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Title: THE FAITH. THE FIGHT. THE FORCE. THE FLIGHT

*An Analysis of the Interactive Processes Involving the Self-Organized
Community of Buklod Tao in Banaba, San Mateo,
Rizal Province, Philippines*

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The Faith. The Fight. The Force. The Flight

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Summary

Titled “*The Faith. The Fight. The Force. The Flight,*” this research is an urban governance-related study which analyzes the interactive processes that involve a self-organized community called Buklod Tao in the urban municipality of San Mateo in Rizal Province, Philippines.

It describes the evolution of interactions within the organization as well as interactions with other organizations and institutions including the local government. It explains how these interactive processes led to positive outcomes such as increase in knowledge, coming up with win-win solutions for problems or issues and creation of new institutional structures for the benefit of the organization. It also maps out the build up of factors --- such as rules, divergent perceptions on problems/issues and strategy formation, commitment and collective action or activities --- that influenced the interactions and outcomes.

Data in this research reveals that, on one hand, rules, divergent perceptions on issues/problems and strategy formation, commitment and collective action influenced the interaction processes. On the other hand, they have also directly influenced the outcomes of the processes.

Hence, it is important to know the underlying factors that contribute to the success of an interaction process in any organization. These processes, especially in civil society organizations such as Buklod Tao, helps in leveraging the kind of governance any city desires.

It is recommended that other institutions such as the local government and the private sector decipher the dynamics of such processes in civil society or people’s organizations to be able to have a better grasp of how to develop or form partnerships within the urban arena.

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Chapter 1: Introduction

1.1 Background

*“In games, just as there is no central decision-maker,
there is no central decision.”*

by Joop Koppenjan & Erik-Hans Klijn

The aim of this research is to add to the number of good community planning and development practices, in which government initially has no role in the process. However, this study does not focus solely on individuals or results of community programs. It probes into the interactions involving community strategies and key decisions over time which ultimately led to positive outcomes for the community and the barangay. The interactive process was not initially planned but resulted from a group of individuals or organizations who took collective action to deal with an urgent problem.

This research will walk you through the pains and gains of neighbourhood strategy-formation and decision-making, how these processes led the community to where it is now and what factors influenced both the process and the outcomes.

This research uses *Buklod Tao* as a case. *Buklod Tao* is a people’s organization formed in 1996 by more than 700 families of informal settlers in Banaba, a barangay located in the first class urban municipality of San Mateo in the province of Rizal, Philippines.

With a mountain and two rivers surrounding the community, Barangay Banaba is vulnerable to environmental risks. Yet, the most vulnerable are the 2,100 informal settlers in the seven-hectare patch of land in the area which is sandwiched by the Nangka and Marikina rivers (Oxfam in Mercado, 2012).

During the Typhoon Ketsana that hit the Philippines in 2009 and incurred an estimated €75.8 million (\$100 million) damages to the country, no lives were lost in Barangay Banaba despite its high vulnerability while neighbouring communities recorded a number of deaths.

Currently, *Buklod Tao* is co-convenor of the Disaster Risk Reduction Network-Philippines. It runs a program on mainstreaming disaster risk reduction and management and is also actively involved in the similar programs being conducted by government and the private sector.



Aerial View of Barangay Banaba, San Mateo, Rizal Province, Philippines

1.2 Problem Statement

Despite being recognized for its valuable contribution in environmental planning, particularly in providing best practices for disaster risk reduction and management, gaps remain between the civil society and the local government. Seemingly, there has been a constant disconnect on how these two building blocks of a city view urban governance. One of the reasons is that the local government strategizes based solely on its own views without looking at the dynamics going on among its own people.

Also, little is known about the underlying reasons behind the collective action of the civil society. The difficulty begins when too much focus is given to the leaders or the members themselves and the ultimate results or outcomes of what they did. Yet, practices are called best not only because of the images of individual who have made the community programs successful.

It is in this light that this research is being conducted to be able to investigate factors that have made *Buklod Tao* thriving as a self-organized community in San Mateo, Rizal and explore the evolution of *Buklod Tao* beyond what has been written about its history.

1.3 Research Objectives

This research aims to:

- a) Analyze the interaction process involving the *Buklod Tao*, a self-organized non-profit and non-stock people's organization in Barangay Banaba in San Mateo, Philippines, the characteristics or nature of the interaction over time
- b) Assess the strategy formation based on the perceptions of the community members
- c) Map the build up of rules (institutional factor), integration of divergent perceptions on the problem and strategy formation (cognitive factor), collective action (social factor) and commitment (social factor) over time
- d) Analyze the influence of the abovementioned factors on the strategy formation as well as the intermediary outcomes to achieve community cohesion
- e) Draw conclusions on the links between the factors and outcomes and what this implies regarding community self-organization and governance

1.4 Research Questions

The main question that this research would like to answer is:

What key institutional, cognitive and social factors influenced the interactive processes involving Buklod Tao's in Barangay Banaba, San Mateo, Philippines that led to substantive, process-related and institutional outcomes, thus achieving community cohesion?

Specifically, this research seeks to find answers to the following sub-questions:

- a) What were the perceptions of the actors on the problems they addressed?
- b) What strategies were employed to deal with the problem?
- c) What were the perceptions of the actors on the process of strategy formation?
- d) What key institutional factors influenced the interactive process?
- e) What key social factors influenced the interactive process?
- f) What key cognitive factors influenced the interactive process?
- g) What were the intermediary outcomes of the decisions made?
- h) What is the ultimate outcome of the decisions made?

1.5 Significance of the Study

Only a few studies particularly in the Philippines are conducted regarding interactive processes within the confines of community development in an urban setting. The researcher finds this study significant in the sense that it will bring richer knowledge on how self-

organization and community governance works. It brings a fresh insight on how to deal with cognitive, social and institutional issues in communities that encounter challenges.

This is also a helpful point of reference for local governments to dig deeper to be able to see how people in the grassroots operate albeit initially without government intervention and therefore, learn from the community's experience and advocate for it in other communities.

1.6 Scope and Limitations

This research mainly uses the qualitative approach, with the scope covering only a single case and dealing with descriptive exploratory format where multiple forms of information were taken into account.

Its limitations lie in terms of extension to a broader population in which pure quantitative studies can provide. It is limited in the sense that it cannot be generalized due to the limited sample compared with quantitative studies that usually provide representative samples of the entire population.

Another limitation of this study is that while it uses network governance approach as a framework, it focuses only on individuals who formed a single network albeit with mention of interventions from peripheral actors.

Chapter 2: Literature Review

The researcher reviews relevant existing literature to find out what, so far, is known or established about the concepts of this research. The first part of the review provides and reflects arguments and statements raised regarding relevant theories as well as concepts and ideas surrounding them. Definitions from the perspective of various authors are also provided to clarify these concepts and ideas.

The last part provides an adapted framework for the relationships of the concepts raised in this study.

2.1 State of the Art Theories and Concepts of the Study

2.1.1 The Complexity Theory: Bringing Out Complex Systems, Interaction and Outcomes

One of the relevant theories in this study is the complexity theory, a relatively new idea that has been a main point of discussion and debates among scholars and academicians both in the field of hard and soft or social sciences. They say complexity is inherently vague but it possesses scientific characteristics and it has been used to solve various problems (Haken, 2012).

Authors who support this theory state that it has come into fruition when linear systems have been seen incapable of providing solutions to complex problems. They state, however, that there is no guarantee complex systems can settle these problems but they provide insights on dealing with problems and solutions.

To deal with these struggles and intricacies, scholars and researchers describe complexity theory based on the basic elements that it comprises: complex system, interaction or interactive processes and outcomes.

Carlos Gershenson defined complexity or a complex system as an interaction of various elements. He provided examples of complex systems that occur as natural phenomena.

Thus, he stated:

Etymologically, complexity comes from the Latin plexus, which means interwoven. A complex system is one in which elements interact and affect each other so that it is difficult to separate the behaviour of individual elements. Examples are a cell composed of interacting molecules, a brain

composed of interacting neurons, and a market composed of interacting merchants. More examples are an ant colony, the Internet, a city, an ecosystem, traffic, weather, and crowds. In each of these systems, the state of an element depends partly on the states of other elements, and affects them in turn. This makes it difficult to study complex systems with traditional linear and reductionist approaches. (Gershenson in Haken, 2012)

David Byrne concurs with Gershenson's definition of a complex system — that which also focuses on interaction but he adds that this involves rules driven by agents and multiple futures that arise from these interactions. He states social actions by these agents can actually determine possible futures (Byrne, 2003). He emphasizes that complexity theory is something that integrates science through a process such as a dialogue and this process, he adds, does not necessarily mean that issues discussed need to be solved.

While Byrne on the one hand emphasizes multiplicity of futures, Sandra Bloom, on the other hand, defined complexity as one that produces non-quantifiable outcome brought by complex or what she describes as non-linear systems. The outcomes, she argues, cannot be quantified due to unpredictable jumps, discontinuous change and sudden transitions caused by explicit reorganization (Bloom, 2000). She also asserts that this explains the unrelatedness of cause and effect in complexities. Nevertheless, she defines complexity theory as one where actions done by elements within systems lead to “well-organized and predictable behaviour” (Bloom, 2000).

Steven Manson, in his review of complexity theory, stated that “any definition of complexity is beholden to the perspective brought to bear upon it” (Manson, 2001). Yet, he also describes complexity theory as interdisciplinary – a theory that transcends the perspectives of various disciplines or fields.

Given the interdisciplinary nature of complexity theory, Manson provides three categories of complexity research – the algorithmic, deterministic and aggregate complexities (Manson, 2001). All these three categories are composed of systems that undergo various processes. All three categories involve systems with varying characteristics and analyses of which, including the processes they undertake, cannot be simplified.

This review only covers concepts of Manson's aggregate complexities or systems of linked components. Aggregate complexity involves complex systems with interrelated parts or components. The interaction within the complex system results in synergy (Manson, 2001).

In aggregate complexity, he explained the relationships and interaction of components (agents) within a complex system, the mutual influence between the environment and the system and the outcomes such as learning, emergence and changes in the system that lead to self-organization or adaptation. (Manson, 2001).

According to Manson's aggregate complexities, relationships or interactions among agents are highlighted rather than the agents themselves. These agents are characterized by diversity such that the homogenous agents also espouse multiplicity within the complex system to create diverse relationships among all agents (Manson, 2011). This same idea was earlier introduced by Keith Morrison who stated that complexity theory puts premium on the relationships of actors or sub-systems more than the actors themselves (Morrison, 2008).

External forces from the environment affect the relationships and interactions of agents and vice versa. The environment influences interactions within the system and later on, the interactions of agents "create outflow to the environment" (Manson, 2011).

Manson emphasizes that agents who are able to absorb knowledge from the environment will eventually learn and grow (Manson, 2011). Also, as the agents co-evolve, structures within the system emerge and they begin to learn (Morrison, 2008). Morrison emphasizes that this "learning becomes a joint voyage of exploration and not simply of recycling given knowledge" (Morrison, 2008).

As they grow and learn, relationships of agents become more complex but the entire system is able to create emergent behaviours and changes. The changes happen in transitions and among these are self-organization and adaptation to be able to enhance interaction with the environment (Manson, 2011). The outcomes on learning, emergence and changes by way of self-organization and adaptation stemmed from the dynamic interactive processes of the complex system (Boonstra and Boelens, 2011).

Certainly, the processes involved in complex systems characterize interaction processes in cities or communities. A city is made up of complex systems which are the communities. Within these communities are agents or people interact and relate with each other to create new learning. As they interact, new groups emerge which is similar to the emergence of new structures in complexity theory. With the interaction and formation of structures, the people begin to self-organize and adapt to whatever conditions are brought by the environment or external forces that influence the community. In the same vein, the community, with their new learning are also able to influence its environment.

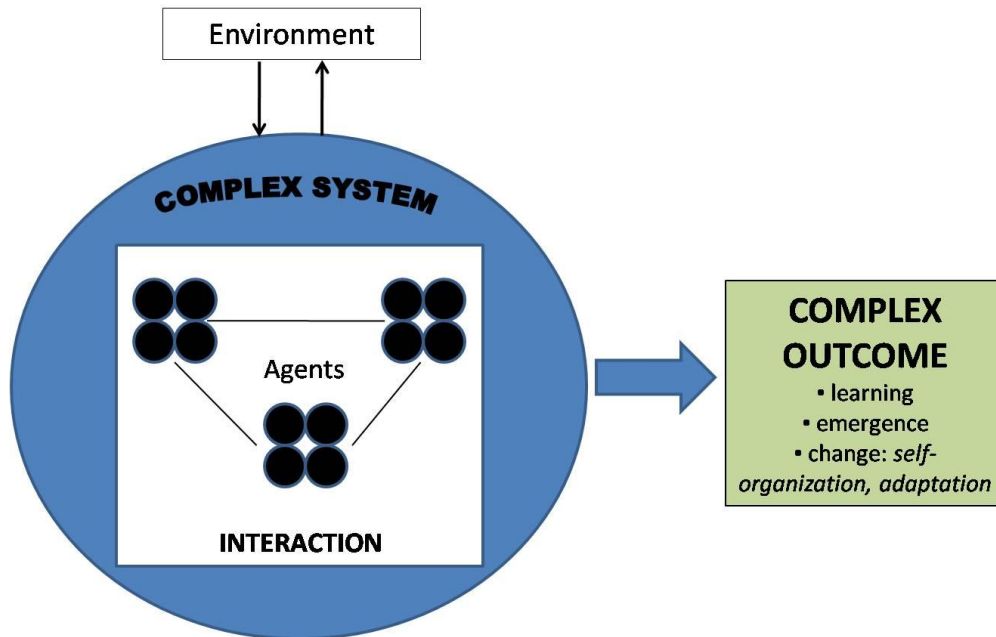


Figure 1. Complexity Framework

2.1.2 The Self-Organization Approach: Of Autopoietic and Dissipative Actions

It is in the light of complexity that self-organization has sprouted. Others call it a theory on its own but most scholars consider it as an approach or one of the main pillars of or concepts that explain complexity theory.

Self-organization is often mistaken as a concept synonymous with participation (Boonstra and Boelens, 2011). However, Boonstra and Boelens argue that the first purely involves initiatives by civil society or business sector and not policymakers or government.

This confusion is clarified by some scholars who emphasize the main ingredients involved in self-organization: interaction, initiatives by non-government actors beyond government control, autopoietic and dissipative actions, emergence of new systems, structures and organizations, increased complexity and development or transformation.

Interaction

Self-organization finds its meaning in the interactions that occur among the people or the members of the civil society or a system.

Interaction involves movements and actions of the various elements of a system which could be people, institutions and places. It happens when these people, institutions or places act together, out of their own motivations and interests, to contribute to urban development (Boonstra and Boelens, 2011).

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Initiatives of Non-government Actors beyond External Control

Self-organization is characterized by initiatives of the people or the civil society within a system or place borne out of similar motivations and interests. These initiatives are described as beyond or clear of external control or influence (Boonstra and Boelens, 2011).

Autopoietic and dissipative actions

However, new concepts emerge that has made self-organization as something which can occur with or without external control --- the so-called dissipative self-organization.

Autopoietic self-organization occurs when systems act, produce or do something by itself without influence from external forces. It is about formation of a system's identity, reproduction and self-maintenance (Meerkerk, et. Al., 2012). Systems of this type have unique features and identity which enable its sub-systems to reproduce or create a structure within the systems and thus create their own environment for survival (Morrison, 2008).

Dissipative self-organization, on the other hand, takes place when there are external forces that interact or interconnect with systems to create new structures or produce new processes (Meerkerk, et.al, 2012).

Emergence of new structures, systems and organizations and increased complexity

Scholars of self-organization believe that all these interplays and interaction among the people, places or institutions, — whether autopoietic or dissipative — leads to an outcome which they have eventually called emergence.

According to them, emergence could be in the form of new structures, new systems, and new organizations as well as increased complexity which creates “a spontaneous pattern at the next higher level” (Bloom, 2000; Byrne, 2003; Marshall, 2011; Meerkerk, Boonstra and Edelenbos, 2012).

Likewise, self-organization is believed to pave the way for increased complexity brought by interchanges between elements and their contexts (Bloom, 2000).

Development and Transformation

In the context of urban development, self-organization highlights the evolution of interactions between and among stakeholders thus leading to urban transformation (Wagenaar, et.al, in Meerkerk, Boonstra and Edelenbos, 2012).

Self-organization defined

Based on the characteristics of the above-mentioned ingredients, self-organization is defined by various scholars as follows:

“Self-organization rests on the idea that society is not the result of one governmental perspective only. It involves initiatives that originate in civil society itself, via community-based networks of citizens at a specific place or over long distances, which are autonomous or beyond government control (Boonstra and Boelens, 2011).”

“Self-organization is a process where systems acquire and maintain structure themselves, without external control (De Wolf and Holvoet, 2004).”

“Self-organization is an emergence that is not imposed or determined by one single actor (Jantsch, et.al. in Meerkerk, Boonstra and Edelenbos, 2012).”

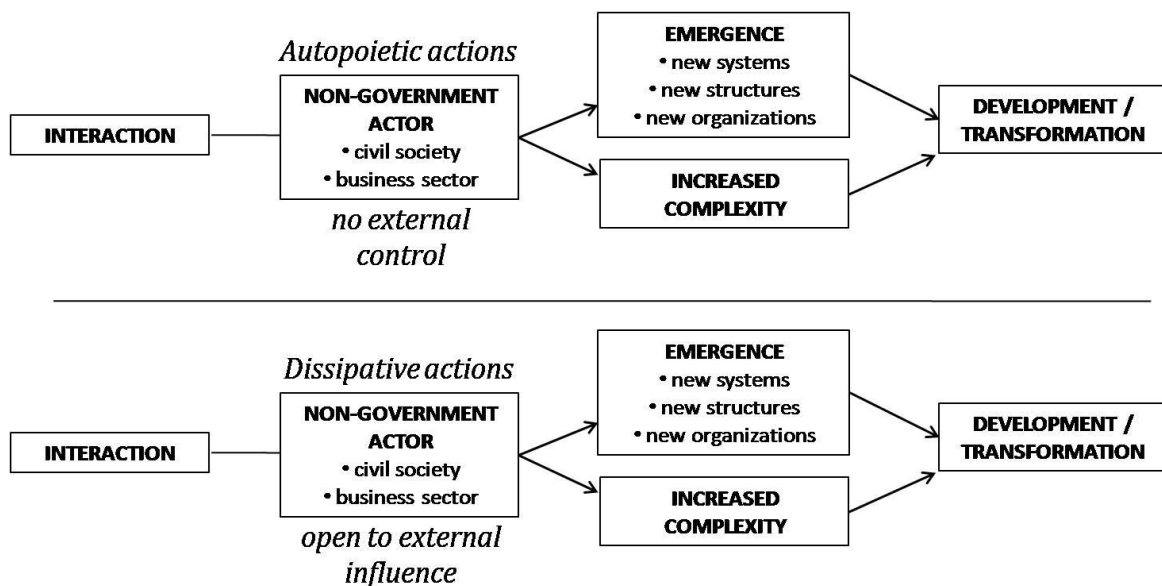


Figure 2. The Self-Organization Framework

Indeed, self-organization is a typical characteristic of interactive processes in communities, particularly those who encounter critical social, economic, environmental, and physical issues. When community members interact, they start with autopoietic actions where they try to solve problems, address issues or strategize on their own. As the interaction progresses, the

actions become dissipative and they become more open to suggestions, comments or relations with people outside of the initially interacting group.

As self-organization is a brainchild of complexity theory, similar outcomes likewise arise from the interaction of people in the communities, such as the emergence of new groups or organizations, new systems and new structures. The more dynamic the interactions are, the more that complexities increase but scholars of both complexity theory and self-organization share the belief that dynamic and more complex interactions lead to positive development or transformation of communities.

2.1.3 The Rounds Model: Guiding Games for Policy and Decision-Makers

In 2000, Geert Teisman has written about models for research on decision-making processes. One of the models is the rounds model which fittingly describes how actors involve themselves in interactive decision-making occur over time. In this model, the actors are the key points of analysis (Teisman, 2000). These actors establish their respective perceptions on problems and solutions but mutual adjustment of actors as they interact between decisions leads to policy results (Teisman, 2000). In this model, the rounds of decision-making are the start and conclusion of a particular period. The decisions made may result from negotiation among actors regarding acceptable problem and solution combinations (Teisman, 2000).

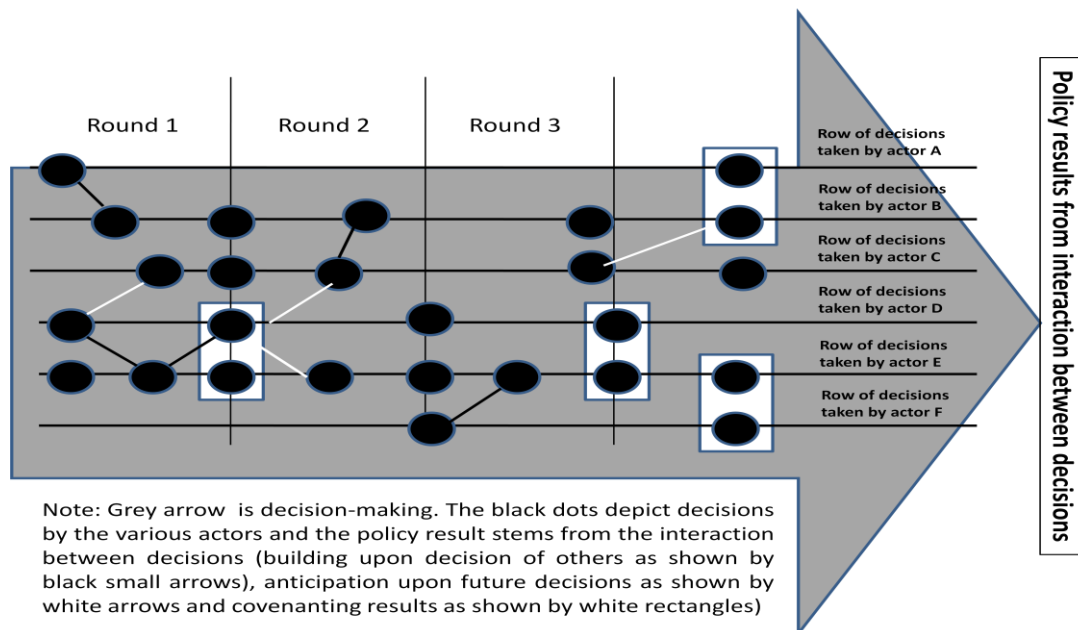


Figure 3. The Rounds Model

2.1.4 The Network Approach: Linking Strategies through Interactions

Concepts of another model called the network approach in many ways affect how complex interactive processes occur.

The concepts in network governance are described by Klijn and Koppenjan in the table below.

Actor/s	Mutually-dependent entity/ies who may be individuals, coalitions, bureaus or organizations Do/does not possess the power to determine the strategies of other actors
Interaction/s	Process/es where information, goals and resources are exchanged
Rules	Formal or informal guides which are developed to regulate the behaviour of actors and resource distribution in the network Gradually shaped, altered or solidified in interactions among actors
Decision	A compromise where problems are found to fit existing solutions and the available means co-determine the choice of objectives
Game	An activity that involves power and strategic considerations to achieve a goal
Arena	The area or place where actors interact, form rules and strategies, make decisions and play the game to form networks and ultimately achieve a common objective
Network/s	A group of interconnected actors that share similar goals and understandings

(adapted from Klijn and Koppenjan, 2007)

Koppenjan and Klijn further described how these concepts were contextualized in the urban perspective, citing the case of complex decision making in pursuing a transport project in Delft, The Netherlands. It is interesting to note that the case reveals various rounds of interactions among actors and different issues that cropped up in every interaction. Likewise, the formation of networks in the Delft case shows the complexity of the interactions albeit only one game.

The framework below explains the relationships of concepts in interactive processes in network policy games. Koppenjan and Klijn emphasize that certain factors explain the outcomes of policy games: institutional factors, external developments, management of

content, process and institutions, cognitive factors and social factors (Koppenjan and Klijn, 2004).

Institutional factors

Institutional factors that affect the interactive processes in network policy games include mutual institutional elements such as shared rules. If rules are lacking, conflict arises during the course of the game. If they are not in sync with each other, they impede the creation of succeeding interactions (Koppenjan and Klijn, 2004).

Rules, according to Koppenjan and Klijn, are developed or learned over time in the course of the interaction and could be formal or informal (Koppenjan and Klijn, 2004). Given a set of rules shared by the actors, interpretations of interactions develop, thus constituting social practices.

When actors behave according to rules, it follows that these rules must be followed but are not really permanent (Koppenjan and Klijn, 2004). This is because rules are subject to criticisms and they change over time depending on how long the actors jointly confirm its existence or agree that they must be modified.

External Developments

External developments include socio-political changes as well as new technologies. While they do not affect network policy games at all times, they are crucial in problem and solution formulations. They may be factors that actors can consider as opportunities during the interactive process (Kooppenjan and Klijn, 2004).

Management of content, process and institutions

The outcomes in the game rounds can also be explained by the efforts of actors to manage the content, process and institutions. Content refers to the varied perceptions of the actors in dealing with the problems and solutions in the network policy game. Management in this case means how the actors deal with the conditions wherein there are varied perceptions and different rules and languages among networks (Koppenjan and Klijn, 2004).

Cognitive factors

Cognitive factors refer to the diverse opinions or perceptions on the characteristics of the problems and their solutions (Termeer in Koppenjan and Klijn, 2004). It is these diverse perceptions that refine the nature of problems and solutions. Therefore, mutual understanding of meanings of actions is realized.

Social factors

Social factors are those related to coordinated network interactions or collective action where actors produce process agreements first before jointly strategizing for problem solutions. In the strategy formation, these actors ensure that their proposed solutions are in sync with their respective objectives. When there are unequal costs to endure, the actors decide to compensate those who bear the most costs (Koppenjan and Klijn, 2004). These factors entail commitment to be able to link arenas and engage actors deeply in the interaction.

Interactive process and rounds

The interaction among actors happens in game rounds. Rounds refer to the specific time where a series of interactions are completed. The content of each round depends on how the actors deal with problem solving and strategy formation, whether this means integrating diverse perceptions or not. After each round, crucial decisions are made that lead to a new round.

Substantive, Process-related and Institutional Outcomes

The outcomes of the entire interactive process may be substantive, process-related or institutional.

Substantive outcomes refer to “cognitive learning” where actors gain or increase their knowledge on the characteristics of the problems and solutions. These outcomes also entail: (a) that the actors agree to refine the nature of problems and solutions during interaction, and (b) that this action took into account the interests of the participating actors. Koppenjan and Klijn stressed that what is crucial is the achievement of a consensus of perceptions of the actors. Hence, new opportunities for exchange of ideas are created (Koppenjan and Klijn, 2004).

Process outcomes, on the other hand, refer to “strategic learning” such as the extent to which the actors have increased their participation in mutual negotiations in the interactive process. These outcomes are evident in the types of strategies and game as well as the length of processes carried out during interaction. Process outcomes indicate progress and learning. They also indicate the level at which actors interact with peripheral actors or those who are outside of the arena and the degree to which the latter’s interests are represented (Koppenjan and Klijn, 2004).

Lastly, institutional outcomes refer to “institutional learning” where provisions or new systems are in place to facilitate, support and sustain interaction between and among actors. This could mean the establishment of new relations and new organizational arrangements within the arena (Koppenjan and Klijn, 2004).

Community Cohesion

In the light of achieving the substantive, process-related and institutional outcomes, --- which are also referred to as intermediary outcomes in this research ---- ultimate outcomes are realized. One of these ultimate outcomes is cohesion, a condition which depicts the sense of belongingness of people in a community despite having diverse perceptions and backgrounds (Rowley, 2013). An indicator of community cohesion is the sense of belonging which means that individuals identify themselves with their community, are proud of it and trust the organization that binds them.

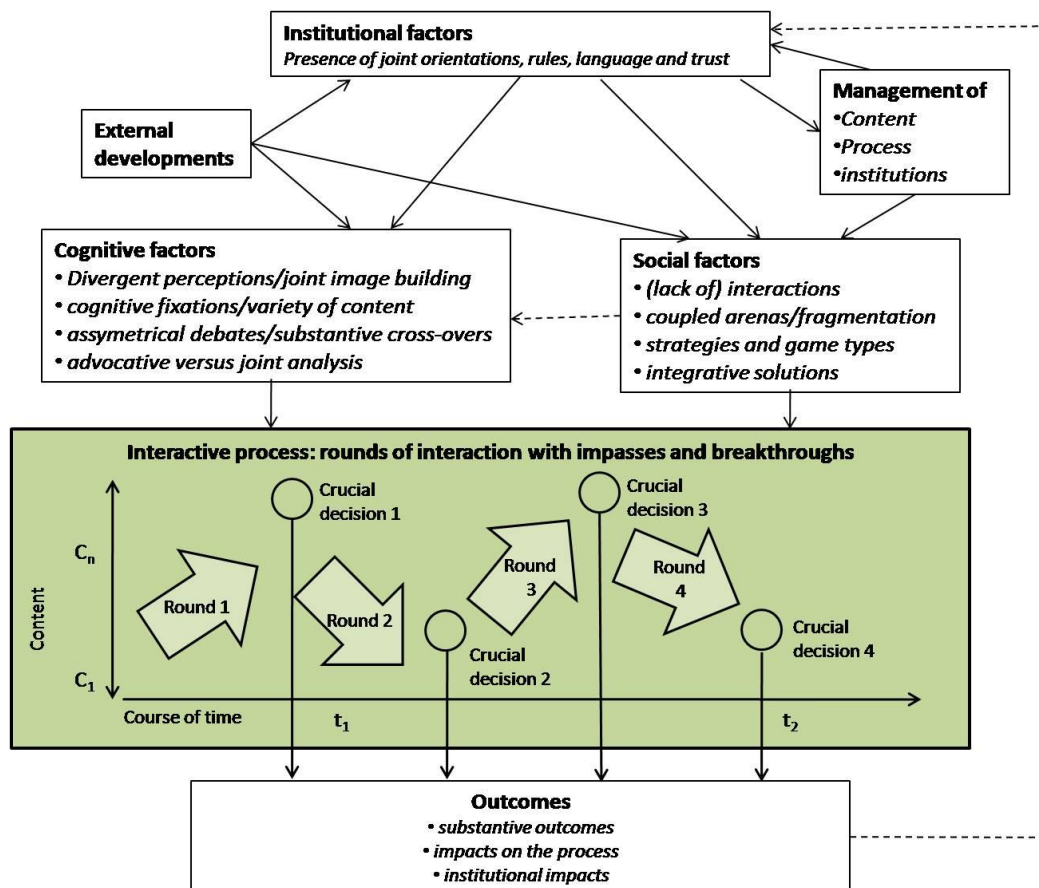


Figure 4. Network Governance Framework

Hence, both the rounds model and network approach are theoretical bases for this research mainly because the components of these models encapsulate every step of the processes that happen in a community interaction.

Communities organize themselves because there are factors that trigger or drive them to do so. These triggers or drivers influence them to act collectively and decisions are made at several points over time. These collective interactions of communities lead to positive or negative outcomes, depending on how the community members have dealt with the entire

process. The next section of this chapter shows the adapted framework for this study which focuses only on three factors that influence the interactive process.

2.2 Adapted Conceptual Framework

With the complexity, self-organization and network governance as theoretical bases, the researcher formulates the framework below. In the context of this study, the researcher reiterates that this study seeks to analyze only the institutional, cognitive and social factors that influence the evolution of interactive processes involving Buklod Tao in Barangay Banaba, Municipality of San Mateo in Rizal Province, Philippines. The said three factors are deemed more important by the researcher because compared to the remaining two factors of external development and management, they deal with the collective forces of individuals and therefore embrace the interactive process more.

In determining whether these three factors influence the interactive process, it is necessary to first explore how the process itself evolved and what crucial decisions are made after each round.

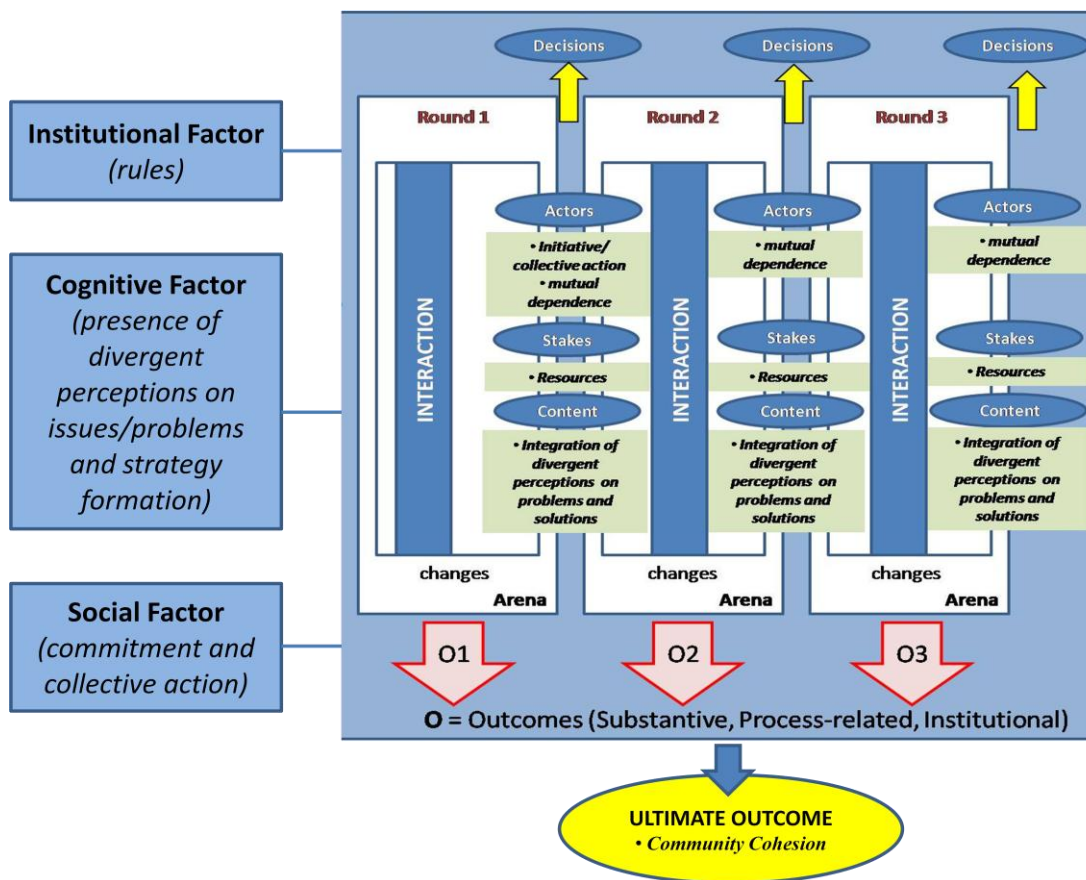


Figure 5. Adapted Conceptual Framework

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The adapted framework also shows the dynamics of interactions by various actors which are exemplified in the rounds. Within these dynamics, self-organization occurred and prompted mutually-dependent actors to operate on an autopoietic and dissipative manner to sustain the process. As for the content, the concept of integration of divergent perceptions on problems and solutions is taken into account.

Substantive, process-related and institutional outcomes are expected to surface based on the interactive process and decision-making by the actors in the community. Eventually, these intermediary outcomes lead to an ultimate outcome of community cohesion.

Chapter 3: Research Design and Methods

3.1 Operationalization: Variables, Indicators

To operationalize the adapted conceptual framework, the researcher selected variables and indicators. On the one hand, the dependent variables in this study are (a) the evolution of the interactive process; (b) substantive outcomes; (c) process-related outcomes; (d) institutional outcomes and (e) community cohesion. On the other hand, the independent variables are the (a) cognitive factors, (b) social factors, and (c) institutional factors that triggered the process.

Sub-variables for each factor were also created. These are the following:

Cognitive Factor

- divergent perceptions on the problem and strategy formation

Social Factors

- collective action
- commitment

Institutional Factor

- rules

	VARIABLE	INDICATORS	METHODS	SOURCES OF INFORMATION
Dependent Variables	A. Evolution of strategy formation (interactive process)	<ul style="list-style-type: none"> • Role of main actors • Role of peripheral actors • Presence of problems/issues • Extent of discussion on problems/issues • Extent of strategy formation • Resources provided • Interaction patterns of actors • Nature of decisions made 	Secondary data collection Semi-structured interviews Household survey	Published/unpublished documents about <i>Buklod Tao</i> <i>Buklod Tao</i> leaders (led by Ka Noli Abinales) <i>Buklod Tao</i> members University professionals working in the area (e.g., UP College of Social Work and Community Development;

				<p>Professor Emmanuel Luna)</p> <p>Partner organizations of <i>Buklod Tao</i> (Christian Aid, European Disaster Volunteers)</p> <p>Private Sector Partner of <i>Buklod Tao</i></p> <p>Government officials (barangay and local government)</p> <p>Heads and Staff of the Urban Planning Division of the Municipality of San Mateo</p>
	B. Substantive Outcomes	<ul style="list-style-type: none"> • Increase in knowledge on the nature of problems/issues • Increase in knowledge on the nature of strategies • Degree to which problems/issues have been refined • Degree to which strategies have been refined • Degree to which mutual understanding of meanings of problems/issues have been reached • Degree to which mutual understanding of meanings of strategies have been reached 	<p>Secondary data collection</p> <p>Semi-structured interviews</p> <p>Household survey</p>	<p>Published/unpublished documents about <i>Buklod Tao</i></p> <p><i>Buklod Tao</i> leaders (led by Ka Noli Abinales) <i>Buklod Tao</i> members</p> <p>University professionals working in the area (e.g., UP College of Social Work and Community Development; Professor Emmanuel Luna)</p> <p>Partner organizations of <i>Buklod Tao</i></p>

		<ul style="list-style-type: none"> • Extent to which interests of interaction actors are taken into account • Presence of new opportunities for exchange of ideas • Degree to which diverse perceptions of community members on the problems are integrated • Degree to which diverse perceptions of community members on the strategies are integrated 		<p>(Christian Aid, European Disaster Volunteers)</p> <p>Private Sector Partner of <i>Buklod Tao</i></p> <p>Government officials (barangay and local government)</p> <p>Heads and Staff of the Urban Planning Division of the Municipality of San Mateo</p>
	C. Process-related Outcomes	<ul style="list-style-type: none"> • Extent to which consensus/ agreements on the nature of problem is achieved • Extent to which consensus/ agreements on strategy formation is achieved • Extent to which the proposed strategies are in sync with community objectives • Increase in actors' participation in mutual negotiations • Strategies formed • Degree to which main actors interact with peripheral actors • Degree to which the interests of main actors are 	<p>Secondary data collection</p> <p>Semi-structured interviews</p> <p>Household survey</p>	<p>Published/ unpublished documents about <i>Buklod Tao</i></p> <p><i>Buklod Tao</i> leaders (led by Ka Noli Abinales)</p> <p><i>Buklod Tao</i> members</p> <p>University professionals working in the area (e.g., UP College of Social Work and Community Development; Professor Emmanuel Luna)</p> <p>Partner organizations of <i>Buklod Tao</i> (Christian Aid, European Disaster Volunteers)</p>

		<p>taken into consideration</p> <ul style="list-style-type: none"> • Degree to which the interests of peripheral actors are taken into account • Number of win-win solutions made (goal intertwinement) 		<p>Private Sector Partner of <i>Buklod Tao</i></p> <p>Government officials (barangay and local government)</p> <p>Heads and Staff of the Urban Planning Division of the Municipality of San Mateo</p>
	D. Institutional Outcomes	<ul style="list-style-type: none"> • Common organizational practices formed • New organizational systems in place • New bodies/committees formed • New organizational arrangements within or outside the community 	<p>Secondary data collection</p> <p>Semi-structured interviews</p> <p>Household survey</p>	<p>Published/unpublished documents about <i>Buklod Tao</i></p> <p><i>Buklod Tao</i> leaders (led by Ka Noli Abinales)</p> <p><i>Buklod Tao</i> members</p> <p>University professionals working in the area (e.g., UP College of Social Work and Community Development; Professor Emmanuel Luna)</p> <p>Partner organizations of <i>Buklod Tao</i> (Christian Aid, European Disaster Volunteers)</p> <p>Private Sector Partner of <i>Buklod Tao</i></p> <p>Government</p>

				<p>officials (barangay and local government)</p> <p>Heads and Staff of the Urban Planning Division of the Municipality of San Mateo</p>
	E. Community Cohesion	<ul style="list-style-type: none"> • Percentage of community members who feel their area is a place where people from different backgrounds can get well on together • Percentage of people who feel they belong to their neighbourhood or community 	<p>Secondary data collection</p> <p>Semi-structured interviews</p> <p>Household survey</p>	<p>Published/unpublished documents about <i>Buklod Tao</i></p> <p><i>Buklod Tao</i> leaders (led by Ka Noli Abinales)</p> <p><i>Buklod Tao</i> members</p> <p>University professionals working in the area (e.g., UP College of Social Work and Community Development; Professor Emmanuel Luna)</p> <p>Partner organizations of <i>Buklod Tao</i> (Christian Aid, European Disaster Volunteers)</p> <p>Private Sector Partner of <i>Buklod Tao</i></p> <p>Government officials (barangay and local government)</p> <p>Heads and Staff of</p>

				the Urban Planning Division of the Municipality of San Mateo
Independent Variables	A. Cognitive Factor (<i>divergent perceptions on the problem and strategy formation</i>)	<ul style="list-style-type: none"> • Presence of diverse perceptions on problems/issues • Presence of diverse perceptions on strategies 	<p>Secondary data collection</p> <p>Semi-structured interviews</p> <p>Household survey</p>	<p>Published/unpublished documents about <i>Buklod Tao</i></p> <p><i>Buklod Tao</i> leaders (led by Ka Noli Abinales)</p> <p><i>Buklod Tao</i> members</p> <p>University professionals working in the area (e.g., UP College of Social Work and Community Development; Professor Emmanuel Luna)</p> <p>Partner organizations of <i>Buklod Tao</i> (Christian Aid, European Disaster Volunteers)</p> <p>Private Sector Partner of <i>Buklod Tao</i></p> <p>Government officials (barangay and local government)</p> <p>Heads and Staff of the Urban Planning Division of the Municipality of San Mateo</p>

	<p>B. Social Factor (<i>collective action, and commitment</i>)</p>	<ul style="list-style-type: none"> • Presence of collective activities (e.g., regular meetings) • Level of engagement of main actors in interaction (e.g., took a leadership role, volunteered, attended meetings, worked on a community project) • Level of engagement of peripheral actors in interaction • Presence of mutually-adjusted strategies • Extent to which actors mobilize time to sustain joint actions • Extent to which actors mobilize or pool resources • Extent to which members share ideas, experiences and information with each other (level of closeness) 		<p>Published/unpublished documents about <i>Buklod Tao</i></p> <p><i>Buklod Tao</i> leaders (led by Ka Noli Abinales)</p> <p><i>Buklod Tao</i> members</p> <p>University professionals working in the area (e.g., UP College of Social Work and Community Development; Professor Emmanuel Luna)</p> <p>Partner organizations of <i>Buklod Tao</i> (Christian Aid, European Disaster Volunteers)</p> <p>Private Sector Partner of <i>Buklod Tao</i></p> <p>Government officials (barangay and local government)</p> <p>Heads and Staff of the Urban Planning Division of the Municipality of San Mateo</p>
	<p>C. Institutional Factor (<i>rules</i>)</p>	<ul style="list-style-type: none"> • Presence of shared or mutually-agreed rules within the community (e.g., 		<p>Published/unpublished documents about <i>Buklod Tao</i></p>

		by laws, procedural laws)		<p><i>Buklod Tao</i> leaders (led by Ka Noli Abinales) <i>Buklod Tao</i> members</p> <p>University professionals working in the area (e.g., UP College of Social Work and Community Development; Professor Emmanuel Luna)</p> <p>Partner organizations of <i>Buklod Tao</i> (Christian Aid, European Disaster Volunteers)</p> <p>Private Sector Partner of <i>Buklod Tao</i></p> <p>Government officials (barangay and local government)</p> <p>Heads and Staff of the Urban Planning Division of the Municipality of San Mateo</p>
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3.2 Sample Size and Selection

Buklod Tao in Barangay Banaba was selected as a unit of analysis in this research due to the its exceptional characteristics being a self-organized community and being involved in unplanned interactive processes that later on generated positive intermediary as well as ultimate outcome. Buklod Tao has been in existence as a self-organized peoples’ organization for more than 10 years and it continues to bring positive results in the entire community and has inspired other communities not only in the Philippines but in other countries as well.

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For the qualitative part, the researcher used purposive sampling for the semi-structured interviews, particularly the maximum variation or heterogeneous purposive sampling and expert purposive sampling. This maximum variation technique has been selected to be able to describe in depth a wide array of perspectives related to the interaction process evolution that this study focuses on. With perspectives from all angles that could be collected from at least 30 heterogeneous interviewees, common themes that are helpful in this study are drawn.

Based on the Philippine Census of Population for 2007, Barangay Banaba in San Mateo, Rizal has 20,861 residents. Consequently, Oxfam reported in 2011 that about 2,100 informal dwellers live in the seven-hectare patch of land in Barangay Banaba (Oxfam in Mercado, 2012).

Since the scope of this study covers only the area of informal settlement in Barangay Banaba, the researcher used the same respondents in the semi-structured interview plus 20 other members of Buklod Tao as basis for population for the quantitative part of this research. The researcher conducted a survey on perceptions of community members on the problems/issues encountered and strategy formation during the interactive process. Purposive sampling was used in this survey since the respondents were selected based on the judgment of the researcher. The main goal of this type of sampling is to focus on the key characteristics of the sample population for the researcher to be able to significantly answer the research questions.

3.3 Validity and Reliability

In qualitative research, validity means finding out if the of a study are true such that it reflects the conditions or situations accurately. It also means that the results are certain such that they are backed by evidence (Guion, Diehl and McDonald, 2002).

Hence, to establish the validity of this research, the researcher employed data and methodological triangulation method. For data triangulation, the researcher applied multiple methods of data collection in the sense that various sources of information were involved. Primary sources such as first-hand accounts from respondents to the semi-structured interviews were validated by secondary data such as published or unpublished articles. The researcher also conducted focus group discussions for three groups composed of 10, 5 and 8 participants, respectively in each group to validate responses from in depth interviews.

These accounts have likewise been validated through methodological triangulation by conducting a household survey on the knowledge and perceptions of community members on the problem solving, strategy formation and decision-making processes.

To ensure reliability, the researcher employed standard methods for data collection particularly in writing field notes and transcripts.

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3.4 Data Collection and Analysis Methods

The researcher used both qualitative and quantitative approaches in this study.

The qualitative approach has been employed mainly because this study seeks to find answers on the why and how of problem solving, strategy formation and decision-making processes of *Buklod Tao*. The researcher used a case study technique used to come up with clear-cut descriptions and process analysis of the case of *Buklod Tao*.

Data collection methods for the case study include archival research for document analysis, semi-structured in depth interviews of 30 respondents, and film. Instruments used for these methods are maps, diagrams, published and unpublished articles or documents, and interview questionnaire and guides and film shooting guides. Quantitative data collection method, on the other hand, shall involve the use of survey questionnaire.

For the analysis of data in the case study, the researcher used a system or for the transcription of interviews. Repetitive reading of initial transcripts has been crucial to determine gaps in the first interviews. These gaps were filled in the succeeding interviews to ensure that necessary details in relation to the research questions are recorded.

A coding system was made in the analysis of semi-structured interviews. The analysis of these interviews followed five stages: (a) setting up of analytical categories; (b) creation of analytical and coding guide where definitions and concepts shall be specified; (c) coding of interviews according to the categories; (d) generation of case overviews; and (e) selection of cases for in-depth single case analyses (Flick, Kardorff and Steinke, 2000). In addition to these five stages of data analysis, time sequencing was identified and examined using matrices or diagrams.

Likewise, the researcher used descriptive statistics in analyzing data gathered from the survey.

Chapter 4. Findings and Analysis

Introduction

Guided by the research design, method and tools discussed in the previous chapter, the researcher went to the field to gather data. After one month of collecting these data, they were coded to come up with findings and analysis.

Hence, this chapter discusses the main findings and analyses of this research based on in depth interviews, focus group discussions and survey.

The first part contains a narrative-descriptive report on the evolution of the interactive processes involving members of Buklod Tao and covering three rounds. It describes the actors, problems and issues, strategies employed, decisions made and outcomes in each round. Each round also illustrates the perceptions of interviewees on issues or problems as well as strategy formation, rules, commitment and collective action/activities.

The second part shows the interviewees' perception on the ultimate outcome of the processes that occurred in all the rounds

The third part provides an analysis of the interactive process as well as the factors (divergent perceptions on issues/problems and strategy formation, rules, commitment and collective action/activities) that influence these processes over time.

The fourth and last part shows results and analysis of the survey conducted by the researcher relative to this research.

4.1 Evolution of the Interactive Processes, Outcomes and Contributory Factors

4.1.1 ROUND 1: The Faith and The Fight (1994-1997)

Round 1 illustrates the main issue encountered by Buklod Tao in San Mateo, Rizal, Philippines during its formative years. It fleshes out strategies as well as decisions made by the group to solve these issues. It also shows the key people behind the interaction process and their perceptions on the issue/problem and strategy formation. Outcomes and factors that influenced the interactions are spelled out at the end of the round.

4.1.1.1 Context

In 1994, Member 9, 65 years old and a resident of Dona Pepeng Subdivision in Barangay Banaba, San Mateo served as an “animator” for the Basic Ecclesial Community (BEC) of Nuestra Senora de Aranzazu Parish in the Diocese of Antipolo, Rizal. An animator coordinates collective activities by BECs such as bible sharings and group gatherings.

BECs are Catholic church-based communities composed of families who gather and hold activities in their respective parishes or chapels. BECs are divided into neighbourhood “cells” or groups (Picardal, 2011). BECs, which started in 1993 at the Nuestra Senora de Aranzazu Parish, cover the Holy Cross Chapel in Dona Pepeng. It became more active in 1994.

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Member 9 led the BECs for Dona Pepeng Subdivision as well as Sitio (Zone) North Libis and Sitio South Libis in Barangay Banaba. These BECs were composed of six *buklods*¹ with informal settler-families from the three zones as members.

Buklod Tao, Inc. has its roots from the BECs. The members met regularly in a vacant lot in Banaba, which was owned by Member 9's family. They conducted bible sharings, family parties and feeding programs for the children of mothers in Banaba, particularly in North and South Libis.

“Even before development issues, we were already convening as a group. The community lacked interaction at that time so I thought that the BEC would be a good instrument for us to bond together as neighbors. We started as a spiritual group.”

Eleven current members of Buklod Tao, Inc. confirmed that the organization indeed started from the BEC.

Fourteen (14) out of 30 interviewees, who were with Member 9 in the BEC programs, are the following:

1. Member 3
2. Member 4
3. Member 5
4. Member 7
5. Member 8
6. Member 10
7. Member 16
8. Member 17
9. Member 18
10. Member 19
11. Member 21
12. Member 22
13. Member 24
14. Member 27

The BECs in Banaba was composed of only ten to 12 persons per group.

Some members like Member 5 joined the BEC to gain friends and have shoulders to cry on whenever she had problems while others wanted to share their skills such as Member 4 who would help in cooking food during bonding activities.

Everything went smoothly for the *buklods* until one day in September 1995, a resident/BEC member informed Member 9 about a big truck that entered Dona Pepeng and went to the vacant land near the river parallel to North Libis to load sand and stones. The member saw some equipment used in the area for excavation.

Member 9 immediately went to the vacant lot in the riverbank and asked the men working on the riverbank excavation. The men told him a cement batching plant would be built in the area and that the land was already sold by the land owner to J.E. Manalo Construction.

¹ *Buklods* is a Filipino term for bond. It is used to describe the sub-groups in Basic Ecclesial Communities (BECs).

The vacant lot was awarded by the late President Ferdinand E. Marcos to a rich doctor in Marikina. For two years, the residents in the area were planting vegetables and fruits in the said area. However, the owner sold the land to J.E. Manalo Construction company who planned to build a cement batching plant at that time.

4.1.1.2 The Issue/Problem

With the excavation activities, Member 9 plus the other 14 members who were also interviewees in this research said the proposed cement batching plant was a major issue that needed to be addressed by the community.

Thus in this research, 15 (50%) out of 30 total interviewees said the project was a major issue that Buklod Tao encountered at that time. These 15 people were the only interviewees who were familiar with the proposed batching plant.

Round 1 Issue/Problem		
	No.*	%
Proposed cement batching plant	15	50%

*n=30

Meanwhile, four out of 10 participants in FGD Group 1, all five participants in FGD Group 2 and 2 out of 8 participants in FGD Group 3 raised the issue of the proposed cement batching plant during the group discussion.

Issue/Problem*		No. of Participants**	%
Proposed cement batching plant	FGD Group 1	4	17%
	FGD Group 2	5	22%
	FGD Group 3	8	35%
	TOTAL	17	74%

*based on FGD **n=23

4.1.1.3 The Strategies

After agreeing that it was an issue worth addressing by the community, Member 9 went from house to house in the area to deliver a *pabatid*² and majority of the members of the community attended the meeting.

“The letter was an invitation for BEC members to discuss the issue of the proposed cement batching plant. Everyone who attended the meeting expressed their opinions on the issue.”

--- **Member 3**

Varied opinions on how to deal with the problem cropped up during the meeting.

² *Pabatid* is Buklod Tao’s term for written notice or announcement of meetings, discussions or forums.

“Some of our neighbours wanted the batching plant to push through because they believed it would provide them jobs.” --- Member 7 (Member 3 similar)

*“There were some who were in favour [of the proposed batching plant] because they didn’t want arguments. They would just avoid discussions and confrontations.”
--- Member 22*

The same 15 interviewees all said that they conducted meetings, forums and discussion groups to find ways of solving the issue. They held meetings weekly to discuss the issue and conducted house to house discussion groups to explain the disadvantages of the proposed batching plant.

*“We listened to everyone’s opinion. Then, we connected the dots and decided for the best suggestion as a group.”
--- Member 5*

*“There were some who suggested using force or violence. We cannot do that. We dropped that idea at once.”
--- Member 8*

*“We explained to them how stopping the project would benefit everyone in the community. We familiarized them with our environmental goals.”
--- Member 3*

The group likewise asked for assistance from organized groups/organizations and individuals such as SALIGAN and *Tanggol Kalikasan* (Defense of Nature).

SALIGAN is a legal resource non-governmental organization that helps marginalized sectors in the Philippines through its various policy advocacies which include advocacy for sustainable environment (www.saligan.org, 2013). SALIGAN helped the residents understand the legal aspects of the environmental issues that it is fighting for.

Tanggol Kalikasan is also a non-stock, non-profit and non-governmental organization involved in environmental lawyering in the Philippines (<http://www.tanggolkalikasan.org/>, 2013).

The strategy of asking assistance from other organizations such as SALIGAN and *Tanggol Kalikasan* marked the beginning of involvement of actors who are not integral to the group. Like SALIGAN, *Tanggol Kalikasan* also helped the group understand deeply the legal implications of their plans.

The group, as initiated by Member 9, sought the help of Attorney Enrique Rodriguez (who was then a Board member of the Provincial Government of Rizal) to enlighten the group on the effects of the proposed project and endorsed them to several relevant government offices.

In a letter dated January 19, 1996, Attorney Rodriguez requested the Regional Technical Director of the DENR to “accommodate and extend full assistance” to Member 9 regarding the complaints of residents of Dona Pepeng, North and South Libis on the proposed cement batching plant. He also helped the group in getting legal opinion from the Department of Agrarian Reform (DAR) and filing complaints with the National Water Resources Board (NWRB).

Also led by Member 9, the group called for a public hearing which was conducted on January 17, 1996 at the Office of then Rizal Province Board member Felipe A. Vital who was head of the provincial government’s Committee on Environmental Protection at that time.

After a series of meetings and weighing of opinions, the group decided to hold a mass protest or rally to stop the proposed cement batching plant. They placed barricades on the street that leads to the vacant land, held bonfires and walks of protest from Banaba to the municipal hall. Some suggested resorting to violence and other repulsive acts such as putting nails under the delivery trucks of the construction company.

Simultaneous with the holding of the protest, the residents also filed a complaint with the Department of Environment and Natural Resources (DENR).

A document from the DENR showed that Member 9 along with representatives from South and North Libis filed the complaint with the government agency on January 23, 1996. They complained for violation of Presidential Decree 1586, a law that requires all public and private entities to submit an environmental impact statement prior to implementation of all projects that would affect the environment.

The zone representatives/residents who joined Member 9 in filing the complaint and co-signed the document were the following:

SITIO (ZONE) SOUTH LIBIS	SITIO (ZONE) SOUTH LIBIS
Louie Estoque Jonathan Manaois Faustino Agustin	Celia Job Bienvenida Job Member 22

Following these collective actions, the group was questioned by the local government of San Mateo for holding the rally. In the Philippines, there is a no permit, no rally policy under *Batas Pambansa* No. 880 or the Public Assembly Act of 1985 (from: http://www.lawphil.net/statutes/bataspam/bp1985/bp_880_1985.html). The local government told the residents that only an organized group with sufficient number of people could hold protests in the area.

The group feared that they wouldn’t be able to continue their fight against the proposed cement batching plant. Member 9 immediately called the residents for a meeting where he suggested for formalization of their group, turning it into “a people’s organization which will be recognized by the government.”

Questions from the members regarding formalization emerged: how long will the process go, where would the group get the money for registration to the Securities and Exchange Commission) and who will be the officers of the organization?

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Convinced with the idea through extensive explanations of the benefits of formalization, the group agreed and this became a turning point for the BEC *buklod* groups.

Thereafter, the group conducted activities such as “Christmas carols” and “pass the hat” (where every member voluntarily contributed any amount) to be able to collect money for registration expenses.

On February 1, 1996, the once BEC became Buklod Tao, Inc., a non-profit, non-stock people’s organization registered at the Securities and Exchange Commission (SEC) of the Philippines (Christian Aid, 2012) with SEC Registration No. AN090-00383.

Member 9 became the founding President of Buklod Tao, Inc.

The first Board of Trustees were the following:

Board of Trustees	Name
Internal Vice-President	Faustino Agustin
External Vice President	Louis Estoque
Secretary	Jonathan Manaois
Treasurer	Member 22

On 12 February 1996, Buklod Tao, Inc., conducted another mass protest to stop the proposed cement batching plant.

Hence, the strategies employed by the group are summarized as follows:

Round 1 Strategies		
	No.*	%
1. Conduct of meetings, forums and discussions to find ways on solving the issue on the proposed cement batching plant	15	50%
2. Election of opinions	1	3%
3. Finding connections and filling gaps between varied opinions and integrating them into one good idea	1	3%
4. Omitting ideas that are overboard	1	3%
5. Persuading members with opposing views by explaining the benefits of living without the cement batching plant	1	3%
6. Seeking help from other organizations or individuals outside the community	1	3%
7. Creating new structure/ formalization	1	3%

*n=30

4.1.1.4 The Outcomes

In this round, Buklod Tao had two most crucial decisions: (a) conduct the rally/mass protest against the cement batching plant and (b) formalize the organization.

Fifteen (50%) out of 30 interviewees said that the process of strategy formation in this round led to consensus as well as deeper understanding of the effects of the project on the various aspects of the residents' lives.

Round 1 Outcomes		
	No.*	%
1. Consensus	15	50%
2. Deeper understanding of the effects of the proposed cement batching plant	15	50%
3. Increase in membership	3	10%
2. Changed view on the extent of the project	2	7%
3. Deeper knowledge on the various aspects of the issue	2	7%
4. Learning how to connect different views about the issue	1	3%
5. Learning the importance of discussing issues	1	3%
6. Win-win solution	1	3%
7. Knowledge sharing/transfer	1	3%
8. Improved capacity to pool resources	1	3%

*n=30

Meanwhile, four (17%) out of 23 FGD participants said they developed deeper understanding of the effects of the proposed cement batching plant and that they developed their resourcefulness in terms of raising funds for the organization's registration to the Securities and Exchange Commission.

Outcomes*		No. of Participants**	Percent
Deeper understanding of the effects of the proposed cement batching plant	FGD Group 1	4	17%
Resourcefulness in raising funds	FGD Group 1	4	17%
Deeper knowledge on the environment	FGD Group 3	2	9%

*based on FGD **n=23

4.1.1.4 The Ultimate Outcome

As a result, the residents succeeded in stopping the building of the proposed cement batching plant. Fifteen (50%) of the 30 total interviewees said their collective efforts resulted in a more united community.

Round 1 Ultimate Outcome		
	No.*	%
Unity/Cohesion	15	50%

*n=30

Likewise, 11 (48%) out of 23 FGD participants said they became united after solving this issue.

Ultimate Outcome		No. of Participants**	Percent
Unity	FGD Group 1	4	17%
	FGD Group 2	5	22%
	FGD Group 3	2	9%
	TOTAL	11	48%

*based on FGD n=23 (total FGD participants)

4.1.1.5 Rules

All 30 interviewees said there were no formal rules in this round.

“We don’t have sophisticated structure. We have Member 9 as an animator and us as members. Member 9 also served as the leader and fund raiser of the old group. --- Member 3

Half of the interviewees mentioned informal rules such as the presence of animator or coordinator and the requirement to say something about the issue during meetings and discussions.

Some of the members (17%) remembered that while they are free to speak their minds on the batching plant issue, attendance to the discussions were not required. Meanwhile, 13% said “pass the hat” or giving voluntary contributions was another informal rule that helped the group achieve their objective of formalizing the group. The contributions were used for payment of registration fee to the SEC.

Round 1 Rules		
	No.*	%
Informal rules:		
1. Presence of animator/ coordinator	15	50%
2. Everybody is required to speak their mind on the issue	15	50%
3. Non-compulsory attendance to meetings and discussions	5	17%
4. "Pass the hat" (monetary contributions)	4	13%

*n=30

4.1.1.6 Divergent Perceptions on the Issue/Problem

Relative to the proposed cement batching plant issue, the 15 interviewees saw the need to address it due to its harmful effects on the health of people in the community. Meanwhile, 7% of the interviewees said that this also affects the environment and would cause more flooding in the area in the long run.

Round 1 Divergent Perceptions on the Issue/Problem		
	No.*	%
The proposed cement batching plant as:		
1. a health issue	15	50%
2. an economic issue (livelihood/income & development)	2	7%

*n=30

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“We inhale all the dusts. We were also disturbed by the loud noise when they turn the mixers on at night.”

--- **Member 8**

“The excavation of the riverbank will cause more flooding in the future.”

--- **Member 4**

The 15 interviewees said they were not in favour of the proposed project but mentioned that some other residents wanted it because it would have provided job opportunities for people in Barangay Banaba.

Nonetheless, one member deemed that with this issue, two views also emerged.

“J.E. Manalo Construction company viewed it as a positive development on their side. For us residents, it is not development but actually an aggravation of the vulnerabilities of the people.”

--- **Member 9**

4.1.1.7 Divergent Perceptions on Strategy Formation

With the strategies implemented by the organization, 50% of the interviewees perceive that problems can be solved through regular discussions and meetings. Interestingly, 20% perceive that a good leader behind the activities makes problem solving as well as decision making easier.

Round 1 Divergent Perceptions on Strategy Formation		
	No.*	%
On the proposed cement batching plant:		
1. Problems can be solved by discussions and meetings on the issue	15	50%
2. A good leader behind the activities makes problem solving easier	6	20%
3. Listening to each other's opinions was a better way to deal with the issue	5	17%
4. Having Common objectives makes problem solving easier	1	3%
5. Well-explained stance helps in persuading other members thus making problem solving easier	1	3%
6. Election of opinion helps make problem solving easier	1	3%
7. Firm position/stand on chosen solution helps more in decision making	1	3%

*n=30

Likewise, a fairly significant number of interviewees (17%) said that listening to each other's opinions had been a better way to solve the problem.

4.1.1.8 Commitment

In terms of commitment, 50% or all of the interviewees who were involved in the cement batching plant issue said they gave their time just to be able to help solve the issue.

“I stood there the whole day just to help the group succeed in stopping the batching plant.” --- Member 7

About 7% said they shared their knowledge or skills such as knowledge on environmental assessment (Member 9) and cooking skills (Member 4) to help the group.

Round 1 Commitment		
	No.*	%
1. Time	15	50%
2. Knowledge	2	7%

*n=30

4.1.1.8 Collective Action/Activities

Half of the interviewees said that the meetings or discussions as well as the mass protests or rallies that they conducted intensified the interaction among members of the group. These, they said, also resulted in increase in membership of Buklod Tao.

Round 1 Collective Action/Activities		
	No.*	%
1. Meetings and discussion groups	15	50%
2. Mass protests/rallies	15	50%
3. Filing of complaints to concerned government institutions	4	13%

*n=30

Thus, Round 1 illustrates a gearing up and levelling phase where the members started to accumulate knowledge based on the information that they had about the issues. This round also reveals the glaring gap between a private sector (J.E. Manalo Construction Company) and a people’s organization as they view development with different perspectives.

4.1.2 ROUND 2: The Dark and Light Sides of the Force

The decision to formalize the organization led to more complex interactions among members of Buklod Tao in Round 2.

This round shows the biggest challenges and defining moments of the group. It details strategies and decisions the group made as a formal people’s organization (PO). It also enumerates various actors involved in the process as well as outcomes of the interactive processes. Factors that influenced the interaction and outcomes are also described at the end of the round.

4.1.2.1 Context

As a registered PO, Buklod Tao started with 150 members. The group faced the challenge of raising funds to finance the organization’s projects. Led by Member 9 and Member 22 (who was the treasurer at that time), the group prepared and submitted proposals to various non-

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government organizations (NGOs) and foreign embassies in the Philippines to get project grants.

Various organizations helped finance Buklod Tao, Inc. during its early years. These include The Royal Embassy of The Netherlands in Manila, the Australian Embassy in Manila, the Center for Disaster Preparedness (CDP), ProVention Consortium, and the De La Salle University-Manila/Center for Social Concern and Action.

The Embassy of The Netherlands granted the organization about PhP182, 796 for its project “A Project Initiative to Protect the Environment.” Activities of the project included the following:

- Training-workshop on reforestation
- Paralegal training and related activities
- Maintenance of seedling nurseries
- Tree planting activities
- Awareness activities for environmental protection and erosion control/prevention activities

Using the fund, Buklod Tao also conducted its own self-mentoring disaster management workshops in 1997 (Bukluran, 2011). In the same year, Member 9 echoed his learnings from the disaster management workshops he attended in 1992 and 1995 by facilitating training on grassroots disaster response mechanism to 32 Buklod Tao members.

It was also during this year (July 1997) when the organization fabricated its first three fiber glass rescue boats (Bukluran, 2011). Rodolfo “Uding” Loyola, also a Buklod Tao member at that time, made these three boats.

In 1999, the Center for Disaster Preparedness (CDP) contributed about PhP15, 000 for the repair and repainting of Buklod Tao’s fiber glass rescue boats (Bukluran, 2011).

In 2005, the Sycip Gorres Velayo Foundation and the Corporate Network for Disaster Response provided financial assistance to Buklod Tao. The organization used this amount to fabricate three additional rescue boats and acquire a boat mold.

Buklod Tao also received financial assistance from CDP in 2005 and in 2007 for child-oriented disaster risk reduction and management projects. This amount was actually a grant from ProVention Consortium to CDP and the latter used the money to finance the said project with Buklod Tao as recipient.

Likewise, the organization received financial assistance to establish a reading center which also served as their meeting venue. The reading center had children’s books and environment books. Member 9, with the help of then Buklod Tao secretary Jonathan Manaois drafted letters requesting for book donations. The Asia Foundation donated books to Buklod Tao.

The following are the other organizations Buklod Tao worked with in its early years as PO (from interview with Member 9):

Partner-Organizations of Buklod Tao (1996-2008)	
Center for Disaster Preparedness	Global Alliance Against Incineration
Center for Positive Futures	Greenpeace Southeast Asia
Christian Foundation for Children and Aging	Haribon
Citizens Disaster Response Center	Philippine Disaster Management Forum
De La Salle University-Manila/ Center for Social Concern and Action	Tanggol Kalikasan
Diocese of Antipolo Social Action Center – Disaster Management	University of the Philippines-Diliman/ College of Social Work and Community Development
EcoWaste Coalition	

4.1.2.2 Issue/Problem

Despite the flow of assistance to Buklod Tao, issues and problems in the community persist. One of these is riverbank erosion.

Since 2003, Buklod Tao had been embarking on various disaster mitigation measures to address this problem (Christian Aid, 2012).

Three (10%) out of 30 interviewees considered erosion in the said riverbank as one of the problems encountered by the members of Buklod Tao.

Round 2 Issue/Problem (Riverbank Erosion)		
	No.*	%
Riverbank erosion	3	10%

*n=30

Likewise, all participants in FGD Group 3 considered riverbank erosion as one of the community's major problems. Among the three FGD groups, only group 3 included this in their issues because participants of this group live in the most affected area by erosion where their houses are chopped as soil begins to slide down the river.

Issue/Problem*	No. of Participants**	Percent
Riverbank erosion	8	35%

*based on FGD

**n=23 (total FGD participants in all groups)

Member 6, Member 19 and Member 3 consider riverbank erosion as a perennial problem of North and South Libis in Banaba. All of them said it has caused them to lose parts of their houses and they see it as something that will eventually take them out of the place with nowhere to go.

*“I migrated here in Banaba from Quezon City in 1997.
The riverbank erosion has been there ever since.”*

--- **Member 6**

Member 6 and Member 19 perceived this problem as one which is beyond Buklod Tao's and even the whole Banaba community's control. Member 6 said that since 2005 she had seen more than 50 families in South Libis zone who lost their homes because of the erosion. They both said that the government should be in charge of addressing the problem. They, however, said that despite their continuous asking for help from government, it took a long time for it to act on it. Member 6 and Member 19 believe that rip-rapping can solve the problem.

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“At that time, I didn’t think the government would ever be interested in rip-rapping the riverbank in our side. It is a flood-prone area. They would not generate income from that. Who would want to construct buildings in our location after they have developed it? I feel depressed that the [national] government has taken us for granted. The local government, on the other hand, does not know the roots of our problem.”

--- **Member 6**

4.1.2.3 The Strategy Formation

Buklod Tao, led by Member 9, felt the need to help solve the problem and called for a meeting to discuss the issue. The organization also felt that with the trainings they had, they were already equipped with knowledge on erosion prevention. These trainings helped them suggest ideas on how to deal with the riverbank erosion problem.

There were divergent ideas that came up during the meeting but the top two ideas emerged: sandbagging and bamboo planting. At the end of the meeting, the group agreed to do sandbagging.

Residents participated in the sandbagging activity in the riverbank. Member 18 was one of the members who planted bamboo in the riverbank. Some members like Member 4 helped in cooking food for the members. Some of them like Member 6 helped by scouting for poultry feed stores in San Mateo and buying poultry feed sacks.

However, sandbagging turned out to be ineffective in controlling riverbank erosion (Member 3).

Because of what happened to the sandbagging idea, there were already some hesitant members who questioned the effectiveness of bamboo planting. Nonetheless, they were convinced during the next meeting to buy the idea as other members explained the benefits of the latter.

Collectively, the members participated in bamboo planting and showed their commitment to this activity.

“At that time, a storm came. Instead of saving our appliances and things at home, I and some members saved the bamboos.”

--- **Member 6**

However, after a few years, heavy rains also washed away the bamboos that the group planted. Riverbank erosion continued to be a problem in the area.

It was during this time that residents of South Libis, who were the most affected by the erosion, voiced out their opinions. Some wanted relocation while majority do not want to leave and opted for permanent rehabilitation of the Nangka River gravity wall (from interview with Member 6).

Member 6 said that riverbank erosion was one of the reasons for the formation of another organization called SAMAKABA, Inc. in Banaba. SAMAKABA or the *Samahang Magkakapitbahay ng South Libis, Baybay-Ilog Inc.* (Neighborhood Association in South Libis Baybay Ilog) was formed on 3 July 2005 and registered at the SEC. It focuses on housing and riverbank issues of Zone South Libis.

Thereafter, Member 6 performed dual role as secretary of Buklod Tao, Inc. and President of SAMAKABA, Inc. in 2005. Buklod Tao and SAMAKABA joined forces to seek help from the government as well as other development partners for the repair or rehabilitation of the river gravity wall (from interview with Member 6).

The rip-rapping or repair/rehabilitation of gravity wall of the Nangka river started only in 2012. Phase 1 covering the portion of the Marikina side (opposite San Mateo side where South Libis, Banaba is located) was completed in 2012. Phase 2 covering the South Libis area started in February 2013.

In a report from the Department of Public Works and Highways (DPWH), the project on the “Repair/Rehabilitation of Gravity Wall along Nangka River Phase II” for the San Mateo Rizal side of the river started on February 26, 2013 and was supposed to be completed by June 26, 2013. The project is not yet completed as of August 2013 (from <http://www.dpwh.gov.ph/infrastructure/pms/pmo.asp?es=ong>, 2013). The project is implemented by the national government through the DPWH and funded by the Japan International Cooperation Agency (JICA).

Member 9, however, perceived that there was one issue with the formation of SAMAKABA.

“It [SAMAKABA, Inc.] was organized by informal settlers right inside the easement of the two rivers. It [building houses on the easement] is illegal but they envision owning the land. Since then, they engage with government officials and other politicians to bolster their chance for ownership.”

--- Member 9

He also explained that Buklod Tao, Inc. did not join SAMAKABA, Inc. in dialogues with government for the rip-rapping of the riverbank. Buklod Tao believes in the “technology of the gabion box and not government’s gravity wall rehabilitation technology” (from interview with Member 9).

Given these, strategies formed in this round are summed up as follows:

Round 2 Strategies (Riverbank Erosion)		
	No.*	%
1. Reformulation of solutions	3	10%
2. Creation of new structures	1	3%
3. Planning with the community	1	3%
4. Dialogue with government	1	3%

*n=30

To solve the issue between the two organizations, both decided to peacefully co-exist (from interview with Member 9). Member 6 continued to be an active member of Buklod Tao and semi-active member of SAMAKABA.

4.1.2.4 The Coming of an Unforeseen Issue/Problem

With the issue on riverbank erosion still hanging in this round, Buklod Tao encountered its greatest challenge when Typhoon *Ondoy* (Typhoon Ketsana in English) brought the highest flood level the community had experienced and washed away almost all houses built near the riverbank in 2009. The said typhoon recorded the highest rainfall in the Philippines since 42 years ago.

All 30 interviewees said that flooding is the top issue encountered by the organization.

Round 2 Issue/Problem (Flood)		
	No.*	%
Flood	30	100%

*n=30

The participants in all FGD groups also considered flood as the top problem encountered by the community.

Issue/Problem*		No. of Participants**	Percent
Flood	FGD Group 1	10	
	FGD Group 2	5	
	FGD Group 3	8	
	TOTAL	23	100%

*based on FGD **n=23 (total FGD participants in all groups)

4.1.2.5 The Strategies for the Unforeseen Issue/Problem

Almost all or 29 (97%) out of 30 interviewees said that use of knowledge on disaster risk reduction system established by Buklod Tao helped them hurdle the challenges brought by flood. For instance, Member 6 said she already knew what to do when Typhoon *Ondoy* came because she has been trained by Buklod Tao on disaster preparedness.

Twenty five (83%) of the 30 interviewees said they meet regularly to update themselves and discuss disaster risk reduction and management (DRRM). The 25 interviewees said that Buklod Tao does not miss to include DRRM issues in their quarterly general assembly (GA) and in the meeting of the Board of Trustees.

Round 2 Strategies (Flood)		
	No.*	%
1. Use of knowledge on the group's DRRM system	29	97%
2. Regular meetings and discussions	25	83%
3. Reformulation of solutions	3	10%
4. Creation of new structures	1	3%
5. Planning with the community	1	3%
6. Dialogue with government	1	3%

*n=30

“During Board meetings, our President [Member 9] would show a powerpoint presentation on climate change. In the meetings, we discuss among ourselves that this [flood] is the new normal so we have to prepare.”

--- **Member 11**

In these regular meetings that they had, Member 8 suggested the creation of a bigger rescue team in Barangay Banaba. According to her, the suggestion rooted from her experience with her family having been trapped in her home in one incident of flood.

“Member 9 asked me if I knew how to swim. I told him my husband grew in the sea. After that, Buklod Tao gave me a boat which will be used for rescue operations in my area.”--- **Member 8**

“I’ve seen Buklod Tao fighting with the flood ever since. We plan with the community. We don’t make plans for them.” --- **Member 6**

“We hold urgent meetings after the event to discuss what to do next.”
--- **Member 22**

All participants in FGD groups 1, 2 and 3 perceive that the meetings and quarterly GA which integrated informative presentations on environmental issues as well as DRR awareness activities helped in solving their issues on flooding. The participants in Group 2, however, have not been able to attend recent meetings that are held in the evacuation site of Buklod Tao in Greenland Executive Village.

In this round, there were three crucial decisions made by Buklod Tao: (a) the reformulation of their solutions to the perennial problem of riverbank erosion; (b) the decision to peacefully co-exist with SAMAKABA, Inc.; (c) the decision to maintain and update their systems for DRRM, including the buying of a land where the evacuation/livelihood center will be built; and (d) the decision to address post-flood problems e.g., livelihood through provision of financial assistance as seed fund for members.

4.1.2.6 The Outcomes

Majority or 77% of the interviewees said that the process of strategy formation in this round led to increased common knowledge and practices on as well as change in attitude toward DRRM. About 23% perceive that the interactions in this round led to an updated organizational structure, systems and physical infrastructure and increase in partnerships with other organizations.

Round 2 Outcomes		
	No.*	%
1. Increased common knowledge and practices on DRRM	23	77%
2. Change in attitude toward disasters	23	77%
3. Updated organizational structure, systems and physical infrastructure	7	23%
4. DRRM partners increased	6	23%
5. Common understanding on solutions	3	10%
6. Win-win solution	1	3%

*n=30

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FGD Groups 1, 2 and 3 likewise said that their knowledge on DRRM increased. FGD Group 2 discussed how Buklod Tao’s early warning system, rescue boats as well flood level measurement system helped them survive Typhoon *Ondoy*.

4.1.2.7 The Ultimate Outcome

All 30 interviewees perceive that both the interactive process and the outcomes ultimately resulted in unity or cohesion. Ten or 33% perceive that their efforts have resulted in Banaba community’s resilience to disasters.

Round 2 Ultimate Outcome		
	No.*	%
1. Unity/Cohesion	30	100%
2. Resilience to disaster	11	37%

*n=30

4.1.2.8 Rules

As regards factors that influence interactions in this round, all interviewees perceive that rules which have become more formal created an impact on how they interact with each other.

All 30 interviewees perceive the presence of the Board of Trustees, the requirement to attend the GA and the presence of an established DRRM system influenced interactions among the members and the outcomes.

For instance, Member 13 perceives that decision making on the level of the Board hastens the process of problem solving. member 2, on the other hand, perceive having an established DRRM system changed her attitude toward disaster in the sense that she does not anymore fear for her family’s safety because the system is very good.

Round 2 Rules		
	No.*	%
Formal rules:		
1. Board of Trustees	30	100%
2. Required attendance to the General Assembly	30	100%
3. DRRM system	30	100%
4. Required attendance to the weekly meetings of Board of Trustees	9	30%
5. Vision, mission and core values	9	30%
6. Constitution and by laws	9	30%
7. Three Programs	9	30%
a) Disaster management program		
b) Solid waste management program		
c) Advocacy and environmental paralegal program		
8. Organizational Strategies	1	3%
Informal rule:		
1. All members of the Board of Trustees are given time to air their opinions on issues	9	30%

*n=30

4.1.2.9 Divergent Perceptions on Issues

As for the issue on riverbank erosion, 10% perceive it as an environmental issue because they believe that the occurrence of erosion is a natural phenomenon. However, 3% perceive it as a housing and economic issue due to the aftermath of erosion where some members lose their homes and thereby need more income to rebuild these houses.

Round 2 Divergent Perceptions on the Issues/Problems		
	No.*	%
The riverbank erosion as:		
1. an environmental issue	3	10%
2. a housing issue	1	3%
3. an economic issue	1	3%
Flood as:		
1. an environmental issue	30	100%
2. an economic issue	30	100%
3. a social issue	2	7%
4. a housing issue	1	3%
5. a financial issue	1	3%

*n=30

Meanwhile, all 30 interviewees perceive flood as both an environmental and economic issue. They believe that it is environmental due to climate change and that it is economic because it affects livelihood activities in their area. The 7% who perceive it as a social issue mentioned cases of abuse in the evacuation centers.

4.1.2.9 Divergent Perceptions on Strategy Formation

Divergent perceptions on the strategy formation were likewise present in this round. Regarding the riverbank erosion issue, 10% perceive that in formulating strategies, it is actually possible to reformulate solutions as what they did in the sandbagging and bamboo planting and rip rapping ideas to be able to solve the problem.

On the other hand, 7% perceive that the gravity of the issue determines actors who should solve the problem. For instance, two members mentioned that the erosion problem is a difficult one making it beyond the control of the residents and that only government has the capacity to solve it.

Round 2 Divergent Perceptions on Strategy Formation		
	No.*	%
On the riverbank erosion:		
1. It is possible to reformulate solutions	3	10%
2. Extent of issue defines who should act on it	2	7%
3. Agreeing to disagree hastens decision-making	1	3%
On flood:		
1. Problems can be solved through discussions and meetings on DRRM and the issue	30	100%
2. Presence of strict leadership that steers the process hastens problem solving	6	20%
3. Problem is easier to solve if members are prepared	4	13%

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4. There are some issues/problems that do not require debates or exchange of opinions	2	7%
5. Participatory planning process helps in problem solving	2	7%
6. Members' knowledge of organization's objectives are key to problem solving	1	3%

*n=30

On the issue of flood, all interviewees perceive that discussions and meetings on DRRM as well as the issue help solve the problem. Member 11, for instance, perceives that the incorporation of presentations on DRRM during Board meetings and GA prepared the residents during typhoons and thereby making them more resilient to disasters.

About 20% said that the presence of a firm leadership hastens problem solving. Member 13, for instance, perceives that the firm stance of Buklod Tao's president on environmental issues helps the members understand the issue on a higher level, thus making them more knowledgeable of the nature of the problem as well as its effects on them.

4.1.2.10 Commitment

As for commitment, 87% said they have committed their time while 40% shared their knowledge to help solve flood-related issues. They perceive commitment as something that influence interaction as well as the outcomes because when they spend more time for the organization as volunteers, they are able to share more ideas and experiences with each other.

Round 2 Commitment		
	No.*	%
1. Time	26	87%
2. Knowledge	12	40%

*n=30

4.1.2.11 Collective Action/Activities

In this round, all interviewees enumerated quarterly GA, trainings, seminars and workshops particularly on DRRM, flood rescue and relief operations as activities that increased their interaction. All of them perceive that all these activities helped them gain more knowledge about disaster preparedness.

Round 2 Collective Action/Activities		
	No.*	%
1. Quarterly general assembly	30	100%
2. Trainings, seminars and workshops	30	100%
3. Flood rescue operations	30	100%
4. Relief operations	30	100%
5. Trade fairs	2	7%

*n=30

4.1.3 ROUND 3: The Flight

The decision of Buklod Tao to update their disaster management systems led to another chapter of battling with problems.

Thus, Round 3 shows the challenge encountered by Buklod Tao in dealing with the issue of the organization’s transfer of office, the actors involved as well as the strategies set to be implemented. The expected outcomes are presented at the end of the round.

4.1.3.1 Context

On 20 March 2011, almost two years after Typhoon *Ondoy*, Buklod Tao was able to acquire an 827-square meter lot for its evacuation and livelihood center (Bukluran, 2011). Christian Aid Philippines, a non-government organization with head office in the United Kingdom funded Buklod Tao for this project. The location of the evacuation center is at Lot 24, Main Street, Greenland Executive Village in San Mateo, Rizal. It is about two kilometres away from Barangay Banaba.

Since the acquisition of the lot, Buklod Tao transferred its office from Banaba to Greenland and conducted activities in the said area. The construction of the three-storey building started early 2013.

4.1.3.2 Issue/Problem

Fourteen (47%) out of the 30 interviewees said the construction of evacuation and livelihood center is a major issue due to the distance of the center from their homes. About 13% said unfair provision of financial assistance to members is also a major issue in this round because it created a gap among members of the group.

Issues/Problems		
Round 3		
	No.*	%
1. Construction of evacuation and livelihood center in Greenland	14	47%
2. Unfair provision of financial assistance to members	4	13%

*n=30

“They said that if flood comes, we will evacuate to Greenland but it’s too far. The street will be flooded even before we manage to get there.”

--- **Member 30**

“I cannot attend the meeting in Greenland because it’s too far.”

--- **Member 23**

Member 9, representing the view of the Board of Trustees, perceives that the construction of the evacuation center in the area will help members “get out of harm’s way.” The location of the evacuation center is one of the non-flood prone areas in San Mateo, Rizal.

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4.1.3.3 The Strategies

The transfer of office and the construction of evacuation and livelihood center are issues currently being addressed by Buklod Tao. The present Board of Trustees conducted a meeting to decide on how to deal with the issue.

The following are the current Board of Trustees:

Names
Manuel A. Abinales
Drissa Sogodogo
Francia M. Encinas
Rosalyn A. Ramos
Pablo C. Taon III
Teresita S. Belen
Josefina M. Verbo
Agnes M. Barlan
Erwin S. Puno

To resolve the issue, the Board agreed and decided to discuss this with Buklod Tao members in the area. It is interesting to note that some members perceive that these issues are matters for the Board to solve and did not anymore responded to questions on perceived actions for strategy formation and outcomes.

Hence, the group through the Board of Trustees, decided to implement the following strategies:

Round 3 Strategies		
	No.*	%
1. Holding of 2013 Third Quarter General Assembly meeting at the Dona Pepeng court	9	30%
2. Home visitations/discussions	9	30%
3. Creation of a newsletter as a venue to explain the benefits of the evacuation and Livelihood center	9	30%

*n=30

4.1.3.4 The Outcomes

With these strategies, the Board expects the following outcomes:

Round 3 Expected Outcomes		
	No.*	%
1. Deeper understanding of decision to transfer office in Greenland	9	30%
2. Deeper understanding on decision to construct evacuation/livelihood center in Greenland	9	30%
3. Increased members' participation to meetings and general assemblies	9	30%
4. Updated knowledge on DRRM	9	30%

*n=30

4.1.3.5 The Ultimate Outcome

Also, the Board expects the following ultimate outcomes:

Round 3 Expected Ultimate Outcome		
	No.*	%
1. Unity/Cohesion	9	30%
2. Resilience to disaster	9	30%

*n=30

4.1.3.6 Rules

Meanwhile, all interviewees perceive that the presence of formal rules such as decision making by the Board of Trustees and requirement to attend the GA still remains as factors that increase interaction among members. It is also interesting to note that the number of programs has significantly increased in this round and 30% perceive these programs to have influenced the interactive processes within the organization.

Round 3 Rules		
	No.*	%
Formal rules:		
1. Board of Trustees	30	100%
2. Required attendance to the General Assembly	30	100%
3. Funder-grantee agreements and contracts	9	30%
4. Six Programs:	9	30%
a) Community Managed Climate and DRRM program		
b) Social Enterprise Capital Augmentation/Poverty Alleviation/Livelihood program		
c) Environmental Enhancements and Paralegal Advocacy Program		
d) Information, Education and Communication program		
e) Buklod ng Kabataan (youth) program		
f) Lingap-Loob, Lingap Kapwa(Psychosocial) program		
Informal rule:		
Gossiping is prohibited	1	3%

*n=30

4.1.3.7 Divergent Perceptions on Issues/Problems

Half of the interviewees perceive the construction of the center as a spatial issue citing the distance as a major factor for them to not interact or attend meetings and assemblies. About 47% of the interviewees perceive it as an economic issue. They believe that going to the center just to attend GA, meetings and other activities would be a loss on their part because they have to spend for travel fares.

On the other hand, 27% perceive the unfair provision of financial assistance to members also as an internal management issue because they believe that the Board of Trustees, particularly the president, has been unjust in its decisions regarding this issue. About 13% perceive that it is a behavioural issue. Four members cited cases of members who were not able to expand

the seed funds and this became the reason for ineligibility for a second chance of getting the grant.

Round 3 Divergent Perceptions on Issues/Problems		
	No.*	%
The construction of evacuation and livelihood center in Greenland as:		
1. a spatial issue	15	50%
2. an economic issue	14	47%
Unfair provision of financial assistance to members as:		
1. an internal management issue	8	27%
2. behavioural issue	4	13%

*n=30

4.1.3.8 Divergent Perceptions on Strategy Formation

About 47% of interviewees perceive that interaction through meetings and dialogues between the Board of Trustees and members of the organization is key to decision-making.

Meanwhile, on the issue of unfair provision of loan assistance, 13% also perceive that meetings and discussions would help in problem solving and decision making in this round. However, 7% perceive that it is only the group's President who decides on some aspects of the issue and 3% perceive that the Board has been unfair in its decision relative to this issue.

Round 3 Divergent Perceptions on Strategy Formation		
	No.*	%
On the construction of evacuation and livelihood center in Greenland:		
1. Discussions, meetings and dialogues between the Board of Trustees and members helps in decision-making	14	47%
On unfair provision of financial assistance to members:		
1. Discussions, meetings and dialogues between the Board of Trustees and members helps in decision-making	4	13%
2. Only the President decides on who shall receive the assistance	2	7%
3. The Board of Trustees has been unfair in providing loan assistance	1	3%

*n=30

4.1.3.9 Commitment

Regarding the commitment factor, 47% feel that they are committed to the organization because they give their time by attending activities organized by the group. About 30% share their knowledge to the group while 13% are on inactive status.

The members who said they shared their time and knowledge perceive that commitment influence interaction because it is what drives them to interact with other members, regardless of the organization's required attendance to activities.

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Round 3 Commitment		
	No.*	%
1. Time	14	47%
2. Knowledge	9	30%
3. Not committed (inactive status)	4	13%

*n=30

4.1.3.10 Collective Action/Activities

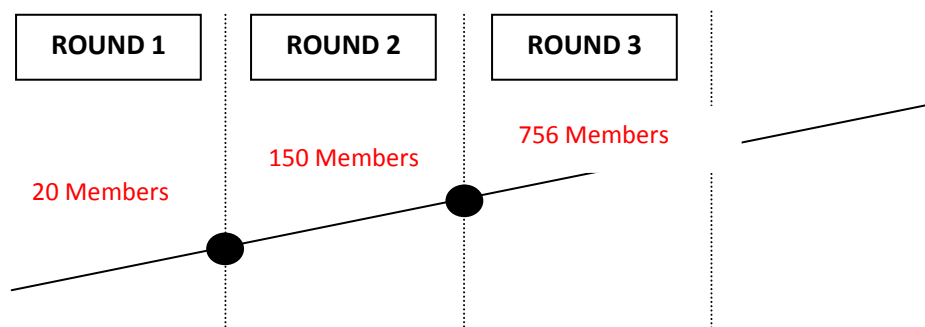
In this round, 30% mentioned that all the daily workers and carpenters involved in the construction of the evacuation and livelihood center are members of Buklod Tao.

Round 3 Collective Action/Activities		
	No.*	%
1. Involvement of members in the construction activities (e.g., daily workers, carpenters)	9	30%

*n=30

4.2 Analysis

The findings outlined above in each round clearly shows that the number of actors increased over time. In round 1, the group started with only 20 members in the BEC group. The beginning of round 2 started with Buklod Tao, Inc. as a formal people's organization with 150 members. As of 2012, the organization has 756 active members and still counting.



Certainly, the increase in membership has boosted the number and extent of interactions. With more members, more meetings were held at different levels. In round 1, there is only one level of interaction, a meeting among the members of the group with one person (Member 9) as coordinator-leader. However, in round 2, the increase paved the way to two levels of interaction: one, at the level of the Board of Trustees and two, at the level of the General Assembly involving all members.

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As the round progressed, actors from outside the community came in. Some started as peripheral actors who became integral actors in the succeeding rounds. In round 1, there were only peripheral actors such as Attorney Enrique Rodriguez of the provincial government, the SALIGAN and Tanggol Kalikasan who intervened to help the community achieve its goal of stopping the proposed cement batching plant but not to be integral parts of all their activities.

Round 1 greatly differs in comparison to round 2 in this aspect. In round 2, the roles of the actors became more complex. This is explained by some actors who performed dual roles due the creation of another organization, the SAMAKABA, Inc. and the influx of other organizations that wanted to help people in Barangay Banaba like COSE. Member 9 also evolved from being an animator who merely coordinates and mediates to a founding president who leads the Board of Trustees and the General Assembly and manages the administrative side of the organization.

Round 2 and Round 3 illustrate the increase in the number of outside actors such as non-government organizations who funded Buklod Tao's activities. . For instance, the Center for Disaster Preparedness (CDP) started as an actor who merely provided a small amount to finance one of the organization's activities. In Rounds 2 and 3, it became integral to the group being one of Buklod Tao's main partners in its DRRM trainings/workshops as well as in the construction of the evacuation center (with Christian Aid).

This makes these actors not only peripheral but also integral to the group because they need to account for the financial assistance that they provide the organization with. These actors have to make sure that the funding goes to where it should be and that Buklod Tao is doing activities based on their agreements. At the same time, Buklod Tao has to ensure that it is spending the assistance in the right things and that it is doing things right based on the agreements.

Process

Meanwhile comparing issues across all rounds, all interviewees said that flood is the main issue of the community (see Table 4.2.1). It is interesting to note that while the construction of the evacuation and livelihood center were considered by Buklod as a response to the flood and livelihood problem, 47% of the interviewees said its location created another issue. The 14 interviewees mentioned distance as a reason why this is an issue. Some of them also mentioned the holding capacity of the center as an issue because it can only accommodate 89 families as the center only has 89 cubicles.

Almost all or 29 out of 30 interviewees (97%) of interviewees mentioned the use of knowledge on the organization's disaster management system as their strategy to solve the flood problems in the second round. But across all rounds or over time, the conduct of regular meetings and discussions has been the most used strategy (see Table 4.2.2).

As regards the approach during the meetings on issues over time, it is important to note that meetings held in round 1 are more inclusive and "one shot deals" as there were no formal structure yet that steered the discussions. This approach changed in Round 2 as the bottom up approach was considered in the meetings. The agreements made during the general assembly become inputs to meetings at the Board level. However, in round 3 the approach changed to a "sandwich" method where the Board of Trustees still meets regularly but with considerations on decision-making which were not yet discussed in the assembly.

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Outcomes

Twenty-three or 77% of the interviewees said that the strategy formation resulted in increased common knowledge and practices on DRRM (see Table 4.2.3). This has also changed their attitude toward DRRM. The pattern of responses over time shows that knowledge is a recurring outcome in the three rounds. New structures and systems, on the other hand are evident in both rounds 1 and 2.

Ultimate Outcome

Meanwhile, majority of the interviewees said that the interactions ultimately resulted in unity or cohesion among members in all rounds (see Table 4.2.4). In rounds 2 and 3, the ultimate outcome of resilience to disaster emerged and this could be explained by the events of flood that started affecting the community in round 2.

With the issues/problems they encountered, strategies they implemented as well as their perceived outcome out their efforts in all the three rounds, 19 (63%) out of 30 interviewees said they became united or cohesive as a group.

Table 4.2.1 Issues/Problems

Round 1			Round 2			Round 3		
	No.*	%		No.*	%		No.*	%
1. Proposed cement batching plant	15	50%	1. Flood	30	100%	1. Construction of evacuation and livelihood center in Greenland	14	47%
			2. Lack of government control on environmental and housing issues	4	13%			
			3. Riverbank erosion	3	10%			
			4. Internal management issues	3	10%			
			5. Unfair distribution of relief goods	1	3%			

*n=30

Table 4.2.2 Strategies

Round 1			Round 2			Round 3					
	No.*	%		No.*	%		No.*	%			
1. Conduct of meetings, forums and discussions to find ways on solving the issue on the proposed batching plant	15	50%	1. Use of knowledge on the group's DRRM system	29	97%	1. Holding of 2013 Third Quarter General Assembly meeting at the Dona Pepeng court	9	30%			
			2. Regular meetings and discussions	25	83%				2. Home visitations/discussions	9	30%
			3. Reformulation of solutions	3	10%						
			4. Creation of new structures	2	7%						
			5. Planning with the community	2	7%						
			6. Dialogue with government	1	3%	3. Creation of a newsletter as a venue to explain the benefits of the evacuation and livelihood center	9	30%			
			7. Creating new structure/formalization	1	3%						

*n=30

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Table 4.2.3 Outcomes

Round 1			Round 2			Round 3 <i>(Expected Outcomes)</i>		
	No.*	%		No.*	%		No.*	%
1. Consensus	15	50%	1. Increased common knowledge and practices on DRRM	23	77%	1. Deeper understanding of decision to transfer office in Greenland	9	30%
2. Deeper understanding of the effects of the proposed cement batching plant	15	50	2. Change in attitude toward disasters	23	77%	2. Deeper understanding on decision to construct evacuation and livelihood center in Greenland	9	30%
3. Increase in membership	3	10%	3. Updated organizational structure, systems and physical infrastructure	7	23%	3. Increased members' participation to meetings and general assemblies	9	30%
2. Changed view on the extent of the project	2	7%	4. DRRM partners increased	6	23%	4. Updated knowledge on DRRM	9	30%
3. Deeper knowledge on the various aspects of the issue	2	7%	5. Common understanding on solutions	3	10%			
4. Learning how to connect different views about the issue	1	3%	6. Win-win solution	1	3%			
5. Learning the importance of discussing issues	1	3%						
6. Win-win solution	1	3%						
7. Knowledge sharing/transfer	1	3%						
8. Improved capacity to pool resources	1	3%						

*n=30

Table 4.2.4 Ultimate Outcomes

Round 1			Round 2			Round 3 <i>(Expected Outcomes)</i>		
	No.*	%		No.*	%		No.*	%
1. Unity/Cohesion	15	50%	1. Unity/Cohesion	30	100%	1. Unity/Cohesion	9	30%
			2. Resilience to disaster	11	37%	2. Resilience to disaster	9	30%

*n=30

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Factors

To find out what influenced the interactive processes involving Buklod Tao, this researcher measured four factors: rules as an institutional factor; divergent perceptions on issues/problems and strategy formation as cognitive factors; commitment as social factor; and collective activities as social factor.

Rules

All interviewees said that rules are present in all rounds (see Table 4.2.6). For the first round, half of the interviewees said that they are guided by informal rules.

“At the height of the issue on the proposed cement batching plant, we were not required to attend meetings. We just attend if we want to...”

--- **Member 10**

In rounds 2 and 3, the interviewees said that they are guided by formal rules although there is 1 interviewee who said that they have an informal rule that gossiping is not allowed in round 3 and another informal rule on giving each member of the Board of Trustees the time to speak or air their opinion on various issues during meetings.

The responses on rules factor shows that rules change over time. It is interesting to note the big change in the number of flagship programs from round 2 to round 3. This has indeed led to more interactions over the two periods. The third round showed more involvement of the youth with the Buklod Kabataan program. Likewise, the social enterprise program could have caused membership to increase because it involves livelihood and income. Livelihood is mentioned by one interviewee as a major issue although she said that Buklod Tao’s role is only to help them and not provide dole outs. The social enterprise program also explains why the issue on unfair provision on loan assistance cropped up in round 3.

The most significant rule element is the established system of Buklod Tao on DRRM. This is directly related to the responses in the outcome where majority of the interviewees said that their knowledge on disaster management increased.

Requirement to attend meetings and other collective activities is also an important element that increased interaction among the members. For instance, most interviewees said they were required to attend the general assembly meetings.

Also, while membership application and fee are already required in the second round, it did not stop people from joining because they are aware that the activities this organization is doing will bring more benefits than costs. The organization can save their lives and some properties during flood through the early warning systems, the rescue teams and boats. The organization can provide them relief goods right after flood. The organization can even assist them financially to recover from the loss. Indeed, for them, being part of Buklod Tao will ultimately lead to their resilience to disaster as individuals and as families.

Table 4.2.6 Rules

Round 1			Round 2			Round 3		
	No.*	%		No.*	%		No.*	%
Informal rules:			Formal rules:			Formal rules:		
1. Presence of animator/ coordinator	15	50%	1. Board of Trustees	30	100%	1. Board of Trustees	30	100%
2. Everybody is required to speak their mind on the issue	15	50%	2. Required attendance to the General Assembly	30	100%	2. Required attendance to the General Assembly	30	100%
3. Non-compulsory attendance to meetings and discussions	5	17%	3. DRRM system	30	100%	3. Funder-grantee agreements and contracts	9	30%
4. "Pass the hat" (monetary contributions)	4	13%	4. Required attendance to the weekly meetings of Board of Trustees	9	30%	4. Six Programs:	9	30%
			5. Vision, mission and core values	9	30%	a) Community Managed Climate and DRRM program		
			6. Constitution and by laws	9	30%	b) Social Enterprise Capital Augmentation/Poverty Alleviation/Livelihood program		
			7. Three Programs	9	30%	c) Environmental Enhancements and Paralegal Advocacy Program		
			a) Disaster management program			d) Information, Education and Communication program		
			b) Solid waste management program			e) Buklod ng Kabataan (youth) program		
			c) Advocacy and environmental paralegal program			f) Lingap-Loob, Lingap Kapwa (Psychosocial) program		
			8. Organizational Strategies	1	3%	Informal rule:		
			Informal rule:			1. Gossiping is prohibited	1	3%
			1. All members of the Board of Trustees are given time to air their opinions on issues	9	30%	2. Everybody is required to speak their mind on the issue	15	50%
			2. Everybody is required to speak their mind on the issue	15	50%			

*n=30

However, rules that are not well communicated to the members also lead to non-interaction of these members like in the case of Member 30 who decided to be inactive because she did not fully understand the rules on eligibility to get the loan assistance for the second time.

Furthermore, data also show that as rules change, patterns and levels of interaction also change. For instance, when the organization has not yet been formalized, members are just confined to interacting with co-members and only Member 9 is communicating with peripheral actors. However, upon formalization, members began to also interact with peripheral and outside actors who became integral to the organization beginning round 2. For instance, Member 9 is not the only person who deals with Christian Aid, one of the major funders of Buklod Tao. The entire Board of Trustees meet with the NGO to discuss financial matters.

Influence of Divergent Perceptions on Issues/Problems and Strategy Formation

All interviewees said that divergent perceptions on issues/problems are present in all rounds (see Table 4.2.7).

In round 1, more than half or 50% of interviewees considered the proposed cement batching plant as a health issue citing incidence of sickness among members due to the dusts that they inhale from the excavation site. On the other hand, 7% perceived it as an economic issue bringing up the belief of their co-members that the project could provide job opportunities for the community.

In round 2, 10% of the interviewees perceive the erosion problem as an environmental issue while a few viewed it as an economic and housing issue. However, with these in mind, they formed strategies that are more inclined to addressing their housing and economic needs. The sandbagging, bamboo planting and even the rip rapping solutions were actually done to protect them from losing their houses and thereby making them continue their economic activities.

All interviewees also perceive flood as both an environment and economic issue in round 2. They cited vulnerability of the area to disasters, the location being right beside the river, particularly the high risk areas of North and South Libis. They also said that it is also an economic issue because they lost properties after the flood, their source of income such as their small stores are affected. One member like Member 12 even lost his job because the factory he worked for was hardly hit by the flood.

Hence, looking at it from the perspective of environment and economics, the organization formed their strategies along these lines in this round. They decided to update their DRRM systems and they even decided to include livelihood programs in various forms which extended up to the third round.

It is also interesting to note that the 7% who mentioned that it is a social issue talked about crime and abuse brought by flood. Member 6 cited incidence of some members abusing children of other members in the evacuation centers (schools). Member 9, on the other hand, said her husband cannot leave their house during flood and stayed at the roof for fear of theft.

With these findings, pattern of responses shows that most interviewees perceive all issues as economic issues that affect their livelihood and source of income. It is also interesting to note

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that the flood which majority of the interviewees considered as major issue covered all aspects such as environmental, economic, social and financial.

They interact more with other members because they wanted to address issues that affect all aspects of their lives, how they need acquire their basic needs and ultimately, the need to live.

Meanwhile, all interviewees also said that the influence of divergent perceptions on strategy formation is also present in the interactions (see Table 4.2.8). The members deem that these divergent perceptions make strategizing as well as their relationship healthier.

“We do debate. Our organization will never be healthy if not for these debates and different opinions. We still prepare coffee for each other after debates in the meeting.” --- Member 6

Majority of the interviewees in all rounds (50% in round 1; 100% in round 2; and 47% in round 3) perceive that discussions, meetings and dialogues with relevant people help in problem solving and decision making.

It is also interesting to note that 20% of interviewees in round 1 and 20% of interviewees in round 2 mentioned that the presence of a good and strict leader in the community helped in the strategy formation process and even hastens it. This indicates that trust factor also influences the interactive processes in the community. However, the researcher did not include trust as a variable in this study.

The presence of divergent perceptions on issues also increased as the number of members increased over time.

However, it is also interesting to note the perception of two members in round 2 that there are some flood-related issues that need not be tackled anymore because of the already established structure and system of Buklod Tao.

“When the flood is already there, we cannot discuss anymore, we need to do our tasks based on what we are told to do. We already knew what to do because our rescue teams are already adept at their fields.”
--- **Member 13**

Table 4.2.7 Divergent Perceptions on Problems

Round 1			Round 2			Round 3			
	No.*	%		No.*	%		No.*	%	
The proposed cement batching plant as: 1. a health issue 2. an economic issue	15	50%	The riverbank erosion as:	3	10%	The construction of evacuation and livelihood center in Greenland as:	15	50%	
			1. an environmental issue			1. a spatial issue			
	2. a housing issue	1	3%			2. an economic issue	14	47%	
				3. an economic issue	1	3%			
				Flood as:			Unfair provision of financial assistance to members as:		
				1. an environmental issue	30	100%	1. an economic issue	8	27%
				2. an economic issue	30	100%	2. a behavioural issue	4	13%
				3. a social issue	2	7%			
				4. a housing issue	1	3%			
				5. a financial issue	1	3%			

*n=30

Table 4.2.8 Divergent Perceptions on Strategy Formation

Round 1			Round 2			Round 3		
	No.*	%		No.*	%		No.*	%
On the proposed cement batching plant:			On the riverbank erosion:			On the construction of evacuation and livelihood center in Greenland:		
1. Problems can be solved by discussions and meetings on the issue	15	50%	1. It is possible to reformulate solutions	3	10%	1. Discussions, meetings and dialogues between the Board of Trustees and members helps in decision-making	14	47%
2. A good leader behind the activities makes problem solving easier	6	20%	2. Extent of issue defines who should act on it	2	7%	On unfair provision of loan assistance to members:		
3. Listening to each other's opinions was a better way to deal with the issue	5	17%	3. Agreeing to disagree hastens decision-making	1	3%	1. Discussions, meetings and dialogues between the Board of Trustees and members helps in decision-making	4	13%
4. Having Common objectives makes problem solving easier	1	3%	On flood:			2. Only the President decides on who shall receive the assistance	2	7%
5. Well-explained stance helps in persuading other members thus making problem solving easier	1	3%	1. Problem solving can be solved by discussions and meetings on the issue	30	100%	3. The Board of Trustees has been unfair in providing loan assistance	1	3%
6. Election of opinion helps make problem solving easier	1	3%	2. Presence of strict leadership that steers the process hastens problem solving	6	20%			
7. Firm position/stand on chosen solution helps more in decision making	1	3%	3. Problem is easier to solve if members are prepared	4	13%			
			4. There are some issues/problems that do not require debates or exchange of opinions	2	7%			
			5. Participatory planning process helps in problem solving	2	7%			
			6. Members' knowledge of organization's objectives are key to problem solving	1	3%			

*n=30

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Commitment

With regard to the commitment factor, most interviewees said they have committed to share their time and knowledge to the community (see Table 4.2.9). Time and knowledge are evident in all rounds.

Table 4.2.9 Commitment

Round 1			Round 2			Round 3		
	No.*	%		No.*	%		No.*	%
1. Time	15	50%	1. Time	26	87%	1. Time	14	47%
2. Knowledge	2	7%	2. Knowledge	12	40%	2. Knowledge	9	30%
						3. Not committed (inactive status)	4	13%

n=30

It is interesting to note the high level of commitment among members. They invest their time on attending frequent meetings as well as other collective activities such as trainings and workshops.

For instance, member 7 said that at the time of the cement batching plant issue, she was one of those who barricaded the vacant land. “I stood there the whole day just to help the group succeed in stopping the batching plant.” Currently, she sits as a member of the Board of Trustees and is in charge of giving early warning signals during flood. “I have rescued a lot of people in our area since 2004. I don’t have money to give but I give my whole time for Buklod Tao.” She also cooks for foreign volunteers in Buklod Tao such as the International Disaster Volunteers (IDV).

Member 8 also performed dual role as member of the Board of Trustees and President of an organization for the elderly. She also cooks for visitors of Buklod Tao. “We are all volunteers here. We don’t earn money. Whenever I am out of this office, I feel that I want to go back. This organization will save my family from flood. Buklod Tao is my life.”

Member 9, the founding president of Buklod Tao, remained single and devoted his whole for the organization. He goes to the Buklod Tao office at 7am and leaves at 7pm. He has shared all his knowledge, time and some amount of money for the members.

Collective Action/Activities

In terms of the collective action factor, majority or 50% of interviewees in round 1 and all interviewees in round 2 said that meetings and discussion groups influence interaction among members (see Table 4.2.10).

The increase in interaction is explained by the increasing number of collective activities of Buklod Tao. The communication strategy such as posters and personally delivered *pabatids* helped them interact more.

Table 4.2.10 Collective Action/Activities

Round 1			Round 2			Round 3		
	No.*	%		No.*	%		No.*	%
1. Meetings and discussion groups increased interaction of members	15	50%	1. Quarterly general assembly Increased interaction of members	30	100%	1. More members involved in the construction activities (e.g., daily workers, carpenters)	9	30%
2. Mass protests/rallies encouraged more participation/involvement from residents	15	50%	2. Trainings, seminars and workshops encouraged more participation from members	30	100%			
3. Filing of complaints to concerned government institutions encouraged cooperation from residents	4	13%	3. Flood rescue operations increased involvement from Volunteer-members	30	100%			
			4. Relief operations increased support of and participation from members	30	100%			
			5. Trade fairs increased participation and involvement of members	2	7%			

*n=30

4.3 What the Survey Says...

Table 4.3.1 Survey Results

		SA		A		NO		D		SD		M	
		No.*	%	No.*	%	No.*	%	No.*	%	No.*	%	No.*	
PROCESS	Main issues thoroughly discussed	3	6%	33	66%	6	12%	1	2%	2	4%	5	
	Openness to other members' ideas	6	12%	24	48%	11	22%	2	4%	1	4%	6	
	Members participate in strategy formation	4	8%	27	54%	7	14%	3	6%	0	0%	9	
	Ideas/Opinions are considered	3	6%	19	38%	18	36%	1	2%	1	2%	8	
	I share ideas/experiences/opinions	4	8%	15	30%	18	36%	2	4%	0	0%	11	
OUTCOMES	Win-win solution achieved	3	6%	17	34%	15	30%	0	0%	0	0%	15	
	Members gain knowledge from interactions	4	8%	30	60%	3	6%	0	0%	0	0%	13	
	BT meets goals and objectives after interactions	6	12%	29	58%	4	8%	0	0%	0	0%	11	
	Interaction outcomes are positive	4	8%	23	46%	11	22%	0	0%	0	0%	12	
	Interaction results are negative	0	0%	7	14%	22	44%	3	6%	1	2%	17	
ULTIMATE OUTCOME	We are united as a family	5	10%	28	56%	2	4%	0	0%	0	0%	15	
	I belong to the community	12	24%	25	50%	0	0%	0	0%	0	0%	13	
FACTORS	Rules												
	Rules influence interactions	7	14%	37	74%	1	2%	0	0%	0	0%	5	
	Members decide the rules	3	6%	22	44%	14	28%	2	4%	0	0%	9	
	Divergent Perceptions												
	Divergent perceptions on issues/problems are present	6	12%	28	56%	11	22%	2	4%	0	0%	3	
	Divergent perceptions on strategy formation are present	3	6%	24	48%	11	22%	3	4%	0	0%	9	
	Divergent perceptions on issues/problems influence interactions	3	6%	36	75%	7	15%	2	4%	0	0%	2	
	Divergent perceptions on strategy formation influence interactions	3	6%	23	46%	10	20%	3	6%	0	0%	11	
	Commitment												
	I contribute to BT*	3	6%	33	66%	8	16%	1	2%	0	0%	5	
	<i>Thirty (30) respondents or 60% said they contributed their time.</i>												
Collective activities													
I participate in collective activities	8	16%	25	50%	7	14%	0	0%	0	0%	10		
Collective activities influence interaction	5	10%	29	58%	4	8%	1	2%	0	0%	11		

SA = Strongly Agree

A = Agree

NO = No opinion

D = Disagree

SD = Strongly disagree

M = Missing

n = 50

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...On the Interactive Process

In a survey conducted by the researcher, about 66% of the respondents agreed and 6% strongly agreed (**total of 72%**) that these issues are thoroughly discussed by the members during interactions (see Table 4.3.1).

These results are also validated by the responses of the majority of interviewees regarding how they deal with the abovementioned issues or problems --- that they hold meetings, forums and discussion groups to gather ideas and opinions from members.

Twenty four respondents or 48% of the total number of respondents agreed and 12% strongly agreed (**total of 60%**) that members are open to others' ideas during interaction.

Hence, the issues or problems are discussed in depth because the members of Buklod Tao are open to hearing ideas from their co-members during interaction. This also explains the results in the table below which shows that majority or 54% agreed and 8% strongly agreed (**total of 62%**) that members participate in strategy formation.

However, despite the fact that issues are discussed, members participate in the discussion and that they are open to each others' ideas, less than half of the survey respondents or only 38% agreed and 6% strongly agreed (**total of 44%**) that their opinions are considered during interactions.

Likewise, less than half of the survey respondents or about 30% agreed and 8% (**total of 38%**) strongly agreed that they are able to share ideas, experiences and information to help the organization solve its issues and problems.

It is also interesting to note that 36% in both results on consideration of opinion and sharing of ideas have no opinion on the matter. These results, then, could be points validated by the responses of the interviewees that while there Buklod Tao is open to discussions and ideas, there is a Board of Trustees who decides for the "common good."

Meanwhile, about 34% agreed and 6% strongly agreed (**total of 40%**) that win-win solutions or mutual negotiations are achieved after the interactions of members of Buklod Tao. It is also interesting to note that while there are 11 missing responses, no survey respondent disagreed or strongly disagreed that win-win solutions are achieved after the interactions. This could also be explained by the fact that not all members are able to join the Board of Trustees meeting wherein negotiations for win-win solutions are made.

Nevertheless, more than half or 46% agreed and 8% strongly agreed (**total of 54%**) that these interactions resulted in positive outcomes.

Majority or 68% agreed and 8% strongly agreed (**total of 76%**) that members learn from the interactions. While there are 13 missing responses, no one among the survey respondents disagreed or strongly disagreed that members indeed gained knowledge from these interactions. The responses of half of the interviewees in Round 1 and majority or 77% of all interviewees in Round 2 that the interactions helped them gain knowledge and learnings confirm these survey results.

Also, majority or 58% agreed and 12% strongly agreed (**total of 70%**) that as an organization, Buklod Tao is able to meet its goals and objectives after the interactions.

It is interesting to note that despite the fairly significant results of the survey regarding consideration of members' opinions as well as achievement of win-win solution, majority of the respondents still perceive the outcomes and ultimate outcomes as positive.

What is also worthy to note is that while majority finds the interaction outcomes positive, a fairly significant number or 44% of the survey respondents have no opinion on whether interactions resulted in negative outcomes.

This implies that while they find interaction outcomes in some issues as positive, they perceive the outcomes in other issues differently. Interview responses regarding positive outcomes of the proposed cement batching plant and flood as well as the responses on negative outcomes regarding the construction of evacuation and livelihood center in Greenland and the provision of loan assistance to members validate these survey results.

Ultimately, however, majority of the survey respondents or 56% agreed and 10% strongly agreed (**total of 66%**) that interactions within Buklod Tao led to community cohesion as described by their being united as a family.

Likewise, majority or 50% agreed and 24% strongly agreed (**total of 74%**) that they belong to the Buklod Tao community.

...On the Factors

The survey also sought to see what factors influenced interactions among Buklod Tao members.

Rules

Majority or 74% agreed and 14% strongly agreed (**total of 88%**) that rules influence interactions. This is validated by the responses of the interviewees regarding the requirement to attend collective activities of the organization such as meetings and trainings as well as to abide by the rules on matters such as loan financing for members and funder-grantee agreements between Buklod Tao, Inc. and its funders such as Christian Aid and IDV.

However, only half of the respondents or 44% agreed and 6% strongly agreed (**total of 50%**) that these rules are decided by Buklod Tao members. This could be explained by what the interviewees said that again, there is a Board of Trustees who makes crucial decisions for the organization.

Divergent perceptions on issues and problems

In the same survey, 56% agreed and 12% strongly agreed (**total of 68%**) that there were divergent perceptions on the issues or problems encountered by Buklod Tao. Responses of interviewees validate these results. For instance on the issue of flood, varied perceptions

were made such as saying that flood is an issue of losing properties, of losing learning days for children, of losing jobs and that it is both an environmental and political issue.

About 48% agreed and 6% strongly agreed (**total of 54%**) that there were also divergent perceptions on the formation of strategies to solve the issues or problems.

Majority or 75% agreed and 6% strongly agreed (**total of 81%**) that these divergent perceptions on issues or problems influence interactions among members.

About 46% agreed and 6% strongly agreed (**total of 52%**) that these divergent perceptions on strategy formation influence interaction of Buklod Tao members.

The survey results on the influence of divergent perceptions on issues/problems and strategy formation could be explained by the responses in the interviews that more interactions happen because members have their own perspectives on issues. For instance, some members view the flood issue as an economic issue while others view it as a social issue. In the same vein, they also have different opinions on how to solve the problem because they have different perspectives on these issues

Commitment

In terms of commitment factor, 66% agreed and 6% (**total of 72%**) strongly agreed that they contribute to Buklod Tao.

About 60% of the total respondents said they contributed time; 42% contributed knowledge; and 6% contributed money.

Collective Activities

Meanwhile, 50% agreed and 16% strongly agreed (**total of 66%**) that they participate in the collective activities of Buklod Tao.

About 58% agreed and 10% strongly agreed (**total of 68%**) that collective action or activities influence the interaction of members. This could be explained by the numerous collective activities that Buklod Tao has conducted in its 17 years of existence as a people's organization.

Chapter 5. Conclusions

To reiterate, the researcher seeks to find answer to her research question/s, the main question being “what key institutional, cognitive and social factors influenced the interactive processes involving Buklod Tao in Barangay Banaba, San Mateo, Philippines that led to substantive, process-related and institutional outcomes, thus achieving community cohesion?”

5.1 On Complexities and Network Governance

Given the findings of this study, the researcher concludes that, indeed, institutional, social and cognitive factors influence interactions.

Guided by the adapted framework for network governance by Klijn and Koppenjan, the researcher infers that rules are the key institutional factors that influence interactions. Commitment and collective action are the key social factors while divergent perceptions on issues/problems and solutions, on the other hand are the key cognitive factors.

In the case of Buklod Tao, rules and commitment are the two most important factors that influence the interactive processes.

The rules and systems of Buklod Tao, particularly the DRRM-related ones, are the fundamental factors that paved the way for the creation of some collective activities or action which then led to more interactions among members of the organization. Also, guided by these rules, the organization was able to come up with integrative solutions, despite the presence of divergent perceptions on the issues and strategy formation. For instance, for the members to be able to integrate their perceptions and achieve consensus or win-win solutions, they needed rules first such as requirement to attend meetings and discussions to bring them together.

Yet, these interactive processes happen because members are committed to cooperate, because they know how they can benefit from interaction with the organization. They have differing opinions on a lot of issues and yet they commit themselves to interact. This is because they believe that Buklod Tao can save their lives again from the gutter of worse conditions like flood, which they deem as the most significant issue of the community. This goes back to the rules factor. Why? They commit their time because they have a priori knowledge that the DRRM systems and organizational rules of Buklod Tao have been proven to be effective and efficient.

Collective action or activities, on the other hand, are also factors that directly influence interaction. The more activities are conducted, the higher the number of interactions.

However, as mentioned in the network governance model, there are other factors that influence interaction. Trust is one factor that emerged in this research as exemplified by some Buklod Tao members who viewed problem solving and decision making as more efficient with the presence of strong leadership.

While network governance model illustrates that external developments influence the creation of rules, findings of this research state otherwise. This is exemplified by the fact that Buklod Tao already has the DRRM system even before the flood problem hit them. Because of this, members at some points did not have to interact. Depending on the nature of external developments (urgency element), time is also a factor that influences interaction or non-interaction of members.

Hence, rules, the level of commitment and the extent of collective action/activities changed over time. These changes have influenced the extent of interaction among members of the organization.

The researcher likewise concludes that the interactive processes which embrace integrative solutions to issues or problems as well as mutual dependence among members lead to positive intermediary outcomes that are substantive, process-related and institutional in nature. Also, the Buklod Tao case portrays an evolution of outcomes where the first round or the formative years show more process-related outcomes such as consensus and win-win solution. As the years go by, the members become in tune with how each one thinks thereby pushing the interactive processes toward more substantive and institutional outcomes such as deeper knowledge or learnings and establishment of new systems or structures.

Consequently, the entire process draws complexity in the sense that one factor can influence another and that institutional factors such as rules can directly influence the outcomes. For example, the established DRRM system of Buklod Tao resulted in increased knowledge and change in practices and attitude of the members.

The interactive processes involving the organization led to two ultimate outcomes. The first is community cohesion where members who --- despite their different perspectives --- were guided by rules and systems, driven by their commitment and collective activities to embark on continued to unite to make their community better.

Subsequently, the intermediary outcomes have also given rise to the ultimate outcome of community cohesion. As the members gain more learning from each other, master the art of achieving integrative solutions through consensus and win-win solution, and create a stronger structure, they become more cohesive as a community.

5.2 On Self-Organization

Likewise, the case of Buklod Tao embraces the elements of the self-organization model.

Boonstra and Boelens defined self-organization as something that involves initiatives originating in civil society itself at a specific place beyond government control.

Certainly, Buklod Tao started as a group of informal settlers who were driven by their faith and who eventually formalized their group because they were triggered by external developments that would have caused their lives and properties.

The autopoietic and dissipative nature of self-organization was also clearly evident in the formation of the organization. The formation is autopoietic in the sense that they initially organized themselves as a spiritual group, without influence from government or other institutions.

However, the formation became dissipative when they started to become a development-oriented group and formalized the group as a people's organization. By seeking help from non-government organizations such as SALIGAN and *Tanggol Kalikasan*, Buklod Tao opened itself to dissipative acts. In the same vein, the group needed intervention from government such as the Securities and Exchange Commission for their activities to be legally recognized.

Nonetheless, this research proves that success through self-organization is possible. Up to now, Buklod Tao is having a hard time getting support from the local government of San Mateo due to personal reasons involving the organization's founding president and the mayor. In spite of this, the organization thrived as a model for other communities not only in the Philippines but also in other Asian countries in terms of DRRM.

Buklod Tao's life spanning almost two decades revolved around its members who are all volunteers with only time and knowledge to share for the organization. The sense of volunteerism and commitment sometimes outshines the established rules and systems that made the members cooperate and interact deeply with each other.

5.3 On Managing Uncertainties

This study provides a picture of the fundamentals of governance within the confines of a case of a people's organization. While this may not be conclusive of the entire local governance spectrum, the Buklod Tao case shows an example of how POs deal with uncertainties within their own arena.

Across the rounds, interactions through intensive meetings and discussions have proven to be effective in the managing every issue/problem that the organization encounters. These are coupled with other strategies that began from linking perspectives rather than the usual steering approaches such as the bottom-up or top-bottom approaches. However, as the issue becomes more complex, the group saw the need for leadership as well as external

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interventions. Certainly, there is no ex ante formulation of objectives or strategies in the first round. The strategy formation changes depending on what the members deem as efficient and effective.

5.4 Contribution to urban governance

Many international organizations such as the United Nations and The World Bank cited the following as among the elements of good governance: strategic vision, participation, consensus orientation, responsiveness and rule of law.

This research illustrates, how in its own arena, a group of informal settlers created a name for itself as guided by a vision.

Buklod Tao envisions “a free, peaceful, and progressive community where everyone has strong relationships with God, fellowmen, mother nature, and capable to undertake disaster response.”

This research shows how 30 members of Buklod Tao participated in decision-making for the community of Barangay Banaba, how they form strategies and how they reach consensus on various issues.

This research also showed how the leadership of Buklod Tao responded to the needs of its members and how they enforced the organization’s rules and systems to achieve its goals.

Indeed, these four elements of governance are embedded albeit in the context of a community in an urban area. This could help other researchers who would like to study community governance. In the process, this research seeks to find audience in the local governments, particularly in the Philippines to add knowledge on how local government can involve themselves with their respective communities and vice versa.

On a more specific note, the UN Habitat campaigns for norms or principles of good urban governance. Two of these norms are efficiency and civic engagement (UN Habitat, 2002). The campaign provided practical means to realize the principles. For efficiency, it is necessary that public services are delivered and regulated through partnerships with the private sector and civil society. For civic engagement, one of the key means is to establish legal authority for civil society to participate effectively in the decision making processes of local government.

Buklod Tao partners with other non-government organizations and recently with the academe to deliver public services to the community. However, partnership with the local government is still missing. Thus, this research tries to bridge the gap between the local government and people’s organizations in the area to be able to deliver services more efficiently, particularly those that are DRRM-related. This research also desires to promote civic engagement by providing information on governance from the point of view of the community or neighbourhood.

5.5 Recommendations

Given the limitations of this study, the researcher recommends the following:

1. Conduct of further studies involving other factors that influence interactions such as trust;
2. Measuring priority factors to be able to ascertain which among the rules, divergent perceptions on issues and strategy formation, commitment, collective activities have the most significant influence on the interactive processes;
3. Conduct of a more extensive survey on the perceptions of community members on the factors that influence their interactions;
4. Conduct of comparative studies between two self-organized communities or between a self-organized and a non-self-organized organizations with the same variables; and
5. Conduct of a similar study on a broader scale, one which involves wider networks such as government and the private sector.

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ANNEX 1. Profile of Interviewees

	Age	
Member 1	46	<ul style="list-style-type: none"> • Buklod Tao member since 2012 • sewer of the organization's livelihood products such as bags made of tetra pots and "coco feet" slippers • the researcher's sweet foster parent in San Mateo during fieldwork
Member 2	42	<ul style="list-style-type: none"> • Buklod Tao member since 2012 • in charge of the organization's vegetable garden
Member 3	49	<ul style="list-style-type: none"> • Buklod Tao member since 1994 (BEC <i>buklods</i>) • current Treasurer of the organization • the researcher's "lunchmate"
Member 4	68	<ul style="list-style-type: none"> • Buklod Tao member since 1996 • now inactive • worked at the barangay health center
Member 5	62	<ul style="list-style-type: none"> • Buklod Tao member since 1995 • joined the organization to gain friends
Member 6	43	<ul style="list-style-type: none"> • Buklod Tao member since 2002 • Held dual role as secretary of Buklod Tao and President of SAMAKABA, Inc. in 2005 • currently sits as Secretary of Buklod Tao and semi-inactive member of SAMAKABA • articulate and loves to talk
Member 7	57	<ul style="list-style-type: none"> • Buklod Tao member since 2001 • rescue team leader in her area • one of the best cooks of Buklod Tao
Member 8	59	<ul style="list-style-type: none"> • Buklod Tao member since 2004 • credit collector of Buklod Tao • also held dual role as Board of Trustees of Buklod Tao and President of Coalition of Services of the Elderly, Inc. (COSE) • also one of the two best cooks of Buklod Tao
Member 9	65	<ul style="list-style-type: none"> • The strict and stern but very approachable, accommodating and dedicated Founding President of Buklod Tao • Goes to Buklod Tao office at 7am, leaves at 7pm
Member 10	63	<ul style="list-style-type: none"> • Buklod Tao member since 2000 • Brother of Member 3 • a man of few words
Member 11	56	<ul style="list-style-type: none"> • Buklod Tao member since 2010 • hailed from Mali, West Africa • a former missionary who married a Filipina • currently sits as Vice President of the organization • fabricates rescue boats of the organization
Member 12	43	<ul style="list-style-type: none"> • Buklod Tao member since 2010 • sits as the Auditor of the organization

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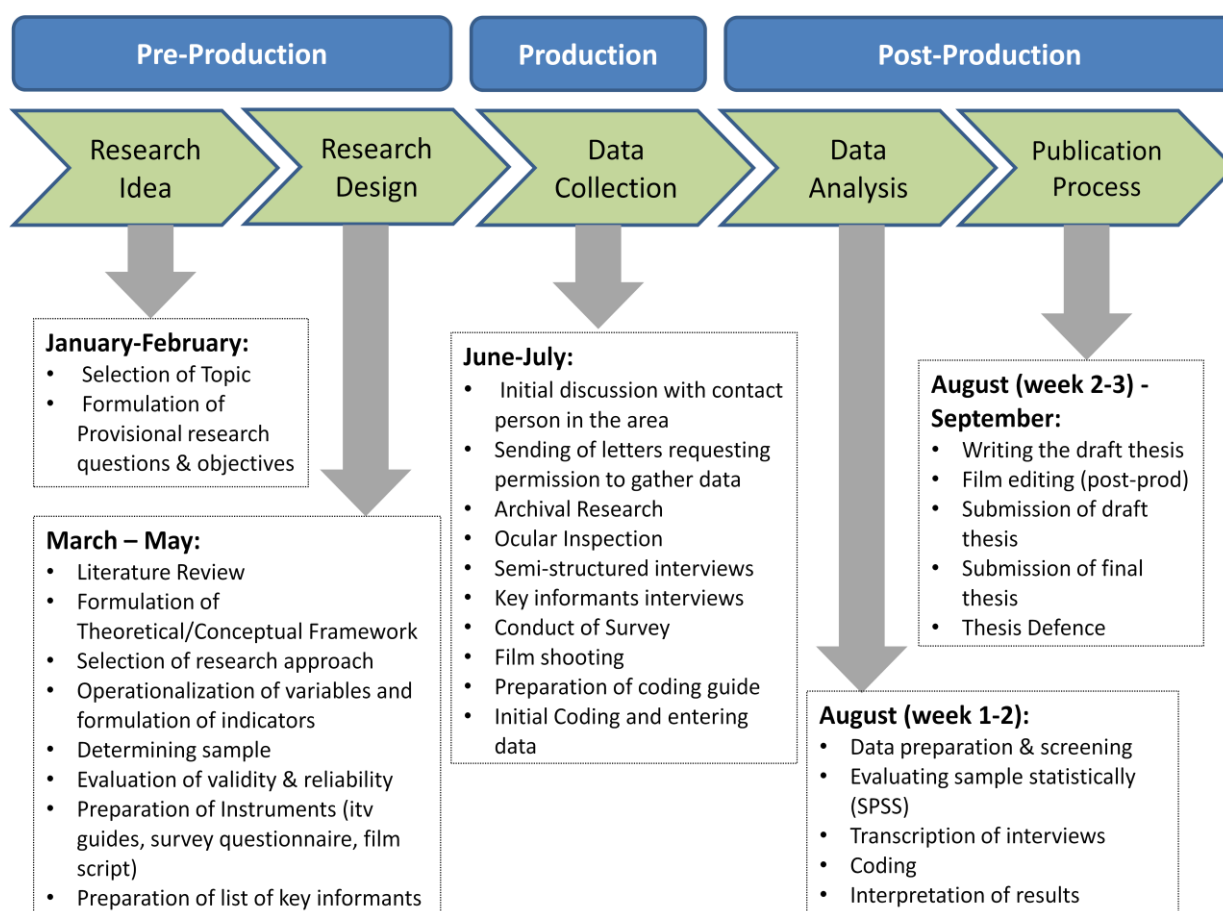
		<ul style="list-style-type: none"> lost his job after Typhoon Ondoy damaged the factory he was working in and volunteered in Buklod Tao thereafter
Member 13	53	<ul style="list-style-type: none"> Buklod Tao member since 2009 he calls himself the “radar” of the rescue team currently works as a carpenter for the building of evacuation and livelihood center
Member 14	28	<ul style="list-style-type: none"> Buklod Tao member since 2012, daughter of Member 8 a woman of few words
Member 15	40	<ul style="list-style-type: none"> Buklod Tao member since 2009 does volunteer work for the organization like cleaning of Tetra Pots and gardening often seen holding tetra pots around Buklod Tao office
Member 16	54	<ul style="list-style-type: none"> Buklod Tao member since 1995 annoyed by pig wastes dumped by her neighbours in the area
Member 17	76	<ul style="list-style-type: none"> Buklod Tao member since 1997 a staunch supporter of the founding President provided me snacks during interview and offered me lunch
Member 18	59	<ul style="list-style-type: none"> Buklod Tao member since 1997 one of those who plants vegetables and fruits in the vacant land that was supposed to be the location of the controversial proposed cement batching plant
Member 19	60	<ul style="list-style-type: none"> Buklod Tao member since 1997 enjoys joining river cleanup activities of the organization
Member 20	54	<ul style="list-style-type: none"> Buklod Tao member since 1997 currently inactive but said she is still a member aloof in the first few minutes of the interview but began to talk a lot when Typhoon Ondoy became the topic
Member 21	58	<ul style="list-style-type: none"> Buklod Tao since 1997 said she recognizes the organization’s efforts but felt slightly unhappy because of the alleged unfair relief distribution system of Buklod Tao
Member 22	48	<ul style="list-style-type: none"> Buklod Tao member since 1996 first ever Treasurer of Buklod Tao, also elected President thereafter a very resourceful sewer who produces wallets and bags made of politician’s tarpaulins a sweet motherly woman who would always send text messages to the researcher to say “good morning”, “good evening” and “take care”
Member 23	48	<ul style="list-style-type: none"> Buklod Tao member since 2010 Was washing her family’s clothes while heavy rains pour outside during the interview

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		<ul style="list-style-type: none"> • Also two houses away from the river
Member 24	65	<ul style="list-style-type: none"> • Buklod Tao member since 1997 • enjoyed the organization's activities during its early years such as making soaps made of <i>kamias</i>, she also cooks for members during meetings at that time
Member 25	35	<ul style="list-style-type: none"> • Buklod Tao member since 2010 • was babysitting during the interview, lives in a house with hollow ground floor located very near the riverbank
Member 26	25	<ul style="list-style-type: none"> • Buklod Tao member since 2009 • a banana cue (banana on stick) vendor
Member 27	56	<ul style="list-style-type: none"> • Buklod Tao member since 1997 • another staunch supporter of Member 9
Member 28	69	<ul style="list-style-type: none"> • Buklod Tao member since 1994 • was cooking peanuts during the interview • sells a very delicious homemade peanut butter
Member 29	48	<ul style="list-style-type: none"> • Buklod Tao member since 2008 • sells affordable clothes at the street of Dona Pepeng Subdivision
Member 30	72	<ul style="list-style-type: none"> • Buklod Tao member since 1997 • claims she was the original cook of the organization

ANNEX 2. TIME SCALE



SCHEDULE FOR FIELDWORK

JUNE	
9-11	Preparation of Instruments: <ul style="list-style-type: none"> Outline of Questions for the Semi-Structured Interviews Survey Questionnaire Film Script (Expected Sequences & Scenes only)
17-18	Archival Research <ul style="list-style-type: none"> Gathering of unpublished and published documents, maps, photos
19	Ocular Inspection <ul style="list-style-type: none"> Characterization of the area, community members Identification of key informants Identification of participants for Focus Group Discussion
20-25	Semi-structured Interviews Key Informants Interview
26-27	Conduct of Survey Transcription of Interviews

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JULY	
1-5	Conduct of Survey Transcription of Interviews
8-10	Conduct of Survey
11-16	Coding / Statistical Analysis Initial Analysis

ANNEX 3.

GUIDE QUESTIONS FOR SEMI-STRUCTURED INTERVIEWS/FOCUS GROUP DISCUSSIONS

Michelle U. Ardales

I. INTRODUCTION BY THE RESEARCHER

1. Explain the purpose of the research
2. General objectives of the study
3. What type of information I am trying to collect
4. What the respondent can expect from the interview:
 - Amount of time needed for interview
 - Confidentiality

II. GUIDE ON PROJECT BACKGROUND

The case study on Buklod Tao is part of the Master's Program that the researcher is currently taking from the Erasmus University of Rotterdam, Institute for Housing and Urban and Development Studies (IHS).

The research looks at how Buklod Tao self-organized and formed strategies to achieve positive outcomes. It also investigates the factors that influenced the interaction of community members as well as other actors outside the community to realize the same outcomes.

The objectives of the research are to:

- f) Analyze the interaction process involving the self-organized community in Barangay Banaba in San Mateo, Philippines (better known as *Buklod Tao*), the characteristics or nature of the interaction over time
- g) Assess the strategy formation based on the perceptions of the community members
- h) Map the build up of rules (institutional factor), integration of divergent perceptions on the problem and strategy formation (cognitive factor), collective action (social factor) and commitment (social factor) over time
- i) Analyze the influence of the abovementioned factors on the strategy formation as well as the intermediary outcomes to achieve community cohesion
- j) Draw conclusions on the links between the factors and outcomes and what this implies regarding community self-organization and governance

III. QUESTIONS

- Q1. Could you please explain your role in the community and when did you start to get involved it?
- Q2. How do you feel about/what is your opinion on the issues/problems?
- Q3. What were the issues that Buklod Tao has encountered since it started?
- Q4. What do you feel was the main issue that needed to be tackled urgently?
- Q5. Did you have different views with the other community members regarding the main issues that need to be tackled?
- Q6. What issues did you face while addressing the problems/issues?
- Q7. Who do you feel were the most important people involved during the assessment of the problems?
- Q8. Who were the most frequently involved during the assessment of the problems?
- Q9. What happened during the assessment of the problems?
- Q10. How did you, as a group, resolve each issue or find solution to each problem?
- Q11. What were the challenges encountered during the process of resolving issues?
- Q12. What resources were provided to solve the problems/address the issues?
- Q13. In what form were the resources provided?
- Q14. Who provided these resources?
- Q15. What were the decisions made for each issue/problem?
- Q16. Who were the key members that participated in the decision making?
- Q17. Given the decisions made, how do you presently perceive the issues/problems?
- Q18. Could you please expound more or describe in detail how you understand the issues/problems now? What do they mean to you now?
- Q19. Given the decisions made, how do you presently perceive the actions of the group on finding solutions to the problems?
- Q20. Could you please expound more or describe in detail how you now understand the actions of the group on finding solutions? What do they mean to you now?
- Q21. Do you feel that your contributions/insights/ideas are recognized by other community members?

Q22. What happens when your insights/ideas are not recognized by the community members?

Q23. Do you also communicate with people or group outside of Buklod in solving issues/problems?

Q24. How do you deal with them and vice versa?

Q25. Looking at how you dealt with the interaction over time, could you identify 4 key moments, times when there was key moments of change?

Q26. What happened after these moments?

Q27. What do you feel are the outcomes of the interaction?

Q28. How would you describe the positive outcomes of your interaction?

- Were goals achieved?
- Were you satisfied with the agreements made?
- Were your opinions and suggestions considered in the agreements?
- Did the interaction result in having win-win solutions for the problems?
- What did you learn about the interaction?
- Were there new committees formed within the group?
- Were there new systems in place such as holding of regular meetings (community only and those with outsiders), documentation of meetings, etc.?

Q29. Were there negative outcomes?

Q30. How do you feel about your place now?

Q31. How do you feel about your co-community members now?

Q32. Do you feel the rules that you mentioned helped the group achieve the outcomes?

Q33. Do you feel the divergent perceptions on issues and strategy formation that you mentioned helped the group achieve the outcomes?

Q34. Do you feel your commitment to the group helped achieve the outcomes?

Q35. Do you feel the collective activities that you mentioned helped the group achieve the outcomes?

V. THANK THE RESPONDENT

ANNEX 4. SURVEY QUESTIONNAIRE (FILIPINO VERSION)

SURVEY TUNGKOL SA PANANAW UKOL SA INTERAKSYON NG MGA MIYEMBRO NG BUKLOD TAO

Ang *survey* na ito ay isinasagawa bilang bahagi ng isang pag-aaral o pagsasaliksik sa Erasmus University Rotterdam sa bansang The Netherlands. Ang pagsasaliksik na ito ay tungkol sa mga *factors* o mga bagay na nakaka-impluwensya sa proseso ng pagsasalamuha ng mga kasapi o mga naggang bahagi ng Buklod Tao. Ang mga katanungan sa *survey* na ito ay nakatutok sa Buklod Tao at sa iyong pananaw tungkol sa uri ng mga isyu at problemang kinaharap ng organisasyon at sa kung anong mga istrategiya ang isinagawa upang ma-resolba ang mga isyu o problemang ito.

Maraming salamat po sa pagbabahagi ng inyong oras sa pagsagot ng *survey* na ito. Kung mayroon po kayong mga katanungan ay maaari nyo pong ipagbigay-alam kay Ms. Michelle Untalan Ardales sa numero 09328883159 o email michelle.ardales@gmail.com.

Makakaasa po kayo na lahat ng inyong kasagutan sa *survey* na ito ay mananatiling lihim o kompidensyal.

Pangalan: _____

Edad: _____

Kasarian: Babae ____ Lalaki ____

Paki-detalye ng iyong katungkulan sa Buklod Tao at kung kailan ka naging bahagi nito.

Taon ng pagsali: _____

Mga naging Katungkulan:

Pakilagyan ng tsek (✓) ang kahon o puwang na katabi ng iyong kasagutan.

1. Alin sa mga ito ang nagsasabi ng iyong kasalukuyang katungkulan o bahagi sa Buklod Tao?

Ako ay isang opisyal ng Buklod Tao o ng komunidad.

Pakisulat ng designasyon: _____

Ako ay miyembro ng Buklod Tao at aktibong nakikibahagi sa lahat ng aktibidad nito.

Ako ay miyembro ng Buklod Tao ngunit minsan lamang nagbabahagi ng kaalaman kapag may oras.

Ako ay hindi miyembro ng Buklod Tao ngunit aktibong nakikibahagi sa lahat ng aktibidad nito.

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Ako ay hindi miyembro ng Buklod Tao ngunit nakikibahagi minsan sa aktibidad nito kapag may oras ako.

Ako ay hindi miyembro ng Buklod Tao at hindi kailanman nakibahagi/nakikibahagi sa mga aktibidad nito. (I am not a Buklod Tao member and I do not participate / have not participated in any activity of the community.)

**PANANAW SA LIKAS NA KATANGIAN NG MGA ISYU
O PROBLEMANG KINAHARAP NG BUKLOD TAO**

2. Alin sa mga sumusunod ang sa iyong pananaw ay 4 na pinakamabigat na isyung kinaharap ng Buklod Tao?

- Isyu ng cement batching plant _____
- Isyu ng landfill _____
- Isyu ng pagbaha tulad ng Ondoy at Habagat _____
- Isyu ng paglipat ng opisina o lugar ng pagpupulong _____
- Isyu ng pagpapautang _____
- Isyu ng pagpapatayo ng evacuation center sa Greenland _____

3. May mga magkakaibang pananaw ang miyembro ng Buklod Tao tungkol sa ISYU o PROBLEMANG kinaharap nito.

- ___ matinding sumasang-ayon
- ___ sumasang-ayon
- ___ walang opinion
- ___ hindi sumasang-ayon
- ___ matinding hindi sumasang-ayon

4. Ang mga magkakaibang pananaw tungkol sa likas na katangian ng problemang kinaharap ng Buklod Tao ay naka-impluwensya o nakatulong sa resulta ng interaksyon ng mga miyembro.

- ___ matinding sumasang-ayon
- ___ sumasang-ayon
- ___ walang opinion
- ___ hindi sumasang-ayon
- ___ matinding hindi sumasang-ayon

Pakipaliwanag kung bakit at magbigay ng isang halimbawa:

5. Ang apat na pangunahing problema o isyu ay napag-usapan nang maayos.

- matinding sumasang-ayon
- sumasang-ayon
- walang opinion
- hindi sumasang-ayon
- matinding hindi sumasang-ayon

Pakipaliwanang kung

paano: _____

6. Ang aking mga pananaw o ideya ay kinunsidera o binigyang-pansin sa mga pag-uusap tungkol sa problema/isyung kinaharap ng Buklod Tao.

- matinding sumasang-ayon / strongly agree
- sumasang-ayon / agree
- walang opinion / no opinion
- hindi sumasang-ayon / disagree
- matinding hindi sumasang-ayon / strongly disagree

Pakipaliwanang kung paano at magbigay ng isang

halimbawa: _____

7. Ang mga miyembro ng Buklod Tao ay bukas sa mga pananaw o ideya ng lahat sa mga oras ng pag-uusap tungkol sa problema ng Buklod Tao.

- matinding sumasang-ayon
- sumasang-ayon
- walang opinion
- hindi sumasang-ayon
- matinding hindi sumasang-ayon

Pakipaliwanag at magbigay ng isang

halimbawa: _____

PANANAW TUNGKOL SA PAGLIKHA NG MGA ISTRATEHIYA
UPANG BIGYAN NG SOLUSYON ANG MGA PROBLEMA

8. Ang bawat miyembro ng Buklod Tao ay nakikibahagi sa paglikha ng mga istratehiya upang resolbahin o bigyan ng solusyon ang mga isyu o problema.

- matinding sumasang-ayon
- sumasang-ayon
- walang opinion
- hindi sumasang-ayon
- matinding hindi sumasang-ayon

Pakipaliwanang kung paano:

9. May mga magkakaibang pananaw ang miyembro ng Buklod Tao tungkol sa mga SOLUSYON sa isyu o problema.

- matinding sumasang-ayon
- sumasang-ayon
- walang opinion
- hindi sumasang-ayon
- matinding hindi sumasang-ayon

10. Ang mga magkakaibang pananaw tungkol sa likas na katangian ng mga SOLUSYON ay naka-impluwensya o nakatulong sa resulta ng interaksyon ng mga miyembro.

- matinding sumasang-ayon
- sumasang-ayon
- walang opinion
- hindi sumasang-ayon
- matinding hindi sumasang-ayon

Pakipaliwanang kung paano:

11. Ako ay nagbabahagi ng aking mga ideya, karanasan at impormasyon sa Buklod Tao upang makatulong na solusyunan ang mga problema o isyu.

- matinding sumasang-ayon
- sumasang-ayon
- walang opinion
- hindi sumasang-ayon
- matinding hindi sumasang-ayon

Magbigay ng

halimbawa: _____

PANANAW TUNGKOL SA MGA RULES

12. May mga *rules* na sinusunod ang Buklod Tao, pormal man o impormal.

- matinding sumasang-ayon / strongly agree
- sumasang-ayon / agree
- walang opinion / no opinion
- hindi sumasang-ayon / disagree
- matinding hindi sumasang-ayon / strongly disagree

Magbigay ng halimbawa ng pormal na rules ng Buklod

Tao: _____

Magbigay ng halimbawa ng impormal na rules ng Buklod Tao (rules na hindi nakasulat at maaaring pakiramdaman lamang ngunit sinusunod): _____

13. Ang mga rules na ito ay ginawa o pinagdesisyunan ng lahat ng miyembro ng Buklod Tao.

- matinding sumasang-ayon
- sumasang-ayon
- walang opinion
- hindi sumasang-ayon

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___ matinding hindi sumasang-ayon

COMMITMENT

14. May mga kontribusyon akong ibinahagi sa Buklod Tao.

- ___ matinding sumasang-ayon
- ___ sumasang-ayon
- ___ walang opinion
- ___ hindi sumasang-ayon
- ___ matinding hindi sumasang-ayon

15. Pakilagyan ng tsek (√) ang kahon o puwang na katabi ng iyong mga kontribusyon sa Buklod Tao.

- ___ oras
- ___ pera
- ___ kaalaman

COLLECTIVE ACTIVITIES

16. Nakikibahagi ako sa mga sama-samang aktibidad ng Buklod Tao.

- ___ matinding sumasang-ayon
- ___ sumasang-ayon
- ___ walang opinion
- ___ hindi sumasang-ayon
- ___ matinding hindi sumasang-ayon

17. Magbigay ng 5 halimbawa ng mga aktibidad kung saan ikaw ay nakibahagi.-

18. Ang mga aktibidad na ito ay nakatulong upang paigtingin ang interaksyon ng mga miyembro ng Buklod Tao.

- ___ matinding sumasang-ayon
- ___ sumasang-ayon
- ___ walang opinion
- ___ hindi sumasang-ayon
- ___ matinding hindi sumasang-ayon

RESULTA

19. Positibo ang mga naging resulta ng interaksyon ng bawat miyembro ng Buklod Tao:

- ___ matinding sumasang-ayon
- ___ sumasang-ayon

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- walang opinion
- hindi sumasang-ayon
- matinding hindi sumasang-ayon

Magbigay ng 3 positibong resulta na naka-impluwensya sa interaksyon ng mga miyembro:

Magbigay ng 3 dahilan ng positibong resulta ng interaksyon:

20. Ang mga layunin ng Buklod Tao ay nakamit.

- matinding sumasang-ayon
- sumasang-ayon
- walang opinion
- hindi sumasang-ayon
- matinding hindi sumasang-ayon

Magbigay ng 3 layunin na nakamit ng Buklod Tao:

21. Satisfied ako sa lahat ng resulta bunga ng interaksyon ng mga miyembro ng Buklod Tao.

- matinding sumasang-ayon
- sumasang-ayon
- walang opinion
- hindi sumasang-ayon
- matinding hindi sumasang-ayon

Pakipaliwanang kung bakit

22. May mga negosasyon o win-win solusyon na ginawa ang mga miyembro sa kani-kanilang sarili upang resolbahin ang mga isyu o problemang kinaharap ng Buklod Tao.

- matinding sumasang-ayon
- sumasang-ayon
- walang opinion
- hindi sumasang-ayon
- matinding hindi sumasang-ayon

Magbigay ng

halimbawa: _____

23. May mga kaalaman akong natutunan pagkatapos makisalamuyha sa ibang miyembro ng Buklod Tao.

- matinding sumasang-ayon
- sumasang-ayon
- walang opinion
- hindi sumasang-ayon
- matinding hindi sumasang-ayon

Magbigay ng 3 halimbawa ng kaalamang

natutunan: _____

24. Nagkaroon ng mga negatibong resulta nang dahil sa interaksyon ng mga miyembro ng Buklod Tao.

- matinding sumasang-ayon
- sumasang-ayon
- walang opinion
- hindi sumasang-ayon
- matinding hindi sumasang-ayon

Magbigay ng 3 negatibong

resulta: _____

25. Naniniwala akong ang turingan ng mga miyembro ng Buklod Tao ay parang isang pamilya na handing magsama-sama upang humanap ng solusyon sa bawat problema.

- matinding sumasang-ayon
- sumasang-ayon
- walang opinion
- hindi sumasang-ayon
- matinding hindi sumasang-ayon

Pakipaliwanang nang maikli

lamang: _____

26. Nararamdaman kong ako ay tunay na bahagi ng Buklod Tao bilang isang komunidad.

- matinding sumasang-ayon
- sumasang-ayon
- walang opinion
- hindi sumasang-ayon
- matinding hindi sumasang-ayon

Pakipaliwanang nang maikli lamang:

SALAMAT / THANK YOU!

ANNEX 5. SURVEY (English Version)

This questionnaire is being administered as part of a research at the Erasmus University Rotterdam in the Netherlands. The research is about the factors that influence the interactive processes involving Buklod Tao. This questionnaire focuses on Buklod Tao and your perceptions on the nature of problems that the organization encountered and on how it formed strategies to address these problems.

We appreciate your time and effort in responding to this questionnaire. Should you have more questions, please feel free to contact Ms. Michelle Untalan Ardales at michelle.ardales@gmail.com.

Please note that all responses will be treated as confidential. _____

Name: _____

Age: _____

Gender: Female ___ Male ___

Please briefly describe the role you play(ed) in Buklod Tao, and the timing of your involvement.

Year of joining Buklod Tao: _____

Positions held:

Please tick (√) the appropriate box / blank.

1. Which of the following best describes your role in Buklod Tao?

I am an officer of the community. Please specify: _____

I am a member who have been participating / participated actively in the community.

I am a member of Buklod Tao and I only participate or contribute ideas to the community if I have the time.

I am not a Buklod Tao member but I participate / have participated actively in the community

I am not a Buklod Tao member but I participate / have participated actively in the community.

I am not a Buklod Tao member and I do not participate / have not participated in any activity of the community.

PERCEPTION ON THE PROBLEMS/ISSUES

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2. Which of the following do you perceive are the four most challenging problems/issues encountered by Buklod Tao?

- Issue on cement batching plant _____
- Issue on landfill _____
- Issue on floodings e.g., Ondoy & Habagat _____
- Issue on transfer of office _____
- Issue on credit facility _____
- Issue on building of evacuation center in Greenland _____

3. There are diverse perceptions on issues and problems among members.

- ___ strongly agree
- ___ agree
- ___ no opinion
- ___ disagree
- ___ strongly disagree

4. These diverse perceptions on the problems/issues influence the interaction among members of Buklod Tao.

- ___ strongly agree
- ___ agree
- ___ no opinion
- ___ disagree
- ___ strongly disagree

Please explain and give an example: _____

5. The four main or most challenging problems/issues were thoroughly discussed.

- ___ strongly agree
- ___ agree
- ___ no opinion
- ___ disagree
- ___ strongly disagree

Please briefly explain how: _____

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6. My ideas are heard or considered during discussions on problems and issues.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

Please briefly explain how and give an example:

7. The members of Buklod Tao are open to ideas of others during discussions on problems/issues.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

Please briefly explain how and give an example:

PERCEPTION ON FORMING STRATEGIES

8. Each Buklod Tao member participates in forming strategies to resolve problems/issues.

- strongly agree
- agree
- no opinion

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- disagree
- strongly disagree

Please briefly explain

how: _____

9. There are diverse perceptions among the members regarding solutions to problems/issues.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

10. These diverse perceptions have influenced the results of interactions among Buklod Tao members.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

Please briefly explain how:

11. I participate in the discussion on solutions to problems/issues by sharing information and my ideas and experiences.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

Please give an example:

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RULES

12. Buklod Tao has formal or informal rules which the members are following.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

Please give examples of formal rules: _____

Please give examples of informal rules (e.g., unwritten rules but are being followed by members):
sinusunod): _____

13. These rules were created and decided upon by all members of Buklod Tao.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

COMMITMENT

14. I have contributions to Buklod Tao.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

15. The following is/are my contribution/s to Buklod Tao. Please put a check or checks (✓) on the blank beside your answer/s. .

- time
- money
- knowledge

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COLLECTIVE ACTIVITIES

16. I participate in the collective activities of Buklod Tao.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

17. Please give 5 examples of collective activities where you participated in.-

18. Collective activities helped strengthen interaction among members.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

OUTCOMES/RESULTS

19. The results of discussions among the members of Buklod Tao are positive.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

Please give at least 3 positive results:

Please give at least 3 reasons for these positive results:

20. The goals and objectives of Buklod Tao were met.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

Please provide 3 goals or objectives met:

21. I am satisfied with results brought by the discussions of the members of Buklod Tao.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

Please briefly explain why:

22. There were negotiations done among the members of Buklod Tao during discussions to be able to resolve problems/issues.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

Please give examples:

23. I gained learnings after discussions with other members of Buklod Tao.

- strongly agree
- agree

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- no opinion
- disagree
- strongly disagree

Please give at least 3 learnings that you have

gained: _____

24. There were negative results brought by discussions among members.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

Please give at least 3 negative

results: _____

25. I feel that Buklod Tao is already like one family whose members are ready to come together hand in hand to solve community problems/issues.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

Please explain briefly why or

how: _____

26. I feel that I am really a part of Buklod Tao.

- strongly agree
- agree
- no opinion
- disagree
- strongly disagree

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Please explain briefly:

SALAMAT / THANK YOU!

ANNEX 6. SURVEY RESULTS

Table 1. Issues/Problems

ISSUES/PROBLEMS	NO. OF INTERVIEWEES*	PERCENT
Flood	44	88%
Transfer of office and meeting place to Greenland	37	74%
Construction/ownership of the evacuation and livelihood center in Greenland	35	70%
Unfair provision of financial assistance to members	29	58%
Proposed cement batching plant	20	40%
Landfill	13	26%

*n=50

Table 2. Main Issues are Thoroughly Discussed

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	3	6%
Agree	33	66%
No Opinion	6	12%
Disagree	1	2%
Strongly Disagree	2	4%

*missing = 5 **n=50

Table 3. Openness to Other Members' Ideas during Interaction

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	6	12%
Agree	24	48%
No Opinion	11	22%
Disagree	2	4%
Strongly Disagree	1	2%

*missing = 6 **n=50

Table 4. Members' Participate in Strategy Formation

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	4	8%
Agree	27	54%
No Opinion	7	14%
Disagree	3	6%
Strongly Disagree	0	0%

*missing = 9 **n=50

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Table 5. My Ideas/Opinion about the Issues/Problem are Considered

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	3	6%
Agree	19	38%
No Opinion	18	36%
Disagree	1	2%
Strongly Disagree	1	2%

*missing = 8 **n=50

Table 6. I Share Ideas, Experiences and Information to Help Solve Issues/Problems

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	4	8%
Agree	15	30%
No Opinion	18	36%
Disagree	2	4%
Strongly Disagree	0	0%

*missing = 11 **n=50

Table 7. Win-Win Solutions/Mutual Negotiations are Achieved

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	3	6%
Agree	17	34%
No Opinion	15	30%
Disagree	0	0%
Strongly Disagree	0	0%

*missing = 15 **n=50

Table 8. Interaction Outcomes are Positive

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	4	8%
Agree	23	46%
No Opinion	11	22%
Disagree	0	0%
Strongly Disagree	0	0%

*missing = 12 **n=50

Table 9. Buklod Tao Members Gain Knowledge/Learnings from Interactions

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	4	8%
Agree	30	60%
No Opinion	3	6%
Disagree	0	0%
Strongly Disagree	0	0%

*missing = 13 **n=50

Table 10. Buklod Tao Meets its Goals and Objectives after Interactions

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	6	12%
Agree	29	58%
No Opinion	4	8%
Disagree	0	0%
Strongly Disagree	0	0%

*missing = 11 **n=50

Table 11. Interaction Results are Negative

SCALE	NO. OF RESPONDENTS	PERCENT
Strongly Agree	0	0%
Agree	7	14%
No Opinion	22	44%
Disagree	3	6%
Strongly Disagree	1	2%

*missing = 17

Table 12. We Became United As Family

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	5	10%
Agree	28	56%
No Opinion	2	4%
Disagree	0	0%
Strongly Disagree	0	0%

*missing = 15 **n=50

Table 13. Sense of Belonging to the Community

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	12	24%
Agree	25	50%
No Opinion	0	0%
Disagree	0	0%
Strongly Disagree	0	0%

*missing = 13 **n=50

Table 14. Rules Influence Interactions

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	7	14%
Agree	37	74%
No Opinion	1	2%
Disagree	0	0%
Strongly Disagree	0	0%

*missing = 5 **n=50

Table 15. Members Decide the Rules

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	3	6%
Agree	22	44%
No Opinion	14	28%
Disagree	2	4%
Strongly Disagree	0	0%

*missing = 9 **n=50

Table 16. Divergent Perceptions on Issues/Problems

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	6	12%
Agree	28	56%
No Opinion	11	22%
Disagree	2	4%
Strongly Disagree	0	0%

*missing = 3 **n=50

Table 17. Divergent Perceptions on Strategy Formation

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	3	6%
Agree	24	48%
No Opinion	11	22%
Disagree	3	4%
Strongly Disagree	0	0%

*missing = 9 **n=50

Table 18. Divergent Perceptions on Issues/Problems Influence Interactions

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	3	6%
Agree	36	75%
No Opinion	7	15%
Disagree	2	4%
Strongly Disagree	0	0%

*missing = 2 **n=50

Table 19. Divergent Perceptions on Strategy Formation Influence Interactions

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	3	6%
Agree	23	46%
No Opinion	10	20%
Disagree	3	6%
Strongly Disagree	0	0%

*missing = 11 **n=50

Table 20. I Contribute to Buklod Tao

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	3	6%
Agree	33	66%
No Opinion	8	16%
Disagree	1	2%
Strongly Disagree	0	0%

*missing = 5 **n=50

Table 21. Contributions to Buklod Tao

	NO. OF RESPONDENTS**	PERCENT
Time	30	60%
Knowledge	21	42%
Money	3	6%

**n=50

Table 22. I Participate in Collective Activities

SCALE	NO. OF RESPONDENTS	PERCENT
Strongly Agree	8	16%
Agree	25	50%
No Opinion	7	14%
Disagree	0	0%
Strongly Disagree	0	0%

*missing = 10 **n=50

Table 23. Collective Action/Activities Influence Interaction

SCALE	NO. OF RESPONDENTS**	PERCENT
Strongly Agree	5	10%
Agree	29	58%
No Opinion	4	8%
Disagree	1	2%
Strongly Disagree	0	0%

*missing = 11 **n=50