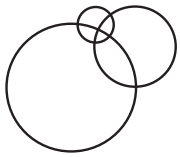


The Synergos Institute

The Rise of Philippine NGOs in Managing Development Assistance

By Consuelo Katrina A. Lopa

2003

This study is part of a series produced with support from the Sasakawa Peace Foundation

Contents

Introduction

In recent years, official development assistance (ODA) agencies have been increasingly exploring avenues for supporting community development initiatives more directly. The result has been the creation of a diversity of new funding channels, many of them involving NGOs, both in the host and donor countries. Little analysis has been conducted, however, of what has been working, including the how and why, and few attempts have been made to share examples more widely. This paper seeks to address this gap by looking at the case of the Philippines in detail and follows on the general overview of ODA-NGO collaboration presented by David Winder in his paper *Options for Financial Sustainability: Collaboration Between Civil Society and Development Agencies in Southeast Asia*.

Various stakeholders in the Philippine development community have warmly received the practice of NGO management of ODA. NGO management of ODA funds transfers traditional decision-making powers over allocation and use of funds, from donor representatives and host government agencies to collegial bodies comprised of or influenced by NGO representatives. This paper explores this rise of Philippine NGOs in managing ODA, looking at the different forms of NGO-managed mechanisms and challenges and opportunities for NGOs and ODA agencies moving forward.

Background

NGO management of ODA has existed since Corazon Aquino's assumption of power in 1986. In fact, policy direction for this is outlined in the National Economic Development Authority's (NEDA) 1989 guidelines for government-NGO collaboration. The guidelines state that NGOs may directly negotiate with foreign governments for ODA.

Aside from the policy directive issued under the Aquino government, several factors have contributed to an environment conducive to NGO management of ODA:

- Due to the fifteen-year imposition of Martial Law between 1972 and 1986 by President Marcos, the Philippine government has a history of graft, corruption, mismanagement, and in some cases, participation in the suppression or violation of civil, political, and human rights. In areas where the government bureaucracy could not deliver necessary social services, other development stakeholders had to step into that role.

- Philippine NGOs have successfully advocated for a greater role in the delivery of social services as well as in attaining asset reform. They stress their strong relationships in local, poor communities, a commitment which grew out of working with poor communities under the Marcos dictatorship.
- The impacts of development NGOs in community development and community economic development have demonstrated the capacity of these NGOs to be flexible, adaptable, and capable of innovative approaches to development challenges.
- NGOs have typically incurred lower costs under less bureaucratic project implementation measures than government has typically due to government graft and bureaucratic mismanagement.

NGOs thus presented another means by which ODA could be directed towards the poorest communities at a time when foreign governments wished to demonstrate their support and commitment to the newly installed democratic government.

On the other hand, government performance in the area of managing ODA has also been sadly lacking. A report by the Presidential Task Force on the 20/20 Initiative entitled, "ODA Performance within the 20/20 Initiative Framework," came to the following conclusions:

- Only 8-11 percent of the Philippines ODA portfolio has been allocated to basic social services between about 1994 and 2001. Over 50 percent has been devoted to infrastructure support.
- Within ODA spending on basic social services, extended implementation periods have happened due to delays in right-of-way acquisitions, relocation issues with squatter families, peace and order problems, social acceptability, and access to financing.
- The rate of utilization of ODA for basic social services by the Philippine government has been decreasing – from 76.2 percent in 1995, to 74.3 percent in 1997, to 62 percent in 1999. Declining numbers in requests have also reflected a lack of absorptive capacity by the government. The sectors showing serious declines have been basic education, basic health projects, water, and sanitation.[1]

Thus, while NGO management of ODA has shown promising results on one hand, government performance has been somewhat dismal on the other.

1 The 20/20 Initiative is a compact between developing and developed countries that calls for the allocation of, on average, 20 percent of the budget in developing countries and 20 percent of official development assistance to basic social services.

Types of NGO-managed mechanisms

From 1986 to the present, there have been several different types of NGO-managed mechanisms involving ODA arrangements. Among these mechanisms are:

NGO-managed Mechanisms whose Principal Funding Source is a Co-financed Project Grant by a Foreign NGO and Its Government

Examples of these would be the now closed PhinCORD (Philippine NGO Consortium for Rural Development) co-financed by a Dutch church organization and the Dutch govern-

ment; PHILGERFUND (Philippine-German Development Foundation) co-financed by the Deutsche Welthungerhilfe/German Agro Action and the German government; and SEDCOP, funded by the CCA/Canadian Cooperative Association with the Développement International Desjardins (DID) and the Canadian government. While PHINCORD's project grant was run out of an existing Philippine NGO, the Philippine Peasant Institute, and managed by an NGO board representing different Philippine NGOs, both PHILGERFUND and SEDCOP set up institutions managed by a professional staff and governed by a mixed board of donors and Philippine NGO representatives.

Donor-funded and -managed NGO assistance program

A shining example of the donor-funded and donor-managed NGO program is PACAP (Philippine Australian Community Assistance Program). Though PACAP is a continuing NGO program run by a foreign government agency, the Australian Agency for International Development, a majority of PACAP's Program Advisory Board are members of civil society, academia, and cooperatives.

NGO-managed Mechanisms Set Up for Specific ODA Programs with a Specific Time Frame

Examples of these mechanisms in the early stages would be PDAP (Philippine Development Assistance Program), PCHRD (Philippines Canada Human Resource Development Program), and the Diwata gender and development facility, all supported by the Canadian International Development Agency (CIDA). The United States Agency for International Development (USAID) similarly supported the establishment of Project Shelter. Current examples of this type would be the Community Arts & Crafts Enterprise Development (CACEDI) and the World Bank's NGOs for Protected Areas (NIPA). At the outset, all the mechanisms mentioned did set up institutions – whether as foundations or NGO facilities – to manage the ODA programs. The lifelines of a number of these mechanisms corresponded with the duration of project assistance only, but later ones have either evolved into or continue to function as independent institutions, having successfully diversified their funding sources.

NGO management of ODA funds has shown promising results at the same time that government performance has been relatively weak

NGO-managed Mechanisms Endowed through Debt-for-Development Swaps

The Foundation for the Philippine Environment (FPE), endowed with a debt-for-environment swap facilitated by USAID and the US-based Philippine Development Forum, and the Foundation for a Sustainable Society, Inc. (FSSI), endowed with a debt-for-development swap facilitated by the Swiss government and Swiss development NGOs, are examples of this mechanism. Both mechanisms immediately incorporated as foundations in order to manage the endowments and specific development programs supported with the funds.

All four configurations, examples of which have been set up over the last 15 years, have sought to include direct NGO participation in the management or co-management of ODA. These mechanisms all illustrate varying degrees of: control and commitment practiced by different donor governments; financial sustainability enabled; and impact potential.

A dominant trend among most NGO facilities – whether they started out as co-financed projects, one-time ODA projects, or debt swap facilities – has been the transformation of NGO-managed fund facilities into financially sustainable institutions with the capacity to continue their mandates.

Important Venues for Strategizing on ODA Options

While ODA options are being examined for future country interventions, ODA options for the Philippines have also been discussed in the following fora:

In 1999, a strategic sharing and planning workshop of Philippine NGO fund facilities took place at the invitation of CODE-NGO (Caucus of Development NGO Networks). It represented the culmination of a series of sharing sessions among various fund facilities – both NGO-managed and donor-managed – and became an opportunity to gain an overall picture of NGO fund facility programs, map out commonalities and gaps, and explore ways of working together, including planning for policy change advocacy with the Philippine government.

As a result of the 1999 workshop, periodic meetings of donor-managed NGO programs have also been taking place to explore better ways of doing things, including sharing information (databases) on partners, projects, formats, and procedures, and actually embarking on joint cooperation/complementation projects. Hosted on a rotating basis and with NEDA's participation, the meetings have been joined by the United Nations Development Programme and governments of Australia, Japan, Canada, Germany, France, Switzerland, and the European Community (the United States, World Bank, and Asian Development Bank have yet to join these meetings).

The Consultative Group, composed of all donor agencies operating in the Philippines and chaired by the World Bank Resident Mission in the Philippines, convenes annual meetings with the Philippine Government in the hope of reaching a consensus on development assistance priorities.

The International NGO Consortium represents the gathering of international NGOs operating in the Philippines. Most, if not all, members of the Consortium are receiving funding support for their projects from their respective governments and thus would fall under the mechanism of co-financed projects. The Consortium comes together for information and resource sharing on strategic concerns as well.

Challenges and Lessons Learned

Over the last 15 years during which the Philippines has witnessed the formation of various NGO-managed mechanisms of development assistant, a number of challenges, dilemmas, and innovations have been experienced. These are described below:

Defining Thematic and Geographic Priorities

At the outset, an NGO-managed mechanism must clearly define its strategic and programmatic priorities and focus its resources appropriately. Based on experience, having broad mandates can make it unwieldy for the mechanism to manage effectively and achieve long-lasting impact.

Varying the Forms of Assistance

Earlier funding mechanisms focused on providing grant assistance, which limited the potential beneficiaries as well as the life of the mechanism. Increasingly, there has been a real demand for loans, credit facilities, loan guarantees, equity investments, which can increase the number of potential beneficiaries and even increase the value of the fund. These have been made possible, in part, through partnerships with other financial intermediaries such as rural banks, commercial banks, cooperatives, and savings and loan associations, among others. In setting project assistance ceilings, it has also been helpful to keep in mind the absorptive capacities demonstrated by proponents, as well as possibilities for funding programmatic initiatives as opposed to activity or project-focused initiatives.

Strategic Partnerships

In the case of USAID's Project Shelter, the project departed from the usual pilot area approach where a single project is implemented in one area with a single partner and later possibly replicated. Instead, Project Shelter sought to establish strategic partnerships with three regional-based coalitions of NGOs and people's organizations (POs) in order to simultaneously implement a set of common programs and achieve a scaling-up effect.

Importance of Birthing Processes

Earlier Philippine NGO-managed mechanisms experienced a host of problems relating to representation and operationalization. Among these were difficulties of working with NGOs with definite political agendas; strategically defining the thematic mandate of the mechanism as well as its sectoral and geographical priorities; developing a strong representative board; and hiring professional staff. Later NGO-managed mechanisms have experienced birthing processes that specifically tried to avoid these problems. Independent bodies or reference

groups, such as CODE-NGO, have been important in this process. Such groups help brainstorm on the specifics of the structure of the mechanism from a neutral position.

Governing Boards

A variety of arrangements have been implemented to ensure representation of POs, member organizations, individuals, and regional and political affiliations. Some have resulted in tokenism – when members are not adequately prepared to meaningfully participate in board discussions. Some have arrived at conflict-of-interest situations – when members only represent their own institutions or political affiliations. Having learned from the experiences of earlier NGO-managed mechanisms, a combination of carefully selected individuals representing various perspectives and competencies, with clear terms of service, has worked for most NGO-managed mechanisms.

Empowering Local/Regional Entities and Marginal Groups

Institutionalizing decision-making by local/regional entities and marginal groups helps jumpstart capacity and skills building among people and entities that would otherwise have no opportunity to hone these. In the experience of PCHRD, FPE, and Project Shelter, exercises in democratic governance, decision-making, and allocating resources are critical skills areas because they help empower groups (not to mention help prevent tokenism).

Professional Staff/Secretariat

Staff of NGO-managed mechanisms needs to be professional, with appropriate technological knowledge and skills. As much as possible, they need to be shielded from unhealthy political dynamics. On a day-to-day level, the staff needs to be empowered and not micromanaged by their boards.

Defining Measurable Impacts

At the outset, a challenge for an NGO-managed mechanism is to define the measurable impacts it wishes to address. While an organization should carve out its niche, it needs to be open to changes in the environment that possibly demand new approaches.

Management Information Systems and Monitoring and Evaluation Processes

Management information systems with corresponding training and information kits must be available for developing learning databases as well as feeding into project monitoring and evaluation. The systems must also reflect accountability measures adopted.

Relationships with Donor Publics

Donor publics are NGOs, churches, communities, and lobby groups in the foreign donor country. In the negotiation phase of granting ODA funding to NGO-managed mechanisms, a strong role for donor publics needs to be emphasized because they have a role to play in influencing their government on ODA policy and priorities. Throughout the life of an NGO-managed mechanism, there needs to be congruence in the direction of stakeholders and donor publics; that ensures full support can be given to the mechanism and unnecessary tensions avoided. In the experience of PCHRD, for example, differing views between Canadian and Philippine NGOs on the necessity of engagement with government led to major differences in gauging and appreciating the success of the program.

Convergence of Stakeholder Agendas

The convergence of political agendas among stakeholders is vital to the process of setting up a successful NGO-managed mechanism. The donor needs to consider its government's foreign policy, priorities of the ODA agency, and their embassy in the host country. To be taken into consideration as well are lobby groups, NGOs, and the public in their country. To be taken into consideration in the host country are the Philippine government, NEDA (tasked with overseeing all ODA), and the support of Philippine civil society.

Financial Sustainability of NGO-managed Fund Mechanisms

Dependence on a single donor or single grant leaves an NGO-managed mechanism and its beneficiaries vulnerable to foreign policy shifts. Thus the need to diversify sources, as has been concluded and acted upon by PDAP and CACEDI. In some cases, building an endowment has been essential in helping NGOs achieve a significant degree of independence. Various other financial sustainability measures must be addressed at the outset, including the use of safe and prudent financial instruments for fund management, government-private sector revenue sharing, and government-NGO co-management funding schemes.

ODA Options and Opportunities

For Co-financed Projects

An option available for co-financed projects is to set up organizations that function as NGO-managed mechanisms whose principal funding source is a co-financed project grant or an endowment by a foreign NGO and its government. Such an arrangement makes it possible for project appraisals and approvals to be devolved from the donor country to the Philippine organization. The arrangement frees the donor from project concerns, allowing it to focus on more strategic concerns such as the program's strategic direction, complementary advo-

cacy concerns, development education, and the donor publics in the donor country. This was the option adopted by PHILGERFUND, the German church agency Brot fur die Welt together with Consulting Team, Inc., and the Dutch NGO Novib with Asset (the German church agency Misereor has been aiming for such an arrangement in the Philippines).

For Donor-funded and -managed NGO Assistance Programs

An option for donors that requires greater control and management, either at the embassy or ODA level, is to institute significant participation by civil society at the program advisory board level. As in the case of PACAP, direct participation has been ensured at the island/regional level and civil society representation via NGOs, academia, and cooperatives. There has also been experimentation with other mechanisms involving direct participation on boards by representatives of POs.

For NGO-managed Mechanisms for Specific ODA Programs

An option for NGO-managed mechanisms set up for specific ODA programs with limited time frames and limited funding assistance is to provide assistance for an end-program evolutionary phase that includes 1) ensuring a legal/institutional entity for the mechanism and 2) diversification of funding sources through a resource mobilization campaign for the mechanism. PDAP has taken this track with success, and CACEDI has just begun to do this as well.

For NGO-managed Mechanisms Endowed through Debt Swaps

Of all possible options, that of an endowment through a debt swap arrangement can go a long ways to ensuring the financial sustainability of the funding mechanism. Earlier mechanisms that failed to address their own financial sustainability could only respond to development needs momentarily and contributed to the donors' feeling of development fatigue. This option is the most sustainable of all models.

On Thematic Areas

Based on the planning workshop of Philippines-based NGO fund facilities, it was observed that the following thematic areas have so far remained unsupported by ODA: land tenure access (both agricultural and urban); indigenous peoples and their claims for ancestral domain; the urban poor and delivery of social services; environmental rehabilitation; entrepreneurship and enterprise development; and integrated area planning and development in cooperation with local governments. It was further suggested that investment and co-financing schemes could be explored among different NGO-managed facilities for joint ventures with the private sector, civil society, and government.

On Geographical Areas

Geographical areas that have so far remained underserved are the following: generally, the island provinces; politically unstable provinces such as those in Mindanao; very low income-classed municipalities (classed by the national statistics bureau); and regions II in Luzon, VIII in the Visayas, and CARAGA in Mindanao (regions are also categorically ranked). In the case of Mindanao where the consortium approach was adopted by several donor agencies, it was suggested that this could be replicated in areas that have so far been underserved and could entail the joining of different mechanisms on the basis of integrated area development or joint economic ventures.

On the Debt Swap/Debt Forgiveness Options

Does debt swap or debt forgiveness remain an option in the Philippine context and, if so, under what conditions?

According to economist Maitet Diokno-Pascual, President of the Freedom from Debt Coalition, the debt-for-development swap remains a viable option for the Philippine government as it would have no inflationary impact and would result in debt reduction for the government. As of the first quarter of 2001, the Bangko Sentral ng Pilipinas has reported the Philippine foreign debt at US $49.949 billion, with the public sector accounting for two-thirds or US $37.461 billion, and the balance of US $12.487 billion by the private sector.

The strategy of debt-for-development swaps could also be a way of enhancing the Philippine government's capacity to comply with international standards for social sector spending. While the Philippine Government devotes a significant share of its budget to debt servicing, the social sector and asset reform share of the budget does approximate the United Nations standard of 40 percent of the national budget for the social sector. Philippine compliance to the 20/20 compact, however, only approximates 50 percent of the set standard.

The 1997 Asian crisis (compounded by the September 11, 2001 terrorist attacks on the United States and ensuing bombings in Afghanistan) and the economic downturn which ensued in the Philippines, caused the government to face questions regarding its capacity to provide counterpart funding to ODA and counterpart Peso proceeds for debt swaps. Significant political will on the part of the Philippine government will be needed for further debt swap or debt forgiveness schemes.[2]

An additional and yet untapped resource is contributions from overseas Filipino workers as well as Philippine migrants. Counterpart monies mobilized for regional development from these populations through internet technology may well be used by the Philippine government to leverage debt-for-development swaps.

On the part of donors, those wishing to make long lasting contributions to Philippine development look to the establishment of endowed organizations as the most concrete mani-

2 As mentioned in the next chapter, a debt-for-nature swap worth US $8.24 million was signed between the US and Philippine governments in September 2002 under the US Tropical Forest Conservation Act. *Ed.*

festation of their country's long-term commitment to and faith in the Philippines. An endowment to an organization sourced from debt swaps or debt forgiveness enables a donor country to make a permanent and continuing contribution to the Philippines. The endowment is assured despite shifts in foreign policy in the home country, downturns and economic recessions on the national, regional, or global levels, and changes in political regimes.

Such arrangements do entail openness to entrusting these sizable resources to a private organization rather than the government. The experience of the last 15 years has demonstrated the competent and accountable management of such organizations. Moreover, endowed organizations have succeeded in reaching those groups and communities that have traditionally not had access to credit. On the part of NGOs and POs, they have appreciated the value of endowed foundations, have met the challenge of managing such organizations, and hope to replicate such models on various levels.

This may be an option that may be taken by donor countries that have figured prominently in prior ODA funding for NGOs and development in the Philippines, including the Netherlands, the European Union, Australia, the United States, and Canada.

If meaningful development assistance is to be pursued in the Philippines, the establishment of localized NGO-managed facilities would be a step in the right direction. Local NGO-managed facilities, if established initially on the level of the three main island groups of Luzon, Visayas, and Mindanao – and jointly managed by local NGOs and POs, representatives of local governments, and the private sector – could pave the way for genuine and sustainable area-focused integrated development. In addition, there are many communities and areas for development that are yet not served in a strategic way and can be the focus of new organizations that become established.

Recommendations

In view of the above ODA options and opportunities, the following general recommendations made by CODE-NGO to the donor community need to be seriously considered:

Recommendation: **Pursuit of a continuing dialogue between NGOs and donors**, the subject of which should be the following: identification of strategic partnerships with competent and trustworthy Philippine NGOs; advocacy for increased allocations of ODA funds for social services; and negotiation for increased allocations of ODA funds for Philippine NGOs.

Recommendation: **Prioritization by donors for NGO capacity building and building of social capital** that can come in the form of support for NGO initiatives on transparency and accountability. Examples of initiatives that could be supported include the Philippine Council for NGO Certification, which certifies NGOs that meet established minimum criteria for financial management and accountability; the Successor Generation project, which seeks to ensure the future human

resource of the Philippine NGO community; endowment building opportunities; debt conversion facilities; and the replication of the PEACE Bonds initiative, which used the capital market to sell bonds, the profits on which are being used to issue grants for poverty alleviation and eradication. In addition to this, donors could also help enhance the capacity of NGOs through training opportunities in areas such as resource mobilization.

Recommendation: **Support for research, documentation, and monitoring activities** pertaining to key NGO concerns, such as subcontracting relationships with governments, the "demand and supply" of development funds for poverty-reduction programs, and the monitoring of ongoing projects funded by the World Bank, ADB, and others.

References

Publications

Community Arts & Crafts Enterprise Development, Inc. Information brochure and accomplishment reports.

CODE-NGO. *Increasing Results. Maximizing NGO Fund Facility Resources. A Strategic Sharing and Planning Workshop of Philippine NGO Fund Facilities*. Quezon City: Caucus of Development NGO Networks/CODE-NGO, 1999.

———. *NGOs in a New Arena: Initial Reflections on Managing Fund Mechanisms for Development*. Quezon City: Caucus of Development NGO Networks/ CODE-NGO, 1997.

CODE-NGO, Helvetas, Swiss Coalition of Development Organizations. *Building the Foundations of a Sustainable Society – The Philippine Experience at Creative Debt Relief*. Quezon City: Caucus of Development NGO Networks/CODE-NGO, 1996.

Gonzales, Raul. *Official Development Assistance in the Philippines (1986-1996)*. Quezon City: Caucus of Development NGO Networks/CODE-NGO, 1998.

———. *Trends in Official Development Assistance (ODA) for Philippine NGOs: A Follow-Up Study*. Quezon City: Caucus of Development NGO Networks/CODE-NGO, 2000.

Igaya, Gregorio Luis. *ODA Performance within the 20/20 Initiative Framework*. Presidential Task Force on the 20/20 Initiative, May 2001. (Draft presented to the Multi-Sectoral Committee on International Human Development Commitments, NEDA.)

PACAP. *Sustaining Strong Partnership Toward a Better Future – Accomplishment Report*. Makati: Philippine Australian Community Assistance Program, AusAID, 2001.

———. *Sustaining Strong Partnership Toward a Better Future – Twelve Case Studies*. Makati: Philippine Australian Community Assistance Program, AusAID, 2001.

PCHRD. *PCHRD Accountability Exposition*. Quezon City: Philippines-Canada Human Resource Development Program/PCHRD, 1996.

PHILSSA. *Project Shelter Summing-Up Activity*. Quezon City: Partnership of Philippine Support Service Agencies/ PHILSSA, 2000.

PHILSSA. *Terminal Report on Project Shelter (1998-2000)*. Quezon City: Partnership of Philippine Support Service Agencies/ PHILSSA. 2000.

Racelis, Mary. *From Struggle and Consolidation to New Visions: Civil Society and Civil Society Assistance in the Philippines*. 1999. (Presented at the Carnegie Endowment for International Peace Workshop on Rethinking Civil Society Assistance, March 1999, Virginia, United States.)

SEDCOP, Information Sheet.

Winder, David. *Options for Financial Sustainability: Collaboration between Civil Society and Development Assistance in Southeast Asia*. New York: The Synergos Institute. 2003.

World Bank. *Poverty to Rise in Wake of Terrorist Attacks in US*. News Release No. 2002/093/S, 2001.

Interviews

Ana Teresa de Leon-Yuson, Secretary General, PHILSSA/ Partnership of Philippine Support Service Agencies, a partner in USAID/Mondragon Foundation's Project Shelter, 8 October 2001.

Mercy Montales, Project Coordinator, CACEDI, Community Arts and Crafts Enterprise Development, Inc., 8 October 2001.

Maria Anna de Rosas-Ignacio, former Secretary General, PHILSSA, and member of PCHRD/Philippines-Canada Human Resource Development Program Executive Trustee, 9 October 2001.

Milo Casals, Project Coordinator, SEDCOP, Socio-Economic Development through Cooperatives in the Philippines, 9 October 2001.

Patricia Georgina Domingo, Program Director, PACAP, Philippine Australian Community Assistance Program, 11 October 2001.

Ma. Teresa Diokno-Pascual, President, Freedom from Debt Coalition, 24 October 2001, via e-mail.

Profile of the Philippine Australian Community Assistance Program

The Philippine Australian Community Assistance Program (PACAP), a part of the bilateral cooperation program of the Australian government to the Philippines, extends direct grant assistance to NGOs and people's organizations (POs) for community initiated, economically sustainable, ecologically sound, and gender-sensitive development projects.

Brief History of the Organization

PACAP was established in 1986 as part of the Australia Development Cooperation Program. It was a response to the newly installed democratic government's appeal to all donors to support Philippine NGOs.

Upon the initiative of the Manila Office of what was then AIDAB, now renamed AusAID (Australian Agency for International Development), PACAP was to be their first initiative in providing direct funding to local NGOs. The Australian Development Cooperation Program hoped that PACAP could enhance its capacity to respond to the development needs of the poor and NGOs already assisting local communities in the Philippines. In the process, AusAID and Philippine NGOs attempted to establish an effective working relationship.

Nature of the Mechanism

PACAP is a grantmaking facility for community-based poverty alleviation projects that are found within its priority geographic areas. PACAP funds the following activities: livelihood, agricultural production and marketing, micro finance, potable water systems, agro-forestry, and environmental development. It does not fund relief, workshops and training, evangelization activities, or operational costs. Among PACAP's emerging thematic thrusts are health, education, and support for the urban poor. The organization also sees risk management as an area for future growth and improvement.

PACAP's assistance follows an area-focused approach. Among its priority geographical areas are: Bohol, Visayas; Cebu, Visayas; Misamis Oriental, Mindanao; Bukidnon, Mindanao; South Cotabato, Mindanao; SZOPAD covering the Autonomous Region of

Muslim Mindanao; and emerging priority areas are Capiz and Aklan provinces both in Panay Island, the Visayas.

PACAP encourages partnerships with NGOs and POs that have demonstrated capacity for project implementation, delivery of quality development outcomes, and financial management. While track records of organizations are therefore important, there is a genuine desire to reach communities and provinces that haven't been assisted by development agencies.

PACAP's annual budget is between US $1.8 and $3.1 million. The value of all grants range from PHP 500, 000 (US $9,600) to PHP 1.5 million (US $19,200) per annum. A counterpart of at least 33% is required of all project proponents.

From 1986 to 2000, PACAP provided grants to 493 NGOs and POs for a total of 932 projects. For that fourteen-year period, AusAID funding for PACAP activities totaled US $34.6 million, or PHP 693.8 million, benefiting 365,840 Filipinos. For 2001, Australia allocated PHP 195.7 million to 157 partners implementing 195 projects for 89,847 beneficiaries.

PACAP has an Advisory Board composed of three NGO representatives from the island regions of Luzon, Visayas, and Mindanao, one from academia, one from the cooperative sector, a senior AusAID representative, and one from NEDA representing the Philippine government in an ex-officio capacity. The Advisory Board is chaired by AusAID. Members of the Advisory Board provide recommendations on specific project applications submitted to PACAP. They also provide input into policy and programming directions of PACAP. From the point of view of AusAID, the Advisory Board serves as an expression of the Australian government's commitment to strengthening its collaboration with Philippine NGOs.

Program Components

Agriculture-based ventures

Agriculture-based ventures include crop production, post-harvest facilities, and marketing. In the case of crop production and animal production, the program includes technical training in farm management. Among the projects that have been funded are organic rice farming in Agusan; a tomato production project in Bukidnon; a perpetual fertilizer project in Ilocos Sur; a fish-trap enterprise in Antique; and a rice project in Misamis Oriental.

Non-agriculture-based ventures

Non-agriculture-based venture include income-generating projects to assist disadvantaged groups such as the disabled, the elderly, indigenous peoples, and women and children. Among the projects that have been funded are a garments production center run by women in Cebu; potable water supply also in Cebu; a fruit plantation and processing project in Capiz; silk production in Misamis Oriental; and bee keeping in Cagayan de Oro City.

Health

Assistance is directed towards women, sex industry workers, the gay community, and HIV-positive individuals. This assistance comes in the form of nutrition, health education, environmental health, drug awareness, communicable and non-communicable disease programs, and women's and children's health, including family planning and reproductive health.

Environment

This includes natural resource management, conservation, rehabilitation and protection of forestlands and endemic flora and fauna; the preservation of marine and marine life; rehabilitation of lakes, riverbeds and mangroves; reforestation of denuded and deforested areas; and the effective disposal and utilization of wastes. Projects funded include environmental projects of a farmer's association in Cebu; watershed conservation and rehabilitation in Baguio City; a solid waste management and recycling project in Tarlac; and marine rehabilitation in Misamis Oriental.

Social credit

These include micro-financing and small business development benefiting mostly women and cooperative members. Projects funded include a credit and savings association in Batangas; income and employment generation for the elderly in Negros province; a potable water project in Alabang, Muntinlupa; purchase of farm inputs for sugar farmers in Nasugbu, Batangas; a revolving loan fund in Roxas City; and credit assistance for rural entrepreneurs in Camiguin Province.

Area-focus approach

The approach promotes good governance and competent management of community resources for the benefit of the community's needs and sustainable development. The assistance is meant to be integrated with local area development plans implemented by local government units and local civil society. Projects supported include the protection of Mount Matutum Watershed in Mindanao and Integrated Farming systems in Negros Oriental.

PASCATS - a sub-program focused on special assistance to areas in Muslim Mindanao - involve immediate assistance for agricultural and enterprise development consisting of farm inputs, animal dispersal, trading of agricultural products, groceries and dry goods, and micro-lending.

Results & Impact Achieved

In 1994, an effectiveness review by a team representing AusAID, NEDA, and Philippine and Australian NGOs found that PACAP had achieved its objectives - it had directly responded to development needs identified by local communities; established an effective working relationship between local NGOs and AusAID; and helped provide AusAID with an additional means of contributing to development plans of the Philippine Government.

Beneficiaries identified the following impacts: improved living standards; strengthened capacity-enabling social structures; operational links established with government; high participation rate by women in economic activities; and enhanced environmental consciousness.

In 1998, PACAP reviewed its administration and projects. This led to the streamlining of its appraisal procedures and area-focused approaches.

In April 2001, PACAP organized a Partners Conference where twelve of its exemplary partnerships were highlighted through the presentation of case studies. A key result of the Partners Conference was the demonstration of Australian support for community activities through NGOs and the impact on these NGO activities. These received recognition from both the Manila and Canberra offices of AusAID.

In 2002, PACAP expects to do another review, this time focusing on its delivery systems-management systems, project monitoring and evaluation procedures, review of outcomes, and the responsiveness of the mechanism in general.

Profile of the Philippines Canada Human Resource Development Program

The Philippines Canada Human Resource Development Program (PCHRD) was an NGO-managed mechanism funded by the Canadian International Development Agency (CIDA) for the purpose of supporting human resource development needs of Philippine NGOs and people's organizations.

Brief History of the Organization

After the rise of a democratic Philippine government in 1986, Canada wanted to demonstrate its support by directly funding Philippine NGOs. CIDA conducted a country program review in 1988 where recommendations for the next five years were solicited from a broad range of Canadian and Philippine NGOs. The idea of a mechanism for human resource development emerged, and long and spirited discussions on an appropriate operational mechanism ensuring Philippine and Canadian NGO participation ensued. By March 1990, the PCHRD came into being. CIDA committed funding assistance of CAD $14,800,000 over a five-year period.

Nature of the Mechanism

The Philippine Canadian Joint Committee (PCJC) was established as the organization that would implement the PCHRD. Twelve members comprised the PCJC and were responsible for the overall implementation of the PCHRD and joint activities.

The Philippine National Committee, responsible for overseeing the Philippine program, was comprised of the member networks and endorsed regional proposals and proposed proactive activities.

Three island Regional Committees were tasked with conducting appraisals of proposals emanating from their regions and proposing regional proactive activities.

Between meetings of Committees, an Executive Committee took charge, composed of two Filipinos and one Canadian, supervised by the Executive Director.

Beneficiaries of the mechanism were largely member NGOs and PO partners of the 12 members of the PCJC. While funds were initially equally allocated among the 12 members, PCHRD officials later changed the system to a more precise allocation system based on absorptive capacity.

Program Components

Both the Philippine and Canadian Programs had both a responsive and proactive aspect to them.

Philippine Program

The Program's priority themes were: capacity building; coalition building and networking; research, documentation, and evaluation; and support for people's organizations (POs). (Initially, POs were assured access through any of the 12 members of PCHRD; towards its last two years, the program created a special allocation for PO direct funding.)

Canadian Program

The Program's priority themes were: advocacy and networking, training, and exchanges.

Proactive Projects

Accountability discussions in the Philippines and Canada. A comprehensive report on PCHRD was published and presented at two separate accountability fora in the Philippines and Canada. NGO and PO representatives went on a tour of organizations in various Canadian cities to learn about accountability in management.

Publication of *Trends and Traditions, Challenges and Choices*

This was a seminal publication detailing the history of the Philippine NGO movement and its relations with various development players.

Results & Impact Achieved

PCHRD funded a total of 1,066 projects with 150,000 direct beneficiaries. It funded 250 publications, studies, and manuals, and 50 research projects.

Among the most notable results of the PCHRD is that it was a product of a historic ODA assessment process that included NGO representatives. It was also the first NGO-managed mechanism with a very broad-based representation of NGOs. The mechanism allowed a wide range of experimentation and coalition building between and among Philippine and Canadian NGOs, the documentation of Philippine NGO history, and experimentation with consortium approaches.

The PCHRD experience paved the way for better relations between Philippine NGOs in later NGO-managed mechanisms. Learning derived from PCHRD would also later help improve other NGO-managed mechanisms.

The coalition building experience in PCHRD also led to the formation of the Caucus of Development NGO Networks (CODE-NGO), five parallel regional NGO networks, and 18 provincial coalitions or networks.

Profile of NGOs for Integrated Protected Areas, Inc.

NGOs for Integrated Protected Areas, Inc. (NIPA) is a private, grantmaking consortium of NGOs and people's organizations (POs) funded by the World Bank's Global Environment Facility for the purpose of bio-diversity conservation and sustainable development. A minimal portion of its income is from earned income fees.

Brief History of the Organization

NIPA was established in December 1993 and later registered with the Securities and Exchange Commission as a non-stock, nonprofit organization.

Nature of the Mechanism

NIPA is a private grantmaking and lending mechanism. The institutional mechanism was established to ensure the protection, conservation, and sustainable development of biological and cultural diversity within selected "protected areas" in the Philippines. It was envisioned that this could be achieved through partnerships among government, NGOs, and POs provided with technical and management support by NIPA.

The protected areas selected by NIPA are the following: Batanes islands, Luzon; Palanan wilderness/Sierra Madre mountains, Luzon; Subic/Bataan, Luzon; Apo Reef/Mindoro, Luzon; Mt. Kanlaon, Negros Occidental, Visayas; Mt. Kitanglad; Siargao Islands, Mindanao; Agusan Marsh, Mindanao; Mt. Apo, Davao, Mindanao; and the Turtle Islands.

NIPA is governed by a Board of Trustees of 18 persons headed by the Secretary of the Department of Environment and Natural Resources and made up of other department straff as well as seven NGO representatives. Of the NGO representatives, two-thirds are from NIPA's affiliates and the remaining one-third are unaffiliated NGO representatives.

Each of the "protected area" sites is governed by a Protected Area Management Board, comprised of local officials, NIPA, NGOs, and indigenous communities. The board does the initial screening of grant applications from the community, and forwards these to the board of Trustees for approval.

Program Components

NIPA's main program is the conservation of priority protected areas. The types of ecosystems covered are coastal, marine, forest, and wetland ecosystems. The activities funded include training, research and documentation, technical assistance, community organizing, networking, and advocacy, all directed toward protection and conservation. A livelihood component comprised of grants and loans for organizations of community residents is available that amounts to approximately US $8 million divided among the ten protected areas.

Plans for the Future

NIPA is looking at fundraising strategies, networking with the private sector, and the development of "conservation tourism" as new areas of growth.

Profile of Canada Assisted Community Enterprise Development, Inc.

Canada Assisted Community Enterprise Development, Inc. formed in 1997 with support from the Canadian International Development Agency (CIDA). It is an NGO-managed funding facility assisting enterprise development at the community level. It is now known as the Community Arts & Crafts Enterprise Development, Inc. (CACEDI).

Brief History of the Organization

In the mid-1990s, the need to form a unified marketing facility was expressed by Canada-assisted community partners. CACEDI was formed and granted block funds by CIDA to implement the Integrated Support Program for Community Enterprise within a five-year period (1997-2001).

CACEDI is governed by a Board of Trustees composed of representatives chosen from among CACEDI's member organizations. While CACEDI is accountable to CIDA, neither the Canadian nor Philippine governments are represented on the board.

The mechanism has a full-time staff headed by a Coordinator who reports to the board. The Coordinator is assisted by an Administrative Assistant and Logistics Officer.

Only CACEDI's current 65 NGO-Members and their people's organization (PO) partners are able to avail themselves of its assistance. Each member pays a joining fee of PHP 1,000 (US $19) and an annual membership fee of PHP 500 (US $10). Non-members may apply for membership, however, in order to avail themselves of CACEDI's programs and services.

Program Components

Marketing

A CACEDI Showroom was established within the office premises, generating substantial sales for its members. It showcased and sold various products of its members who were all recipients of Canada Fund grants. Annual trade fairs were organized for its members, which

facilitated linkages with buyers, both local and international. Three marketing outlets (on consignment and cash basis) were also established within the Metro Manila area.

Product Development

Various training sessions on product development, food processing, and productivity and quality management were conducted for 18 of its members.

Credit Assistance

Loans were granted to members to support micro finance projects, the purchase of equipment such as handlooms, and to help respond to production and marketing needs. Thirteen member organizations have been given loans and four of these have been fully paid. Due to the economic crisis, others have had to negotiate for payment restructuring.

Assessment, Redirection, and Current Priorities

After four years of support by CIDA, an assessment process led by CACEDI resulted in it renaming itself the Community Arts and Crafts Enterprise Development. At the same time, it opened up to non-Canada assisted partners as well as to sources of funding support other than Canada for the purposes of building stability. Mindoro is also becoming one of its priority regions.

The assessment conducted by CACEDI has also resulted in a redirection of the organization's priorities. Recognizing that there is a shrinking market for handicrafts, CACEDI has decided to focus on micro finance for POs, NGOs, and small and medium enterprises. Moving from an organization that used to serve only the project partners of CIDA, CACEDI is now opening up its services to any group or organization in need of its assistance. Interested organizations have to become members of CACEDI, however, in order to avail themselves of its support.

To date, aside from support from CIDA, CACEDI receives support from a Philippine corporate foundation, the Equitable Foundation, as well as the PREDA Foundation, which is a local operating NGO with an extensive track record in the area of community enterprise development and alternative marketing of products.

CACEDI's assessment and redirection has been given full support by CIDA. CACEDI officials hope that the change in its status will increase its chances of becoming a permanent institution through the broadening of its bases of support-both on the side of donors as well as partner beneficiaries.

Profile of Project Shelter

Project Shelter (which means "Synchronizing and Harnessing Local Efforts for Sustainable Shelter Reform") was a block grant project funded by USAID to build a broad base of support for urban poor and housing issues through multi-level coalition building and multi-stakeholder partnerships.

Brief History of the Project

In the mid-90s, USAID in the Philippines funded major sectoral coalitions of grassroots organizations as a way of supporting broad-based efforts for policy advocacy and scaled-up model building. In the urban poor sector, USAID went into partnership with the Mondragon Foundation, owned by a Philippine group of companies called Mondragon Corporation, which was involved in the lifestyle, leisure, and travel business. The Mondragon Foundation had had a long track record of working on community mortgage programs with the urban poor in the Philippines, which made it a strategic partner for USAID.

In the initial stages of the project, the Mondragon Foundation sought a partnership with the Urban Land Reform Task Force - a group of urban poor organizations and NGOs working with the urban poor - to implement the project. Major differences arose between the Mondragon Foundation and its partner, however, on the degree of control and governance of the project by members of the task force vis-à-vis the professional staff of the project. This led the foundation to seek out new partners for the project. Thus, Mondragon Foundation sub-granted the project to three non-governmental networks: the Partnership of Philippine Support Service Agencies, Bicol Urban Poor Consortium, and KAMI-Mindanao. With that, Project Shelter was born.

Nature of the Project

Project Shelter had a unique structure in the sense that it was a multi-level coalition - three distinct coalitions in three different areas - that was simultaneously implementing a program.

Project Shelter's focus was to mobilize support for urban poor and housing issues among various stakeholders - the urban poor, NGOs, local government units, and the private sector.

The mechanism was to have a combination of responsive projects under specifically defined themes and a funding window for urban poor organizations. The project had a total funding of PHP 16 million (US $307,000) from 1998 to 2000, PHP 4 million (US $77,000) of which had already been used by Project Epic and the remaining PHP 12 million (US $230,000) to be used by Project Shelter. Mondragon Foundation, as USAID's partner, was supposed to provide a counterpart to this grant.

Project Shelter had a governing Council of Implementors composed of Mondragon Foundation, and the project implementers (PHILSSA, Bicol UPC, and KAMI Mindanao). Neither USAID nor any Philippine government agency was represented in the Council of Implementers. Aside from approving projects, the Council of Implementors also became a forum for having common orientation, planning, and sharing sessions.

Project Shelters' beneficiaries were its NGO members and urban poor partners of the project implementers. Walk-in applicants had to either have a significant track record or a previous relationship with, or endorsement from, any of the affiliates of the project implementers.

Program Components

Strengthening Community/Building Cornerstones

This included urban poor organizations' capacity building, standardization of urban poor community organizing, and setting up of a technical resource pool.

Economic Empowerment

This involved setting up a savings and loans mobilization network and setting up a PO funding window with a limited amount of funds.

New ways of Doing Things

This involved a project on innovative housing technologies and research on standards - deeds of restrictions and community management

Working to Make Local Governments Effective and Responsive

This involved monitoring local government compliance with the Urban Development and Housing Act (UDHA).

Results & Impact Achieved

Three key results for scaling-up and delivering housing interventions to the urban poor have been achieved: the strengthening of POs and NGOs at local and national levels; the involvement of non-traditional sectors as allies or partners of the urban poor; and the implementation and institutionalization of the UDHA at the local level.

The project achieved the following results:

Strengthening Community/Building Cornerstones

A compilation of housing laws and other legal reference materials was produced and a PO mechanism for social housing was consolidated. Project Bahay's 35 projects helped over 1,000 organizations, benefiting 115,000 families.

Economic Empowerment

Savings and loan projects resulted in savings of over PHP 5 million (US $96,000) from 4,000 families and the formation of a Mindanao-wide Savings and Loans Network in six cities; formation of an NCR Savings and Loans Network; an inventory of NGOs and POs doing Savings and Loans programs; and a primer on operating savings and loan initiatives.

New Ways of Doing Things

A framework for organizing standards was drawn up and adopted by a Congress of Urban Poor; common training sessions were held; a publication on Humane and Quality Housing for the Urban Poor was prepared; a technical pool for social housing was formed, which developed guidelines, systems and procedures, conducted training sessions, prepared materials, and matched student volunteers with communities; housing innovations - container van housing, use of omniboard and corromesh wall systems - were transferred to organizations in the Visayas through prototypes, on-the-job training, and sharing sessions.

Working to Make Local Governments Effective and Responsive

A framework for ensuring local government unit compliance with UDHA was drafted, pretested, and disseminated; experiences were documented; PO/NGO representation and land acquisition from a local government unit achieved in the Bicol region; and data gathered on the Pasig River informal settlements were used for negotiating and lobbying with government relocation schemes.

Limitations

Towards the end of the project's life, Mondragon Corporation filed for bankruptcy, thus affecting the capability of the Foundation to deliver its funding counterpart for the project. Thus, the life of Project Shelter was shortened from three years to just a little over two years.

This made it difficult to reach the end-result with no more resources at its disposal. USAID thus advanced all of its financial commitments and local counterpart funds were raised by the implementers.

At the end of the project period, a project accountability session organized by the project partners took place where accomplishments were reported to the public and all stakeholders, including Mondragon Foundation and USAID. No major project evaluation was undertaken by Mondragon Foundation as by this time, its financial situation had affected its capacity to undertake the evaluation of the project. Field visits were undertaken by Mondragon Foundation instead. The work of Project Shelter has not continued since.

Lessons Learned

Among the lessons learned from the project are:

- Regular meetings of the Council of Implementers enabled strong sharing and learning processes over the lifetime of the project.
- The projects gave birth to other sub-projects and activities that contributed to the scaling up and promotion of the shelter agenda for the urban poor.
- The project challenged other stakeholders - local governments and the private sector - to address the shelter agenda more effectively.
- The participation of multi-coalitions ensured the broadest possible number of beneficiaries be reached by the project.

Profile of Socio Economic Development through Cooperatives in the Philippines

Socio Economic Development through Cooperatives in the Philippines (SEDCOP) is a responsive project jointly implemented by the Canadian Cooperative Association (CCA), the Development International Desjardins (DID), and the National Confederation of Cooperatives (NATCCO) for the purpose of supporting people-based Philippine cooperatives.

Brief History of the Organization

SEDCOP is a follow up to a Canadian funded program called the Philippine Cooperative Development Assistance Program, which sought to enhance the social development of the Philippine private cooperative movement thru NATCCO. Building on NATCCO's previous cooperation activities with CCA and DID, SEDCOP has chosen to focus on the enterprise development aspect of NATCCO's work and on enhancing NATCCO's Central Loan Fund.

Nature of the Mechanism

SEDCOP is a five-year responsive project that will run from 1998 to 2003 with a total budget of CAD $7.3 million. It is a joint undertaking whose goal is to improve the socio-economic conditions of cooperative members by enhancing the performance and operations of people-based cooperatives.

Among its priorities are: financial intermediation services, insurance services, commodity marketing, health, housing services, shared network services in youth development, policy research, and public awareness.

Concretely, the mechanism provides grants, technical assistance, and software upgrading to NATCCO's regional centers and primary cooperatives that have the intention of going into new businesses.

SEDCOP's assistance is meant for NATCCO's regional partners but it remains open to individual cooperatives as well that may be willing to work with NATCCO or have signified their interest in joining NATCCO.

SEDCOP has an Annual Strategic Review Meeting, which monitors on a strategic level, SEDCOP's outputs, outcomes, and impacts. It is SEDCOP's policymaking body. Members

of the Meeting are representatives of CIDA Ottawa and CIDA Manila, the NATTCO Board Chair and General Manager, the SEDCOP Coordinator, two Canadian Consultants, and one representative each from the DID and CCA, and the six Directors of its regional partners.

SEDCOP has a Project Steering Committee, which meets quarterly to review the status of implementation and changes in operations (on the level of activities). The Committee's members are the NATCCO General Manager, the SEDCOP Coordinator, the Canadian Consultants for insurance and for financial services, and the six Directors of its regional partners.

SEDCOP has a Manila Office and two field offices (Cagayan de Oro, Mindanao and Baguio, Luzon.

Program Components

Financial Intermediation Services

These include setting standards for credit cooperatives, assistance in cleaning books of accounts, setting up a standard chart of accounts for 1,500 coop primaries, investment banking services, and monitoring.

Insurance Services

These include coming up with flexible insurance products such as revised payment terms, new areas of coverage, software dispersal, product design, and computerization of systems.

Commodity Marketing

This includes targeting specific market segments, exploring joint ventures with a foreign insurance firm.

Health Insurance

SEDCOP provides technical assistance in reviewing policies in order to cover more members or to improve a fund's viability. SEDCOP is also assisting cooperatives in the area of health insurance financing.

Coop Housing Services

SEDCOP assists organizations to move from the dreaming stage, to the feasibility study stage, to the feasibility study for loan stage, to the construction stage, to the coop housing management stage. SEDCOP facilitates assistance by other intermediaries such as the LandBank and the National Home Mortgage Finance Corporation.

Worker-owned Cooperatives

SEDCOP works with existing cooperatives that are engaged in hog-raising, office supplies, and coconut oil production.

Shared Network Services in Youth Development

They support youth engaged in running Internet cafes and tutoring services.

Policy Research and Public Awareness

This includes enhancing NATCCO's advocacy capacity through the promotion of democratic processes for coming up with policy agenda and conducting campaigns, and developing leadership through learning packages.

Results & Impact Achieved

SEDCOP has chosen to implement its programs with carefully selected cooperatives that have the willingness to develop new business models. In the case of financial intermediation services, NATCCO has achieved a clearer vision of the types of services that it would like to offer. On the micro-level, 20 selected cooperatives have been able to clean their books of accounts and have made loan loss provisions. In the case of marketing, SEDCOP is currently doing a business plan for a joint venture for an insurance firm with a Singaporean cooperative. In the case of housing cooperatives, SEDCOP is assisting coops in Leyte, Dumaguete, Cagayan de Oro, Agusan, Cebu, Iligan, and Marawi. In the area of health insurance, five cooperatives are being assisted, three of which are located outside of Metro Manila. In the area of policy, significant inputs were contributed to the Cooperative Code that was passed.

SEDCOP continues to enhance the capacity of NATCCO to deliver services to its primaries. Beyond this pilot phase, the CCA has signified its continuing interest in supporting successful business models that may be developed through SEDCOP.

Case Contact Information

CACEDI/Community Arts & Crafts Enterprise Development
Mercy Montales, Project Coordinator
Tel (63-2) 455-6007
(63-2) 455-6007
cacedipam@yahoo.com
95C Road 1, Project 6, Quezon City (near Visayas Avenue)

NIPAS/NGOs for Integrated Protected Areas
Egon Cayosa, PresidentKaren Tanada, Chair
28 Wisdom Street, Barangay Bahay Toro, Project 6, Quezon City
Tel (63-2) 926-2273928-0442
Fax (63-2) 926-2316
nipa@nipa.org.ph

PACAP/Philippine Australian Community Assistance Program
Patricia Georgina Domingo, Executive Director
Australian Embassy
5/f Dona Salustiana Ty Tower
104 Paseo de Roxas corner Perea Street
Legaspi Village, Makati City
Tel (63-2) 750-2845
Fax (63-2) 754-6265
www.australia.com.ph

PCHRD/Philippines-Canada Human Resource Development Program
Maria Anna Ignacio, (Past) Executive Trustee
c/o PHILSSA
3/f Hoeffner Hall, SDC
Ateneo de Manila University
Loyola Heights, Quezon City
Tel (63-2) 929-0231
mean@pacific.net.ph

SEDCOP/Socio-Economic Development Through Cooperatives in the Philippines
Milo Casals, Executive Director
Unit 407, The Tower at Emerald SquareJP Rizal corner P. Tuazon StreetsProject 4, Quezon City
Tel (63-2) 439-9898
Fax (63-2) 439-9898
sedcopco@mozcom.commilo-c@mozcom.com

USAID-PHILSSA Project Shelter
Annie de Leon, (Past) Executive Director
(Present Executive Director is Mr. Haley Atienza)
c/o PHILSSA
3/f Hoeffner Hall, SDC
Ateneo de Manila University
Loyola Heights, Quezon City
Tel (63-2) 426-4328
Fax (63-2) 426-5994
philssa@surfshop.net.ph

About the Author

Consuelo Katrina A. Lopa Lopa is currently doing freelance research and writing. She was Project Coordinator of a Philippine non-governmental organization, the Gaston Z. Ortigas Peace Institute, working on the Project on the Legacies of the Marcos Dictatorship from 1999 to 2002. Prior to working on the Legacies Project, Ms. Lopa was Coordinator of Philippine Development NGOs for International Concerns (PHILINK), from August 1990 to June 2000. PHILINK's programs included information networking, dissemination, organizing of study tours, and database management on Philippine development. Ms. Lopa remains actively involved in PHILINK as an Adviser.

While working with PHILINK, Ms. Lopa was also a Consultant with the Caucus of Development NGO Networks (CODE-NGO) from April 1996 to April 1999. In that capacity, she had a special focus on the International Solidarity & Development Finance Advocacy Programs. This included liaison and advocacy work with international civil society organizations and multi-lateral, bi-lateral, and regional development organizations. The programs also looked at facilitating the organization of NGO-managed funding mechanisms.

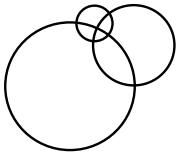
Ms. Lopa is a member of various civic organizations and serves on the board of various development NGOs. She has a Bachelor of Arts in Interdisciplinary Studies from the Ateneo de Manila University, Metro Manila, Philippines (1983). Her course work focused on Asian philosophies, history, and literature.

About Synergos

The Synergos Institute is an independent New York-based nonprofit organization founded in 1986 to develop effective, sustainable and locally-rooted solutions to poverty. Synergos and its partners mobilize resources and bridge social and economic divides to reduce poverty and increase equity around the world.

Our goals are to:

- strengthen the capacities of grantmaking institutions in Africa, Asia and Latin America to mobilize resources and build collaboration to reduce poverty and increase equity in their countries
- strengthen the capacities of leading philanthropists from around the world to deepen the effectiveness of their social investments and to forge partnerships to leverage their impact
- build effective collaboration and partnerships across social, economic and institutional divides by advancing the development and application of collaborative leadership and bridging dialogue processes.



Synergos

The Synergos Institute
Main Office
9 East 69th Street
New York, NY 10021 USA
Tel +1 (212) 517-4900
Fax +1 (212) 517-4815
synergos@synergos.org
www.synergos.org

Southeast Asia Regional Office
Rm. 207 - Center for Social Policy & Public Affairs
Social Development Complex
Quezon City 1108
The Philippines
Tel +63 (2) 426-6001 local 4647
Fax +63 (2) (+632) 426-5999
gvelasco@synergos.org