

**Coalition Building Experiences:
Partners' Reflection Workshop**

February 26, 1998
The Sulo Hotel, Quezon City

PROCEEDINGS

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Urban Integrated Consultants, Inc (UICI)
and
Philippine Center for Population and Development, Inc (PCPD)

Under the auspices of the
United States Agency for International Development (USAID)

Coalition Building Experiences' Partners' Reflection Workshop

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Coalition Building Experiences· Partners' Reflection

Proceedings of the USAID Coalition Assessment Reflection Workshop

26 February 1998
Sulo Hotel, Quezon City

1 Background/Rationale

As part of its continuing effort to contribute to the empowerment and strengthening of civil society in the Philippines, the United States Agency for International Development (USAID) conducted a reflection workshop with its partners in coalition building for policy advocacy on 26 February 1988 at the Sulo Hotel, Quezon City. The one-day workshop served as a venue for USAID partners to provide feedback on the main findings and conclusions of the Assessment Study of Seven USAID-assisted Advocacy Coalitions of the Disadvantaged conducted by UICI, through a group of consultants, from September 1997 to January 1998. Also, the workshop provided an opportunity for partners to share and abstract learning from one another's experiences and anticipate future needs to further sustain their initiatives.

The workshop was participated in by 45 representatives from ten (10) coalitions all over the country, including four new coalitions assisted by USAID (*please see attachment A for list of participants, observers, facilitators and documentors*). A team from the Urban Integrated Consultants, Inc (UICI) facilitated and documented the proceedings while a USAID staff acted as resource person. The Philippine Center for Population and Development (PCPD), Inc provided secretariat services. Other USAID staff served as observers.

2 Objectives

Specifically, the session aimed to

- facilitate a reflection session among selected stakeholders of USAID civil society by using the output of the Assessment Study as stimulus
- allow each group of stakeholders to share their reflections about coalition building processes for policy advocacy, and
- allow for a collective affirmation of positive practices and experiences in coalition building as well as deepen awareness for the immediate/future needs to advance or sustain the process of coalition building and policy advocacy

3 Methodology

The session was divided into four parts (1) introduction/orientation, (2) presentation of study and open forum, (3) conduct of group workshops, including plenary and open forum, and (4) closing (*Please see attachment C for workshop design*) The first part introduced the participants to the whole workshop--its rationale, objectives, and process--and to one another The second part provided them with highlights of the assessment study on the seven USAID-assisted coalitions

The third part enabled the participants to reflect on the significant points in the study, share experiences and anticipate future needs in their coalition building efforts, and identify action points to further enhance and improve their coalition building initiatives The fourth and last part provided them a synthesis of the entire activity, leaving with some promise and hope of enhanced cooperation and collaboration with one another toward a common goal an empowered and strengthened civil society, more particularly the marginalized sectors

Popular methods, such as short inputs, inter-active small group discussions, plenary, and open forum, were employed to facilitate the conduct of the reflection session Materials used for the group workshops were meta cards, markers, white board, and clip board and sheets

The participants were divided into five small groups of 8-10, each with an outside facilitator and documentor However, for the second workshop, members of the fifth group, assisted by the main facilitator were absorbed by the four other groups This was also to enable the main facilitator to synthesize completed group outputs per question simultaneous with ongoing small group discussions This was also to maximize the limited time allotted to the entire activity An open forum was conducted after every presentation of synthesis outputs of individual workshop groups

4 Workshop Proper

4.1 Introduction/Orientation

The workshop started with the main facilitator, Dr Angelita Gregorio-Medel, requesting two minutes of silence to enable participants to pray for guidance and to focus their energies to the day's sessions A representative from the USAID, Mr Gerry Porta, then welcomed the coalition members He underscored the need for every one present to share and to listen He also called on the participants to "abstract lessons from experiences" so as to perform their jobs better He expressed hope that the "intent to learn" would be set ahead of the "intent to protect"

Due to time constraints, the introduction of participants was conducted per coalition or group instead of per individual It was assumed that the small group sessions would enable the members to get to know one another better

4 2 Expectation Check

Participants levelled-off their expectations re the workshop

- Unlearn what I thought I knew all along
- Sharings on key failure of coalition building
- More insights on how to overcome challenges
- That from experiences learned, define basis of unity among coalitions/support groups
- Learn from experiences of others on coalition work (e g , strategies undertaken)
- For what is coalition building in Philippines 2000 perspective?
- Will civil society change the Philippines?
- Identify key issues that effect success/failure of coalitions
- Hear issues
- Consensus building
- That this meeting will produce results
- Synthesis, lessons, commonalities
- What went right or wrong?
- Wisdom gained
- Learn key success factors

In summary, the participants expected to learn and/or unlearn from the presentation as well as the discussions, to share their own experiences and processes, and gain lessons, insights and wisdom

4 3 Presentation of Study Findings

To stimulate the reflection sessions, the research consultant, also the main facilitator of the reflection workshop, presented the findings of assessment study of seven USAID-assisted coalitions (*please see attachment B for highlights of study findings*) She initially presented the background of the study, including the rationale, objectives, framework, and methodology She then spoke about the main findings and conclusions, including the coalitions' profiles and the history of their engagement with USAID

Other points/issues discussed in the presentation were

- policy gains
- devolution and decentralization of power
- professionalizing coalition processes
- successful alternatives to formal governmental processes
- factors affecting coalition building and policy advocacy
 - partnership and participation
 - policy advocacy
 - leadership
 - project development and management
 - conflict resolution

A summary of lessons learned ended the presentation A brief open forum surfaced two issues which could be discussed in detail within the small groups structure of the coalition and "life span" and coalition formation as a response to structural problems in society

4.4 Workshop I *The Way I See It*

Specific Objectives

During the workshop, the participants were expected to

- 1 share their impressions and feedback/reactions to the points raised in the study which they consider most relevant or significant, and
- 2 find immediate application of their significant learning

Guide Questions

- Which of the points raised in the presentation do you consider most relevant/significant to you?
- Why?
- What are common and distinct points shared across groups?

Outputs of Workshop 1 Group 1

Members

Judy Geronimo (AAFLI-ISP)
Cecil Izubal (NDFCAI-SPEED)
Bing Gancho (PBSP-HGA)
Fe Foronda (World Vision)
Rolly Victoria (TSPI)
Marj Ibañez (PBSP-IP)
Lorry Fernandez (AAFLI-LAW, Inc)
Shirley Yorong (AAFLI-DAW)
Noraida Chio (NDFCAI-SPEED)
Gerry Porta (USAID)
Norma Gonos (KASAPI)

Facilitator

Dodo Macasaet

Documentor

Daisy Noval-Morales

(Note Each member of the group gave his/her own ideas/opinions about the concepts discussed below. The following is the summary of the discussion)

1 Outputs of Workshop 1

Nature of Coalition Coalitions are generally temporary and do not need to be formalized/registered. If formalized, these will assume a different personality and/or could become limiting and exclusive rather than be a continuing process. What are necessary would be a shared vision (even if ideologies are diverse) and established mechanisms (if the need arises for groups to again meet and work together) on how issues should be addressed. As long as the issue is existent or the agenda is shared, the coalition exists and can then disband after the achievement of objectives. As the agenda changes, the nature of composition of the coalition also changes.

The coalition is a positive/effective alternative (an emerging approach) to formal structures. It can serve as pressure block for dialogue. Thus, tension between the issue of the coalition being temporary and its being an alternative could arise. There may be instances where there would be a need for a coalition to be sustained (e.g., government would want to deal with a registered entity, the reality that program implementation demands funding).

Leadership as a vital factor in a coalition The interest in the coalition and generation of support from other groups would be limited if there is no acceptance of the leadership. Consequently, this would also affect the facility in the resolution of conflicts. An effective leader is characterized as helpful, affable, reliable decision-maker, committed, trustworthy, respectable, and credible. The variety of personalities (whether hindering or facilitative) and the presence of "experts" also promote the opportunity to generate ideas.

Professionalism in coalitions It is important that the partners be viewed as professionals pushing for the agenda of the coalition, not for their individual ideologies. There is also the professionalizing of the process or the establishment of systems to address issues, a key factor in coalition work.

NGO support for the implementation of coalition projects could be related to professionalism at the early stages. However, this should later shift to enabling support only since the POs could then take over. The complementarity in roles (institutionalized) of both NGOs and POs was emphasized. In some instances, however, there were overlaps creating a dilemma on when and how to act. If roles are not clear, there may be instances where the partner may find itself defending the individual organization rather than pushing the agenda of the coalition.

Ownership vis-a-vis accountability The coalition project is a common achievement of groups, not of a specific group (e.g., grantee). However, an entity needs to be accountable for specific expected outcomes. Thus, this dichotomy serves a guiding principle in many decisions formulated by the coalition management team.

Gender-responsive project implementation This aspect needs to be worked on since it seems there has been no adequate attention given the issue and neither has it been documented. There has been a tendency to focus on other coalition issues. Partners, therefore, would want to see acceptable criteria in assessing how gender-sensitive the coalition projects have been, such that members can assess their performance on this issue.

There is also the question of how gender sensitivity can be integrated in projects affecting ethnic communities. The concept is viewed as an imposition since it originated from the west. It was suggested that elements in the culture could be tapped to deal with the issues (e.g., among Muslim communities, verses in the Koran regarding the treatment of women could be cited).

Participatory processes Bases of decisions are "documented", from "consensus", grassroots, participatory. The approach is generally from above and from below.

Policy Advocacy Top-down and bottom-up approach in policy advocacy.

Empowerment The ultimate end of coalition formation is the empowerment of the disadvantaged, such that the civil society is able to take a stand and be heard. The group can be represented so that issues could be addressed and eventually listened to (e.g., National Anti-Poverty Act).

After the presentation of the reflections as well as the sharing of reactions, there was a brief wrap-up of the session. The facilitator emphasized that the nature/term/life of the coalition is dependent on several factors: composition, agenda, thrust, and basis for the formation of the coalition. All these also determine whether the life of the coalition can become long or short term.

Leadership in the coalition is affected by the role of personalities, qualities of ideal leaders, and both positive (facilitates participation/involvement) and negative (tension between the respective interests of the organization and the coalition) manifestation of this leadership.

The continuity ("ownership") of the coalition depends on the support generated and the bottom-up approach employed. Due to professionalism ("accountability") of the coalition with the participation of both NGOs and POs, the coalition is viewed as an effective alternative structure for policy advocacy.

The issue of gender has not yet been fully attended to and there is a general desire for a common set of indicators to assess the partners' progress in this area. However, the empowerment of the disadvantaged and civil society has been articulated in the projects.

Outputs of Workshop 1 Group 2

Members

Lynn MacDonald (AAFLI-ISP)
Eden Garde (PBSP-HGA)
Natalia Sali (World Vision)
Jocelyn Angeles (MFI-COPE)
Me-an Ignacio (MFI-PHILSSA)
Dess Amos (PAFID)
Manny Onalan (BANTAY MINA)
Clarence Dingcong (TSPI)

Additional Members for Workshop 2

Cardad Corridor (PBSP)
Patricia Vitocruz (AAFLI-DAW)
Boy Dulce (USAID)
Tony Mendoza (UICI)

Facilitator

Rald Lampauog

Documentor

Josie Palattao

1 Outputs of Workshop 1

Points raised

- 1 ownership vs accountability
- 2 shared objective vs diverse personalities
- 3 conflict management resolution diverse nature of members often results to conflict
- 4 coalition-building in the context of Philippine society vis-a-vis the question of social justice and human rights perspective
- 5 artificial definition of coalition short term, diverse, well-spring, overlooks sustainability
- 6 nature of coalitions is short-term but processes/mechanisms are long-term, therefore implications for type of intervention or role to play as main grantee
- 7 common points – characteristics of partnerships/participation
- 8 common agenda – critical sustainability
- 9 life span of the coalition – short term or long term
- 10 trust and confidence
- 11 ownership
- 12 sub-grantee/coalition officer
 - consistency/significance of national – local intervention in advocacy and organizational strategy
 - role-setting of PO-support groups in whole dynamics of coalition building
 - long-term perspective within a long process of social change
- 13 coalition building as a process, learning from other groups (continuing),
- 14 sustainability - legislative measures, impact of coalition activities
- 15 coalition efforts as tool for social transformation

Each workshop participant was allowed to amplify the points she/he presented. One participant (Clark) narrated that their coalition was intended to be tactical. However, through the process, they realized that their gains would be wasted if the coalition did not continue beyond the timetable. He stressed on the importance of trust and confidence in the coalition. He added that everyone must have a sense of ownership of the coalition.

It was raised that organization and processes should go together since coalition may be short-lived but the mechanisms or processes last.

The group suggested to get more clarifications on what makes and unmakes a sectoral or multisectoral coalition and to what they could attribute the success or failure of these coalitions (e.g. NACFAR).

Other participants questioned the implications of coalition building: would institutional beliefs or principles be compromised?

One participant remarked that so much attention and effort were being focused on trying to define coalition. She said that there was an artificial definition of coalition. She disagreed that being a "wellspring of ideas" was unique to a coalition because such description could also be said about other kinds of organizations and associations. About the sustainability issue, she said developing an informal sector coalition and linkages to the formal sector is going to be a long-term process. She expressed hope that the coalition can respond to different issues as they arrive.

Another group member questioned the mechanisms or processes the researchers used in coming up with a definition of coalition building. Coalition building in the context of the Philippine society makes us mere facilitators in refining coalitions in order to follow what is being dictated by the global market. The government makes laws that are not really addressing the needs of the "defenseless" group (e.g., half-cooked IPRA and proposed Cordillera autonomy law which will further cause divisions). Coalitions should address social transformation.

Another question that popped up was: would coalitions still continue even without the support of USAID?

Other subtopics discussed:

- coalescing can be issue or project-based, issue-based coalitions are long-running while project-based coalitions may be short-lived
- each group involved in a coalition has its own ideology, vision, mission and goals, such differences/diversity should be respected,
- coalition is just a tactical alliance. There will be a time when individual or organization interests will creep up and there is a possibility that a dominant figure (person or organization) will emerge,
- coalition building is a continuing process,
- sustainability will depend on institutionalization

Synthesis

- 1 Life span of a coalition is determined by its nature and composition
 - issue-based / project-based
 - sectoral / multisectoral
- 2 Process of coalition building
 - can be a tool for social transformation,
 - can cause further marginalization of some sectors/society
 - how decision-making is done
 - draw a clear management structure
- 3 Sustainability
 - accountability goes beyond money, stakeholders are accountable not only to the communities (target beneficiaries) but also, and to a greater extent, to the donors
 - a sense of ownership of the projects should be instilled in the beneficiary-groups
 - coalition building may not be the only solution to resolution of issues, let a partnership between two or three groups evolve

Outputs of Workshop 1 Group 3

Members

Mario Deriquito (MFI)
 Tony Lazaro (PBSP-HGA)
 Francis Balitaan (VOCA)
 Cedric Bagtas (TUCP)
 Titan Barrameda (AAFLI-DAW)
 Madjarrn Dakula (NDFCAI-SPEED)
 Walter Timol (BANTAY MINA)
 Pehm Grafilo (VOCA)

Observers

Gerry Porta (USAID)
 Maan Mananzan (UICI)
 Mike Hening (USAID)

Facilitator

Ana Clamor

Documentor

Josie Petilla

Additional Members for Workshop 2

Eloy Mamplata (NACFAR)
 Vikki Horfilla (KAMI)
 Efren Villasenor (PKSMMN)
 Romulo Tapayan (KAMMMMPU)

1 Outputs of Workshop 1

Participant	Response
1 ACDI/VOCA	<ul style="list-style-type: none"> • Coalition building as short-term This is in conflict with the process as well as the goal toward sustainability How can this short-term characteristic of coalition building fit into the picture? Coalition Building process is dependent on the socio-political-economic environment • Tension Crucial in coalition building is the handling or management of conflict <i>"It takes time and is difficult to sustain the balance "</i> • Confidence building a continuing process • Conflict Resolution CB is conflict-ridden how to address this is a problem • Decision making process Hampers work This is usually an area of conflict • Effective and open communication Crucial in CB, <i>"Kung ano ang napag-uusapan sa itaas kailangang ibaba "</i> Failure to do so can cause tension <i>'Mga tao ang huling nakakaalam</i>
2 MFI (Background broke up with original partner redesigned whole project)	<ul style="list-style-type: none"> • Terms of engagement No MOA with partner coalition high level of trust at the start of the project > caused problem (<i>Everybody can invoke what has been agreed upon "</i>) • Definition of roles in the project This is critical <i>Empowerment relies on this "</i> (e.g PO staff receiving compensation Others were questioning <i>Why are they being paid?</i>) Studying roles is crucial • Valuable partnership mechanisms In the structure that evolved nawala ang MFI element More creative ways to operationalize partnership should have been explored

Participant	Response
MFI (cont)	<ul style="list-style-type: none"> • Common across coalitions is the absence of an assessment of CB project in the context of the entire sector
3 TUCP	<ul style="list-style-type: none"> • Context This should be considered in coalition building (e g CB's timebounded characteristic depends on the sector) • Indicators Is it necessary to standardize them? Both quantitative and qualitative indicators should be considered • Coalition as a process • Consensus and Leadership • Confidence Building • Conflict Resolution and Ethics
4 SPEED Mindanao	<ul style="list-style-type: none"> • Coalition Building professionalizes partners This is positive It also puts in place policies (e g , per diem) • Tension This is a negative aspect of coalition building (e g , chairmanship > better to rotate it)
5 KASAPI	<ul style="list-style-type: none"> • Technical support to the IPs <i>"Sometimes, things already agreed upon are changed by EXECOM People complain about the mediators not about those at the top "</i> • Identification and Recognition of disadvantaged (e g , IPs) CB enables the voice of the grassroots to be heard
6 ERDA-ECSR (Children's coalition)	<ul style="list-style-type: none"> • Leadership 'Sino talaga ang leader?' Clarify whose decision should be followed (e g <i>"Minsan pag napagkasunduan na, papalitan ng execom Ang mga tao nagreklamo sa mediators, hindi sa taas "</i>) • Communication There is a need to listen to implementors especially when dealing with funder re realistic goals

Other issues/concerns brought up during the discussion

- 1 Concept of competition in funds
- 2 Time given by USAID to conceptualize and submit project proposal was quite short
- 3 (Response of USAID They were also constrained They only learned that they still had funds only in May but they had to liquidate by September of the same year)
- 4 Some coalitions (e g , TUCP) conduct monthly sharing among members It is costly but worth it

Synthesis of Workshop 1

- 1 Coalition Building should be contextualized, it is both long-term and short-term It is long-term because it is a process It is short-term because it is a project
- 2 Tension or conflict in coalition building
 - external vs internal environments (e g , programmed alternatives vs responsiveness to the situation)
 - main grantee vs subgrantee
 - among subgrantees
 - leadership and decision making (to include confidence building handling communication)
- 3 Technical support to enable voice of marginalized be heard
- 4 Others
 - indicators
 - competition in resources

Outputs of Workshop 1 Group 4

Members

Warren Ubongon (MFI-SHELTER)
 Janet Martires (PBSP-HGA)
 Ching Discarga (PBSP-IP)
 Mike
 Lolet Mapula (AAFLI-LAW, Inc)
 Jahira Ambalgan (NDFCAI-SPEED)
 Elorde Vicente (PBSP-IP)
 Eddie Alih (MSU)

Facilitator

Josephine Perez

Documentor

Aileen Paguntalan

Additional Members for Workshop 2

Eden Garde (PBSP)

1 Outputs of Workshop 1

Participant	Response
Ja	<ul style="list-style-type: none"> • interpersonal relationships within coalition <ul style="list-style-type: none"> - binds organizes and stabilizes coalition • regular meetings <ul style="list-style-type: none"> - to patch up concerns - for assessments • participatory approach <ul style="list-style-type: none"> - rotation of leadership
Lolet	<ul style="list-style-type: none"> • importance of trust and openness <ul style="list-style-type: none"> - pointed to organization s hesitancy in joining coalition • clearer strategies especially in responding to particular issues, e g , sexual harassment , discrimination in the workplace <ul style="list-style-type: none"> - apparent lack of women NGOs tackling issues of discrimination in the workplace - coalition challenge resulted to formation of program to respond to above-mentioned issues - coalition broadened the organization's outlook and resulted to widening of scope
Mike	<ul style="list-style-type: none"> • tension is inevitable within a coalition <ul style="list-style-type: none"> - differing agenda • shared values vs partnerships <ul style="list-style-type: none"> - conflicts in handling specific issues • alternative methodologies (research on coalition building) <ul style="list-style-type: none"> - trade-offs survey vs participatory methods to come up with shared reality

Participant	Response
Lords	<ul style="list-style-type: none"> • culture must always be taken into consideration <ul style="list-style-type: none"> - different condition of indigenous groups as "minority" among Filipinos - importance of environment which cannot be separated from IP culture • need for coalition within IP groups
Edi	<ul style="list-style-type: none"> • Culture as identity <ul style="list-style-type: none"> - Muslim culture must not be lumped with "other" Filipino cultures as this would result to loss of identity sense of history - Openness to other cultures without losing one's own identity
Lords	<ul style="list-style-type: none"> • Coalition-building must not be short-term and temporary <ul style="list-style-type: none"> - IPs concept of coalition-building as long term process • Coalition for the IPs means voice and power
Mike	<ul style="list-style-type: none"> • Sustainability issue <ul style="list-style-type: none"> - Sustainability in the sense that there is a need for capacity-building within the coalition but not necessarily involving same group of people • groups which cannot work together anymore <ul style="list-style-type: none"> - USAID's dilemma in signing grants with organizations which can no longer work together
Warren	<ul style="list-style-type: none"> • interrelationship of issues among different sectors <ul style="list-style-type: none"> - importance of linkages among different sectors on interrelated issues (i.e. effect of demolition on companies)
Janet	<ul style="list-style-type: none"> • affirm findings of learnings in coalition-building • need for local and regional group strengthening • NGOs and other strategic support groups as technical support vs being the mouthpiece of POs <ul style="list-style-type: none"> - on certain occasions, support groups become source of conflict - POs /coalition members must have a free hand in selecting support groups - cited cases where different NGOs stake "claims" on POs/ areas • basis of unity within coalition should not be limited to issues but deeper relationships as "pinoy", "kapatid" • success of coalition-building must also be evaluated in terms of the capability of each sector to push their own agenda <ul style="list-style-type: none"> - success in coalition-building should not be seen in terms of the formalization of its structure but capability to push agenda • "professionalizing" coalition processes <ul style="list-style-type: none"> - instituting mechanisms and systems within the coalition • multi-sectoral complementation <ul style="list-style-type: none"> - go beyond sectoral issues (i.e. Bantay-Mina' experience)
Warren	<ul style="list-style-type: none"> • balance between processes and results • paper should look into project management <ul style="list-style-type: none"> - not just baseline data but should look into people managing the project (coalition-builder and project manager) • neutrality <ul style="list-style-type: none"> - project manager/ coalition-builder must be neutral (walang kulay') so as to avoid escalation of rivalry/conflicts within members

Participant	Response
Warren	<ul style="list-style-type: none"> - coalition-builder ("katauhan) plays a significant part in the coalition-building process • effect of projects on sectors <ul style="list-style-type: none"> - look into implications of projects undertaken not just on the coalition but on the sectors • respect for existing structures <ul style="list-style-type: none"> - avoid duplication of structures - partnerships may be forged but not necessarily into the coalition
Edi	<ul style="list-style-type: none"> • partnerships between and among groups <ul style="list-style-type: none"> - transparency - coalition work must go beyond discussions on the coalition itself but must also take time and provide a forum for discussing problems/experiences of member organizations to facilitate problem-solving - openness of each organization in sharing own experiences • leadership <ul style="list-style-type: none"> - avoid the danger of monopoly in leadership - leadership must not come from big organizations - shared SPEED Mindanao s experience on shared leadership where leadership is rotated among member organizations - issue of leadership is important as Filipinos tend to be leader-oriented leader's personality often becomes a significant factor in participation of members - need for a more participatory and collective decision-making within the coalition • strategic program for enhancing education in Mindanao • conflict resolution <ul style="list-style-type: none"> - how to handle conflicting forces trust and confidence among both parties vs mediation
Ching	<ul style="list-style-type: none"> • coalition-building as long-term (" mahaba at panghabang-buhay na prosesos) - entails knowing and sharing of experiences • need for respect, not dictatorship
Edna	<ul style="list-style-type: none"> • advocacy for children's rights at the local municipal regional and national levels

Outputs of Workshop 1 Group 5

Members

Caridad Corridor (PBSP-VRO)
Gil Lacson (TSPI)
Vikki Horfilla (KAMI)
Patricia Vitocruz (DAW)
Teofilo Mamplata (NACFAR)
Norma Gonos (KASAPI)
Idel Guzman (NACFAR)
Boy Dulce (USAID)

Facilitator

Angelita Gregorio-Medel

Documentor

Rosa Fernandez

1 Outputs of Workshop 1

Participant	Response
Caring (PBSP-HGA)	<ul style="list-style-type: none"> • How to maintain coalition building – sustain interest of members • Conflict Resolution
Eloy (NACFAR)	<ul style="list-style-type: none"> • Local to national consultation with fisherfolk Identified the problem as a whole was able to create a single perspective • Lobbying Relations with the government, especially with Congress, are difficult • Communication problem Too little time was given as a notice for meetings • Looking for allies in Congress Need to know how to approach congressmen (e g must know their interests whether progressive or traditional) use area-based pressure
Idel (NACFAR)	<ul style="list-style-type: none"> • Success stories Increases morale (e g 15 km point referred to in the Fishery Code that they suggested in the first place is used as a standard by the LGU) validation of their problems and the solution(s) to this
Omak (KASAPI)	<ul style="list-style-type: none"> • Factors of Coalition Building <ul style="list-style-type: none"> - Support needs to be defined by the Indigenous Peoples (IPs) - IPs do not claim victory over passage of IPRA since IPRA proponents did not listen to what the IPs wanted -- IPs were alienated • Need to listen to genuine IP coalitions not just those created otherwise coalition may crumble because the IPs did not ask for them to be created

Participant	Response
Omak (KASAPI)	<ul style="list-style-type: none"> • The effects of pro-people project may not necessarily be pro-people • The IPs need long-term coalition they must unite to identify their problems
Omak	<ul style="list-style-type: none"> • IP coalition is different from the NGO coalition, despite differences, they may still have common goals
Gil (TSPI)	<ul style="list-style-type: none"> • Success is measured in terms of achievement of goals, sustainability is only an additional success • TSPI is a coalition service providers from NGOs, POs, and GAs for micro-financing • Short-term focused agenda (not broad-based) • Project management How do you manage a project? There must be reciprocity of trust and accountability Start by defining respective roles • Coalitions Two types (1) by sector (e g , NGO or PO), where issues involve empowerment and goals, (2) by service, which cuts across sectors
Vicky (KAMI)	<ul style="list-style-type: none"> • Affirmative Action Coalition for advocacy to increase power/ influence over congress or those who are currently in power • Institutionalizing can be both positive and negative depending on the needs and the goals/ objectives • There must be an institutionalization of participatory mechanisms rather than just the institutionalization of coalition • Must avoid being outward looking all the time (coalition), and should become inward looking also (institutionalize mechanisms) • Leadership processes in coalition work Strong sense of machismo where men are considered very powerful while women are still considered weak • NGO becomes the voice of the PO Need to learn tools for capability building (e g , finance, management etc)
Tish (AAFLI-DAW)	<ul style="list-style-type: none"> • Basis of Unity To avoid conflicts/suppression • Role of NGO technical support Complementary roles of partners to provide appropriate support • Short-term coalition
Boy (USAID)	<ul style="list-style-type: none"> • Need for environmental scanning Find a common agenda, acceptable to all parties/ stakeholders • Need for transparency in the control of funds Devolve funds to main grantee and the subgrantees who will all be equally accountable but only the main grantee will be accountable to USAID • To maintain the coalition for a long time, it should become a federation in order to reduce centralization doubling of functions

Synthesis of Workshop Outputs Important Points

- 1 Leadership
- 2 Project Management and Development
 - Transparency, especially in control of funds
 - Capability building (technology transfer)
 - Success stories from local struggles/ activities
- 3 Participation and Partnership
 - Broad-based consultations validate problems and perspectives (of fisherfolk)
 - Definition of roles of partners (PO-NGO leaders) in providing support
 - Basis of unity and technical support common agenda
 - Institutionalization of mechanisms (look inward) vs institutionalization of the coalition (look outward)
- 4 Conflict Resolution
 - Trust and confidence in partners and processes
 - Definition of roles to avoid conflicts/ suppression
- 5 Policy advocacy
 - Affirmative action
- 6 Types of coalitions
 - Sector – NGO or PO its measure of success is to become sustainable (long-term)
 - Service – e g , micro-financing its measure of success is whether or not the goal/ objective was achieved (short-term)

Plenary

After the five small group discussions were completed, the outputs were consolidated and subsequently presented in a plenary session. The following page presents a synthesis of the individual group outputs.

Synthesis of Group Outputs for Workshop 1

Policy Advocacy	Conflict Resolution	Participation & Partnership	Leadership	Project Management
<ul style="list-style-type: none"> • National = • Local = pressure should be stronger • Success > local • enable voice of marginalized to be heard (coalitions address this need)/ coming together/ unity is a measure of success • (+) & (-) coalition can be tool for social change, cause further marginalization of some sectors (fund-driven) 	<ul style="list-style-type: none"> • Tension = main grantee vs subgrantee, among subgrantees • Confidence building • Communication • Levelling of roles, kind of support/ intervention/ agenda/interest (e.g., POs & NGOs) • Mutual trust & confidence • NGOs tend to speak on behalf of POs • POs as staff (negative) 	<ul style="list-style-type: none"> • Institute participatory structures to sustain process of social change • Composition > partial representation, impact on sector? • Respect process & relationship/ structures • Respect culture & identity • Mode of decision making consensus or majority • Basis of unity • Define role of NGOs (support) & POs • Reciprocal relationship of POs & NGOs 	<ul style="list-style-type: none"> • Person of coalition - builder respects differences (gender), fair • Rotating leadership and balance group of leaders 	<ul style="list-style-type: none"> • Coalition as project (results, professionalization) & process (voice of marginalized) - evolution (start according to need & readiness of coalition) • Technical support/ capability building • Coalition lifespan depends on nature (issue- / project-based) & composition (sectoral vs multisectoral) • Clarity of structure of coalition, roles of sectoral/ PMO • Accountability - (Donor vis-a-vis sector) not just money but need to

				institutionalize sense of ownership in communities • Transparency ensures long-term partnership • Gender sensitive? (culture in IP) • PO as staff contributes to coalition building process but also causes tension
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Open Forum

Issues raised and clarified

- Definition of coalition building used in the assessment study was narrow It did not necessarily reflect USAID's definition of the concept, the group is still in the process of defining the concept
- Other sources of tension or conflict aside from those stated in the synthesis
 - operationalization of agenda and interventions,
 - tension generated by conflict among support groups providing technical assistance,
 - diverse interests of stakeholders, and
 - different issues being advocated at different levels

4 5 Workshop 2 *I Hoped I Found I Pondered I Move Forward towards*

Objectives

During the workshop the participants were expected to

- 1 identify common and distinct experiences of clusters of stakeholders/partners,
- 2 translate reflections to action plans,
- 3 identify trends of their next steps/objectives, and
- 4 identify transition needs to assist coalitions to effectively undertake next steps

Guide Questions

- What were my greatest hopes/expectations?
- What were my deepest joy/fulfilment?
- What were the challenges (frustrations/disappointments)that faced me?
- What will I continue doing?
- What will I change?
- What are the implications to effectively accomplish, continue or shift/change or
- What do you need to accomplish the objectives?

**Outputs of Workshop 2
 Group 1**

Expectations	Fulfilment	Challenges	Continue	Change
<ul style="list-style-type: none"> • Achieve objectives, especially indicators set by USAID, • Full implementation women's watch desk and women committee in the workplace (e g , EPZ) • Institutionalize project goals groups commit to common goal/issue and transcend past differences • Concrete results/ tangible benefits for beneficiaries, marginalized sectors participation/benefits in development of HGAs 	<ul style="list-style-type: none"> • Tangible/ concrete results in projects ability to support/ service women, contribute to anti-poverty act, standards of coalition adopted by financing agencies, KASAPI formed • Deeper impact of the democratic process • Recognition and support from international agencies (e g , World Bank), member companies, respect of Panagtagbo for KASAPI 	<ul style="list-style-type: none"> • Lack of consistency among leaders • Lack of initiative among staff • Inappropriate policies for daily activities • Project delays due to democratic process • Lack of cooperation • Unappreciated empowerment processes • Shift of role from PO member to coalition building officer • Dynamics among support groups 	<ul style="list-style-type: none"> • Capability building through training • Retain participatory approaches rotation of leadership, "like-minded" & "consensus building" • Promote good working relationship • Build strategic relations with critical sectors, explore more partnerships • Strengthen linkage with organizations servicing the labor sector • Advocate for policy reform 	<ul style="list-style-type: none"> • Minimize dole-outs and encourage counterparts • Less productive approaches and strategies, discover ways to improve project strategies (e g , openness to gender issue), to redefine/ modify advocacy strategies • Minimize holding of dialogues in Manila and instead localize • Encourage constructive rather than destructive criticism

Expectations	Fulfilment	Challenges	Continue	Change
<ul style="list-style-type: none"> • Proper venue to define working relationships among IP POs and support groups • Life-term of coalition building (PO coalition first at the national level) • Build capability among members, IP building of a coalition • Come up with acceptable standards (MF) • Know basis of unity, identify policy gaps and other alternatives • Gain recognition and support to be recognized by GO as a strong and effective coalition, gain support of different sectors • Representation of children's sector 	<ul style="list-style-type: none"> • Commitment of partners (LGUs and GOs), response of women in the community they found time to participate, IPs active participation in the coalition and the project • Defined policy agenda by secretariat • Established harmonious working relationship, progress in defining partnership • Immediate resolution of conflicts • Participation of second liners in EXECOM (rotation of leadership) • Transparency • Children formalized as a sector last July 1997 	<ul style="list-style-type: none"> • UNAC in proper position to create sense of unity among support groups • Use of strong advocacy techniques/ effective advocacy strategies strengthen coalition • Ability to connect coalition agenda vis-a-vis organizational activities • Bringing together a coalition as project and process • Establishing a system to institutionalize POs (informing POs re developments) • Ownership of vision by children • Effect of election ban on organizing "councils" 	<ul style="list-style-type: none"> • Solicit more active involvement of women grassroots leaders in advocacy at national level • Disseminate S/W of IPRA and work out for participation in the drafting of recommendation for its IRR • Work for participation in the local legislative bodies/laws confronting IPs • Ensure transparency • Financial sustainability of KASAPI • Re-define roles and functions • Create/clarify structures/ bodies/ mechanisms (local and national) in operationalizing the plan, systematic implementation of agreed plan 	<p>among support groups (SG)</p> <ul style="list-style-type: none"> • Minimize friction among coalition member

Expectations	Fulfillment	Challenges	Continue	Change
<ul style="list-style-type: none"> • Sustain initiatives 	<ul style="list-style-type: none"> • Ability to accomplish objectives even if inexperienced & with limited capabilities 		<ul style="list-style-type: none"> • Sector (NGOs/sector) owning the agenda • Strengthen coalition (existing IP coalition at local & national levels) 	

Synthesis

Expectations	Fulfillment	Challenges
<ul style="list-style-type: none"> • Achievement of project objectives • Coalition formation and strengthening (defined relationship with support groups) • Policy gains 	<ul style="list-style-type: none"> • Concrete results • Recognition & support • Appreciation of democratic process • Development of NGO/PO leaders and second liners • Commitment & response of partners/sectors • Commitment to the sector 	<ul style="list-style-type: none"> • Internal factors leaders, staff policies and member organizations • Non-cooperation of others in the sector • Conflict with support groups • Weak appreciation of some sectors of the advocacy process • Lengthy democratic process within the coalition

To Start/To be Accomplished

Two coalitions shared what they noted necessary to be started or to be accomplished in the future. One coalition specified the need to regularly be with partners at the local areas for closer monitoring and to build stronger ties (not artificial ties). The IP group would want to start with the following:

- 1 Set up physical center for KASAPI
- 2 Establish efficient physical communication set-up
- 3 Deliver services provide support defined by the IP conditions - KASAPI and local coalition
- 4 Provide venue for IP-SG and NGOs supporting IPs to define working relationship
- 5 Support groups to build a working relationship for more effective response to requests of the sector
- 6 Cultural sensitivity among national support groups of IPs working with IPOs in the local areas

Themes

- 1 Strengthen relationships with other sectors, linkages
- 2 Develop policy advocacy
- 3 Strengthen within the coalition, the following
 - participation and democratic approaches (e g , rotation of leadership, strengthen ties, meetings, face-to-face relationship, strengthen consensus building, transparency)
 - organizational systems improved
 - financial sustainability
 - harmonious working relationship within the groups
 - ownership of coalition/agenda

On aspects to be changed

- 1 Improve project strategies (advocacy strategies, unproductive approaches, dole-outs, conduct of dialogues),
- 2 Minimize frictions within the coalition, and
- 3 Strengthen relationship within the support groups

Implications/Needs to Implement Changes

- 1 Funding until sustainability is attained
- 2 Training to strengthen the coalition (e g , para-legal, conflict management, and policy advocacy)
- 3 Monitoring and coaching by coalition "experts"
- 4 Proposal screening to ensure capacity to respect IP culture, capacity to be culture - sensitive

Outputs of Workshop 2 Group 2

Expectations	Fulfillment	Challenges	Continue	Change
<ul style="list-style-type: none"> • Building of mechanisms to enable marginalized sectors to participate in decision-making, bringing up their issues (policy making) and bringing about changes 	<ul style="list-style-type: none"> • Learning from experiences • Opportunity to work with other groups and learn from them • Concrete experiences wherein IP groups initiated coalition building (KASAPI) • concrete activities reflecting achievement • support from government and other donors 	<ul style="list-style-type: none"> • frustrations related to project management 1) no coherent, forward-looking plans, 2) top-down approach, 3) unclear division of tasks, responsibilities and resources, and 4) unclear or lack of management structure • to overcome the different PO-NGO dynamics to advance the interest of disadvantaged sectors • threats of withdrawal of support and participation due to personal/organizational interests, also due to lack of resources and capability 	<ul style="list-style-type: none"> • working with other sectors • monitor progress • provide support (IB, networking, etc) • be creative in sustaining enthusiasm of members and in forming/developing tactics and campaigns • ensure that viable systems/mechanisms are in place before project phase out 	<ul style="list-style-type: none"> • negative (judgmental) attitude towards other support groups • negative work attitude and lifestyle • focus of LGUs, NGOs and POs into programs that are more participative by influencing these groups • compromising principles just to keep the coalition intact

Highlights of the Discussion

- Problem with groups who worked with several sectors (e.g., a project for the urban poor, an effort to link with fisherfolks was exerted because there were urban poor people who were members of the other sector. However, there was no synergistic work effect)
- Processes involved in program planning of multisectoral coalitions. To avoid management conflict, sectors (communities) directly affected by issues should be involved in program planning or the plans should at least be appropriate to these sectors' needs. People concerned should be careful about the processes since a top-down approach may prove to be very problematic
- A PBSP experience in Cebu hilly land area. The planning of a multisectoral effort of upland farmers, local government, line agencies (e.g., DENR), and business sector was done in Cebu. They came up with a project to introduce high-value crops to improve their productivity program. High-value crops needed institutional markets so the farmers linked up with corporations like hotels and restaurants. The farmers' income improved

Action List

Members of the group decided not to put time frames on the critical actions they identified as common among them. Everybody agreed that the needs and particularities of each group would determine the timelines for each action. The actions were grouped according to themes

CONTINUE

Theme	Actions
Nurturing the spirit of coalition	<ul style="list-style-type: none"> • Constantly nurture spirit of cooperation/collaboration among coalition members (there may be differences in ideologies but there are issues that affect all members of the coalition) • Explore ways to maintain enthusiasm of members • Explore creative tactics and campaign to advocate sectoral issues
Project Management	<ul style="list-style-type: none"> • Ensure that viable systems/mechanisms are in place before project phase out • Closely monitor projects of coalitions (targets and processes) • Provide support (IB, networking, etc.)

Theme	Actions
Strengthening/Institutionalizing Participation	<ul style="list-style-type: none"> • Creation of a structure to ensure participation in all levels—barangay, municipality, provincial, national (there should be an effort to organize and consolidate people at the grassroots level, simultaneous to coalition-building) • Facing the challenges
Working with other stakeholders	<ul style="list-style-type: none"> • Working with other stakeholders if and when necessary • Help in the work for conscientization of marginalized groups through community and sectoral organizing • Objectivity in facilitation (project holder)

CHANGE

Theme	Actions
Attitude of Donor Agencies	<ul style="list-style-type: none"> • donor agencies/support groups should deal with coalitions directly, without any intermediaries
Personal Attitude	<ul style="list-style-type: none"> • attitude towards other support groups (should be open to constructive criticism) • slowly refine work attitude and lifestyles to effectively and efficiently contribute to social transformation, from a junk culture to a culture of peace • (desist) from being judgmental • (quit) compromising stands/positions/principles just to keep the coalition intact, encourage healthy debates • assist/influence non-developmental groups to become more developmental in their approaches
Focus and bias for disadvantaged sector	<ul style="list-style-type: none"> • refocus programs of NGOs, LGUs and POs into ones that encourage participation, ensure sustainability, and promote the interest of disadvantaged sector (sectors should be the ones who will participate in and benefit from the programs)

Points Raised

- Decision-making, whether by consensus or majority, depends on the rules set by the coalition
- Overall intention of coalition building programs is to promote and advance the interest of the basic sector Our involvement in these coalitions is an expression of our bias towards the disadvantaged sector This sector should benefit from and participate in the programs
- Regarding changing the donors' attitudes, there should be no qualifications for coalitions who can directly deal with them These qualifications might always be used as an excuse and are very subjective Coalitions can always adjust their programs if needed

**Outputs of Workshop 2
 Group 3**

1 Outputs of Workshop 2

Expectations	Fulfillment	Challenges	Continue	Change
<ul style="list-style-type: none"> • We will change the world • Effective & sustainable coalition building support • IPs/IPO given attention • Upliftment of dis-advantaged people's life • Recognition of the IPs' rights • Strengthen existing coalition • Improve/heighten advocacy work • Funding 	<ul style="list-style-type: none"> • We had fun while laboring • Funds & fun in working together • Organizing without external funding support • Almost there EO for signing (levy recovery) • Despite tension, were able to accomplish several milestones • Learned my lessons • Able to save the project 	<ul style="list-style-type: none"> • Building consensus/agreements • Meeting timelines • Getting your ideas across • Finding "win-win" formulas • Internal conflict (How to "liquidate" problematic leaders") • Strengthening people at the grassroots • Sustain advocacy • Operationalize "smooth" and "unity" • More hands 	<ul style="list-style-type: none"> • Organizing more/continue to all aspects of area affected • Coalition work beyond USAID grant • Creative means for feedbacking/issue planning • Consensus building re strategy • Sense of equanimity • Motivating people/groups • Re-organize IP groups • Working 	<ul style="list-style-type: none"> • Essence of partnership (dialogical, consultative) • Soul-searching change some changes have to happen to be able to get there > searching for answers • Cohesion instead of divisiveness among the urban poor sector • Re-design strategy • Structure of coconut industry

Expectations	Fulfillment	Challenges	Continue	Change
<ul style="list-style-type: none"> • Stronger POs • Effective coalition work • Fuse the issues of fisherfolks from local to national • Unity • Unity within the sector • Effectively advocate coco reform > common agenda = no problem in implementation • Partner coalition to act as "change agent" within sector • Implementation > continuous but not without problems 	<ul style="list-style-type: none"> • Natupad na mapag-usapan and usapin ng mangingisda at pangisdaan > Nakabuo ng Fisheries Code kaya lang hindi pabor sa malilit na mangingisda • Attained some project objectives despite problems/ conflicts • Success stories • Some policy gains • Children's concerns were heard & addressed • Coalition experience • Feminist action • Pag may napanalo/ gains as a result of struggle • Winning points in advocacy re policy adoption, program/ legislative implementation • Support from other coalitions/ NGOs 	<ul style="list-style-type: none"> • Contribute to the attainment of unity • Continue the fisherfolks' fight • How to "beat" the gov't • Advocate for children's participation at all levels 	<ul style="list-style-type: none"> • Soliciting support from different Sectors • More outward-looking (broader issues) rather than inward-looking • Working with committed leaders/ advocate to push project objectives and coalition agenda • Funding support • Advocacy • Strengthen local coalitions • Informing society that children are contributing to national development • Expand and consolidate the fisherfolks • Strengthening of PO coalitions capable of wielding power • Intensify advocacy • Get more "hands" 	<ul style="list-style-type: none"> • Look for gains/ strengths and solve the problems together • Expect less of other and demand more of ourselves • Learn from experiences, weaknesses and strengths • New partners • New project design • New partnership arrangements • Balance/bias in the movement • Deepen our commitment

Synthesis of Workshop 2

Expectations	Fulfillment	Challenges	Continue	Change
<ul style="list-style-type: none"> • Policy changes • Coalition relations • Personal learnings • Coalition strengthening & unity building 	<ul style="list-style-type: none"> • Successes/ policy gains • Learning from experience • Carrying out work with little support • Funding and fun 	<ul style="list-style-type: none"> • Decision making processes • Getting ideas across • Sustaining advocacy and policy gains • Maintaining unity and coalition relations 	<ul style="list-style-type: none"> • Attitudinal • Internal and external coalition building • Outward-looking • Sustainability 	<ul style="list-style-type: none"> • Project design • Attitudes • Relationships and power relations

Other issues discussed

- 1 Blocks to Coalition Building
 - internal struggle ideological differences
 - misunderstanding within the coalition
 - tendency of partners to take extreme positions > leaves little room for compromise
 - perception pushing partner to extreme position
 - tendency to become an exclusive group/clique
 - availability of funds and allocation cause tension
- 2 Suggestions
 - clarify ideologies espoused
 - basis of unity

Implications/ Concrete Steps to Take Re Things to Continue and Change

- 1 Strategies
 - formulating more information-based strategies
 - accessing available information (e g , understanding how government works)
 - leaving room for experimentation
 - conducting own research get more empirical data
 - veering toward more technical advocacy
 - complementing "pressure politics"
- 2 National and Local Issue Advocacy
 - national advocacy should promote/help/facilitate local issue advocacy
 - distinguish between national (e g , coco levy) and local (e g , specific AR issues) issues

- 3 Definition of roles, policy and bases of unity should be ongoing, a process
- 4 Setting realistic (measurable) goals in project formulation and strategizing
- 5 Acceptability of coalition-builder to coalition members (e g , person is crucial factor, based on code of ethics, transparency in terms of interest and agenda)
- 6 Choose people you can work with
- 7 Value of environmental scanning understand dynamics, consider implication on time

Outputs of Workshop 2 Group 4

1 Outputs of Workshop 2

Expectations	Fulfillment	Challenges	Continue	Change
<ul style="list-style-type: none"> • Unity between groups within the sectors (NGOs and POs) • Respect for all (consensus-building) • Partnership • Look at MFI as partner not only as funder 	<ul style="list-style-type: none"> • Achieving sector's agenda • Coming together of groups for the Sector's agenda • tactical alliances on certain issues (e g , Anti-Demolition Working Group, Cha-Cha) • Empowerment of sector 	<ul style="list-style-type: none"> • differing agenda among groups • control of certain individuals/ groups (NGOs) 	<ul style="list-style-type: none"> • unification of sectors • organizing • participatory approach 	<ul style="list-style-type: none"> • organizing based on ideology as against concern for welfare

Expectations	Fulfillment	Challenges	Continue	Change
<ul style="list-style-type: none"> • Equitable privileges and roles among partners 	<ul style="list-style-type: none"> • Good working relationship • Openness of partners • Recognition from local leaders /local government due to coalition 	<ul style="list-style-type: none"> • distrust • vested interests 	<ul style="list-style-type: none"> • openness and sincerity • shared leadership (rotation) • sharing of experiences • regular meetings 	<ul style="list-style-type: none"> • autocratic tendencies as a leader
<ul style="list-style-type: none"> • Advocate SPEED-Mindanao's issues (reason for existence) 	<ul style="list-style-type: none"> • Support of partners - presence of partners in Mindanao 	<ul style="list-style-type: none"> • unfamiliarity with new task • imposition from lead agency - specifically on financial management system 		<ul style="list-style-type: none"> • individualistic approach of each partner (e g , evaluation process should be done constructively to avoid rivalry among partners - must be geared towards problem-solving rather than pinpointing of mistakes
<ul style="list-style-type: none"> • Establishment of own identity - fisherfolk as separate entity from peasants (revise DAR classification) 	<ul style="list-style-type: none"> • NACFAR as center of opinion on fisherfolk issues • Development of skills in advocacy - able to debate issues 	<ul style="list-style-type: none"> • recognition of differences within sectors • conflict resolution (staff, NCL, FA) • communication gaps - levelling off - openness 		<ul style="list-style-type: none"> • redefine "consensus" • tyranny of the minority • clear-cut delineation of functions - administrative matters and other matters (e g , secretariat becomes

Expectations	Fulfillment	Challenges	Continue	Change
	<ul style="list-style-type: none"> - able to confront lawmakers (advocacy in Congress) - able to relate to a wider audience - enhanced capability for project management 	<ul style="list-style-type: none"> - disparity between words and actions 		<ul style="list-style-type: none"> stamping pad is bogged down with administrative work)
<ul style="list-style-type: none"> • Continue with efforts in coalition-building 	<ul style="list-style-type: none"> • Sustainability of organization despite conflict among support groups 	<ul style="list-style-type: none"> • policy implementation (AD issue) • conflict among support groups • how to be sustainable despite conflict among support groups • rise of groups ("katutubo") with questionable identities 		<ul style="list-style-type: none"> • coalition must go beyond issues but must be seen as a continuing process
<ul style="list-style-type: none"> • Unity - (within specific IP groups and among different IP groups) • Respect for identity • Establishment of local coalitions (i.e. Ati-coalition Bukidnon coalition) 		<ul style="list-style-type: none"> • cultural insensitivity 	<ul style="list-style-type: none"> • increase membership 	

Expectations	Fulfillment	Challenges	Continue	Change
<ul style="list-style-type: none"> • Implement grant agreements • No imposition of coalition-building among sectors 		<ul style="list-style-type: none"> • IDENTITY issues <ul style="list-style-type: none"> - as donor vs partner - USAID grantee - accused of "nang-aagaw ng eksena" - non-IP /outsider - willingness to help is - sometimes questioned • increase ranks of IP leaders especially women • NCIP membership 		
<ul style="list-style-type: none"> • Systematization within the coalition 				
<ul style="list-style-type: none"> • shared/participatory leadership • clear-cut delineation of functions 	<ul style="list-style-type: none"> • recognition and creation of a children's sector in the government 		<ul style="list-style-type: none"> • commitment • children's representative in the local government 	

Synthesis

Things to continue

- 1 Focus on sector
 - help in unification of sector
 - organizing
 - increase membership
 - recognition of bases of unity and differences
- 2 Defining and respecting values of the coalition
 - openness and sincerity
 - rotating leadership
 - resolving conflicts through consensus
 - participatory processes
- 3 Processes/ mechanisms sustaining the coalition
 - regular meetings
 - continued education (seminars, workshops)
 - capability -building
- 4 Personal Commitment
 - commitment for advocacy
 - volunteer work

Things to change

- 1 Approaches
 - autocratic tendencies
 - individualistic approaches
 - review "Consensus" (tyranny of the minority)
- 2 Framework
 - organizing based on ideology
 - go beyond issues
- 3 Structure
 - well-defined delineation of functions and roles between policymakers and operations

Priorities Group 4 members decided that it was difficult to set priorities and draw a time frame for proposed programs/activities at this point as this is dependent upon situation of each member organization

Plenary/Synthesis of Workshop Outputs

After the individual workshops, the groups were asked to go back to the plenary hall for the synthesis of workshop outputs. The following is a synthesis of outputs of workshop 2.

Synthesis of Outputs

Expectations	Fulfillment	Challenges	Continue	Change
<ul style="list-style-type: none"> • Unity (within sector, NGOs POs) • Respect & consensus • Establish own identity as sector (IP = Ati tribe) • Equitable privileges & roles • Advocate reason for coalition project existence • Participatory mechanisms for marginalized in policy making social change & development/ leadership • Implement grant agreements (project holder) 	<ul style="list-style-type: none"> • Achieved sector's agenda at local/ national level • Built links (business & education) • Empowered sector • Recognized local leaders • Enhanced capabilities (increased awareness advocacy, debate/ confront positions) • Concrete results • Recognition and support from GOs & international organizations • Appreciated democratic process • Developed PO/NGO leaders (2nd liners) • Commitment & response of partners/ sector 	<ul style="list-style-type: none"> • Imposition of management system • Lack of familiarity with new task (CB) • Varied agenda of groups • Conflict among support groups /Relationship with support groups that are in conflict • Internal conflict (leader/staff policies member organizations) • Relationship with others in sector (non-cooperative) • Lengthy coalition process (democratic) • 'Groping in the dark' at the start • PO-NGO dynamics 	<ul style="list-style-type: none"> • Open communication lines • Ongoing education and capability building • Sustainability of projects (financial etc) • Participatory approach (leadership) • Partnership work hand in hand/ harmonious • Help unify/ organize sector • Increase membership of coalition 	<ul style="list-style-type: none"> • Autocratic tendencies as a leader • Individualistic approach (vs information sharing) > encourage healthy debates • Organizing based on ideology vs welfare • (to) Modified consensus • Delineation of functions and roles • Go beyond issues • Negative work attitude and lifestyle • Focus LGUs NGOs & POs to programs which are more participative by influencing them • Negative/ judgemental attitude toward other support groups

Expectations	Fulfillment	Challenges	Continue	Change
	<ul style="list-style-type: none"> • Commitment to sector • Learned from experiences & from one another • Conflict resolution through execom • Constant communication • Transparency • Children formalized as sector • Tactical/issue alliances • Sustainability of organization despite conflicts among support groups • Openness of partners 	<ul style="list-style-type: none"> • Control of certain groups/ individuals • Policy implementation • Development of more IP leaders (especially women) • Rise of groups with questionable identities 	<ul style="list-style-type: none"> • Recognize bases of unity & differences • Openness & sincerity • Consensus (in conflict resolution & others) • Commitment to advocacy • Work with other sectors • Monitor progress • Sustain enthusiasm, strategizing & tactics campaigns ownership of coalition agenda • Improve organizational systems • Nurture spirit of coalitions 	<ul style="list-style-type: none"> • Project strategies (advocacy, non-productive approaches dole out • Increased frictions • Weak relationship with support groups • Personal attitudes • Decreased focus & bias for disadvantage of other groups • Indirect relation with coalitions • Policy advocacy at national and local levels - down to grassroots, advocacy to facilitate local issues • Hindrance to the coalition <ul style="list-style-type: none"> - Ideological differences - Misunderstanding inside coalition - Extreme positions little room for compromise - Tendency to become exclusive/ elitist - Source of tension funds & its allocation

Implication and Needs Re Things to Continue and Change

- 1 Ensure funding support until program/project becomes sustainable
- 2 Conduct ongoing training to strengthen coalition (e.g., paralegal, policy advocacy, etc.)
- 3 Monitoring/coaching from coalition experts, closely monitor projects of coalitions
- 4 Screen proposal to ensure capacity to respect IP culture, capacity to be culture-sensitive
- 5 Nourish the spirit of the coalition
- 6 Explore ways to sustain enthusiasm of members
- 7 Ensure viable mechanisms are in place before project phase-out
- 8 Provide support (IB, networking, etc.)
- 9 Formulate more information-based strategies
- 10 Ensure that national advocacy support or assist local issue advocacy
- 11 Define roles, policy, basis of unity, clarify ideology
- 12 Set realistic goals
- 13 Choose acceptable coalition-builder, members, people you can work with, work with other stakeholders when needed
- 14 Scan environment
- 15 Create appropriate structures to ensure participation at all levels: barangay, municipality, provincial, national
- 16 Organize and consolidate people at the grassroots simultaneous with coalition building
- 17 Help in the work for conscientization of marginalized groups through community and sectoral organizing
- 18 Facilitate objectively (project holder)

Open Forum

No questions were raised nor issues clarified during the open forum. After a quite exhausting yet enriching session, everyone was only too glad to end the workshop.

Closing

The whole activity was adjourned with USAID staff Ms. Lisa Magno thanking the participants for the time and effort they had given for the success of the workshop and for their openness in sharing their experiences. She then invited everyone to dinner.

Final word: *Coalition partnership is rich. The spirit is alive. Everyone is appreciative. Let's continue the work. The challenges ahead are interesting.* (AGM)

Attachment **A**

Directory of Participants

Coalition Building Experience Workshop

February 26, 1997

The Sulo Hotel Quezon City

Directory of Participants

ACDI

- | | | |
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Asian-American Free Labor Institute - Disadvantaged Women Coalition Project (DAW)

- | | | |
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Coalition Building Experience Workshop

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Attachment **B**

Stimulus Presentation

An Assessment of Disadvantaged Group

STIMULUS PRESENTATION
Coalition Building Experiences Partners' Reflection

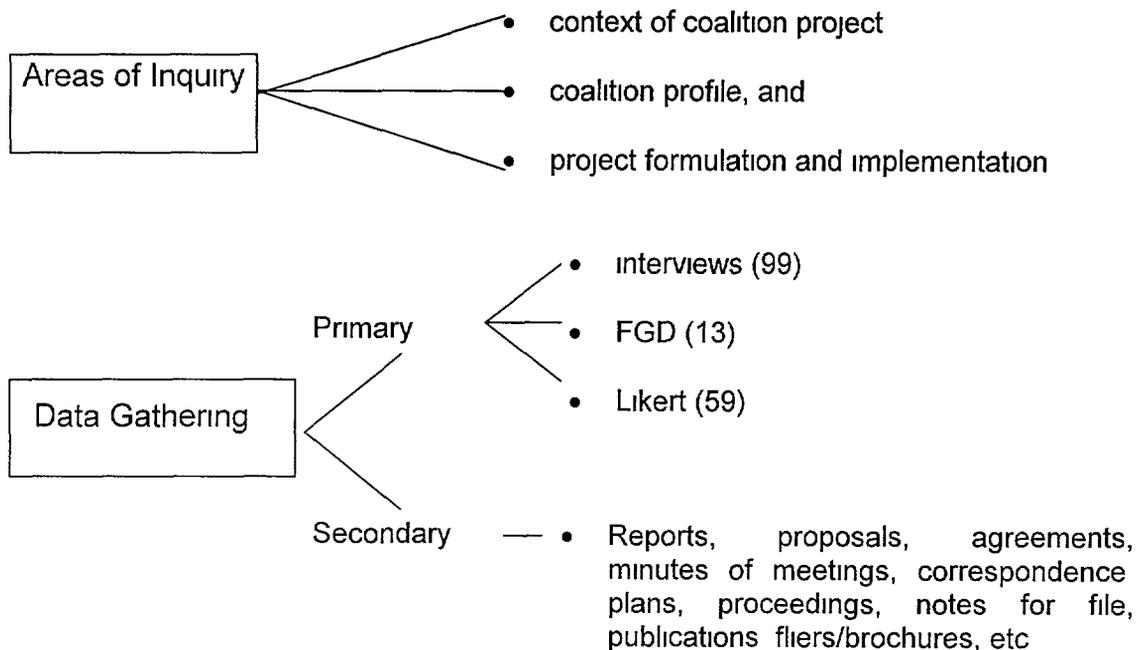
Purpose

To look closer into the recent experiences of seven coalition projects supported by USAID and start to understand/appreciate the complexities or implications of strengthening policy reform through coalition building

Objectives

- To identify areas of learning of coalition building and policy advocacy
- To flag interesting areas or issues about the substantive and process related aspects in the coalition building practices of partner groups
- To stimulate reflection

Methodology



Limitations of the Study

- Period Covered by Study March 1996 - December 1997
Data Gathering October 1997 – January 1998
- No comprehensive evaluation of coalition building and policy advocacy of the coalition groups studied

Coalition Project Partners

1995

- ◆ Fisherfolk Advocacy for Sustainable Aquatic Reform (FASAR) = National Coalition of Fisherfolks for Aquatic Reform (NACFAR)/Agricultural Cooperative Development International (ACDI)
- ◆ Enhancing Peoples' Initiatives and Capabilities for Housing and Urban Development (EPIC) = Urban Land Reform Task Force (ULRTF)/Mondragon Foundation, Inc (MFI)
- ◆ Advancing Participation of Upland Indigenous People's in Philippine Democratic Process = Upland NGO Assistance Committee (UNAC)/Philippine Business for Social Progress (PBSP)

1996

- ◆ Empowering Women and Children in the Informal Sector = Asian American Free Labor Institutes (AAFLI)/Trade Union Congress of the Philippines (TUCP)
- ◆ Building Unity for Continuing Coconut Industry Reform (BUCO) - Volunteers in Overseas Cooperative Assistance (VOCA)/Pambansang Koalisyon ng mga Samahang Magsasaka at Manggagawa sa Niyugan (PKSMMN)/Coconut Industry Reform Movement (COIR)
- ◆ Developing Standards for MicroFinance = TSPI Development Corporation/MicroFinance Standards Coalition
- ◆ Strategic Program for Enhancing Education and Development in Mindanao (SPEED-Mindanao)= NDFCA +++

Nature of the Partners

- ◆ **Composition**

<i>PKSMMN</i>	<i>ULRTF</i>		
<i>NACFAR</i>	<i>COIR</i>	<i>UNAC</i>	
	<i>Informal Sector</i>	<i>SPEED</i>	<i>MicroFinance</i>
POs	POs+NGOs	NGOs	NGOs+Gov't+Private

◆ Coalition Founding and Start of USAID Grant

Coalition	UNAC	NACFAR		COIR PKSMMN		ULRTF		Informal Sector Microfinance	SPEED
Founding Year	1989	1990	1991	1992	1993	1994	1995	1996	1997
USAID Grant Signing						August		July	September

◆ Coalition Projects' Purpose and Objectives

Purpose effective participation of organized, marginalized, sectoral groups in policy reform through advocacy

- formulation and inclusion of pro-people policies in proposed bills or provisions of bills
- implementation of a law to maximize marginalized groups' benefits
- catalyze reforms in approaches, tools and programs for policy reform

Objectives internal strengthening and policy impact

Coalition formation

- Assisted existing coalitions at both national area/local levels
- Rich coalition building experiences
- Links with sub-grantees prior to project four had direct links

Policy Gains

- 1) **Influence over policy making** (sit as representatives in policymaking bodies and substantive influence on content of policies legislated)
- 2) **Commonly shared and articulated policy agenda** (the issues identified by the marginalized constituent groups of the coalition have been analyzed, prioritized, disseminated and projected)
- 3) **A repertoire of strategies to project the policy agenda /issues** is laid out, tested and continually improved
- 4) Coalition groups have **gained allies or supporters** from the policy-making bodies and other sectors of society
- 5) **Strategies for exacting accountability** from policymakers are identified and tested

Coalition building achievements

- Formalized three new coalitions
 - 1) the coalition's capacity to develop empirically based issues by using research and analyses,
 - baseline and profiling
 - policy studies and analyses
 - data banks & data resource center
 - 2) training and mobilization of leaders and members at all levels of the coalition,
 - Training needs analysis and program design
 - Training in selected fields (financial management, project reporting & monitoring, local researcher training, coalition building, team building, advocacy, women
 - 3) a participatory, grassroots-up, gender-sensitive approach to project implementations and operations,
 - 4) organized and timely deliberation,
 - 5) an identified agenda based on consensus, and
 - 6) linkage and collaborative activities with allied as well as support groups

Effects of the Coalition Projects

- Did the coalition projects help devolve and decentralize power (empower) to the under represented and marginalized groups in Philippine society?
- *Did the coalition projects contribute towards professionalizing processes dedicated to the furtherance of democracy?*
- *Did the coalition projects assist in creating successful alternatives to formal governmental processes by institutions of civil society?*

EMPOWERMENT (Devolution and decentralization of power)

- Plurality of groups
- Coalition of base organizations + intermediary agencies
- Non exclusive constituents of coalitions
- Complementary roles of partners (PO-NGO/leader-staff)
- Leadership (personalities/organizational)
- Issue advocacy & policy reform (role/expertise)

Professionalizing coalition processes

- Formalizing partnership relations
- Role of PO as key decision makers/spokespersons
- Role of NGO as technical support, in conceptualizing, articulation, facilitating processes
- Project setting & framework (management systems & approaches)
- **Information & data**

Successful alternatives to formal governmental processes

- Non-traditional counterparts of policymakers
- Alternate, responsive policy agenda
- Coalitions as mechanisms for validation & dialogue

FACTORS AFFECTING COALITION BUILDING & POLICY ADVOCACY

1) Partnership and Participation

- Bases of Unity/Collaboration or terms of engagement
- Like-mindedness and Shared Objectives
- Positive experiences of collaboration in the past
- Voluntary choice of partners and positive regards for partner groups Recognition of the partners' valuable contribution and role
- Reciprocity between partners

- Valuable partnership mechanisms
- Regular face-to-face relations
- Confidence building activities

2) Policy Advocacy

- Comprehensive and Specific Objectives
- Pressure politics and affirmation
- Right timing
 - policy environment,
 - formation of allies and support groups,
 - degree or intensity of opposition,
 - availability of critical information,
 - political relevance and coherent articulation of positions, and
 - the trends and flavor of popular political relations among power holders
 - Top-down and bottom-up approach
 - Indicators for Policy advocacy gains

3) Leadership

- Strong and consistent presence of leaders
- Skills in effective communication and interpersonal relations
- Organic leaders as legitimate spokespersons of the marginalized and under represented groups
- Informed proposals/interventions
- Committed leaders
- Leaders and conflict mediation
- Personality of Leaders

4) Project development and management

- In-depth environmental scanning and analysis
- Ownership and coalition project formulation
- Baseline and profiling
- Utilization and systematization of data and information
- Training and capability building

- Program and performance indicators
- Program strategy and implementation plan
- Project management units
- Formal agreements between grantees
- Delineation between functions and tasks of staff and leaders
- Organizing
- Participatory approach and training

5) Conflict Resolution

- Ethics
- Reciprocity
- Role of mediators
- Bases of unity/engagement
- Trust & confidence in the processes/partners

LESSONS

- 1 Coalition building is the collective expression of organized groups undertaking participatory action

This collective expression parallels the ebb and tide of opportunities to breakthrough some dimensions in societal transformation

Coalitions are necessarily short term and manifestations of collaboration of diverse civil society groups

The bonds and links that constituted these coalitions are not activated in a continuing process

Instead, the coalition building experiences contribute to a wellspring of civil society action filled by an array of group experiences

- 2 Success in policy advocacy is never complete and the timing of policy advocacy actions greatly influence capability of groups to win provisions for the marginalized groups

Coalition groups success in policy advocacy could not be measured solely on the basis of the number of legislated policies it has lobbied

- 3 The culture, framework of operations and mentality of a project modality has institutionalizing effects on coalition building processes

4 Tension is a constant aspect in coalition building and coalition relations

5 Coalition building processes create the venue for civil society groups to strengthen their capabilities to become effective agents of social transformation

It hones the organizing, analytical and interpersonal skills of these groups

The presence of a plurality of such empowered groups contributes towards civil society strengthening

6 Ownership and accountability are two interrelated by separate elements in coalition building processes Separating ownership from accountability tend to weaken the collective responsibility for the entire project

7 National level advocacy must be balanced and complemented by advocacy of counterpart groups at the local level

8 Coalition building and policy advocacy are confidence building and educative helping to expose coalition partners to the operations of government as a bureaucracy

Future Directions

1 Pursue national coalition building to advance policy advocacy gains for the marginalized sector

2 Coalition groups could be encouraged to take a more serious look at policy advocacy addressing the implementation of existing laws that benefit the marginalized

3 Coalition partners need to develop their approaches and thinking about how to best exact accountability from policy-makers

4 Sustained policy dialogue between coalitions and more policy-makers are needed to continue the education of both parties in the area of responsive and effective policy-making

5 If coalitions are collaborative actions that has its ebb and tide, coalition partners as well as the other groups in society must have a continuing mechanism to draw from the wellspring of experiences and learning of these coalitions

Attachment **C**

Program of Activities

TIME/SCHEDULE	ACTIVITY	SPECIFIC OBJECTIVE	GUIDE QUESTIONS	IN CHARGE/REMARKS
8 00 – 8 30 AM	♦ Arrival/Registration	-	-	Mabel –UICI
8 30 – 9 30	♦ Introduction & Orientation	<ul style="list-style-type: none"> • Welcome • Getting-to-know-you • Expectation Check • Objectives & Schedule of the day 		<ul style="list-style-type: none"> • USAID • Dodo M • Dodo M • Angge G
9 30-10 45	♦ Presentation Learning from the Coalition Projects ♦ Open Forum	<ul style="list-style-type: none"> • Provide a stimulus for reflection and sharing by presenting the learning drawn from the seven coalition projects • Clarification 		<ul style="list-style-type: none"> • Angge G
	♦ Introduction to Workshop 1 <i>The way I see it</i>	<ul style="list-style-type: none"> • Allow the participants to share their impressions and feedback/reactions the points which they consider most relevant or significant • Encourage participants to find immediate application of their significant learning 	♦ Which of the points raised in the presentation do you consider most relevant/significant to you? - As a main grantee/project manager/coalition leader/donor rep partner/technical support provider? - Why?	Ana C <ul style="list-style-type: none"> • Divide into five working groups (mixed) • Each group will have its own facilitator and documentor
10 45 – 11 00	BREAK			
11 00 – 12 30PM	Small Work Groups ♦ <u>Workshop 1</u> “The way I see it” Small Group Sharing			<ul style="list-style-type: none"> • Facilitators/documentors to prepare the summary table see attach'mt #1

TIME/SCHEDULE	ACTIVITY	SPECIFIC OBJECTIVE	GUIDE QUESTIONS	IN CHARGE/REMARKS																
12 30 – 2 00 PM	<p>Plenary</p> <p>Synthesis of Workshop 1</p>	<ul style="list-style-type: none"> Identify common and distinct points raised by groups Encourage the big group gain a sense of sharing common & unique experiences in coalition building & policy advocacy 	<ul style="list-style-type: none"> What are common and distinct points shared across groups? 	<ul style="list-style-type: none"> Documentors/facilitators to prepare the integrated summary table see Attach #2 																
1 30 1 45	<p>◆ Introduction to Workshop 2</p> <p><i>I hoped-I found-I pondered</i> (Expectations-Fulfillment-Challenge)</p>	<ul style="list-style-type: none"> Help participants identify lessons learned based on past experiences Encourage participants to identify next steps 	<ul style="list-style-type: none"> What were my greatest hopes/expectations What were deepest joy/fulfillment What were the challenges (frustrations /disappointments) that faced me? What will I continue doing? What will I change? 	<ul style="list-style-type: none"> Divide into homogeneous groups <ul style="list-style-type: none"> - main grantees, - project manager/ coordinator, - sub-grantee (NGO or PO) 																
1 45 – 3 00	<p>Small Working Groups</p> <p>◆ <u>Workshop 2</u> <i>I hoped - - I found - - I pondered</i> (Expectations-Fulfillment-Challenges)</p>			<ul style="list-style-type: none"> Facilitators/documentors to prepare the summary table 																
3 00 - 4 00	<p>Plenary</p> <p>Synthesis of Workshop 2</p>	<ul style="list-style-type: none"> Identify common & distinct experiences of clusters of stakeholders/ partners Stimulate participants to translate reflections to action plans Identify trends of participants' next steps/objectives 	<ul style="list-style-type: none"> What are common and distinct points shared across groups? What do you wish to continue and change? 	<ul style="list-style-type: none"> Documentors/facilitators to prepare the integrated summary table 																
			<table border="1"> <thead> <tr> <th>Expectations</th> <th>Fulfillment</th> <th>Challenges</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Expectations	Fulfillment	Challenges							<table border="1"> <thead> <tr> <th>Continue</th> <th>Change</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table>	Continue	Change				
			Expectations		Fulfillment	Challenges														
Continue	Change																			

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TIME/SCHEDULE	ACTIVITY	SPECIFIC OBJECTIVE	GUIDE QUESTIONS	IN CHARGE/REMARKS
4 00 - 4 30	BREAK			
4 30 - 5 00	Plenary ♦ Introduction to Workshop 3 <i>Forward towards</i>	<ul style="list-style-type: none"> Identify needs/gaps to be filled to assist coalitions to effectively undertake next steps Identify transition needs 	<ul style="list-style-type: none"> Classify the action list (change/continue) into immediate, intermediate and long term What are the implications to effectively accomplish continue or shift/change or What do you need to accomplish objectives? 	<u>Brainstorming Approach</u> <ul style="list-style-type: none"> Divide group into homogeneous groups Facilitators/documentors to prepare the summary table Documentors/facilitators to prepare the integrated summary table
5 00 - 6 00	Small Working Groups ♦ Introduction to Workshop 3 <i>Forward towards</i>			
6 00 - 7 00	Plenary ♦ Introduction to Workshop 3 <i>Forward towards</i>	<ul style="list-style-type: none"> Synthesize the group thinking about the next concrete steps 	<ul style="list-style-type: none"> Cluster the needs into themes 	
7 00 - 7 30	Wrap up	<ul style="list-style-type: none"> To provide participants with a sense of closure for the day and a hope for the days ahead 	<ul style="list-style-type: none"> Keep watch- listen to better introduce and collective activity that symbolize coalition partnership 	

25