

## **Beyond development aid: dynamics of multi-stakeholders' partnership of youth-led organizations in post-conflict communities in Mindanao, the Philippines**

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### **Abstract**

This paper explores how youth-led peacebuilding organizations employ multi-stakeholders' partnership when development aid is hard to access. It draws examples from two youth organizations in the post-conflict communities of Mindanao in the Philippines. Earlier studies demonstrate that high dependency on foreign development aid is one of the factors that lead to an organization's unsustainability, especially for youth-led organizations in developing and conflict-driven regions. When funding institutions dry up, their peacebuilding programs also stop. With development aid inaccessibility, they have developed engagement with multiple local stakeholders' communities that help sustain their programs beyond development aid. The first part of the paper reviews the implications of existing development aid allocation dynamics to youth-led peacebuilding organizations. The second part unpacks multi-stakeholders' partnership as a practice young peacebuilders employ. Especially in youth and non-profit management studies, the empirical data from this research contributes particularly to how to enhance the nature of stakeholders' involvement as a strategy to shun high dependency on foreign aid and eventually enhance the sustainability of organizations in conflict-driven regions.

*Keywords:* development aid, youth, peacebuilding, multi-stakeholders' partnership

### **Youth and the current platform of peacebuilding aid allocation**

Emerging alongside decades of aid allocation, certain structural platforms blocked young peacebuilders from developing countries from getting development aid. Some of these structural platforms include rhetoric-based assessment, conscription, and sub-contracting, which are unpacked in the succeeding section of the paper. Donors have developed such platforms as a product of their multi-year experience of aid allocation to conflict and post-conflict regions. It can be argued that these platforms are developed to counter negative experiences with aid recipients. While these platforms work well, this paper demonstrates that young peacebuilders experience difficulty in accessing development aid.

Located in the south of the Philippine archipelago, Mindanao is home to one of the oldest conflicts in the world. The well-studied century-old conflict in Mindanao started as early as the 18th century when the Spaniards tried to colonize the Muslim-dominated communities. Presently, the outcry of the Muslims for self-determination continued. The 2019 achievement of which is the ratification of the Bangsamoro Organic Law and the creation of the autonomous region. Mindanao is one of the post-conflict communities where young peacebuilders have mushroomed. At least 120 youth-led peacebuilding organizations are now being mobilized across the region.

The wide spectrum of youth-led peacebuilding initiatives in Mindanao vary from humanitarian relief assistance, online platform for positive messaging, workshops on interreligious dialogue, inner peace seminars, arts-based programming on empathy building, among others. Despite such vibrancy of youth to contribute to peacebuilding, there exist serious obstacles, one referring to the strong struggle between daily survival and peacebuilding advocacy. At the end of the day, they are confronted of the fact that they need money to buy rice, pay for their education, and support their siblings and parents. The bottom line, however, is that youth is now in the peacebuilding arena (Ragandang and Vilorio 2018), pulling inspiration from their adult leaders (Harland 2011; Gambone & Arbretton 1997; McEvoy-Levy 2001).

Responding to the century-old conflict in Mindanao, millions of dollars -- in the form of development aid -- has been allocated for peacebuilding. Bulk of these aid are given through bilateral agreements between the government and the donor agency, while contractors and non-government institutions share the remaining percentage of the aid pie. Historically, certain structural changes drive aid allocation from rich states to poor ones. The end of Second World War as a grand time (see Halliday 2017) led the United States and its allies to pour development aid to distorted Europe. It later on continue to other countries. In the 21<sup>st</sup> century, decades after Second World War, the same struggle of rebuilding communities destroyed by wars continues. The tradition of aid giving continues also. Through giving of aid, rich countries have established strong bilateral relationships with governments from poor countries.

Unfortunately, what is lacking in the present aid distribution mechanism is a platform tailor-fitted to the advancement of youth-led peacebuilding efforts. Currently, the generic platform of development aid distribution has put young peacebuilders in the open field, competing with hundreds (and more advanced) of non-government organizations on the ground. It creates a disconnection between youth peacebuilding initiatives and development aid. Along these lines, I argue that there is a need to develop a platform for development aid allocation, with young peacebuilders in mind.

### **Youth, peacebuilding, and multi-stakeholders' partnership: a review**

The maintenance of peace and order is the primary duty of the government, a form of its ministrant function. Youth-led peacebuilding is a form of non-governmental resource, helping the government perform their function. When non-government organizations (e.g., youth-led organizations) and development aid donors appear in the picture, they are doing what Grabosky (1995) refers to as 'non-government resources' to supplement the limits of government, and thereby fill-in a regulatory vacuum. Bartley (2007, as cited by Grabosky 2017) stressed that "non-state initiatives are often inspired, if not provoked, by state inaction."

Starting from the twentieth and early years of the twenty-first centuries, a youth-development or youth-led prototype has developed which effectively transforms young people from their traditional roles as consumers, perpetrators, victims, and needy clients (Eccles & Gootman 2002, Why Youth Development 2001, Kirshner, O'Donoghue, and McLaughlin 2003; Lerner, Taylor, & von Eye 2002; Villarruel et al. 2003, as cited by Delgado & Staples, 2008). In relation, Checkoway (1998) viewed that youth actions are grounded on the fundamental belief that the youth themselves are the best capable of assessing their own issues and needs. Thus, they themselves are their own group's most effective spokespersons. Though adults can serve as supportive allies, the youth themselves must play centrally in decision-

making roles in their own organizations as they are in the best position to share their own interpretations of why these actions have been undertaken (Zeldin et al., 2001 as cited Delgado & Staples, 2008).

Since the current generation of young people will be the next cohort of leaders, facilitators and stakeholders, their engagement in peacebuilding and the shaping of their political attitudes and skills in the present time will have important long-term implications. Thus, there is a need for some more realistic ways to engage and integrate these young people into their communities (McEvoy-Levy, 2001; Harland, 2011; Gambone & Arbreton, 1997), and be catalysts of change towards sustainable and irrepressible communities.

Having youth as stakeholders in the peacebuilding process is also referred to as third-party intervention. Braithwaite (2017) stressed the importance of the third party in complementing, if not augmenting, the duty of the government to its constituents (also see Grabosky 2017, and Gunningham and Sinclair 2017). Dupont, Grabosky, and Shearing (2003) articulated how non-state institutions can strengthen security governance in weak and failing states. As Grabosky (1995) cited, Lao Tzu (1963) affirmed by arguing that governance is the act of “making use of the efforts of others” without interfering them.

Inasmuch as young peacebuilders wanted to be active third party allies of the government, the current platform between development aid and young peacebuilders does not fully support the process. Thus, I argue that there is a need to develop a tailor-fitted platform that can connect the two third-party peacebuilding interventionists. In so doing, we also look into the role of the government to bind this relationship. After all, the government is the main state actor. As Vogel (2010, as cited by Grabosky 2017) suggested, efforts of non-government institutions “is not a substitute for the exercise of state authority.”

In a study by Vilorio and Ragandang (2017), data revealed that the presence of peacebuilding youth-led organizations in post-conflict areas of Mindanao of the Southern Philippines is manifested by various arts-based programs conducted in Mindanao communities. In such programs and projects, one key factor that the led implementers consider essential to the program’s success is the help of the local community and its deep sense of owning the program. Local ownership, as a term, has become a keyword for global interference, whether military, humanitarian or developmental, by the UN, World Bank, agencies or non-governmental organizations (Richmond, 2012). Donais (2012) defined it as the degree in which domestic actors to some extent control local processes of a particular organization.

The meaning of local ownership, however, varies depending upon the group involved in the process (Varghese, J. et al., 2006), and is asserted by Richmond (2012) as a way to avoid accusations of foreign interference. The principle of local ownership is misinterpreted if it is understood to mean that there must be a high level of domestic support for donor activities. Nathan (2007) therefore suggested that it should be the other way around: what is required is not local support for donor programs and projects but rather donor support for programs and projects initiated by local actors.

On a related note, Vallinas’ (2011) study on the peace initiatives revealed that multi-stakeholders’ partnership are able to initiate post-conflict peace initiatives in five dimensions of peacebuilding: political and military dimension, social dimension, economic dimension, and environmental dimension. On the participation of nonprofits as one of the stakeholders in the prevention of human trafficking in Iligan City, Mangangot’s (2012) study revealed that

nonprofits played a vital role in helping the government implement the Anti-trafficking in Persons Act of 2003, especially in the preventive, protective, and rehabilitative aspects. The study also revealed that, among others, these nonprofits encountered the following challenges: lack of workers and lack of funds. However, it failed to present reasons of such scarcity; it has not mentioned also if such organizations utilizes multi-stakeholders' partnership to share the cost of the projects.

While studying youths' peacebuilding contribution is certainly of great value, it is equally important to study the multi-stakeholder's partnership dynamics of these organizations as a tool for sustainability. Sustainability is considered the holy grail of many development projects, yet there is limited evidence about strategies that effectively support the transition of programs from donor funding to national governments (Bennett 2011). Also, the findings of this study can be a good input to the triangulation methods in sustainability studies and practice. The findings and recommendations can also be beneficial to policymakers in terms of policy review and in designing intervention programs for the community, especially in programs related to youth and peacebuilding.

In developing countries like the Philippines which has been confronted with century-old conflict, and for which international development aid has been made available to help build communities, it has been a common notion that only development aid can sustain organizations. However, many scholars believe that more than development aid, there are other factors that are equally significant toward achieving organizational sustainability. This study can contribute to the body of research as it focuses on other factors that can sustain organizations, other than foreign development aid. With this study, insights can be drawn relative to other factors that are essential to the continuous operation of these organizations during the post-external aid phase.

The next section of this paper unpacks three platforms of development aid allocation, namely: rhetoric-based assessment, and Grabosky's (1995) conscription, and sub-contracting. It demonstrates that while these platforms help distribute development aid in (post) conflict communities, young peacebuilders experiences difficulty in accessing these platforms. With such platforms causing intermittency between development aid and young peacebuilders, this paper will then explore the role of multi-stakeholder partnership in sustaining youth-led peacebuilding organizations.

### *1. Rhetoric-based assessment*

Rhetoric-based assessment is the first platform that forms a basis in development aid allocation. Most often than not, foreign aid donors are stationed miles away from the potential recipient youth organizations. Donors have minimum to zero knowledge of the actual activities of these youths back home. They have no other basis for selection but rely largely on the stories written in the application packets. The better the write-up, the more chances of getting the funding. It is a competition of hundreds of other organizations.

I argue that the rhetoric-based assessment of donor organizations has augmented young peacebuilders' chances to get development aid. This is especially true for youth organizations whose rhetoric capacity is way weaker than others. Plato once claimed that rhetoric is a pathway to truth. On an interesting note, Wardy (2015) asked, "Is rhetoric the capacity to

persuade? Or is it 'mere' rhetoric: the ability to get others to do what the speaker wants, regardless of what they want?"

To enhance donors' selection process, checking on the available websites and social media accounts of potential recipients is a genius mechanism. It is, however, another case of rhetoric-based assessment through an online platform, as not all youth-led organizations are capable of maintaining a website. While social media pages (e.g., Facebook, Instagram, and Twitter) are free of use, not all are skilled in making them more palatable to the eyes and judgment of potential aid donors. As one community leader said, "there is an art in posting entry in social media." For instance, social media-savvy individuals purposely post at 5:30 in the afternoon if only to capture a broader audience. This is in addition to the art of capturing "instagrammable" photos to capture the attention of donors. Moreover, the use of English as a medium of applications has been challenging for youth-led organizations whose command of English is elementary.

Beyond the wraps of rhetorical presentation, actual site visits and third-party intervention help in the process. It can be time-consuming and costly, however. One example is the Ten Accomplished Youth Organizations Awards Foundation (TAYO) in the Philippines. TAYO selects organizations primarily based on their application packet. It is followed by a third-party validation through field visits, after which shortlisting follows. While we trust the ability of young people to write their stories, in all fairness, for those who are not gifted with "grantsmanship," additional mechanisms of data verification can enhance their chances to be selected as recipients.

The idea of engaging multiple actors, in this case for counter-validation beyond rhetoric, is akin to Grabosky's (2017) idea of meta-regulation and to the smart regulation of Gunningham and Sinclair (2017). These authors argued that having multiple sectors involved in a process will not just lessen the cost to the main actor but is also a genius mechanism to ensure the envisioned result. As a strategy, some youth organizations assign one staff to focus on looking for available funding opportunities, hitting deadlines, and thereby developing the skill which Coblenz (2002) coined as "grantsmanship."

Grantsmanship is the capability to articulate what the organization does in the best way that funders understand and are convinced to fund the organization (Coblenz 2002). Easterly and Williamson (2011) argued that while eloquent rhetoric has been used to develop aid practices, the question, however, is whether it has been translated into reality. Recently, there has been a trend of some donors asking for a short video in addition to the traditional application packet. If young Filipinos learn English since elementary and still struggle, this is more for other youth from non-English speaking countries whose command of English is way behind.

## *2. Ingenuity of conscription*

Some channels of development aid require a bank account for their potential aid recipients. This is true for almost all funding institutions. In opening an organization's bank account, the bank would, in turn requires a certificate of registration issued by a country's Securities and Exchange Commission (SEC). For SEC to issue a certificate, a certification from a relevant government agency is one of the compulsory documents. Youth organizations will unlikely receive any funding from international or local donors if they don't have government

registration. If they are on fund-raising, the need to apply for an official receipt is a requirement as well. For the receipt to be official, however, one must go through the lengthy process in the government's bureau of internal revenue.

Grabosky (1995) refers to this process as conscription, an ingenious mechanism by which one entity requires another to perform a task. When an international funding organization requires a youth organization in the Philippines for government registration, indirectly, the funder is helping the Philippine government perform its task. It ensures the registration of existing non-government organizations. Also, this guarantees that funders are giving their money to registered, legitimate, and real organizations on the ground. Conscription, in this case of shaping the relationship between youth's access to aid and donor's ability to transfer aid, makes the donor agencies de facto government.

While young people are technologically capable as compared to their peacebuilding predecessors (Checkoway, 1998), there are technical aspects of organizational sustainability that they can learn from their adults. With conscription as a trend now, compliance with the regulations set by the government and donors can be fastened with advice from their adults in the field. These technicalities range from the simple process of filling out the application for registration up to the complicated and long steps of applying for an official receipt.

Though adults can serve as supportive allies, the youth themselves must play centrally decision-making roles in their own organizations as they are in the best position to share their own interpretations of why these actions have been undertaken (Zeldin et al., 2001 as cited Delgado and Staples 2008). This is the same as the way the relationship between the youth and donors should be moulded: while donors at some level can command how the funding should go, it would be better to consider as well the experience-based capital of the young peacebuilders from the ground.

In his work, "Using Non-governmental Resources to foster Regulatory Compliance," Grabosky (1995) stressed how "the governments may simply command third parties to assist with one or more processes of compliance." Conscription, as a mechanism that shapes the relationship between the funder and youth peacebuilders, augments regulatory compliance without the government's direct intervention. This is especially helpful in developing economies where the system of census among non-state actors is still an emerging procedure. It somehow lights three candles with one match stick: the government gets non-state actors registered, the donors ensure the legitimacy of the potential recipient, while youth organizations enhance their capacity of augmenting their projects through funding.

### *3. Two-faced sub-contracting*

Citing Boston (1994), Grabosky (1995) stressed the tendency for one entity to sub-contract and engage another in the implementation of a project. The main purpose, according to Grabosky, is to "achieve the appearance or the reality of disinterested independence." Following 9/11, along with other violent atrocities in Europe, Asia, and North America, civil society organizations were tapped to help the governments challenge violent extremism. One of those who responded is the tech giant Facebook, Inc. It started when the White House called for a multi-party meeting to combat violence.

While Facebook owns financial and technological capital, they don't have the expertise and community-based social capital. On the other side, another company EdVenture Partners (EVP), also wants to take the lead. They have the expertise of connecting with the youth and academe but limited financial capital and technological platform. With the expertise of the EVP and resources of Facebook, the latter contracted EVP to implement a university-based campaign of challenging violent extremism. It is called Peer to Peer: Facebook Global Digital Challenge (P2P).

To implement the program on the grounds, EVP contracted university-based, youth-led organizations to implement a localized, context-relevant program of challenging violent extremism through positive messaging. The organization receives a seed grant of USD 1,000, plus Facebook advertising credits of up to USD 750. In the Philippines, our project IslamNotPhobia is one of the outstanding projects recognized in Washington D.C. in 2018. Our youth organization received funding being a sub-contract to a funding institution.

There are certainly benefits of sub-contracting. Funding institutions will deal with few actors on the ground. It means a lesser need for staff to manage the recipient organizations, thereby ensuring close monitoring of the project. The contracted organization is usually rich in expertise and social capital. It has also earned experience-based techniques, which they can cascade to the organizations. Since the source of implementing instruction is only one, uniformity of results is expected. While the uniformity of results is projected, the originality of outcomes is understandable given the geographic diversity of tapped organizations.

Sub-contracting as a two-faced mechanism lies in the fact that while its benefits can be rosy, the challenges cannot be undermined. Primary, this pattern that shapes the relationship between funders and youth organizations is highly dependent on the choice of the funder. The contracted organization can contract another organization and is again limited to its network. Reaching out to potential partner organizations usually start with the one already in the network, after which an open call for partnership follows. Thus, youth organizations that are from far-flung and technologically-remote areas can hardly be included in the loop. Back to government registration done through conscription can be a genius way to catch them in the loop.

In connection, there exists a tendency for youth organizations to re-align their projects, programs, and activities to the donor's agenda. While there are critics of this re-aligning tendency, it is important to note that re-alignment is still confined in the advocacy loop of the organization – either core or peripheral in depth. It is beyond debate that there is wisdom from donors, the majority of whom are from developed states. But there is also wisdom from the workers of the ground. Combining the donor's wisdom and the implementer's expertise is strategic. No local knowledge is absolutely seamless, while no foreign knowledge is perfectly suitable to the local environment abroad.

The primary concern of the donor is to ensure proper utilization of funds (Ragandang, 2012), while the recipient organization ensures that the goals of the project are achieved at the highest potential level possible. But when development aid distribution is hardly accessible to young peacebuilders, what local mechanisms have worked? How can young peacebuilders continue their initiatives without being dependent on development aid? This paper demonstrates that multi-stakeholders' partnership is one of the mechanisms young peacebuilders employ and which the succeeding section unpacks.

## **Multi-stakeholder partnership among youth-led peacebuilding organizations**

In the local context among the people of southern Philippines, developing local ownership through multi-stakeholders' partnership is known as *kurambos*. More than a term, *kurambos* is a Visayan equivalent of the concept of 'cost-sharing' especially when there is a multi-stakeholders' collaboration for a particular community project (Moreno, as cited by Ellorin, 2015). It is commonly practiced in family-tied rural areas wherein the capacity to acquire an object is hard enough for one person (perhaps due to financial limitations), thus members of the neighborhood will contribute any amount, buy the object, and share with everyone who contributes. In both organizations, *kurambos* is so well-practised especially when youth leaders are from family-tied rural areas.

Youth-led peacebuilding organizations in Mindanao consider *kurambos* as an effective tool in enhancing the sustainability of the organization. Corollary to this belief however is the fact that this method is challenging, especially if the partner community is poor and really has nothing to offer and bring something to the table. This paper particularly looks into the stakeholder interests, dependencies between the organization and its stakeholders, as well as the nature and level of stakeholders' involvement in the organization.

The interest and reasons of stakeholders in joining the organization are classified in four categories. First, some stakeholders join the organization because they believe that their involvement is a way of performing their humanitarian obligation of helping and showing empathy for others. Second, some stakeholders join because of their concern for and worry about their community. Third, there are stakeholders who are seeking career-related experience, and they consider that joining the organization is a key to gaining such experience. Fourth, reducing the negative feelings about oneself is the other reason that motivates some stakeholders to engage in the programs of the organization.

Based on their nature of involvement in the organization, both key and primary stakeholders are categorized as "partner stakeholders," applying Mainardes, Alves and Raposo (as cited by Inha, 2015). The key stakeholders of both organizations include its Board of Directors, staff, active performers, and program facilitators, while primary stakeholders include their partner schools, non-government organizations and other community-based entities. On the other hand, the secondary stakeholders include the local government units and national governmental agencies whose mandate is parallel to the objectives of the organization. The nature of their involvement is "controlling and regulatory" in nature based on the theory of Mainardes, Alves & Raposo (as cited by Inha, 2015).

The impact of the organizations' peacebuilding programs on the stakeholders is evident on three different levels: individual, interpersonal, and community levels. With their nature of involvement in the organizations, along with the impact on their individual, interpersonal, and community levels, the participation of stakeholders has implications for the institutional, financial, technical, and spiritual sustainability of the organization.

Usually in the form of volunteer work, stakeholders from different sectors play a vital role, especially in sustaining youth-led non-government organizations. Volunteerism is seen as a core element of community participation, which is considered the broad philosophy and key strategy for achieving organizational sustainability (Clary et al., 1992; Snyder, 1993; Omoto & Snyder, 1995; Clary et al., 1998), especially among start-ups where it is hard to pay for staff.



In addition, Walt (1988), Friedman (2002), and Schneider et al. (2008) argued that especially in developing countries, various communities engaged in free services of community-based stakeholders.

Key stakeholders' nature of the involvement is one of the highest as being categorized under "partner stakeholders," based on the categories developed by Mainardes, Alves and Raposo (2012). Based on the stakeholders' classification developed by Post et al. (2002) and Fowler (2015), youth organizations in Mindanao have their board of directors and staff as their key stakeholders. For one organization, the Director is the one who selects and invites potential members of the board, as approved by the mother organization. In another group, the Executive Director is the one who identifies members of the board, who represent different sectors of the society such as academe, government, and non-government sectors.

This substantiates the contention of Freeman 1984, 95; Mainardes, Alves and Raposo 2012, 1874; Tashman and Raelin 2013 (as cited by Inha, 2015) that the identification of stakeholders is traditionally left to managerial actors, who then attribute salience to subjectively chosen stakeholders and differentiates between the interests of these groups.

Next to key stakeholders are the primary stakeholders. Mostly coming from the industry, the primary stakeholders of one organization include occasional performers and members and various academic and non-profit organizations. Among others, the organization has partnered with schools and universities in the region. They are categorically considered as partner stakeholders (Mainardes, Alves & Raposo, 2012) as they are influential in the implementation of organizational programs and projects.

On the other hand, primary stakeholders of another organization include student volunteers and teachers (along with its school administrators) of partner schools. Student volunteers are those program facilitators who, due to time constraints brought by working conditions, can only join the organizational activities occasionally. Teachers and school administrators from partner schools are also primary stakeholders of the organization. They play an essential role in the successful implementation of the programs of the organization, especially its signature program on bullying prevention. Based on the categories of stakeholders' nature of involvement developed by Mainardes, Alves and Raposo (2012), occasional PeaceMovers and teachers (along with its school administrators) of partner schools are "partner stakeholders."

The third category refers to the secondary stakeholders. With its regulatory nature of involvement in the organization, the secondary stakeholders include the local government units and national governmental agencies whose mandate is aligned with the objectives of the organization. For one organization, the Philippines' National Commission on Culture and the Arts is one of its secondary stakeholders. The arts-based programs and projects of the organization are helping the commission meet its mandate, especially in Mindanao communities. Young peacebuilders are actively involved in the regular programs of the commission, making them the contact persons of the agency in Mindanao.

On the other hand, the Department of Education (DepEd) and the Commission on Higher Education (CHED) are the secondary stakeholders of another organization. Without a written and published advisory from DepEd, DepEd teachers who want to participate in training and conferences that the organization spearheads cannot get financial assistance from the agency and cannot use their certificate for promotion. A DepEd advisory from the central

office required DepEd personnel to engage in organizational programs. CHED, on the other hand, endorses the conferences and training of the organization and is disseminated to all public and private higher educational institutions all over the country.

The controlling and regulatory presence of the local government units (LGU) in Northern Mindanao also qualifies LGUs as secondary stakeholders. For instance, a youth organization is required to ask for a weekly permit for its weekly peacebuilding program in one kiosk in a public area. Though regulatory, compliance with the requirements of LGUs and other government agencies legitimizes the programs and projects of non-profit organizations.

Passive stakeholders, according to the categories developed by Mainardes, Alves and Raposo (2012), include the immediate families of key and primary stakeholders. According to Mainardes, Alves and Raposo (as cited by Inha, 2015), passive stakeholders and the organization influence each other mutually, but the organization is perceived to hold more influence power over the stakeholder, thus truly making the immediate families of key and primary stakeholders as a passive interested party in the organizations. As relayed by one participant,

When I started, one of the unbelievers of the organization was no other than but my mother. While it is hard for her to understand the arts and movement-based approach of the organization, she is not sold out on the idea that it can really contribute to peacebuilding. After five years of my work, bringing her to various training and conferences that we conduct, her mind has changed and is now a supporter of our cause.

The identified stakeholders are described in the context of the model of Post et al. (as cited by Inha, 2015). The key stakeholders of both organizations include their Board of Directors, staff, active performers, and program facilitators. Primary stakeholders include the partner schools, non-government organizations and other community-based entities. The nature of involvement of both key and primary stakeholders of the organizations, applying Mainardes, Alves & Raposo (as cited by Inha, 2015), falls under “partner stakeholders.”

With its regulatory nature of involvement to the organization, the secondary stakeholders include the local government units and national governmental agencies whose mandate is parallel to the objectives of the organization. The controlling and regulatory presence of the local government units in Northern Mindanao also qualifies local government units as secondary stakeholders. According to Mainardes, Alves and Raposo (as cited by Inha, 2015), a passive stakeholders and the organization influence each other mutually, but the organization is perceived to hold more influence power over the stakeholder.

### **Towards paving aid intermittency: concluding discussions**

Aid giving is grounded in a noble cause. But despite how noble it is, there exist factors (as well as misconceptions) that fuels intermittency between funders and youth-led peacebuilding organizations. Platforms that can address the intermittency must be developed. It can start by strengthening country-based regulation, or redistributing regulation as Drahos and Krygier (2017) coined. It could commence by tracking youth-led organizations starting from the national level down to the local level.

The donor's wishes are as important as the youth recipient's line of advocacy. Funders can prescribe the way a potato is cooked but can also learn from the recipient how they cook potatoes in their own way. It is allowing youth to do programs that are context-relevant, rather than introducing them to a template that may not work in their context, thereby killing their artistic creativity (Halliday, 2017).

Beyond development aid, it is important to develop a prototype towards sustaining youth-led organization even after development aid. Multi-stakeholders' partnership and developing the sense of local ownership can help sustain the organizations in post-external aid phase, while shun being hostage by aid dependency.

More so, changing our perceptual lenses is therefore important, if not urgent. Recipient organizations must change the way they perceive donors. While it is true that donors are richer than they are, it is good to note that sources of funds are not overflowing and unlimited. In the long run, it may dry up. Aid is either a tax government levy from its citizens or a collection of donations from people who give not because they have so much extra in their pockets but because they feel the need to give and share with the lesser fortunate (see Ragandang 2012).

Donors, on the other hand, may perceive aid recipients as really poor, with resources almost close to nothing, and therefore incapable of thinking to innovate. This is not true: the truth is that recipients are rich with human resources, time, and talent anchored on the local and indigenous knowledge they develop for many years. When a non-profit gives so many cows and pigs to one Philippine village to start a profitable income, they slaughter those pigs during a festival, and report to that donor that "it died naturally." They may don't have the actual money, but they are not empty of resources. If you keep on giving them more, the sense of ownership may be compromised. Paving the intermittent nexus between peacebuilding youth initiatives and development aid is therefore a communal process. The efforts of understanding deeply both parties are necessary to achieve connection.

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