

Volume 1

The PACAP12

Best Practices in Community Development

Philippines-Australia Community Assistance Program (PACAP)

Australian Agency for International Development (AusAID)



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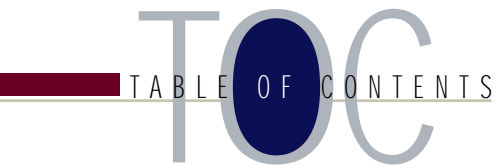
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Preface



This publication highlights the presentation of best practices in the twelve (12) PACAP-assisted projects. It also features the comments and insights of reactors and participants as discussed during the PACAP Partners Conference in Davao City on April 19-20, 2001.

For ease of presentation, projects are grouped into five (5) sectors based on their common features. These sectors include: 1) Agri-based Enterprises, 2) Social Credit, 3) Non Agri-based Enterprises, 4) Environment and, 5) Area-Focus Approach. These are presented in six separate self-contained volumes.

Volume I presents the introduction and overall synthesis which provides an overview of the PACAP 12 projects. This highlights the pattern of best practices, learnings and challenges across sectors. Likewise, they illustrate the commonalities as well as the unique features of projects within the sectors. It also presents a brief of the PACAP Partners' Conference wherein the PACAP 12 projects were presented.

Volume II to VI contain the sectoral analysis and case summaries of projects within the sector. These summaries highlight their specific best practices and learnings/ insights as documented during the presentation of the case studies, sharing of reactions and interaction of the conference participants. Individual case studies and experts' reaction papers are likewise included.

It is the intention of PACAP–AusAID that this publication serves as a reference and an educational tool for individuals, organizations or institutions involved in development work. ■

Introduction



Australia is the Philippines' fourth largest development cooperation partner. The latter has received total official development assistance inflow (ODA) from the former amounting to Php.13 billion over the last ten years. For the 1999-2000 period alone, Australian Agency for International Development or AusAID ODA packages to the Philippines have amounted to more than Php.1.5 billion. These ODA packages are channeled through PACAP or the Philippines-Australia Community Assistance Program.

PACAP's mission is to support community-initiated development projects, which are economically sustainable, ecologically sound, and gender-responsive. These projects are geared to raise the standard of living of poor marginalised Filipinos by providing employment and opportunities for income generation, delivery of health services, improvement of nutrition, increased agricultural productivity, and environmental awareness and conservation.

Over the 14 years of its existence, PACAP has transformed the lives of people in many communities in the Philippine countryside through its many projects. Through PACAP, Australia has assisted 493 different NGOs and people's organisations. It has supported some 932 small projects which have benefited some 365,840 Filipinos from the far north to the southernmost extremity of the countryside.

PACAP's existence has been marked by innovations that were applied and tested in the field. Fourteen years is enough time for the Agency to have reviewed its activities and to take stock of its accomplishments. It is time to highlight the gains and successes of development work; time to chart future directions and respond to the changing challenges and opportunities of the countryside's evolving landscape. It has also become necessary to develop new partnerships and to strengthen those that have already been established with business firms and other resource institutions. ■



A. The PACAP 12

The PACAP 12 refers to the twelve PACAP-supported projects chosen from a number of projects from all over the Philippines. They have been picked on the basis of a six-point criteria, namely: 1) Sound project design and management, 2) people's participation, 3) innovation, 4) sustainability and replicability, 5) gender parity, and 6) environmental sustainability. Implementers of these projects gave presentations on their best practices during the PACAP Partners Conference.

These 12 projects and the PACAP Partners implementing them are:

A. Agri-based Enterprises



Project	PACAP Partner
1. Back to Basics Organic Rice Production Project	Community Awareness Services for Ecological Concerns, Inc. (CASEC)
2. The CAMATIS Project	Bukidnon Non-Government Agencies (BUNGA) Foundation
3. Mabasa <i>Otoshi-ami</i> Fishing Project	Hublag Evelio, Inc. (HEI)

B. Social Credit



Project	PACAP Partner
1. Homestart Revolving Fund	Capiz-Roxas Islamic Foundation, Inc. (CRFI)
2. Credit and Savings Project	Buklod-Unlad ng Batangas, Inc. (BUBI)

C. Non Agri-based Enterprises



Project	PACAP Partner
1. The Integrated Beekeeping Project of McFEDCO and CMPC	Misamis Oriental-Cagayan de Oro City Federation of Cooperatives (MCFEDCO)
2. Fruit Processing and Fruit Plantation Project	Sigmahanon Development Foundation, Inc. (SDFI)
3. Day as Garments Community Production Center	NORFIL Foundation, Inc. (NFI)

D. Environment



Project	PACAP Partner
1. Ecological Solid Waste Management and Recycling Project	Moncada Women's Credit Cooperative (MWCC)
2. Happy Hallow Watershed Rehabilitation and Conservation Project	Jaime V. Ongpin Foundation, Inc. (JVOFI)
3. Kapatan Marine Reserve Development Project	Mahintana Foundation, Inc. (MFI)

E. Area-Focus Approach



Project	PACAP Partner
1. Mt. Matutum Integrated Conservation and Development Project (MICADEV)	Coalition of Social Development Organisations of South Cotabato (CSDO-SC)

B. Pacap Partners Conference

A conference was organised by PACAP at the Grand Regal Hotel in Davao City on April 19-20, 2001. The Conference had the following objectives:

- 1) to review PACAP's accomplishments over the last 14 years,
- 2) to discuss PACAP's new thrusts and directions,
- 3) to analyse best practices in the planning and implementation of PACAP projects in various sectors,
- 4) to establish links and networks with other PACAP partners, business firms, and resource institutions, and
- 5) to view exhibit products and services of some PACAP partners.

The conference brought together one hundred sixty six (166) NGOs, POs, representatives from government agencies and the business sector, and development experts in one grand assembly.

A number of activities were conducted to achieve the conference objectives. Best practices of the PACAP 12 were presented. Reactors who are experts and practitioners in each project field were invited to provide their perspectives on these projects. A panel discussion on business opportunities served as introduction to the structured networking and linking session with business establishments in the region. Part of the conference agenda was to give special focus on PACAP's accomplishments over the last fourteen (14) years, its current organisational capacity as well as its present thrusts and future directions. This was accomplished via the conduct of discussions, the launching of a conference magazine, and a video presentation. ■



Dir. Rolando G. Tungpalan of NEDA, Hon. Benjamion de Guzman, Mayor, Davao City, Ms. Marissa Reyes, Chairman, CODE-NGO, Counselor Peter Smith, AusAID Manila, USEC Lualhati Pablo, DSWD and H.E. Ambassador John Buckley, Head of Mission, Australian Embassy in Manila, Philippines during the opening of the PACAP Partners Conference.



H.E. Ambassador John Buckley, Head of Mission, Australian Embassy in Manila and USEC Lualhati Pablo of the Department of Social Welfare and Development (DSWD) cut the ceremonial ribbon to signal the opening of photo, product and service exhibits. Counselor Peter Smith, AusAID Manila, Ms. Marissa Reyes and other guests joined them.



PACAP12: Overall Synthesis

The people and communities affected by PACAP 12 are fortunate to have enjoyed the capability-building process facilitated by the assistance of AusAID. The willingness to embrace the learnings—be these successes or failures—from these projects enhanced the participants' competencies in managing themselves, their communities and organisations, as well as their environment and resources.

All this was in the context of cultural diversity and gender sensitivity. These efforts have increased productivity, and enhanced ecological sustainability, and have given project beneficiaries incremental successes in combating poverty. The impact of these learnings will have to be measured from a long-term perspective. Needless to say, PACAP 12 has brought change to those who were involved in the projects as well as those learning from these project experiences. From these experiences, best practices and emerging themes for foreign assistance have emerged. ■

A. Best Practices

The PACAP 12 reaped a harvest of Best Practices from the way their projects were conceptualised, planned, implemented and evaluated. Each case had at least two (2) best practices, as described by its presenter and interpolated or expounded by both reactors and conference participants. Among the best practices featured are:

PACAP 12 Best Practices

1. Sound Project Design and Management
2. Strong People's Participation
3. Sustainability and Replicability
4. Innovation
5. Environment-Friendliness
6. Gender Parity
7. Other Best Practices
 - community transformation
 - strengthening of the relationship between microfinances and the community production centre
 - real income generation by participating partners

Best Practice #1: Sound Project Design and Management

Four (4) of the PACAP 12 pointed to Sound Project Design and Management as one of their best practices. These were the Kapatan Marine Reserve Development Project, the CAMATIS Project, the Mabasa *Otoshi-ami* Fishing Project and the MICADEV Project. This was achieved by building upon the previous achievements of the community, and broadening the involvement of the target beneficiaries in situational analysis, project planning, and implementation. The presentations featured the clarity of the project goals and objectives and their responsiveness to the issues, problems and concerns of the target communities. Also common among these case studies were the relevance and comprehensiveness of the project components, as well as the meticulous attention to details in carrying out the proper procedures (i.e., Operations Manual of the Mabasa *Otoshi-ami* Fishing Project). In the case of MICADEV, the project coverage was divided into six areas, each with a mechanism for the overseeing and management of operations.

Best Practice #2: Strong People's Participation

Success in any development project is largely dependent on the active participation of the people in all the project stages. This fact was again reinforced by eight (8) of the PACAP 12 that featured this as among their best practices.

Their presentations highlighted the crucial role this played in the success of the projects.

In the Organic Rice Production Project as well as in the Mabasa *Otoshi-ami* Fishing Project, the project components resulted from the beneficiaries' analysis of their needs. The Beekeeping project, labour-intensive in nature, required the active participation of its beneficiaries.

Being able to come up with counterpart funding despite project beneficiaries' low income is a strong indicator of people's participation in the Fruit Plantation and Processing Project. NORFIL Foundation banked on the strong bond among mothers as the foundation stressed their collaboration and participation in the Day-as Garments Community Project.

The success of the Ecological Solid Waste Management and Recycling Project was highly dependent on the cooperation of the market stall owners and the people in general. A change

in their attitude towards garbage disposal was slowly achieved through capability-building activities and the determination of the Moncada Women's Credit Cooperative.

The process of expanding environmental consciousness among residents of Barangay Cabug in the Kapatan Marine Reserve Development Project was no doubt a time-demanding undertaking made possible by the many who were willing to give their time—a precious commodity.

A very high level of community participation was noted in the planning and implementation of the Mt. Matutum Integrated Conservation and Development Project. This was done by way of consultations, planning activities, specific project implementation activities such as community mapping, monitoring of project accomplishments, and analysis of problems encountered, among others.

Best Practice #3: Sustainability and Replicability

There were several contributing factors that were shared by ten (10) of the PACAP 12 and from which germinated this “best practice”. Among the factors are: people's ownership of the project brought about by high community participation in all the project development and management stages; responsive capacity building; near-mastery of the technology; suitability of the project components to the needs and limitations of the clients; and periodic monitoring and re-planning. Also contributing to the projects' sustainability and replicability are the high level of support by the stakeholders, a strong commitment on the part of the project implementers, and an immediate positive effect on the income of the beneficiaries.

The following projects show how these two best practices were operationalised:

- The positive results of the Organic Rice Production Project that ignited interest among other farmer groups and which eventually convinced them to revert to organic farming.
- *Otoshi-ami* (trap-net) as a fishing technology does not unduly stress the environment and therefore has high sustainability value.
- An effective monitoring and capital buildup generation scheme make the Credit and Savings Project of Buklod-Unlad Batangas, Inc. replicable.
- The spread of beekeeping as a home-based enterprise of the Integrated Beekeeping Project is one major indicator of its replicability. The reactor noted that the Fruit Processing and Fruit Plantation Project displayed a capacity to operate and plan beyond the immediate needs and concerns of the present.
- The sustainability of the Day-as Garments' Community Production Centre can be attributed to its utilisation of required in-house technology for its operations and its conformity to women's needs and limitations.
- Among the built-in “sustainability mechanisms” in the Happy Hallow Watershed Rehabilitation and Development Project are: giving the lead role to the people's organisation, putting in place appropriate financial controls, developing a sense of ownership, and imparting a long and medium term view of the future.
- The sustainability of the Solid Waste Management and Recycling Project was shaped out of capability-building the appropriate use of technology, local legislative support coupled with firm enforcement, and sheer determination on the part of the NGO.

- “Kapatan Marine Reserve Development Project rates highly in terms of replicability. It serves as a perfect model for any community-based marine reserve development effort. The outstanding features that it models are the following: a solid education program on coastal resource management, strong people’s commitment on environmental protection that transcends cultural diversities, alternative livelihood opportunities, and a number of other features.”
- MICADEV Project’s sustainability is seen on several levels, namely: financial sustainability, project/commercial sustainability and institutional sustainability.

Best Practice #4: Innovation

Innovations in project planning and implementation were reported by six (6) of the PACAP 12. These include the experience of the Kapatan Project in using indigenous resources and means intrinsic to the community’s way of life to address problems affecting livelihood and the impact of these on the environment. Beekeeping as an income generating activity, particularly for women, is a fairly novel idea. Homestart Revolving Fund as a project which interconnected credit, livelihood, and gender parity came from an external agent. The *otoshi-ami* fishing technology, together with the project’s CBU system and incentive scheme are remarkable innovations. The Organic Rice Production Project’s adoption of the MASIPAG technology, specifically the use of farm wastes for fertiliser and cross-pollination technique resulting in indigenous rice varieties, is making “scientists” out of farmers. MICADEV’s accommodation of cultural diversities and integration of indigenous traditions into the project design, involving as many as six NGOs and mobilising 56 communities in less than two years is unprecedented in PACAP’s history.

Best Practice #5: Environment-Friendliness

Five (5) of the PACAP 12 considered environmental components of their projects to be a best practice. Presenters of the three (3) environment-focused projects (Kapatan Marine Reserve Development Project, Happy Hallow Watershed Rehabilitation and Development Project, and Solid Waste Management and Recycling Project) and the lone integrated conservation and development, area-focused approach project (MICADEV) shared their successes in mitigating the environmental effects of development in their communities. In addition, Mabasa *Otoshi-ami* Project’s fishing technology is considered environment-friendly. This practice is enriched by capacity building in environmental awareness and protection of marine resources. The project has rules limiting *bangus* fry catching and returning to the sea any endangered marine specie accidentally caught in the net.

Best Practice #6: Gender parity

Gender parity as a best practice was highlighted in four (4) out of the twelve (12) presentations. The Integrated Beekeeping Project reported the pro-activeness of women in setting-up home-based beekeeping projects. The project gave due consideration to the other responsibilities of women, especially mothers when scheduling project activities. The shift in Muslim women’s preoccupation from “domestic” or “ non-economic” to micro-financing and entrepreneurial activities is among the gender parity accomplishments of the Homestart Project. Capacity building of BUBI’s Cedit and Savings Project

members (mostly women) in gender issues resulted to better family relationships and the transformation of small women's enterprises to family-run businesses. Fishing is commonly considered as a male-dominated activity. This is not the case in the Mabasa *Otoshi-ami* Project. Women take active part and even lead roles in various project activities.

Other Best Practices

There were other best practices mentioned in the presentations of the case studies. Among them are community transformation as stressed in the presentation of the Happy Hallow Project case study; Day-as Garments Community Production Centre and Cordova Micro-credit Project cited the strengthening of the relationship between microfinance and the community production centre; the Organic Rice Production Project meanwhile, identified real income generation by participating partners.

B. Learning as Focus

PACAP 12 is a wealth of learning experiences. This resulted from the use of time-tested strategies such as community participation, technical skills on organic farming and *otoshi-ami* method of fishing, and the early phaseout of the Bukidnon Non-Government Agencies Foundation (BUNGA) from the CAMATIS project, among others. While there are numerous learnings, it is obviously difficult to pull together into simple generalisations these diverse, wide-ranging and complex experiences we discovered in the PACAP 12. Below is a summary of what were directly or indirectly mentioned as learnings by the presenters, reactors, and the conference participants:

1. Local Resource Analysis

Local resources including indigenous practices such as *Dagyaw*, as mentioned in the presentation of the Mabasa *Otoshi-ami* Fishing Project, *toka-toka* system in MICADEV Project and *aduyon* in Happy Hallow Watershed Rehabilitation Project, need to be factored into project planning and implementation. These local practices will promote acceptance of the new technologies and processes introduced by the project.

The success of the Day-as Garments Community Production Centre could be attributed largely to the recognition of the in-house skills in garment manufacturing by many of its members.

Expressed Learnings:

1. Local Resource Analysis
2. Project Design
3. Back to Basics
4. Project Strategies
5. Legislative Support
6. Environmental Resource Management
7. Social Preparation
8. Partnership and Mutual Trust
9. Change Management
10. Sound Production Planning and Marketing Strategies
11. Working Around the Imperfection of the Market
12. Benefits Beyond Income
13. Replicability and Multiplicability
14. The Outsider and Timely Phase Out

2. Project Design

Project design should be anchored in the basic needs identified by the target beneficiaries. These needs are transformed into responsive and realistic goals. It must be scaled to size and doable targets. In the process, it is vital to invoke values from both local and outside communities and existing projects in the area.

Spatial and thematic focus must be well defined-the former to set clear physical boundaries; the latter to state a definite conceptual frame. Spatial mapping sets the scope and area of work; while thematic planning articulates the vision, the human good aspired for as well as the measures by which the project may be assessed.

LOGFRAME was found to be an effective planning tool by managers down to community level in the MICADEV Project.

The deliberate entry and exit of project implementors and/or turnover to another NGO in the project site must be incorporated in the project design.

3. Back to Basics

The success of the Organic Rice Production Project in La Suerte, Prosperidad hinges on the simplicity of its concept. Organic rice farming is close to the indigenous culture, seeds are readily available, and fertilisers are locally sourced. “Simple... and back to basics.” This also includes the adoption of indigenous practices by many of the PACAP 12.

4. Project Strategies

MICADEV made the most of small previously undertaken efforts, pulling these together to create a bigger program. This is contrary to what is traditionally practiced which is the breaking down of a big project into smaller chunks.

Area Focus Approach could evolve from the many established interventions in a project area through collaboration and linkaging. The convergence of project actors would eventually result in the upgrading of projects and an increase in project efficiency and effectivity.

Environmental protection and preservation are only possible through a comprehensive approach, as applied in PACAP 12’s environmental projects.

Linkages to a variety of support groups and new systems of cooperation are crucial to the projects’ success.

5. Legislative Support

Legal pronouncements facilitated the operations and institutionalisation of various projects including MICADEV-AFA, the Ecological Solid Waste Management Project, and the Kapatan Marine Reserve Development Project.



6. Environmental Resource Management

Each project should strive to address other vital concerns such as the environment. Environmental-friendly practices understood by the project beneficiaries and the people in general through capability-building activities, are instrumental to the project's sustainability.

7. Social Preparation

From the experience of the CAMATIS Project, one cannot overemphasise the importance of re-education and values transformation as an anchor for any livelihood undertaking. This was echoed in the presentation of Happy Hallow Project, as they stated that from their experience, the people's having an innate desire to gain some degree of control over their lives was critical to the project's success.

8. Partnership and Mutual Trust

Internal motivation and the active participation of the people lead to a sense of ownership and the eventual success of the project in accessing the community's needs. Synergy can advance the mechanisms for sustainable sectoral and holistic development, with the benefits being equitably shared by the members.

Mutual trust between the clients and the NGO partner has long been identified as a vital ingredient for a successful project. This is operationalised by an openness and a willingness to learn from one another. The interaction chains became the precedent for what would later become an alliance—a mutually beneficial relationship among the organisations involved and the project clients.

9. Change Management

Openness to new ways of doing things was a major factor that led to the success of the MICADEV, the Mabasa *Otoshi-ami* Fishing and the Ecological Solid Waste Management Projects. This was manifested in various ways: a positive attitude towards alternative means of livelihood, a willingness to raise the counterpart capital, and the acceptance of women in what is traditionally considered as a male-dominated activity.

10. Sound Production Planning and Marketing Strategies

Production and planning strategies have to be imbedded in the project planning and implementation program to ensure profitability and therefore sustainability. All three of the above stated projects manifested sound production planning and marketing strategies. Some examples of these are:

- Staggered planting schedule; year-round harvest (CAMATIS Project)
- Organised rice trading component which is able to fetch a fair market price for produce (Organic Rice Production Project)
- Identified market priorities and alternative livelihood endeavors during low production months (Mabasa *Otoshi-ami* Fishing Project)
- Clustering of members; identified suitable project type and marketing scheme (Cordova Microcredit Project and Day-as Community Production Centre Project)

- Affiliation with major associations facilitated the marketing and delivery of products to various strategic outlets (Integrated Beekeeping Project)
- LGU setting-up a display centre for the products (Fruit Processing and Fruit Plantation Project)
- Schemes using project-produced organic fertiliser as incentive for tax payment; establishment of demonstration farms. (Ecological Solid Waste Management and Recycling Project)

11. Working Around the Imperfection of the Market

The concept of the project must be based on the premise that the financial market is imperfect. The project can work on giving credit access to the poor in the hope that some social and economic problems will be mitigated.

Interest does not make the nonviable viable. If the project is really nonviable to begin with, then it will not prosper.

12. Benefits Beyond Income

Beneficiaries in many of the projects featured in the conference saw a significant improvement in their income. However, many of them who attended the various capability building activities are appreciative of the new knowledge and practical skills they have acquired which can be used beyond project operations.

13. Replicability and Multiplicability

Several features of the projects make them highly replicable. Among these are:

- the high level of trust among the partners and players,
- clarity, coincidence and compatibility of players' interest and stakes
- flexibility of implementers and funders in meeting the changing interests and capacities of the local partners.

More crucial is to build the capability of communities to advocate and influence other communities. This is its multiplying effect.

14. The Outsider and Timely Phase Out

Coming in as an outsider, NGOs must earn the trust of the people in the community as well as their genuine acceptance. This is non-negotiable. Like a community organiser, organisations involved in development projects should already plan for a smooth and sound phaseout or turnover to other organisations the moment they enter the community.

It is important to build the community's capacities to avoid PO's dependency on the NGO. This having been accomplished, the people will then strive to assume responsibility for their project.



C. Emerging Themes for Foreign Funding

The preceding insights and learnings are indicative of the organisational growth of the PACAP 12. While all 12 are learning, the focus of learning varies. The categories enumerated below briefly describe the level of learning taking place in these organisations. They are referred to as “phases” or “stages” of learning. Each stage characterised by particular development needs is associated with specific investment focus by the funding agency. At some point, the beneficiaries are sufficiently empowered to be on their own and become willing and able to sustain the project as their own.

Developmental Stages

Stage I: Learning to be Effective

Every project sets out to produce a specific output. If the NGO and the PO succeed in achieving what it had set out to do—for instance, “to grow organic rice and influence a certain number of farmers in the community to do so”—the NGO-PO has learned to be effective.

They must have managed to back off from debilitating practices and acquired new skills that improved their productivity. The basic level of need has been served and the people and their community are now ready to move on to the next level of learning.

Stage II: Learning to be Efficient

At this phase, people develop a keener awareness of their resources, wherever these may be located and however these resources may be acquired. The problem they may confront at this stage is: “How may these resources be made to produce more for the good of the beneficiaries and their communities?”

The undertakings, at this phase, build on the skills and practices learned at the first level. They also anticipate the next two phases, which may take place simultaneously or synchronically as the project moves onward.

Stage III: Learning to Build Alliances

Building further on earlier learning, beneficiaries discover the value of building alliances, networks and linkages for efficiency, effectiveness, and also as a necessity.

First of all, they begin to realise the importance of organisation as a means of gaining the strength of numbers, acquiring a bigger voice in negotiations, and establishing a more

stable base for asserting influence.

The PO is the first level of alliance. Radiating from that discrete point, the network expands to the PO's relationship with the NGO, which assists the PO initially in linking with larger institutions and agencies, the government, the financial system, the entire local and global socio-political and economic environment in which the organisation thrives.

This requires a higher level of knowledge and awareness, finer socialisation skills, and a deeper understanding of moral and ethical responsibility.



Stage IV: Learning to Expand

The most ideal expression of this phase may take the form of the project being an influence in bringing about widespread change within the larger community.

The logic for this phase derives from common human empathy—because they have been given assistance which has transformed their own lives, beneficiaries may now feel empowered enough with skills and a high degree of motivation to reach out and be a positive influence in the community.

At the same time, the experience of the beneficiaries themselves would encourage others to take active interest in helping themselves, with the assistance of those who have the experience and the skills.

Given these developmental stages and the PACAP 12's context, a number of emerging themes for foreign assistance has emerged.

Emerging themes

Refocusing Assistance From Providing Production Input to Building a Learning Process

In most PACAP 12 cases, the projects have highlighted the capacity of peoples organisations and the effectiveness of enabling institutions in delivering production/service inputs and technologies.

While most of the cases have shown that the implementation period is short for newly organised projects, successor projects from previous assistance effort have confirmed that the learning curve for success includes not only learning to be capable of producing project ends but also learning to become efficient.

It should also be able to link or ally with more complex systems/institutions or manages complex networks or linkages and finally learn to expand or replicate. Each stage should become an investment focus of AusAID/PACAP to provide a broad range of assistance over the life span of a project/area.

Alliance Building for Sustainable Growth

Another emerging theme has to do with the role of projects in relation to the process of building alliances. While still at its early stage, the cases of MICADEV, Kapatan, Happy

Hallow, Moncada Waste Management and Recycling Project as well as CAMATIS, are manifesting the approach whereby the project system calls for forward and/or backward alliances to enhance project viability and sustainability.

This also signals the possible integration of project components into an “area ecosystem-based” utilising a system of integrated institutions to deliver the inputs. This produces greater impact and a possibly more cost/efficient use of foreign assistance.

The experience of MICADEV points out the possibility that NGOs optimise their effectiveness by operating within learning Stages I and II, while Corporate or government facilitated processes, operate effectively at Stages III and IV.

This is an opportunity for corporations to provide the “big brothering” role. It can view its social responsibility to its community as a medium term investment for greater corporate productivity. Overall insight into the 12 PACAP best practices case study presentations also show the range and emerging trend of foreign assistance.

From Sectoral Projects to Area/Ecosystem Projects

Most of the projects responded to sectoral needs largely for credit and production. MICADEV is the most current prototype of an NGO that has manifested a capability to manage an area and ecosystem-based project comprised of multi-sectoral stakeholders.

The project boundary is defined by the capacity of the people and communities including the catalysers or enablers, to bring about growth via a concerted effort. Certainly, this manifests a very strong tendency to sustain development. It is foreseeable that using the learning approach, a sectoral project can evolve incrementally into an area/ecosystem-based project.

From Single Implementers to Multisectoral Alliances

Similarly, the scale of project management among the 12 PACAP projects ranges from single implementor to an alliance management (as in the case of the MICADEV and, to some degree, in the MONCADA and CAMATIS projects).

The management system evolves from merely being effective and efficient in terms of project management and technical soundness towards the development of a capability for systems management (MONCADA and CAMATIS).

And at the apex of this scale, we find a capability to strategically manage a collaborative effort of different stakeholders (MICADEV). This lesson shows a tendency for foreign assistance to adhere to a set of policies that recognise the hierarchy of institutional responses needed vis-a-vis the assistance offered.

From PO/NGO/Government to PO/NGO/Government/Corporate

Globalisation connotes trade liberalisation, and private sector involvement in steering the economy of the Philippines. The role of government is to provide a potent policy environment that encourages private initiatives towards economic growth.

Realities in the Philippines indicate the need for private business to learn how to manage its social responsibility and factor in the reality of “poverty” into its ideal scenario of “profitability”.

The emerging experience of MICADEV within the context of SOCSARGEN shows a

global approach where marginal areas, communities, and peoples are brought into the mainstream of market development, spurred by the collaborative investments of the national and local government, the NGO, the Peoples Organisation, and the Corporation (DOLE).

This model indicates a more efficient management of foreign assistance.

Following this overall synthesis are the sectoral summaries on best practices and learnings as documented during the PACAP Partners Conference.

Each sectoral summary contains individual case summary of projects within a particular sector. The individual case summary includes the background of the project, the presentation highlights (best practices), synopses of actual conference interaction, and a listing of insights and learnings. ■



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