
**INTL NETWORKING AND PROFESSIONAL DEVELOPMENT
PROGRAMME STUDY TOUR TO THE PHILIPPINES**

EVALUATION REPORT

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DEVELOPMENT WORKSHOP

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EXECUTIVE SUMMARY: MAIN FINDINGS

On Programme Inputs and Components

1. For the most part, the participants felt that the different components were conducive in achieving the programme's objectives. The programme provided a tremendous learning experience for the participants exposing them first-hand to a wide variety of people and organizations as well as to issues.
2. The ENGO participants were generally more alike in their assessment of how well the different activities promoted the INPD's objectives while the development NGO participants were more disparate in their views. This in part reflects the greater diversity of interests among the latter group since some are responsible for projects and others, for communications.
3. The orientation, rural project visits and urban project visits were the components consistently felt to have helped attain the INPD's objectives. The rural project was clearly the INPD's high point for the majority of the participants but some of the rural projects visited did not have environmental components. Rated less effective in helping to attain the programme's objectives were the more "formal" learning components of the project: the environment and coalition building workshops.
4. On the whole, the different activities provided a balanced perspective of the issues covered but environmental issues should have been covered in greater detail.
5. Speakers and resource persons were chosen from a good cross-section and were highly knowledgeable. The participants were particularly impressed by the expertise and generosity of individuals from the NGOs and POs they met.
6. The information kits were very useful in providing a pre-departure orientation to the Philippines.
7. The schedule had too many activities planned for the participants to be able to take full advantage of each. The project visits could have been longer and the agenda less crammed.



8. The phasing of the different activities and timing of group sessions need to allow for more time after field visits for reflection and processing of learning experiences.
9. Group sessions were a good means of helping participants reflect on and discuss their experiences. The sessions were both fun and educational.

On Organization and Logistics

10. Organizational and logistical support provided by the PDAP Secretariats in Canada and in the Philippines was rated as excellent. The logistics for the INPD were, on the whole well handled and things proceeded as scheduled.
11. There was some duplication of work (between the two Secretariats) and problems in financial management which could have been avoided if the staff's responsibilities and the procedures had been more clearly spelled out in advance.
12. The provision of translation services was overlooked in the more Environment Workshop which was conducted largely in Tagalog.
13. Although work was completed, the organizers were overextended. At the same time, some participants were willing to be involved organizing activities but but there was no mechanism^{to} allow this.
14. Journalists have a different way of going about their business compared to the typical participant in a programme like the INPD. These differences have to be recognized and adequately planned for.

On Documentation and Evaluation

15. The organizers recognized at the outset the importance of documenting the INPD and hired a documenter for the two weeks of the Tour to prepare a full report but the coverage of the report on the Tour was uneven.
16. Formal documentation of the key stages in planning and organizing the INPD needs to be improved to better track the progress of preparations and to help in programme evaluation.
17. Creative expressions - a television news spoof, silent film, drawing, poetry - were succed^{ed}dfully employed as evaluation tools.

On Programme Impacts

18. For the majority of the participants, their objectives in joining the INPD had been met to a great extent.
19. Capabilities were enhanced chiefly through the *acquisition of new knowledge on the Philippine socio-economic and political situation and the work of the NGOs and POs*. Less was achieved by learning about *practical issues and strategies to deal with them* and in *acquiring new practical or technical skills*
20. Participants came away with immeasurable knowledge and insights acquired from their first-hand exposure to the realities of rural and urban life in the Philippines and to NGO/PO work. These insights *promote the broader objective of PDAP to promote partnerships* in its different activities.
21. Relative to the specific learning objectives of the INPD, the first objective was met. It was less successful in meeting the second objective.
22. Most participants have shared their INPD experience with a variety of groups outside of their respective organizations. ENGO participants have taken leadership in disseminating their INPD experience to a wider audience tapping new communities and new audiences outside of the existing PDAP network. Among the PDAP member agency participants, the dissemination of INPD experience thusfar has been largely limited to internal briefings in their respective agencies.
23. The INPD provided the participants with opportunities to explore collaboration and networking with Philippine organizations and with the co-participants although for a few the opportunities available did not match their specific interests well. Along with the contacts made in the 1991 Environment and Development Workshops, PDAP now has a starting point for developing a network of environmental organizations connected to PDAP's activities.
24. The INPD was most successful in strengthening networking between the Canadian participants, especially those from ENGOs and the Philippine NGOs and POs they met. It appears it was less successful in promoting this between the ENGO and development NGO participants.
25. All participants expressed interest in pursuing possible INPD follow up activities. Possible activities that have generated interest are the production of the information kit on sustainable development and a workshop of all participants and other PDAP members.

26. The INPD provided the impetus to promote collaboration and networking. PDAP now has a solid base for developing a network of environmental organizations connected to PDAP's activities.
27. The programme was most instrumental in promoting networking between the Canadian participants, especially those from ENGOs, and the Philippine NGOs and POs they met. It was less successful in promoting this between the ENGO and development NGO participants

Impact on the Media

28. A substantial amount of media coverage was generated by the journalist participant, these were heavily tipped towards the portrayal of negative rather than positive images. The objective (of the Development Education Committee) to have a major long-term impact on the coverage of Philippine issues has not been achieved.

The investment made in supporting the journalist's participation has paid off in other ways, however. By removing the "mystique" around the media, PDAP now has a better understanding of how the media operates and how NGOs can be supportive. The INPD has also helped establish NGOs as a credible source of information for the media.

KEY FACTORS AFFECTING PLANNING AND IMPLEMENTATION

POSITIVE	NEEDS TO BE IMPROVED
<ul style="list-style-type: none"> Input from sectoral nonPDAP groups - CEN at very early stage of planning 	<ul style="list-style-type: none"> Decision-making process in Capability building committee: start up problems led to delays for INPD
<ul style="list-style-type: none"> Mixed composition of the group, having environmentalists and SAP participants was enriching 	<ul style="list-style-type: none"> Input of PDAP Philippines in programme at very early stage, sharing ownership of the programme
<ul style="list-style-type: none"> Very good pre-departure orientation kits 	<ul style="list-style-type: none"> Definition of tour objectives: needs to be more focussed, more measurable
<ul style="list-style-type: none"> Exposure to a wide variety of people and organizations, rural visits and stay in people's homes. 	<ul style="list-style-type: none"> Provision participants to more actively input into planning process and incorporating their own experiences
<ul style="list-style-type: none"> Very good quality of resource persons, good coverage of issues. 	<ul style="list-style-type: none"> Participation of PDAP Philippines members in Tour
<ul style="list-style-type: none"> Very good organizational/logistical support during the Tour 	<ul style="list-style-type: none"> Fewer sites to be visited, longer duration at each site, translation services for workshops

RECOMMENDATIONS

The following recommendations focus largely on some suggestions about directions future initiatives of the Capability Building may take. Except for those that bear directly on the Capability Building Committee, recommendations on improvements in the planning and implementing process are deferred for the final report.

That PDAP has taken leadership in addressing capability building in its membership in a more systematic way (relative to other NGO consortias) should be underscored. The recently completed study commissioned by the CCIC, **A Time To Build Up New Forms of Cooperation Between NGOs and CIDA** (the Smillie report) recommends that "urgent steps must be taken to build greater professionalism within the Canadian NGO community." It specifically

1 INTRODUCTION

The INTERNATIONAL NETWORKING AND PROFESSIONAL DEVELOPMENT (INPD) Programme is the first major initiative of its kind to be implemented by the Philippine Development Assistance Programme (PDAP). Figure 1 shows the objectives of the INPD. In addition to the learning objectives, the INPD also had two other objectives relating to the participation of the media in the programme:

- to produce institutional changes in the decision-making process about what kinds of stories made the news. Changes were therefore sought at the editorial or production level.
- to establish links between Philippine NGOs and the Canadian media through the INPD, Philippine NGOs can then be established as credible media sources.

The programme involved a two week visit to the Philippines by 15 participants. The programme focused on sustainable development. Through a combination of workshops, meetings and visits to projects in the different regions of the country the participants were to learn about development and environment issues and the work of NGOs and communities in addressing these challenges.

The INPD was unique in many ways in that:

- It served multiple objectives of two PDAP programme areas: capability building and development education.
- It included a mix of participants PDAP member agency staff (both projects and communications/development education officers), environmentalists, members of other coalitions elsewhere in Asia (SAP), a Filipino NGO representative and a Canadian journalist.
- It provided exposure to a wide variety of organizations, people and issues.

2 *INPD Evaluation*

- It combined more formal learning and discussion through workshops with actual project site visits in both rural and urban areas. Rural visits allowed participants to live in areas for a couple of days.

The major components of the INPD were the following: an orientation to Philippine politics, culture, history and economy and to the PDAP network; meetings with development NGOs and environmental groups; project visits (urban and rural areas), a workshop on Environment and Development, a Coalition Building Workshop. At various points throughout the programme group sharing sessions were built in so participants could reflect on and share their experiences.

2 EVALUATION DESIGN

Given that the INPD is the first major initiative of the Capability Building Committee and that it combines many unique features it is important that the effort be evaluated. To determine the scope and objectives of the evaluation we first undertook an inventory of the evaluation concerns of the different stakeholders - the Capability Building and Development Education Committees of PDAP and the participants. These concerns fall into three broad areas:

- *Fundamental* concerns deal with the basic assumptions underlying the programme.
- *Input* concerns deal with the extent to which the components and operations of the programme have contributed to the attainment of the desired outcomes.
- *Impact* concerns deal with the effects of the programme on the participants, on the broader community or organizations participants interact with and the effects of the journalist's participation on media coverage of Philippine issues.

Figure 2 shows the inventory of stakeholders' concerns. Based on these concerns, the following objectives have been identified for this evaluation:

1. To determine the impact of the programme on participants in upgrading the participants' capabilities and strengthening networking
2. To assess the strengths and weaknesses of the different components of the programme;
3. To identify factors in the planning and implementation process that contribute to the positive impact of the INPD;
4. To determine the impact of journalist participation in the INPD on

4 *INPD Evaluation*

Canadian media coverage on the Philippines;

5. To identify the role PDAP can play in supporting follow up initiatives. (THIS CHAPTER TO BE COMPLETED)

3 FINDINGS: PLANNING AND ORGANIZING THE INPD

3.1 Development of Programme Content

3.2 Selection of Participants

3.3 Participants' profile

3.4 Journalist Participation

The Development Education Committee proposed that PDAP invite a Canadian journalist to join the INPD. The Committee saw the journalist's participation as part of its long-term goal to change media coverage of Philippine issues from an emphasis on negative images (crime, corruption and disasters) to more positive ones. The intended impact of having a journalist participate in the INPD was twofold:

- to produce institutional changes in the decision-making process about what kinds of stories made the news. Changes were therefore sought at the editorial or production level.
- to establish links between Philippine NGOs and the Canadian media through the INPD, Philippine NGOs can then be established as credible media sources.¹

Given these objectives, the Committee sought to invite a fairly senior member of the mainstream Canadian media (as opposed to a freelancer) who would be in a position to make decisions about stories to be featured in the media. Locating the right journalist proved to be difficult. A large number of possible candidates were contacted, all were unable to accept citing work commitments and difficulty of being away from their jobs for a two week period. Thus in the end, a freelance journalist, Oakland Ross, was invited. Until, last year Mr. Ross worked as a foreign correspondent

¹See "Report on the Participation of a Journalist in the INPD," prepared by D'arcy Harris, PDAP Canada Communications Officer (March, 1992).



for **The Globe and Mail** (Africa and Latin America). He now works as a freelance writer for **The Globe and Mail**, **Saturday Night** a gazine and **Equinox**.



4 PROGRAMME COMPONENTS AND INPUTS: THEIR CONTRIBUTION TO ACHIEVING THE INPD'S OBJECTIVES

This section examines the actual *in-use* application and workings of the programme in contrast to their *on-paper* design dealt with in the previous section. We examine the extent to which the components of the programme were conducive to the achievement of the programme's objectives and whether or not the programme was actually carried out according to expectations.

For the most part, the participants felt that the different components were effective in contributing to the attainment of the different objectives. The programme provided a tremendous learning experience for the participants exposing them to a wide variety of people and organizations as well as to issues: social, cultural, economic, environmental and political. As one participant stated, " We were able to witness incredible poverty, but also many successes in working one's way gradually out of it."

Most of the participants felt that to a great extent the different activities provided a balanced perspective of the issues covered although several felt that environmental issues should have been treated in greater detail, especially the links between environment and development and specific strategies to deal with environmental problems. One participant would have preferred more technical information on the the work of environmental and women's organizations

The participants were particularly impressed by the expertise and generosity of individuals from the NGOs and POs they met but suggested that some attention to perspectives other than that of the NGOs, for example, the government and business sectors would further enrich the discussions.

Among the Canadian participants, the ENGO participants were generally more alike in their assessment of the extent to which the different components promoted the INPD's objectives while the development NGO participants were more disparate in their views. This in part reflects the greater diversity of interests among the latter group since some are

responsible for projects and others, for communications.

The orientation, rural project visits and urban project visits were the components consistently felt to have helped attain the INPD's objectives (see Table 3 for details of the different components are discussed below). The rural project visits were clearly the INPD's high point for the majority of the participants. Rated less conducive in helping to attain the programme's objectives were the more "formal" learning components of the project: the environment and coalition building workshops.

While indeed the exposure provided by the INPD was tremendous, the programme's agenda had too many activities planned for the participants to take full advantage of each. Four participants felt constrained by the schedule in pursuing some of their specific interests in greater depth (see Table 4)².

4.1 Orientation

Orientation of the participants was done in two stages: 1) distribution of information kits prior to their departure for the Philippines and 2) a day long seminar on the first day in Manila.

Information Kits. The Canadian Secretariat prepared two sets of information kits. The majority of the participants found the kits very useful in providing them a background and informing them of the arrangements for their travel. As one participant stated, " it is an excellent package, and I have greatly enjoyed the opportunity to learn so much before we actually go to the Philippines." Only one participant felt that the package was useful only to a slight extent.

The first information package was sent out in mid-December, 1991 along with the letter confirming the participant's acceptance in the programme. The kit's contents were: programme agenda in the Philippines, background information on PDAP, general information on the Philippines (politics, economy, work of NGOs), a collection of articles on the environment

² One felt that she was never able to pursue her specific interest (permaculture) and three indicated they seldom had a chance to pursue their specific interests in greater depth.

situation in the Philippines and NGO involvement in this sector, travel and health information. With the exception of the information on PDAP, the materials were copies of existing articles, documents produced elsewhere. A list of the information kit contents is provided in Annex .

The second kit was sent out in mid-January, 1992. It contained PDAP project briefs on the rural and urban projects to be visited in the Philippines.

A third information package was prepared by the PDAP Philippines Secretariat and was distributed to the participants during the orientation session on the first day of the programme. This package included information on history, culture, economics, the the role of NGOs and project briefs for the project visits.

Although the three information packages combined comprised a substantial amount of reading material, it was not viewed a problem by most of the group. Only slightly less than a third of the group suggested that there be less reading material.

Orientation Seminar. The day-long seminar conducted on the first day of the INPD in the Philippines. The majority thought that the orientation contributed to a great extent towards the attainment of the programme's objective. The speakers and resource persons were chosen from a good cross-section and were of high quality. Topics covered during the orientation that stood out in the participants' minds at the end of the day were the learnings on culture and the economy and the high degree of organization of Philippine NGOs.

The information was too much for one day, however. Because the activity was too sedentary - lectures by speakers followed by question forum - some participants found the day too long (this was not made easier that several were still suffering from jet lag). One participant felt that the orientation should have also included some information from Bangladeshi and Nepalese participants.

A detailed report on the proceedings of the Orientation Seminar is given in Annex E.

4.2 Meetings with NGOs and Environmental groups

A little over half of the participants thought that the meetings helped to achieve the INPD objectives to a fair extent while 5 (38 percent) thought that the meetings helped to a great extent. Only one participant thought that the meetings helped only to a slight extent.

The meetings were a good venue for exchange. The organizations they met with were very well prepared and very helpful. The participants learned a lot in informal discussions with people.

4.3 Project visits

As one participant puts it the visits were "both a shock and a discovery." The shock was witnessing the poverty, environmental degradation and other difficulties the people face; the discovery was the strong sense of community, the ingenuity of people in using their resources to survive and the hope expressed despite adverse conditions in the communities visited.

Rural Projects. For majority of the participants the rural project visit was the high point of the INPD, providing excellent first-hand exposure to Philippine culture and to NGO work. Participants were able to get a feel for the values and dignity of the people they met. Although the visits were rushed in most cases, the chance to meet people in their homes, to discuss and to ask questions was still highly valued.

More than 80 percent of the participants felt that the visits promoted the programme's objectives (69 percent to a great extent and 38 percent to a fair extent). Of the five different groups formed, the Cagayan and Zamboanga del Sur groups, had the most positive reactions. For those who visited appropriate projects, it was an excellent opportunity to see and, to a limited extent, experience projects in action. In one of the groups (Samal Island), the participation of one PDAP Philippines project officer in charge of monitoring the project visited was found to be very helpful.

Two members thought the visits were of little or of no value in attaining the programme objectives because the projects their group visited either



lacked diversity (mainly cooperatives) or had a weak environmental focus³. The latter was a disappointment for some of the ENGO participants who had communicated (when they applied to join INPD) beforehand their specific interests about projects.

Participants also felt that it would have been beneficial to spend more time outside of Manila to experience a more balanced view of the country. The period of immersion in a rural community should have been extended and the agenda less crammed to be able to have a more realistic experience of rural life. For example, instead of visiting a large number of community organizations who are all involved in similar types of projects, it would be better to visit a small number of representative groups and spend more time with each.

Urban Projects. All the participants felt that the urban project visits were conducive to attaining the project's objectives. As one participant noted, "it gave a great deal of insight into the plight of urban squatters."

Mt. Pinatubo. Like the other on-site visits, the trip to Mt. Pinatubo area was an interesting one, especially for the ENGO participants. A few participants noted the incredible survival abilities of people.

4.4 Workshop on Environment and Development

The workshop was to be the INPD's main vehicle to address environment and development issues and look at specific strategies and techniques for project work⁴. The intent was for the participants to have a discussion and exchange with PDAP network members who are implementing projects in their respective communities. To achieve this the INPD participants joined a training workshop activity for for over 60 Philippine NGOs and POs from

³These comments were from members of the Iloilo and Samal group.

⁴The second objective was to raise awareness and share experiences and information about the environment and development issues in the different countries represented; and about the effective approaches and activities for addressing these problems in each participant's community.

the Southern Tagalog region. The workshop itself had been planned as part of PDAP Philippines ongoing training activities and its timing coincided with the INPD.

Unfortunately, for the INPD participants, this was the component from which they benefitted the least. Five out of the 12 participants who attended the workshop felt that it advanced the objectives of the programme only to a slight extent and 2 felt that it did not contribute at all. The reason was not because the workshop content was inappropriate or of poor quality but rather because most of the workshop was conducted largely in Tagalog. Translation services were not available to allow the English speaking INPD participants to communicate with the largely Tagalog speaking Filipino workshop participants. Thus the INPD participants understood little and interacted minimally with the other participants.

The oversight about the translation needs may be traced to the fact that the workshop was designed primarily for the POs, NGOs; the INPD participation was only piggy-backed to an event that had been planned beforehand.

4.5 Coalition Building Workshop

The Coalition Building Workshop allowed an exchange between the Philippine NGOs and the INPD participants on their experiences about coalition building. On the Philippine side: an overview of coalition building efforts was provided then the Green Forum (an environmental coalition) was examined in greater detail. In turn, four INPD participants spoke on coalition building based on their experiences (Canadian NGOs, Canadian Environmental Network, Association of Development Agencies in Bangladesh and South Asia Partnership in Nepal).

The ENGO participants generally felt that the workshop promoted the objectives of the INPD. In contrast, the PDAP participants differed widely in their assessment of this component's contribution to attaining the INPD's objectives. The PDAP member agency participants with project responsibilities rated the workshop's contribution more positively. Those with communications/education responsibilities tended to rate the workshop's contribution as only to a slight extent or not at all. One of the latter remarked that, "it [coalition building] was not his area of interest."

Participants who found the workshops useful wanted more time for discussion (the workshop was only half a day) and would have preferred to have more Philippine coalitions present. Judging from the types of questions asked during the open forum (see details in Annex E) there was great interest in discussing *practical issues and strategies* of coalition building such as, for example, what happens if there is no consensus? how does everybody agree on all issues? and to have more involvement of Philippine NGOs.

4.6 Group Sharing Sessions

The group sharing sessions occurred at two points during the programme: after the visits to rural and urban projects and again on the last day of the programme in Manila. The majority of the participants felt that the sessions were very useful (6 rated it contributed to the INPD's objectives to a great extent and 4 rated it contributed to a fair extent). The participants thought that the sessions were good but not enough, one suggested that perhaps some of these sessions could have been done over dinner. What the participants enjoyed was that everyone participated and that the sessions were both fun and educational. One thought that they were sometimes a bit "overprocessed" by the facilitator while several thought that the facilitator did an excellent job.

At the first group session, the participants reflected on their rural and urban project visits. Each group (5 in total) presented a report on their visits. The participants were then divided into three small groups to discuss their individual experiences using some guide questions. The three groups then were asked to make presentations on the outcome of their discussions. Each group presented their insights in well planned, creative and high-spirited ways such as, for example, a television news spoof of the experiences and learnings during their field visits (see details of presentations in Annex E).

The second group sharing session focussed on a group evaluation of their experience.

4.7 Exchanges, Interactions and Networking in the INPD

The INPD's objectives include strengthening collaboration and networking between Canadian and Filipino organizations, among Canadian environment and international development groups and generally among Southern and Northern NGOs of various sectors. The programme's different components advanced this objective with varying degrees of success but, on the whole, the INPD provided the impetus to promote collaboration and networking. Along with the contacts made in the 1991 Environment and Development Workshops, the PDAP now has a base for developing a network of environmental organizations connected to PDAP's activities. Whether the initial contacts made through the INPD will evolve into joint initiatives, further exchanges or other forms of collaboration will partly depend on the post-INPD follow up activities.

The programme was most instrumental in promoting networking between the Canadian participants, especially those from ENGOs, and the Philippine NGOs and POs they met. All but two of the participants indicated that they were able to have substantive discussions with the Filipinos they met (see Table 4). Except for one participant, everyone stated they met people of interest to them and their work. Several have been able to identify specific areas of potential collaboration or specific groups they want to work with. One ENGO participant extended his stay in the Philippines to pursue contacts.

As for networking between the ENGO and development NGO participants (excluding the PDAP Philippines member), it appears that the INPD was less successful in promoting this. The majority of participants indicated that the programme always or fairly often allowed them to have substantive discussions with their co-participants. It appears, however, that these discussions did not progress to the point of identifying areas of common interest or potential collaboration. It is interesting to note that when asked to name areas of potential collaboration or organizations participants wanted to work with, none of the ENGO participants identified collaboration with those from the development NGOs and vice-versa.

Some participants, as we have noted in the previous section, felt that environmental issues should have been treated in greater detail. The INPD did not have adequate mechanisms for a more detailed discussion among

participants.⁵ One ENGO participant expressed "shock at how little some of the development NGO participants knew about environmental issues ... the gap between North and South [was] well serviced by the INPD but the gap between Environment and Development was not." Another participant also felt that they could have learned more from the South Asian participants (from South Asia Partnership in Bangladesh and Nepal).

⁵ This is further borne out by the interest expressed by the participants in a follow up workshop in Canada (details of this are discussed in section 5.4.

5 LOGISTICS

This section examines whether the logistics - staff support, facilities and operations - of the programme were conducive to the achievement of the programme's objectives.

Organizing a programme like the INPD for 15 participants is a labour-intensive task. The organizers generally did a very good job, especially given the very tight time constraints. The logistical support was rated as either excellent or good by all the participants. Arrangements - accomodations, travel, meetings - were, on the whole, handled well and things proceeded as scheduled although the staff was overworked. There was, however, some duplication of work (between the two Secretariats) and problems in managing the finances during the INPD's first few days which could have been avoided if the staff's responsibilities and the procedures had been more clearly spelled out in advance.

5.1 Staff Support

In the Philippines, the full-time staff support for the INPD consisted of the following: (1) a consultant who served as the INPD Coordinator (2) an assistant who was responsible for documenting the programme. The INPD Coordinator started work in January; the assistant was hired for the two-week duration of the visit to the Philippines. In addition, the Executive Director and the Development Education Officer and administrative staff were involved at various points.

In Canada, the Executive Director took the lead responsibility and was assisted by the Communications Officer⁶. Additional support was provided by the Programme Officer in the last two months prior to the Philippine visit. How many person hours the staff worked on the INPD is difficult to ascertain but in the last two months (December-January) it is

⁶ The latter was responsible for coordination with the CEN, ENGO participants and the journalist.

estimated that about 60-80 percent of these three staff members time was devoted to the INPD work.

Delayed decision-making on key programme elements compressed the main preparations into the last two months prior to the Philippine visit (see INPD Implementation Schedule Figure 4). At the same time, the full-time INPD Coordinator, a position approved since September, was not hired till January. These two factors combined meant that staff had to work extra hours to complete all preparations. Moreover, some information was received late in Canada. For example, the final selections for the project visits arrived very late making it difficult to request changes.

Though some of the participants were willing to help with the organization tasks, there was no mechanism for them to do this. Greater involvement of the participants in the organizational details will, aside from reducing the organizers' workload, also promote participants' "ownership" of the programme.

The division of responsibilities between the two Secretariats was not defined beforehand but rather evolved "naturally" as the programme was organized. The adverse effects of this were some duplication of work in the preparation of information kits and some initial confusion about the management of the finances during the INPD.

The INPD Coordinator did not have the authority to approve expenditures during the INPD so the first few days, the Communications Officer (from PDAP Canada) unexpectedly assumed the role⁷. Streamlining of billing arrangements made with in the hotels and detailed guidelines on what items were to be paid by PDAP would have also helped to reduce the paperwork related to financial management during the INPD.

In contrast, financial arrangements with host organizations in the communities visited for rural projects were handled better. Funds were sent in advance of the group's arrival and adequate preparations were made without having to draw on the communities' meagre resources.

⁷The problem was eventually sorted out and the INPD Coordinator assumed overall responsibility for financial disbursements.

There was some confusion on the matter of per diems. The policy on per diems had not been properly communicated to the participants from Nepal and Bangladesh. Hence they had expected to receive a per diem allowance on arrival in Manila.

Logistical requirements of a programme like the INPD are considerable. Executing another programme like the INPD would benefit from the following:

- allowing for a longer preparation period once the agenda has been drafted to make the necessary arrangements for project visits, meetings and workshops⁸. This will allow more time for communicating back and forth between Ottawa and Manila on the details.
- having a full-time Programme Coordinator in Manila *at the beginning* of the preparation period.
- adding one part-time support staff during the 2-week period to provide relief for the staff especially in the components where the participants convene as a big group (i.e., periods in Manila). This will allow the staff to have also have a break.
- defining the responsibilities of staff involved at the outset and ensuring that these are clearly understood by staff and participants.
- establishing a set of standard policies and procedures for dealing with management of special programmes like the INPD. This procedures should cover: travel arrangements; costs to be covered by PDAP, participant's agency and by the participant; billing arrangements with hotels; payment of expenses of host agency in project visits.
- establishing a quick decision-making structure for last-minute judgement calls.

⁸This suggested preparation period assumes that the other basic parameters of the programme such as the objectives, number and type of participants, content and funding have been resolved.

5.2 Facilities and Arrangements

Facilities and arrangements (meetings, travel) for the INPD participants were adequate. The majority of the participants rated as excellent the organizational and logistical support provided by both Secretariats (in Canada and in the Philippines). The only difficulties that affected the participants were:

- The PDAP meeting party at the airport reception were not easily identifiable;
- Late booking of flights in one group that caused the loss of a day in the rural visit;
- Translation services were not provided in the Environment Workshop

It is interesting to note that although the accommodations (while in Manila) arranged for the group were far from being luxurious, a few members felt that they lived better in the Philippines than they normally do in Canada. Some felt like "royalty" while travelling around because of the the touristy looking buses.

The organizers also made special arrangements for meetings (outside of those in the INPD) to enable participants to pursue their specific interests. One participant extended his stay to pursue contacts with environmental groups. These were much appreciated.

The comments of Oakland Ross, the Canadian journalist participant, on the logistics of the programme are instructive in making preparations if journalists are to be hosted by PDAP in the future. In general, the standard arrangements made for a programme like the INPD, although adequate for the other participants, would not be conducive for a journalist pursuing stories.

Journalists have a different way of going about their business compared to the typical participant in a programme like the INPD. Journalists "sculpt" stories which are self-contained, that is, they have a beginning, a middle and an end; they also need a person to focus on. In contrast, it would be

typical for INPD participants to spend a day listening to and discussing with a parade of speakers on a variety of subjects. While the information is useful to a journalist, it is not the material that one can make stories out of. The project visits were thus more useful in opening up possibilities for stories than the workshops and meetings during the INPD.

A journalist is also more active - engaging, talking to people pressing his/her subject as well and pushing questions. A journalist *needs time*, more time than what was usually allowed in the project visits so that often a he/she will have to drop out of a regular programme to pursue stories.

What Oakland Ross found particularly useful was the meeting arranged by the Secretariat with a group of Filipino journalists soon after his arrival. As Mr. Ross put it, "It was a great way to begin."

5.3 Costs

The expenses for the INPD totalled to \$. This figure is understated as it does not include the communication costs incurred as these are charged to the administration budgets of the respective secretariats. Cost per participant comes to \$

5.4 Documentation and Evaluation

The organizers recognized at the outset the importance of documenting the INPD and hired a documentor for the two weeks of the INPD to prepare a full report. Unfortunately, report's coverage of the INPD was uneven. The portions of the programme when the participants convened as a group: orientation, sharing of experiences (after the rural visits), coalition building workshop and the final group evaluation were documented in detail; the rest of the programme was not documented at all. Understandably it would have been difficult for one documentor to cover the different sub-groups. However, this would have been possible if this task had been shared with the participants.⁹

⁹As noted earlier, participants were willing to take on more of the organizational tasks.

Formal documentation of the key stages in planning and organizing the INPD is much less. The latter was reconstructed from interviews with the organizers and the CEN and from programme documents. To monitor preparations and to evaluate the logistics afterwards, documentation of the planning stages of the INPD needs to be improved. Such documentation is useful in tracking the progress (or lack of it) of preparations for the programme, identifying problem areas, noting changes and accomplishments. It also helps develop the in-house capacity of PDAP to evaluate its programmes. The mechanism need not be elaborate.

For example, a programme planning logbook could be maintained. The logbook would be a chronological record of the major stages in planning and organizing the programme. The logbook could, for example, include the following:

- brief description of the major tasks in planning and organizing the INPD as they are undertaken and who was responsible,
- when (dates) tasks were completed along with an estimate, where possible, of how long it took,
- notes on any changes or problem areas and

Evaluation had been built into the programme design. In the Philippines, participants' feedback was collected at three points during the programme:

- canvassing and levelling off of programme expectations at the start of the programme
- sharing of the rural project visit experience on Day 10
- group evaluation on Day 13

The evaluation tools used were a combination of group discussions with creative expression - a television news spoof, silent film, drawing. The latter were used successfully and should be further explored in future initiatives.

As noted earlier, the feedback sessions were valued by the majority of participants. It would be useful to augment group evaluation sessions with

quick feedback through very short but more frequent methods of collecting information from the participants.

For example, each participant could be asked to keep a personal journal. Journals can be focussed on certain themes of particular interest to the programme evaluation to shorten the potential volume of entries. For example, at the end of each day participants may be asked to record responses to two questions:

- What was the most important thing you feel you learned today?
- How can you make use of it?

First, this would provide more timely information that could be used to make adjustments as the programme progresses. Second, it would present a more precise picture of the impact of the different components of the programme on each participant. Third, it also enables participants to be the first users of the evaluation data, making the process more participatory.¹⁰

Diaries record activities as well as personal reflections on those activities. It has the advantage of having a combined focus on both the programme's contents (what happens) and the process (how it happens).

Given the documentation and evaluation effected for the INPD, with a few modifications, subsequent programmes can be evaluated by the staff without the need for external consultants.

¹⁰For a detailed discussion on the use of diaries as evaluation tools please refer to **Evaluation Sourcebook For private and Voluntary Organizations** edited by D. San Pietro (New York: American Council for Voluntary Agencies for Foreign Service, 1983), p. 102-103.

6 IMPACT OF THE PROGRAMME

This section addresses the impact concerns, that is, what remains after the INPD. The impact concerns that we examine here fall under three areas:

- the programme's effect on the participants,
- the effects on the institutions or communities with which the INPD participants interact with,
- the impact of the journalist's participation on media coverage of Philippine issues.

6.1 Impact on Participants

For the majority of the participants, their objectives in joining the INPD were met to a great extent. Those from the ENGOs generally framed their learning objectives around the links between environment and development and the work of NGOs. The development NGO participants were more diverse in their objectives (see Figure 3) some shared the objectives of the ENGO participants while others were more interested in learning about the Philippine culture, people and development work in a more general way. The lone Filipino participant saw himself as a resource to the others. In addition to the learning objectives, four participants (2 ENGO, 2 PDAP) also framed objectives around concerns to identify areas of mutual interest, to link or to network with other organizations in the Philippines.

The INPD participants came to learn and learn a lot, they did. All but one of the participants stated they seldom gained new knowledge that is useful in their work. Tables 4 and 5 show the participants' views on the extent to which the programme activities impacted on the participants' learning and networking.

Capabilities were enhanced chiefly through the acquisition of new knowledge on the Philippine socio-economic and political situation and of the work of NGOs and POs.

Less was achieved in learning about *practical issues and strategies to deal with them* and in *acquiring new practical or technical skills* (e.g., such issues as how do you balance the need to generate income with protecting the environment? or what methods are available to address environmental concerns in community based projects?). When queried whether they learned *new skills* that they can apply to their own work, five stated that they seldom got a chance to do so (see Table 4).

Thus relative to the specific learning objectives of the INPD, the first objective was met, that is:

"to increase understanding among participants of the socio-economic, environmental and political situation facing the Philippines."

It was less successful in meeting the second objective:

"To raise awareness and share experiences and information about the environment and development issues in the different countries represented; and about the effective approaches and activities for addressing these problems in each participant's community."

While environment and development issues were discussed at a general level, there were not sufficient venue to bring the discussion down to looking at specific strategies or projects. These limitations¹¹, notwithstanding, participants came away with immeasurable knowledge and insights acquired from their first-hand exposure to the realities of rural and urban life in the Philippines and to NGO/PO work. As mentioned earlier, participants were able to get a feel for the values and dignity of the people they met and a better understanding of how their partners work.

¹¹In retrospect, it may possibly have been unrealistic to expect the INPD to achieve all the objectives it had set out to accomplish given the time available (2 weeks) and the diversity of interests and level of knowledge of environment and development issues among the participants.

These insights will help them in doing better analysis and most important *promote the broader objective of PDAP to promote partnerships* in its different activities.

The elements of partnership that have been strengthened through the INPD include:

- respect for partners
- sensitivity to the political, economic, cultural and institutional environment
- progress towards a shared analysis of the development issues

A greater respect and understanding between the participants and the Filipino development workers and people in general is perhaps the single most important impact of the INPD on the participants. At a personal level participants noted that they have come out of the INPD having "better trust in Southern expertise" and realizing "the similarity in outlook and values between Canadians and Filipinos." In her work, one participant noted that the INPD has helped her to be more oriented to the global perspective rather than being limited to local issues. These elements are no doubt difficult to measure but the following poem, by one of the participants, inspired by his experience in the INPD perhaps best captures these elements as well as the fun and humour that so marked the programme:

FOR ONE WORLD!

Men and women visiting
Other men and women hoping
To discover and understand
What man has done to the land.

We come from afar to see
What the problem is across the sea.
Brothers and sisters of the planet blue
Differences enough to make us blue.

We suggest biogas plants
But bring nary a farthing;
While factories and assembly plants
Are worse than the carabao farting

We have climate change
And people with no money
T'is no longer because of chance
Some of us get all the honey.

Educate and share with our fellows
What God has given us a-plenty.
Love and giving make us mellow;
It's time for a one-earth identity.

Let's get together and coalesce
It's time for the "First World"
To realize, understand and confess
That Manitou and Gaea made ONE world.

Group three for their part presented a song to the tune of "California Girls":

Manila girls are hip, I really dig those
styles they wear,
And the fisherfolk with their artificial reef
They knock me out while I'm down there.

The coop vendors in the chocolate hills

Make it great to be in Bohol
Oh, the hospitality of this place
It really makes me love them all

I wish they all could be Filipino (3x)... people!

- by Ronald Fournier, Environmentalist from New Brunswick
(the INPD was Ronald's first visit to a developing country).

6.2 Effects on Other Institutions and Communities

The impact that the INPD makes on other institutions and communities that the participants interact with depends to a large extent on how extensively the experience gained from the INPD is disseminated by participants to others in their respective environments. At another level, The impacts can be examined at two levels:

- dissemination of the INPD experience to a wider audience in Canada through educational activities and the mass media and
- collaboration with Philippine groups and among Canadian ENGOs and development NGOs.

This aspect needs followed beyond the present evaluation to better monitor the impacts. A follow up contact with participants - 8 months to a year later to look at networking/collaboration aspects would be useful.

Participants' Post INPD Activities. Within two months of their return from the Philippines, most participants have shared their INPD experience with a variety of groups outside of their respective organizations. Several have more activities planned in the coming months (see Table 6 for a list of these activities).

The ENGO participants have taken leadership in disseminating their INPD experience to a wider audience. From the PDAP's perspective this has been very beneficial because the ENGO participants address new communities and new audiences outside of the existing PDAP network.

Among the PDAP member agency participants, the dissemination of INPD experience thusfar has been more limited to internal briefings in their respective agencies. One member agency participant has shared the INPD experience with their constituencies at their recent annual fundraising event.

Potentials for Collaboration/Networking. The INPD's third objective is to identify areas for potential collaboration and to strengthen networking between Canadian and Filipino organizations, among Canadian environment and international development groups and generally among Southern and Northern NGOs of various sectors.

The programme's different components advanced this objective with varying degrees of success. On the whole, the INPD provided the participants with opportunities to explore collaboration and networking with Philippine organizations and with the co-participants although for a few the opportunities available did not match their specific interests well. Along with the contacts made in the 1991 Environment and Development Workshops, PDAP now has a starting point for developing a network of environmental organizations connected to PDAP's activities.

The INPD was most successful in strengthening networking between the Canadian participants, especially those from ENGOs and the Philippine NGOs and POs they met. It appears it was less successful in promoting this between the ENGO and development NGO participants.

All but one of the participants state that they met individuals or organizations that they want to remain in contact with. Four out of the five ENGO participants identified possible areas of collaboration and/or potential partners from among those they came in contact with. Two of the five PDAP member agency participants did the same but for one the area identified was not related to the environment. The areas identified by the ENGO participants for potential collaboration are: resource networking with various groups; land/habitat protection; media links with environment and development issues¹² and follow up work with the Filipino-Canadian community in Winnipeg.

One ENGO participant expressed "shock at how little some of the development NGO participants knew about environmental issues... the gap between North and South [was] well serviced by the INPD but the gap between Environment and Development was not." Another participant also felt that they could have learned more from the South Asian participants (from South Asia Partnership in Bangladesh and Nepal).

The participants' interest in pursuing post-INPD follow-up activities with

¹²This was related to the proposal of PDAP Philippines participant, Greg Hontiveros, relating to the media links with the environment.

the PDAP were also canvassed. All the participants¹³ responded positively and were interested in one or more of the tentative ideas presented. The greatest interest was expressed in the production of the information kit on sustainable development. The idea was for the kit to use both Canadian and Philippine examples to draw out the commonalities of sustainable development issues between North and South. One participant remarked that indeed the "commonalities are quite amazing."

Interest in a workshop of all participants and other PDAP members came second. The workshop can have several objectives. It can provide an opportunity to collectively reflect on the experience and can help to fill in "gaps" on areas not adequately addressed by the INPD (for example to focus on specific environmental strategies or projects). Another objective may be to further promote networking among the participants. Participants can also exchange possible connections with the Philippines. This would be especially useful for those participants who were unable to visit appropriate project sites.

Other potential activities that the participants expressed interest in, though to a lesser degree, were the production of a photo exhibit and a slide show. South-South cooperation with Africa was also suggested.

6.3 Impact of the Journalist's Participation

A substantial amount of media coverage was generated by the journalist participant but these were heavily tipped towards the portrayal of negative rather than positive images. The objective (of the Development Education Committee) to have a major long-term impact on the coverage of Philippine issues has not been achieved. Oakland Ross, although very successful in getting stories gathered during the INPD published no longer works full-time for a newspaper and hence has little influence on editorial policy.

The investment made in supporting the journalist's participation has, however, paid off in other ways by removing the "mystique" around the media. Close contact by the PDAP Communications Officer with Oakland

¹³This question did not apply to the SAP participants.

Ross throughout the INPD enables PDAP to have a better understanding of how the media operates and how NGOs can be supportive. Mr. Ross also acknowledged that the NGOs are a very credible source of information for the media. Thus in part the second objective to the Committee has been met.

Not least, good relations have been developed with Mr. Ross. He is a good person to keep as a contact and certainly maintains a keen interest in Philippine issues. He has a good sense of the NGO perspective, and has already shown willingness to help PDAP out with other initiatives.

Media Coverage. The number of articles Oakland Ross wrote from stories gathered during the INPD (plus an extra week's stay in the Philippines at his own expense) - ten in total - was substantial. All were published in **The Globe and Mail**. Of the ten, six articles appeared in the news section (one in the front page), one of each appeared in the editorial, Commentary, Focus and the Travel sections. This amount of media exposure is unprecedented by NGO¹⁴ standards, especially considering that **The Globe and Mail** is a national newspaper.

The topics covered by the articles span a gamut: crime, corruption, politics and the elections, poverty, music talents of Filipinos, the jeepney (an indigenous Filipino mode of transportation), logging and NGO development efforts (see Annex 7 for a complete collection of the articles). One of the articles is directly linked to a project visit during the INPD (*"Progress in a house, a plow and a plot of land"* which talks about how NGOs are changing lives in poor villages). Two other articles, *"Garbage a lifeline for those at the bottom"* and *"Unwanted refugees in their own country"* makes reference to some NGO work but it is not the focus of the article. Overall, the articles tend to portray more negative than positive images.

PDAP Canada, in mid-May 1992, conducted a focus group research to understand the impact of the ten articles on the average **The Globe and**

¹⁴Most of the ther Canadian NGO coalition attempts to have media participation in developing country tours and exchanges have had very little success in generating media coverage.

Mail reader. Nine people were chosen and given a complete collection of the article series to read. They were then interviewed over the phone to elicit their reactions to the articles. A full report on the Focus Group Research is found in Annex 8, the main points in the study are the following:

- In general, respondents, to begin with, held a negative image of the Philippines.
- The ten articles tended to confirm or even reinforce these negative images. Respondents had difficulty describing what they found to be positive about the country but could very easily reel off a list of hardships faced by Filipinos.
- When asked what interesting things they had learned from the articles, respondents had a greater tendency to refer to positive aspects of the Philippines than when asked what their image of the Philippines is.
- When asked what kinds of international stories they like to read, about half stated they liked coverage of people's lives and lifestyles in other countries.
- The respondents were eager to read more positive and human-scale international stories yet they still find the hard facts of politics and poverty - the desperate situations of the disadvantaged - very compelling.

That the series of articles are tipped more heavily toward portrayal of negative images reflects the reality of mainstream media coverage of international (particularly Third World) news: BAD NEWS IS GOOD NEWS!

NGO-Canadian Media Links. As a participant, Oakland Ross . was excellent and an active contributor to the INPD group. He did not attend the workshops and meetings, which were less useful for his work, portions of the programme but joined in all the project visits and participated in the group sharing sessions.

Mr. Ross came away from the INPD with a very good sense of the way

Philippine NGOs work. He was impressed with the amount of energy, level of information and sophistication of analysis displayed by NGO staff he met. Their close contact with activities on the ground coupled with their ability to analyze issues make them "very good cultural translators" for the media.

A very positive, though unintended, outcome of the journalist's participation is a greater understanding [by PDAP and other NGOs represented by the participants] of how the media works and how best NGOs and the media can work out a mutually supportive relationship. The PDAP Communications Officer was in close contact with Mr. Ross throughout the INPD.

We have already outlined the particular logistical requirements the media have in pursuing their work (see section on logistics). There is one other important point relating to the ethical issues that arise when NGOs invite the media. The members of the media in general, Oakland Ross included, do not like to go on trips where their expenses are paid for by a third party. The reason is that it can cast doubt on their credibility which is understandably very important in their trade. In Mr. Ross' case, he admitted to being aware of the expectation or at least the hope that NGO work would be covered. The effect was he was overly conscious about this potential conflict that he became "reluctant [perhaps overly so, he admitted] to write too much about PDAP" even if he conceded that a good stories can be found in the realm of NGO work. It was for this reason that the only article focussing on NGO work was published in the Commentary section.

This tension will in varying degrees always be present and should be kept in mind when doing a similar initiative in the future.

