

# Enhancing Development Work by Revisiting Basic Principles and Attitude in Community Development

Margarita C. Royandoyan

# What is a Non-Government Organization (NGO?)

- ▶ NGOs are independent private organizations involved in promoting the welfare of the majority of the population. (1987 Phil. Constitution)
- ▶ An NGO is a non-profit group that functions independently of any government. NGOs, sometimes called civil societies, are organized on community, national and international levels to serve a social or political goal such as humanitarian causes or the environment.

► Council for People's Development:

NGOs are institutions that facilitate support for the expansion and strengthening of People's Organization for engaging in development work.

People's organizations are community or sectoral organizations... through which the poor majority exercise their prerogative to participate in the processes and systems of socio-economic work.

# 1987 Philippine Constitution

## Section 23, Article II:

The state shall encourage non-governmental, community-based, or sectoral organizations that will promote the welfare of the nation.

## Section 15, Article XIII;

The state shall respect the role of independent people's organization, within the democratic framework, their legitimate and collective interest and aspirations through the peaceful and lawful means (De Leon, 2005).

- ▶ The State is required to encourage such organizations for they can be **active contributors** to the political, social and economic growth of the country. Thus, the state should **refrain from any actuation that would tend to interfere or subvert the rights of these organizations** which in the words of the constitution are community-based or sectoral organizations that promote the welfare of the nation.

▶ (De Leon, 2005)

# Local Government Code of 1991

- ▶ Section 24, Chapter 4 provided that the local government units shall promote the establishment and operation of people's and non-government organizations to become **active partners** in the pursuit of local autonomy.
- ▶ LGUs may likewise enter into **joint ventures** and such other cooperative arrangements with people's and non-governmental organizations to
  - engage in the delivery of certain basic services,
  - capability-building and livelihood projects, and
  - to develop local enterprises designed to improve productivity and income,
  - diversify agriculture,
  - spur rural industrialization,
  - promote ecological balance, and
  - enhance the economic and social well-being of the people.

(Tabunda & Galang, 1991).

- ▶ However, a local government unit may, through its local chief executive and with the concurrence of the sanggunian concerned, **provide assistance**, financial or otherwise, to such people's and non-governmental organization for economic, socially-oriented, environmental, or cultural projects to be implemented within its territorial jurisdiction (Ibid).

# Context of NGO Work

- ▶ Massive poverty
- ▶ Class divided society/entrenched inequality
- ▶ Debt-driven economy
- ▶ Elite-dominated politics
- ▶ Widespread and rampant corruption
- ▶ Human Rights Violation
- ▶ Disrespect for the rule of law
- ▶ Environmental degradation
- ▶ Disaster-ravaged communities

# Context of NGO

## ► Massive poverty

- One in 10 Filipinos were considered food poor in the first semester of 2021.
- Poverty incidence (1<sup>st</sup> half of 2021): 23.7 percent (or 3.9 M Filipinos)  
(1<sup>st</sup> half of 2018): 21.1%
- A family of five now needs at least P12,082 per month to meet the most basic food and on-food needs
- 14.7% higher than the monthly average of P10,532 in 2018.

Rappler, Dec.7, 2021



- ▶ The unemployment rate (Sept 2021): **8.9 percent** or **4.25 million Filipinos** (PSA)
- ▶ According to PSA, the 8.9 percent unemployment rate was an increase from the **8.1 percent**—or **3.88 million** unemployed Filipinos—recorded in August 2021.

(inquirer.net. Nov.4, 2021)

- COVID-19 Pandemic: 62.1% of Filipino households experienced moderate to severe food insecurity in 2020 (FNRI, Nov-Dec 2020)

▶ Class-divided society/entrenched inequality:

The poor gets poorer while the rich gets richer!

▶ Debt-driven economy

- Dec 2021: The Philippines debt P11.7 trillion (Bureau of the Treasury)
- Dec 2020: P9.8 trillion debt

- ▶ Elite-dominated politics
- ▶ Widespread and rampant corruption

The country ranked **117 out of 180 countries** and territories in the index, a drop of two places from its rank in 2020, during the first year of the pandemic.

- Human Rights violation
- ▶ Disrespect for the rule of law
- ▶ Environmental degradation
- ▶ Disaster-ravaged communities

# Street children

- ▶ The United Nations estimates:

**150 million** street children in the world.

Philippines: approximately **250,000 homeless children**. However, that number could be as high as 1 million.

Children leave home and end up on the streets because of the excessive beating from their parents, poverty or sexual exploitation.

- ▶ (Philipp, 2020)

# Roles and function of NGOs

- ▶ Enhancement of productive capacity
- ▶ Social services delivery
- ▶ People-centered development planning
- ▶ Mass-based organizing

# Code of Ethics of Development Work

- ▶ Development Workers are those who **start the process of critical awareness** and **generate people's action** and **initiate the changes** at different levels required to **transform** the present structure of society leading to development.
- ▶ Primary development workers are those who **initiate change** and work at the local community level (grassroot level) whether they are members of that community and start working with the people to **bring about development change**.

- ▶ Intermediate development workers are those who work in voluntary or extra-governmental organizations at district, provincial, or national level and **provide support** to the field-based primary development workers.
- ▶ A development worker must be **committed in his service to the people**. This commitment means a genuine desire to work with people and learn from them **rather than impose** to them.

- ▶ The development worker must **live what he or she believes and must believe what he or she lives.**
- ▶ The development worker must have the **flexibility to adapt** himself or herself to the situation that faces him or her.

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- ▶ One of the greatest virtues of the development worker is to have faith in the people's ability to work for their own changes.
  - ▶ **Simplicity** in lifestyle is the challenge to development workers in their efforts to be one with the people.

- ▶ The development worker must at all times be **uncompromising** in his or her struggle against **corruption, oppression, and exploitation** at all levels of society.
- ▶ The development worker **should not be expected to be rewarded** for the work he or she is doing in the service of people.

- ▶ The development worker is **not indispensable**. His or her activities must work, as soon as possible, towards **active people's participation in self-reliance**.
- ▶ In the spirit of openness and learning, the development worker must **be willing to assess himself or herself** as well as to **accept criticism** from the people and fellow development worker he or she works with.

- ▶ The development worker must have an **openness of mind** willing to listen to the people/s problems, their joys, frustrations.
- ▶ The development worker has a **responsibility to support his/her fellow development workers** who are in need in emergency in all aspects: moral, human and material.

- ▶ The development worker must be **humble and polite** in relating to the people. Due respect must be shown at all times **to both young and old. Women are co-equals of men and as such, must be accorded the respect due them as equals and co-partners.** Women development workers must be given equal treatment with regard to responsibilities in all levels of work.

- ▶ The life of a development worker is a **difficult life, often faced with frustrations and loneliness**. The development worker must see these difficulties as **part of the process of working with the people toward their liberation and development** and must be able to persevere in his/her commitment.

- ▶ *“The primary goal of development is the empowerment of people and the satisfaction of the basic needs.”*

CODE-NGO, 2001

Thank you!

# COMMUNITY DEVELOPMENT: Goals, Principles and Processes

by

Margarita C. Royandoyan  
University of Eastern Philippines



# WHAT IS COMMUNITY DEVELOPMENT?

- It is a planned, organized and evolutionary process whereby group of people with the common aims, needs and aspirations come together to initiate social action in order to improve their social, economic, political, cultural and environmental conditions.

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Norman, Lawrence P. ASI, 1998

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- ⦿ A continuous process, through which community members come together to take collective action and generate solutions to their common problems.

Community of Learning, 2015

- ⦿ CD produces self-reliant and self-sustaining communities that mobilizes resources for the benefit of their members.

# MAIN GOAL OF CD

- The main goal of CD is **social transformation and people's empowerment.**

Enhancement of people's potentials and capabilities;

Participation of the people through collective action

- This is designed to ensure the **people's well-being and the community's sustainability.**

- Luna, et al. CD Praxis in the Philippine
- Setting, 2009

# PRINCIPLES

- Participatory
- Inclusive
- People-oriented
- Human Rights-Based
- Equity
- Gender-fair
- Sustainable



# 1. Participation

- Community participation can be loosely defined as the involvement of people in a community in projects and other initiatives to solve their own problems.



- Participation is the **involvement by local populations** in the creation, content and conduct of the program or policy designed to change their lives and requires **recognition and use of local capacities**.
- Participation is driven by a belief in the importance of **entrusting citizens with the responsibility** to shape their own future
- Mulwa, 2004



# FAILURES OF DEVELOPMENT PROGRAMS

- ◉ Due to the standard top-down programs and projects which do not fit or meet the needs of the local people.
- ◉ The top down approach believed that people were too ignorant and cannot effectively discern and decide what was good and appropriate for them...



(Mulwa, 2008, p.15)

# BENEFITS OF PARTICIPATION

- It ensures efficient utilization of resources;
- Allows people to build their capacities and identify with and **own the project.**

It ensures effectiveness;



- ◉ Reduces dependency and increases self-reliance
- ◉ Ensures project sustainability
- ◉ Peoples participation can be a potent way of ensuring the flow of the benefits to the beneficiaries

# OBSTACLES TO PEOPLE'S PARTICIPATION

## a. Structural obstacles:

- top-down development approach
- political systems not oriented towards people's participation
- passivity and dependence

## b. Administrative structures:

- control-oriented
- provide little significant space for local people to make their own decisions.

Kumar, 2002



## 2. Inclusive:

- *Walang maiiwan sa pag-unlad!*
- *Ang mga nasa laylayan ay dapat kasama sa pag-unlad.*



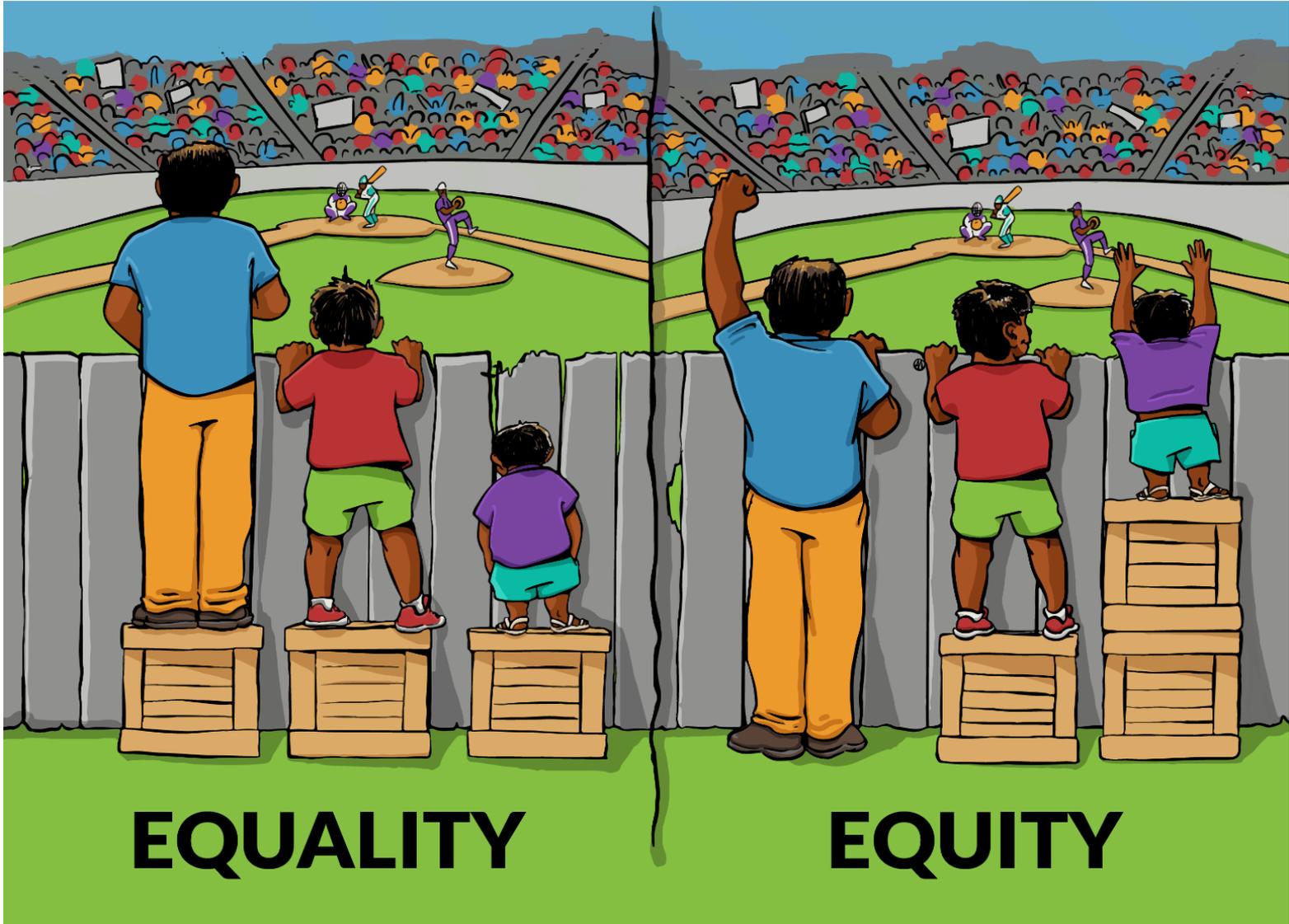
### 3. People-oriented:

- not merely concerned with economic growth but with economic and human development.



## 4. Human Rights-Based

- - promoting human development based on international human rights standards and operationally directed to promoting and protecting human rights.
- Goal is to increase the capacity of both the duty-bearers and the rights-holders.



**EQUALITY**

**EQUITY**

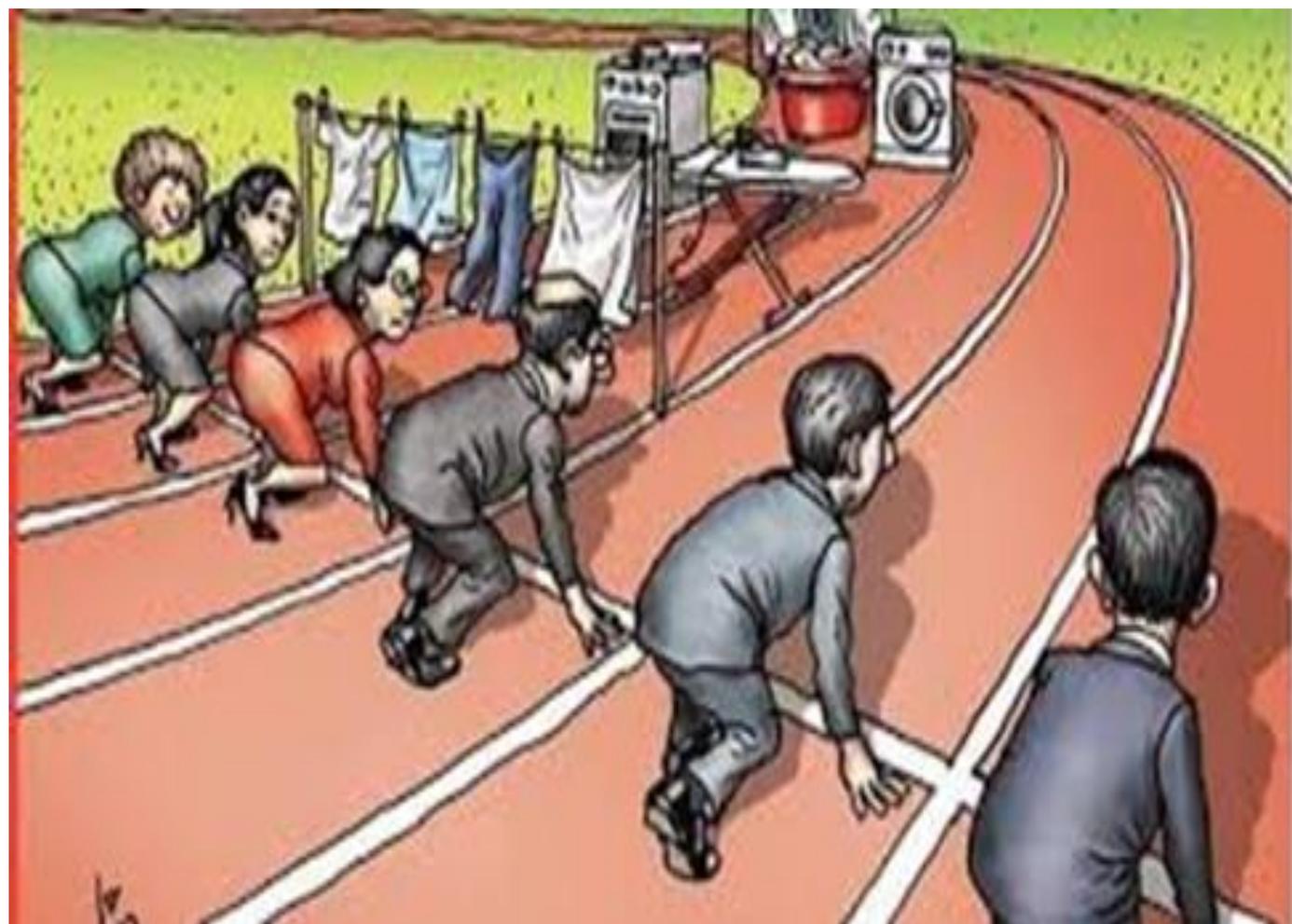
## 5. Equity

- ◉ Equality means each individual or group of people is given the **same resources and opportunities** regardless of their circumstances.
- ◉ Equity recognizes **each person has different circumstances and needs**, and therefore different groups of people need different resources and opportunities allocated to them in order to thrive.

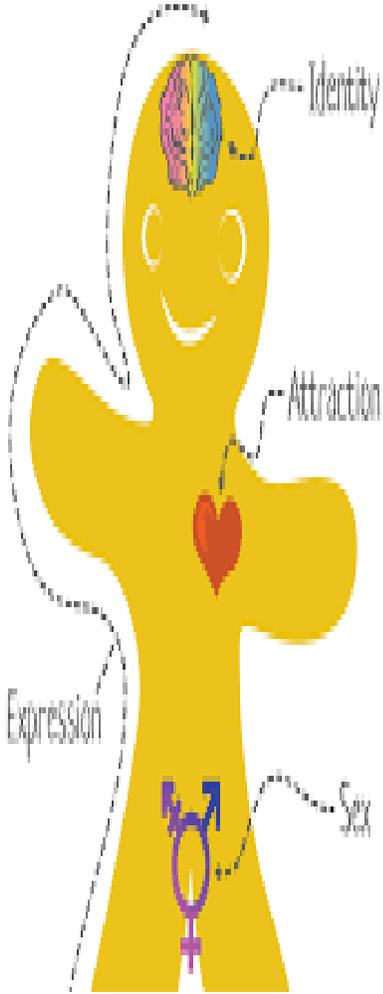
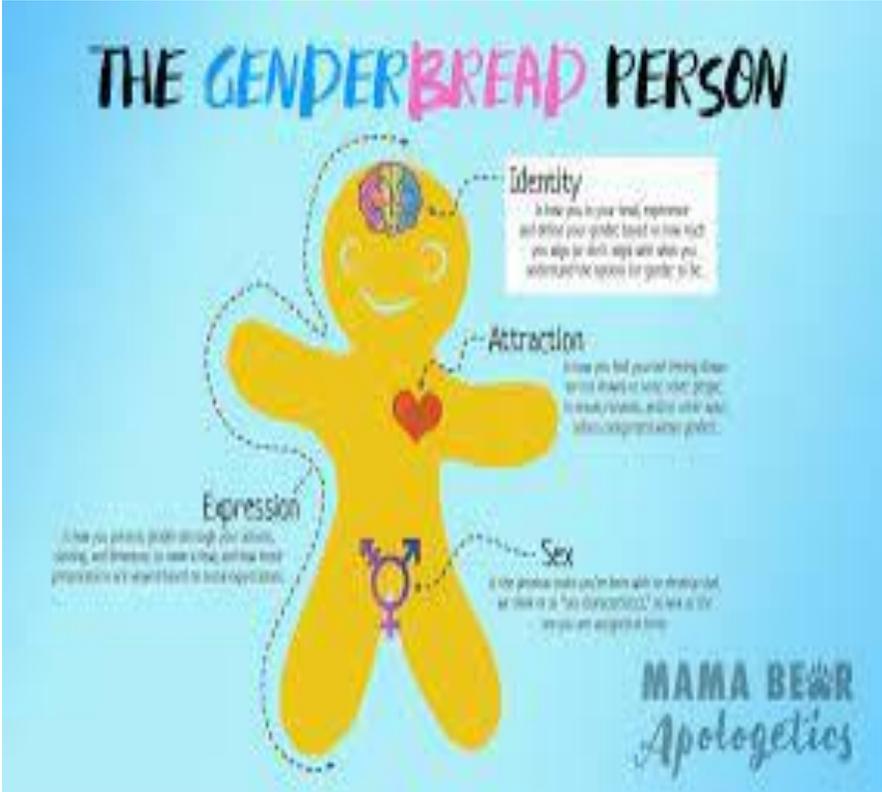
## 6. Gender-Fair

- ◉ People of all gender have equal rights, responsibilities and opportunities.
- ◉ Non-discrimination of LGBTQs
- ◉ Promotion of VAW-free society





# SEXUAL ORIENTATION, GENDER IDENTITY, EXPRESSIONS, SEXUAL CHARACTERISTICS (SOGIESC)



## ◉ 7. Sustainable development

-development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

- initiatives continue to provide and sustain the gains it has achieved with the community relying more on their own efforts.

# PRINCIPLES IN DEALING WITH THE COMMUNITY

- ◉ The worker **starts from where the community is.**
- ◉ The community is *culturally diverse*
- ◉ The *individual has value*
- ◉ *Interaction* between individuals, the family, and community exists
- ◉ Every individual has the *potential for positive change*
- ◉ Structural inequality exists
- ◉ People's Agora. *What is Community Development?*

- ◉ Residents have the right to equitable access to resources and service
- ◉ Every individual has the potential for positive change
- ◉ Structural inequality exists
- ◉ Residents have the right to equitable access to resources and services

# PROCESSES

- ◉ **Long-term changes** rather short-term “band-aid strategies”
- ◉ Supports community while **discouraging dependency**
- ◉ Projects are community-driven
- ◉ Undertakes community organizing
- ◉ Social investigation as a continuous activity
- ◉ Planning with the community

# ROLE OF THE WORKER

- ◉ Encourages and develops partnership between various sectors of the community
- ◉ Employs a diverse range of models/practices to achieve goals
- ◉ Seeks an understanding of the structural causes of inequality

# ROLE OF THE WORKER

- ◉ Facilitator
- ◉ Broker
- ◉ Initiator
- ◉ Challenger
- ◉ Enabler
- ◉ Catalyst/Change agent
- ◉ Researcher
- ◉ Educator



***“The real wealth of a nation is its people.”***

**Mahbub Ul Haq**

⦿ Thank You!!!

# A Sustainable Convergence Strategy in the Implementation of the San Juan Community-Based Potable Water System Project



Margarita C. Royandoyan  
College of Arts and Communication  
University of Eastern Philippines

# Introduction

Common challenges in implementing development programs/projects:

- ensuring the **success** of the project/program;
- **Sustaining** the program/project

most especially when project initiators phase out from the area.

# Objectives of this Paper

- I. To describe the experience in implementing a community-based potable water system project in Barangay San Juan using the Convergence Strategy by looking at the following:
  - a) project mechanisms and strategies
  - b) impact of the project
  - c) lived lessons from the experiences

# Methodology: Case Study

- Key Informant Interviews:
  - representative of People Organization (PO)
  - Community Organizer,
  - Project in-charge,
  - PACAP program coordinator
- Focus group discussion interview with NGO Board Members
- Informal discussions with PO members
- Field visits
- Document review (milestone reports. monitoring reports, assessment
  - reports

# Theoretical Framework

- **Concept of Collaborative Leadership:**

*If you bring the appropriate people together in constructive ways with good information, they will create authentic visions and strategies for addressing shared concerns of the organization or community.”*

*(Chrislip, D and Larson, C, 1994)*



- **Effective Partnership**

*“Effective partnerships leverage the strengths of each partner and apply it strategically to the issue at hand. It might take more work, and it might take longer, but strong partnerships build the relationships, shared understanding, and collective focus to make lasting progress.”*

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(Lavey, J. 2017)

# Principle of people's participation

*Participation by the people in the institutions and systems which govern their lives is a basic human right and also essential for realignment of political power in favour of disadvantaged groups and for social and economic development.*

• *(Burkey, Stan, 1993)*

*One of the main lessons I have learned during my 5 years as Secretary-General is that broad partnerships are the key to solving broad challenges. When governments, the United Nation, businesses, philanthropies and civil society work hand-in-hand, we can achieve great things.*



*Ban Ki-Moon*



# Brief Historical Background of the Project

- Brgy. San Juan water situation prior to 2006
  - problem of lack of potable water
  - high incidence of water-borne diseases
  - few water hand pumps;
  - shallow wells
  - spring located 1-2 km. from the community
  - women and children spent more time in collecting water

- 
- Potable water is bought at P5.00 per 20 liter container
  - This means increase in household expenditure for water and subsequent decrease in funds for other household needs

# However, back in 1990s

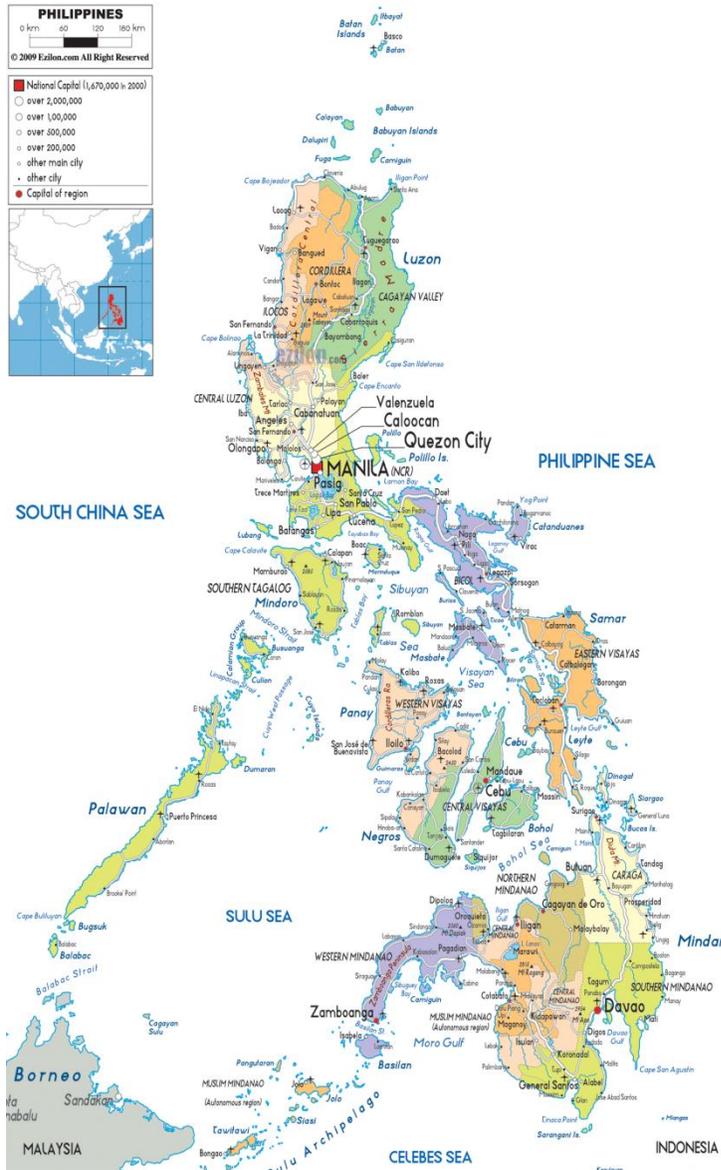
- A water system infrastructure project was installed by the municipal LGU of San Isidro in Brgy. San Juan
- This project did not last long because when the water pipes in the distribution lines leaked, no one among the community members initiated to address the problem.
- Meanwhile, the project implementor (the LGU) did not do something to remedy the situation



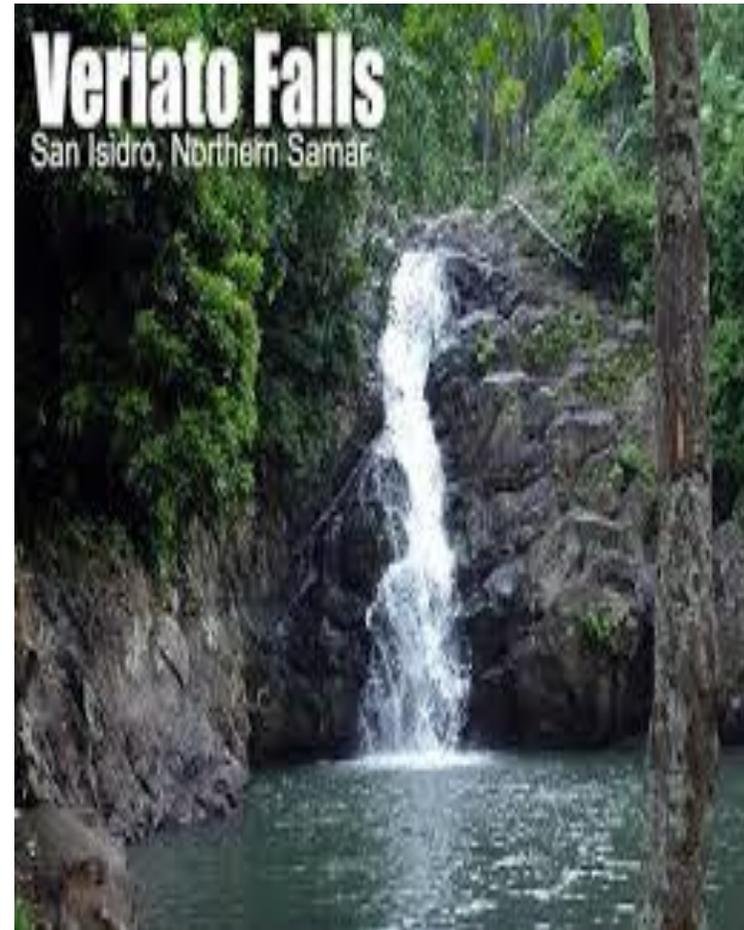
# Reasons for the failure

- 1. No social preparation activities
- 2. The LGU viewed the community as mere beneficiaries, and not partners in development
- 3. The community were not made to think that they are partners of the LGU in the development, hence they did not develop a sense of ownership of the project nor sense of sacrifice in the undertakings
-

- 
- 4. No definition nor clarification of roles and responsibilities between the LGU and the community
  - 5. Seemingly, the government believed that once infrastructure projects are turned over to the community, the responsibility to sustain it rests solely on the beneficiaries



Ironically there are 7 water falls within the municipality of San Isidro, Northern Samar.



# The Community-Based Potable Water System Project in San Juan

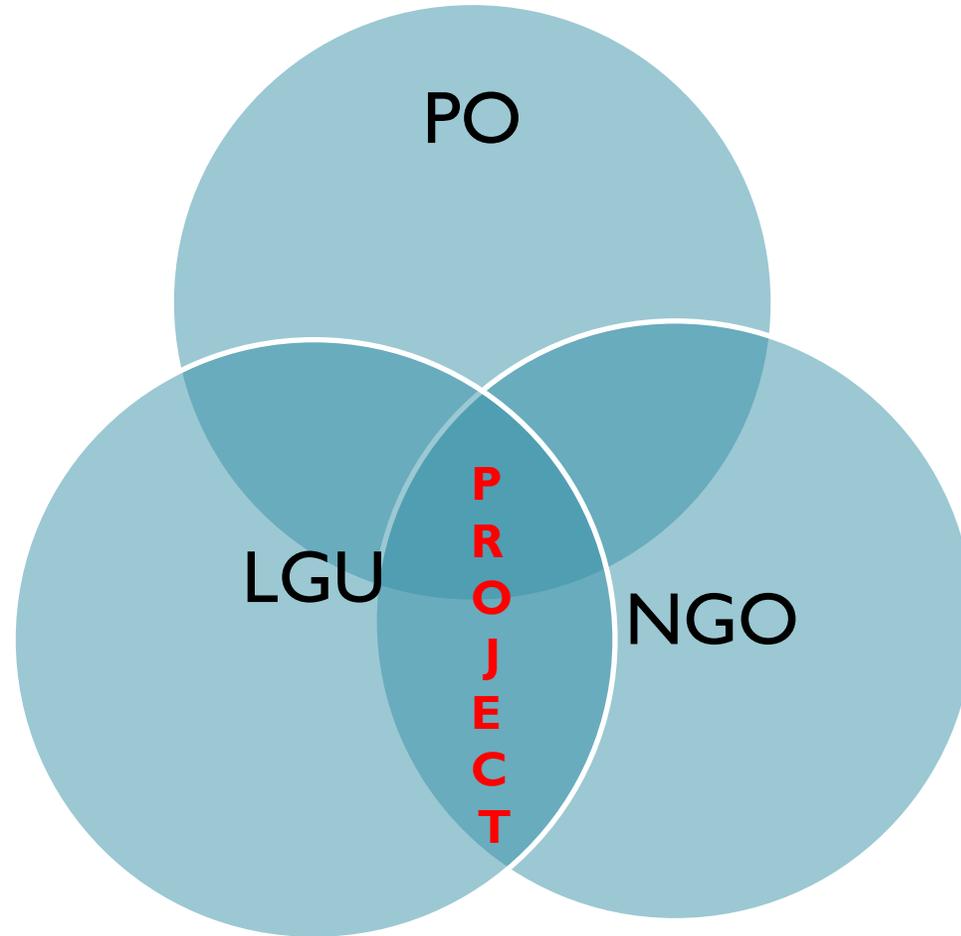
- 2006
- PACAP funded
- NGO partner: Women for Social Development, Inc.

## Objectives:

- 1) To develop a sustainable community-based potable water supply to the residents of San Juan;
- 2) to build the capacity of the organization to manage the project on their own; and
- 3) develop a mechanism/strategy that would maximize the capacities of the partners



# Project Strategies and Mechanisms



# Project Strategies & Mechanisms

## A. Creation of Management and Governance Structure

### I. Provincial Stakeholders' Committee (PSC)

The provincial governance body which ensured the development of the engagement of PACAP in N. Samar-

- Governor as Chair

- NGO as Vice-Chair

- other members: academe, Mayors' League, church and the 5 project (FOCAS) areas (Pili, Coconut, Mud crab, Solid Waste Mgt, Potable water.)

# Governance and Management

## 2. Project Management Committee

- Policy-making body of the project
- Composition:
  - a. *Representative of NGO proponent (WSD)*
  - b. *Representatives of GO/LGU (municipal mayor, brgy. chair, municipal engineer, municipal health officer.)*
  - c. *Representative of the People's Orgn.*  
*(SJBAWASA)*

# 3. Project Implementation Team

- Staff members of the NGO;  
(Women for Social Development involved in the implementation of the project)
- Representatives of PO (women included)



*Fig. 2. Organizational Structure of the Community-Based Potable Water Project*

## **B. Community Organizing**

- Social Preparation activities
  - staff immersion/integration with the community
  - PO organizing (San Juan Barangay Water and Sanitation Association)
  - Formulation of constitution and by-laws
  - Creation of committees with various functions

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- Formulation of organizational plans and policies through an assembly
  - Democratic election
  - Good governance through transparency in project operations
  - Encouraging participation of project beneficiaries in planning, decision-making, implementation of the project (including canvassing and purchase of construction materials, and handling of funds).

- 
- Use of innovative techniques to encourage participation of the beneficiaries and community
  - Trust building
  - Open communication
  - Forging of memo of agreements

## **c. Developing the Capacity of the PO to lead**

- Heavy investment in human resource development (consciousness-raising, enabling the PO to understand their roles in the project implementation and success)
- Trainings on construction of ferrocement water tank, leadership, project management, conflict resolution, organizational leadership, organizational policies, basic accounting and bookkeeping, gender and development, reproductive health rights, etc.

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- The organization started with 45 members in 2006, within that year, it already had 345 members and now it is still growing; it has already expanded to other puroks within the barangay and has ventured into non-water projects to supplement the income of the members.

# Achievements

- The strategy paved the way for resource-sharing and exchange between the members of the tripartite. What one entity lacks, the others can provide, hence there is complementation.
- It also facilitated easy resolution of problems between or among the tripartite.

- 
- It instilled **greater sense of responsibility** among the PO members and, on the part of the government, **greater accountability** for the people and the project.

- 
- The project started as a Level II water system project, at the time the project duration ended, it was already a level III water system project. 7 years after WSD pulled out from the area, the SJBAWASA is still actively serving the needs of the community for a safe and affordable potable water supply .
  - Utilization fee collection did not become a big problem to the organization. The initial months recorded 85% collection rate, the succeeding months showed upward trend
  -

# Project Impact

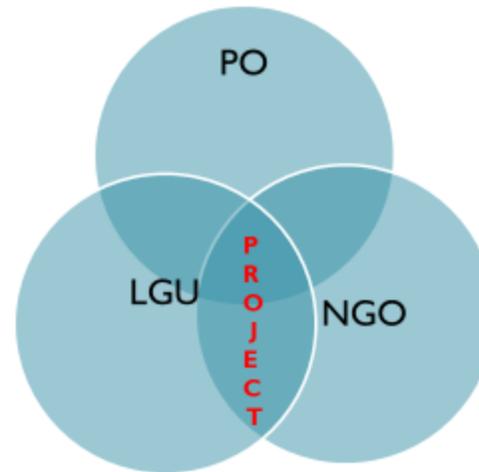
- I. The project provided the community access to safe, affordable and sustainable potable water supply;

The high collection rate of water utilization fee implies that the project was owned by the community being very relevant to their needs.

7 years after WSD pulled out from the area, the SJBAWASA is still actively serving the needs of the community for a safe and affordable potable water supply .

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- 2. Developed capacities of the PO for self-management of project
  - 3. developed the PO's pride and confidence in themselves
  - 4. developed the PO's sense of project ownership through participatory processes and mechanisms

- 5. showcased a workable and sustainable implementation strategy through the convergence of efforts of PO, NGO and LGU/GC





*What is it that we are going to turn-over? Ever since the project started, the PO had been actively involved in the decision-making for the project and they were practically the ones managing their own affairs. The role that we played in the project was simply to facilitate that development.*

*Community Organizer*

*Women for Social Development*

# Lived Lessons

- a) People's participation in all phases of development should be ensured.
- b) Community organizing should seriously be undertaken as this serves as the linchpin of all development efforts
  - -- CO as a built-in strategy in project implementation
- c) NGOs play a crucial role in leading the tripartite
  - -- they are in the frontline of community development; are adept at community organizing; operates on specific geographic area, hence, can afford focus in operation.

# Conclusion

- The Convergence Strategy involving the PO-NGO-LGU paved the way for **resource sharing and exchange** between and among the entities. This strategy created an impact which is *more than the sum of each of the entity's contribution* for the project. Hence, instead of having a “stand-alone” program implementor, the integration and complementation provided by the **Convergence strategy** contributed not only in attaining the objectives , but also in sustaining the gains it achieved in the field.

# Project Launching



*Shot taken at the water source with the members of the community, the NGO , LGU, and the donor agency.*

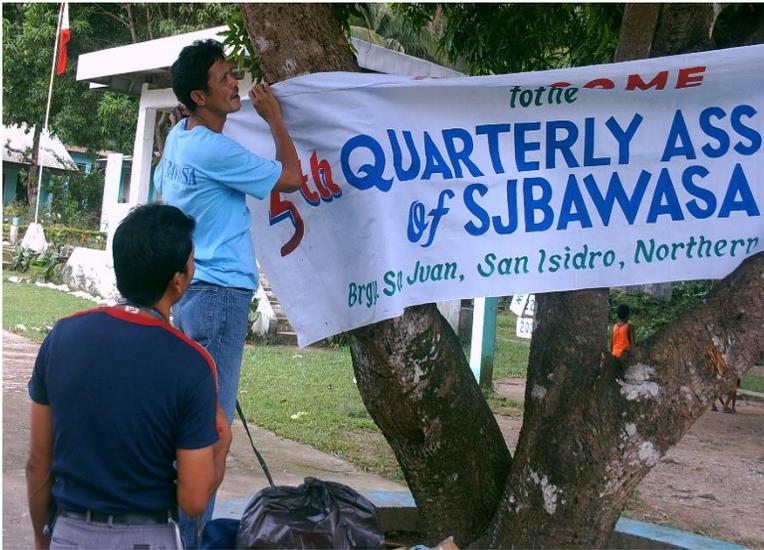


# 4<sup>th</sup> Quarterly Assembly of SJBAWASA





# 5th Quarterly Assembly of SJBAWASA





Women members busy preparing food for their assembly







Visit by development workers to the project in 2018.

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- *Go to the people*
  - *Live among them*
  - *Learn from them*
    - *Serve them*
    - *Plan with them*
  - *Start with what they know*
    - *Build on what they have*
  - *Not piecemeal but integrated approach*
    - *Not showcase but pattern*
    - *Not relief but release*
  - *Mass education through mass participation*
    - *Learning by doing*
    - *Teach by showing.*



**Thank you!!!**