

THE SUSTAINABLE COASTAL AREA DEVELOPMENT (SCAD) PROGRAM IN BARILI, CEBU

by

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This paper synthesizes the experience of Tambuyog Development Center in implementing its Sustainable Coastal Area Development (SCAD) Program in four barangays and municipality of Barili in Cebu. The SCAD is the core program of Tambuyog that puts emphasis on community property rights as the key, to community-based coastal resource management (CBCRM). It shows how a strong partnership between an NGO and a PO can facilitate program implementation. The paper also emphasizes how the SCAD program works within the general framework of building the capacities of the community, with reference to specific strategies and approaches in CBCRM. Finally, the paper also shows how several economic and political factors in the community affect the conduct and continuity of development programs.

Tambuyog Development Center (TDC) has been implementing community-based programs in several coastal communities in the Philippines over a decade ago. Its organizing work was complemented by a three-year research on community-based coastal resource management (CBCRM) which was implemented in 1992. The research, conducted nationwide, provided a more in-depth analysis of the conditions of coastal communities. By July 1993, Tambuyog held an agency-wide consolidation conference to summarize its long years of community work and define a unified theoretical framework on CBCRM.

The framework emphasizes how poverty and resource degradation in coastal communities are linked in a vicious cycle. Resource degradation further heightens poverty and poverty in turn leads to more destructive extraction practices. The twin problems of poverty and resource can be attributed on nuclear property rights assignments over coastal resources. The situation leads to poorly controlled and poorly managed utilization of resources.

Resolving these problems requires an integrated approach towards clearly defining property rights arrangements. Tambuyog believes that coastal communities are potentially the best resource managers, having the biggest stakes in coastal resources. Thus, efforts towards the sustainable use

of resources, ecological balance, biodiversity conservation and poverty alleviation should be grounded on the empowerment of coastal communities to have access and control over resources.

The Sustainable Coastal Area Development Program (SCAD)

Tambuyog envisions organized and self-sustained coastal communities that control and manage coastal resources for a sustainable national development. This vision is translated in its five-year core program called the Sustainable Coastal Area Development (SCAD). The SCAD program is being implemented in Cebu, Bicol and Palawan (see Figure 1).

The SCAD Program espouses the following basic principles:

Empowerment. This means the actual transfer of economic and political power from a few to the impoverished majority. By doing so, an active and healthy civil society is ensured and the community exercises its power in the so-called “subsidiary” levels.

Equity. This means that a few cannot appropriate particular resources. To achieve this, coastal communities and not only a few individuals should have access to resources.

Sustainability. To ensure sustainability, development efforts should consider the limits of the resources - its carrying and assimilative capacity. The sustainable use of resources ensures intergenerational equity or equity between the present and future generations.

Systems Orientation. This principle gives recognition to the dynamics of relations. The community is not set from other communities just as their resources are ecologically linked to bigger ecosystems.

Gender Fairness. Development efforts should recognize the crucial roles women play in the household and in community management. Women have distinct characteristics and needs thus; development should pay special attention to the practical and strategic roles of women.

The SCAD program aims to facilitate the establishment of community structures and organizations of men and women that shall pursue an area-based integrated sustainable development agenda to address the lack of access and control of the local community people over their resources (both land and water) and the benefits that come from them. Also, it intends to mitigate poverty through cooperation, self-help and shared responsibility. Finally, the SCAD program aims to lessen the conflicts between and among resource users and facilitate the community’s active participation in decision-making processes and development efforts in the community.

In late 1993, Tambuyog consulted the *Kahugpunan sa Gagmay nga Mananagat sa Sugbu* (KAMAS), the province-wide federation of small fisherfolk in Cebu, on the possibility of implementing the former's capability-building project in KAMAS member-site in the province. The municipality of Barili was selected given the presence of a functional KAMAS member organization which is San Rafael-Cabacungan Fishermen Association (SARANCA), the pressing need to assist the community due to the advanced state of resource degradation, and the relative poverty of the people. This capability-building project later evolved into a full-blown SCAD program for Barili with SANRACA as the partner fisher's organization.

Site Profile

The municipality of Barili is located at the southwestern side of the island of Cebu, about three hours from the provincial capital, Cebu City. Barili is bounded in the east by the municipalities of Carcar and Sibonga, in the north by Alonguinsan and in the south by Dumanjug. It has a generally hilly terrain with steep slopes in the eastern narrow plains along the coasts. In the western side lies Barili Bay and Tanon Strait serving as the main fishing grounds in the area (see Figure 2 for a map of Barili).

Barili has 42 barangays, ten of which are located along the coasts. Its total population reached 48,959 in 1990. Coastal population totaled 13,137 or 27% of the total population. Barili has 7,331 households with an average family size of seven.

Farming and livestock raising are the dominant sources of livelihood in the upland barangays of Barili while fishing and farming are the major sources of income in the coastal areas. The major crops include corn, coconut, banana and mangoes. The average annual production per hectare is estimated at 20 cavans for corn, 1.5 metric tons (mt) for coconut, 2 mt for bananas and 3 mt for mangoes.

The Fisheries Condition

Barili has a total of 205 fulltime and 495 part-time municipal fishers. About 90% of the boats are non-motorized, using only sails and paddles. The major fishing gears include hook-and-lines, squid jiggers and gill nets. The major species caught are composed of small pelagic locally known as *bodloy*, *anduhaw*, *tamarong baga* and lumayagan. Municipal fishery production reached 645.52 mt in 1990.

In contrast, there are only 10 commercial fishing boats in Barili and these are all based in barangay Japitan. They use only one type of gear - the ring net which is locally called *kubkob*. The

kubkob employs a total of 164 fishworkers. The average gross tonnage of these vessels is estimated at 16.6 mt. In 1990, total commercial fishery production reached 282.24 mt. Aside from the *kubkob*, an average of 20 commercial fishing boats coming from Negros Oriental and the southern municipalities of Ceb also operate in Barili Bay.

Finally, the fishponds in Barili are concentrated in barangays Japitan and San Rafael. These fishponds have been operated since the late 1970s when vast tracks of mangrove swamps have been converted to aquaculture ponds for prawns and milkfish. In 1990, the Department of Agriculture (DA) reported a total of 8 and 2.5 hectares of prawn and *bangus* ponds, respectively. In the same year, a total of 20 mt prawns and 0.40 mt of *bangus* were produced.

The SCAD program is being implemented in four barangays in Barili, namely: Japitan, Candugay, Giloctog and Hilasgasan. Based on a rapid coastal systems appraisal (RCSA) conducted by Tambuyog in 1994, the problems and issues in these communities include:

Community's Lack of Control and Access to Marine-Based Resources. A municipal ordinance clearly stipulates that Barili is part of the municipal waters of Barili, thus giving preferential use to the small-scale fisherfolk in the area. However, the *kubkob* continues to operate in these areas, resulting to conflicts with the small-scale users. The continued encroachment of these commercial fishing vessels is a clear violation of a municipal ordinance prohibiting them to operate in waters 15 kilometers from the shoreline. As a result, the small-scale users are deprived of a big portion of the catch that the commercial vessels are capable of getting.

Degradation of the Marine Systems Leads to Low Fish Catch. The marine ecosystems, particularly the mangroves and the corals, are in poor ecological conditions. This situation is mainly a result of human-induced stresses which include the use of dynamite and cyanide. Mangrove areas have also been converted into fishponds since the 1970s.

Low Agricultural Productivity Due to Poor Soil Quality. Poor soil quality in the area leading to low agricultural produce is brought about by improper land use. The sloping hills in the area, planted with corn, are easily eroded. Land erosion is further aggravated by the absence of trees which could stabilize the soil. Corn rapidly depletes the soil of its nutrients, especially nitrogen. Since corn is planted three to four times a year, the crop yields tend to decrease every time.

Poverty and Lack of Alternative Sources of Livelihood. Fishing is seasonal and the land is not a stable source of income for the people in the area. During the lean fishing months of August to February, the people of Barili would usually seek employment outside of their

communities. The men are usually employed as construction workers while the women work as household helpers in Cebu City and Manila.

Inadequate Provision of Social Services. Water is very insufficient to the needs of the people. The main source of water is a gravity-type well but it dries up during the summer months. Even during the rainy season when the water table would supposedly have steady water supply, the well cannot provide an adequate supply of water to the communities. This situation forces the women and children to walk several kilometers and stay up late at night just to collect enough water for their household needs. Health services are also irregular and insufficient. Rural physicians rarely visit the area except during nationwide campaigns for vaccinations. The local people would normally go to the district hospital for health problems but medicines are so expensive they could hardly afford them.

The San Rafael-Cabacungan Fishermen Association (SANRACA)

Tambuyog's main partner is the San Rafael-Cabacungan Fishermen Association (SANRACA). The organization traces its origin from the formation of a unit of households who became beneficiaries of Plan International, Inc. (PPI), welfare NGO known for providing financial support to poor communities in the rural areas. These households are located in barangay Japitan.

In May 1991, PPI organizers conducted a household survey which served as the basis for selecting 600 families who would eventually be beneficiaries of livelihood projects. About 60 families comprised one standard unit (SU). Each SU has a leader, an assistant leader, a secretary and a treasurer.

Several livelihood projects were implemented including dispersals of fishing boats, net, gas lamps, pigs and goats. PPI also supported the education of a number of school-aged children in Japitan. A school building, a gravity-type well and community latrines were also established. In 1984, PPI financed small-scale enterprises like *sari-sari* stores. Unfortunately, most, if not all, of the livelihood projects failed mainly because the fisherfolk were unable to pay back the loans provided by PPI. A program evaluation which was conducted by PPI in 1985 showed that only one SU remained relatively stable - SU 10 which is composed of families from sitio Cabacungan in Japitan and barangay San Rafael.

By 1986, PPI shifted to conducting extensive training and education work prior to any project implementation. The training program includes livestock raising, SALT, leadership training, among others. PPI also encouraged the people to form their own organizations.

The Birth of SANRACA

From the core of SU 10, the fisherfolk from sitio Cabacungan and barangay San Rafael initiated the formation of a small-scale fisherfolk organization. A proposal for such was submitted to PPI. In April 1991, a group of 22 fishers attended training on human resource development (HRD) facilitated by PPI in coordination with the Department of Agriculture (DA). Majority of the participants to this training acted as the founding members of SANRACA.

SANRACA was officially initiated in July 1991 with 18 founding members. As their initial project, SANRACA set up artificial reefs and *payaws*, the fish aggregating devices. The actual set up was delayed for almost a year because of the delay in funding. Nonetheless, the artificial reefs (Ars) and the FADS were eventually set up in March 1992. The German Development Services (GDS) supported the installation of more *papaws* and the maintenance of Samara's cooperative store through a grant provision. The GDS also conducted technical studies in the area.

Additionally, SANRACA went after the commercial fishing vessels that encroach in the municipal waters of Barili. At one instance, SANRACA member confiscated the light boat of a commercial fishing operator who happened to be the barangay captain of Japitan. SANRACA sought the aid of the local police and also reported the incident to the provincial government. They even held a rally in front of the municipal government office. Upon the intervention of the governor himself, the barangay captain of Japitan was "force" to sign a memorandum of agreement (MOA) putting a three-kilometer ban from the shoreline to commercial fishing vessels. Subsequently, a municipal ordinance was passed in May 1993 declaring the waters 15 kilometers from the shoreline of all coastal barangays of Barili as "reservation area for marginal or subsistence fishers". Violators of the ordinance will have a penalty of imprisonment of not more than 30 days or a fine of not more than P5, 000 or both.

By May 1992, SANRACA formally adopted a cooperative-style of formation as a result of training on cooperatives conducted by PPI. Its members by this period reached 35.

The SCAD Program Strategy in Barili

Tambuyog believes that its role in development work should be facilitative. This means that the work of Tambuyog is focused on building the capabilities of coastal communities so they can become efficient and effective resource managers.

In Barili, SANRACA possesses a wealth of experience on resource management. It has shown its organizational strength through the implementation of several rehabilitation programs.

The passing of a municipal ordinance effectively making the small fisherfolk the “owners” of municipal waters is a political gain for SANRACA. Thus, in the context of capability building, Tambuyog’s efforts are focused on consolidating the gains of SANRACA and expanding the success of community-initiated CBCRM in the area.

Structurally, Tambuyog is working towards the formation and strengthening of three key types of organizations:

Formal and Informal Structures of Men and Women

These structures are composed of fishers, women, fisherfolks, farmers and other groups in the community. They would also consist of local volunteer organizers (LVOs) from SANRACA and other ad-hoc formations in the three barangays. At present, there is an established core of LVOs who are assigned the tasks of consolidating and strengthening the fisherfolk groups in the other barangays. The LVOs come from SARANCA (see succeeding section on the LVO scheme discussion). The LVOs and members of the ad-hoc formations participate in several training and education activities that include, leadership formation and skills, paralegal training, environmental awareness management of socio-economic projects, among many others.

A women’s group was also formed in sitio Cabacungan. Its members are mostly affiliated with SARANCA. Some are the wives of SARANCA members. The women’s group initiated a clean-up drive they called the “Linis Baybay Dagat” (coastal clean-up). They also conducted a study on indigenous herbal medicine which can be used in the community. Additionally, the women are actively involved in a proposed water supply project. The group undergoes extensive education work on gender awareness and sensitivity training.

Resource Management Cooperative (RMC)

Primary and secondary cooperative formations are envisioned to undertake the two-pronged tasks of resource management and socio-economic work. They are envisioned to focus on resource rehabilitation projects and income-generating activities. SANRACA is being developed into a full-blown resource management cooperative (RMC) through continuous education work, project implementation, monitoring and evaluation activities.

Stakeholder’s Forum

An equally significant component of the SCAD program is the community’s active participation through coalition building and advocacy work in the formation of a GO-NGO-PO

tripartite body. This formation is called the stakeholder's forum. It is a forum wherein the stakeholders can unite on resource use in terms of agenda, interests, roles and functions. The forum is a policy body where resource use conflicts are addressed.

Partnership with Various Groups for Resource Management

Another crucial aspect that the SCAD-Barili focuses on would be the establishment and strengthening of partnerships with various groups to generate much wider support for resource management efforts in the area. At the core of these partnerships is the one between Tambuyog and SANRACA. Consequently, this is complemented by a partnership being molded with government and other NGOs as well as firming-up with formal leaders in the community.

Partnership Between Tambuyog and SANRACA

At the onset of project implementation, there is recognition of the wealth of experiences and gains already achieved by SANRACA. What was needed at that point was to consolidated these gains and expand its reach to influence adjacent barangays which hitherto were faring dismally with their resource management efforts.

These needs were recognized by both Tambuyog and SANRACA and this formed the basis for their partnership. A memorandum of agreement (MOA) was drafted and signed by both organizations stipulating the support of the former in further strengthening the organizational capability and project handling expertise of SANRACA through the conduct of training, research and organizing support. The two organizations further agreed to jointly undertake activities to extend the success of SANRACA to the three other adjacent barangays and to jointly implement the SCAD project in the site. Later, the partners refined and agreed on SCAD and the SANRACA Integrated Sustainable Coastal Area Development Program (SISCAD), SANRACA's own development program.

As set-up was formed wherein organizers and trainers from Tambuyog will be complemented by local volunteer organizations coming from the leadership and ranks of SANRACA to complete the teach which will initiated expansion activities in other barangays and consolidation activities within SANRACA.

Linkaging with Government and Other Non-Government Organizations

Another level of partnership which is either being established or sustained is that with Gos and other NGOs to generate outside support for the project. Establishing good links with local

government units and officials is necessary as the willingness or unwillingness of these people to lend credence to the project may determine the smoothness of project implementation or pose as a threat to its success. The gravity of resource use conflicts may also necessitate the legal backing of coastal resource management initiatives which these institutions and individuals can provide.

The support of other government agencies involved in resource management initiatives, on the other hand, can contribute in providing logistics and technical know how. In the case of the Department of Environment and Natural Resources (DENR), for example, its upland and mangrove reforestation projects had been tapped in the efforts to rehabilitate the uplands in the site.

The non-governmental organizations, whether local or international, can complement project initiatives with their expertise in other fields. The German Development Service (GDS), as an example, continues to assist in funding the projects of SANRACA and they're soon to be launched upland project which can be tapped to complement the coastal management efforts. Other organizations with the expertise in water, paralegal questions, organizing in other barangays are also being reached out by SANRACA and Tambuyog to attain unity in the coastal management efforts in Barili.

Maintaining Good Relations with Formal Leaders in the Community

Formal leaders simply refer to the barangay captains, council members and the barangay development council members in the four barangays. There is recognition of their power and influence in the community and sufficient courtesy is placed on these individuals and the positions they occupy. Maintaining good relations with these people can mean not only support for the project but also the possibility that initiatives can be coursed through them so as to have legal credence and wider community compliance.

The SCAD-Barili Program Indicators

The points of intervention in the SCAD program for Barili is translated into key result areas or program indicators. The nine indicators, with an acronym of COOP-CREED, were developed essentially to determine within a five-year time frame. The first four - COOP - are the main concerns while the second group - BREED - are the five development aspects.

Community-Oriented Values Development and Critical Consciousness

The development of community-oriented values and the raising of critical consciousness consist primarily of training and seminars being extended to the people's organization (PO) leaders,

members and community folks. In terms of attitudinal knowledge and development, orientation training on CBCRM, environmental awareness, gender sensitivity and value formation are provided.

More specific skills are developed through the expansion of the training program with courses on community organizing, leadership, PO management, cooperative management, feasibility study, instructors/facilitators training, and conflict management. In addition, the program also provides exposure programs for PO leaders and members through participation in conferences and site visits within the PO leaders and members exchange project.

Organizational Structure and Development

Under this indicator falls the strengthening and consolidation of SANRACA as a primary cooperative. Sufficient pre-cooperative activities will be undertaken to further refine the capability of the partner PO to become a full-blown cooperative. Likewise, with the recognition of the role of women in the community, it is aimed that there will be a merging of both women and men into one cooperative with special committee on women within that cooperative to tackle women-specific issues. Pre-cooperative formations are also targeted in the three other barangays which will later on evolve into full-blown primary cooperatives.

Overcoming Gender and Other Biases

Activities under this include strengthening informal support structure for women and the implementation of self-help and income supplemental projects with women as the core implementer. Presently, women implemented activities in the site include the conduct of feasibility study and implementation of the small-scale water supply project, *linis baybay-dagat* (coastal clean-up) and possibly livestock raising.

People's Active Participation Through Coalition Building and Advocacy Work

This entails the formation of tripartite group or forum between LGUs, NGOs, and PO and all stakeholders that will unite on a coastal resource use plan in terms of interest, agenda, role and function. Presently, this is being worked out through the barangay and municipal development council and other available and appropriate fora.

Basic Social Services Accessing

One of the findings of the previous studies in the site is the inadequacy of basic social services. Basic social services accessing is then targeted to equip the community with the capacity to

make claims on responsible agencies for them to deliver these services. On the other hand, self-help initiatives will simultaneously be conducted such as the establishment of a project on rainfall harvesting and spring development to be managed by the women's group and the conduct of medical services through the support of the LGUs and other concerned agencies.

Resource Tenure Improvement

One of the primary targets of the project is the formulation and implementation of a coastal resource use plan that will ensure resource rehabilitation and sustainable use. Under this plan also fall considerations on guaranteeing equities access and control over coastal resources. Another possibility for tenure improvement is the conduct of an in-depth study on territorial use rights from which possible recommendations can be gleaned.

In terms of the land resources, the issue of tenure is also important given that most of the residents in the four barangays do not own the land in which they reside and farm, absentee landlords are the legal owners. The SCAD project targets that the community will be able to internalize the agrarian reform principle and possibly initiate activities to solve the land tenure issue.

Ecological Nurturing and Agricultura Production

The formulation and implementation of a resource use plan for the marine and land resources is the primary target under this indicator. Specifically, this means the adoption of sustainable marine and agricultural technology, production and practices through the establishment of demonstration farms and the expansion of the present marine breeding of reserve area.

Economic Strengthening and Self-Reliance

Another expected outcome of the project is that the community is able to engage in supplementary income-generating activities based on feasibility studies to supplement household incomes. Also, it is expected that community members and leaders be trained in project development and management.

Decentralization and Local Democratic Governance

This entails the conduct of community legal and institutional studies (CLIS) which will provide inputs in the formulation and adoption of an alternative development agenda applied by all sectors of the community. The SISCAD program of SANRACA provides the initial frame for this alternative agenda.

The Leader Volunteer Organizers (LVOs)

A new approach incorporated within the SCAD program in Barili is the formation of a group of LBOs who play an active role in the implementation of the SCAD. Part of the MOA between Tambuyog and SANRACA is the stipulation that some SANRACA leaders and members will act as volunteer organizers for project implementation. This gives assurance that a core group of individuals are given more intensive training and actual experiences in project implementation. In addition, this group of leaders can ease the task of organizing given their familiarity with the community and its way of life. The development of the LVOs is a core strategy for sustaining the initiatives under SCAD. It is also a long-term plan for the eventual phase-out of Tambuyog in Barili.

These LVO organizers not only help in structure formation and organizing support for SANRACA and the three other barangays, they are also trained to provide training, conduct researches and advocacy work. The volunteers are provided with allowances in order to compensate for the time they lose from their economic endeavors as they devote it to the implementation of the project. The project team leader from Tambuyog acts as their head personnel and is in charge of their supervision and training.

Among the methods being employed to develop the LVOs are:

1. Formal training which includes basic and advanced course in CBCRM, environmental awareness, leadership, conflict management, community organizing, research, trainer's training, advocacy and organizational/cooperative management.
2. Informal discussions among the group of LVOs and the project team leader in the area on the approaches and methodologies to be employed in their day-to-day activities.
3. On the job training such as the facilitation in actual training, trouble shooting of organizational and other community issues, and the facilitation of group and organizational meetings.
4. Cross visits in other areas with ongoing CRM initiatives and exposure to partner NGO program sites through the PO leaders and members exchange.
5. Attendance in seminars and workshops extended by various agencies - both GO and NGO. Among these seminars is disaster preparedness seminar, socio-economic seminar, and broadcast communication seminar. Two LVOs are currently enrolled in the CBCRM School project being implemented by Tambuyog in coordination with another NGO, the Community Extension and Research for Development (CERD). In this project, the LVOs are provided with lectures on CRM and also participate in the discussions of the various concepts, approaches and methodologies on CRM.

6. The LVOs are also trained in documenting minutes of meetings, day-to-day activities and proceedings of activities. Specifically, they are trained and actually do monthly activity reports, diaries, minutes of meetings and assessments.
7. Another area where LVOs are being equipped is in self-confidence building for networking and advocacy. This entails participation in meetings with different agencies, negotiations and dialogues within the community and even with government officials, and participation and paper presentation in certain conferences.
8. Regular meetings are also held in assessments, planning sessions and criticism-self-criticism sessions are held not only to check project progress but also to introduce and build capability on these methods/activities as well.
9. Lastly, aside from work-related activities and as part of continuous team building exercises, personal relationships building activities are being undertaken to ensure enthusiasm and camaraderie among the group.

Learnings

Effects of Local Politics on Program Implementation

The two distinct and powerful political blocks in Cebu province are those identified with two prominent government officials. This political factionalism is manifested even at the municipal and barangay levels. In Barili, majority of the local politicians are affiliated with the mayor. The mayor of Barili has held power for several years and has in fact made a solid political base in the different barangays in Barili.

During the term of the former Cebu governor from 1992-95, he fully supported the formation of fisher-farmer organizations through the Cebu Development Outreach Project (CDOP). The CDOP organized the farmers and fisherfolk of Giloctog and Hilasgasan, naming them the Giloctog Farmers-Fishers Association (GIFFA) and the Hilasgasan Farmers-Fishers Association (HUFFA). Both organizations were oriented towards protecting the marine waters and eventually forming groups like the *Bantay Dagat* (Ocean Watch). However, both GIFFA and HUFFA are inactive and there are allegations that the *Bantay Dagat* group is actually composed of one person.

Even if the newly elected government officials continued the work of the former governor, squabbling between the two political factions continued. This affected the implementation and continuity of development programs. The different people's organizations became confused as to what they should do to have the continued support of the local government.

The Limits Imposed by the Lack of Stable Sources of Income in the Community

Dwindling fish catch combined with low productivity of agricultural lands result in widespread poverty in the coastal communities of Barili. The lack of income sources because of the continued debasement of coastal resources is dramatically manifested during the lean months for fishing. During this period, fishermen would usually search for jobs outside of Barili. Most of them work in construction sites or factories in Cebu. The women would usually work as household helpers in places as far as Manila. Having temporary jobs during the lean season is a regular pattern observed in Barili.

This situation poses a great limitation in organizing work in Barili. The lean months for fishing are usually considered the ideal period for conducting training and other education work. This period is also the time when they can devote longer hours to activities related to their organization. When they return to the community during peak season, the fisherfolk would normally be very busy that they can hardly find time for organizational work. The peak months are very critical to sustaining the household economy, leaving very minimal time for any other kind of endeavor.

Conflicting Rather Than Complementing Development Initiatives in the Area

There are several development programs being implemented in Barili by NGOs, the Catholic church and the local government. There is very little coordination among these groups at present and this results to confusions among the people as well as duplication of efforts among these groups. Tambuyog attempted to coordinate with the other groups but there are some basic differences in methods and approaches on community development. One group is oriented towards providing livelihood projects at the onset of organizing work thus effectively using socio-economic work as an entry point to organizing. Tambuyog and SANRACA espouse a somewhat different approach by requiring some level of organization among the Pos before implementing a livelihood project.

There is nothing wrong with having several development programs in one community because the bottom line of all programs is the economic and political empowerment of the people. The problem begins when developmental groups fail to coordinate their efforts and complement their programs, when they start “competing” with each other as to who among them has the “better” or a more popular program. When this happens, development groups start pushing for

their own organizational agenda and lose sight of respecting the initiatives and dynamism of the local community organizations.

Conclusions

The development and continuing implementation of the SCADA Program in Barili relies heavily on the experiences of SANRACA. The strength of the program lies on the strength of the partnership between Tambuyog and SANRACA. As an NGO, Tambuyog works within the framework of building the capacities of SANRACA and facilitating its organizational expansion in the adjacent coastal communities.

It is very easy for NGOs to lose sight of the fact that the people on their own can manage their own affairs. It is the role of NGOs to facilitate and hasten the process of learning and development. But it is not for NGOs alone to decide what should and should not be done in community development, by whatever definition of its partner POs and eventually work towards consolidating and expanding the gains of the partner Pos. It is only when NGOs become meaningless can one really say that the work has indeed been accomplished.