue Allotment (IRA) to sustain projects of each barangay.
- Capability building inputs of NGO enable POs and other stakeholders to encourage collective action to arrest degradation and expand rehabilitation efforts.
- Education, community projects and networking made the TREES project successful.

To sustain the project, each stakeholder identified the following mechanisms:

- allocation of fund from IRA and CDF (Countrywide Development Fund) to sustain and improve community and municipal projects
- continuous support and project monitoring
- formulation of community plans and activities related to environment and agroforestry
- LGUs formulated strategic plan
- preparation of feasibility study on the reforestation project for funding to JICA/USAID
- in-depth environmental training, information education campaign and organizing junior and senior ecologists, and federate all TREES-assisted communities

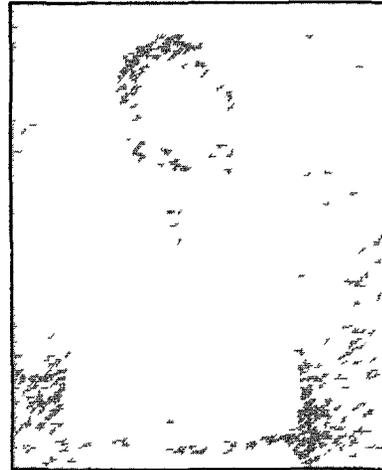
A SUMMARY ON FUND RAISING TECHNIQUES AND PRINCIPLES

Fund-raising involves Social Exchange, such as in profit exchange where goods and services are exchanged and in a non-profit exchange where values are exchanged

This highlights the importance of the mission statement which reflects about the values of the organization

The broad overview of fund raising cycle starts with

- the awareness of marketing principles - basically a broad checkpoint to determine the components for the issue
- examining the case's rationale why people should support the organization
- defining objectives
- preparing the needs statement
- analyzing market requirements
- involving volunteers
- validating needs statement
- evaluating gift markets
- selecting fund raising vehicle
- identifying potential giving sources
- preparing fund raising plan
- preparing a communication plan
- expanding volunteer cooperation
- soliciting the gift
- renewing the gift



Mr. Jaime Faustino
Program Officer, Asia Foundation
Executive Officer,
Asia-Pacific Philanthropy Consortium
(ACPC)

The different markets include corporations, religious organizations, associations of individuals, individuals, foundations and government

The vehicle in approaching individuals are the annual fund, the direct mail, telemarketing, special events, major gifts, special gifts and capital campaign

All these have different efficiency ratio and the best return on money are the major gifts, special gifts and capital campaign. The capital campaign refers to an endowment or a building

On the individual, there are three main sources of income, the current income, asset and estate

However the advantages of the individuals are

- they cannot unduly influence program
- they can get potential support from assets and/or estate

The steps in fund raising are

- 1 List suspects through the constituency model
- 2 Convert the suspects to prospects using three main criteria
 - linkage
 - ability
 - interest
- 3 Convert the prospects into initial donor
- 4 Convert initial giver to habitual donor
- 5 Increase the gift
- 6 Secure special gift
- 7 Secure major gift

The Development Process is like a ladder where each step helps the people up from one step to the next (i.e. suspect, prospect, donor, repeat donor, upgraded donor, special gift, major gift, big gift, planned gift)

In the Development Pyramid, 7% of the donors are part of the base, while the middle section which is 20% constitutes the upgraded gifts, and the top 10% the major gifts. Majority of the clients actually comes from the 10% of the donors while the base normally provides 20% of the funds.

The top 10% started from the base and invested less on the donor base. But the challenge is to look at the donor base, if the organizations are investing enough to be able to move people up and begin those relationships.

The organizations must emphasize that fund raising is a team process and about relationship - staff, board and donor whose roles must be noted. The staff provides all the preparation, finds the prospects and maybe sets the meetings, etc. On the other hand, the board members have

- 1 Responsibility for the legal entity,
- 2 Responsibility for the interface of the organization and the community,
- 3 Responsibility for stewardship. This includes
 - a Creating and maintaining mission
 - b Overseeing programs, defining policies
 - c Planning goals, objectives, strategies
 - d Hiring, evaluating, firing the chief executive officer
 - e Securing and managing adequate financial resources
 - f Assuring effective use of human and financial resources
- 4 Responsibility for evaluating own composition and performance

The Five (5) Key Principles of Fund Raising are

- a The Board alone is ultimately responsible for attracting funding resources to ensure the financial viability of the organization and its programs
- b The asking for and giving money are natural processes, and need not be viewed as something to be avoided
 - People give money because they want to
 - People don't give unless they are asked
 - People give money to people with causes
 - People give money to success not distress
- c The Board members should help in preparing the "case" which is the rationale for supporting the organization, and be able to explain the case persuasively to prospective donors
- d Every Board member can do something useful to support the fund raising effort, employing his or her own skill and interest
 - Teamwork 90% preparation and 10% asking
 - Mailing lists, annual appeals, cultivation
- e Motivation of Board members is most critical and the most difficult task of all Leadership is the key

The sequence of planning for fund raising are

- 1 Gathering facts about preliminary needs, gift history, donor history, prospect base, volunteer base, fund raising vehicles, market studies, public relations, resources and technical and production support,
- 2 Determining and validating needs which include program and operation, special purpose, minor and major capital, and endowment ,
- 3 Considering vehicles under which are annual fund, special gifts, capital campaign, and planned gift,
- 4 Considering markets,
- 5 Listing and evaluating resources,
- 6 Selecting appropriate vehicles,
- 7 Determining goals,
- 8 Preparing plans, and
- 9 Installing and using control mechanisms

SESSION 5

INCREASING EFFECTIVENESS BY SHARING EXPERIENCES, RESOURCES AND INFORMATION

This session provides the participants with learning opportunities geared to enhance their capabilities in managing their respective institutions

Group 1 NETWORKING IN THE AGE OF INFORMATION TECHNOLOGY

Discussant Tina Cuyugan, Associate Editor, CyberDyaryo, PLDT Foundation, Inc

One of the alternative and creative ways of networking is the effective use of CODE-WAN, a new information technology designed by PLDT Foundation to service Philippine NGOs and civil society. It unites geographically-dispersed NGO groups and alliances through an electronic network, enabling them to inform and be informed quickly and efficiently. The system resources of CODE-WAN - e-mail, on-line discussion board, *Cyberdyaryo* and web sites are used to full capacity in civil society's work of generating and exchanging information, advocating for causes, and working for the betterment of society in general.

PLDT recommended that NGOs and coalitions increase their familiarity about the system so they can avail of its features in the future. Added to this, in order to have a lively, interactive network, NGOs have to reach some sort of critical mass in number of users and information technology literacy and ease.

Group 2 PROJECTING THE IMAGE OF NGOs AS EFFECTIVE PARTNERS AND ADVOCATES

Discussant Ms Chuki Miranda, Punla sa Tao Foundation

A non-government organization must have a clear idea of its vision and mission to be able to project a favorable image. Thus, positioning is a vital consideration for every NGO.

To determine the organization's position, it is essential to make an industry analysis by identifying other key players in the area. It is also important to highlight the organization's competitive advantage over the rest of the players. Hence, to establish a respectable position among competition, the group must create a uniqueness so "it does not get lost in the crowd."

On advocacy partnership, the NGO/PO may also consider tapping other organizations to share its position. This strategy will also encourage other non-threatening organizations to voice-out their favorable stand on a certain issue. Pointers in media advocacy were also taken up.

Group 3 COLLABORATING WITH PRIVATE SECTOR AND GOVERNMENT IN ENLARGING A SECTOR'S ECONOMIC BASE

Discussant Atty Ibarra Malonzo, National Federation of Labor Unions

The resource person presented the experience of the National Federation of Labor Unions (NFLU) in terms of dealing with the workers of rubber plantations in Basilan. He described the transformation of the workers into owners as the foremost problem encountered by the labor union, entailing rigid capability-building programs.

When the land was covered by the Agrarian Reform Program, NFLU worked closely with the line agencies in developing the social and economic capabilities of the workers. As a result, the labor union became an active partner of the government agencies involved in the development of the workers.

The work experience of NFLU with the management of big corporations proved to be an advantage because it provided them with management and professional expertise in running the plantation. The workers also realized that it was critical for the assisting NGO to have access to resources and alliances across sectors to support such a cause.

Group 4 EMERGING TRENDS IN COMMUNITY ORGANIZING

Discussant Ms Fides Bagasao, CO-TRAIN

Based on the paradigm shift in development work (refer to discussion of Dan Songco), the new working climate of *Community Organizing* is defined by issues according to geographical conditions. Hence, for the rural and upland areas community organizing issues are on ancestral domain, tenure, economic production, and environment. For the lowland areas, issues pertain to agrarian reform and governance specifically the mechanism for participation and enabling the community to be a policy-making body. On the other hand, trends in community organizing entail

- complex issues that include advocacy, model building/best practices, Philippine Agenda 21 information technology, and linkage building
- sustainability of POs through such schemes as alternative household economics
- need for community organizing practitioners to specialize given their potential for burn-out. But the basic Community Organizing methodology of action-reflection-action and the critical ten-step approach remains the same.

Insights from the group and the resource person were in terms of

- checkpoints for identification and analysis of issues and needs which include the conduct of issue, identification, groundworking, community assembly and role-playing with "why" as the keyword, assessment of issues which include analysis of power and authority
- determining whether the identified need is a felt or a real need, and where critical steps to be taken should include regular dialogues with the people
- working with local leaders (formal and informal) which is important in community organizing but this should not supersede the importance placed on community members

Group 5 SHARING THE SOCSARGEN EXPERIENCE

Discussant Mr Ronald G Sison, Growth with Equity in Mindanao (GEM)

The creation of the Mindanao Development Program in SOCSARGEN served as a vehicle for Integrated Area Development with focus on the Mindanao Growth Plan (MGP) Project. Its objective is to realize the maximum economic benefits from infrastructure investments.

MGP adopted a multi-disciplinary approach to regional development, formulated a development plan framework development plan through a participative and consensus building approach, helped the local community implement the action plan with the implementation approach adopting a learn-by-doing methodology. This gave SOCSARGEN a name - a new investment destination. It helped farmers get a credit facility with the Land Bank of the Philippines and taught grassroots organizations how to do business.

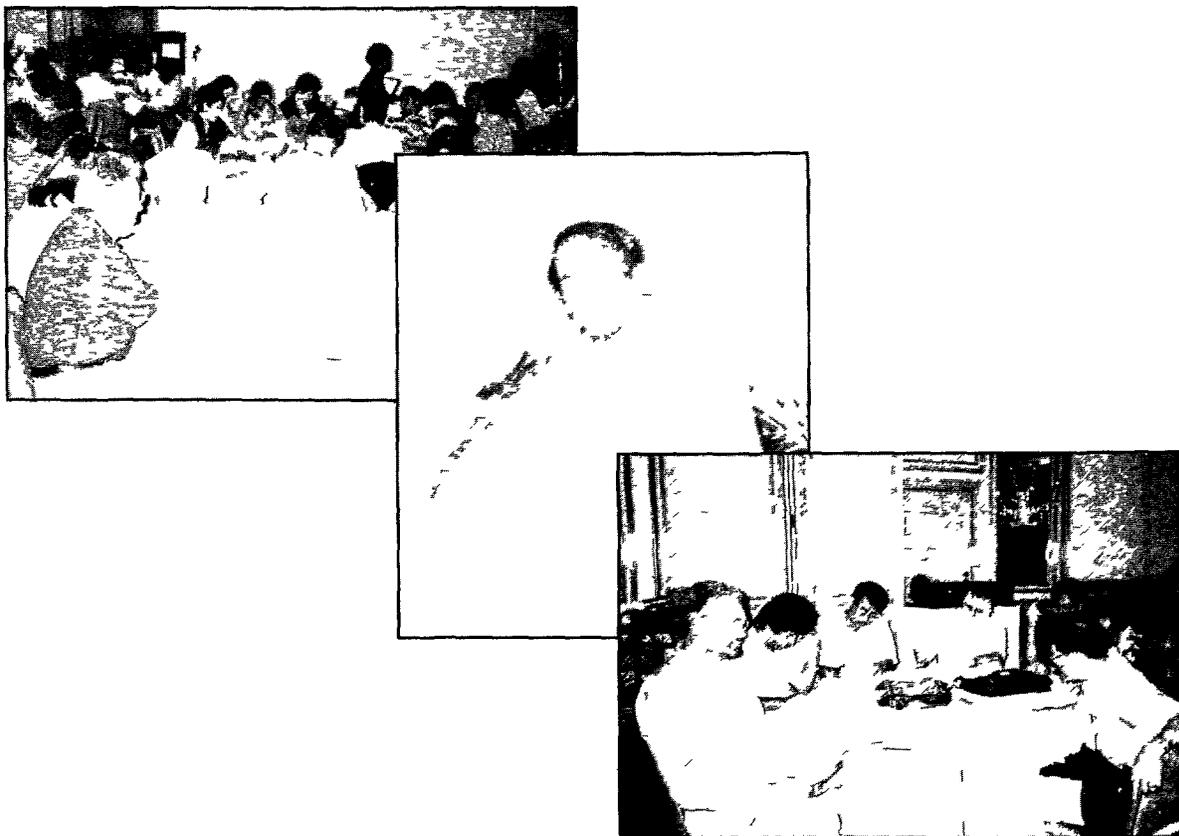
However, two-years to help people put up a new business is short and there is really a need for a political will.

SOCSARGEN also sees the need for more NGOs to help promote the economic growth of the area for the benefit of the basic sectors.

SESSION 6

SHAPING THE FUTURE DIRECTIONS OF USAID'S CIVIL SOCIETY PROGRAM

The session intends to solicit inputs, ideas and suggestions from the NGO/PO community with regards to USAID's Civil Society Program



Highlights of the Discussion

Partners and participants were asked to reflect on their operations and provide some inputs on the direction of the USAID program. They were also urged to do some major rethinking on this area and work closely with the agency focusing more in the areas of common agreement rather than on the areas of disagreement.

Responses and suggestions would be categorized into two areas:

1. Operational: Suggestions on how to improve or change the program, provided they are tied with present activities, can be worked out as these are within operational mandate. Others outside of the present activities, however, are beyond USAID's authority and as such, need higher authority's approval.
2. In case the suggestions are operational, they must have to be prioritized or given focus. In which case, the USAID must also seek higher approval.

The participants formed themselves into small groups and proceeded with the discussions where one from the group acted as presenter and the other acted as provocateur.

Summary of Session

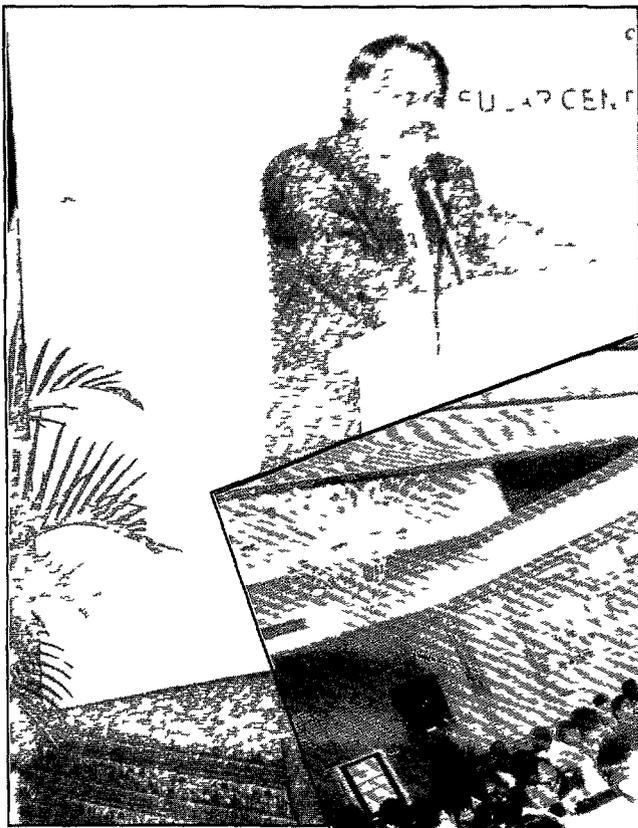
The following were identified as priorities

A Areas of Operations

- Support existing coalition programs and encourage linkages among coalitions
- A “*Civil Society Academy*” - center for applied research, collection and dissemination of best practices training, even degree programs for young NGO/PO leaders, managers
- Support training programs on financing which will enhance NGO sustainability
- Establish and sustain partnerships between civil society and LGUs vis-a-vis policy reform, service delivery and joint ventures
- Put more emphasis on women, children and youth sectors
- Provide economic programs to transform civil society into dynamic enterprises

B Areas of Focus

- Expand decentralization and governance programs anchoring on specific thematic concern (i.e. sustainable agri- and agro-industrialization, environment, gender development, community-based sustainable livelihood)
- Mindanao as an area of development - capability-building for newly surrendered combatants in the MNLF areas
 - Justice and peace
 - Technical planning and development
 - Social preparation to target beneficiaries in SZOPAD areas
 - Coalition-building
 - Regional development and planning
 - Institution building
 - Development and investments
- Assist reforms in various areas
 - Electoral process
 - Income-opportunities
 - Education
 - Child protection
 - Health care
 - Judiciary
- Direct funding to POs/grassroots level, windows for assistance for emerging NGOs/POs
- Focus on economic empowerment
- Strengthening of barangay mechanisms for governance



*"Coalition Building
in a Vibrant Civil Society"*





A Picture Summary



GLOSSARY

ADB	Asian Development Bank
ADWG	Anti-Demolition Working Group
AFFLI	Asian-American Free Labor Institute
BSK	Balikatan sa Kaunlaran
BUCO	Building Unity for Continuing Coconut Industry Reform
CIIF	Coconut Industry Investment Fund
CMP	Community Mortgage Program
COIR	Coconut Industry Reform Movement, Inc
DAR	Department of Agrarian Reform
EPIC	Enhancing People's Initiative and Capabilities
FSP	Fisheries Sector Program
IP	Indigenous Peoples
IPRA	Indigenous Peoples Rights Act
JICA	Japan International Cooperation Agency
KDF	Kamalayan Development Foundation
LGU	Local Government Units
MDFI	Maguindanao Development Foundation Inc
MSU	Mindanao State University
NACFAR	Nationwide Coalition of Fisherfolk for Aquatic Reform
NGO	Non-government Organization
PCA	Philippine Coconut Authority
PD	Presidential Decree
PHIC	Philippine Health Insurance Corporation
PKSMMN	Pambansang Koalisyon ng mga Samahang Magsasaka at Manggagawa sa Niyugan
PLDT	Philippine Long Distance Telephone Company
PO	People's Organization
SOCSARGEN	Provinces of South Cotabato - Sarangani General Santos
SPCPD	Southern Peace Council for Peace and Development
SPEED	Strategic Program for Enhancing Education and Development in Mindanao
SRA	Social Reform Agenda
SZOPAD	Special Zone for Peace and Development
TUCP	Trade Union Congress of the Philippines
ULRTEF	Urban Land Reform Task Force
VOCA	Volunteers for Overseas Cooperative Assistance

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