



PHILIPPINES | TRANSFORMING FROM RECEIVERS TO GIVERS

Episcopal Community Action for Renewal and Empowerment (E-CARE)

The classic narrative of foreign assistance focuses on giving support to people with unmet needs. It is a narrative that places an emphasis on poverty, resource constraints and lack of strength. Simply providing for basic needs creates dependency on external generosity and undercuts local ownership and community members' control of their own future.

For many years, Episcopal Relief & Development has supported the social development activities of the Episcopal Church in the Philippines (ECP). Beginning in 2013, ECP leaders affirmed an asset-based approach with the launch of the E-CARE Foundation, an independent entity whose funding is increasingly provided by local communities. Inspired by the example of the Sea of Galilee (see sidebar), the ECP leadership designed the E-CARE Foundation and a unique "Receivers to Givers" (R2G) concept. The approach flips the development paradigm, focusing on local assets and skills that yield resources for further initiatives, rather than depending on external funding.

E-CARE's initial targets were ambitious. By the end of 2015, E-CARE sought to raise six million pesos (\$130,700) from local communities that could be plowed back into new activities. By mid-June 2015, E-CARE had far exceeded its target. Beginning with zero capital, E-CARE had raised 15 million pesos (\$325,060) from local communities, proving that the resources for development truly can be generated internally.

Investing in Community Assets

When the E-CARE Foundation achieves resource independence, it will be the culmination of a process that began not with the formal launch of E-CARE, but with the intentional transformation of the ECP itself since the early 1990s. The challenges facing the ECP in 1992 were stark. Could the church transform itself from dependency – with 60 percent of its budget coming from The Episcopal Church – into a self-sufficient entity? And could its community development work reflect this shift, empowering communities to bring internal resources to bear on shared challenges?

Consistent with E-CARE Foundation's Four Bottom Lines, a number of key insights have informed the E-CARE Foundation's success.

Receiving and Giving

In the Holy Land, the Sea of Galilee both receives the River Jordan's fresh water and releases it back. In contrast, the Dead Sea receives the river's flow but lacks an outlet. The Sea of Galilee gives and sustains life, while salt accumulation in the Dead Sea stifles it. When a community receives without giving, its energy is stifled rather than nurtured.



E-CARE Foundation's Four Bottom Lines

- 1. ECONOMIC EMPOWERMENT:**
E-CARE works to lift communities from poverty to self-sufficiency
- 2. RECEIVERS TO GIVERS POLICY:**
Communities that receive support must eventually give back or give out what they received
- 3. INSTITUTIONAL SELF-RELIANCE:**
E-CARE Foundation itself must be operationally self-reliant, independent from donors
- 4. SUPPORT FOR ECP'S VISION 2018:**
The E-CARE Foundation acts as the community development desk of the ECP, supporting the Church's overall mission

Transform the Church to Create a Culture of Independence: For the Episcopal Church in the Philippines, encompassing seven dioceses and 120,000 members, the development of church and community goes hand-in-hand. The Church itself recently moved from financial dependency on international church partners to complete self-sufficiency, pursuing a vision that guides both the ECP's social and community work.

Recognize Community Assets: The ECP moved from reliance on external aid to fulfill community needs to an asset-based community development (ABCD) approach that recognizes and values local community assets, refusing to dwell on demoralizing frameworks centered on needs or problems. The E-CARE Foundation's core activities involve investing in community-based approaches to build natural farming systems, enhance livelihoods and reduce disaster risks. E-CARE helps communities identify their internal strengths – from finding leaders who can inspire action to supporting sustainable use of natural resources. In 2012, Episcopal Church leaders in the Philippines decided that they could do more than receive grants. They could turn receivers into givers, declaring that communities receiving support must eventually give back or give out what they received, passing on their blessings to others.

Manage Growth: When receivers pay back money, they provide E-CARE with 1.5 percent interest, which is applied equally 0.5 percent each to R2G, the E-CARE Foundation and the ECP in direct support of Bottom Lines 2, 3 and 4. One E-CARE partner community, Licab, started with a 200,000 peso (\$4,332) investment, then paid back the funds – Receiver to Giver. This led to a 500,000 peso (\$10,830) second round, and a 2.2 million peso (\$47,654) third E-CARE investment. Because livelihoods in Licab depend primarily on agriculture, the community has rolled their funds back into agricultural investments, increasing their total land ownership and the amount of equipment and starting a farmer's cooperative. When E-CARE inquired if Licab would like another round of funds, they said “no”, which is a clear sign of E-CARE's success.

Invest in Women: Core to the E-CARE approach is investing in women's leadership. In the Philippines – and across the globe – women are among the strongest but one of the most underutilized community assets. When E-CARE first enters a community, the Foundation makes it clear that it will only work with communities where women are given equal opportunities and roles of responsibility as men. E-CARE's experience is that women represent the majority of the participants and many hold leadership positions such as leaders of cooperatives.

Communities Can Advance Social Cohesion: The E-CARE Foundation also supports a community's connection to others, growing social cohesion while advancing regional development and markets. In a country recovering from a long internal conflict, practical approaches to building a more cohesive society are essential. An E-CARE electricity program helped stem violence between the two warring groups in the secluded, mountainous area of Kalinga, Tulgao. Because the program brought benefit to both communities, it allowed these two communities to work towards a better life for their families, and understand that the other community was not so different and could in fact live in peace.



Bottom Line Results (2012-2015)

1,440

HOUSEHOLDS LIFTED FROM POVERTY

30%

E-CARE OPERATIONAL SELF-RELIANCE

\$129,675

6 MILLION PESOS INVESTED IN PARTNER COMMUNITIES

\$32,419

1.5 MILLION PESOS INVESTED IN ECP

The Way Forward: A Global Model for Local Solutions

The newly adopted Sustainable Development Goals (SDGs) and institutions such as USAID emphasize the need for local solutions and financing. However, donors' ambitions for local approaches and funding are currently falling short, with a dearth of locally developed solutions.

Through E-CARE, the Episcopal Church in the Philippines is emerging as a global leader with a proven model for how to achieve local sustainability. E-CARE shows that aid-dependent communities can become self-sufficient, tapping into their internal assets to help others along the way. The E-CARE Foundation has hosted delegations from as far afield as Colombia, Kenya, Papua New Guinea (PNG), the Solomon Islands and the Navajo Nations in the United States, and they are currently providing mentorship for program development in Myanmar.

Starting in 2018, the Foundation will begin making grants in other countries beginning with PNG, bringing its vision and impact to a much broader definition of community. The grantmaking will emphasize the asset-based approach and the R2G philosophy, and will incorporate staff exchanges for joint learning between E-CARE and PNG partner staff. The grants will reinforce what has worked in the Philippines, but also encourage creative thinking to develop solutions appropriate for their local context.

Even while the E-CARE Foundation is developing capacity of development organizations in other countries, the Foundation still needs to determine how to manage the challenges of a growing organization with a creative model.

- How can E-CARE ensure that long-term staff adapt to the new model, and that new hires are on-boarded so that they understand the E-CARE approach and the R2G philosophy?
- What approach should E-CARE take to incentivize and provide career opportunities to high-performing employees who are well-trained in E-CARE's creative approach and are attractive hires for other organizations, particularly those in the private sector?

Bottom Line Targets (2016-2018)

1,994

HOUSEHOLDS LIFTED FROM POVERTY

100%

E-CARE OPERATIONAL SELF RELIANCE

\$257,287

12 MILLION PESOS INVESTED IN
PARTNER COMMUNITIES

\$64,321

3 MILLION PESOS INVESTED IN ECP



**Episcopal
Relief & Development**

Healing a hurting world

815 Second Avenue, New York, NY 10017

www.episcopalrelief.org

855.312.HEAL (4325)



Episcopal Relief & Development works with more than 3 million people in nearly 40 countries worldwide to overcome poverty, hunger and disease through multi-sector programs. An independent 501(c)(3) organization, it works closely with Anglican Communion and ecumenical partners to help communities create long-term development strategies and rebuild after disasters. In 2015, the organization is celebrating 75 Years of Healing a Hurting World.