



THESIS REPORT

Exploring the key issues and success factors of commercial methods used in social tourism initiatives

Abstract

This thesis, written for the non-stock not-for-profit organization the Bohol Local Development Foundation, attempts to tackle a well-known issue among not-for-profits: its financial dependency on outside grants, donations and subsidies. It strives to develop an approach in which not-for-profits and their social tourism projects can be (partially) commercialized in order to overcome this financial dependency.

Prepared by:
Marit Meijer

Thesis Report

Exploring the key issues and success factors of commercial methods used in social tourism initiatives

Prepared by:

Marit Meijer (Stn. 338178)

Institute: Saxion University of Applied Sciences, Deventer, Netherlands

Faculty: Hospitality Business School (HBS)

Course: Bachelor, Tourism Management

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Module supervised by:

1st Examiner: Jan Pieter van Haaps

2nd Examiner: Hans Breuker

Company Tutor: Nestor Maniebo Pestelos

Prologue

It was with great confidence that I had submitted my initial thesis proposal last December, 2015, stating I would be developing a business plan for a mountain bike park in the province of Bohol, the Philippines. It would be an expansion of an existing project I had developed in an earlier internship in 2014. A community mountain bike rental that offers leisurely activities for tourists and training and job opportunities for disadvantaged groups in society.

Shockingly, this idea which had been lingering on my mind for the 6 months that followed, was swept of the table within minutes during the first conversation with my examiner. The topic needed more depth and theoretical background in order to become “thesis-worthy”.

Most anxious students at the start of the thesis semester would have been swept off their feet after these initial minutes if it were not that the subject that replaced my initial proposal was far more challenging and interesting. Develop a model or approach, my first examiner said, that can help not-for-profit organizations gain their financial independence. This may not only help the Bohol Local Development Foundation (BLDF) whom this thesis proposal was written for, but other not-for-profits that struggle with the same issue as well. Challenge accepted, Mr. van Haaps.

I would like to thank Dr. Nestor Maniebo Pestelos for welcoming me back into the BLDF family after having left several months and for his continuous support and believe in the cause we have established in 2014. Dr. Pestelos was extremely supportive of the thesis despite the changes in subject and is looking forward to the output. Let us strive hard and work even harder!

Marit Meijer

Bohol Province, the Philippines, September 30, 2016

Summary

This paper explores the possibilities among not-for-profit organizations to gain financial independency through (partially) commercializing their social tourism projects or enterprises. The financial dependency of not-for-profit organizations has been identified by the commissioning company, the Bohol Local Development Foundation, and many other nonprofits as the key management issue that contributes to the discontinuation of many social tourism projects or enterprises they have initiated. The goal of this paper is therefore to develop a tool that can help not-for-profit organizations or their social tourism enterprises gain financial independence and become more sustainable and commercially successful over time.

Through in-depth interviews, a focus group discussion and through analyzing online publications of case studies, the most common key issues and key success factors of these social endeavors were examined. Based on the output of the research the Social Tourism Enterprise Tool for Sustainability and Commercial Success was developed which contained the 10 most common factors that nonprofits identified as key issues or success factors in the successful implementation social tourism endeavors.

The identified factors of the tool have been listed down as follows:

1. The social tourism enterprise is formalized into a legal organization.
2. The proposed commercial product or service that will be offered will lead to immediate results.
3. The proposed project duration matches the ambition to establish a commercial business.
4. The social enterprise or projects are identified by the project beneficiaries.
5. The marketing efforts are handled by the project beneficiaries.
6. The commercial endeavor is headed by an assertive leader that is able to keep an individualistic attitude in check.
7. Political leaders and other stakeholders are thoroughly identified and analyzed.
8. A solid financial foundation is realized to ensure the enterprise's financial independency in the future.
9. A tailor-made and long-term approach to training on business skills is realized.
10. A risk management plan is developed in case of calamities and other external risks.

The developed tool can be utilized in two different ways. Firstly, to examine the feasibility of a project concept that was developed in its project planning phase. After the feasibility has been analyzed, suggestions can be made on how to further enhance the project concept prior to the implementation phase. Secondly, the tool can be utilized among existing projects in which this project will be assessed to the 10 factors and, again, suggestions can be made on how to enhance it in future operations.

In the last section of the paper the Assessment Tool was utilized on an existing small-scale project of the BLDF: The Community-based Bike Tours for Youth Livelihood Project (CBTYL-Project). It showed that on 8 out of 10 factors the project could still be enhanced, especially with regards to commercial success and independency of the beneficiaries.

For future research purposes it was suggested that aside from the executive managers of nonprofits, the project's beneficiaries should be interviewed as well to determine the project's success factors and fail factors more thoroughly and to exclude any biases. Aside from this, future research could look into the determination of the correct arrangement of the factors into level of importance this research did not take into consideration.

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1. Rationale

The development in which not-for-profit enterprises turn to commercial methods in attempts to reach their social mission is anything but new (Prouzová & Vaceková, 2014). The dilemma surrounding this phenomenon already became painfully clear in 2001 when the Chicago Field Museum auctioned her Tyrannosaurus Rex fossil to the king of child entertainment and one of the world's largest fast food chains (Arrow & Burton, 1998). Leaving a prehistorical, archeological treasure this impressive in the hands of a joint venture between the Walt Disney Company and McDonalds left a bitter taste in the mouths of most beholders. Not to mention the 8.7 million tax exempted dollars the supposedly not-for-profit organization got her hands on (Arrow & Burton, 1998). It just did not seem to match their mission which was to be educators that inspire curiosity among visitors, students and scientists through their archeological findings displayed and preserved in their museum and research facilities (Chicago Field Museum, 2016).

But whether this was really an action out of greed remains a question. A deeper look into the case shows that the 8.7 million dollars were used to, among other things, educate school children all around the United States of America about paleontology (Arrow & Burton, 1998). This sounds a lot more like what the mission of the Chicago Field Museum prescribes (Chicago Field Museum, 2016).

Researchers in favor of the marketization of nonprofit enterprises therefore applaud the usage of commercial methods, allowing the nonprofit organizations to break free from being financially dependent on subsidiaries, grants and donations (Moeller & Valentinov, 2011).

There are numerous ways in which financial dependency on outside sources can endanger the continuation of the nonprofit organization's projects or the nonprofit organizations as a whole. Firstly, financial support given by initiators are given on their terms and conditions. This often leads to a grant being received (if received at all) many months after the initial submission of the project proposal (N. M. Pestelos, personal communication, September 12, 2016). Secondly, the money granted often has restrictions as to what project or project component it can be used for (Dees, 1998). A project proposal prepared in 2016 may look entirely different in 2017, having different financial priorities as well. The last reason why commercial methods seem more attractive than the financial dependency on foundations, government institutions and other entities, is that most initiators of financial support prefer not to provide ongoing funding anymore (Prouzová & Vaceková, 2014). Most of the providers of finances would prefer stimulating the project initiators to become more self-sufficient after giving the initial funds needed for project implementation (Prouzová & Vaceková, 2014).

On the contrary, opponents of the usage of commercial methods with nonprofit organizations stress how these methods could potentially lead to the incapacity of the organization to stay true to their social mission (Prouzová & Vaceková, 2014). After all, the private and nonprofit sector are two extremities between which its hybrid, often referred to as social enterprise or the third sector, dangles (Grassl, 2012). The vagueness surrounding the term social enterprise or project often makes it unclear to which extent a social tourism project can be commercialized without compromising the social mission the nonprofit stands for.

The Bohol Local Development Foundation (BLDF), a non-stock, not-for-profit organization founded in the Bohol Province of the Philippines in 2003 struggles with this very issue. The BLDF strives to help build strong communities through assisting the poor fight poverty and promoting social justice through equitable development (Bohol Local Development Foundation, 2016).

The BLDF works according to the Asset Based Community Development method (ABCD-method) in which local communities are assisted in identifying local assets that could potentially attract (among other consumers) tourists. Turning them into tourism attractions, the BLDF helps people from remote communities to establish their own livelihood opportunities (Bohol Local Development Foundation, 2016). The BLDF's founding president Dr. Nestor Maniebo Pestelos often describes how the BLDF seizes opportunities left behind by local government entities to assist the poor from remote areas that cannot be effectively reached by public services (N. M. Pestelos, personal communication, September 12, 2016).

The BLDF being solely dependent on financial donations and grants from sources outside the organization, often struggles to keep these social tourism projects alive. Although the initial funding with the members' years of experience in proposal writing, is often obtained successfully, the social tourism projects tend to crumble as they run out of operational capital. Becoming financially independent through income generating projects would aid the BLDF in ensuring the continuation of its projects. This would ultimately lead to reaching a higher social impact per implemented project which contributes to reaching their mission. In order to tackle this management problem the following management question will be addressed in the thesis:

“In what ways can the non-stock, not-for-profit organization the Bohol Local Development Foundation successfully commercialize its social tourism projects in order to become financially independent?”

As described in the example of the Chicago Field Museum's case, commercializing of the social tourism project, however, is not enough. The commercialization must not only realize the project's financial sustainability, but must also overcome the controversial statements of those against combining commercial and non-commercial methods. Therefore, the social tourism project must operate commercially in such a way that it does not interfere with the project or organization's social mission.

Previous attempts of the BLDF to successfully commercialize social projects as well as experiences among other non-profits in and outside the Province of Bohol may offer valuable input on the key issues and key success factors of reaching this still seemingly impossible goal. The collection of these experiences from the past through focus group discussions, individual in-depth interviews as well as through online publications about attempts at the commercialization of social tourism projects, must reveal what key issues and success factors are most strongly felt or common among these cases. The following research question will be addressed in the research:

“What determines the commercial success and continuation of a social tourism project?”

The collection of experiences will form the input for the advisory section and will allow for the creation of a tool that can be used by the BLDF and other not-for-profits that struggle with a similar management issue. The tool will be shaped into a checklist that covers all the factors not-for-profits must take into consideration in order to plan and implement a financially independent social tourism project successfully. The goal of the advisory section is for the not-for-profits to realize a re-invention of their traditional project planning methods and strategies to a new era of non-profit organizations that embrace the commercial industry into their traditionally non-commercial practices without interfering with their social mission.

The thesis report will start off with a literature review in the second chapter that will explore the definition of terms commonly associated with the main subject of the thesis, given: “social tourism project”, “social enterprise”, “social impact” and “financial independency”. This theoretical framework will lay the foundation of the proposed research and will aid in the understanding of the phenomenon. The third chapter will formulate the research questions, its corresponding sub questions and will describe the research methodology. The research methodology covers research methods, strategies, sampling plans and methods for data analysis. This chapter also covers the output of the research implemented. The last section of the thesis is the advisory section which is composed of three parts. In the first part the research results will be analyzed and the tool for the commissioning company will be produced based on the input of the research. The second part tests this newly established tool to reality by assessing one of the BLDF’s small-scale projects: The Community-based Bike Tours for Youth Livelihood Project. The last part reflects on the research methods used and discusses its validity and reliability.

2. Literature Review

This literature review serves to clarify the key words identified within the research and the relationship between these keywords, given: “social tourism project”, “social enterprise”, “social impact” and “financial independency”. A clarification of these terms will establish the theoretical framework needed to support the initiated research and the answering of the research question.

The following knowledge questions are formulated to facilitate the search for articles that provide the intended information for the key words:

KQ1. What can be found about social enterprises (in the tourism sector)?

KQ2. What differences can be found between a social enterprise and a traditional enterprise?

KQ3. What similarities can be found between a social enterprise and a traditional enterprise?

KQ4. What can be found about social impact or social value creation?

KQ5. What can be found about financial independency among social enterprises?

2.1 Research methods

A wide range of literature was looked up using Google Scholar, Science direct and Saxion University's online library as available databases. The key words “social tourism project”, “social enterprise”, “social impact” and “financial independency”, but also variations on these key words have been used to find articles related to these subjects. Variations on key words were found through suggestions of the databases and references within and at the bottom of the initial articles.

In order to verify whether articles were suitable for the establishment of the theoretical framework, the AAOCC–criteria were used. These criteria have been given substance to in Appendix I showing clear indicators that point out whether an article is considered suitable or not.

Sciencedirect and Google Scholar exploit a few helpful tools that can help identify several of these criteria. The currency of the article, the number of times the article is cited and the key words that are used within the article can differentiate the suitable articles from the articles that cannot be used. Other requirements that are not supported by the Google Scholar and Science direct tools required the objectivity of the reader in order to verify the article's suitability.

2.2 Identification of Key Words

A social enterprise or project and the tourism sector are often described in the literature as two separate entities (Altinay et al., 2016; Brunnschweiler, 2009; Iorgulescu & Ravar, 2015). However, the frequency in which the producers of the articles prescribe these two separate entities to engage with one another is quite great. The general opinion is that social entrepreneurship engaging in the tourism sector would allow the enterprise to reap the sector's economic benefits that can support the underlying mission of the project or enterprise (Altinay et al., 2016; Brunnschweiler, 2009; Iorgulescu & Ravar, 2015). This implies that further research on the term social enterprise is required in order to properly define the term “social tourism project”. Comparing the social entrepreneurship with traditional ways of doing business will reveal the differences needed to properly identify what “social entrepreneurship” means as well.

2.2.1 Social Entrepreneurship and Entrepreneurship: The Similarities

What becomes apparent immediately within the different articles that attempt to describe the social enterprise phenomenon is that it shows great similarities with the definition of traditional entrepreneurship. Dees (1998) defines traditional entrepreneurship as follows: "Entrepreneurship involves continuously searching for change, responding to it, and exploiting it as an opportunity to create value".

Remarkably, more recent articles within the literature show similar definitions in which the identification and exploitation of opportunities is a reoccurring component (Altinay et al., 2016). Grassl (2012) even illustrates this in his model (Appendix II) in which he states that: "Entrepreneurs are driven by visions and motivation and judge resources and opportunities as well as institutions and norms as to their mutual fit". These resources and opportunities are then directed by the entrepreneur to the final purpose of the project or enterprise (Grassl, 2012). According to both Grassl (2012) and Dees (1998) this process of identifying and exploiting entrepreneurial opportunities requires an entrepreneur (Grassl, 2012) or "change agent" (Dees, 1998) as driving force that possesses certain entrepreneurial character traits.

The definitions of social entrepreneurship by Certo and Miller (2008) recognize the same need for commercial entrepreneurship as the drive, the identification of entrepreneurial opportunities as well as there being a certain goal or final purpose for it in their definition: "Social entrepreneurship involves the recognition, evaluation and exploitation of opportunities that result in social value". Mair and Seelos (2005) define similar components stating social entrepreneurship is the same as traditional entrepreneurship with a social mission as its core focus. This clearly shows the close points of contact that traditional entrepreneurship and social entrepreneurship share.

2.2.2 Social Entrepreneurship and Entrepreneurship: The Differences

What differs from the traditional and social entrepreneurship is the way the traditional and social entrepreneur give substance to the creation of value (Dees, 1998; Grassl, 2012). According to both Dees (1998) and Grassl (2012) value creation in the eyes of a traditional entrepreneur would be achieved and measured through the extent to which a product is being sold and profits are being made. However, the social entrepreneur measures success through the social impact the project or enterprise has delivered through the exploitation of its opportunity (Certo & Miller, 2008; Grassl, 2012; Mair & Selos, 2005). In this context money is merely a tool to aid the social enterprise in reaching its social mission rather than being its actual reason of existence (Grassl, 2012; Dees, 1998).

Another hallmark of a social enterprise is the way in which it seems to dangle between the two extremities of the private and public sector (Grassl, 2012). This particular characteristic shows not only in the definition of Grassl (2012), but also Mair and Seelos (2005) point this out stating the following: "Social entrepreneurship combines the resourcefulness of traditional entrepreneurs with a mission to change society". Ravar and Iorgulescu (2015) complement this vision stating that both social as well as economic wealth are being pursued in a social enterprise.

According to Grassl (2012), however, this hybridity goes a lot deeper than the traditional distinction between ownership (private as opposed to public) and primary objective (social as opposed to commercial). Social enterprises also seem to create bridges between the following divides: the societal sector its active in (market as opposed to civil society as opposed to the State), the type of integration (external as opposed to integrated as opposed to embedded), the product status (goods as opposed to services), the agents of value creation (producers as opposed to consumers), the ultimate ends (profit as opposed to non-profit) and lastly, the goods produced (private as opposed to public).

2.2.3 Social Impact

As stated before the creation of social impact is the main objective of a social enterprise rather than the creation of wealth a traditional enterprise would strive for (Grassl, 2012; Dees 1998). However, social impact is not to be measured easily like the profits gained from sales in a traditional enterprise (Abu-Saifan, 2012). In addition, the term is broad and can mean many things to many different people. In order to clarify the key word “social impact” the broadness of the term must be reduced.

According to Mair and Seelos (2005) social impact or social value creation is reached through the delivery of basic human needs where public services fail to do so. Examples of basic human needs are listed as water, food, shelter, education and medication. Altinay et al. (2016) describe social value created by the enterprises in a less material way as empowerment of local communities, improvement of the quality of life and social capital, food provision and support in sustainable regional development. According to Abu-Saifan (2012) social impact or social value creation remains a subjective term one can give meaning to through the social mission the enterprise strives to achieve and is therefore closely related to this mission.

Therefore, the definition of social value creation or social impact can be largely based on what the BLDF prescribes as the organization’s social mission which is the empowerment of local communities through the creation of livelihood opportunities for disadvantaged groups within Philippine society. The basic human needs addressed being the empowerment of local communities and livelihood opportunities.

2.2.4 Financial Independency

Abu-Saifan (2012) describes in his model (Appendix III) how social enterprises are considered semi-financially dependent relying on non-profit strategies (subsidies, grants, donations and such) in combination with earned income strategies. This corresponds with the previously described vision of Grassl (2012) in which a social enterprise is considered a hybrid between the commercial and non-commercial sector. Abu-Saifan (2012) also illustrates in his model that a social enterprise is not solely dependent on outside sources such as most initiatives in the non-commercial sector. The financial independency therefore marks itself as the combination of non-commercial as well as commercial methods to sustain oneself without being solely dependent on either one of them.

2.2.5 Defining the term “Social Tourism Project”

Taking the previous description of the different key terms into consideration the following definition of the key word “social tourism project” is given:

“A long term project engaged in the tourism sector in which an entrepreneur or change agent seeks, identifies and exploits opportunities to create social value and utilizes commercial methods to ensure the financial independence and sustainability of the project.”

It must be taken into consideration that the term project or enterprise are used interchangeably even though a project may imply an initiative of shorter duration than an enterprise. Since the BLDF initiates projects that create livelihood opportunities (training and job creation) for disadvantaged groups in society implies a “project” in this context is considered an initiative of long duration comparable to setting up a social enterprise.

2.3 Operationalization of key words

Further operationalization of the key words is necessary to develop the correct research tools in further stages of the research. The operationalization allows for systematically dividing the key words into measurable components that can then be researched through the different proposed research methods. The operationalization of the key words is illustrated in Appendix IV.

Input for the operationalization came from the literature review as well as personal experiences within the social tourism project “Community-based Bike Tours for Youth Livelihood” initiated by the BLDF in 2014. Aside from this online publications of case studies on social tourism enterprises or projects offered further insights into the subjects that may be of importance to discuss during the in-depth interviews and focus group discussions.

3. Research Methodology

This section of the thesis serves to formulate the research questions and its respective sub questions. It also discusses the necessary research methods, sampling plans and methods of data analysis in order to collect the required data to answer these questions. Outcomes of the research will contribute to formulating a proper advice for the BLDF with regards to the management issue and question formulated in the previous chapters, given:

“In what ways can the non-stock and not-for-profit organization the Bohol Local Development Foundation successfully commercialize its social tourism projects in order to become financially independent?”

3.1 Research Questions and Sub Questions

Based on the literature review, personal experiences as well as online publications of case studies on social tourism enterprises the following research question and its respective sub questions were formulated:

- RQ. “What determines the commercial success and continuation of a social tourism project?”
- SQ1. “What key success factors can be found that determine the commercial success of a social tourism project?”
- SQ2. “What key success factors can be found that determine the continuation of a social tourism project?”
- SQ3. “What key issues can be found that obstruct the commercial success of a social tourism project?”
- SQ4. “What key issues can be found that obstruct the continuation of a social tourism project?”

The goal of the research is to determine the bottlenecks and chances that occur when implementing a (partially) commercialized social tourism project. These key issues and key success factors are the input for the establishment of a tool that lists down all the factors a not-for-profit organization needs to take into consideration, prior to the project implementation, to ensure the commercial success and continuation of a social tourism project.

3.2 Research Strategies

This paper combines qualitative desk- and field research with the usage of a focus group discussion, in-depth interviews and content analysis for the collection of data. The sources of this data derive from (former) members of the BLDF and its predecessor Ilaw nga Buhay International Center, members from other not-for-profit organizations within and outside the Bohol province and international case studies published in online research databases.

3.2.1 Method of Data Collection: Open Interviews

The first method of data collection chosen, is the conduction of open interviews. This specific category of interviews works through a number of questions, derived from the models and definitions formulated in the literature review, using a topic list (Appendix V) and an interview guide (Appendix VI). With the help of these tools the common thread of all the different interviews can be realized despite the fact that the interviews are all but identical.

At the same time, this list minimalizes the extent to which the interviewer is forced to intervene during the conversation. Minimalizing the intervention of the interviewer may then lead to better quality answers that are in no way corrupted due to the way the interviewer directs the respondents through the different topics on the list.

3.2.1.1 Sampling Plan Open Interviews

The open interviews will be conducted among members of not-for-profit organizations comparable to the BLDF and that struggle with the same financial issue. This comparative process must reveal whether these not-for-profit organizations have explored the same or different strategies of commercialization, how successful they were and what challenges they have faced. Input from a number of 5 different entities will be chosen among the local contacts of the BLDF to increase the validity of the tool that will be developed.

3.2.2 Method of Data Collection: Focus Group Discussion

In an e-mail founding president of the BLDF, Dr. Nestor M. Pestelos, stated that the possibilities of commercializing their social tourism projects have been considered by the BLDF before (Appendix VI). Even the BLDF's predecessor, Ilaw nga Buhay International Center, has looked into this strategy, according to Dr. Pestelos (2016). Conducting a focus group discussion among the (former) members of Ilaw nga Buhay as well as the BLDF may therefore lead to valuable insights on these former attempts. Considering conducting in-depth interviews with all the staff members individually would be too time consuming a focus group discussion is chosen as a suitable method of data collection to collect these insights.

3.2.2.1 Sampling Plan Focus Group Discussion

The focus group discussion will consist of no more than five members of either the BLDF or former Ilanga Buhay staff. This, to avoid the discussions from becoming too chaotic with a lack of time to dig deep enough into each individual topic within the interview. The participants of the focus group discussion will be limited to those members that have sufficient detailed knowledge about the projects and the plans to commercialize (a part of) these projects. Staff members of the Department of Field Operations and the Department of Project Planning Implementation will therefore be requested to participate in the discussion.

3.2.3 Method of Data Collection: Content Analysis

Studying similar concepts in existing publications may offer insights as to how the strategies used within social tourism projects previously implemented by the BLDF may be enhanced. Data with regards to success factors and challenges will, once more, be collected and compared to the data collected through open interviews and the focus group discussion.

3.2.3.1 Sampling Plan Content Analysis

Looking up cases with regards to social tourism projects may lead to an impressive arsenal of publications. However, this does not necessarily mean that the cases found are also comparable to the BLDF's specific type of social tourism projects. After all, like the literature suggested in chapter 2, the definition of social impact alone is quite broad (Abu-Saifan, 2012). It is therefore required the samples most comparable to the concept the BLDF prescribes are chosen among these large databases.

The proposed cases found in the literature must fit the definition of a social tourism project or social tourism enterprise as stated in the literature review of chapter 2. The case must therefore be a long-term project that creates social value and the commercial methods used must lead to its financial independency. Social value in this context, as explained in the literature review, must cover the category of training and job creation.

In addition to this definition the classification of the geographic location of the conducted research in the article must be similar to the concept of the BLDF as well. In most westernized countries where being without a job does not necessarily mean you are forced to live on the streets, the way people give substance to the world social impact may be different from a third world country where supportive social systems initiated by the government are not always a matter of course. Case studies conducted in third world countries would therefore allow for a better comparison with the social tourism project initiated by the BLDF in the Philippines.

3.3 Method of Data Analysis

The following method of data analysis is applicable to both the interviews with the commissioning company as well as the other entities. The method of data analysis can be divided into the following activities:

- Step 1: Exploration of collected scripted interview materials for usable fragments;
- Step 2: Interpretation of usable fragments (opinionated in a positive or negative way);
- Step 3: Encoding of usable fragments with suitable terms;
- Step 4: Initial categorization of encoded fragments;
- Step 5: Interpretation of codes according to the degree of importance;
- Step 6: Creation of main and subcategories among the codes or axial coding;
- Step 7: Creation of structure in encoding diagram;
- Step 8: Drawing of conclusions and answering of sub research questions (Verhoeven, 2014).

Collected data from the interviews will be divided into predetermined categories through coding. These categories derive from the topic list as well as the output for the interviews. Coding the answers of the respondents allows for the comparative analysis of different answers with regards to similar topics. This will enable the possibility to draw conclusions with regards to these different categories even though none of the interviews are identical.

4. Research Findings & Conclusions

The following section draws conclusions from the research findings. The research findings consist of transcripts of the conducted in-depth interviews to be found in Appendix VII to Appendix XI and the transcript of the focus group discussion (Appendix XII). Aside from this, additional online publications of case studies were consulted to answer the research question: “What determines the commercial success and the continuation of a social tourism project?”.

4.1 Short-Term Views in Long-Term Commitments

As identified by most of the respondents in the in-depth interviews and focus group discussions their target beneficiaries are usually indigent families that reside in remote areas (Appendix VII, VIII, X, XI & XII). They are often described as fisher folks, farmers and producers of hand-crafted products (Appendix VII, VIII & X). During the in-depth interviews and the focus group discussion it became clear that several respondents have noticed a certain culturally embedded attitude among these communities that has played a role in obstructing the successful implementation of their social tourism projects or enterprises in several ways (Appendix VIII, X & XI).

The indigent families involved in the not-for-profits’ livelihood initiatives seem to have a short-term vision on life. Respondent OI-2.2, member of the Bohol Association of Non-Government Agencies (BANGON), a not-for-profit collective in the island of Bohol, notes that this naturally results into a lack of understanding as to why formalizing their commercial initiatives presently, may lead to greater commercial benefits for the beneficiaries and their families in the future (Appendix VIII). As an example respondent OI-2.2 described in an in-depth interview the reaction of her target beneficiaries, fisher folks from the Danahon Reef in Bohol, upon asking them why they were not willing to formalize their commercial efforts into a fisher folk collective: *“We do not want to get involved in the organization, because they are always conducting meetings and then we cannot do anymore the fishing”*.

This respond clearly indicates that the investment of time in long-term commitment to an organized group is somewhat invaluable to them. The direct benefits gained from a meeting of three hours or longer do not weigh up against the direct profits gained from fishing during those same three hours. Sebele (2009) implies the same in a case study of a Rhino Sanctuary in Botswana in which she states that in order for the community to participate in social initiatives the costs of joining the initiative should not outweigh the profits. However, due to this short-term vision, the beneficiaries seem not to take into consideration the perks that come with joining a formal organization such as the avoidance of price abuse by suppliers as noted by respondent OI-5.5 (Appendix XI), member of the not-for-profit organization Bohol Trainer’s Collective, and an increase of support by Local Government Units and other governmental institutions due to being part of a legal agency, as noted by respondent OI-2.2 (Appendix VIII).

Respondent FGD–6.6, member of the BLDF and respondent OI–4.4, former board member of the BLDF's predecessor, Ilaw nga Buhay International Center share the opinion that aside from the missed opportunities stated above, this type of attitude can obstruct in another way as well (Appendix VIII & XII). The unwillingness of the beneficiaries to get involved into the formal market directly seems to affect the product quality and the extent to which the beneficiaries are able to compete with their rivals in the tourism industry (Appendix X & XII). Respondent FGD–6.7 states in the focus group discussion that although resources were offered to mechanize and therefore speed up the production process of the products offered by the beneficiaries, they preferred to turn back to their traditional production methods after several weeks of operating (Appendix XII). Respondent FGD–6.6 states this was due to their unwillingness to live up to the rules and regulations with regards to sanitation, packaging and product quality upon joining a formal organization which makes the production process more tedious (Appendix XII). Respondent OI–4.4 adds to this issue by stating that aside from their unwillingness to live up to the rules and regulations, the beneficiaries are also frightened by how the taxes may raise the prices of their already low quality products, making them unable to compete with their rivals in the industry (Appendix X).

Turning back to their traditional production methods within their households and according to informal rules, did not do the product quality and therefore the sales any good (Appendix VIII & XII). Respondent OI–4.4, who was previously involved in improving the sales of local loom weavers and other producers of hand–crafted products by setting up a display area in the Municipality of Alburquerque, expresses her frustration when she recalls having to turn down a large order for a local souvenir item, loom woven placemats, due to the bad quality of the products (Appendix X): *“I remember that in the month of July there was a friend of mine who called me up and asked of the loom weavers in [unclear] were still active, because there is an order of thousands of, of placemats or [unclear]. But I cannot commit, because I am not sure if the loom weavers can meet the demand of the buyer.”*

The faster production line that would allow the production of a larger amount of products in a shorter amount of time could cut costs. Also, the improvement of the product quality due to stricter guidelines in the formal sector would allow for the justification of a higher price in the future and an improvement in their ability to compete with their rivals in the industry. However, this was, again, not taken into consideration by the beneficiaries who preferred turning back to what they know best (Appendix X).

It is noted, based on the conclusions above, that an important factor that ensures the commercial success and sustainability of a project or social enterprise is to make the formalization of the social tourism enterprise mandatory and to make the beneficiaries understand the benefits that result from this formalization.

4.2 Quick Results for Community Participation

The reaction of respondent OI-2.2's beneficiaries upon the question whether they would be willing to formalize their commercial activities does not only indicate a resistance towards formalization, but also points out that the beneficiaries take into consideration the speed as to which they may benefit from entering a program such as the one initiated by BANGON (Appendix VIII). The day-by-day living of the beneficiaries, in which their ultimate goal is to provide 3 meals for their family as well as the school tuition to send their kids to school fuels this way of thinking, according to respondent OI-2.2 (Appendix VIII).

In an in-depth interview respondent OI-2.2 states: *"That is the main issue. [...]. The project still started to earn income, so, you cannot expect more income that will go to the project. And the community will always think that, yes, the project is there, I can get more money out of that project. [...]. [...] if what they expect is not eh, parang dili marealized [is not realized], so... They will be easily frustrated and they will not anymore be involved in the implementation of the project."*

This statement implies that the project beneficiaries of respondent OI-2.2 are often left disappointed after entering the program due to the lack of immediate results deriving from it. The same phenomenon occurred in the social tourism enterprise set up by respondent OI-4.4 who stated that the souvenir showroom that was set-up was left underutilized after the low sales of the handicraft produce discouraged the beneficiaries of the program to further participate (Appendix X). Interestingly, respondent OI-4.4 confirmed that if the participants would have stayed involved into the project and a more aggressive marketing strategy was implemented the sales could have improved over time (Appendix X). A business, after all, does not usually make a profit in the first year of operation (Buultjens & Gale, 2012).

Respondent OI-4.4 noted a different attitude in another project that was initiated by the Ilaw nga Buhay International Center in the remote island of Pangganan. The respondent stated how the people in this particular island were surprisingly supportive of the program. The project, in which a water tank was built in cooperation with the community received strong participation from the beneficiaries as well as sacrifices in time, labor and even money (Appendix X). Respondent OI-4.4 indicates that aside from receiving direct benefits through the selling of water immediately after the tank was built, it also fulfilled the basic need of water supply within the community (Appendix X). Getting involved in the project therefore seemed to have led to immediate results that did not outweigh the sacrifices in time, money and labor, so it seems.

Another success story with regards to active participation was narrated by respondent OI-1.1, member of the not-for-profit Participatory Research Organization of Communities and Education towards Struggle for Self-reliance or PROCESS Bohol, who initiated the conservation and tourism development of a coastal area in Bohol that strongly relies on the mangrove eco-system (Appendix VII).

Respondent OI-1.1 describes in an in-depth interview the reliance of the local fisher folks on the planting and maintenance of mangrove trees: *"[...] all of them are fishers and dependent of the coastal communities. So they are, they are unifying. Their, eh, their enabler is the mangroves, because they know that, eh, that fishes and the shells and whatever resources in the coastal are, with the mangroves are... Are dependent on the mangroves. So they need to protect it."*

Participation in the projects gives the fisherfolks the immediate benefits through fulfilling their basic needs. After all, the shells, fishes and other sellable goods will be protected and conserved through the project. Therefore, respondent OI-1.1, just like respondent OI-4.4, had been able to successfully implement this social initiative (Appendix VII & X). It is interesting to note that it was only after the communities' basic needs were fulfilled that tourism-related products and services were introduced such as the Mangrove Boardwalk and community-based Mangrove Adventure Tours in which, according to respondent OI-1.1, the community also actively participated in (Appendix VII).

From the above it is concluded that an important factor to ensure the active participation and therefore the sustainability and commercial success of a social tourism enterprise is to ensure immediate results, through project participation, that fulfill one or more basic needs among the target beneficiaries. This will ultimately lead to a better understanding of the project among the beneficiaries and will facilitate better beneficiary retention.

4.3 Unrealistic Time-Frames

The financial dependency of the not-for-profits on funders from outside often results in the majority of the projects being donor-assisted to some extent, according to respondent FGD-6.6 (Appendix XII). In the process of applying for foreign funds, however, it is not uncommon that the time-frame for the projects are pre-determined by the sponsors (Dees, 1998). As a result, in order to meet the requirements for applying for a fund, the time-frame of the projects is adjusted to fit the glove of the outside funders (Dees, 1998). This, however, might not always benefit the extent to which the project's goals are being reached effectively.

In the case analysis of Buultjens and Gale (2012) in which the effectiveness of a coaching program on small- and medium business ventures among aboriginal communities was assessed, it became apparent that the project-oriented development approach of donor-assisted projects too often have a time-frame that is too short for the project to remain sustainable or become commercially successful: *"Even the proposed two years for the second round was considered too short a time period for a business to become successful. The mentors were in agreement that some clients would need mentoring for a lot longer than two years otherwise the value gained from the programme would be lost. It was noted that many mainstream businesses, that do not face some of the extra issues faced by the participating businesses, take at least three to five years to start generating profits."*

Respondent FGD-6.6 confirms this in the focus group discussion in which he states that it does not only affect the commercial success of an entrepreneurial project, but also the extent to which a community is socially prepared to make the project sustainable after the project officers or change agents have pulled out (Appendix XII). Respondent OI-4.4 (Appendix X) as well as the case study analyzed by Buultjens and Gale (2012) share his vision in both stating that pulling out of a project too early will affect the confidence levels of the beneficiaries and ongoing training is necessary for commercial success.

Buultjens and Gale (2012) describe this in their case study as follows: “[...] *they’re scared that when the mentoring program finishes they won’t know how to do it themselves. Which is exactly what happens you know it’s all like this and that’s something the Government needs to look at very strongly you know something that’s more ongoing not just a one off thing of one or two years [...].*”

There seems to be a misfit between the project-oriented development strategies of the not-for-profit organizations and the world of commercial businesses they engage in. Based on the above it can therefore be stated that it is mandatory that the project time-frame of the planning and implementation of social tourism enterprises requires to be at least three to five years.

4.4 A Top-Down Strategy Applied to the Beneficiaries

The misfit between the targeted beneficiaries and the proposed social tourism project has proven to be a reoccurring failure factor in realizing both commercial success as well as the project’s continuation. Many respondents such as respondent OI-3.3, former member of the not-for-profit Bol-anon United Sectors Working for Advancement of Community Concerns or BUSWACC, respondent OI-4.4 and respondent FGD-6.6, blame this on the top-down approach of some not-for-profits in which social tourism projects and their corresponding commercial products and services are identified by the not-for-profit rather than the project beneficiaries themselves (Appendix IX, X & XII).

Sebele (2009) as well as Kwaramba et al. (2012) confirm the same in their respective case studies. In the publication of Kwaramba et al. (2012) in which the Kwam eMakana Homestay Project in South Africa initiated to aid poor women in their income generation, a respondent of a focus group discussion stated the following: *“People were selected on the basis of poverty; the women never had a voice in selecting of initiative. They got financial assistance and training; hospitality training. [...]. These women have skills and drive to work. Not necessarily home-stays for all of them.”*

A misfit as a result of this top-down approach in selecting projects can obstruct the project in a number of ways. First of all, as found by Kwaramba et al. (2012) the selection through the not-for-profits may result into unintentionally picking a commercial product or service that collides with the cultural values of the target beneficiaries. According to a respondent in the research of Kwaramba et al. (2012) it is considered quite rude to ask money for providing food and shelter to guests in African culture. This happened to be the very concept of the implemented Kwam eMakana Homestay Project. As a result, many women included in the program felt uncomfortable with the homestays and were unwilling to market themselves to the consumers. This ultimately led to low sales and discouragement (Kwaramba et al. 2012).

A similar issue occurred in the case study of Sin and Minca (2014) in which the effectiveness of volunteer- and community-based tourism in an elephant sanctuary in Thailand was questioned. The close contact between volunteers living and sleeping among the community members during their holidays resulted in the intimate contact between the foreign and local men and women. This infuriated some of the conservative members in the community and resulted in damaged cultural values and resentment towards the project (Sin & Minca, 2014).

Secondly, the beneficiaries, deriving from low-income families, ultimately invest in their basic daily needs rather than in something as unnecessary as tourism activities (Kwaramba et al. 2012). Kwaramba et al. (2012) state that this leads to another complication within the selection of beneficiaries. Most of the beneficiaries not having been a tourist themselves find it hard to identify their guests' wishes and needs. As expressed in their case study: *"Most of the respondents (81%) obtained a low score (less than 18) on social awareness indicating a poor understanding of others, taking an active interest in their concerns and empathizing with them, and have problems recognizing the needs others have."*

This inability to assess a consumers' wishes and needs with regards to the products or services offered, limits the beneficiaries greatly in improving the quality of these products and services. The low quality of products is noted by respondent OI-4.4 (Appendix X) as well as respondent OI-2.2 (Appendix VIII) as an important factor that affects the commercial success of their projects. As noted before, respondent OI-4.4 stated that the low sales led to a hardship among the not-for-profits to retain their beneficiaries in the project. In addition, Kwaramba et al. (2012) noted in their case study that the lack of sales, aside from this, also often encourage the African women to ask for additional resources from the not-for-profit organizations or governmental institutions involved in the project in order to improve the quality of their services. This, further stimulating a dependency culture among them and limiting the beneficiaries' ability to run the social tourism project independently. Lastly, the project identification through the not-for-profit may result into a low project-understanding among beneficiaries making it not only harder to retain them, but also to encourage them to join the program in the first place.

Based on the above it may be concluded that an important factor in the successful implementation of a social tourism enterprise is to include the beneficiaries in the decision making process with regards to the selection of a commercial product or service that suits them. This will facilitate beneficiary participation, retention and will allow for a greater independency among them in running the projects.

4.5 Ineffective and Inconsistent Marketing Strategies

As stated previously, the short-term vision of the target beneficiaries obstruct the successful implementation of the social tourism project in several ways. It was concluded that long-term investments in time, money and labor can contribute to an improvement of commercial success. However, the value of these investments are not always felt among the beneficiaries. From statements of several respondents it became apparent that the same counts for investments in marketing activities (Bijlage VII & VIII). Respondent OI-1.1, for example, explains that although the beneficiaries are stimulated to market themselves, their efforts remain limited due to their lack of resources such as computers and cell phones (Appendix VII). Mr. Acuzar explains that his not-for-profit has even taken the marketing efforts upon itself, because they fear that the resources of the beneficiaries will be exhausted due to the marketing efforts (Appendix IX). These two statements clearly indicate that beneficiaries within the projects are not stimulated enough by the not-for-profits to set aside enough capital for marketing efforts. The lack of experience in marketing among the target beneficiaries may also have resulted in the not-for-profits not to trust them in their capabilities to market themselves.

As a result, like respondent OI-3.3, several not-for-profits (Appendix VII, VIII, IX) have taken the responsibility upon themselves to market the products of their target beneficiaries in their behalf. These marketing efforts, however, seem to remain limited with several respondents (Appendix VII, IX & X) stating that they only visit trade fairs on an annual basis and occasionally print some marketing materials such as wavers. Similar marketing activities were identified among the government institutions in the case study of Kwaramba et al. (2012) which had taken the marketing activities upon themselves as well. This seems hardly enough to bring the products and services, that are often located in non-tourist regions, to the consumers. Respondent OI-1.1 and respondent OI-2.2 even admit that the tourism attractions do not come close to “soaring as high” as the tourism activities in the tourism circuits such as the Loboc River Cruise in the Municipality of Loboc or the Chocolate Hills in the Municipality of Carmen, being located in more attractive areas (Appendix VII & VIII).

These limited marketing efforts initiated by the not-for-profits are to be blamed on their attitude of in which they seem to prefer relying on outside sources rather than attempting to go big commercially, according to respondent OI-3.3 and respondent FGD-6.3, member of the BLDF and participant in the focus group discussion (Appendix IX & XII). Respondent OI-3.3 expresses in an in-depth interview: *“If we have a traditional politician, we also have this traditional mindset. And I think that is something that really hinders the opportunity but to grow. Kay [Because], ang mindset is, kanang [ehm], we can work... We can survive, because we can still get funds from the outside. So, they are not serious about it.”*

Respondent OI-3.3's statement indicates that the lack of ambition to earn a high profit causes the marketing efforts to remain quite limited as well. Instead of attempting ambitiously to turn the project into a commercial success within the tourism industry, most not-for-profits rather turn to their funders to keep the project running. This attitude is a stimulator of a dependency culture among the not-for-profits as well as the beneficiaries and it seems the lack of entrepreneurial instinct to survive of the not-for-profit is fueling this. A respondent in the case study of Kwaramba et al. (2012) seems to confirm this: *“The women were poorer before the start of the project?” PEMP: “Yes, but, now they wait for financial assistance the government taught the people to receive, in this way they set these women up for failure, for the home-stays to work they need entrepreneurial steering. This hunger pushes people and breeds success.”*

Another restraint, according to respondent FGD-6.6 and respondent OI-3.3, that limits the marketing efforts of the not-for-profits, is their lack of personnel, funds and time (Appendix IX & XII). This, as a result of being engaged in many other project-oriented initiatives as well (Appendix IX & XII). This lack of time and personnel not only resulted in ineffective marketing methods, but also stimulated several respondents to take in volunteers from abroad to do market research and create promotional plans (Appendix IX & XII). A positive thing that can improve marketing efforts, but unfortunately another stimulator of a dependency culture since the market research and promotional plan are being left over to the “experts”, keeping the beneficiaries out of the loop with regards to the best methods to promote their products independently. In the case study of Kwaramba et al. (2012) the exclusion of the beneficiaries in the marketing activities has even affected the women's confidence level which has led them to believe that marketing should be entirely left over to governmental institutions and that they are incapable of doing it themselves.

Aside from the above respondent OI-2.2 and respondent OI-4.4 have described another marketing-related flaw within their project implementation (Appendix VIII & X). Not being situated in the tourist regions of the island makes the marketing aspect of the enterprise an extremely important thing. The physical location has therefore been identified by both respondent OI-2.2 as well as respondent OI-4.4 as an issue that poses big challenges for the project's survival (Appendix VIII & X). The projects, mostly being located in the Northern, non-tourist regions, are often not included in the regular tourism circuits that cover the perceived highlights among the tourist attractions in Bohol (Appendix VIII & X). These pre-determined tourism circuits are often identified by local touring agencies and tour guides who tend to include in their tour those destinations and activities that bring along certain perks, according to respondent OI-3.3 & respondent OI-4.4 (Appendix IX & X). Respondent OI-4.4 describes how local touring agencies and guides are rewarded with incentives such as commissions and raffle tickets for bringing their guests to these well-established tourist attractions in Bohol (Appendix X).

Not partnering up with these influential stakeholders of the tourism industry is considered a grave mistake by both respondents and results into a lost opportunity to effectively market the product with potential customers (Appendix IX & X). Respondent OI-3.3 describes the influence of these stakeholders as follows: *"In Baclayon naay aproniana [there is a souvenir shop], right? [...] they don't have any... Wala may attraction diha [There are no attractions there]. Shopping ra gyud [Just shopping]. Pero [But], the point there. [...]. Because, it's already pre-arranged. Tourists were brought there. They don't have any choice. Ah, cige, ani ra ta magshopping [Ah, OK. We will just go shopping here], because we don't have time. With all the systems, so."*

Despite the fact that these influential players are well-known among the not-for-profits and governmental institutions involved in the social tourism enterprises, many of them refrain from giving out these incentives. According to respondent OI-4.4 this is due to the fear that the prices of the products and services will become too high to compete with others (Appendix X). A limited marketing budget initiated by either the project implementers or project beneficiaries seems to be another factor that causes them to refrain from getting involved with these parties.

Based on the above several things can be concluded. First of all, the not-for-profit seems unfit for taking upon itself the marketing activities from the beneficiaries. A lack of personnel, time and funds are the cause of this as well as their traditional mind-set that is set on obtaining money from funders rather than from turning the project into a commercial success. Aside from that the outsourced marketing efforts also stimulate a dependency culture among the beneficiaries. Secondly, the physical location of the project poses a big challenge in the marketing efforts. A lack of budget and a fear of the prices of products and services becoming too high refrains the not-for-profits from getting involved with commercial counterparts that could be a great help in improving the tourism flow to their products and services.

4.6 Individualistic Attitudes and the Deterioration of Resources

Recognized by several members of the BLDF during the focus group discussion, as well as by respondent OI-5.5 in an in-depth interview, is the individualistic attitude of some community members of implemented social enterprises (Appendix XI & XII). Respondent FGD-6.6 illustrates this with the example of the Miracle Hole technology the BLDF had developed in cooperation with a marine specialist in a coastal community in Bohol. The Miracle Hole method, in which fishes are lured into a hole dug near the beach, was a strategy to aid the local fisher folks in collectively increasing their profits made from selling fish on the markets. However, respondent FGD-6.6 noted that after several weeks of operating, the maintenance of the Miracle Hole was lacking. According to some community members, even though the Miracle Hole was used collectively by the community, only one or two members sacrificed time and money to make sure the hole was maintained properly. This was not according to the organizational structure of the project in which the community members should have taken turns into ensuring the maintenance of the fishing aid (Appendix XII).

Shortly after this example, respondent FGD-6.7, member of the BLDF, described another project in which the same issue occurred (Appendix XII). In another established social enterprise, the BLDF obtained funds to invest into a grating machine. This machine would facilitate the grating of cassava by local women in order to produce Bol-anon delicacies. Although it greatly benefitted the community through the faster production of the delicacies, no one among the project beneficiaries took it upon themselves to repair the grating machine once it broke down (Appendix XII). Respondent FGD-6.6 states this is due to the fact that the costs of repairing the grating machine or maintaining the Miracle Hole will be taken upon one community member while it benefits the community as a whole. This individualistic attitude, according to respondent FGD-6.6, makes it hard for the community members to work collectively as a group in a project (Appendix XII).

Upon asking whether respondent FGD-6.6 had experienced the same individualistic attitude in other countries he had worked in, he noted something interesting (Appendix XII): *“Well, it’s very hard to [unclear], but in other countries, fortunately, they have very strict rules by the upper chief. [...] Like a tribe. So, if you don’t follow, they will deprive you of many things. They will remove your house from their place. You, you have to get out if you don’t follow the rules. [...]”*

This statement indicates that the cause of this issue lies within the organizational structure of the project or the community where the project takes place. According to respondent FGD-6.6 the community is in need of an assertive political leader, such as the head-chief of a tribe, that strictly implements rules and regulations (Appendix XII). More importantly, upon the violation of these rules and regulations, according to the statement above, a certain risk must be involved. This way the community is forced to work together for the collective good of them all. A good example of this organizational structure, according to respondent FGD-6.6, can be found within the native Bol-anon tribe Eskaya, who live in the highlands of the Municipality of Duero and Guindulman (Appendix XIII).

In an in-depth interview respondent FGD-6.6 describes how the tribe lives and works together: *“They farm. They supply the vegetables here! So, that attitude of, eh, say, individualistic that is identified with Boholano: Ako, ako [Me, me], etcetera. It’s not true with regards to their organization [...]. [...] they believe in the teachings of Rizal. They handle their own schools, the lower schools, the grade schools. They run, they teach them that you have to take care of each other, but you have to work. You have to contribute to... There, to cultivate vegetables and supply them to the markets. Eskaya.”*

Aside from having an assertive leader that heads the collective, this statement also notes that education of the community at the very start of implementation is quite important as well. Respondent FGD-6.6 indicates that the community members of the Eskaya tribe are educated in the teachings of Rizal (Appendix XII). In the same way respondent OI-5.5 educates the community right from the start that working with an individualistic attitude does not get the community members any further business wise (Appendix XI) as she describes in the following fragment: *“We need a collective endeavor. [...]. So, eh, you just have to show them the reality. Because unless they realize, unless they get awakened with that process [...]. They will go into their same old ways of doing things. And then, you have to show some best practices, and some models and then what could be factors that made them models. Perseverance, sharing, collective sharing, collective planning, organization, eh, putting others first above self. Because you can also show them some leaders who are really became selfless. That despite the difficulties, the sacrifices, they still, you know, sacrifice.”*

4.7 Openness and Transparency among Political Leaders

As stated before nearly all respondents and writers of the online publications recognize that the involvement of governmental institutions on local, provincial and national level can either aid or obstruct in the project's success and continuation in several ways (Appendix VII, VIII, IX, X & XI). Respondent OI-2.2 recognizes that the government institutions, for example, can aid in sourcing of funds as well as offer help in negotiation processes (Appendix VIII). Respondent OI-2.2 also mentioned how accreditation with the government through a legal organization could aid the project beneficiaries in gaining a voice in discussions initiated by important departments within the Local Government Units such as the Local Development Councils (Appendix VIII). Aside from these benefits, respondent OI-2.2, respondent OI-3.3 as well as respondent FGD-6.6 also mention their interviews that they work together with the government for capacity building activities within the communities.

However, according to respondent OI-1.1, OI2.2 and OI4.4 the support of the government is not always granted to the projects and the lack of support can greatly affect the extent to which a social tourism enterprise can be continued effectively (Appendix VII, VIII & X). Respondent OI-4.4 illustrates this in a project in the Municipality of Alburquerque where she was assigned to develop a souvenir showroom that would aid local producers of handicraft in the distribution of their products to tourists (Appendix XI). Respondent OI-4.4 narrates how a lack of support from the local mayor had resulted into the closure of the souvenir showroom: *“[...] the mayor converted it to a library. [...]. And then, there was only a small corner for the prod... the remaining products. Yeah. The placemats that were made by our loom weavers. [...]. And then, finally, the mayor, the former mayor, eh, gave it to the Municipal Trial Court employees and they are the ones using it na [now]! Yeah. It is already closed. [...].”*

In this particular case, according to respondent OI-4.4, the mayor did not seem to recognize the value of the implemented social tourism project. According to respondent OI-4.4 this was due to the fact that the showroom was not making a considerable profit for the beneficiaries or the Local Government Unit itself (Appendix X). Respondent OI-2.2 confirms this and adds to it that aside from value gained through profit, the Local Government Unit is also more likely to show their support once they are given some sort of prestige or recognition for the implemented project (Appendix VIII).

Respondent FGD-6.6 illustrates this wish for recognition in an incident that occurred while working on a project in cooperation with the provincial governor of Bohol: *"[...] we spend for an activity and then we went there. [...]. When we went there to collect the cheque... Then, he made it appear like it was a donation from the provincial government. This governor! Then, picture, picture! When in fact, we were the ones who paid for the activity."*

Aside from the aspect mentioned above other reasons have been recognized by respondents as to why the government does not show full support to all the projects. First of all, respondent FGD-6.6 as well as respondent OI-1.1 noted that the history of insurgency within the Philippines has contributed to creating a somewhat hostile attitude of governmental institutions towards not-for-profit or non-government organizations as stated in the following fragment (Appendix VII & XII): *"[...] the LGU feel that NGO's are their competition of funds, particularly. [...]. That was before, no? But when we assured them that we are just here to support them and not to compete with them... So that's [...] how we established the working relationship."*

A last aspect that influences the extent to which the government is willing to aid in making the social tourism enterprise successful is the inconsistency of the political administrations. Every four years the administration of the Local Government Unit changes and according to some respondents this also brings an inconsistency with it with regards to whether the government supports or obstructs the project implementation (Appendix VIII & IX). This, especially, when the opposition within certain municipalities is rather aggressive (Appendix XII).

Effectively sustaining government support is not easy since some of the causes of their lack of support are external and cannot be influenced. However, according to respondent OI-1.1 the key to an effective cooperation between governmental institutions and not-for-profit organizations is consistent communication and transparency of the program whether the governmental institution is involved in the program as a partner or a mere stakeholder (appendix VII). Respondent OI-1.1 describes the two key ingredients that result in a fruitful cooperation: *"It's more on constant communication and, eh, transparency. Openness of the program. [...] always pay a courtesy call to the local government officials. Particularly the barangay captain, the mayors, the sangguniang bayan and the governors. So, we have to really first establish the partnership. It's not a, a... Just a click of the finger. No. It's a continuing... Because at first you really feel that: Who are you, by the way? [...] You are not from here! So, what's your business of going here? [...] And here, because, we are just a small province, eh, everybody knows everybody."*

This shows in the success of her initiated social tourism enterprise, a Homestay Project in the Municipalities Maribojoc, Anda and in the island of Pamilaw in Bohol, who have been running since the project started in the late eighties (Appendix VII).

Concluding the above it may be stated that it is important to identify all the government institutions that may play a role in the realization of the social tourism enterprise. Aside from identifying them it is also important to estimate the extent to which they may be able to influence the project in a positive or negative manner. Be it a stakeholder, a partner or even a partial owner of the initiated social tourism enterprise, the government institutions are more likely to keep engaged with the project once they are kept in the loop about the process of the project and receive some kind of benefit from it such as public recognition or a share in the profits gained from the enterprise.

4.8 The Project build on a Solid Foundation

During the in-depth interviews and the focus group discussion all of the respondents were asked how they had financially sustained over time, being financially dependent on outside sources. Although all respondents seemed to have struggled, some methods have proven more effective than others.

Respondent OI-3.3 described how the not-for-profit BUSWACC sustained independently for over 3 years (Appendix IX). Although the initial fund was obtained through their regular funder the Peace and Equity Foundation situated in Manila, they have proven that independency among not-for-profits is indeed possible after these initial funds have been obtained (Appendix IX). Instead of investing the 6 million grant in several projects themselves, the not-for-profit gave out small parts of the grant as loans to other not-for-profit organizations. These organizations then implemented the social tourism enterprises in the field (Appendix IX). In the mean-time the money gained from annual interest rates kept their office and other overhead costs that come with the operation of a not-for-profit running (Appendix IX).

Respondent OI-5.5 answered the question in describing an ongoing trend she had noticed over the years in which most foundations, nowadays, are connected to big commercial corporations. As an example she noted how the Ayala Foundation was connected to all the big malls owned by the Ayala family and how other foundations had been set up through commercial local television channels such as GMA7 and ABS-CBN (Appendix XI). Just like the method used by respondent OI-3.3 this resulted in the projects having a stable financial base through the commercialized operations. Aside from that it is also in favor of the commercial businesses that profits pumped into their foundations can be given out as tax-free grants, according to respondent OI-5.5 (Appendix XI).

Respondent OI-5.5's own foundation, the Bohol Trainer's Collective, sustained over the course of 9 years due to an ongoing contract with an outside funder which allowed for the financing of salaries and other overhead expenses. Aside from this the Bohol Trainer's Collective also commercialized their capability trainings among communities and their Local Government Unit earning profit for the implementation of other social projects (Appendix XI).

Another option in striving for financial independency would be to include the private sector into the mix. Upon mentioning this in the in-depth interviews several respondents (Appendix VII & VIII) recognized that an inclusion of the private sector could greatly benefit the social tourism enterprise through more aggressive marketing and sales strategies. However, some of the respondents remained seemingly unwilling, stating it might be hard for the not-for-profit to keep the private investors in check when it comes to maintaining the social goals of the enterprise due to their hunger for profit (Appendix VII).

Interestingly, respondent OI-3.3 described an inventive way of solving these worries. In the in-depth interview he stated how the to-be-established touring agency through BUSWACC would be cut loose entirely from the BUSWACC operations and run on its own. It would become a Limited Company of which BUSWACC would own the majority of shares. By having the majority of shares and thus the biggest say in what happens to the organization the not-for-profit can then safekeep the social goals from being neglected by the private investors. Aside from this, the not-for-profit also gains a considerable profit from owning shares within the company which can help the not-for-profit sustain.

The bottom line here is that in order to make sure a social tourism enterprise and the not-for-profit eventually gain its financial independency a solid financial base must be created, be it an initial grants from outside or not. Social tourism enterprises that are initiated can be built on that grant, but must be cut lose from the not-for-profit as its own legal entity to avoid obstruction of commercial success through the traditional mind-set of the not-for-profit organizations among which most have a fear of earning a profit at all. The social tourism enterprise may then successfully sustain itself through the selling of their commercial goods and services. To aid in the financial sustainability and independency of the not-for-profit itself and to safekeep the social goals from neglection, the organizations may choose to legalize the social tourism enterprise into a Limited Company and own the majority of shares.

4.9 A Lack of Training on Business-related Skills

A lot of respondents have stated to have been involved in capability building specifically on the business-related skills. It remains questionable, however, whether these training efforts were sufficient and effective or whether the beneficiaries were truly entrusted with running the business themselves. After all, as stated before, a couple of very important business-related activities were not done by the beneficiaries themselves. Market research and activities on product development were outsourced (Appendix VII & IX), promotional plans were developed by foreign scholars (Appendix VII) and marketing activities had been taken up by the not-for-profit organizations themselves rather than the beneficiaries (Appendix VII, VIII & IX). All of this at the expense of the extent to which the community is empowered and socially prepared to take on the role as entrepreneur of their social tourism enterprise. It shows a lack of training and practical experience in these and other business skills.

Several respondents have stated to have outsourced the training activities to the Department of Trade and Industry. This governmental institution offers, among others, training activities to indigent families who have not had the privilege of finalizing their school courses (Department of Trade and Industry, 2016). According to respondent OI-1.1, respondent OI-3.3 and respondent FGD-6.6 whose not-for-profits have all availed of their trainings in behalf of their beneficiaries, state the trainings by the DTI are often given out as grants, making them a viable option for the not-for-profit organizations. However, the trainings offered by this institution brings along with it a couple of flaws.

First of all, as stated by Dr. Pestelos the duration of the trainings initiated by the DTI often lasts no longer than 3 days (Nestor M. Pestelos, personal communication, December 27, 2016). As Buultjens & Gale (2012) stated previously, in successfully operating a commercial business the personal guidance of the beneficiaries for a duration of 2 years was not even considered enough to prepare them. Aside from this, Buultjens and Gale (2012) stress the importance of the trainings being conducted according to a tailor-made approach per individual: *"Another perceived improvement would be the provision of a tailored approach. Each Indigenous tourism business is unique and their operations not only differ in product experience offered but also, among other things, their stages of development, management structure, geographic location, remoteness, tourist flows and business structures."*

Something that is hard to achieve by a Department that works on a national and even international scale with a, seemingly, one-size fits all projects approach in their pre-determined program subjects on the website (Department of Trade and Industry, 2016). In addition, according to Buultjens and Gale (2012) each entrepreneur that initiates a business also brings along its own personal background in which his knowledge, skills, educational background and cultural values and motivations, among other things, differ as well. In order to increase the effectiveness of the training programs on business Buultjens and Gale (2012) therefore propose a tailor-made approach to each entrepreneurial business with a coach that has considerable experience in the tourism industry and that is able and willing to commit to the program part-time for the long run of at least 4 to 5 years. This will grant the business enough time to become commercially successful and will help the beneficiaries gain sufficient confidence for them to be socially prepared to take over the project after the proposed duration. This, ultimately, leading to the empowerment of the local communities on business-related skills and greatly contributing to the continuation and commercial success of the social tourism enterprise.

4.10 Taking Calamities into Consideration

The 7.2 magnitude earthquake that struck the island of Bohol on October 13, 2013 came as surprise to all Boholano's who were not prepared for the chaos the calamity and its aftermath brought (Bohol Chronicle, 2016). The same counts for the respondents of the in-depth interviews and their not-for-profits. The inventive way in which respondent OI-3.3 had run his not-for-profit organization BUSWACC had become the its downfall, so he describes: *"[...] we supported them, because they are unbankable, koan-ba [ehm], group. They cannot go to the bank to apply loans. They cannot even comply with the duals requirements from the banks. And we cater them [...]."*

The beneficiaries of BUSWACC, mostly not-for-profits who were unable to apply for loans due to their lack of finances, were unable to pay them the interest for a long time after the earthquake had hit. This, leading to the inevitable outcome of the not-for-profit organization applying once again for help from outside (Appendix IX). For the BLDF it lead to even bigger issues since they had taken it upon themselves to set up a micro-finance initiative that lend loans to low-income families in local communities leading to an even larger amount of delinquent clients after the calamity (Appendix XII). According to respondent FGD-6.6 this had grave consequences for the not-for-profit organization: *"[...] we had a loan of 5 million, but in the course of time, they could not pay. I think they were able to pay 10 percent of that or 15 percent of that. But there was this, eh, earthquake. [...]. It was hard to collect. So, we paid out of 5 million 2.2 million. BLDF. [...]. Because that was savings from PDMS and some other projects that we had. [...]. It was hard, because we are dealing with, eh, small communities."*

Respondent OI-5.5 illustrates another example in her project on seaweed cultivation among local fisher folks. The climate change, which can greatly affect the cultivation processes, must be taken into consideration by the local communities, so she states (Appendix X). According to respondent OI-5.5 as well as respondent OI-3.3 what seemed to be lacking was a risk management plan initiated by the social tourism enterprises that were initiated (Appendix IX & X). Respondent OI-3.3 as well as respondent OI-5.5 now urge the local communities they work with to establish such a contingency plan. That way the continuation of the social enterprises can be granted and the sources of income for the not-for-profit organization sustained (Appendix IX & X)

5. Advisory Section

The advisory section serves to answer the management question that was formulated in the first chapter of this paper, given: “In what ways can the non-stock, not-for-profit organization the BLDF successfully commercialize its social tourism enterprises in order to become financially independent?”. The answer is given substance to into a list of what were ascertained as the most common factors a not-for-profit organization needs to take into consideration in order to ensure the commercial success and continuation of a social tourism enterprise. The input for the list, or Social Tourism Enterprise Assessment Tool for Sustainability and Commercial Success, derived from in-depth interviews and a focus group discussion among professionals of 6 different not-for-profit organizations. Additional input was sought among online publications of case studies about social tourism enterprises that were initiated.

The advisory section will be divided in two parts. One of which the tool is projected and a short explanation is given on how to use it. The second part of the advisory section consists of putting this assessment tool into practice by using it on one of the BLDF’s initiated small-scale social tourism projects: The Community-based Bike Tours for Youth Livelihood Project.

5.1 The Social Tourism Enterprise Assessment Tool for Sustainability and Commercial Success

The ten factors of the tool are formulated as written below. A short description is given to clarify the goal of each factor with regards to project improvement.

1. The social tourism enterprise is formalized into a legal organization.

The goal of this factor is to strengthen the competitive position of the project beneficiaries and their social tourism enterprise in the tourism industry through becoming part of the formal market. The not-for-profit organization assesses whether the social enterprise has been organized to be part of this formal market. The organization also assesses to what extent this formalization allows the beneficiaries to stand strong against price abuse among suppliers and other dominant players in the industry and to what extent they are recognized as a legal organization by important stakeholders, such as government agencies.

2. The proposed commercial product or service that will be offered will lead to immediate results.

The goal of this factor is to increase project understanding among project beneficiaries. This must ultimately lead to a better beneficiary retention and the promotion of the project’s or enterprise’s continuation. The not-for-profit organization assesses in this factor the speed of which a basic need identified by the project beneficiaries can be fulfilled upon implementation. It was recognized by the respondents that the more immediate the results are felt, the more likely the project beneficiaries are willing to keep participating in the initiative over time.

3. The proposed project duration matches the ambition to establish a commercial business.

The not-for-profit organization assesses whether the identified timeframe for a social tourism project or enterprise is realistic. Given a commercial enterprise will be established, it was recognized that the project duration in that particular case must be of a minimum 3 years and until that time the business is commercially viable and able to sustain its own operations through sales without further interventions of the not-for-profit organization. Aside from this, the not-for-profit organization must determine to what extent they estimate the project beneficiaries to be socially prepared to take on the responsibility of running the social tourism enterprise independently. The goal of this factor is to ensure the project's continuation after the members of the not-for-profit organization that are in charge of the project have pulled out.

4. The social enterprise or projects are identified by the project beneficiaries.

The not-for-profit organization assesses whether a bottom-up approach is being applied on the initiated projects in which the project beneficiaries decide what social tourism enterprise they will engage in. The goal of the factor is to realize a better fit between the project beneficiary and the initiated social tourism enterprise which must lead to avoidance of conflicts with regards to cultural values of the beneficiaries and the avoidance of the project beneficiaries being unable to assess a customer's wishes and needs due to a lack of experience in the enterprise's industry.

5. The marketing efforts are handled by the project beneficiaries.

The not-for-profit organization assesses to what extent the project beneficiaries are entrusted and trained to handle their own marketing activities. It must also be assessed whether enough budget has been set aside to assure essential resources for these marketing efforts can be realized and whether influential stakeholders, such as touring agencies and guides, have been identified as partners to ensure a regular tourism flow towards their business. The ultimate goal of this factor is to raise confidence levels among project beneficiaries so they will be empowered to eventually run their businesses by themselves. It must also avoid the not-for-profit organization from taking the responsibility of handling the marketing efforts upon themselves and doing so ineffectively due to their lack of resources and more importantly, their lack of entrepreneurial instinct to survive.

6. The commercial endeavor is headed by an assertive leader that is able to keep an individualistic attitude in check.

Within this particular factor the not-for-profit organization is to assess whether an assertive leader is at the head of their social enterprise that ensures the rules and regulations with regards to the usage of collective resources in the community. The extent to which the project beneficiaries are educated about the importance of working together towards a collective good must also be assessed by the not-for-profit. The goal of this factor is to ensure the project's continuity through the proper maintenance of the project's resources and through the education of the project beneficiaries at an early stage of project implementation.

7. Political leaders and other stakeholders are thoroughly identified and analyzed.

The not-for-profit organization assesses the extent to which the local government agencies are willing to lend their support to the project or enterprise. Firstly, the nature of the relationship between the not-for-profit organization and the local government agencies must be identified. Then, the not-for-profit must assess whether the value of the initiated project or enterprise is felt among the political leaders. Lastly, the not-for-profit organization must also assess whether the project will be hardened against any changes of political administration and how these changes will influence the social tourism enterprise positively or negatively. The ultimate goal of this factor is to safeguard the social tourism enterprise from political influences that can disrupt its continuation or commercial success.

8. A solid financial foundation is realized to ensure the enterprise's financial independency in the future.

The not-for-profit organization assesses their ability to offer a solid foundation of financial resources to the social tourism enterprise until this enterprise is able to provide for its operational costs through its sales and therefore becomes financially independent. The not-for-profit organization must also assess the extent to which they will be able to safeguard their social goals from the profit-driven private investors (the beneficiaries) that will eventually run the project independently upon commercial success after the project duration. The goal of this factor is to ensure the project's continuation through the not-for-profit organization's financial stability until it reaches the stage of financial independency.

9. A tailor-made and long-term approach to training on business skills is realized.

The not-for-profit organization assesses the extent to which their training methods fit the idealized training methods as recognized in the research results. Within this training all major aspects of setting up a business are included in the training materials. A tailor-made approach is utilized on each individual social tourism enterprise. Each individual enterprise is handled by a coach that has direct experience from the field and can commit to the project part-time and for the entire duration of the project. The goal of this factor is to ensure that the project beneficiaries are empowered through the training and confident to handle the social enterprise independently once the training period is over and the coaches no longer engage.

10. A risk management plan is developed in case of calamities and other external risks.

The not-for-profit organization assesses whether it has a risk management plan in place among the not-for-profit organization itself, but also among the social tourism enterprises that have been realized. The goal of this factor is to ensure that in case of a calamity or other external risk the not-for-profit organization itself and the social tourism enterprises they have invested it remain functional.

5.2 How to utilize the Social Enterprise Assessment Tool

The Social Tourism Enterprise Assessment Tool for Sustainability and Commercial Success is shaped into a list of the most common factors the not-for-profit organization needs to take into consideration in order to ensure the continuation and commercial success of a initiated social tourism project. The tool forces the not-for-profit organization to reflect on certain factors that were identified by other not-for-profit organizations as key challenge or success factors of their social tourism project or enterprise.

The tool can be utilized in two different manners. Through the assessment of an already existing project the tool can help identify gaps in the current strategy of implementation and operation of the project or enterprise. The not-for-profit organization will go through each factor one by one and assess to what extent the social tourism project or enterprise had been able to live up to this factor until present date. The gaps that are identified in the project's or enterprise's concept can then be filled with, what is considered by the not-for-profit organization as the appropriate intervention in order to improve the current projects effectiveness.

Secondly, the tool can be utilized in the project planning phase prior to implementation. The tool then takes on the role of identifying whether the intended social tourism enterprise is feasible in future implementation. Just like in the other scenario, the not-for-profit organization will, once again, assess the current project plan and identify which gaps need to be filled in order to ensure the projects continuity and commercial success upon implementation.

6. Using the Assessment Tool on a Practical Example

The Community-based Bike Tours for Youth Livelihood Project (CBTYL-Project) derives from the Community-based Eco-Cultural Tourism Plan 2012–2016 initiated by the Local Government Unit (LGU) in Baclayon (Pedersen, 2012). Within this plan the establishment of a bike rental had been identified by the local community as a tourism asset that could help develop the tourism industry in the coastal area of the Municipality.

A partnership between the Tourism Department of the LGU, the Department of Education (DepEd) and the BLDF would take this project upon themselves and develop it into a social tourism enterprise with as social goal to train and hire out of school youth of the Alternative Learning System (ALS) under the DepEd into the cycling industry. The bike rental, Hub 'n Spoke: Community Bike Rental, started operating commercially for the first time around August 2014 after resources for the operation were acquired from foreign and local sponsors. After these initial funds from outside, the project has proven remarkably resilient, independently operating and sustaining itself through its sales.

Despite this achievement, however, the project still has a lot of room for improvement to make it more successful commercially and to increase its chances of survival. Therefore, the Social Enterprise Assessment Tool will be utilized to identify the bottlenecks in the project. Suggestions will be made, based on these identified flaws, on how to enhance the project's continuation and commercial success in the future. The statements in the following section are largely based on personal observations and experience of the Project Officer of the CBTYL-Project over the past 2 years of operation.

6.1 The social tourism enterprise is formalized into a legal organization

The CBTYL-Project, responsible for initiating the social enterprise Hub 'n Spoke: Community Bike Rental, has not yet been formalized into a legal organization. Although this has led to the fast implementation of the project, it may also explain why the project, to this date, has not been successful in gaining the Local Government Unit's recognition as an organization. This has led to a limited involvement of the Local Government Unit and the Department of Education, despite the fact they had been recognized as official partners of the project during the project planning phase.

These governmental institutions, however, could prove of great help, especially with regards to stimulating the bicycle usage within the Municipality of Baclayon. In 2012, the Mayor of the former administration, Mr. Jodel Theodore C. Cabahug, created and implemented the Bicycle Transportation Promotion Ordinance (Cabahug, 2012). This ordinance could bring along great benefits for the social enterprise. First of all through the installment of bicycle routes, bicycle lanes and bicycle racks throughout the Municipality, according to section A, B and E of the ordinance (Cabahug, 2012). Installing these bike-friendly facilities could greatly stimulate the usage of bicycles in the Municipality and would improve the cycling experience of customers that rent their bicycle at the Hub 'n Spoke Community Bike Rental. It may even promote longer usage of the bicycle which results in an increase in revenue gained per customer.

Secondly, the bike ordinance further improves the service quality through promotion of bicycle safety within the Municipality. As stated in Section H of the ordinance a specially designated bike patrol, led by the Philippine National Police (PNP), must ensure the bicycle safety of riders in the Municipality and is responsible ensuring the bike riders comply with the rules and regulations listed down in the ordinance. Other rules and regulations with regards to safety are mentioned in Section C and D which state that safety gear is mandatory and riding along the National Highway is prohibited.

Unfortunately, it seems that to this date none of the bike facilities have been constructed through the Local Government Unit. Neither have the rules and regulations with regards to bicycle safety been strictly implemented by the PNP officials. It is therefore advisable that the social enterprise formalizes itself into a legal organization in order to ensure the improvement of the extent to which they can voice their needs within the government institutions. It will empower them to demand for the stricter implementation of the bicycle ordinance created in 2012 at the present administration. The strict implementation will then lead to the stimulation of sales, an extended usage of the bicycles by customers and the increase in product quality with thanks to the available bicycle-friendly facilities and the strict implementation of rules and regulations by the PNP with regards to biking safety.

6.2 Project participation must lead to immediate results.

The CBTYL-Project has proven a bit more successful with regards to factor number 2. The project beneficiaries that were involved with the project have proven willing to stick with the project, having been involved in the operation of the bike rental for over a year. Several actions, seemingly unimportant, have greatly stimulated the extent to which the social tourism enterprise had been able to generate immediate results for its project beneficiaries upon participation. This, stimulating this success in beneficiary retention.

First of all, salaries were given out on a weekly rather than a monthly basis. This seemingly unimportant detail has proven effective in stimulating the project beneficiaries to remain with the enterprise over time. It fulfilled a basic need, which is money, fast.

Aside from this, the strategic choice of starting the operations during a season that was depicted to generate high sales, further improved the project understanding and beneficiary retention. Previous test-attempts in operating the bike rental had proven the high season for the sales was during the summer break of the Philippine high school and elementary students. Being aware of this fact, the bike rental was set up during those particular seasons, leading to considerable sales in the first two months of operations.

Although the season that followed showed considerably lower sales due to the bad weather conditions, the rental was still able to offer a stable income to its beneficiaries. The reason for this, is that additional funding had been obtained from outside sources in the previous months. Anticipating the bad weather conditions as a result of the rainy season in Bohol, money was held aside to cover the costs of salaries once the sales of the bike rental would no longer prove to be enough to sustain them.

6.3 The proposed project duration matches the ambition to establish a commercial business.

The project duration of the 9 initiated projects in the Baclayon-based Eco-Cultural Tourism Plan was set for the period of 2012 until the year 2016. However, the project duration has proven to be flexible. Considering only few of the 9 identified projects had actually been implemented over the proposed period Ms. Pedersen (personal communication, December 12, 2016) and local councilor Mrs. Marietta B. Javier (personal communication, Oktober 2, 2016) both stated the Tourism Department of the new administration of the Local Government Unit will revise the tourism plan and renew the project duration of it as well. This leaves Hub 'n Spoke: Community Bike Rental, who started operating commercially in 2014, with enough time to proof itself as a successful commercial enterprise. The commercial success and social impact creation have, however, until now, remained quite disappointing.

Although the project's independency with regards to covering its own costs through sales is considered a great achievement, the commercial success and impact creations remain low. With the hiring of only 1 student on a full-time basis and 1 student "on call" for technical repairs and assistance during tours, it is safe to say that greater sales and an expansion of the rental's services are needed in order to add value to this project. Plans for expansion include the implementation of mountain bike tours, the expansion of the rental with a bike park and the implementation of a public transport system within the municipality. This, to establish a significant higher social impact through the creation of livelihood opportunities for the out of school youth. However, until 2017 Hub 'n Spoke has only fulfilled its role as a rental.

Perhaps the flexible deadlines and the lack of formally monitoring the key success factors, which had been identified in the Baclayon Community-based Eco-cultural Tourism plan resulted into inertia among Project Officers or Change Agents who seem to settle for the single achievement of covering the students' salaries. Priority is given to other engagements which lead to the postponement of planned expansions and disappointing results in commercialization and impact creation.

In order to implement the project's expansion faster and more effectively the deadlines should be handled more strictly. Also, a separate body must be identified among unbiased project partners that regularly monitors the performance of the mountain bike rental using identified key success factors as a basis of the measurement of success. Not performing up to standards must have serious consequences such as the disestablishment of the rental. Key success factors with regards to customer satisfaction can aid in forcing the Project Officer and its beneficiaries to improve the product quality. Key success factors with regards to the growth in profit forces the Project Officers and beneficiaries to try more aggressively to increase the sales, and so on.

6.4 The social enterprise or projects are identified by the project beneficiaries.

The Baclayon Community-based Eco-cultural Tourism Plan describes its strategy for identifying projects as follows: ““The program utilized Focus Group Discussion (FGDs) techniques through an Assets-Based Community Development (ABCD) approach, to enable a small group of people in each barangay (group sizes of around 12 participants was considered optimal) to share their knowledge, insight and opinions on their vision for future tourism development in their community.”. This clearly indicates a bottom-up approach was chosen for the identification of the 9 tourism projects in the Municipality among which the CBTYL-Project.

However, only a small percentage among the respondents within the Focus Group Discussions represented the youth in the Municipality. The input for the suggestions on tourism development were therefore well represented by the community, but not by the actual beneficiaries that were going to be closely involved within the project implementation and operation. As a result, the beneficiaries, out of school youth from the Alternative Learning System, may not have necessarily chosen the Hub ‘n Spoke rental as a social tourism enterprise they would passionately work in. This lack of passion shows in several ways.

Firstly, a lack of experience in utilizing the product offered has resulted in the lack of maintenance to the bicycles despite clear instructions given to the staff. The staff, not having owned a bicycle themselves, perhaps do not feel the need to clean and maintain the bicycles on a regular basis. Although the staff have been given a service bike to commute from their home to the workspace, the sense of ownership among those bikes might not be there.

The lack of experience on handling customers also shows within the observations. The passive attitude of the staff upon finalization of the transaction results in the customers often being left by themselves picking what they perceive as the right bicycle. The staff also often does not initiate to aid the customers in adjusting the saddle to the right size or lifting the bicycle from the bike rack. Safety gear are not often offered and no suggestions are made on where to take the bicycle for a ride. All of these aspects can greatly increase the service quality of the rental and may result into a bigger customer base that consists of returning customers.

It seems there is a lack of understanding for customer needs that needs to be addressed. The beneficiaries are in need of practical experience and skills training and coaching on customer care. Aside from that the passion for biking must be fired up through including the beneficiaries in local cycling communities. Through observing cycling enthusiasts and joining them on rides regularly, they get a better idea of the service they offer and a greater understanding will be created as to why regularly maintaining and cleaning the bike is of utmost importance in keeping the resources in good condition. The same strategy must be applied to new beneficiaries. Upon selecting the beneficiaries one may stimulate a better maintenance of the bicycles right away through choosing beneficiaries that already have experience in taking care of a bicycle through owning one above those who have never owned a bicycle before.

6.5 The marketing efforts are handled by the project beneficiaries.

As many other not-for-profits the marketing efforts of the CBTYL-Project are taken on by the staff of the not-for-profit organization rather than the project's beneficiaries. As stated in the research results this has resulted in marketing activities that were often ineffective. On the CBTYL-Project in particular an important reason the marketing efforts are in vain are not only because there is a lack of it, but also because the activities that are initiated, are initiated inconsistently.

Occupancy within other engagements have led the staff of the BLDF not being able to handle the work load that comes with the marketing activities. To name an example, the website and the Facebook page alone need to be updated on a regular basis, but the staff has proven unable to keep their appearance on the net frequently and consistently. This, leaving the Facebook page and website deserted with a limited 300 followers on the Facebook page and close to no visitors to the website. Aside from the website not being updated on a regular basis creating visitor flow to the website has proven another tedious job that requires the expertise of a professional. One the project has been unable to hire due to the limited marketing budget that was established during the project planning phase.

This limited budget affects other ideas for marketing activities as well. Regular sponsorships in local mountain bike races among the cycling communities in Bohol and regular attendance at cycling enthusiast events on a national scale have also remained limited due to the budget and time constraints of the personnel. Lastly, a very important aspect in marketing that was mentioned in the research results was including the touring agencies into the mix. Even though it has been listed down as a marketing activity in the project planning phase, the lack of personnel has, once again, resulted into an irregularity in these business visits and insufficient efforts to keep in contact with the linkages already made.

It is clear that the lack of personnel, their occupancy in other engagements and the limited marketing budget shape the underlying reasons as to why the marketing efforts have proven ineffective. It is therefore advisable that the project beneficiaries are entrusted with these tasks. The project beneficiaries work in the afternoon from 4PM until 10PM, not even always being occupied with the renting out of bicycles during office hours. This leaves them with a lot of spare time that could effectively be used in teaching them how to market their enterprise. Although some jobs need the expertise of a professional there are some tasks that these beneficiaries can take upon themselves and can help them become empowered in running their own business.

Suggested is to slowly pull the workload off the project officer and onto the project beneficiaries as the project proceeds. The Project Officer must serve as a coach in teaching the beneficiaries how to handle their own marketing activities. Given the resources within a considerably higher marketing budget can be bought for the beneficiaries these marketing efforts will start by simply keeping the website and Facebook page updated. The coach will then shift his responsibility of conducting business meetings with potential, influential partners in the industry, such as tour guides and agencies, as their next task. The beneficiaries will be coached how to dress, act and manage business meetings in order to obtain a wide range of distribution channels in the capital city of Bohol and perhaps even in near-by islands such as Cebu. Lastly, the beneficiaries will be entrusted with the task to emerge within the local cycling industries and stay updated about planned races that the Hub 'n Spoke rental will then be able to give small sponsorships to in exchange for recognition within the races. The tasks of the coach will be reduced to regular visits to check up on the marketing activities and a business as a whole and the beneficiaries will become empowered and confident to run their business independently.

6.6 The beneficiaries strive to work together for the collective good

A lack of assertiveness by the Project officer has contributed to the decay of resources in the past. Too often corrections and well-intended advices are not followed through by the beneficiaries. Repetitive corrections are given on how and when to maintain the bicycles, how to stand them down correctly and how to make sure customers do not misuse the bicycles upon renting, but without any serious consequences upon disobedience.

Aside from the Project Officer being just as young as the beneficiaries which ultimately led to the Project Officer befriending them, another aspect plays a role in remaining assertive and business-like. It is strongly felt by the Project Officer that the low salary, which is below the minimum wages of the island, does not justify a demanding and assertive attitude towards the employees. These lack of consequences such as a loss of job or payments for faults made in combination with the rental not being able to support any higher salaries yet have grave consequences for the beneficiaries' performance. The beneficiaries, after all, do not feel any risk in doing badly and (through a reasonable salary) are not stimulated to do their job well either.

The project is therefore in need of an assertive leader who is much stricter than the current Project Officer and are the beneficiaries' senior. He must be able to make the beneficiaries understand the importance of taking good care of the resources for the collective good of the rental. After all, a bad performing rental will not stimulate the tourism flow going there, leading to bad sales and the ultimate closure of their livelihood opportunity. Lastly, disobedience of the rules and demands of the leaders must lead to serious consequences, again, to increase the beneficiaries' understanding of the importance of maintaining the resources.

6.7 Political leaders and other stakeholders are thoroughly identified and analyzed

Although the government institutions have expressed their willingness to aid the project as a partner during the project planning phase, it has not shown much on a practical level. The first issue with regards to this factor occurs in the weak position the bike rental has upon a change of administration. This is due to the fact that the office space the bike rental is located in, is owned by the LGU. The office space being offered to the bike rental without payment of rent, electricity or water bills can therefore easily be handed to another party upon a change of administration. It is therefore mandatory that the position of the bike rental be strengthened first to ensure its continuation.

As stated before this strengthening can be realized through entering a formal market. Aside from this it is important that the LGU understands the value of the project thoroughly. In the past political stakeholders on all levels have been consulted and enlightened about the project. Barangay (neighborhood) captains have been asked to participate in the mountain bike tours with what they perceive as a valuable tourist attractions for tourists in their respective neighborhoods. Aside from that the local tourism department had been approached to combine these bike tours in a package with a visit to the popular tourist attractions Pamilacan island to help increase the tourism flow to the municipality and prolong the visitors' stays. The local councilors and mayor had received project status updates and were enlightened about the promising benefits the project could bring such as a reduction in emission and promotion of public health through the stimulation of bike rides, a reduction in school drop-outs through the establishment of a public transport system and stimulation of the tourism sector within the Municipality through offering tours.

Although the political leaders seemed to appreciate the ideas that were sketched out before them, their participation remained limited and their attitude passive. Over time the consistency of the updates on the project status reduced and the involvement of the government institutions remained close to nothing. Perhaps this can be blamed on the fact that no immediate results were generated from the project. After all the reduction of gas emissions, improvement of public health, reduction of the drop-out rates and the stimulation of the tourism industry are far, future promises. Profits were not made through renting out the office space or through a share in the sales and recognition would not do the LGU much good considering the Hub 'n Spoke Bike Rental was a small-scale project with limited marketing activities.

In order to create value for the LGU's and to strengthen the position of the rental the office space and its operational costs must be paid for after the sales of the rental improve. To keep them engaged openness, transparency and consistency of project updates must be applied to these stakeholders. However, they must not be required to fully cooperate and involve themselves with the project until the project has reached the status of being commercially successful so the LGU can witness the direct benefits from it. Upon witnessing the value of the project they might be more willing to aid the project through the implementation of the Bike Ordinance, for example.

6.8 A solid financial foundation is realized to ensure the enterprise's financial independency in the future.

The Hub 'n Spoke rental has proven to be financially independent from outside sources over the past year. A stable foundation of funds from outside sources has ascertained this. However, the rental is running out of resources to cover the bad sales due to rainy weather conditions, the staff has remained underpaid over the course of a year, there is not enough money available for engaging consistently in marketing activities and the initiator, the BLDF, does no longer have the resources to financially support the project. On top of that, the repair costs of the newly acquired bicycles in 2016 are considerably higher than the previous bicycles that were utilized to run the rental. It is therefore of utmost importance the rental starts thinking about a new strategy to further stabilize the financial foundation of the rental in the future.

Based on the research results in the previous chapters it is advised to look into the possibilities of re-organizing the social tourism enterprise into a limited company giving out shares to all important stakeholders that could play a role in the further development of the project. The BLDF may own the majority of the shares ensuring the social goal of training and hiring out of school youth into the cycling industry is realized. This would require one last call to outside funders since the not-for-profit organization does not own the resources needed to invest in these shares.

Aside from that, the LGU can be handed a part of the shares ensuring their engagement through obtaining a part of the profit and stabilizing the political position of the bike rental. Including a private entity in the investment in shares as well can aid the rental in establishing more aggressive marketing methods. Aside from dividing the profit as well as the legal voices within the organization, handing out shares is also a way of raising the funds necessary to keep the project running effectively.

6.9 A tailor-made long-term approach to training on business skills is realized.

In 2014 prior to the social tourism enterprise commercial operating, a total of 8 students were trained on several skills that were deemed necessary to run the mountain bike rental effectively. The training was conducted by friends of the project that were involved in the cycling industry or had knowledge of accounting and book keeping, to cut the costs of training. Despite their willingness to aid in the trainings for free, the time spend on trainings remained very limited. With only one week of training the beneficiaries were left on their own to operate the business. Aside from training time what was also lacking was an experienced coach that could aid the beneficiaries extensively, especially in the first few weeks of operation. This resulted into the failure of the first attempt of operation in early 2015.

Upon the second attempt the Project Officer served as the coach that would help on a part-time basis. The project sustained this time, but a lack of a series of important business skills has resulted in the mountain bike rental not always operating as effectively as it could have. First of all, like stated before several business-related skills were outsourced to the Project Officer. The beneficiaries were not entrusted with any book keeping activities due to a lack of training in that field. They were only asked to keep track of the sales in a log book. Insufficient monitoring of the Project Officer often resulted into sloppy book keeping of the beneficiaries with data missing or write-ups not being stated clearly. The marketing activities, as stated before, were also taken on by the Project Officer, leaving the beneficiaries unempowered to market their services or regulate their bookings themselves.

Although the beneficiaries have initiated several promotional actions by themselves, it is clear they lack in skills to ask accurate prices for these activities, since some of them, upon calculating, led to a loss rather than a profit made. An example is the conduction of mini-tours to near-by municipalities. A wonderful initiative that could work especially for those students that do not have the money to pay for a full-scale tour. However, the beneficiaries asked a mere 50 Philippine Pesos per hour for the activity without taking into account that his salary and the costs of food, maintenance and cleaning of the bicycles afterwards would lead to costs much higher than the requested price for his service. This too, shows that a lack of business skills is affecting the rental's effective operation.

It is advised that these and other business-related skills such as the conduction of business meetings, ensuring your competitive position in the field, handling stakeholders, how to keep track of the cashflow and other book keeping related skills, and more, are taught to the beneficiaries on an on-the-job basis. This, firstly, because the social tourism enterprise has already been established and is operating. Secondly, because the beneficiaries may think of the training more relevant if it is applied to the practical example of the bike rental. The trainings would require, once again, the involvement of a senior that is experienced in the cycling and tourism industry and has knowledge on how to run a commercial business effectively. He must be hired and engage with the beneficiaries on a part-time basis, making sure they are taught what is necessary to run the enterprise confidently and independently within several years.

6.10 A risk management plan is in place in case of calamities and other external factors.

The biggest external risk imposed to the bike rental is the fact that a mountain bike ride is a seasonal product and therefore highly affected by bad weather conditions. Especially during the rainy season in the Philippines the bike rental experienced difficult times. Luckily, there was sufficient funding from outside funders available to serve as back-up capital. The bad sales were therefore effectively supported during the low season. However, just like most funds from outside sources, these funds are perishable and difficult to obtain in the first place. Therefore, the effective technique is considered something the rental must not rely on in future operations.

It is clear that the BLDF as a not-for-profit organization must ensure there is enough money taken up in the budget within the project planning phase that could serve as back-up capital in case the products and services offered in the established social tourism enterprise are depicted as seasonal products. Furthermore, it is advisable to no longer support on outside funders with regards to risk management. The rental must ensure the continuity of the rental during low season through the sales in the high season. Aside from this, the bike rental can choose to offer additional products and services that are not affected by the bad weather. An example could be the product of jewelry out of recycled bicycle materials. Bracelets, earrings and such can be distributed among local handicraft shops and coffee shops to provide additional income once the sales run low.

7. Reflection on Research Results: Validity and Reliability

This chapter serves to assess the research results that derived from the in-depth interviews, focus group discussions and online publications of case studies on two aspects: validity and reliability. The validity of the research explores the extent to which the collected data can be generalized over a large group of not-for-profit organizations. This would allow the Social Enterprise Assessment Tool for Sustainability and Commercial Success to be operated on a significantly larger scale than by the commissioning company alone. The reliability of the research explores the extent to which the research methodologies and tools were put to practice in a consistent manner which increases the reliability of the research results. Lastly, this chapter discusses the possibilities for future research that could support the research done in this paper and further enhance the Assessment Tool.

7.1 Validity

A couple of cautionary comments can be made with regards to the validity of the research and the extent to which the tool could be utilized by not-for-profit organizations in general aside from the BLDF alone. First of all, the respondents chosen for the in-depth interviews all fulfilled the role of executive manager or were a member of the not-for-profit organization's board. Some of the respondents may, therefore, have proven a little more willing than others to describe the mistakes or flaws in the not-for-profit's strategies, methods for implementation and operation and the extent to which the implemented projects have proven to create a considerable social impact among the communities. Perhaps this has something to do with feelings of pride or the fact that the interview was being recorded. This has made it harder to compare and generalize respondents among each other in the research results. There seems to be an urge among some respondents to ensure the not-for-profit organization looks flawless to the outside world.

The validity of the research could have been improved considerably through validating the responses of the executive directors among individual beneficiaries of the project. After all, Kwaramba et al. (2012) described in his case study that the responses of the beneficiaries with regards to the project's success were entirely different from the responses of the Project Officers implementing the project. It became apparent that although the Project Officers insisted that the homestay project had worked effectively among the beneficiaries, many of the women were very unsatisfied with the way the project was being operated and did not agree with the vision of their Project Officers (Kwaramba et al., 2012). Most beneficiaries, being involved in the project on a very practical level, have a better idea of the key issues and the key success factors they face on a daily basis whereas most not-for-profit organizations only fulfill an advisory role after the project implementation phase has been finalized. In some cases, they are no longer aware of the issues that occur within these communities. Aside from that, the beneficiaries are not biased to make the project or social enterprise look good.

Another issue with regards to external validity occurred when it became clear that some subjects within the not-for-profit organization had proven a little sensitive among some respondents. This, especially with regards to internal leadership issues or political preferences of the not-for-profit organization on all scales. Opinions on barangay captains, onto the mayors of the LGU's, governors of the Province and even the president of the Philippines often remained unexplored while they could have meant a great deal to the not-for-profit organization as a success or fail factor for social tourism enterprises.

7.2 Reliability

With regards to reliability a few comments may also be in place. After the conduction of the first in-depth interview, it became apparent that the interview guide was quite long. This resulted in the interviewer going through each subject quite briefly to ensure the recorded interview would not surpass the predetermined time frame of 1 hour. Discussing the many different subjects in such a short manner, resulted into the responses of the respondents remaining quite shallow and simplistic while the purpose of the interview was to dig really deep into the core issues and success factors of each not-for-profit organization.

Upon finalizing the first interview a research instructor of Saxion University was consulted, who advised the usage of little cards that would contain the subjects of the interview guide on it. This way, without having to sense endlessly which subject might be the biggest issue among the executive directors in the interview, the respondent was stimulated to pick themselves what they considered the 3 main issues and 3 key success factors within the not-for-profit organization. This meant a greater deal of manipulation and steering within the interview which affects the extent to which the research results are reliable, but it also resulted into each key issue and success factor being discussed more thoroughly, giving the interviewer a chance to find out the true underlying reasons these failures and successes occurred.

Another aspect that affected the reliability of the research results is the fact that these cards were not always used in every interview. Some respondents initiated the core problems themselves and needed less steering while other would utilize the cards to identify the main issues and success factors. This has led to a disparity between research methods utilized and affects the reliability of the research results slightly as well.

7.3 Future Research Possibilities

As stated before in order to increase the validity of the research done the beneficiaries of projects can be included as another party to be reckoned with in order to determine the success of a social tourism project in future research. Aside from that, the research has not looked into the ranking of importance among the different identified factors of the Assessment Tools. This could be another aspect that could be further explored in future research to enhance the Assessment Tool.

Epilogue

Writing my thesis in a country as lively and colorful as the Philippines, I was expecting absolute chaos and a world of distractions during the thesis period. And so, it happened. But what a marvelous and challenging way to finalize your studies. Feet in white sand with a laptop on your lap, listening to the waves in order to stimulate your thoughts.

Nevertheless, I hadn't expected the thesis period to run so smoothly as it did, aside from a few (major) hick ups at the end. And furthermore, I hadn't expected my supervisor would be so skilled in keeping my head cool when it was absolutely overflowing with my perfectionist thoughts. Succumbing to these would have most probably extended the thesis period easily with another 6 months or so. A big thanks goes out to Mr. Jan Pieter van Haaps. I do not know how you did it, but you did.

I was also surprised at the ease in which I found "victims" that were willing to lend a little of their precious time in their busy development worker schedules just to contribute to my thesis. One contact led to the other in this wonderful island where everyone seems to know each other through some fourth or fifth cousin of some kind. I would therefore like to thank all who cooperated in the research. I have truly enjoyed talking to all the respondents and submerging myself into this large community of development workers was truly inspiring. Please know you have contributed to producing another development worker in the making. After my studies I am hoping to offer my services to many other not-for-profit organizations to become more experienced in the field. We are all put on this earth for a reason, after all. Or so I like to believe.

With their consent I would like to recognize and send my love to Mrs. Emilia Roslinda, executive director of PROCESS Bohol, Mrs. Jeanette Corona, member of BANGON, Mr. Alvin Luis O. Acuzar, former executive director of BUSWACC, Mrs. Leila Manding-Café, former member of Ilaw nga Buhay International Center, Mrs. Anabelle C. Jayco, founding president of Bohol Trainer's Collective, Dr. Nestor M. Pestelos, founding president of the BLDF, Dr. Nepomucena Buot, vice-president of the BLDF, Mrs. Myrna Angalut-Lu, BLDF's treasurer and secretary and Mrs. Florencia Pestelos, board member of the BLDF.

Thank you and I hope to meet you all again, soon.

Marit Meijer

Bohol Province, the Philippines, January 9, 2017

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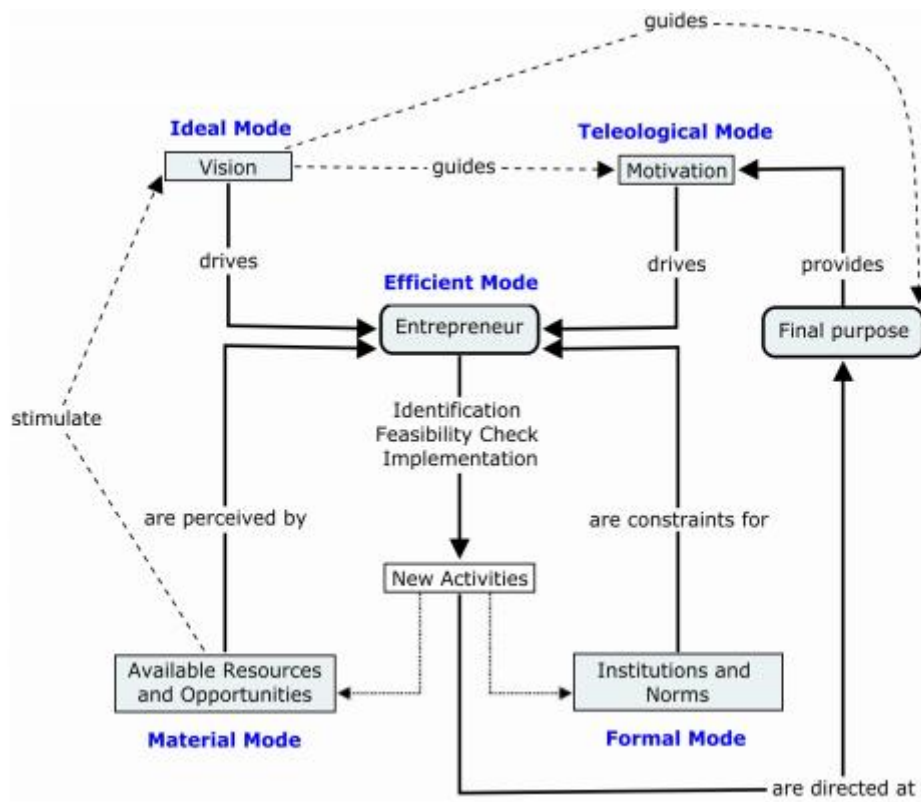
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Appendixes

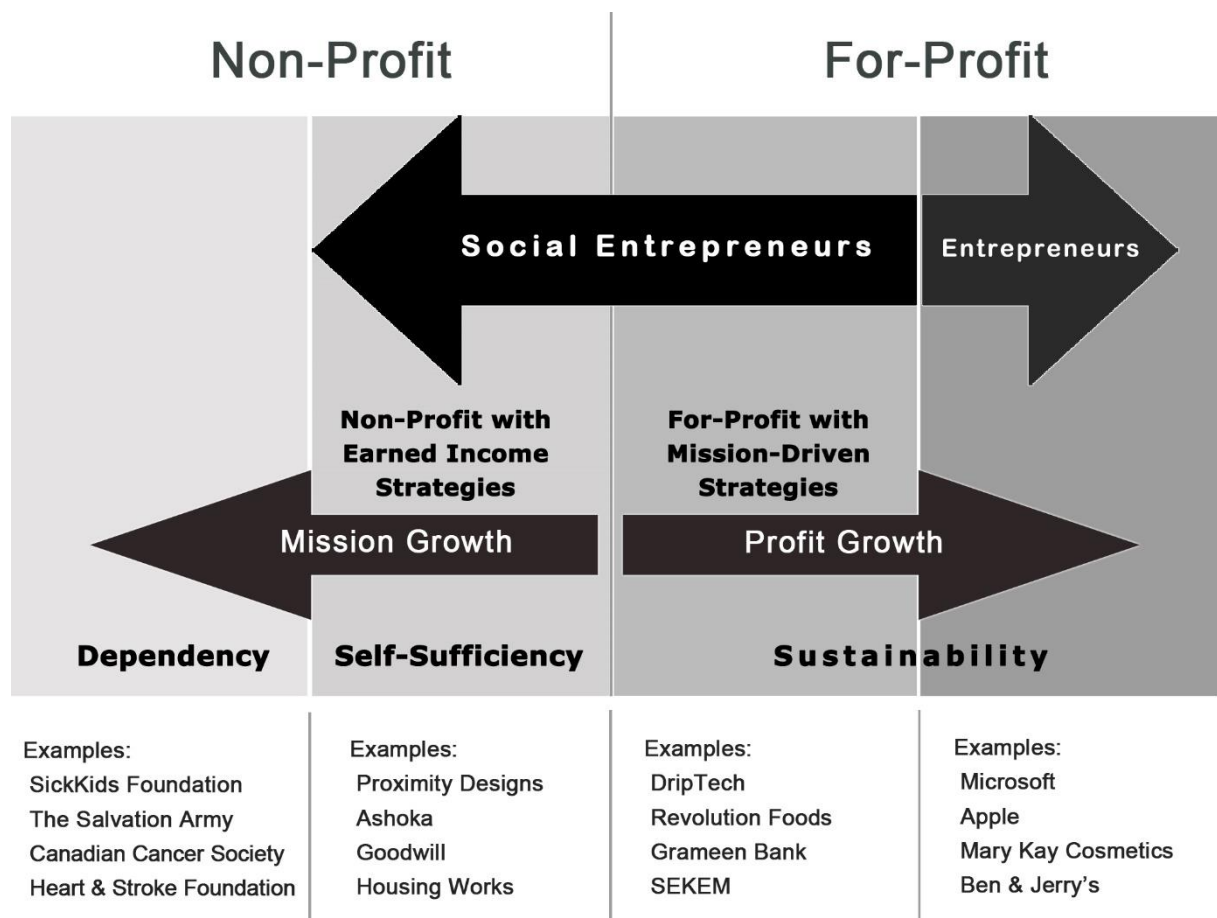
Appendix I. AAOCC-Criteria

Criteria:	Defined by:
Accuracy	The article itself or the articles used in secondary literature are cited for a minimum of three times. A reference list is present at the bottom of the article and no conclusions are being drawn without references to other researches, own research data, analysis, measurements or observations.
Authority	The writer of the publication has an academic background or has work experience in the social tourism or social tourism enterprise industry and is cited at least 3 times by other writers of articles.
Objectivity	Initial scanning throughout the publication does not reveal any biased opinions and the writer discusses more than just one general opinion in the article.
Currency	The article being published within the last decade (2006 – 2016) unless a more recent article can support the content of the older publication.
Coverage	The article must cover at least one out of the four identified keywords, given: “social enterprise”, “social impact”, “social tourism project” or “financial independency”.

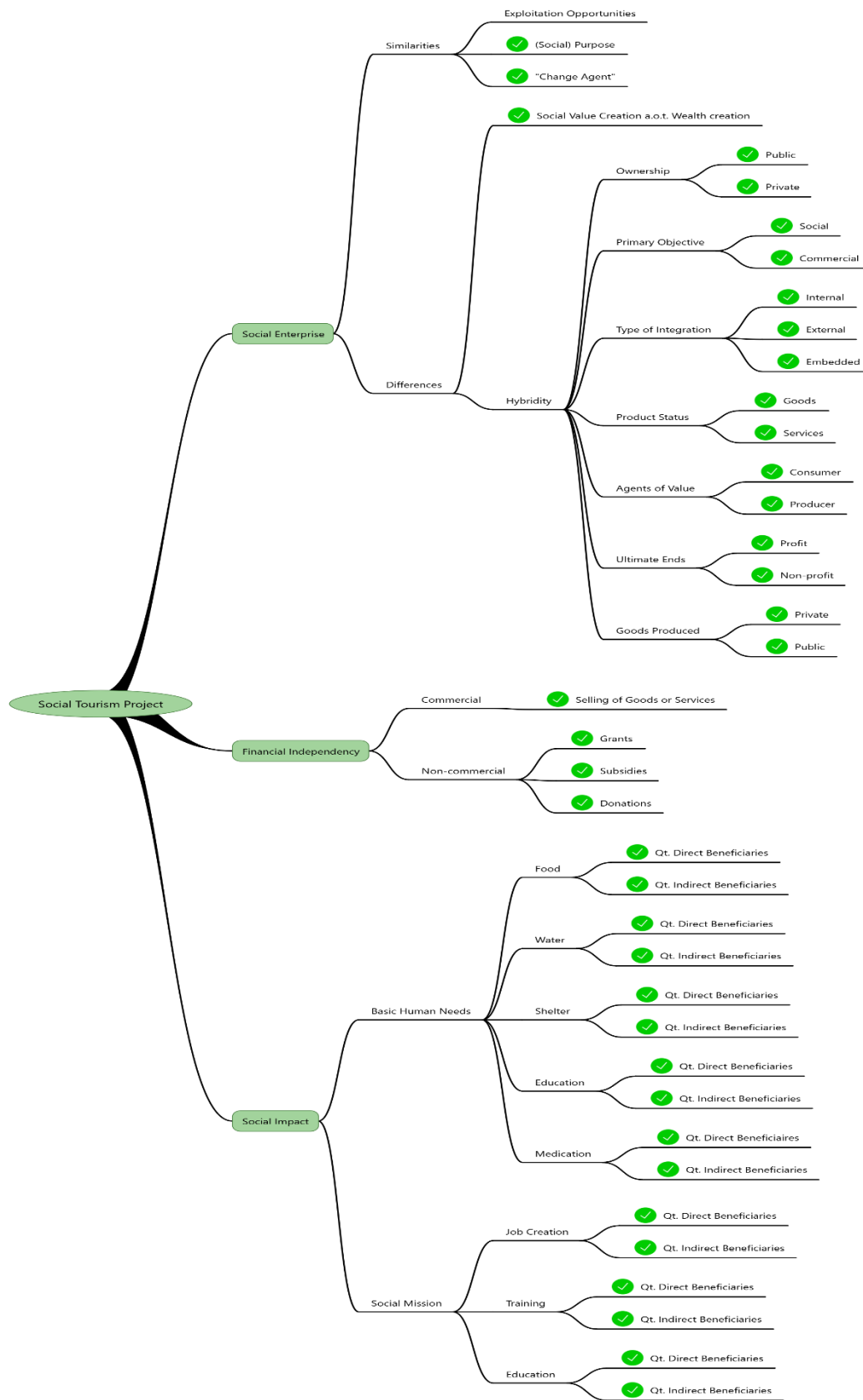
Appendix II. Model of Entrepreneurship (Grassl, 2012)



Appendix III. The Entrepreneurship Spectrum (Abu-Saifan, 2012)



Appendix IV. Operationalization of Key Words



Appendix V. Topic List and Interview Guide

Interview Guide – In-depth Interviews

The input for the topic list and the corresponding interview guides listed below derive from academic literature as well as personal observations and experiences within the social tourism project Community-based Bike Tours for Youth Livelihood (CBTYL-project).

The first section of the interview analyzes the success and fail factors with regards to the project and its environment (external factors, stakeholders, competitors and partners). The second portion of the interview zooms in on the success and fail factors of the commercialized product or service and its targeted customers.

The main questions remain broad in order to stimulate the input of each individual respondent and to limit the interference of the interviewer within the interviews. The sub questions function as a topic list that stimulates the interviewer to cover all potential sub topics with regards to the subjects, but are not necessarily followed in a structured manner since it depends on the input of each individual interview. Some key issues with regards to the commercialization, after all, may play a bigger role than others depending on the project and the project's officer or change agent.

Subject 1. General Information Social Tourism Project

Main Question: Could you tell me a bit more about the project you (and the BLDF) were involved in?

Sub Questions:

- What would you describe as the social aim of the project?
- How does this social aim contribute to the NGO's overall mission?
- In what ways is your project commercialized?
- In what ways is the project connected to the tourism industry?
- Who do you consider your direct and indirect beneficiaries?
- Could you describe your main role within the project?

Subject 2. Social Impact

Main Question: To what extent do you consider the social aim of your project reached?

Sub Questions:

- What would you describe as the key issues that (partially) obstructed the project from reaching its social aim?
- What would you describe as the key factors that helped you reach your social aim successfully?
- How was de project's success determined?
- In what ways was the social impact of the project measured?

Subject 3. Project Resilience

Main Question: Could you describe the key factors that, in your opinion, have led to improvement of the project's resilience?

Sub Questions:

- What commercial strategies were used in order to ensure a greater financial independence and resilience of the project?
- What non-commercial strategies were used in order to ensure a greater financial independence and resilience of the project?
- Could you describe in what ways these strategies have proven successful or not?
- Could you describe any key issues you faced with regards to the utilization of commercial methods in a social endeavor?
- What other key factors played a role in improving the project's resilience and why?

Subject 4. Attitude of the Local Community

Main Question: How did the attitude of the local community influence the project positively or negatively?

Sub Questions:

- How would you describe the attitude of your direct and indirect beneficiaries?
- To what extent, do you think, did the direct and indirect beneficiaries have an understanding of what you are trying to achieve?
- How would you describe the attitude of the local government institutions towards the project?
- How would you describe the attitude of the local religious groups?
- How would you describe the attitude of local commercial establishments?

Subject 5. Stakeholders and Partners

Main Question: How did the (lack of) involvement of stakeholders and partners influence the project positively or negatively?

Sub Questions:

- Can you tell me a bit more about your negative and positive experiences with the stakeholders and partners of the project?
- To what extent were the stakeholders and potential partners for the project identified?
- What strategy or tool was utilized to identify and categorize the stakeholders and partners?
- In what ways did this identification help the project succeed?

Subject 6. Other External Factors

Main Question: What other external factors existed that were responsible for the success or failure of the project?

Sub Questions:

- What demographic factors influenced the project positively or negatively and how?
- What economic factors influenced the project positively or negatively and how?
- What socio-cultural factors influenced the project positively or negatively and how?
- What ecological factors influenced the project positively or negatively and how?
- What technological factors influenced the project positively or negatively and how?
- What political factors influenced the project positively or negatively and how?

Subject 7. Change Agent

Main Question: How did the assigned Project Officer influence the project negatively or positively?

Sub Questions:

- Why do you think the right or wrong choice was made with regards to the assigning of the project officer?
 - What character traits, in your opinion, must a successful project officer possess in order to make a project succeed?
 - What character traits or qualities were lacking in the assigned project officer of the project?
-

Subject 8. Product Development

Main Question: Could you tell me more about how the commercialized product or service within the project was developed?

Sub Questions:

- What product development strategies were utilized in the commercialization?
- To what extent and how was market research done prior to the commercialization of the project's product or service?
- To what extent and how were the potential competitors analyzed prior to the commercialization of the project's product or service?
- In what ways has the (lack of) research positively or negatively influenced the project?

Subject 9. Customers

Main Question: Could you tell me more about how the customers were involved in the product development phase?

Sub Questions:

- To what extent and how was the developed product tested to the targeted customer groups?
- To what extent and how were the potential customers identified and defined?
- To what extent and how was the customer satisfaction measured?
- To what extent was the commercial product or service improved based on the measured satisfaction?
- To what extent did the targeted customer group match the actual target groups the project attracted?

Subject 10. Promotion

Main Question: Could you describe to me what the marketing plan of the developed product looked like?

Sub Questions:

- How did this marketing plan aid in the successful distribution of commercialized products?
- How was the developed product distributed (direct, indirect, online or offline) among the targeted customer groups?
- Could you describe the broadness of your marketing strategy?

Subject 11. Location:

Main Question: In what ways did the physical location of the project aid or obstruct the project in successful commercialization?

Subject 12. Personnel

Main Question: Could you describe to me the key issues and success factors with regards to the hiring, training and maintenance of personnel engaged in the social tourist project?

Appendix VI. Email Dr. Pestelos

Van: Nestor Pestelos <npestelos@gmail.com>

Verzonden: zaterdag 3 september 2016 09:29

Aan: Marit Meijer

Onderwerp: Re: Start of thesis semester + report on first encounter examiner

Dear Marit,

I fully agree with the change in the focus of your thesis, instead of doing a feasibility study, you will now find out how enhancements to the current project, e.g. bikes park, developed as a social enterprise can help BLDF address a core management problem which is lack of funding.

We have had efforts in the past even during the predecessor NGO to address this problem through social enterprises. It will be interesting to see if you can review these efforts, draw lessons and link this proposed initiative to these previous initiatives.

It is interesting to note that the drug rehab center also aspires to be a social enterprise so it can be viable as both an enterprise that gains profit and an institution that serves a clear social purpose.

In the Bikes project, the hypothesis may be that if it succeeds as a social enterprise, it will make BLDF survive as a development NGO with a distinct social purpose and a track record of service for the common good, in the service of disadvantaged communities and groups.

As I have informed you, there is the keen interest of the US-based NGO, For A Better Tomorrow (FBT), to assist us towards this end.

The other members of the Board have suggested that we deactivate the NGO next year. I think that if it can be proven that social enterprises can be successfully pursued, then BLDF can proceed to recruit young members who believe in this strategy and ensure that the organization can live on pursuing its mission.

Just this morning, I met with three young people who said they would like to volunteer and help the Coalition for Drug-Free Bohol revive the BLDF website so it can proceed with fund raising. If the fund raising succeeds, we can contribute to converting the Bikes Project and the Balay Kahayag drug rehab center as social enterprises implemented by a stronger BLDF, financially viable and managing social enterprises that will enable it to survive.

I will look forward to how your thesis study will evolve under this new and useful direction.

Cheers.

Nes

Appendix VII. Transcript Respondent OI-1.1

Oktober 24, 2016. PROCESS Office, TipTip, Tagbilaran City.

Interviewer: Ehm, so, I... Sir Nes already send you an e-mail with some basic information, so...

Respondent: Yes, but I haven't read it.

Interviewer: Oh! [laughs] That's ok! That's ok.

Respondent: Yeah, but I receive it.

Interviewer: Ok, yeah. Well, to... to just inform you: we are doing research about eh, project resilience, so...

Respondent: Yes, yes.

Interviewer: We want to make sure that projects are not only set up among nonprofit organizations, but they also sustain...

Respondent: Hm...

Interviewer: and, the basic, ehm, hypothesis that I am trying to test throughout, eh, throughout this research is whether commercializing a social project helps it sustain longer.

Respondent: Hm...

Interviewer: Ehm, me myself I have been involved in a community-based bike tours for youth livelihood...

Respondent: Ah, yeah!

Interviewer: Yes, for the past two years.

Respondent: Oh...

Interviewer: And eh,

Respondent: I think Nestor is facilitating that one!

Interviewer: Yeah, he helped me... He helped... Well, I was the project officer of the project and he helped me facilitate it.

Respondent: Ah...

Interviewer: So, ehm, I note... I noticed while implementing the project, that the resilience was quite big, because the project could sustain itself. It was not depending on financial sources from outside.

Respondent: Hm...

Interviewer: So now that, ehm, Sir Nes and I have been talking... that perhaps it would be a good strategy for the NGO to sustain itself financially over time, to implement commercialized tourist projects.

Respondent: Yeah.

Interviewer: So, he recommended PROCESS, because we... you have worked with them in the past. And eh, he told me also that you have some tourist, eh, related projects.

Respondent: Yes.

Interviewer: So, the interview will zoom in eh, to the project as a whole. So, let's just focus on, maybe, one social tourist project that you are familiar with and you know the details of. And ehm, the second portion of the interview will focus, really, on ehm, the product that was produced.

Respondent: Ok.

Interviewer: So, I read eh, a couple of things. Maybe you can start by telling me some more about ehm, eh, I read the Community life Tour, Homestays, I have seen, and something about developing Abatan River.

Respondent: Yeah, yeah.

Interviewer: So, maybe you can tell me something about ehm, those projects.

Respondent: Yeah. First probably is the homestay.

Interviewer: Hm...

Respondent: Actually, I think we are the first NGO to propose the homestay in the... in Bohol in the late eighties.

Interviewer: Ok.

Respondent: But it's more on exchange program among NGO... partner NGOs in... Eh, because we have partner in Indonesia then.

Interviewer: Ok.

Respondent: Yeah, so fisherfolks from Indonesia coming in, eh, exposing to the coastal communities of eh, here in Bohol. That's why we facilitated them. And, after that, there are students from the Asian Institute of Tourism of the University of the Philippines they also came in, here, to experience community-based tourism with communities. So, we facilitated their host families.

Interviewer: Ok.

Respondent: Yeah. And then there is also a group of eh, students, from the University of Michigan who also came here and stayed with the communities.

Interviewer: Ok

Respondent: Yeah. So that's where we facilitated. Eh, and, again, now. But, lately it's really more on tourists. Eh, who like to be staying with the communities. Yeah, so, some... we have host families in Pamilaw Island, in Maribojoc and in Anda.

Interviewer: Hm... So at first it was basically, eh, basically about getting students to come here and stay with the families.

Respondent: Yeah, yeah.

Interviewer: What was the main purpose of their stay?

Respondent: Just to learn. To learn the community life of the coastal communities. Because it looks like a peer to peer experience. Fisherfolks from Indonesia staying with the fisherfolks in Bohol.

Interviewer: So, they can learn from each other.

Respondent: Yeah, yeah.

Interviewer: And then, later it shifted towards tourist, then?

Respondent: Yeah, yeah, eh... tourism students who also wanted to experience homestay as part of their learning experience.

Interviewer: You're not focusing on tourists wanting a special experience?

Respondent: After that, because it evolved. It evolved from a student and then tourists. Yeah, so tourists, really, they are also looking for communities for them to experience community life with Boholanos.

Interviewer: Ah ok. And then at what point did it became a commercial product rather than...

Respondent: Actually, because PROCESS is an NGO, a nonprofit, so, it's not really... For us it's not really for commercial purposes, but for us to help communities and also because our... The vision of the Province of Bohol is eh, to become an eco-cultural tourism destination, so that's part of eh, involving communities, eh, raising awareness about tourism business. Yeah, so it's, anno [ehm], it's, it's really like, eh, experiencing and letting the communities also, eh, feel that tourism in their home.

Interviewer: But, but, to them... Because it's an, eh, it's not commercialized in a way the NGO actually profits from it, but to them it's a commercial product.

Respondent: Yes, yes, because they are earning. They are earning income. In fact for eh, we have a rate for non-aircon, 600 eh, pesos per guest, and eh, from that 600 we only ask 100 for our facilitation and communication.

Interviewer: Ah ok. Ok. Ehm, next... So, what... could you describe a bit more about ehm. Could you define facilitating. What exactly is your role within this...

Respondent: Respondent: Ehm, actually what we did is we receive eh, bookings through e-mails or through calls because, eh... When we really started our community based tourism we have a, a volunteer, peace corps volunteer, who helped us set up the community-based eco-tourism eh in... And then they included us in the, in the Lonely Planet.

Interviewer: Ah ok!

Respondent: Eh, that's why lots of inquiries are those holding the Lonely Planet tourist book.

Interviewer: So they, they are... They learn about the project through Lonely Planet, but you are, basically, regulating the bookings.

Respondent: Yeah, yeah. Mer, palihug ra pagkuha ari Mer, kay murag mao na gilangaw ciguro. Kaning buhongon. Kani ba murag mao ciguro gilangaw [unclear]. Palihug ko. Do you want some coffee?

Interviewer: Ahm, sure [laughs], thank you!

Respondent: Palihug ko Mer. SO, that's it when that was established so from a mere facilitating the host families for tourists coming in eh we also set up the destination, the community, like the san vicente mangrove adventure tour. We really started that, yeah. We organized the community and then, eh, helped set up the board walk so it started with just a light materials. Have you been there?

Interviewer: Not yet, m'am.

Respondent: Ah, so you should see that.

Interviewer: Yeah, you've made me curious!

Respondent: Yeah, yeah.

Interviewer: Sure.

Respondent: And eh, so that, eh... guest that goes to San Vicente Mangrove Association, Savima Adventure Tour, we call it Savima. While they are facilitating the tour some guests just stay with the families there.

Interviewer: So in a way it's complimenting each other?

Respondent: Yeah, yeah. Now the, so... From the bamboo boardwalk it was damaged because of the light construction materials, so, we facilitated to look for another funds donor, to construct a much stronger board walk. So participate, eh, in cooperation with the local government unit of Maribojoc yeah, so, and of course the people's organizations this Savima, we call it Savima. Now, Savima is already managing their own ehm, tourism adventure tour.

Interviewer: But the expansion or more or less the renovation was obtained through outside sources?

Respondent: Yeah, yeah.

Interviewer: So not from the profits made?

Respondent: No, not yet, because when they started... Just small tourism business, no? And ehm, so the funding comes from a funding agency outside with the local counterpart from the local government for the labor.

Interviewer: But, but, eh, do you aspire in the future to have it completely cut off from like, eh, no longer dependent on donors?

Respondent: Yeah, actually, the, the, eh, Savima is operating on their own and they are now have a better income, because, eh, their area is already part of the destination. Yeah, eco-tourism destination.

Interviewer: Savima is what kind of organization?

Respondent: San Vicente, eh, the San Vicente Mangrove Association. It's a community-based people's organization, but the majority are women, yeah.

Interviewer: Ah really?

Respondent: Yeah, the chair is a woman, yeah.

Interviewer: Ok.

Respondent: So they started, their organization started with mangrove planting. Eh, they are

commissioned by the Department of Environment and Natural Resources to plant mangroves and [unclear] with the Department of Labor to... for them to have a juridical personality. Yeah.

Interviewer: Ah ok, so they can really fight for their own rights.

Respondent: Yeah, yes. Because they were... They are a recipient of local [unclear] instrument. We call it Community-based Forest Management Agreement. So this organization awarded this Savima for them to manage as a, as a steward, so, for 25 years they need to... Then, after 25 years they can still renew it for another 25 years. Yeah.

Interviewer: Ok. I would like to move on to measuring social impact. The, the first question I'd like to ask: In your opinion, ma'am, to what extent do you think your social aim of the project has been reached and what could be improved?

Respondent: Eh, yeah. Particularly for this organization you could say that in a way we are already successful in helping the community. Particularly on their social enterprise, the Community-based Eco-Tourism because now they are... They are earning and the, eh, income goes to them. To their organization and share it to the members who are involved in the operation. Yeah. So, that's one: financially they are already economically empowered. Second, is socially empowered also because they know how to, eh, interact with people. They can now talk with, anno [ehm], with dignity! Yeah, and they could speak in English and they could entertain the guest thoroughly, eh... Because they are the one guiding the tourists, local or foreign tourist, and they know how to speak English. Although not eh, little only, but they can! They understand also so that's their advantage. So eh, and they really fight for their right, no? Especially in protecting their area because they are, eh, tasked to manage that 56.4 hectares of mangroves now converted into a tourism destination. Yeah, so. They know their right and eh, they are generating income.

Interviewer: Eh, how was the social impact of the project measured?

Respondent: Eh, one probably s they know how to protect the environment. Yeah, so, if you visit the area it's one of the most diverse mangrove ecosystems and eh, they are benefitting from it. Aside from tourism, because mangroves are, like, habitats of fishers and most of them are coastal communities and dependent on coastal resources.

Interviewer: Would you say that the project has also ecologically benefitted the environment. Because they know it's a resource, so they will take care of it, ultimately. Was that another aim of the project?

Respondent: Exactly, yes. Yeah. In fact, when we started it's not on eco-tourism, but it's more on environmental protection, eh, managing the mangroves and also making the... Organizing the communities so we organize them, then for environmental protection and management, and that, we are sure we are successful of that. Because we are still there we started organizing them in the mid nineties. We started 1996, yeah. And they are now standing on their own. But we still continue to engage. But not like before that we had a staff assigned, now they come here or etxt us or call us. Yeah, so that's how the partnership leveled up from a mere beneficiary, partner beneficiary, to a level of consultancy. This is what they requested us, so...

Interviewer: What, do you think, were the key factors that have helped them really become independent, because we have experienced in projects that community participation is a very important thing, but it is not always granted.

Respondent: Hm!

Interviewer: Not all community, eh, members are willing to put their time and effort in a certain project. Have you experienced the same?

Respondent: Yeah. Yeah, always. But it really depends, it really depends on how you organize the communities.

Interviewer: And what...

Respondent: What we did is, parallel to the, organizing the communities and forming an organization, we provided them with a series of capacity building activities, trainings, study tours... For them to really experience, hand-on experience and for them to know. So, it's a continuing thing. It's not only that after you organize them, and that's it. It's a continuing capacity building activities and even if our project ended still we continue to engage with them. Visit them: how are they, eh, how are their work, how are their organizations... And then, if there are trainings from outside we recommend them to attend. Some things like this, no?

Interviewer: What issues with regards to community particip... participation did you, eh, experience any difficulties in... Did some of the beneficiaries decide to quit or did they... Were they not interested?

Respondent: Yeah. If you talk with that community in San Vicente, they have a very, very colorful experience. Because ehm, if you are a good leader, you will not stay there forever. It needs to be because officers are termed. So, there are times that the president will no longer be elected and a new set of officers are coming in. Then, sometimes, eh, the new set of officers have the same, eh, different perspective and focus so eh, sometimes the PO's are just like a Ferris wheel: it's ups and downs. Yeah. But the important thing is they keep on, eh, eh... When they fall, they keep on standing up and every time they have a problem, even when we are not there, they always call us. Please, help us we have problem with this. So, we are there to provide support.

Interviewer: On a consolatory basis.

Respondent: Yeah. Yeah, but it's free, of course. Yeah, we just there to help them and sometimes... Sometimes they invite us to attend a meeting because of this problem. And, also, we link them with the local government if they need support and the national government agencies, like DNR, also. Is also helping. So, it's really a partnership, no? It's not, eh, an independent thing that if you work, working it alone. No. It's a partnership with the NGO, the local government, the national government agencies... And there are also private sectors. Are also helping.

Interviewer: What is the, according to you, the key, eh,... You know, the thing. How. How do you keep your partners engaged even though over the course of how many years. Eh, I think it's almost 20 years. How do you keep your partners interested and engaged in the project?

Respondent: Ehm, number one is the, the... Eh, the internalization of their objective. Why they form that organization. Like, all of them are fishers and dependent of the coastal communities. So they are, they are unifying. Their eh, their enabler, is the mangroves, because they know that, eh, that fishes and the shells and whatever resources in the coastal are, with the mangroves are... Are dependent on the mangroves, so, they need to protect it. And that's why, eh, when they understand that is very important... That right from the start you should let the community understand why they form this organization and for whom. In fact, they were, especially the president now... Because sometimes they are not elected and then she comes back and then, so... She is very, very passionate about the organization. There was a time that... There was an attempt that their, eh, their mangroves area will be converted into mangroves. Ay! Into fish ponds!

Interviewer: Ah!

Respondent: In fact, they really started encroaching, no? The, eh, owner of the fish pond started encroaching their area, but they really stand, no? That it is theirs, no? So, that's why. That is one thing. And the other one is cooperation, no? Cooperation and support from the local government unit and the entire community. Like, the barangay officials serve as their... The barangay captain... Led by the barangay captain serve as their advisors. So, it's not the president, because in our policy the barangay official should not be elected as the president. Or else, eh, there is no deviation. It means the PO and the barangay official so it might be politized. So, it made sure that the leader of the organization will not be the barangay captain.

Interviewer: So, the organizational structure of the project is very important as well?

Respondent: Yes. Very important. The barangay captain serves as an advisory at the same time the entire council eh, of the local government unit provides support. And so, that the PO also works closely. Because there are instances that the two bodies are very indifferent from each other. Yeah, but in Bohol, in general, we work closely with the government. We have a very good partnership.

Interviewer: And how do you keep that partnership involved, the local government, because they have so many things to do already on their own, right?

Respondent: Yeah, yeah. And so with us! We have our own thing. But the, eh, the point is we have the same beneficiaries or partners: the communities. So, the local government unit has the mandate to help the community through barangay officials. And we also as an NGO has the mandate and as task to organize communities. So it's really a partnership.

Interviewer: So you have... should have a common goal. That's important.

Respondent: Yeah, yeah. A shared goal.

Interviewer: Ok, and then... Ehm, initially when you started this project what was the attitude of the community. How did they respond to your, eh, help?

Respondent: Oh, that's a very good eh, observation... Question. Yeah, actually when we started there is an indifference, because we are an outsider.

Interviewer: Ah really?

Respondent: Yeah, eh. And eh, sometimes they don't care. Yeah, because we have our own life. But, as... Again and again I mentioned, eh, emersion in the community is very important. So, we really stayed at the community. I, for once, started as a community organizer. I stayed with the community. We live with the community. We eat with the community. Yeah, so. Eh, establishing a good working relationship is very important. And establishing, eh, trust and respect. That's very important. So, when they tried to... With this. So, we stayed in the community and then when trust were... was already established that's where we started the second part which is formation of a formal organization. Yeah. And, eh, what is important probably is the openness also. In open communication, like, for example... Here in the Province and even with the local community we can just call the governor or the mayors if we wanted to invite and vice versa. The governor and the mayors can invite us. We have a meeting, please attend! But this is... This relationship I sin Bohol. There are other experiences in other Provinces that still the NGO's and the local government unit have a distant relationship.

Interviewer: Are they colliding in any way, or?

Respondent: Sometimes, kasi [you, see]... We experienced that, eh, the, eh... NGO are, they anno [ehm]...

By-stander: Ahm, kauban niya [I am with her]

Respondent: Oh ok, ok [laughs]. Yeah, the LGU feel that NGO's are their competition of funds particularly. Yeah. That was before, o? But when we assured them that we are just here to support them and not to compete with them... So, that's where... How we established the working relationship.

Interviewer: Ok

Respondent: Yeah, so...

Interviewer: And how did you convince them? Because...

Respondent: It's more on constant communication and, eh, transparency. Openness of the program. We, when we... And always, always pay a courtesy call to the local government officials. Particularly the barangay captain, the mayors, the sanguniang bayan and the governors. So, we have to really first establish the partnership. It's not a, a... Just a click of the finger, no. It's a continuing... Because at first you really feel that: Who are you, by the way?

Interviewer: [laughs] Maybe!

Respondent: Yeah. Yeah, you are just... You are not from here! So, what's your business of going here? But that was before, no? But now. And here, because, we are just a small province, eh, everybody knows everybody.

Interviewer: Yeah.

Respondent: Yeah.

Interviewer: A stranger is easily recognized [laughs]!

Respondent: Yeah, yeah, yeah. At first we had difficulties, no? But, eh, like... For example, there was a time where we were charged... us with an MPA!

Interviewer: MPA?

Respondent: Ehm, a... How do you call that? A... Insurgent, or. A left-lean. A left-leaning organization. You know that? You understand that?

Interviewer: Ah!

Respondent: The, eh. Anti-government. Yeah, so.

Interviewer: As in rebel?

Respondent: Yeah. Before they thought of an NGO as an anti-government... Against the government, so. They really, anno [ehm]... Because before insurgency problem in the Philippines is very, very... You know, very, much here! There are rebels.

Interviewer: That, that explains the violent, eh...

Respondent: Yeah. Yeah.

Interviewer: They are suspicious.

Respondent: Yeah. Because they think we don't like government. Like that. But because of the new law recognizing the role of NGO's and PO's that's where the reconciliation started. Yeah, so.

Interviewer: Ah.

Respondent: It's very clear in our local government... the role and, eh, [unclear].

Interviewer: When was that established?

Respondent: Eh, in, I think in 1991. After the fall of Marcos. When the new president, Aquino... The mother.

Interviewer: Are there any other external factors that you can not really influence that, eh, either facilitated or made the project harder to implement. So, let's say, any cultural or any political aspects. Economic aspects that made it harder to implement?

Respondent: Ah, based on experience, although there are difficulties at the start, but eh, as the project implementation goes on it was resolved. One factor is... We have a partnership, forged a partnership, with the LGU with a particular project. In fact, we asked them for a financial counterpart. They are willing to provide counterpart. And we made... We just assured them that whatever accomplishment that we have it could be considered as their accomplishment. Yeah. So, so, that's it. And eh, it's just a matter of open communication, constant communication and constant updating. Just provide them the updates of where we are now, what is the development of the project and, eh, we also attend meetings with them. We invite them to attend meetings. And just to recognize the partnership and collaboration.

Interviewer: Kanang [ehm], ma'am, do you mind if... May I use your plug?

Respondent: Yeah, yeah.

Interviewer: It would be a shame if the record was lost!

Respondent: Ok.

Interviewer: So, it's really an ongoing process. The partnership?

Respondent: Yeah, yeah, yeah, yeah.

Interviewer: Kay [Because], for me... May experience, kay... When we implemented the project we also involved the LGU, but, eh, because I am only here for a limited time, it's quite hard to keep them

engaged. That's why I am asking out of my own experience. Because I realize the fact that I... I'm always leaving, back to my home-country, it sort of crumbles and the LGU is no longer interested.
Respondent: Oh?

Interviewer: That's why I am asking. So that I can keep this program, ehm...

Respondent: Yeah. The best thing for you to do, is to identify your local partners. Your counterparts. Like, if you work with the LGU, you should have a... The LGU should have a vocal person. Yeah. Who can work with you. So that when you leave at least that what you have started will still be continued. Yeah. So, other thing is... Our experience with the Abatan. It's another thing, because the... In San Vicente, the Savima is more on the people's organization. In Abatan it's in partnership directly with the LGU. We formed the council. We facilitated the formation of the council. We called it Abatan River Development Management Council. It is composed of 5 Local Government Units. But the membership is still multi-sectoral. The LGU, the mayors, the vice-mayors, the president of the people's organization and the national government agencies. So, we work and we serve as the [unclear]. And of the project that were... The project that we are now implementing is, again, eco-tourism: The Abatan River Community Life Tour.

Interviewer: Ok, I heard about that.

Respondent: Yeah, you should have experienced that!

Interviewer: I'll try. I'll make sure. First thing I'll do this weekend. Yes.

Respondent: So, how long... Until when are you...

Interviewer: February ma'am.

Respondent: Ah, next year? Ah, so it's still a long time.

Interviewer: Not long enough [laughs]!

Respondent: When did you start?

Interviewer: February last... This year, February.

Respondent: Ah, so one year? Ah, so it's so long!

Interviewer: Hm...

Respondent: Because the students that were here just six years and then in July just three months... Ah, six months!

Interviewer: I manipulated my course so I could stay longer. Oo [yes].

Respondent: Ah! So you know how... You should know how to speak the local dialect.

Interviewer: Yeah, I know a little!

Respondent: Ah, so kamao na ka [Ah, so you know already?]

Interviewer: Oo, Bisaya na [Yes, I am Visayan, now].

Respondent: Ay sus! Kamao na diay ka. Sus, nagnosebleed pa ko English English ani. Kamao man diay ka magbisaya [O my God, you know it already. My God, I will have a nosebleed [I am struggling] talking in English, here! And then you know it already!]

Interviewer: [laughs] But we will stick to English ma'am, because I have to translate everything on paper! That's why!

Respondent: Oh, ok.

Interviewer: Ehm, cige, kay, ehm... I would like to, eh, zoom in to the actual product. So, the homestay or the tour.

Respondent: Ok, ok.

Interviewer: So, ehm, first of all, usually when we are talking strictly privatized or strictly entrepreneurial you would develop some product development strategies. So, I was wondering, in this case, was there any market research done on whether the product would actually receive a lot of attention or tourists would like it, or...

Respondent: Yeah, yeah! Ehm, for the Savima, the Peace Corps Volunteer had done a study which is why we were able to put up. Because we have a study. For the Abatan River. There was also a research done. We have an Australian volunteer, yeah, a couple. For make a study on the community-based eco-tourism. The marketing and promotion, so. So, we have a copy of them.

Interviewer: And, this was all done prior to the implementation?

Respondent: Yeah. Ehm, first what we did is, eh, after the study, is the master conceptual plan. So we did a plan. Then, after that, eh, implement the plan. Then, while it was still ongoing, then we requested a volunteer to conduct a further study and that's why there is a study on the marketing and promotion.

Interviewer: Ok, and how has this improved the project?

Respondent: Actually, the... Since community-based eco-tourism is the enw thing for the tourism industry for the Province, so... It did not, eh, eh, soar that high. Unlike Loboc, no? That you go to Loboc. Every day there is a lot of people. Here, it is not that many, but there are. But the thing is. When the council, eh, conceptualized the project on eco-tourism for poverty alleviation, not for profit. That's why the service providers are members of the community and, eh, members of the organization. And they are earning. And, ehm, that was that what matters most.

Interviewer: But, do you think that if you would have allowed, eh, more private institutions to take over that it would have soured as high as Loboc?

Respondent: Yeah, yeah.

Interviewer: And do you think it would... would have impacted also, well... Would it have influenced the project in a bad way as well or in a good way.

Respondent: We always consider the carrying capacity of the river...

Interviewer: Since, it's ecologically friendly, obviously...

Respondent: Yeah, so that's one thing. But now with, eh... Because also elect officers of the council... Every time the new administration comes in or election... Because, the election here comes every three years. SO, the set of officers are also chosen every three years.

Interviewer: How does that affect the program?

Respondent: Eh, not that much. Because they are delegated, designated an NGO to manage and that is PROCESS. They really intentionally do it so that every time there is a changes in leadership, the activity continues. So. Eh, but now, the new set of administration wanted to really make this as a business. So, eh, there might be a, an entrepreneur, tourism, eh, expert, who will be hired to manage. To make it more business-like. Not just a social enterprise.

Interviewer: How do you make sure that the privatized part of the project doesn't affect the social goal in the end?

Respondent: We always eh, go back to the guidelines. Because we have this Abatan River Code. And, so, that serves as the Bible. The guideline in the operation. So, we always, anno [ehm]... We always go back to... So, that we are guided by that code. Consider carrying capacity then community benefits.

Interviewer: So, an entrepreneur that invests there would always have to consider those guidelines. That's the agreement?

Respondent: Yeah, yeah.

Interviewer: Ok. And then, how would the NGO interfere if ever he would break a guideline or break a code.

Respondent: Then, we will consolidate the council.

Interviewer: Ah ok. So the meeting is set up to make sure the collision is resolved?

Respondent: Yeah, yeah.

Interviewer: Ok, eh. Then, with regards to, kanang [ehm]... You said you've done research prior to producing and implementing the project. How was the product identified initially? How did you find

out, well, this would potentially be a good tourism product?

Respondent: Ah, we are guided by the vision of the Province. Yeah. That, eh, prime eco-cultural destination. And, eh, we started... In fact, when we started organizing the communities we are not thinking of eco-tourism. Community-based Eco-Tourism. We started as protecting and managing the environment. Once we saw that there is... That they are already protecting very well and... It is also very timely that tourism business in the Province is also doing well. So that's... We... So that's where we thought of, eh, leveling up, no? Transforming the ver... Well protected environment. Well organized communities, to be part of that tourism business. But it's more on community-based eco-tourism. That's why, when we started we really had a series of training on community-based sustainable tourism. How does it look like? And what is the role of the community, the tourism business and the environment? So, that's it. From just an ordinary project of envi... Protection... of environmental protection. We let the guest participate. Like, mangrove planting. And we also in our, eh, Abatan River Community Life they... Eh, what they do, we, anno [ehm], we let the guest experience, eh, fishing. Eh, leaning, shell gathering and then, eh, harvesting nepa leaves and how to weave.

Interviewer: So, kanang [ehm], I had a question in mind. What was it? Ehm, was it a joint decision to move to tourism? Kasi, they, sometimes people state that tourism doesn't only help a community, it can also destroy and in case of an environmental protected area... Their resources might become endangered. If ever the tourists will come in.

Respondent: Yes, yes. That's why you have to observe the carrying capacity.

Interviewer: But was it a joint decision with the fisherfolk as well as the NGO as well as the LGU to really turn it into a tourism product?

Respondent: Yeah. Within the guidelines. With the Abatan River Codes, there is really that, eh, carrying capacity.

Interviewer: So it, but was it decided collectively?

Respondent: Yeah it was. In a meeting.

Interviewer: There was no opposition of any kind to...

Respondent: Ah yeah! There was none, because we started as an environment program. Yeah, and it's already positioned itself as a community-based sustainable tourism.

Interviewer: So, it was already pre-decided that you would move to tourism in the end?

Respondent: Yeah. Yeah, yeah.

Interviewer: Ah, ok.

Respondent: In fact, when we constructed the boardwalk... Because the DNR is also very strict in their guideline. There was no cutting of mangroves. You can see the boardwalk it's [unclear] it's not straight.

Interviewer: Oh, that's nice ha. Ehm, kanang [ehm], then I will go to customers. In what extent were potential visitors identified and also categorized? Because it's, community-based tourism is popular nowadays and it's growing, but I can imagine it's not the biggest tourism market out there. That's mass tourism.

Respondent: Yeah. Exactly, exactly.

Interviewer: So, how... How did you identify those target groups that may be interested to go there.

Respondent: It's not actually targeting for us, but it's more on tourists who have love on environment. Because for those who wanted... Who goes to the Abatan River. We presume they love environment. They love, for example, they love fireflies. They want to see firefly. That's why they are there. And they wanted to see the beautiful scenery. That's why they are there. It's not just for leisure, but to also appreciate. So that's eh, that's it.

Interviewer: Was their tourist experience measured? Their satisfaction measured? Were there any surveys held?

Respondent: Eh, no, not yet. We, there was one time in partnership with another NGO... After the tour we asked them how did you feel. But sometimes it was forgotten. By the staff. Yeah. But we always ask at the end of the tour, the tour guide, he asks how did they feel how was their experience. So, they always answer it, positively...

Interviewer: Now, how is that information that you collect from that. How is it used?

Respondent: We, anno [ehm], we review it. And if it has any comments that need immediate attention... So, we act...

Interviewer: Kanang [ehm], hm.... Were the people that actually came... Were that also the type of tourists that you were expecting or were they completely different? Because in the bike project we were expecting foreigners, but we ended up with high schoolers. So, their expenditure ended up being a little lower than what we initially thought. How was that for the project of...

Respondent: Eh, actually both, no? We expect foreigners, and we also expect students. Especially now that we are planning to declare Abatan River as a living ecological museum.

Interviewer: Ah!

Respondent: Yeah. So, we are expecting more students, more researchers to come, but at the same time, more tourists. So, we are not selective who ever comes.

Interviewer: Everyone is welcome. Exactly.

Respondent: Yeah.

Interviewer: Then, how do you... What are... Through what distribution channels do you reach them? Is it mainly the Lonely Planet or are there any other...

Respondent: No, we also have partnerships with travel and tours.

Interviewer: Ah ok!

Respondent: We facilitate eh, eh... Ocular tours from the travel and tour operators.

Interviewer: Does the NGO initiate that or the people there operating the project?

Respondent: We facilitated it with partnership with the Department of Tourism and the Department of Trade and Industry. Yeah. So, partners there... So, there are for the Department of Tourism when they organize travel operators, so, they include it. Abatan River. And also the travel... Local travel and tour operators, we have partners, although, not... We have, eh, travel and tour operators local and national. So, they just e-mail us that we have booking now, firefly day tour, sometimes. But there are also walk-ins.

Interviewer: And do the tour guides there... Your beneficiaries of the project. Do they also market themselves?

Respondent: Not that much.

Interviewer: Not that much.

Respondent: They can always sell, but they are really limited.

Interviewer: Are they stimulated to market themselves, or...

Respondent: Yeah. They are encouraged, but there, anno [ehm]... Facebook, social media and through friends.

Interviewer: And, they really do that?

Respondent: Yeah. But very limited, because not all communities have cell phones. Only students.

Interviewer: And, could you describe how broad your market. Like, do you market locally? Do you market in the Philippines only? Bohol only?

Respondent: We participated in the national trade fare.

Interviewer: Ok!

Respondent: Yeah. Eh, in the last one was in 2013 before we experienced earthquake. Yeah. Because every year there is this travel market in Manila. So, we participated that. And, eh, locally we have annual

also. Trade Fare. We also participate.

Interviewer: And obviously Lonely Planet is marketing globally because it is very well known.

Respondent: Yeah.

Interviewer: And, ehm, then with regards... Just a few more questions ma'am. Maybe you are tired! With regards to the location of the project. It's not really a touristic area.

Respondent: Yeah. Although, our advantage is, it is just very near Tagbilara. Yeah. But the thing is: It's in a different road. Yeah. Because the tourism road is in Tagbilaran, to Sandugo, to Bacayon, Loboc, tapos [and then], tarsier. And ours is in a different route.

Interviewer: Did that make it harder to implement or... attract tourists?

Respondent: Yeah. Because... Because it's a different road. Although, the tourism office is trying to, in partnership with [unclear], is trying to make a new destination. A new circuit, tourism circuit, that's our...

Interviewer: Ok, so you will try to link up with them?

Respondent: Yeah, yeah. Yeah.

Interviewer: Ok, that's good! Because I heard that Tagbilaran is actually expanding towards Cortes, that way, so it would be a good strategy. Kanang [ehm], then, eh... Well, if there were any other key issues or maybe success factors with regards to hiring training and maintaining personnel that were engaged... So, the people really there at the site doing the tours and the homestays. Were there any issues that occurred, or...

Respondent: We recited... We trained local people to serve as service providers, tour guides, eh, cultural collectives for cultural shows. Then, for the food... Eh, our problem is when we trained students, because, eh... It's either after they graduated they go out. So, we have a problem with maintaining. Yeah. Like, for example in Cortes. We have this cultural collective group and also in Antequera, but most of them are students. So, now, the group is no longer existing, because all of them are in their own business. Or, they are going out. Or they proceed to other places for studies or some goes abroad. So, our intervention there is we organized a new group with eh, eh, interdisciplinary in a set... In a way... There are... Although there are students or children who are going to school, but yet, there are also parents. Old, local residents, that are married so that if there are guests coming in they still... The show must still go on. Yeah. Because the group is still intact, although lacking in number, but they are still there to perform.

Interviewer: So, you have made different age groups participate instead of students only?

Respondent: Yeah, yeah. Yeah.

Interviewer: So, what's the direct reason for them to leave? They just had other plans with their lives? Or...

Respondent: Eh, like, for example... If they go to college, and since they cannot afford to go on their own, so, they look for sponsors. And, eh... Also after... If they graduate, they look for a better job outside. So, they go abroad, they go to other places. So, because the income is not that sustainable, yet. So, they have to look for better...

Interviewer: So, the reason is that the project did offer an income, but not as high as they would have wanted?

Respondent: It's not that continuous, ha. Because, except for the firefly in the evening, but the day tour is not an everyday thing.

Interviewer: So, would you say that ehm, in your opinion, again, and based on your experience, ma'am... Do you think that commercializing a social tourism project would help the resilience. Like, would the project... Is, in your experience... Did the continuity of the project have anything to do with the fact that it was commercialized?

Respondent: Eh...

Interviewer: Yours... You are still semi-dependent on outside sources.

Respondent: Actually, for the operation of the tourism. In a way, it's already self liquidating, because we can already afford to pay our staff. The case of the Savima, they already manage their own thing. So, we're dependent on the income. It could be local, it could be from foreign tourists. Eh, it's unlike the NGO, like PROCESS, that it's... We are still depending on foreign donors. Yeah. For... But for the... Sorry, there is a piggery over there.

Interviewer: It's ok [laughs].

Respondent: It smells bad again. We have... We don't have control over it.

Interviewer: [laughs] At least you wake up... While working. It's ok ma'am. So, but... For the NGO, so you're saying for the NGO you are basically dependent on outside sources, but, the implementation of the project runs it's own.

Respondent: Yeah.

Interviewer: No need for others.

Respondent: For the... At least for the tourism.

Interviewer: For the tourism, but... You said earlier that for the renovation you still needed...

Respondent: Ah yeah! Yeah. But for, like, for example when there is an ongoing improvement of the facilities. Eh, it's either... Either funding comes from the government or from the foreign sponsors.

Interviewer: What do you think will change when a private investor will come in the picture?

Respondent: Actually, we are very much open to that. Provided that they will really consider the guidelines, also, because it's a community-based eco-tourism. So, the number 1 consideration is protection of the environment.

Interviewer: Hm... How would it change the project?

Respondent: Ehm, I think the changes is more... Is more on, more tourists coming in. Yeah. Because of the aggressive promotion and marketing. But eh, since, what is... I think, eh, good, here is that there is a council that continues to oversee the operation. Particularly Abatan, so, if we, eh, see that it's no longer within the concept of eco-tourism, then we could always...

Interviewer: So, it will never be fully privatized? There will always be a body in place?

Respondent: Yeah, yeah. Yeah. Yeah. We just left a private person to manage it, but there is still a regulated body of that... Who will always see to it the operation is still within the guidelines.

Interviewer: Ok.

Appendix VIII. Transcript Respondent OI-2.2

Oktober 24, 2016. PROCESS Office, TipTip, Tagbilaran City.

Interviewer: Ehm, so, I... Sir Nes already send you an e-mail with some basic information, so...

Respondent: Yes, but I haven't read it.

Interviewer: Oh! [laughs] That's ok! That's ok.

Respondent: Yeah, but I receive it.

Interviewer: Ok, yeah. Well, to... to just inform you: we are doing research about eh, project resilience, so...

Respondent: Yes, yes.

Interviewer: We want to make sure that projects are not only set up among nonprofit organizations, but they also sustain...

Respondent: Hm...

Interviewer: and, the basic, ehm, hypothesis that I am trying to test throughout, eh, throughout this research is whether commercializing a social project helps it sustain longer.

Respondent: Hm...

Interviewer: Ehm, me myself I have been involved in a community-based bike tours for youth livelihood...

Respondent: Ah, yeah!

Interviewer: Yes, for the past two years.

Respondent: Oh...

Interviewer: And eh,

Respondent: I think Nestor is facilitating that one!

Interviewer: Yeah, he helped me... He helped... Well, I was the project officer of the project and he helped me facilitate it.

Respondent: Ah...

Interviewer: So, ehm, I note... I noticed while implementing the project, that the resilience was quite big, because the project could sustain itself. It was not depending on financial sources from outside.

Respondent: Hm...

Interviewer: So now that, ehm, Sir Nes and I have been talking... that perhaps it would be a good strategy for the NGO to sustain itself financially over time, to implement commercialized tourist projects.

Respondent: Yeah.

Interviewer: So, he recommended PROCESS, because we... you have worked with them in the past. And eh, he told me also that you have some tourist, eh, related projects.

Respondent: Yes.

Interviewer: So, the interview will zoom in eh, to the project as a whole. So, let's just focus on, maybe, one social tourist project that you are familiar with and you know the details of. And ehm, the second portion of the interview will focus, really, on ehm, the product that was produced.

Respondent: Ok.

Interviewer: So, I read eh, a couple of things. Maybe you can start by telling me some more about ehm, eh, I read the Community life Tour, Homestays, I have seen, and something about developing Abatan River.

Respondent: Yeah, yeah.

Interviewer: So, maybe you can tell me something about ehm, those projects.

Respondent: Yeah. First probably is the homestay.

Interviewer: Hm...

Respondent: Actually, I think we are the first NGO to propose the homestay in the... in Bohol in the late eighties.

Interviewer: Ok.

Respondent: But it's more on exchange program among NGO... partner NGOs in... Eh, because we have partner in Indonesia then.

Interviewer: Ok.

Respondent: Yeah, so fisherfolks from Indonesia coming in, eh, exposing to the coastal communities of eh, here in Bohol. That's why we facilitated them. And, after that, there are students from the Asian Institute of Tourism of the University of the Philippines they also came in, here, to experience community-based tourism with communities. So, we facilitated their host families.

Interviewer: Ok.

Respondent: Yeah. And then there is also a group of eh, students, from the University of Michigan who also came here and stayed with the communities.

Interviewer: Ok

Respondent: Yeah. So that's where we facilitated. Eh, and, again, now. But, lately it's really more on tourists. Eh, who like to be staying with the communities. Yeah, so, some... we have host families in Pamilaw Island, in Maribojoc and in Anda.

Interviewer: Hm... So at first it was basically, eh, basically about getting students to come here and stay with the families.

Respondent: Yeah, yeah.

Interviewer: What was the main purpose of their stay?

Respondent: Just to learn. To learn the community life of the coastal communities. Because it looks like a peer to peer experience. Fisherfolks from Indonesia staying with the fisherfolks in Bohol.

Interviewer: So, they can learn from each other.

Respondent: Yeah, yeah.

Interviewer: And then, later it shifted towards tourist, then?

Respondent: Yeah, yeah, eh... tourism students who also wanted to experience homestay as part of their learning experience.

Interviewer: You're not focusing on tourists wanting a special experience?

Respondent: After that, because it evolved. It evolved from a student and then tourists. Yeah, so tourists, really, they are also looking for communities for them to experience community life with Boholanos.

Interviewer: Ah ok. And then at what point did it became a commercial product rather than...

Respondent: Actually, because PROCESS is an NGO, a nonprofit, so, it's not really... For us it's not really for commercial purposes, but for us to help communities and also because our... The vision of the Province of Bohol is eh, to become an eco-cultural tourism destination, so that's part of eh, involving communities, eh, raising awareness about tourism business. Yeah, so it's, anno [ehm], it's, it's really like, eh, experiencing and letting the communities also, eh, feel that tourism in their home.

Interviewer: But, but, to them... Because it's an, eh, it's not commercialized in a way the NGO actually profits from it, but to them it's a commercial product.

Respondent: Yes, yes, because they are earning. They are earning income. In fact for eh, we have a rate for non-aircon, 600 eh, pesos per guest, and eh, from that 600 we only ask 100 for our facilitation and communication.

Interviewer: Ah ok. Ok. Ehm, next... So, what... could you describe a bit more about ehm. Could you define facilitating. What exactly is your role within this...

Respondent: Respondent: Ehm, actually what we did is we receive eh, bookings through e-mails or through calls because, eh... When we really started our community based tourism we have a, a volunteer, peace corps volunteer, who helped us set up the community-based eco-tourism eh in... And then they included us in the, in the Lonely Planet.

Interviewer: Ah ok!

Respondent: Eh, that's why lots of inquiries are those holding the Lonely Planet tourist book.

Interviewer: So they, they are... They learn about the project through Lonely Planet, but you are, basically, regulating the bookings.

Respondent: Yeah, yeah. Mer, palihug ra pagkuha ari Mer, kay murag mao na gilangaw ciguro. Kaning buhongon. Kani ba murag mao ciguro gilangaw [unclear]. Palihug ko. Do you want some coffee?

Interviewer: Ahm, sure [laughs], thank you!

Respondent: Palihug ko Mer. SO, that's it when that was established so from a mere facilitating the host families for tourists coming in eh we also set up the destination, the community, like the san vicente mangrove adventure tour. We really started that, yeah. We organized the community and then, eh, helped set up the board walk so it started with just a light materials. Have you been there?

Interviewer: Not yet, m'am.

Respondent: Ah, so you should see that.

Interviewer: Yeah, you've made me curious!

Respondent: Yeah, yeah.

Interviewer: Sure.

Respondent: And eh, so that, eh... guest that goes to San Vicente Mangrove Association, Savima Adventure Tour, we call it Savima. While they are facilitating the tour some guests just stay with the families there.

Interviewer: So in a way it's complimenting each other?

Respondent: Yeah, yeah. Now the, so... From the bamboo boardwalk it was damaged because of the light construction materials, so, we facilitated to look for another funds donor, to construct a much stronger board walk. So participate, eh, in cooperation with the local government unit of Maribojoc yeah, so, and of course the people's organizations this Savima, we call it Savima. Now, Savima is already managing their own ehm, tourism adventure tour.

Interviewer: But the expansion or more or less the renovation was obtained through outside sources?

Respondent: Yeah, yeah.

Interviewer: So not from the profits made?

Respondent: No, not yet, because when they started... Just small tourism business, no? And ehm, so the funding comes from a funding agency outside with the local counterpart from the local government for the labor.

Interviewer: But, but, eh, do you aspire in the future to have it completely cut off from like, eh, no longer dependent on donors?

Respondent: Yeah, actually, the, the, eh, Savima is operating on their own and they are now have a better income, because, eh, their area is already part of the destination. Yeah, eco-tourism destination.

Interviewer: Savima is what kind of organization?

Respondent: San Vicente, eh, the San Vicente Mangrove Association. It's a community-based people's organization, but the majority are women, yeah.

Interviewer: Ah really?

Respondent: Yeah, the chair is a woman, yeah.

Interviewer: Ok.

Respondent: So they started, their organization started with mangrove planting. Eh, they are

commissioned by the Department of Environment and Natural Resources to plant mangroves and [unclear] with the Department of Labor to... for them to have a juridical personality. Yeah.

Interviewer: Ah ok, so they can really fight for their own rights.

Respondent: Yeah, yes. Because they were... They are a recipient of local [unclear] instrument. We call it Community-based Forest Management Agreement. So this organization awarded this Savima for them to manage as a, as a steward, so, for 25 years they need to... Then, after 25 years they can still renew it for another 25 years. Yeah.

Interviewer: Ok. I would like to move on to measuring social impact. The, the first question I'd like to ask: In your opinion, ma'am, to what extent do you think your social aim of the project has been reached and what could be improved?

Respondent: Eh, yeah. Particularly for this organization you could say that in a way we are already successful in helping the community. Particularly on their social enterprise, the Community-based Eco-Tourism because now they are... They are earning and the, eh, income goes to them. To their organization and share it to the members who are involved in the operation. Yeah. So, that's one: financially they are already economically empowered. Second, is socially empowered also because they know how to, eh, interact with people. They can now talk with, anno [ehm], with dignity! Yeah, and they could speak in English and they could entertain the guest thoroughly, eh... Because they are the one guiding the tourists, local or foreign tourist, and they know how to speak English. Although not eh, little only, but they can! They understand also so that's their advantage. So eh, and they really fight for their right, no? Especially in protecting their area because they are, eh, tasked to manage that 56.4 hectares of mangroves now converted into a tourism destination. Yeah, so. They know their right and eh, they are generating income.

Interviewer: Eh, how was the social impact of the project measured?

Respondent: Eh, one probably s they know how to protect the environment. Yeah, so, if you visit the area it's one of the most diverse mangrove ecosystems and eh, they are benefitting from it. Aside from tourism, because mangroves are, like, habitats of fishers and most of them are coastal communities and dependent on coastal resources.

Interviewer: Would you say that the project has also ecologically benefitted the environment. Because they know it's a resource, so they will take care of it, ultimately. Was that another aim of the project?

Respondent: Exactly, yes. Yeah. In fact, when we started it's not on eco-tourism, but it's more on environmental protection, eh, managing the mangroves and also making the... Organizing the communities so we organize them, then for environmental protection and management, and that, we are sure we are successful of that. Because we are still there we started organizing them in the mid nineties. We started 1996, yeah. And they are now standing on their own. But we still continue to engage. But not like before that we had a staff assigned, now they come here or etxt us or call us. Yeah, so that's how the partnership leveled up from a mere beneficiary, partner beneficiary, to a level of consultancy. This is what they requested us, so...

Interviewer: What, do you think, were the key factors that have helped them really become independent, because we have experienced in projects that community participation is a very important thing, but it is not always granted.

Respondent: Hm!

Interviewer: Not all community, eh, members are willing to put their time and effort in a certain project. Have you experienced the same?

Respondent: Yeah. Yeah, always. But it really depends, it really depends on how you organize the communities.

Interviewer: And what...

Respondent: What we did is, parallel to the, organizing the communities and forming an organization, we provided them with a series of capacity building activities, trainings, study tours... For them to really experience, hand-on experience and for them to know. So, it's a continuing thing. It's not only that after you organize them, and that's it. It's a continuing capacity building activities and even if our project ended still we continue to engage with them. Visit them: how are they, eh, how are their work, how are their organizations... And then, if there are trainings from outside we recommend them to attend. Some things like this, no?

Interviewer: What issues with regards to community particip... participation did you, eh, experience any difficulties in... Did some of the beneficiaries decide to quit or did they... Were they not interested?

Respondent: Yeah. If you talk with that community in San Vicente, they have a very, very colorful experience. Because ehm, if you are a good leader, you will not stay there forever. It needs to be because officers are termed. So, there are times that the president will no longer be elected and a new set of officers are coming in. Then, sometimes, eh, the new set of officers have the same, eh, different perspective and focus so eh, sometimes the PO's are just like a Ferris wheel: it's ups and downs. Yeah. But the important thing is they keep on, eh, eh... When they fall, they keep on standing up and every time they have a problem, even when we are not there, they always call us. Please, help us we have problem with this. So, we are there to provide support.

Interviewer: On a consolatory basis.

Respondent: Yeah. Yeah, but it's free, of course. Yeah, we just there to help them and sometimes... Sometimes they invite us to attend a meeting because of this problem. And, also, we link them with the local government if they need support and the national government agencies, like DNR, also. Is also helping. So, it's really a partnership, no? It's not, eh, an independent thing that if you work, working it alone. No. It's a partnership with the NGO, the local government, the national government agencies... And there are also private sectors. Are also helping.

Interviewer: What is the, according to you, the key, eh,... You know, the thing. How. How do you keep your partners engaged even though over the course of how many years. Eh, I think it's almost 20 years. How do you keep your partners interested and engaged in the project?

Respondent: Ehm, number one is the, the... Eh, the internalization of their objective. Why they form that organization. Like, all of them are fishers and dependent of the coastal communities. So they are, they are unifying. Their eh, their enabler, is the mangroves, because they know that, eh, that fishes and the shells and whatever resources in the coastal are, with the mangroves are... Are dependent on the mangroves, so, they need to protect it. And that's why, eh, when they understand that is very important... That right from the start you should let the community understand why they form this organization and for whom. In fact, they were, especially the president now... Because sometimes they are not elected and then she comes back and then, so... She is very, very passionate about the organization. There was a time that... There was an attempt that their, eh, their mangroves area will be converted into mangroves. Ay! Into fish ponds!

Interviewer: Ah!

Respondent: In fact, they really started encroaching, no? The, eh, owner of the fish pond started encroaching their area, but they really stand, no? That it is theirs, no? So, that's why. That is one thing. And the other one is cooperation, no? Cooperation and support from the local government unit and the entire community. Like, the barangay officials serve as their... The barangay captain... Led by the barangay captain serve as their advisors. So, it's not the president, because in our policy the barangay official should not be elected as the president. Or else, eh, there is no deviation. It means the PO and the barangay official so it might be politized. So, it made sure that the leader of the organization will not be the barangay captain.

Interviewer: So, the organizational structure of the project is very important as well?

Respondent: Yes. Very important. The barangay captain serves as an advisory at the same time the entire council eh, of the local government unit provides support. And so, that the PO also works closely. Because there are instances that the two bodies are very indifferent from each other. Yeah, but in Bohol, in general, we work closely with the government. We have a very good partnership.

Interviewer: And how do you keep that partnership involved, the local government, because they have so many things to do already on their own, right?

Respondent: Yeah, yeah. And so with us! We have our own thing. But the, eh, the point is we have the same beneficiaries or partners: the communities. So, the local government unit has the mandate to help the community through barangay officials. And we also as an NGO has the mandate and as task to organize communities. So it's really a partnership.

Interviewer: So you have... should have a common goal. That's important.

Respondent: Yeah, yeah. A shared goal.

Interviewer: Ok, and then... Ehm, initially when you started this project what was the attitude of the community. How did they respond to your, eh, help?

Respondent: Oh, that's a very good eh, observation... Question. Yeah, actually when we started there is an indifference, because we are an outsider.

Interviewer: Ah really?

Respondent: Yeah, eh. And eh, sometimes they don't care. Yeah, because we have our own life. But, as... Again and again I mentioned, eh, emersion in the community is very important. So, we really stayed at the community. I, for once, started as a community organizer. I stayed with the community. We live with the community. We eat with the community. Yeah, so. Eh, establishing a good working relationship is very important. And establishing, eh, trust and respect. That's very important. So, when they tried to... With this. So, we stayed in the community and then when trust were... was already established that's where we started the second part which is formation of a formal organization. Yeah. And, eh, what is important probably is the openness also. In open communication, like, for example... Here in the Province and even with the local community we can just call the governor or the mayors if we wanted to invite and vice versa. The governor and the mayors can invite us. We have a meeting, please attend! But this is... This relationship I sin Bohol. There are other experiences in other Provinces that still the NGO's and the local government unit have a distant relationship.

Interviewer: Are they colliding in any way, or?

Respondent: Sometimes, kasi [you, see]... We experienced that, eh, the, eh... NGO are, they anno [ehm]...

By-stander: Ahm, kauban niya [I am with her]

Respondent: Oh ok, ok [laughs]. Yeah, the LGU feel that NGO's are their competition of funds particularly. Yeah. That was before, o? But when we assured them that we are just here to support them and not to compete with them... So, that's where... How we established the working relationship.

Interviewer: Ok

Respondent: Yeah, so...

Interviewer: And how did you convince them? Because...

Respondent: It's more on constant communication and, eh, transparency. Openness of the program. We, when we... And always, always pay a courtesy call to the local government officials. Particularly the barangay captain, the mayors, the sanguniang bayan and the governors. So, we have to really first establish the partnership. It's not a, a... Just a click of the finger, no. It's a continuing... Because at first you really feel that: Who are you, by the way?

Interviewer: [laughs] Maybe!

Respondent: Yeah. Yeah, you are just... You are not from here! So, what's your business of going here? But that was before, no? But now. And here, because, we are just a small province, eh, everybody knows everybody.

Interviewer: Yeah.

Respondent: Yeah.

Interviewer: A stranger is easily recognized [laughs]!

Respondent: Yeah, yeah, yeah. At first we had difficulties, no? But, eh, like... For example, there was a time where we were charged... us with an MPA!

Interviewer: MPA?

Respondent: Ehm, a... How do you call that? A... Insurgent, or. A left-lean. A left-leaning organization. You know that? You understand that?

Interviewer: Ah!

Respondent: The, eh. Anti-government. Yeah, so.

Interviewer: As in rebel?

Respondent: Yeah. Before they thought of an NGO as an anti-government... Against the government, so. They really, anno [ehm]... Because before insurgency problem in the Philippines is very, very... You know, very, much here! There are rebels.

Interviewer: That, that explains the violent, eh...

Respondent: Yeah. Yeah.

Interviewer: They are suspicious.

Respondent: Yeah. Because they think we don't like government. Like that. But because of the new law recognizing the role of NGO's and PO's that's where the reconciliation started. Yeah, so.

Interviewer: Ah.

Respondent: It's very clear in our local government... the role and, eh, [unclear].

Interviewer: When was that established?

Respondent: Eh, in, I think in 1991. After the fall of Marcos. When the new president, Aquino... The mother.

Interviewer: Are there any other external factors that you can not really influence that, eh, either facilitated or made the project harder to implement. So, let's say, any cultural or any political aspects. Economic aspects that made it harder to implement?

Respondent: Ah, based on experience, although there are difficulties at the start, but eh, as the project implementation goes on it was resolved. One factor is... We have a partnership, forged a partnership, with the LGU with a particular project. In fact, we asked them for a financial counterpart. They are willing to provide counterpart. And we made... We just assured them that whatever accomplishment that we have it could be considered as their accomplishment. Yeah. So, so, that's it. And eh, it's just a matter of open communication, constant communication and constant updating. Just provide them the updates of where we are now, what is the development of the project and, eh, we also attend meetings with them. We invite them to attend meetings. And just to recognize the partnership and collaboration.

Interviewer: Kanang [ehm], ma'am, do you mind if... May I use your plug?

Respondent: Yeah, yeah.

Interviewer: It would be a shame if the record was lost!

Respondent: Ok.

Interviewer: So, it's really an ongoing process. The partnership?

Respondent: Yeah, yeah, yeah, yeah.

Interviewer: Kay [Because], for me... May experience, kay... When we implemented the project we also involved the LGU, but, eh, because I am only here for a limited time, it's quite hard to keep them

engaged. That's why I am asking out of my own experience. Because I realize the fact that I... I'm always leaving, back to my home-country, it sort of crumbles and the LGU is no longer interested.
Respondent: Oh?

Interviewer: That's why I am asking. So that I can keep this program, ehm...

Respondent: Yeah. The best thing for you to do, is to identify your local partners. Your counterparts. Like, if you work with the LGU, you should have a... The LGU should have a vocal person. Yeah. Who can work with you. So that when you leave at least that what you have started will still be continued. Yeah. So, other thing is... Our experience with the Abatan. It's another thing, because the... In San Vicente, the Savima is more on the people's organization. In Abatan it's in partnership directly with the LGU. We formed the council. We facilitated the formation of the council. We called it Abatan River Development Management Council. It is composed of 5 Local Government Units. But the membership is still multi-sectoral. The LGU, the mayors, the vice-mayors, the president of the people's organization and the national government agencies. So, we work and we serve as the [unclear]. And of the project that were... The project that we are now implementing is, again, eco-tourism: The Abatan River Community Life Tour.

Interviewer: Ok, I heard about that.

Respondent: Yeah, you should have experienced that!

Interviewer: I'll try. I'll make sure. First thing I'll do this weekend. Yes.

Respondent: So, how long... Until when are you...

Interviewer: February ma'am.

Respondent: Ah, next year? Ah, so it's still a long time.

Interviewer: Not long enough [laughs]!

Respondent: When did you start?

Interviewer: February last... This year, February.

Respondent: Ah, so one year? Ah, so it's so long!

Interviewer: Hm...

Respondent: Because the students that were here just six years and then in July just three months... Ah, six months!

Interviewer: I manipulated my course so I could stay longer. Oo [yes].

Respondent: Ah! So you know how... You should know how to speak the local dialect.

Interviewer: Yeah, I know a little!

Respondent: Ah, so kamao na ka [Ah, so you know already?]

Interviewer: Oo, Bisaya na [Yes, I am Visayan, now].

Respondent: Ay sus! Kamao na diay ka. Sus, nagnosebleed pa ko English English ani. Kamao man diay ka magbisaya [O my God, you know it already. My God, I will have a nosebleed [I am struggling] talking in English, here! And then you know it already!]

Interviewer: [laughs] But we will stick to English ma'am, because I have to translate everything on paper! That's why!

Respondent: Oh, ok.

Interviewer: Ehm, cige, kay, ehm... I would like to, eh, zoom in to the actual product. So, the homestay or the tour.

Respondent: Ok, ok.

Interviewer: So, ehm, first of all, usually when we are talking strictly privatized or strictly entrepreneurial you would develop some product development strategies. So, I was wondering, in this case, was there any market research done on whether the product would actually receive a lot of attention or tourists would like it, or...

Respondent: Yeah, yeah! Ehm, for the Savima, the Peace Corps Volunteer had done a study which is why we were able to put up. Because we have a study. For the Abatan River. There was also a research done. We have an Australian volunteer, yeah, a couple. For make a study on the community-based eco-tourism. The marketing and promotion, so. So, we have a copy of them.

Interviewer: And, this was all done prior to the implementation?

Respondent: Yeah. Ehm, first what we did is, eh, after the study, is the master conceptual plan. So we did a plan. Then, after that, eh, implement the plan. Then, while it was still ongoing, then we requested a volunteer to conduct a further study and that's why there is a study on the marketing and promotion.

Interviewer: Ok, and how has this improved the project?

Respondent: Actually, the... Since community-based eco-tourism is the enw thing for the tourism industry for the Province, so... It did not, eh, eh, soar that high. Unlike Loboc, no? That you go to Loboc. Every day there is a lot of people. Here, it is not that many, but there are. But the thing is. When the council, eh, conceptualized the project on eco-tourism for poverty alleviation, not for profit. That's why the service providers are members of the community and, eh, members of the organization. And they are earning. And, ehm, that was that what matters most.

Interviewer: But, do you think that if you would have allowed, eh, more private institutions to take over that it would have soured as high as Loboc?

Respondent: Yeah, yeah.

Interviewer: And do you think it would... would have impacted also, well... Would it have influenced the project in a bad way as well or in a good way.

Respondent: We always consider the carrying capacity of the river...

Interviewer: Since, it's ecologically friendly, obviously...

Respondent: Yeah, so that's one thing. But now with, eh... Because also elect officers of the council... Every time the new administration comes in or election... Because, the election here comes every three years. SO, the set of officers are also chosen every three years.

Interviewer: How does that affect the program?

Respondent: Eh, not that much. Because they are delegated, designated an NGO to manage and that is PROCESS. They really intentionally do it so that every time there is a changes in leadership, the activity continues. So. Eh, but now, the new set of administration wanted to really make this as a business. So, eh, there might be a, an entrepreneur, tourism, eh, expert, who will be hired to manage. To make it more business-like. Not just a social enterprise.

Interviewer: How do you make sure that the privatized part of the project doesn't affect the social goal in the end?

Respondent: We always eh, go back to the guidelines. Because we have this Abatan River Code. And, so, that serves as the Bible. The guideline in the operation. So, we always, anno [ehm]... We always go back to... So, that we are guided by that code. Consider carrying capacity then community benefits.

Interviewer: So, an entrepreneur that invests there would always have to consider those guidelines. That's the agreement?

Respondent: Yeah, yeah.

Interviewer: Ok. And then, how would the NGO interfere if ever he would break a guideline or break a code.

Respondent: Then, we will consolidate the council.

Interviewer: Ah ok. So the meeting is set up to make sure the collision is resolved?

Respondent: Yeah, yeah.

Interviewer: Ok, eh. Then, with regards to, kanang [ehm]... You said you've done research prior to producing and implementing the project. How was the product identified initially? How did you find

out, well, this would potentially be a good tourism product?

Respondent: Ah, we are guided by the vision of the Province. Yeah. That, eh, prime eco-cultural destination. And, eh, we started... In fact, when we started organizing the communities we are not thinking of eco-tourism. Community-based Eco-Tourism. We started as protecting and managing the environment. Once we saw that there is... That they are already protecting very well and... It is also very timely that tourism business in the Province is also doing well. So that's... We... So that's where we thought of, eh, leveling up, no? Transforming the ver... Well protected environment. Well organized communities, to be part of that tourism business. But it's more on community-based eco-tourism. That's why, when we started we really had a series of training on community-based sustainable tourism. How does it look like? And what is the role of the community, the tourism business and the environment? So, that's it. From just an ordinary project of envi... Protection... of environmental protection. We let the guest participate. Like, mangrove planting. And we also in our, eh, Abatan River Community Life they... Eh, what they do, we, anno [ehm], we let the guest experience, eh, fishing. Eh, leaning, shell gathering and then, eh, harvesting nepa leaves and how to weave.

Interviewer: So, kanang [ehm], I had a question in mind. What was it? Ehm, was it a joint decision to move to tourism? Kasi, they, sometimes people state that tourism doesn't only help a community, it can also destroy and in case of an environmental protected area... Their resources might become endangered. If ever the tourists will come in.

Respondent: Yes, yes. That's why you have to observe the carrying capacity.

Interviewer: But was it a joint decision with the fisherfolk as well as the NGO as well as the LGU to really turn it into a tourism product?

Respondent: Yeah. Within the guidelines. With the Abatan River Codes, there is really that, eh, carrying capacity.

Interviewer: So it, but was it decided collectively?

Respondent: Yeah it was. In a meeting.

Interviewer: There was no opposition of any kind to...

Respondent: Ah yeah! There was none, because we started as an environment program. Yeah, and it's already positioned itself as a community-based sustainable tourism.

Interviewer: So, it was already pre-decided that you would move to tourism in the end?

Respondent: Yeah. Yeah, yeah.

Interviewer: Ah, ok.

Respondent: In fact, when we constructed the boardwalk... Because the DNR is also very strict in their guideline. There was no cutting of mangroves. You can see the boardwalk it's [unclear] it's not straight.

Interviewer: Oh, that's nice ha. Ehm, kanang [ehm], then I will go to customers. In what extent were potential visitors identified and also categorized? Because it's, community-based tourism is popular nowadays and it's growing, but I can imagine it's not the biggest tourism market out there. That's mass tourism.

Respondent: Yeah. Exactly, exactly.

Interviewer: So, how... How did you identify those target groups that may be interested to go there.

Respondent: It's not actually targeting for us, but it's more on tourists who have love on environment. Because for those who wanted... Who goes to the Abatan River. We presume they love environment. They love, for example, they love fireflies. They want to see firefly. That's why they are there. And they wanted to see the beautiful scenery. That's why they are there. It's not just for leisure, but to also appreciate. So that's eh, that's it.

Interviewer: Was their tourist experience measured? Their satisfaction measured? Were there any surveys held?

Respondent: Eh, no, not yet. We, there was one time in partnership with another NGO... After the tour we asked them how did you feel. But sometimes it was forgotten. By the staff. Yeah. But we always ask at the end of the tour, the tour guide, he asks how did they feel how was their experience. So, they always answer it, positively...

Interviewer: Now, how is that information that you collect from that. How is it used?

Respondent: We, anno [ehm], we review it. And if it has any comments that need immediate attention... So, we act...

Interviewer: Kanang [ehm], hm.... Were the people that actually came... Were that also the type of tourists that you were expecting or were they completely different? Because in the bike project we were expecting foreigners, but we ended up with high schoolers. So, their expenditure ended up being a little lower than what we initially thought. How was that for the project of...

Respondent: Eh, actually both, no? We expect foreigners, and we also expect students. Especially now that we are planning to declare Abatan River as a living ecological museum.

Interviewer: Ah!

Respondent: Yeah. So, we are expecting more students, more researchers to come, but at the same time, more tourists. So, we are not selective who ever comes.

Interviewer: Everyone is welcome. Exactly.

Respondent: Yeah.

Interviewer: Then, how do you... What are... Through what distribution channels do you reach them? Is it mainly the Lonely Planet or are there any other...

Respondent: No, we also have partnerships with travel and tours.

Interviewer: Ah ok!

Respondent: We facilitate eh, eh... Ocular tours from the travel and tour operators.

Interviewer: Does the NGO initiate that or the people there operating the project?

Respondent: We facilitated it with partnership with the Department of Tourism and the Department of Trade and Industry. Yeah. So, partners there... So, there are for the Department of Tourism when they organize travel operators, so, they include it. Abatan River. And also the travel... Local travel and tour operators, we have partners, although, not... We have, eh, travel and tour operators local and national. So, they just e-mail us that we have booking now, firefly day tour, sometimes. But there are also walk-ins.

Interviewer: And do the tour guides there... Your beneficiaries of the project. Do they also market themselves?

Respondent: Not that much.

Interviewer: Not that much.

Respondent: They can always sell, but they are really limited.

Interviewer: Are they stimulated to market themselves, or...

Respondent: Yeah. They are encouraged, but there, anno [ehm]... Facebook, social media and through friends.

Interviewer: And, they really do that?

Respondent: Yeah. But very limited, because not all communities have cell phones. Only students.

Interviewer: And, could you describe how broad your market. Like, do you market locally? Do you market in the Philippines only? Bohol only?

Respondent: We participated in the national trade fare.

Interviewer: Ok!

Respondent: Yeah. Eh, in the last one was in 2013 before we experienced earthquake. Yeah. Because every year there is this travel market in Manila. So, we participated that. And, eh, locally we have annual

also. Trade Fare. We also participate.

Interviewer: And obviously Lonely Planet is marketing globally because it is very well known.

Respondent: Yeah.

Interviewer: And, ehm, then with regards... Just a few more questions ma'am. Maybe you are tired! With regards to the location of the project. It's not really a touristic area.

Respondent: Yeah. Although, our advantage is, it is just very near Tagbilara. Yeah. But the thing is: It's in a different road. Yeah. Because the tourism road is in Tagbilaran, to Sandugo, to Bacayon, Loboc, tapos [and then], tarsier. And ours is in a different route.

Interviewer: Did that make it harder to implement or... attract tourists?

Respondent: Yeah. Because... Because it's a different road. Although, the tourism office is trying to, in partnership with [unclear], is trying to make a new destination. A new circuit, tourism circuit, that's our...

Interviewer: Ok, so you will try to link up with them?

Respondent: Yeah, yeah. Yeah.

Interviewer: Ok, that's good! Because I heard that Tagbilaran is actually expanding towards Cortes, that way, so it would be a good strategy. Kanang [ehm], then, eh... Well, if there were any other key issues or maybe success factors with regards to hiring training and maintaining personnel that were engaged... So, the people really there at the site doing the tours and the homestays. Were there any issues that occurred, or...

Respondent: We recited... We trained local people to serve as service providers, tour guides, eh, cultural collectives for cultural shows. Then, for the food... Eh, our problem is when we trained students, because, eh... It's either after they graduated they go out. So, we have a problem with maintaining. Yeah. Like, for example in Cortes. We have this cultural collective group and also in Antequera, but most of them are students. So, now, the group is no longer existing, because all of them are in their own business. Or, they are going out. Or they proceed to other places for studies or some goes abroad. So, our intervention there is we organized a new group with eh, eh, interdisciplinary in a set... In a way... There are... Although there are students or children who are going to school, but yet, there are also parents. Old, local residents, that are married so that if there are guests coming in they still... The show must still go on. Yeah. Because the group is still intact, although lacking in number, but they are still there to perform.

Interviewer: So, you have made different age groups participate instead of students only?

Respondent: Yeah, yeah. Yeah.

Interviewer: So, what's the direct reason for them to leave? They just had other plans with their lives? Or...

Respondent: Eh, like, for example... If they go to college, and since they cannot afford to go on their own, so, they look for sponsors. And, eh... Also after... If they graduate, they look for a better job outside. So, they go abroad, they go to other places. So, because the income is not that sustainable, yet. So, they have to look for better...

Interviewer: So, the reason is that the project did offer an income, but not as high as they would have wanted?

Respondent: It's not that continuous, ha. Because, except for the firefly in the evening, but the day tour is not an everyday thing.

Interviewer: So, would you say that ehm, in your opinion, again, and based on your experience, ma'am... Do you think that commercializing a social tourism project would help the resilience. Like, would the project... Is, in your experience... Did the continuity of the project have anything to do with the fact that it was commercialized?

Respondent: Eh...

Interviewer: Yours... You are still semi-dependent on outside sources.

Respondent: Actually, for the operation of the tourism. In a way, it's already self liquidating, because we can already afford to pay our staff. The case of the Savima, they already manage their own thing. So, we're dependent on the income. It could be local, it could be from foreign tourists. Eh, it's unlike the NGO, like PROCESS, that it's... We are still depending on foreign donors. Yeah. For... But for the... Sorry, there is a piggery over there.

Interviewer: It's ok [laughs].

Respondent: It smells bad again. We have... We don't have control over it.

Interviewer: [laughs] At least you wake up... While working. It's ok ma'am. So, but... For the NGO, so you're saying for the NGO you are basically dependent on outside sources, but, the implementation of the project runs it's own.

Respondent: Yeah.

Interviewer: No need for others.

Respondent: For the... At least for the tourism.

Interviewer: For the tourism, but... You said earlier that for the renovation you still needed...

Respondent: Ah yeah! Yeah. But for, like, for example when there is an ongoing improvement of the facilities. Eh, it's either... Either funding comes from the government or from the foreign sponsors.

Interviewer: What do you think will change when a private investor will come in the picture?

Respondent: Actually, we are very much open to that. Provided that they will really consider the guidelines, also, because it's a community-based eco-tourism. So, the number 1 consideration is protection of the environment.

Interviewer: Hm... How would it change the project?

Respondent: Ehm, I think the changes is more... Is more on, more tourists coming in. Yeah. Because of the aggressive promotion and marketing. But eh, since, what is... I think, eh, good, here is that there is a council that continues to oversee the operation. Particularly Abatan, so, if we, eh, see that it's no longer within the concept of eco-tourism, then we could always...

Interviewer: So, it will never be fully privatized? There will always be a body in place?

Respondent: Yeah, yeah. Yeah. Yeah. We just left a private person to manage it, but there is still a regulated body of that... Who will always see to it the operation is still within the guidelines.

Interviewer: Ok.

Appendix IX. Transcript Respondent OI-3.3

November 3, 2016. Fair Trade Shop/BUSWACC Office, Plaza Rizal, Poblacion I, Tagbilaran City.

Interviewer: So, we went through that issue... with my... With my teacher, but also sir Nestor.

Respondent: So, sir Nes... So, you're ko-an [ehm], you work for the BLDF?

Interviewer: Yeah. But... That's where I'm employed. I am a volunteer.

Respondent: Ah, ok.

Interviewer: So, this thesis...

Respondent: And then working on... Ay, the bike!

Interviewer: The bike. Oo [yes], the bike.

Respondent: Human na na [Is that finished already?]? Human na imong bike project [Is your bike project finished?]?

Interviewer: No, they are not... Well, it's just, sustaining itself, that's the beauty. That's what I'm trying to research. It's sustaining itself, because it's partially commercialized.

Respondent: Hm...

Interviewer: So, we don't need additional funding from other sponsors to make sure that the project sustains. It sustains itself. So, the only thing we need is the initial resources. Through outside sources.

Respondent: How many units, imong bikes [your bicycles]?

Interviewer: I have seven units that are very good quality. For, really going uphill. And another seven...

Respondent: Ah it's intended for ko-an [ehm]...?

Interviewer: Yeah, yeah. It's really for mountain biking. And, eh, another seven units are local. They are local quality. Not so...

Respondent: Not made in China, ha?

Interviewer: Made.. No.. Basta [anyway], not so good. I just use them in the pier area. Like Baluarte. That's fine.

Respondent: Ah Baluarte. So you just use them in Baluarte. Pangit na man ang Baluarte [Baluarte became ugly], because of the covered court.

Interviewer: Yeah, I find it saying [a waste, a shame].

Respondent: Yeah. Sayang.

Interviewer: Because you can no longer see the ocean view.

Respondent: Hm...

Interviewer: It was done by the previous administration. They... You know how the government, sometimes, they just wait and wait and wait... And then

Respondent: I don't see, any... I think it's not safe in there, since, the area is a reclaimed one... It is just a reclamation. It's just a reclamation.

Interviewer: Yeah, I was not in favor of that construction, but...

Respondent: Sayang ang view [What a shame the view is ruined].

Interviewer: Bitaw [I agree]. But you can still see the sunset on the right side so I hope they will not touch that. Because some people go there just to see the sunset. It's really nice, you can see Panglao and the, ko-an [ehm]...

Respondent: Hm, lagi [indeed]... Cige [OK]!

Interviewer: But ehm, so what we're trying to research is whether... That is the hypothesis that we are basically stating. If you partially commercialize a social tourist related product... project. It will sustain longer, because you need to ask and ask and ask from outside sources. So, ehm, the fair trade shop that you set up through BUSWACC is also one of these social tourism project

Respondent: Attempt [laughs].

Interviewer: Attempt [laughs]. Attempt. Eh, and then. It is commercial. In a way.

Respondent: We are looking towards that, pero... It... The operation of this is an NGO. It's still an NGO-type operation. Not so much commercial.

Interviewer: So you're... Ok, well. Could you please tell first something about the whole fair trade shop? How it came to be... And the role of BUSWACC.

Respondent: No, eh, I will tell you BUSWACC first.

Interviewer: Oh, cige [OK], go [laughs]!

Respondent: BUSWACC and then... How this will come of that. Because I think it's very important.

Interviewer: Ok, ok.

Respondent: BUSWACC is a, somehow, the same like BANGON. The organization of Jeanet. We are also a network of organization. Our membership is based on networks, eh, no, organized groups. Like BANGON is a network of NGO's, ours is a network of organizations. Not only, exclusively of NGO's. BANGON is a member of BUSWACC Incorporated. Emmie is a member of BUSWACC. The PROCESS. BLDF used to be part of BUSWACC...

Interviewer: Really?

Respondent: During the time of her... The former e.d. [executive director], Eulalie...

Interviewer: Ah, Eulalie. Yeah.

Respondent: I don't know if you know her. Abuladora. Eulalie. Have you met her?

Interviewer: I'm hoping to. I have been trying to reach her for two weeks, but no reply. No reply jud [indeed]. I want to interview...

Respondent: Hm... Well, siya moko-an [Well, she did the, eh]... She used to be part of the board member. Basically, the organization was organized way back in two thousand... Eh, as early as 2004. Bohol then was part of the 20 poorest provinces in the country.

Interviewer: Oh, really?

Respondent: Yeah, yeah. Early... Early 2000. In 2004 Peace and Equity Foundation, an NGO based in Manila came in and they are looking for partners for their projects on water and sanitation. So, they are roaming around. They are checking organizations if they are capable. Until, they, they realized that their approach and their strategy is not good for the existing organizations. So, they created BUSWACC. They created us for the intention that we will apas [utilize] their funds in project implementation of water and sanitation. So, we provide that. While PEF is giving us the funds BUSWACC is organizing the ground, for partners to implement the projects. We used to have 15 poorest municipalities. That's part... the second district area. So, that's where we started. We, we, kanang [ehm], facilitate organizations, capacity building for them to be able to implement water projects. Then, BUSWACC was organized in 2006. Formerly registered in 2006. As early as 2004 we have been roaming around helping PEF and team. Then, we get a seat fund from Peace and Equity Foundation. It's a loan fund actually. After that, about 26 million investment of PEF. All are grants, ha? For water projects.

Interviewer: Grants, so not loans?

Respondent: Not loan. So, then in 2006 after all the implementation BUSWACC was formerly organized as an NGO. So, basically we are banking on PEF support. So, our first... We were... They lend us funds... Or livelihood. Because after the water projects, no, that was a ko-an man [ehm]... Then, that, that was the basic social problem in Bohol. Access to suitable water.

Interviewer: Before...

Respondent: Before, but I think until now.

Interviewer: Still, really?

Respondent: Pero [but], but we are no longer part of the 20 poorest provinces. So, after that

communities are asking for livelihood. So, we access funds from PEF. We have this seat fund. We started this fund. We lend this fund to communities.

Interviewer: Ah, like micro-finance?

Respondent: So, not necessarily, because... Somehow, we are a kind of wholesaler man. We lend to organizations, not to individuals. So, but the organization lend it... Extend it to their individual members. So, it's the organization who do the micro lend... micro lending. So, somehow we are wholesale, wholeseller. So, that seat fund serves as our initial funding to operate. So, the... We also received mga small grants from PEF particularly in the institutionalization of BUSWACC. Subsidy for staff, subsidy for operations, but that 2.4 was a, somehow, practice fund on our part. To really, kanang, to gain something out from it ba. From operations. So in 2008, 2000... No, in 2006 until 2008 we implemented, we supported livelihood programs. Then, we don't have any complete comprehensive intervention. We just provide them whatever they like. Yeah. So, most of them will just say: "Oh, we need capitalization. Cige we will provide you funds. Just make sure to return it". Because tthen it was a loan fund from PEF, but we were able... It was a conditional fund. In the sense that after three years if we implement the project well, it will be converted into a grant. So, we were able to make it in 2008 or 2009. So, the 2.4 millions initial funds converted to grant. To BUSWACC. But, we still lend it, no? So, that... That seat fund is used to ko-an lagi, kanang [ehm], somehow support the operations of BUSWACC. So, the intention then was... Actually, no program at all. The point is tabangan [to help] further livelihood. So: "What do you want? We want capital". So, we have funds. We lend funds at a, an interest rate of 14% per anno. Cige [OK], so they borrow funds. These are organizations, no? The funds was used, because really, to... Because we earned from it. So, somehow it subsidizes our operations. So, only to realize that, it was, we were not so successful to some partners who ran for funds. SO, we then realized we need some intervention or capacity for them to be able to manage their enterprise or the funds. So, we provided capacity building and it evolved into... In such time we realize we need to improve their products. So, we provided product development, packaging... To some... To the point that, so, that their products will be marketable. It evolved to that until we realized nga [that]... We really... Because what we provided them is, eh, capacity building, product dev., eh, kanang [ehm], marketing. And our marketing then was just a simply participating trade fairs. So, during the trade fairs in July, kay, it's an annual event man, no? Sandugo. So, we bring in all their products. We sell them. Only to realize that it's very, kanang [ehm], kanang [ehm], kapoy [tiring]. Oo [yes], kay [because], it's only once a year. Sayang sa ilang products [how their products go to waste]. So, we also evolved our programs until we come up with, eh, with a shop. So that... That, that, came the fair trade shop.

Interviewer: Ah...

Respondent: Actually, the original concept of the fair trade shop is just simply a show case room. For the products. The Bol-anon products. The products our communities where we lend our funds. So, somehow, in the value chain. We wanted to engage from the start up to selling to the target market. So, that's why we came up with a shop. It evolved into a fair... Advocacy shop. Because, it's not only, kanang [ehm], a marketing shop. It's an advocacy shop. When a partner from Manila came in and looked for potential partners to, to adopt the fair trade principles and practices. So, when they found out that BUSWACC is operating within, kanang, a lot of organizations, enterprises... So, they tap us. They provided us support to set up the fair trade shop, so, so, we come up with a fair trade shop. [Through] The fair trade shop we were able to convert roughly mga 6 million loan to grant and we use that since 2010. Because, eh... The intervention of Peace and Equity Foundation that is the only funder we have. Other than... We also have Coca Cola Foundation for small grants. It's PEF basically. They stop their support in 2010.

Interviewer: Oh...

Respondent: Yeah. So. By then, pero [but] by then. In 2010 we were able to have already 6 million funds, no? It is a loan converted to a grant. So, we use the fund until 2013. Why until 2013? Because when... When the earthquake hit us our portfolio was really affected. So, which means for 2, eh, 2 to 3 years we were able to sustain on our own, no? We don't have grants from PEF. Or other funding. We just use the income, whatever income, from the 6 million grant to operationalize BUSWACC for 3 years. What happened in 2013... Because of the earthquake and because we were not able to prepare a risk management plan. Wala [Nothing anymore]! So, everything went down, because we cannot ko-an man [ehm]... Our clients, the enterprises, can no longer pay us for a time, no? Mostly... Until now, some are still delinquent. After that. So, mao na [that's it]! In 20... Actually, the shop was open in 2010. So, the operation of the shop... While we are... We would like to make it professionalized. We professionalized the operation, actually, we came up with a manual... And so, pero [but]... Everything was subsidized by the organization. The original intention, again, was really to market products, to link the products to the market. The original intention... Until we, kanang, kanang [ehm]... We wanted it to be commercialized, not operated by the NGO. Because the NGO thinking is not really, kanang, aggressive, so. Until now, we subsidized some, like, the rental, like, 30% from the income of the shop are only ko-an, no, paid to our rental and 70% paid by the NGO. So, that's how we became a shop.

Interviewer: So, who is running it now? A private...

Respondent: No, it's BUSWACC.

Interviewer: Still?

Respondent: So, we are running it as, ko-an [ehm], BUSWACC! Like, the salary of the staff is subsidized by BUSWACC. Pero [but], the organization, I would say, it sustained, no? From a small 6 million fund, we sustained for 3 years. Until the earthquake came in, no? Because we were not able to prepare for it. We had no risk management plan. Only to realize that: "Oh sayang [What a waste] [unclear]."

Interviewer: So, all of the, eh, lending, it's... Wa na pod [It is gone already?]

Respondent: Naa pa, pero [It is still there, but] the return of the funds is... Taas ang mga delinquent [There are many delinquents]. Collection rate is very poor. But, eh, then PEF came in again. They rescued us in 2014. So, they provide... We engage in another project with them. They provided some subsidy for the staff just to relax, the, the, ko-an [ehm], bad income from the 6 million funds, you know. While waiting for some delinquent clients, they helped us to recover. So, part of our, ko-an [ehm], then... operation was, as early as 2014. Because we used to have an Australian volunteer, we, ko-an, kanang [ehm], expand the operation of our shop. We had an, kanang [ehm], a kiosk, that's an evolution of our shop, o? We used to say we bring in tourists here, but we cannot compete to the, ko-an [ehm], market outside. So, our strategy then in 2014/2015 was to bring the product closer to the tourist. That's why we have the kiosk. About 5 units.

Interviewer: Ah, there. In Ocean Suites?

Respondent: Yeah, in Ocean Suites. In Belle Vue

Interviewer: That's all yours?

Respondent: Yeah. In Belle Vue... We used to have in Oasis. We have one in Anda. We have one in Loay. We set... We, we, disposed the products. To experiment really... Because we are thinking of the operation of the shop. We might as well, ko-an, kanang [ehm], be a distributor then to come up with a shop. But in a part of the program... It was to establish a travel and tours. So, part of our realization and experiment. Because this is just our... part of our sustainability, really, is to come up with a separate corporation in travel and tours. Particularl offering mga eco-tours. Familiar ka sa mga eco-tours [Are you familiar with eco-tours?]? So, that's our primary product. We are now on the, ko-an na [ehm], finalization of the implementation plan. So, what we are planning now is to come up with a separate organization, a corporate one, to be all of course the majority share by BUSWACC. We will take

the majority share and offer the stocks to our, ko-an, communities and partners who are willing to invest in funds. So, that's, somehow, our long term plan for sustainability.

Interviewer: Because you don't think that the lending will provide anymore?

Respondent: Actually, the lending can provide. The lending can really provide. One thing... Our limitations is... I don't know if you are familiar with the FCB Foundation?

Interviewer: Yeah. I was there this morning.

Respondent: They were able to sustain because of the lending, ha? Because they are focused on it, no? For us, we don't think of it as a ko-an man, kanang [ehm]... We are not on a level to commercialize our lending operation, because our primary market is totally different from them, no? Like, FCB is doing the micro-lending with all the collaterals and all. Ours is not! Our clients are People's Organizations. They don't have collateral. Although we require them to find some title, land title or whatever. Or registrations or assets they have as an organization or any ko-an [ehm], officers who can vouch for the organization. But... We are serving totally different market. But, yeah... If it will be commercialized... Because the lending really is providing us. Actually, our 6 million is intact. It's still there. Yeah.

Interviewer: Until now?! Serious?

Respondent: Yeah. It's earning, really. So, but... But, we need to... For us to be sustainable we need roughly about mga 15 to 20 million funding. To operationalize. To support 5 staff.

But the tour, the touring agency you're, you're setting up should it complement this or is it something that...

Interviewer: But, the tour... The touring agency you are, you are setting up. Should it complement this or is it something, that...

Respondent: Yeah. It will. It will really complement our, kanang [ehm], existing operation. Because, number one: our... Our primary product is the eco-tours and these eco-tours are operated by people's organizations. Eh, an example of this is "Calamay sa Albur".

Interviewer: Ah, oo [Oh, yes].

Respondent: Di ba [Isn't it]? That's an eco-tour spot. Calamay sa Albur. We lend them 2 million. But, now it's only, eh, for... Actually, Calamay sa Albur used to be the or... Eh, the original Ngo assisting them is BLDF.

Interviewer: Oh, really?

Respondent: BLDF is getting money from us. They borrowed money from us and they had it lend to Albur. For two years, I think. And that's the time of Eulalie. So, until... BLDF says, eh, it's... We are no good to this. You go directly to BUSWACC. So, so... We get the client, also. We are now in our fourth, eh fifth cycle with "Calamay". They started with 400.000, then it goes to 700.000. Then 1 million, 1.2, then 2 million. That's the big one. That was this year. We lend them 1.7 because they are declining with their payment. So, that's a eco-tour, an eco-spot. We have supported their enterprise. We provide capacity building. We provide capital. We extend capital for their capital needs. When the eco-tour... When the travel and tours is established, then... Because it's part of the stocks so it will complement.

Interviewer: You can connect the dots.

Respondent: Yes, we can... I can connect the chain.

Interviewer: And you can bring the tourists here!

Respondent: Yeah, and we can bring the tourists here. Actually, the idea then is really to set up, or, re-set up this office as a travel and tour center. Then... And then you can see the products. The other way how we can complement is... We can let the tourists buy really from the eco-spots. So, after the tour they have to buy calamay. Somehow, we are giving support to our partner. Pero [But], it will be operated on a separate entity. A business-like, really.

Interviewer: And you will follow the usual tourist routes. Because, you know, tourists...

Respondent: We can also, yeah. There is our second, ko-an, kanang [ehm], second product. But our primary, really, is the eco-tour. And a combination of both, kay [because], we cannot deny the fact that... But, kanang [ehm], our target market is really... Is those, eh, ko-an, kanang ba [ehm], those, kanang [ehm] tourists who have been to Bohol. To some, they will say, yes, pero [but], not, no it's no longer Chocolate Hills, kay human na na magkita [because they have seen it already!] For those who have been to Panglao, they can go back to Panglao, but we don't have other offerings. So, we will complement to that. So, that's our target market. Kanang, ko-an ba [ehm], second, mga, for them to come back to Bohol. So, we will provide them reasons to come back.

Interviewer: Actually, last March I spoke to foreign tourists and asking them what they would be doing. All the tourists that were there already for a second time, were no longer interested in a tour because they have seen already the Chocolate Hills. It's boring already. So, they were...

Respondent: Oo, tinuod lagi [Yes, it's true]. The tarsier is still the same.

Interviewer: Yeah, it will not change over time!

Respondent: So, that's our primary... That's our target market. To give tourists, who have been to Bohol, another reason to come back. They have to see the loom weavers. I... I don't know if you have been in Tubigon.

Interviewer: No, not yet.

Respondent: Ha? You have not been there?

Interviewer: No, not yet. What's there?

Respondent: The loom weavers ba. The raffia weavers ba.

Interviewer: Raffia...

Respondent: Yeah, have you seen raffia?

Interviewer: I have seen it in Bee Farm only.

Respondent: Ah... In Bee Farm. Yeah, it's, pero...

Interviewer: Ngee! [laughs].

Respondent: They have a factory there. All women. We supported them. So, we extend a 600,000 loan to them. We also like to complement, no? We would bring... We would bring in tourists for the, because they are getting an income, too! We will offer, ko-an [ehm], that's how we are trying to... Ko-an [ehm], we wanted... Because in our analysis in the, kanang [ehm], value chain... The tourism value chain in Bohol. Ah, I'll show you. I have a meeting at 4. Ok ra [Is it ok?]

Interviewer: Yeah! Sure, sure.

Respondent: In case di pa mahuman [In case we won't be done, yet]. Ah, cige. What is the next question? So, that's all. Human na [Finished already]. I'll show you later. I have to restart.

Interviewer: Ehm. I was just wondering, eh... Could you name a few experiences that really explain the key issues when you operate these kind of initiatives? What are the problems that you encounter? What...

Respondent: As a shop?

Interviewer: Not in the shop. The full implementation of the...

Respondent: Well, number one: we don't have... We are not resilient in the sense that we do not have risk management. We're... It never came to our mind until the earthquake hit us, no? And it really affects... Well, tanan [everything], eh... The operations, BUSWACC, our enterprises, to the community itself. So, that's one thing. Risk management. Second, for the shop... I think we were not able, really, to, kanang, ko-an, kanang [ehm], to position ourselves in the market because of the fact that eh, the operation is, kanang, ko-an ba [ehm], managed by BUSWACC [laughs]. I mean, it's not a separate entity that can ko-an jud [ehm], no? Like, the staffing... I also act as the manager of the shop. Something like that. So, I just let the [unclear], the one who sells, attend to the shop. We are not able to ko-an jud,

kanang [ehm], maximize the full potential of the market. There are a lot of people saying that it has a lot of potential. Because one: our product is from the communities. That's one thing. We were not able to sell the, ko-an ba [ehm], the story behind the products. That's what we are really trying to do, but we don't have the capacity and we don't have the people around. That's why, after our... I applied for an Australian volunteer to help us. The idea then, was to ko-an man, the distribution through the kiosk. Again, I applied and looked for volunteers to help us on our marketing, pero [but], eh... It's so happened that the recent one is an OJT, a student... So, it's not used to ko-an man, the market. They are just here to study the trends. Not so much on the marketing of the products.

Interviewer: You should target tourism students in Holland. There are so many.

Respondent: Lagi [Of course], so that's something we were not able to maximize. Pero [But], in our proposal for the travel and tours, we really wanted to, ko-an [ehm], get the best out of the tourism industry. Kay [Because], if there is one thing, kanang [ehm], we would like to do to sustain the operations... To sustain our kanang [ehm], efforts and activities, it's through the tourism industry. We used to think, ko-an, engaging in agriculture. Production of lettuce and high value crops for the hotels and all. Pero [But], we don't have people around. Second, these are three projects. Second is to set up a, kanang [ehm], laundry... Industrial laundry shop.

Interviewer: Mao ba [Really?]? Really?

Respondent: Because, I don't know if you observed... We don't have any, ko-an [ehm], mga industrial, kanang [ehm], dako [big] for the mga hotels and all, no? Everything is, kanang [ehm], in house ra [only]. So, we also think of that. Then, we were affected by the, kanang [ehm], earthquake. Then, the third proposal, then, was the travel and tours. Eh, we vowed for travel and tours. Why? The potential is very high. We [Bohol] are opening another airport. A new airport, di ba [right?]? So, again, for some tourists will... don't come in Bohol na, wo already saw the Chocolate Hills. So, that's one thing we would like to offer.

Interviewer: I have noticed. Is it true? I am just asking. I have noticed that usually backpackers... They come in and see the Philippines as a secondary destination. Nobody goes straight here for the Philippines unless their girlfriend is a Filipina or they have relatives there. That is what I have observed in my recent studies. When I talked to them, all the guys and girls that were there for a second time, or... Balikbalik ba [always returning].

Respondent: Balik...

Interviewer: They were... They had some kind of relationship with a filipino or a filipina. And it also counts for me. Like, I... I... I came here because my friend from the Netherlands is half Filipina and we went to visit her friends. Yeah. So, I guess the strength of the Filipino is his hospitality, really, and his ability to make friends and keep that relationship intact. Because, after that they will really come back. So, in my opinion... If you target the second... Secondary visitors. Try to observe nga [that], whether they are in a relationship or they have some kind of relative here. I think it's true din [too].

Respondent: Lagi [I agree]. Pero [But], that's a good observation, because when I used to... I once ko-an man pod [ehm, I also] went to Thailand. No? And I think one thing is the accessibility of the country. In Thailand you can really see a lot of, kanang [ehm], foreigners. A lot of kanang, ko-an [ehm] of different, kanang, ko-an ba [ehm] from different countries. Eh, when I asked my... My, ko-an [ehm], my co-workers. He used to in and out of Thailand. He just said that because it's very accessible for them. And it's true. After Thailand they just pass by Philippines. It's not a primary destination, really. Because it's not accessible here.

Interviewer: Yeah! Because there are no direct flights also.

Respondent: Yeah, that's one thing. Because in Thailand they have a direct flight from France. They have a lot of, kanang [ehm], French there. So, that's one thing. We don't have the facilities, really, to

support a direct flight. It's very limited. Very... And that makes it more expensive.

Interviewer: And kapoy [tiring].

Respondent: Ang mga backpackers sila ma [the backpackers they will...]... Di ba ikaw [Didn't you?]
From... Dubai pa ka di ba [You still went through Dubai, right?]

Interviewer: I go from Amsterdam to Singapore, Singapore to Manila, Manila to Cebu, wow! Cebu and them I'm not pa in Bohol. Boat pa ko. Wow!

Respondent: [laughs] That's because we don't have the, kanang [ehm], facilities. And that... That makes it more expensive for tourists to come here.

Interviewer: But the new airport is international, I heard.

Respondent: Eh... There are... They are actually... They are downgrading it. It's a limited flight.

International flight. Because, environmentally wise, it is not good for Panglao to have an international, really... That one ba. They minimize the, kanang, ko-an [ehm], number of flights. That's what I hear. Pero [But], you have a good observation, ha!

Interviewer: [laughs] Research lang [It's just research].

Respondent: Dira [There.]. This is the value chain of Bohol. This is our... We... We already operated the souvenir shop. That's the last end, no? Eh, it started with the travelling, kanang [ehm], packaging and marketing usually by travel and tours. Then, you have the transportation, accommodation, food and beverage, sites, attractions... Mga tourism sites, activities. Then, usually, at the end of the day, it's... For the tourist, they go souvenir shopping. So, we already have that, but we don't see any good at business [laughs]. Why? Because travel agencies are already packaging everything in the value chain. So, like, we have activities. We have communities doing activities. Offering activity adventures. The calamay. You can cook calamay. The raffia. You can weave raffia if you want. Per [But], again, because in the value chain, the first step was missing... The practice here is... It's the travel and tours who arrange the transportation, where you will accommodate. Because that is what also the tourists want. No, kanang ba [ehm]. Easy lang, sayon ra [just easy].

Interviewer: Tapolan [Lazy].

Respondent: Oo, kay tapolan [Yes, because they are lazy!]! Unsa na [What's that], give me a package. At least I am done. We already have an existing... We have a homestay. PROCESS has a homestay. That's our network. Food and beverage. We have a network also. Producing food. And this, in, like, Maribojoc. We have that kind of organic farm. That's our network, also. Site attractions, mga tourist sites, mga calamay... Eco-tours, usually... Then, we can offer activities, but the point there is. Nobody came on this. We were not able to maximize on our ko-an [ehm], engagement, because of the fact that at the first stage of the chain we are not engaged in it. So, that's why, we would like to arrange for the homestay for the, kanang [ehm] tourists. Arrange for the food with the communities. Mao na na siya [That's it]. Until we will bring them to our own shop. Because we cannot compete for now. Like, I don't know if you observed... In Baclayon, di ba naay aproniana [there is a souvenir shop, right?]

Interviewer: Apron...?

Respondent: Apronyana.

Interviewer: What's that?

Respondent: There is a souvenir shop in Baclayon.

Interviewer: Asa man dapit [Where?]

Respondent: Basta [Nevermind] going to Baclayon Church sa imong [at your] left.

Interviewer: Ah kadto [Ah, that one?]

Respondent: Naa mga dako [There are big] busses going there. Number one, they don't have any...

Wala may attraction diha [There are no attractions there]. Shopping ra gyud [Just shopping]. Pero [But], the point there. It's very expensive compared to us. The point there is, it's already... Because it's

already pre-arranged tourists were brought there. They don't have any choice. Ah cige, ani ra magshopping [Oh OK, we will just go shopping here], because we don't have time. With all the systems, so. So, we better engage on the first stage of the chain, so we can complement the accommodations. So, we will... Mao na ni ang atong gipropose [That's our proposal]. Establishment of travel and tours.

Interviewer: It will still appeal to the foreign... Foreign...

Respondent: Oo, kay [Yes, because], we will offer the ko-an ha [ehm], community... Community-based tourism. Pero [But], if you like to go to Chocolate Hills we can also arrange for that. Something like that. Pero [But] our primary focus is, ko-an ha [ehm], eco-tourism. There are only few mga travel and tours offering that sites.

Interviewer: Carabao pod kuya oy. Cute kaayo [Include also the carabao. They are very cute].

Respondent: Makasakay na ka ug carabao [Did you ride a carabao, already?]

Interviewer: Oo, nisakay na ko. Luoy kaayo ang carabao [Yes, I rode one. I pitied it].

Respondent: So mao na na [So, that's it]... The intention. You place the income in... Empower the communities. So mao na, mao na among gusto [So, that's it. That's what we want]. So, how are we going to complement it? So, BUSWACC who provides basic social services, financing, MSNI's and fair trade... We now have a separate entity that will become a travel and tours and will offer travel solutions, tour packages and ticketing. So, the travel and tours will get supply from BUSWACC's partners para magcomplement mi [so we can complement]...

Interviewer: This is the... Abatan River?

Respondent: No, it's the one in Maribojoc. The, kadtong [that], SAVIMA.

Interviewer: Oh yeah. Yeah, I heard about that.

Respondent: Mao na ni ang raffia weaving [This is the raffia weaving]. The factory. Naay mga women [There are women] who will...

Interviewer: Ay...

Respondent: I will not show you the prospects. Basta mao ra to. Mao na ra siya. [Anyway, that's it]. That's how we are looking for eh... For sustainability.

Interviewer: You are... Eh, in no way connected to the government?

Respondent: No! We are not. Pero [But], we partner with the provincial government, sometimes.

Interviewer: What is their attitude towards you?

Respondent: Actually, mao na [that's it].

Interviewer: Are they supportive to you?

Respondent: With the provincial government we don't have specific project yet. With, ko-an jud nga [ehm]... Direct support from them. Pero [But], like us, we participate in activities that provincial government is part of. With DTI, the Department of Trade and Industry, we were able to leverage funds for our kiosk. Because the kiosk will cost about 35 to 40 thousand. So, when DTI saw it... They really loved the idea, because it is an honesty shop and it's a made in Bohol, kanang [ehm], thing. They helped us. And they provided us with funding for the production of three, three more kiosks. So, they provide grants. The DTI now from time to time informs us if there are trade fairs. So, we participate. We brin gin products and display products. Mao ra [that's it]!

Interviewer: But, that is... The products that are displayed are not displayed by the community, but by...

Respondent: By BUSWACC. By, ko-an man [ehm]... We consolidate these products. Because our communities cannot... Because of their limited resources they cannot afford to bring in their products without, ko-an... Dili pa ciguro kon mahal na [Not possible, because it's expensive]. There are a lot of instances that DTI will invite us to conventions. Naay conventions sa Panglao, no [There are

conventions in Panglao, right?)? Fashion Migo's at Be Grand Hotel... They used to call us. Cige [OK], you display your products. Kay [Because], if... Directly... It will be directly displayed by people's organizations it's ko-an gud, kanang [ehm], maexhaust sa mga resources sa communities [It will exhaust the resources of the communities].

Interviewer: So, you are stating that, yes, you have everything to tie it up with this touring agency... You can tie everything up. And then, you expect that the prospects will be a lot better.

Respondent: Yes.

Interviewer: Ok.

Respondent: Most especially, because this will be operated not as charity, but as a ko-an [ehm], enterprise.

Interviewer: But, anyway. You're quite eh... How do you say that? Inventive. Because, I have spoken now to three other NGO's and none of them have the ambition to really commercialize something. They just say nga [that] the project is there and they get income. And it's done.

Respondent: We already... We already realized that the best way out, really, for us to sustain, is to operate on a, kanang [ehm], commercial level. Even the travel and tours we don't want... We don't want BUSWACC. BUSWACC don't... would want the majority of the shares, but it would be a corporation. We don't want to, ko-an gyud, kanang [ehm]. Kay lahi ang NGO [Because an NGO is different]. Project based ra [only]. We don't see any future in it. Although, sa [at] BUSWACC, we are not used to any grants from... from abroad. We have not tried AUS Aid or someone. Wala pa mi nagsuway ana so local ra ang fundings [We did not try that yet. The fundings are only local]. We are not afraid to ko-an [ehm]...

Interviewer: But... Because... Does it have something to do with, ehm... I wonder, ha. Because, I asked ma'am Roslinda: Are you gaining from your homestay? And she kind of turned shy and said: Yeah, we asked 100 pesos per night. From the 600, ha? Imagine nga [that]... Does it... Does it have something to do with feeling ashamed as an NGO to ask money from a project. Do you think it plays a role? What... Because, I was looking at her like, ha? 100 Pesos and it's not really hired often so the NGO earns almost nothing! And you need to live. You need to also sustain.

Respondent: Have you... Have you tried... Have you asked him, eh, her about the Abatan?

Interviewer: Abatan? I did, actually.

Respondent: Kay [Because], she is the one operating the Abatan.

Interviewer: Oo [Yes], but I think there as well they are not really earning anything. And I am thinking: What is the shame in it? Because you need to! If... If you cannot help yourself then how can you help others? So, I am just asking you, ha? Do you think that the shame is really a factor that as an NGO you are not allowed to get money?

Respondent: No. Eh, I don't think, pero [but]... I just, ko-an jud [ehm], know... Pero, follow gud kay ang feeling nako... Ako pod feeling bag-o pa ko sa NGO [but, follow, because my feeling... My feeling also is that I am new to the NGO]. Among the 80, I think I am the youngest. Feeling ra nako [That's what I feel]. So, mao ra [that's it]. We have this... If we have a traditional politician, we also have this traditional mindset. And I think that it is something that really hinders the opportunity but to grow. Kay, ang mindset is, kanang [ehm], we can work... We can survive, because we can still get funds from the outside. So, they are not serious about it. Ako [Me], we like the shop. We are not gaining something from the shop. Kay [Because], we subsidize. With the intention nga [that] we can really help, pero [but] we realized.... We already realized two years ago it is not really enough. And we have to make and find ways to invest. So, what we are saying now, like, in our case, we will really... We would really be risking a portion of our 6 million seed fund for that, because the requirement for the travel and tours is 7.3 million, so. If we get the majority share we need, like, 4 million. And we will source out the 3 million from the outside.

Interviewer: Wow. But you have a solid income through... before, through the lending. So that's really helpful. It's helpful.

Respondent: Yes. For three years we were really able to operationalize our... Without the help of the external. Without external help.

Interviewer: BLDF also implemented microfinance and they really got in trouble after the earthquake. I think, until now, they are still paying back stubbornly. Like, the people there... I don't know who they lend it from, but they are saying: never mind.

Respondent: I think they are getting funds also from the government.

Interviewer: Maybe, maybe. But they... The people they lend it were telling them never mind, just leave it. You already paid a lot. There is maybe 100.000 left from the 1.2. And they stubbornly keep paying, because they feel shy. Or it's their prestige on the line. And it's so hard to collect. Every...

Respondent: Grabe ang collect [Collecting is very hard]. We also have our delinquent clients, you know. Pero, kanang [But, eh]... Only to realize in the first place. That is why we supported them, because they are unbankable, ko-an ba, group. They cannot go to the bank to apply loans. They cannot even comply with the duals requirements from the banks. And we cater them, so, I think [unclear]... Mao na. Unsa pa [That's it. What else?]

Interviewer: Any other... I had these cards to make you talk, but you talked already, so.

Respondent: Cige [OK], let's review. Let's make it clear pa.

Interviewer: I think it's just. Wait ha. Because I was just... These are key issues we have come across. So I am just checking whether I have missed something. You are really inventive, jud.

Respondent: Mao ba [really?]

Interviewer: Yes, serious.

Respondent: Pero [But], you know what's the dilemma? Because like any... It's a member of the board so when the board thinks of this thing. There is really a tendency that the idea will ko-an... Pero, koan [But, eh]... [unclear].

Interviewer: But it really struck to me that... I really asked. I really pushed up to a point that I was uncomfortable asking more. And she said that... So, I said: Do you... Your beneficiaries, do they market themselves? Not really. I said: Do you stimulate them? Yes, but limited, because some of them don't have cellphones.

Respondent: It's... I think for the, kanang [ehm], hosting it's Emmy... It's PROCESS who facilitate the...

Interviewer: The bookings, yes, but if you let them do it themselves they will really feel pressured to really make it grow. Why not just...

Interviewer: Pero, pero, wala nang travel and tours [But not the travel and tours], because we want to complement, like, what Emmy is doing. Instead of doing that, Emmy will just say: Just go directly to our travel and tours and let them arrange for this. Ako lang motanaw be [Let me have a look].

Interviewer: Tanaw sa [Have a look].

Respondent: Basin naa pa [In case there are still]....

Interviewer: Mga issues or complications.

Respondent: Unsa man ni mga competitors [What's this? Competitors?]

Interviewer: Yeah that... Well, you stated it already that marketing sometimes is an issue, because you are not really part of the main stream.

Respondent: Yeah. Social impact. Not sure, lagi. We are not sure yet if we were able to create social impact, but we are pretty sure with the... our social mission of really, kanang, ko-an ba [ehm], putting the benefit or giving the benefit to the communities.

Interviewer: But do you measure it?

Respondent: Ehm [laughs]. For compliance. We do. Pero [But], for compliance. Yes, we do. Pero [But],

we are very conscious in our social mission. Technological influences. Unsa man ni technological?

Interviewer: No, that's not really...

Respondent: Ecological Influences. Of course.

Interviewer: Whether your products or services... Well, the ecological influence here, obviously, is the earthquake. If you are affected. So, those are the things you cannot really steer or influence in any way, because it's an external factor. Same goes with cultural values...

Respondent: Project resilience. Are projects are na [already]. Pero [But], apparently we are ko-an man, we are... We are implementing a, kanang [ehm], community managed disaster risk and reduction management. That's CMDRR. So, what happened... Our realization after the earthquake was, because we don't have... We, eh, have not, ko-an man, we have not foreseen these things to happen. So, we have not any risk management. On the ground, in our communities, where the enterprise [we support] is present. We assist the ko-an... We assist the barangay, you know, the village ba or the barangay council in coming up with their CMDRR plan.

Interviewer: That's a separate project?

Respondent: No that's a... Ko-an [ehm], that's a separate project. Pero [But], the intention there is to protect the enterprise. That this plan of the barangay we can kanang, ko-an ba [ehm]... Kanang [Ehm], must be biased on the enterprise we are supporting. It should be part of the plan. Like, the calamay no? They have a factory. So, nganu wala pa ka nagsuroy sa mga areas [Why did you not go around in the areas yet?]? You should have told me earlier!

Interviewer: I will go this weekend!

Respondent: I have... You saw my... I'll transfer it. We have a coffee table book. It's not yet published. Because it's our tenth year ko-an [ehm] working with the communities. You can browse it. PDF file. So, we help communities or barangays... Help them come up with their plans. Independence of beneficiaries.

Interviewer: Independent!

Respondent: Independent sila? Community part... Of course! This is very, kanang [ehm], applies kapunay [always]. Ehm, in our existing projects its them who identify their needs. It's them who identify their intervention. It's not us.

Interviewer: Does that help them stick with the project?

Respondent: Yes.

Interviewer: So, they realize that it's a resource that they need. Did you...

Respondent: Because, usually, kanang [ehm]... The, the traditional way it's the NGO who says: Oh, we have this. You implement this in your area. So, the kanang, kanang, the value of the project is not felt so much. Ours is, they propose. We just take a look at the possibility of their proposal. Then, we fund! Anything they want that has something to do with poverty alleviation of course. So, they just say... So, we don't have any, kanang [ehm], one size fits all projects. It would really depend on, kanang [ehm], on our community.

Interviewer: So, have you also declined proposals that according to your estimation would not make it in any way?

Respondent: For, kanang [ehm], big proposals, yes, we did so. Pero, as a community-based, ok ra [it's just ok]. Bisaya pa gyud ang proposal [The proposals are from here, locally]. No, we accept Bisaya. Cige [OK], you write! Just express and let us understand through that proposal you are... What really is your need or how do you intend to solve that. Marketing the product, we do. Pero [But], it's very lousy [laughs]. Identification and handling stakeholders. For the travel and tours we have clear stakeholders.

Interviewer: Have any stakeholders with that you have come across also obstructed implementation in any way?

Respondent: Eh, our previous president [laughs]. Because, he's a, dynamic, I think. Early this year. Eh, no, last quarter of this year. Or earlier this year, we have a crisis, because our president... We have a new president, then, and his priority is not so much inclined to what we are doing. To the point that he personalized it. He go against me personally. Pero [But]... May [There is a] conflict of interest. We were able to manage. He resigned.

Interviewer: Oh really? How did you manage this?

Respondent: [laughs]

Interviewer: May I ask this?

Respondent: It's a complicated one, pero [but]... I can not. I just talked to the funder. And the funder somehow influenced... Kay [Because], he's a very ko-an [ehm]... He is very interested in whatever we have... So mao na [So, that's it]. Although, it's a good exercise for the organization. It's our first time we encounter that. And that makes me stressed!

Interviewer: How was he chosen, then?

Respondent: Actually, it goes through a process. General assembling. He can project to be a good one publicly, but not always. Financial dependency. Unsay [What]. What independency?

Interviewer: Independency as in: You are not relying on other outside sources.

Respondent: Ah, right now we are relying.

Interviewer; You are, but you can... Through that reliance you can still commercialize your lending. You still have a solid...

Respondent: Most especially for the new project. That's why. We will totally set it up as a separate entity. And operationalize...

Interviewer: So, what happens when peace corps pulls out.

Respondent: Not Peace Corps. Peace and Equity Foundation. You should check it. You can learn from it.

Interviewer: Right. Taga-Holland lagi [Is it based in Holland?]. That one is from the Netherlands?

Respondent: No, it's Philippine-based NGO. This is an NGO who manages the peace bond of the national government. It was founded in the 1990's, really. After the martial... I don't know if you're familiar. The dictatorship.

Interviewer: What if they pull out what will happen to the NGO? To BUSWACC?

Respondent: I think we are able to manage na man. We tried once that they pulled out in 2010. That they pulled out. We sustained until 2013! Until the earthquake came. That is really, ko-an...

Interviewer: In that sense you are independent!

Respondent: Somehow, yes. Independent in the sense that we just ko-an man, kanang [ehm], we dictate our own track. Cige [OK], partner engagement and retention. I think that some of them they came and became part of BUSWACC because of the loans [laughs]...

Interviewer: So, no issue with that!

Respondent: Product development. Yes, we did product development.

Interviewer: So you really had, like... You really took time to get eh, a concept, to get a brand. You really to time to do that? In what ways did you do that?

Respondent: We... We hire. We hire mga product dev. Specialists.

Interviewer: Really?

Respondent: We hired them. They go to the field. Although currently, we tap... We leverage with DTI. Because, they have a regular program for product dev. Most especially before July. So, now, we tap them. We just volunteered our group. We have a group here. Try to take a look at their product, and improve their products. This, and that. But we used to hire really mga experts to do that.

Interviewer: So, it was outsourced.

Respondent: Outsourced. Cultural values, of course! Reservation of art and culture. Economic

influence?

Interviewer: Ah, yeah, as in Philippines as a whole or even global. Like... It in... In Holland it plays a role since there was a crisis and stuff.

Respondent: For the travel and tours I think it's a very viable economic one that can really contribute to our communities. Because, we believe man, again, tourism will really boom in Bohol in that case. So, we have to maximize.

Interviewer: And they will construct a friendship bridge between Cebu.

Respondent: Yeah, pero [but] it will... Tiguwang na kaayo ko kon mahuman nan a [By the time it's done I will be an old man]. Lima na anak [With 5 children already]. Demographic influences. Demographic sa mga tawo [Demographics of people?]

Interviewer: Yeah, meaning your beneficiaries. Like, I heard from Miss. Roslinda they would set up projects with a lot of students...

Respondent: Ah, yeah now we are focused on social enterprises. Our evolution of projects, we started with water sanitation, it evolves into livelihood. Now, we are into social enterprises.

Interviewer: But there are no specific demographics to your beneficiaries?

Respondent: No, no. Anyone who are into enterprise or enterprises. We engage them. Attitude of the community. It's give and take. Combining commercial and non-commercial methods. Possible, pero [but], for kanang [ehm], on the sustainability side we really want to engage in commercial business.

Respondent: It doesn't collide with your NGO values in any way?

Interviewer: No, kay [because] ko-an man [ehm]... Kanang [ehm], like, the travel and tours will be owned... The majority of the share must be owned by BUSWACC. So, whatever social mission we have or values will still apply to that company. Physical location of the project. We used to say that we had a good spot here [laughs]. Why? Because this is a one way route, right?

Interviewer: Lagi [Of course!]

Respondent: So, when tourists are coming from Panglao, they just pass by. All the while, we were thinking it is a good spot, kay [because] everyone can see, ha! A fair trade shop! Pero [But], nobody stops.

Interviewer: I did not come here also. I have been here for four years. This is the first time I go inside.

Respondent: Ah, pero three years pa ni [Ah, but it was here only for three years]. This is our third location, by the way.

Interviewer: Really? Where were you located first?

Respondent: One in Cogon, the [unclear] building. Then, we transferred to the ko-an, near the port. Marina, the Marina Restaurant, you know? Pero [But], after the earthquake... After the road closure and all we decided to transfer. So, this is our third one. The fourth one will be somewhere else.

Interviewer: Ah, you're moving again!

Respondent: Moving again [laughs].

Interviewer: So, what was the most successful location for you?

Respondent: So far, unsa man ang most successful [What was the most successful?]? The second one.

Interviewer: The port.

Respondent: The port. When we started at the port, great sales, because there are really vans stopping there. But, after the earthquake they can no longer stop. They can no longer stop for long. It's not accessible anymore, so we transferred. Customer Identification. We have really identified our customers.

Interviewer: Outsourced again, or?

Respondent: Well, for the fair trade shop the major contributor of potential buyers are the ones that go to Bohol Bee Farm. Not so much on walk in customers. For the travel and tours the customers who have

been to Bohol and would like to see another thing. Beneficiary training, yes, we provide training capacity building to our beneficiaries.

Interviewer: Is that against a fee as well?

Respondent: Ha?

Interviewer: Is that against a fee?

Respondent: No, it's a... It's a grant. Usually our training or capacity building are grants.

Interviewer: Is that in cooperation with DTI also?

Respondent: To some, yes.

Interviewer: That's it.

Respondent: Ok. Sure ka ha, mao ra to [You're sure that's all?]

Interviewer: I think you told everything I want to know in the first twenty minutes already [laughs].

Appendix X. Transcript Respondent OI-4.4

November 7, 2016. Municipal Planning and Development Office, Poblacion, Alburquerque

Respondent: How long have you been here?

Interviewer: Eh, now I will stay for a whole year. So, I was here last February and I will stay here until February next year.

Respondent: You are a Dutch? From Denmark?

Interviewer: Yes. A Dutch.

Respondent: Ah, what country?

Interviewer: Netherlands.

Respondent: Netherlands! Netherlands.

Interviewer: So, what you just mentioned is quite interesting. Can we just focus on that, eh, particular project since I'm looking at, eh, commercial tourist projects which related to tourism, because I'm a tourism student. So, maybe we can go through, well, the issues, but also the success factors you came across with regards to that souvenir shop. So, you mentioned already that... I should take notes, no? You mentioned already that, eh, you faced a couple of issues. Can we dig a little deeper into those particular issues. For example the, eh, what you mentioned was that you are not based in the same touristic district as the circuit that was developed.

Respondent: Hm. Not yet included, because we are not that established yet. That time. Eh, even if we have eh... local industries here like the calamay industry and the, eh... What is that? Cloth making industry, but eh... Those eh, those industries are situated in the interior part of the municipality. So, the, the calamay makers, they are not actually using the common service center for their calamay making or cooking, because they usually cook their calamay in their respective outlets. So, when there is a group that is interested to witness the process of the making of calamay, they will contact them first before going there. A week before or 2 days before. So they can arrange. And they can prepare. So, they can cook their calamay in the common service center or calamay making center. Ah, so, still also with the cloth making process. So.

Interviewer: Were those identified as touristic assets here in Albur?

Respondent: The calamay making and then, the salt making and our church. Yeah. The church.

Interviewer: The church. With regards to the souvenir shop... Because I have heard also of other attempts... I have also spoken to someone of BUSWACC. That's another NGO. They have also a souvenir shop and they are facing the same issue.

Respondent: Yeah. The commission?

Interviewer: Yes. And because they are not, eh, you mentioned something else. I am struggling to... There was another issue, right? Eh, with regards to marketing yourself.

Respondent: Yeah. The, the market is very... What is that? There is no market, actually. There was no market, because unlike the other souvenir shops, the privately owned... operated souvenir shops... They are giving incentives to the drivers. Like, commission... A percentage of the proceedings of their... Whatever, eh, products the, the tourists, eh, are buying, they are getting commission on that. Maybe 5 per cent commission or 10 per cent commission.

Interviewer: So, why was it not done in the project development? Was there no budget for marketing like that? Or was there a budget stated?

Respondent: Ehm, I cannot remember if we had a budget for marketing. Actually, we, eh, tried to promote the product through our participation in the [unclear] festival, the Sandugo festival.

Interviewer: The fair trade markets?

Respondent: Oo. Yeah. We, we displayed our products there. Only that. Then, we also produced, ehm, some flyers.

Interviewer: You, you mentioned earlier that there was also a private institution involved in the souvenir shop.

Respondent: Eh, yeah. They are the once taking care of the... They were the ones taking charge of the souvenir shop at the start. And then, they take turn in eh... What is that? In, in the... It's like an officer of the day. Like that. And they will bring... And they bring, brought their products there. But, because of the low, very low sales, so, they were discouraged. Because the tourists will not eh... They did not drop by.

Interviewer: And these private, eh, people, I think they are. They derive from the community?

Respondent: Yes. They are from the community. They are the PO's. They are at calamay makers, the [unclear] makers, the broom makers. And they are also those eh, [unclear] club members who are producing banana chips, tablea, eh, corn coffee. They also displayed their products there in the souvenir shop. But then, they were discouraged, as I said. They were discouraged, because of low sales.

Interviewer: But they were... So, if I understand this correctly, the souvenir shop was, basically, a distribution point for them.

Respondent: Yeah. It's like a marketing arm of the PO's that are...

Interviewer: But the, the whole shop as... The shop as a whole was not marketed? The show room as a whole? Do you consider that as one of the main issues?

Respondent: Yeah. Maybe... Maybe marketing.

Interviewer: What were you successful at with regards to this project, in your opinion.

Respondent: That particular souvenir shop?

Interviewer: Hm.

Respondent: I don't... I don't see anything success story of that project. It was really a failure on our part. And then, the mayor converted it into a library.

Interviewer: Oh, really?

Respondent: Yeah. And then there was only a small corner for the pro... remaining products. Yeah. The placemats that were made by our loom weavers. We also had loom weavers, but they are getting smaller. And then, finally, the mayor, the former mayor, eh, gave it to the Municipal Trial Court employees and they are the ones using it na [now]! Yeah. It is already closed.

Interviewer: So, the original purpose is no longer there?

Respondent: Oo [Yes]. No longer. Because at the same times it was also our Tourism Information Center. So, the mayor, eh, I would say that he regretted at the end, because when... After the earthquake, when the old churches were hit by the quake... Only Albur Church stood still. So, there are so many tourists coming in. So, and then, the convent also! There was also something like a museum under the convent that was not accessible. It was already closed. So there was... There were many tourists coming in to look, eh, to see that.. The, the church.

Interviewer: Why do you think the mayor initially did not see any worth in the, in the show room? Because it sounds as if his support was quite limited. He wanted to convert it.

Respondent: Yeah. There was a financial assistance from the BLDF at the time. The [unclear] project. They financed the renovation, I think... Of the... I cannot remember anymore. The renovation of the show room, because that was an old municipal building. It's really hard to market, because, because of the reason that the drivers, really, actually, are the ones that should market. The drivers of the van, of the tourist bus. They really are the one to be marketed. Because they are the one to take the tourists to the tourist destinations. If they will not drop by the show room. No sales! No sales. So, the PO

members got discouraged. So, they stop. So, once they are displaying their products, especially those food products...

Interviewer: So, when they more or less saw that it had no longer brought them any good they would just go back to their old ways.

Respondent: Oh yeah.

Interviewer: So, how do they distribute without the show room? Do they go somewhere, or...

Respondent: Ah, they will just sale it and then for [unclear].

Interviewer: Ah ok. And to whom do they sell it?

Respondent: Maybe to some of... No, eh, there is a tablea maker here who frequently visits here in our office. Selling here. And then the, I do not know about the corn coffee, if... they are still making it. And the banana chips. They are based in [unclear]. They are even assisted by TESDA, I think, and by the [unclear] in their packaging.

Interviewer: Do you think that if, eh... Because what was...

Respondent: The calamay makers are... We do not worry here about the calamay makers, because they have their display area there in the port. Also, the broom makers. They can sell their brooms anywhere in the country. They will bring it to Mindanao and to Tagbilaran and to other municipalities here. We also buy their brooms, because their brooms are only good for one month or two months and then we buy again! What we worry about are the loom weavers in [unclear], because their products are very hard to market. Because the buyers are very particular about the quality of the product and there are many loom weavers here in Bohol. Like in Inabangga, in Calape, in Tubigon. Their products are very...

Interviewer: Common?

Respondent: Yeah. Very beautiful! Their craftsmanship is very good. Unlike here. They are not...

Because they are old already and their children are not. Yeah. Interested.

Interviewer: So, are they stimulated to add value to their product in any way? Because, if there are so many loom weavers out there, you need to distinguish yourself and make sure that you have some kind of brand or maybe some kind of way to add value!

Respondent: The Local Government Unit had already given them many assistance. We have a loom weaver in [unclear] that is funded by our Local Government Unit here. Only that the center is far from their houses. Yeah. It is not located in a strategic area where those loom weavers are very near. It is located along the provincial road and not close to the houses.

Interviewer: But the weavers do use it? They are not using the center?

Respondent: They are not using it anymore!

Interviewer: Oh, kay [because]?

Respondent: Yeah. They are even assisted by [unclear] and BSWD also!

Interviewer: So, so that is interesting, so...

Respondent: It is already used now by a resident near the center. He is using it as a bodega of his rice. Sacks of rice.

Interviewer: Really?

Respondent: Yeah.

Interviewer: So, that is interesting, because... You... Ok. So as an NGO or LGU you provide them, for example, the calamay makers, you give them some kind of factory, I understood. Your loom weavers, you give...

Respondent: Yeah! We funded their centers! The calamay makers and the loom weavers. Yeah. Only the calamay. The calamay makers.

Interviewer: Are they using...

Respondent: They were also assisted by DTI. Also, the loom weavers. They were also assisted by DTI,

but because of the process that is very tedious and, then, their product is not sold. Not sold, because it will not pass the quality control of the buyer. Rejected. So, rejected and then they exerted efforts!

Interviewer: So, there is some kind of, eh, standards they need to live up to?

Respondent: Yes. They should. They should. I remember that in the month of July there was a friend of mine who called me up and asked of the loom weavers in [unclear] were still active, because there is an order of thousands of, of placemats or [unclear]. But I cannot commit, because I am not sure if the loom weavers can meet the demand of the buyer!

Interviewer: Basin [In case/What if], you make one thousand and they are not of the right quality.

Respondent: Yeah. It's really, really frustrating to know that there are markets, but they cannot supply the demand of the market, because of the quality that they have to... Eh...

Interviewer: Why do they struggle to get the good quality out there. Or make it. Why do they...

Respondent: I do... I do not know. Maybe they are not used to making those, like, those kind of products. Because they are used to making the... What is that? The regular [unclear]. The long. The long one. White, not colored. The long one. How many meters in one roll.

Interviewer: So, they are not really willing to color it? Or make it into placemats?

Respondent: And then, they are already trained by DTI!

Interviewer: But they are not doing it?

Respondent: Oo. They are not doing it. They have their products, but very low quality.

Interviewer: So, it is an attitude question on their behalf as well?

Respondent: Maybe, because they are already old! No younger generation. No more. Because they finish college and they prefer to work in big malls. In Manila, in Cebu, in Tagbilaran, because [unclear] making is very tedious. Labourous. Oo. Labor intensive. And then, it will take how many weeks before you can sell.

Interviewer: And then, perhaps, also because they see their parents struggle financially, they will not be willing to...

Respondent: Yeah, that's it. That's it.

Interviewer: So, maybe this generation will be lost, then?

Respondent: Yeah. Yeah, the industry is dying. But they calamay, it's not dying. It will not die, the calamay. Yes.

Interviewer: But there is, eh... I have been in Bohol Bee Farm and they have a weaving area as well.

Respondent: In... Where?

Interviewer: Bohol Bee Farm.

Respondent: Ah, yeah. Bohol Bee Farm, because the owner is paying to market as well. She is paying the weavers on a daily basis, I think. Or, I do not know how much she is paying the weavers.

Interviewer: So, a private institution would have the opportunity to more aggressively promote...

Respondent: Yeah. Because she has the tourists coming from the...

Interviewer: Bitaw [You are right]. So, the initial issue would be the marketing. In the end.

Respondent: Even if we have the display center here... If the tourists, especially the foreigners, like to see the actual process of making it, it would take time, because the barangay is far from the Poblacion area. And then, if the itinerary of the tourists would include another destinations, so, they cannot do it in just one day or two days.

Interviewer: Have there been any linkages made with, eh, maybe eco-tourism or eco-tours that are being offered in Bohol? That perhaps it is a different type of market that you are going to target?

Respondent: Yeah. That was our, eh, plan na unta, but it was not realized, because the center was already converted by the mayor into a library. And then, it was already given to the [unclear]. Yeah. That was my... One of my, of my... What is that? Frustrations.

Interviewer: How much time were you given to implement this show room?

Respondent: 1 Year! Because when we budget, eh, allocate funds for the particular project here it will be divided in that year. It will be scheduled into first quarter, second quarter, third quarter and then, if it's scheduled in the second or third quarter, so... It will take time. Not unlike in the NGO's...

Interviewer: Even... I think even in NGO's some projects are just not given enough time to develop. Because if you set up a commercial product most businesses take almost five years to finally make a profit. And I guess if, maybe, the LGU or NGO's, they don't see the direct profit coming in within a year then they give up.

Respondent: Yeah, they give up. Because the peoples also give up!

Interviewer: Yeah, but you know. But I think it would have been good if there were linkages made, partnerships made with...

Respondent: O [Yes]! That is the best unta [surely] to look. That's the best ciguro [probably].

Interviewer: How about the museum? What were the issues there? Is it similar or different?

Respondent: The museum?

Interviewer: Hm. The one...

Respondent: With the parish?

Interviewer: Hm.

Respondent: It's not there already man ciguro [probably]. It's already closed na man ciguro pod [probably also].

Interviewer: But, it was set up to attract more tourists?

Respondent: Yes, because there were tourists man. Hm. Coming to the church.

Interviewer: So, unsaon man [what happened]? What happened to...

Respondent: [laughs] I do not know na [anymore]. Because we have our tourism officer here. Yan, tawag sa imong mama. Unsay iyang plano para sa eco-tourism [Yan, call your mother. What's her plan with the eco-tourism]?

Interviewer: The, ko-an [ehm]... What was, was it, eh, a marketing issue as well? Like, did the tourists know that there was a museum underneath the church? Because I did not know, for once.

Respondent: I do not know if it, eh... it was announced or promoted. But... I do not know about that, because there is a separation between the church and the state.

Interviewer: Oh, you were not really involved?

Respondent: Yeah. We were not involved in the establishment of the museum. Because that was, eh, established by the Diocese of Tagbilaran.

Interviewer: Oh, really? So, what other projects were you involved in with regards to tourism and social, social impact creation? Like that. Maybe, even in the days that you were still... I think you were in the BLDF board before, no?

Respondent: Yeah. So, you mean that... The projects that I have really... Here in Municipio [the Municipality] or still working with Ilaw nga Buhay?

Interviewer: Pwedi pod [You can talk about that, too].

Respondent: When I was in Ilaw nga Buhay I was assigned in the remote islands of Bohol [laughs]. The attitude of the people then was different compared to the attitude nowadays.

Passer-by: Good morning!

Interviewer: Hello ma'am. What way? In what way?

Respondent: Lingkod sa, kay mangutana sya sa industry of tourism sa Bohol or sa Albur [Sit down, because she will ask you about the tourism industry in Bohol or Albur].

Interviewer: I was just wondering about the, the museum in the church. There was a museum established. So I have heard. And now it's closed. So, I was wondering what had happened to it. Why...

What's the reason that it had to be shut down or closed?

Passer-by: Our museum? It was during the previous administration. I do not know what happened, because I do not know about the activities in the church. You know. I have no knowledge of that.

Interviewer: Ay, OK. I was just asking. Ok, cige [OK].

Passer-by: That's all?

Interviewer: Yeah [laughs].

Respondent: Di karon kuno ba [Not now, she said]. Unsa man pod naay [What are the]... Unsa man kuno imong plano [What is your plan, she means]? Albur. Regarding tourism.

Passer-by: Ah plan! Naggama pa mi ug local development plan [We are still making the local development plan]. Master plan ba.

Interviewer: It's still in process?

Respondent: Kanus-a man na[When is that done]? Naa na diay [Is it there already]?

Passer-by: Wa pa [Not yet]. Two to three months pa [to go]. It will take two to three months or four months to finish.

Interviewer: So what are you focusing on with regards to tourism here? What are you assets?

Passer-by: Focus? We are focusing on the [unclear], calamay making and the church!

Interviewer: And the church.

Passer-by: The church now is the oldest church... stone church in the Philippines!

Respondent: Dili pa the oldest oy [It is not really the oldest]! Dili na oldest naay daghan old [Not the oldest. There are many old churches]. One of the old.

Passer-by: One!

Respondent: Yeah.

Interviewer: And the one that is not damaged.

Respondent: There are still churches that are not destroyed by the quake.

Interviewer: So, now you will try to lure in the tour guides and the drivers?

Respondent: Mao to iyang pangtrain sa una [That was trained, before]. Ang tour guiding, financial management...

Passer-by: Yes, they were trained before.

Interviewer: But you, eh, will you try to... Because, you know, when the tour... I think the countryside tour does pass through Albur. Are any efforts made in order to lure in the tourists here?

Respondent: Wala [None].

Passer-by: Actually [unclear]. Mostop siya [They will stop]. To take pictures.

Interviewer: They do stop?

Passer-by: But now, they will enter the church to see the... The...

Interviewer: There is a wood carving there, no?

Passer-by: The, kanang [ehm]...

Interviewer: Altar?

Passer-by: Altar.

Interviewer: It was wood carved, right?

Respondent: Yeah. Wood carving. There is a training center actually. A parish.

Interviewer: So, are there efforts made in order to lure them into Albur further?

Passer-by: [unclear].

Interviewer: Kanang [Ehm], can I, can I get back to your comment nga [that]... The attitude has changed, that's what you said, from before. It is different.

Respondent: Yeah. It is different, really. I do not know if it depends on the place, or whatever. Basta [Anyway], when I was assigned in the remote islands of Calapbe before... That was with Ilaw. The

people were very cooperative. Very supportive. Very aggressive. They even paid for the water tank that was, eh, the, the money was used by them for making the water tank, because that was their need. It was a loan from the, from Ilaw. They paid for it. I do not know if that was [unclear], because Ilaw was not there anymore. So, they paid for it. And they gave counterpart: labor, materials. Very cooperative. It depende... Depende sa lugar ciguro [It depends on the place, probably]. I think. Because in Hitape the people were also different. They were not interested in... Yeah. In the organization. When they called for a meeting, they came very late. Then, we conducted trainings for them. They were not interested. Interviewer: So what was the pro... the project there. What was developed there?

Respondent: In Calape?

Interviewer: No, the other one.

Respondent: In Hitape? Ehm, the project then was Remote Island Development Project. The same with Calape. We also organized them. We give them training, capacity building.

Interviewer: With the water tank, gihapon [as well]?

Respondent: Yes. I don't... I cannot remember if... Not water tank anymore man ciguro [probably]. Because, I was not assigned in Hitape. I was assigned in Panggan, Calape. But, we just went there to help our fellow community organizers conducting training. Maybe... Fishing projects. Livelihood projects.

Interviewer: Were the... Ah, for fishing? So what... But with regards to the beneficiaries in Calape... Let's compare ha, Calape and Hi... Unsa [What]?

Respondent: Hitape.

Interviewer: Were they different, like, aged or...

Respondent: No, the same! Same age.

Interviewer: Same age. But, the ones in Calape were having a water tank made and the ones in Hitape were fishermen?

Respondent: Eh, it depends on what kind of project that we are going to undertake, because in Panggan it was not only a water tank. It was also a sari-sari store. Ehm, mine... Eh... What is that? Pig, piggery. And then, there was also fishing. And the... Their choice.

Interviewer: And all of them cooperated?

Respondent: Yeah. Different. We cannot... We can observe the difference. We can observe the difference.

Interviewer: So, how do you... In Calape... If there was no need to make sure that the participated... They just voluntarily did it. And you, you... Like BLDF always does, you identify with them what they need. And that was also done in Hitape?

Respondent: Participatory. Yes. Same process.

Interviewer: That's strange... So... But, they were not cooperative?

Respondent: Eh, they were not cooperative.

Interviewer: Does it have something to do with the speed in which they reap benefits?

Respondent: I do not know. I do not know.

Interviewer: Because, if you put down a water tank. The water is there. And you ca already reap the benefits.

Respondent: Rain. Rain water.

Interviewer: But once it's there everybody can use it.

Respondent: Yeah. They will pay for the water.

Interviewer: But, they directly reap benefits from it.

Respondent: Yeah. When the water tank is done. When there is rain. The water tank is filled with water, so, the community will sell it to the community people.

Interviewer: And did they sustain after the NGO pulled out?

Respondent: Yes. It was sustained, the water tank. I am sure that eh, those were sustained. Because it is a need. It is really a need. Water is a need.

Interviewer: So, they understand why they have to maintain it. They understand why they have to...

Respondent: Yeah. Yes. Yes.

Interviewer: So, that's very important.

Respondent: There is a water tank in barangay [unclear] that at the same time they use the... They use also it for the stage. A community stage. Community stage, but it's a tank under. Underneath. Yeah. Double purpose.

Interviewer: And the community stage is maintained as well?

Respondent: Yes. By the barangay government. Because we closely working, coordinate with the barangay government.

Interviewer: And do you still...

Respondent: The PO and the barangay council. It's a coordinated effort.

Interviewer: So, the LGU as well they saw the need for...

Respondent: Yes.

Interviewer: Yet, there...

Respondent: Maybe, when we have Ilaw... was not there anymore it was the barangay council who took over.

Interviewer: But, here when the LGU was given the showroom... They did not...

Respondent: O [Yes]. Was not sustained.

Interviewer: But, did the government somehow benefit?

Respondent: There was a plan na man unta [once] for that showroom to sustain, pero gihatag lagi sa mayor [but the mayor gave it away]. It was given to the court. We cannot do anything, because the mayor is the... the decision maker. Superior. Decision maker of the LGU.

Interviewer: I am just wondering... One community participates and the other doesn't. So, what's the reason? I am still digging, because... We, ehm... What about, eh, Ilaw nga Buhay? It did not sustain, as far as I know. What. What. Actually, I don't really know what is the direct reason that they, they quit. Why did they...

Respondent: You ask sir Nes [laughs].

Interviewer: What happened? Is that not terrible? I never asked jud.

Respondent: You ask him. Maybe he knows the answer [laughs].

Interviewer: But, it had nothing to do with the financial dependency of the NGO and outside sources?

Respondent: Ehm, maybe and also with the founder.

Interviewer: The founder? Yeah, I heard that. I heard a few things. Ehm, OK. OK. Because, what I'm trying to figure out with the thesis is, ehm, whether commercializing a tourism or a social project would help it sustain longer. So, what is interesting is that the showroom was commercialized, but it did not sustain and this is not the first project I heard that has a lack of marketing efforts. So that's...

That's really common among the people I asked. Ehm, then... What we also figured out together...

Yesterday I had a focus group discussion with BLDF. Ehm, they stated also that some beneficiaries they just... They don't understand the... why the NGO is there and what they are doing. And why they need their effort to sustain whatever they put up. And then, lastly, eh, the community often also doesn't want to keep putting their efforts in it when they don't reap the direct benefits fast.

Respondent: Hm. Yes. Yes, that's it.

Interviewer: If it's not obtained fast, then, they just give up and go back to their old ways.

Respondent: Yes.

Interviewer: So.

Respondent: So, actually, that showroom was actually established for them. Not for the LGU. Because the profit of the showroom was not given to... Not to us. The LGU. There were no more PO members taking charge of that. And then, the LGU assigned... They filled a casual job order, worker there. At the showroom. To take charge. And no more, no more products. Only the placemats that were very low in quality were displayed and some of the, eh, products from the Bohol Balay of the former mayor. Because they were having a... They had a souvenir shop before. It was not successful. The mayor ba, the previous mayor. They had a souvenir shop before. It was managed by his wife. And then, it was also not successful, because his wife, eh, refused to give incentives to the drivers. Because it wil... It will ko-an man gud [ehm]... mean additional costs on the... the... What is that?

Interviewer: The price will...

Respondent: Oo [Yes]. The price will get higher!

Interviewer: But why... I have noticed that in the Philippines, usually, when your neighbor starts a barbequehan [barbecue restaurant], the others will follow. But they don't try... They don't try to distinguish themselves. As in, with their competitors. How do you produce... Well, let's stick with the barbequehan [barbecue restaurant] example. How does, how does your meat taste better than the other one? Or are you just buying the same marinade? And are you just grilling on the same plate? And are you just asking the same price? Because what happens, is, instead of adding value to the price and justifying a higher price as opposed to your competition, you just fight for the lowest price. And if you fight for the lowest price, you end up getting a very low profit per... ko-an [ehm]...

Respondent: Hm!

Interviewer: Was there any product... Well, the product development was done in the souvenir shop!

Respondent: Hm! Yes! Product development, eh, financial management, tour guiding. Any training.

Interviewer: Yet, they did not pursue it. Strange. Ok.

Respondent: So, they prefer to do their own.

Interviewer: So, are there any other issues that you came across with these or other projects that you think should really high light why the project was not resilient? What affected the project resilience?

Respondent: Eh, first is the market. Yeah. It's really important to have market of your products, because if you don't have market. No sales. And then second is, maybe, the attitude of the people. Yeah. It's very hard to...

Interviewer: Does it have something to do with cultural values or something? Like, they are older. They stick to their ways. So, if you come in as an NGO and tell them they should do it differently, then, maybe...

Respondent: Hm. That is also one. So, maybe one is [laughs]...

Interviewer: Do you think that if a private organization had run the showroom, so, not, not the weavers and stuff, but an actual private organization... had run the showroom that it would have sustained?

Respondent: Yes it will. It will sustain, because it is along the national high way. It is very strategic. And then, maybe if it's... If it was a private entity that, who runs the showroom, they can also make additional add-on ba. Maybe a coffee shop. Ko-an ba [ehm]...

Interviewer: Why was it not considered? Why was no efforts made to find...

Respondent: Morent na lang unta [Surely, they'd rent]. Murent na lang ang mga private sa LGU [The private institutes will rent from the LGU]. Pero wala [But, there is none].

Interviewer: Is the LGU in favor of private organizations coming into the picture?

Respondent: Hm. Under contract, maybe. That's like in the market, bitaw [is it not]? The market [unclear] they are under contract. Also here, the shops there are under contract with the LGU. They are taking rental very low. 150 A month. The market is 300 a month, so.

Interviewer: So, what's the reason that the LGU, at the time, when they saw that the showroom wasn't doing very well on the sales, that a private entity was not involved?

Respondent: Ha? Ha?

Interviewer: Why... Why... What is the reason that they did not approach private entities to run the showroom?

Respondent: Eh, that was not given maybe importance by the mayor.

Interviewer: Not interested.

Respondent: Not interested. Because not a major source of income for the LGU.

Interviewer: But it could be.

Respondent: Oh, yeah. It could be. It could be, but they did not find it ko-an [ehm]...

Interviewer: They did not see the direct benefits.

Respondent: It's not ko-an man gud [ehm], it's not anymore functional man gud. The, in later years, so, that's why. Because, they were not interested anymore so they gave the center, the showroom. So. The mayor was not observing, maybe. When she... When he saw that it's not, it's not really ko-an ba, kanang [ehm], profitable. So, he preferred to close it down and then give it to the court employees.

Interviewer: So, do you have any additionally... What tips would you give a project organizer or project officer in running a successful social tourism project? What are the most... The key success factors, according to you? For a successful project.

Respondent: You must prepare the group well. So, get them ready for the project. So, it must be identified by them. It must be their need. Because, if it is not their need... If it is not identified by them, it will not succeed. And then, give them the capital. Enough capital to start, to start with the business. And capability building, also. It's one of the... Capability building is one of the activities that is undertake as the preparation of the group. And then, ehm, help them with the marketing. Yeah. Assist them. Then, not leaving them unless they are already self-reliant and then they can see that they will sustain and they are getting profit out of it that can also provide for their families. Because, the ultimate goal is to provide for their families.

Interviewer: How was it measured? That social impact that you just named?

Respondent: Ehm, how to measure? Ehm, maybe, the, their, their family status. Their social status, also. So, if they have their income this much during this year... So, how much is their income the next year. And are they able to send your children to school. That's one. And do they have a malnourished child? That is one of the indicators of measuring of the impact of our beneficiaries.

Interviewer: So, that would mean that ongoing monitoring would be necessary?

Respondent: Yes. Ongoing monitoring of the beneficiaries.

Interviewer: Cige [OK]. That's it!

Appendix XI. Respondent OI-5.5

Estrella's Bakery, Plaza Rizal, Poblacion I, Tagbilaran City

Interviewer: So, because, eh... I am really looking at experiences with regards to commercialization of social projects. And, on top of that, eh... Not only their, their success factors... So, what, in your opinion, are the success factors of commercialization, but also what are the risks and what are the things you came across that really obstructed the projects. Those type of things. So, perhaps we can start b you introducing the company you work for, unya [then], the projects that you did. And then we can move on to things you came across during implementation.

Respondent: Your battery is enough, or...

Interviewer: Yes.

Respondent: OK. Are you going to take a video of me, or...

Interviewer: No, just recording.

Respondent: Just the voice. OK. So, you tell me when I have to start.

Interviewer: Cige [OK]!

Respondent: Oh. OK. You speak a little Cebuano. I noticed.

Interviewer: Yeah. I try to refrain, because sometimes the traysikad drivers won't stop asking about how I learned, why I am here, etcetera. But, yeah. I won't say I'm fluent. I'm not, but, but I understand. But we will stick to English in this ko-an [ehm] interview, because I have to type everything later.

Respondent: I am surprised that your English it sounds Visayan already. You have adopted the accent already [laughing]. It is very amusing to me, but it's nice to hear that! OK, ehm. So, I will start na [now]? I am Belle. My full name is Anabelle C. Jayco. The C from my middle name is from Bohol, but the Jayco, eh, they are from Luzon. So, I got married when I was... Immediately after I finished college in Manila, because I graduated Social Work at the University of the Philippines. And, eh, immediately went into a lot of social work. In Manila. In Luzon. And, eh, did lots of, eh, work with, eh, first with [unclear], then got across with, eh, [unclear] groups such as the National Council of Churches. And then, eh, NASAC. National Social Action Center, the national development agency of the Catholic Church. And then, after these few groups I wen to... I had a chance to, eh, because I got pregnant. I got married and then I got pregnant, so... I tried to look at the scenario of working from private to public, because government...

Interviewer: Ah. OK.

Respondent: So, eh, then... In this paper I saw this opening in the Department of Labor with a special project: The Rural Workers of [unclear]. And it just struck to me, because, apparently, a lot of my colleagues are also there. So, for five years I was working in the Department of Labor. So, I was handling the workers [unclear] section. I was, eh... From there, eh, for five years. Then, I got in to some kind of mess with the Marcos regime. SO, that's when I had to... Eh, take a... Back off with my work at the government. Eh, to slow down, because at the time also, my husband was also in the States and I had my first child. And then, Marcos was outset. That was 1986. My husband came back and then I continued the NGO work again with the farmers, with the indigenous people. So, I cruised along that line 1986, 87, 88. So, I work again with farmers group, indigenous people groups. And then I got some scholarship in Germany. I got some scholarship in the States. And when I came back I set up this organization: Trainer's Collective. Because the scholarship is into adult education. Community education. About education. So, I organized a group of community educators and trainers. And we called it Trainers Collective. So, I was the founder and I headed for 3 to 4 years. So, I was in the board. And then, I asked someone to take over the work. But, before I set up that. I also had a chance to attend to the States to have another, some sort of work orientation on alternative training and marketing. But that is very short still. So, when I came back I set up the group. So, practically for more

than a decade we were there. And eh, so eh... Until a colleague invited me to be part of an US Aid project on health. But that, but that had to be based up in Baguio. Up North. Because the project was into maternal child health, tuberculosis, HIV, AIDS, and eh...

Interviewer: Did you do this with the same organization?

Respondent: No more. Eh, population, eh... Philippine Educators Foundation and Population and Development. That was an US Aid project. Then, I moved to another US Aid project. Then, I briefly moved back to the States, because my brother was very ill. My brother was taking care of my parents. Both elderly. He had to go through by-pass operations, so I stopped with the US Aid project. Then, for a period of 5 months... When I came back, I was offered the job to handle the conditional [unclear] up North in [unclear]. And, eh, so, that was two year thing. Then, I left, because I did not like the [unclear]. Then, I joined... I just continued, I just cruise along with whatever is there. Then, eh, when I left the Department of Social Welfare, an NGO of a colleague called DEVMA, invited me to be part of... Development to the Max, DEVMA, it's an NGO of a colleague who had been part of the US Aid projects. So, I join that and that was 2013. Then, the earthquake struck here. So, I did some support to groups here in doing relief and psycho social parenting. That also includes Gardy Labad's group.

Interviewer: Ah! Oo [Yes]. I saw that!

Respondent: Because the psychologist, the head psychologist was a friend. So, I supported them with the local initiative called TABANG Bohol. So. Then I decided: Let's go back to the... here. So, since 2014 I am based now in Bohol. So, this is already Bohol, 2014. Now, so, I just, eh... I move along. I taught in a university, in this college here. On social work. And then, I took on bits and pieces of projects with the Development Academy of the Philippines, the Planning and Change Commission. And now I am acting... I am now the team leader of an US Aid, eh... In the Danaong Reef. This is a project for fisher folks. So, we are doing development of social enterprise for fishing communities in the Danaong Reef. So, I have been handling that since June this year. So, until now that is the current engagement. So, every now and then, in addition to that, I get to be invited by groups, eh, [unclear] and do some team building activities in various group here in Bohol in the public and private sector. Eh, I got to know Dr. Nestor, because, you know... When you are into development work, it is a natural convergence of people, people coming together, sharing the same agenda. So, I sat with some of these initiatives in the drug rehabs [unclear]. A very big friend, apart from Gardy, up in Bacayon is Carrie Tharan. Also a very good friend. So, that's how I, sort of, got into development work here in Bohol. But, even if I was in Manila, eh, from a distance, the colleagues here, eh... I do not get to involve, but I get to observe, I get to monitor. Eh, now here in Bohol, eh, there are, eh, is this called public-private partnerships. The local governments. So, the national government agencies such as the Department of Social Welfare or the Department of Labor. So many national government agencies or the Local Government Units. The governor, the mayor round to the barangay. And then, there is a mandate to engage in private partnerships. But, eh, it's a very difficult process of engagement with local government units, because governments really [unclear] it selves. They are saying that they are engaging, but it's... Until now it's a very [unclear] agenda with regards to engagement. With regards to the private sector [unclear] there are so many private organizations, people's organizations, Church based or [unclear] groups. So many other groups. Even professional organizations [unclear] going to cover corporate social responsibility. Eh, so we look at these sectors, public and private... Eh, for the private sector, eh, we can say in Bohol initiatives have been there for a long time in whatever sorts of agenda. It can be for children, it can be for women, it can be for environment, social protection, or farmers and fisher folk. There are social sectoral specifics. Eh, public private partnerships in Bohol. Eh, there are, the attempts to strengthen is there, there is attempts to really connect the private sector, but currently... We can state that the effort is still very much fragmented. Eh, we cannot say that there is zero, it's there, but people hardly

convergent. It's still a very fragmented process.

Interviewer: What is the cause of that, do you think?

Respondent: So many causes. Eh, it can also be politics. That maybe, because you are left leaning or right leaning or centered leaning... Or maybe also, because you... Also, I work here, this is mine, this is yours. So, these are territorial boundaries that help you to observe. Or, maybe... But, definitely politics played some role here. One, big NGO network I know, like, BANGON...

Interviewer: Oo [Yes]. I have talked to them.

Respondent: Have you also talked to them? They have been there. What I know, they really struggled a lot. What I know is that they are having difficulties to support themselves financially. Because, in the Philippines, like, now... If you do not attempt to be big... Like, many government organizations, like the [unclear] or the Ayala Foundation or the big NGO's attached to big corporations... Then, these are the groups that will survive. The small groups, especially with the limited support coming from Europe... Then, we just have to struggle it. Struggle yourself along.

Interviewer: So, you are saying that if you are affiliated with some kind of existing business... Just like the Ayala's, because, they have many malls, right? Then, you would never really struggling with obtaining enough funds, because oo [yes]...

Respondent: [Unclear]. It's a national affiliation of a variety of businesses. A percentage of their, of their income, of their net profit goes to Philippine Business. To this NGO. So, this NGO, this is their corporate social responsibility. At the same time, it is also their [unclear]. To explain that, you can only go this, eh, eh... in a way of protecting them, because they are supporting an NGO. But eh, the beauty of the Philippine social work is, it didn't stop there. Because, I know some people within who are into seriously doing projects. They are seriously and sincerely... They have really gone... They have evolved. So, they are into several projects, how many meaningful projects and I would say that, this partly being a business run NGO... These businesses did affect them to really operationalize. I mean that's an advantage.

Interviewer: They have a stable financial income.

Respondent: Yes. It becomes an automatic thing, no? Ayala Foundation, because the Ayala supports them. GMA7, because the income of the GMA also helps the foundation. So, if the net, proceeds of their nets, goes to their foundation... Same with ABS-CBN, same with [unclear], same with [unclear], same with all other NGO's attached to big families or in big businesses and corporations. So, automatically, they got... They get a portion of their funds for their businesses from these families or corporations. I would say that there are also NGO's that are not attached to any big guys, but I would say the Philippine [unclear] Movement... But, I also know that they struggled a lot. About their funds.

Interviewer: How about, eh, ma'am... How about Trainer's Collective?

Respondent: The Trainer's Collective. The Trainer's Collective, when we set it up in 1998, eh, it started with just a interest of people doing community development. So, the way to survive, we, we, we, we affiliated with one NGO, eh, borrowed a room. We befriended with them. So, we set it up there that for every training that we conduct, we are doing, we are doing income generating projects to support our operation. So, in the course of doing it, because, eh, I was the founder, I always included a track record within our group. Because, if you don't have a track record, nobody would know you. So, we would just do it slowly, but sure. So, in the process we got funded with the [unclear], [unclear], Women Development, Local [unclear] Philippine Environment and then there was also an organization in Germany that supported us for nine years.

Interviewer: Oh. OK!

Respondent: Yeah. But, not very big funds. Just enough to get by. So, the course of getting that regular fund, we still conduct our regular training for a fee. Because that will make us [unclear]. So, we just

have to do some charge. Some of our... Of course, very friendly charges. Because that depends under your audience. Because if you are capacitating People's Organizations you can even get it for free. For NGO's it was a very minimal fee. For government. For the government fee the charges were 800 per hour. So, doing it for 1 day you will get 6 thousand. Doing it for 2 days, you get 18 thousand. So, so we did this to support us. So, beneath that, was the grant. Was the grant. And in the course of doing it, we are also doing some fundraising on our own. We, we have our dinner for a cause. For big groups like Ayala, eh, I mean, yeah. Of course the Ayala. So, then we were able to raise 100 thousand. Just doing some funders, but at the same time educating for, for one, environmental things. So, this kind of mechanism can support your, your funding. [Unclear] the executive director there was very much into getting contracts with government agencies. So, eh, with Phil[unclear]. So, eh, Phil[unclear] so he makes them big, with the [unclear] with the Department of Health, with, eh, DepEd, with the provincial government, hospital administration, hospital management. Bits and pieces. So, that's how they survive.

Interviewer: But, when you said contract ma'am... You mean a multi—year funding of the government?

Respondent: Very specific. Like, 6 months or 1 year. So, you would have to renew, and renew, and renew. And then, the, eh, executive director, she is very dynamic. So, she does it [unclear]. She goes to [unclear] to support the group. So, when I came here I wasn't getting income from the, because I believe that, if I'll do it here, I'll get the funds from here. So, how, how do I get to be recognized here? Of course, I have relatives here. So, I initiated an activity in our hometown. I did leadership training to all government officials there. Eh, 10, 10 poor barangays in 13 barangays. So, it's a 1 day, like, a team building, but you put in a theme there. Refreshing them about governance, reminding them what are important, vital elements in good governance. Eh, but then they said: Well, we have no funds for this. SO, what I did, I [unclear] with my old colleague, because I sparred with her for two years. And of course I go to my friends. Connecting them. All I need is 16 thousand pesos, no?

Interviewer: Hm.

Respondent: Because, it's a whole day thing, so two snacks and lunch and of course the materials that we will be using. A lot of these meta cards. So, I budgeted it to cover a 113 barangay officials and I clustered them into 5. I was able to tap 4 of my friends. So, I say them: For the 100 dollars you use to eating in a restaurant, you will be able to support local governance here for 113 barangay officials. So, I was able to ko-an [ehm], run the activity. So, I was doing this sort of thing since 2014. Then, I moved up North. We have a similar thing with leaders in [unclear] who were into disaster rebuilding. It was the same thing as under the Philippine Australian Project. But very minimal [unclear]. It's OK! So, I ran it for two days. And then, eh, eh, we have a singular thing here for the health workers in Poblacion II. They need to be perked up in their service provision. But, they have no money. They can only give food to them. It's OK. A councilor sponsored the food. So, I ran the whole, the whole thing. And then, some friends from Manila were saying: Oh Bells, you are now based in Bohol. That's how I got the project with the Development Academy of the Philippines in the Climate Change Commission. So, it's from April to December project. I was doing it phase per phase. And then I got into this two year project from the Danaong River.

Interviewer: Hm.

Respondent: So, most of them are my friends from Manila who were saying: Oh, so you are in Bohol now. We want... We are going to... We need a team leader there. So, it's a 4.06 million project for one year. We want a team leader there who's background is on social work and business at the same time. So, OK, I did that and I have about 6 people under me. We have an office, a very small one. I don't need a. It's a very lean and mean operation. So, we have that. But in the process of doing it DSWD comments: we want your team to train our local government units about organizational development

and management skills and their project management training. So, I put my colleagues in a series of trainings, so, we got income during... So, now... Ehm, I believe in making something out of nothing, no? Like, I can thrive from zero and turn it into something. I also believe in having a sustainability mechanism. So, because the fisher folks we are training right now are into seaweeds.

Interviewer: Seaweeds?

Respondent: Yeah. So, it's very exciting prospects. There is a big commodity investment by the Province in seaweeds. And there are so many prospects. And we are really looking for investors. Investors, who help the fisher folks in their nursery development, their fresh and dried seaweeds, in the processing of [unclear], etcetera, in the salt making, the salt making, blended with herbs. So, but that is a funded thing, no?

Interviewer: But you will, you will strive to collect or to find an investor or are you turning the fisher folks into businessmen?

Respondent: Yeah. Eh, because, no. For a long time business has been a domain of the rich. The fisher folks they have been doing this on their own, because it is their survival. Some individually and some as a group, some as a ... Some as a group, group of 3 or 6 or 8. SO, they have their own enterprises and their own people. SO, it's not something big. So, apart from they are very small. They tend to be abused. They tend to be, their prices can be manipulated. So, they are layers of middle men bringing their products to Cebu and, ehm, it's... it's a price that is too low, but for them. As long as they can survive, and feed their families. Enough to sustain their children going to school, that would be enough for them. So, the concept of making an enterprise, among the poor folks, the poor fisher folks that's not a new idea. So many attempts have been done for a long time. But, eh, we can't really say that none of them succeeded, because there are really cooperatives who made it. That in a way, ehm, sustained themselves.

Interviewer: Why did they not succeed? The others?

Respondent: Ehm, others did not sustain, because they, in the organizational phase [unclear] so the organizational business, became a personal business. They claimed this is my gear. It's not really theirs. There is not really [unclear]. And really doing some very good simple management of [unclear]. Simple..

Interviewer: Do you teach them those business skills when you are there. Do you try to change their ways? Because I have heard from other NGO's it's quite difficult, even though you try to help the communities, some of them are stubborn and they would initially do it, but after a while they would just go back to their old ways, to their family oriented business, rather the commercialized business.

Respondent: It's something that you have to show it to them. But it's really a frustration. They, they can become greedy and make it a self-initiative rather than a group organization. These are the effects, but if we really want to do it, no? At least taking from the lessons others to show them. We really need the group, we need a collective endeavor. These are also lessons. So, ehm, you just have to show them the reality. Because unless they realize, unless they get awakened with that process, they will not, they will stay go into their same old ways of doing things. And then you have to show some best practices, and some models and then what could be factors that made them models. Perseverance, sharing, collective sharing, collective planning, organization, eh, putting others first above self. Because you can also show them some leaders who are really, who really became selfless. That despite the difficulties, the sacrifices, they still, you know, sacrifice. For a cause. Then, we have to show them, like, we have 8 People's Organizations [unclear]. But look at your work. Your organization is very thin. Even in the presentation you [unclear]. It's always you, you and you. Where do the rest of them come in? How do you expect the business to really grow if it's only you that is running it? So, it's something that you have to show to them, and you need them to remind. But again, it's not easy. It's not easy. Pero [But]

the most supported agencies within the community are their staff, but there are those also failing, but very low. The failing, it's a group, a number of people. What happened to the... Well, there is always the problem of attitude. There is always the problem of if it's good, we'll join, if it's not: Well, we're sorry, but we will just wait and see.

Interviewer: Wait and see attitude. Yeah.

Respondent: Wait and see! So, eh, these things, it's, it's not that easy, no? [Unclear].

Interviewer: How do they differ from the ones that did not succeed?

Respondent: Those who persevered, their businesses are still there. Others who would either procrastinate, or go to go to [unclear] or go into the lights on lights off type of business, so, they are so stagnant, so stranded.

Interviewer: Do you monitor them? After you train?

Respondent: Yes, it, it's like. Because, eh, the project started June, but the training started October. Because we started with a database covering first, the mapping out of the status. Then, eh, when they were ready, the organizations, eh, the barangay... Then, it's very important that you make courtesy call to the barangay captains and the LGU. The Local Government Unit has to be involved. So, we partnered with the [unclear] and the Coastal Resource Officers. So, we, we talk to them, we always discuss with them. We always let them see the reality, show them the reality. We always tell them the organizational plans, the income level, the consistence level. These are the areas of improvements in the project.

Interviewer: It's not a... How do they contribute, the government? What's their role in this whole process of commercializing?

Respondent: It's a, well, if you go into enterprising. You have to have a legal voice. The organization has to realize it's important they are legal in the eyes of the government. So, they accredit themselves with the Local Government Unit. Then the Local Government Unit pass on some resolutions of managing the People's Organizations. So, once you are already applying they can include you in the government programs. They make you part of their programs. And if there is assistance coming from the National Government, like the Bureau of [unclear], like the Department of Agriculture. SO, because you are accredited, you can expect assistance from the government. And then you will check among which of the accrediting organizations are easy to deal with in terms of paper work. So far, with many groups that have been given accreditation the Department of Labor and Employment have proven very easy. Not so difficult. Unlike when you go to the Bureau of Cooperatives or SE, Security Exchange Commission. Numerous requirements.

Interviewer: OK. So the Department of Labor is the one you work with?

Respondent: Very closely. They don't make it difficult and then they, the financing of your livelihood project they are not restraint about the [unclear]. So, People's Organizations can easily access. So, they like DOLE more than other agencies. So, these are the things that they have to [unclear]. So with regards to experiences who are these agencies that have been coming into their area? Public and Private. They would state oh we have the chance to be supported by [unclear], oh, we have the chance to be supported by PROCESS, oh, we have the chance to be supported by [unclear]. But we have to identify really, OK, how about now? Do we have current partners? Mostly [unclear]. But they [beneficiaries] really say that it is mostly the Local Government Unit who will be giving them all the support and the love

Interviewer: So you ask from government?

Respondent: Yes. But you have to... Also, if the data, we should also show to them. So, they still have problems. These are the situations, these are the situations, these are the problems, these are the difficulties. These are the area's you want to work on. Etcetera, etcetera.

Interviewer: So you make them realize that support doesn't necessarily only have to come from the

government, but they can get it from other sponsors also.

Respondent: Yes. Yes!

Interviewer: How long does this training take with them?

Respondent: Eh, well, actually the, part of the training was done in June and July. And then, this September we prepare them for capacity building. So, we did this as part of the planning and development. We did value chain analysis, we must make them understand that the seaweeds, it's, it's an industry thing. So, there is always a value chain and the connectedness of this industry with other ties. And then, ehm, we also did some engagement with [unclear].

Interviewer: So, so you basically go through the whole process of product development, of customer identification, etcetera... The whole value chain you discuss with them? Until... Is that until they are really able to sustain by themselves?

Respondent: No, no, no. So, what we sort of do, is it's an orientation process of two days of orientation and then... Two days of that, then they go back to the field. Two days of that, then they go back to the field. And then, ehm, so it's about 3 to 4 months. And then, eh, by January we are going to have some [unclear]. So, it's about getting more grounded and doing some production development. Trying to enhance their business. Enhancing their business feasibility and proposal. Because they are going to present it before investors. But the investors are again from the LGU and the private sector. [Unclear]. And they present the area's they want to have support. So, it's sort of bridging them to potential markets.

Interviewer: So, you are basically coaching them through that process?

Respondent: Yes. So they are preparing that for January. But it's a very brave project. We, we actually we are sort of making triggers in all of this. Because our project is only up to May next year. But right now [unclear]. So, we say: How do we empower ourselves without those funds? So far, the group of staff, the group of [unclear], we have our individual commitments and we are also sharing with friends... Again, with my friends. So many friends. They are already getting excited to be embodied with this and their families for investment. So, ehm, it's really bridging and making people, people to people enterprise. Making them understand that, eh, the journey. It's a process, it requires maturity. Even the project has to mature in the process. And then of course we have to show them the environmental issues, like climate change, it affects the seaweeds. So, how can you protect your product from the seasonal changes? How can they prevent? What could be contingencies for them for the even that, like, again, their businesses will be affected by changes in climate. [Unclear]. We are saying that, we are excited to go with them, but we learn in the process, because we tell them: we were never experts. We learn together. We always let them know you know more. You know more than us.

Interviewer: Oo [Yes].

Respondent: No? They have been there for a long time. In fact, the old fisher folks they have been there long and they were even able to make their children go to school. So, it's just really growing with them and making them understand that we are in it together. We are not here to say that we are better than you. We are saying that we learn through this process together and then, we explore. We are just learning about the moon and the, but we are just saying it is a process you need to go through. And eh, it's not easy... Because of course they will say: Oh, how we wish we have the capital, because I want to build that big cage and the... SO, that we have to identify and we have to tap them. We tap them together. [unclear]. We make friends with the people. We go with them. We are in the field together. So, ehm, it's a very intimate thing with them since June. SO, we really just laugh it out together. At the same time we also give them prospects and hope that we can, we can work it out. Do it, put a stake into it. Or just look at it, or... So, there is a lot of self-realizations, self-reflection involved for them to really think about the business. We don't want to make them feel, like, we are not promising any

capitalization. We are saying do you like us to [unclear] or not, do you like to get proceedings or not. We have been doing this for a long time, but nothing has changed. Do we see some process in it? These are the opportunities and these are the possible support groups. How do we tap them? How do we make them support to us?

Interviewer: So what are? Because I learned from at least 3 NGO's I spoke to that among Filipino's they have the tendency to pull out of a project as soon as it does not directly make a profit. If they do not see directly the profit... Because here, I have realized. I have been here for four years now. Up, back and forth. That ehm the Pinoy tends to, he wants money straight away, like, if he puts his effort in to something, he wants to see results straight away. Because that's what they do, they live by the day, right? They earn their income for the day, they pay for the family and for everything they need. So this short term sort of vision on things usually refrains them from engaging in projects such as these in which three to four months you need training. And the prospects really are not certain. Because really are discovering together, like you said. So how do you keep engaging them.

Respondent: No, but, no but that is true no? You want things fast, you want things... But at the same time, they, they also realize that some of them who were really impatient, they did not really lasted. Some of them they see that the ones who persevered they are still there, trying to make a living. So, well, the process of inspiring them to really walk with this, is not an easy thing. Because, you know, eh, you want things fast, you want results, but at the same time [unclear]. [unclear] sacrifice at what we are doing, but if you want results, we just have to work things through. This is no get rich quick scheme, but at the same time this is the process. For instance, Bohol is in the top 5 plantations, in the Philippines, in seaweeds.

Interviewer: Mao ba [Is that so]?

Respondent: Oo [Yes]. Our area [unclear]. And there is so many farmers, but some of their kids were able to finish college already. And then, ehm, of those who persevered they are still there. So, but if you want. You know these area's that I was [unclear]. For some of them that are in to dynamite fishing. We just have to sum up for them the plus and the minus. [unclear]. So, if we want to work things out we cannot just get things fast. Because you know we were in the top 5 of the [unclear]. Again, how to take care of [unclear]. How do we make the [unclear].

Appendix XII. Transcript Focus Group Discussion (Respondent FGD-6.6 to FGD-6.9)

November 7, 2016. Cresciencia Café. Poblacion, Baclayon

Interviewer: So, I'll just lay them out on the table. Remember, this is about, eh...

Respondent 1: Livelihood.

Interviewer: Livelihood and...

Respondent 1: Social enterprise.

Interviewer: Specifically for the tourism industry, if possible. If not, we will just try to look into other projects. And these are also... It is also about commercialized projects done through BLDF, like, eh, the projects that you have attempted to commercialize in some way. I also put a few empty cards for...

Maybe you have any, eh, anything to add to what I have made already. Just pick out the three you think are...

Respondent 1: Three?

Interviewer: And you can... You can either collaborate as a group...

Respondent 1: In answering the...

Interviewer: In answering the... What are the main issues.

Respondent 2: What man? Main issues?

Interviewer: Yeah. These are, eh, what... In my experience from all the case studies that I have done, these are the basic issues that most NGO's come across when implementing a commercial tourism product or a commercial livelihood project, eh, related to tourism. So, I just want to ask you... Maybe you can think of a project in your mind that you were involved in and pick out those cards you think are relevant to your project. The, the main issue and also perhaps... Just pick three main issues and three things that you think you were successful in. So, three cards will illustrate the main issues that you have struggled with and three cards will illustrate what you have been successful at as an NGO. So, the total is 6 cards.

Respondent 1: Pick the three...

Interviewer: So, we will pick, sir... We will pick three cards that explain the main issues and three cards that explain the success factors of your NGO. So, what are you successful at?

Respondent 1: Ah OK. So, six.

Interviewer: Six total.

Respondent 1: But you can... You can choose three only?

Interviewer: You can choose collectively or just individually. Maybe you don't agree, or...

Respondent 1: Cige [OK]! So, if, if... So, if I pick up one, they can also talk about the subject?

Interviewer: Yeah.

Respondent 1: So, we can all talk about what you pick up. And then, you can also contribute what we pick up. OK. So, each one will have six?

Interviewer: Well, you can just choose collectively, maybe.

Respondent 1: Ah OK. Six in all.

Interviewer: Three are for the, eh, three are for the main issues and three are for the success factors. So, that'll really start the discussion already.

Respondent 1: Ah. OK. OK. So, what will... What did you pick up here. I can pick up here, based on what I, eh... Project resilience. I picked up.

Interviewer: Do you agree?

Respondent 1: Do we handle political influences? Do we have political influences. Not. Not important for us, because ours is social enterprise. Product development is, I think, relevant for us. Identification and handling of competition.

Interviewer: This is with regards to... Whether you, if you implement a commercial product, whether you can compete with the main stream.

Respondent 1: Yeah. There, ha. So, what do we have here. Social impact creation. In here... We are strong. And then, eh, so three for what? Three? Three and then we add three more.

Interviewer: Three for successful. What are you successful at? And three are for what key issues you come across.

Respondent 1: Yeah. This one is, eh, this one is where we are successful. Project resilience. We are not so successful there [laughs]. But, but ko-an [ehm]... Community participation. So, three: community participation, social impact creation and measurement. We are good at it. And then, product development. We are good at it, no? And then those that give us challenges. What have you got there?

Respondent 3: Financial independency.

Respondent 1: Financial independence.

Respondent 3: Marketing the product. Attitude of the community.

Respondent 1: Marketing the product and attitude of the community. Noting on eh, sustainability?

Interviewer: Sustainability of the...

Respondent 1: Ah, this one! These ones are all related to sustainability.

Interviewer: Project resilience perhaps is related to that.

Respondent 1: Project resilience, but that will not... That will be seven in all.

Interviewer: It's ok, sir!

Respondent 1: OK. OK. So for, meron pa yan [are there any more]? Oh, that's eight. We are breaking the rules.

Interviewer: It's OK [laughs]. We are just improvising.

Respondent 1: So, how would you like us to proceed?

Interviewer: Well, I would like to ask you, sir, which of the issues struck to you first and why?

Respondent 1: From me individual or for the group?

Interviewer: Maybe we can just go around.

Respondent 1: What eh...

Interviewer: What was the first issue you come across that made you say: Yes, this is it.

Respondent 1: Community participation is something that is important in my mind.

Interviewer: Why?

Respondent 1: Why? Because these are not... These are social enterprises and, eh, we just facilitate the process in which, eh, those enterprises can be carried out by the community. In fact, we involve them I identifying the, the projects. So, we are interested in getting them to participate so they will finally own the [unclear].

Interviewer: That's the purpose. They must own it. OK.

Respondent 1: Yes. So, that is the, the thing, right? Community participation is for one, in my view... And then the... But the thing is... Well, the issue is, you may have community involvement, but it might not be a very good social enterprise. Because the, the more you involve people, then, sometimes the business aspect is compromised. Eh, like... Well, even if you, for example... Based on what I know if you give some... Like, we used to have a record, no? We used to have... We used to have two modalities and, eh... One is when we give out loans, before under law, under the old NGO... You can either get it as a grant. As a grant. You don't have to pay it back. That one. If you can proof you are poor, very poor. Ehm, and then, we have the social. We have the one that they are expected to put in an [unclear] fund. So, there are two. There are two windows. One is they can... They can just get a grant. They can use it for an enterprise, or whatever. You don't have to pay us back. And then, there is the other window. That gives you the opportunity to, to do some kind of business and pay us back. So, there is

community participation. Of course! We are interested in, eh, in, eh, trying to enhance their involvement in projects. That's why we use it. We used to do it that way.

Interviewer: It's interesting, because the community participation by three other NGO's were chosen as an issue. And that's, eh, because they have difficulties in, ehm... It has something to do with cultural values. Eh, in Pinoy communities, usually, they expect results fast and if they cannot get these results fast, like, money, or whatever, profit, they back out of the project. So, they told me that, with regards to community participation, ehm, the engagement is possible, but it's hard to keep them engaged. And the, the retention of the, eh, beneficiaries is hard for them. SO, how does BLDF do this differently than all the other NGO's? Because you state it as a strength.

Respondent 1: Yeah. In a, so... Well, first we do a lot of training.

Interviewer: Yeah.

Respondent 1: Eh, so... Eh, and then, eh, of course there is monitoring involved. Skills training. In fact, that portion of training is considered a grant by the donor, usually. So, we are not supposed to pay back the donor for the loan as long as there is a portion... Like, eh... Let's give him an idea. That is considered a grant for training the participants. For recruiting them and then the, eh, the providing for the trainers. And then, there is the skills, no? We don't pay for the... When we used the government, like, the Department of Trade and Industry for training, training the beneficiaries, we don't pay for that. That's eh, that's... But we pay for, say, the travel and all those. The snacks and all those. So we can use a portion of the money as a grant in taking care of community participation.

Interviewer: And that helps keeping them involved?

Respondent 1: Yes, that helps them to start the project. To clarify what to do. Because, we don't want to be the one to identify the project. They should be the ones that should identify the projects themselves. And sometimes it's already an existing project. Like the calamay, it's already an existing project. And then, all we do is give, give some advice or give some loans, no? Like in Albur. We give them some loans, like, the calamay. Eh, but community participation is vital, as of... But just to show you an example, like, for instance in Albur, eh... We, eh, we believe that eh, when you do community participation you have to... you have to get them organized, eventually. Because community participation is not something that is just [unclear]. That is not the kind of participation we want. We want that, ehm, in the process of planning and implementing or involving them, they get to see the importance of being there. Of really organizing. So, we let... That's the important thing. Because if we don't get them organized, it is not sustainable and we don't gain anything. Through organization it's easier to mobilize them. Easier to train them. Now, calamay is a good example of what we have done. Like, they have been doing this for years and years. A solitary undertaking. An isolated undertaking of individual households. Sixty of them or more over the years, over the decades, no? And eh, so we got interested. We don't know the technology. They know the technology. So ours is... How do we help them? Because they were having some problems. Number one, eh, the, the Department of Health says: Oy, you know the beneficiary families, it's hard for us to make them understand the hygiene, the health, the etcetera. OK. So, the solution there from a community participation point of view is to get them organized into a big organization with top of the... With officers. And then you train. You train them. So, it's easier to implement the health, health ruling. So, that's the community participation. Number two: they, at the time, they were having a problem selling in the pier. Nobody... They are driven away like, like they are stray dogs, no? These guys are just ordinary folks with this product. And then, the others are organized. That's why they are allowed to order [around]. We use that. We say: the government, these guys can do that to you, because you are not organized! Why don't you get organized, so you have a specific place where you can sell your wares and you have the same rights as the others. So, OK. So, they got organized. Once they get organized, they still cannot get in, no? So, we

say: OK. You go to the provincial [office]. The governor, who was congressman at the time. You go to him. You complain. You say: We are a member of the calamay. And we're sixty! You times that 5. Now, how many voters are that? So, he said: I will take care of that [laughs]. And he wrote the, ko-an [ehm]: you give them, eh, etcetera. So, that's that. That is a very good example of community organizing and participating. So, they were given a space.

Interviewer: So, together they have a voice.

Respondent 1: Yeah! Then, after that, we, we, we say that you cannot keep doing this as an informal organization. You might as well... and we helped them. You must make it a legal organization. You observe. You will have a... You must have your leaders, you must have eh... So, we taught them the basic of community organization and that was... that helped them out. There was even a time when they, eh, they hired a lawyer, because they were having some problem again with the management of the pier. And then I said: Ha? You have a lawyer? Yes, we can afford it.

Interviewer: So, the project is until now still sustained?

Respondent 1: Yes. Still like that. They have changed leadership already and some of them still know us. Hey thank you, sir!

Interviewer: But, in the end, BLDF did not earn anything. No commission. Nothing?

Respondent: Nothing. No, that thing... We don't earn anything. That's something we are bothered it. Because we... Our mental set is, like, we encourage the... Oh well, you can also ask Leila about the experience, because we had this shop. We helped them have this shop. Convert an office into a display area for the calamay and other products of Albur. And when we have a change of leadership that is, eh, that is no longer continued. So, the organization was not strong enough. They say: Hey, we are not political, etcetera. We are not political. Well, that's another matter. But on the subject of participation that is what I can cite.

Respondent 2: Eh, Calape... The community on [unclear].

Respondent 1: Ah.

Interviewer: That's microfinance?

Respondent: 2: They... BLDF did earn. The collection was [unclear].

Respondent 1: Ah.

Respondent 2: We gave the... We gave the capital. They put a business.

Respondent 1: But nothing, eh? We are bothered it. Nothing goes back to... And then, we assume the risk! And we paid! Eh, we paid a total of 4 million and 200 thousand.

Interviewer: But what is the reason, you think... Because, I have a feeling that it's also, kind of, the mindset within NGO's that it's somehow wrong to ask back from your beneficiaries. Where is it... What is the underlying cause that you never tried to say, well: OK. Now we borrowed. We gave you this. We lend you this. You can establish your enterprise through that money. So, now we collect interest. Why not? Why... Why not do that?

Respondent 2: Because we want the group to raise their own capital. And to manage. Like, in that island in [unclear], they got their water tank. So, the people that use the water, they pay a little amount for the maintenance of the water tank. They are paying. They are doing their own... [unclear].

Interviewer: Their own thing.

Respondent 1: The ground thing for the organization. That is what they are after. How they can help us to be more enterprising and ensure our survival.

Respondent 2: [unclear] commercial or non-commercial.

Interviewer: But it is... Is it an ethical question, maybe, that as an NGO you are not really... It, it sort of collides, right? As an NGO you try to help, well, those disadvantaged groups in society. So, asking a fee for it, perhaps, is, in your opinion, wrong. I am just trying to grasp the idea. Like, what is the

underlying reason that you have never really pushed through with, like, listen: This is what we did for you. Now, help us sustain also. So, because... If you cannot help yourself, how can you help others?

Respondent 4: Bitaw [Correct].

Respondent 2: There are also projects in which we asked back. The microfinance. The later project that we have. We could get profit, pero [but]...

Respondent 3: But, the other things... Those are grants.

Respondent 2: Those given as grants. We also give as grants.

Interviewer: How about, eh... I am curious nang Pomz, because, eh... Your bakery was commercialized as well. It was a commercial product. Private.

Respondent 2: Private man na [It was private], but we wanted to make it a ko-an [ehm], social enterprise. So, we trained the... Unsa to [What's that]? Out of school youth. They were paid for the training and they were [unclear]. So, they will earn. Even if it's [unclear]. But, they did not come.

Interviewer: Why?

Respondent 2: Tapolan man [They were lazy].

Interviewer: Tapolan [Lazy]. The students were perhaps not... They were lazy.

Respondent 2: They were lazy. When they went out, they went to BQ. Because it's easier.

Interviewer: You think that's the reason that the... It's not about being challenged in a job, it's just about having a job that makes easy money?

Respondent 2: Because it's easier. Because in a bakery, you wake up early.

Interviewer: Yeah.

Respondent 2: And they don't like that.

Interviewer: So, it did not appeal to the beneficiaries that you targeted?

Respondent 2: There was one that said he will really work hard, because when he has enough capital, he will make his own bakery. I was happy also to help. Pero, wala gihapon [But he left, anyway].

Interviewer: Wala gihapon [He left, anyway]. Did you ever ask the reason why he left?

Respondent 2: Kapoy, lagi [Because it is tiring, of course].

Interviewer: Kapoy [Tiring]? The work is tiring?

Respondent 1: Because they have to wake up early. They are not used to it.

Interviewer: Ah. OK. So, did you ever try to target another group of disadvantaged people that may not be opposed to getting up early. For example, eh... Eh, maybe...

Respondent 2: BPWD. I had some BPWD, but they were really workers. One was young. Pero [But], they were really workers. They stayed there for 2 years.

Interviewer: So, they really stayed longer? And the, why did you choose... Was there any research involved for choosing the right type of beneficiaries for this kind of enterprise?

Respondent 2: Ah. Wala [None].

Interviewer: Wala [None]? So, trial and error siya [So, it was just trial and error]?

Respondent 2: I just wanted to help. If someone was willing to work, I would accept them. Why don't you come and try? Kamao man ka ug bake [Do you know how to bake]? Mao ra [That's all]. Ok ra [It's ok].

Respondent 1: So, community participation.

Interviewer: Yeah, we can move on, maybe, to another.

Respondent: So, this is already done. So, do you want, eh... Product development, you like?

Interviewer: Sure, sure. Yeah. We are referring to the product, eh, to the project as a product or the products that are being sold within the project. So, in my case, it would be the bikes. So, the development of the bike tour or the development of the bike rental or the development of, whatever. So, ehm, maybe we can pick out the calamay, because it's quite a good example. And then, with

regards to product development, I was wondering... The, the calamay is an existing project, which means that the product already existed. Ehm, to what extend have you tried to upgrade what they have already? For example, if you start... Like, what I did with the bikes. I started with the bikes and the bikes were not so good. They were locally bought, but I tried to improve the product by getting new bicycles and I tried to research among customer groups here within Bohol what type of bike they would like. So, to what extend was it done for the calamay. Because the calamay is...

Respondent 1: So, the calamay... In calamay we had some observations. Some studies with some people. With DTI, also. First, it was pointed out by DTI and by others and also by our own observations that selling it in a bowl has some limitations. It may appeal. The appearance, it may appeal, because it is a traditional product. It may appeal to tourists or to those who are not from here, but eh, bagol, it has an expiration date. You have to sell them up to a point of dumping. Eh, number one. So, that's the one we pointed out, ha. The other is... It's... If your target will be the tourists even outside Bohol, so, foreigners, or locals from outside Bohol, it's so hard to carry! I mean, one weighs how much? And if you have so many relatives.

Interviewer: And once it's open. It's open.

Respondent 1: Yeah. That's right! So, those are the things that... So, in terms of product development, we encourage them to... And they, they... Some people were able to help them. Ship through plastic. Plastic is longer lasting. So, that is product development. Helping them. And then, eh, the other thing is, in terms of organization, we were able to help them get a grant from the governor who was at the time congressman. That there would be this building and then, they would have some kind of factory. Manufacturing this. And there is an assembly and it may be operational.

Respondent 4: And they did not use it!

Respondent 1: No, because they would rather do it on their own. The bagol type. And... But, there is an entrepreneur who was able to do it. AH, because it was by ICM already. ICM encouraged that, no? The ICM.

Respondent 4: Plastic.

Respondent 1: I do not know how they did it, whether they are just getting the content and they repackage it.

Interviewer: Why were they unwilling to go from the bowl to the plastic?

Respondent 1: They are used to it. And then, number two is, they are not used to assembly line production. They would rather do it on their own as a family. And then, they are not used to working in an environment where you have to report to a place and then do it together.

Interviewer: Ah.

Respondent 1: And the... If they have already an organization, they think they can just do it.

Interviewer: Is it a cultural thing as well?

Respondent 1: Yes. It is a cultural thing. It's a... It's cultural.

Interviewer: Their way or the high way?

Respondent 1: They don't want to change it, because when it is for the family you can just order anyone to do it. When it's there, you have to follow certain rules.

Interviewer: So, what happened to that? Was the plastic implemented or did it not last?

Respondent 1: Yes. But the idea was taken by private. By, I think, ICM.

Respondent 2: A supplier of ICM.

Respondent 1: So, there was this guy. Very enterprising. He did it that way and supplied to ICM.

Respondent 2: He mechanized it. He mechanized the process and supplied to ICM.

Interviewer: Ah. Did it help the community or did it create another competitor?

Respondent: Well, yeah. In a sense, it is a competing product, but how about BQ? What did BQ do?

Respondent 2: BQ is offering also.

Respondent 1: Ah, they are offering calamay also. And they do it by plastic also. So both, both malls they are doing it by plastic. So, they are the ones who [unclear].

Interviewer: But does they... The community still supplies to the mall?

Respondent 1: No more. Ah. Yeah, if they say that some customers will prepare bagol, so, they will ask them.

Interviewer: So, that's how they market themselves?

Respondent 1: But, lately, I have no longer seen the bagol in Albur anymore. Are there calamay in bagol being sold?

Respondent 2: Yes, but it is being brought from outside.

Respondent 1: Yes, because the competitors are doing that and they are the most successful. That is Jagna. So, they sold the bagol type. And then, there is Guindulman. There is a store.

Respondent 2: Jagna na oy [That is Jagna]!

Respondent 1: Jagna yan [Is that Jagna]? There is a store made by the bridge and that is very popular. When... All the tourists, whether domestic or not, they purchase there, but they buy this... Both types, no? Bagol and plastic. You have a choice.

Interviewer: The ones in Albur, were they stimulated by the NGO to aggressively market themselves? Or were they just trained? In what extend, to what extend were they, eh, not only trained, with regards to organizing themselves, but also with regards to as how to operate their business?

Respondent 3: Sanitation.

Respondent 1: Also the... What was introduced by us to them was the labeling. The labeling of the bagol. That was not done before. The sanitation, the strict compliance with the health foods and then the labeling. We were the one who produced that. We put the label there. Expiry date. Bla, bla, bla.

Interviewer: How about the distribution of the product, because it seems to be an issue.

Respondent 1: Yeah, the distribution. We...

Respondent 2: We helped. Pantalan...

Respondent 1: Yeah. Only the Pantalan. That is only one place... Yeah, they were given a...

Interviewer: With the pier?

Respondent 1: Yeah. With the pier. Then, they branched out to other places. Not on our suggestion. That's on their own organization, already. Like, for instance, I saw in Loboc and they still know us [unclear]. In Loboc they did their...

Interviewer: Oh! But that is good. But... Because, apparently, they take their own initiative.

Respondent 1: The other thing, but the point is: nothing for us! That is really [unclear] for the NGO. Nothing!

Interviewer: Thank you, lang [Just a thank you].

Respondent 1: Any other products involved in which we helped?

Interviewer: Or a service.

Respondent 1: Oh yeah! In Anda. You can ask Arvin. Where we...

Interviewer: For the caves? Rubillos.

Respondent 1: Ah, is he? Rubillos. This is Rubillos. Is that the Arvin that worked with the caves?

Respondent 4: Yes, but that's not the Arvin working in the...

Interviewer: Alvin na [That's Alvin]. Alvin.

Respondent 1: Alvin yan [That's Alvin]. But Arvin Rubillos, he was our partner in developing the caves. The four caves in, eh... You can ask him where we worked in the... With Gardy's cultural group, to develop the caves.

Interviewer: So, there, the product development, basically, was in hands of sir Gardy.

Respondent 1: Yes, because he... Because he has the, eh, the cultural bit, etcetera, so. For us, we lay links with the community, so they will add to the product and making sure that those who are poor should be able to benefit of the product. So, that's also an interesting thing. Yes. Very interesting.

Interviewer: I will be talking to him next Friday.

Respondent 1: I think, Arvin... Eh, Arvin knows the details, but I found out, when we were there during our Habhaban... During the birthday of eh...

Respondent 4: Odon.

Respondent 1: Odon! That, eh... Arvin is no... He has still a desk in the tourism office, but he is promoted to the office of the Mayor as some kind of... I don't know what is his goal there. If he... Yeah. I don't know, but eh... Arvin still comes here, but he is there with the mayors office, so he has been [unclear]. Is there more that we can cite within product development? What did we attempt to do?

Within the community? Product?

Respondent 3: Kadlong mga raffia [Those raffia products].

Respondent 2: The raffia.

Respondent 1: Ah. For our packaged products, like, eh, the raffia. Those are beneficiaries of our micro finance. So, flower arrangements. Flowers. Flowers? Cultivation of flowers. And raffia. Handicraft.

Respondent 4: That was supposed to be done through micro finance. BLDF would earn a little bit from the lending, but they did not pay.

Interviewer: They did not pay? So, what do you do when they do not pay?

Respondent 1: They paid! That was what I was telling you. What I was telling you, was, we had a loan of 5 million, but I the course of time, they could not pay. I think they were able to pay 10 per cent of that or 15 per cent of that. But there was this, eh, earth quake. There was happening a lot of things. It was hard to collect. So, we paid out of 5 million 2.2 million. BLDF. That was a very big loan. Financially. Because that was savings from PDMS and some other projects that we had. So, that was quite a [unclear] for us. It was hard, because we are dealing with, eh, small communities. But, I'll tell you a secret. We told them to be... What we heard, I told them also, because we borrowed from a bank. The ABCB. [Unclear] policy coordination from the council. So, we told them the real story. The real story is that while we got this loan, these guys from that bank will come here and they would interfere with our choice of beneficiaries. We were supposed to only operated in Bacayon and Tagbilaran and near-by, but they said, because it was election year, they said: No, you should go there, also! At that time, from this month. Yeah. That was the politician's secretary and she gave [unclear] to us. So, these people from the bank they would come here and tell us: Hey, you should get beneficiaries from these other places, also. So, we paid for gasoline! And then, we put them [the staff] at risk, because they would go there on motorcycle. So, it was a very hard thing to collect, because it was very far.

Interviewer: So, that's the reason you also had collections in... Calape? Was it Calape? Very far.

Respondent 1: Yeah! Very far. So, because... We could not do anything, because they were extending us the loan. But, we could have said no. We did not say no.

Interviewer: Kay [Because]? What was the reason you did not object?

Respondent 1: Ah. Because, because they were so good at it. Like, eh: they are poor, they are poorer then, bla bla bla. You should help the poor. Yeah. That's one mistake. One mistake, because we allowed that to interfere in our selection of beneficiaries. To leave outside this area. Outside Tagbilaran, etcetera. So, it cost us a lot of money, because it was difficult to collect. Because, we were covering so many... Like, Alicia. The number two mistake for us: during the distribution, then, they gave us a cheque. I was made to go there. To, eh... Loay!

Respondent 4: Loboc.

Interviewer: Ah, Loboc. And it was a big affair and the president was there to give the thanks. So, I had

to line up with the others who were given and then, I received it. The beneficiaries are all looking, there, because it was in HNU. They saw they were giving the cheque to BLDF. So, what would they think? They think: Ah, this comes from the president and the immigration here. Why should we pay back? That's a very big mistake, giant mistake. But, we were, like, forced to do it. We were forced to do it. So, you are planting... You have to be careful about that. You are planting the thinking that: Oh, it's the government paying, etcetera [unclear].

Interviewer: When it's... Why it's... It's also, like, if you get finances from outside, you are tied to their terms and conditions.

Respondent 1: Yeah.

Interviewer: So that's... I guess that's how you can summarize that, no?

Respondent 1: Yeah. So, but, but... Something... If you really say know, well, you can still say no, eh?

But we are like, eh... It's not in the agreement, so ,legally, they are [unclear], but we pursued it.

[unclear]. And then, this is part of their NGO experience also. They were made to get a loan. How much was that?

Respondent 2: 100.

Respondent 1: 100 Thousand. To someone that they thought him. And that guy did not pay them back!

Respondent 2: We don't know him!

Respondent 1: And that is against the rules. We should know who is borrowing money from us. How can we collect if we don't know? But these guys from Manila, they brought some guy, their friend. We give this guy a loan, 400 thousand. And then he disappeared.

Interviewer: And you never heard from him again?

Respondent 1: Yeah. The problem is cultural. Do you know this thing about "utang naluob"?

Interviewer: Ah, like an emotional utang [debt]?

Respondent 1: Oo [Yes]. An utang [debt], an emotional utang [debt]. It's not like foreigners. Not like the Dutch [laughs].

Interviewer: We are rotten bastards, sir.

Respondent 1: [laughs]. Ok. So, so much for product development. You have an idea, ha. OK.

Interviewer: This is an interesting one, no? Any experience with regards to attitude of the community? What stays in the room, stays in the room [laughs]. Feel free.

Respondent 2: The community is... If the NGO is there, the community is active.

Interviewer: The community is active?

Respondent 2: Kon wa na mi [If we are no longer there]... Like this one, with the solar project. They did very well! So, when... When the solar panels broke down. The NGO was not there anymore, so no one repaired it. No more solar energy.

Interviewer: So, what is the reason, do you think, the community will not make an effort to restore?

Respondent 2: Murag tapolan gihapon [Maybe, they are lazy as always].

Interviewer: Tapolan, ayay [Lazy, oops].

Respondent 2: Depende ciguro, kay [It probably depends, because] it was really a benefit for them...

Respondent 4: They are dependent on the NGO, and then...

Interviewer: They are dependent on the NGO? So, when they get help, they keep expecting more help?

Respondent 2: Oo [Yes].

Interviewer: And if they don't get it, they give up.

Respondent 2: Because, they want us to repair it every time it's broken.

Interviewer: Broken. They could not repair it with the funds they get through selling the bulinaw [fish]?

Respondent 2: Maybe there is something wrong there. Cultural.

Respondent 4: Well, maybe, if one repairs that the whole community will use that. So, they will not

repair.

Respondent 2: Attitude jud.

Interviewer: Is it, is it kind of, eh...

Respondent 1: Attitude. Yeah.

Interviewer: If I can't have it, you can't have it. Like that?

Respondent 2: It's difficult for them to work on a project together.

Interviewer: Yeah. Like, this one. Eh, way, way back, we had this technology called the... What is this, where you dig a hole? Mi... Miracle hole. Miracle hole project. You go to the beach or the shore, etcetera, by the sea. Then, we have our marine biologist and our local fishermen, fisher folk. He developed this, this simple technology of miracle hole, that... We should just dig there and make a hole. Big one. In the beach, near the beach, etcetera, and put something there, like, [unclear], etcetera. Some materials. And then, later, there would be fish there. The fishes will go to that place. That's why it's called a miracle hole. But that... It needs some kind of maintenance. Like, [unclear]. And then, you would have to do it like a community, because as a community you will benefit from the income from the fish, etcetera. You all. You have to take turns in cleaning the... and putting some materials there, etcetera. But, then, it was reported that only one or two are doing it though everybody benefits. Yeah. So, that's eh... So that's one perfect example of attitude of the community. They share in the benefit, but they don't want to share in the, in the cost of doing it. In terms of labor and... But you know the [unclear] there is also, is doing the community work. Social preparation. Training and making the m understand. So, our field workers, maybe, they did not have the time anymore. They just assume that it's ok like that. So, that was the, the attitude.

Interviewer: Does this... Because you have worked I many countries, sir. Did you experience the same kind of attitude in other countries? Or is it a Pinoy thing?

Respondent 1: No, the other people, eh... Eh, yeah. In other countries they have the same tendency to... Not to. Well, it's very hard to [unclear], but in other countries, fortunately, they have very strict rules by the upper chief. The, the head chiefs.

Interviewer: Like a tribe?

Respondent 1: Like a tribe. So, if you don't follow, they will deprive you of many things. They will remove your house from their place. You, you have to get out if you don't follow the rules.

Interviewer: So, there is a risk involved if you don't do your job?

Respondent: Yes, there is a risk. There is always that leader, locally there, who is chief. Who has a say, or... Well, like, you can build your house, because they are the owners of that land, so, that is their home of their subjects. On the other, etcetera. And they belong to several families only who can be chiefs, etcetera.

Interviewer: So, how can you implement the same system here, in which there is a risk involved if your really don't do...

Respondent 1: They should work with them in the project. I mean... For instance, like in our case, if you have a chapter, a chapter, no? Then, that is part of the rules. So, that is management, already. That's why ordinances are important. You must have [unclear]. We were not so strict in the implementation of the rules. At that time, we were only, like, eh, we would be training unit leaders, etcetera. Like, eh, we combine three units, so three families in one chapter. Then, one officer. Then, impose the rules.

Interviewer: Ah, so the organizational structure is really important?

Respondent 1: Oo [Yes]. Important. So, that the rules will be followed.

Interviewer: So, if there is not tribe with a chief, you just create a chief within a tribe?

Respondent 1: Oo [Yes]. You just, eh, which we do! Like, eh, like we create other kinds, other forms of

organization if there is no tribal thing. In fact, they have... If some [unclear] organizations are there. We explain to them that this one... You know. Ok, attitude, hoy! Attitude. Attitude, what else?

Respondent 2: Attitude. Mao na gihapon [That's it, as usual]. The one in [unclear]. They were very happy, because we provided them with a grater for their [unclear]. Unya [Then], when it broke down. No more! They went back to grating with their hands.

Respondent 1: The attitude, eh, the attitude is laid back. Like an, eh, but you know when, eh, this morning, this morning when we got out of the church. Then, on the way, there was this... I think they belong to one family, no? Like, the father was, eh, doing the buko [preparation of coconut juice]. And then the two, the two sons, they were the ones putting it in plastic.

Interviewer: There is a production line.

Respondent 1: Yeah! Very neat, how they did it. We bought, we bought their buko [coconut juice]. And it seems that it is a very big business. A big business. They were well organized. There was a vehicle there. A simple vehicle that, eh... And then, the put eh, those things, where you cut the juice, etcetera. So, it can still... I don't know how. I don't know how this, this can be done, but there is... It shows you it can still be done, eh? The magic is organization, eh, like eh... I think it's related with community organization also. If you don't have good community organization, you cannot [keep in] check the negative attitude.

Interviewer: How about, eh...

Respondent 1: Like, for instance, ha... Our own observation, before. Like, why is it that the PBMA, the minority organization, or religious... Like the PBMA, like the Philippine Beneficiary...

Respondent 4: Benevolent.

Respondent 1: Benevolent. The M, what is the M? Well, eh, yeah. Mario, the family of Mario belongs there. They have an office in, eh, in the, on the way to Island City Mall to get the [unclear]. They have there, no? And they meet every while still. Or whatever. They contribute to their organization. They are Catholics, but they also belong to an organization like that. They have a leader. And they are very strict. You have to contribute something. You have to contribute in labor in their collective farm. And I have seen this a number of times with some organizations. Like the ones, eh, the ones that are running the, the one in... What do you call that? The old, eh... Those that are still doing the Rizal teaching. Those are considered [unclear], but they are Boholanos.

Respondent 4: Eskaya?

Respondent 1: Eskaya! Do you know about the Eskaya? Eh, Eskaya is a group operating in Guindulman. Eh, what else? Guindulman and...

Respondent 2: Duero!

Respondent 1: Duero. And that... Mountain areas. They are Boholano, but they speak a different language. Their own Eskaya language. Their chief just died, but they have a good organization there. Collective. They farm. They supply the vegetables here! So, that attitude of, eh, say, individualistic that is identified with Boholano: Ako, ako [Me, me], etcetera. It's not true with regards to their organization who thinks that... But, they believe in the teachings of Rizal. They handle their own schools, the lower schools, the grade schools. They run, they teach them that you have to take care of each other, but you have to work. You have to contribute to... There, to cultivate vegetables and supply them to the markets. Eskaya. That Eskaya hotel is named after them.

Interviewer: Really?

Respondent 1: Yeah. They saw some... And they interviewed the, ha. Ah, you are there, ha! Oh yes, [unclear]. I, I made them the subject of my research at [unclear]. Not my master research, but in [unclear] you are supposed to go to a company. Spend time. I chose not a company. I chose that. And then, at that time, you are not allowed to go in as an outsider. So, I used Felix. The one who became a

mayor of Duero. So, I went along with him. Do you remember the board? There was a wedding. So he said: you come along and you memorize the names of the people there. So, when I went with him, I was introduced, etcetera. So, I was able to interview them. And they were fantastic! Fantastic, their system. So, the answer to attitude is still training and organizing.

Interviewer: It's so strange. It's quite contradict... It's contradictory, no? Like, there is... Yes, there is examples of really good organized communities and there is examples of attempts to organize them and they end up being laid back and the project goes to waste.

Respondent 1: Yeah. Because, the... I will tell you the reason. The reason is that most projects are, eh, donor financed. Like, donor assisted. And they have a short period of time. Like, three years. Not enough to socially prepare a place! So, they abandon it and they go back to their old ways, etcetera. Some people come and then, they start another project, and then, etcetera. There is no continuity of efforts to really, eh...

Interviewer: So, would it help if the NGO would implement projects that have a longer duration?

Respondent 1: Correct. That is the solution. Longer duration. The project should be of longer duration.

Interviewer: Oh really? So, they will have time to learn to stand on their own.

Respondent 1: But most NGO's are like us. Like, eh, we have a [unclear]. And we were... Even during the old Ilaw, we were attempting to have livelihood projects. In the old Ilaw. Eh, but some things succeeded, but they could not be continued anymore. But they would benefit for it. One, one... One example, the revolving fund. The revolving fund is a successful project. The revolving fund that we introduced in Tubigon and in other places. Very simple. The revolving fund, no? Because that is based on culture also, where you borrow money.

Respondent 2: We earned from that! They paid us.

Respondent 1: We give you a loan. You pay back. There is an interest. That interest goes to the BLDF. The rest is revolved. They can lend it back. They will be the ones to lend it back. That's why it's called revolving fund. But what...

Interviewer: That is like BUSWACC.

Respondent 1: Yeah. BUSWACC is like that. It is the same principle.

Respondent 2: Attitude. I don't know if it's attitude or culture, but in our experience sa Federation, the Womens Corporation, the ones that really collect, they are charismatic people. The mga charismatic, 100% collection rate sa mga [of the] loans.

Interviewer: Really?

Respondent 2: Hm.

Interviewer: If they are charismatic?

Respondent 2: Yes, [unclear]. With others, dili [not] charismatic. They will not collect.

Interviewer: So, the person that collects should be charismatic?

Respondent 2: Yes for them to pay man and then no one [unclear].

Respondent 1: Their attitude is sometimes corrected... There was a study, there was a study in, eh, bank cooperatives here. Those cooperatives that are faith based [unclear] in church based. They are most successful to collect. And the rest, they steal the money. And then the treasurer would deny this [unclear]. But in church, bank cooperatives, church organized cooperatives they can collect. They can do that. So, that's the answer to community attitude. There. Ok. Three!

Interviewer: The difference between, I think, BUSWACC and BLDF with regards to the loaning is that BUSWACC does not loan to individuals. They loan to NGO's.

Respondent 2: Before, but now they do.

Interviewer: They loan to individuals now too, diay? Mao diay?

Respondent 1: But still the problem is the payment.

Interviewer: Yeah. The collection is hard.

Respondent 1: That must be a good interview with Alvin. He has been there for many years. That guy is eh...

Interviewer: Yeah. It was. I didn't have to ask anything. He just blurted out everything and I had it. We were done in twenty minutes. He is very friendly no?

Respondent 1: Yes, he is very good.

Interviewer: Ehm. Let's get the core one out. This one. Your favorite subject.

Respondent 1: Financial Independence. Independency.

Respondent 3: Wala talaga.

Respondent 2: No independence.

Respondent 3: No independence. Bakit [Why].

Interviewer: Was there every any attempt once to, really, just change the whole structure of the organization and focus on commercial things. Or even invite a private organization or in what... Some way let in the private sector within the NGO. Any attempts, or...

Respondent 2: Any attempts to?

Interviewer: To let in the private sector. They will... The private sector will be the ones running the implemented project. So, let's say you have a social tourism project and you allow the private sector to more or less take over so that the project can sustain and become financially independent.

Respondent 2: Sa ko-an diay [In ehm], sa Anda [In Anda]! The fishermen organization and the...

Respondent 1: So that eh, that happened in those. We were the ones who initiated [unclear]. And then, eh, LGU was there, but we nurtured the fishermen into an association. Then, we let it up to them to manage it.

Interviewer: They are a private institution?

Respondent 1: Yes. They are private. That's a [unclear]. Sometimes it's a cooperative. For our sake, we have not yet had an experience in which we tell a private sector to run a project and then, eh, we can commit also. We have not had that kind of partnership yet. Did we have that? We could not recall any where we had a partnership with a private sector. That was supposed to happen, but attorney Cambangay died, no? That is with regards to PDMS. The software.

Interviewer: Yeah!

Respondent 1: Actually, with regards to the software the goal was really, we can really, that we could profit from this. Because it's a really good product. So when he retired from BPDO, we made a corporation. Or, well, he was the one who wrote the [unclear] and it's a commercial cooperation. It's not, it's not like an NGO. And then I was thrown out of the board! And then, because we don't want any NGO here in our thing. We just give you money. We just give your NGO money, but they will give us authority to market the product and then we do it ourselves. Then, so, someone from our group was supposed to go to SEC to file the registration. Who was that? Muli, I think, or someone. Then, he died.

Interviewer: Hala [Oops].

Respondent 1: So, wala na [No more]. Pero [But]...

Interviewer: But you were going to push through with the idea of them marketing and you getting a share of the...

Respondent 1: So, now. This is what we are thinking now... We, we don't want to, eh, let go the PDMS. So, this one from Australia, my friend, Mary Balce, so... Somebody told her about PDMS. That's why, that's why she came here. Several times. And she was able to talk with eh, she was able to talk with eh... Even Arno! And even with eh, here in a meeting with, eh, Tony Irving. So, they discussed. So, that will be along that line. The arrangement. That eh, they will just pay us for the use of the software, but

they will run it on their own in her business. Because she owns, eh, she owns a database company. That's her main business. So, we supplied her all the, well, the website of PDMS, all the documents and all the bla bla bla. And then I brought her to [unclear] with her IT staff. For one day only. Imagine the expense. For one day only in Manila. And then visit some, for one day in Manila the foundation. Just to show the... And she was really impressed. But [unclear]. She succeeded now to get the office of the vice president interested. SO now they are setting a skype next week. I was supposed to be there, but I was not available next week. Skype. And then, there was a meeting with them. With the top [unclear] and the Vice President. Because the Vice President is for, like that [unclear]. So, that's one that we are looking at. But for me we don't have any organization anymore. So, I link them with Mary and with Tony. So, let them...

Respondent 3: Tay [Pa], they are using it now?

Respondent 1: No, not yet.

Respondent 3: So, how do you know they are using it?

Interviewer: How will I know? I can monitor that. Well, well, she is a friend. I will know that.

Respondent 3: [laughs].

Respondent 1: Hey! Any more? Financial Dependency! This is our main problem. Eh, we.... We depended. But it was not for lack of trying. Even in the old days we had a, we had an organization that was supposed to give us money. Aside from the Ilaw International Center we created a separate organization. Idol Leisure. What was the name? Island leisure? Island Leisure Inn and Restaurant. So, the thinking is if you run the restaurant and the dormitory. And then, help the center.

Interviewer: That sounds like a tourism product.

Respondent 1: Yeah! Island Leisure it's a tourism product, because it's our dormitory there. But it's now destroyed. Four stories and then going to the sea. It's a nice place.

Interviewer: In Bohol?

Respondent 1: In Bohol!

Respondent 3: Below the Blood Compact.

Interviewer: Serious? That' one?

Respondent 1: That one is ours! That building. That whole building.

Interviewer: And then what happened, because that sounds really...

Respondent 1: Yeah. That's a long story.

Interviewer: Aw and then, let's go, let's go! That's why I'm here!

Respondent 1: If we can get the ownership of that. The [unclear] is supposed to be the one to support us. So, it's run as an enterprise separate from the development thing which is the training funded by UNICEF. OK. So everyone that would eat there will have to be funded by UNICEF, AusAid, World Bank etcetera. And then that profit belongs to that company, but they have to share it with us who are on the other side. The development side. But it did not materialize, because... eh...

Respondent 3: They privatized it.

Respondent 1: Which one?

Respondent 2: The [unclear].

Respondent 1: Yeah it's a... They made it like, eh, it's really a stand-alone thing. They were the only one that were private to the transactions. They are not transparent anymore to us who were on the development side.

Interviewer: So, you lost control basically?

Respondent 1: We lost control, yes.

Interviewer: How... Why?

Respondent 1: Because there was a change in the values of, in the thinking of our big boss. So, that

was a very big factor.

Interviewer: What kind of values?

Respondent 1: That he would like to get the profit for his own.

Respondent 2: Greed

Respondent 1: Greed. Greed is the main thing. Greed.

Respondent 3: it was really sustainable as a business, but instead of using the gains or the income to support the center, it goes to, to his own pockets.

Respondent 1: This is interesting, ha. This experience of... Our experience.

Respondent 3: The money used to build it, is the money of the center, too!

Respondent 1: First we found out... Yeah. First we raise all the money. The entire organization. We had fundraising. We performed, like, cock fighting. One peso donation drive tickets and then it is raffled in the TV-show. And then there are given prizes. And then we earned from that, no? And, eh, we produced a movie [unclear]. Remember on our Honour and etcetera. And then everything goes there to the funds, but the, this one, this big boss of ours, this big boss of ours he tricked everybody. We thought he would form that foundation, but he never did! For it was not really. Well, Muli knows everything that has happened. But they were just deciding who would be the trustees, etcetera. When it became profitable even the chair, who is our wedding sponsor, was just taken out of the board. So, they own the decision not including them in the board anymore. Then, even the selling they masterminded that, no? But, the children, who were as greedy as their father, intervened also. So, so, they could not. All the money advanced by the buyer they were the once getting that. Well, actually... That is what we know as an organization. That was build up by our fund drive. Our organization. It was not built by that... So they cannot own it. Number two there was an agreement before with the government of [unclear] that it was no longer used for training. The whole property including the lot. Interviewer: So the land is from the government?

Respondent 1: No, the lot is ours, also! We bought it. We bought all those land. That was our property also. And everything would be turned over to the LGU. But nobody could find that document.

Interviewer: Kuyawa [Weird].

Respondent 1: And that property financially would be very, very attractive. Why? They are building a huge complex there!

Interviewer: Yeah. I heard!

Respondent 1: And then they avoided our place, because they knew would have a bigger battle with the heirs of [unclear], the heirs of our boss.

Interviewer: So, what happened. What is it now? Is it still there?

Respondent 1: Still there, but it is used.. Before this Duterte came...

Respondent 3: Pero, guba na tay, oy [But, it's all broken, Pa].

Respondent 1: Yeah. They cannibalized everything there. No more floors. No more, all the equipment. In fact, my comrades from the United States, they cried, when I took them there. But they knew already the condition of the place. Before. That was being used for shabu [local name for cocaine-like drugs]. They have these writings... They have, etcetera. Hay [sighs], that's a very valuable piece of property. We put that at a very low price. OK. Any more? On financial? So, we remember that despite of attempts we had to depend on grants, on donors, but this private-sector thing, it's a very promising thing. But, our problem is age. So, we have to, we have to get the people involved. For instance, now, I use in BLDF for this drug advocacy, but actually this is [unclear], but I have no organization to use! So, in the certificate there is the logo of, eh, BLDF. I was laughing at myself. I am alone here. Holy Name University in coordination with Bohol Local Development Foundation [laughing]! With a logo in the certificate. I was laughing to myself. Because it would not be nice if [unclear]. But if this new idea, if we can form some

young people who will go by your idea, then that would be fine, because we don't want to lose also the PDMS, our experience, we don't want. It's a legacy that we, I want to take...

Respondent 3: The people at the NGO they have an attitude nga [that], we are afraid to earn! We want to give, to give, to give. We are ashamed to say we are earning.

Respondent 1: To say even, imagine. I will give you an example. The first project we did was funded by the World Bank. Remember? And we grab the idea, because, wow, we at the Ilaw International Center, we are the trainers of the World Bank! All their site managers in that project center, in the forest, in the near shore, etcetera, those were trained by us. First. That was our first...

Respondent 2: We earned so much from that, but all was taken by our papa big. Yeah. That's right!

Respondent 1: Yeah. But even then the rates that we charged for consultancy was very low. According to the consultants of World Bank.

Respondent 2: But nothing came to us. I was supposed to get 4 thousand per month and I signed all the donation papers. Not a single centavo went to me. My salary was only 3 thousand.

Respondent 3: She only got 3 thousand pesos.

Respondent 1: Yeah it went for the boss. We shared to the utility staff, but even then the boss would like to get a share from the earnings. He was so very... He was a multi-millionaire and he was the father of community development, but he was corrupted along the way.

Interviewer: Mao na ciguro ma'am Jie, no [That's probably it, ma'am Jie, no]? What you said earlier. Shame man gud [Shame probably].

Respondent 3: it's supposed to be business is business, but how can you pay the salaries of your employees, how can you give them incentives to the employees if you don't earn!

Respondent 1: That's why... That's why the concept of social enterprise is very attractive. But you have to be competent. It calls for a new breed of development workers. Not us. We seem to... Because we were brought up in that tradition that NGO workers are... They are not supposed to think of themselves. They have to sacrifice.

Respondent 2: But we can.. We can earn.

Respondent 1: But it has to be very strict!

Respondent 2: Excuse me. You rehab, sir. You are only getting 30 thousand?

Respondent 1: Yeah.

Respondent 3: Unsa man [What]? Ang rent [The rent]? Only 30!

Respondent 1: No, 60.

Respondent 4: 80 na man oy!

Respondent 1: 80, but they are saying so many things.

Respondent 4: 80, but everything is ours. The land, the beds.

Respondent 1: So, I think new, new people. If you can put in your study the new people they should eh... Those new ones they should be a social entrepreneur, di ba [should they not]? So they should not be afraid to earn, etcetera.

Respondent 2: We don't earn enough

Interviewer: It's true, bitaw. If you cannot help yourself, how can you help someone else?

Respondent 1: So, OK! Next, next! So, this one is OK already, ha?

Interviewer: Oo.

Respondent 1: So, I put it there. So, these are the things where... I don't know. It depends on you. So here. What did we choose from here? Did you choose from there?

Interviewer: I think some of the things were covered, like, social values were covered already.

Respondent 1: Political influence. What can we say about this? We normally shy away from the political influences in our affairs, but in our projects we include them. But we are careful about them. So, that's,

eh, it... Because they all... They only make use of us. Like this one, the governor. Eh, we, we spend for an activity and then we you went there. I did not go. When you went there to collect the cheque. Then he made it appear like it was a donation from the provincial government. This governor. Then, picture, picture. When in fact, we were the ones who paid for the activity. Then, they were supposed to reimburse! Things like that. And they made it appear like it was a donation to our foundation. So, we are weary of, eh...

Interviewer: But, ma'am... Miss Roslinda actually mentioned something that was really interesting to me. That, ehm, government used to have a negative attitude towards NGO's, because their perception is that NGO's are competing with them with regards to funds. And she blames that...

Respondent 1: Roslinda... Si Emmy?

Interviewer: Emily. Emilia Roslinda. Taga-PROCESS [From PROCESS]. She said that because of the previous, ehm... I think in the Philippines there were rebels sa una [once upon a time]. She said that sometimes the government's perception of NGO's is that they are also anti-government and then sometimes they are not willing to participate in any way or they even obstruct in the project you are doing. So, in your experience... Have you experienced the same type of attitude? Like, the government thinking that you are anti-government, that you are rebels. That you are against what they do and that you are only there to steal their budget...

Respondent 1: There are NGO's like that in Bohol, like the one [unclear], but they are legitimate NGO's. They are against some policies. Because the policy, actually, since the time of Ramos is, he retained the subversion law. So you can be [unclear], you can even declare that in public, you can even quarrel with the government as long as you don't [unclear] funds. They cannot charge you. They cannot charge you anything. That's the law. Eh, so, in the old, In the old days, there are some NGO's that are really leaning left. But before that law, if you are in the left, you are seen as a criminal already. So, in the.. The... He is correct. The government perceives them as, eh, eh, enemy! Not really as, etcetera. But, then, what happened was, it was not really like that, eh... What happened was that, eh, most NGO's they have the problem of survival. Including ours. Including them. So, what they did was, eh, they joined the BANGON, that's a federation of NGO's. We are not a member of that. We are member of the [unclear]. That one is for agriculture.

Respondent 2: Member sad. Member ta sa BANGON

Respondent 1: Hindi [No]! We are not a member. We did not, eh... Because the problem with BANGO is that, because they lack funding also, they competed with the NGO in getting projects and getting funds. That was really the main problem within the NGO movement. Eh, and us, we felt uncomfortable with that, no? They should [unclear] in our direction. Not compete with the members of their own. Now, what happened was, those leaders, Emmy, and the others, there are three of them, of women organizations. They joined the government. I mean, not officially. But they, they were the ones given projects by the government and they get also funding. As a matter of survival. We can understand that. Us, we did not do that. We survive on our own, because we believe that NGO's will be independent of government and should advantage of opportunities left behind by government efforts. We do not, we do not duplicate what they do, but we can demonstrate how things can be done. We are consistent with that all throughout our history. Even with Ilaw we did that. For forty years we have been consistent with that idea that we don't compete with them, we do not duplicate what they do. What they can't do, we pick that up. Like, like, going to. We are so crazy! Going to isolated communities. Now drugs [laughs]! But, if you can develop this study in terms of that. The need for us to survive and the need for us to be good at social enterprise, then we can breed a new organization. Then, rests the question. Will you call it the Bohol Local Development Foundation? In fact, that was my thinking before, that it should not be BLDF, it should be Island Development Foundation. This creates restrictions, no?

Because you are only operating in Bohol. That restricts our opportunities for economic... It can be more, like, international, or whatever. I was thinking this, like, Development with the Poor Foundation [laughs]. So, it will be attractive to donors, no? It's not for the poor, but with the poor. And then I researched, there was nothing like that! Because, originally I was thinking, because this organization that I join, they, they read the Bible [unclear]. Why is it that other organizations they have development for the poor, etcetera. And then, I watched another, just, Ministry for the Poor [unclear]. It would be attractive to donors. So, I was really thinking about that. Maybe next year [unclear] and then social enterprise. And then, we can go into private enterprise. And then you can raise money! Anyway. Hey, hey! Let's finish this. Political influence, we have... Eh, OK, any more?

Interviewer: Let's just pick out the ones that are relevant. And we can...

Respondent 2: Physical... Physical location.

Interviewer: Physical Location. You actually mentioned, sir, that, that with regards to your name, that it limits you to Bohol.

Respondent 1: You remember when we were in [unclear]? They didn't allow us to have, like, Island Development Foundation, Remote Island Development Foundation, or, like, Local Development Foundation? They have to put Bohol there! Because they said you are just [unclear] in Central Visayas. You have to have the name of the Province that... But that limits us, eh? Because that was the first question of the people that were donating to our... our donors. But it was a good thing that we were able to get from the Green Peace, even with that, eh... OK. Next. What else, here?

This we covered also, no?

Respondent 2: How about the micro-finance?

Respondent 3: We discussed that already

Respondent 1: Yeah. I said that already. That our error was the... The donor was, anno [ehm]... But we, but we are consistent about the poor. Poor people. But in the, but in that particular project the donors mingled.

Interviewer: With, with every project, you make sure that the stakeholders that can potentially influence the project in a good or bad way are identified prior to the project implementation?

Respondent 1: Yeah. Yeah, because that's part of the project preparation. And then, eh, what kind of training you provide. What kind of inputs you provide.

Interviewer: And how do you keep them engaged? So that they don't lose interest in what you are doing? How do you make sure they keep, eh... They stay engaged with the project? Because every stakeholder they should have some kind of, eh, how do you say that? They should know what they are doing it for. They should know what is in it for them. So how do you make sure that they keep being engaged within the project? Or if not actively engaged at least up to date.

Respondent 1: Yeah, the, eh, in our experience... Our assumption is that they can carry on their projects on their own. They, eh, so... Then, we are quite constrained to provide the kind of guidance, the kind of training required, because it is very... These are shorter projects all the time. They are left on their own even if they are not yet ready to be on their own. Customer identification with regards to retention.

Interviewer: With regards to commercial products do you identify... For example if you set up a commercial project such as the one, the... What was it?

Respondent 2: The calamay

Interviewer: No, I mean the one next to the Blood Compact Site.

Respondent 1: The Ilaw Internatoinal Center?

Interviewer: Yeah, the restaurant and the lodge. Was there any research done with regards to whether the product would appeal to tourists, would it even be...

Respondent 1: No, that's the... No, they were... No, that's a training center and then there is this dormitory and we have this café, restaurant.

Interviewer: So, you made use with what you had already?

Respondent 1: Yeah. What was part of the center became split. Became separated. Administered by a new corporate body that was... which was supposed to be a business which was justified as support to us. But it did not happen that way. We were the ones supporting them! We were the ones bringing the, the trainees, the donors, the guests who came to the dormitory, etcetera. That was a very, very important lesson for us, then.

Interviewer: I think the rest is discussed, or...

Respondent 1: So, the other ideas that we have before is that, eh... But more for my sake, but I was thinking of also involving, eh... [unclear]. That idea was given to me my boss before at UNDP [unclear]. One is, eh, One idea is have development tours. That will be good. That will require only marketing, etcetera, and then you can have development tours. You know all these places, then, we can have some flyers. Then, we can customize. We give you all the positive and negative experiences. That was my dream. Until now, if we could have a new organization [unclear].

Interviewer: And who would you target with that?

Respondent 1: Well, schools! Foreigners. Foreign schools, because I researched that. Foreign schools they require some kind of exposure to development work. That's part of their module. In fact I prepared already the brochures, bla bla bla. And, in fact, even without, eh, formally. We were instructed to do that by, eh... This [unclear] from Gensan, they came here with students. And then we practiced that one. That we would have tour guides, etcetera.

Interviewer: So, what is stopping you from implementing it now?

Respondent 1: One is, I have no staff. And I have no time, because I am still involved with this advocacy thing. Even this advocacy thing can be a subject for that. A real thing for. So, any more? Any more? So, with regards to the product with PDMS, we can still partner with, etcetera, but we cannot be the implementer. But, I have given them permission, the one, Tony and that one in Australia, to really think on how we will do... You can earn and then we will earn and let the product be [unclear].

Appendix XIII. Code Tree

Abbreviations:

Codes in the code-tree are assembled as follows: Method of Data Collection – Number of Interview .
Number of Respondent – Number of Fragment

Example: FGD-6.6-2

Focus Group Discussion, Interview number 6, Respondent number 6, Fragment 2

OI – Open Interview

FGD – Focus Group Discussion

OP – Online Publication

Axial Codes	Open Codes	Fragments
1. Project Beneficiaries	1.1 Description Target Beneficiaries	OI-1.1-3, OI-1.1-50, OI3.3-16, OP-9.12-11, OP-9.12-12
	1.2 Selection of Beneficiaries	OI-4.4-18, OI4.4-33, FGD-6.6-13, FGD-6.6-14, OP-7.10-30, OP-7.10-38, OP-9.12-18, OP9.12-30, OP-9.12-32, OP-9.12-36, OP-9.12-38, OP-9.12-39, OP-9.12-40
	1.3 Inclusion Beneficiaries in Decision Making Process	OI-3.3-40, OI-3.3-41, OI-4.4-37, FGD-6.6-1, OP-7.10-48, OP-8.11-1, OP-8.11-10, OP-8.10-10, OP-8.10-42, OP-9.12-5, OP-9.12-20
	1.4 Beneficiaries' Project Understanding	OI-1.1-20, OI-1.1-21, OI-2.2-38, OI-4.4-25
	1.5 Community Participation	OI-2.2-37, OI-4.4-4, OI-4.4-14, OI-5.5-26, OP-7.10-50, OP-8.11-2, OP-8.11-30, OP-8.11-37, OP-9.12-46
	1.6 Community Empowerment	OI-1.1-16, OI-2.2-18, OI-5.5-21, FGD-6.6-9, FGD-6.6-22, OP-7.10-9, OP-7.10-27, OP-8.11-8, OP-8.11-29, OP-8.11-41, OP-9.12-6, OP-9.12-19, OP-9.12-41
	1.7 Community Organization	FGD-6.6-5, FGD-6.6-5, FGD-6.6-34, OP-7.10-16
	1.8 Training and Monitoring	OI-1.1-17, OI-2.2-5, OI-2.2-32, OI-3.3-52, OI-4.4-32, OI-4.4-38, OI-5.5-19, OI-5.5-22, OI-5.5-23, FGD-6.6-4, FGD-6.6-21, OP-7.10-8, OP-7.10-24
2. Tourism Industry Bohol	2.1 Influence Local Tour Guides	OI-3.3-50, OI-3.3-51, OI-4.4-2, OI-4.4-8, OI-4.4-19, OI-4.4-31
	2.2 Influence Local Tour Agencies	OI-1.1-48, OI-1.1-49, OI-3.3-18, OI-3.3-29, OI-3.3-32, OI-4.4-20
	2.3 Accessibility of the Philippines	OI-3.3-27, OI-3.3-28, OI-4.4-1
	2.4 Physical Location	OI-2.2-36, OI-4.4-12, OP-8.11-22

Axial Codes	Open Codes	Fragments
3. Attitude of the Community	3.1 Attitude of the Local Government Bodies	OI-1.1-27, OI-1.1-28, OI-1.1-30, OI-1.1-31, OI-2.2-17, OI-2.2-19, OI-2.2-20, FGD-6.6-47, FGD-6.6-48, OP-7.10-18, OP-9.12-23, OP-9.12-50
	3.2 Attitude of the Beneficiaries	OI-1.1-26, OI-4.4-22, OI-4.40-24, FGD-6.6-17, FGD-6.6-18, OP-8.11-25, OP-8.11-26, OP-8.11-35, OP-9.12-24
	3.3 Short-Term View	OI-2.2-25, OI-2.2-26, OI-2.2-28, OI-2.2-29, OI-4.4-26, OI-4.4-29, OI-5.5-27
	3.4 Lack of Ambition	OI-1.1-35, OI-2.2-15, OI-5.5-13, OP-9.12-41, OP-9.12-47
	3.5 Wait-and-See Attitude	OI-2.2-27, OI-5.5-18
	3.6 Lack of Collectiveness	OI-5.5-14, OI-5.5-15, OI-5.5-16, OI-5.5-17, FGD-6.6-29, FGD-6.6-30
	3.7 Dependency Culture	FGD-6.6-28, OP-9.12-31, OP-9.12-48
4. External Factors	4.1 Economic	OP-7.10-1, OP-7.10-2, OP-9.12-3, OP-9.12-8, OP-9.12-16
	4.2 Socio-Cultural	OP-7.10-12, OP-7.10-13, OP-9.12-4, OP-9.12-7, OP-9.12-21, OP-9.12-34
	4.3 Environmental	OI-2.2-9, OI-2.2-10, OI-3.3-10, OI-4.4-7
	4.4 Political	OI-4.4-6, OI-4.4-28, OI-4.4-36, OI-5.5-3, FGD-6.6-8, OP-8.11-36, OP-9.12-22
5. Commercial Product	5.1 Description Product or Service	OI-1.1-1, OI-1.1-5, OI-1.1-10, OI-1.1-11, OI-1.1-39, OI-1.1-40, OI-2.2-7, OI-2.2-12, OI-2.2-30, OI-3.3-8, OI-3.3-17, OI-3.3-20, OI-3.3-35, OI-3.3-48, OI-5.5-1, OI-5.5-12, FGD-6.6-3, FGD-6.6-37, FGD-6.6-38, FGD-6.6-39, FGD-6.6-40, FGD-6.6-53, OP-7.10-5, OP-9.12-9
	5.2 Targeted Customer	OI-1.1-4, OI-1.1-41, OI-1.1-43, OI-3.3-19, OI-3.3-26
	5.3 Market Research	OI-1.1-34, FGD-6.6-52, OP-7.10-15, OP-9.12-29, OP-9.12-43
	5.4 Marketing	OI-1.1-46, OI-2.2-8, OI-2.2-11, OI-2.2-13, OI-3.3-22, OI-3.3-34, OI-3.3-42, OI-4.4-5, OI-4.4-23, OP-7.10-29, OP-8.11-27, OP-9.12-28, OP-9.12-35
	5.5 Product Development	OI-1.1-38, OI-1.1-42, OI-1.1-43, OI-3.3-19, OI-3.3-26
	5.6 Distribution Channels	OI-1.1-8, OI-1.1-9, OI-1.1-44, OI-1.1-47, OI-3.3-7, OI-3.3-14, OI-4.4-3, OI-4.4-9, FGD-6.6-7, OP-7.10-28, OP-9.12-26, OP-9.12-45
	5.7 Risk Management	OI-3.3-11, OI-3.3-21, OI-3.3-37, OI-3.3-39, OI-5.5-25, FGD-6.6-12, FGD-6.6-23
	5.8 Product Quality	OI-2.2-14, OI-4.4-10, OI-4.4-15, OI-4.4-16, OI-4.4-17
	5.9 Occupancy Rate	OI-1.1-51, OP-9.12-14, OP-9.12-33

Axial Codes	Open Codes	Fragments
6. Project Environment	6.1 Partners	OI-1.1-2, OI-1.1-9, OI-1.1-24, OI-1.1-25, OI-1.1-45, OI-2.2-23, OI-3.3-30, OI-3.3-33, OI-3.3-46, OI-4.4-27
	6.2 Influence and Handling of Stakeholders	OI-1.1-22, OI-1.1-29, OI-2.2-21, OI-2.2-39, OI-2.2-40, OI-2.2-41, OI-5.5-20, FGD-6.6-24, FGD-6.6-25, FGD-6.6-26, FGD-6.6-47, OP-7.10-32
	6.3 Influence and Handling of Competitors	FGD-6.6-3, FGD-6.6-20, OP-7.10-33
	6.4 Organizational Structure	OI-1.1-23, OI-1.1-33, OI-2.2-6, FGD-6.6-32, FGD-6.6-33, OP-7.10-39, OP-8.11-38, OP-8.11-39, OP-9.12-25
7. Internal Organization Not-for-Profit	7.1 Financial Dependency	OI-1.1-12, OI-1.1-13, OI-1.1-52, OI-1.1-53, OI-2.2-2, OI-2.2-22, OI-2.2-31, OI-2.2-33, OI-3.3-9, OI-3.3-13, OI-5.5-4, OI-5.5-5, OI-5.5-8, OI-5.5-10, OP-8.11-40
	7.2 Independency NGO	OI-3.3-1, OI-3.3-44, OI-3.3-45, OI-5.5-6, FGD-6.6-49
	7.3 Lack of Personnel	OI-3.3-23, OI-3.3-24, FGD-6.6-54
	7.4 Leadership Conflict	FGD-6.6-41, OP-8.11-17, OP-8.11-19, OP-8.11-28, OP-8.11-31, OP-8.11-32, OP-8.11-33, OP-8.11-34
	7.5 Traditional Mindset Not-for-Profit	OI-1.1-6, OI-3.3-36, FGD-6.6-44, FGD-6.6-46, OP-7.10-25
	7.6 Transparency	FGD-6.6-41, OP-8.11-17, OP-8.11-19, OP-8.11-28, OP-8.11-31, OP-8.11-32, OP-8.11-33, OP-8.11-34
	7.7 Income Generation	OI-2.2-34, OI-2.2-35, OI-3.3-3, OI-3.3-4, OI-3.3-5, OI-5.5-9, OI-5.5-11, FGD-6.6-11
	7.8 Project Continuation	OI-1.1-32, OI-4.4-11, OI-4.4-13, FGD-6.6-10, FGD-6.6-27, FGD-6.6-43, OP-7.10-4, OP-7.10-49, OP-8.11-18
	7.9 Project Time Frame	OI-4.4-21, OI-4.4-39, FGD-6.6-36, FGD-6.6-51, OP-7.10-10, OP-7.10-19, OP-7.10-21, OP-7.10-22, OP-7.10-23, OP-7.10-42, OP-7.10-43, OP-7.10-44, OP-7.10-45
	7.10 Change Agent	OI-1.1-18, OI-4.4-30, FGD-6.6-31, OP-7.10-32, OP-7.10-34, OP-7.10-35, OP-7.10-36, OP-7.10-37, OP-8.11-23, OP-9.12-2, OP-9.12-10, OP-9.12-27, OP-9.12-37, OP-9.12-49

Axial Codes	Open Codes	Fragments
8. Social Impact	8.1 Social Impact Creation	OI-1.1-7, OI-1.1-14, OP-8.11-14, OP-8.11-15, OP-8.11-16, OP-8.11-20, OP-8.11-21, OP-8.11-24
	8.2 Social Impact Measurement	OI-1.1-15, OI-3.3-38, OI-4.4-40, OI-5.5-7, OP-7.10-11, OP-7.10-40, OP-7.10-41, OP-9.12-17
	8.3 Safe Keeping of Social Aim	OI-1.1-37, OI-1.1-54, OI-3.3-15, OI-3.3-49
	8.4 Project Goal	OI-5.5-24, OP-7.10-3, OP-7.10-6, OP-7.10-7, OP-7.10-17, OP-7.10-20, OP-8.11-5, OP-8.11-6, OP-8.11-9, OP-8.11-12, OP-8.11-13, OP-9.12-1, OP-9.12-13
	8.5 Inclusion of the Private Sector	OI-1.1-36, OI-2.2-16, OI-2.2-24, OI-3.3-12, OI-3.3-35, OI-4.4-34, OI-4.4-35, OI-5.5-2, FGD-6.6-2, OP-9.12-44
9. Description Not-for-Profit	9.1 General Information Not-for-Profit	OI-2.2-1, OI-2.2-4, OI-3.3-2, FGD-6.6-50
	9.2 Development Approaches	OP-7.10-46, OP-8.11-7, OP-9.12-51