

SUSTAINABILITY: MYTH or REALITY?

Understanding the Concept and Nature of Sustainability and the Factors Affecting It

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The study analyzes two sustainability frameworks and centers on community-based and people-oriented development projects, focusing on the perceptions, specific circumstances and experiences of different stakeholders involved in these projects. The significant outcome of the study is the conceptualization of a more comprehensive and unified definition of sustainability and a rating scale for evaluating and monitoring development projects' progress towards sustainability.

Introduction

“Once upon a time, there were three blind men, Economy, Ecology and Culture, who lost their way into the forest of Liberstan. And as they wandered they stumbled upon Sustainability, a baby elephant. Economy landed against the broad and sturdy side of Sustainability and said: “Bless me! But this phenomenon is like the wall of financial stability!” Ecology reached out an eager hand, and felt about the knee. “What enormous beast is this? Clearly this phenomenon is like a tree of environmental development and protection!” Culture chanced upon the ear, and exclaimed: “This truly is a marvel for this phenomenon is like a fan of cultural diversity and integrity!” And so these men of Liberstan disputed loud and long, each in his own opinion exceedingly stiff and strong, though each was partly in the right and all were in the wrong!”¹

Language is a toolkit with which we conduct our work, as well as the substance upon which we work. It is made up of concepts with which we

understand realities and communicate to others (Gerring, 1999). As we struggle to comprehend realities, we form new concepts or redefine existing ones. Knowledge grows and widens as issues and dilemmas are tackled and resolved. In any field of science, concept formation is critical. Furthermore, a clear understanding of the concept is necessary so it can be monitored and measured effectively.

The anecdote just narrated illustrates the present day issue concerning the concept and nature of sustainability. Sustainability has become an important component of the human development paradigm and has been considered the yardstick with which development is measured. However, the concept and nature of sustainability remains complex and vague and is continuously evolving.

A unified and common definition has not been reached nor a measuring system for it been adequately designed. Its definition varies depending on the circumstances and the purposes of project implementers. Leghid (2007), for example, defined sustainability as the ability of an organization to continue, maintain and prolong its institutional structure and production of benefits for its intended client population vis-à-vis demographic changes, fluctuation in the source and level of funding, consumer demands and organizational performance in pursuit of its mission. On the other hand, Mancini (2004) defined sustainability as the capacity of programs to continuously respond to community issues. Meanwhile, Venus-Maslang (2000) defined sustainability as the ability of a group or an organization to effectively manage and carry out a program or project after donor assistance ends. Although these definitions and measurements of sustainability vary, each sheds light on the concept. Moreover, these were based on concrete experiences of project implementers and have contributed to a better understanding of the concept and nature of sustainability. Thus, they are taken into consideration in this study.

Research Objectives

While the objective of the research is to attain a more universal definition and measuring system of sustainability, it aimed specifically at:

1. generating a qualitative and quantitative analysis for the clarification and adequate explanation of the concept and nature of sustainability, as understood and perceived by the different stakeholders involved in project development and implementation; and
2. designing a Sustainability Rating Scale, a monitoring tool that will serve as a compass to guide development practitioners in managing, monitoring and evaluating their progress towards sustainability.

Research Design and Methodology

In this study, the researcher assumed that sustainable development is concretized in each sustainable project. Thus, it looked into the relationship and interconnectedness of the different elements and factors concerning the nature of sustainability as concretized in specific development projects. In addition, the study took into account the determined and combined efforts and contributions of all those who took part in pursuing sustainable development.

The study is descriptive and exploratory. Grounded theory, a qualitative research method that develops theory from the close observation of the data itself, supports the research. It is a multiple-case study that employed both qualitative and quantitative techniques of data gathering and analysis. The qualitative data were gathered through review of documents, field observation, focus group discussions (FGD) and key informant interviews (KII), while the quantitative data were gathered through a survey of the projects' beneficiaries, including both active and inactive members.

It analyzed two sustainability frameworks, namely, the Sustainable Integrated Area Development Framework (SIAD) and the Community-Driven Development Framework (CDD). It centered on community-based and people-oriented development projects, focusing on the perceptions, specific circumstances and experiences of different stakeholders involved in the said projects. It examined

the development projects of The Philippines-Australia Community Assistance Program (PACAP) and the Kapit-bisig Laban Sa Kahirapan – Comprehensive and Integrated Delivery of Social Services - Kapangyarihan at Kaunlaran Sa Barangay (KALAHY-CIDSS-KKB). PACAP projects employed the Area Focused Approach, a development approach similar to the Sustainable Integrated Area Development framework while the KALAHY-CIDSS-KKB projects used the Community-Driven Development approach.

From among the PACAP projects that were approached, Handicraft of Aklan Multi-Purpose Cooperative (HAMPCO) and Kalibo Vendors and Farmers Multi-Purpose Cooperative (KVFMP) agreed to participate in the study. HAMPCO is a piña-abaca weaving cooperative while KVFMP is a credit cooperative. Both are engaged in economic activities and are located in Kalibo, Aklan.

The development projects chosen for KALAHY-CIDSS – KKB were the Health Center of Brgy. Macabang and the Water System of Brgy. Bacjawan Norte. Both are community-based projects located in Concepcion, Iloilo. These projects were selected due to their proximity and accessibility to the town proper of Concepcion.

Primarily, these were selected based on the following criteria:

1. community-based – people oriented development projects;
2. projects with grant recipients who were able to continue after grant agreements had been concluded; and,
3. pilot projects that have been in operation for at least five years from the time the study was conducted.

The study consisted of three phases. The first phase consisted of identifying the initial set of variables that were utilized in the study. Focus group discussion (FGD), a participatory technique of gathering data, was employed in this phase. The second phase consisted of key informant interviews (KII) aimed at deepening the knowledge of the concept and nature of sustainability and, at

the same time, focused on coming up with more accurate and comprehensive categories of variables. Modified Delphi technique of data gathering and analysis was employed in these phases. The third phase of the study was a survey administered to the beneficiaries of the projects. Convenience sampling, a non-probability sampling design, was used due to the difficulty in locating the respondents. The survey was carried out among 202 beneficiaries of the projects, including both active and inactive members.

The survey results became the basis for conceptualizing the definition of sustainability and designing the Sustainability Rating Scale. Exploratory factor analysis, a multivariate statistical technique that aims to define underlying structures or constructs in a data matrix, was employed in this phase. Statistical Analysis Software (SAS) was employed as an aid in factor analysis.

Background of the Organizations Included in the Study

The Philippines-Australia Community Assistance Program (PACAP)

PACAP is a fund support facility for community-based poverty alleviation projects aimed to reduce poverty and improve the standard of living of poor communities. Specifically, it supports community-initiated sustainable poverty alleviation projects and assists in the capability-building initiatives of the non-profit sector (primarily NGOs and POs) as well as Local Government Units (LGUs) providing services that meet community-initiated needs. Through time and experience, PACAP has developed a strategical framework for sustainable development called Area-Focused Approach (PACAP, 2005), an area-based approach to development that entails choosing a geographic area where integrated and complementary interventions could be delivered, with the objective of creating sustainable impact from the mobilization of a critical mass of stakeholders in support of priority issues and development activities. This strategy has evolved into the Focal Community Assistance Scheme (FOCAS) which has been enforced since 2004.

Handicraft of Aklan Multi-Purpose Cooperative (HAMPCO)

HAMPCO is a multi-purpose cooperative engaged in the weaving and processing of piña, abaca, silk and raffia fibers using the traditional handlooms. They also produce bags, shawls, placemats and table runners using natural fibers which are marketed locally and abroad. Until now, this centuries old industry is very much a part of the history, tradition and culture of Aklan and continues to be a source of income of many families in the province.

Kalibo Vendors and Farmers Multi-Purpose Cooperative (KVFMP)

Kalibo Vendors and Farmers Multi-Purpose Cooperative (KVFMP) is a micro-finance cooperative extending loans to farmers and vendors as well as providing other financial services such as savings and time deposit. In addition, it now operates a Health Plus outlet and a Coop Life Insurance.

The KApit-bisig LAban sa kaHirapan – Comprehensive and Integrated Delivery of Social Services - Kapangyarihan at Kaunlaran Sa Baranggay (KALAHI-CIDSS – KKB)

KALAHI-CIDSS – KKB, a nationwide poverty alleviation project of the government was implemented by the Department of Social Welfare and Development (DSWD) in 2003. Its main objectives are as follows:

- to empower communities;
- to improve local governance;
- to reduce poverty.

Financed through a loan from the World Bank (WB), it provides grants to communities for development projects which have been chosen and implemented by the communities themselves. Community-Driven Development, an approach to development interventions that gives control of decisions and resources to community groups, was adopted as a strategy to arrive at sustainable development and was referred to as the *KALAHI-CIDSS Community Planning*

and *Sub-Project Cycle (CPSPC)*. This process evolved into what is enforced and known today as the *Community Empowerment Activity Cycle (CEAC)* process. It is implemented in four stages consisting of a 16-step process designed to mobilize systematically the capacity of local people to prioritize their development needs, design activities, seek technical assistance, manage resources, and implement and sustain development actions aimed to:

- empower communities to participate in decision-making in ways that will improve their skills, strengthen their sense of responsibility and human dignity;
- use community projects as a vehicle to promote representation, accountability and reduce poverty; and,
- strengthen the linkage between communities and their local government units.

Concepcion, Iloilo

Concepcion is the pilot area of the KALAHI-CIDDS-KKB in Western Visayas. Among the 23 barangays of Concepcion that were included in the first cycle of the project implementation, only Brgy. Macabang and Brgy. Bacjawan Norte were included in the study. These barangays were chosen because of their proximity and accessibility to the town proper of Concepcion.

Brgy. Macabang, located at the eastern part of the town proper, has seven sitios with a land area of 946.72 hectares and an estimated population of 1,594 as of 2005. Its major source of income is primarily palay farming. Their project consisted of the construction and operation of a health center. At present, the health center is managed by a qualified health worker and supervised by the local barangay officials. It is financed by the donations of patients, community members and the barangay itself.

Brgy. Bacjawan Norte, located at the northern part of the town proper, has three sitios with a land area of 155.55 hectares and an estimated population

of 741 as of 2007. Its major source of income is fishing, farming and the raising of livestock. Their project consisted of the construction of an elevated water tank which supplies potable water to 70 out of the 134 households of the whole barangay. At present, a local water association, created solely for managing and monitoring the water system, oversees the operation and maintenance of the water system, as well as the collection of water distribution fees that financially supports the water system. The water distribution fees are used mainly to pay for maintenance.

Research Findings

Correspondence Analysis of the Concept and Nature of Sustainability

After reaching the necessary number of respondents and establishing the appropriateness of factor analysis, a correspondence analysis² on the concept and nature of sustainability was performed. The ratings they gave on the words or phrases that describe the concept and nature of sustainability were analyzed and categorized under “*naglalarawan*” (describe) which means that the respondents associate the phrases with their idea of sustainability; “*hindi naglalarawan*” (does not describe) which means the contrary; and, “*neutral/undecided*” which means they are uncertain whether the phrases mentioned describe sustainability or not.

The results of the correspondence analysis shown and summarized in Table 1 reveal that in general, the beneficiaries give importance to their personal commitment and participation in the project and on the effort each individual member can and should contribute to the attainment of the project’s goal and consequently its sustainability (cf. nos. 13, 17 and 21; 29 and 32). The data also reveal that the spirituality of the person influences the project’s sustainability (cf. no. 15). This can be seen from the ratings given by respondents from Brgy. Macalbang, HAMPCO and KVMPC to the word “*panalangin*” (used in the context of “*gabay ng Panginoon*”) and who, in general, associated the word with the concept and nature of sustainability. Only Brgy. Bacjwan Norte remained

neutral/undecided. Furthermore, without discounting the importance of economic considerations, the data reveal that these were not generally associated with the concept and nature of sustainability (cf. nos. 18 and 25).

Elements of the Concept and Nature of Sustainability and the Factors Affecting It

Table 2 and Table 3 present the results of the survey participated in by 202 beneficiaries, including both the active and inactive members of the communities and cooperatives. These factors received the top eigenvalue i.e., when these set of respondents were asked about their experience in planning and implementing projects, what came immediately to their mind as elements and factors affecting project sustainability were these criteria. The data are the articulation of the beneficiaries' perspective on the concept and nature of sustainability and the factors affecting it.

The main finding of the study is the importance given by the beneficiaries and those who were directly involved in the different stages of the projects to the spiritual and human qualities that each individual member has as important attributes of sustainability, i.e., significance is given to what each individual person can do and the effort each one exerts to contribute to the attainment of the project goals and objectives. Likewise, it is noteworthy that the data gathered on factors affecting sustainability yielded similar results. The data reveal that, in general, the ultimate beneficiaries consider human qualities as the primary set of criteria in defining sustainability and identifying factors that affect it. Thus, what is implied here is that, in any development undertaking, the most important factor to consider is **the worth of the human person as an active agent and partner for sustainable development**. The success or failure of a project and consequently, its sustainability, depends primarily on one's effort and sense of responsibility/duty to lend a hand and do his/her part in moving the project forward. Collective action is not possible without the cooperation of each individual person.

These findings, as evidenced by the data gathered from the actual experiences of people, vary from what can be found in the majority of existing literature, which defined sustainability in relation to project continuity and the dynamics of groups. Moreover, the data reveal that although the nature and purposes of these development projects vary, the human qualities and attributes that render the projects sustainable, as identified by the stakeholders, remain the same.

The data further illustrate that a development project is sustainable when those who constitute it have a good grasp of its nature and purpose. This motivates them to willingly commit themselves to the endeavor. This allows them to use their freedom well and uplift their dignity because they are able to contribute to something good not only for themselves but for the entire community. This insight finds support in the Universal Declaration of Human Rights made by the United Nations stating that the *“recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world. The peoples of the United Nations have in the Charter reaffirmed their faith in the fundamental human rights, in the dignity and worth of the human person and in the equal rights of women and men and have determined to promote social progress and better standards of life in larger freedom.”* It is good to mention at this point the significance of the *“bayanihan system”* and the *“spirit of volunteerism”* that characterize Philippine culture. These are positive traits that we as a people can strengthen.

Another significant finding of the study is that economic considerations, although important, are not foremost in the minds of those who were directly involved in the projects as a factor affecting sustainability. What the data reveal is that sustainability hinges on the harmonious relationships that exist among those involved in the projects. From their point of view, the success and the sustainability of projects are dependent on and are measured in terms of relationships and not according to material/monetary worth. One KII participant who said that *“unity is the foundation of their organization”* graphically expresses this by saying *“Kung hindi kami nag-kakaisa, san na kami ngayon?”* (If we are not united, where will we be now?)

It is also noteworthy that environmental considerations were not mentioned in any of discussions. Their environment is still pristine and they have not experienced the effects of environmental degradation. This may not be particularly relevant at present because their pressing needs are the bare necessities of life, such as clean water, health facilities, and source of daily income.

Lastly, an important finding of this study is the emergence of "*panalangin*" (act of praying) used in the context of "*gabay ng Panginoon*" (i.e., to ask guidance from God) as an attribute of the concept and nature of sustainability and as a factor affecting project sustainability. While it seems that "*faith in God*" manifested in "*panalangin*" belongs to the spiritual dimension of the human person and has no direct relation to project sustainability itself, we cannot discount the fact that the protagonist of any development undertaking is the human person who happens to be a composite of matter and spirit. Everything a person does has both material and spiritual dimensions and affects his/her totality that cannot be dichotomized. The deep spirituality of Filipinos in general influences everything they undertake.

Conclusion and Recommendations

After having considered all the data, the study concludes that the human and spiritual values that characterize the stakeholders are the core of sustainability. These values are the source of their commitment to the project. Furthermore, the spiritual values they uphold provide the basis for its continuity in the midst of threats. They are the source of their strength and impel them to carry on despite difficulties and obstacles. Thus, the primacy of the human person, i.e. putting premium on human development, is foremost in any development project.

This study also argues that although the results of the data gathered pertain primarily to the spiritual and human qualities of the development players, they are relevant to sustainability and consequently to sustainable development, since these values are universal. Moreover, when these values are developed and strengthened, they will contribute greatly to sustainable

development since issues on sustainable development concern human acts. For example, environmental degradation is mainly caused by misuse and exploitation of resources. Poverty is another example, which can be caused by corruption, lack of justice, etc. Thus far, the study cannot be taken as the standard; there are determining factors and cultural realities specific to certain communities. Nonetheless, this can be a reference and a springboard to standardization, since these communities compose part of the realities of human conditions.

Finally, this study suggests a definition of sustainability as: ***the quality of development projects to continue, which is achieved through the interplay of human and spiritual qualities that contribute to the attainment of its goal and mission.*** It is a quality, i.e., an essential characteristic that describes a development project just as effectiveness, relevance and timeliness are essential characteristics of development projects. It is achieved through the interplay of human and spiritual qualities and depends primarily on whether each individual person plays his/her role as an active agent and partner for sustainable development, i.e. if each individual exerts effort to contribute to the attainment, and eventually has the sense of ownership, of the development project's goal and mission.

Figure 1 shows the new schematic diagram proposed by the study, drawn from the data gathered on the concept and nature of sustainability and the factors affecting it. Furthermore, a Sustainability Rating Scale, also drawn from the study, is shown in Table 4. It is a monitoring tool that will help in evaluating on-going projects. The scale was designed based on the results of the rotated factor solution generated from the data as shown in Table 5. It will determine the presence and level of the four factors (*Pag-aangkin ng Proyekto, Maaasahan at Masasandigang Pamumuno, Pag-aako at Pakikibahagi, and "Kaangayan"*) that contribute to project sustainability as identified by the study. If these factors are present and the ratings are high, then it can be assumed that the project will be sustainable. If one factor is missing or the ratings are low, a course of action has to be taken in order to make the project sustainable.

The findings of the study recommend a strategy that will incorporate the *formation of human and spiritual values* and will highlight the cultural and spiritual sensitivity among community members and leaders, thereby reinvigorating and strengthening the *spirit of volunteerism* and the value of *bayanihan*. Perhaps a mechanism that will ensure that the said values are assimilated and lived can be installed. For example, commitment can be measured by a high level of attendance during meetings, or transparency of financial controls.

A noteworthy experience and lesson which the study was able to document is the strong *collaboration* between the community members and local government unit of Concepcion which facilitated greatly the dissemination of relevant information and served as effective means of soliciting the involvement of community members. Thus, the study recommends that in implementing similar projects, collaboration between the community members and its local government unit needs to be developed.

To enhance data on the concept and nature of sustainability and factors affecting it and to be able to set up standardized indicators of sustainability, it is recommended that the study be replicated in other areas and on a larger scale. Also, comparative testing of the reliability and effectiveness of the Sustainability Rating Scale can be performed among the projects of KC and PACAP. Moreover, should further study be undertaken, it is advisable to put on board an expert on Philippine culture, and to undertake project visits after 10 years to see if there are changes in the perceptions of people.

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TABLE 1: CORRESPONDENCE ANALYSIS MATRIX

	CONCEPT OF SUSTAINABILITY	NAGLALARAWAN	HINDI NAGLALARAWAN	NEUTRAL/ UNDECIDED
13	Walang iwanan kung may problema	Macabang Bacjawan Norte HAMPCO		KVFMPCC
17	"Mentener para sustener"/ "susteneron" (to sustain it, it has to be maintained.)	Macabang HAMPCO KVFMPCC		Bacjawan Norte
21	Pagbabahagi ng ideya para malutas ang problema	Macabang Bacjawan Norte HAMPCO		KVFMPCC
29	Patuloy na supporta ng miembro ng komunidad at ng mga barangay officials		HAMPCO KVFMPCC	Macabang Bacjawan Norte
32	Partisipasyon ng komunidad	Macabang Bacjawan Norte		HAMPCO KVFMPCC
15	Panalangin	Macabang HAMPCO KVFMPCC		Bacjawan Norte
18	Kakayahang makabayad ng paninda at makapagpatuloy sa paglinda araw-araw	HAMPCO KVFMPCC	Macabang	Bacjawan Norte
25	Mayroon laging bumibili ng produkto		Macabang Bacjawan Norte	HAMPCO KVFMPCC
11	Sipag at tiyaga/hardwork	Macabang Bacjawan Norte		HAMPCO KVFMPCC
19	May bukas na pakikipagtalastasan sa pagitan ng miyembro	Macabang Bacjawan Norte		HAMPCO KVFMPCC
20	Sakripisyo ng namamahala at ng bawat miembro	Macabang Bacjawan Norte		HAMPCO KVFMPCC
24	Marunong ang namamahala	Macabang Bacjawan Norte		HAMPCO KVFMPCC
27	Kooperasyon ng mga miembro ng komunidad/kooperatiba/ stakeholders	Macabang Bacjawan Norte		HAMPCO KVFMPCC
28	Kung ang bawat isa ay may malasakit sa proyekto	HAMPCO KVFMPCC		Macabang Bacjawan Norte

Table 1- Continued

2	Patuloy na pagtutulungan ng mga miyembro ng komunidad/kooperatiba	Macalbang HAMPCO	KVFMPC	Bacjawan Norte
3	Malasakit sa isa't isa	Macalbang HAMPCO	KVFMPC	Bacjawan Norte
4	Paghahanda ng lahat nang kinakailangan para sa operasyon ng proyekto	Macalbang Bacjawan Norte	KVFMPC	HAMPCO
5	May transparency, klaro sa lahat ang nangyayari sa proyekto	Macalbang Bacjawan Norte	KVFMPC	HAMPCO
6	Pagsisikap ng mga miyembro para makabayad ng utang nila sa association/kooperatiba	Macalbang Bacjawan Norte	KVFMPC	HAMPCO
7	Kakayahang makagawa ng mga produkto o makapagbigay ng panibagong serbisyo	Macalbang HAMPCO	KVFMPC	Bacjawan Norte
8	Pagkakaisa	Macalbang HAMPCO	KVFMPC	Bacjawan Norte
10	Paglinang pa ng proyekto para hindi mawala	Macalbang Bacjawan Norte	KVFMPC	HAMPCO
12	Kakayahang ipagpatuloy ang proyekto para sa mga susunod na henerasyon	Macalbang Bacjawan Norte	KVFMPC	HAMPCO
14	Nakakapagpatuloy ang proyekto kahit wala ng "external aid"	Macalbang Bacjawan Norte	KVFMPC	HAMPCO
16	Kakayahang magpasweldo araw-araw	Macalbang HAMPCO	KVFMPC	Bacjawan Norte
22	Pagpapatuloy ng edukasyon (skills training, seminars, conferences, etc.)	Macalbang HAMPCO	KVFMPC	Bacjawan Norte
23	"Commitment" o dedikasyon ng mga miembro o nagboluntaryo	Macalbang Bacjawan Norte	KVFMPC	HAMPCO
26	Pagiging "vigilant" ng mga miembro sa pag-monitor ng proyekto	Macalbang Bacjawan Norte	KVFMPC	HAMPCO
30	Kakayahang makapagpatuloy ng pang-araw-araw na operasyon	Macalbang	Bacjawan Norte	HAMPCO KVFMPC
31	Hindi nagtuturuan kapag may problema	KVFMPC	HAMPCO	Macalbang Bacjawan Norte
1	"Attendance" o pagdalo sa mga meeting ng komunidad/kooperatiba	Macalbang	HAMPCO KVFMPC	Bacjawan Norte
9	Pagtamo ng mga bagong benepisyo	Macalbang	HAMPCO KVFMPC	Bacjawan Norte

TABLE 2: ELEMENTS OF THE DEFINITION OF SUSTAINABILITY SURVEY RESULTS AMONG THE PROJECTS' ULTIMATE BENEFICIARIES

FACTOR	FACTOR LABEL	UNDERLYING CONSTRUCTS	Interpretation of Constructs*
Factor 1 12.4343735	Pagpapahalaga at Pagyakap sa Proyekto (Sense of Commitment / Embrace the project)	<ul style="list-style-type: none"> ➢ Attendance o pagdalo sa mga meeting ng komunidad ➢ Patuloy na pagtutulungan ng mga miyembro ➢ Malasakit sa isa't isa ➢ Paghahanda ng lahat nang kinakailangan para sa operasyon ng proyekto (this refers to succession in management although not limited to it) ➢ Commitment o dedikasyon ng mga miyembro ➢ Kooperasyon ng mga miyembro ➢ Pagsisikap ng mga miyembro para makabayad ng utang ➢ May transparency 	This factor is the articulation of the ultimate beneficiaries' stance on the project, i.e. the importance one gives to the project. "What is my stand on the project and the value I give to it." This is at the "level of value" and is internal to the person. This refers to one's understanding of the purpose and goals of the project and one's level of conviction and because of that conviction one is ready to embrace everything, including difficulties to be able to achieve the goals of the project. Its Filipino equivalent is "paninindigan o pagbibigay halaga sa proyekto at kumbinsido sa magandang layunin at maidudulot ng proyekto at dahil dito ako ay maglalaan ng panahon at ng aking sarili para isakatuparan ang mga mithiin ng proyekto" "Kumbinsido" presupposes "kalinawan ng proyekto" that is, the goals and direction of the project are clear to all those involved. Given these circumstances, it can be assumed that transparency, which is a characteristic feature of honesty and justice, as a requirement for sustainability exists in their organization.
Factor 2 1.4247236	Pagsasalooob at Pagtagayud sa proyekto (Identification with the project and Determination to attain the project goals and objectives)	<ul style="list-style-type: none"> ➢ Pagtamo ng mga bagong benepisyo ➢ Kakayahang magpasweldo araw-araw ➢ Mentener para sustener ➢ Pagiging vigilant ng mga miyembro sa pag-monitor ng proyekto ➢ Kung ang bawat isa ay may malasakit sa proyekto ➢ Patuloy na suporta ng miyembro ng komunidad at mga brgy oficial ➢ Hindi nagtuturuan kapag may problema ➢ Partisipasyon ng komunidad 	This factor is a consequence of Factor 1 and belongs to the "Level of Action." Because one understands and is convinced about the project, it is manifested externally with concrete deeds that lead to the attainment of their goals and objectives. This factor is their articulation of what they think should be done in order to attain sustainability. This also refers to the relationships that exist among those who are involved in the project originating from one's "paninindigan" i.e., conviction. Furthermore, this refers to one's dedication and commitment to the project.
Factor 3 1.0911160	Kakayahang mapanatili ang proyekto (Capacity to carry on / maintain the project)	<ul style="list-style-type: none"> ➢ Pagkakaisa ➢ Sipag at tiyaga ➢ Kakayahang makagawa ng mga produkto o makapagbigay ng panibagong serbisyo ➢ Paglinang pa ng proyekto para di mawala ➢ Kakayahang ipagpatuloy ang proyekto para sa susunod na henerasyon ➢ Nakakapagpatuloy ang proyekto kahit wala ng "external aid" o tulong mula sa iba 	This factor is their articulation of the necessary steps and measures they have to undertake in order to continue and be sustainable without relying on external assistance. This refers to one's level of involvement in the project and their capability as an organization to carry out the project.
Factor 4 0.8396361	Pangangasiwa at Pagtatangkil ng proyekto (Governance and Collaboration)	<ul style="list-style-type: none"> ➢ Panalangin ➢ Walang iwanan kung may problema ➢ Marunong ang namamahala ➢ Sakripisyo ng namamahala at ng bawat miyembro ➢ May bukas na pakikipagtalastasan sa pagitan ng miyembro ➢ Pagbabahagi ng ideya para malutas ang problema ➢ Pagpapatuloy ng edukasyon ➢ Mayroong laging bumibili ng produkto ➢ Kakayahang makabayad ng paninda at makapagpatuloy sa pagtitinda araw-araw 	This factor is their articulation of how the project is governed and how conflicts are managed so that it will attract the others to join in. The first seven constructs refer to the qualities of both members and officers and the type of governance they implement. In this case, it can be inferred that they implement collective governance. The last two constructs refer more to economic activities, which manifest the attraction others have for the project and their capability to continue.

* Dr. Leocito Gabo helped the researcher with his insights on the initial interpretation of the underlying constructs.

**TABLE 3: FACTORS AFFECTING SUSTAINABILITY
SURVEY RESULTS AMONG THE PROJECTS' ULTIMATE BENEFICIARIES**

FACTOR	FACTOR LABEL	UNDERLYING CONSTRUCTS	Interpretation of Constructs
Factor 1 17.1057335	Pag-aangkin ng proyekto (Sense of Ownership/ and Valuation of the project)	<ul style="list-style-type: none"> ➤ Determinasyon ng bawat miyembro na isakatuapan ang proyekto ➤ Kagustuhang tumulong sa proyekto ➤ Kagustuhan ng mga miyembro na magbigay ng kanilang panahon para sa proyekto ➤ Malasakit ng mga miyembro ➤ Dedikasyon ng mga miyembro ➤ Kooperasyon ng mga miyembro ➤ Paglinang sa kakayahan ng mga miyembro ng komunidad ➤ Epektibong komunikasyon sa pagitan ng miyembro at ng namamahala nito ➤ Sama-samang pagbuo ng desisyon ➤ Bayanihan ➤ Suporta ng mga brgy. Officials Conflicting interest ➤ Pagkakaroon ng kai-kaibigan sa pagboto at pagpili ng proyekto 	This factor refers to one's valuation of the project and sense of ownership. The underlying constructs refer mostly to the internal disposition or personal conviction of those involved in the project to commit themselves to the goals and objectives of the project and the attitude they have to take if they are to achieve these goals and objectives. This conviction influences their attitude and is manifested in external actions. For example by one's "kagustuhang tumulong, kagustuhang magbigay ng panahon," etc. which can be summarized as "pakikisama at pagsasanay para sa pakikipag-ugnay"
Factor 2 1.9373808	Maaasahan at Masasandigang pamumuno (Dependable, Reliable and Trustworthy Governance)	<ul style="list-style-type: none"> ➤ Klaro ang mga layunin at ang patutunguhan ng proyekto ➤ Kaalaman ng mga miyembro kung ano ang layunin at patutunguhan ng proyekto ➤ Malinaw sa lahat ng kasama sa proyekto ang kanilang responsibilidad at tungkulin ➤ Malinaw at klarong sistema ng pagtatala ng pinansyal na transaksyon ➤ May transparency ➤ Magagaling na mga opisyal na nagpapatakbo ng proyekto ➤ Magaling at determinadong pamumuno ➤ Paninindigan sa isang desisyon ➤ Pagkonsulta sa mga miyembro ➤ Aktibo at tuloy-tuloy na partisipasyon ng mga volunteers 	This factor refers to the qualities of good and effective governance and at the same time to the qualities of both the leaders and members that contribute to the sustainability of the organization. What is implied here is that these are the characteristics that these respondents have seen in their organization and among themselves that helped them achieve sustainability.
Factor 3 1.2370250	Pag-aako at Pakikibahagi (Personal Responsibility & Sense of Duty)	<ul style="list-style-type: none"> ➤ Pagsali sa kooperatiba ng mga tao ➤ Attendance o pagdalo sa meeting ➤ Pagkakaroon ng regular na meeting ➤ Pagsasakripisyo ng mga miyembro ➤ Marunong na manggagawa ➤ Panalangin ➤ Filipino sense of "Kamag-anak" 	This factor refers to the strong relationships that exist among those involved in the project and these underlying constructs are external manifestations of it. It also refers to qualities that contribute to their solid and strong relationship. This means to personally assure / ensure that one will contribute to the project and undertake whatever is necessary to attain the goals and objectives of the project
Factor 4 0.7793393	"Kaangayan" (Honesty and Sense of Justice)	<ul style="list-style-type: none"> ➤ Pagiging patas sa lahat ng miyembro ➤ Pagsasantabi ng pansariling interes ➤ Paghahanap ng bagong miyembro ➤ Bukas at epektibong sistema ng komunikasyon ➤ Suporta mula sa ibang institucion ➤ Korapsyon ➤ Maayos na pagtatala ng mga transaksyon ➤ Masyadong komplikadong mga dokumento 	"Kaangayan" is a Visayan term that is equivalent to justice. It comes from the word "angay" which means "kabagay," "in-tune with," or "capacity to easily adjust." It is also a word that relates to righteousness and what should be done for the good of all, i.e. the common good. This factor refers to the specific qualities of those involved in the project that will contribute to the attainment of their goals and objectives but also of what is beneficial for all.

TABLE 4: SUSTAINABILITY RATING SCALE

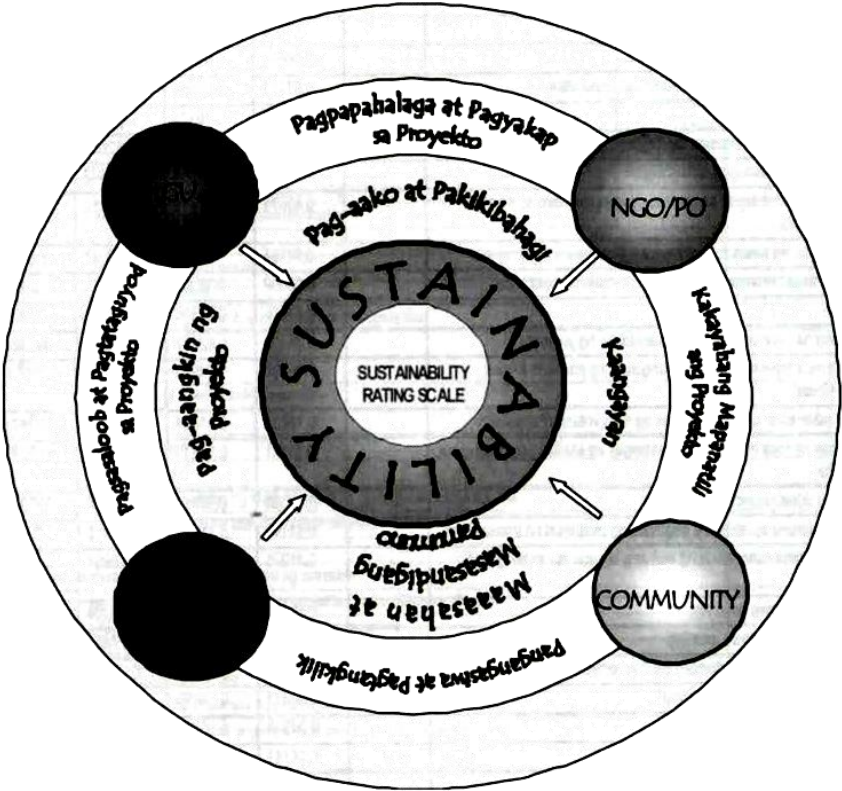
Ang sumusunod na lupon ng mga salita ay maaari o hindi maaaring makaapekto sa "sustainability" ng isang proyektong pangkaunlaran. Meron po tayo ditong scale. Base sa inyong karanasan bilang miembro ng komunidad o kooperatiba, pakigraduhan ang mga ito mula 1 hanggang 10. Ang bilang 1 ay ang pinakamababang nakakaapekto sa sustainability at ang bilang 10 ay ang pinakamataas na nakakaapekto sa "sustainability." Habang ang sagot ninyo ay lumalapit sa 1 ay lumalabas na base sa inyong karanasan hindi nito gaanong naapektohan ang "sustainability" ng isang proyekto at habang ito naman ay papalapit sa 10 lumalabas na base sa inyong karanasan ito ay mas naapektohan nito ang "sustainability" ng isang proyekto.

LUPON NG MGA SALITA	Rating
Determinasyon ng bawat miyembro na isakatuparan ang proyekto	
Pagkonsulta sa mga miembro ng komunidad/kooperatiba	
Sama-samang pag-bubuo ng desisyon	
Marunong na manggagawa (Skilled workers)	
Kagustuhang tumulong sa proyekto	
Paglinang sa kakayahan ng mga miembro ng komunidad/kooperatiba	
Malasakit ng mga miyembro	
Dedikasyon ng mga miyembro	
Kooperasyon ng miembro ng komunidad/kooperatiba	
Panalangin	
Pagsali sa kooperatiba ng mga tao	
Filipino sense of "Kamag-anak"	
Epektibong komunikasyon sa pagitan ng mga miembro at ng mga namamahala nito.	
Suporta ng mga barangay officials sa association/kooperatiba	
Bayanihan	
Magagaling na mga opisyal na nagpapatakbo ng proyekto	
Klaro ang mga layunin at ang patutunguhan ng proyekto (Vision, Mission, Goals)	
Aktibo at tuloy-tuloy na partisipasyon ng mga volunteers/miyembro	
Kagustuhan ng mga miyembro na magbigay ng kanilang panahon para sa proyekto	
Magaling at determinadong pamumuno	
Malinaw at klarong systema ng pagtatala ng pinansyal na transaksyon	
Kaalaman ng mga miembro kung ano ang layunin at patutunguhan ng proyekto	
Paninindigan sa isang desisyon	
"Attendance" o pagdalo sa meeting	
Pagsasakripisyo ng mga miembro para sa proyekto	
Pagkakaroon ng regular na meeting	
Pagiging patas sa lahat ng miyembro	
Paghahanap ng mga bagong miyembro	
Pagsasantabi ng pansariling interes	
Maayos na pagtala ng mga transaksyon	
Suporta mula sa ibang institution	
May transparency, klaro sa lahat ang nangyayari sa proyekto	
Bukas at epektibong sistema ng komunikasyon	
Malinaw sa lahat ng kasama sa proyekto ang kani-kanilang responsibilidad at tungkulin	
Masyadong kumplikadong mga dokumento (e.g. financial statement, project completion)	
Korapsyon	
"Conflicting interest"	
Pagkakaroon ng kaikaibigan sa pagboto at pagpili ng proyekto	

TABLE 5: COEFFICIENT TABLE FOR FACTORS AFFECTING SUSTAINABILITY

FACTORS AFFECTING SUSTAINABILITY	RATINGS	FACTOR 1	FACTOR 2	FACTOR 3	FACTOR 4
Pagkonsulta sa mga miembro ng komunidad/kooperatiba		0.03395	0.08914	0.01714	-0.04668
Sama-samang pag-bubuo ng desisyon		0.54033	-0.08054	0.0734	0.05433
Marunong na manggagawa (Skilled workers)		0.0997	-0.00815	0.32173	0.00278
Kagustuhang tumulong sa proyekto		0.17589	-0.00715	0.20149	0.06058
Paglinang sa kakayahan ng mga miembro ng komunidad/kooperatiba		0.35946	0.0795	0.30881	-0.10999
Malasakit ng mga miyembro		0.1689	-0.07841	0.00689	-0.02547
Dedikasyon ng mga miyembro		0.50682	-0.04726	-0.01271	-0.01638
Kooperasyon ng miembro ng komunidad/kooperatiba		0.61288	-0.00056	0.23303	0.05223
Panalangin		0.11696	0.18272	0.50136	-0.10677
Pagsali sa kooperatiba ng mga tao		0.0225	0.05414	0.52808	0.18705
Filipino sense of "Kamag-anak"		0.11122	-0.00954	0.40783	0.12847
Epektibong komunikasyon sa pagitan ng mga miembro at ng mga namamahala nito.		0.48571	0.17712	0.12415	0.1102
Determinasyon ng bawat miyembro na isakatuparan ang proyekto		0.61164	0.013	0.12647	0.01799
Suporta ng mga barangay officials sa association/kooperatiba		0.66009	-0.08367	-0.11895	0.1848
Bayanihan		0.77716	0.22596	-0.02686	0.0284
Magagaling na mga opisyal na nagpapatakbo ng proyekto		0.26632	0.62177	0.02218	-0.07266
Klaro ang mga layunin at ang patutunguhan ng proyekto (Vision, Mission, Goals)		0.06434	0.24914	0.14672	0.07254
Aktibo at tuloy-tuloy na partisipasyon ng mga volunteers/miyembro		0.15622	0.41694	0.16582	0.11236
Kagustuhan ng mga miyembro na magbigay ng kanilang panahon para sa proyekto		0.61161	0.14812	-0.05585	0.02924
Magaling at determinadong pamumuno		-0.02086	0.82119	0.04804	-0.00033
Malinaw at klarong sistema ng pagtatala ng pinansyal na transaksyon		0.01146	0.71583	0.02165	0.0291
Kaalaman ng mga miembro kung ano ang layunin at patutunguhan ng proyekto		0.11075	0.20652	0.0994	0.09886
Paninindigan sa isang desisyon		0.13472	0.20092	-0.09528	-0.06574
"Attendance" o pagdalo sa meeting		0.06024	-0.00443	0.27467	-0.04282
Pagsasakripisyo ng mga miembro para sa proyekto		0.19775	-0.06513	0.27914	-0.03627
Pagkakaroon ng regular na meeting		-0.06373	0.23615	0.37761	0.27123
Pagiging patas sa lahat ng miyembro		0.00355	0.16008	-0.08527	0.33724
Paghahanap ng mga bagong miyembro		0.04741	-0.02557	0.00991	0.62467
Pagsasantabi ng pansariling interes		-0.07782	0.23757	-0.01963	0.23232
Maayos na pagtala ng mga transaksyon		-0.0137	0.36383	0.10539	0.4461
Suporta mula sa ibang institution		0.2523	0.10241	0.04824	0.66946
May transparency, klaro sa lahat ang nangyayari sa proyekto		0.08672	0.4123	0.10424	0.01867
Bukas at epektibong sistema ng komunikasyon		0.17031	0.13374	0.04077	0.32919
Malinaw sa lahat ng kasama sa proyekto ang kani-kanilang responsibilidad at tungkulin		0.06779	0.259	-0.14675	0.07916
Masyadong kumplikadong mga dokumento (e.g. financial statement, project completion)		0.04836	0.00469	0.00186	0.11289
Korapsyon		0.09464	0.06167	-0.06118	-0.11639
"Conflicting interest"		0.08918	-0.01753	-0.00714	-0.01974
Pagkakaroon ng kaikaibigan sa pagboto at pagpili ng proyekto		-0.17568	-0.00633	0.00107	0.00852

FIGURE 1: NEW SCHEMATIC DIAGRAM FOR CONCEPT & NATURE OF SUSTAINABILITY AND THE FACTORS AFFECTING IT
Book Review



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Endnotes

¹ This narrative is an adaptation of the Hindu Fable, The Six Blind Men of Indostan by John Godfrey Saxe.

² *Correspondence Analysis* is a weighted Principal Component Analysis of a contingency table. It is used to provide a low-dimensional graphical representation of the association between rows and columns of a table. Each row and column is represented as a point in Euclidian space. It simultaneously characterizes the relationship among the rows and also among the columns of the data matrix.